



IT Project Management

Topic 8

**Stakeholder & Communications
Management**



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READING

Schwalbe Chapters 10 & 13



LEARNING OBJECTIVES

At the end of this topic you should be able to:

- ✓ **Discuss** the process of **identifying stakeholders**
- ✓ **Understand** how to create a **stakeholder register** and **perform some key aspects of stakeholder analysis**
- ✓ **Explain** some methods for **monitoring stakeholder engagement**
- ✓ **Describe** the **purpose of communication** in terms of the exchange of information
- ✓ **Describe** some different **communication methods** and **discuss their appropriate use** within a project
- ✓ **Explain** the **importance of communications** on projects and the **need to develop soft skills**

TODAY'S SESSION IS IN 3 PARTS

INTRODUCTION

(What is Stakeholder &
Comms Management?)

**WHY IS THIS
IMPORTANT?**

**THE INTEGRATED
PROCESSES**



INTRODUCTION

WHAT IS STAKEHOLDER & COMMUNICATIONS MANAGEMENT?

INTRODUCTION

(What is Stakeholder & Comms Management?)

WHY IS THIS
IMPORTANT?

THE INTEGRATED
PROCESSES



WHAT IS STAKEHOLDER MANAGEMENT?

Stakeholder management is ...

- ✓ the systematic **identification, analysis, planning and implementation** of **actions** designed **to engage with stakeholders**

Stakeholders are ...

- ✓ **Individuals or groups** with an interest in the project because they are **involved in the work** or **affected by the outcomes**

**What is
Communications
Management?**

WHAT IS COMMUNICATIONS MANAGEMENT?

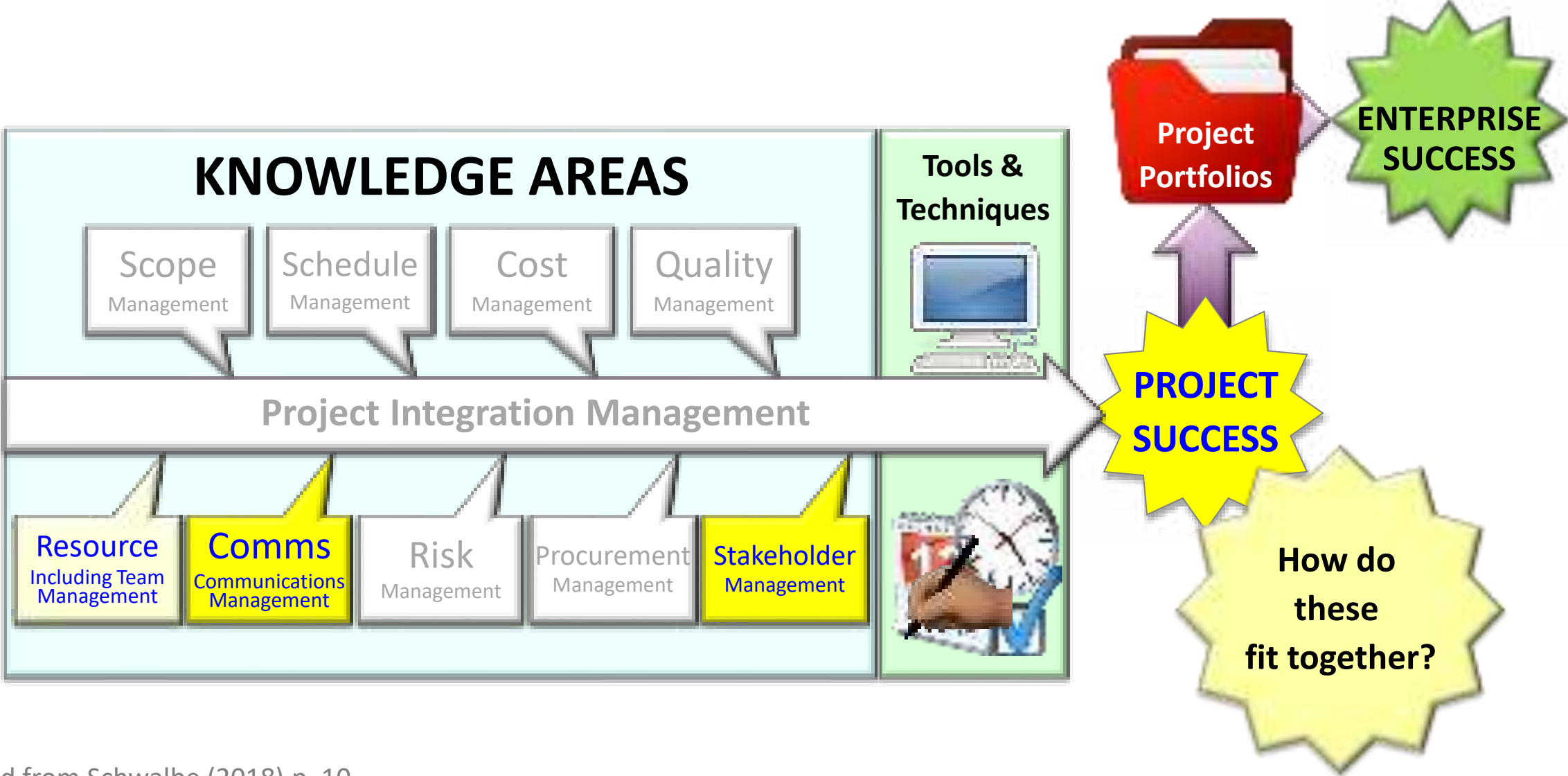
Communications Management involves processes for...

- ✓ ensuring the timely and appropriate **planning, collection, creation, distribution, storage, retrieval, management, control, monitoring & ultimate disposition of project information.**
- ✓ **It is a critical task for project success**

How does this fit into PMBoK?

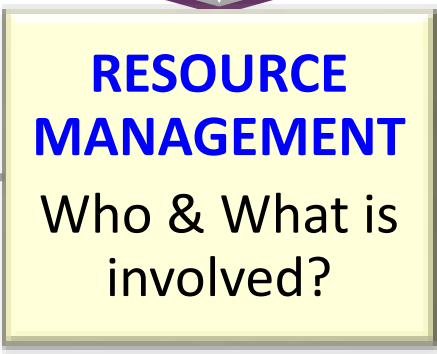
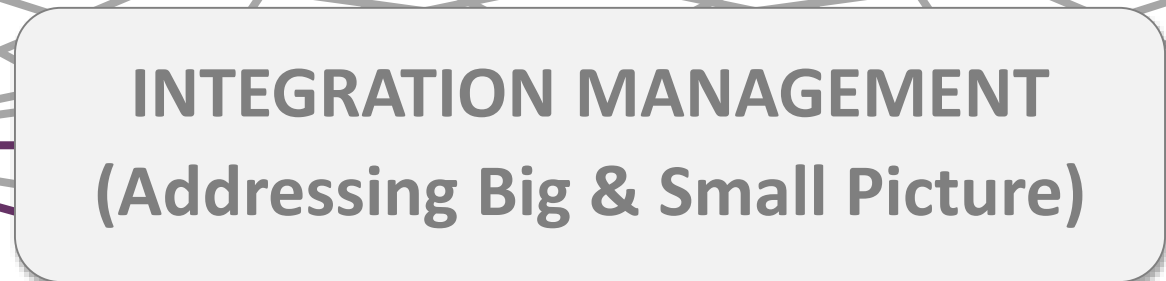
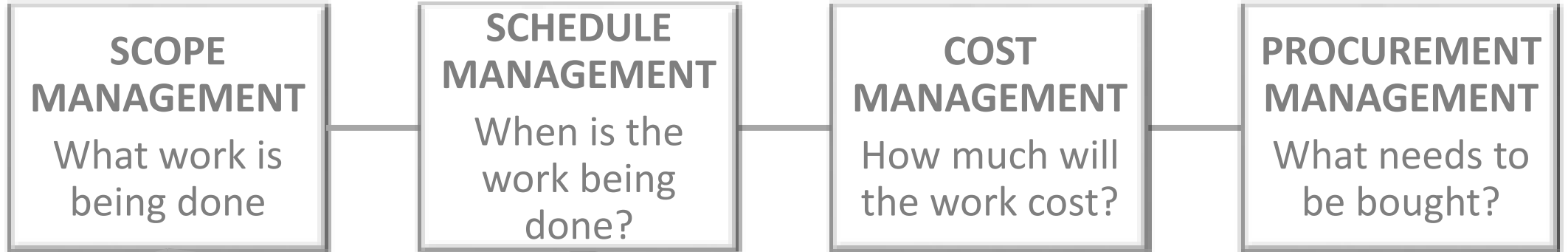
OVERVIEW - PMBOK APPROACH

Stakeholders' needs & expectations



Source: Adapted from Schwalbe (2018) p. 10

THE KNOWLEDGE AREAS



WHY IS THIS IMPORTANT?

INTRODUCTION
(What is Stakeholder &
Comms Management?)

WHY IS THIS
IMPORTANT?

THE INTEGRATED
PROCESSES



WHY IS STAKEHOLDER MANAGEMENT IMPORTANT ?

Stakeholder management is important because ...

- ✓ it **identifies stakeholder needs**, so these can be met
- ✓ it helps to ensure that **the right people will have the right information**
- ✓ it assists the PM to **identify who is important** for including in the integrated communications approach (**internal & external stakeholders**)

**So how about
Communications
Management?**

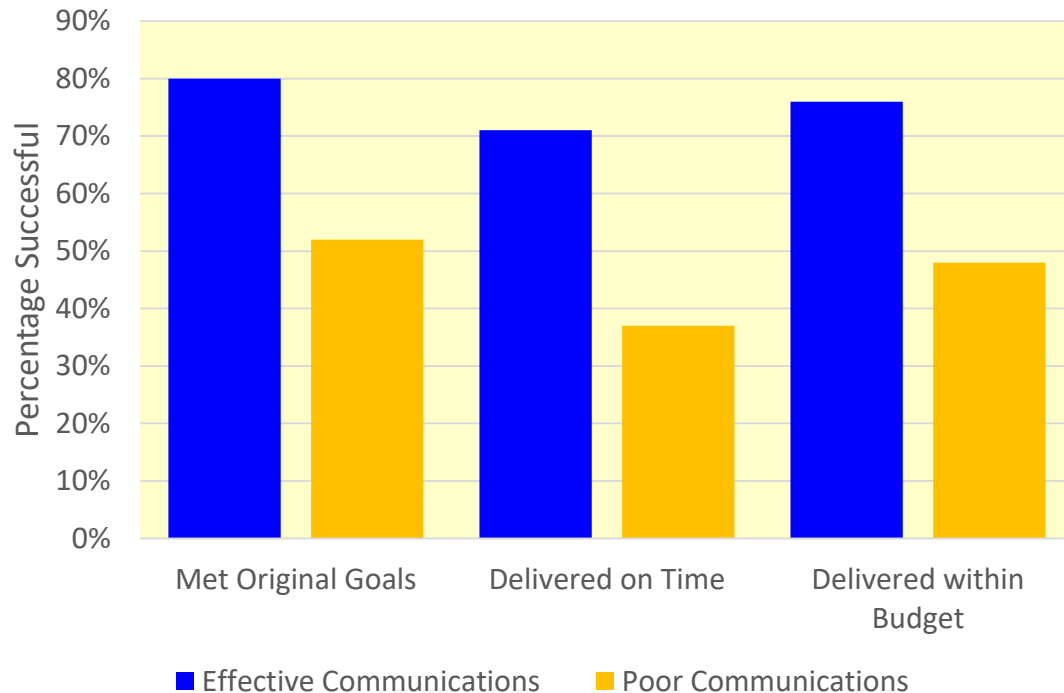
WHY IS COMMUNICATIONS MANAGEMENT IMPORTANT?

Communications Management is important because...

- ✓ it is impossible to coordinate activities without good communication
- ✓ you need to understand how to manage this communication (**mediums, collection, distribution, types, etc.**)
- ✓ It is essential to **optimise information sharing**

THESE ARE CRITICAL SUCCESS FACTORS

Communications as a Success Factor



- ✓ Helps to ensure that goals are met
- ✓ Assists in ensuring that the project is delivered on time; and
- ✓ Significantly improves the chances of delivering the project within the budget

Because they address key project problems

ADDRESSING KEY PROBLEMS

- ✓ Lack of a common goal/understanding
- ✓ Poor team motivation
- ✓ Misunderstandings related to deliverables and objectives
- ✓ Isolation of team members (so they are developing their deliverables in a bubble)
- ✓ Deliverables not achieving common standards and real requirements
- ✓ Users/clients feeling isolated from development (negative impact on relationship & not receiving what they really want)



Think about why Stakeholder & Comms Management will help to resolve these

THE INTEGRATED PROCESSES

INTRODUCTION
(What is Stakeholder &
Comms Management?)

**WHY IS THIS
IMPORTANT?**

**THE INTEGRATED
PROCESSES**



STAKEHOLDER MANAGEMENT PROCESSES

- 1. Identify Stakeholders.** Identifying and documenting everyone involved in a project or affected by it & determining the best ways to manage relationships with them
- 2. Plan Stakeholder Management.** Determining strategies to effectively engage stakeholders
- 3. Manage Stakeholder Engagement.** Communicating & working with project stakeholders to satisfy their needs & expectations, resolve issues, & foster engagement in the project
- 4. Monitor Stakeholder Engagement.** Monitoring stakeholder relationships & adjusting plans and strategies (controlling) for engaging stakeholders as necessary



RELATIONSHIP BETWEEN THE STEPS?



COMMUNICATIONS MANAGEMENT PROCESSES

- 1. Plan Communications Management.** Determining the information and communications needs of the stakeholders
- 2. Manage Communications.** Creating, distributing (*in a timely manner*), storing, retrieving, and disposing of project communications based on the Communications Management Plan
- 3. Monitor Communications.** Collecting and disseminating project related information, including status reports, progress measurement & forecasting, to optimise project outcomes & meet stakeholder expectations **(and use this for control activities)**



RELATIONSHIP BETWEEN THE STEPS?



Input

- Project Charter & PMP
- Project Documents
- EEF & OPA

Tools & Techniques

- Expert Judgement
- Communication requirements analysis
- Communications technology
- Communications models & methods
- Interpersonal & Team skills
- Data Representation
- Meetings

Outputs

- Communications Management Plan (CMP)
- PMP & other document updates

Input

- PMP & CMP
- Project documents
- Work performance reports
- EEF & OPA

T&T

- Communication technology
- Communication methods
- Communication skills
- Information Systems
- Project Reporting
- Interpersonal & Team Skills
- Meetings

Outputs

- Project communications
- PMP & other document updates

Input

- PMP & CMP
- Project documents
- Work performance data
- EEF & OPA

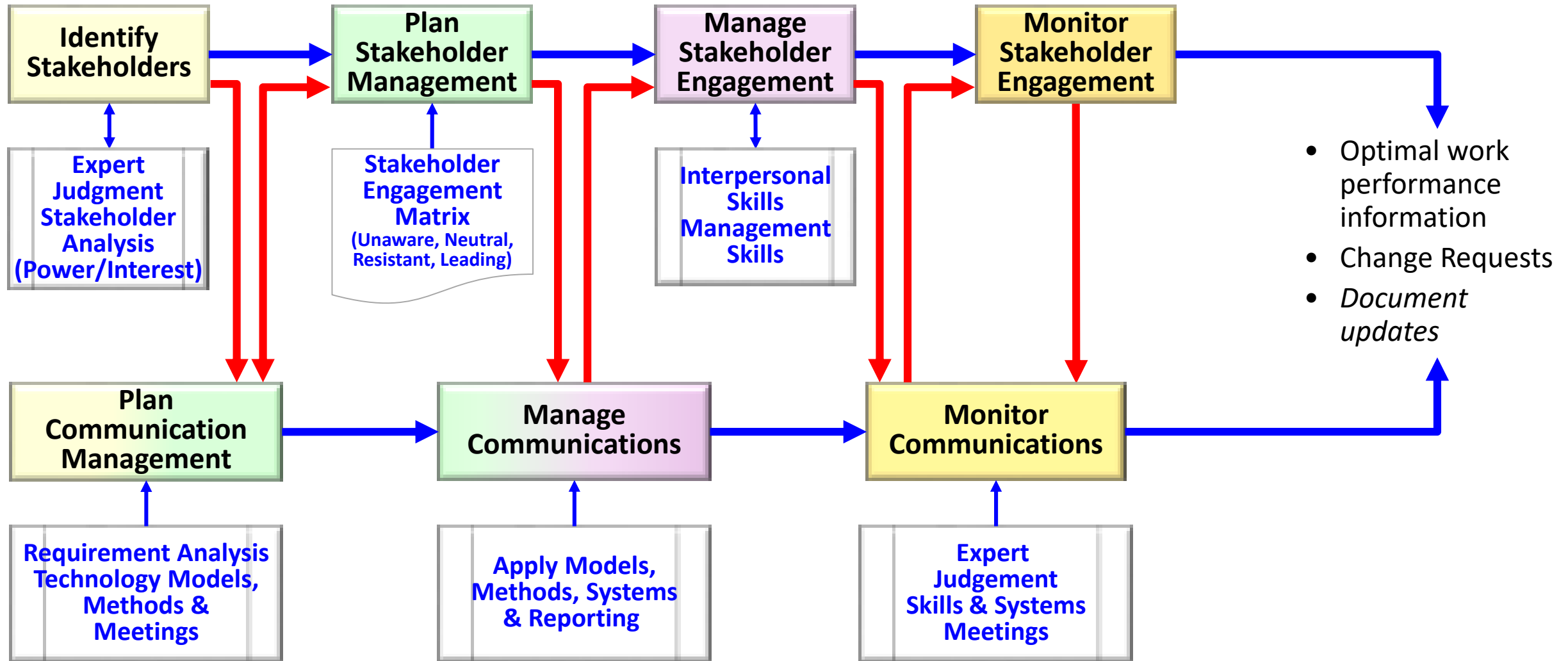
T&T

- Expert Judgement
- Information Systems
- Data representation
- Interpersonal & Team Skills
- Meetings

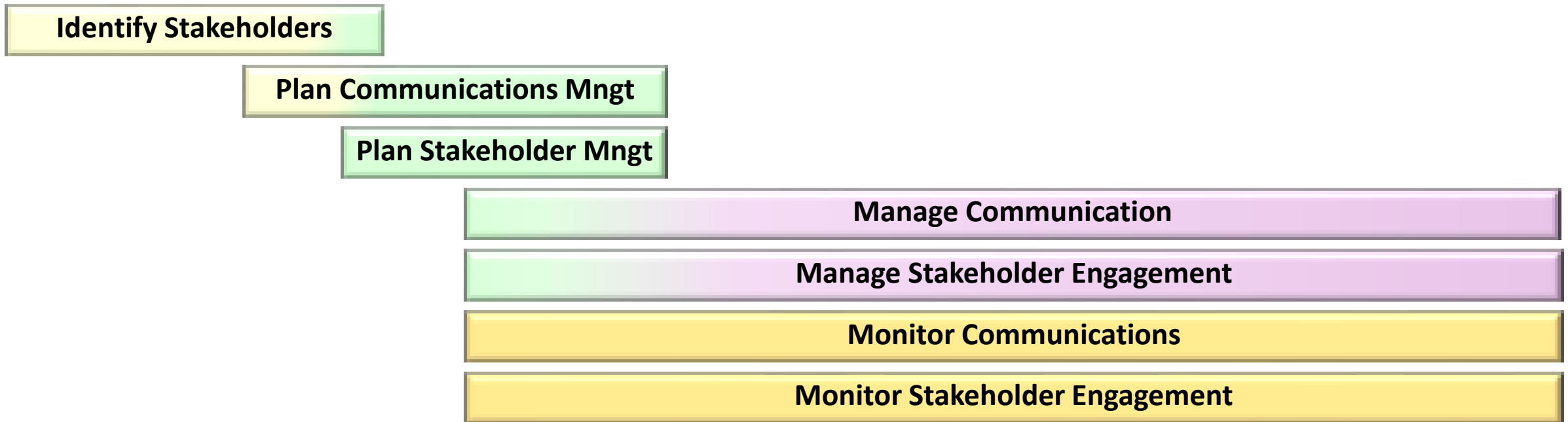
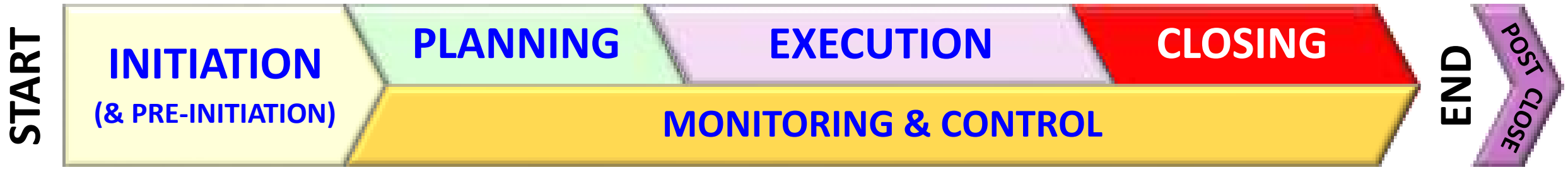
Outputs

- Work performance information
- Change requests
- PMP & other document updates

LET'S PUT THEM TOGETHER

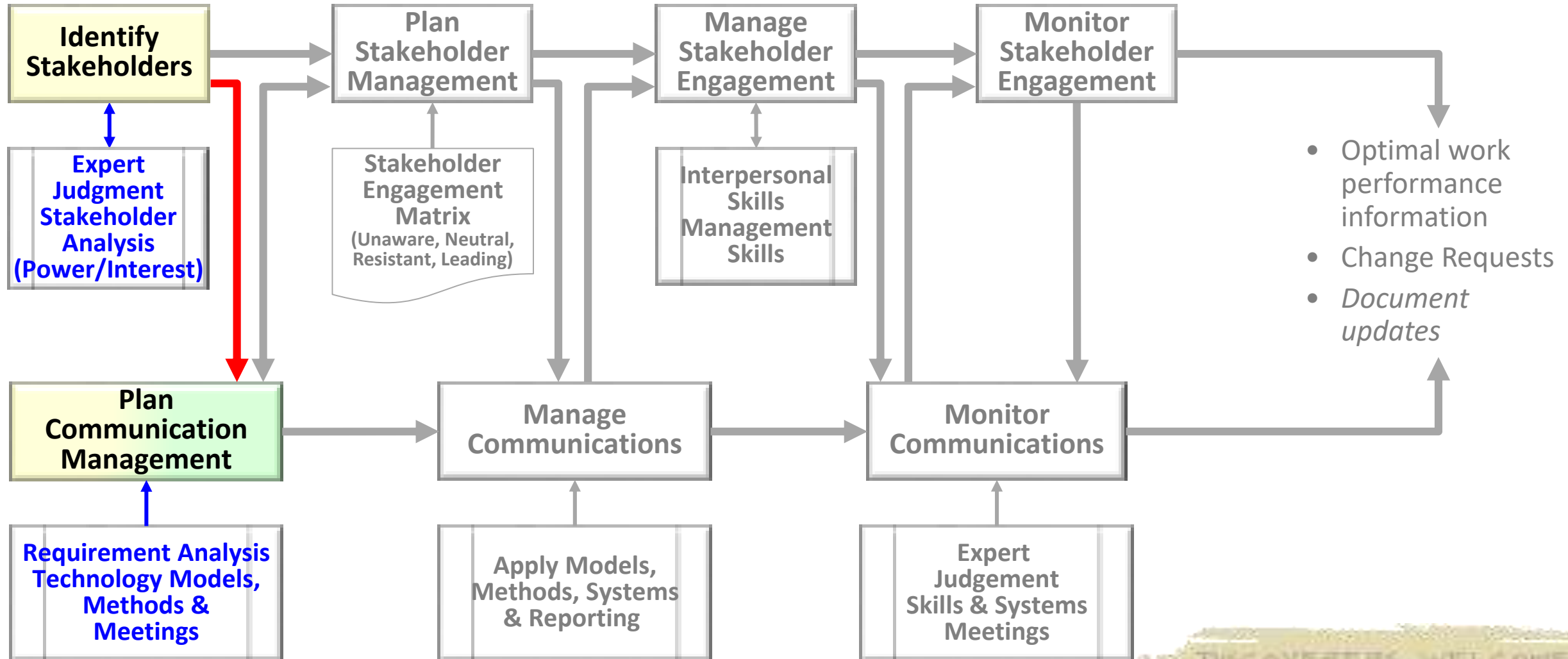


WHEN DO THESE STEPS GET DONE?

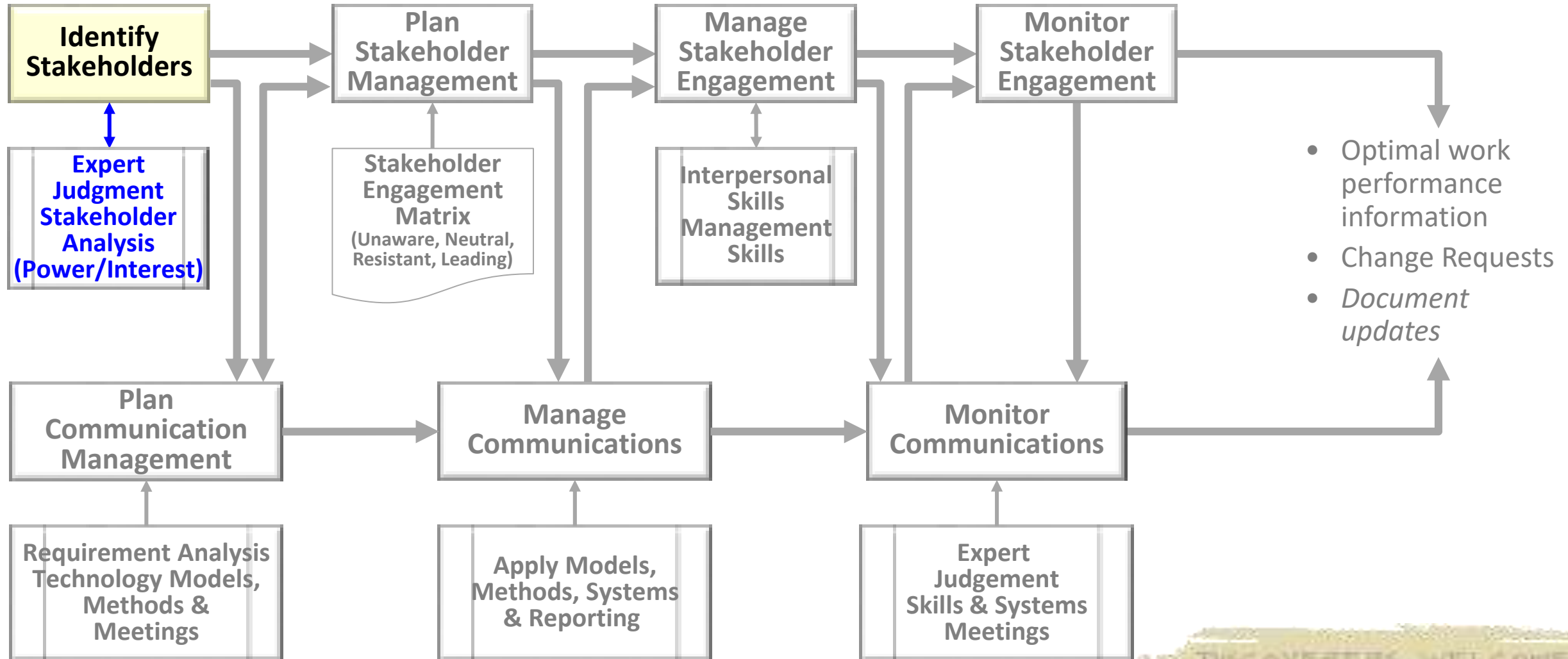


Let's look at the steps in more detail

ID STAKEHOLDERS & PLAN COMMS



IDENTIFY STAKEHOLDERS



IDENTIFYING STAKEHOLDERS

INPUTS/DRIVERS

- Project Charter/PMP
- Procurement Documents
- Enterprise & Environmental Factors
- Organisational Processes

TECHNIQUES/PROCESSES

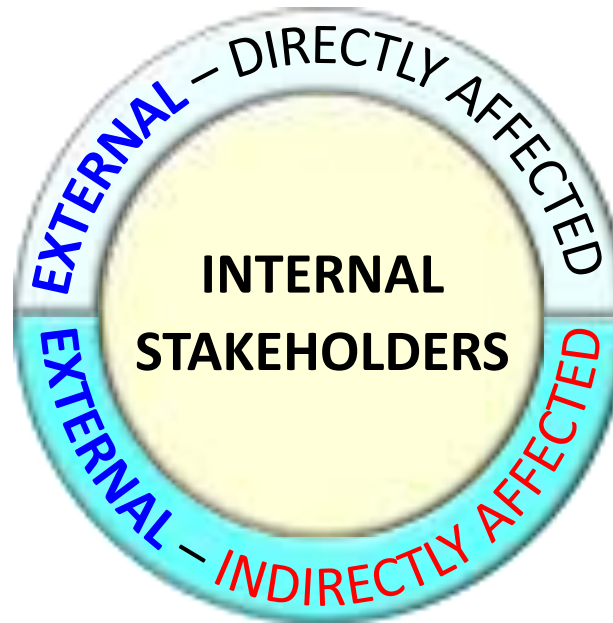
- Expert Judgement
- Stakeholder Analysis
- Data Representation
- Meetings

OUTPUTS/DOCUMENTS

- Stakeholder Register
- Stakeholder Engagement Matrix
- Stakeholder Management Strategy

- ✓ This process **begins early** and applies these inputs/drivers
- ✓ Use the collected information to **identify stakeholders**
- ✓ **Document these appropriately**, so they can be utilised effectively

IDENTIFYING STAKEHOLDERS



- ✓ Begin by identifying internal stakeholders **(members of your team)**
- ✓ Identify external stakeholders **(people/organisations who will be directly affected by the system, or may directly affect it – e.g. users, suppliers, contractors competitors, government, etc.)**
- ✓ Identify other external stakeholders who may be affected/influenced by the system **(e.g. indirectly affected due to the project, or who may affect it indirectly)**

IDENTIFYING STAKEHOLDERS



- ✓ Let's look at this in a scenario
- ✓ Imagine that you are part of the software development team for the Boeing 737 Max 8 Aircraft (two of which have crashed due to software 'glitches'- rest grounded - >US\$19 Billion in Losses (Jan 2020))
- ✓ Who are the stakeholders?

IDENTIFYING STAKEHOLDERS



✓ To identify these stakeholders we:

- Use expert judgement (**whenever possible**)
- Think carefully about who the stakeholders really are (**don't be superficial**)
- Think about **what the various stakeholders will want from the project**
- Think about what they will do as a result of the project (**positive/negative/neutral**)

IDENTIFYING STAKEHOLDERS



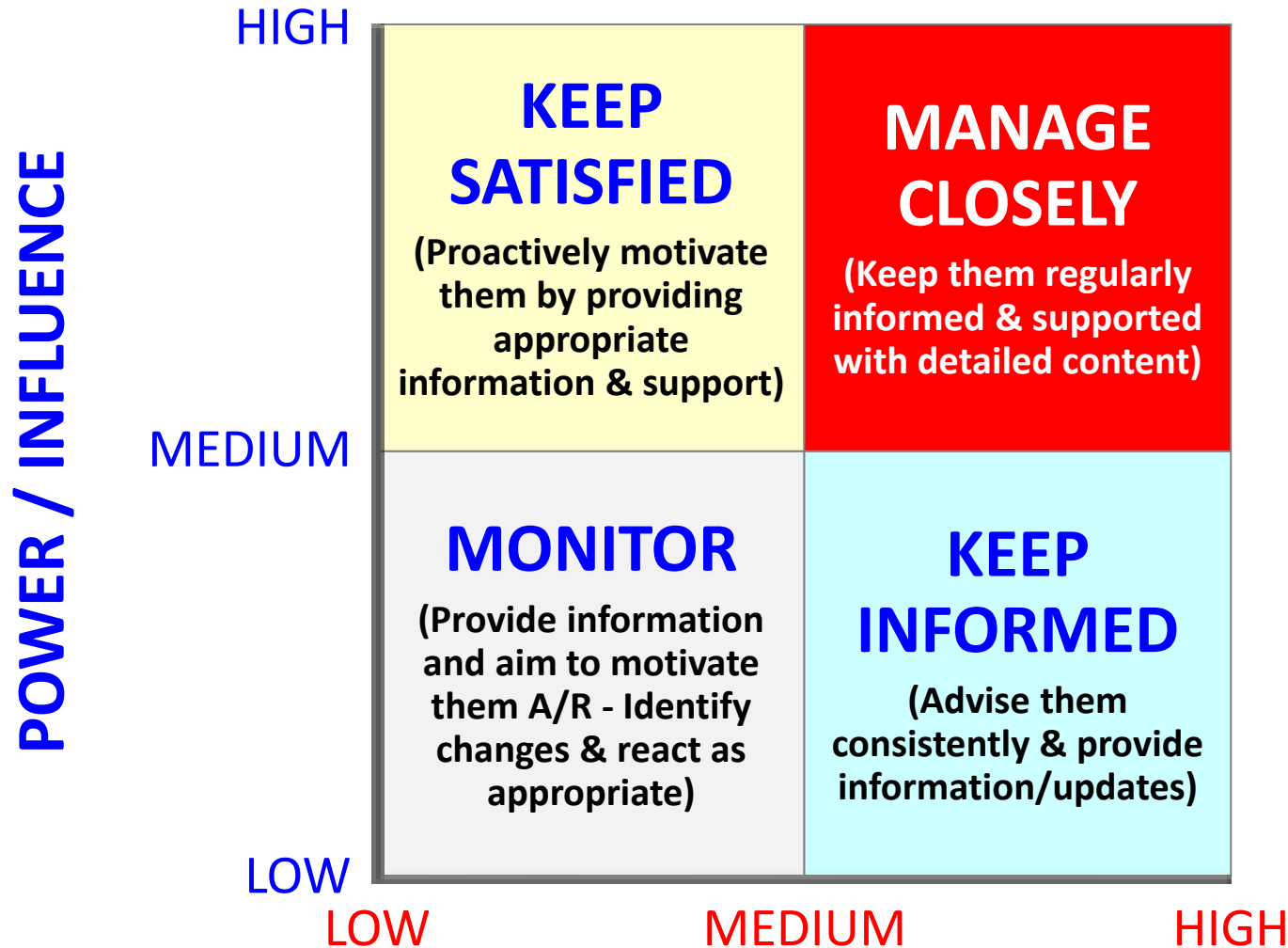
✓ To identify these stakeholders we:

- Think about how we will need to deal with them
- Think about how we need to manage the relationships & communication



We can think about this in terms of a matrix

A CLASSIFICATION MATRIX



Collated in a
**Stakeholder Register
& Stakeholder
Management
Strategy**

LEVEL OF INTEREST / DESIRE FOR INVOLVEMENT

WHAT IS IN THESE DOCUMENTS?

- ✓ **Stakeholder Register.** A partly 'public' document that includes details related to the identified project stakeholders
- ✓ **Stakeholder Management Strategy.** A 'documented' approach to help coordinate the relationship with stakeholders throughout the project - often includes sensitive information



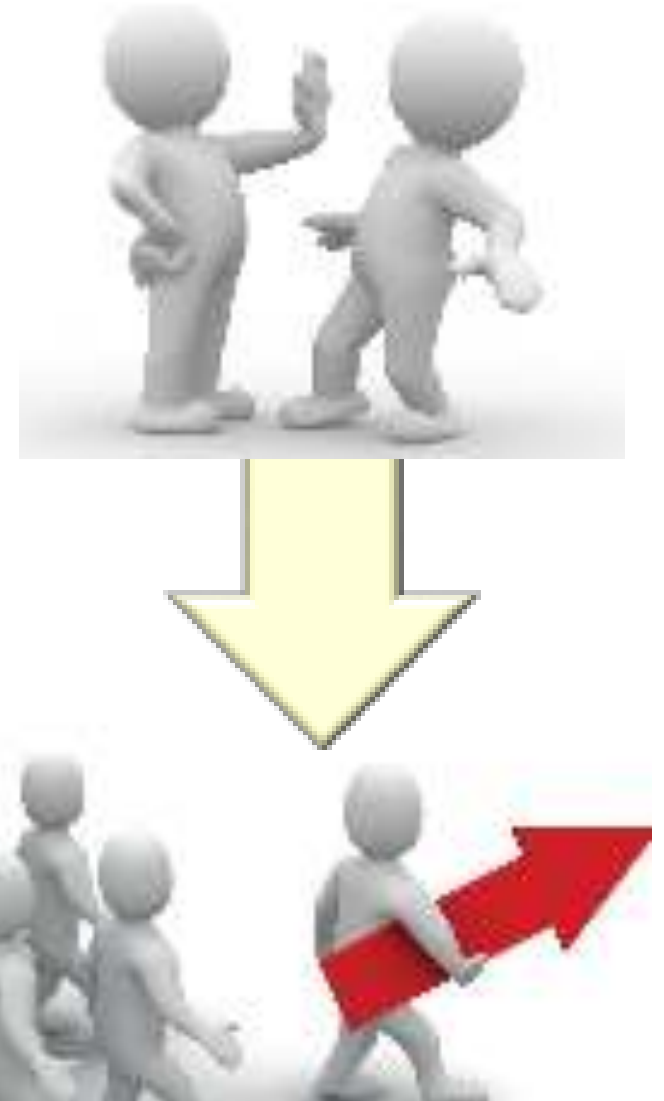
WHAT IS IN THE STAKEHOLDER REGISTER?

- ✓ **Identification Information.** Names, positions, locations, roles & contact information
- ✓ **Assessment Information.** Some requirements & expectations, potential influences, elements / phases of most interest to them
- ✓ **Stakeholder Classification.** Some various classifications are used including Power/Influence & Interest/Involvement & Support/Resistance level



WHAT IS THE SUPPORT/RESISTANCE SCALE?

- ✓ **Resistant:** Aware of the project but resistant to its implementation or outcomes
- ✓ **Unaware:** Unaware of the project and its potential impacts on them
- ✓ **Neutral:** Aware of the project yet neither supportive nor resistant
- ✓ **Supportive:** Aware of the project and supportive of the approach & outcomes
- ✓ **Leading:** Strongly supportive & leading

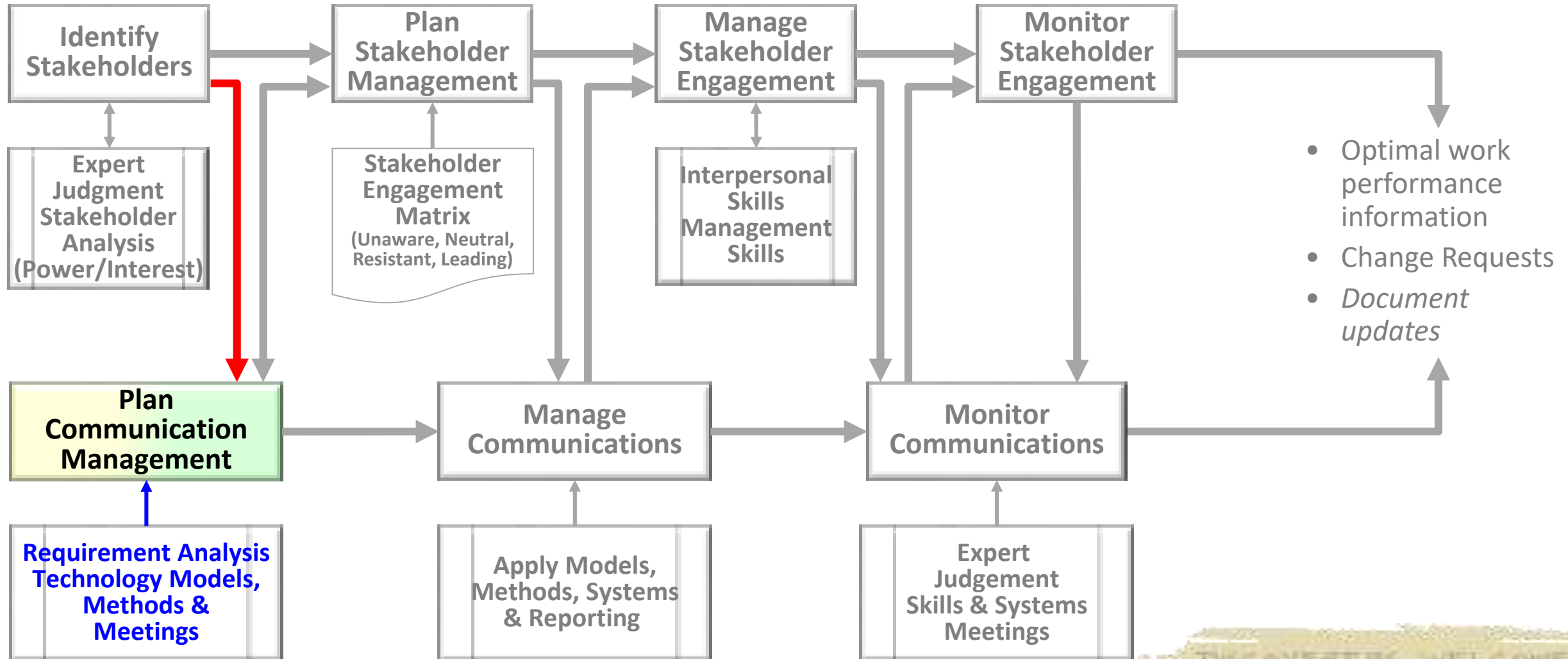


A SAMPLE STAKEHOLDER REGISTER

Name	Position/Role	Internal/External	Project Role	Contact Information (Phone)	Contact Information (Email)
David Jones	CEO	Internal	Strategic Oversight		
Kim Brown	COO/Operations	Internal	Strategic Oversight		
Michelle Green (owner/lead)	Project Manager	Internal	Overall Management		
Paul Higgins	Security (all teams)	Contractor	Provide advice on security issues		
Don Tennant	Legal	Internal	Developing legal documents and assisting negotiations		
Paul Doyle	Marketing Manager	Internal	Marketing & sales		
Kate Lundy	Sales person - Perth	Internal	Client account development		
Jan Davis	Sales person - Sydney	Internal	Client account development		
Doug Lander	Sales person - Melbourne	Internal	Client account development		
Sam Ledger	Sales person - Adelaide	Internal	Client account development		
Joe Jennings	Operational Content Expert	Internal	Advisor		
Ray Clark	Senior Tech Project Manager	Contractor	Coordinate Senior Tech Support & Activities		
Parvati Patel	Senior Project Manager	Contractor	Coordinate Senior Support & Activities		
Catherine Deeba	COO/Client Manager	Contractor	Coordinate all aspects of the Covid-19 response support		
Mr Rajiv Singh	MSD Implementation Manager	Contractor	Coordinate implementation of the Senior Desk		

✓ Let's have a quick look at the type of content in this

PLAN COMMS MANAGEMENT



PLAN COMMUNICATIONS MANAGEMENT

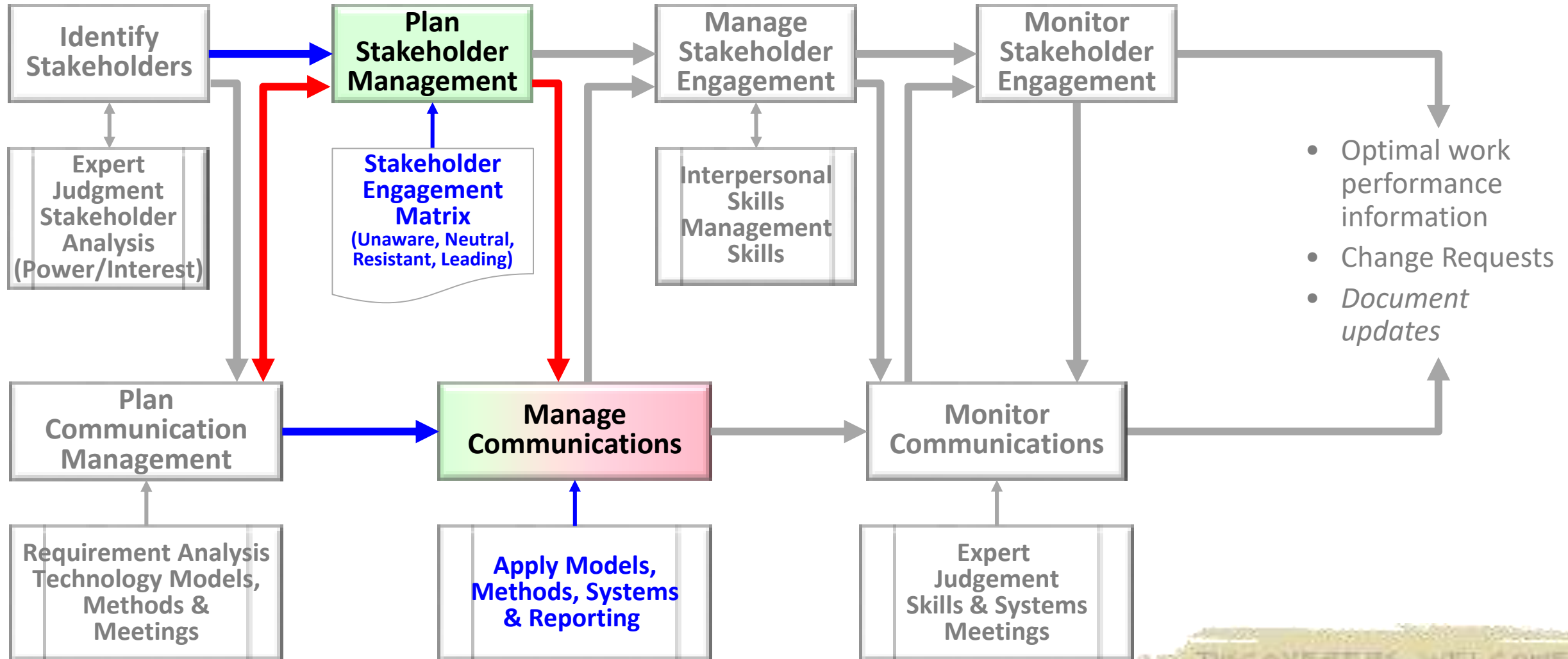
- ✓ Develop a **Communications Management Plan** (CMP or CP)
- ✓ Created from the Stakeholder analysis, and addresses:
 - **Stakeholder communication requirements**
 - **Information to be communicated**, including format, content, and level of detail
 - **Who will receive the information** and who will produce it
 - Suggested methods or technologies for **conveying the information**
 - **Frequency of communication**
 - *Conflict resolution procedure*
 - *Revision procedures (for the management plan)*
 - A glossary of terms and acronyms

AN EXAMPLE CMP (CP)

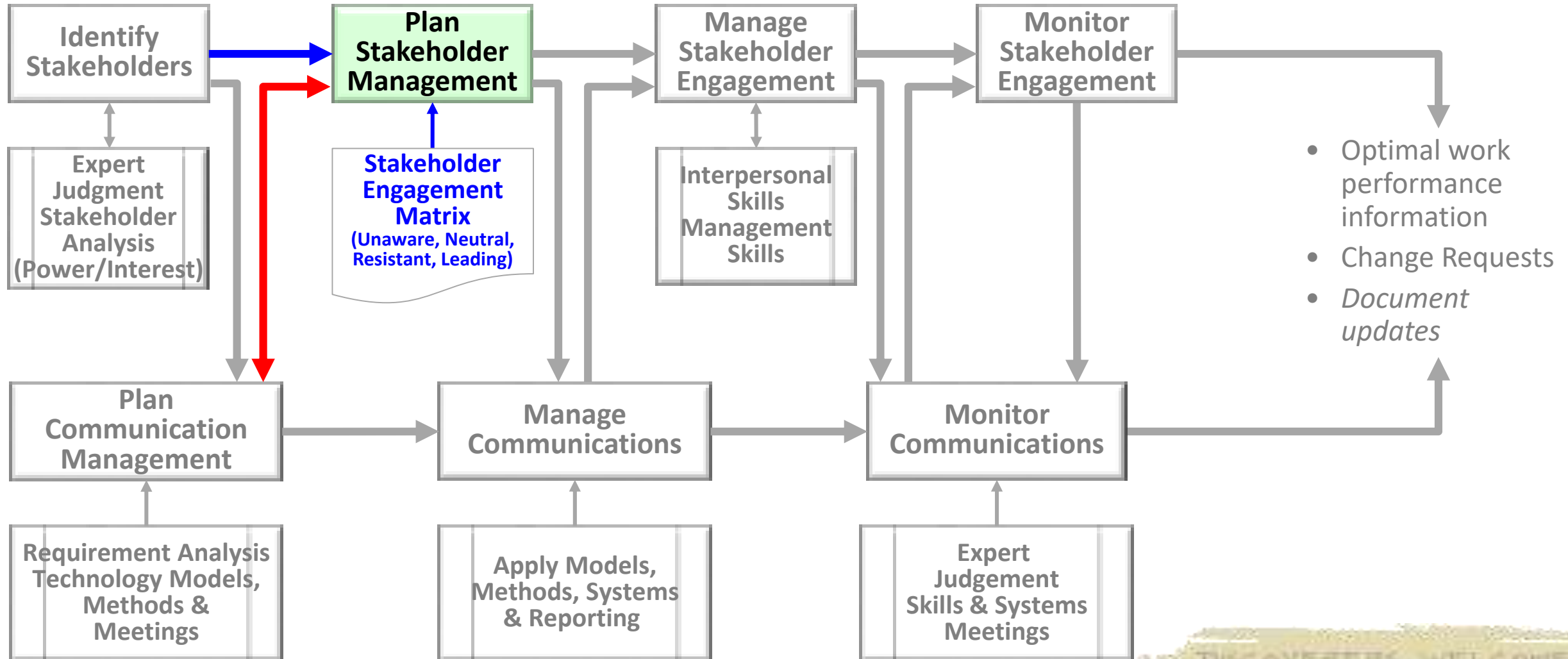
MEETING SCHEDULES					
Short Name	Period (d/m/yy-d/m/yy)	Freq	Day	Mediums	Comments
Steering Group	31/8/20- 23/11/20	W/2W	Tu, Th	F2F	EdMI team members only
Steering Group	24/8/20- 13/12/20	2W	Mo, Fr	F2F,VC	All team members
Steering Group	14/12/20- 3/1/21	F	We	F2F,VC	Christmas/New Year period – 1 meeting just prior to Christmas

- ✓ Most organisations have their own formats **(use theirs)**
- ✓ The critical point is that this must give clear guidance on:
 - Meetings/Communication **(Formal, Informal, Working Groups, etc.)**
 - Reporting/Documenting **(Technical, procedural, progress, etc.)**
 - Methods **(Development, Distribution, Mediums, Storage, Archiving, etc.)**

PLAN STAKEHOLDER MGT & COMMS



PLAN STAKEHOLDER MANAGEMENT



SO WHAT IS NORMALLY CREATED?

- ✓ Typically there will be 2 key types of related plans:
 - Stakeholder Engagement Matrix (SEM)
 - Stakeholder Management Plan (SMP)



STAKEHOLDER ENGAGEMENT MATRIX

- ✓ This identifies how different groups of stakeholders will need to interact (to meet the goals)
- ✓ Typically separates them into deliverables-focused **Working Groups**



Different organisations use various techniques to do this

A SAMPLE ENGAGEMENT MATRIX

#	Role	Project Steering Group	Quality Group	Change Control Board [CCB]	Technical Development Group	GUI Working Group	Security Management Team	Document Management Group	Test Management Group
1	Edm Board								
2	Edm CEO								
3	Edm Project Sponsor	Yes		Yes					
4	Edm Project Manager	Yes	Yes	Yes	Yes	Yes	A/R	A/R	A/R
Delivery Teams									
5	StreamTech Project Manager	Yes	Yes	Yes	Yes	A/R	A/R	A/R	A/R
6	StreamTech QA Team Leader				A/R	A/R	Yes		
7	StreamTech Games Server Team Leader				A/R	Yes	Yes		
8	StreamTech Client Software Team				A/R	Yes	Yes		
9	PH Project Manager (SHK)		A/R		A/R	A/R	Yes	A/R	A/R
10	DamSet Project Manager	Yes	Yes	Yes	Yes	A/R		A/R	A/R
11	DamSet Web Team Leader				Yes	Yes	Yes		
12	DamSet User Interface Lead				A/R	Yes	A/R		
13	DamSet System Interface Lead				A/R		A/R		
14	DamSet Client DB Team Lead				Yes	A/R	Yes		
15	DamSet Development Team Lead				A/R		A/R		
16	DamSet System Interface Team Lead				A/R		A/R		
17	DamSet DB & Replication				A/R		A/R		
18	Oracle Support Team (A/R)								
Security Team									

✓ We looked at this during the Topic 7 Workshop

STAKEHOLDER MANAGEMENT STRATEGY

- ✓ Is developed as a result of the Stakeholder Management Plan & links to the Communications Management Plan
- ✓ The strategy outlines how:
 - stakeholders will be appropriately engaged (informed, motivated, etc.)
 - they will be supplied with the information that they need
 - the stakeholders will interact with your team (integration/coordination/etc.)
 - key aspects of the Communications Management Plan will be applied to facilitate the engagement



STAKEHOLDER MANAGEMENT STRATEGY

- ✓ The strategy should take into account
 - practical communication requirements
 - current and desired engagement levels
 - relationships between stakeholders
 - potential management/coordination strategies for each of the stakeholders (so the overall project goals are achieved)



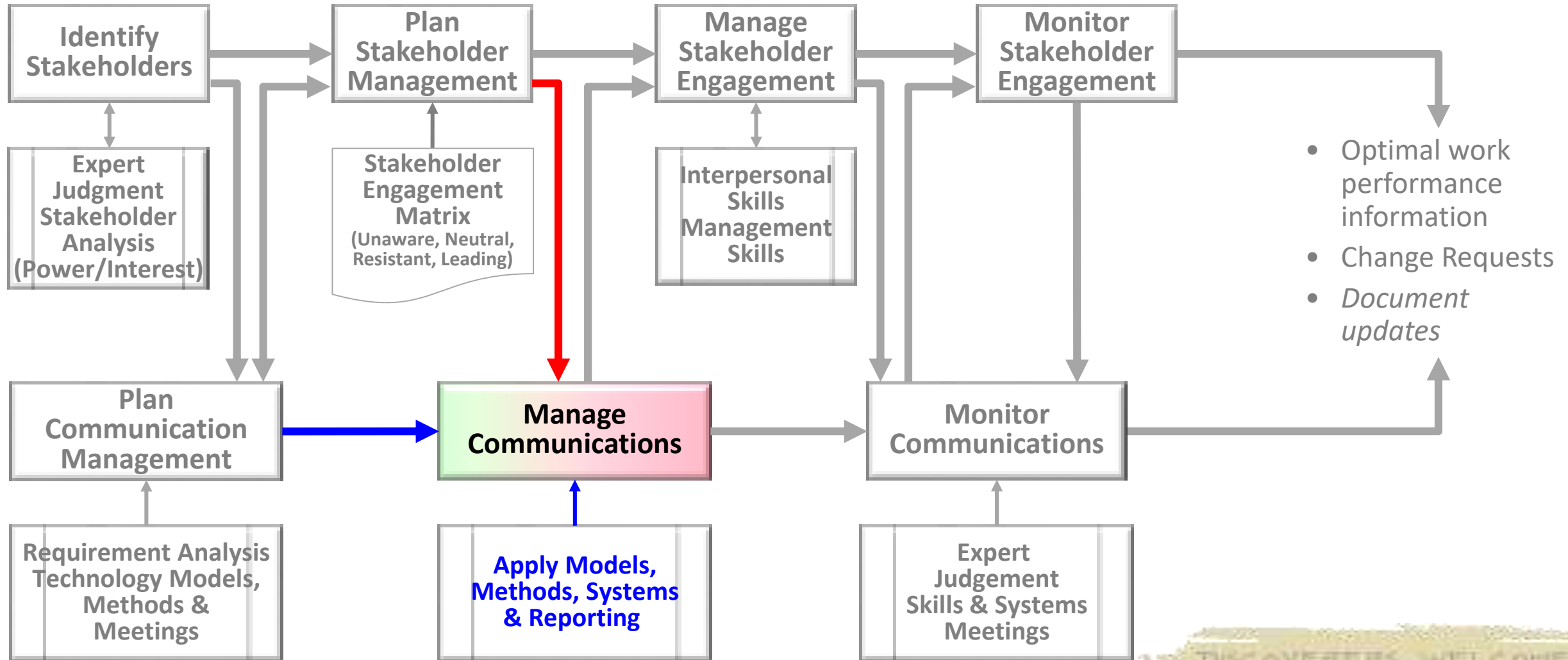
Formatting of the Stakeholder Management Strategy is dependent on the organisation

A SAMPLE STAKEHOLDER STRATEGY

Name	Position/Role	Status/Location	Project Role	Power/Influence	Interest/Concern	Support/Relationship	Key Engagement Strategy
Donna Wheeler	CEO	Internal	Strategic Oversight	High	Medium	Supportive	Keep her positively informed - at strategic level
Bill Davis	COO/Operations	Internal	Strategic Oversight	High	Medium	Supportive	
Melissa (general manager)	Project Manager	Internal	Overall Management	High	High	Leading	
Kim (support)	Secretary (all things)	Contractor	Provide advice on industry issues	Medium	High	Supportive	
Paul (lawyer)	Legal	Internal	Review legal documents and ensure compliance	Medium	Medium	Supportive	
Bill Davis	Marketing Manager	Internal	Marketing Strategy	Medium	Medium	Supportive	
Gene (sales)	Salesperson - Field	Internal	Field Sales Development	Low	Medium	Supportive	
Bill Davis	Salesperson - Field	Internal	Field Sales Development	Low	Low	Neutral	
Lois (purchaser)	Subcontractor - real estate	Internal	Construction Development	Low	Medium	Neutral	
Ken (designer)	Salesperson - Field	Internal	Field Sales Development	Low	Low	Neutral	
Robert (high level)	educational contractor	Internal	contract	Low	High	Supportive	
Ray (contractor)	Construction Project Manager	Contractor	Construction Project Support & activities	High	High	Leading	
Patricia (contractor)	Construction Project Manager	Contractor	Construction Project Support & activities	High	High	Leading	
Constance (contractor)	Construction Project Manager	Contractor	Construction Project Support & activities	Medium	Medium	Supportive	
Mike (contractor)	Construction Project Manager	Contractor	Construction Project Support & activities	Low	Medium	Supportive	
Don Hill	Construction Project Manager	Contractor	Marketing Strategy & Field work	Medium	Medium	Supportive	
John (contractor)	Construction Project Manager	Contractor	Construction Project Support & activities	Medium	Medium	Supportive	

✓ We'll look at this during the Topic 8 Workshops

MANAGE COMMUNICATIONS



MANAGE COMMUNICATIONS

Communications should be **managed flexibly** in line with the Communications & Stakeholder Management Plans

This includes the following:

- ✓ Managing Information Distribution Strategies (**Push, Interactive, Pull**)
- ✓ Managing the types of Interfacing & Communication (**meetings, reports, etc.**)
- ✓ Managing Information Storage, Retrieval & Archiving Strategies



INFORMATION DISTRIBUTION

The Objective: – Have the right data, information & knowledge available:

1. To the right people
2. In the right place
3. When it is needed
4. So it is secure (**only available to the right people**)



So it directly facilitates project success

INFORMATION DISTRIBUTION

Apply suitable approaches and technologies, which include:

- ✓ **Push Strategies.** These push material out to stakeholders (e.g. emails, posts on message boards, etc.)
- ✓ **Interactive.** These use concurrent or near simultaneous dialogues (e.g. Meetings (local/remote), Instant Messaging, Phone/Video calls, etc.)
- ✓ **Pull Strategies.** This refers to systems which make information available, so it can be accessed when needed (e.g. Wikis, Knowledge Bases, etc.)



Let's look at some key types applied in Projects

TYPES OF COMMS/INTERFACING

Meetings (Interactive) – Face-to-Face, Video Conference

- ✓ Good for talking things through/workshopping
- ✓ Good for building rapport between stakeholders **(particularly face-to-face)**
- ✓ Can facilitate better communication **(we can get a better understanding – e.g. congruence of words, body language, etc.)**
- ✓ You can quickly explore issues and gain common understanding

Must be Minuted for all decisions/key points



TYPES OF COMMS/INTERFACING

Meetings (Interactive) – Face-to-Face, Video Conference

- ✓ Short regular meetings are typically the best approach (e.g. progress meetings, etc.)
- ✓ Align the meeting requirements to the Engagement Matrix and Stakeholder Strategy
- ✓ For formal meetings always have an agenda (and stick to this unless there is a good reason not to do so)



Various types of meetings are still one of the most common techniques used in project management

TYPES OF COMMS/INTERFACING

Phone (Synchronous) – Call, Teleconference

- ✓ Can be quick (**get the information you need fast**)
- ✓ Can be good for talking things through
- ✓ Can provide good flexibility of content flow (**to explore issues quickly without the need to have a face-to-face meeting**)
- ✓ Can be useful for building some rapport

Make sure that you **document and share** any key decisions, insights, or agreements made for meetings/calls (**e.g. send a confirming email later**)



TYPES OF COMMS/INTERFACING

Email/IM/etc. (Push/Pull)

- ✓ Can be quick to send (can be slow for response)
- ✓ Provides a clear written record (date/time stamped)
- ✓ Can give you time to think about your answer
- ✓ When well written, they can sometimes provide better clarity than verbal communication

Make sure that you archive all of your project related emails, IM, etc. These must be kept with the project materials.



TYPES OF COMMS/INTERFACING

Wiki/Knowledge Base (Push/Pull)

- ✓ Provide commonly controlled access to key materials
- ✓ Good for procedural/technical documentation
- ✓ Security controls must be applied
- ✓ Can be very flexible (but only when search engine application/
design & procedures are sound)



Most common approach for managing project documentation nowadays

TYPES OF COMMS/INTERFACING

Reports (Push)

- ✓ Align them to the engagement matrix/deliverables
- ✓ Use these to demonstrate KPIs, progress, issues/problems, forecasts, lessons learnt, etc.
- ✓ Must be clear, concise (*not too labour intensive to build*) and focussed on key issues (*don't just create reports for the sake of having a report*)
- ✓ Link phasing to activities, milestones & schedules

Typically provided by email and uploaded into the Wiki/Knowledge Base



EACH OF THESE COMES WITH A COST

TIME & MONEY



These are precious. Don't waste time and money on communications that are not necessary.

DEVELOP & APPLY GOOD SOFT SKILLS



Make sure that your **writing, communication, and rapport** building are good – **These are essential soft skills**

KEY TIPS FOR COMMUNICATION SKILLS

- ✓ **Key language skills** are important (in particular remember that **poor use of technical jargon** can cause misunderstandings)
- ✓ **Listening skills** are critical (**truly listen and understand before speaking**)
- ✓ **Read carefully** for important documents (**truly understand - What are they really saying in the text?**)
- ✓ **Writing skills** are essential (**provide clarity & avoid ambiguity** (*unless you specifically want to leave some ambiguity*))

Failure in any of these can be costly (**money, time, litigation**) and can jeopardise your company and your career. – **Work on these!**

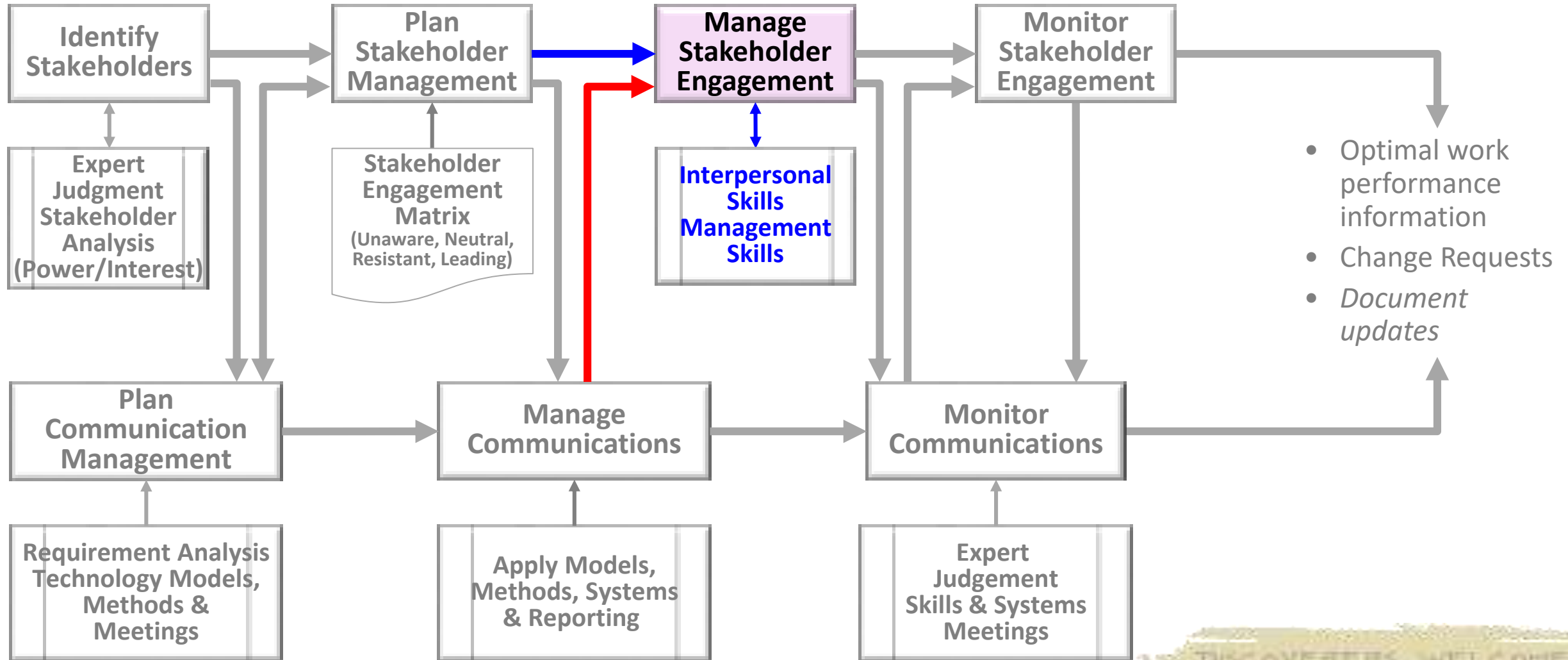
STORAGE, RETRIEVAL & ARCHIVING

- ✓ Most organisations have their own systems and standards
- ✓ Standards should help to ensure that:
 - required information is **readily accessible when needed**
 - it can be readily found (**search engines are important**)
 - it cannot be accessed by unauthorised people (**good security is essential**)
 - the appropriate materials are kept well after the project is completed (**agreements, reasons for decisions, technical details, communications trails, etc.**)



These approaches need to be in place from the start of the project and applied by everyone

MANAGE STAKEHOLDER ENGAGEMENT



MANAGE SH ENGAGEMENT

You will apply the Stakeholder Management Plan and processes for Managing Communication to:

- ✓ Understand stakeholder needs
- ✓ Manage the project to align with stakeholder needs (often defined in terms of an **Expectation Matrix**)
- ✓ Engage the stakeholders appropriately in decision making
- ✓ Proactively manage issues (often managed through an **Issue Log**)
- ✓ Keep all pertinent stakeholders appropriately informed about progress

AN EXAMPLE EXPECTATIONS MATRIX

	Measure	Priority	Expectation	Guidelines
Ben Dover (CIO & Project Sponsor)	Cost	1	Complete on/under budget	Manage/Report on expenditures consistently
	Time	2	Complete on time	Provide proactive progress reports
	Solution	3	Must be attractive to clients	Link to user feedback and interfacing
Principals (as collected from conversations on their requirements)	Content	1	Provide high quality content	Integral to design/testing
	Reliability	2	It needs to be quick & reliable	Integral to design/testing
	User friendly	2	It must be easy to use	Integral to design/testing
	Cost	3	It needs to be cost effective	Build into pricing model

✓ Use these insights to shape the engagement/communications

AN EXAMPLE OF AN ISSUE LOG

Issue #	Description	Priority (H/M/L)	Impact	Date Reported	Reported By	Assigned To	Due Date	Status	Comments
1	Wiki not available to key stakeholders	H	Cannot access content	25/6/20	Don Diggers	Don Kay	26/6/20	Closed	Problem Resolved
2	Progress report is taking too long to complete	M	Using scarce HR time	1/7/20	Ramander Kaur	Don Kay	13/7/20	Open	Negotiations are ongoing
3	Design team not able to talk to schools	H	GUI& design impacts	4/7/20	Alan Dale	Doris Williams	20/7/20	Open	She is organising meetings ASAP

- ✓ Issues must be visible and proactively managed (to help avoid conflict that negatively impacts on the project)

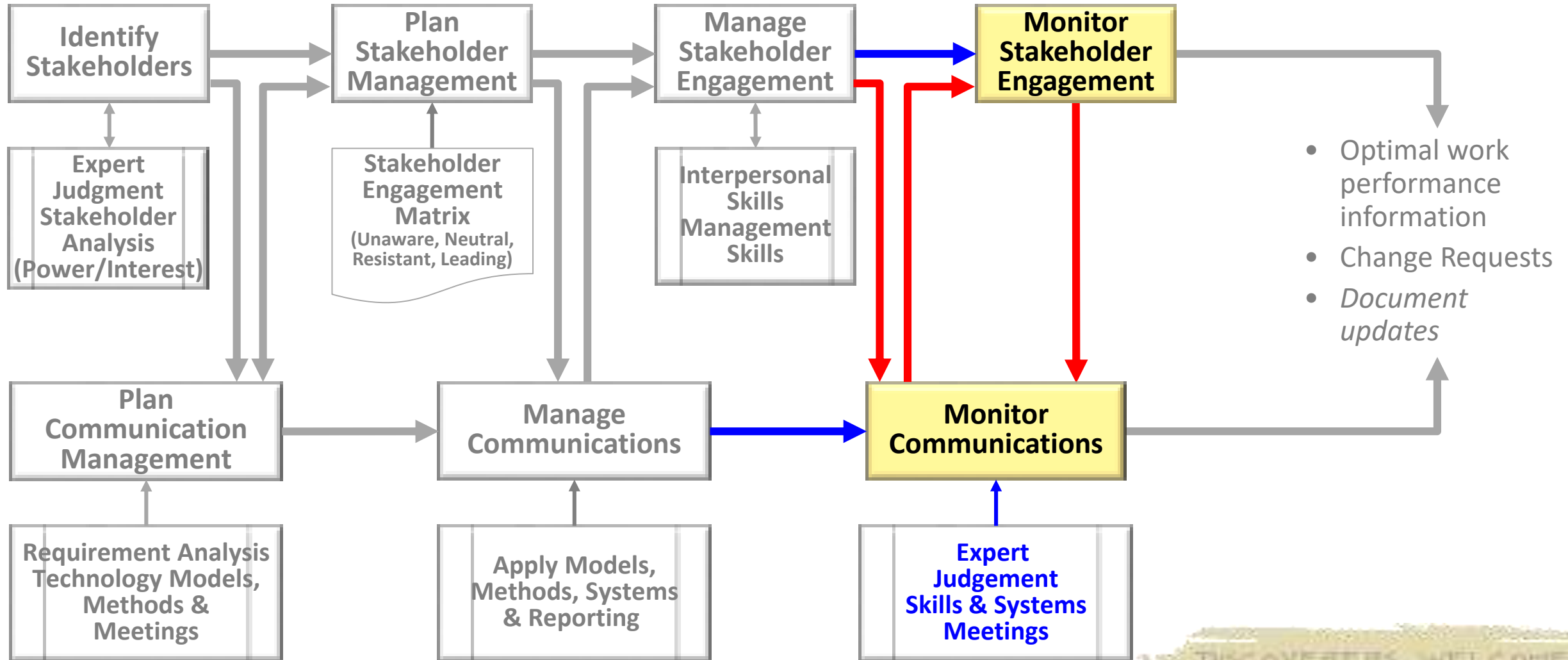
MANAGE SH ENGAGEMENT

You will be most successful in managing this if:

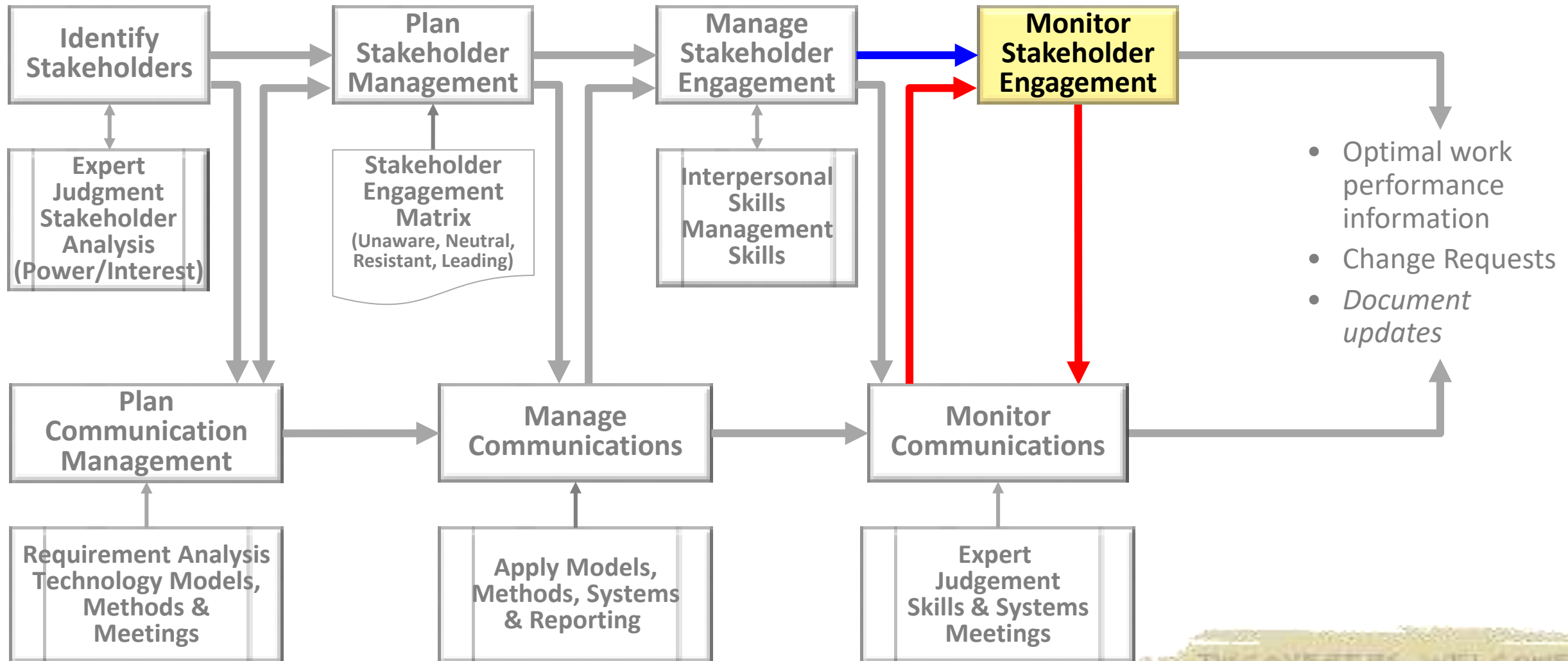
- ✓ You **apply sound soft skills**
- ✓ You can keep everyone focussed on achieving common goals (**project success**)
- ✓ You remain **open and friendly** at all time (**even when there is some conflict**)
- ✓ You can ensure that any conflicts are **not about personalities** and **your focus is on finding solutions** (think about the issues we discussed in Topic 7)



MONITOR ENGAGEMENT & COMMS



MONITOR STAKEHOLDER ENGAGEMENT



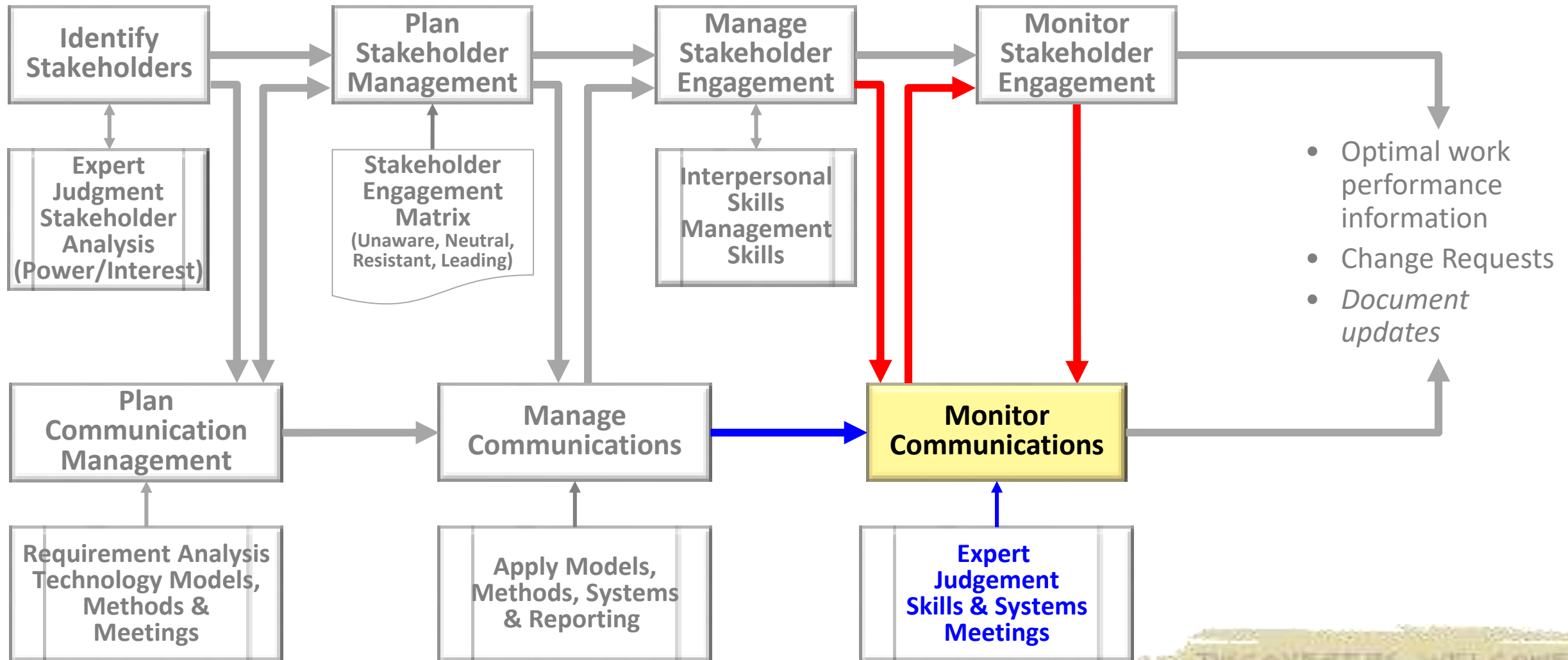
CONTROLLING SH ENGAGEMENT

- ✓ **Carefully monitor** stakeholder engagements & **adjust** your approach as necessary **(it is a bit of a balancing act)**
- ✓ In particular:
 - Keep lines of communication open
 - Emphasise **open dialogue** to proactively manage issues/problems/developments
 - Ensure that stakeholders **actively participate** in the various meetings, reports, etc.
 - Actively **seek feedback and input** (surveys, reviews, etc.)



Most importantly, build this around a **culture of trust**.
(It can take a long time to build trust, but it can take seconds to destroy)

MONITOR COMMUNICATIONS



MONITOR COMMUNICATIONS

Carefully monitor and control the various communications channels **(to help engagement)**



- ✓ **Coordinate & Monitor** reporting, meetings, formal communications, etc.
- ✓ **Apply thoughtful management of practical issues** (locations of stakeholders, time zones, etc.)
- ✓ **Ensure** that key communications remain **homogenous/interlinked** (e.g. reports feed into meetings and into decision making)
- ✓ **Develop & Maintain** the **right infrastructure** to support the required communications **(push, interactive, pull – it must be easy to use & reliable)**

CONTROLLING COMMUNICATIONS

Carefully monitor and control the various communications channels (to help engagement)



- ✓ **Check** that the available communications channels are being used effectively (e.g. **narrowly distributed vs widely distributed**, **interactive vs delayed interaction**, etc.)
- ✓ **Quality Control** the standard of communications (**provide feedback, clarify, help/mentor, set & maintain standards – however, don't make this a burden**)
- ✓ **Ensure** that communications procedures and systems are managed appropriately (e.g. **security, availability, reliability, appropriateness**, etc.)

Make these things an **appropriate support** for the project and **not a burden** for the team (**if it is a burden communications/engagement will fail**)

SOME ADDITIONAL TIPS

- ✓ Use appropriate templates for project communications (saves time & provides consistency)
- ✓ Manage conflicts effectively (address them quickly, and make sure they don't become personal)
- ✓ Don't waste time/effort on unnecessary communication (but this does not mean that you don't keep the lines of communication open)
- ✓ Make sure that the right people always have the right information
- ✓ Keep working on your own communication skills (this is a critical talent, and you need to keep working on these capabilities)

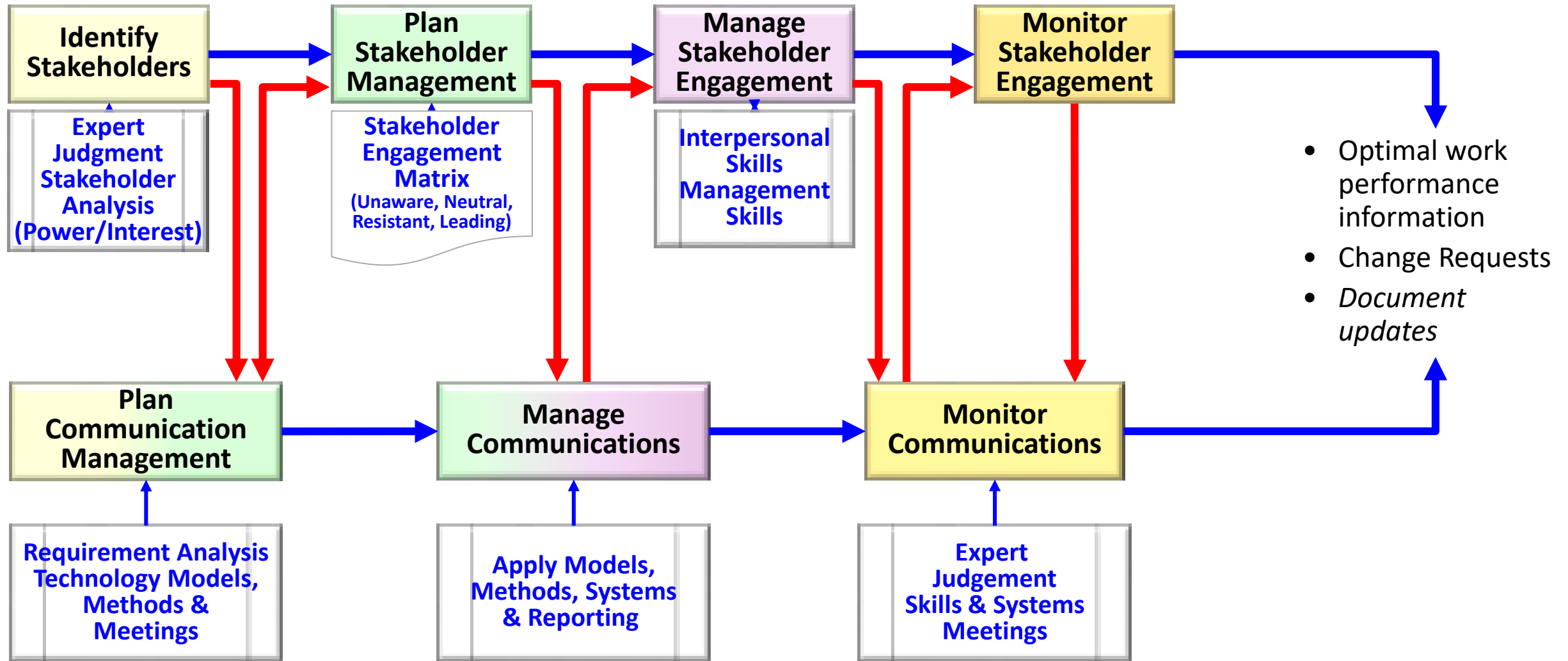


TOPIC SUMMARY

TOPIC SUMMARY

- ✓ Stakeholder Engagement and Communications Management is important (**your project can become dysfunctional if you don't manage this carefully**)
- ✓ It is based on critical processes that:
 - identify **stakeholder needs and importance**
 - build an **integrated communications approach** into the project processes, to share information appropriately
 - help to **develop a homogenous & focused project group**
- ✓ These help to ensure that the **project can be delivered effectively** (**so give it due attention and keep working on you skills**)

IT IS MANAGED THROUGH...



ANY

QUESTIONS

