

Faculty of Engineering and Mathematical Sciences

Project Management & Engineering Practice
(GENG 5505)

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THE UNIVERSITY OF
WESTERN
AUSTRALIA

Project Management & Engineering Practice (GENG5505)

Communication management: Matching intent with outcome
(Ch 9)

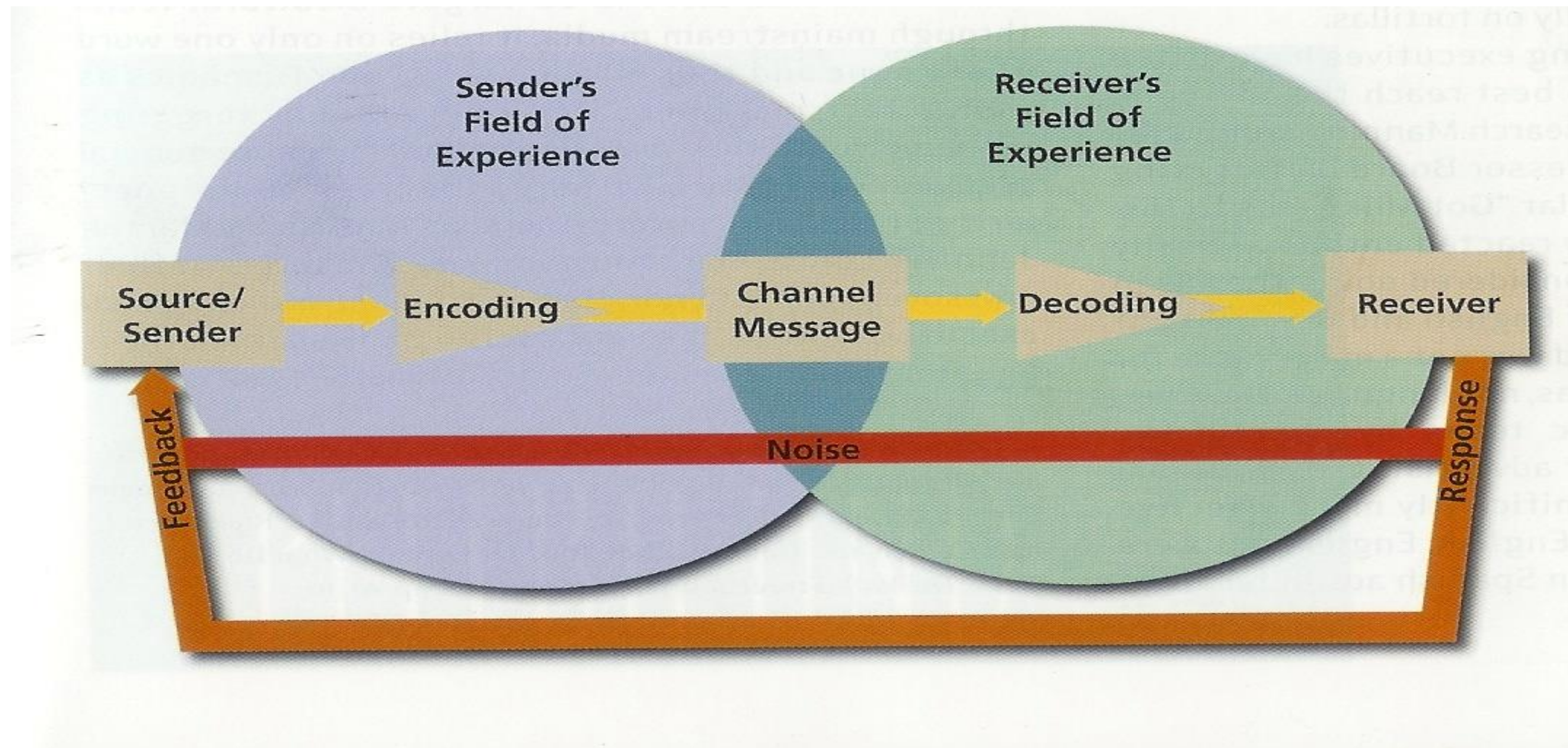
(Week 5b) – 22nd August, 2024

Planning communications management

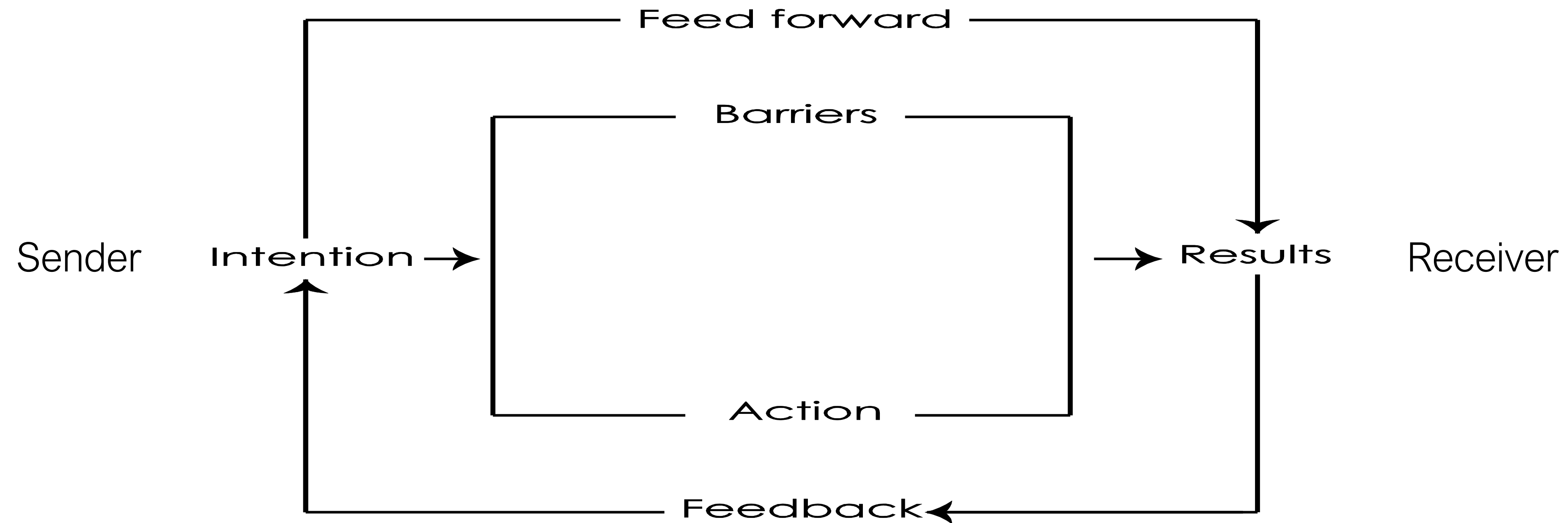
- 75-90 percent time spent communicating (writing, reading, talking and listening);
- Poor communication continues to frustrate and undermine the workplace (problems, issues and misunderstandings);
- Information should be provided in the right format, at the right time, to the right audience and with the right impact.

Communicating effectively with stakeholders: The Communication Process Model

Source: Belch & Belch, 2004

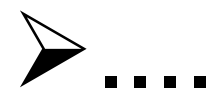


The communication process



Communication barriers

- Lack of client involvement;
- Poorly informed stakeholders;
- Lack of meetings and/or too many meetings leading to little action;
- Lack of reporting requirements;
- Poor and incomplete documentation;
- Frequent scope change;
- Changing project personnel;
- Lack of auditing the project to identify the lessons learned;



Managing project communications

Timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and disposal of information;

Fact—indisputable, objective truth accepted by everyone;

Fantasy—someone's opinion or interpretation;

Folklore—rumour, gossip or hearsay;

Feelings—intuition, ego or emotion;

Communication works best when you work at communication.

Project meetings

Upwards of 85 percent of time in meetings:

- How much of this time is spent wisely, efficiently and effectively?
- How many of the meetings result in actionable outcomes?
- What percentage of meetings include stakeholders who make the required decisions?
- How much constructive information is presented at the meetings?
- How participative are the meetings?
- How many meetings are poorly managed?
- How many meetings are held to ratify what has already been decided?
- How often do meetings go back over ground already discussed at previous meetings?

Profiling the meeting

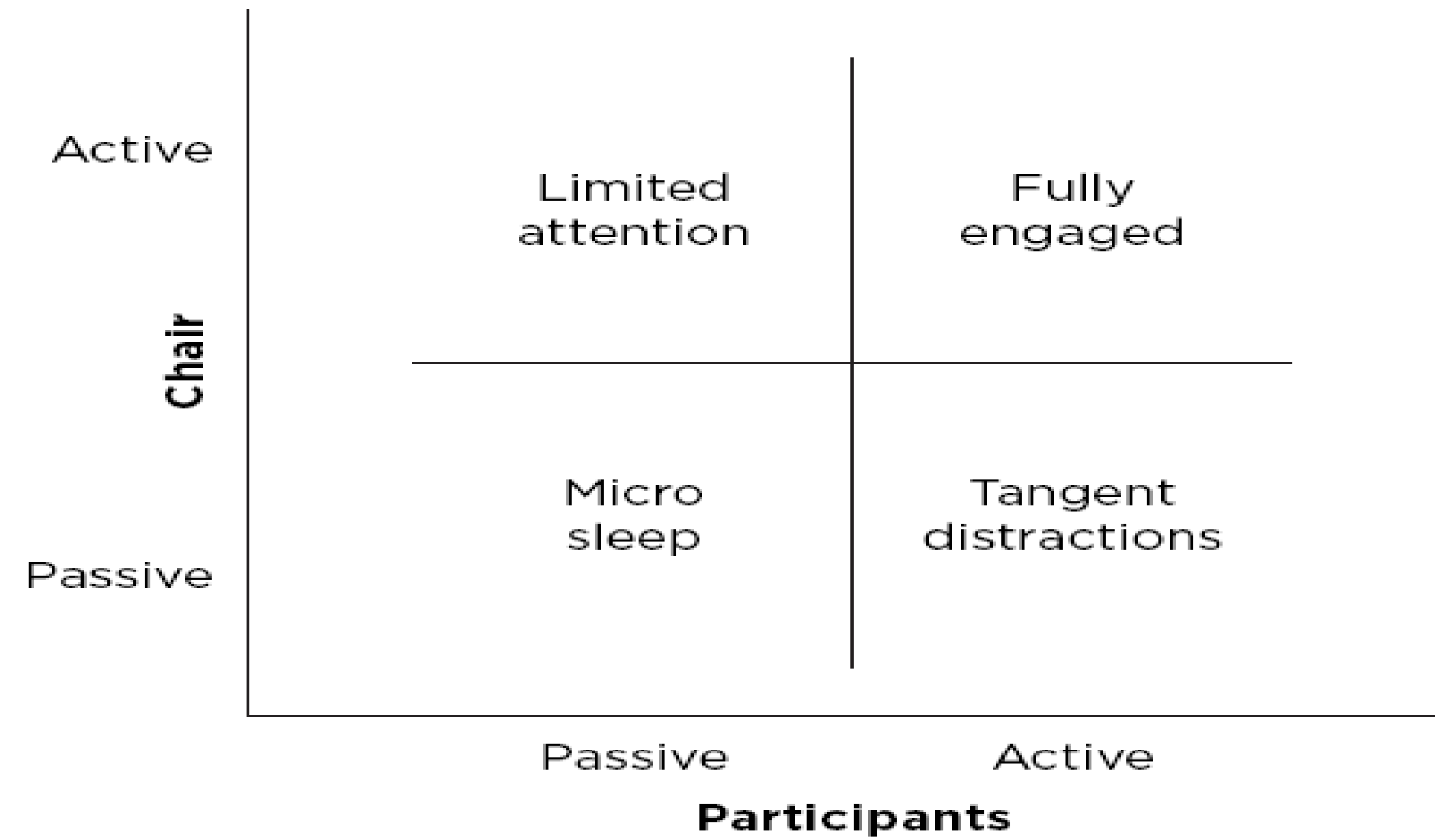


Figure 9.2 Profiling the meeting

Kick-off meeting

- Detailing the project objectives, expectation, deliverables, outcomes and benefits;
- Meeting the client or their representative;
- Reviewing all the scope inclusions and exclusions;
- Clarifying the roles and responsibilities of executive, project, operational, technical, team and/or other support members;
- Explaining the project management methodology (or framework) to be followed;
- Walking through the project management plan (and any subsidiary plans);
- Discussing different views between the stakeholders and/or team members;
-

Kick-out meeting

- This is the meeting that formally brings the project to a close;
- Projects can close at any time, completed or not;
- Final meeting ensure that all aspects of the project are formally closed out prior to the team being disbanded;
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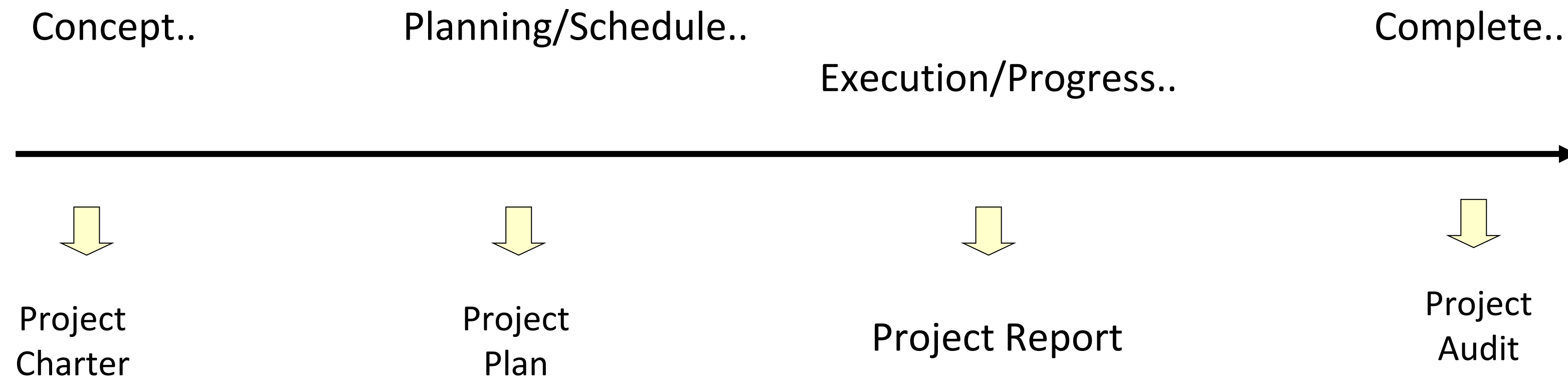
Project performance reports

Reports can often lead to an impressive work of fiction (at worse), or a concise and honest summary of the project's progression, status and likely conclusion (at best).

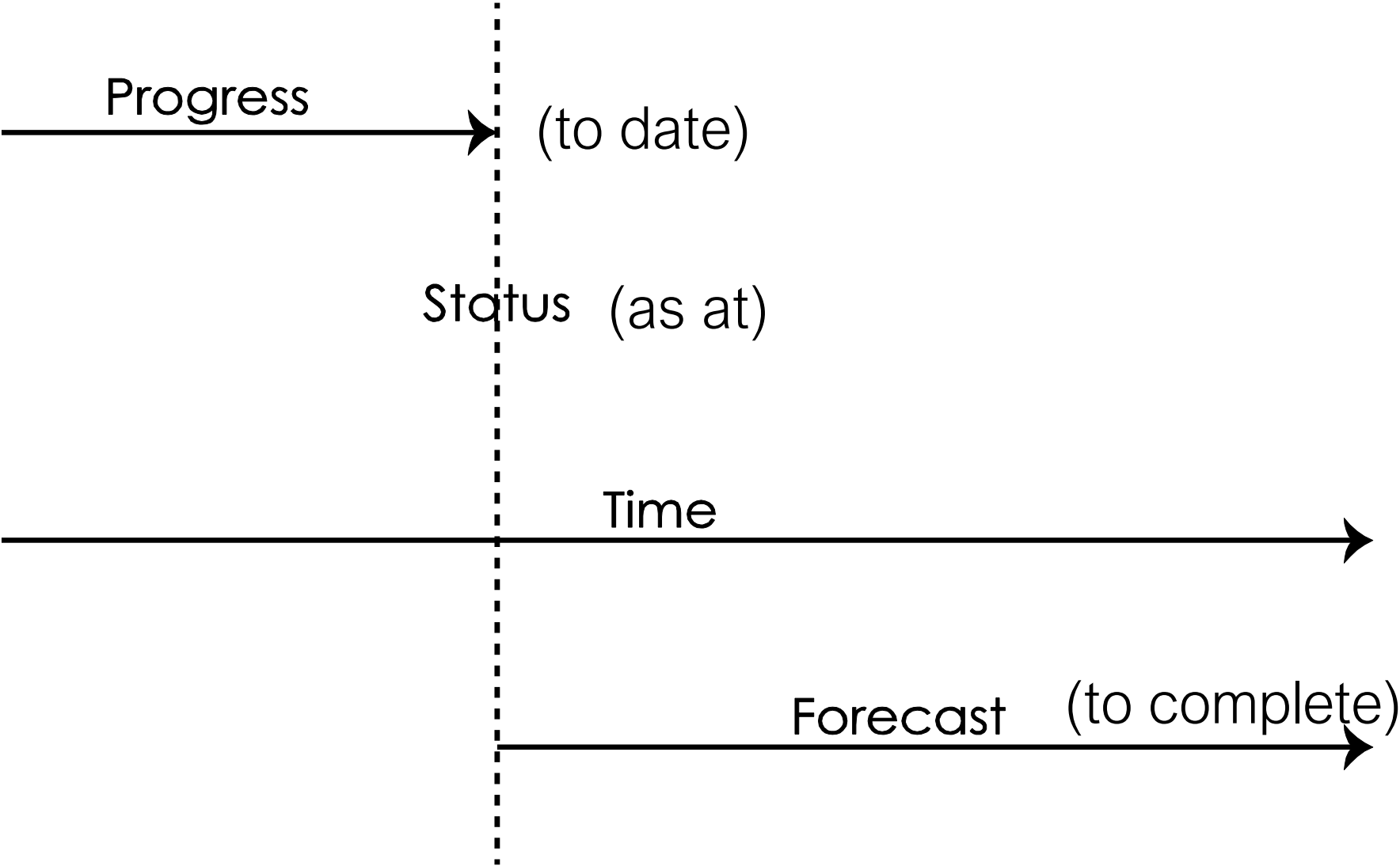
Reports should convey:

- Accurate, complete and timely information;
- Provide an possible escape route for a mismanaged project;
- Reflect the true facts on the project's progression;
- Encourage early detection of problems;
- Enable problem-solving and facilitate decision-making;
- Track all the scope changes and revisions;
- Sustain the project momentum, energy and commitment;
-

Navigating the project lifecycle



The reporting continuum



Navigating the reporting continuum: True measures of performance

Reporting requires continual monitoring, inspection, correction & reinforcement to be effective

- Progress report (time zero to present)
 - Reports information after it has happened - achievements, budget and cash flow progress, issues addressed, milestones reached, risk managed, changes adopted, approvals received, delivery accepted, etc.
- Status report (present)
 - Reports the current position of the project against the plan – on time, on budget, as specified, etc.
- Forecast report (completion oriented)
 - Reports against the original completion date, anticipated scope changes, pending risks, approvals pending, escalating issues, expected delays, projected cost over runs, etc.

Project change control

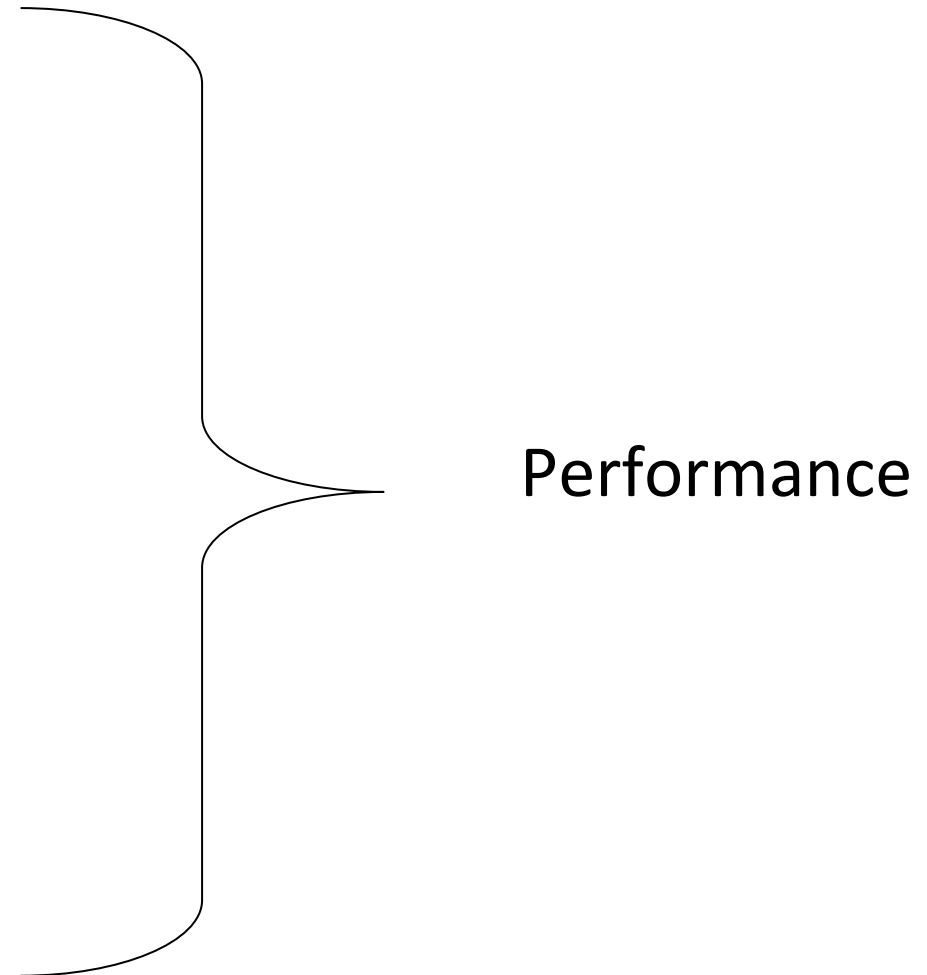
- All scope change requests are to be in writing;
- All scope changes must identify & be signed by the stakeholder initiating the change;
- All scope changes must identify the complete impact (time, cost, specification & resources, TBL) the change will have on the project;
- All scope changes must include an updated risk assessment reflecting the changes;
- All scope changes must include an updated quality assessment (and TBL) reflecting the changes;
- All scope changes must include an updated contract assessment reflecting the changes;
- All scope changes (and impacts) must be agreed, documented & communicated between all relevant stakeholders;
- All successful scope changes must be reflected in a revised project charter/scope and project schedule;

Causes of scope creep

- Poor initial definitions of requirements
- Unanswered questions on deliverables
- Lack of stakeholder involvement
- Evolving expectations and/or mentality of 'exceeding' expectations
- Discovery of new 'solutions'
- Ineffective project management
- Environmental factors (external to the company)
- ...

Benefits of project control

- Monitor
- Assess
- Improve
- Adjust
- Document
- Forecast
- Evaluate



Measuring 'actual' achievement

➤ Performance milestones

➤ Time completed

➤ Deliverables (including TBL)

➤ Level of effort

➤ Budget spent

➤ Remaining duration

➤

➤ Issues resolved

➤ Risks managed

➤ Decisions reached

➤ Reviews conducted

➤ Approvals received

➤ Team cohesion

➤ Stakeholders managed

Taking corrective action

Behind Schedule	<ul style="list-style-type: none"> ▶ Accelerate ▶ Increase resources ▶ Reduce quality 	Ahead of Schedule	<ul style="list-style-type: none"> ▶ ... ▶ ... ▶ ...
Over Budget	<ul style="list-style-type: none"> ▶ Reduce quality ▶ Narrow scope ▶ Accept substitution 	Under Budget	<ul style="list-style-type: none"> ▶ ... ▶ ... ▶ ...
Outside Scope	<ul style="list-style-type: none"> ▶ Renegotiate costs ▶ Redefine scope ▶ Stop project 	Under Scope	<ul style="list-style-type: none"> ▶ ... ▶ ...
Consistent with TBL	<ul style="list-style-type: none"> ▶ ... ▶ ... 	Inconsistent with TBL	<ul style="list-style-type: none"> ▶ ... ▶ ...

Effective project control

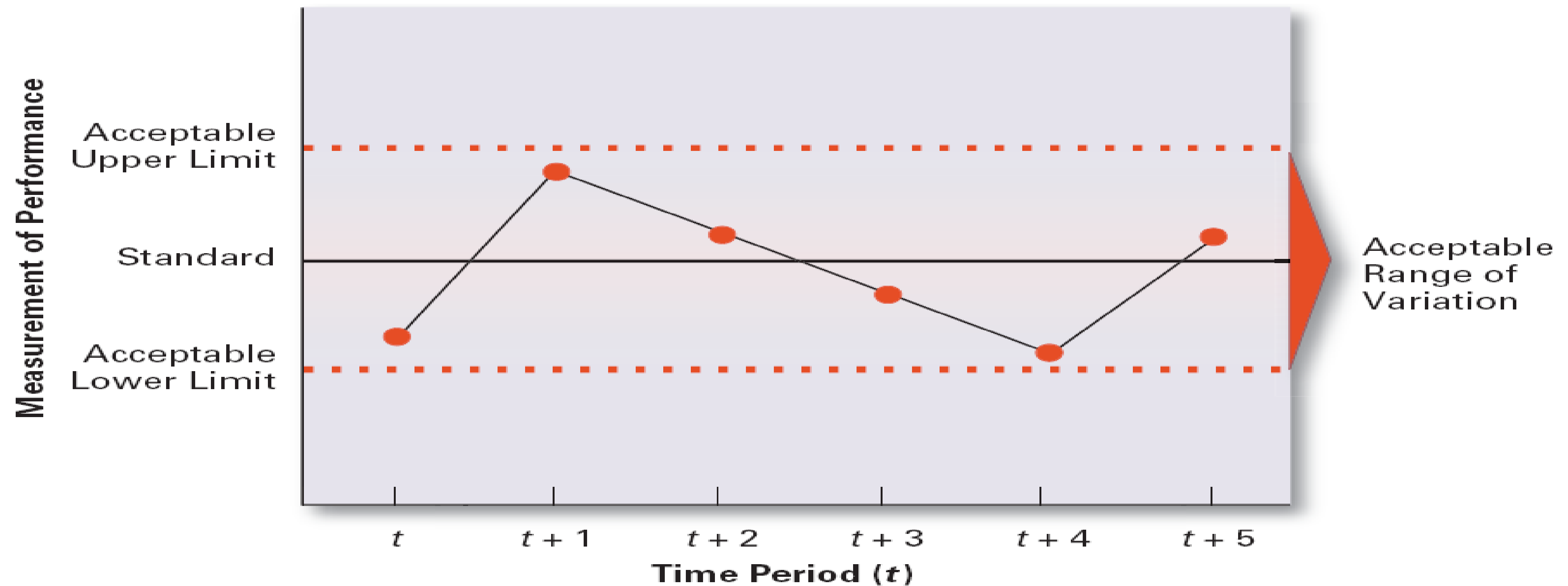
The steps:

- Establishing the standards which will become the measurement benchmark
- Monitoring the standards through regular inspections & related activities
- Measuring performance against the standard
- Taking corrective action to correct deviations (if required) and/or reinforce compliance

The tools (refer also to additional templates on LMS)

- Milestone charts
- Budget charts
- Control charts
- Earned value reports
- Action plans
- Change request register
- Contingency plans
- Risk management register
-

Defining the acceptable range of variation (Robbins et al, 2009)



Project control

