

May 2nd, 2024 ▾

DIR



1:30 PM

I would like to start our standing 1-1 series from next week if that's ok with you? I'm requesting a biweekly cadence with the assurance that in addition I'm here to jump on an-ad hoc call any time you need me. Would like to do it in late afternoon our time.

If you're good with that, let me know your what days you prefer in order of preference. I want to do one 1-1 each day so that over a 2-week period I meet all 10 of you 1-1. I am sending the same message to my other nine directs and will do my best to schedule yours on the day you prefer.



1



1



1:1s setup as Bi-Weekly from the start, 2 months after starting - up until this point I didn't really have a manager, just a 'buddy', which is not the same.

tomorrow to do your reflection conversation?

PM



1:22 PM

Hey [REDACTED] - for sure I understand. I'm happy to dive into in our 1/1 - let me know if there's anything I can do to support you or help elsewhere.

DIR



1:26 PM

thank you so much! Just you being so patient and understanding and accommodative of us being nimble and changing our stance/tactical strategy on some pieces of the offsite is much appreciated. I'm taking some decisions even on your behalf... normally that's not me but we are so severely stressed we don't even have time to talk and align beforehand... so just be nimble and forgiving which I know you are.

As [REDACTED] stated, [REDACTED] and I talked about dinners in our 1-1 and walked back from having 4 DRIs choosing dinners. [REDACTED] willing to help. So we changed tactics and that's why [REDACTED] posed the question in the channel. Once I have the budget for you, you and [REDACTED] can

3 replies

DIR



Jan 6th at 9:38 AM

It's updated from the doc we looked at on our call, but it still has predominantly the same content and points along a timeline of engagement.



Jan 6th at 12:08 PM

ACK

your message. Will look at it this evening.



Jan 7th at 12:01 AM

This still doesn't look final. First, any document that has unresolved comments cannot be final. But more importantly, there's content here that is incorrect even

PM

8 PM

July 29th, 2024

Hello and happy new week!

Q for you - Nike has established 4 hours for PMing each week, however I regularly having been going over this timeframe. Each week has about 2 hrs of meetings, and then the back and forth between the MS PM, and other touchpoints that are operational hurdles eat up more than another hour per week - so by the time I'm working with Greg & Rob on what they need to complete and updates & tasks I'd say I'm spending closer to 7-8hrs a week on Nike.

My q is this - [redacted] shared that there might have been an earlier conversation in time about hours and restrictions being a bit more lenient? Here's the share he gave - "When Nike was first kicking of [redacted] made a comment about not letting a lack of hours get in the way for doing our typical PM stuff (given the weirdness of ISD and them having a 24 hr/week PM), not sure if he had some tricks up his sleeve to supplement with credited time or something like that but it might be worth asking. Could be a good office hours topic in general since I'm guessing this model will come up again at some point"

Does any of that ring a bell?

In Absence of Documentation - specific question about a Customer and “established in the system Hours” and ‘available’ hours. This answer changes multiple times - including the callout on an issue for a different customer, same scenario - but I was ordered to ‘stop work immediately’ but a colleague, under Naval’s advisement (detailed in Retaliation)

July 30th, 2024

DIR

2:42 PM

Some of it 😊

lol 1



2:50 PM

It's not that I have some magic hours up my sleeve to "top it up". Rather, it is like this:

1. First, we should not be shy of evangelizing, estimating and allocating the appropriate PM hours in the sales cycle. Many times

PM

Aug 5th, 2024 at 10:02 AM

Hey so, I have an ISD project that was closed mistakenly by an EM. I had to re-open it and update the schedule of the assigned SDEs, however now [REDACTED] has received an error trying to log hours (attached). I've reached out to five different people now and no one seems to know how, or who can fix it. Can you share best practice here?

Screenshot 2024-08-05 at 11.36.43 AM.png ▼

The screenshot shows the 'Talent Workbench' interface, specifically the 'Labor' section in 'Labor Week View'. The date is set to 'Fri, 2 Aug 2024'. Below the header, there's a section for 'ISD Assignments' with a note about recommendations. A table lists assignments for 'Mike, Inc.' with columns for 'Customer Assignment', 'Actual / Planned', 'Labor Category', and 'Hrs : Mins'. The 'Actual / Planned' column shows '121/110 Hrs' with a red bar indicating 'Exceeded Planned Hrs' and a 'End Date: 27 Sep 2024'. The 'Labor Category' is 'Service Delivery Planning & ...' and 'Billable' is checked. The 'Hrs : Mins' column shows '08 : 00'.

Often completely detached from conversations we've had recently, or completely unaware of my workload. MOREOVER - in BOTH of my reflections DIR calls out *by name* my former team member as 'doing myself a disservice' by consulting her for any advice or guidance which is ironic because he should be that source of guidance and never was.

1 reply

DIR

Aug 7th, 2024 at 2:09 PM

No idea on that [REDACTED] would be the best bet. Let me know if they're unable to help and we can cast a wider net.

B I

DIR

Some of it 😊

2:42 PM

July 30th, 2024 ▾

lol 1



DIR

It's not that I have some magic hours up my sleeve to "top it up". Rather, it is like this:

2:50 PM

1. First, we should not be shy of evangelizing, estimating and allocating the appropriate PM hours in the sales cycle. Many times this has been not done or is an afterthought or inadequate.
2. Second, if for some reason we failed to do so in the sales cycle or we underestimated despite our best efforts knowing what we knew then, then don't compromise on what you need to do as a PM because of that. Have a conversation with me and upon my approval, we can get a non-billable milestone added to the project for the PM to log hours against. That was pre FF-ESXP integration, so need to find out how it can be done now for MSFT projects, but regardless, we'll do it.
3. Third, if that results in the PM's billable utilization coming in lower than target 60% then I'm ok with it as it's the aggregate utilization we evaluate people on, not billable only.



1



Definitely a good office hours question

As for you and Nike specifically, can you help me understand why/how the 4h/ week estimation came from? Blameless question, just trying to understand what happened. (edited)

HAHA 1



DIR Can you give me the context/ genesis of [this](#)? What are the goals and where did this come from?

July 31st, 2024

2:53 PM

PM This is a line item from the [PMO Documentation standardization](#) we spoke about exclusively in our PMO meeting this morning. My current line item is 'Pre Engagement Checklist' which has a number of [templates in the shared drive](#), almost everyone noting that a step in the pre phase is determining which SDE has what skills and their availability. [In this one specifically](#), the original Matrix project board was linked, but only for Central and PubSec.

It seemed a bit of crossover with the RM role, but we spoke about planning based on what we know currently and updating once the RM team is live

This is POST “published documentation” where it was still advised as “wrong” by Naval, and post a period of creation where there was no QA phase for accuracy. Or proper oversight by our manager.

DIR 2:57 PM

hmm... trying to understand why the PMs would need to determine that? They don't staff the engineers, do they? Even in today's world, keeping aside the RM role in the future.

PM 3:04 PM

The way I understood it from the collection of templates that PMs would be **working with** sales, em/rms to determine hours and who they would be working with.

I have no frame of reference though as to it not working like that as I've never been involved in the pre-sales process. When I asked, they said that I should work to combine all the different phases and partners.

If this isn't the case though, or if I've missed something, I'm happy to change course/direction. I'm syncing with [redacted] tomorrow to get the board finalized, but I can put that on pause if **you think** my time would be better spent elsewhere.

PM 3:08 PM

Lemme look - I know we were only on about twenty minutes