

**Is your project heading for an
Intensive Care Unit?**

**Or will Interaction, Communication &
Understanding support your
project's success?**

Bronwyn Cross, LeftField Project Solutions

ICU



Is your project heading for
an **I**ntensive **C**are **U**nit?

Stream 3: Clients and Stakeholders



Or will **I**nteraction, **C**ommunication
and **U**nderstanding support your
project's success?

ICU – Intensive Care Unit

- Why might projects get to this place?
- What contributes to declining health of a project? (and the project manager?!)
- How is CPR administered?
- What if...



De Carlo's Four Business Questions

- Who needs what and why?
- What will it take to get it?
- Can we get what it takes?
- Is it worth it?

- Projects and Project Managers in **ICU**
- When? How?
- Contributing factors
- The “people side” of projects

I nteraction

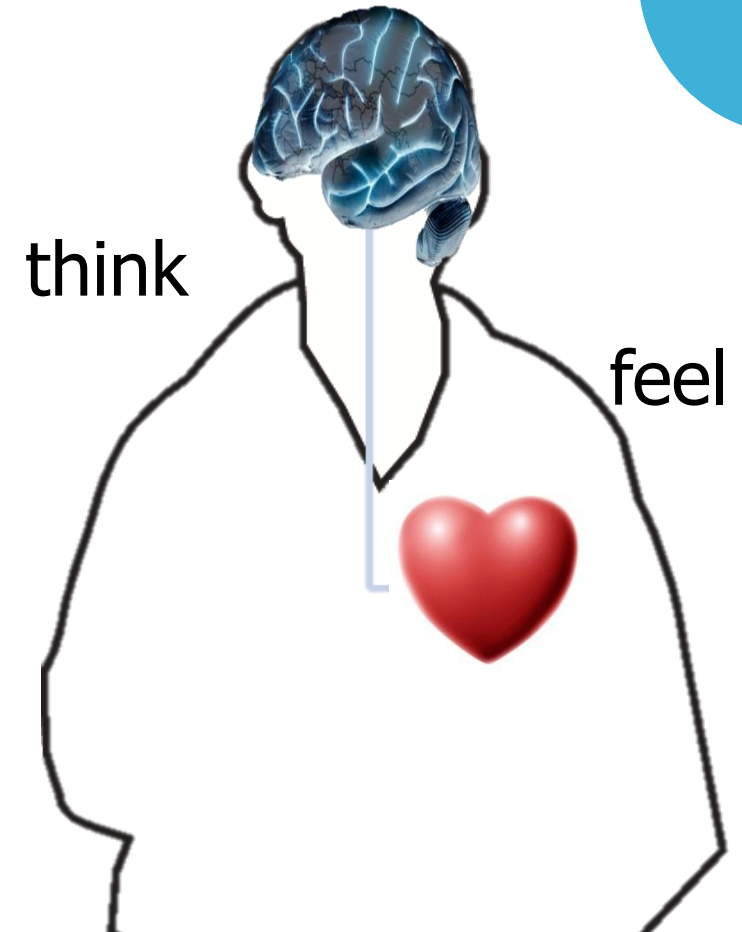
C ommunication

U nderstanding

ICU: two dimensions

Logic - Thinking

Emotion - Feeling



Logic

- Interaction points in the project lifecycle
- Interaction between parts of business/organisation
- Interaction with systems



Emotion

- Interaction within self
- Interaction with individuals
- Interaction within the business/organisation



Logic

- “It’s in the newsletter”
- “But I TOLD him...”
- “You have the facts, what’s the problem?”



Emotion

- “Whilst we can’t have what we want, at least they listened”
- “I think we should ask again to clarify that”
- “We” (not “us” and “them”)



Logic

- “It’s not a big change”
- “The timeframe might shift a little bit, can you adapt?”
- “It works on the revised plan, what do you think?”



Emotion

- “Yes, key personnel may feel the system is replacing their expertise”
- “It might be a challenging transition, and we’ll support you through that”
- “Yes this will impact operations”



DISCUSS

- When have you observed an imbalance of logic and/or emotion? (overdone or underdone)
- Impact on project?
- Impact on relationships?

Strategic Focus

- ROI, Outcomes



- ROE, Sustainable Culture





Scoping – “Kick Off” session

- Fill in template, specify outcomes and outputs, begin planning
- Build trust, establish relationships, agree on how “we” work together



Resource Planning



- Dollars, time, equipment 
- Goodwill, buy in, discretionary effort 

Project Communication

- Comms Plan, newsletters, FAQ
- Team meetings, coffee, casual conversations



Risk Planning and Management

- Risk analysis, risk plan 
- Cross functional consultation, perceived risk 

Change Planning and Management

- Impact analysis, change plan, transition strategies, implementation plan
- Who is impacted? How?
What support will they need?



DISCUSS

- What are you already doing well?
- What could be improved?
- How will you do this?



Stream 3: Clients and Stakeholders

ICU – Intensive Care Unit

Or

Interaction

Communication

Understanding

The quality of relationship with clients and stakeholders influences project success