The schedule as communication?

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Dr Lynda Bourne PMP, FAIM

Today

- **Why do schedules?**

- **Three elements of project success**

- **It's all connected!**

- **How information leads to success**

Why do schedules?

- **What exactly IS a schedule?**
- **What's the point of all that work?**
- **Accurate?**
  - *Detail does not = accurate*
- **It is never 'TRUTH!!!'**
- **Why do it then?**

Stakeholder Management

Why do schedules?

Output of planning

- **Results of joint deliberations**
- **Defines 'who does what and when'**
- **Provides basis for engagement:**
  - *Team and Peers*
  - *Management*
  - *Outside the project*
- **Basis for reporting**

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Why do schedules?

- **Communication tool:**
  - *For team: work to be done*
  - *Management has view of what, when*
  - *Interdependencies*
    - Inputs/outputs
    - Resources
  - *Basis for consultation with stakeholders*
  - *Managing risk and expectations*

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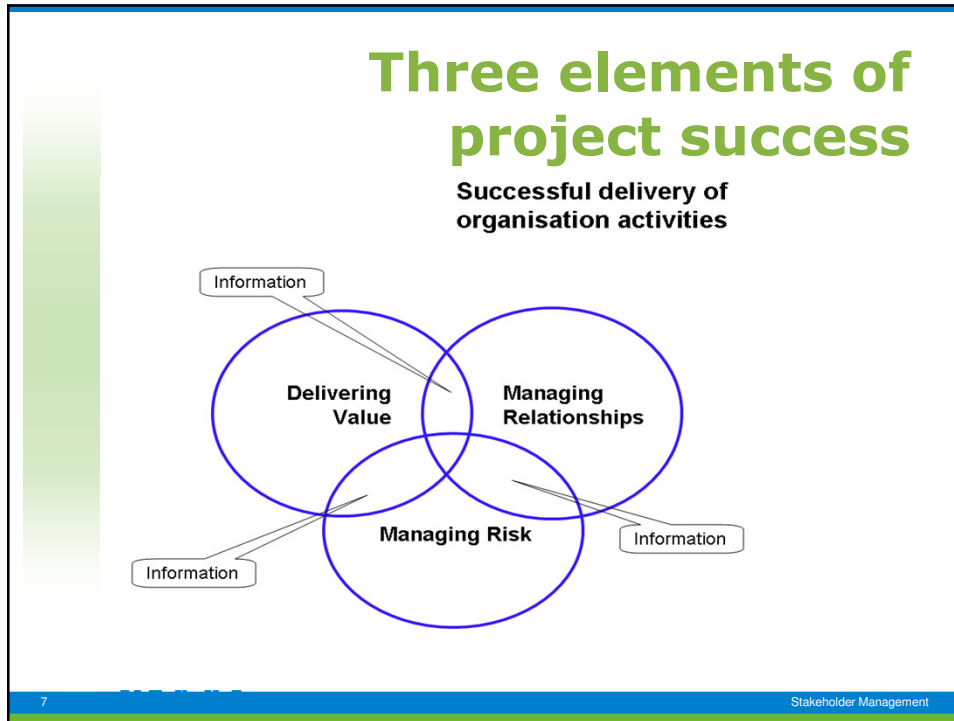
Why do schedules?

- **Contribution to project success:**
  - *Basis for planning for <u>delivery of value</u> to the organisation*
  - *Evidence of progress*
  - *Mechanism for timely identification of issues*
  - *Minimisation of risk*
  - *Maximisation of engagement of important stakeholders*

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Three elements of project success

Successful delivery of organisation activities

Information

Delivering Value

Managing Relationships

Managing Risk

Information

Information

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Three elements of project success

- **Delivery of value (to the organisation)**

- **Managing risk (uncertainty)**

- **Managing relationships (stakeholders)**

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Three elements of project success

Delivery of value

- **Strategic**
  - *Governance*
  - *Alignment to business strategies*
- **Tactical**
  - *Time,*
  - *Budget,*
  - *Scope,*
  - *Quality*

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Three elements of project success

Managing risk

- **(uncertainty that matters)**
- **Process and practice**
  - *Risk management*
  - *Risk responses*
  - *Monitoring and reviews*
- **Behaviours**
  - *Individual and group attitude*

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Three elements of project success

- **Managing relationships (stakeholder engagement)**
  - *The 'right stakeholders'*
  - *For 'time now'*
  - *Understanding 'mutuality'*
  - *Targeted communication*
  - *Monitoring implementation*
  - *Monitoring effectiveness*

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It's all connected!

- **Connected by information exchange**
- **Delivery of value**
  - *I/p for selection of work*
  - *I/p for planning and estimating*
  - *O/p for reporting (communication)*
  - *O/p for building credibility*

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It's all connected!

- **Risk Management**
  - *I/p for procurement and planning*
  - *O/p for reporting and action*
- **Relationship Management**
  - *Communicating progress*
  - *Communicating credibility*

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How information leads to success

- **Information exchanged in a planned and targeted way = communication**

- **Elements of communication**
  - *Who (to), who (by), what, when, why*

- **The schedule is part of the message**

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How information leads to success

- **The schedule conveys the message**

- **What is the message? Depends!!**
  - *Who is the recipient?*
  - *What is the purpose?*
  - *What action or result is required?*

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The recipient

- **Senior management**
  - *High level data (milestones end date)*
- **Functional managers**
  - *Resourcing plan*
  - *More detail where they contribute*
- **Other PMs**
  - *Interdependencies*
- **Team members**
  - *Detail of what they have to do*

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Purpose

- **Awareness**
  - *'FYI', 'Be prepared', for decisions*
- **Attitude**
  - *'Schedule shows what we believe can be achieved. But we need...'*
- **Ability**
  - *O/p from best knowledge and experience of 'experts',*
- **Action**
  - *''This is what needs to be done and when'*

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Action or result required?

We may require from them:
- *Support*
- *Specific deliverables*
- *Resources (people, funds, materials)*
- *Decisions*

We must provide:
- *The information THEY NEED*
- *In the appropriate format*

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So? Now? why do we do schedules?

- **Planning focus for the team**

- **Mechanism for all stakeholders to understand:**
  - *What has to be done*
  - *How it might be achieved*
  - *Who needs to be involved*

- **Map progress and manage change**

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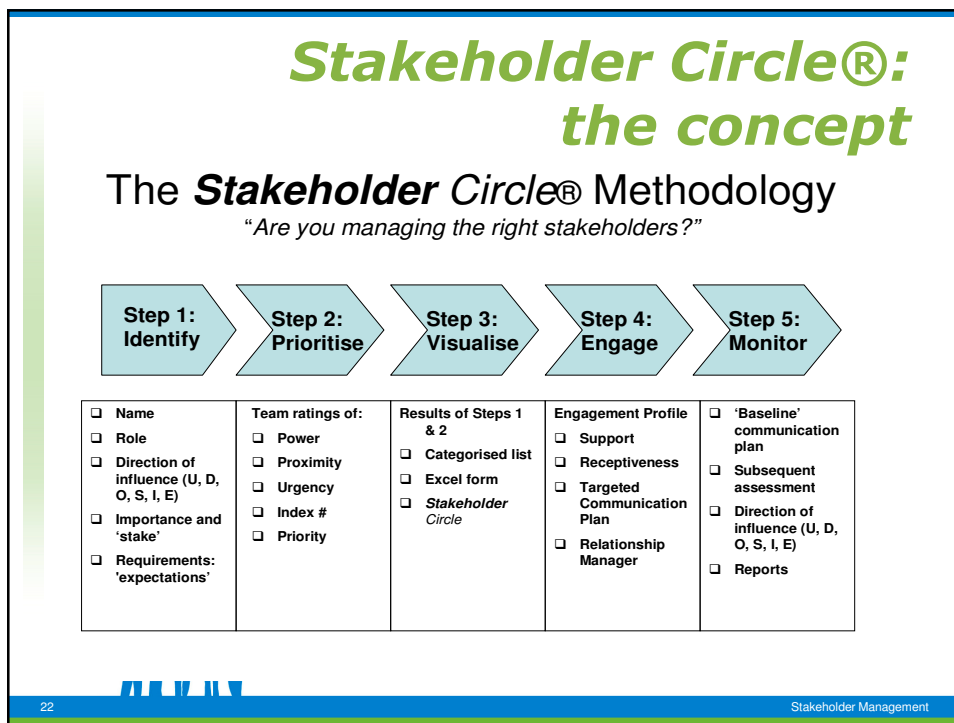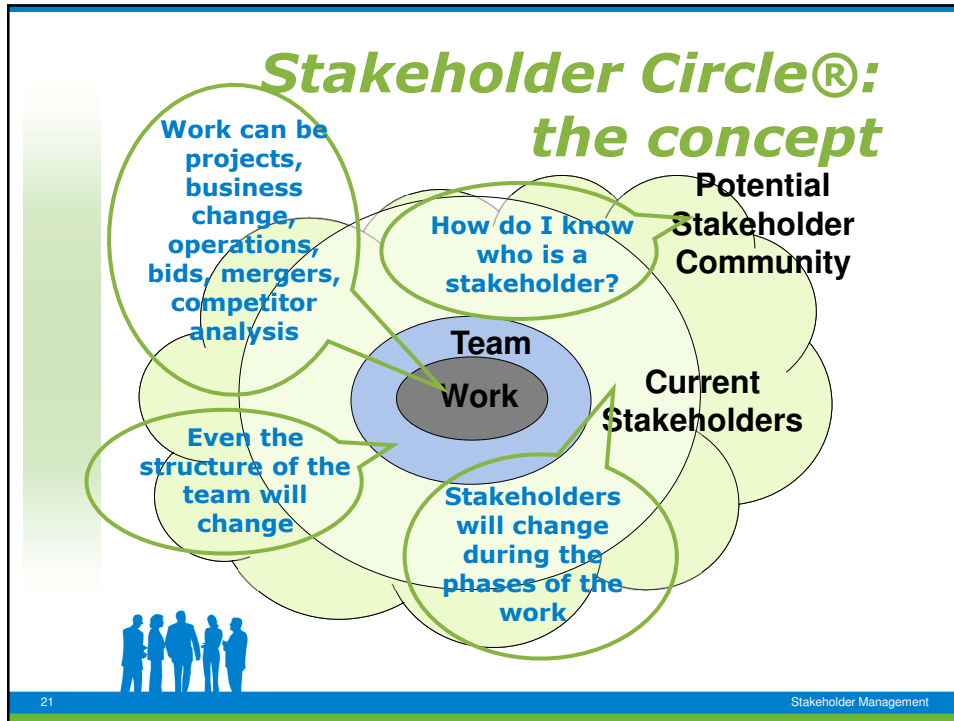

Tools to help

- **Estimating, planning, scheduling and EPM tools create data**
- ***Stakeholder Circle®* methodology and s/w**
  - *Identify the 'right' stakeholders*
  - *Understand how to engage (communicate) effectively*
  - *Monitor and measure effectiveness of the engagement*

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Communicating For Effect

Stakeholder Circle®: the concept

Work can be projects, business change, operations, bids, mergers, competitor analysis

How do I know who is a stakeholder?

Potential Stakeholder Community

Team

Work

Current Stakeholders

Even the structure of the team will change

Stakeholders will change during the phases of the work

Stakeholder Circle®: the concept

The *Stakeholder Circle®* Methodology
"Are you managing the right stakeholders?"

Step 1: Identify	Step 2: Prioritise	Step 3: Visualise	Step 4: Engage	Step 5: Monitor
❑ Name	Team ratings of:	Results of Steps 1 & 2	Engagement Profile	❑ 'Baseline' communication plan
❑ Role	❑ Power	❑ Categorised list	❑ Support	❑ Subsequent assessment
❑ Direction of influence (U, D, O, S, I, E)	❑ Proximity	❑ Excel form	❑ Receptiveness	❑ Direction of influence (U, D, O, S, I, E)
❑ Importance and 'stake'	❑ Urgency	❑ *Stakeholder Circle*	❑ Targeted Communication Plan	❑ Reports
❑ Requirements: 'expectations'	❑ Index #		❑ Relationship Manager	
	❑ Priority			

Conclusion

Communication is:

- **Getting the right information**
- **To the right people**
- **This is why EVERYBODY considers the schedule so important**
  - *Even when they don't realise it*

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The schedule as communication?

- **Dr Lynda Bourne**
- **+613 96861424**
- **www.mosaicprojects.com.au**

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