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Introduction to Project Management

This course provides good understanding of the fundamentals of project management

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Lesson 6: Planning 4:

Quality, Resources, Communications & Stakeholder

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Lesson Outcome

1. **Define and plan Project Quality**

2. **Categorize costs of quality**

3. **Explain project roles, responsibilities, and plan for staffing requirements**

4. **Manage communication and engage stakeholders**

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Course Overview

- **6.1 Quality Management**
  - **Quality and Project Management**
  - **Organization and Enterprise Factors**
  - **Cost of Quality, Quality Types**
- **6.2 Resource Management**
  - **Organization Theories, Attributes of Leadership**
  - **Responsibility Assignment Matrix (RAM), RACIs**
- **6.3 Communications Management**
  - **Stakeholder Needs**
  - **Communication Models, Communication Links**
  - **Communication Methods, Meetings**
  - **Communication Management Model**
- **6.4 Stakeholder Engagement**

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Quality

In a project, meeting the quality expectation is the responsibility of not only the project manager but everyone involved.

The definition of *Quality is as follows:

Quality is the degree to which a set of inherent characteristics fulfills requirements (ISO 9000).

A project is said to meet quality expectations when all the project requirements agreed in the beginning of the project are met and the resulting product is usable.

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Optimal Level of Quality

Achieving quality involves cost. Increased efforts and costs can increase the quality of output, but a ceiling on investment on quality has to be fixed.

- The investment on quality is determined by identifying the optimal level of quality of a project.
- Optimal level of quality is achieved when the incremental cost of achieving the quality is equal to the incremental revenue from such improvements.

Optimal level
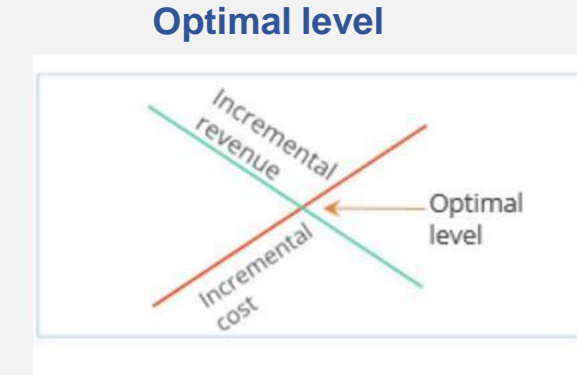
The sales of a toy manufacturer is at an all-time low because of poor quality. To improve the quality, investments are made on identifying demand, sharing samples, and collecting feedback. Following this, parents are enticed to buy the product. However, the additional investment may increase the cost of the toy, making it prohibitive for the parents to buy. Optimal level of quality is reached at a point where the toy manufacturer gets the maximum number of buyers for the toys manufactured.

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Key Concepts

Some of the key concepts are:

- **Prevention over inspection**—Prevention is keeping errors out of the process, and inspection is keeping errors out of the hands of the customer

- **Attribute sampling vs. variable sampling** —In attribute sampling, the result either conforms or does not conform. In variable sampling, the result is rated on a continuous scale that measures the degree of conformity

- **Tolerances and control limits**—Tolerance is the specified range of acceptable results, and control limits identify the boundaries of common variation in a statistically stable process

- **Five levels of effective quality management**

    - Let the customer find the defects, which can lead to warranty issues, recalls, loss of reputation, and rework costs

    - Detect and correct defects during the control quality process

    - Use quality assurance to ensure the correct process is followed

    - Incorporate quality into planning and designing of the project and product

    - Create a culture that helps the organization to be committed to quality in processes and products

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Some of the trends in Project Quality Management are:

- **Customer satisfaction—**A combination of conformance to requirements and fitness for use ensures that the customer requirements are met

- **Continual improvement—**PDCA (Plan-Do-Check-Act) cycle, TQM (Total Quality Management), Six Sigma, Lean Six Sigma, and Kaizen improve both the quality of project management and the quality of the end product, service, or result

- **Management responsibility—**Management should provide suitable resources at adequate capacities

- **Mutually beneficial partnership with suppliers—**Organization should prefer long-term relationships over short-term gains

Kaizen (change for better)

A philosophy that looks for small and continuous improvements in a process

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Tailoring Considerations

Some of the considerations for tailoring are:

- **Policy compliance and auditing—**What quality policies, procedures, tools, techniques, and templates does the organization follow?

- **Standards and regulatory compliance—**What industry quality standards and specific governmental, legal, or regulatory constraints need to be taken into consideration?

- **Continuous improvement—**Is quality improvement managed at the organizational level or at the level of each project?

- **Stakeholder engagement—**Is there a collaborative environment for stakeholders and suppliers?

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Considerations for Agile/Adaptive Environments

- Agile methods involve frequent quality and review steps built in throughout the project rather than toward the end of the project.

- Recurring retrospectives help in finding root causes of issues and suggest approaches for further improvements.

- Agile methods focus on small batches of work to uncover inconsistencies and quality issues earlier in the project life cycle

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Module 6 Section1

Quality Management

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Project Quality Management

	Initiating	Planning	Executing	Monitoring & Controlling	Closing
Integration					
Scope					
Schedule					
Cost					
Quality		Plan Quality Mgmt			
Resource					
Communications					
Risk					
Procurement					
Stakeholder					

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- **Modern quality management complements project management**
- **Both disciplines recognize the importance of:**
  - **Customer Satisfaction: It requires a combination of conformance to requirements and fitness for use**
  - **Prevention over Inspection: One of the fundamental tenets of modern quality management states that quality is planned, designed and built-in – not inspected**
  - **Continuous Improvement: The plan-do-check-act cycle is the basis for quality improvement as defined by Shewhart and modified by Deming**
  - **Management Responsibility: It remains management's responsibility to provide resources needed to succeed**

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- **The International Organization for Standardization (ISO) defines quality as "the degree to which a set of inherent characteristics fulfills requirements" (ISO9000:2000)**
- **Other experts define quality based on:**
  - **Conformance to requirements: the project's processes and products meet written specifications**
  - **Fitness for use: a product can be used as it was intended**

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Plan Quality Management

Process of identifying quality requirements and/or standards for the project and its deliverables and documenting how the project will demonstrate compliance with quality requirements and/or standards

Inputs

1. Project charter
2. **Project management plan**
3. **Project documents**
4. **Enterprise environmental factors**
5. **Organizational process assets**

Tools and Techniques

1. Expert judgement
2. **Data gathering**
3. **Data analysis**
4. Decision making
5. **Data representation**
6. **Test and inspection planning**
7. Meetings

Outputs

1. **Quality management plan**
2. **Quality metrics**
3. **Project management updates**
4. Project documents updates

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- **Concepts**
  - **Quality versus Grade:**
    - **Quality is the degree to which a set of inherent characteristics fulfill requirements**
    - **Grade is a category assigned to products or services having the same functional use, but different technical characteristics**
  - **Precision versus Accuracy:**
    - **Precision is a measure of exactness with repeated measures clustered tightly**
    - **Accuracy means that the measured value is very close to the true value**

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- **Identify quality standards relevant to the project and how best to satisfy these standards**
- **Implies the ability to anticipate situations and prepare actions to bring about the desired outcome**
- **Defects can be prevented by:**
  - **Selecting proper materials**
  - **Training and indoctrinating people in quality**
  - **Planning a process that ensures the appropriate outcome**

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- **Project management plan**
  - **Requirements management plan**
    - **Includes approach for identifying analyzing and quality requirements and metrics**
  - **Risk management plan**
    - **Ensures both risks and quality plans work together**
  - **Stakeholder engagement plan**
    - **Includes documenting quality needs and expectations**
  - **Scope baseline**
    - **Includes the Scope Statement, WBS, and WBS Dictionary – which helps identify quality elements**

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- **Project documents**
  - **Assumption log**
  - **Requirements documentation**
    - **Requirements that will meet stakeholder expectations**
    - **Project and product quality requirements**
  - **Requirements traceability matrix**
    - **Provides an overview of the tests required to verify requirements**
  - **Risk register**
    - **Contains information on threats and opportunities that may impact quality requirements**
  - **Stakeholder register**
    - **Identifies those stakeholders with a particular interest in quality**
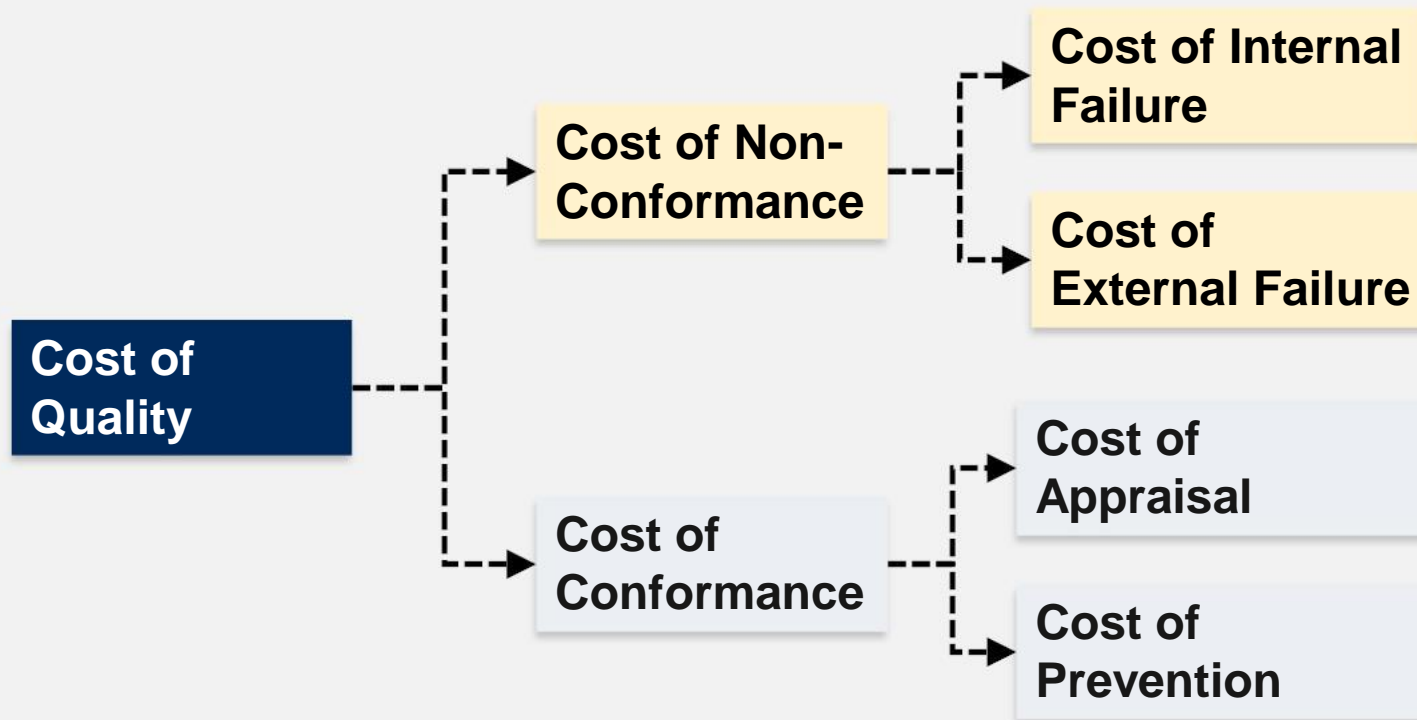
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- **Enterprise environmental factors**
  - **Standards and Regulations: All relevant generic international, national or local standards and regulations applicable to the product of the project**
  - **Examples**
    - **ISO 9001**
    - **ISO 14001**
    - **OHSAS 18001**
  - **Government agency regulations**
  - **Working of operating conditions**
  - **Cultural perceptions**
  - **ISO21500 Project Management**

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- **Organizational process assets**
  - **The Quality Policy is a statement defining the overall direction of the organization (expressed by top management) with regard to quality**
  - **It has an impact on both the product and the project's quality**
  - **The project management team is responsible for ensuring that all stakeholders are fully aware (through effective communication) of the policy**

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- **Data gathering**
  - **Benchmarking**
    - **Comparing quality criteria used in similar and successful projects within the organization and external to it**
    - **Involves development of project metrics and performance indicators**
  - **Brainstorming**
    - **Used to creatively gather data from team or SMEs**
  - **Interviews**
    - **Can be conducted in an open or confidential environment**

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- **Data analysis**
  - **Cost-benefit analysis**
    - **Financial analysis to estimate the strengths and weaknesses of alternatives**
    - **Determines if planned activities are cost effective**
    - **Looks at each quality activity, compares cost and expected benefit**
    - **Benefits include less rework, higher productivity, lower costs, and increased stakeholder satisfaction**
  - **Cost of quality (COQ)**
    - **Cost of quality includes all costs incurred over the life of the product**
    - **Includes prevention costs, appraisal costs and failure costs**

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- **Cost of Quality (COQ)**

Cost of Quality → Cost of Non-Conformance → Cost of Internal Failure

Cost of Non-Conformance → Cost of External Failure

Cost of Quality → Cost of Conformance → Cost of Appraisal

Cost of Conformance → Cost of Prevention

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- **Cost of Quality Types**

Prevention Costs
- Training
- Document processes
- Equipment
- Time to do it right

Appraisal Costs
- Testing
- Destructive testing loss
- Inspections

Money spent during the project to **avoid** failures.

- **Internal Failure Costs**
  - Rework
  - Scrap
- **External Failure Costs**
  - Liabilities
  - Warranty work
  - Lost business

Money spent during and after the project **because of failures**.

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- **Costs associated with investigative effort to assess quality issues related to the product**
  - **Cost of internal and external audits**
  - **Cost of investigations**
  - **Cost of inspections**
  - **Cost of testing**
  - **Cost of test equipment**

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Costs of External Failure: Two Perspectives

Seller Costs

- Technical Support Calls
- Investigation of Customer Complaints
- Refunds and Recalls
- Shipping of Updated Products
- Support of Multiple Version of Product in Field
- Lost Sales & Goodwill
- Warranty & Liability Costs
- Penalties & Legal Costs

Customer Costs

- Wasted Time & Lost Data
- Lost Business
- Frustrated Employees
- Cost of Replacing Product
- Cost of Reconfiguring Systems
- Cost of Technical Support
- Cost of Occupational Health and Safety

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- **Data representation**
  - Flowcharts: Show activities, decisions points, branching loops, parallel paths
  - Logical data model: Visual representation of an organizations data, schema
  - Matrix diagrams: Mapping of different factors, causes and objectives in rows and columns
  - Mind mapping: Diagram method created around a single quality concept
- **Test and inspection planning**
  - Examining the work to determine if it conforms to documented standards
  - Reviews, audits, walkthroughs
  - Alpha and beta tests, strength tests

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- **Quality management plan**
  - Describes how the organization's quality policy will be implemented
  - Includes with tools will be used
  - Identifies quality roles and responsibilities
- **Quality metrics**
  - Describes how quality control processes will measure project or product attribute
  - May include customer service percentages, number of defects, down time, cost reductions
- **Project management plan updates**
  - Risk management plan, Scope baseline
- **Project documents updates**
  - Lessons learned register, Requirements traceability matrix, Risk register, Stakeholder register

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Quality Management in Adaptive Projects

- **All 12 principles of agile promote quality either directly or indirectly**
  - e.g. Our highest priority is to <u>satisfy</u> the customer early and continuous delivery of <u>valuable</u> software
- **Testing is a daily part of each sprint and is included in the requirement's definition of done**
  - Focus on prevention over inspection
- **Focused on constant improvement of delivered products**
  - Use of Lean techniques
  - Elimination of waste
  - Value stream mapping

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1. _____ means the project's processes and products meet written specifications.
    a. Conformance to requirements
    b. Fitness for use
    c. Project feasibility
    d. Benchmarking

2. You bought a laptop assuming it had application software loaded so you could use it right away, but it did not. This is an example of the laptop missing which quality dimension?
    a. Conformance to requirements
    b. Fitness for use
    c. Quality control
    d. Quality metric

3. It is important to find the _____ or underlying reason a problem occurs.
    a. political
    b. cultural
    c. root cause
    d. statistical

    1. A
    2. B
    3. C

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Module 6 Section 2

Resource Management

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Project Resource Management

The definition of *Project Resource Management is as follows:

> Project resource management includes the processes to identify, acquire, and manage the resources needed for the successful completion of the project

.

- Project team is composed of people with assigned roles and responsibilities for completing the project.

- Physical resources are any tools, equipment, or property necessary for the project.

- *Team resources include people (employees and contractors) working together to manage the project effort*
.

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Key Concepts

- Project manager should invest suitable effort in acquiring, managing, motivating, and empowering the project team.

- Project manager should be both leader and manager of the project team.

- Project manager should be aware of:

  - Team environment

  - Geographical locations of the team members

  - Communication among stakeholders

  - Organizational change management

  - Internal and external politics

  - Cultural issues and organizational uniqueness

  - Other factors that may alter project performance

Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition*, Project Management Institute, Inc., 2017, Page 309

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Considerations for Agile/Adaptive Environments

Projects with high variability benefit from team structures that maximize focus and collaboration, such as self-organizing teams with generalizing specialists.

Collaboration is intended to boost productivity and facilitate accelerated integration of distinct work activities, improve communication, increase knowledge sharing, and provide flexibility of work assignments in addition to other advantages.

Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition*, Project Management Institute, Inc., 2017, Page 311
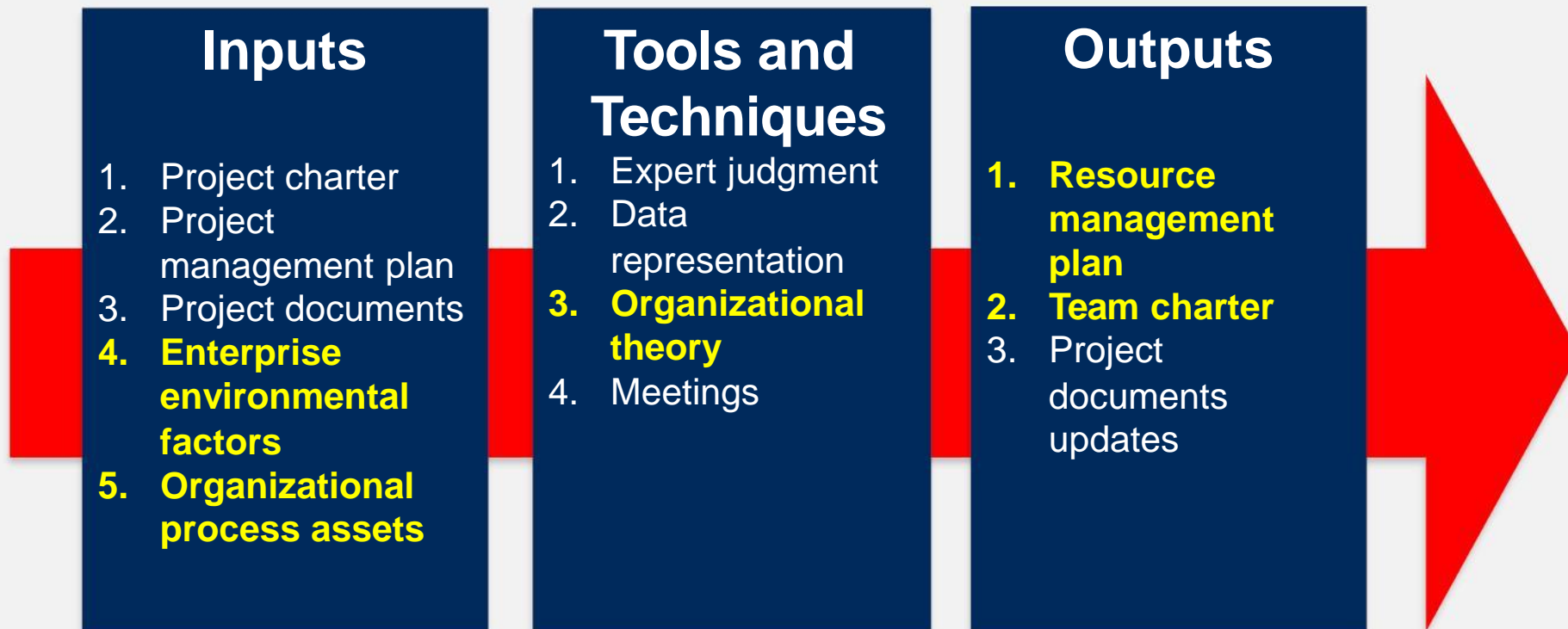
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Trends and Emerging Practices in Project Resource Management

- **Resource management methods**—Just-in-time (JIT), Kaizen, Total Productive Maintenance (TPM), Theory of constraints (TOC)

- **Emotional intelligence (EI)**—Project manager should invest in personal EI by improving inbound and outbound competencies.

- **Self-organizing teams**—Teams should be able to function in the absence of centralized   control.

- **Virtual teams/distributed teams**—Globalization of projects has promoted the need for virtual teams that work on the same project but are not colocated at the same time.

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Project Resource Management

	Initiating	Planning	Executing	Monitoring & Controlling	Closing
Integration					
Scope					
Schedule					
Cost					
Quality					
Resource		Plan Resource Management Estimate Activity Resources			
Communications					
Risk					
Procurement					
Stakeholder					

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Plan Resource Management

Process for defining how to estimate, acquire, manage, and use physical and team resources

Inputs	Tools and Techniques	Outputs
1. Project charter 2. Project management plan 3. Project documents 4. **Enterprise environmental factors** 5. **Organizational process assets**	1. Expert judgment 2. Data representation 3. **Organizational theory** 4. Meetings	1. **Resource management plan** 2. **Team charter** 3. Project documents updates

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- **Enterprise environmental factors**
  - **Project roles and responsibilities are defined with an understanding of how people, technical disciplines and functional departments contribute to the success of a project**
    - **Organizational: Which departments will be involved? What is the culture? What is the organizational structure?**
    - **Technical: Does any software, approaches or equipment need coordination?**
    - **Logistical: Are project teams in different physical locations?**
    - **Political: What alliances exist? Who has informal power?**
    - **Interpersonal: What are the formal and informal reporting relationships?**

- **Organizational process assets**
  - **Human resource policies and procedures**
  - **Physical resource management policies and procedures**
  - **Safety policies**
  - **Security policies**
  - **Templates for resource management plan**
  - **Historical information for similar projects**

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- **Data representation**
  - **Hierarchical charts**
    - **WBS showing high level areas of responsibility**
    - **Organization breakdown structure (OBS) illustrating departments, units and teams**
    - **Resource breakdown structure (RBS) displaying physical resources by category and resource type**
  - **Responsibility assignment matrices (RAM)**
    - **Maps work of project as described in the WBS**
    - **Can also include a RACI**
      - **R=Responsible (Executes)**
      - **A=Accountable (Owner)**
      - **C=Consult**
      - **I= Inform**
  - **Text-oriented formats**

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Resource Responsibility Tools

PM
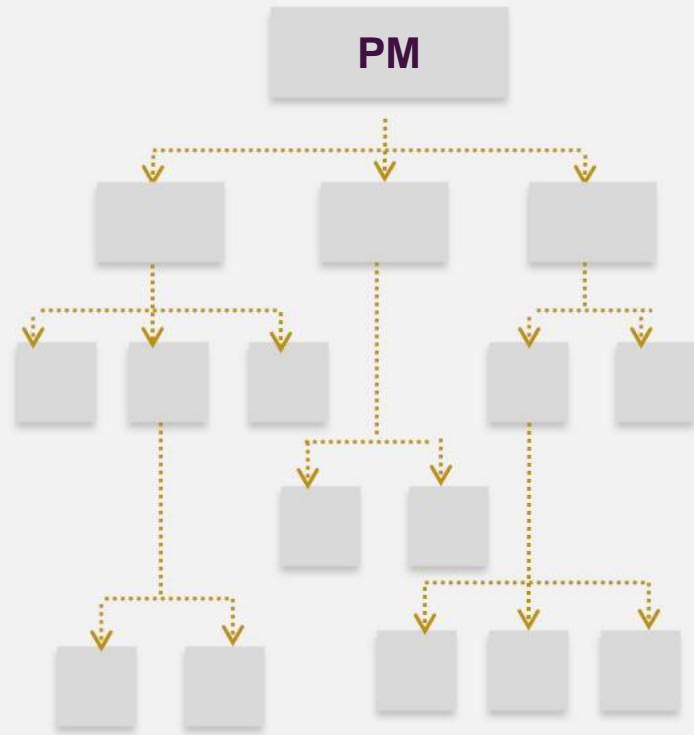
Hierarchical-Type
Organizational Chart

RAM				

Matrix-based
Responsibility
Chart

Role ————————————————

Responsibilities ————————————
————————————————————
————————————————————

Authority ————————————————
————————————————————

Text-oriented
Format

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Responsibility Assignment Matrix – RAM

RACI Chart	Person			
Activity	Event Manager	Professional Development Manager	Marketing Manager	Project Manager
2.2 Hotel Booked	R	C	I	A
3.1 Website Developed	I	C	R	A
4.1 Speakers Confirmed	R	C	C	A

R=Responsible   A=Accountable   C=Consult   I=Inform

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- **Resource management plan**
  - **Roles and responsibilities**
    - Role: function assigned (i.e. project manager, lead developer, business analyst)
    - Authority: ability to and boundaries on decisions, signing approvals, accepting deliverables
    - Responsibility: assigned duties and work person is expected to perform
    - Competency: skill level and experience
  - **Project organization charts**
    - Graphic display of team and reporting relationships
  - **Training**
  - **Team development**
  - **Recognition plan**

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- **Team charter**
  - **Establishes team values, agreements and operating guidelines**
  - **May include:**
    - **Communication guidelines**
    - **Decision making criteria and process**
    - **Conflict resolution process**
    - **Meeting guidelines**
  - **Sets acceptable behavior expectations**
    - **Code of conduct**
    - **Meeting etiquette**

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1. A RACI chart is a type of _____.

   a. project organizational chart
   b. resource histogram
   c. responsibility assignment matrix
   d. project dashboard

2. A _____ describes when and how people will be added to and taken off of a project.

   a. project organizational chart
   b. resource histogram
   c. responsibility assignment matrix
   d. resource management plan

3. On your project there are some very strict quality and safety requirements that must be met. It is important that all new team members understand these requirements. What is your next step?

   a. Send a memo highlighting changes to the project team members.
   b. Allocate time in the next team meeting to review the requirements.
   c. Let each new team member figure out their quality requirements.
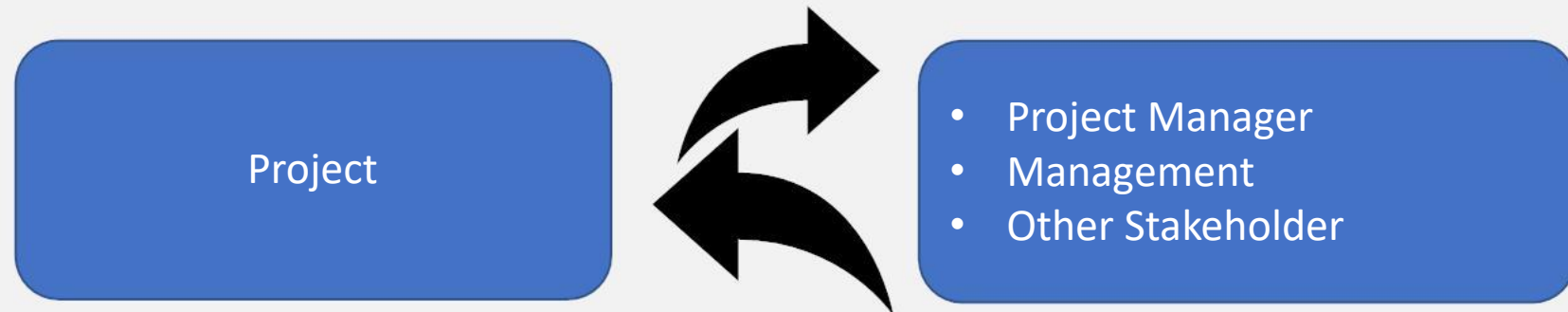   d. Ensure the requirement is included in the orientation package.

   1. C
   2. D
   3. D

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Module 6 Section3

Communications Management

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Communication

The definition of communication is as follows:

Communication is a two-way process of transferring information from one entity to another. It is the exchange of information, intended or involuntary.

A project manager spends around 90 percent of time ensuring proper project communication.

The types of communication:

- Written: Physical or electronic
- Spoken: Face-to-face or remote
- Formal or informal: Formal papers or social media
- Gestures: Tone and facial expressions
- Media: Pictures or actions
- Choice of words: Words chosen to express an idea

Written
- Project management plan
- Project charter
- Long-distance communication

- Emails
- Notes

Verbal
- Presentations

- Conversations

Formal   **Informal**

Trends and Emerging Practices

- **Inclusion of stakeholders in project review:** The stakeholder community of each project includes individuals, groups, and organizations that the project team has identified as essential to the successful delivery of project objectives and organizational outcomes.

- **Inclusion of stakeholders in project meetings:** Project meetings should include stakeholders from outside the project and even the organization as appropriate.

- **Increased use of social computing:** Social computing in the form of infrastructure, social media services, and personal devices has changed how organizations and stakeholders communicate.

- **Multifaceted approaches to communication:** The standard communication strategy for project stakeholder communications embraces and selects from all technologies and respects cultural, practical, and personal preferences for language, media, content, and delivery.

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Considerations for Agile/Adaptive Environnements

- Communicating evolving and emerging details more frequently and quickly

- Streamlining team member access to information, frequent team checkpoints, and collocating team members as much as possible

- Posting project artifacts in transparent fashion

- Holding regular stakeholder reviews to promote communication with management and stakeholders

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Project Communications Management

	Initiating	Planning	Executing	Monitoring & Controlling	Closing
Integration					
Scope					
Schedule					
Cost					
Quality					
Resource					
Communications		Plan Communications Management			
Risk					
Procurement					
Stakeholder					

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- **Pros: Effective use of cross-cultural teams can provide a source of experience and innovative thinking, to enhance the competitive position of organizations**
- **Cons: Cultural differences can interfere with the successful completion of projects in today's multicultural global business community**

*"People have one thing in common: they are all different."*

Robert Zend - Hungarian writer

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- **The Culture Map by Erin Meyer**
  - **Model for decoding how cultural differences impact international business**
  - **Describes specific differences in how people from different cultures communicate and consider ideas at work**

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Stakeholders' Communication Needs

Plan Communications Management
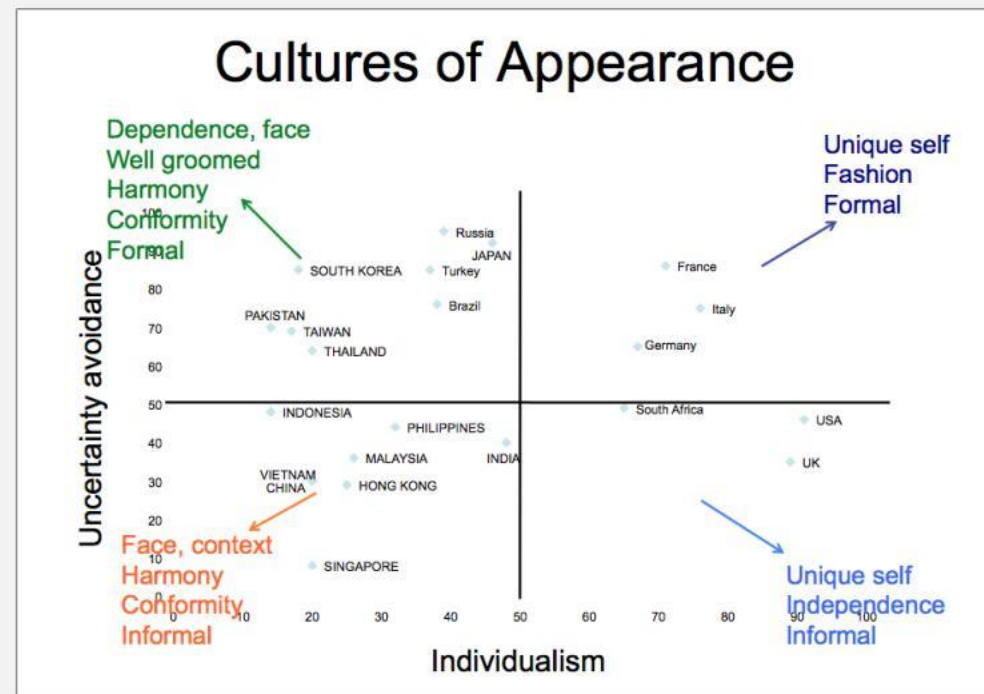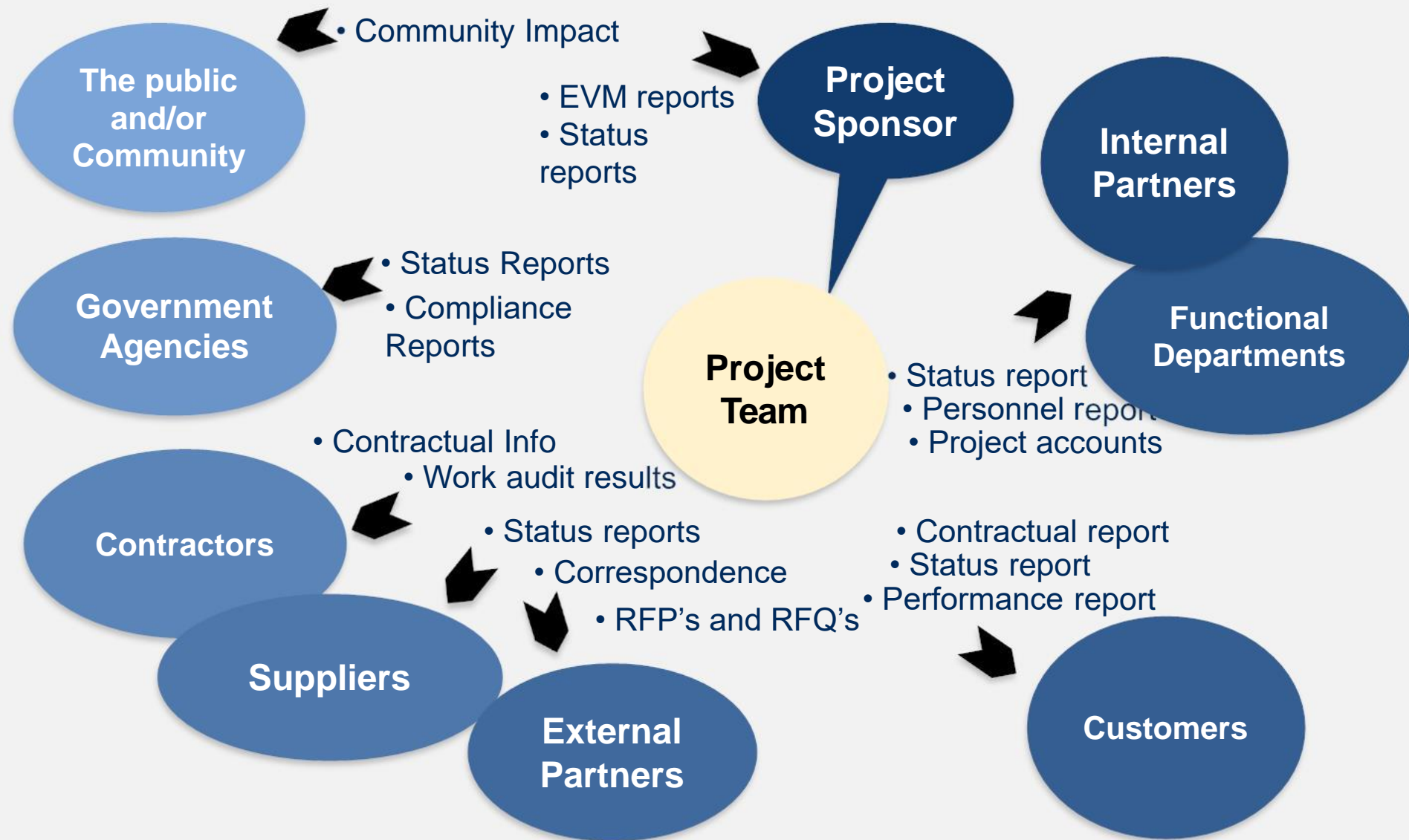
Process of developing an appropriate approach and plan for project communications activities based on the needs of each stakeholder or group, available organizational assets, and the needs of the project

Inputs	Tools and Techniques	Outputs
1. Project charter 2. Project management plan 3. Project documents 4. Enterprise environmental factors 5. Organizational process assets	1. Expert judgement 2. **Communication requirements analysis** 3. **Communication technology** 4. **Communication models** 5. **Communication methods** 6. Interpersonal and team skills 7. Data representation 8. Meetings	1. **Communications management plan** 2. Project management plan updates 3. Project documents updates

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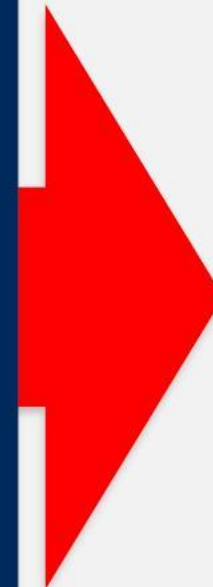
- **The Communication plan should be made early in the project**
- **Many projects do not include enough initial information on communications**
- **Project Managers, top management, and project team members assume using existing communication channels to relay project information is sufficient**
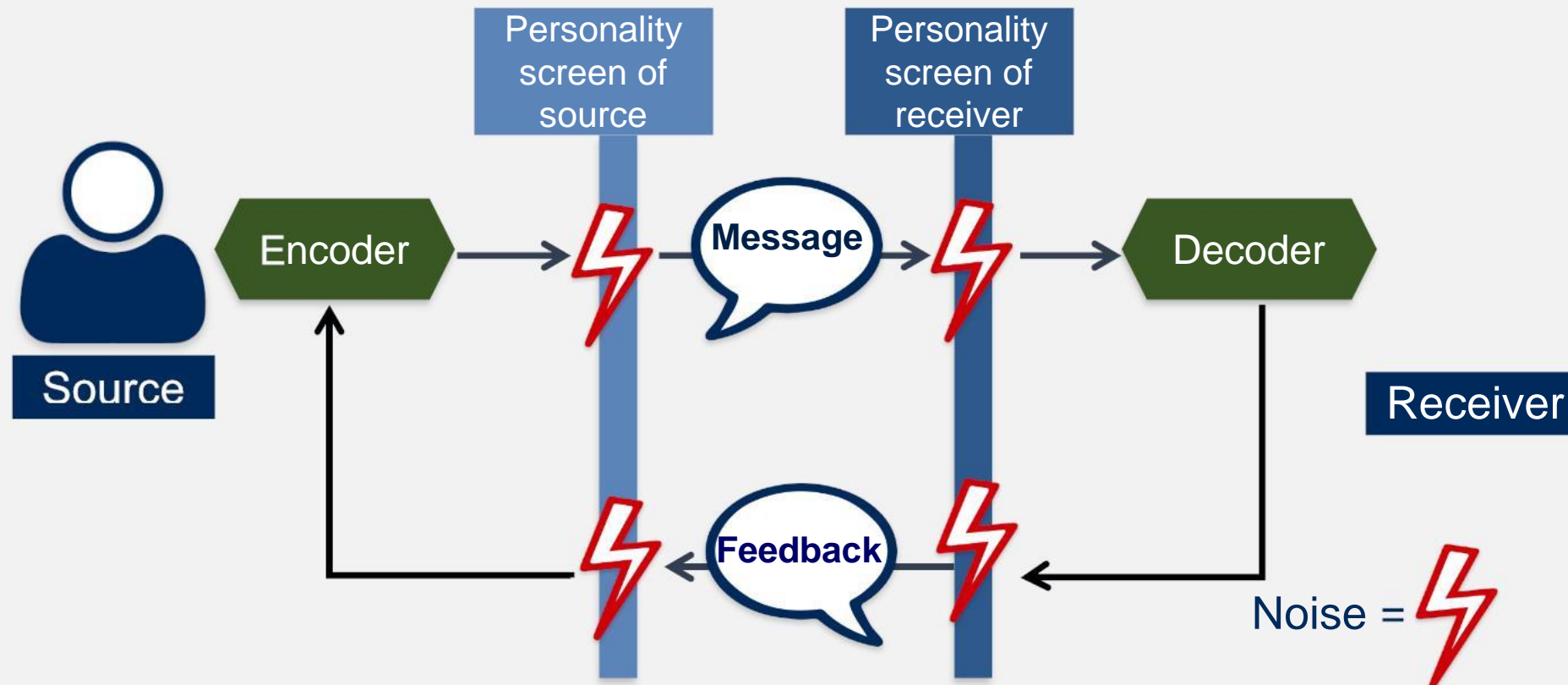- **The problem is that each of these groups have different communication needs**

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- **The communication management plan should address the following items:**
  - **Stakeholder communication requirements**
  - **Information to be communicated, including format, content, and level of detail**
  - **Who will receive the information, who will produce it**
  - **Methods or technology for conveying the information**
  - **Frequency of communication**
  - **Escalation procedures for resolving issues**
  - **Revision procedures for updating the plan**
  - **Whether time zone, language barriers, and cross-cultural considerations need to be taken into account**

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- **Communication requirements analysis**
  - **Factors affecting the efficiency & effectiveness of communication with stakeholders:**
    - **Number of communication channels**
    - **Organization charts**
    - **Stakeholder responsibility, relationships and interdependencies**
    - **Location of team members and stakeholders**
    - **Roles and responsibilities**
    - **External information needs, e.g. media**
    - **Legal requirements**

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- **Communication technology**
  - **Methods used to transfer information among project stakeholders**
  - **Factors affecting the methods of transfer:**
    - **Urgency of the need of information**
    - **Availability and reliability of technology**
      - **Video conferencing, conference lines**
      - **Website repositories**
    - **Ease of use**
    - **Project environment**
      - **Sensitivity and confidentiality**

Noise is anything that interferes with the transmission and understanding of the message. Examples include distance and unfamiliar technology

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- **Communication models**

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- **L = N (N-1)/2**
- **L = Total number of links**
- **N = Number of people communicating**

Example:
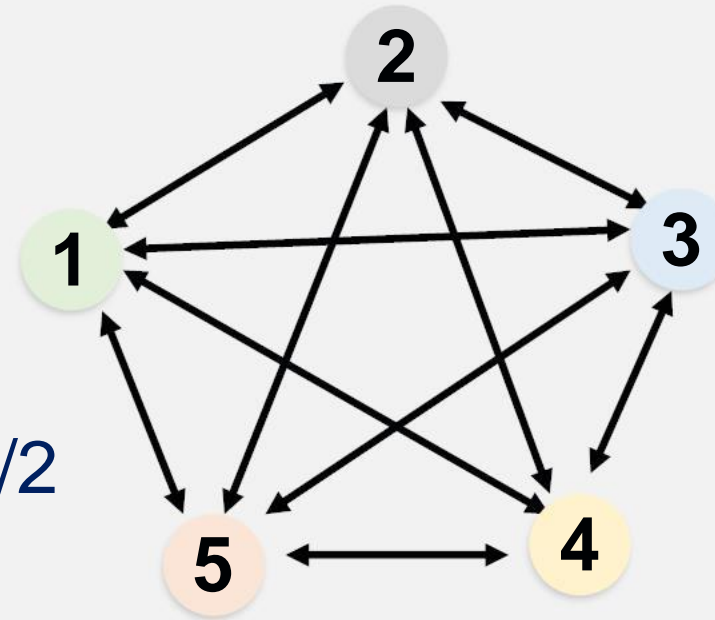Persons (N)   = 5
L = 5 (5 – 1)/2   = 20/2
                  =10

- **Communication methods**
  - **Interactive communication**
    - **Between two or more people with multidirectional exchange of information, e.g. Meetings, phone calls, video conferencing**
  - **Push communication**
    - **Sent to a specific person who needs to know the information, e.g. Emails, reports, letters**
  - **Pull communication**
    - **Large recipients who need access to large volume of information, Intranet sites, e-learning**

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- **Meetings**
  - **Types of meetings**
    - **Planning/coordinating, information sharing, decision-making, problem-solving, team-building, celebrating accomplishments, developing support or commitment**
  - **Running effective meetings**
    - **Determine if a meeting can be avoided**
    - **Define the purpose and intended outcome**
    - **Determine who should attend the meeting**
    - **Provide an agenda to participants before the meeting**
    - **Prepare handouts and visual aids, and make logistical arrangements ahead of time**
    - **Run the meeting professionally**
    - **Set the ground rules for the meeting**
    - **Distributing minutes with decisions and action items**

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G	**Goals** for the meeting should be **SMART**: Specific, Measurable, Achievable, Results-oriented and Timely
R	**Roles and rules** should be rotated among team members, so that everyone gets an opportunity to show leadership
E	**Expectations** should be clearly defined
A	**Agendas** should be distributed in advance
T	**Time** is money so be sensitive to the team member's schedule needs. Keep it brief; begin and end meetings on time

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- **Interpersonal and team skills**
  - **Communication styles assessment**
    - **Assess styles and identify preferred communication methods, formats and content**
    - **Often used with unsupportive stakeholders (e.g. engagement assessment)**
  - **Political awareness**
    - **Plan communications with awareness of political environment**
    - **Recognize power relationships**
  - **Cultural awareness**
    - **Understand the differences between individuals, groups**
    - **Try to minimize misunderstandings and miscommunication**

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- **Communication management plan**
  - **Stakeholder communication requirements**
  - **Information to be communicated; language, format, content, level of detail**
  - **Reasons for distribution, time frame and frequency**
  - **Person responsible for sending information**
  - **Person/people receiving information**
  - **Methods or technology used to send information**
  - **Escalation process for issues**
  - **Methods for updating, refining**
  - **Glossary of common terminology**
  - **Flow charts of information flow**
  - **Communication constraints**

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Communications Management Model

Stakeholder	Document Name	Document Format	Contact Person	Due
Project Team	Weekly updates	E-mail	Project Manager	First day of each week
Project Sponsor, Project Team	Weekly status report	Hard copy and meeting	Project Manager	Wednesday each week
Project Manager	Monthly status report	Intranet	Program Manager	First day of each month
Project Manager	Monthly status report	Intranet	Event Manager	**First day of each month**
Project Sponsor, Project Team	Monthly status report	Hard copy and meeting	Project Manager	End of first week of the month
Executive Steering Committee	Monthly status report	Hard copy and meeting	Project Sponsor	End of the second week of the month

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Module 6 Section 4

Stakeholder Engagement

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Stakeholders

The definition of a Stakeholder is as follows:

> An individual, group, or organization who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project, program, or portfolio.

- A stakeholder can have a positive or negative impact. Therefore, it is necessary to engage and involve the stakeholders in the project to ensure project success.

- Project Stakeholder Management includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution.

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Key Concepts for Project Stakeholder Management

- Use structured way of identifying, prioritizing, and engaging stakeholders.

- Stakeholders can make or break the project success.

- Stakeholder identification should begin immediately after project charter approval and is a continuous journey.

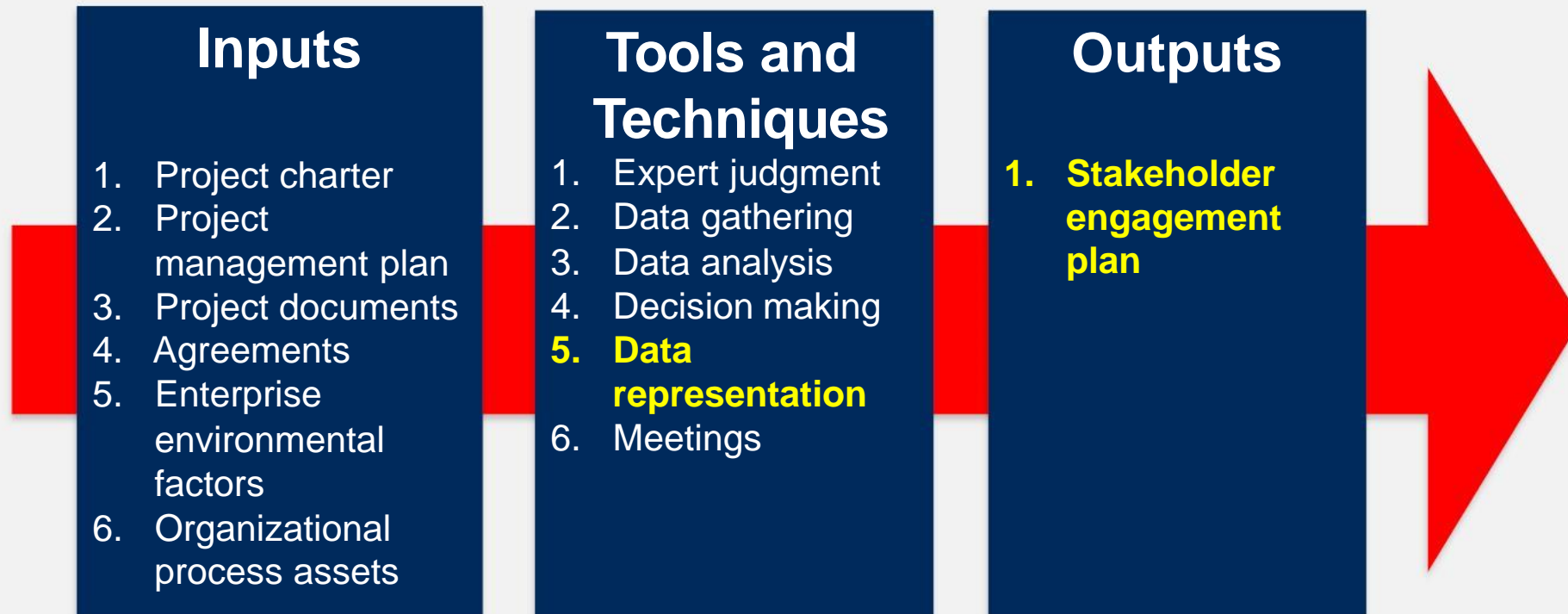MCLschool

Tailoring Considerations

- **Stakeholder diversity**: How many stakeholders are there? How diverse is the culture within the stakeholder community?

- **Complexity of stakeholder relationships**: How complex are the relationships within the stakeholder community?

- **Communications technology**: What communication technology is available? What support mechanisms are in place to ensure the best value is achieved from the technology?

Stakeholder Engagement

	Initiating	Planning	Executing	Monitoring & Controlling	Closing
Integration					
Scope					
Schedule					
Cost					
Quality					
Resource					
Communications					
Risk					
Procurement					
Stakeholder		Plan Stakeholder Engagement			

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Plan Stakeholder Engagement

Process of developing approaches to involve project stakeholders based on their needs, expectations, interests, and potential impact on the project

Inputs

1. Project charter
2. Project management plan
3. Project documents
4. Agreements
5. Enterprise environmental factors
6. Organizational process assets

Tools and Techniques

1. Expert judgment
2. Data gathering
3. Data analysis
4. Decision making
5. **Data representation**
6. Meetings

Outputs

1. **Stakeholder engagement plan**

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Plan Stakeholder Engagement

- **Project teams should develop approaches to involve stakeholders based on their needs, expectations, interests and potential impact on the project**
- **The stakeholder engagement plan should include:**
  - **Current and desired engagement levels**
  - **Scope and impact of change to stakeholders**
  - **Identified interrelationships and potential overlap between stakeholders**
  - **Potential management strategies for each stakeholder**
  - **Communication requirements**

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- ## Data representation
  - ### Stakeholder engagement assessment matrix

Stakeholder	Power	Interest	Engagement	Potential Engagement Strategies
Senior Association Management	High	Low	Current: Supportive Desired: Leading	The steering committee is supportive on holding a yearly conference. Provide monthly updates on budget, event planning and registration status. Suggest quarterly meetings to present project updates
Project Sponsor	High	High	Current: Leading Desired: Leading	Very supportive and professional with extensive experience with the association and event management. Ensure all documentation is accurate and up-to-date. Hold weekly meetings to provide informal updates
Volunteers	Low	Low	Current: Resistant Desired: Supportive	In last year's Lessons Learned, volunteers upset over work arrangements. Concerned returning volunteers will be negative and this will impact new volunteers. Provide an overview on volunteer roles and responsibilities. Meet with last year's volunteers to gather feedback on activities when preparing the Project Schedule. Provide monthly project updates to engage ongoing interest

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Customer Feedback

- **The iterative approach to development in agile is based on customer feedback:**
  - **New features**
  - **Backlog prioritization**
  - **Elimination of waste**
  - **Confirmation of value delivery**
- **Agile project teams should include the customer in product reviews in order to get direct feedback**

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1. **Topics such as who will receive project information and who will produce it, suggested methods or guidelines for conveying the information, frequency of communication, and escalation procedures for resolving issues should be described in a _____.**
   A. a. communications management plan
   B. b. staffing management plan
   C. c. team contract
   D. d. scope statement

2. **You are working on a project to develop a new training course. You are having difficulties communicating with one of the subject matter experts (SME) who is providing important content for a class you are developing. What strategy might you use to help improve communications?**
   A. a. Put all communications in writing with copies to the SME's boss
   B. b. Post all communications with the SME on the project web site
   C. c. Use several different methods to communicate with the SME
   D. d. Ask your project manager for someone else to provide the content

Communication & Stakeholders – Questions

3. An example of push communication is _____.

    a. meetings

    b. video conferencing

    c. voice mails

    d. blogs

Quiz

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Quiz

1. As a project manager, you have a problem with a team member's performance. Which is the best way of communicating this problem to the team member?

    A.   Informal verbal

    B. Formal verbal

    C. Formal written

    D. Informal written

The correct answer is: **A**

Informal verbal communication is a good option. If this does not solve the problem, it should be followed up with formal written communication.

2. You are managing a project with project teams in different geographical locations. There are approximately 25 team members plus a team lead at 3 different locations. Additionally, there are 3 members from a supporting group that are working part-time on the project. How many communication channels are possible in your project?

    A. 496

    B. 992

    C. 424

    D. 32

The correct answer is: **A**

This is directly based on the formula $n*(n-1)/2$. If n is the number of stakeholders in the project, the total possible communication channels = $n*(n-1)/2$. The project has 25 team members, 3 team leads, 3 support team members, and the project manager. That makes 32 people and 496 possible communication channels. Refer to *PMBOK® Guide – Sixth Edition Project Communications Management, Communication Channels, Glossary*.

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3. You have a project team spread across 5 different countries. As a project manager, what is the best communication method that you should follow for communicating important project announcements?

A. Informal written

B. Informal verbal

C. Formal written

D. Formal verbal

The correct answer is: **C**

Communication is a big issue if team members are geographically distributed, and it is always a good practice to use formal written communication in such cases.

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4. **Project information may be distributed using a variety of methods, including hard copy document distribution, shared access to networked electronic databases, fax, electronic mail, voice mail, video conferencing, and electronic tools. These are known as**

_____.

A. Project controls

B. Project reporting system

C. Project distribution system

D. Information management system

The correct answer is: **D**

All the methods mentioned are commonly known as information management system.

Questions

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