

Appreciate The Fog

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

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Session LPS01

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Appreciate The Fog



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

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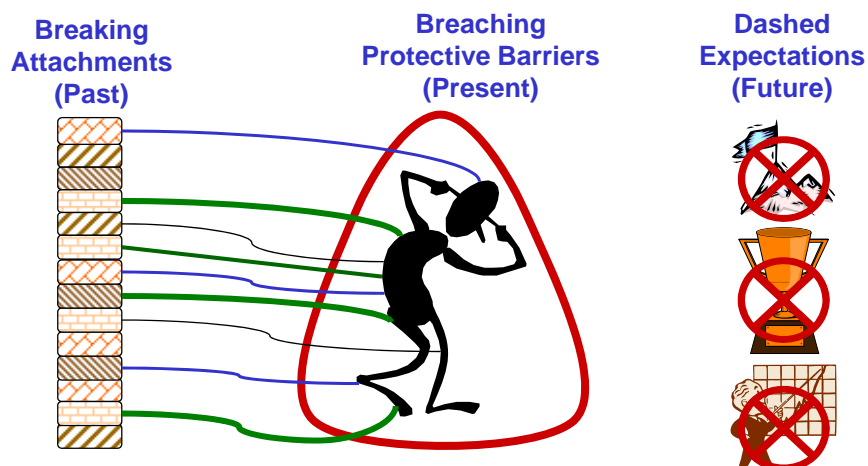
Appreciate The Fog

What is fog?

“that somewhat unpleasant sensation associated with not only feeling lost but of having no sense of how to find one’s way”

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Sources of Pain



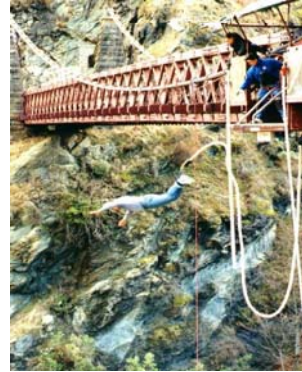
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Fog in Action

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

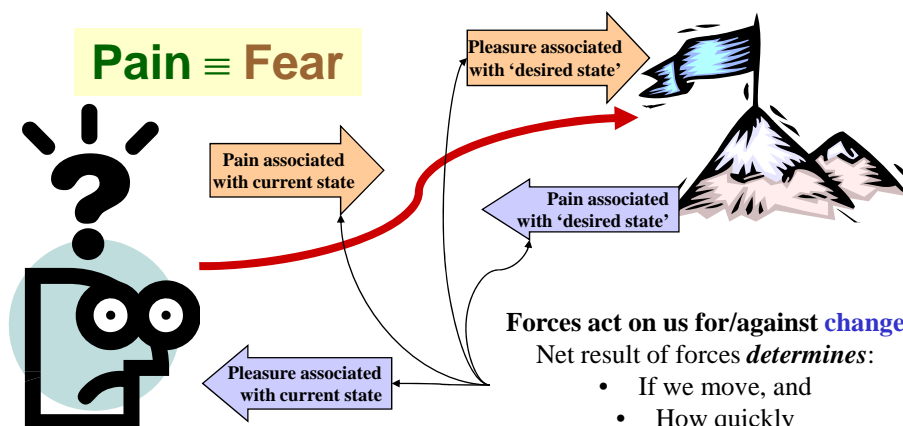
Recognise the FOG!!!



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FOGPMI-7

Forces Operating In Change



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Sources of Personal Fog

- Taking positive steps into the unknown
- Diminished options through our inaction
- Shifts in relationships with others
- Lack or loss of personal balance
- Disconnection from our life purpose
- Confidence and self-worth issues

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Sources of Personal Fog

- Unmet needs
- Need to reach significant decision
- Tiredness
- Issues requiring workarounds
- Lack of experience / information
- Anger, frustration, worry, depression...

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Sources of Project Fog

- Differences of opinion
- Inconsistent management commitment
- Conflict among stakeholders
- Unclear and changing requirements
- Personal and interpersonal issues
- Changes in project governance team

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Sources of Project Fog

- Ethical dilemmas
- Differing priorities and objectives
- Diversity - values, beliefs, culture
- Diminishing team morale
- Change from outside project
- ***personal fog*** among team members

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Leadership Impact on Team

- 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

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Fog Management...

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



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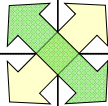
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Ineffective Fog Management

- **Avoidance** – Actively hide from issue
- **Denial** - Refuse to accept or acknowledge problem exists
- **Aggression** - Passive or active resistance to situation
- **Façade** - False or diversionary front

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Personal Control Patterns

Aggressive	<p><i>Intimidator</i> Denial, not listening Anger / Rage / Violence Get it any way I can Arrogance Me first Control</p>		<p><i>Interrogator</i> Who do you think you are? Where are you going? Why didn't you...? Why don't you...? I told you so</p>
	<p><i>Aloof</i> I'm not ready to... I need more (money, education, time) I don't know. I'm not sure. Maybe I'll let you know</p>		<p><i>Poor Me</i> I'm tired That's just the way I am I'm doing the best I can I'm fine Let me do it Don't worry about me</p>
Passive			

Source: Redfield, J. (1995). *The Celestine prophesy: An experiential guide*. New Zealand: Bantam Books, Inc.

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Effective Fog Management 1/4

- Be open, authentic and empathetic
- Be responsible **FOR** self and **TO** others
- Develop emotional intelligence
- Assert yourself
- Act ethically
- Positively apply 'negative' emotion

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Effective Fog Management 2/4

- Deal with resentment
- Delegate cleanly
- Clarify and maintain boundaries
- Involve and rely on the team
- Be open to possibilities
- Show empathy

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Effective Fog Management 3/4

- Treat all team fairly and equally
- Don't confuse action with movement
- Confront 'Control Dramas'
- Acknowledge your own weaknesses
- Monitor threatened individuals and group
- Act with integrity

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Effective Fog 4/4

- Appreciate the fog
- Use relaxation techniques
- Be forgiving – of self and others

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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

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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*

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