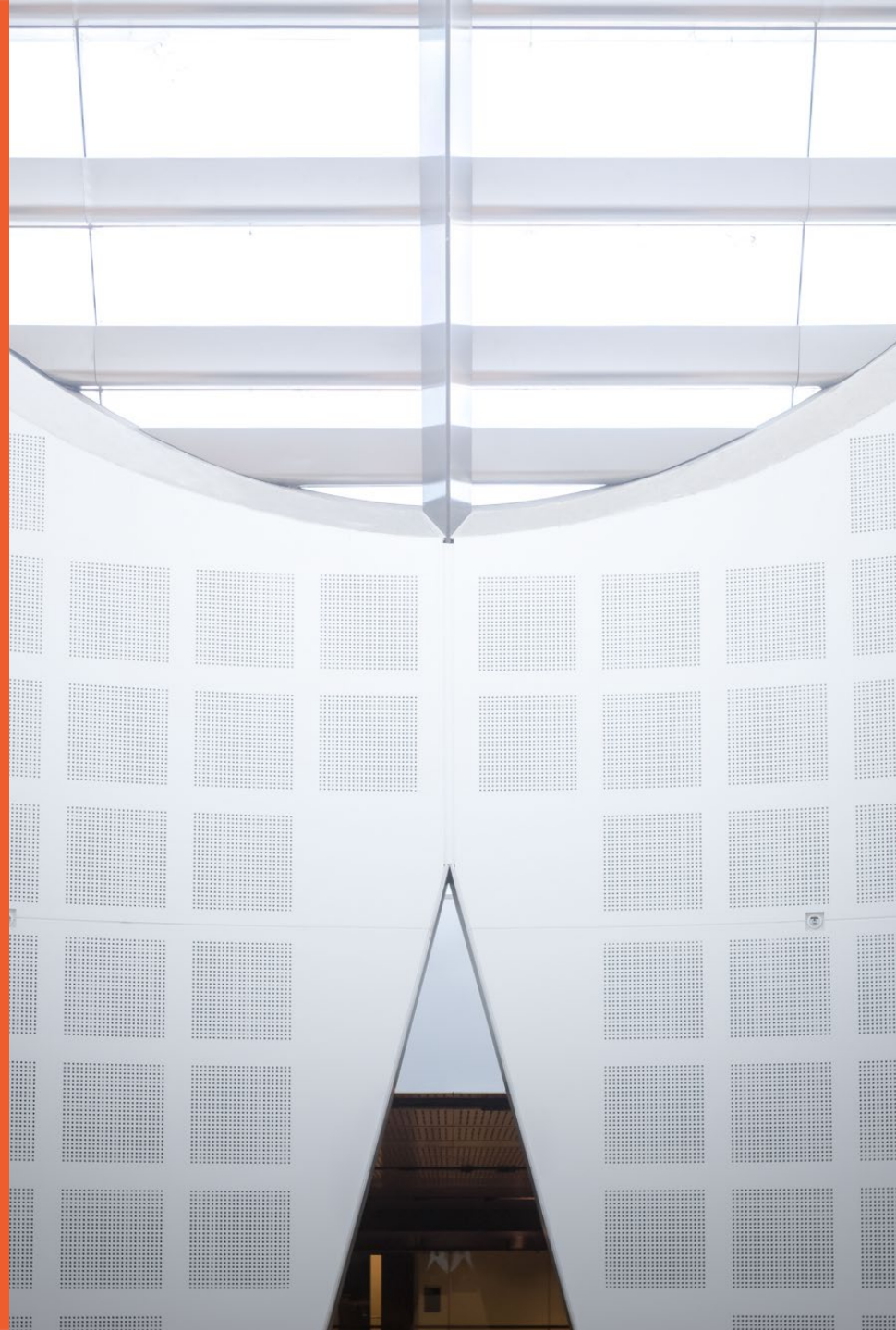# INFO6007
Project Management in IT

Lecture 8

Project Leadership and

Communication Management

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Recapture From Lecture 6

We discussed about **Managing Project Resources**:

- Plan Resource Management
- Acquire Resources
- Develop and Manage Team
- Control Resources

Where Are We Now ? -- Course map

Week	Topics/Activities
Week 1	Introduction to IT Project Management
	Other: Form Assignment Groups
Week 2	Managing Project Scope
Week 3	Managing Project Time
Week 4	Managing Project Cost
Week 5	Managing Project Quality
Week 6	Managing Project Resources
Week 7	Knowledge Test
Week 8	**Project Leadership and Communication Management**
Week 9	Managing Project Risk
	Assessment Due: Group Project
Week 10	Managing Project Procurement
Week 11	Presentation
Week 12	Course Review
Exam Period	Assessment Due: Final Exam

What Will We Do Today ?

- Lecture
  - Project Leadership
  - Leadership Styles

  - Processes of Project Communication Management
  - Face-to-face Communication
  - Stakeholder Communications

- Class activities
  - Critical Thinking / Problem Solving
  - Tools to use: https://padlet.com
                       https://answergarden.ch

- Assessment
- Announcement (if any): ?

Learning Objectives – Project Leadership & Communication

- Discuss Project Leadership and Leadership Styles

- Explain the Processes of Project Communication Management
- Discuss Stakeholder Analysis for Project Communications

Project Leadership

- Project leadership, most simply, is the act of leading a team towards the successful completion of a project.

- But of course, it is much more than that.

- It's about getting something done well through others.

- Or, it's about "placing more emphasis on people"

Why Project Leadership?

- Projects often fall short of achieving their anticipated results, not due to a lack of project management, but rather from a lack of project leadership.

- Because project success is a direct reflection of the project manager, it is his/her responsibility not just to manage the details and report status of a project, but to go beyond and add value through providing leadership

Why Project Leadership?

- Leadership is important through all phases of the project life cycle.

- Good planning, followed by flawless execution, is critical to achieve the highest degree of project success.

Why Project Leadership?

- Effective project managers acquire a balance of technical, interpersonal, and conceptual skills that help them analyze situations and interact appropriately.

- The appropriate use of following interpersonal skills assists the project manager in effectively managing the project:

- **Leadership**
- Team building
- Motivation
- **Communication**
- Influencing
- Decision making
- Political and cultural awareness
- Negotiation
- Trust building
- Conflict management
- Coaching

Leader vs. Manager

	Leader	Manager
Style	Transformational	Transactional
Essence	Change	Stability
Approach	Sets direction	Plans detail
Horizon	Long-term	Short-term
Focus	People	Work
Has	Followers	Subordinates
Seeks	Vision	Objectives
Decisions	Facilitates	Makes
Culture	Shapes	Enacts
Persuasion	Sell	Tell
Motivation	Achievement	Results
Risk	Takes	Minimizes
Rules	Breaks	Makes

- Watch this TED Talks: How great leaders inspire action
https://www.youtube.com/watch?v=qp0HIF3SfI4

Class Exercise 1 – Leadership and Management Skills

- Q: Do you agree or disagree with the following?

- "Plan well but execute better". If agree, which skill do you need to utilize more?

- "Don't wait for top management support". If agree, Which skill do you need to utilize more?

- "Share the credit, not the blame". If agree, which skill do you need to utilize more?

- "Focus on the execution, not the result". If agree, which skill do you need to utilize more?

- "Add values by doing". If agree, which skill do you need to utilize more? Do you need to balance between "doing too little and doing too much work"?

Five Practices of Exemplary Leadership

- Model the Way - they must be models of the behavior they expect of others.

- Inspire a Shared Vision - imagined an exciting, highly attractive future for their organizations.

- Challenge the Process - involved a change from the status quo.

- Enable Others to Act- It requires group collaboration and individual accountability.

- Encourage the Heart - people often become exhausted, frustrated and disappointed. They are often tempted to give up. They need acknowledgment.

Leadership Styles

- Autocratic Leadership - centered on the person in charge
- Democratic Leadership - everyone participates in making decisions
- Strategic Leadership - creates habits for a high performance organization
- Transformational Leadership - specifically geared towards initiating change
- Team Leadership - focused on the future of the organization
- Cross-Cultural Leadership - recognizes contemporary globalized organizations

- Facilitative Leadership - dependent on measurements and outcomes
- Laissez-faire Leadership - gives authority to team members
- Transactional Leadership - maintains or continues the status quo
- Coaching Leadership - involves teaching and supervising followers
- Charismatic Leadership - transforms followers' values and beliefs
- Visionary Leadership - recognizes that the steps and processes of leadership are obtained with and through people

Jim Mathiasch, 2017

Make Me a Leader -- Full Feature Documentary

A feature-length documentary on how leaders can optimise brain and body performance to thrive in the 21st Century.

Short video:

https://www.youtube.com/watch?v=DhZvPooCiQQ

Long video:

https://www.youtube.com/watch?v=S0MNnx54aVw

Why Project Communications?

- IT Project Manager's top skill ?

- Communication plays a greater role in IT project success

- IT professionals must be able to communicate effectively to succeed in their positions

Project Communications Management Overview

Project Communications Management Overview

10.1 Plan Communications Management

.1 Inputs
- .1 Project management plan
- .2 Stakeholder register
- .3 Enterprise environmental factors
- .4 Organizational process assets

.2 Tools & Techniques
- .1 Communication requirements analysis
- .2 Communication technology
- .3 Communication models
- .4 Communication methods
- .5 Meetings

.3 Outputs
- .1 Communications management plan
- .2 Project documents updates

10.2 Manage Communications

.1 Inputs
- .1 Communications management plan
- .2 Work performance reports
- .3 Enterprise environmental factors
- .4 Organizational process assets

.2 Tools & Techniques
- .1 Communication technology
- .2 Communication models
- .3 Communication methods
- .4 Information management systems
- .5 Performance reporting

.3 Outputs
- .1 Project communications
- .3 Project management plan updates
- .2 Project documents updates
- .4 Organizational process assets updates

10.3 Control Communications

.1 Inputs
- .1 Project management plan
- .2 Project communications
- .3 Issue log
- .4 Work performance data
- .5 Organizational process assets

.2 Tools & Techniques
- .1 Information management systems
- .2 Expert judgment
- .3 Meetings

.3 Outputs
- .1 Work performance information
- .2 Change requests
- .3 Project management plan updates
- .4 Project documents updates
- .5 Organizational process assets updates

Project Communications Management Processes

- **Planning communications management:** Determining the information and communications needs of the stakeholders

- **Managing communications:** Creating, distributing, storing, retrieving, and disposing of project communications based on the communications management plan

- **Controlling communications:** Monitoring and controlling project communications to ensure that stakeholder communication needs are met

Keys to Good Communications

- Project managers spend as much as 90 percent of their time in communication

- Focus on group and individual communication needs

- Use formal and informal methods for communication

- Distribute important information in an effective and timely manner

- Communicate bad news in good ways

- Determine the number of communication channels

Importance of Face-to-Face Communication

- Research says that in a face-to-face interaction:
  - **58 percent** of communication is through body language.
  - **35 percent** of communication is through how the words are said
  - **7 percent** of communication is through the content or words that are spoken

- Pay attention to more than just the actual words someone is saying

Distributing Information and Communication

- Don't bury crucial information

- Don't be afraid to report bad information

- Oral communication via meetings and informal talks helps bring important information

Example of Written Communication (email) -- Steve Jobs

Knew How to Write an Email. Here's How He Did It

James,

Our proposal does set the upper limit for ebook retail pricing based on the hardcover price of each book. The reason we are doing this is that, with our experience selling a lot of content online, we simply don't think the ebook market can be successful with pricing higher than $12.99 or $14.99. Heck, Amazon is selling these books at $9.99, and who knows, maybe they are right and we will fail even at $12.99. But we're willing to try at the prices we've proposed. We are not willing to try at higher prices because we are pretty sure we'll all fail.

As I see it, HC has the following choices:

1. Throw in with Apple and see if we can all make a go of this to create a real mainstream ebooks market at $12.99 and $14.99.

2. Keep going with Amazon at $9.99. You will make a bit more money in the short term, but in the medium term Amazon will tell you they will be paying you 70 percent of $9.99. They have shareholders too.

3. Hold back your books from Amazon. Without a way for customers to buy your ebooks, they will steal them. This will be the start of piracy and once started there will be no stopping it. Trust me, I've seen this happen with my own eyes.

Maybe I'm missing something, but I don't see any other alternatives. Do you?

Regards,
Steve

Class Exercise 3 — Steve Jobs's Email Communication

- Q1: What Went Right ?
- Q2: What Went Wrong (if any)?

Best Communications Best Outcomes !

- "Do it" – done in 3 weeks
- "Do it, please" – done in 2 weeks
- "Here is why it is so important…" here is how I would do it, but I trust you will choose the best way…, Would you do it please" – done in 1 day

Communicate, Communicate, Communicate !

- Three groups have a personal interest in knowing project status:

    - Top management

    - The implementation team

    - Key users

- Communication challenges with these three groups, special needs ?

- Medium of communication? Type: Formal, Informal?

- Q1: Who are affected the most by a change in project?

Stakeholder Analysis for Project Communications

Stakeholders	Document Name	Document Format	Contact Person	Due
Customer management	Monthly status report	Hard copy and meeting	Tina Erndt, Tom Silva	First of month
Customer business staff	Monthly status report	Hard copy	Julie Grant, Sergey Cristobal	First of month
Customer technical staff	Monthly status report	E-mail	Li Chau, Nancy Michaels	First of month
Internal management	Monthly status report	Hard copy and meeting	Bob Thomson	First of month
Internal business and technical staff	Monthly status report	Intranet	Angie Liu	First of month
Training subcontractor	Training plan	Hard copy	Jonathan Kraus	November 1
Software subcontractor	Software implementation plan	E-mail	Najwa Gates	June 1

Comments: Put the titles and dates of documents in e-mail headings and have recipients acknowledge receipt.

Class Exercise 4 -- Self-Driving Uber Issue
What CEO did?

- Read case documents uploaded on Canvas, week 8.

- Group discussion – relating to Project Leadership and Communication (e.g. right and wrong things made).

Lecture Summary

- Project leadership is the act of leading a team towards the successful completion of a project.

- The goal of project communications management is to ensure timely and appropriate generation, collection, dissemination, storage, and disposition of project information

- Main processes of project communication include:
  - Plan communications management
  - Manage communications
  - Control communications

Announcement (if any)

Q &A?

Thanks everyone !