

PMI Breakfast Roundtable – South  
Mentor Graphics - Nov 4, 2005  
Ann Walker - Facilitator

Topics:

1. How to keep quality while going through growth?
2. What are the ten rules we each keep as Project Managers?
3. Distributed global development models – process, and communications
4. Team incentives
5. Team SME conflicts with project approach

Multi-vote results: # 2, 5, 3

## Team SME conflicts with project approach - Helen

The current approach has been approved and budgeted. Management team used an external consultant to analyze situation and provide recommendation; Management chose bottom up versus top down approach for Data Warehousing/Data Mart project.

- Have an open discussion of the approach with the team. Try to get buy in from everyone
- The Project Manager needs to set behavior expectations and escalation process. You do not want passive resistance
- Try a hybrid approach: Top down framework and a prototype build of bottom up
- Have an expert lead the project
- How do you get team buy-in? Consider personal skills
- Expert may need more information to understand the approach/decision
- Expert may just want/need to be heard
- Have Sponsor address project direction with the whole team (Kickoff)

What are the ten rules we each keep as Project Managers? - Bruce

- Assume noble intent
- Never argue with an idiot
- Never surprise your manager (Or anyone else)
- Operate on the principle of least astonishment
- Communicate, Communicate, Communicate
- Don't assume finances until the check in is your hand
- Be Proactive. Ensure that your team knows what is coming next
- A Project Manager should not be led by technical focus or direction
- Plan your work, and work your plan
- Things change
- Put the right person in the right place
- Look for ways to affirm your team
- Celebrate success, and not just at the end of the project
- Don't lose your sense of humor
- Always look for more than two options
- Individuals may be in violent agreement: not the same as disagreement
- What is the problem you are trying to solve? How do you know when you are done?
- Separate root cause versus the symptoms

## Distributed global development models – process, and communications - Scott

- Startup model – Infrastructure is in place, but need a better process due to different experience models
- Use work packages to monitor work
- Time and Language differences – Norway, US (Wilsonville), and China
- Situation evolved due to business acquisition, regional efficiencies and anticipated cost savings
- Identify a common goal or objective and restructure around it
- Have internal conferences
- Have small teams work together at same site – cross-pollination
- Use a daily Issues Log, and over communicate
- Is there an expeditor role to act as a liaison and troubleshoot
- Need a way to involve everyone from the beginning
- Would it help to have a site leader, or point person?
- Can you use a 7X24 development model with handoffs? Have a rolling Issues Log, Action Items, and Status Reports form each regional center
  - Use simple language and format
  - Each site owns it's portion, and is responsible for updates
- Use a Statement of Work to manage