Planning Process Group Artifacts

7.1 Plan Cost Management

7.1.2 Meetings (Tools and Techniques)

PMGT 690, ERAU, Prof. Sherman

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7.1.2 Meetings (Tools and Techniques):

Meetings are conducted to plan and develop the cost management plan. This meeting would consist of the project manager and team, stakeholders, the project sponsor and anyone with responsibility for project costs and budgeting.

This Artifact was taken from PMGT 502, Deliverable 4.3, Case Study Ch 11 (1-4): This assignment was to provide insight on how project managers handled stakeholder meetings. It also provided what she could have done differently.

1. Amber Brigg's first meeting: What should she have done differently?

I thought that her first meeting went fairly well. Her introduction was good. I felt that she could have done a better job into getting her team members on board. There were members that did not know why they were there and really did not seem to care. Two of the team member's did not even show up. I would try and communicate that his project is highly visible and that top management, including the CEO, wants this to be very memorable. A project like this is a wonderful opportunity for recognition, letters of commendation and future promotion. After giving an overview, I would give a clear picture on the scope of the project, and also a weekly schedule when we would meet. The cafeteria is temporary, however a meeting room is more suitable and less distracting. I would be firm, especially in the beginning, and tell everyone this is the time and place that we will meet. Next, I would give out a responsibility matrix. I would communicate that this could be subject to change if certain people could be utilized differently elsewhere. I would communicate that their areas they would need to be prepared prior to each meeting so that the project as a whole can move forward. I would develop a modest communication plan and give out a roster of everyone's contact information. Finally I would try

and suggest a model on how we would move forward with the project. I would close by reiterating how important and this project is. I would be emailing them all next week and if they have any concerns or do not want to be a part of the project to let me know by tomorrow so that I can take them off the list and find a suitable replacement.

2. What barriers is she likely to encounter in completing this project?

As mentioned in the reading, there are few individuals that are not fully into this project. As the project manager, Amber needs to be innovative and inspire. Making those individuals responsible for a high impact area of the project. This could be an effective motivator. Other ways to inspire is to sell to the team how highly visible and important this particular project will be.

Another one of the barriers was the meeting area. They had to utilize the cafeteria. This is ok for one or two meetings, however they will need a meeting area with less distractions. She also let the team develop the meeting schedule. This could be argued for weeks on end wasting precious time.

3. What can she do to overcome barriers?

Nail down the meeting room. Take action and reserve the room once a week with working equipment. Develop the schedule herself. Give the day and time when the team will meet. The team will then have to adjust and prioritize there work schedules to accommodate. They will have to take action to be a part of this team. I would be communicating with the team individually in regards to responsibilities. If she gets resistance, she can attempt to negotiate and

see if there are particular areas where they could utilize strengths. In this scenario, this project is 'extra duty'. Some people will see this and be resistant. Amber needs to establish firm boundaries and hold people accountable. If they do not want to be there, they need to be replaced immediately.

4. What needs to be done for next meeting?

Responsibility Matrix: After the kick-off meeting, she can begin to email and communicate on a one on one basis with her team members. She can develop who is responsible for what. Also, she will need to finalize the scope of the project and develop a rough draft for a communication plan. After the next meeting, she will be able to get a feel as far as what model she can utilize and or methodology to take. I believe once people know exactly what is expected of them, things can begin to move forward.

Reference List:

Larson E. and Gray C. (2014) *Project Management, The Managerial Process (6th ed)* New York, NY: McGraw-Hill

Project Management Institute. (2013). *A Guide to the Project Management Body of Knowledge* (PMBOK Guide, 5th ed) Newton Square, PA: PMI Inc.