

SWEN90016

Software Processes & Project Management

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2020 – Semester 1

Lecture 6

Post Mid term break check-in

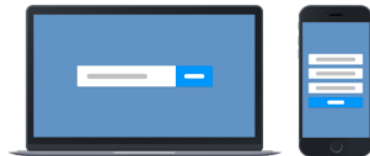
1. Welcome back!
2. Assignment 1:
 - Submitted 9 Apr, marks will be distributed from 24 Apr.
3. Assignment 2:
 - All information is on Canvas. Make sure you are across the dates for all components.
4. Exam:
 - Currently updating to an on-line exam.
 - It will be open book and a mix of Multiple Choice and short answers.
5. Support:
 - If you have any questions or need assistance please contact Marion – mzalk@unimelb.edu.au

Lecture Quizzes

**No online poll but we
will provide the answers**

1. Not marked.
2. Majority of exam multiple choice questions will be selected from these.

Join by Web



- 1 Go to **PollEv.com**
- 2 Enter **HARRYDRAKOS482**
- 3 Respond to activity

Join by Text



- 1 Text **HARRYDRAKOS482** to **+61 427 541 357**
- 2 Text in your message



2020 - Semester 1 Structure

Week #	Lecture Date	Sunderland Theatre Medical Building C216 Thursday 8.15am to 10am	Assignment
1	5 Mar 2020	Subject Introduction Introduction to Projects & Projects	Assignment 1 Spec available on LMS Friday 6 th March
2	12 Mar 2020	Project Management Plans SDLC's & Agile	
3	19 Mar 2020	Risk Management	
4	26 Mar 2020	Non-teaching week	Groups created during the workshops / tutorials
5	2 Apr 2020	Project Planning and Scheduling Assignment 2 introduction	
	9 Apr 2020	Non Teaching Week – Mid semester break	Assignment 1 (Individual) due Thursday 9th April
	16 Apr 2020	Non Teaching Week – Mid semester break	
6	23 Apr 2020	Individuals, Motivation and Teams Communication Management Stakeholder Management	
7	30 Apr 2020	Cost Estimation	
8	7 May 2020	Quality Management	
9	14 May 2020	Ethics Outsourcing and Procurement	
10	21 May 2020	Configuration Management	
11	28 May 2020	Feedback & questions	
12	4 Jun 2020	Subject Revision and Exam Prep	Assignment 2 Project Demonstration during tutorials

Intended Learning Objectives

Module 9 – Individuals, Motivation and Teams.

Module 10 – Communication Management.

Module 11 – Stakeholder Management.

Intended Learning Objectives

Module 9 – Individuals, Motivation and Teams.

1. Individuals & motivation.
2. Organisational theory and motivation.
3. Project Management & Leadership.
4. Teams why we use them and their value.
5. Teams forming and performing.
6. Team structures.
7. Advantages & disadvantages of teams.

Module 9.1 – Individuals and Motivation

So why is this important to Project Management?

L1.3 – What is Project Management

Project Management is the planning, delegating, monitoring and controlling of all aspects of the project, and motivating those involved to achieve the project objectives within the expected targets for time, costs, quality, scope, benefits and risks.

Value lies in:

- Organising and structuring scarce resources
- Managing risk
- Identifying and clearing issues
- Managing and implementing change
- Retaining and re-using knowledge
- Organisational wide learning from past success and failures

L1.5b – Project Manager Key Activities “a change is occurring”

Agile is redefining the way we execute projects and the role of the PM. In Agile:

- No defined PM role
- Key activities are spread / shared across team members
 - Key project activities are still undertaken formally with appropriate documentation
- Some alignment to activities of a Scrum Master
- Move from Command and Control to Servant Leadership
 - Coaches and facilitates teams to deliver
 - Emphasises objectives
 - Is invested in the program's overall performance
 - Asks the teams for answers
 - Allows the teams to self-organise and hit their stride
 - Assists others with fixing issues

www.pmi.org/learning/library/pm-role-lean-agile-world-9350

www.greenleaf.org/what-is-servant-leadership/

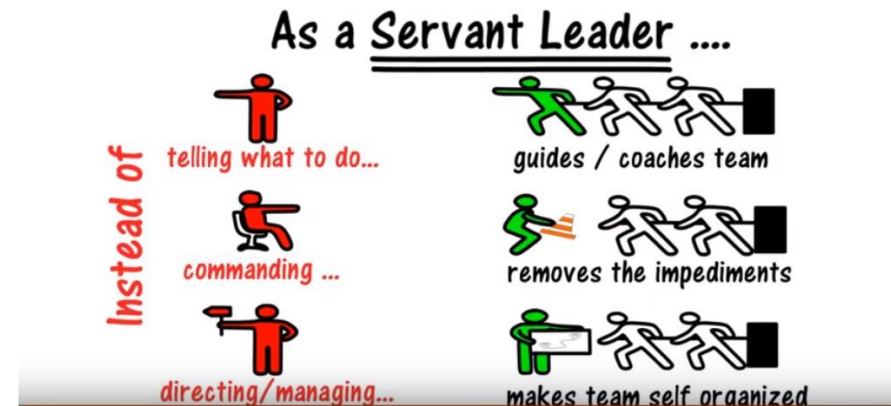
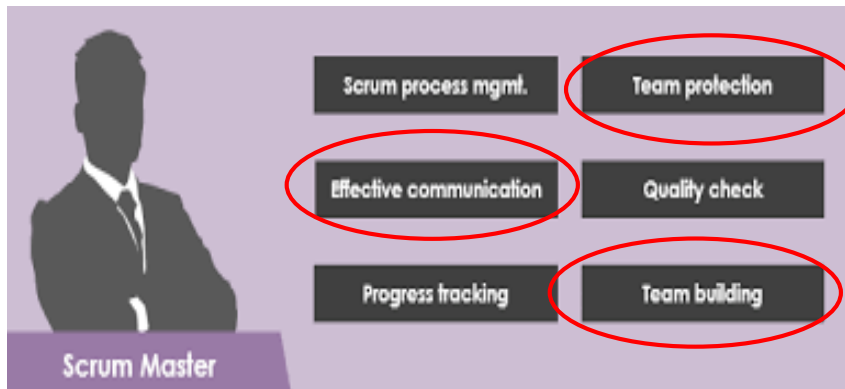
<https://www.mountangoatsoftware.com/agile/agile-project-management>

Module 9.1 – Individuals and Motivation

.....and even more critical in an agile world!

A "Scrum Master" represents a pattern known as **Servant** Leadership.

They manage teams not by telling them what to do, but by removing impediments that get in their way and by coaching them in best practices.



www.scrum.org/resources/blog/scrum-master-servant-leader

Module 9.1 – Individuals and Motivation

- Motivation *is derived from the word ‘motive’*
- It is the driving force within individuals that propels them into action

Motivation can inspire, encourage, and stimulate individuals and project teams to achieve great accomplishments. Motivation can also create an environment that fosters teamwork and collective initiatives to reach common goals or objectives.

www.pmi.org/learning/.../motivation-increase-project-team-performance-7234

What motivates you?



Module 9.1 – Individuals and Motivation

- Motivation *is derived from the word 'motive'*
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Intended Learning Objectives

Module 9 – Individuals, Motivation and Teams.

1. ~~Individuals & motivation.~~
2. Organisational theory and motivation.
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Module 9.2 – Organisational Theory & Motivation

Organisational theory consists of approaches to organisational analysis. Organisations are groups of individuals that are structured and managed to meet a need, or to pursue collective goals.

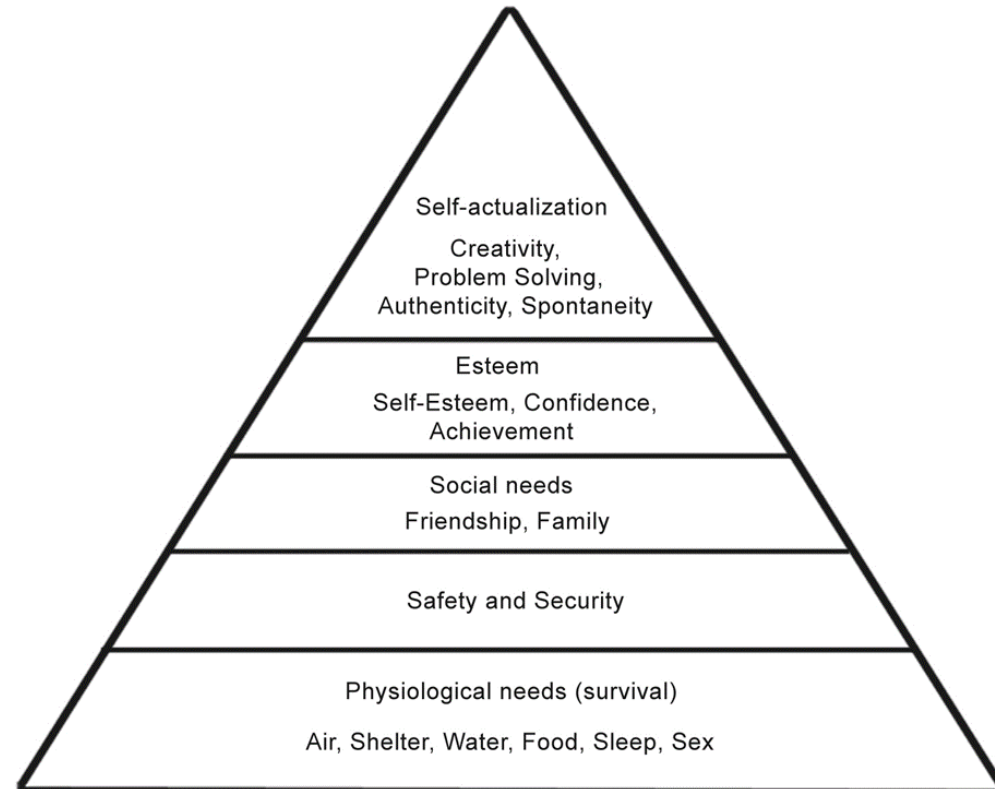
Some well used approaches:

- Maslow Hierarchy of Needs
- Herzberg

Module 9.2 – Organisational Theory & Motivation

Maslow Hierarchy of Needs:

- Proposed by Abraham Maslow in 1943 and still widely used today
- A key tool used by managers in how individuals are motivated
- Focuses on a 5 tier model of human needs
- Describes humans are motivated to achieve certain needs
- Needs take precedence over others and the basic needs must be more or less met before higher needs
- Individual behaviour is multi-motivated and stimulated by more than one need



Module 9.2 – Organisational Theory & Motivation

Hertzberg Two Factor Theory:

- Proposed by Fredrick Hertzberg in 1959 and still widely used today
- Asked people to describe situations when they felt really good and really bad about their jobs
- There are a set of factors in the workplace that cause satisfaction
- And a separate set of factors that cause dissatisfaction
- Remedying the causes of dissatisfaction will not create satisfaction



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Module 9.3 – Project Management & Leadership



Project Management & Leadership - motivates and demotivates the team!

- Project Managers must Manage & Lead
- Management is the process where resources are used and decisions made in order to achieve the goal
- Managers set objectives and decide how to achieve them
- Leadership is the ability to influence and direct people to achieve a common goal
- Leaders inspire and motivate people to meet goals

Module 9.3 – Project Management & Leadership Summary

- Individuals are individuals and we are all motivated by different means
- Projects succeed / fail because of people so manage, lead and motivate them to increase success
- Leadership and Management are different. Consciously select the style that is right for the situation
- The biggest impact you can have is by managing yourself take the necessary step to achieve this

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Module 9.4 - Teams



Teamwork in the workplace is an critical factor for project success. As a result, developing an effective project team is one of the primary responsibilities of a project manager. Teamwork creates human synergy.

Module 9.4 – What is a Team

- An individual is a person with a unique set of skills
- A Group is a collection of people working together who do not necessarily work collectively toward the same goal
- A Team is two or more individuals consciously working together to achieve a common objective
- A Group becomes a Team when members demonstrate a commitment to each other and to the end goal toward which they are working



Module 9.4 – Why Teams



1. ***Very few (if any) individuals*** possess all the knowledge, skills, and abilities needed to accomplish all tasks.
2. ***Complementary*** teamwork ***skills*** are one of the most commonly ***required*** skills in the work environment.
3. Substantial ***benefits*** to the organisation and to the team members.
4. ***Shared accountability*** increases likelihood of ***success***.

Module 9.4 – Why Teams - Benefits



1. **Enhanced Opportunities:** Individuals & organisation.
2. **Greater Productivity:** Leverage the strengths and skills of the collective group.
3. **Increased Ownership & Accountability:** Multiple people collectively owning the activity and the outcome.
4. **More Creativity and Innovation:** Individuals build upon one another's ideas with solutions going beyond one person's vision of what's possible.
5. **Greater Joy and Satisfaction Among Team Members:** A space for people to socialise, connect and be part of something bigger.
6. **Broader Perspective:** Ability to leverage the collective perspective of all team members.
7. **Increased Representation:** Involvement of multiple stakeholders groups and their input.
8. **Increased Equality:** Individuals across all levels can more freely offer their ideas, knowledge and concerns.
9. **More Dialogue:** Teams offer a site where people can voice their feelings, disagreements, opinions and ideas.

Intended Learning Objectives

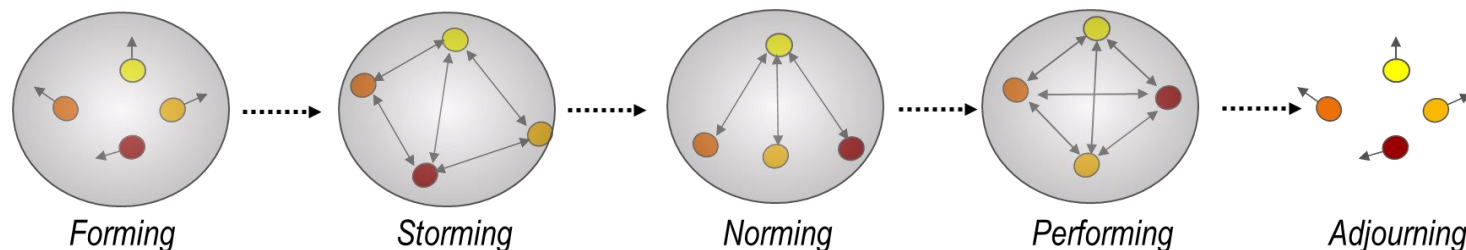
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Module 9.5 – How teams Form & Perform Tuckman's Team Development Model



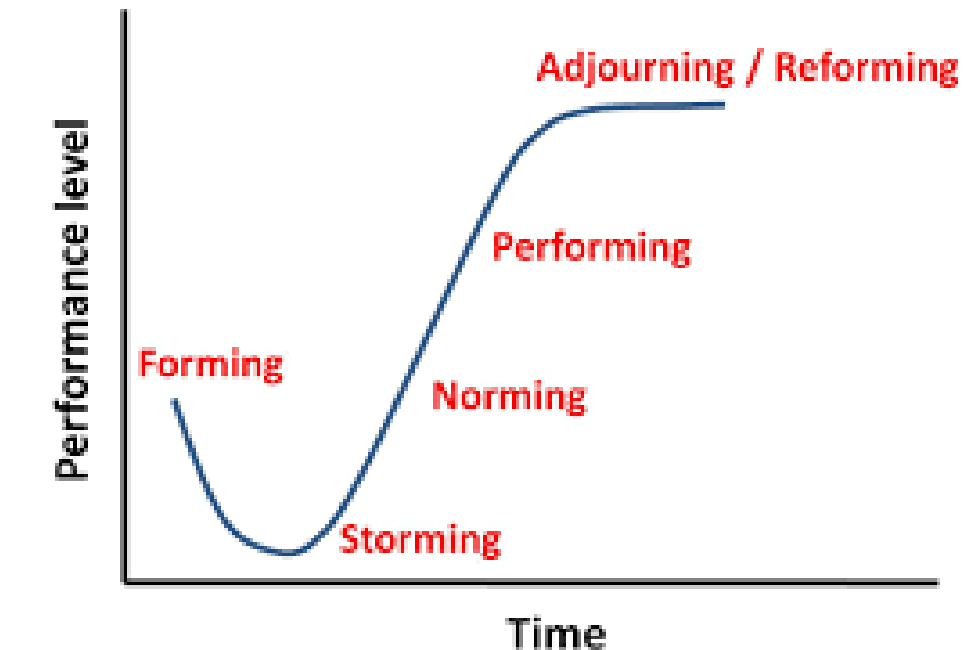
- First proposed by Bruce Tuckman in 1965
- Elegant and simple explanation of team development
- Initial model focused on 4 stages Forming–Storming–Norming– Performing
- Tuckman stated that all phases are necessary and inevitable if a team is to grow, face up to challenges, tackle problems, find solutions, plan work and deliver results
- He found that it was critical for team to go through an Adjourning stage which was added in the 70's



Module 9.5 – How teams Form & Perform Tuckman's Team Development Model



- As teams develop maturity and ability – leadership styles change and behaviors change
- Tuckman also found that Team Effectiveness changed over time with the team experiencing initial decline in performance after Stage 1 – Forming



<https://project-management.com/the-five-stages-of-project-team-development/>

Module 9.5 – How teams Form & Perform



FORMING

Establishing ground rules and preserving formalities



High dependency on the leader

STORMING

Members communicate, but maintain strict individuality



Leader coaches and support

NORMING

Team bonding and higher acceptance of perspectives



Leader moves to facilitator and enabler

PERFORMING

Less emphasis on hierarchy and more on flexibility



Leader delegates and oversees

ADJOURNING

Yearly assessment and plan for acknowledging individual contributions



Leader acknowledges, recognises and directs

Module 9.5 – Is the Team Effective or Not



Positive signs

- Clear communication
- Regular brainstorming with all members participating
- Consensus among team members
- Problem solving done by the group
- Commitment to the project outcomes and the other team members
- Regular team meetings are effective and inclusive
- Timely hand off from team members to others or early advise if this won't happen
- Positive, supportive working relationships

Not so Positive signs

- Lack of communication
- No clear roles and responsibilities
- Work is “thrown over the wall”, with lack of concern for timelines or work quality
- Team members work alone, rarely sharing information and offering assistance
- Blame for what goes wrong, no one accepts responsibility
- Lack of support for others
- Frequently absent impacting time and creating additional work for others

<https://www.pmi.org/learning/library/team-building-development-project-management-5707>

Intended Learning Objectives

Module 9 – Individuals, Motivation and Teams.

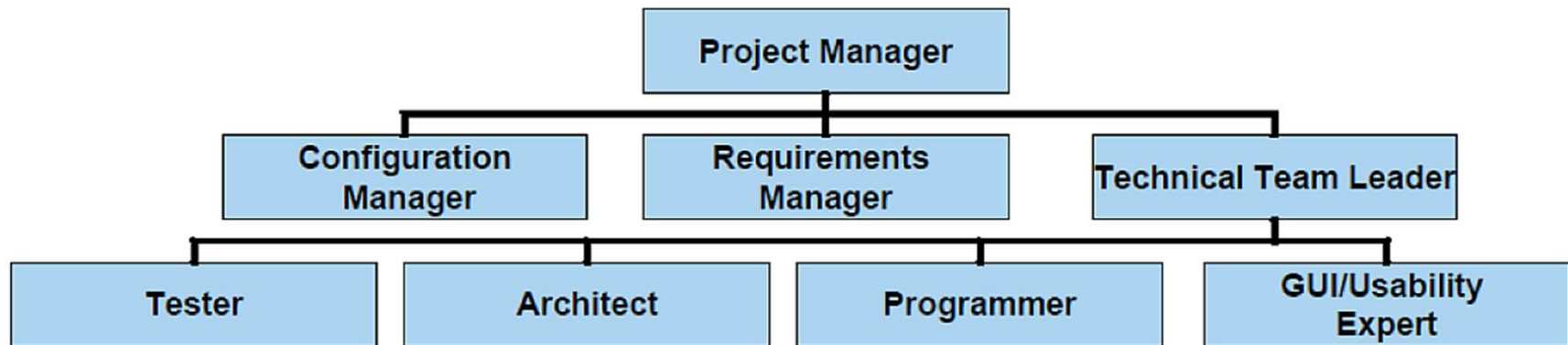
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6. **Team structures.**
7. Advantages & disadvantages of teams.

Module 9.6 – Team Structures



Controlled Centralised

- Leader coordinates tasks and directs work
- Communication and Control are vertical
- Sub-teams with leaders to direct and guide sub-groups

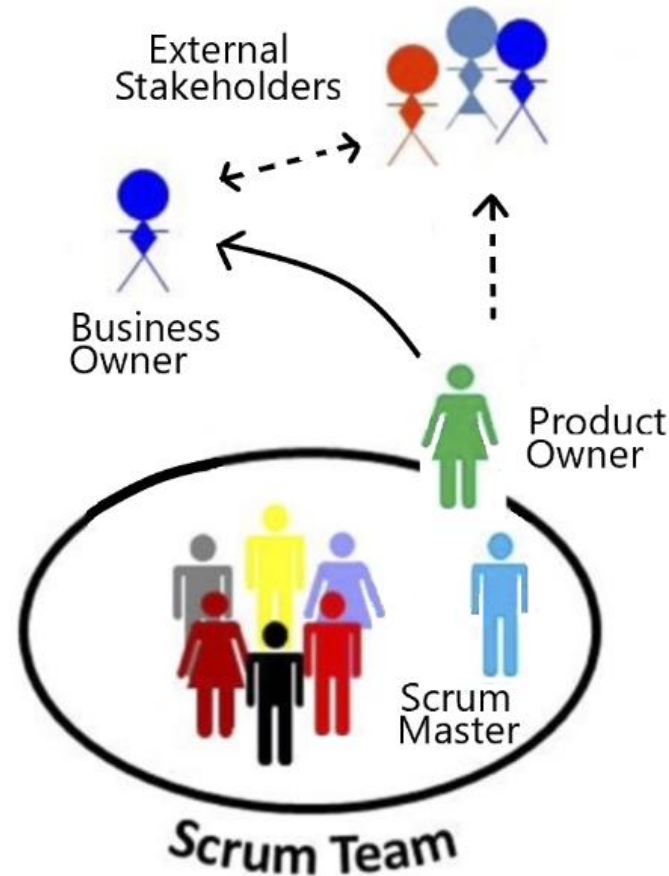


Module 9.6 – Team Structures



Scrum Team

- Used in Agile



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Module 9.7 – Teams Advantages / Disadvantages

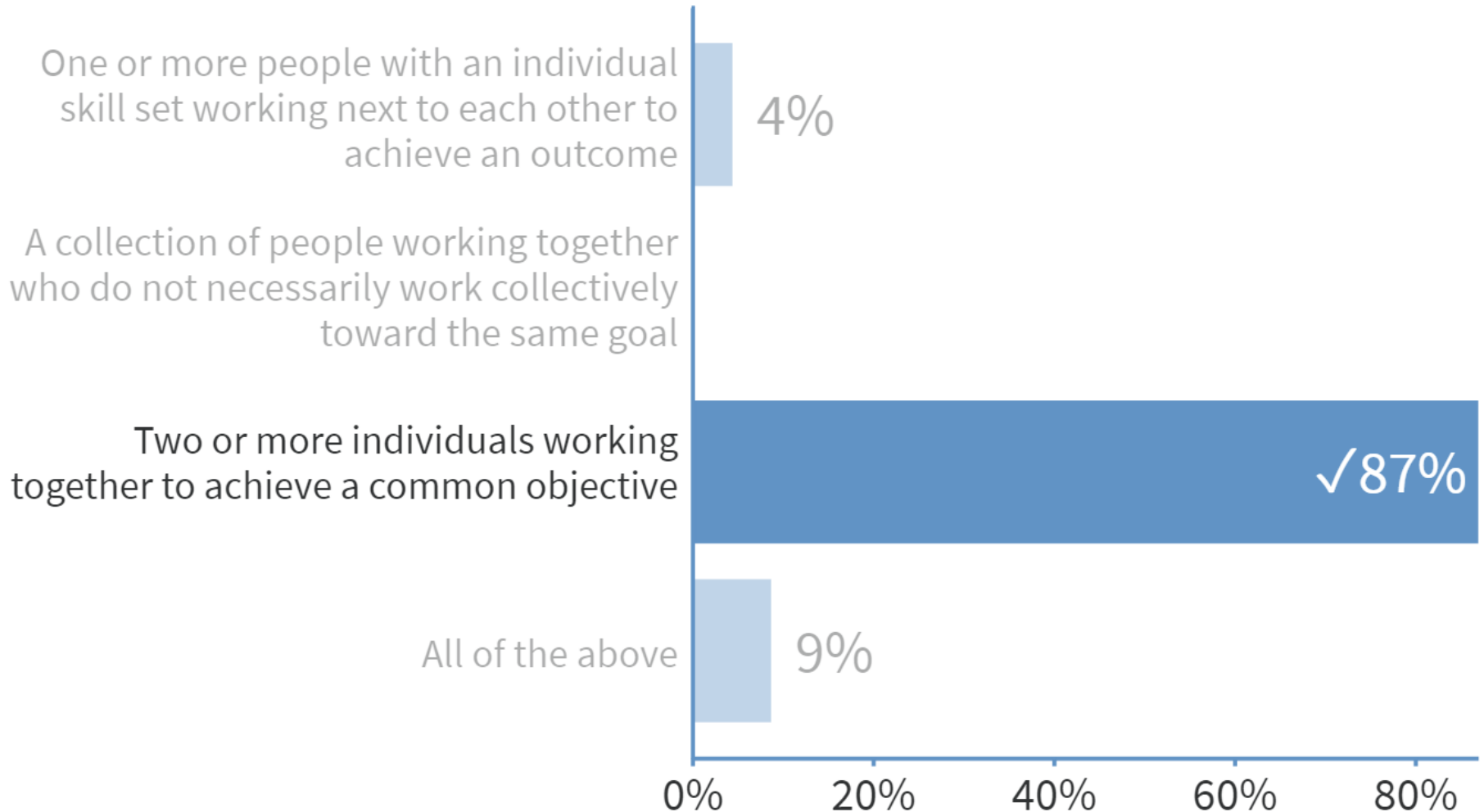
Advantages

- Provides a larger pool of ideas – creative & collective problem solving
- Interaction enhances the knowledge of the whole team
- Individuals working together can stimulate performance, motivation and output
- Provides continuity across the tasks if people leave
- Increased ownership of the overall outcome & not just the individual component

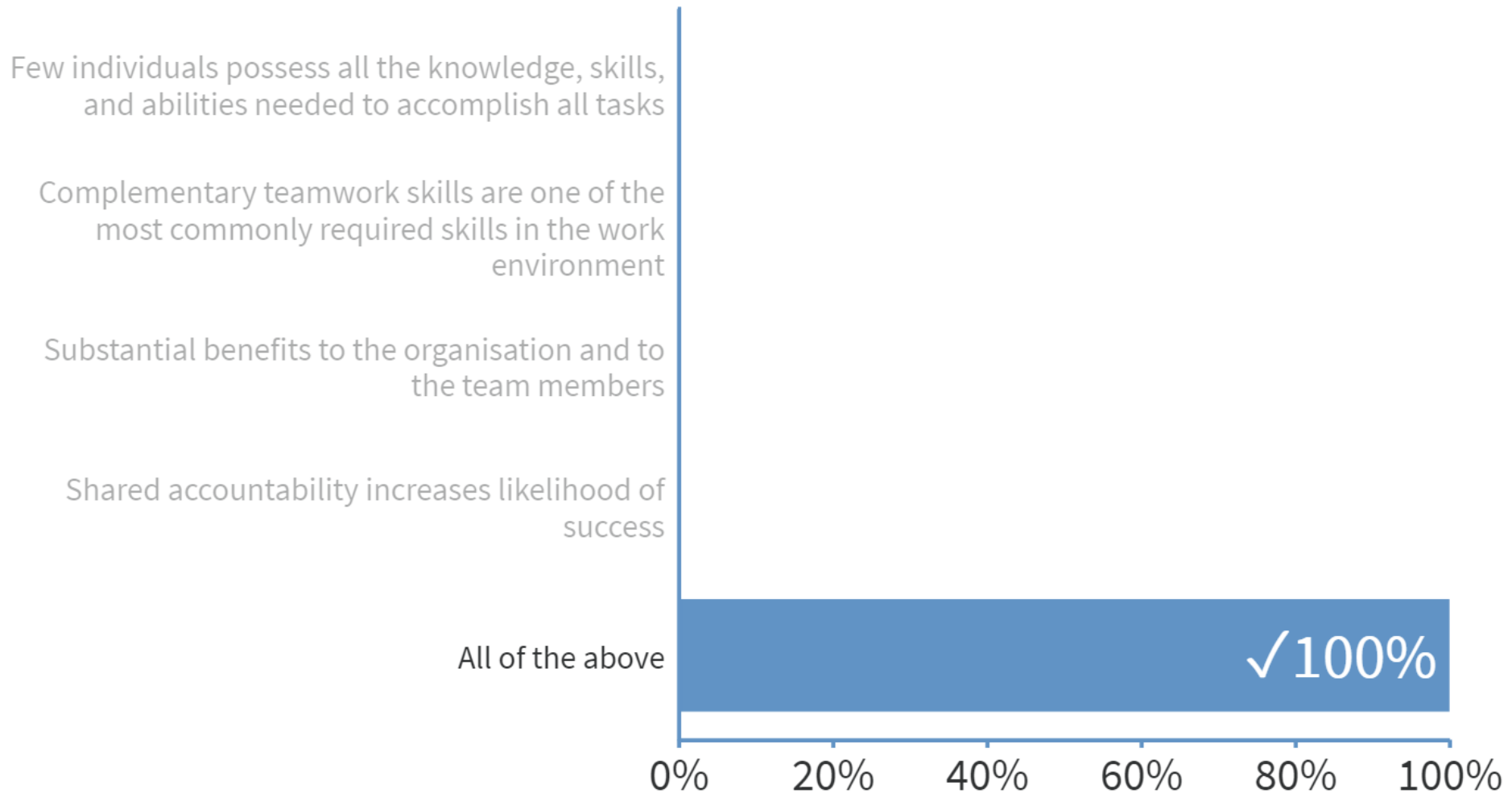
Disadvantages

- It take time, effort and great skill to effectively manage
- Some individuals find it difficult and may become overshadowed / overwhelmed
- Unequal involvement - Some people may not pull their weight
- One person can demoralise the whole team
- Social loafing
- Group think

What is a Team?



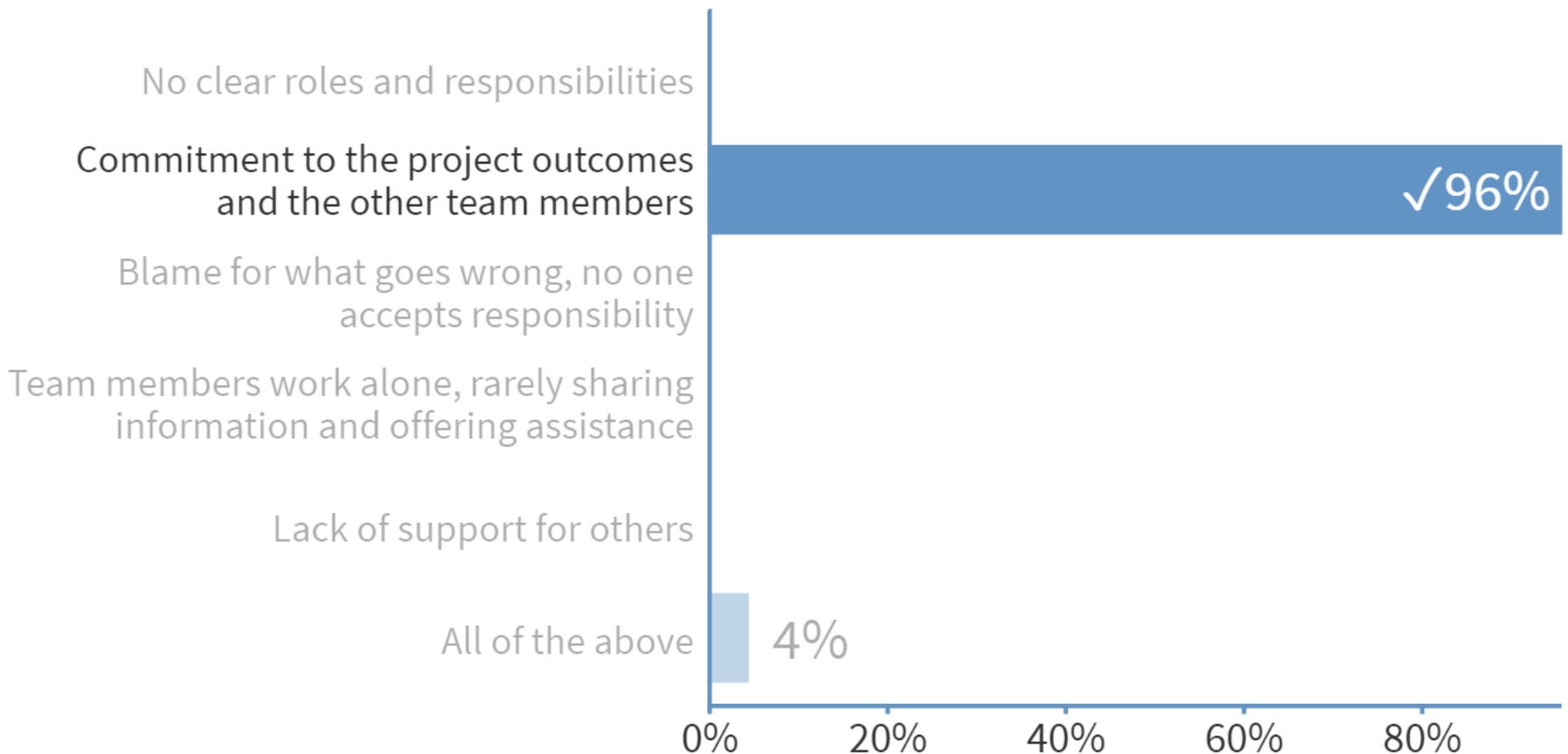
Why do we use teams?





Poll locked. Responses not accepted.

What is a Positive sign of an effective team?



Intended Learning Objectives

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Intended Learning Objectives

Module 10 – Communication Management.

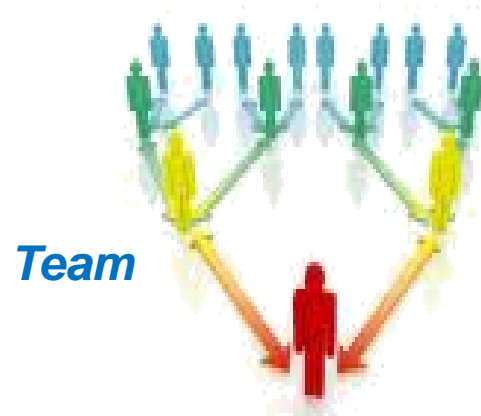
1. The communication challenge.
2. The importance of listening.
3. Communication key skills & importance.
4. Communication plans.
5. Virtual teams & communication.
6. Key communication considerations.

Module 10.1 – Communication Challenges



Individual

- Semantics [meaning]
- Perception [interpretation]
- Communication Channel
- Feedback
- Anxiety
- Culture



Team

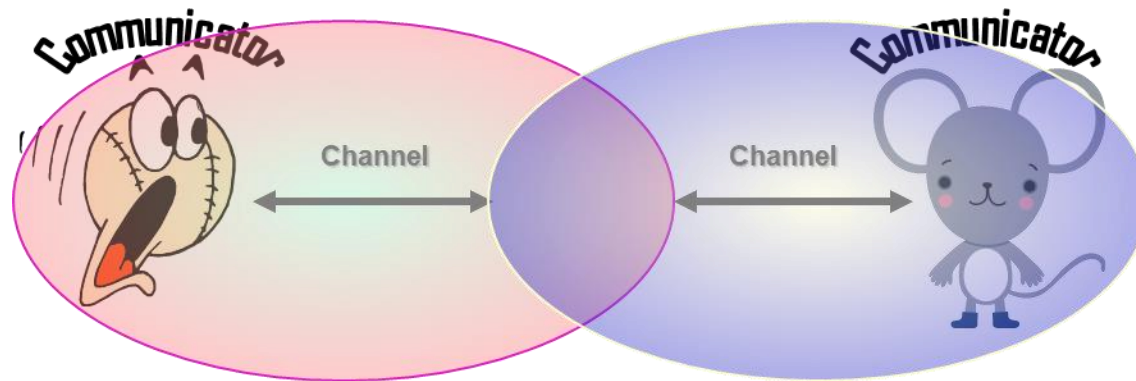
- Status
- Silos
- Information Overload
- Lack of Communication
- Protocol [rules]

Module 10.1 – Communication Challenges



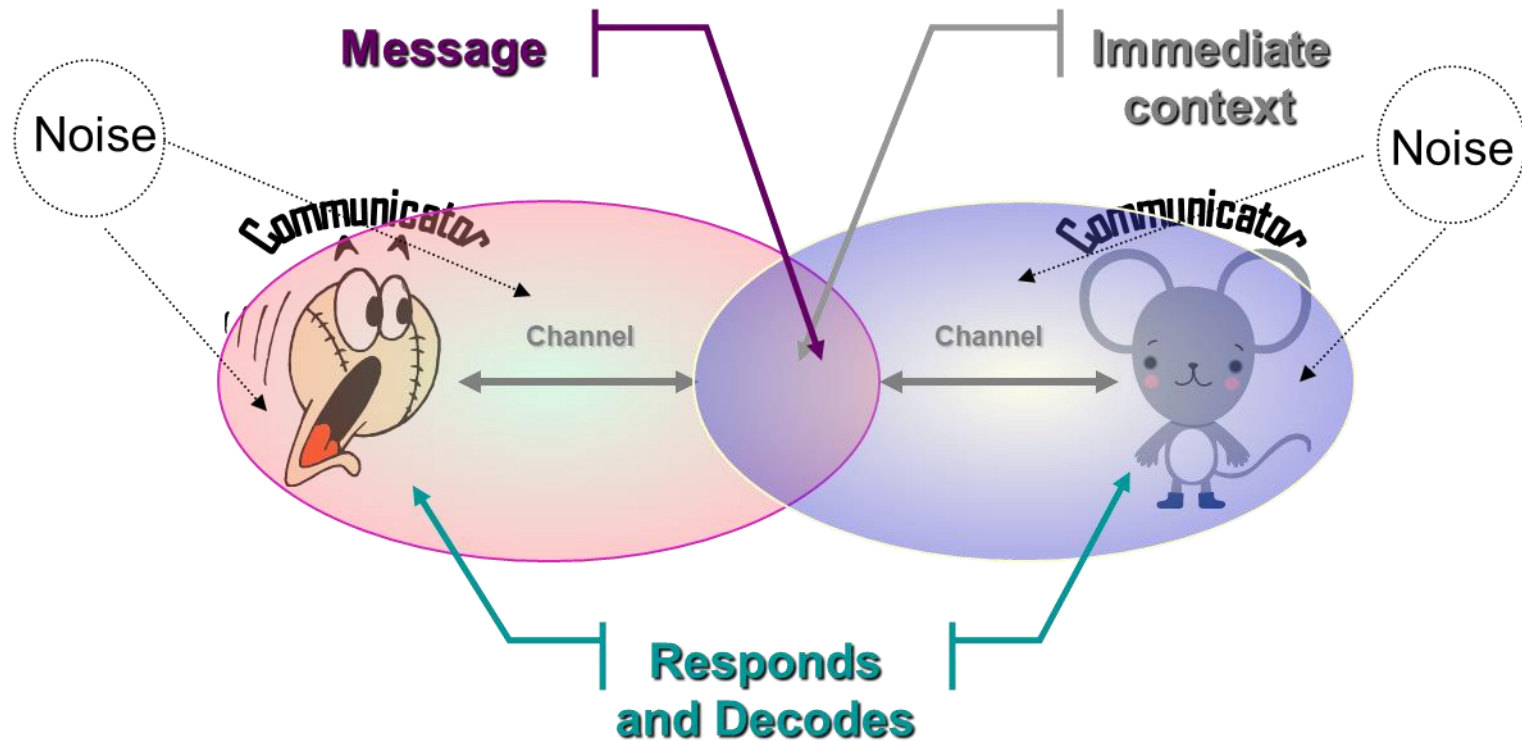
The Communication Model

Module 10.1 – Communication Challenges



The Communication Model

Module 10.1 – Communication Challenges



The Communication Model

Intended Learning Objectives

Module 10 – Communication Management.

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Module 10.2 – The importance of Listening

Hearing is the act of perceiving sound by the ear.

Listening requires concentration and is the process of taking in what you hear and mentally organising it so it makes sense.

**The Act of Listening
Demands Real Effort**

**Listening is An
Essential Life Skill**



**Truly Effective
Listeners are Rare**

**Few People Practice
Listening and Even Fewer
Have Been Trained to Listen**

Module 10.2 – The importance of Listening

Why Do We Listen?

- Promotes problem-solving abilities
- Demonstrates acceptance of others
- Builds and retains trust in relationships
- Increase speaker's receptiveness to thoughts and ideas of others
- Increases self-esteem of the speaker – someone cares
- Helps you understand and retain information
- Allows you to help others

Module 10.2 – The importance of Listening

The Process of Listening

- Predicting [some expected outcome]
- Receiving
- Assigning meaning
- Assess / Validate
- Remembering

Module 10.2 – The importance of Listening

- Types of Listening
 - Passive Listening – *Lectures / Presentations*
 - Taking in the information with little processing or reacting
 - Active or Empathetic Listening – *Tutorials / Team work*
 - Show interest
 - Asks questions
 - Avoid distractions
 - Use direct eye contact
 - Do not interrupt
 - Read both verbal and nonverbal messages

Module 10.2 – The importance of Listening

Challenges to Listening

- Physiological limitations
- Inadequate background information
- Selective memory or expectations
- Fear of being influenced / persuaded
- Bias and being judgemental
- Boredom or interference from emotions
- Partial listening and distractions e.g. mobile phones / background noise
- Physical barrier e.g. environment, lighting, uncomfortable seating
- Cultural differences [understanding the spoken words]
- Past experiences
- Jargon & Acronyms

Module 10.2 – The importance of Listening

The Importance of Active Listening

- Shows the speaker you are interested
- Leads to getting better information
- Encourages further communication
- Has the potential to enhance relationships
- Can calm down someone who is upset
- Invites others to listen to you
- Leads to better co-operation and problem solving

Intended Learning Objectives

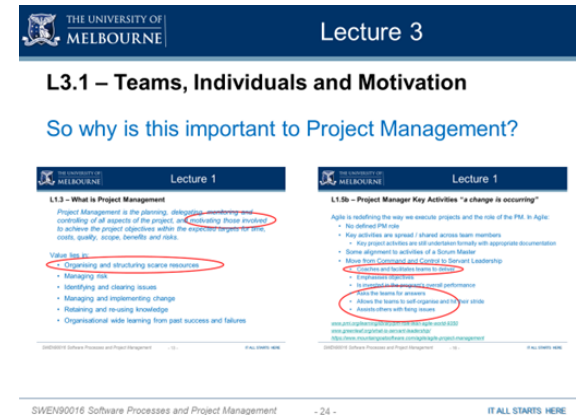
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Module 10.3 – Communication key skills & importance

Communication Skills are critical in Project Management

- Conveying your point of view
- Motivating and influencing others
- Delegating
- Recognising, defining and solving problems
- Delivering presentations / updates
- Setting goals & articulating a vision
- Managing conflict
- Networking
- Negotiating



Lecture 3

L3.1 – Teams, Individuals and Motivation

So why is this important to Project Management?

Lecture 1

L3.1 – What is Project Management

Project Management is the planning, delegating, monitoring and controlling of all aspects of the project, and controlling those involved to achieve the project objectives within the constraints of time, costs, quality, scope, benefits and risks.

Project Skills are:

- Organising and structuring scarce resources
- Managing risk
- Identifying and clearing issues
- Managing and implementing change
- Repeating and re-using knowledge
- Organisational wide learning from past successes and failures

Lecture 1

L3.1b – Project Manager Key Activities “a change is occurring”

Agile is redefining the way we execute projects and the role of the PM. In Agile:

- No defined PM role
- Key activities are spread / shared across team members
- Key project activities are still undertaken formally with appropriate documentation
- Some alignment to activities of a Scrum Master
- Move from Command and Control to Servant Leadership
- Continuous improvement
- Continuous learning
- Adapt to the needs for success
- Adapt to the needs to self-organise and to work in circles
- Adapt to the needs to work in circles

Module 10.3 – Communication key skills & importance

Why Is This Important?

Because successful Project Managers MUST have the ability to:

- Read / understand the client
- Run a meeting
- Communicate (written & orally) thoughts accurately
- Manage the team
- Influence your environment
- Ensure alignment and buy-in to the purpose / outcome

Intended Learning Objectives

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Module 10.4 – Communication Plan

- A large proportion of a Project Managers time is spent on communication
- Project Managers often use a Communications Plan to assist in managing and coordinating key communication messages
- A good project Communication Plan:
 - Ensures communications is effective and efficient
 - Allows the Project Manager to be pro-active
 - Sets a common understand of what will be done and when
 - Clarifies who is responsible for key items, what will be delivered and by who

<http://www.projectmanagementdocs.com/project-planning-templates/communications-management-plan.html#ixzz5A9VcGljd>

Module 10.4 – Communication Plan

A Communications Plan defines:

- What information will be communicated - detail and format
- Communication Channel - meetings, email, telephone, web portal, etc.
- When information will be distributed – frequency of formal and informal comms
- Who is responsible
- Communication needs of stakeholders
- Resources the project will allocate for communication
- How sensitive or confidential information will be communicated & who will authorise this
- The flow of project communications
- Any constraints (internal or external) which affect project communications
- Any standard templates, formats, or documents the project must use
- Escalation process for resolving any communication-based conflicts or issues

Module 10.4 – Communication Plan

Example

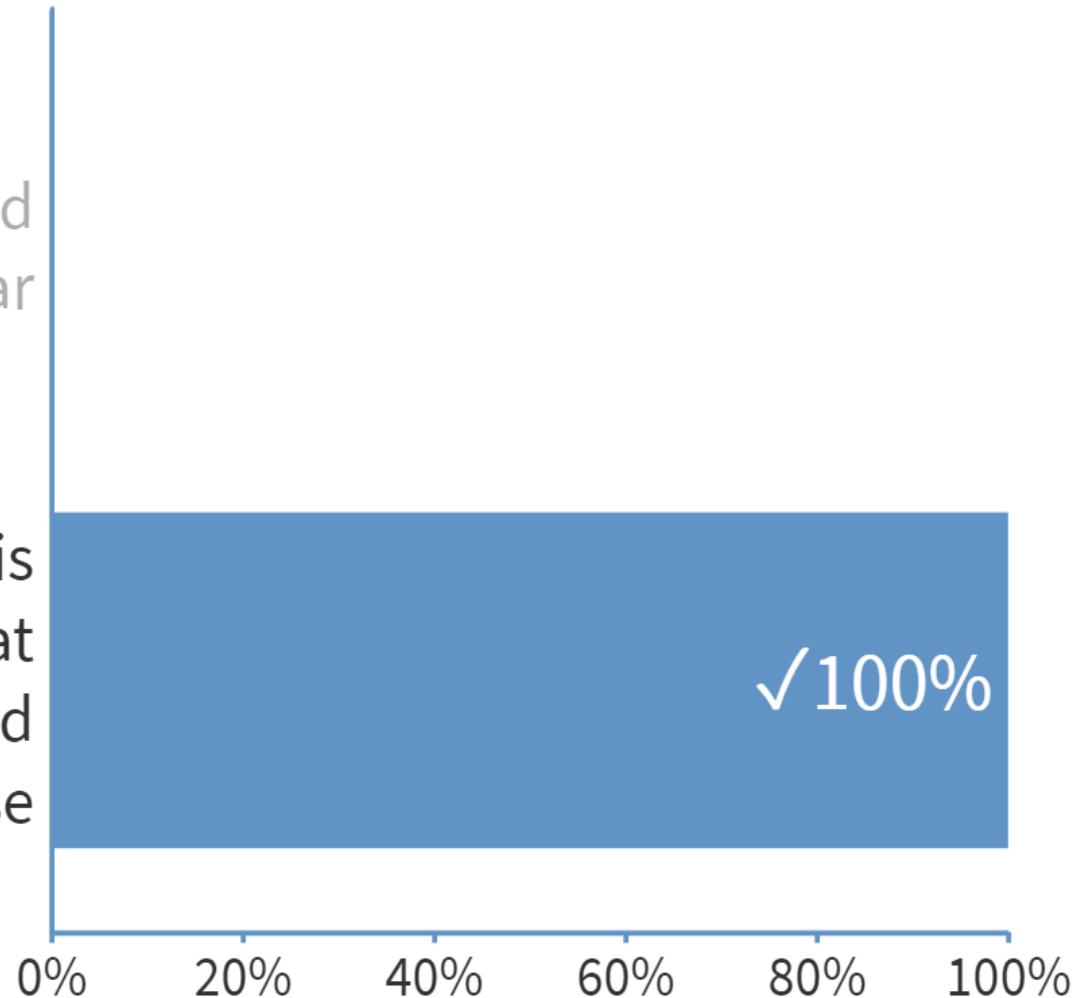
Is underpinned by a Communications Matrix

Stakeholder	Communication Objective	Format	Frequency	Owner	Importance
Sponsor	Provide updates on project progress, key issues, success and support required	Regular Meeting - face to face Formal Report	Weekly Monthly	Project Manager	High
Business Expert	Gather requirements, sign-off all scope, approve prototype and final acceptance	Formal Report / documentation	Fortnightly	Project Manager	High
Finance	Future funding approval	Project Finances	Bi-monthly	Finance rep	High
Human Resources	Identify staff required for project and deal with all staff related items	Resource plans	Monthly	Project Support	Medium
Risk Department	Identify risks and mitigation strategies and ensure they are being followed	Risk Management Plan	Monthly	Project Support	Medium
Internal IT Staff	Identify resources for all phases including Design, Requirements Gathering, Development and Production Implementation	Regular Meeting - face to face Formal Report	Weekly Monthly	Project Manager	High
External IT Staff / Supplier	To ensure they can execute on their Testing Services contract	Formal Report	Monthly	Project Manager	Low

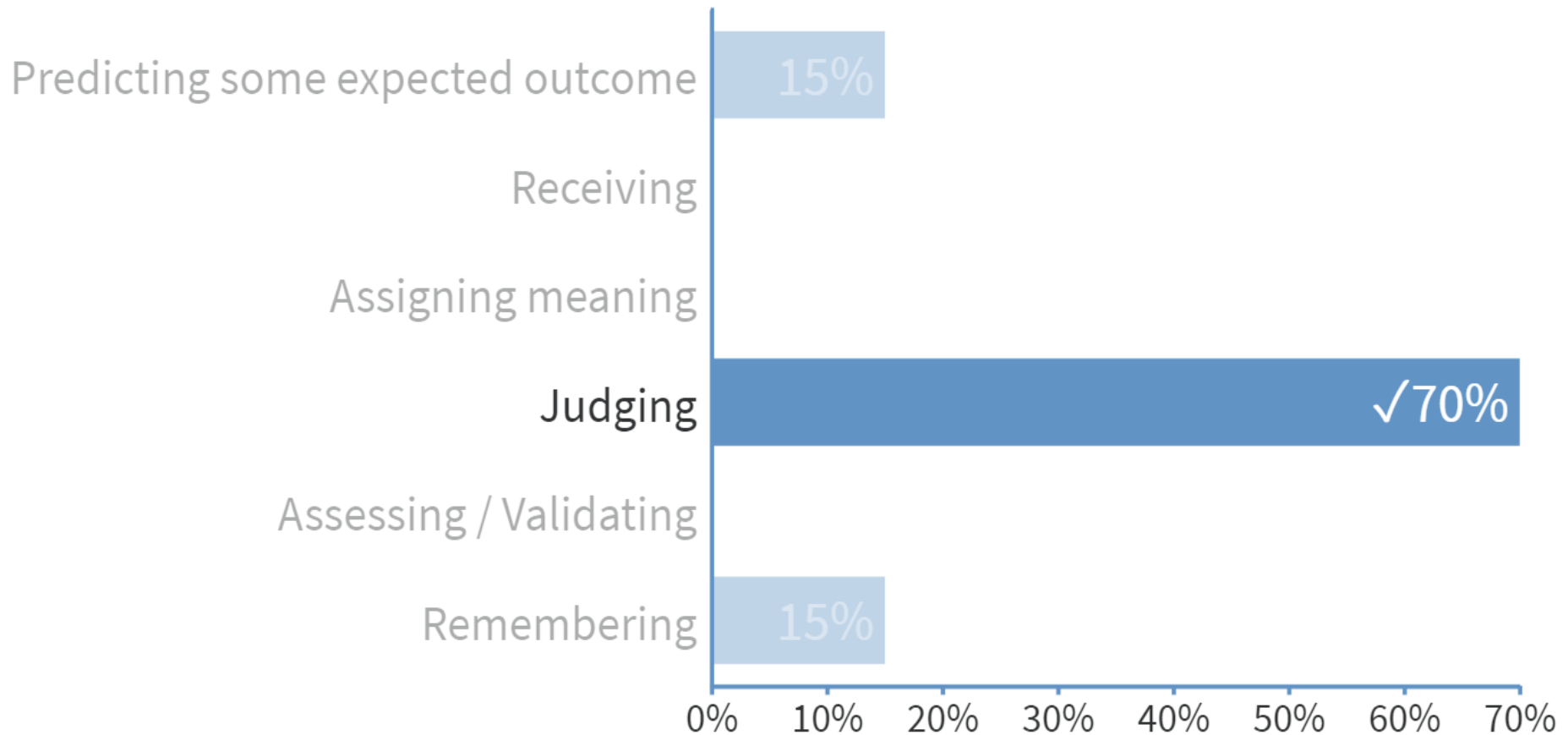
Listening.....

is the act of perceiving sound
by the ear

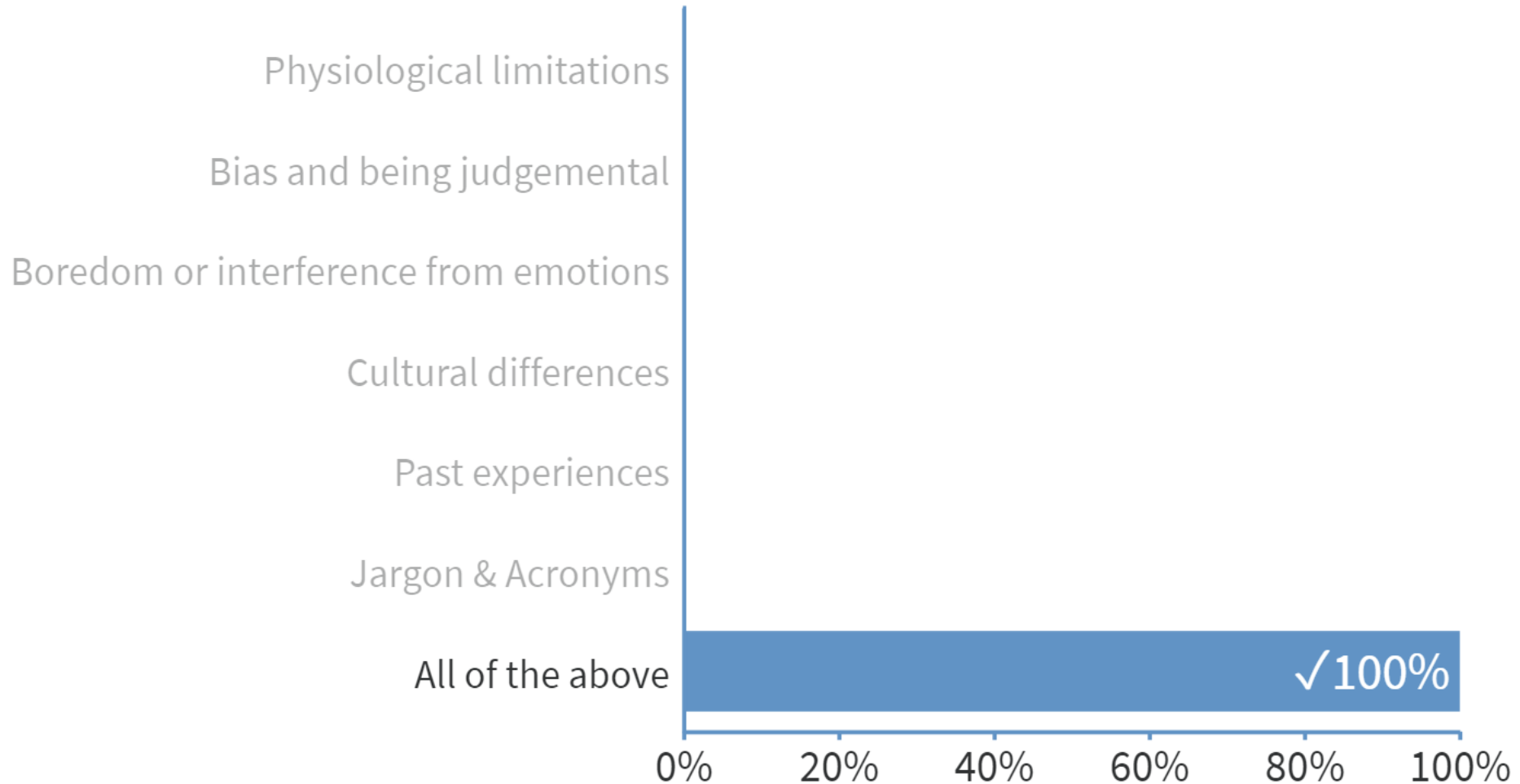
requires concentration and is
the process of taking in what
you hear and mentally and
organising it so it makes sense



Which activity is NOT part of the process of listening?



What are some of the challenges to listening?



Intended Learning Objectives

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Module 10.5 – Virtual Teams & Communication

What is a virtual team?

- A virtual team (also known as a geographically dispersed team, distributed team, or remote team) usually refers to a group of individuals who work together from different geographic locations and rely on communication technology. (Wikipedia)

Module 10.5 – Virtual Teams & Communication

In 2014 survey 1,700 knowledge workers, 79% reported working always or frequently in dispersed teams. Armed with laptops, Wi-Fi, and mobile phones, i.e. technology most professionals can do their jobs from anywhere.

Why does it appeal to employees?

- Employees can be more flexible with work and home commitments

Why does it appeal to organisations?

- Organisations can access the best GLOBAL talent
- Save on real estate costs

Module 10.5 – Virtual Teams & Communication

What does this mean for communication?

- Communication is less rich and less frequent than face-to-face interaction

Why?

- Less visual and behavioural cues
- Less or no informal interactions

BUT not all bad.....

- Those less inclined to speak in groups, may feel more comfortable
- Less importance on interpersonal skills and physical appearance may benefit certain members of the team
- Still need to be mindful of unconscious bias (virtual unconscious bias)

Module 10.5 – Virtual Teams & Communication

Create a Communication charter.

- Discipline about how the team should communicate
- Norms of behaviour when participating in virtual meetings (background noise, side conversations, talking clearly and at a reasonable pace, listening attentively, not dominating the conversation)
- Guidelines on communication modes - in which circumstances, which mode should be used e.g. email should be used for formal correspondence, a WhatsApp group for chatting informally, documents
- You must implement good practices to ensure everyone is involved!

Module 10.5 – Virtual Teams & Communication

Leverage communication technologies

- How can you use technology to function effectively as a team?
- Who has access to which technologies - bandwidth, free vs cost.

Team building – more important in a virtual world

- Virtual water cooler
- Formal and informal team building activities
- For instance we have a random channel in our slack group where we post funny jokes, memes, celebrations e.g. birthdays, milestones. An intentional place to strengthen the group
- Think of how you can use social networking tools and features to create a connected team.

Module 10.5 – Virtual Teams & Communication

Factors that contribute to a good virtual team

- Good communication skills
- High emotional intelligence
- Ability to work independently
- Resilience
- Awareness and sensitivity to other cultures is important especially in global groups

And guess what – These are all similar factors that contribute to any successful team!

References:

<https://hbr.org/2013/06/making-virtual-teams-work-ten>

<https://hbr.org/2014/12/getting-virtual-teams-right>

<https://hbr.org/2018/02/how-to-collaborate-effectively-if-your-team-is-remote>

Intended Learning Objectives

Module 10 – Communication Management.

- ~~1. The communication challenge.~~
- ~~2. The importance of listening.~~
- ~~3. Communication key skills & importance.~~
- ~~4. Communication plans.~~
- ~~5. Virtual teams & communication.~~
6. Key communication considerations.

Module 10.6 – Key Communication Consideration

Importance of Face to Face meetings

- 58% of communication is through body language
- 35% of communication is through how the words are said
- 7% of communication is through content or words that are spoken
- Pay attention to more than just the actual words
- A person's tone or voice and body language can say a lot about how they really feel
- Non verbal comms govern how other people feel about us and also how we feel about ourselves

Body Language - Spend some time looking at Ted Talk https://www.youtube.com/watch?v=Ks-_Mh1QhMc

Module 10.6 – Key Communication Consideration

Items to remember

- Rarely does the receiver interpret a message exactly as the sender intended
- Geographical location and cultural background affect the complexity of communications
 - Different working hours
 - Language barriers
 - Different cultural norms
- Communication helps manage conflicts effectively
- Spend time developing communication skills – *practice & feedback*
- Choose the channel appropriately

Module 10.6 – Key Communication Consideration Commination Channels – some examples

Choose carefully as it will make a difference

How well medium is Suited to:	Hard Copy	Telephone Call	Voice Mail	eMail	Meeting / f2f	Web Site
Confirming commitments	1	3	3	1	2	1
Building consensus	3	2	3	3	1	3
Mediating conflict	3	2	3	3	1	3
Resolving misunderstanding	3	1	3	3	1	3
Addressing negative behaviour	3	2	3	2	1	3
Expressing support / appreciation	1	1	2	1	1	1
Encouraging creative thinking	2	3	3	2	1	3

1 = Most suited, 2 = Less suited and 3 = Least Suited

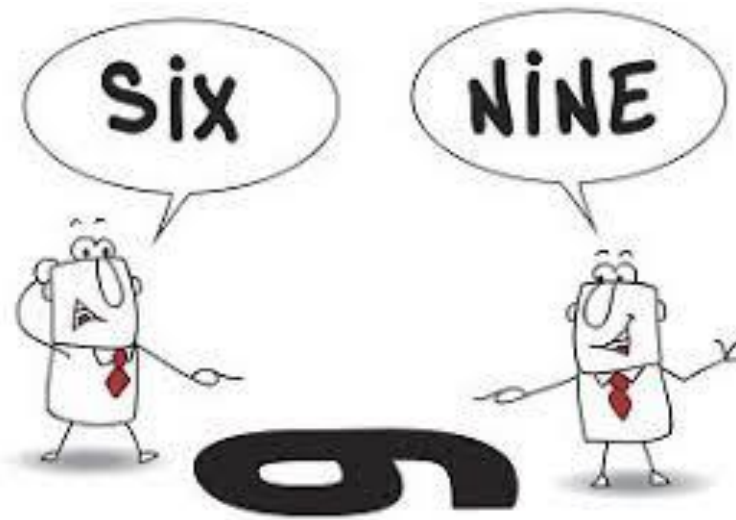
Module 10.6 – Key Communication Consideration Conflict

Conflict is the single most undermanaged activity in projects and if left unresolved will destroy a project. Key causes include:

- Schedule
- Intellectual disagreements
- Personalities
- Project Priorities
- Manpower
- Technical
- Administration
- Personality
- Cost

Module 10.6 – Key Communication Consideration Conflict

Deal with it quickly and succinctly and
BEFORE it becomes a major issue



Intended Learning Objectives

~~Module 9 – Individuals, Motivation and Teams.~~

~~Module 10 – Communication Management.~~

Module 11 – Stakeholder Management.

Intended Learning Objectives

Module 11 – Stakeholder Management.

1. Stakeholders & the Stakeholder Register.
2. Stakeholder Engagement and Planning.

Module 11.1 - Identifying Stakeholders & the Stakeholder Register

Internal Stakeholders	External Stakeholders
Shareholders	End Users / Customers
Employees	Suppliers
Board Members	Governments
Sponsor / Business Managers	Unions
Project Manager	Local Communities / General Public
Management	Other Related Institutions
Project Team	Competitors

Module 11.1 - Identifying Stakeholders & the Stakeholder Register

Name	Position	Internal/External	Project Role	Contact Information
Stephen	VP of Operations	Internal	Project Sponsor	stephen@globaloil.com
Betsy	CFO	Internal	Senior Manager. Approves Funds	betsy@globaloil.com
Chien	CIO	Internal	Senior Manager. PM's Boss	chien@globaloil.com
Ryan	IT Analyst	Internal	Team Member	ryan@globaloil.com
Lori	Director Accounting	Internal	Senior Manager	lori@globaloil.com
Sanjay	Director Refineries	Internal	Senior Manager of Largest Refinery	sanjay@globaloil.com
Debra	Consultant	External	Project Manager	debra@globaloil.com
Suppliers	Suppliers	External	Software Supplier	suppliers@gmail.com

Intended Learning Objectives

Module 11 – Stakeholder Management.

- ~~1. Stakeholders & the Stakeholder Register.~~
2. Stakeholder Engagement and Planning.

Module 11.2 – Understanding Stakeholder Engagement and Planning

Levels of Stakeholder Engagement

- Unaware: Unaware of the project and its potential impacts on them
- Resistant: Aware of the project yet resistant to change
- Neutral: Aware of the project yet neither supportive nor resistant
- Supportive: Aware of the project and supportive of change
- Champion / Leading: Aware of the project and drives change

Module 11.2 – Understanding Stakeholder Engagement and Planning

The stakeholder management plan can include:

- Current and desired engagement levels
- Interrelationships between stakeholders
- Communication requirements
- Potential management strategies for each stakeholder
- Methods for updating the stakeholder management plan

Note: *Because a stakeholder management plan often includes sensitive information, it may not be part of the official project documents, which are normally available for all stakeholders to review.*

In many cases, only project managers and a few other team members should prepare the stakeholder management plan. Parts of the stakeholder management plan may not be written down, and if they are, distribution is limited.

Module 11.2 – Understanding Stakeholder Engagement and Planning

Stakeholder Analysis includes:

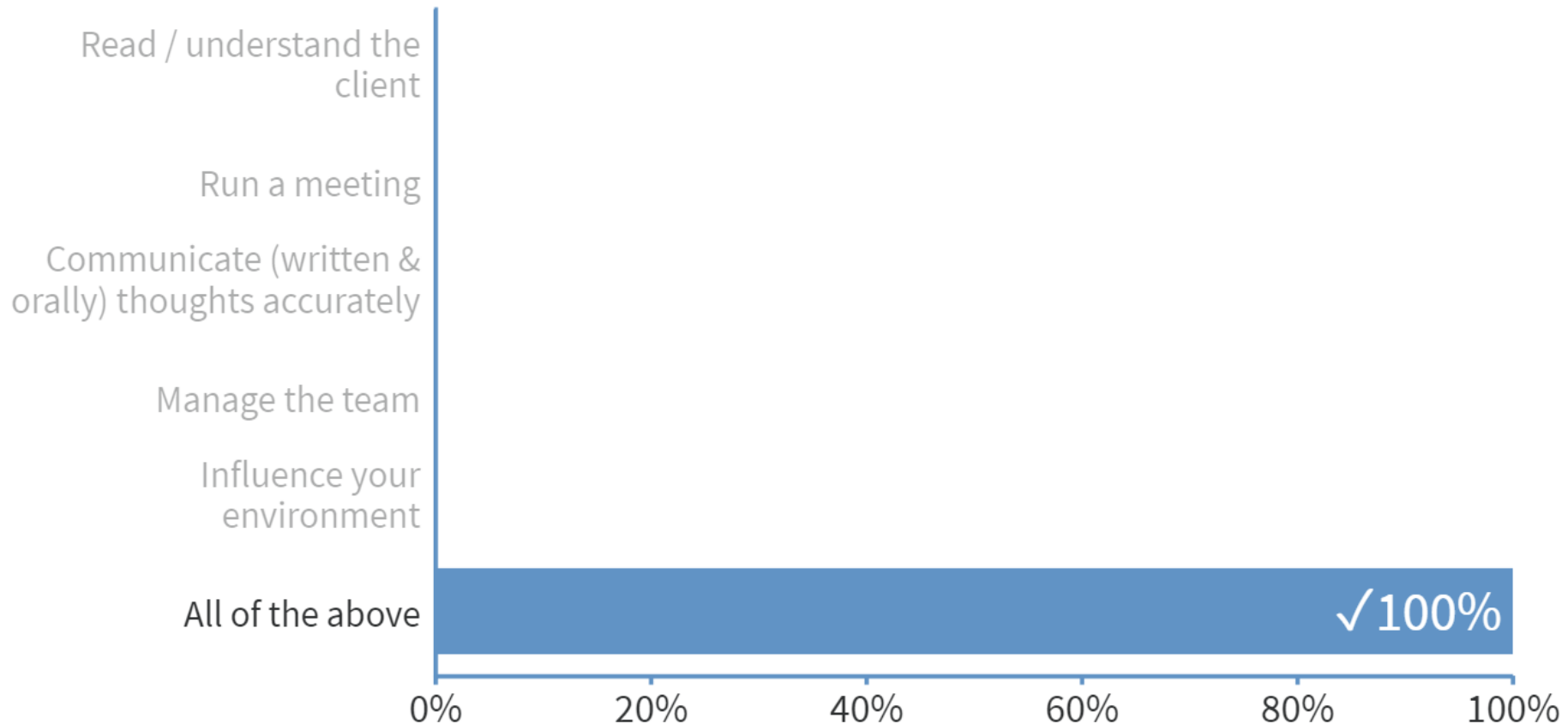
- Names and Organisations of Key Stakeholders
- Their Role on the Project
- Unique Facts about Each Stakeholder
- Level of Interest in the Project
- Influence on the Project
- Suggestions and Strategies for Managing Relationships with each Stakeholder

Module 11.2 – Understanding Stakeholder Engagement and Planning

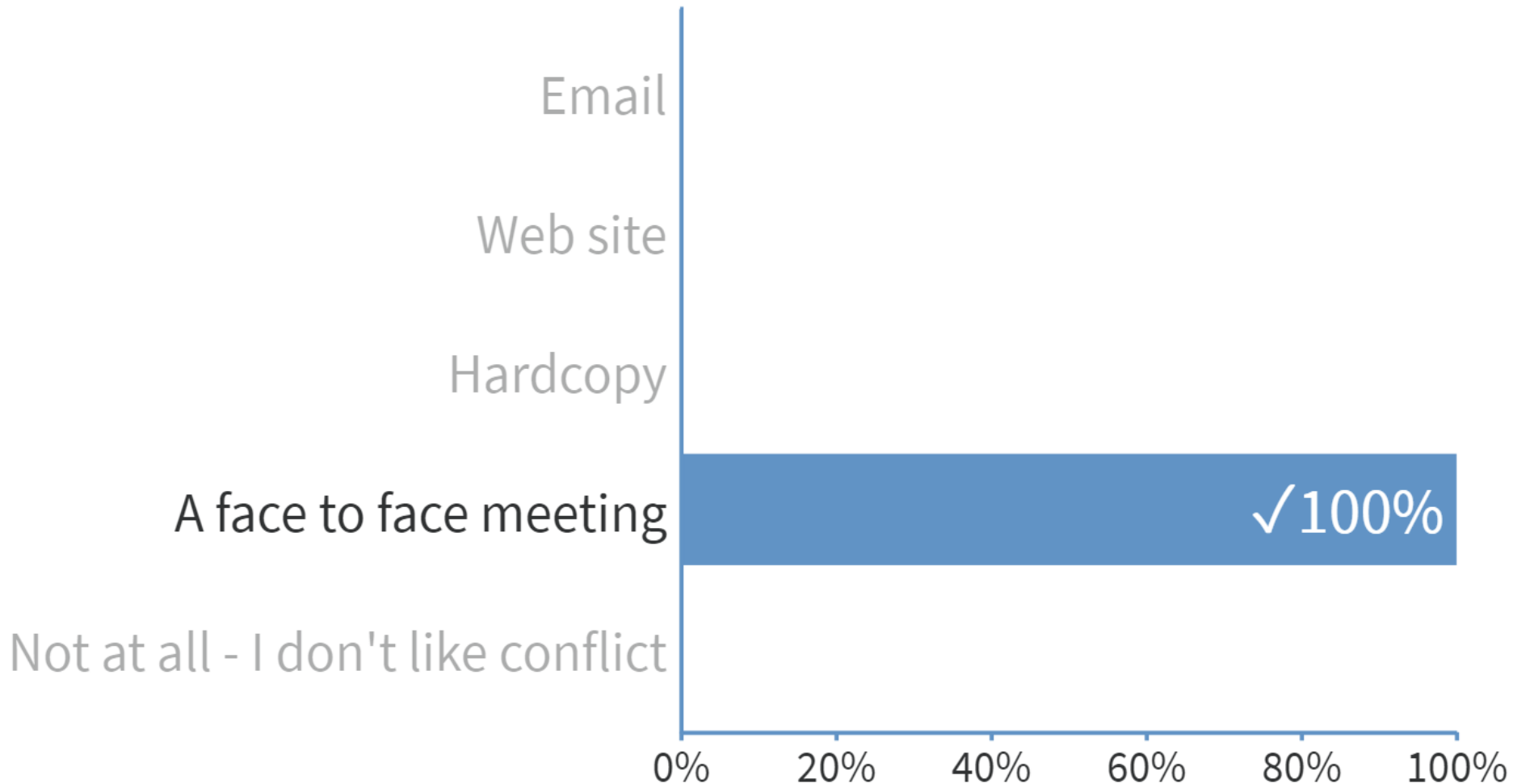
Stakeholder Analysis example:

Name	Power / Influence	Current Engagement	Potential Management Strategies
Brian	High/High	Champion / Leading	Brian can seem intimidating due to his physical stature and deep voice, but he has a great personality and sense of humour. He previously led a similar software upgrade project at another company and knows what he wants. Manage closely and ask for his advice as required. He likes to be kept in touch with short, frequent updates in person.
Mary	High/Medium	Resistant	Mary is very organised yet hardhead. She has been pushing corporate IT standards, and the system the PM and sponsors like best goes against those standards, even though it's the best solution for this project and the company as a whole. Need to convince her that it is ok and that people still respect her work and position.
Finance Team	Medium/High	Resistant	The Finance Team is resistant to the Project. They believe the funds can be better used elsewhere in the organisations. They also believe the Benefits are not achievable in the defined pay back period. Key stakeholder as they control the funding which the project is dependant on. Need to convince them of the costs & benefits and ensure they understand the detail. Get them involved in a detailed review of all \$'s.
Jessica	High/Low	Neutral	Very professional, logical person. Gets along with Mary. She has supported Brian in approving past projects with strong business cases. Provide detailed financial justification for the suggested solution to keep her satisfied. Also ask her to talk to Mary on Brian's behalf.

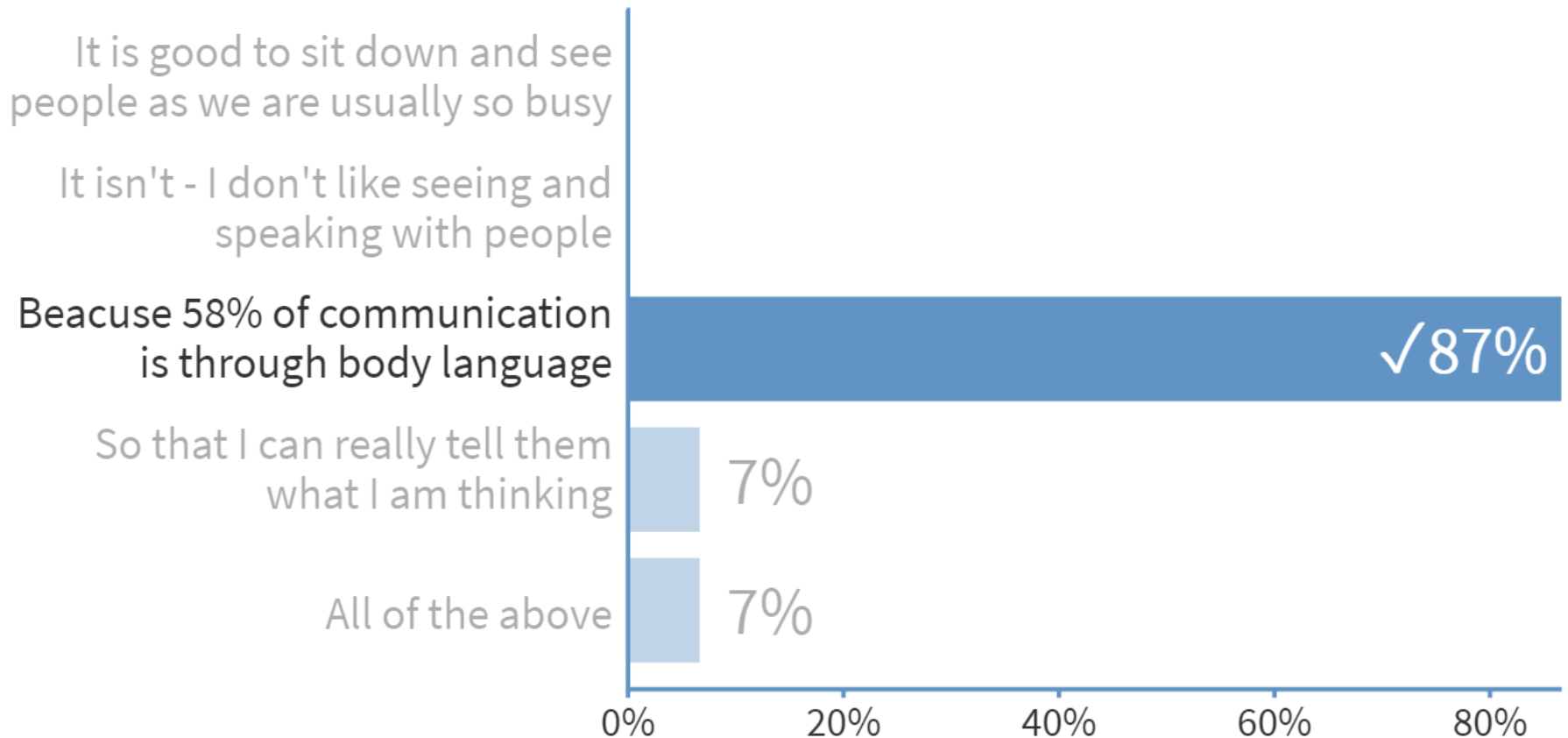
Why is it important for a Project Manager to communicate well?



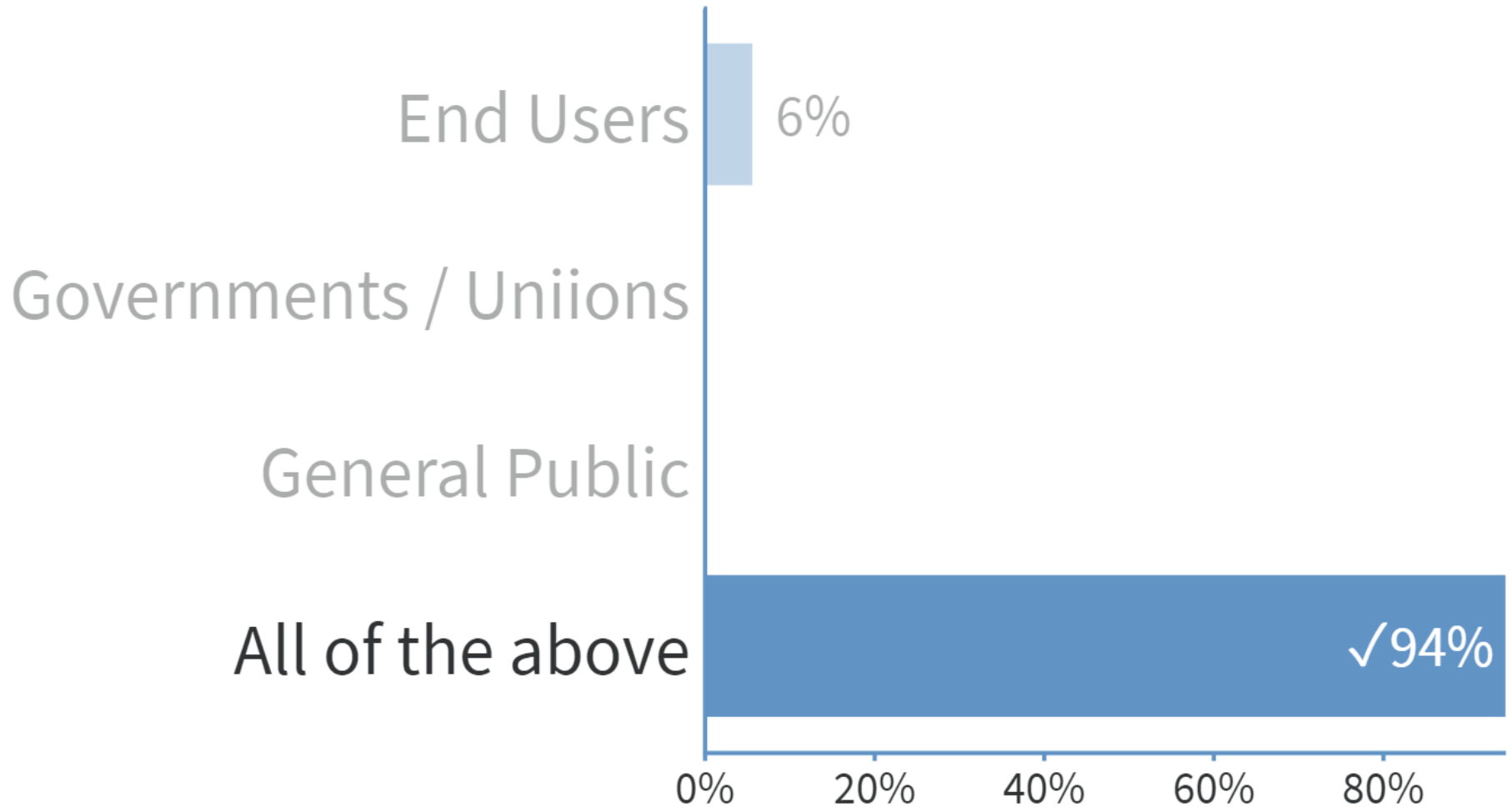
Resolving conflict is best done through:



Why are face to face (f2f) meetings important?



External stakeholders include:





2020 - Semester 1 Structure

Week #	Lecture Date	Sunderland Theatre Medical Building C216 Thursday 8.15am to 10am	Assignment
1	5 Mar 2020	Subject Introduction Introduction to Projects & Projects	Assignment 1 Spec available on LMS Friday 6 th March
2	12 Mar 2020	Project Management Plans SDLC's & Agile	
3	19 Mar 2020	Risk Management	
4	26 Mar 2020	Non-teaching week	Groups created during the workshops / tutorials
5	2 Apr 2020	Project Planning and Scheduling Assignment 2 introduction	
	9 Apr 2020	Non Teaching Week – Mid semester break	Assignment 1 (Individual) due Thursday 9th April
	16 Apr 2020	Non Teaching Week – Mid semester break	
6	23 Apr 2020	Individuals, Motivation and Teams Communication Management Stakeholder Management	
7	30 Apr 2020	Cost Estimation	
8	7 May 2020	Quality Management	
9	14 May 2020	Ethics Outsourcing and Procurement	
10	21 May 2020	Configuration Management	
11	28 May 2020	Feedback & questions	
12	4 Jun 2020	Subject Revision and Exam Prep	Assignment 2 Project Demonstration during tutorials