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Project Delivery Summit 2013

**Effective Communication Strategies for
Program Management**

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Agenda

1. Importance of an Effective PPM Communication Strategy
 - a) Communication Planning
 - b) Vehicles & Available Communication Tools
 - c) Communicating with Executive Sponsors & Stakeholders
 - d) Communication Strategies & Styles
 - e) Putting Your Plan into Action
2. Communications Workshop
3. Group Reporting
4. Lessons Learned: GSA Online Case Review

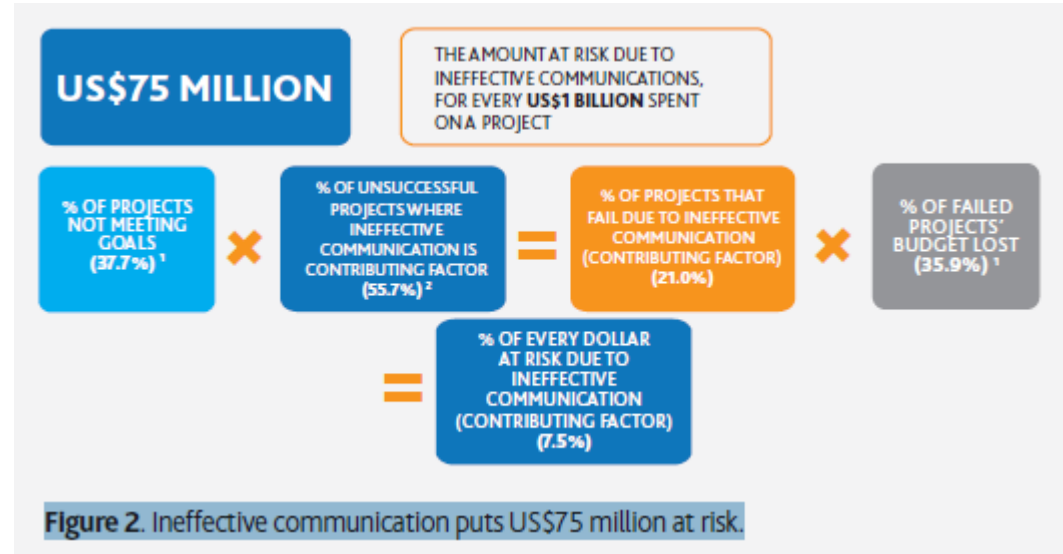


Learning Objectives

1. Understand relationship between communicators of messages and receivers of messages
2. Understand key aspects of communications preparation, delivery feedback and evaluation
3. Learn pitfalls to avoid and successes to emulate when communicating with diverse stakeholders groups

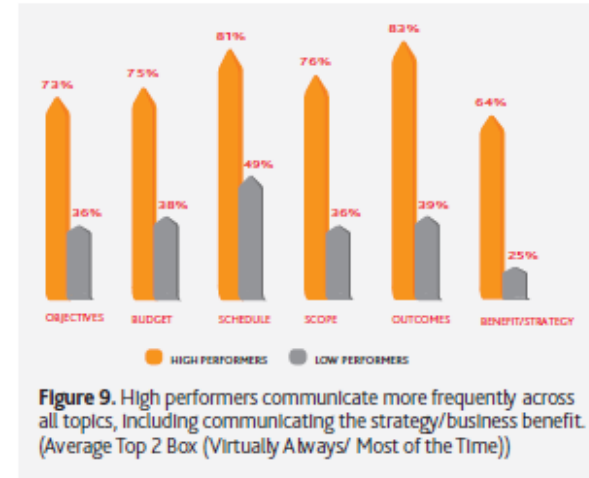
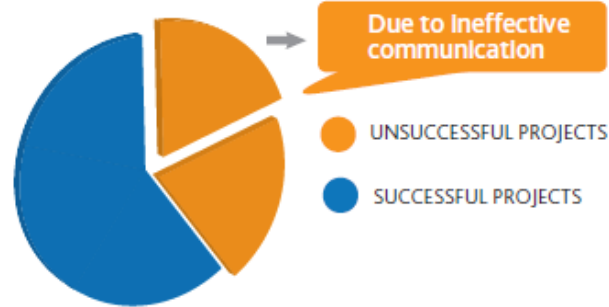


PMI 2013 Pulse Study



\$135 Million at Risk for Every \$1 Billion of Project Spend. 56% is Poor Communication.

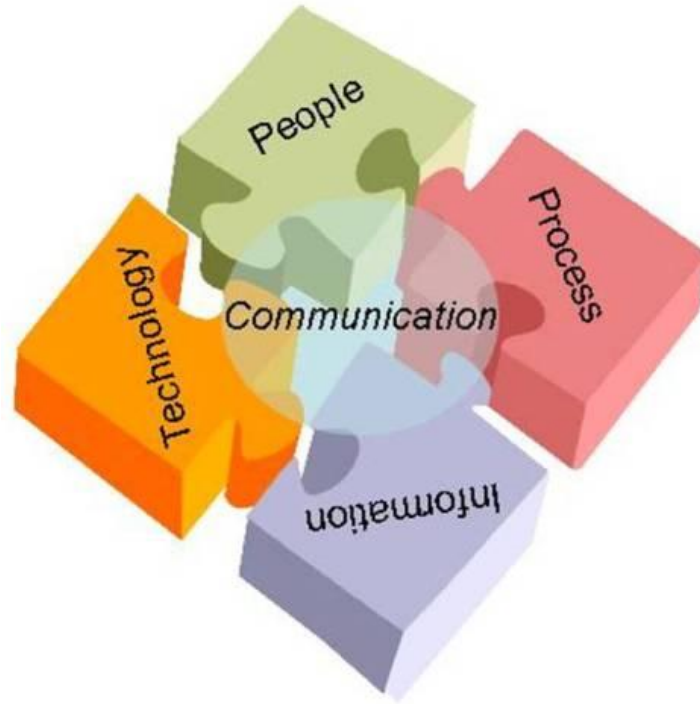
PMI 2013 Pulse Study



Communication Planning

What is Your Communications Objective

1. Awareness
2. Knowledge
3. Liking
4. Preference
5. Conviction
6. Passion
7. Crisis Mitigation
8. Reducing Anger
9. Risk Awareness



Elements of a Stakeholder Communication Plan



- **Who** are the stakeholders involved?
- **What** details must be communicated to each group?
- **When** must a project team communicate to each group of stakeholders?
- **Where** will stakeholders receive their communication?
- **How** will project team members communicate with stakeholders?

Vehicles and Communication Tools

Communication Channels

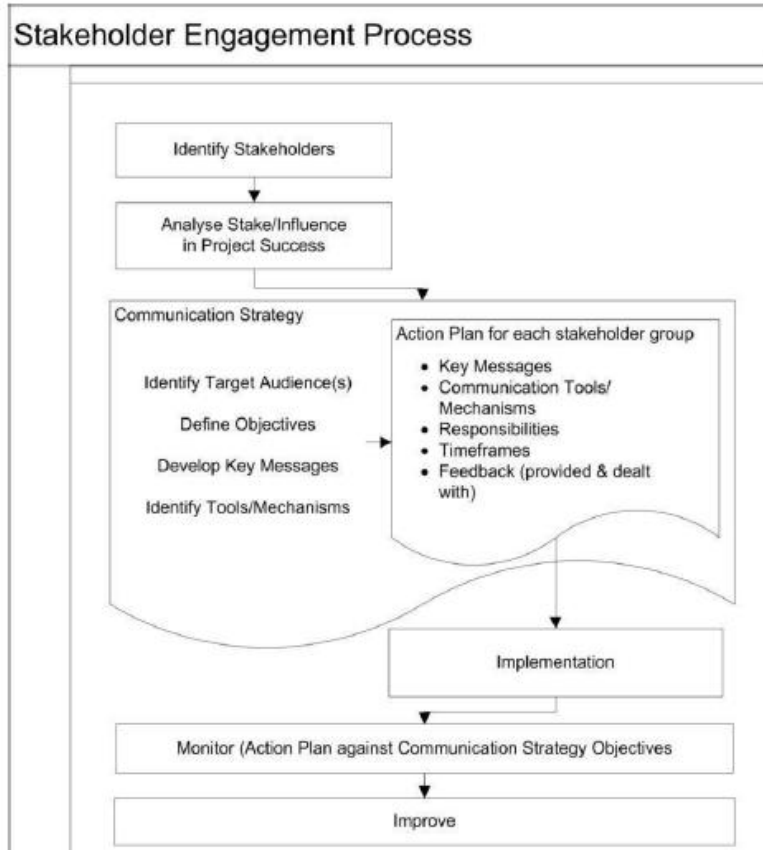
| Type | Benefits | Limitations |
|------------------------------------|--|---|
| Phone Bank | Allows two-way monitoring of Q&A | Resource intensive |
| Social Networking | Easy way to quickly provide information | Allows only brief messages |
| Websites | Allow information to be updated quickly | Generally doesn't allow two-way interaction |
| Blogs | Updated easily; two-way interaction | Use blogs before a crisis arises |
| Push Technology (like Reverse 911) | Reaches many people quickly | Doesn't allow two-way interaction |
| Traditional Media | Familiar communication vehicles | Forfeit control of message |
| Flyer | Effective for brief summarizations | One-way communication tool |
| Briefings | Allows for exchange of info and concerns | Negative feelings for overlooked community |
| Community Mailings | Less planning than conducting a meeting | Allows no interaction |
| Newsletters | Explain work to communities | Can backfire if community doesn't understand messaging; expensive |
| Presentations | Audience given chance to do Q&A | Poor presentation will distort situation |
| Public Meetings | Community allowed to express concerns | Can intensify conflicts |
| Small Group Meetings | Allows two-way interaction | Lots of prep for a small audience |
| Open Houses | Allows one-to-one conversations | Significant planning time |
| Exhibits | Stimulates public interest & understanding | One-way communication tool |

Communications Engagement

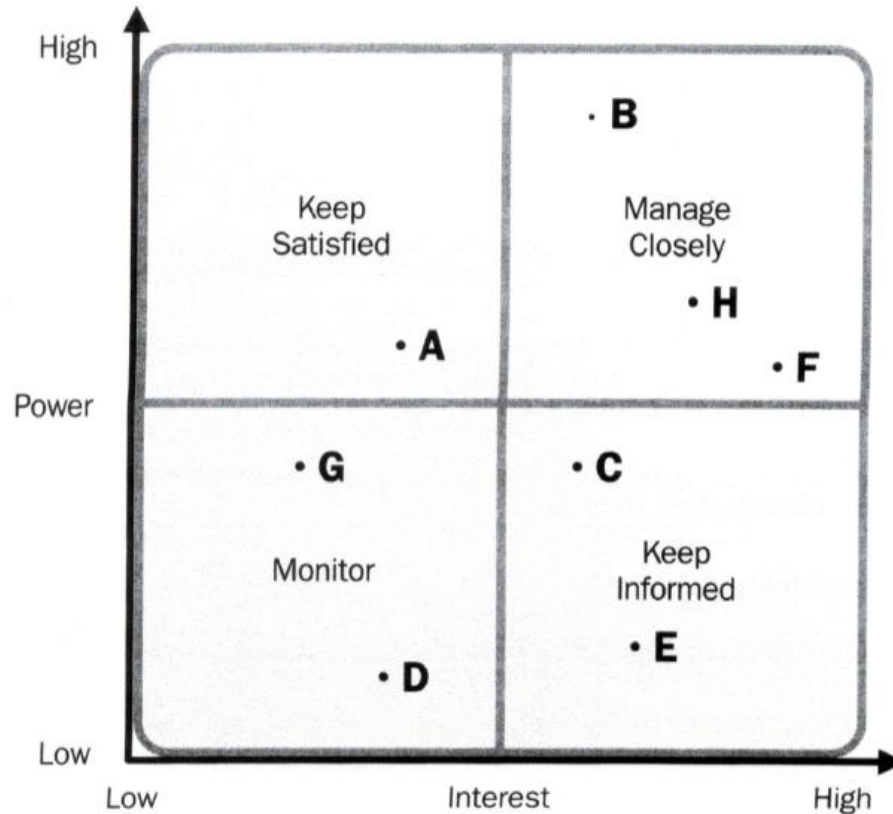
| Verbal | Electronic | Written | Visual |
|---|---|--|--|
| <ul style="list-style-type: none"> • Presentations/briefing sessions (one-to-one, one-to-many) • Telephone (one-to-one)/Teleconferences (one-to-many) • Forums • Networking facilitation • Staff meetings • Seminars/workshops • Community meetings • Launches • Specific events • Social gatherings • Visitation programs • Radio/television | <ul style="list-style-type: none"> • Personal email to identified stakeholders (one to one, one to many) • Broadcast email (one to many) • Internet/intranet including online forums, fact sheets, newsletter, Sharepoint – web sharing of ongoing project planning with internal and/or external stakeholders • SMS messaging • Weblog • Facebook, MySpace, YouTube • Twitter • RSS Feed • CD-ROM/DVDs • Fax stream, faxback | <ul style="list-style-type: none"> • Mailouts of important documentation (letter, memorandum, factsheet, FAQs) • Newsletter • Advertising – newspaper, magazine, web • Pamphlets and brochures (consider shelf life issues) • Information in agency newsletters etc • Media release • Ministerial • Request for Tender (RFT) • Contract • Project planning documentation | <ul style="list-style-type: none"> • Display – workplace, conference • Transport advertising • ‘Roadshow’ • ‘Parody’ presentation – play, puppet show • 3D presentation |

Executive Sponsors and Stakeholders

Stakeholder Engagement Process



Stakeholder Power Grid



Accessing Your Communications Plan

1. Types of Communication
2. Frequency
3. Importance
4. Sending & Receiving
5. Method
6. Plan Monitoring
7. Secure Communications
8. Change Controls
9. Communication Policy
10. Exhibits



Communication Strategies and Styles

Eight Way to Communicate Your Strategy More Effectively

1. Keep the message simple, but deep in meaning.
2. Build behavior based on market and customer insights.
3. Use the discipline of a framework: Inspire, Educate, Reinforce
4. Think broader than the typical CEO-delivered message. And don't disappear.
5. Put on your "real person" hat.
6. Tell a story.
7. Use 21st century media and be unexpected.
8. Make the necessary investment.



Assigning Anxiety

1. Identify stakeholders
2. Tailor benefits, steps, measures
3. Address negative perceptions and document interactions
4. Build support across groups
5. Share credit for success

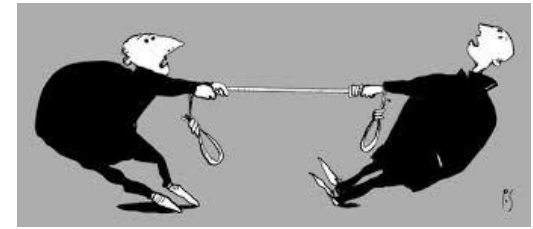


Ineffective Stakeholder Communications



1. Failure to anticipate needs
2. Failure to use tools – shooting from the hip
3. Failure to scan and to report
4. Failure to respond in a timely manner
5. Failure to frame issue to acknowledge limitations
6. Failure to share credit among stakeholders

Communicating with Project Opponents



| Name of Key Stakeholder/Group | | |
|---|---|--|
| Project benefits ('what's in it for them') | Key messages | Potential Threats ('what's against it for them') |
| Contextualise and identify the direct personal benefits (eg self-interest) | This will help you by ... Even though it might mean more work for your group in ..., in the long term it will reduce the following tasks so that the overall impact on your group will be positive [describe how]. | The project will make it more difficult for this group to ... The project will add more work to my already heavy work schedule. |
| Opportunity to piggy-back on our work to make your work easier | | Not their core business |
| Participating in the project (opportunity to 'have a say' in shaping the end results) | By supporting this project, it means that you will gain ... | They perceive control being taken away |

Tips: Dealing with Project Opponents

- Consider the point of view.
- Preface messaging with a wider context.
- Take an education/ partnership approach.
- For changes to business processes, what do Opponents currently do.
- Plan how issues are raised.
- Involve the Project Sponsor.
- Deliver messages face-to-face.
- Utilize the influence up the operational hierarchy.
- Try to keep people involved.
- Don't formalize a planned approach.
- You may not win.

Seven Political Lessons for Project and Program Managers

1. Map the political landscape. Keep that map close at hand.
2. Be Flexible.
3. Get the vote – thank your campaign team.
4. Reach Across the Aisle to Get Things Done.
5. Hone your key Message. “Stump” it relentlessly.
6. Create a cabinet.
7. Be Passionate. Relate Your Program to the Big Picture.



Putting Your Plan Into Action

The Way Forward: Language of the C-Suite

1. Close the communications gap.
2. Tailor communications.
3. Acknowledge the value of project management.
4. Use standardized project communications practices.



Communication Exercises

- Communications Workshop: Case Study
- Organizational Communications Assessment
- Communications Self-Assessment
(Take – home exercise)
- GSA Online Case Review



Value Proposition & Messaging

Budgeting Concerns
Program Oversight & Transparency
Agency Compliance



Financial Discipline

Improve financial rigor and results



Operational Excellence

Enhance efficiency and costs



Risk Mitigation

Manage and react to uncertainty

Communication Assessment Outcomes

Outcomes from a capability assessment:

- You'll identify organizational gaps.
- You'll identify systematic shortfalls.
- You enable the PM community.
- You'll get "from the trenches" feedback.
- You'll gain some baseline metrics.
- You'll gain a proposed roadmap of targeted activities.



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