Managing Stakeholders

▸ Project managers must understand and work with various stakeholders

▸ Need to devise a way to identify and resolve issues

▸ An **expectations management matrix** can help clarify expectations

Table 10-3. Expectations Management Matrix

MEASURE OF SUCCESS	PRIORITY	EXPECTATIONS	GUIDELINES
Scope	2	The scope statement clearly defines mandatory requirements and optional requirements.	Focus on meeting mandatory requirements before considering optional ones.
Time	1	There is no give in the project completion date. Every major deadline must be met, and the schedule is very realistic.	The project sponsor and program manager must be alerted if there are any issues that might affect meeting schedule goals.
Cost	3	This project is crucial to the organization. If you can clearly justify the need for more funds, they can be made available.	There are strict rules for project expenditures and escalation procedures. Cost is very important, but it takes a back seat to meeting schedule and then scope goals.
Quality	6	Quality is important, and the expectation is that we follow our well-established processes for testing this system.	All new personnel are required to complete several in-house courses to make sure they understand our quality processes. All corporate quality standards must be followed.
Customer Satisfaction	4	Our customer expects us to act professionally, answer questions in a timely manner, and work	All presentations and formal documents provided to the customer must be edited by a tech
ROI Projections	5	The business case for this project projected an ROI of 40% within two years after implementation.	Our finance department will work with the customer to measure the ROI. Meeting/exceeding this projection will help us bring in future business with this and other customers.
Etc.			

Reporting Performance

Performance reporting keeps stakeholders informed about how resources are being used to achieve project objectives:

- **Status reports** describe where the project stands at a specific point in time

- **Progress reports** describe what the project team has accomplished during a certain period of time

- **Forecasts** predict future project status and progress based on past information and trends

Suggestions for Improving Project Communications

▶ Manage conflicts effectively

▶ Develop better communication skills

▶ Run effective meetings

▶ Use e-mail and other technologies effectively

▶ Use templates for project communications

Conflict Can Be Good

▶ Conflict often produces important results, such as new ideas, better alternatives, and motivation to work harder and more collaboratively

▶ **Groupthink**: conformance to the values or ethical standards of a group; groupthink can develop if there are no conflicting viewpoints

▶ Research suggests that task-related conflict often improves team performance, but emotional conflict often depresses team performance

Developing Better Communication Skills

- ▶ Companies and formal degree programs for IT professionals often neglect the importance of speaking, writing, and listening skills

- ▶ As organizations become more global, they realize they must invest in ways to improve communication with people from different countries and cultures

- ▶ It takes leadership to improve communication

Media Snapshot

▸ Communications technology, such as using e-mail and searching the Web, should help improve project communications, but it can also cause conflict

▸ How? Cyberslackers are people who should be working, but instead spend their time online doing non-work-related activities, such as annoying friends or co-workers by sending unimportant e-mails

▸ A recent study by Websense suggested that employees are using the Web more and more for personal reasons, and it is costing U.S. companies $178 billion annually, or $5,000 per employee

▸ A 2008 survey found that more than a quarter of U.S. employers have fired workers for misusing e-mail and one-third have fired workers for misusing the Internet on the job

Running Effective Meetings

- Determine if a meeting can be avoided
- Define the purpose and intended outcome of the meeting
- Determine who should attend the meeting
- Provide an agenda to participants before the meeting
- Prepare handouts and visual aids, and make logistical arrangements ahead of time
- Run the meeting professionally
- Build relationships

Using E-Mail, Instant Messaging, and Collaborative Tools Effectively

▸ Make sure that e-mail, instant messaging, or collaborative tools are an appropriate medium for what you want to communicate

▸ Be sure to send information to the right people

▸ Use meaningful subject lines, limit the content of e-mails to one main subject, and be as clear and concise as possible

▸ Be sure to authorize the right people to share and edit your collaborative documents

Sample Collaborative Tools

▸ A **SharePoint portal** allows users to create custom Web sites to access documents and applications stored on shared devices

▸ **Google Docs** allow users to create, share, and edit documents, spreadsheets, and presentations online

▸ A **wiki** is a Web site designed to enable anyone who accesses it to contribute or modify Web page content

Using Templates for Project Communications

▸ Many technical people are afraid to ask for help

▸ Providing examples and templates for project communications saves time and money

▸ Organizations can develop their own templates, use some provided by outside organizations, or use samples from textbooks

▸ Recall that research shows that companies that excel in project management make effective use of templates

Figure 10-3. Sample Template for a Project Description

Project X Descripton

Objective: Describe the objective of the project in one or two sentences. Focus on the business benefits of doing the project.

Scope: Briefly describe the scope of the project. What business functions are involved, and what are the main products the project will produce?

Assumptions: Summarize the most critical assumptions for the project.

Cost: Provide the total estimated cost of the project. If desired, list the total cost each year.

Schedule: Provide summary information from the project's Gantt chart, as shown. Focus on summary tasks and milestones.

Task Name	August	September	October	November	December	January	February	March	April
Start Project	◆6/1								
⊞ Main Task 1									
Deliverable 1			◆ 7/26						
⊞ Main Task 2									
Deliverable 2						◆ 10/18			
⊞ Main Task 3									
Deliverable 3									◆12/27
End Project									◆ 12/27
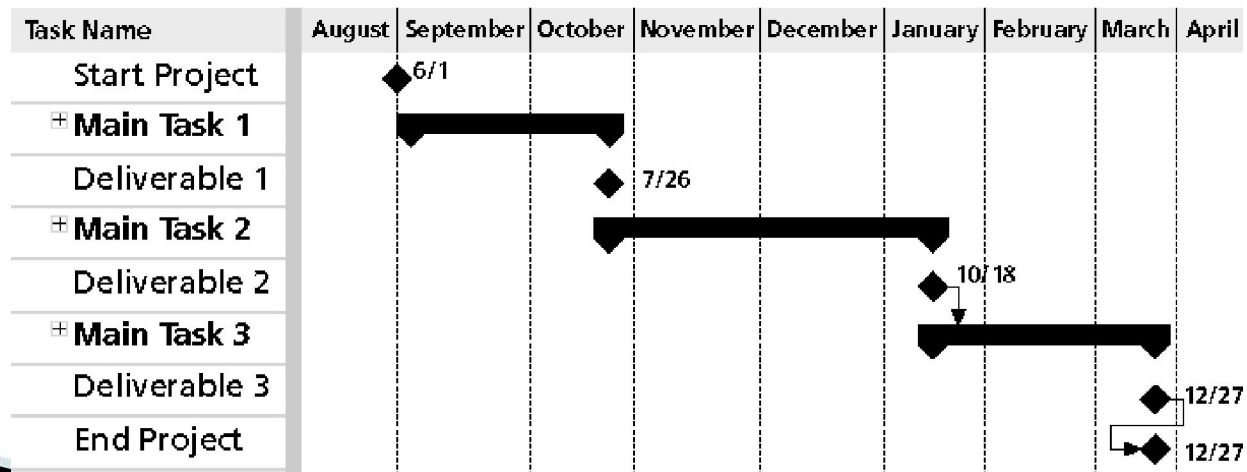
Table 10-5. Sample Template for a Monthly Progress Report

I. Accomplishments for Month of January (or appropriate month):

- Describe most important accomplishments. Relate to project's Gantt chart.
- Describe other important accomplishments, one bullet for each. If any issues were resolved from the previous month, list them as accomplishments.

II. Plans for February (or following month):

- Describe most important items to be accomplished in the next month. Again, relate to the project's Gantt chart.
- Describe other important items to accomplish, one bullet for each.

III. Issues: Briefly list important issues that surfaced or are still important. Managers hate surprises and want to help the project succeed, so be sure to list issues.

IV. Project Changes (Date and Description): List any approved or requested changes to the project. Include the date of the change and a brief description.

Table 10-6. Final Project Documentation Items

I.	Project description
II.	Project proposal and backup data (request for proposal, statement of work, proposal correspondence, and so on)
III.	Original and revised contract information and client acceptance documents
IV.	Original and revised project plans and schedules (WBS, Gantt charts and network diagrams, cost estimates, communications management plan, etc.)
V.	Design documents
VI.	Final project report
VII.	Deliverables, as appropriate
VIII.	Audit reports
IX.	Lessons-learned reports
X.	Copies of all status reports, meeting minutes, change notices, and other written and electronic communications

Lessons-Learned Reports

▸ The project manager and project team members should each prepare a **lessons-learned report**

  ◦ A reflective statement that documents important things an individual learned from working on the project

▸ The project manager often combines information from all of the lessons-learned reports into a project summary report

▸ See template and sample in Chapter 3

Project Archives

- It is also important to organize and prepare project archives
- **Project archives** are a complete set of organized project records that provide an accurate history of the project
- These archives can provide valuable information for future projects as well

Project Web Sites

- Many project teams create a project Web site to store important product documents and other information

- Can create the site using various types of software, such as enterprise project management software

Figure 10-4. Microsoft Office Enterprise Project Management (EPM) Solution

Using Software to Assist in Project Communications

- There are many software tools to aid in project communications

- Today many people telecommute or work remotely at least part-time

- Project management software includes new capabilities to enhance virtual communications

- New tools, such as instant messaging and blogs, can enhance project communications

Chapter Summary

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

▸ Main processes include:

  ◦ Identify stakeholders

  ◦ Plan communications

  ◦ Distribute information

  ◦ Manage stakeholder expectations

  ◦ Report performance