

Appreciate the Fog: Working Through Confusion and Uncertainty to Achieve Success

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FOG-1





“In Fog I Feel...”

- Peace
- Serenity
- Tranquillity
- Beautiful
- Nature’s blanket
- Lost
- Alienated
- Panicked / Fearful
- Claustrophobic
- Frustrated
- Chaotic

It's all a matter of perspective

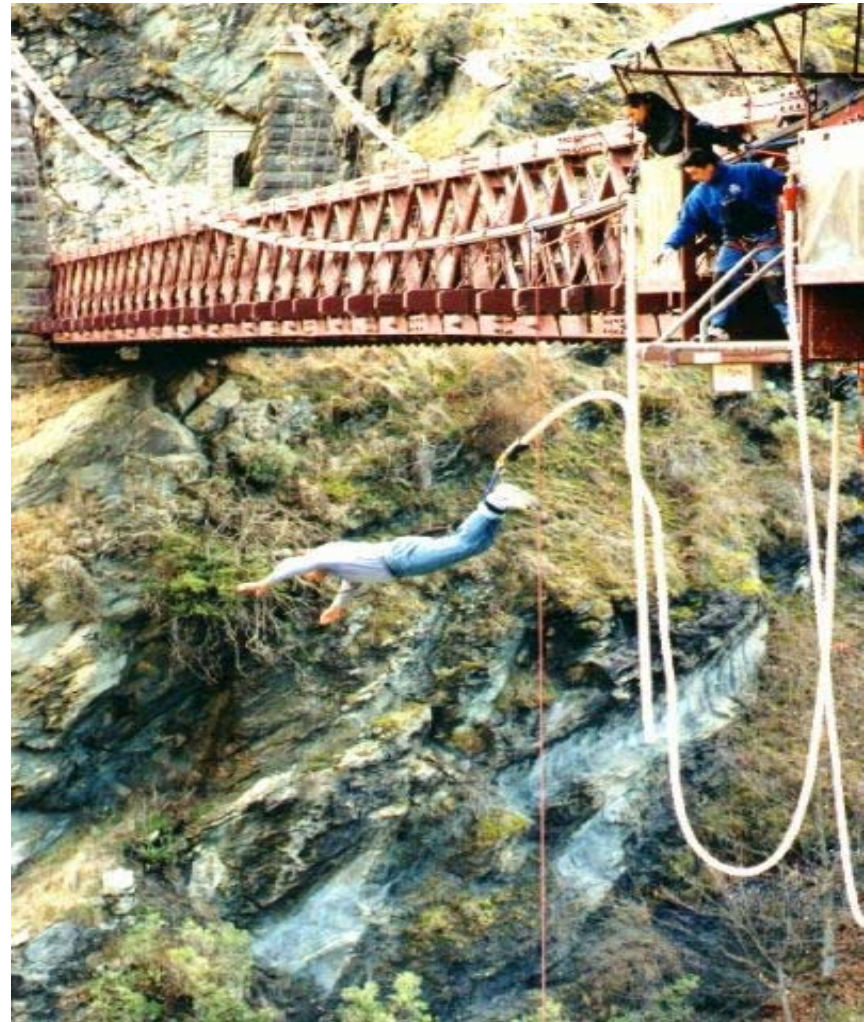
What is Fog?

“Chaos, confusion, and uncertainty that leads to feeling lost and not knowing how to find one’s way”

Fog in Action

What feelings do you experience when attempting something that pushes you outside your comfort zone?

**Recognise the
FOG!!!**



Sources of Personal Fog

- Taking positive steps into the unknown
- Diminished options through our inaction
- Relationship changes
- Loss of personal balance
- Disconnection from our life purpose
- Confidence and self-worth issues
- Tiredness
- Unmet needs
- Need to reach significant decision
- Issues requiring workarounds
- Lack of experience / information
- Anger, frustration, worry, depression...
- Control exercised over us by other people
- Pain

Sources of Project Fog

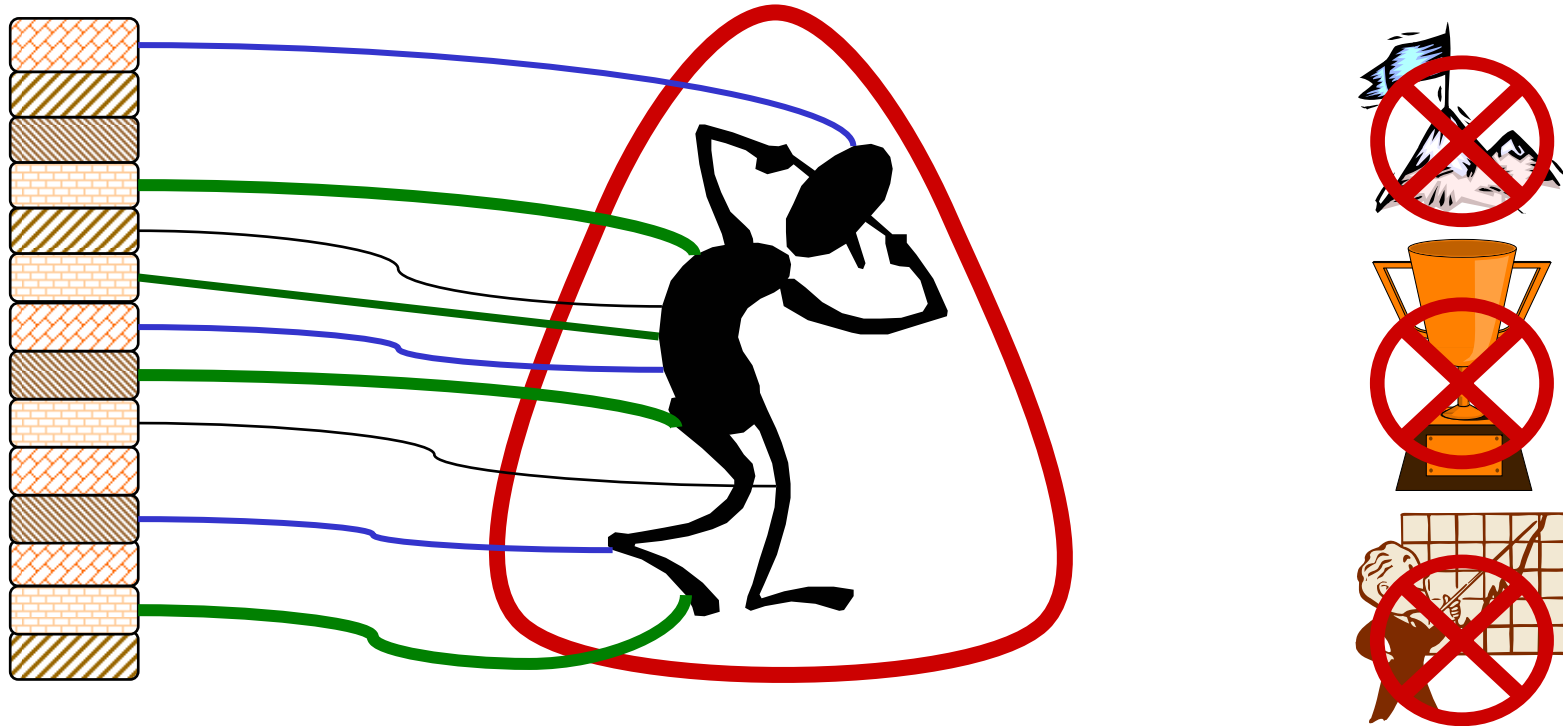
- Differences of opinion
- Wavering management commitment
- Conflict among stakeholders
- Unclear and changing requirements
- Personal and interpersonal issues
- Changes in project governance team
- Ethical dilemmas
- Differing priorities and objectives
- Diversity - values, beliefs, culture
- Diminishing team morale
- Change from outside project
- *Personal fog* among team members

Sources of Pain

Attachments
(Past)

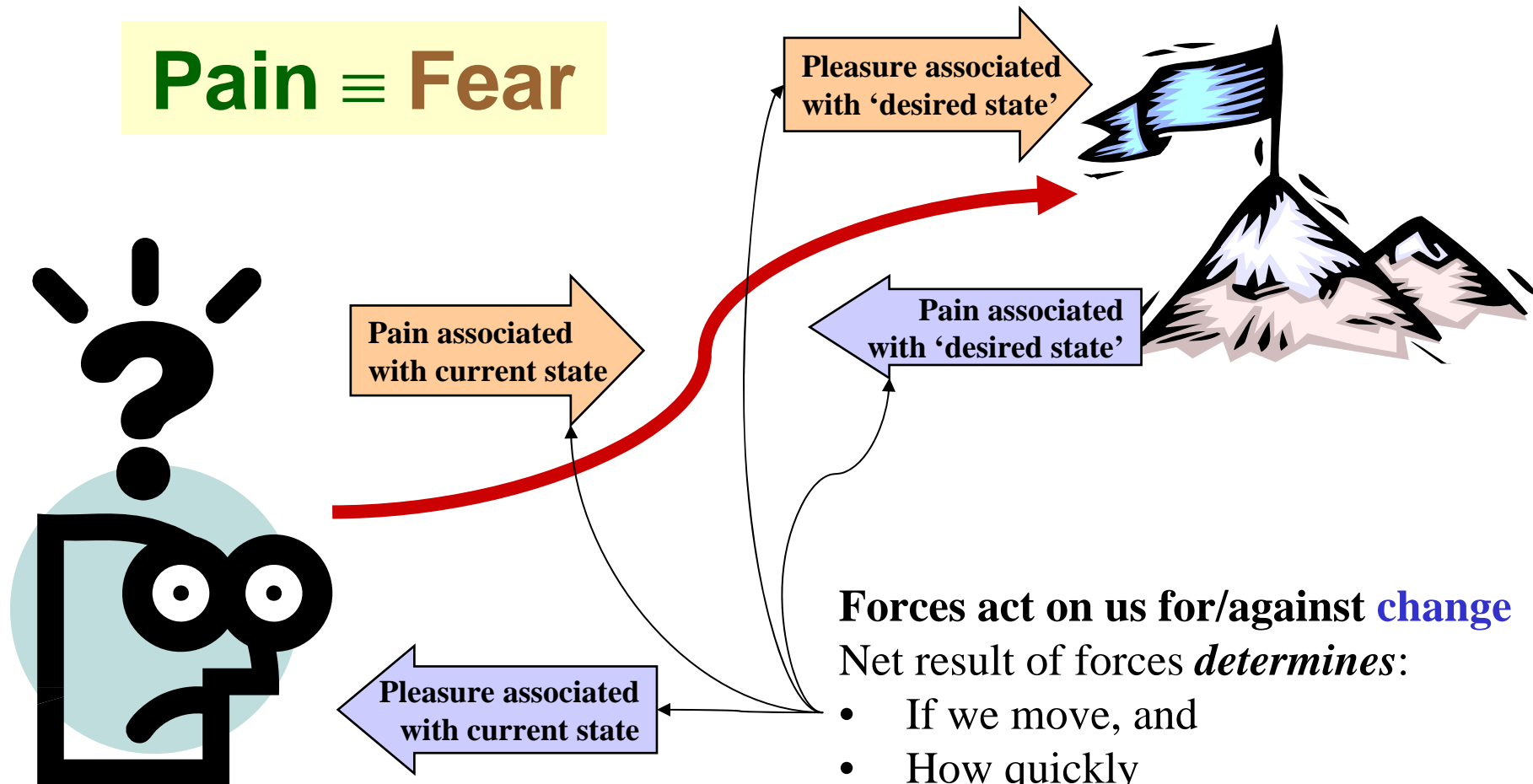
Protections
(Present)

Expectations
(Future)



Forces Operating In Change

Pain \equiv **Fear**

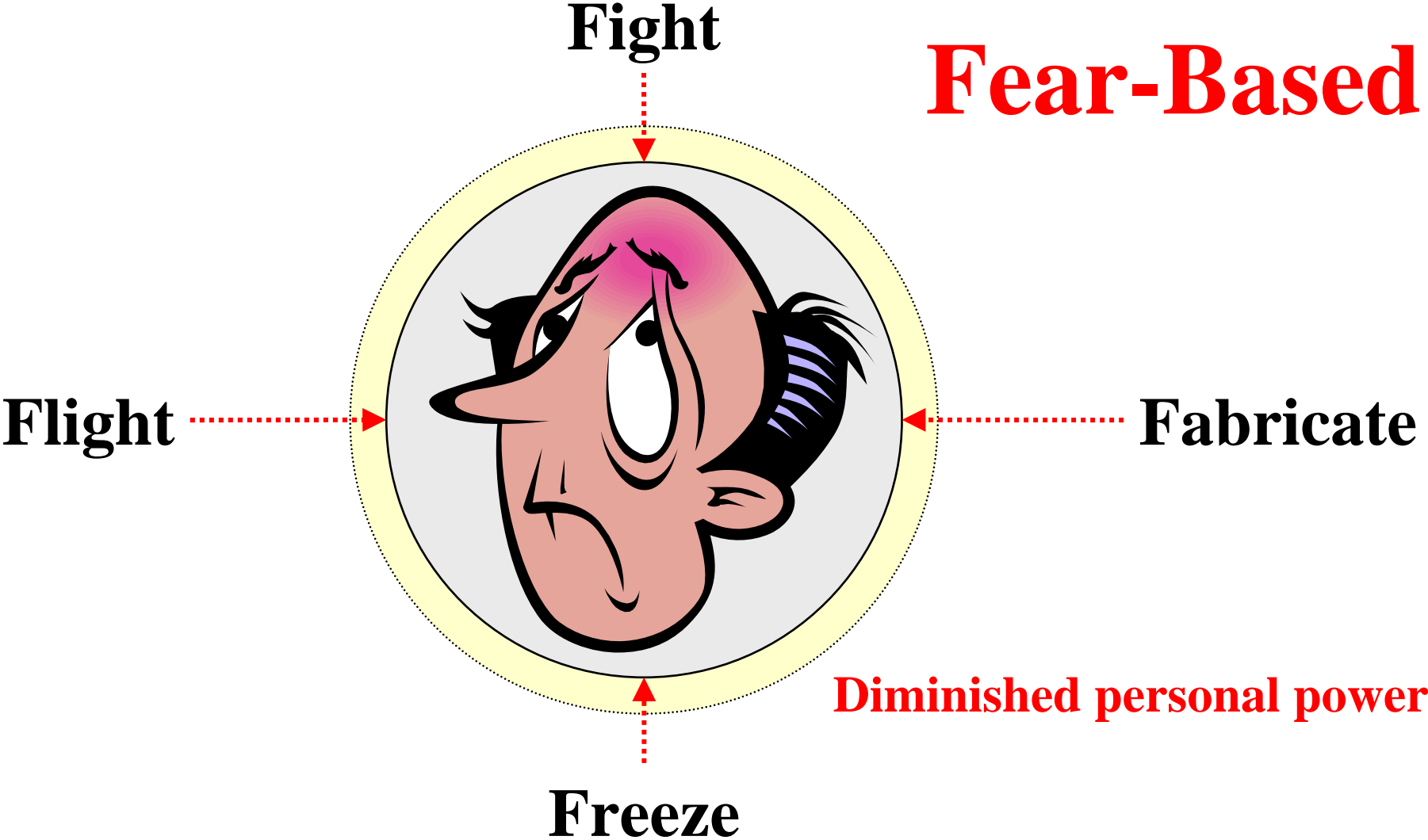


Forces act on us for/against **change**

Net result of forces *determines*:

- If we move, and
- How quickly
- In what direction

Reactive Tactics



Fog Management...

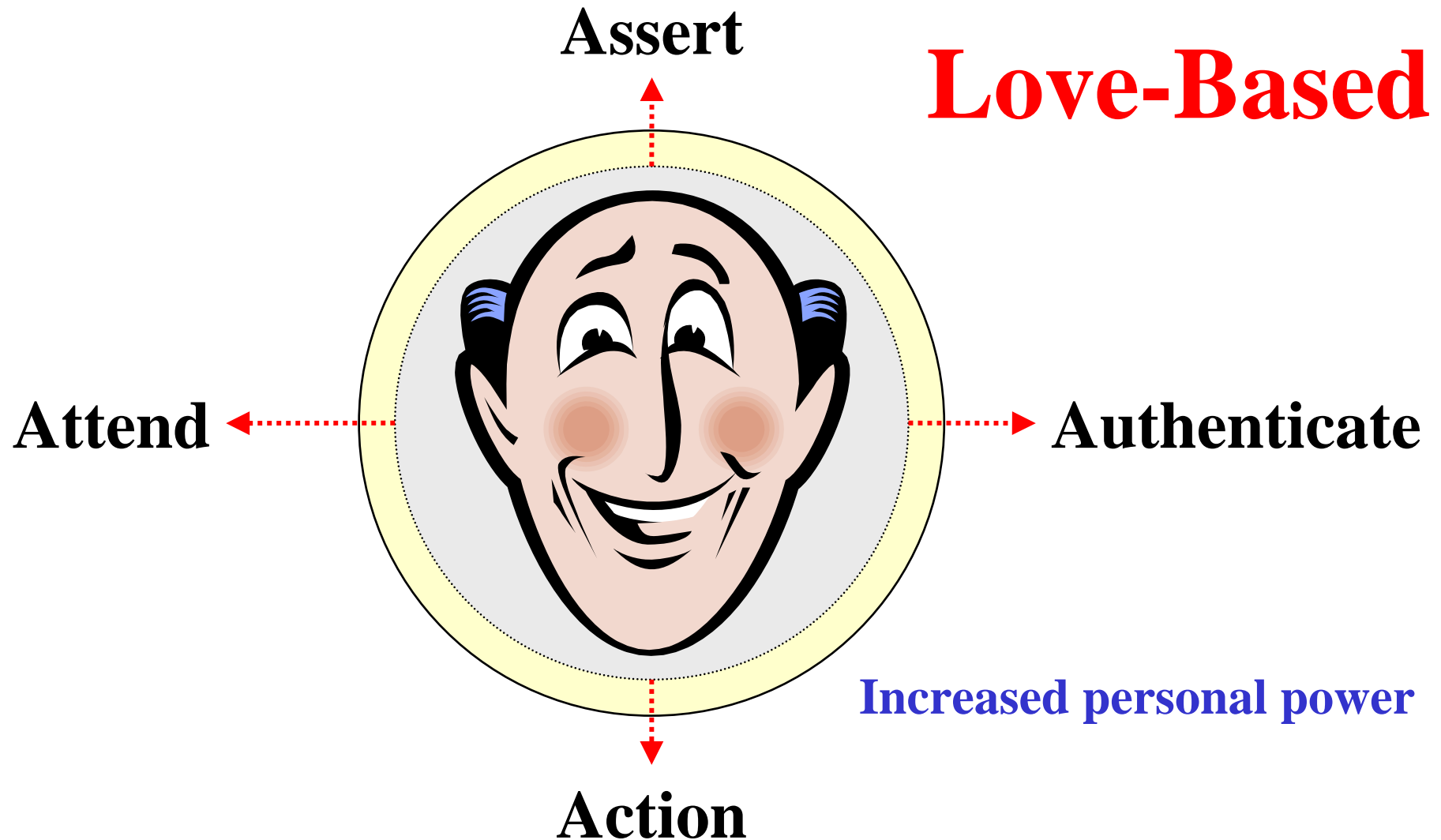
facilitating the development of clarity and meaning from among the confusing and contradictory situations and messages that confront us

Leaders' Purpose

- Establish vision and values
- Provide reasons for following
- Act as a symbol followers identify with
- Set the mood of the organisation

The leader's ability to manage fog has a powerful impact on the team's ability to do so

Proactive Strategies



Personal Fog Management

- Apply the proactive strategies
- Be responsible **FOR** self and **TO** others
- Deal with resentment
- Develop emotional intelligence
- Positively apply 'negative' emotion
- Stay open to possibilities
- Clarify and maintain personal boundaries
- Don't confuse action with movement
- Act with integrity
- Use relaxation techniques
- Be forgiving – of self and others

Team Fog Management

- Delegate cleanly
- Involve and rely on the team
- Show empathy
- Treat all team fairly and equally
- Acknowledge your own weaknesses
- Monitor threatened individuals and group
- Maintain moderate levels of cognitive conflict
- Establish a team charter – clear roles, responsibilities and agreed team processes

Project Fog Management

- Clarify project goals and objectives
- Engage stakeholders in dialogue
 - Clarify and restate their needs
 - Explore and detail their requirements
 - Examine and select a solution
 - Be inclusive in decision making
- Use uncertainty about approach to drive:
 - Definition and development of the WBS
 - Determination and management of risks
- Don't settle on solutions too early

Fog Management Supports Project Management By...

- Developing understanding
- Strengthening relationships
- Involvement and dialogue
- Attending to ambiguous and confusing areas early
- Reducing the pain of change
- Increasing success

Conclusion

- Resistance is futile and creates more fog
- Confusion and uncertainty is a natural part of [project] life
- Fog invites us to get more intimate with our situation
- *Appreciate the fog...and make it work positively for you*

Questions

- Stephen Harrison, FPMINZ, PMP
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