

# The schedule as communication?

*PMOz Canberra  
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1

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## Today

- **Why do schedules?**
- **Three elements of project success**
- **It's all connected!**
- **How information leads to success**



2

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## 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?**



3

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## 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**



4

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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*



5

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## Why do schedules?

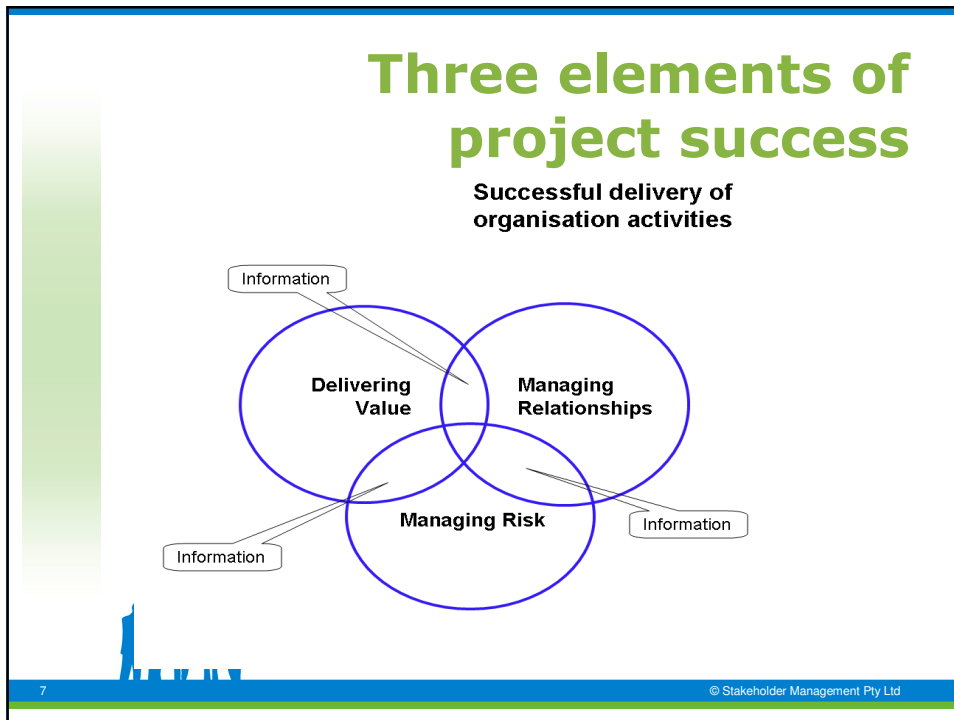
- **Contribution to project success:**
  - *Basis for planning for delivery of value to the organisation*
  - *Evidence of progress*
  - *Mechanism for timely identification of issues*
  - *Minimisation of risk*
  - *Maximisation of engagement of important stakeholders*



6

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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*



9

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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*



10

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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*



11

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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*



12

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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*



13

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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**



14

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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?*



15

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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*



16

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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'*



17

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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*



18

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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**



19

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## Using a schedule to achieve these outcomes



20

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## Tools to help

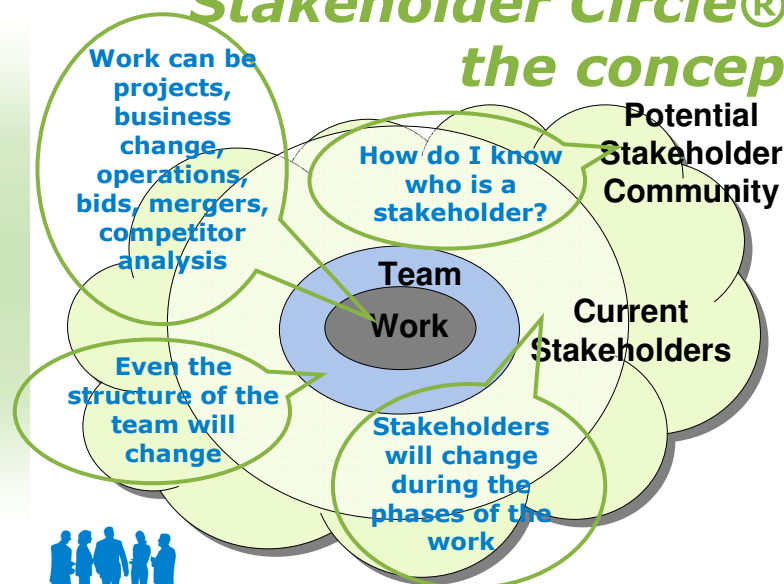
- **Estimating, planning, scheduling and EPM tools create data**
- **Stakeholder Circle® methodology and s/w**
  - *Identify the 'right' stakeholders*
  - *Understand how to engage (communicate) effectively*
  - *Monitor and measure effectiveness of the engagement*



21

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## Stakeholder Circle®: the concept



22

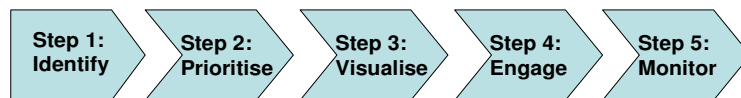
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## Stakeholder Circle®: the concept

### The **Stakeholder Circle®** Methodology

*"Are you managing the right stakeholders?"*



<input type="checkbox"/> Name <input type="checkbox"/> Role <input type="checkbox"/> Direction of influence (U, D, O, S, I, E) <input type="checkbox"/> Importance and 'stake' <input type="checkbox"/> Requirements: 'expectations'	<b>Team ratings of:</b> <input type="checkbox"/> Power <input type="checkbox"/> Proximity <input type="checkbox"/> Urgency <input type="checkbox"/> Index # <input type="checkbox"/> Priority	<b>Results of Steps 1 &amp; 2</b> <input type="checkbox"/> Categorised list <input type="checkbox"/> Excel form <input type="checkbox"/> <i>Stakeholder Circle</i>	<b>Engagement Profile</b> <input type="checkbox"/> Support <input type="checkbox"/> Receptiveness <input type="checkbox"/> Targeted Communication Plan <input type="checkbox"/> Relationship Manager	<input type="checkbox"/> 'Baseline' communication plan <input type="checkbox"/> Subsequent assessment <input type="checkbox"/> Direction of influence (U, D, O, S, I, E) <input type="checkbox"/> Reports
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23

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## 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*



24

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## The schedule as communication?



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