

Symposium 2021

Day Two - Open Space



Project
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Institute®
Silicon Valley, CA

“Influence without Authority”



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What is “Open Space”?

Open Space is organized for the community
to talk about the topics
the community finds valuable *right now*
and to produce outcomes relevant to the community.

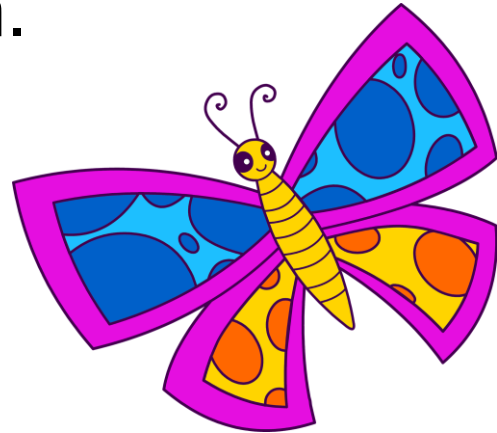
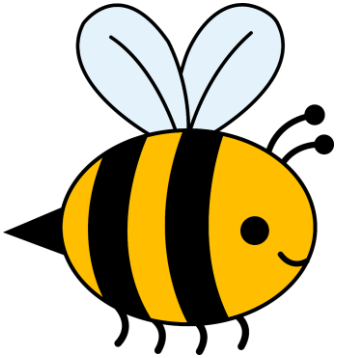
Open Space operates under four principles and one law...

OPEN SPACE PRINCIPLES

1. Whoever comes are the right people
2. Whatever happens is the only thing that could have happened
3. When it starts is the right time
4. When it's over it's over

LAW OF MOBILITY

If you find yourself someplace
you aren't learning or contributing,
move somewhere you can.



ROLES

Host: Proposes the session, and make sure a conversation takes place at the time in the room selected.

Scribe: Takes “Harvest” notes in this document (below)

Participant: Participates!

(Tech support & facilitator: Provides and holds space.)

Top tip!

Make sure your Zoom name
is the same as the name
you like to be called.

This could get very confusing otherwise...!

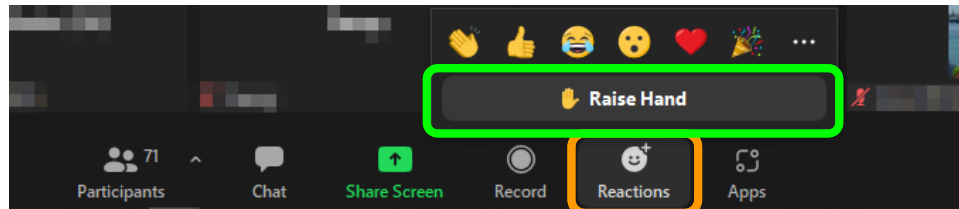
(How? Right click on your own picture in Zoom, choose **Rename**.)

Questions?

Principles?

Law of Mobility?

Roles?



What is the conversation you
need to have now?

A question, topic, challenge,
invitation to explore...

The Marketplace

How the Marketplace works - Step 1

- If you have a topic...
- ...in Zoom “Raise hand” to get in the queue.
- In queue order, I’ll say who’s next, and who’s after that
- You’re next - I’ll ask you to unmute...
- ...and you state ONLY your TOPIC and your NAME
(don’t “sell” it - I’ll mute you again and move on!)

How the Marketplace works - Step 2

- To reserve your “slot”...
- ...click on the link, in Zoom chat, to the Google Slide.
- Find the Session during which you want to host your topic...
- ...pick an empty “Room” sticky...
- ...double-click on it, and fill in only your TOPIC and NAME
- (Make a note of the session and room - it’s up to you!)

How the Marketplace works - Step 3

- Everyone - take a few minutes to peruse the Marketplace
- Take note of the Session time and Room number for topics you want to participate in
- Host - need to swap or merge session? Use Zoom chat to ask for help.

Getting the Open Space Underway

- At the starting time - we open the Breakout Rooms...
- All: check your note, join the right room for this session
- Hosts: Make sure the session happens!
- Hosts: Ask for a volunteer scribe
- Scribe: Use the “harvest” slide for the session & room
- Leave this deck open in a tab for reference

Session 1:
10:15 to 10:55

The Marketplace

Double-click post-it to edit.

ROOM 1

Topic: Virtual Team
Event Ideas & Tools

Name: Lucie W

1

ROOM 2

Topic: Show me red for
better governance

Name: Bhanu V

2

ROOM 3

Topic: Resource
Management in Global
setting

Name: Rajgopal Harnoor

3

ROOM 4

Topic:

Name:

4

ROOM 5

Topic: **How to manage
global
stakeholders?**

Name: Sasi Panda

5

ROOM 6

Topic:

Name:

6

ROOM 7

Topic: How to create
people culture during the
pandemic?

Name: Gloria Lopez

7

ROOM 8

Topic:

Name:

8

ROOM 9

Name:

9

ROOM 10

Topic: How to influence
“difficult” people

Name: Eugene Chen

10

ROOM 11

Topic:

Name:

11

ROOM 12

Topic:

Name:

12

There are three other breakout rooms for “Butterflies”: Lobby, Porch, and Watercooler.

Session 2:

11:05 to 11:45

The Marketplace

Double-click post-it to edit.

ROOM 1

Topic: New Tech - How to keep up?

Name: Flavia R.

1

ROOM 2

Topic: Practical Kanban

Name: Bhanu V

2

ROOM 3

Topic:

Name:

3

ROOM 4

Topic: Managing your manager

Name: Tom Kendrick

4

ROOM 5

Topic: Examples of self-organizing teams

Name: Richard W

5

ROOM 6

Topic:

Name:

6

ROOM 7

Topic: Best Tips for Managing a Portfolio of Projects

Name: Pat Miller

7

ROOM 8

Topic:

Name:

8

ROOM 9

Topic:

Name:

9

ROOM 10

Topic: How to influence difficult people

Name: Eugene

10

ROOM 11

Topic:

Name:

11

ROOM 12

Topic:

Name:

12

There are three other breakout rooms for "Butterflies": Lobby, Porch, and Watercooler.

Session 3 (after lunch):

12:45 to 1:25

The Marketplace

Double-click post-it to edit.

ROOM 1

Topic:

Name:

1

ROOM 2

Topic: DevSecOps
project management

Name: Bhanu V

2

ROOM 3

Topic: Being an ally for
diversity and mindfulness

Name: Karen

3

ROOM 4

Topic:

Name:

4

ROOM 5

Topic:

Name:

5

ROOM 6

Topic: Teaching PMI to
HS students

Name: Lorenzo B

6

ROOM 7

Topic:

Name:

7

ROOM 8

Topic:

Name:

8

ROOM 9

Topic:

Name:

9

ROOM 10

Topic:

Name:

10

ROOM 11

Topic:

Name:

11

ROOM 12

Topic:

Name:

12

There are three other breakout rooms for "Butterflies": Lobby, Porch, and Watercooler.

Session 4:
1:35 to 2:15

The Marketplace

Double-click post-it to edit.

ROOM 1

Topic: Continuous Learning as a Professional

Name: Lucie W

1

ROOM 2

Topic: Infosec basics

Name: Bhanu V

2

ROOM 3

Topic: Future - Upcoming trends in PM

Name: Karen

3

ROOM 4

Topic:

Name:

4

ROOM 5

Topic:

Name:

5

ROOM 6

Topic:

Name:

6

ROOM 7

Topic:

Name:

7

ROOM 8

Topic:

Name:

8

ROOM 9

Topic:

Name:

9

ROOM 10

Topic:

Name:

10

ROOM 11

Topic:

Name:

11

ROOM 12

Topic:

Name:

12

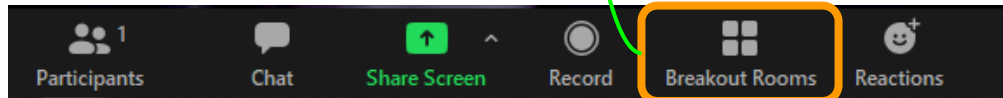
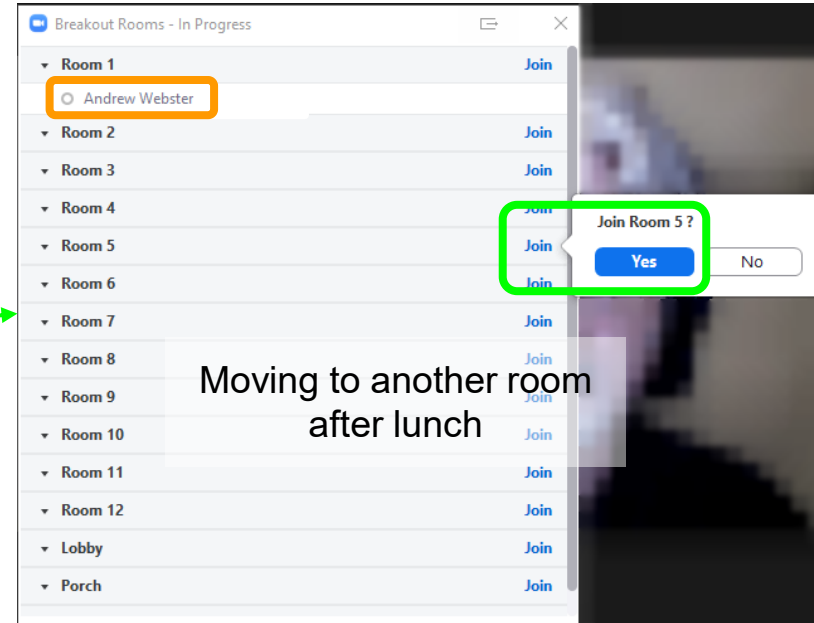
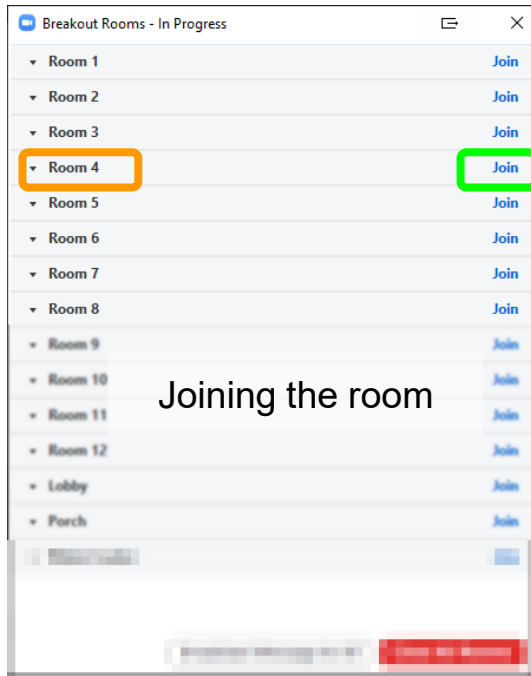
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The Open Space

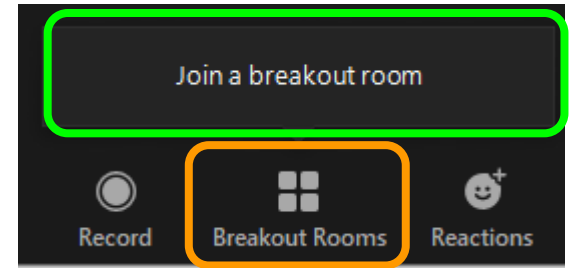
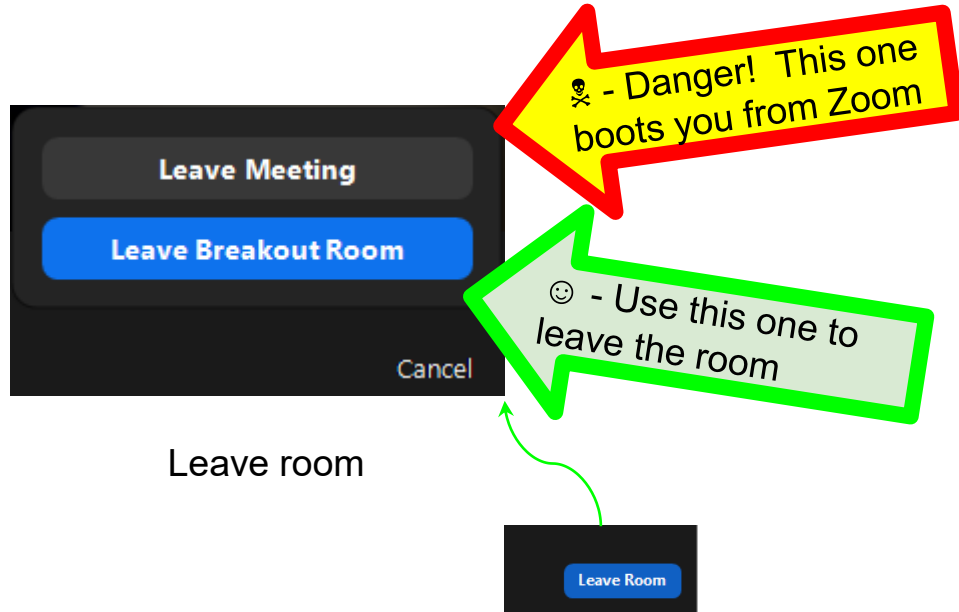
Open Space - Reminder

1. At Session time, join the right Breakout room in Zoom.
2. Hosts! Remember to ask a participant to act as Scribe.
3. Scribe - find your Session/Room template below, fill in the Topic and Host name, take notes
4. Participant, participate!
5. We'll send messages through Zoom to warn of sessions ending, and close the rooms and lunch.

How to join Zoom Breakout Room



Leaving a room. Rejoining.



Join room from main space

1

FIRST SESSION HARVEST TEMPLATES



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Hosts: Have a participant be your Scribe for your session

Scribes: Find the slide below for your breakout room, and be ready to capture notes into the slide

SUMMARY OF CONVERSATION:

- Lucie Wang's Tool Ideas
 - Features in Zoom (also see Lucie Wang's posting in her LI profile; full disclosure, she works for Zoom)
 - Canva for Zoom backgrounds
 - Video filters: free includes fun expressions
 - Slides as Virtual Background (Advanced feature; it makes deck as background to you as presenter)
 - Play music (Advanced feature; hear music or audio clearly during meeting)
 - Reactions (makes mtgs more interactive)
 - Apps icon for Zoom -> My Apps and Discover buttons to integrate other apps within meeting:
<https://blog.zoom.us/start-using-zoom-apps/>
 - Immersive View: Puts all participants in one background for mtg (requires upgrade)
<https://support.zoom.us/hc/en-us/articles/360060220511-Immersive-View>
 - The Escape Game; Remote adventure:
<https://theescapegame.com/remote-adventures/>
 - Virtual Cooking Class: The Table Less Traveled
<https://www.thetablelesstraveled.com/cooking-classes>
 - Customized Cookie Box: Delightpatisserie.com
 - Customized Gifts: Blueberry Ink
 - The wheel of names: <https://wheelofnames.com>
 - Syndi Seid's Advanced Etiquette (table manners)
 - Play Factile (Trivia) - <https://www.playfactile.com>
 - Icebreaker idea: Madlibs - introduce name and give a pronoun
 - Person Scavenger Hunt

KEY INSIGHTS:

- Customized gifts make people feel valued

INSPIRED ACTIONS:

- Plan fun events!

1-2

SUMMARY OF CONVERSATION:

Scribe: Laura McHenry

- Setting up cadence for discussing at risk projects
 - Goal is to make the PMO look good in Wednesday briefing/meeting with Senior Leadership
- Showing the path back to green
- Makes PMO look “good”, show value to organization
- “Person of the Month” concept - person’s work is highlighted to leadership
- “Wall of Fame” - good schedule, don’t need to attend Wednesday meeting
- “Wall of Shame” - problems, need to attend meeting to improve project/schedule
- KPIs - where were you in the last review? Where are you today? Where will you be by next meeting?
 - Used to determine root causes
- Are PMs forecasting cost and resources timely?
- Any task finishing in the next four weeks must have a “named” resource assigned
- Challenge is to get commitment from IT leadership on resource availability
 - Suggest having a meeting with functional managers and assigned resources to gain that commitment.

KEY INSIGHTS:

- Bhanu is an MS Project expert!
 - For agile, build the schedule for each sprint, not the entire project.
 - There is a plug-in for MS Project that can be used.
 - MS Project will help to identify dependencies
- Only bring at risk projects to “governance” meetings
 - Don’t waste time discussing all the “green” projects
 - Always come with mitigation plan - show value of PM
 - Ask for the right help!

INSPIRED ACTIONS:

- “Path to green” - mitigation plan is key
- Separate template for “program” management - able to show interdependencies between projects.
- Leadership attends meetings to explain “why” a resource isn’t available, for example.
- Change mindset that red or yellow projects are “bad”
 - Red and yellow means you are being proactive in reporting risks/issues - this is the value of PM
- No such thing as “percentage complete” for DEV team
 - Let MS Project auto calculate instead of asking the question

1-3

SUMMARY OF CONVERSATION:

Resource Management in regards to addressing Overallocations and Underallocations and its overall impact to Project delivery schedules and milestone accomplishment

Problem statement: some resources are overallocated (expertise, skill, other) and other resources are underallocated

Resource management across the organization; portfolio management issue Customer-facing (majority) and internal projects (new initiatives projects) for software development

How to prioritize (rank and stack) new initiatives within the organization ... limited resources ... conflict to determine where to allocate the “high-value” resources monthly cadence of rank and stack; switching costs associated with re-ranking/re-stacking

Need a clear process to rank and stack and integrate projects for visibility and informed decision-making

Heat maps in Excel: where is the work (by discipline) over a two-year time horizon?

Very careful and thoughtful allocation of key resources - incentive to manage key resources very carefully

What is changing in the external environment that a monthly rank and stack is warranted (with weekly resource allocation)?

Resource allocation > 85%

Constraint: customer delivery dates defined in contract

COVID-19 impact of managing “remote” staff

Time zone overlap (US/EMEA, US/APAC) adds to project and staff stress

KEY INSIGHTS:

- Managers may not be appropriately incentivized
- Impact of “churn” and switching costs with too-frequent reprioritization of portfolio: inefficiencies
- Need realistic resource allocation

INSPIRED ACTIONS:

- Speak truth about realistic resource allocations
- Resolve issues locally (managers must be measured using same/consistent set of KPIs)
- Pooled resources and resource planning

ROOM 4 TOPIC:

HOST:

SUMMARY OF CONVERSATION:

1-4

KEY INSIGHTS:

INSPIRED ACTIONS:

1-5

SUMMARY OF CONVERSATION:

- Challenges
 - Time zone
 - They were not able to understand the topics.
 - Funding, especial sw license
 - Cultural divide within the company in global orgs
 - Some cultures feel offended if email is not replied
 - People not using video and it is difficult to know if it is he or she
 - Gender questions
 - People turnover
- There are cultural, timezone, people management challenges

KEY INSIGHTS:

- How do we manage?
 - Using influence and interest quadrants
 - Tailor to global situations
 - Understand politics
 - Use multiple ways of communication
 - Follow-up and reinforce
 - Active listening
 - Build relationship
- Teams from odd time zone can be optional
 - Move the time around
 - Allow them if they are cooking or playing with kids
- Office hours - I am available to answer to questions
- Start meeting with a joke to engage the audience

INSPIRED ACTIONS:

Understand the culture, apply people management skills

ROOM 6

TOPIC:

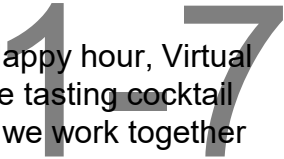
HOST:

SUMMARY OF CONVERSATION:

1-6

KEY INSIGHTS:

INSPIRED ACTIONS:



SUMMARY OF CONVERSATION:

Team Bonding: Virtual coffee hour/weekly, Happy hour, Virtual events (e.g chocolate tasting, book club, wine tasting cocktail making..). Note cultural differences and how we work together

Meeting Management: Agree on meeting times, meeting best practices, publish agendas and sent minutes

Work/life balance: Mental Health, Set boundaries (off hours), activity challenge, (no. of steps, exercise programs)

Hiring and managing remote teams: Get to know teammates exercises, multiple team touch points, create onboarding plan
Strategies and Tools: Agree on collaboration tools, Synchronous/Asynchronous

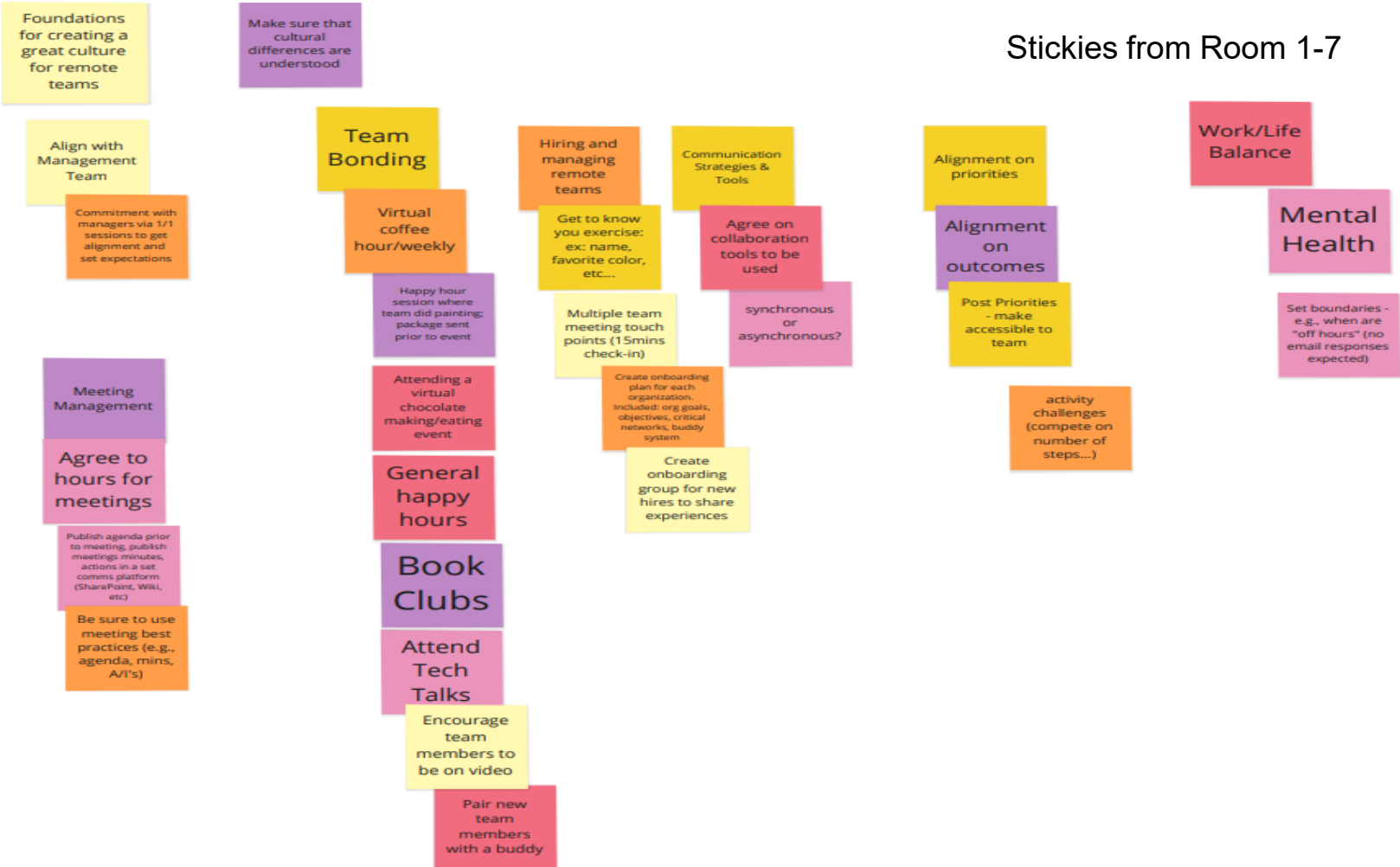
Priorities: Alignment on outcomes, post priorities and make them accessible

Align management team: commitment with managers via 1-1 sessions to get alignment and set expectations

KEY INSIGHTS:

INSPIRED ACTIONS:

Stickies from Room 1-7



ROOM 8

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

1-8

KEY INSIGHTS:

INSPIRED ACTIONS:

ROOM 9

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

1-9

KEY INSIGHTS:

INSPIRED ACTIONS:

SUMMARY OF CONVERSATION:

1-10

1. Practice active listening.
2. Craft a presentation to bring difficult people to your point of view.
3. Understand others' point of view
4. Embrace those who are difficult because you can learn from them.
5. Change your perspective - get to know people you may not like. You may learn from them.
6. Book "Crucial Conversations: Tools For Talking When Stakes Are High" by Patterson, Grenny, Mc Millan, Switzer" - discusses how to get your point across"
7. Become an ally vs. being in competition with them.
8. Start documenting email responses if you deal with difficult person to protect yourself.
9. Try to find trust circles to help influence others.
10. Have skip levels and find mentors in your organization.

KEY INSIGHTS:

1. Don't have assumptions. Understand others' perspective.
2. Data-driven conversations.

INSPIRED ACTIONS:

1. Practice active listening.
2. Create relationships. Carve out time to build relationship.
3. Apply emotional intelligence and social awareness of ourselves and feelings..

ROOM 11

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

1-11

KEY INSIGHTS:

INSPIRED ACTIONS:

ROOM 12

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

1-12

KEY INSIGHTS:

INSPIRED ACTIONS:

Lobby

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

1-L

KEY INSIGHTS:

INSPIRED ACTIONS:

SUMMARY OF CONVERSATION:

1-P

KEY INSIGHTS:

INSPIRED ACTIONS:

Water-cooler TOPIC:

HOST:

SUMMARY OF CONVERSATION:

1-W

KEY INSIGHTS:

INSPIRED ACTIONS:

2

SECOND SESSION HARVEST TEMPLATES



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Hosts: Have a participant be your Scribe for your session

Scribes: Find the slide below for your breakout room, and be ready to capture notes into the slide

2-1

SUMMARY OF CONVERSATION:

How do you keep up to date on new technology and tools?

- Keep learning and research industry news
 - List on slide 42
- Podcasts
- Company Slack team channels for team sharing
- Company tech talks - technical experts love to talk about their work
 - Find a story behind the technology to engage people's interest
- Lunch 'n' Learns with technology vendors and suppliers
- Attending professional organisation sessions
- Technology can go wrong - learn how to pivot to something tried and true
- Use portions of new technology that work for you in your context until they become mainstream
- Try to find early adopters to help you test new technology
- Find where your personal interests intersect with your work
- Don't feel the need to learn everything - your team can handle the details but know enough to communicate effectively
- What are universities teaching - that becomes mainstream in 4 years

KEY INSIGHTS:

- Time management - Too many things to learn and not enough time! (Prioritise)
- Focus on how to apply technology to your process

INSPIRED ACTIONS:

- Focus on your customer over the technology

INDUSTRY LINKS AND PODCASTS

- TechCrunch – Startup and Technology News
- MIT Technology Review
- New Atlas
- Futurism
- Phys.org
- Science | AAAS
- Popular Mechanics
- SiliconFilter – Cloud News
- The Verge
- Tech Xplore
- Interesting Engineering
- Engadget
- Reuters
- Facebook AI
- GlobeNewswire
- IBM News Room
- Singularity Hub
- Forbes
- IoT Tech News
- The Robot Report
- GeekWire
- Quanta Magazine
- InfoWorld
- IEEE Spectrum
- VentureBeat
- Telematics News
- ZDNet
- AppleInsider
- MediaPost
- Silicon Valley Business Journal - IPOs and company news

2-1

Podcasts:

- Accidental Tech Podcast
- Clockwise
- Tech Talker's Quick and Dirty Tips to Navigate the Digital World
- Software Defined Talk
- Analog(ue)
- The Cloud Cast
- FLOSS Weekly
- TechTrends
- Tech Swamp
- A16z Podcast
- Software Engineering Daily

Other resources:

- Coursera - AI for Everyone
- Coursera - Courses in project management are popular
- Linked In courses - Lynda.com
- Stanford lunchtime seminars - will provide a high-level overview
- Udemy, Udacity
- Public library resources
- IBM course - Design Thinking

ROOM 3

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

2-3

KEY INSIGHTS:

INSPIRED ACTIONS:

2-4

SUMMARY OF CONVERSATION:

Understand what they need

- Project success
- Information and data for their managers
- Communication methods preferred
- Expected benefits, business goals WIIFM
- No surprises--especially negative ones, risks
- Praise or positive reinforcement (random, meaningful)

What do we need?

- Escalations
- Decisions
- Minimal meddling
- Resource protection
- Praise or positive reinforcement
- Spend the "40% effort" on yourself...

Share goals, clearly, & verify that the goals are practical and meaningful

Show and communicate risks and consequences

KEY INSIGHTS:

- Show value
- Style of communications matters (written, verbal,,,)--mirror the manager's preferred style; culture, biases
- Establish relationship, trust early
- Don't waste time--summary view (Ask if more detail needed)
- Open, honest communications
- Frequent 1-1 (focused) conversations (not just status)
- Know how project goals relate to org. goals (priorities)

INSPIRED ACTIONS:

- **Communicate consequences, impact**
- Be proactive
- Provide backup (help when your manager is away/busy)
- Protect confidential matters
- Deliver on your commitments

ROOM 5

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

2-5

KEY INSIGHTS:

INSPIRED ACTIONS:

ROOM 6

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

2-6

KEY INSIGHTS:

INSPIRED ACTIONS:

2-7

SUMMARY OF CONVERSATION:

Focus of Breakout: How to manage multiple projects.

Challenges:

Different business using different tools.

How to reconcile competing resources.

PlanView PPM Pro is a tool that can be used to help manage a Portfolio.

Caution - Processes can become too complicated - radically simplify.

An agile environment can be helpful.

Use daily scrums against the bigger portfolio of projects in the next 24-hours.

Helps to balance resources.

New projects are introduced in daily or offline.

Helps keep people informed of latest developments (better than email).

A Kanban might not help if too many projects with too many moving parts.

KEY INSIGHTS:

Resource heat maps can help to communicate resource shortages.

Sync up meetings (like a quick water cooler chat) - casual, less time intensive can keep a team member up-to-date.

Important to still use project management & meeting management best practices - especially in virtual/global setting.

RACI's are very helpful to onboard new team members.

INSPIRED ACTIONS:

ROOM 8

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

2-8

KEY INSIGHTS:

INSPIRED ACTIONS:

ROOM 9

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

2-9

KEY INSIGHTS:

INSPIRED ACTIONS:

SUMMARY OF CONVERSATION:

2-10

KEY INSIGHTS:

INSPIRED ACTIONS:

SUMMARY OF CONVERSATION:

2-11

KEY INSIGHTS:

INSPIRED ACTIONS:

ROOM 12

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

2-12

KEY INSIGHTS:

INSPIRED ACTIONS:

SUMMARY OF CONVERSATION:

2-L

KEY INSIGHTS:

INSPIRED ACTIONS:

SUMMARY OF CONVERSATION:

2-P

KEY INSIGHTS:

INSPIRED ACTIONS:

Water-cooler TOPIC:

HOST:

SUMMARY OF CONVERSATION:

2-W

KEY INSIGHTS:

INSPIRED ACTIONS:

3

THIRD SESSION HARVEST TEMPLATES



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Hosts: Have a participant be your Scribe for your session

Scribes: Find the slide below for your breakout room, and be ready to capture notes into the slide

ROOM 1

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

3-1

KEY INSIGHTS:

INSPIRED ACTIONS:

3-2

SUMMARY OF CONVERSATION:

- Dev Ops = Development+Security+Operations
- Dev Ops is a mindset.
- Security involves three things: API, Micro Services, Application Security
- Micro Services = WBS (lowest application you can write)
- How do we manage this type of Project that involves DevOps?
 - Start with the Assumption.
 - How DevSecOps Helps
 - Design - DevSecOps (whatever we build, it needs to be secured).
 - Testing - DevSecOps (Test automation, User experience tests where you cannot automate). For ex, Apple uses User Experience more.
 - Deployment Patterns - DevOps
 - DevSecOps - as a Project Mgr
 - Identify training needs
 - Create Project Plan template with tasks, milestones, business & external dependencies, financial mgmt, execute, close.

KEY INSIGHTS:

- Incorporate DevSecOps into your Project Plan.
- Establish relationship with Security team from the beginning.
- Before deploying code, test code first.
- Perform Vulnerability scans.

INSPIRED ACTIONS:

- **Be Security Aware**
- **Do Vulnerability test and software scanning**

SUMMARY OF CONVERSATION:**3-3**

- Take care of yourself before taking care of others
- Opportunities via mindfulness activities
- Be here now, be present, separate work from home
- Be mindful of the shadow you cast
- Other organizations to get the support you need
- Workplace resources
- Build better relationships
- Volunteer with PMI Silicon Valley
- Share favorite food recipes and restaurants, Mexican, Pho, Italian, Vegetarian, Lebanese, Original vegan dishes, Ethiopian, San Jose Bakery - Lunardies/ Peter's for burnt almond cake, Amia bakery at Fremont hub for red velvet cupcakes,, <https://arsicault-bakery.com/home> is delicious in SF, <https://susiecakes.com/stores/> has great cake slices and cupcakes as well, <https://www.yelp.com/biz/el-maguey-taqueria-san-carlos>
- using digital communication to meet more people; Slack, MS Teams
- teach others like PM to high schoolers or someone starting off in PM, join a PMI SV session, join a non profit

KEY INSIGHTS:

Harvard Biz Review Article on Being a Better Ally

INSPIRED ACTIONS:

- **Be present now.**
- **Watch Sean Delaney**
<https://www.heidrick.com/en/services/organization-culture/culture-shaping> link to Senn Delaney
- **Use Sanvello App - Mindfulness**
- **Use the Apple watch**
- <https://www.youtube.com/c/TheMindfulMovement>
- **Volunteer and start a new conversation**

ROOM 4

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

3-4

KEY INSIGHTS:

INSPIRED ACTIONS:

ROOM 5

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

3-5

KEY INSIGHTS:

INSPIRED ACTIONS:

3-6

SUMMARY OF CONVERSATION:

Job training for non-academically inclined high school students
Are PMI resources available? Programs, other?
Ex: BSA Eagle project: deadline: 18th birthday
Intangible projects are already mainstream ... tick tock videos?
What tools are available? Formal and informal training
Need to establish a goal!
Relate to high school juniors, seniors, ... not going to be completed in the classroom ... requires planning
Simplified PM framework for teachers in role as teachers
Teacher/sponsor - which? Business teacher, computer science teacher (PM software) are possible venues
Subject, draft 1, draft 2, presentation
Real-life projects: find an apartment, find a job, get a goal that is relevant...
Provide learning example that is motivational and interesting
Methods to ensure participation by all project team members
How to involve school management/admin in the process
Does the school have projects that require student input/participation ...
timebox the project
Most important elements/topics to train students, ex: WBS development;
resources: people, objects, permission; schedule; scope
document/requirements
Imparting bite-size chunks of knowledge
Advice from peers vs. adults/parents
COVID-19 school environment, mechanics of ...
Oakland Technical Academy bridge building competition

KEY INSIGHTS:

Are projects individual or team? Who is responsible/accountable?
Need to build trust between team members, reliance on team - how is progress built, monitored?

INSPIRED ACTIONS:

Get to the administrators and start the conversation/discussion: value proposition for school and students

Define student audience - who do you want to reach?

ROOM 7

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

3-7

KEY INSIGHTS:

INSPIRED ACTIONS:

ROOM 8

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

3-8

KEY INSIGHTS:

INSPIRED ACTIONS:

ROOM 9

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

3-9

KEY INSIGHTS:

INSPIRED ACTIONS:

ROOM 10

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

3-10

KEY INSIGHTS:

INSPIRED ACTIONS:

ROOM 11

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

3-11

KEY INSIGHTS:

INSPIRED ACTIONS:

ROOM 12

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

3-12

KEY INSIGHTS:

INSPIRED ACTIONS:

Lobby

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

3-L

KEY INSIGHTS:

INSPIRED ACTIONS:

SUMMARY OF CONVERSATION:

3-P

KEY INSIGHTS:

INSPIRED ACTIONS:

Water-cooler TOPIC:

HOST:

SUMMARY OF CONVERSATION:

3-W

KEY INSIGHTS:

INSPIRED ACTIONS:

4

FOURTH SESSION HARVEST TEMPLATES



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Hosts: Have a participant be your Scribe for your session

Scribes: Find the slide below for your breakout room, and be ready to capture notes into the slide

4-1

SUMMARY OF CONVERSATION:

- Resources
 - Bootcamp
 - Udemy (pay attn to reviewers)
 - Coursera (such as UX design)
 - Freecodecamp.org (additional techknowledge)
 - LinkedIn Learning
- Lucie's Time
 - At Zoom: Lucie starts at 9, then break, then 1PM-8PM, then 10:30-midnight
 - PMI chapter volunteering, Dance classes, Kitten Instagram (likes to be busy and producing things)
 - Future: children, self care, balance, side projects?
- Time Management
 - Allocated time for focus
 - Easy to get lost in granular daily work (draining)
 - First few weeks had time to learn, but
 - Carve out time (ex: an hr), book it as a meeting and focus on learning. Book it for the entire team as a learning experience (watch the video together)
 - Learnings/demos with team to share areas of expertise

KEY INSIGHTS:

- Drill down on strengths
- Carve out time for learning - keep learning

INSPIRED ACTIONS:

- Keep learning!
- Sign up for a learning course!

4-2

SUMMARY OF CONVERSATION:

- Info Sec Basics:
- Secure Coding
- ID Management
- Confidentiality
- Integrity
- Availability
- Access Management
- Asset Management
- Auditability
- Non-repudiation
- Threat
- Vulnerability
- Defensive depth

MICE (Money, Ideology, Compromise, Ego)
Security Posture (Physical deterrent controls / CyberSecurity - badges, MFA, fingerprints, face ID, etc.)
Cryptography and keys (public key and private key),
Virtual Private Network (VPN) To establish a secure tunnel between the laptop and the server.

KEY INSIGHTS:

- Identification (eg.Driver ID check at Airport)
- Authentication (eg.Driver ID Security check at Airport)
- Authorization ((eg.Driver ID check at Airport))
- CIA (Confidentiality (need to know basis), Integrity (not manipulated or changed) and Availability (can access when need to know)
- Access Control (Role based access)
- Principle of least privilege (right access to discharge the job function)
- Access Creep (revoke access if not needed)
- Asset Management (Inventory control)
- Auditability (log files are ready only and entries are timestamp).
- Non-repudiation: A person cannot deny (s)he has not done the action
- Vulnerability (bug)
- Threat (vulnerability exploited is a threat)
- APSTNDP (each layer defense is required)

INSPIRED ACTIONS:

- No Plain texts UserId/Passwords
- Use Https and no HTTP
- No absolute references to the Network path
- Use Principle of least privilege.

4-3

SUMMARY OF CONVERSATION:

- What did you enjoy or are looking forward to in next 12 months?
- 2019: AI; AI to EI; Hybrid approaches & methodologies; Increasingly diverse teams. Source; Forbes.
- 2021: AI (Automation, Cloud based, Data analytics); EI in leadership & soft skills; Hybrid approaches; Tighter Connection between Strategy and Execution; Diminishing PMO move to Change management. Source: Linkedin.
- Positive Impact of COVID on PM.
- Miro software can be used as a white board collaboration tool. Website: Miro.com (free download).
- Near future work environment maybe Hybrid mode.
- Some participants think that working from home during COVID is more productive for them.
- What is the Upcoming trends? Will AI replace PM in the future? AI cannot do everything, and cannot make all the decisions that humans can.
- The way we communicate now is more versatile.
- PMO vs VMO:
<https://www.pwc.com/my/en/perspective/people-and-organisation/190724-the-rise-of-value-management-office.html>
- Next Up: <https://www.girlsguidetopm.com/project-management-the-next-10-years/>

KEY INSIGHTS:

- COVID increased the effectiveness and availability via digital environment; Expanded personal networks and partnerships by building relationships and sharing knowledge; Raised questions for employers to offer flexibility, support individual work styles, and balance business needs with employee work-life; Request and attend training and certifications during the pandemic period more than ever.
- AI cannot do everything, and cannot make all the decisions that humans can.

INSPIRED ACTIONS:

- Things are continuing to be evolved, we need to continue learning.

ROOM 4

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

4-4

KEY INSIGHTS:

INSPIRED ACTIONS:

ROOM 5

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

4-5

KEY INSIGHTS:

INSPIRED ACTIONS:

ROOM 6

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

4-6

KEY INSIGHTS:

INSPIRED ACTIONS:

ROOM 7

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

4-7

KEY INSIGHTS:

INSPIRED ACTIONS:

ROOM 8

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

4-8

KEY INSIGHTS:

INSPIRED ACTIONS:

ROOM 9

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

4-9

KEY INSIGHTS:

INSPIRED ACTIONS:

SUMMARY OF CONVERSATION:

4-10

KEY INSIGHTS:

INSPIRED ACTIONS:

ROOM 11

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

4-11

KEY INSIGHTS:

INSPIRED ACTIONS:

SUMMARY OF CONVERSATION:

4-12

KEY INSIGHTS:

INSPIRED ACTIONS:

Lobby

TOPIC:

HOST:

SUMMARY OF CONVERSATION:

4-L

KEY INSIGHTS:

INSPIRED ACTIONS:

SUMMARY OF CONVERSATION:

4-P

KEY INSIGHTS:

INSPIRED ACTIONS:

Water-cooler TOPIC:

HOST:

SUMMARY OF CONVERSATION:

4-W

KEY INSIGHTS:

INSPIRED ACTIONS:

Closing Circle

2:20 – 2:45



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SUMMARY OF CONVERSATION:

IN CASE OF ACCIDENTAL DELETION OR OVERWRITE OF A HARVEST DOC:

1. Make a copy of this slide.
2. Rename it
3. Recolor the background (Select top bar of the slide, then choose **Background>Color> Custom** and select the right color for the session.)
4. Drag and drop the copy to the correct place in the deck.
5. Delete these instructions and inform whoever needs the clean copy

KEY INSIGHTS:

INSPIRED ACTIONS:

Closing circle notes:

Scribes: complete your notes promptly, please.

Edit permissions will remain until Monday evening.

(Need longer: [email me](#) for specific permission.)

All: Download this slide deck any time until end of October.

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