PMI® Authorized Certified Associate in Project Management (CAPM)® Exam Prep Course

Project Work and Delivery

Getting the Job Done

In this Session:

- Managing risk
- Quality management
- Project controls and forecasting
- Project integration

Engaging Stakeholders

Key Stakeholder Management Processes

Identify stakeholders

Plan stakeholder engagement

Monitor and manage stakeholder engagement

IDENTIFY STAKEHOLDERS

PLAN STAKEHOLDER ENGAGEMENT

MONITOR/ MANAGE STAKEHOLDER ENGAGEMENT

Key Stakeholder Management Processes

Identify stakeholders	Plan stakeholder engagement	Monitor and manage stakeholder engagement
During this process you'll create a stakeholder register and rate them for their positive or negative impact on the project. Such as, development team, sponsor, vendors, concert production crew, fans, press, marketing, etc.	Develop a plan for keeping your stakeholder's engagement and involved. Such as, What is our plan to engage or at least monitor the reactions of each stakeholder group, like fans, our sponsors, the star talent, etc."	"The process of actively engaging our stakeholder groups, for example, "asking for feedback after presenting our project status updates to the project sponsors."

Stakeholder Register

Name	Title	Role	Interests	Power	Requirements	Expectations	Influence
Star talent							
Tickets! development team							
Tour sponsor							
Concert production crew							
Fans							
Press							
Marketing department							

STAKEHOLDER REGISTER

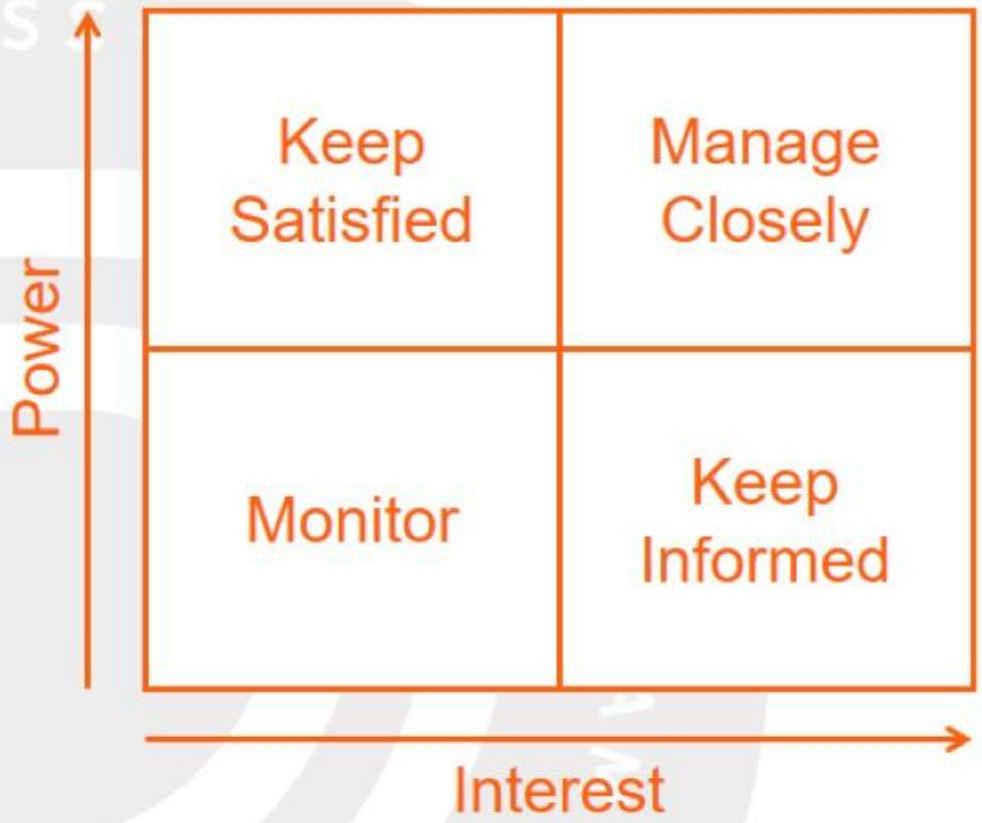
A project document that includes information about project stakeholders including an assessment and classification of project stakeholders.

Power Interest Matrix

Categorize the stakeholders who have **increasing power and interest** in your project.

Two variables:

- **Power** on the y axis
- **Interest** on the x axis



Power Interest Matrix Grids

Manage Closely

- Stakeholders who have high power and a high level of interest in the project should be actively and closely managed throughout the project life cycle.

Keep Satisfied

- Stakeholders with a high level of power and a low level of interest are important and must be satisfied. They can complicate the progress of the project by apparently minor reasons.

Keep Informed

- Stakeholders who have low power, but high interest can play a vital role in creating influence, generating resistance, and spreading communication. They can often be very helpful in terms of offering details and ground-level insights, so it's important to keep them adequately informed and consulted.

Monitor

- Stakeholders with a high level of power and a low level of interest are important and must be satisfied. While they require less attention, it's still important to monitor them for any changes in their position that could affect the project.

Levels of Engagement

Unaware: The stakeholder does not know about the project or its benefits and other impacts and might even be unaware that it is indeed a stakeholder.

Resistant: The stakeholder is aware of the project, is resistant to the project objectives, and/or is resistant to the changes that the project introduces in its environment.

Neutral: The stakeholder is aware of the project and is neither resistant to nor supportive of the project objectives or impact.

Supportive: The stakeholder is fully aware of the project and supports the changes and project outcome.

Leading: The stakeholder has the willing to be a champion and engage fully to ensure the success of the project.

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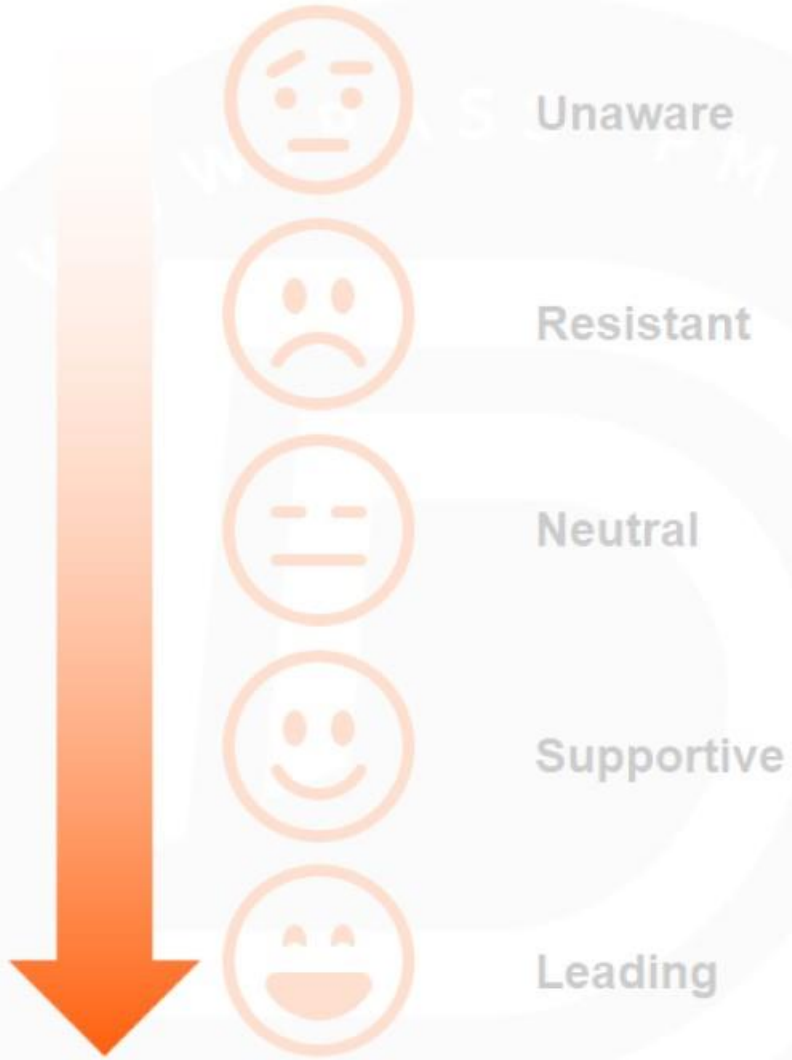
How Do You Move Stakeholders from Resistant to Supportive

Several strategies can be used to engage different stakeholders and move them from resistant to supportive.



Stakeholder Engagement Assessment Matrix (SEAM)

Stakeholder Engagement Assessment Matrix (SEAM): A matrix that compares current and desired stakeholder engagement levels.

the goal is to move stakeholders from their current state to levels that are Supportive and Leading, where these stakeholders can be real assets to the project.

Name	Unaware	Resistant	Neutral	Supportive	Leading
Tom Dwyer				C	D
Jessica Houston			C	D	

Key:

C = Current level of engagement

D = Desired level of engagement

Stakeholder Engagement Assessment Matrix

Three Possible Solutions

Engaging

Incentivizing

Isolating

Managing Project Communications

Projects Frequently Fail Because of Poor Communication

Critical Communication Skills

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Critical Communication Skills

Listening actively and effectively

Critical Communication Skills

Questioning and probing
to ensure better understanding

Critical Communication Skills

Setting and managing expectations

Critical Communication Skills

Motivating to perform an action or provide encouragement or reassurance

Critical Communication Skills

Coaching to improve performance and achieve desired results

Critical Communication Skills

Negotiating to achieve mutually acceptable agreements between parties

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Critical Communication Skills

Resolving conflict
to prevent disruptive impacts

Critical Communication Skills

Summarizing, recapping,
and identifying the next steps

Processes Associated with Project Communication Management

Plan Communications Management

Manage Communications

Monitor Communications

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Key Requirements for Effective Communication

Analyze communication needs of all stakeholders

Determine communication methods, channels, frequency, and level of detail for all stakeholders

Communicate project information and updates effectively

Confirm that communication is understood and feedback is received

Which Group Does It Fit In?

Critical skill

Process

Key requirement

Which Group Does It Fit In?

Motivating to perform an action
or provide encouragement or reassurance

Critical skill	Process	Key requirement

Which Group Does It Fit In?

Communicate project information and updates effectively

Critical skill

Process

Key requirement

Which Group Does It Fit In?

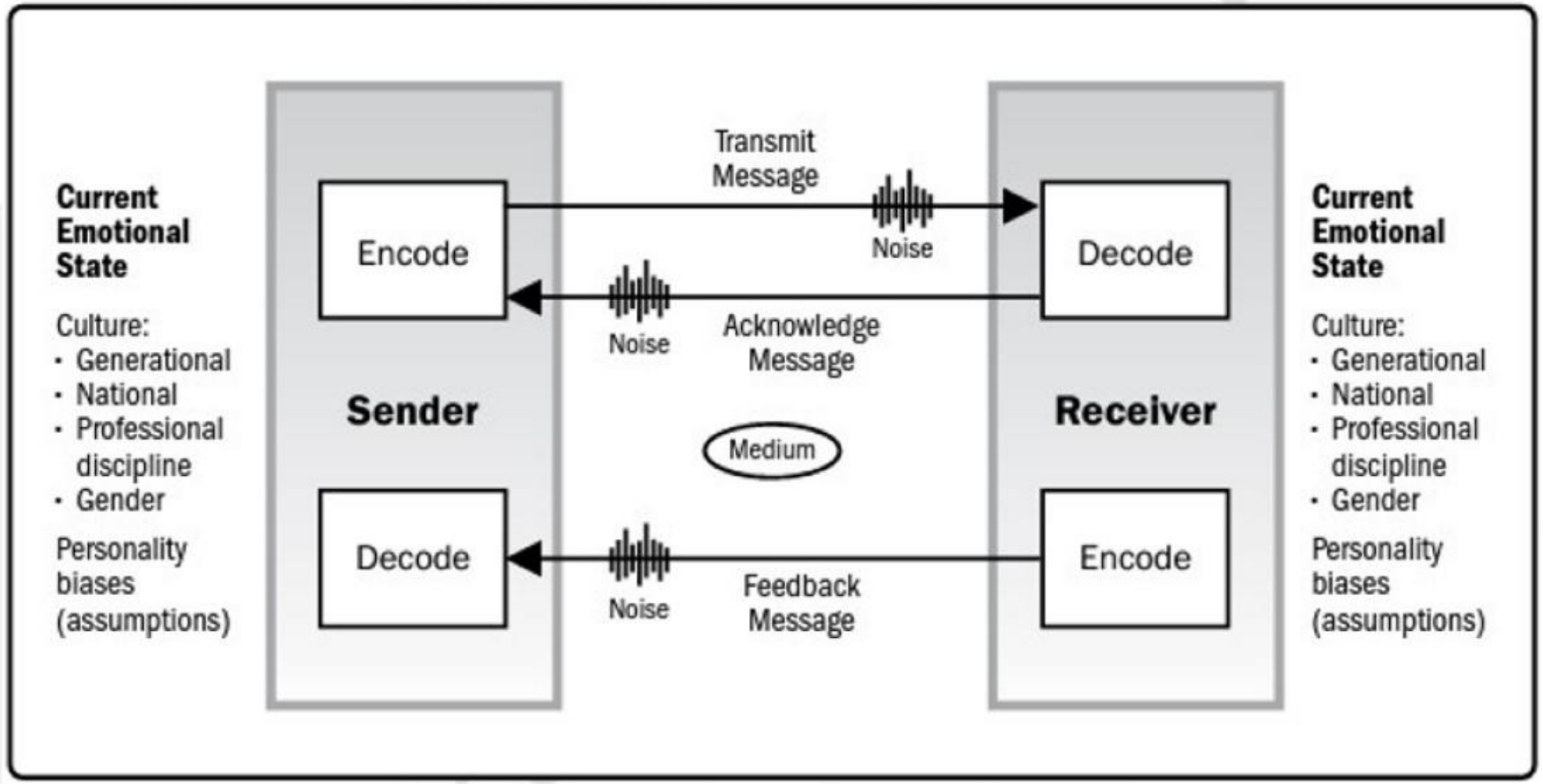
Plan Communications Management

Critical skill	Process	Key requirement

Communication Model

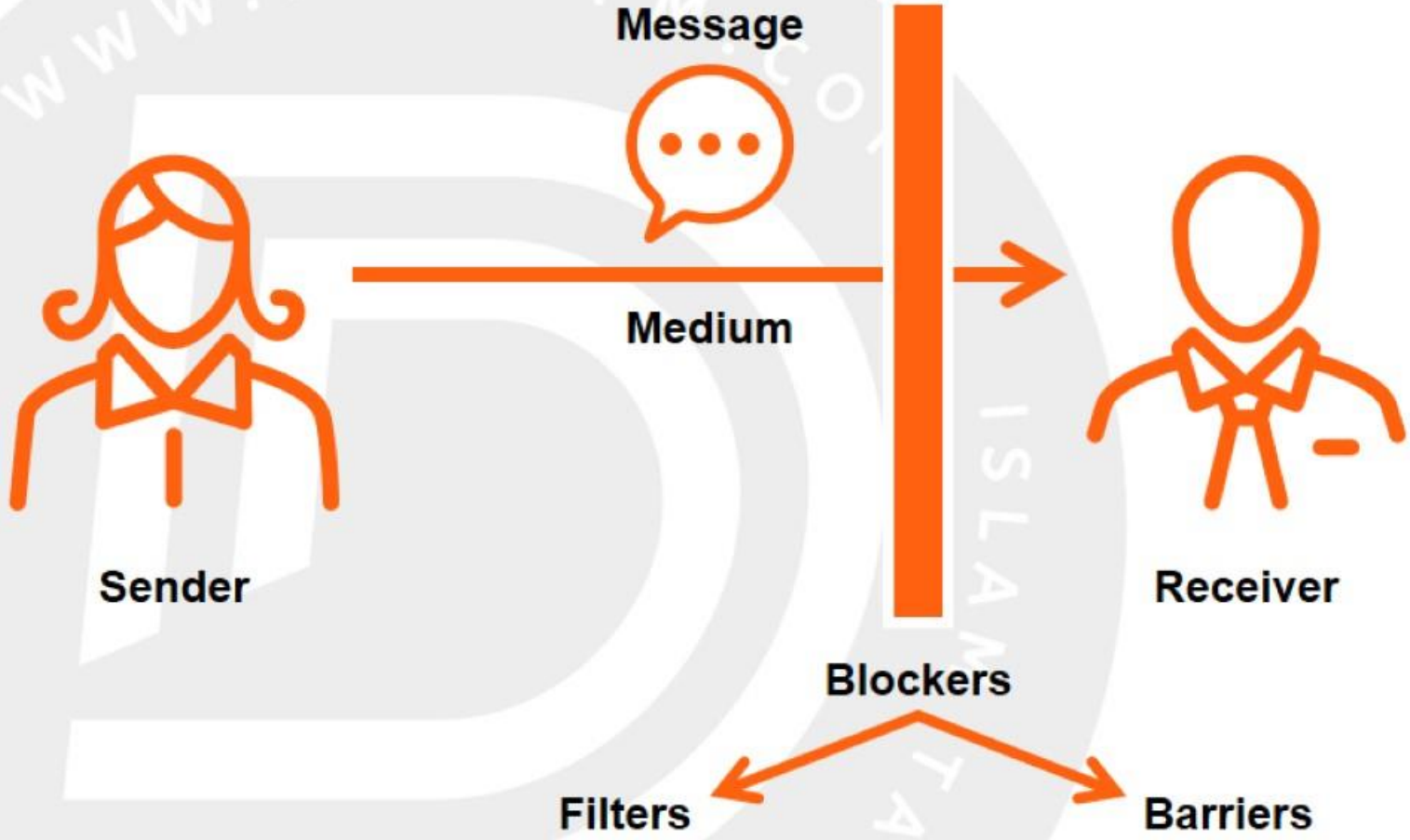
Communication Model: A description, analogy, or schematic used to represent how the communication process will be performed for the project.

Cross-Cultural Communication Model



Communication Blockers

A communication blocker can impede the flow of effective communication. As a project manager we might assume people read and understand the information we send in our project status reports.



Communication Filters

Difference in **language**, **culture**, and **terminology**

Psychological and **sociological** differences

Dysfunctional emotional behaviors

Different **educational** backgrounds

Traditions *(the way it has always been done)*

Talking past each other

Communication Barriers

Poor **internet** connection

A **resistant mindset**

Acceptance **misinformation** as fact

Interpersonal **conflict**

Communication Methods

Communication Method	When Used
Formal written	Project charter, project plans, project reports, contracts
Formal verbal	Presentations, updates, and briefings
Informal written	Memos, emails, and notes
Informal verbal	Casual conversations

Push or Pull?

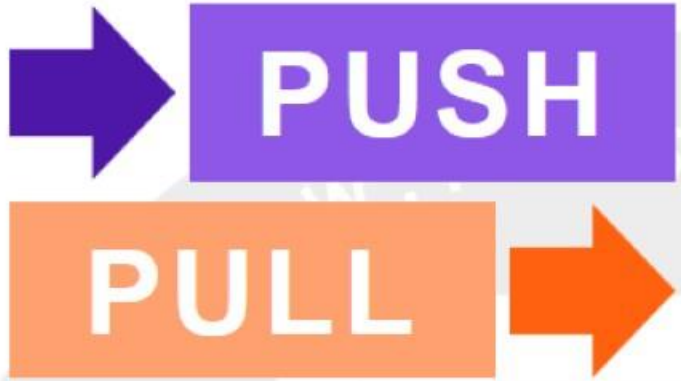
Push

Use for high-priority information or high-priority stakeholders

Pull

Use for lower-priority information or lower-priority stakeholders

Communication Methods



Push — sender determines:

- Send an email
- Make a phone call

Pull — receiver determines:

- Post information on team board
- Store reference documents in electronic repository — e.g., SharePoint

Interactive

- Conversation (speaking on the phone, virtual, in-person)
- Messaging
- Workshops/collaboration
- Whiteboarding

Putting Together a Communications Management Plan

- The communications management plan is most often a part of the overall project plan, but it might also be a subsidiary plan, depending on the complexity of the project.
- Putting in the effort to create and follow a communications management plan will help to ensure project success.

Answering Five Critical Questions

A communications management plan presents the what, why, whom, how, and when of project communications.

What is being communicated?

Why is it being communicated?

To **whom** is it being communicated?

How is it being communicated?

When is it being communicated?

Typical Contents

Communication is more than talking or sending project status reports; it involves brainstorming, meeting with key stakeholders, creating and communicating project document artifacts, checking for understanding, handling conflicts, engaging stakeholders, and more.

This is a typical list of the contents of a project's communications management plan.

- List of process deliverables to be included in the project
- List of meetings required
- Communication requirements analysis
- Policies for communication
- Procedures and technologies to be used
- Escalation procedures
- Revision procedures
- Glossary
- Appendix

NOTE

Which Communication Filter Is It?

- Language, culture, and terminology
- Psychological and sociological differences
- Dysfunctional emotional behaviors
- Educational backgrounds
- Traditions—the way it's always been done
- Talking past each other

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Managing Risk

Processes Associated with Risk Management

- Plan Risk Management
- Identify Risks
- Perform Qualitative Risk Analysis
- Perform Quantitative Risk Analysis
- Plan Risk Responses
- Implement Risk Responses
- Monitor Risks

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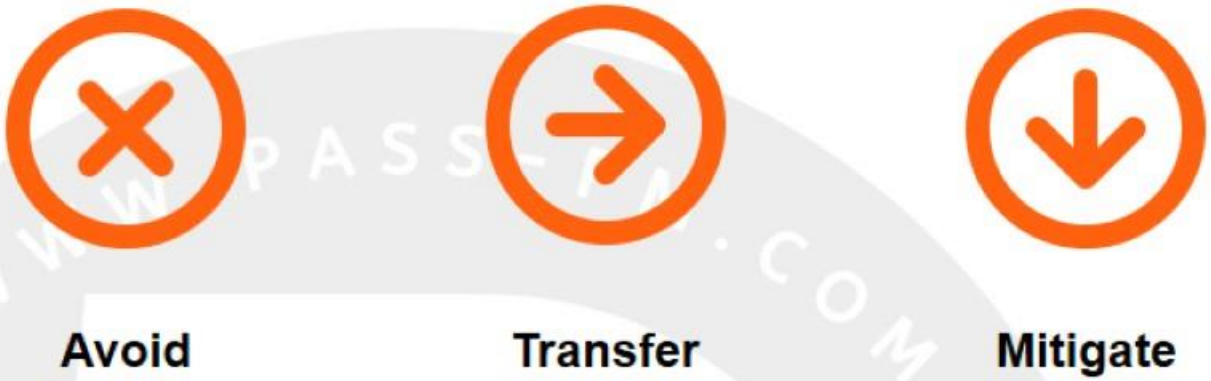
Dealing with Threats



After a set of risk responses has been developed, it should be reviewed to see whether the responses planned have created any **secondary risks**.

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AVOID
TRANSFER
MITIGATE
ACCEPT
ESCALATE

AVOID	You can avoid it. You avoid a risk by having your project team acts to eliminate it or to protect a project from the impact of a threat.
TRANSFER	You transfer risk by shifting ownership of a threat to another party to manage the risk or to bear the impact if it occurs. Like insurance
MITIGATE	When you mitigate a threat, you take action to reduce the its probability. Early mitigation action is usually more effective than repairing the damage after it occurs.
ACCEPT	That's what happens when your team acknowledges the existence of a threat but decides it's not worth doing anything about it.
ESCALATE	Escalation is appropriate when your project team or project sponsor agrees that a threat is outside the scope of the project or that the proposed response would exceed your authority.

Taking Advantage of Opportunities

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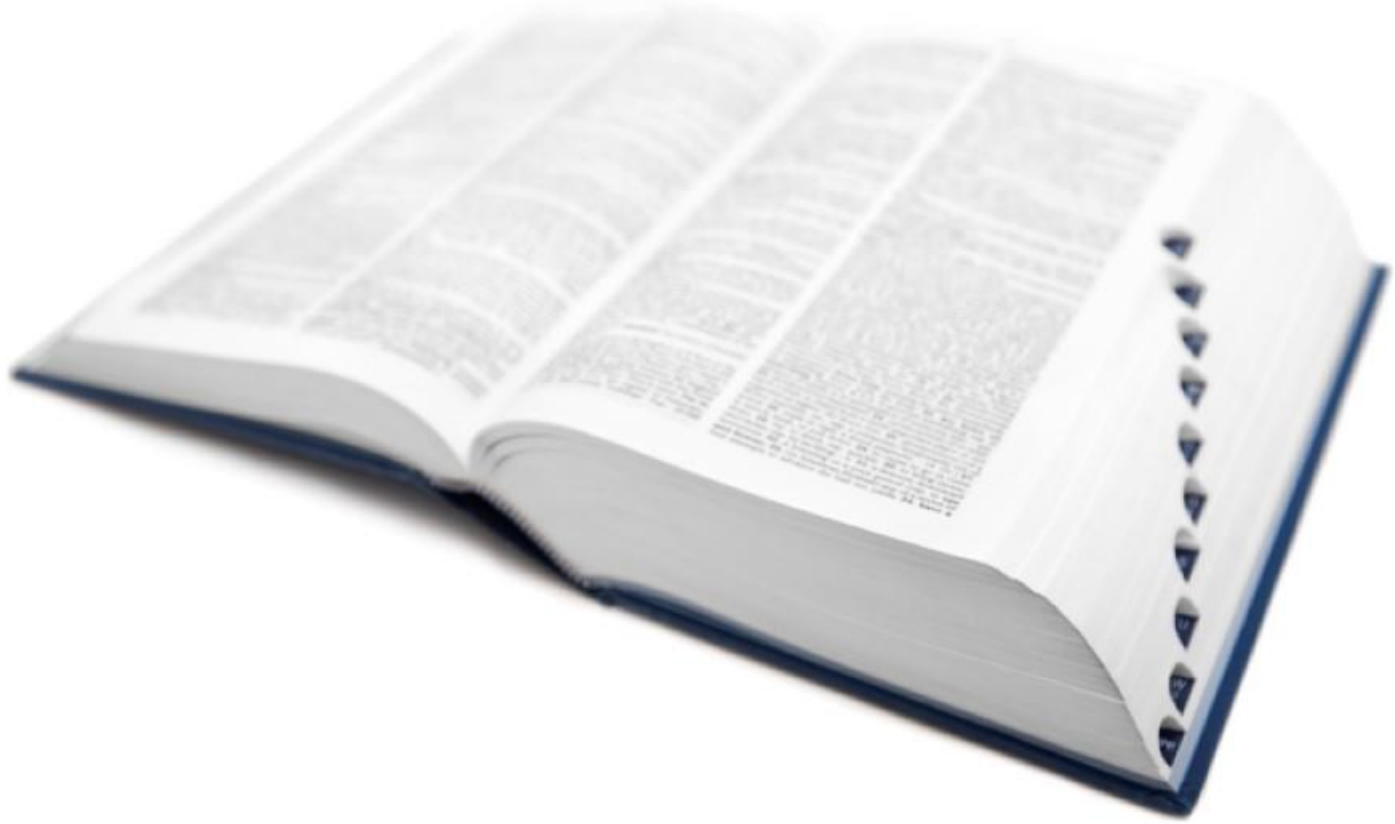
Exploit	When you exploit an opportunity, your project team acts to ensure it can extract all possible value from the opportunity.
Escalate	Escalation is appropriate when your project team or project sponsor agrees that a threat is outside the scope of the project or that the proposed response would exceed your authority.
Share	Sharing involves allocating either a portion or all of the ownership of an opportunity to the party that is best able to take advantage of the opportunity.
Enhance	This is when you and your team act to increase the probability of occurrence or impact of an opportunity.
Accept	As with threats, when you accept an opportunity, you acknowledge its existence, but don't make any plans to take advantage of it.

Quality Management

What Is Quality?

The degree to which a set of inherent characteristics fulfills requirements.



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Process Groups Associated with Quality Management

- Plan Quality Management
- Manage Quality
- Control Quality

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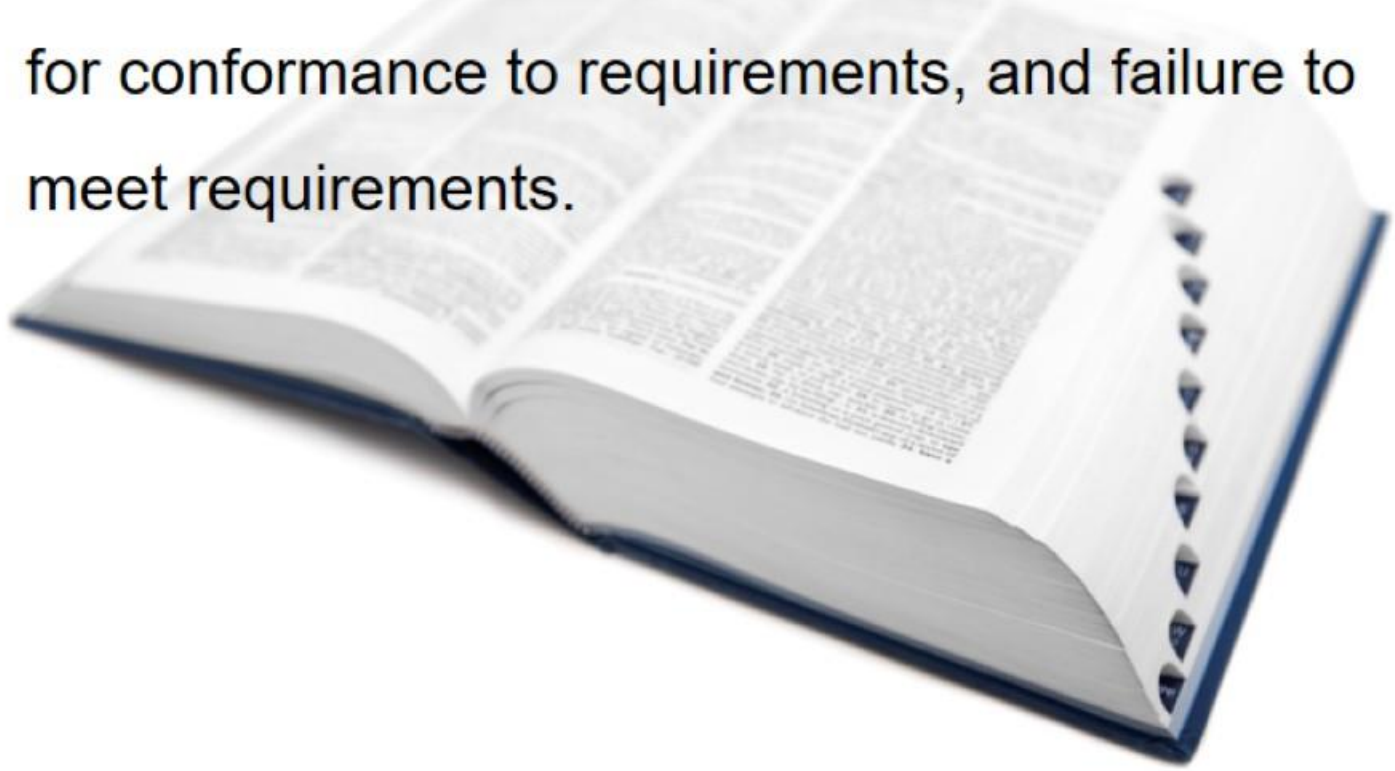
What Is the Cost of Quality?

All costs incurred over the life of the product by investment in preventing nonconformance to requirements, appraisal of the product or service for conformance to requirements, and failure to meet requirements.



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Cost of Quality Methodology

Prevention costs

Appraisal costs

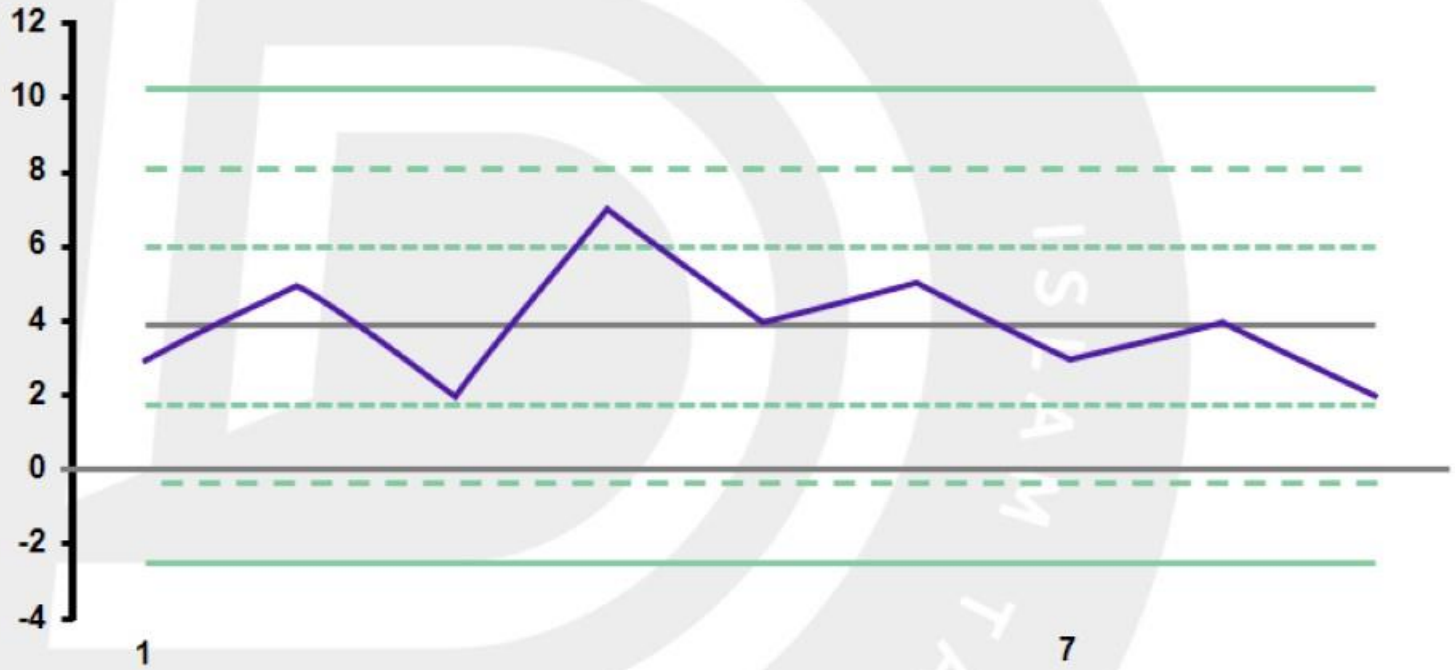
Internal failure costs

External failure costs

NOTE

Control Charts

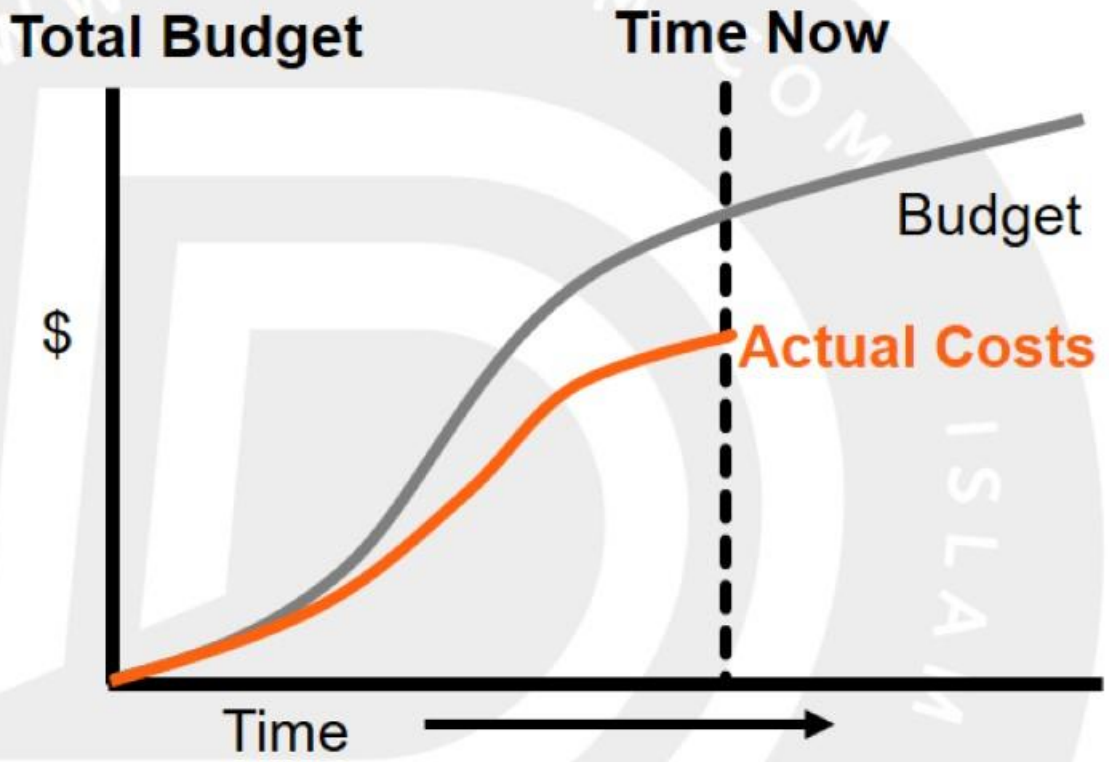
Week	1	2	3	4	5	6	7	8	9
Defects	3	5	2	7	4	5	3	4	2
Moving range	-	2	3	5	3	1	2	1	2



Project Controls and Forecasting

Earned Value Management (EVM) Tools

Earned Value Analysis (EVA)



EVA Metrics: Planned Value and Earned Value

Planned value (PV) is the authorized budget assigned to scheduled work.

Earned value (EV) is the measure of work performed expressed in terms of the budget authorized for that work.

Actual cost (AC) is the realized cost incurred for the work performed on any activity during a specific time period.

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EVA Metrics: Cost Variance

"The amount of budget deficit or surplus at a given point in time, expressed as the difference between the earned value and the actual cost."

CV = EV - AC

Cost Variance = Earned Value - Actual Cost

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EVA Metrics: Schedule Variance

"A measure of schedule performance expressed as the difference between the earned value and the planned value."

SV = EV - PV

Schedule Variance = Earned Value – Planned Value

A **positive SV** indicates your project is ahead of schedule;

an **SV of zero** indicates your project is precisely on schedule;

a **negative SV** indicates your project is behind schedule.

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EVA Metrics:
Cost Performance Index

"The cost performance index a measure of the cost efficiency of budgeted resources expressed as the ratio of earned value to actual cost."

CPI = EV / AC

$$\text{Cost Performance Index} = \frac{\text{Earned Value}}{\text{Actual cost incurred}}$$

<1 Over budget =1 On budget >1 Under budget

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EVA Metrics: Estimate at Completion

"The expected total cost of completing all work expressed as the sum of the actual cost to date and the estimate to complete."

EAC = BAC / CPI

$$\text{Estimate at Completion} = \frac{\text{Budget at Completion}}{\text{Cost Performance Index}}$$

A measure of the cost efficiency of budgeted resources expressed as the ratio of earned value to actual cost."
It represents the final project cost given the costs incurred to date and the expected costs to complete the project.

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EVA Metrics: Estimate at Completion

Estimate at Completion (EAC) is the expected total cost of completing all work expressed as the sum of the actual cost to date and the estimate to complete.

$$EAC = \frac{BAC}{CPI}$$

$$CPI = \frac{EV}{AC}$$

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EVA Metrics: Estimate to Complete

Estimate to Complete (ETC) is the expected cost to finish all the remaining project work.

$$ETC = EAC - AC$$

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EVA Metrics: Estimate to Complete

- The estimate to complete is the expected **cost to finish all the remaining project work**.
- Estimate to complete is **not the final overall expected project budget**; that's the estimate at completion—the formula we just went over.
- Instead, estimate to complete refers to the costs **from the present moment** until the **end of the project**; it **never** includes the project expenditures and actual cost prior to that moment.

Estimate to Complete (ETC) is the expected cost to finish all the remaining project work.

$$ETC = EAC - AC$$

EVA Metrics: Estimate to Complete

Variance at Completion (VAC) is a projection of the amount of budget deficit or surplus, expressed as the difference between the budget at completion and the estimate at completion.

$$VAC = BAC - EAC$$

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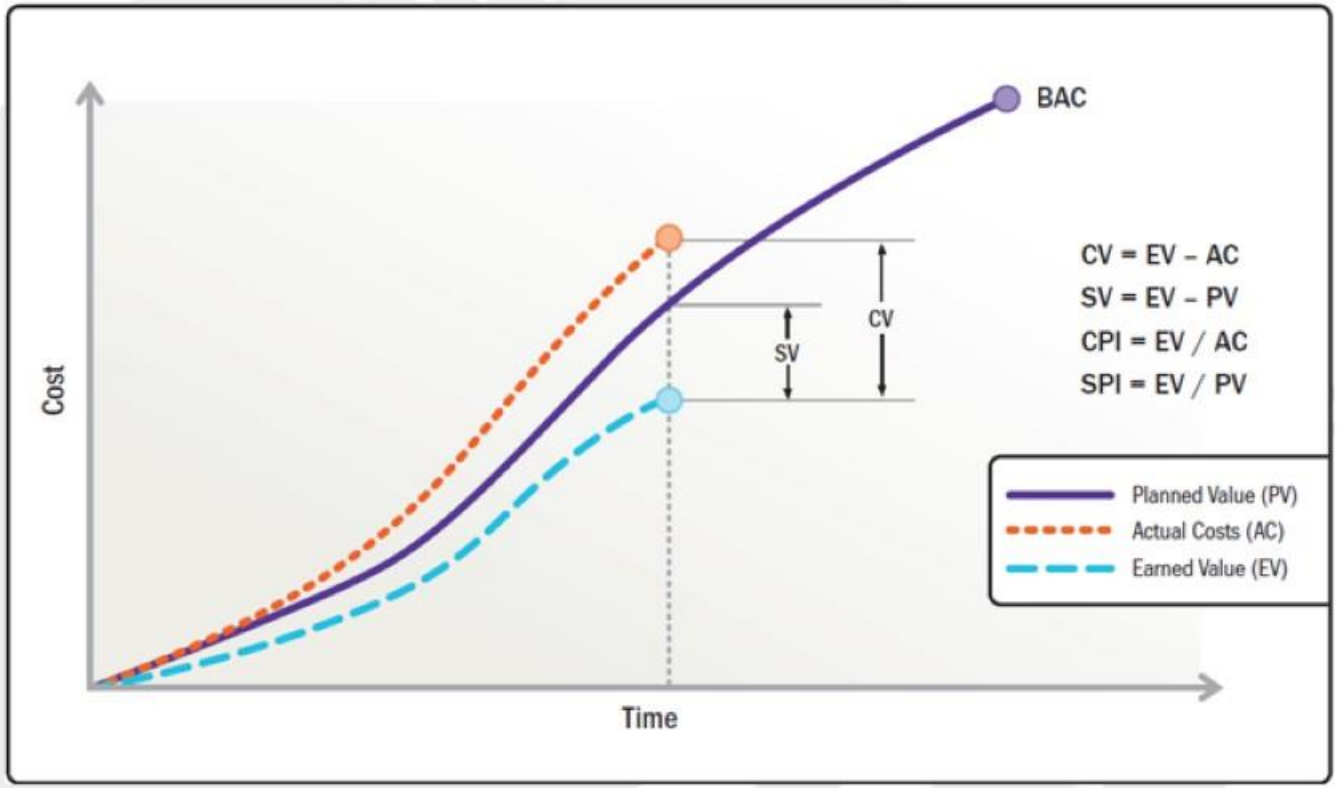
Putting These Three Together



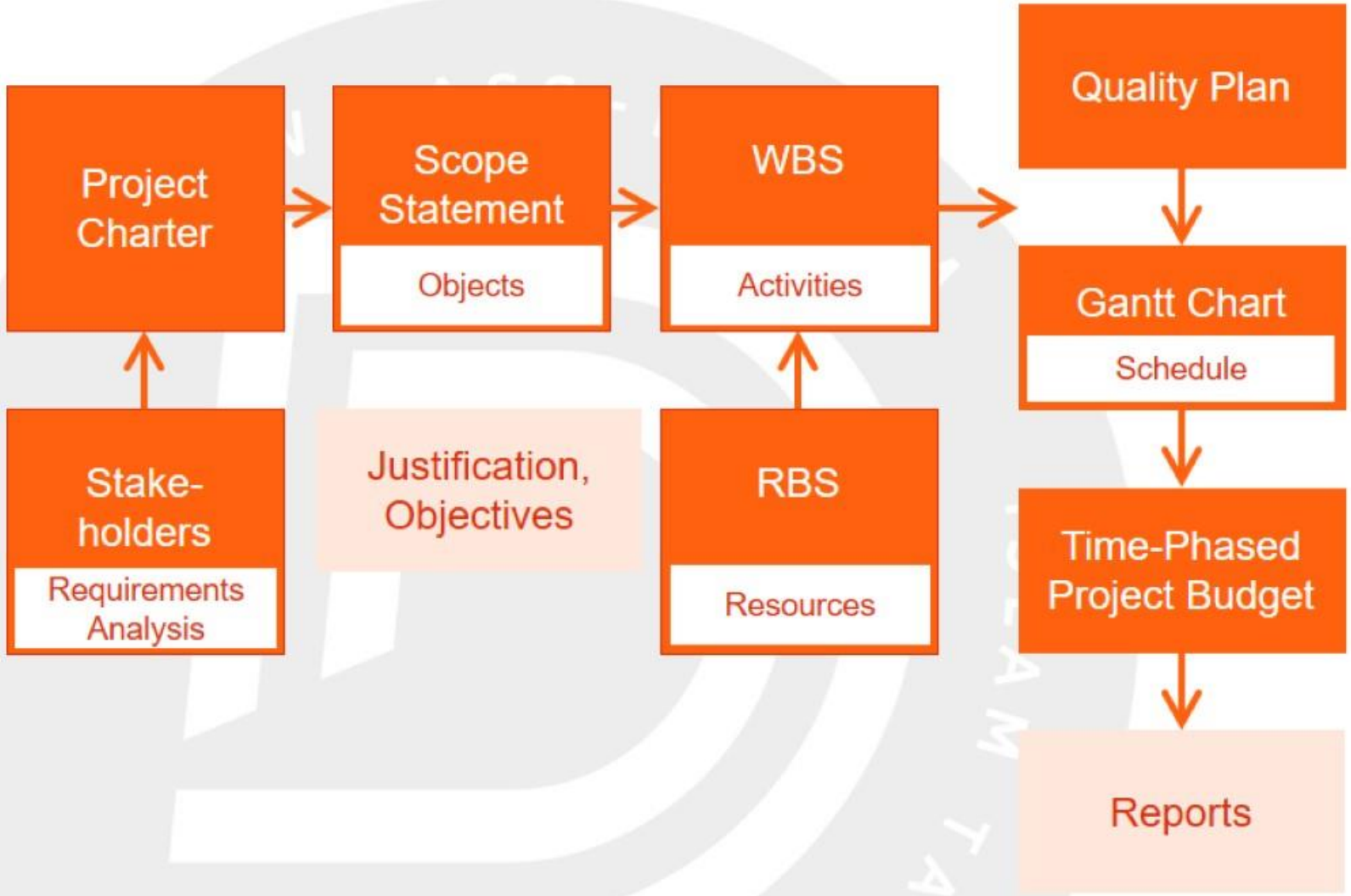
Project Integration

Bringing It All Together

Putting Together a Project Management Plan

- Determining an appropriate development methodology
- Integrating all project planning activities
- Executing the project with the required urgency
- Managing project changes
- Managing project artifacts
- Planning and managing project closure

Project Integration



Wrapping Up

Summary

- Planning and managing procurement
- Engaging stakeholders
- Managing project communications
- Managing risk
- Quality management
- Project controls and forecasting
- Project integration

Do I Already Know That?

Question 1

Ensuring that stakeholders accept and are satisfied with the project deliverables is a part of which project performance domain?

1. Development Approach and Life Cycle domain

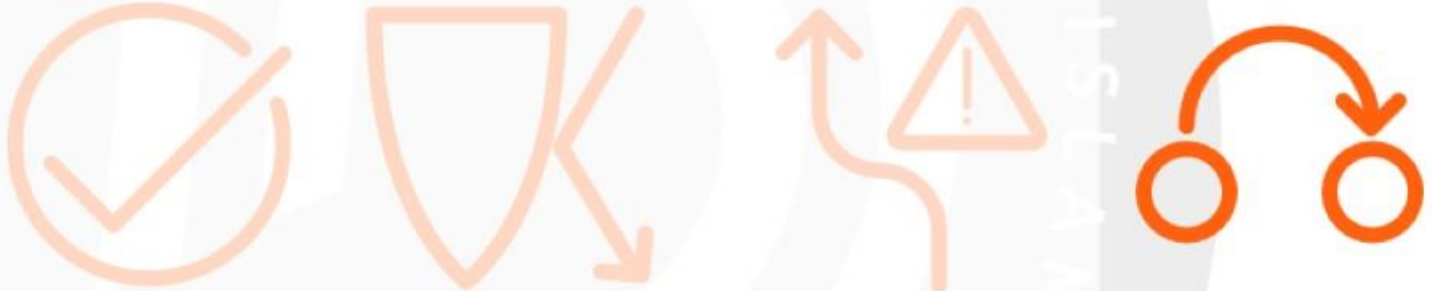
2. Stakeholder performance domain

3. Project Work performance domain

4. Project Delivery performance domain

Question 2

A contract with a vendor includes a 5% decrease in contract payments for each week the project is delayed. Which approach to risk management are you using?



1. Accepting

2. Mitigating

3. Avoiding

4. Transferring

Question 3

Which graph shows the behavior of a process over time and whether or not it is stable and within expectations?

1. Risk register

2. Gantt chart

3. Control chart

4. Ishikawa chart

How Did You Do?

Next:
Adaptive Approaches