Communications Management

Avoiding Communication Pitfalls

PROJECTinsight
Project & Portfolio Management Software
Initiate Project Intelligence®
Moderator

Janelle Abaoag
Project Insight
Marketing, Public Relations

Janelle.Abaoag@projectinsight.com

www.projectinsight.net
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
- Webinar recording available in the PI Community

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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

www.coreperformanceconcepts.com

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Project Management Institute
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
www.coreperformanceconcepts.com
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.
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

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Communications Model

Sender
Forms message
Chooses medium
Chooses symbols

Message
Response

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 seen?

Please submit your ideas 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

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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
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.
Deliverable

Improve the time from order intake to shipping restaurant equipment) to less than 8 hours

Deliverable

Develop and launch a marketing campaign to clients to educate them on the new equipment shipping process

Deliverable

Train all internal staff affected by the new business process
## Stakeholder Power & Interest

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

What have you done to assess stakeholders on your projects?

Please submit your ideas through the question box

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Stakeholder Power & Interest

- Keep Satisfied
- Monitor
- Manage Closely
- Keep Informed

- Tom Wang, VP Business Dev
- John Michelson, CEO
- Sarah Policie, Distribution Manager
- Henry Target, VP Marketing

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Develop Performance Reports

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

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Show progress; May want to show against baseline
### Performance Reports & Variance

**Project Status**
- **State:** Active
- **Percent Complete:** 48.51%
- **Duration:** 52d
- **Work Hours:** 67.00
- **Accomplished Hours (EV):** 32.50

**Task Health**
- **Health:**
- **Overdue Tasks**
  - Critical and non-critical

**Current Critical Tasks**
- **Current Tasks**

### Task Details

<table>
<thead>
<tr>
<th>Name</th>
<th>Duration</th>
<th>Hm Hr</th>
<th>Work Hours</th>
<th>% Comp</th>
<th>% Comp Checkbox</th>
<th>Start Date</th>
<th>End Date</th>
<th>Resources</th>
<th>Dependency</th>
<th>Admin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analyze current business process</td>
<td>10d</td>
<td></td>
<td>45.00</td>
<td>50.00</td>
<td></td>
<td>Tue 7/16/13 8 AM</td>
<td>Mon 7/29/13 5 PM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Determine areas for improvement</td>
<td>5d</td>
<td></td>
<td>0.00</td>
<td>0.00</td>
<td></td>
<td>Tue 7/30/13 8 AM</td>
<td>Mon 8/5/13 5 PM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review improvement opportunities with Management</td>
<td>2d</td>
<td></td>
<td>0.00</td>
<td>0.00</td>
<td></td>
<td>Tue 8/6/13 8 AM</td>
<td>Wed 8/7/13 5 PM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Approval on Improvements</td>
<td>1d</td>
<td></td>
<td>0.00</td>
<td>0.00</td>
<td></td>
<td>Thu 8/8/13 8 AM</td>
<td>Thu 8/8/13 5 PM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implement improvements</td>
<td>25d</td>
<td></td>
<td>0.00</td>
<td>0.00</td>
<td></td>
<td>Fri 8/9/13 8 AM</td>
<td>Thu 9/12/13 5 PM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing Plan</td>
<td>5d</td>
<td></td>
<td>12.00</td>
<td>0.00</td>
<td></td>
<td>Tue 7/16/13 8 AM</td>
<td>Mon 7/22/13 5 PM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Analyze current business process</td>
<td>10d</td>
<td></td>
<td>45.00</td>
<td>50.00</td>
<td></td>
<td>Tue 7/16/13 8 AM</td>
<td>Mon 7/29/13 5 PM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create Marketing Message</td>
<td>8d</td>
<td></td>
<td>0.00</td>
<td>0.00</td>
<td></td>
<td>Tue 7/23/13 8 AM</td>
<td>Thu 8/1/13 5 PM</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Performance Reports & Variance

#### Performance Hours

<table>
<thead>
<tr>
<th></th>
<th>Planned Hours (PVH)</th>
<th>Accomplished Hours (AVH)</th>
<th>Actual Hours (AH)</th>
<th>Accomplished Hours Variance (AVH)</th>
<th>% Accomplished Hours Variance</th>
<th>Scheduled Hours Variance (SHV)</th>
<th>% Scheduled Hours Variance</th>
<th>Accomplished Hours Performance Index</th>
<th>Scheduled Hours Performance Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Hours</td>
<td>67.00</td>
<td>32.50</td>
<td>32.50</td>
<td>-24.50</td>
<td>-71.49%</td>
<td>-34.50</td>
<td>-51.49%</td>
<td>0.49</td>
<td></td>
</tr>
<tr>
<td>Billable Work Hours</td>
<td>67.00</td>
<td>32.50</td>
<td>32.50</td>
<td>-24.50</td>
<td>-71.49%</td>
<td>-34.50</td>
<td>-51.49%</td>
<td>0.49</td>
<td></td>
</tr>
</tbody>
</table>

#### Billable Gross Profit Analysis

#### Invoice Analysis

#### Estimates To/At Completion

<table>
<thead>
<tr>
<th></th>
<th>Estimate To Complete (Remaining Work)</th>
<th>Estimate At Completion (Actual/Billables Plus Remaining Work)</th>
<th>Estimate At Completion (CPI) (Actual/Billables Plus Remaining Work divided by the Performance Index)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Hours</td>
<td>34.50</td>
<td>34.50</td>
<td>34.50</td>
</tr>
<tr>
<td>Work Total</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Billable Work Hours</td>
<td>34.50</td>
<td>34.50</td>
<td>34.50</td>
</tr>
<tr>
<td>Billable Work Total</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

#### Proposed Charges Analysis

#### Estimated Cost Analysis

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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
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

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Ability to set Visual Alerts for Project and Task Health
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...

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

<table>
<thead>
<tr>
<th>Question</th>
<th>Answers</th>
</tr>
</thead>
</table>
| 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... | 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 |
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
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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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- Select Category B – Continuing Education
- Knowledge Areas: Integration, Communication
- Process Groups: All Process Groups
- Enter the information provided on your proof of attendance
- Click continue