

Attributes based on practice

Attributes based on practice

- Defined expectations
- Trust & partnership
- Ground rules
- Communication skills
- Culture awareness
- English (or another language)
- Communication channels



Example from real projects

Expectation

Define an expectation to provide weekly reports helped to keep the client satisfied

Ground Rules

Set up a rule not to bring laptops to meetings helped to resolve a conflict between 2 customer departments

Culture awareness

Understanding of British understatements & indirectness helped to fix communication issue with BY team

“Do you think you can finish the report by lunch time ? “

Communication channels

A business trip to the client helped to define requirements for a FP project after 3 months of struggling

Make communication easier

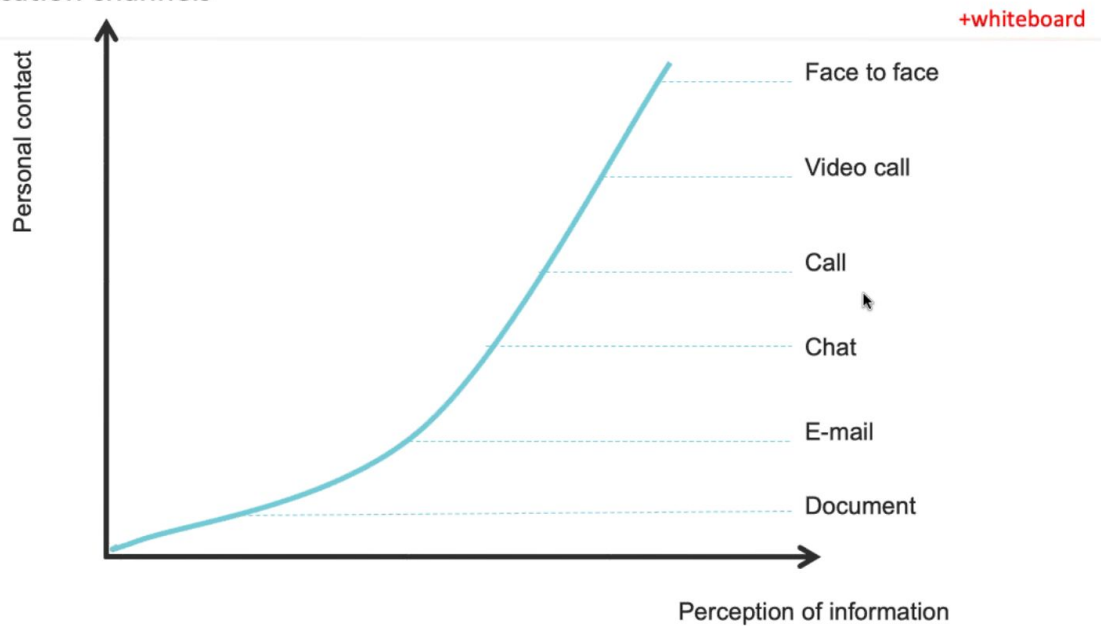
Path:

Expectations -> Satisfaction -> Trust -> Partnership

Communication channels

Personal contract vs Perception of information

Communication channels



Various tools

1. Professional meetings
2. Good emails
3. Presentation skills
4. Tools for Project Managers
5. Other recommendations

Meeting management

What is the action item? To think about the point.

Can we park this question, discuss the next steps or setup a different call?

Distribute a follow-up Should be defined in max 2 days. Send next meeting invite after the call. ... not before and not too later

Meetings management

1. Define **goal** of the meeting. What are you aiming to achieve?
2. **Who** should be there? Keep the audience at minimum
3. Prepare and distribute the **agenda**
4. Keep meeting short. **30 min** is enough for everything.
5. Set up and check **ground rules**
6. Check **tech** 10 min before the meeting
7. **Facilitate** discussion. Stick to the goal.
8. Distribute a **follow-up**

To: [Redacted]


Subject: **Brownbag sessions backlog review**


Location: **Online Meeting**

Duration: **30 Minutes** ☒ **All day event**

Starts: **14/12/2018** **12:30**

Ends: **14/12/2018** **13:00**

 This appointment occurs in the past.

 This invitation has been sent.

Hi both,

As discussed, let's walk through the task list on brownbag sessions.

Goals of the call:

- Find common ground on the topic descriptions
- Define who possibly can take some of the sessions (at least whom to ask)
- Prioritise the topics (when possible)
- Define the next steps to understand demand

Let's start from 30 min and arrange another call afterwards if needed.

Thanks,
Yulia

What would happen if I didn't follow

- | | |
|--|--|
| Endless meetings if no goal | => No ground rules = angry people |
| Too many people = no agreement | => Look unprofessional if didn't check tech |
| Conflicts & extra meetings - reduce audience - send to a few folks just an email with scope and if they want to join you can send invite after they express that | |
| Skipped or meaningless if no agenda | => Forgotten decisions if no one makes notes |
| Skipped 1-hour meetings | => Mess if no one moderates |
| | => Key outcomes MUST be in writing |

Good Emails

"You never know who, when in what context will read your email"

Writing a good email

Carefully chose recipients, Use CCd for those you don't expect a reply from

Effective communication questions

Do you need any additional information to proceed with the request ?

No I'm just waiting for response from X

Could you please advise when I can have a chance to get an update? Didn't mean to bother you, but I need to close the request by this Friday .

Sorry, I'm quite busy now and will update you on this asap.

Key presentation skills

Business trip is a tool - motivation, communication, reward, De-virtualization

Tools

Communication Plan

Communication plan

It's a list of who, when and how.
Regular meetings listed

And something else!

- List of: Role + name + contacts
- Role descriptions
- Mapping of peers

Communication	Frequency	Goal	Owner
Project team			
Project status report	Weekly	Review project status and discuss potential issues or delays	Project manager
Team standup	Daily	Discuss what each team member did yesterday, what they'll do today, and any blockers	Project manager
Task progress updates	Daily	Share daily progress made on project tasks	Project manager
Project review	At milestones	Present project deliverables, gather feedback, and discuss next steps	Project manager
Post-mortem meeting	At end of project	Assess what worked and what did not work and discuss actionable takeaways	Project manager
Project sponsor			
Project status report	Weekly	Review project status and discuss potential issues or delays	Project manager
Project review	At milestones	Present project deliverables, gather feedback, and discuss next steps	Project manager

Escalation Chart

Escalation tree & org chart

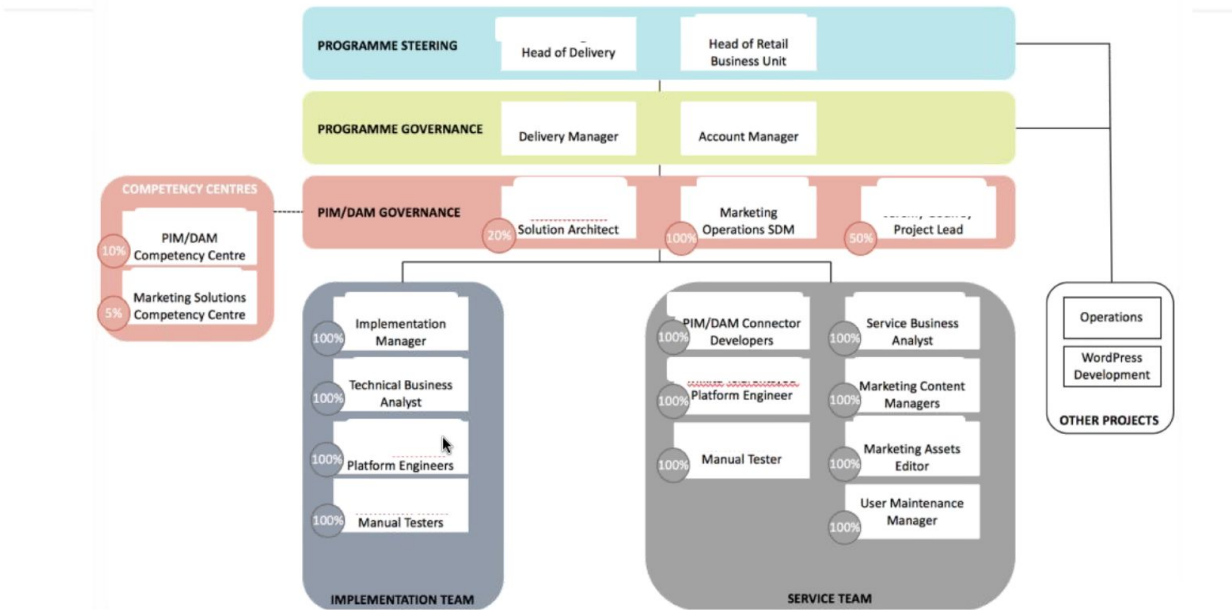
Might be part of communication plan

	Epam	Customer
Highest point	Delivery Head	CTO
Third point	Account Manager	VP of ...
Second point	Delivery Manager	Department Head
First point	Scrum master	Project Manager



Orgchart

Org Structure example



Responsible Accountable Consulted Informed

RACI matrix

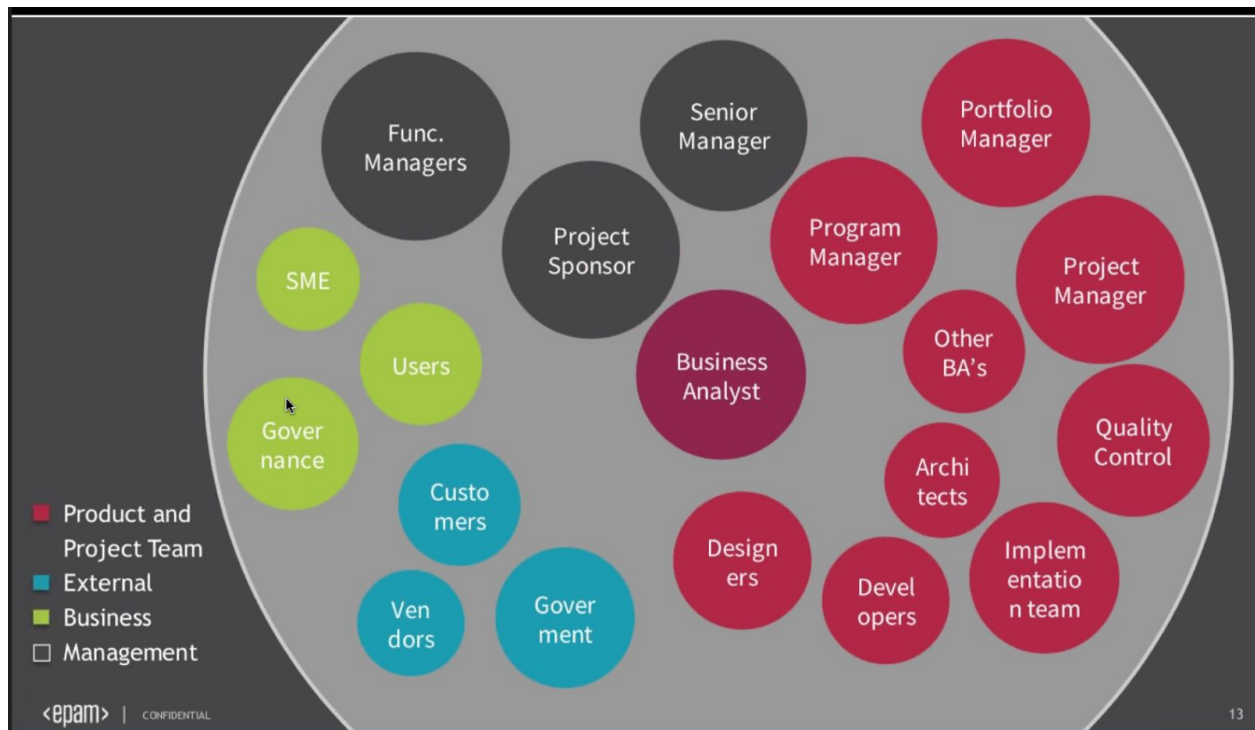
		Ellen	Carl	Babette	Thomas
Responsible	Project planning	A	R	C	
Accountable	Prepare technical doc.	A		R	I
Consulted	Meeting protocols	AR			I
	Negotiate with customer	A	C		R
Informed	Support customer	A	R	I	C
	Prepare contract	A		R	
	Sign contract	AR	I	I	I

Risks management

<div>Active risk management</div> <div>Link to KB – how to do risk mgmt</div> <ul style="list-style-type: none">• Risks should be defined & reviewed continuously, not only once• Risks might be positive or negative• Perform qualitative & quantitative analysis• Check risks from other projects• Plan risk management before defining risks• Plan risk responses	Score	Probability	Impact
	1	Very Low, Improbable, less than 10% chance of happening	Small, Minor impact, not significant cost or schedule overrun (few days)
	2	Low, Unlikely, less than 25% chance of happening	Manageable loss, Small impact, up to 5% of project costs or schedule (2-4 week)
	3	Medium, Probable, about 33% chance of happening	Heavy loss that would not endanger project success on its' own
	4	High, Likely, 50% chance	Large impact, up to 25% of costs, can endanger project success
	5	Very High, Almost certain, 75% or more	Critical impact, anything from 50% (3 months+), project fails and possible additional losses

<epam>

Stakeholders



Categories for stakeholders



Stakeholders engagement plan

Stakeholder engagement plan & assessment

One more continuous process

1. Define stakeholders, write the list down
2. "Sort" stakeholders
3. Define where you want each of them to be
4. Define where they are now
5. Plan transition

Stakeholder Engagement Matrix

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Fred Jackson	C			D	
Bill Mauk			C		D
George Wall		C		D	


C = Current engagement level
D = Desired engagement level


- Unaware of project/potential impacts
- Resistant to change, but aware of project
- Neutral, neither resistant nor supportive
- Supportive of change and aware of project
- Leading, actively engaged in ensuring project success

Ground rules

Examples to inspire


- Not be late to meetings
- Not to bring laptops to meetings
- Time to show up and leave (with your team)
- Penalty for being late to standups
- Rules for working from home
- Documentation updates
- Camera when having meetings
- Reply that you can't reply






Sound Check 

☒ Computer audio
☐ Phone call


MUTED

Microphone (Jabra EVOLVE 20) 


 

Speakers (Jabra EVOLVE 20) 


Talking: **EPAM Gotowebinar**


▼ Questions 


[Enter a question for staff]



Tools for Customer Communication #1
Webinar ID: 638-094-947

 This session is being recorded.





Click to save a picture to your desktop.



Say if something is not right. But provide a solution.

It safes energy
It gains trust

Art of saying NO

But



However

It won't work



It might work. However,
can we also consider ...

I disagree



I have a concern that ...

We can think about it

Click to save a picture to your desktop.

British way of saying NO

All of these might mean NO. But polite 😊

- Leave it with me
- We can do it
- Let me make some calls
- Yes, definitely!
- We can take it offline
- Let me get back to you on that
- I have to consult with my management



Other ways to get feedback

Retrospectives:

- After a sprint
- After a project or phase

1-to-1 with team members
or client representatives

QBR (Quarter Business Results)
& Townhalls

Metrics
(technical & project health)

Survey / pools

Analogy:

- Emotional mark
- Word of the meeting

Definitions

COMPLAINT

Customer's application regarding his dissatisfaction, the purpose of which is:

- Bring attention to the actions perceived by him as causing some disadvantage or loss;
- Eliminate the reasons of dissatisfaction.

OBJECTION

Negative reaction on what other person said.

- In a mild form: an expression of disagreement with other person;
- In abrupt form: protest against what other person said and uttering the opposite opinion.



Definitions

COMPLAINT

Customer's application regarding his dissatisfaction, the purpose of which is:

- Bring attention to the actions perceived by him as causing some disadvantage or loss;
- Eliminate the reasons of dissatisfaction.

OBJECTION

Negative reaction on what other person said.

- In a mild form: an expression of disagreement with other person;
- In abrupt form: protest against what other person said and uttering the opposite opinion.

**Objection –
a reason or argument
offered in disagreement,
opposition, refusal, or
disapproval.**



Is it good or bad?

Disadvantages

- It takes some effort to deal with objections;
- We need to be real professionals to answer on some denials;
- Sometimes we experience stress while dealing with negative comments

Advantages

- They help to define what customer really expects from our cooperation;
- Dealing with objection helps to remove tension between customer and EPAM employees;
- Practice with objections is helping to improve our professional and negotiating skills;
- If we successfully coped with negative, we can improve our products due the needs of a customer;
- Successful dealing with objections will show our effort on company's business.

Dealing with negative emotional feedback

1. **Don't take it personally.**
2. **Listen.** Sometimes someone just needs to be heard.
3. **Show** understanding. Sometimes people just want attention.
4. Stick to **facts**. Clarify.
5. Don't **promise** if you are not sure. It'll make things worse.
6. Win a bit of time to **check** whether there is an issue and what to do.
7. **Define** the root cause.
8. **Report** on progress as often as it makes sense.
9. Make sure problem is **solved** even if it's not your/Epam fault.

Summary

- Know what affects communication
- Can improve communication by using different channels
- Your meetings & emails will be more sufficient
- Aware of different PM tools
- Able to do small talk better
- Can handle negative customer feedback
- Can deal with objections & complains

