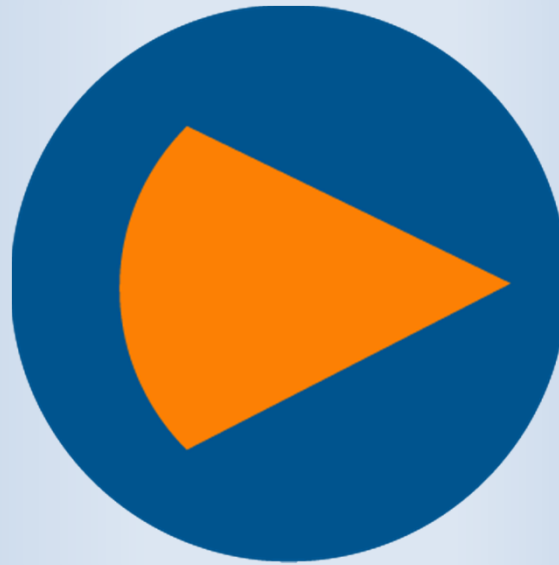


# Communications Management



## Avoiding Communication Pitfalls

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Project & Portfolio Management Software

Initiate Project Intelligence®

## Moderator

**Janelle Abaoag**

Project Insight

*Marketing, Public Relations*

[Janelle.Abaoag@projectinsight.com](mailto:Janelle.Abaoag@projectinsight.com)

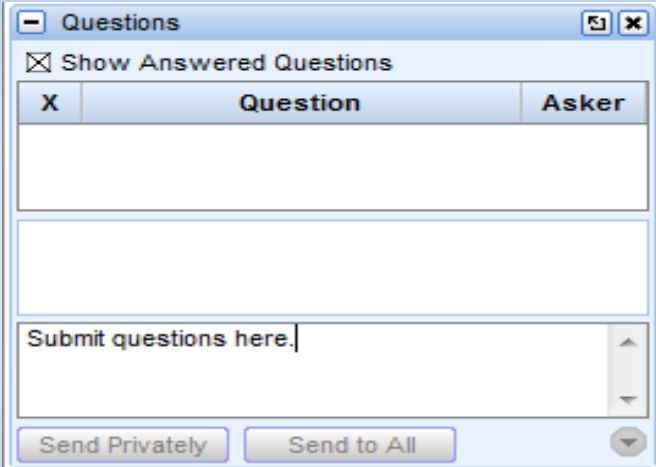
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## Things to Know...

- ▶ All participants will be on mute
- ▶ Questions are welcome
  - Please use the questions box to ask questions
  - The moderator will select questions
  - All questions will be answered today or by email at [info@projectinsight.net](mailto:info@projectinsight.net)
- ▶ Webinar recording available in the PI Community



The screenshot shows a 'Questions' window with a title bar containing a minus sign, the text 'Questions', and maximize and close buttons. Inside the window, there is a checkbox labeled 'Show Answered Questions' which is checked. Below this is a table with three columns: 'X', 'Question', and 'Asker'. The table has two empty rows. Below the table is a text input field with the placeholder text 'Submit questions here.' and a vertical scrollbar. At the bottom of the window are two buttons: 'Send Privately' and 'Send to All', followed by a small circular icon.

X	Question	Asker

## Presenter

### **Diane C. Altwies, MBA, PMP**

CEO, Core Performance Concepts Inc.

*Training in project management,  
PMP® and CAPM® certification, leadership,  
business analysis, agile and six sigma*

[daltwies@cpconcepts.net](mailto:daltwies@cpconcepts.net)

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## Presenter



**Janice Y. Preston, MBA, CPA, PMP**

COO, Core Performance Concepts Inc.

*Training & consulting in project management,  
PMP® and CAPM® certification, leadership,  
business analysis, agile, and six sigma*

[jypreston@cpconcepts.net](mailto:jypreston@cpconcepts.net)

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## ***Poll: Who's on the Call?***

► Are you:

- A Project Manager without your PMP certification?
- A PMP in the role of a Project Manager?
- A program manager?
- Just looking for ways to use Project Insight more effectively?



## Goals of the Fundamentals Series

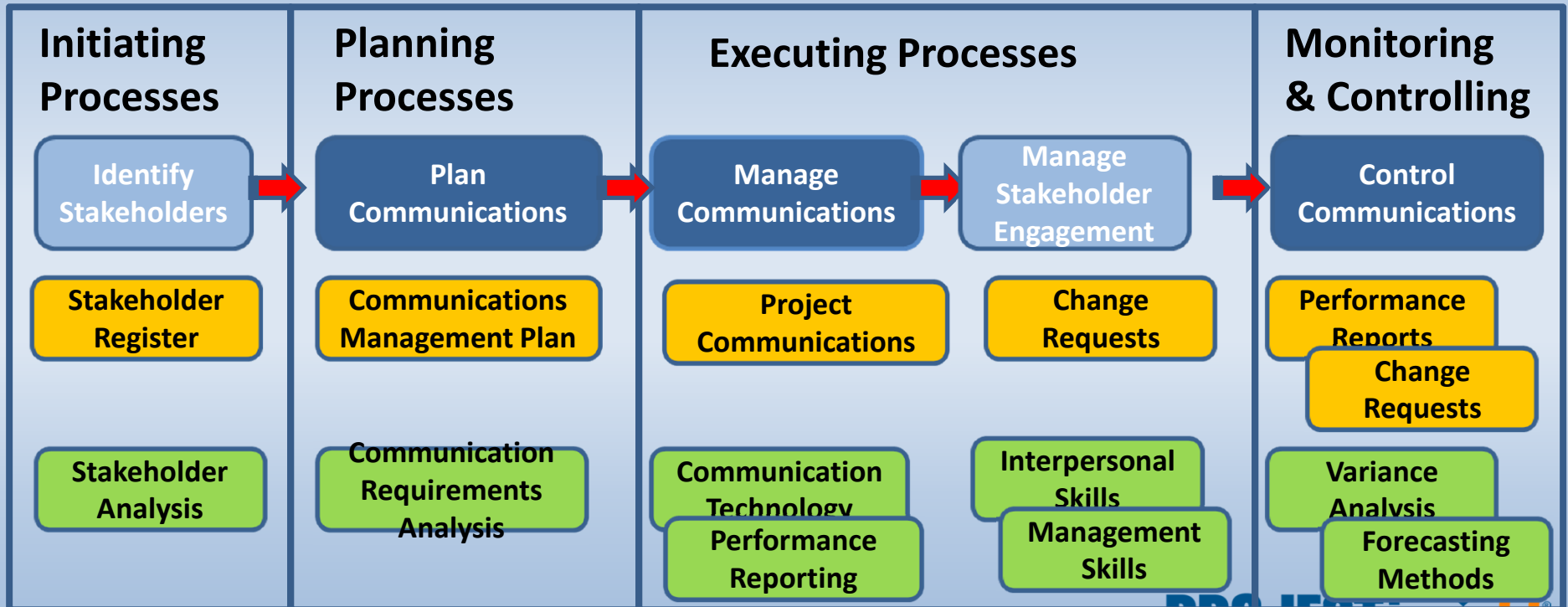
- ▶ Deepen your understanding of fundamental project management concepts
- ▶ Identify tools and techniques that can be implemented to manage projects more effectively
- ▶ Discover practical applications for your existing projects
- ▶ Use project management software more effectively

## Objectives of This Webinar

- ▶ At the end of this webinar, you will be able to:
  - Describe the communication model.
  - Identify symptoms of poor communication.
  - List sources of poor communication.
  - Create a model to assess stakeholder power and interest.
  - Use Project Insight tools to manage project information.



# Stakeholder Management Communications Management



# Communications Management



## ► Purpose

- To ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring and ultimate disposition of project information

## ► Importance

- Communication is the most important skill a project manager can develop
- Every project team brings with it unique communications challenges
- Identify stakeholder's has gained significance
- Communication is discussed in EVERY knowledge area

# Communications Model



## Sender

Forms message  
Chooses medium  
Chooses symbols



## Translation

Both message  
and response



## Receiver

Converts symbols  
“Understands” message  
Formats response

## Symptoms of Poor Communications

- ▶ Rework
- ▶ Slipped delivery schedules
- ▶ Client unhappy with end product
- ▶ Finger pointing



## Question for You



► What are symptoms of poor communication that you've

*Please submit your ideas* seen?  
*through the question box*

# Sources of Poor Communication

- ▶ Virtual teams
- ▶ Failure to listen
- ▶ Distractions
- ▶ Failure to obtain feedback
- ▶ Language & cultural differences
- ▶ “Assuming”
- ▶ And?



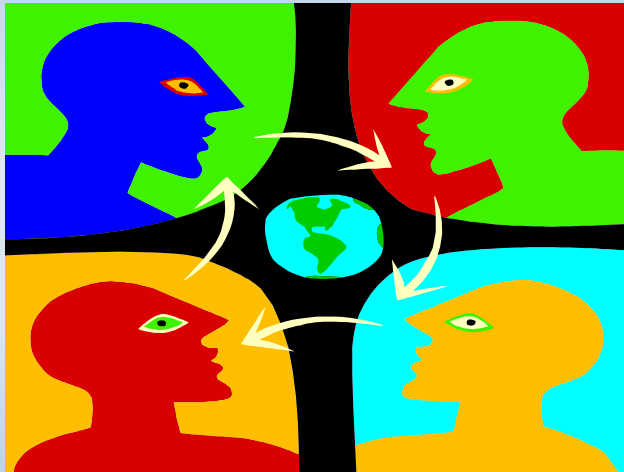
## Question for You



► What are other reasons for poor communication?

*Please submit your ideas through the question box*

# Avoiding the Pitfalls of Poor Communication



- ▶ Perform stakeholder analysis
  - Stakeholder register
- ▶ Develop project communications & work performance information
  - Focus on variances
  - Focus on exceptions
  - Focus on solving issues
- ▶ Use appropriate distribution techniques

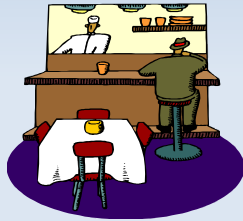
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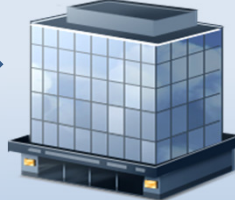
# Busy Foods, Inc. – Case Study



Customer Needs



Organizational Needs



Project Charter



# Factors Affecting Busy Foods Inc.

## Overview

- BUSY FOODS services over 200 clients world-wide.
- Most of BUSY FOOD'S clients are large restaurant venues who can serve thousands in a single day

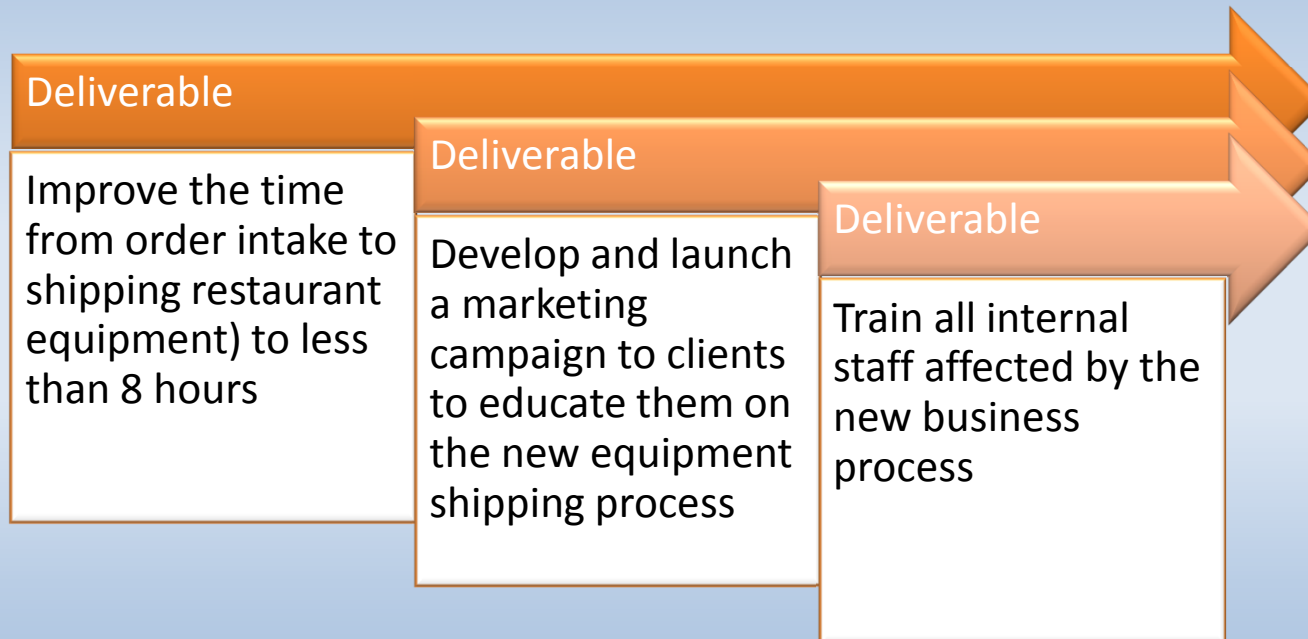
## Situation

- In recent years, long-term clients have started to leave for a competitor who promises overnight delivery of restaurant equipment without a minimum order.

## Goal

- BUSY FOODS would like to improve their distribution process to match the competition

# Project Statement of Work



# Stakeholder Power & Interest

Stakeholder	Stakeholder Expectations of Project	Interest in Project	Impact to Project	Strategy for Gaining Support or Reducing Obstacles
John Michelson, CEO	Project is critical to keeping in business. Wants the project implemented with HIGH quality.	High	Significant Influence	Need to make sure that John is aware of all critical issues. He will be able to help with any obstacles the team may have.
Henry Target, Marketing VP	Really likes the idea of improving processes. Can think of several ways to Market the company once the project is completed.	High	Low Influence	Provide a simple status regularly on what benefits will be expected as the new processes are implemented.
Tom Wang, VP of Business Development and Sales	Thinks this new project can improve opportunities for the company. Wants the project in as soon as possible.	High	High Influence	Need to balance desire to have project completed fast to quality that the CEO is looking for.
Sarah Policie, Distribution Manager	Doesn't really like change, but will do what is asked.	Low	Low Influence	Will need to keep in mind making Sarah's life easy when ready to deliver, but not necessary.

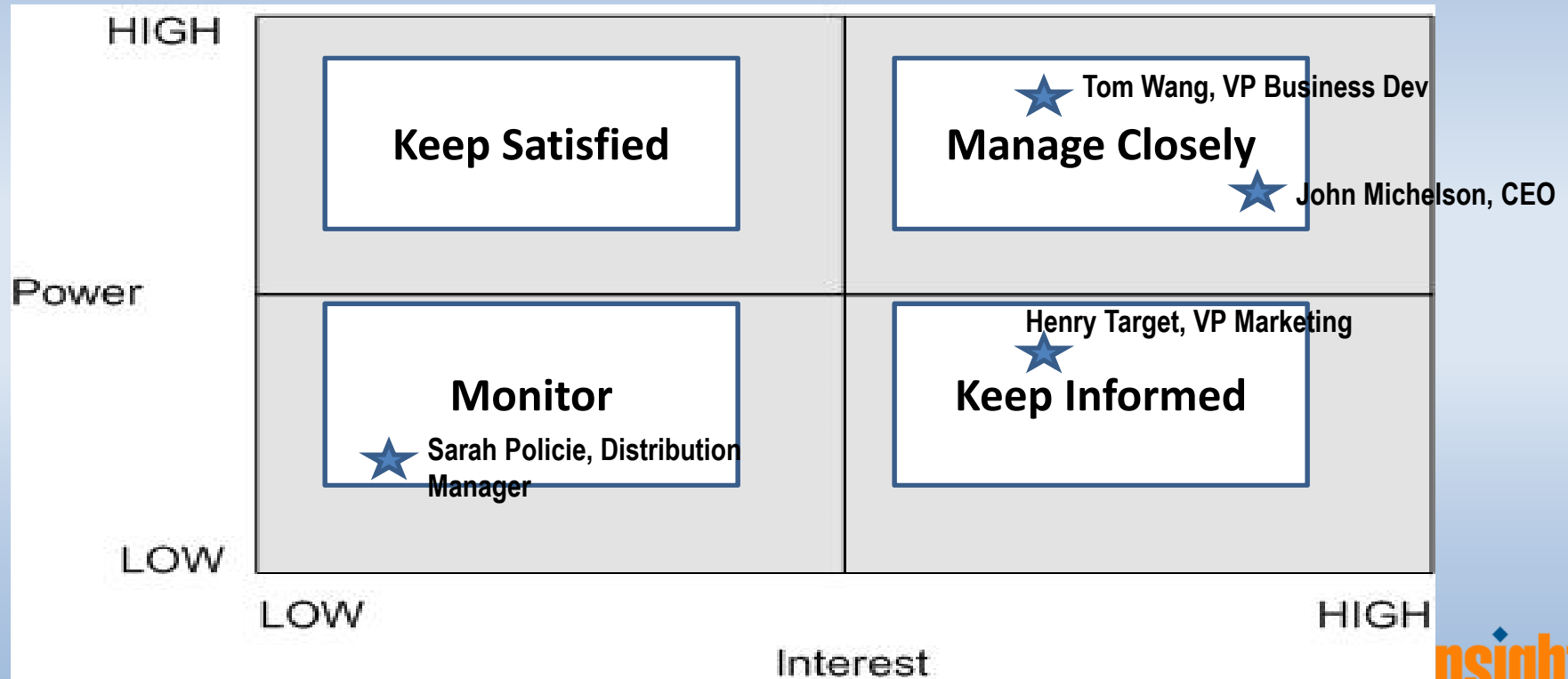
## Question for You



- ▶ What have you done to assess stakeholders on your projects?

*Please submit your ideas  
through the question box*

# Stakeholder Power & Interest

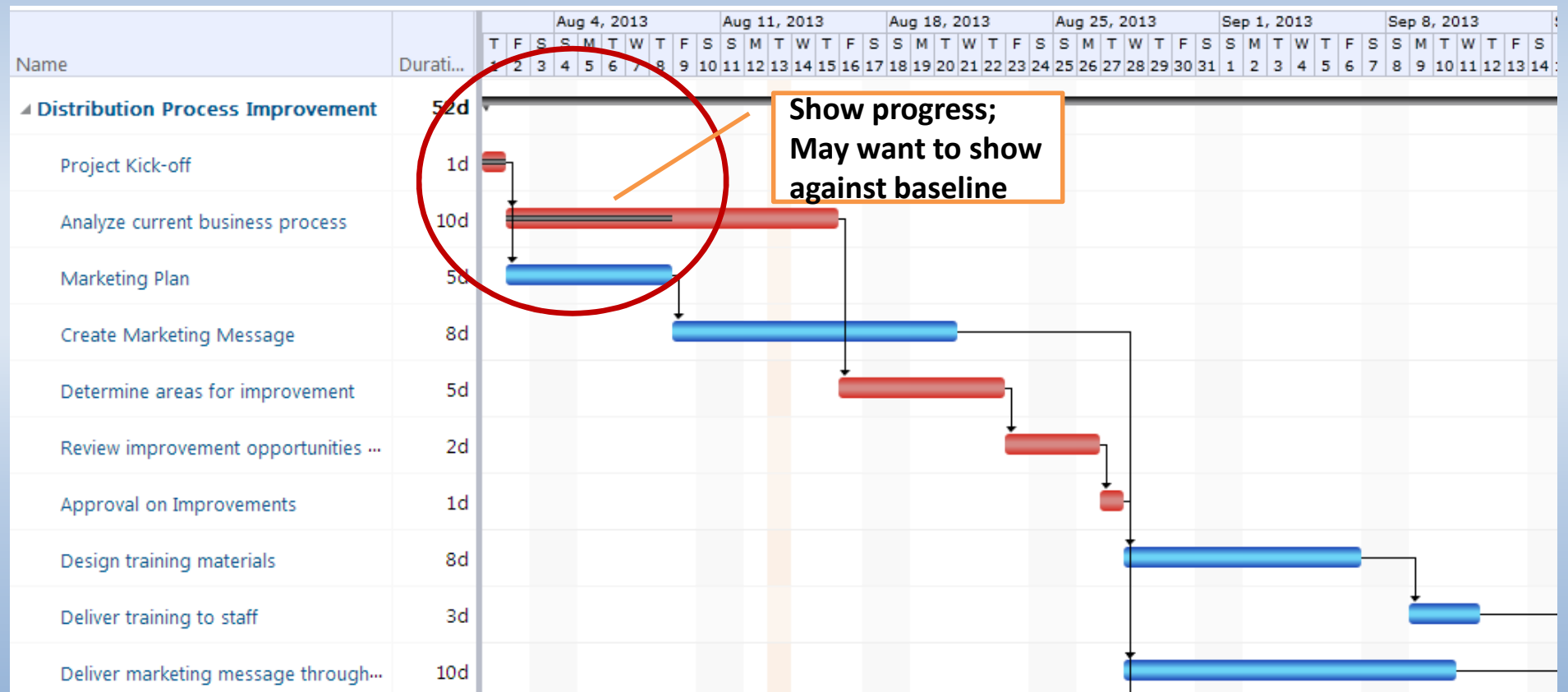


# Develop Performance Reports

- ▶ Focus on variances
- ▶ Focus on exceptions
- ▶ Focus on solving issues
- ▶ Project Insight allows  
customization to your needs



# Project Insight Showing Progress





# Performance Reports & Variance

## Project Status

State:  
Active

Status:

Type:

Percent Complete:  
48.51%

Duration:  
52d

Work Hours:  
67.00

Health:

Accomplished  
Hours (EVH):  
32.50

**Task  
Health**

**Overdue Tasks  
Critical and non-  
critical**

Details  
Description  
Related Items  
Current Critical Tasks

Name	Duration	hh:mm	Work Hours	% Comp	% Comp Checkbox	Start Date ^	End Date	Resources	Dependency	Admin
Analyze current business process	10d		45.00	50.00%	<input type="checkbox"/>	Tue 7/16/13 8 AM	Mon 7/29/13 5 PM			
Determine areas for improvement	5d		0.00	0.00%	<input type="checkbox"/>	Tue 7/30/13 8 AM	Mon 8/5/13 5 PM			
Review improvement opportunities with Management	2d		0.00	0.00%	<input type="checkbox"/>	Tue 8/6/13 8 AM	Wed 8/7/13 5 PM			
Approval on Improvements	1d		0.00	0.00%	<input type="checkbox"/>	Thu 8/8/13 8 AM	Thu 8/8/13 5 PM			
Implement improvements	25d		0.00	0.00%	<input type="checkbox"/>	Fri 8/9/13 8 AM	Thu 9/12/13 5 PM			

Current Tasks

Name	Duration	hh:mm	Work Hours	% Comp	% Comp Checkbox	Start Date ^	End Date	Resources	Dependency	Admin
Marketing Plan	5d		12.00	0.00%	<input type="checkbox"/>	Tue 7/16/13 8 AM	Mon 7/22/13 5 PM			
Analyze current business process	10d		45.00	50.00%	<input type="checkbox"/>	Tue 7/16/13 8 AM	Mon 7/29/13 5 PM			
Create Marketing Message	8d		0.00	0.00%	<input type="checkbox"/>	Tue 7/23/13 8 AM	Thu 8/1/13 5 PM			

# Performance Reports & Variance

STATUS COMMENTS

SCORECARD

MORE DETAILS

BUDGET

PERFORMANCE

RESOURCES

Earned/planned values calculated through 8/12/2013

Calculate Now

> Performance Dollars

▼ Performance Hours

	Planned Hours (PVH)	Accomplished Hours (EVH)	Actual Hours (AH)	Accomplished Hours Variance (AHV)	% Accomplished Hours Variance	% Accomplished Hours Variance (EVH)	Scheduled Hours Variance (SHV)	% Scheduled Hours Variance	Accomplished Hours Performance Index	Scheduled Hours Performance Index
Work Hours	67.00	32.50		32.50		100.00%	-34.50	-51.49%		0.49
Billable Work Hours	67.00	32.50		32.50		100.00%	-34.50	-51.49%		0.49

> Billable Gross Profit Analysis

> Invoice Analysis

▼ Estimates To/At Completion

	Estimate To Complete (Remaining Work)	Estimate At Completion (Actuals/Billables Plus Remaining Work)	Estimate At Completion (CPI) (Actuals/Billables Plus Remaining Work divided by the Performance Index)
Work Hours	34.50	34.50	34.50
Work Total	\$0.00	\$0.00	\$0.00
Billable Work Hours	34.50	34.50	34.50
Billable Work Total	\$0.00	\$0.00	\$0.00

> Proposed Charges Analysis

> Estimated Cost Analysis

Task Level Earned Value

**Task Level Earned Value**

# Communication Methods & Technology

► What to do when everyone wants different information?

- Status Reports
- Status Meetings
- Email
- System Alerts



# Status Meetings

## ▶ Agenda

- Discussion Topic
- Resolve Issues

## ▶ Decisions

## ▶ Next Steps

## ▶ Actions

Meeting Information			
<b>Meeting:</b>	Restaurant Distribution Improvement Project		
<b>Date:</b>	January 15, 2009	<b>Time:</b>	9:00am – 12:00 noon
<b>Meeting Facilitator:</b>	Diane Altwies	<b>Place:</b>	Corporate Board Room
<b>Meeting Objective:</b>	Review Project Charter and Scope		
<b>Called by:</b>	Jane Simperton, Project Manager		
<b>Required Attendees:</b>	John Michelson, CEO Henry Target, Marketing VP Tom Wang, VP of Business Development and Sales Sarah Policie, Distribution Manager Jackie Holander, Sales Manager		
<b>Optional Attendees:</b>			

	Agenda Item	Presenter	Time
9:00 AM	Introduction	Jane	10 minutes
9:10 AM	Review Project Charter and Scope	Jane	20 minutes
9:30 AM	WBS Brainstorming Session	Jane	90 minutes
11:00 AM	Lunch Break and Review	Jane	30 minutes
11:30 AM	Re-cap and Next Steps	Jane	30 minutes

Decisions Reached	
1	
2	

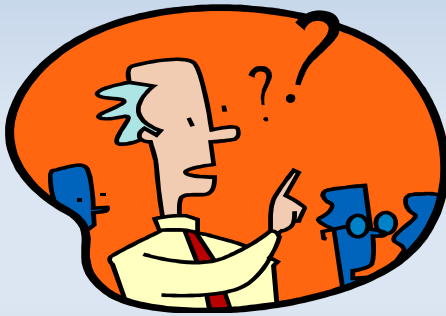
  

Next Steps	
1	
2	

	Action Item	Assigned To	Due Date
1			
2			
3			

## Question for You



- What is the best thing you have done to make your status meetings more effective?

*Please submit your ideas through the question box*









# System Alerts

Ability to set Visual Alerts for Project and Task Health









Restaurant Distribution Project II

DEFAULT OPTIONS CROSS PROJECT DEPEND HEALTH CUSTOM WORK SCHEDULES

Project Health Parameters

Name	Icons	Threshold Descriptions	Yellow Amt	Yellow %	Red Amt	Red %
<b>Behind Schedule:</b>	 	The project is behind schedule with the yellow/red status when the completed work (earned hours) is less than the scheduled work (planned hours) by the amount OR percent specified.	160 hrs	10%	320 hrs	20%
<b>Over Accomplished Hours:</b>	 	The project is over accomplished hours with the yellow/red status when the actual hours exceed the completed work (earned hours) by the amount OR percent specified.	160 hrs	10%	320 hrs	20%
<b>Over Budget:</b>	 	The project is over budget with the yellow/red status when the actual cost exceeds the completed cost (earned value) by the amount OR percent specified.	\$8,000	10%	\$16,000	20%
<b>Over Budget Billable:</b>	 	The project is over budget billable with the yellow/red status when the billable cost exceeds the completed cost billable (earned value billable) by the amount OR percent specified.	\$16,000	10%	\$32,000	20%

Task Health Parameters

Name	Icons	Threshold Descriptions	Yellow Amt	Yellow %	Red Amt	Red %
<b>Behind Schedule:</b>	 	Tasks are behind schedule with the yellow/red status when the completed work (earned hours) is less than the scheduled work (planned hours) by the amount OR percent specified.	40 hrs	10%	80 hrs	20%
<b>Over Accomplished Hours:</b>	 	Tasks are over accomplished hours with the yellow/red status when the actual hours exceed the completed work (earned hours) by the amount OR percent specified.	40 hrs	10%	80 hrs	20%
<b>Over Budget:</b>	 	Tasks are over budget with the yellow/red status when the actual cost exceeds the completed cost (earned value) by the amount OR percent specified.	\$2,000	10%	\$4,000	20%
<b>Over Budget Billable:</b>	 	Tasks are over budget billable with the yellow/red status when the billable cost exceeds the completed cost billable (earned value billable) by the amount OR percent specified.	\$4,000	10%	\$8,000	20%

Save Cancel

# Sample Exam Questions

## Question

You are the project manager for a construction company. You understand that you will be the project manager on a new residential community project. Before you are officially named as the project manager, you are asked to help develop the project charter. Part of the efforts in developing the project charter should include...

## Answers

- A.** Create a communications plan to be included in the project charter
- B.** Create a stakeholder register based on your organization's templates so that a stakeholder analysis can be performed after project kick-off
- C.** Determine the best method of communicating project status to the project sponsor
- D.** Determining who the stakeholders are on the project and do a stakeholder analysis

## Sample Exam Questions

### Question

You are a project manager on a large software development project and you have several key stakeholders that have a low interest in the project, however high power. You should...

### Answers

- A.** Touch base with the stakeholders occasionally
- B.** Communicate regularly to ensure these stakeholders are satisfied
- C.** Manage the communications with these stakeholders very closely
- D.** Provide information to these stakeholders frequently



## Review

- ▶ Describe the communication model.
- ▶ What are symptoms of poor communication?
- ▶ What are sources of poor communication?
- ▶ What is a model to assess stakeholder power and interest?
- ▶ How would you use Project Insight tools to manage project information?
- ▶ *Questions & Answers??*

## Goals of the Fundamentals Series

- ▶ Deepen your understanding of fundamental project management concepts
- ▶ Identify tools and techniques that can be implemented to manage projects more effectively
- ▶ Discover practical applications for your existing projects
- ▶ Use project management software more effectively

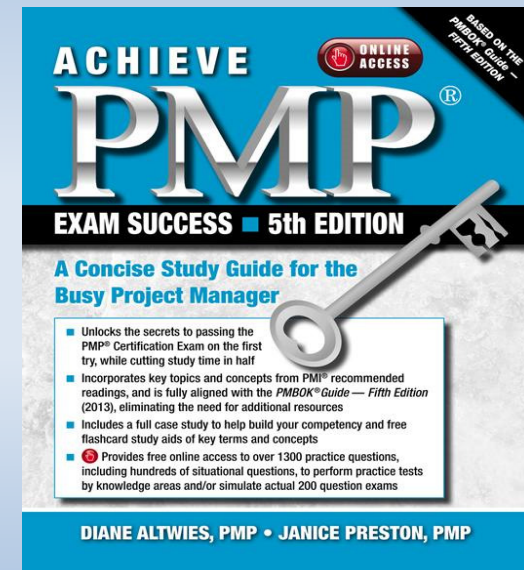
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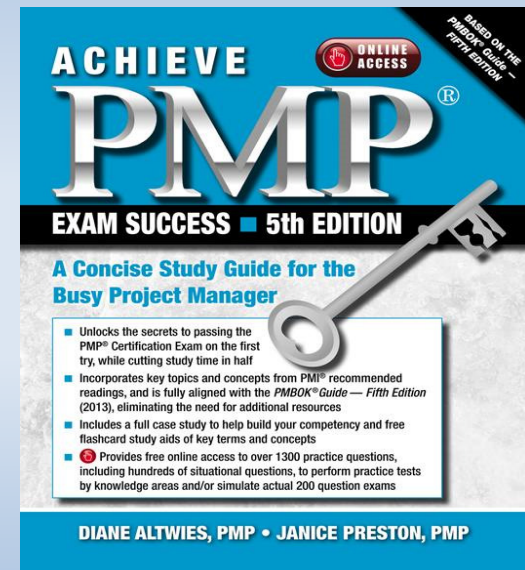
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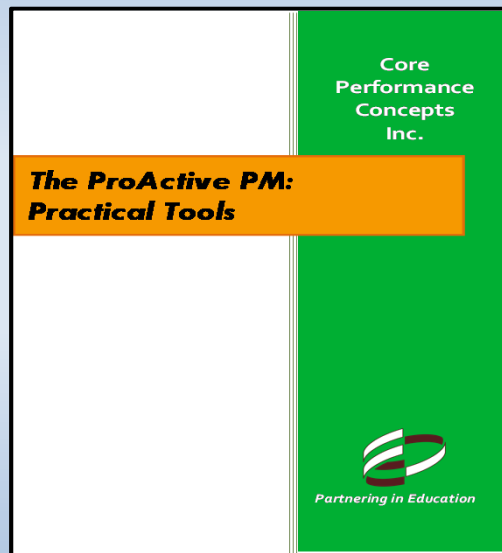
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• The 2nd Wednesday of Every Month - 8:00am PT

## • Topics

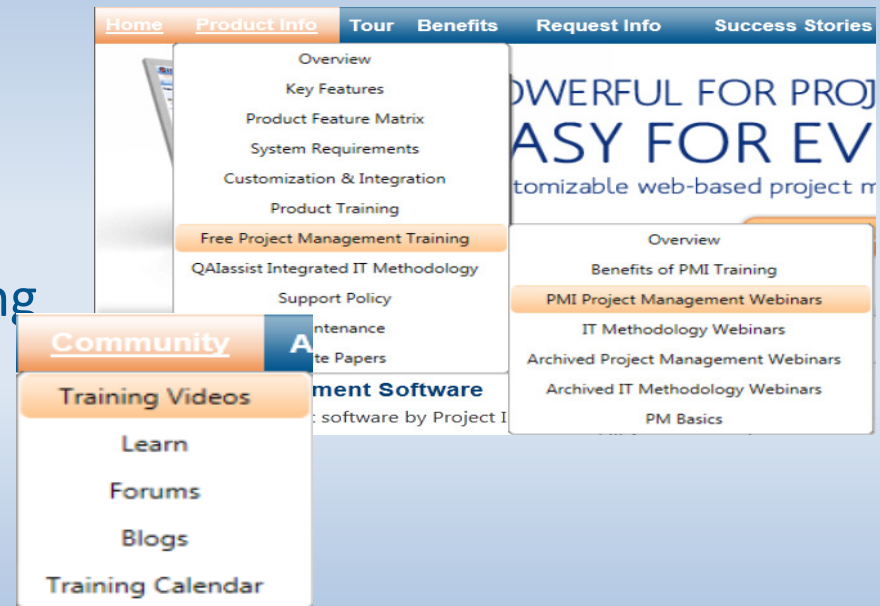
- Jan – Estimating Time
- Feb – Estimating Cost
- Mar – *PMBOK® Guide* Changes
- April – Identifying and Assessing Project Risk
- May – Meeting Effectiveness
- June – Agile PM
- July – A New Focus on Stakeholders
- Aug – Avoiding Communication Pitfalls
- **Sept – Mastering Business Networking**
- Oct – Delivering Quality in Projects
- Nov – Earned Value Basics
- Dec – The Global Challenge

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