



SURF PROJECT MANAGEMENT CHALLENGES

Demystifying Project Communication

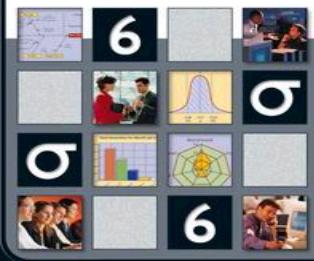
Rajeev Andharia PMP, CISA, CISSP, ITIL v3 Expert

Co-Author: itSMF publication Six Sigma for IT Management

Email: rajeev.andharia@gmail.com, Mobile: +91-9819591916

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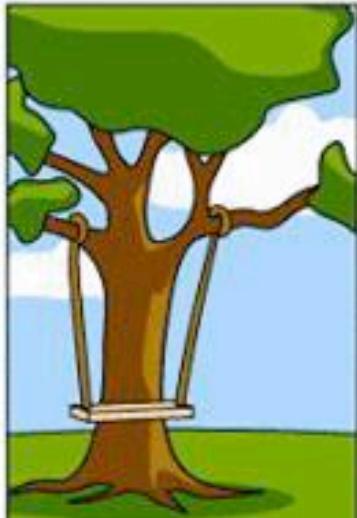
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How the customer explained it



How the project leader understood it



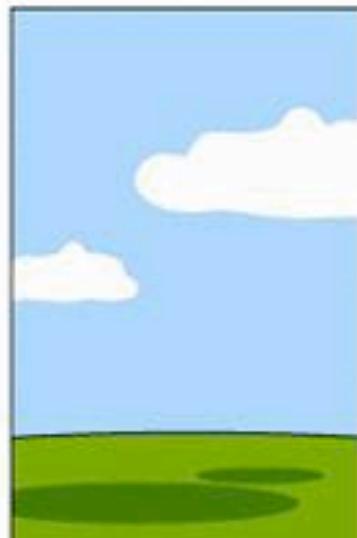
How the analyst designed it



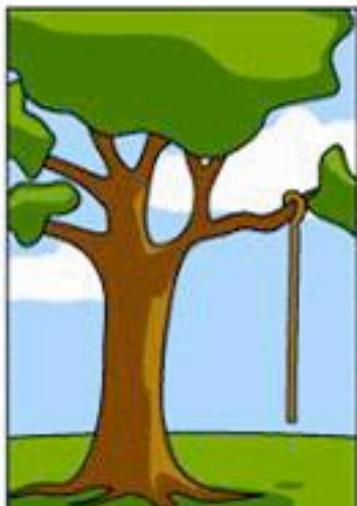
How the programmer wrote it



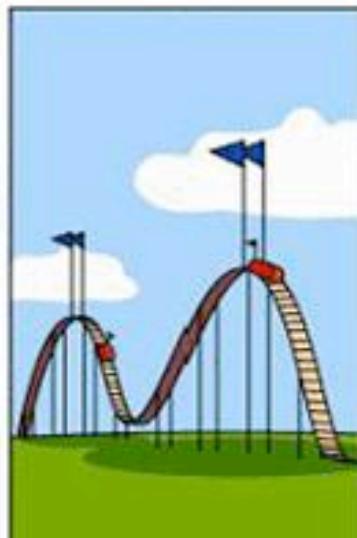
How the business consultant described it



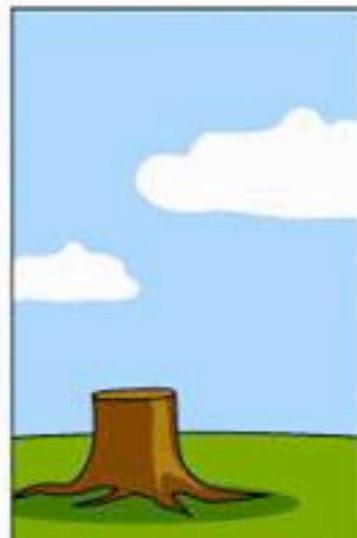
How the project was documented



What operations installed



How the customer was billed



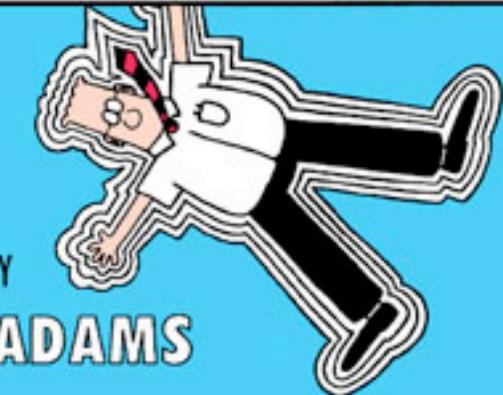
How it was supported



What the customer really needed



DILBERT®



BY

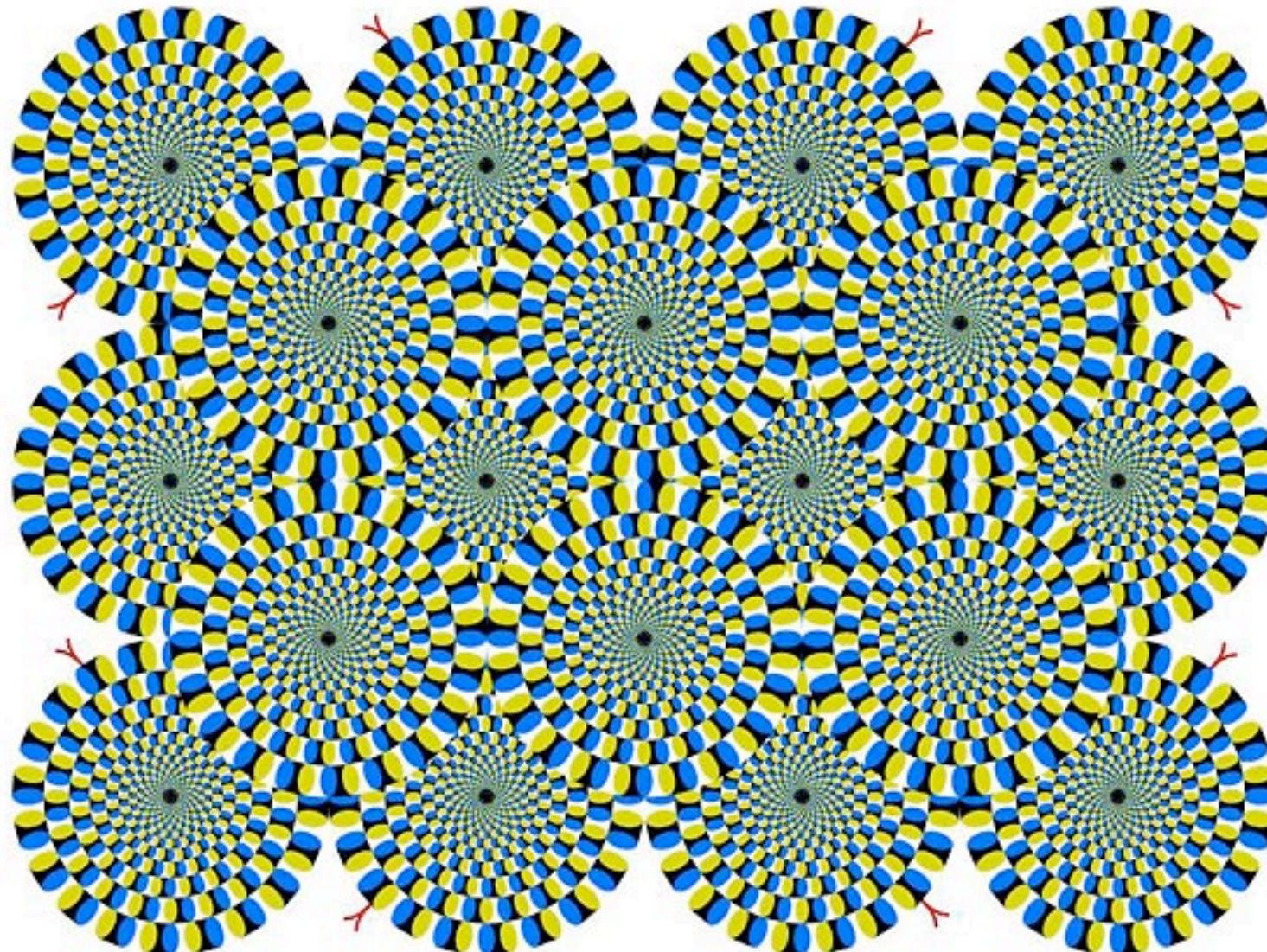
SCOTT ADAMS



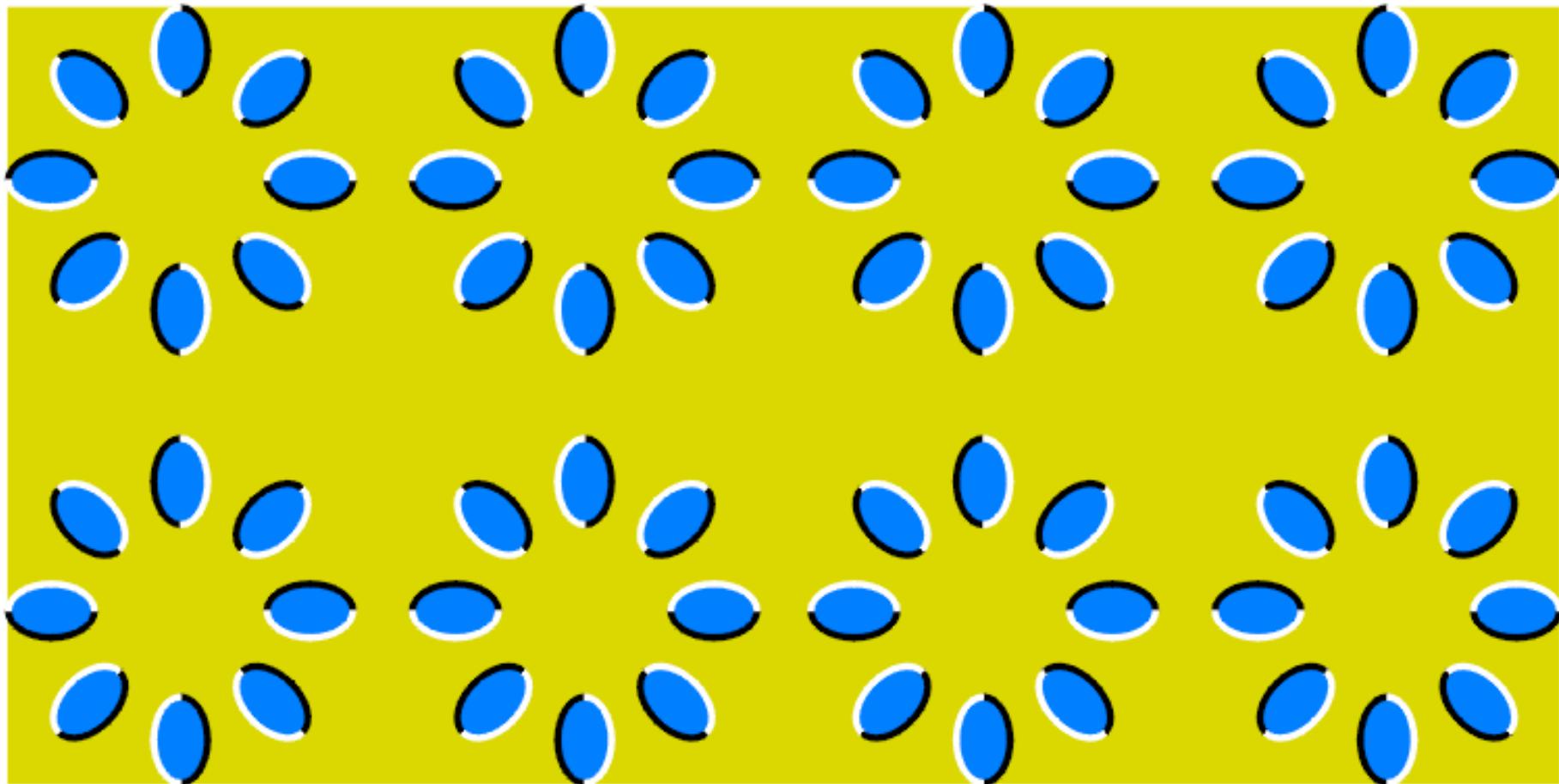
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What do You See?

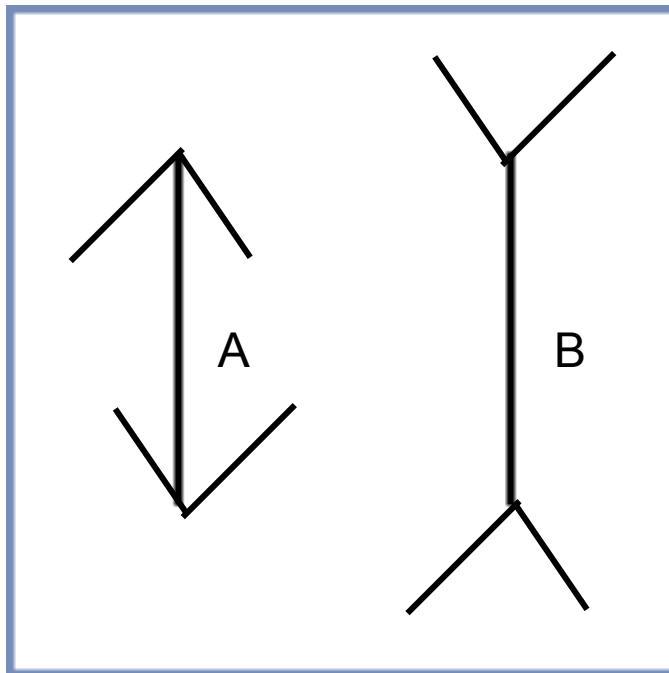


What do You See?



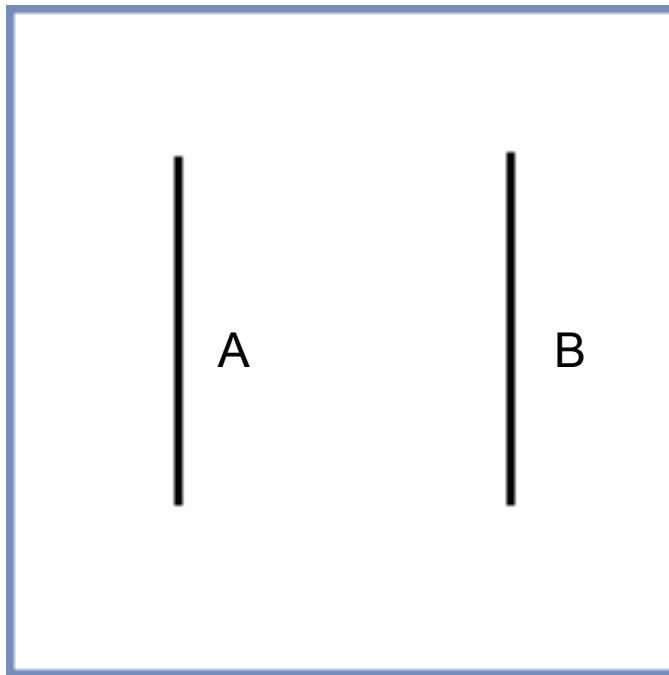
What do You See?

> Which of the line is longer?

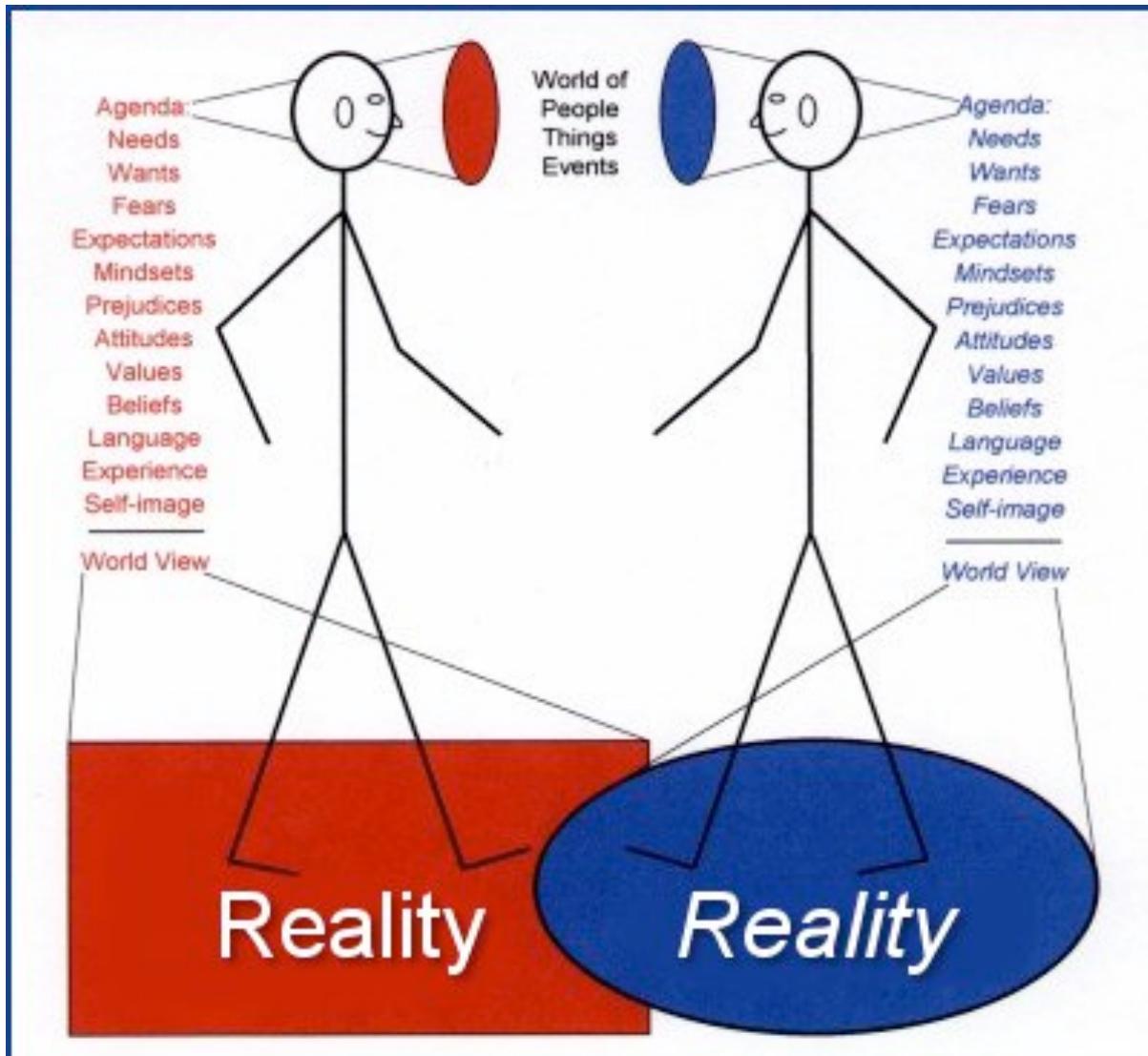


What do You See?

> Which of the line is longer?

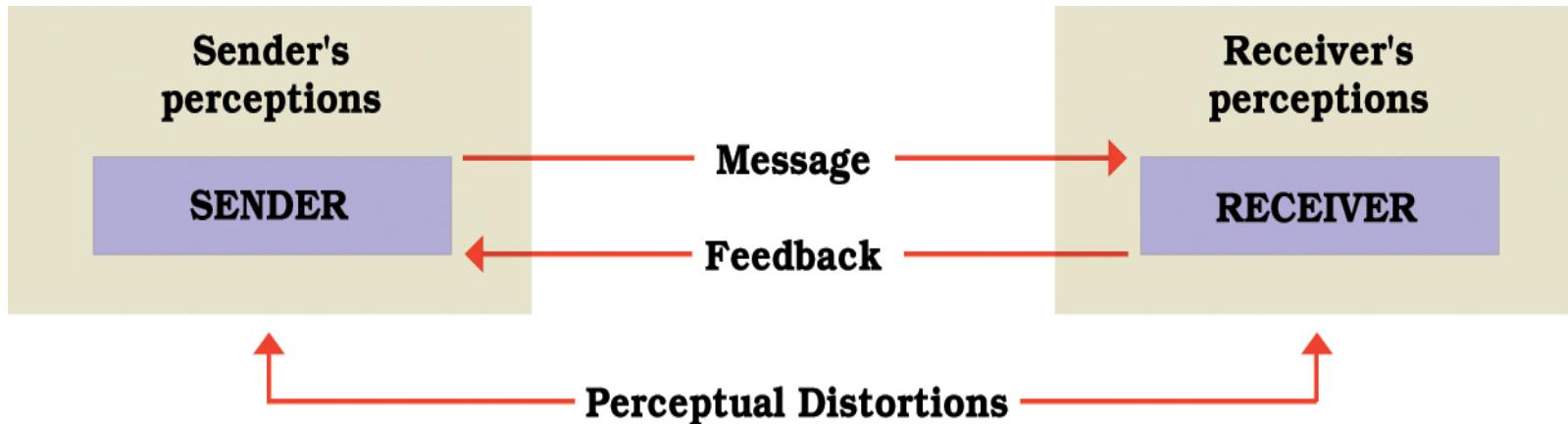


Perception or Reality?



- > What one thinks as reality is his perception.
- > What drives individuals perception?

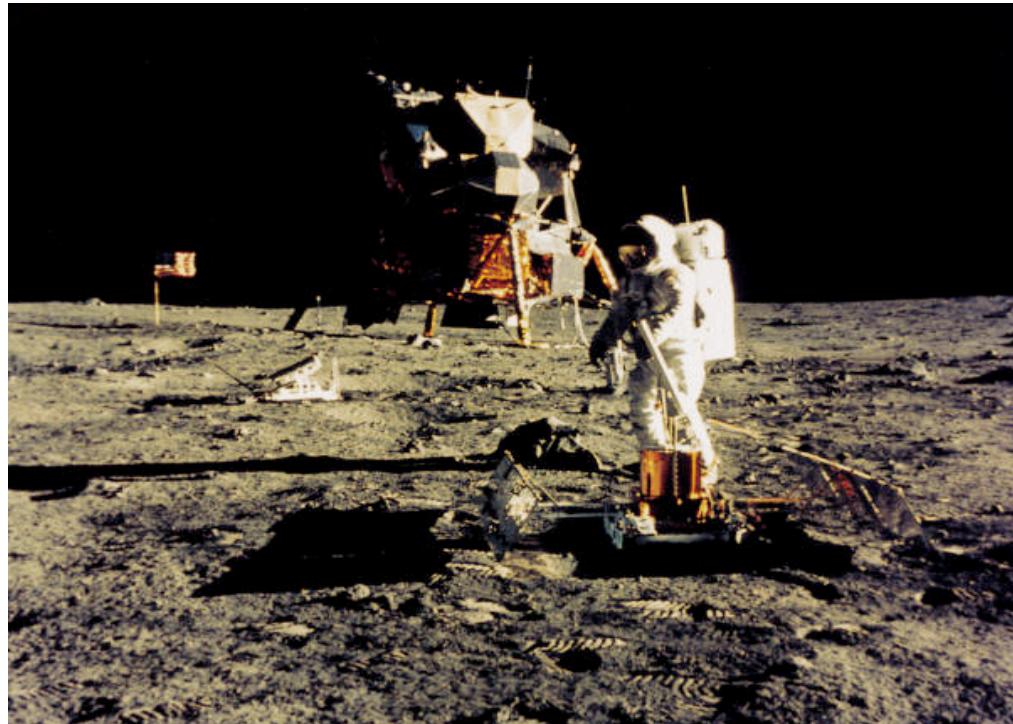
Perception & Communication



Managing Perceptions for Effective Communication

Importance of Communication

- Quality of ***Communication*** contributes to
 - Favorable or Unfavorable ***Experience*** which leads to
 - ***Perception*** about the individual, organization, product or service and results in to
 - Positive or Negative ***Action & Result***



Houston, we have a problem....

**Those words really got our
attention...**

**What type of problem do you think
they had?**

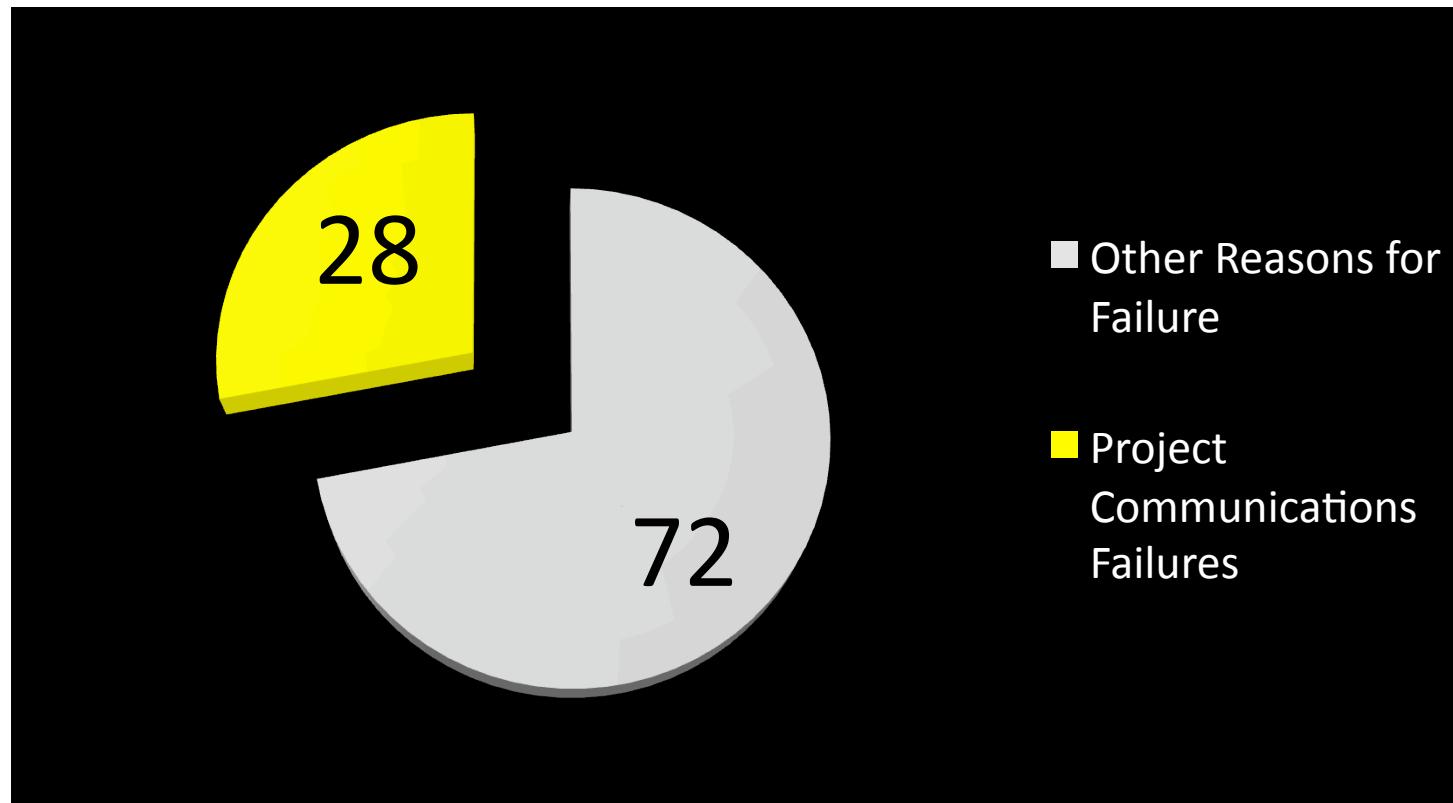
What would you do?

How do you handle your project problems?

The ~~Only~~ way to solve project problems is by communicating.....

There is no other way.....

28% of projects fail due to poor communications



Results based on a Jan 2007 poll of 1,007 respondents (PMI Net July 2007 page 1)

That's 1 out of 4 projects fail due to poor communications.

**What would you do if you had the
one project that was failing?**

That's why we are here today!

Today's Topic's

Top Reasons
Projects Fail

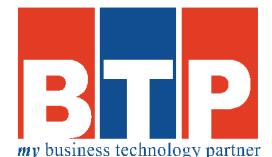
Introducing
Project
Communications

How to succeed
at project
communications

Top Project
Communications
Tools

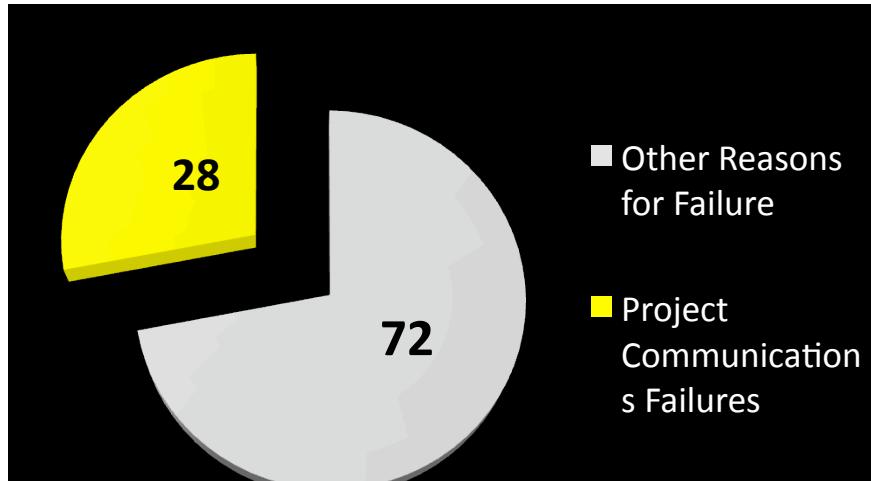
TOP REASONS PROJECT'S FAIL....

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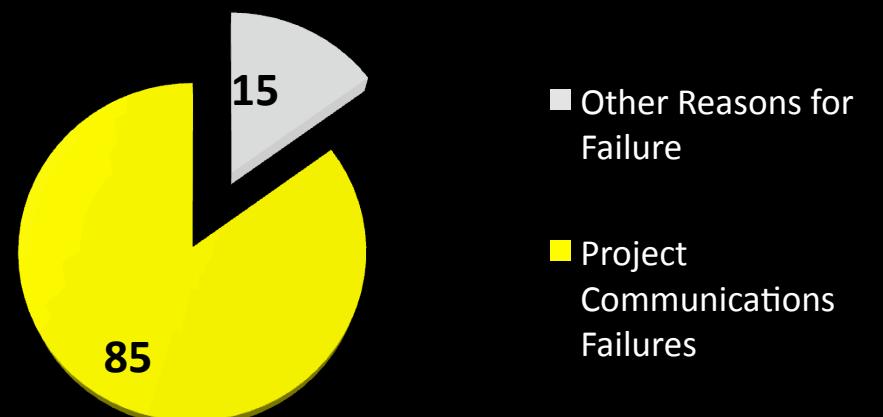


We believe it is 85.1% of why project's fail is due to poor communications....

Original Survey Results



Based on our professional Opinion!



Let's discuss the top reason....



1 Reason – No or Poor Communications

Poor Communications is like being lost in space!



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Today's Topic's



Top
Reasons
Projects
Fail



Introducing
Project
Communications



How to succeed
at project
communications



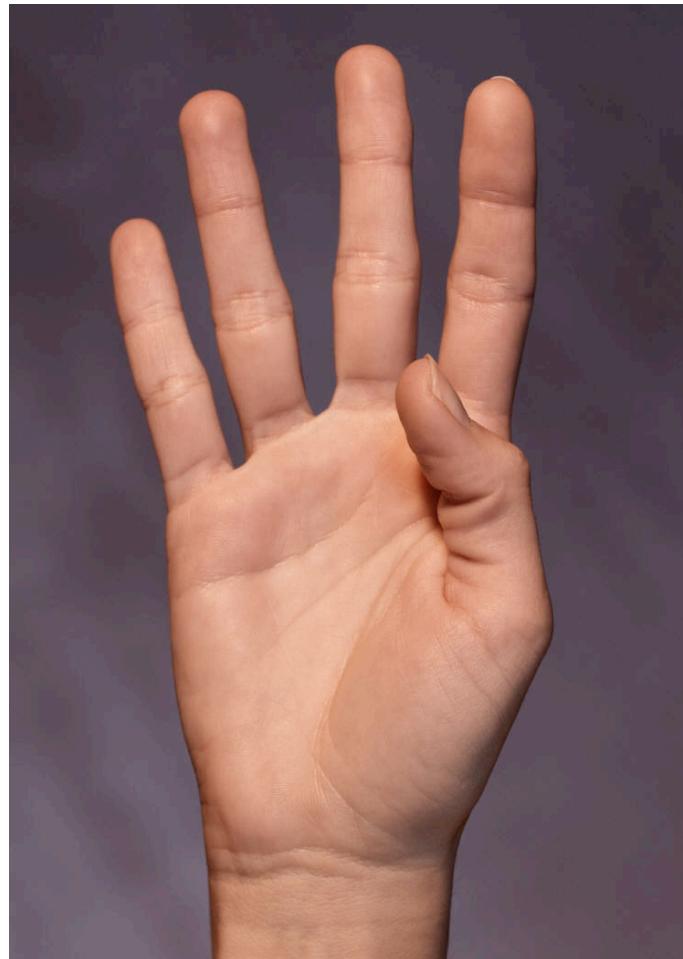
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Core Concepts of Project Communications



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Communication Planning



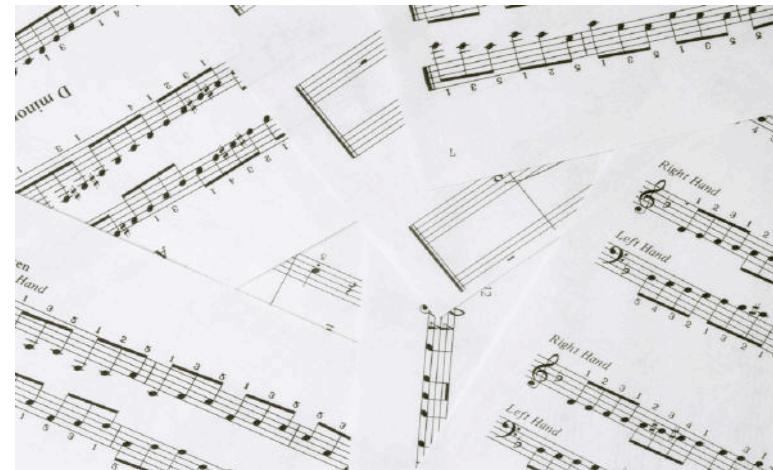
*Who, what, where, when
and how?*

Communication Links



of People receiving the message

Project Communication Rhythm



Ensuring there is a regular cadence for communicating project information

Stakeholder Risk Tolerance



How much risk will customer be willing to take?

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Communication Planning

“Develop a project Communication Plan for every project”



Photo by Vincent Laforet / The New York Times

Communication Planning – Key Points

- ✓ Planning your project communications is going to be one of the most important aspects of managing your project.
- ✓ Understanding what and how you want to communicate your project information at the beginning of the project is critical.
- ✓ Understanding of how your customer wants their information delivered to them is essential and very important to understand.
- ✓ Continually following-up on your project communications. (**Trust but Verify!**)

Recommended tools for project managers:

Communication Management Plan
Communication Requirements Matrix
Role Report Matrix

Communication Management Plan

Section # Description

Section 1 Project Communication Plan

S **Just one of thousands available....**

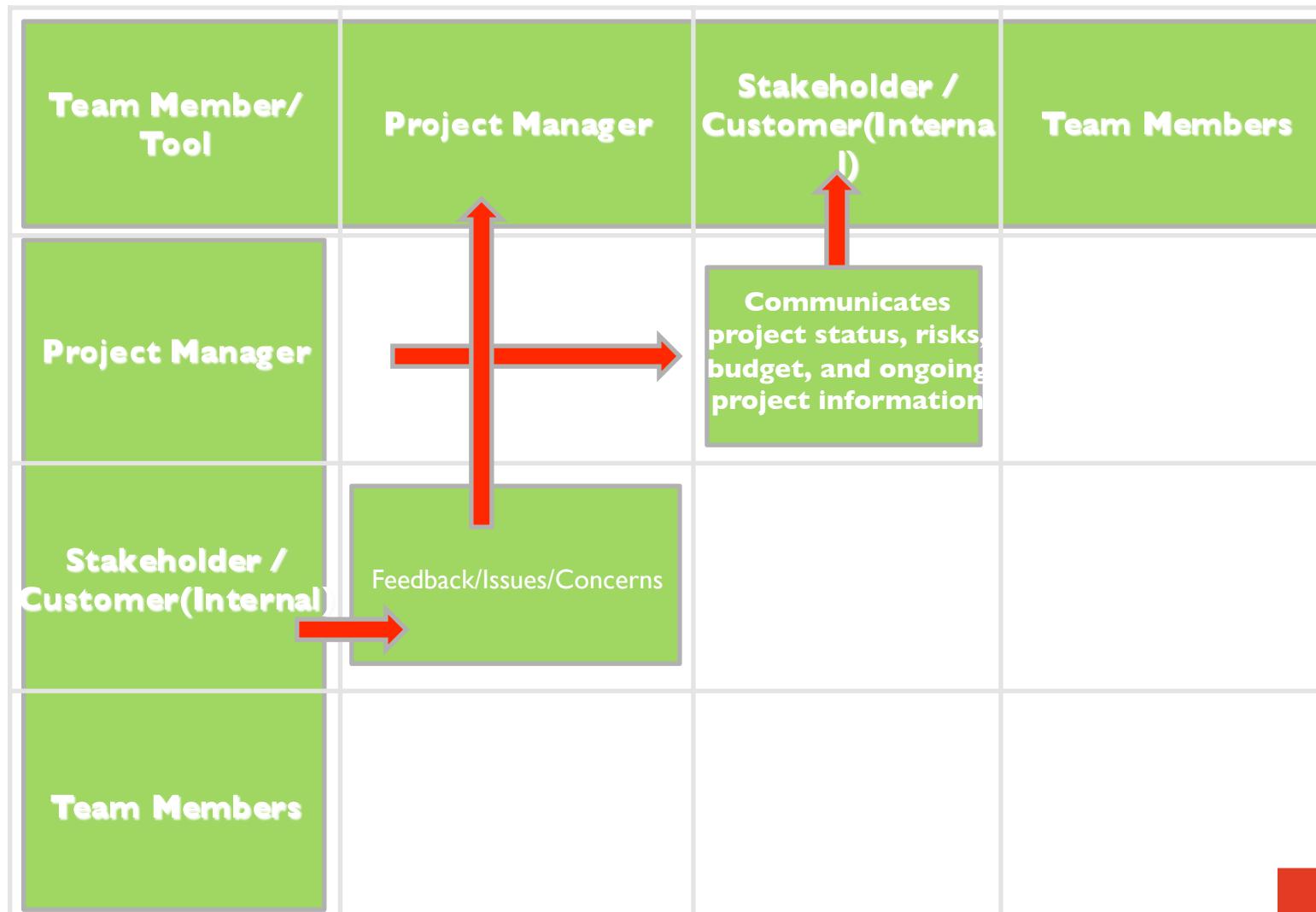
Section 3 Project Communication Requirements Matrix

Section 4 People Report Matrix

Section 5 Timeframe

Section 6 Lessons Learned

Communication Requirements Matrix

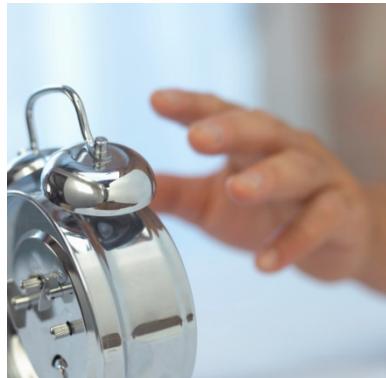


ROLE REPORT MATRIX

People (Who receive what Report)	Name	On Demand	Weekly	Monthly
CEO/CFO				
Owner		Status & Cost Reports		
Stakeholder				Status Reports
Risk Manager				
Media		Media Report		

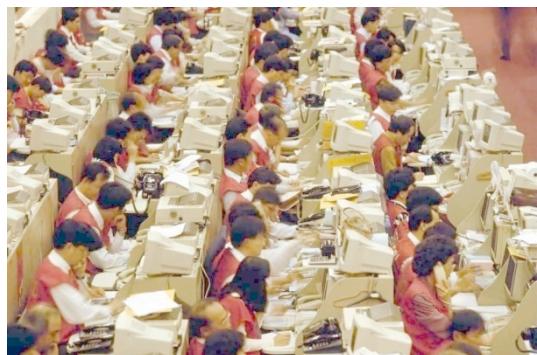
Note: Focus on Timing of Report and who is getting what Report.

Project Communication Rhythm



How often do you send information?

What meeting cadence do use?

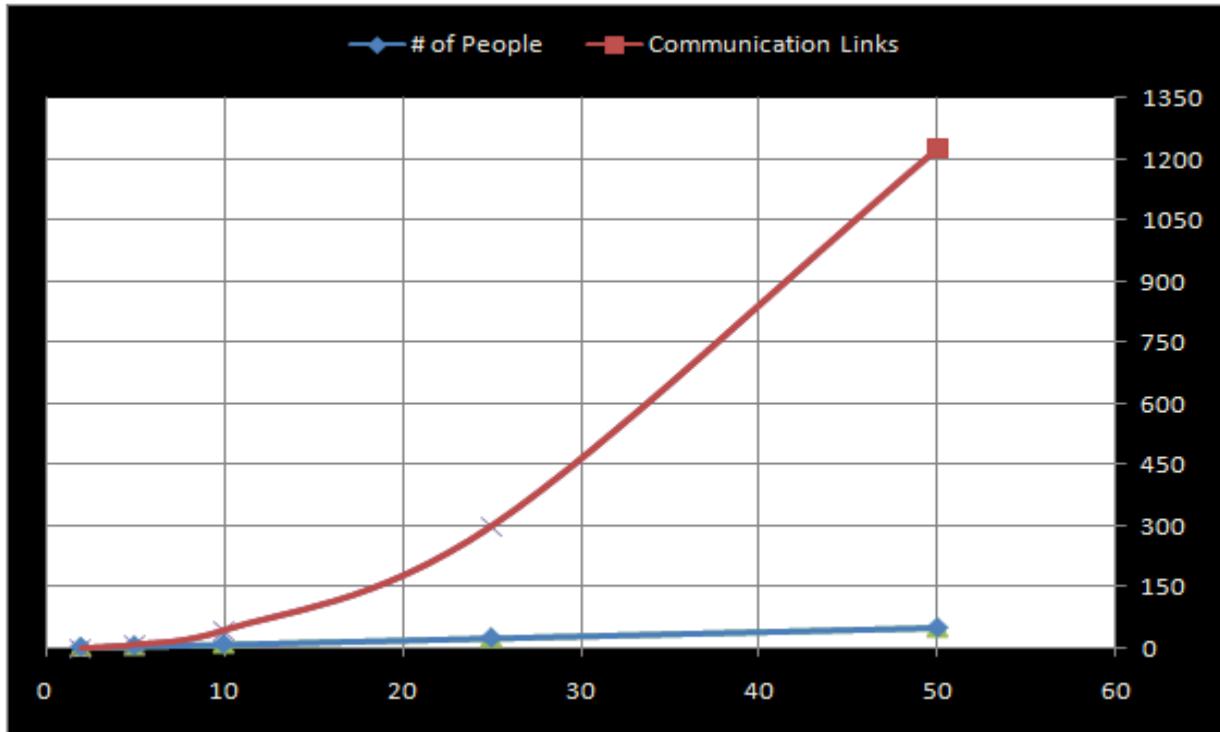


How much volume is being sent or received?

Project Calendar - Example

Monday	Tuesday	Wednesday	Thursday	Friday
Prepare Status Material	Team Meeting, gather information for Status Report		Customer Status Meeting, Finalize Status Information	Submit Final Status Report
Prepare Status Material	Team Meeting, gather information for Status Report		Customer Status Meeting, Finalize Status Information	Submit Final Status Report
Prepare Status Material	Team Meeting, gather information for Status Report	Prepare Monthly Newsletter	Customer Status Meeting, Finalize Status Information	Submit Final Status Report

Communication Links



**Number of
Links = $n(n-1)/2$**

**50 Emails =
1200 Links**

- ✓ It is critical to understand when crafting your messages, that you are speaking to a much larger audience than you would ever anticipate.
- ✓ Ensure messages are clear and to the point, or they will be “lost” as they are repeated from person to person.

Stakeholder Risk Tolerance

- Tolerance Levels:**
- ✓ High
 - ✓ Medium
 - ✓ Low

How much risk will your stakeholder be comfortable with?

- High – Will allow a high level of risk to occur on their project.
- Medium - Will allow a medium level of risk to occur on the project.
- Low - Will not allow much risk at all to occur on the project.



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Today's Topic's



Top Reasons
Projects Fail



Managing
Expectations
Communications



How to succeed
at project
communications



Top Project
Communications
Tools

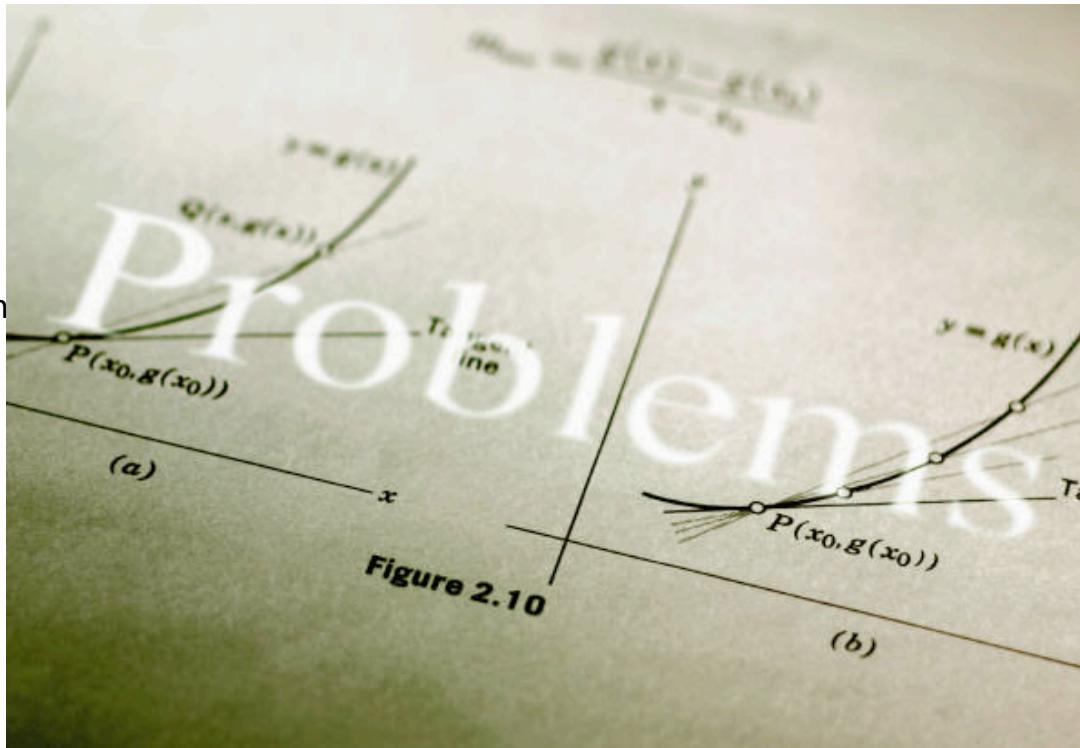
HOW TO SUCCEED AT PROJECT COMMUNICATIONS?

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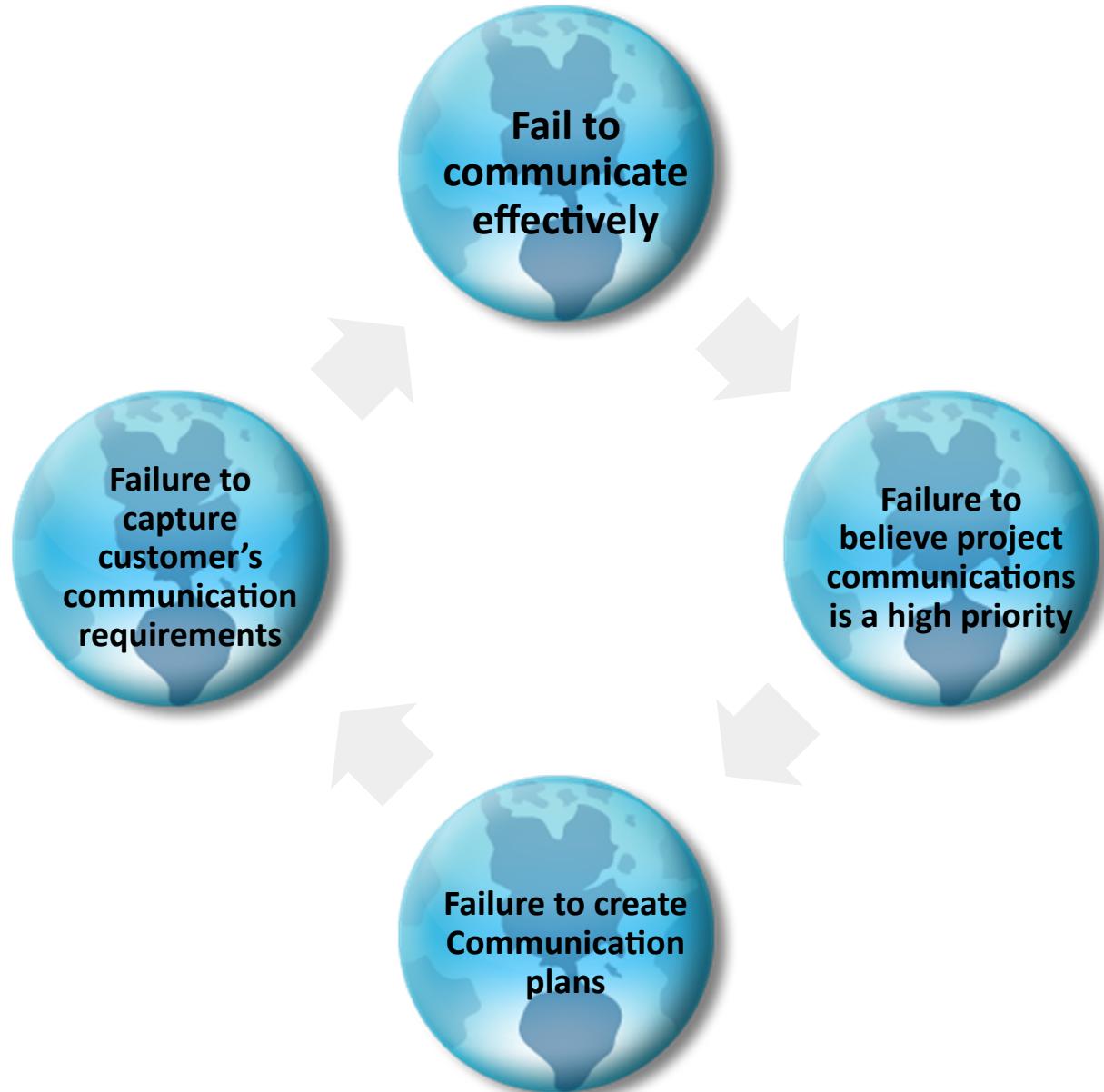


Common Communication Problems

- Who, what, wh



Common Communication Problems



How can you be Successful?



PMBOK Processes for Communication Management

- 10.1 Identify Stakeholders
 - identifying all stakeholders
 - documenting expectations, power and position
- 10.2 Plan Communications
 - determining the project stakeholder information needs
 - defining a communication approach.
- 10.3 Distribute Information
 - making relevant information available to project stakeholders
- 10.4 Manage Stakeholder Expectations
 - meet stakeholder needs and addressing issues as they occur.
- 10.5 Report Performance
 - collecting and distributing performance information

Success in Project Communications



Making sure everyone understands the message



Establishing a Project Rhythm

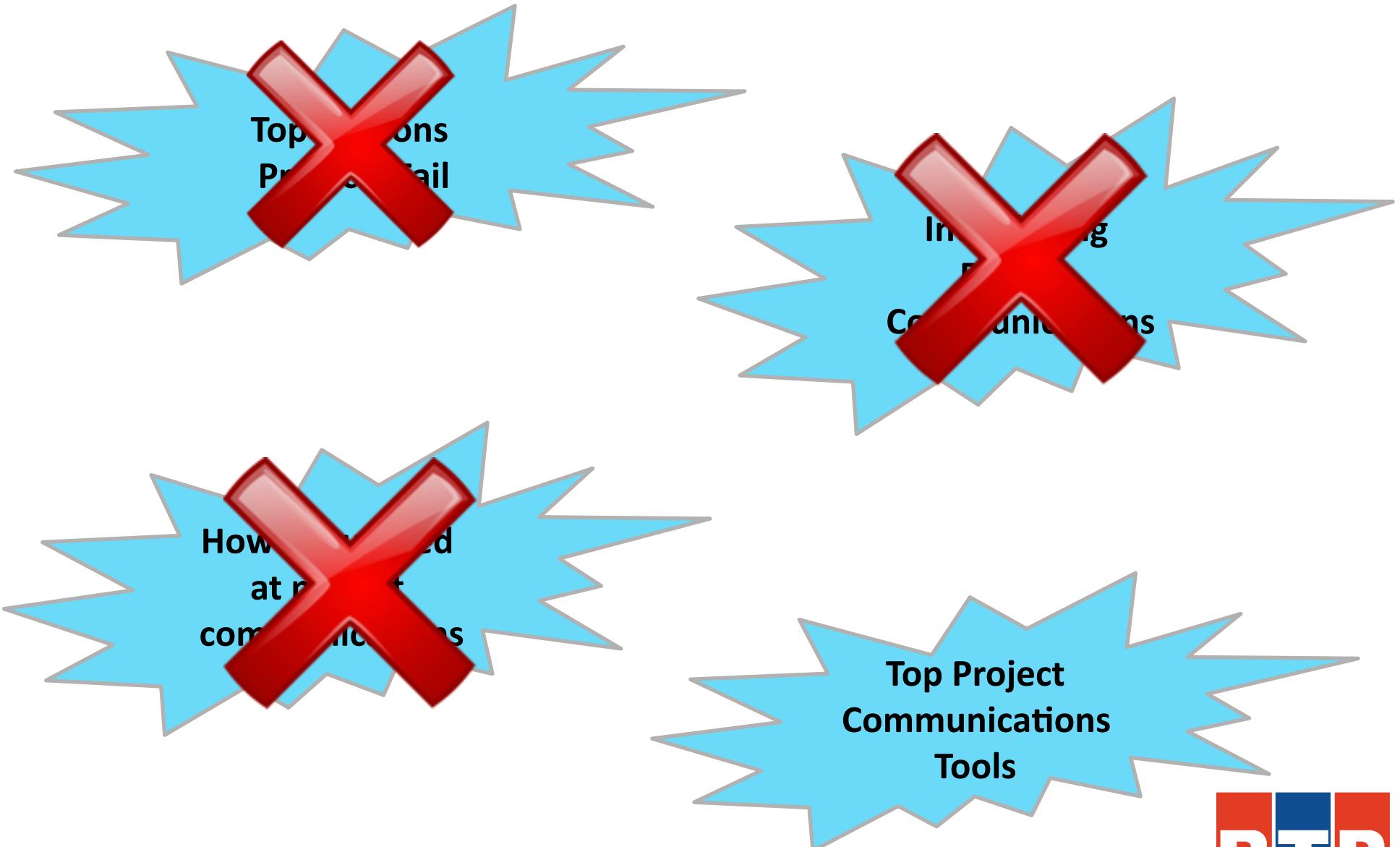


Ensuring your communications results in Actions



Customer Satisfaction

Today's Topic's



TOP PROJECT COMMUNICATION TOOLS

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Project Communications Tools....



What tools do you use?

Create Stakeholder PowerMap

- For the given Case Study Create a table

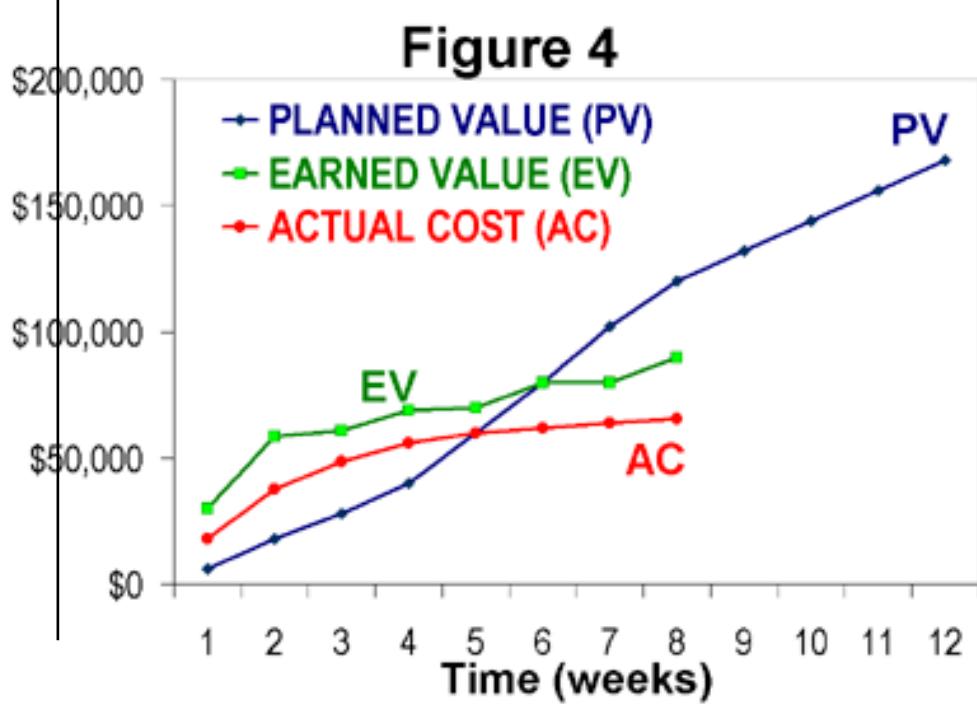
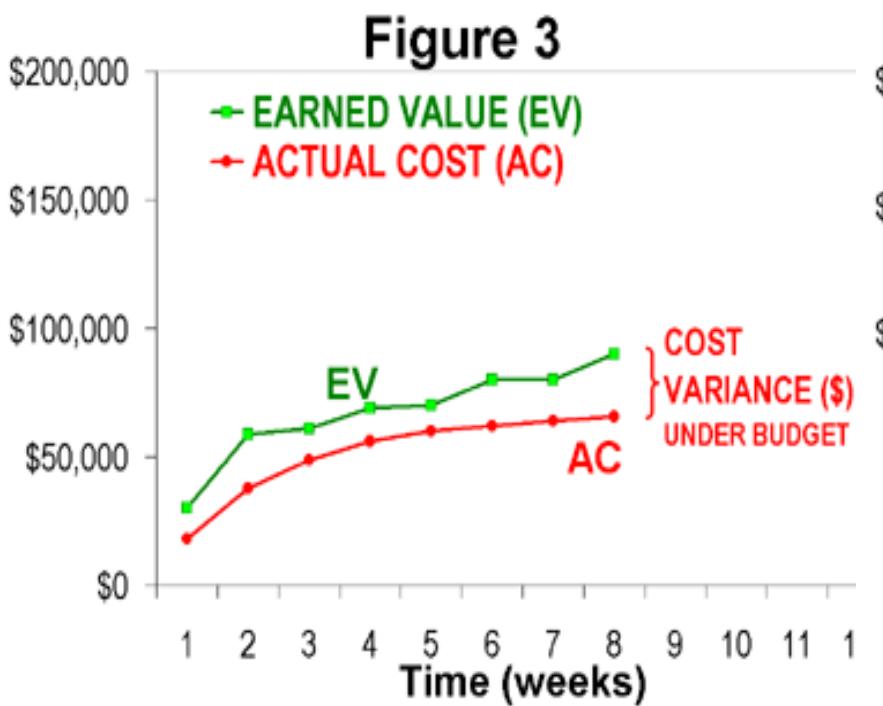
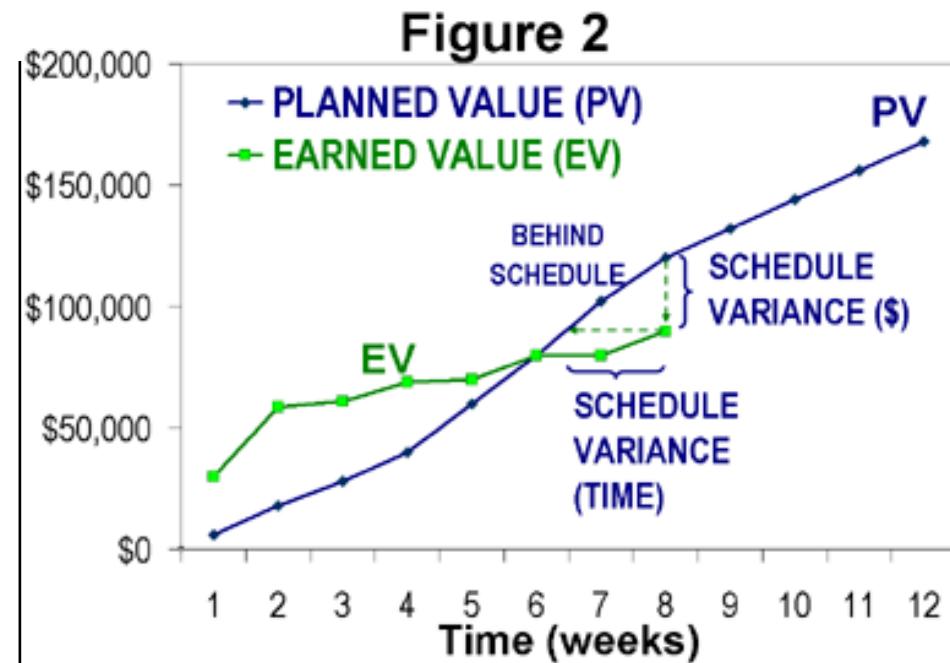
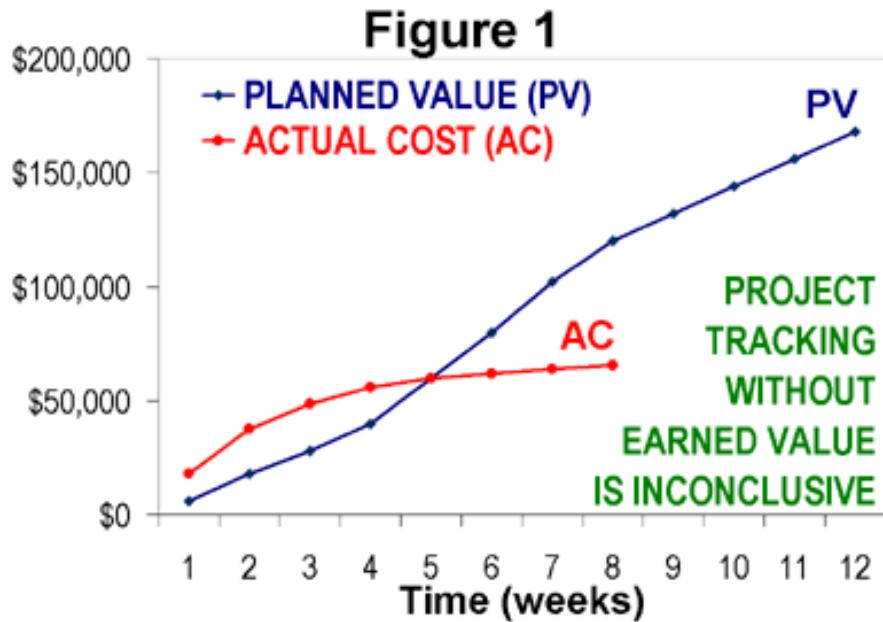
Stakeholder Name	Power (H / M / L)	Position (+. - or N)	Role & Expectations

Sample Performance Report

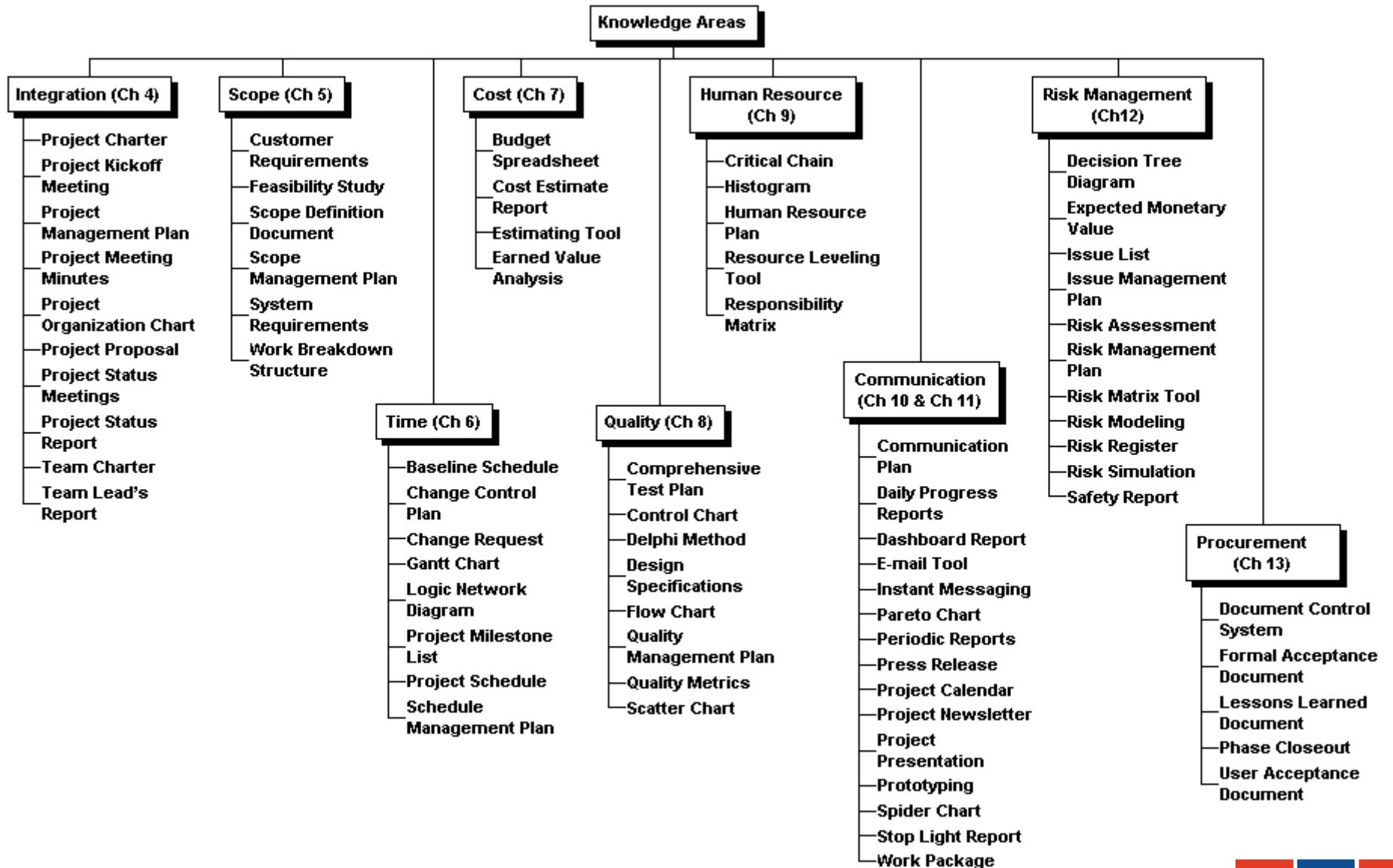
WBS Element	Planned	Earned	Cost					Performance Index	
	Budget	Earned Value	Actual Cost	Cost Variance		Schedule Variance		Cost	Schedule
	(\$) (PV)	(\$) (EV)	(\$) (AC)	(\$) (EV - AC)	(%) (CV ÷ EV)	(\$) (EV - PV)	(%) (SV ÷ PV)	CPI (EV ÷ AC)	SPI (EV ÷ PV)
1.0 Pre-Pilot Plan	63,000	58,000	62,500	-4,500	-7.8	-5,000	-7.9	0.93	0.92
2.0 Checklists	64,000	48,000	46,800	1,200	2.5	-16,000	-25.0	1.03	0.75
3.0 Curriculum	23,000	20,000	23,500	-3,500	-17.5	-3,000	-13.0	0.85	0.87
4.0 Mid-Term Evaluation	68,000	68,000	72,500	-4,500	-6.6	0	0.0	0.94	1.00
5.0 Implementation Support	12,000	10,000	10,000	0	0.0	-2,000	-16.7	1.00	0.83
6.0 Manual of Practice	7,000	6,200	6,000	200	3.2	-800	-11.4	1.03	0.89
7.0 Roll-Out Plan	20,000	13,500	18,100	-4,600	-34.1	-6,500	-32.5	.075	0.68
Totals	257,000	223,700	239,400	-15,700	-7.0	-33,300	-13.0	0.93	0.87

Note: All figures are project-to-date

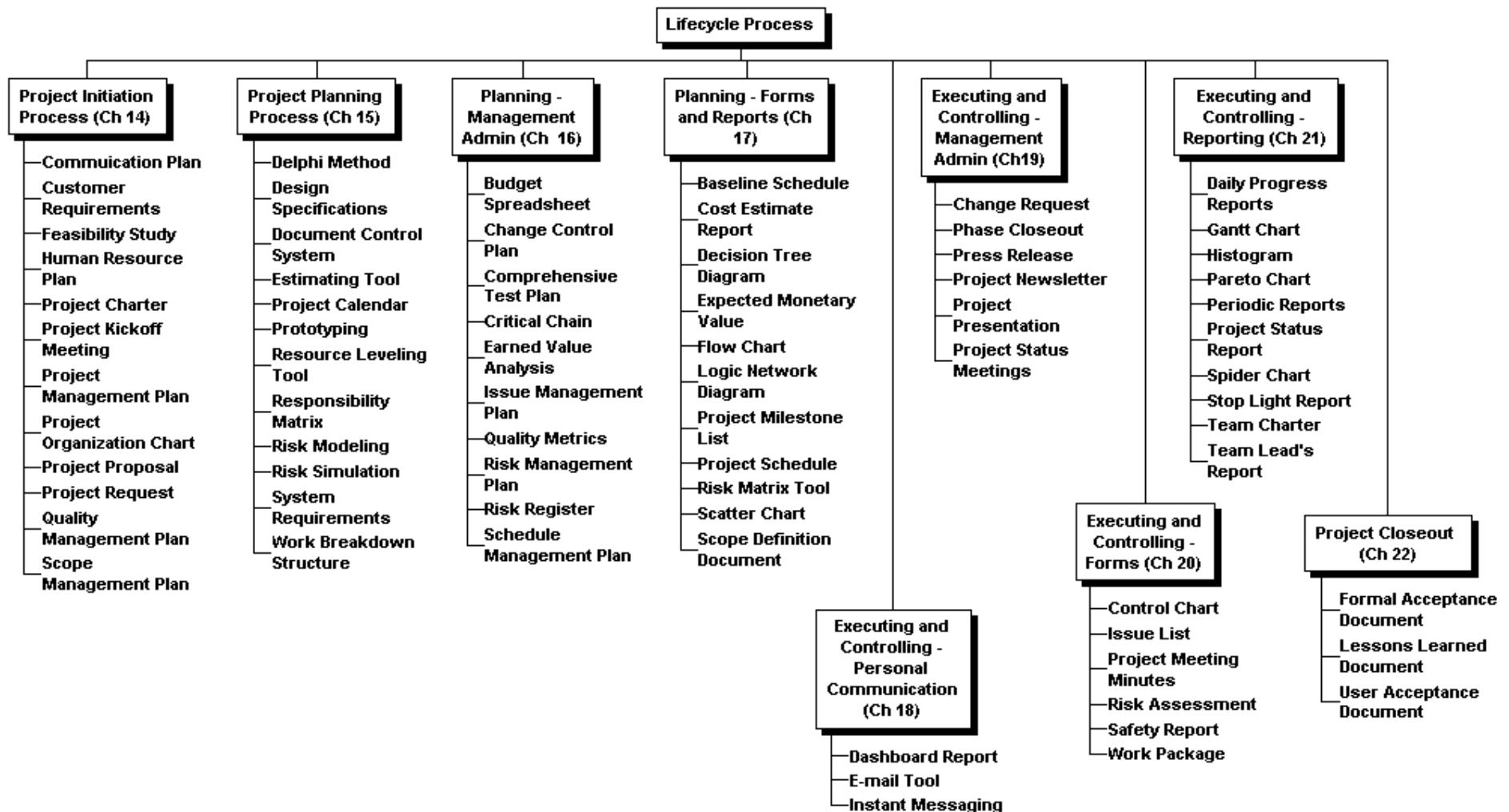
*Other units of measure that may be used in these calculations may include: labor hours, cubic yards of concrete, etc.



Knowledge Breakdown Tools Chart



Lifecycle Process Tools Breakdown Chart

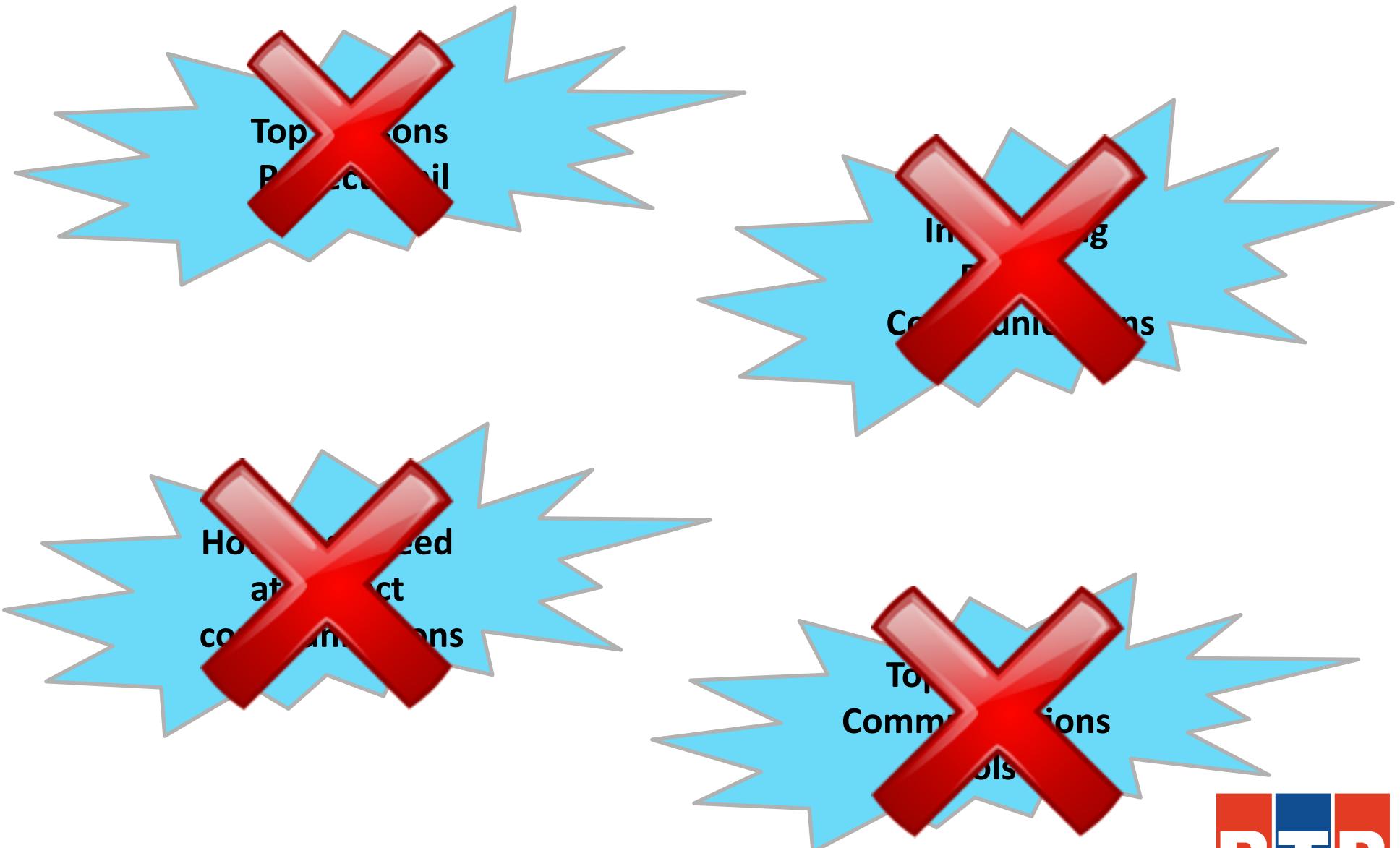


COMMON COMMUNICATION TOOLS

MINIMUM TOOLS FOR EVERY PROJECT:

- ✓ Budget Spreadsheet
- ✓ Customer Requirements
- ✓ Daily Progress Reports
- ✓ Design Specifications
- ✓ E-mail Tool
- ✓ Estimating Tool
- ✓ Formal Acceptance Document
- ✓ Gantt Chart
- ✓ Human Resource Plan
- ✓ Instant Messaging
- ✓ Project Calendar
- ✓ Project Meeting Minutes
- ✓ Project Milestone List
- ✓ Project Schedule
- ✓ Project Status Meetings
- ✓ Project Status Report
- ✓ System Requirements/Design Drawings
- ✓ Team Charter
- ✓ User Acceptance Document

Today's Topic's



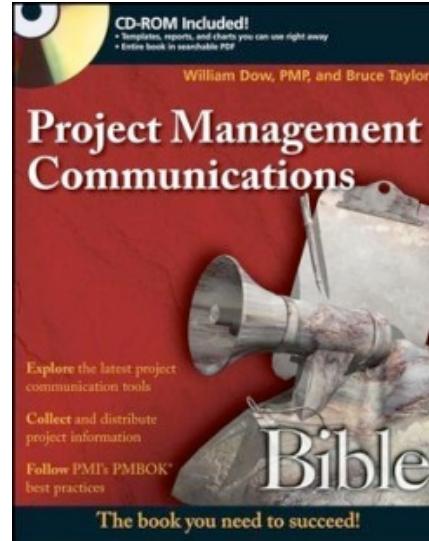
Where do I get help?



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Project Management Communications Bible



- **Part 1**
 - Introduction Project Communications Concepts
 - Planning Project Communications
- **Part 2**
 - Communication Tools Broken Down by the 9 PMI Knowledge Areas
- **Part 3**
 - Communication Tools Broken Down by the 5 Life Cycle Processes

Mission Accomplished!!





SURF PROJECT MANAGEMENT CHALLENGES

Demystifying Project Communication

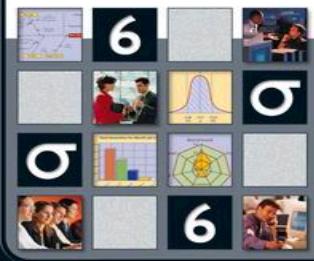
Rajeev Andharia PMP, CISA, CISSP, ITIL v3 Expert

Co-Author: itSMF publication Six Sigma for IT Management

Email: rajeev.andharia@gmail.com, Mobile: +91-9819591916

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