

Affinity Diagram for Issues/Challenges - EQ4PM June-August 2007

Criticizing, Blaming or Attacking

- Team members criticize each others performance to the PM
- Blaming / attacking
- Over-reacting
- Someone lashes out harshly at another in meeting.
- Performing organization is demanding or critical
- Uppper management openly criticizes individuals in meetings
- Manager is critical
- Lack of project sponsor support
- Inappropriate behavior in meetings - blaming and attacking others
- Innappropriate meeting behavior - team is late, goes off on tangents, complains, don't recommend solutions
- How to avoid leaving an impression of disrespect for others
- Inexperienced PMs hired by inexperienced PM managers
- Everything is viewed as my group's fault or vendors fault
- Sending and receiving flaming emails
- Staff sends flaming email that results in swirl of consequential activity to manage throug the angry reacton
- Peers go over each others heads to senior management without addressing problems with the individual
- Inability to control my emotions/thoughts in reaction to flaming emails

Team Members / Vendors Fail to Deliver

- Project Resources overpromise and under-deliver
- Team member doesn't deliver and isn't responsive
- Underperforming team members
- Team member does not follow through
- Team members consistently fail to deliver
- Performing organization is incompetent
- Staff does not have correct skillset to perform task
- Completion of tasks not tracked well; team members not following through
- Failure to deliver - on schedule right up until couple of days before due date
- Task completion estimates are too low which leads to projects going behind schedule
- Team Members challenge your authority
- Vendor fails to deliver
- Vendor fails to deliver
- Key Vendor is underperforming
- Suppliers are incompetent

Project Conflict

- Team members don't get along with each other
- Personality conflicts between team members
- Personality conflict between team members
- Conflict between team members
- Dealing with stakeholder conflict
- Team members cannot decide on one solution
- Conflict among team members - us vs. them at different sites
- History of bad relationships between departments
- Resource conflict between projects
- Different agendas
- Too many leaders; PM, Functional Mgr, Business relationship manager
- Scope creep

Lack of Buy-in

- There is no incentive for clients to meet their deliverables.
- People are not learning
- Lack of participation on conference calls
- Lack of ownership of issues
- Lack of acceptance to differences in products and their processes.
- How to get team members to provide task estimates they can commit to
- Apparent agreement without alignment
- Resources don't accept ownership
- Team participation on conference calls
- Inability to sell ideas quickly and without conflict

Tough Situations

- Providing tough feedback
- Frequently changing priorities that results in increased communication requirements and frustration levels
- Micro-management - challenges to established solutions
- A co-workder cries in the office because one of her close colleagues just got laid off
- Need to communicate intentions clearly
- How to communicate tough project status to the customer
- Not being able to get the resources for the project

Managing Up

- Need to manage up with a manager who is an extreme introvert and not interested in relationships
- Upper management introduces scope changes
- Manager is incompetent resulting in staff contention, reduction in morale, and team conflict
- Incompetent PM is causing conflict
- Project Sponsors don't understand the SDLC process and projects risks that impact schedule
- How to communicate to senior managers effectively on risks and issues without being viewed as incompetent