



# The Power of Virtual Collaboration in Project Management

*by*  
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makingstories.net

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**This eBook will show you how to implement virtual collaboration tools throughout the life cycle of a project to leverage the benefits of collaboration and partnership.**

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## SETTING THE STAGE...



*Rodrigo shook his head. He was inheriting an 18-month enterprise software development project intended to revolutionize the organization. The technology was not daunting. Rodrigo had tremendous confidence in his team of cracker-jack programmers. What troubled Rodrigo was the task of keeping the four central champions of the project located in Seoul, Houston, Guadalajara, and Frankfurt informed, involved and happy.*



*Fran was proud of herself. Two years ago she and her team had adopted ITIL standards (Information Technology Infrastructure Library). She glanced at the Standard Operating Procedures for Capacity Planning and Availability Planning for new applications and saw that the process was rock solid. What troubled Fran was how she would manage all of the risks and unknowns of working with a business unit with which she had no prior experience and a new project manager she had never met.*



*Tony closed the door of his office to clear his head. After thirteen months of requirements analysis he had a blueprint of the new Web-based reporting system. These data warehousing projects kept him awake nights. Fifty percent of previous projects of a similar nature had failed. It was always an issue of scope. With multiple hands owning and touching the data from so many different parts of the organization, how was Tony going to keep these requirements stable enough to actually produce a valuable tool for everyone?*

## **THE POWER OF COLLABORATION & PARTNERSHIPS**

Collaboration and partnership are not a choice. They are business imperatives. Interaction is king. Today our organizations and the projects we do in support of their missions have too many working parts and too many integration points to be achieved in solitude.

We would never expect an entire network to rely on one node, so why would we assume that projects need to be centrally managed and controlled by a project team? The days of throwing the requirements over the walls and letting the brainiacs figure out what we really need or want are

over. It's time to roll up your sleeves and prepare to meet your stakeholders up close and personal. Trust me, it's not as bad as it might sound.

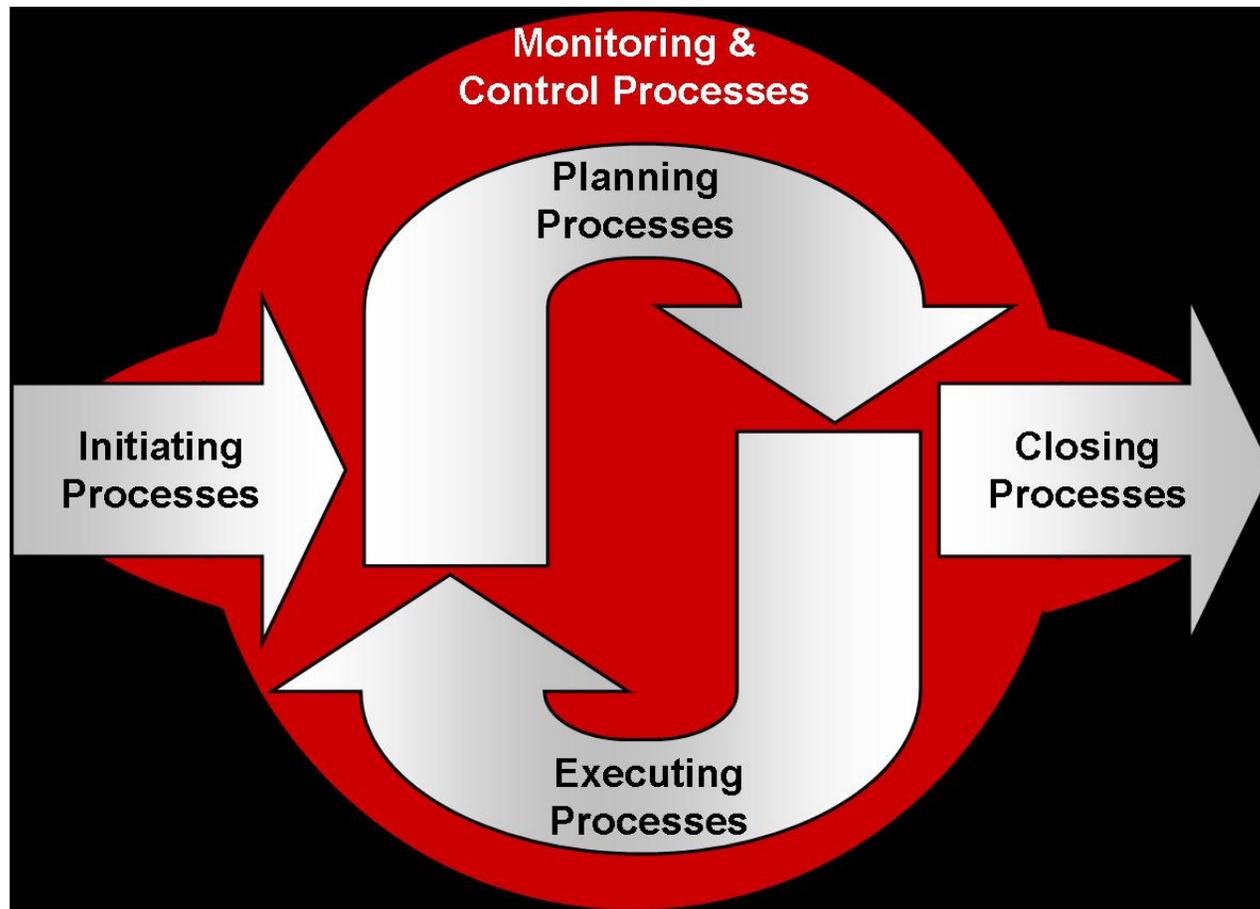
Your business partners don't have to be part of the problem if you make them part of the solution. Granted, not every business partner is going to roll out the red carpet and invite you to the executive table. However, just as you are hopefully realizing that technical prowess is not enough, your business partners are beginning to realize that viewing you as a service provider ready to cater to their every whim will not benefit them or the organization.

Projects must produce value. Projects are endlessly balancing risk with value. When risk outweighs the potential value of a project, or if something changes in the environment whereby the realization of the value is no longer possible, then a project needs to be killed. How would you like success to be measured – by jointly deciding with your business partners that a project should be killed? Say goodbye to the days of marching to Napoleonic Waterloos.

## ***We Sink or Swim Together***

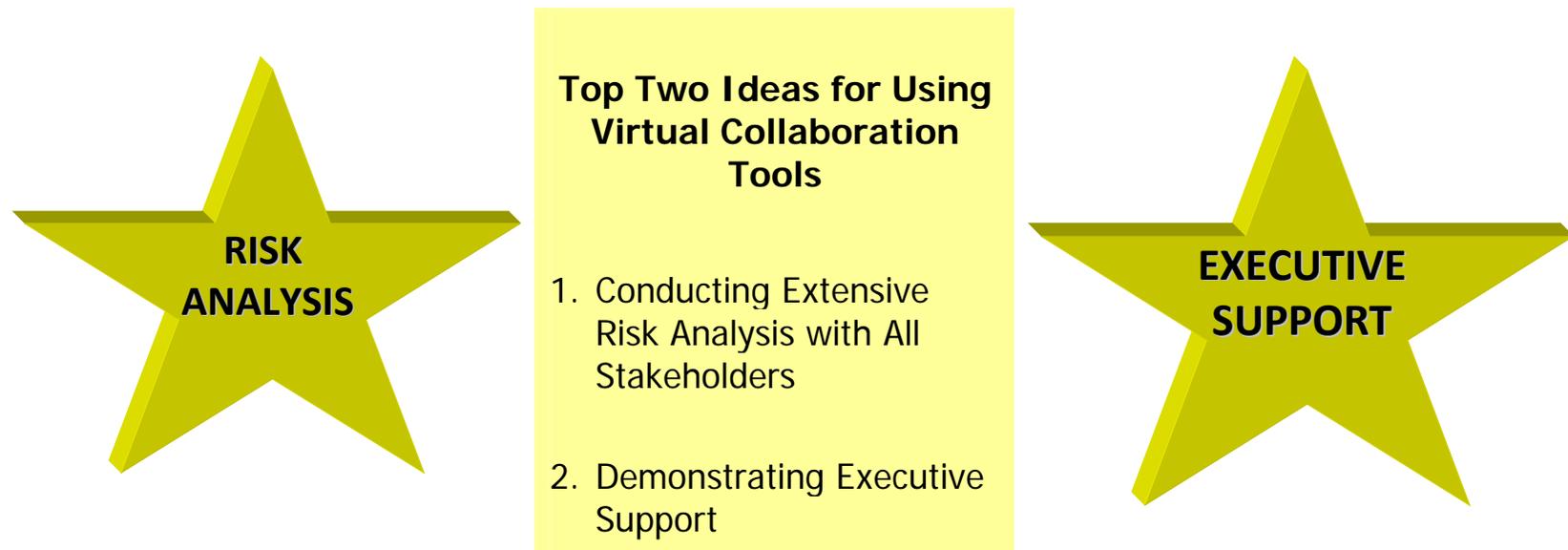
The proliferation of virtual collaboration tools has ushered in a new age of projects. Living and breathing the tactical moves and grooves of collaboration and partnership has gotten easier. Forget about socializing the soft and fuzzy tenets of your new-found convictions. Work flows, business processes and the tools of engagement have made it easier for you to start walking the talk. Once you start walking others will follow – and they won't even know you are enlightening them at the same time.

This eBook will show you how to **implement virtual collaboration tools** throughout **the life cycle of a project** to leverage all of the benefits of partnership and collaboration.



## INITIATING PROCESS

The purpose of the Initiating Process Group is to “facilitate the formal authorization to start a new project or project phase” (PMBOK® Guide, Third Edition). The culmination of the Initiating Process is a Project Charter. This is a proposal to the sponsor seeking project authorization. There are a host of activities that go from defining an initial problem to be solved and producing a signed project charter. Among all of these activities there are two that stand out as key opportunities for strategically using virtual collaboration tools.



## ***1. Conducting Risk Analysis with All Stakeholders***

Risk is everything. Every member of a project team must keep his or her eyes locked on risks. It's not about being paranoid. Balancing risk with business value lies at the success of every project.

Managing risk is done throughout the project life cycle. However, the quality and depth of risk analysis during the Initiating Process sets the foundation of a project. Go slow to go fast.

Every project begins with the risk of not conducting a thorough enough risk analysis. Thoroughness implies more than extensiveness. Are you engaging with stakeholders to discover and analyze project risks? Stakeholders are scattered. Have you reached out to all of these stakeholders?

Collect comprehensive lists of risks then collaboratively prioritize them according to probability of the risk occurring and the impact of the risk if it occurs.

### **TOOL**

<b>Risk</b>	<b>Probability (1-10)</b>	<b>Impact (1-10)</b>	<b>Impact Score (prob. X impact)</b>

**Note: 1 = Low, 10 = High**

## *Virtual Collaboration Tools and Risk Analysis*



Of course the quality and effectiveness of the collaboration with your partnerships can only be managed by you, but technology increases the opportunities for communication and the diversity of interaction techniques you can use with your stakeholders.

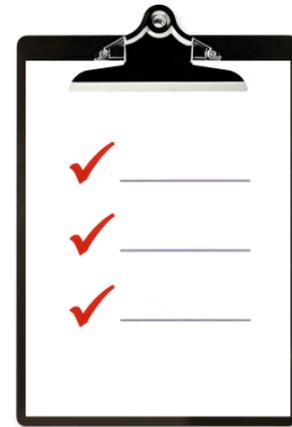
***“Technology makes collaboration easier...”***



- Virtual meeting tools are essential for conducting focus groups with stakeholders you might otherwise have very limited contact with.
- Polls and online forms should be used to extend your reach and ongoing contact with stakeholders to identify and monitor risk.

## Suggested Actions for Risk Analysis...

1. Complete your stakeholder analysis and be thorough!
2. Use online forms to collect lists of risks from stakeholders.
3. Consolidate and categorize risks into a master list.
4. Post risks.
5. Ask stakeholders to rate risks according to probability and impact.
6. Collect ideas for risk mitigation and counter measures.
7. Maintain a high-level, online risk register as an ongoing communication tool with your stakeholders.



## 2. Demonstrating Executive Support

Lack of executive support or project champions is a leading reason for project failure. Assuming you have strong champions for your project, how are you getting the word out? Have you found ways to keep the voice of your champions strong throughout the life of a project? Virtual collaboration tools offer some surprising strategies.

## *Virtual Collaboration Tools and Executive Support*



Parading around your champions, especially for a large enterprise software development project, is time consuming and cost prohibitive. Virtual collaboration tools can be used to magnify their voice and influence in an ongoing and sustainable way. You can even make it easy for them. After all, champions are usually busy people.

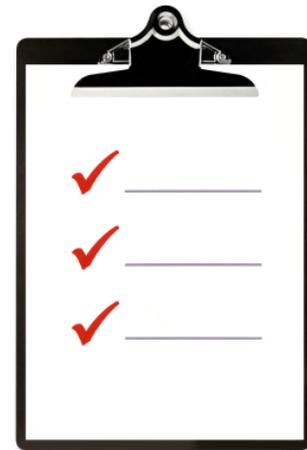
**“Virtual technologies amplify your voice and influence...”**



- Record presentations and archive them for ongoing distribution.
- Develop short, live virtual and recorded meeting updates spaced throughout a project around major milestones.
- Use registration tools of virtual meeting software to track review of recorded messages.
- Leverage the polling capabilities of virtual meeting software to capture ongoing feedback, reactions, and ideas from stakeholders.

## Suggested Actions for Demonstrating Executive Support...

1. Make it as easy as possible for champions to communicate their support. Technology streamlines their time commitment and can elevate the effectiveness of their message.
2. Facilitate the development of archived presentations that use short sound bites and compelling stories and visuals.
3. Incorporate dynamic content into recorded presentations (i.e., demos of evolving software apps, audio sound bites, and text-based quotes from stakeholders).
4. Partner with stakeholders to act as rotating media sponsors of your champions' recorded presentations. Feature these stakeholders and their perceptions of the project's progress and importance as a key part of the presentations. This serves to spread the care and investment people have in your project communications. It also takes the communication load off of the champions' shoulders. They just need to virtually show up.



## PLANNING PROCESS

The purpose of the Planning Process Group is to “define and mature the project scope, develop the project management plan, and identify and schedule the project activities that occur within the project” (PMBOK® Guide, Third Edition). The planning processes occur iteratively.

As new project information is discovered, one or more of the planning processes may need to be revisited. New project information could identify additional dependencies, requirements, and risks that need to be taken into account. However, changes and refinement cannot continue indefinitely. The project manager, working with the sponsor, must at some point determine when changes and refinements can no longer be accepted without making major changes to the project’s schedule or costs. Stakeholders should be involved in the planning process, leveraging their skills and knowledge, and setting the stage for open communication.



### Top Two Ideas for Using Virtual Collaboration Tools

1. Accelerating the Development and Accuracy of Estimates
2. Synchronizing Scope Management with Dispersed Stakeholders



## 1. Accelerating the Development and Accuracy of Estimates

The most daunting aspect of the initial planning effort is estimating. Almost every aspect of the project is touched by it. The project plan hinges on the thoroughness and quality of estimates. Costs, level of effort (Work Breakdown Structure/WBS) and schedule are some of the areas most affected. As time moves forward confidence in estimates increases. Are there any ways of accelerating this process? Here are a few factors that make estimating difficult:

- Lack of information
- No previous experience to benchmark efforts
- Complex project dependencies
- Moving scope
- Requirements in flux
- Too many stakeholders

### *Virtual Collaboration Tools and Estimating*

Take a simple task from a work breakdown structure. For example, consider trying to estimate coding time for writing an object-oriented algorithm for a method of a class that calculates something. Let's say this method represents one small software behavior of a new set of business processes being implemented. Normally you would ask the developers to provide an estimate for the amount of effort required to write the code. You'd plug this one small estimation into your work breakdown structure and voilà.

***“Technology improves your reach and increases interactions with people involved in estimating.”***

I am simplifying the picture, but stay with me. This estimate fails to take into account two dynamic variables that you can collect if you use virtual collaboration tools. For one, it fails to capture the iterative nature of clarifying questions between the drivers of the business change and the technical team of software engineers. It also relies too heavily on lots of small estimates from single individuals or small workgroups.

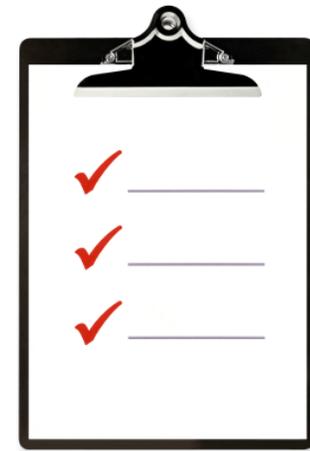
Let's go back to our coding example. Sure, you may build into your schedule some back and forth communications between the technical teams and stakeholders driving the business process changes, but how well did you engage each of them in determining the level of effort? How many assumptions did you make in your infinite wisdom as a project manager? And because you are human, you can only meet with some stakeholders to involve them in the intricate twists and turns of estimating. As a project manager you are supposed to have the requisite experience to make these inconsequential rough order of magnitude estimates. It all gets ironed out as you move along, right? Not exactly!

***“Virtual collaboration tools provide us with endless opportunities to set up real-time poll devices to facilitate true collaborative estimating.”***

What if there was a way to involve more people in estimating the process on an ongoing basis? What if estimates were not dependent upon single individuals or small workgroups but a team of people (perhaps even anonymously sometimes) providing estimating information along the way?

## Suggested Actions for Estimating...

1. Target areas of time or budgetary estimations, where the most number of people are involved and where you have the greatest degree of uncertainty.
2. Develop a list of the individuals that might have valuable input, including those both internal and external to your organization.
3. Write a short description of the process you plan to follow and communicate it to all invited estimating stakeholders.
4. Use Web-based services to create a poll or other tool for collecting people's estimates.
5. Analyze the data collected. Consider throwing out the high and low estimates and averaging the rest. All of this depends on sample size. If you are unsure, ask someone well-versed in statistics to give you a hand.
6. Communicate the results back to participants. Fold the results into your Project Planning artifacts (e.g., WBS and timeline).



## 2. Synchronizing Scope Management with Dispersed Stakeholders

When a project gets a-rolling, scope gets a-creeping. Many projects adhere to an organization's existing change management processes. Recording your project's intentions to follow these standard practices in the project plan is not enough. Think about all of the non-technical stakeholders who may have never sat on one of these change configuration management boards. Besides, you will still need to state constraints parameters for managing scope change. For example, change items will be accepted from "date x" to "date y."

### *Virtual Collaboration Tools and Scope Management*

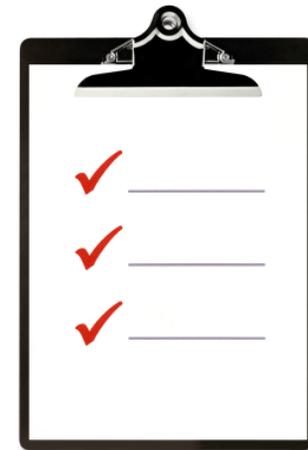
During the Planning Process, virtual collaboration tools need to be used to extend your active outreach to all stakeholders affected by your project. Anyone and everyone who might have valid or even invalid change requests needs to know how, when and if they can have any input in the process. Managing expectations reduces risk, especially during the implementation stage when suddenly new requirements surface that can radically alter the course of the project or jeopardize its success.

**"Managing expectations reduces risk..."**

Aggressive, early, proactive, frequent, and short virtual town hall meetings with stakeholders focused solely on scope management will save you and your project teams lots of headaches up the road. The larger and more complex your project is, the more critical this becomes.

## Suggested Actions for Scope Management...

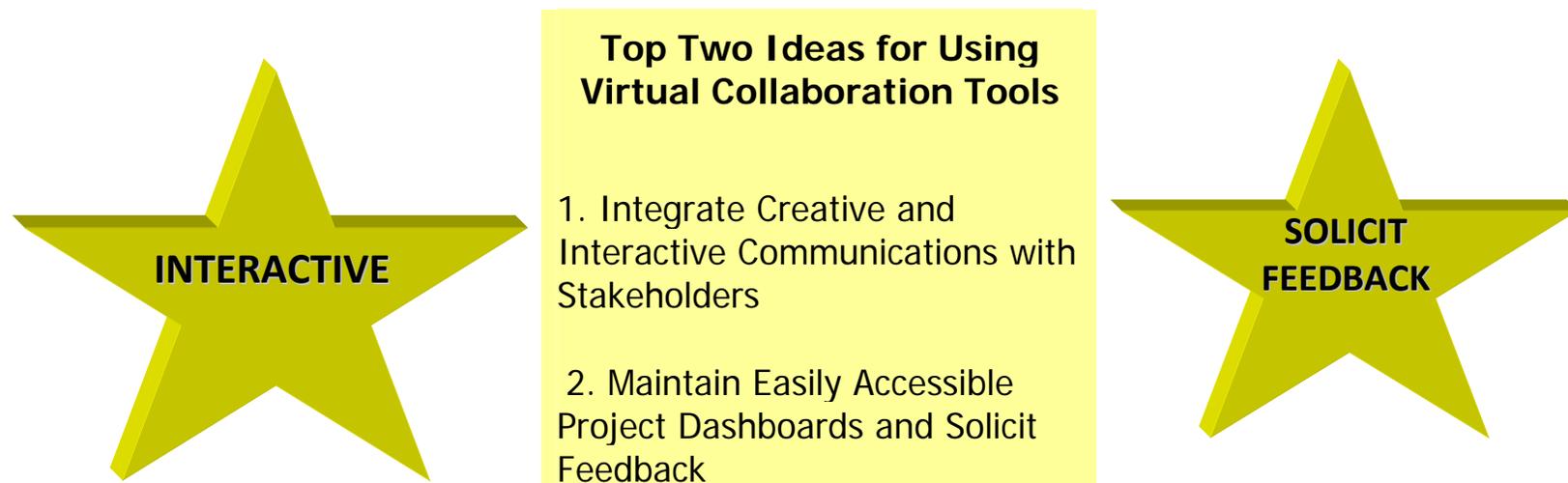
1. Document your scope management plan. As a project team, state what, if any, existing change processes you will follow and the parameters for how, when, from whom, and what you will accept as change requests.
2. Articulate all of the items that will be out of scope. This gives people a starting point. If and when they request any kind of change or requirement that relates to your "out of scope" descriptors, you will be able to better manage their disappointment. Always be ready to listen. There will be plenty of times when something you have stated as being out of scope may need to be re-evaluated with new stakeholder feedback and information.
3. Enlist the support of your project champions to stand behind these critical constraints.
4. Create a schedule of virtual town hall meetings using Web conferencing software. Make sure it coincides well with the start and end dates of your acceptance of change request items.



## **EXECUTING & MONITORING/CONTROLLING PROCESSES**

The purpose of the Executing Process Group is to “complete the work defined in the project management plan to accomplish the project’s objectives defined in the project scope statement” (PMBOK® Guide, Third Edition). During the Executing Process of a project, schedules developed during planning cycles are followed, the team produces project deliverables, and the project manager oversees the team’s progress to the planned end of the project.

Monitoring and Controlling Processes occur simultaneously during the Executing Process, as during other Process Groups. As a result, variances in activity durations, resource availability or productivity, or unanticipated risks may be discovered. This could trigger change requests that may require re-planning and changes to the project management plan.



## 1. Integrate Creative and Interactive Communications with Stakeholders



Given the plethora of wonderful technologies available, communication plans for projects can include a wide variety of creative and interactive communications. The key here is to make them short, compelling, and most of all relevant to the stakeholder. Don't worry about being thorough. You do not need to brief every stakeholder on every aspect of your project.

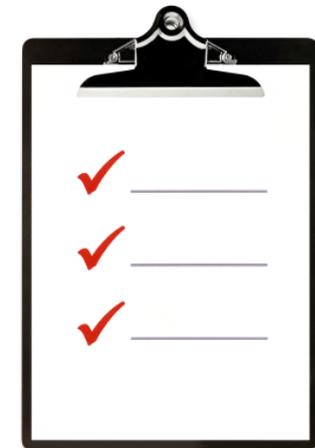
Save thorough and detailed communications for more formal types of reports that you post in public areas for those wishing to get more information. Use interaction communications to focus on the "what's in it for them" stuff. In other words, design these bursts of communication with your receiver in mind and not your message.

Make the communications run two ways. Provide a mechanism for people to leave comments. If possible, for larger, long-term projects, allow people's comments to be made in one or more modalities (i.e., text, video, or even audio response). There's really no excuse for not implementing these types of communications. There are plenty of platforms that support the incorporation of these kinds of interactions. There are security implications and if you decide to use any public-facing tools these need to be discussed and reviewed carefully. However, even then there are ways to make the information secure and not compromise the confidential nature of your organization's project.

Speed, interacting in ways most likely to cut through people's congested bandwidth and reaching out as far and as wide as possible are most important. These benefits outweigh quality. I've even seen some companies start to use Twitter-style broadcasts to keep people updated. These work best within very specialized groups of people that need to follow each others' progress closely, for example, where there are dependencies in a project such as between software engineers and testers.

### **Suggested Actions for Interactive Communications...**

1. Commit to creative, interactive strategies in your communications plan.
2. Partner with other areas of the organization to help you produce and support these communication vehicles.
3. Include communication planning as a regular part of your activities for each stakeholder. Think about the project from their vantage point and provide rich, just-in-time briefings that keep them engaged, excited and committed to the success of the project.
4. Weave stories and examples (use cases or testimonials in the form of personal narratives) told in visually compelling ways as much as possible.



## 2. Maintain Easily Accessible Project Dashboards and Solicit Feedback



Dashboards come in a variety of shapes and sizes. Dashboards provide a snapshot of a project across key indicators. Metrics are color coded using red, yellow, and green to indicate the status of each measure of a project being presented.

Dashboards are not just for the organization's top brass. Making project dashboards visible to a wider group of stakeholders gives your project better exposure. Granted, you may be concerned that some of that exposure is unwanted, especially when there are problem areas. Although it's a bit counter-intuitive, project transparency is a fabulous way of minimizing project risk. If there are enough effective channels of communication, dashboards can alert seemingly uninvolved stakeholders to step forward to offer resources, ideas, or solutions to issues that are surfacing.

Measures marked green offer people a chance to celebrate and take pride in how their achievements and the achievements of others have made a difference. For metrics marked yellow or red, feedback helps cut down on the inevitable caustic finger pointing.

Providing a view of the metrics is not enough. There must be a way for people to provide feedback. When doing so, people must believe that their feedback is wanted, heard, and appreciated. Don't go through the motions of soliciting feedback if you have no intention of taking it seriously. Look at your project as a village. Given a chance, every person in the village has something to bring to your stone soup ("the project"). Depending on the project, I do not recommend making every metric available to every person. It's just too much detail. Also be sure you are changing these metrics over time. Throughout the life of a project some measures are more important than others.

### **Suggested Actions for Using Dashboards & Soliciting Feedback...**

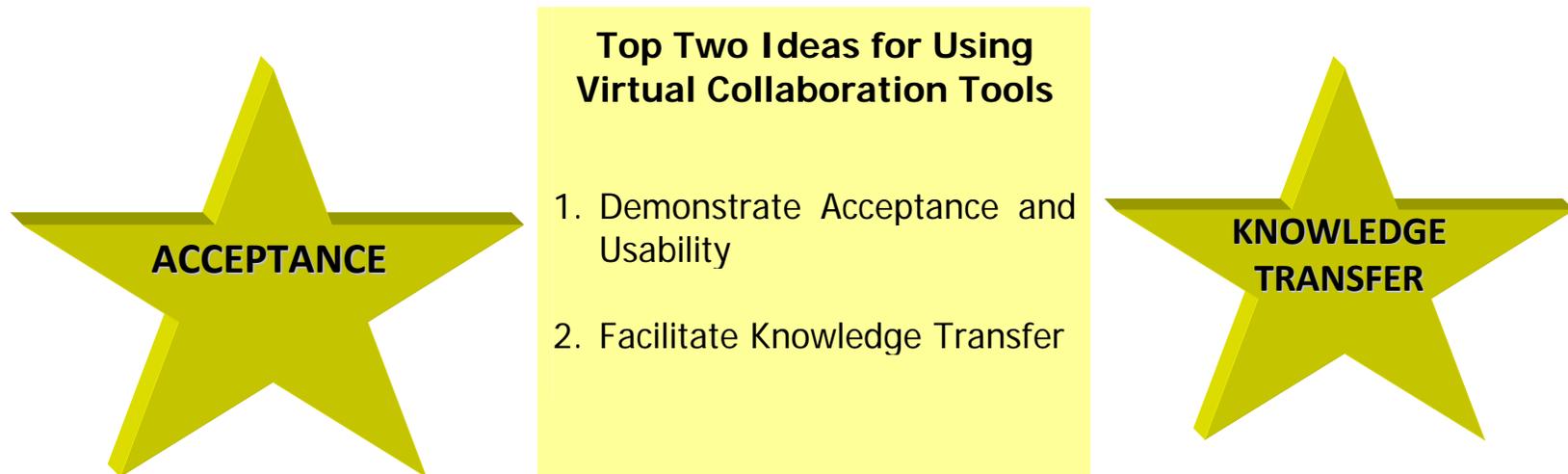
1. Review your project's critical success factors articulated in your project charter. Compare these with the metrics being used in your dashboard. There will of course be a relationship between the two.
2. Prioritize key critical success factors and the activities and stakeholders aligned with them.
3. Develop Web-based interactive presentations of a select number of indicators.
4. Solicit qualitative feedback on measures. These can be a combination of threaded comments, links to other documents with detailed information, short pre-recorded presentations with background information, creation of a virtual suggestion box, etc.



## CLOSING PROCESS

The purpose of the Closing Process Group is to “formally terminate all activities of a project, transfer the complete project to others or close a cancelled project” (PMBOK® Guide, Third Edition).

Officially closing projects is often overlooked and undervalued. Closing a project entails more than getting sponsors to sign off on the project, filling out artifacts for your project management office and handing it off to the implementation team. Closing a project is the ideal opportunity for capturing lessons learned and facilitating knowledge transfer.



## 1. Demonstrate Acceptance and Usability

For enterprise software development projects, user acceptance is a toll gate for project closure. When stakeholders are dispersed, pockets of resistance are almost guaranteed. Leveraging virtual collaboration tools allows you to showcase success stories while opening up honest dialog where change is either problematic or painful. Hosting virtual software demos and using online presentations to feature digital short success and failure stories of how people have been working with the software can help everyone.

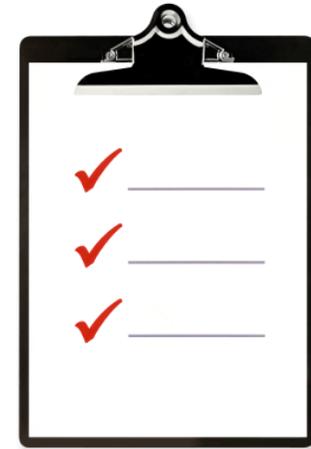
***“Leveraging virtual collaboration tools allows you to showcase success stories while opening up honest dialog where change is either problematic or painful.”***

Actions always speak louder than words. Give people examples. Invite people to share their early experiences. Don't be afraid of the good, bad or even ugly. Manage and constrain feedback but do not control it. In other words, you need to architect these communications so they do not become a virtual gripe session with a long laundry list of change requests. On other hand, if people feel like you are only looking for kudos you will slam the door in the face of any real dialog.

**“Dialog and pain facilitate change, not coercion or perfectly contrived communication campaigns.”**

## Suggested Actions for Demonstrating Acceptance...

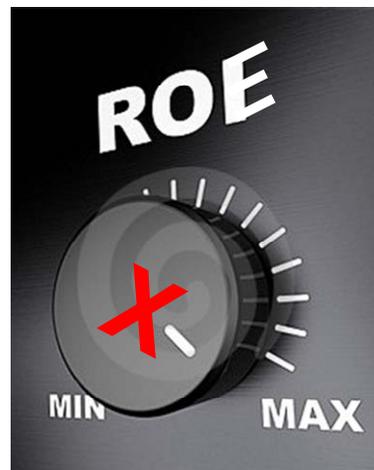
1. Recruit your “poster children” early on in the project. These are either testers, early adopters, or anyone else who has been using the software. They will have a few good stories to share. Remember they do not need to share all golden stories but these folks will have a history with the project. Their perspectives provide context for others.
2. Use Web-based technologies to collect people’s experiences throughout the life of the project.
3. Design usability studies during prototyping, testing, and implementation that incorporate virtual meetings. By doing so you will be able to include dispersed stakeholders. Virtual usability studies encourage positive cross-talk and take people out of the dark when it comes time to embrace change. Record these events. Use the key highlights from these throughout the Closing Process.



## 2. Facilitate Knowledge Transfer

Lessons learned from a project must be more than bullets in a report. Just as you go slow at the beginning of a project in order to move fast later, so must you go slow at the end of a project to ensure the greatest transfer of knowledge. Reflection is underrated and the lack of it gets organizations into trouble all the time.

Somebody needs to be the beneficiary of all the accumulated knowledge and wisdom of people who have participated on a project. Organizations cannot afford to relearn lessons already learned. Likewise, organizations face much greater turnover in their ranks. People move around a lot more even if they stay with the same organization. Finding effective ways of sharing experiences and getting a “return on experiences” is key to future success.



### “ROE”

#### Return on Experience

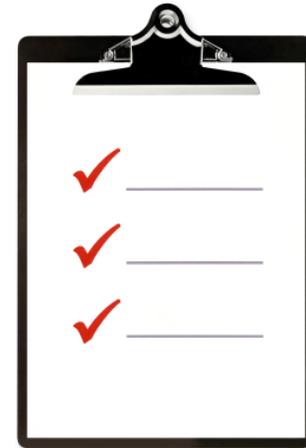
Experiences are best shared as stories.

“Reflecting on **stories** leads to knowledge transfer that results in performance improvements.”

*“Virtual collaboration tools are vital in reaching and involving people in active reflections that lead to performance.”*

## Suggested Actions for Facilitating Knowledge Transfer...

1. Develop an online timeline of the project. Include major milestones. Be sure to use pictures and graphics of the people, places, and events that defined the project.
2. Use the timeline to trigger people's stories.
3. Organize virtual after-action meetings for people to share their experiences. Offer incentives for people to share information.
4. Scan a portfolio of projects on the horizon. Look for potential matches where the people, skills, technologies, unique methodologies, or business processes that will be required are similar to ones just used on the current project. Record short informal interviews with these people.



## THREE OPPORTUNITIES UNIQUE TO VIRTUAL COLLABORATION TOOLS

### 1. *Stakeholder Outreach*



For most organizations, the complexity of projects keeps increasing. There are more people, more resources, and more integration points in today's projects than ever before. Unless it's a small project the resources you need are unlikely to all sit beneath the same roof. The number of critical touch points and the economics of travel and time make travel only part of the potential solution.

Leveraging the tools of virtual collaboration extends your reach. Even when a project may not demand the active involvement of many stakeholders, people expect to be in the loop. We live in a connected world.

Virtual collaboration tools expand your direct and indirect spheres of influence. Here are some questions to ask:

- Are we using virtual meetings and presentations to keep people up to date in ways that are engaging and relevant?
- Are we continually pulling feedback and information from people?
- Are we eliciting and disseminating stories to create realistic buzz that helps our projects attract the support, attention, and commitment they need to succeed?

## ***2. Accountability***

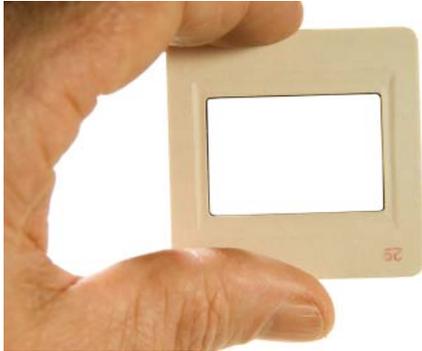
The more people are involved in a project, the more they are also accountable to each other and to the project's success. Project management teams do not have to be the only ones holding people's noses to the grindstones. When there is visibility people become more accountable to each other. My favorite example of this is a room full of students taking a test under the honor code. Students are less likely to cheat when they hold each other accountable for taking the test fairly.

Virtual collaboration tools improve accountability. Communication is ongoing with a combination of "push and pull strategies" that create a project culture of participation.

***"When people can picture themselves as having a role in the project, its outcome and what it means for the enterprise, they will self-assume a position of accountability."***

Imagine you work in a luxurious hotel and you love your job. You love everything about what the hotel is about. Now imagine seeing a piece of trash on the floor. Even if you are not part of a cleaning crew you are likely to pick up that piece of trash. Job description aside, you feel a connection with the mission of your organization. Virtual collaboration tools can facilitate this kind of involvement and engagement.

### ***3. Project Transparency***



Think of your project as a CNN news show on 24 hours a day, 7 days a week. When you increase people's exposure to your project and offer them a way to interact with each other, your project grows in visibility. Whatever visibility you do not give to your project willingly or knowingly is assumed by the peer-to-peer connections between stakeholders.

Word travels fast and when projects are peppered with opportunities for people across the enterprise to interact with each other your project becomes transparent. Forget about trying to bury information. Here's the good news: your project will become a more integral part of the enterprise. People will sense and respond to the ebbs and flows of events impacting your project.

Compare this to the reactionary model that most projects assume. Often by the time an issue surfaces through formal channels it's too late. For example, a project manager may believe the critical path of a project is not affected by a few missed dependencies. He or she may believe the project can stay on course. In reality there may be other things not on the radar scope or out of the project manager's purview that could send the project schedule into a tail spin.



***“Project transparency enables many people to act as the eyes and ears of the project.”***



Of course at times this will create missteps or cause some reactionary ripples throughout the enterprise but with ongoing two-way communication even things that fall out of sync will naturally correct themselves.

Think of your project as a living organism. All of the differentiated parts are well integrated with each other. That means communication and interaction between the parts are humming. As transparency increases it becomes more critical for you to lessen command and control models of management and communication.

How well and creatively you implement virtual collaboration tools will translate into how you manage the side effects of project transparency. Trust people to get your back. With high visibility even the few people who will try to knife you in the back won't last very long and their influence in the long run will be very minimal. Like an infection in the body, the white blood cells of your enterprise will eventually clean up the mess and eradicate their destructive force.

## Pitfalls of Virtual Collaboration to Avoid...

- Using virtual collaboration tools to replicate the standard dog-and-pony, death-by-PowerPoint style of briefings and report. Move to more story-based forms of communications.
- Too much communication. Less is more in terms of information. Offer many different opportunities and channels for people to communicate. Use technologies to broadcast less and spend more time soliciting people's feedback.
- Lack of follow-up with people. As the number and types of virtual interaction with stakeholders increases your risk of managing people's expectation increases. Follow-up is crucial. Put in place well thought out processes for managing the feedback you receive. Be clear with people and if you drop a communication ball (which is inevitable) use it as an opportunity to be honest, apologetic, and transparent. Most people, if you are really being genuine, will graciously receive your apology.



## **FIVE BEST PRACTICES TO START USING TODAY**

1. Create strong ongoing visibility for your project champions through the use of virtual collaboration tools and short media-rich presentations.
2. Increase your stakeholders' role in risk management with virtual collaboration tools.
3. Implement more virtual all-hands meetings that are less information based and more story based.
4. Elicit stories from stakeholders throughout the life of a project. Share stories to trigger the sharing of other people's stories. Scan these stories for patterns of meaning and knowledge. Incorporate analysis of story patterns as one of many important inputs into project decisions.
5. Incorporate virtual knowledge transfer opportunities as part of your project closing activities.



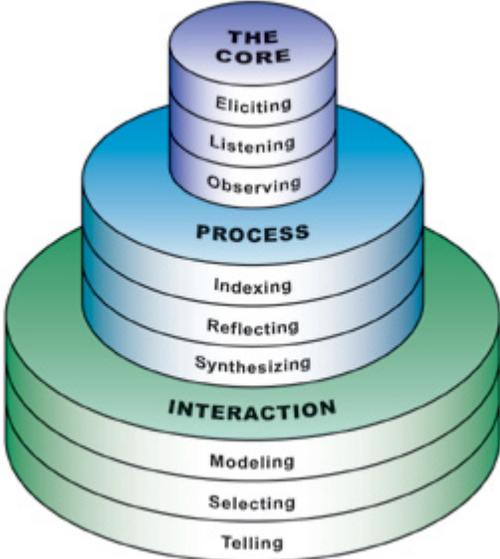
**Terrence L. Gargiulo, MMHS** is an eight times author, international speaker, organizational development consultant and group process facilitator specializing in the use of stories. He holds a Master of Management in Human Services from the Florence Heller School, at Brandeis University, and is a recipient of Inc. Magazine's Marketing Master Award, the 2008 HR Leadership Award from the Asia Pacific HRM Congress, and is a member of Brandeis University's athletic Hall of Fame. He has appeared on Fox TV, CN8, and on CNN radio among others.

Highlights of some of his past and present clients include, GM, HP, DTE Energy, MicroStrategy, Citrix, Fidelity, Federal Reserve Bank, Ceridian, Countrywide Financial, Washington Mutual, Dreyers Ice Cream, UNUM, US Coast Guard, Boston University, Raytheon, City of Lowell, Arthur D. Little, KANA Communications, Merck-Medco, Coca-Cola, Harvard Business School, and Cambridge Savings Bank.



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## WORKSHOPS & CONSULTING

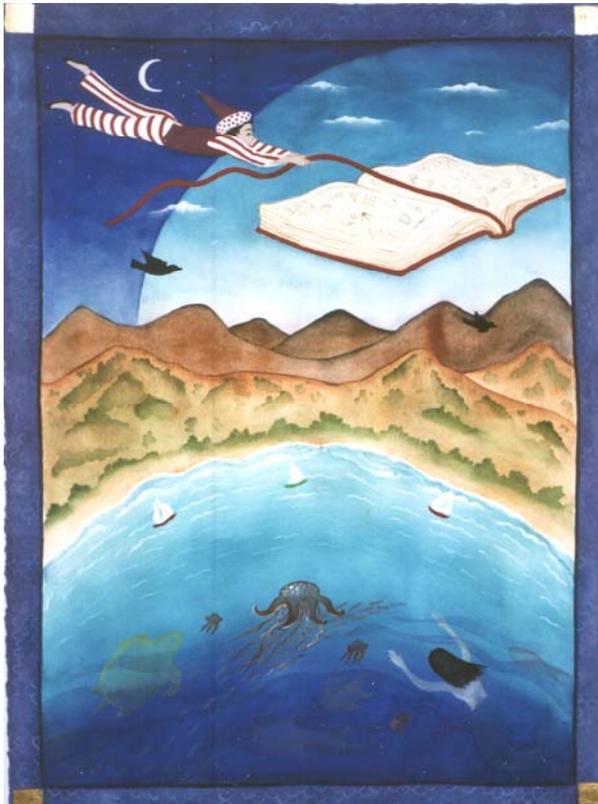
BUSINESS ACUMEN FOR PROJECT MANAGERS	STORY-BASED COMMUNICATION ASSESSMENT	PROJECT TEAM LEADERSHIP
<p>Developing business acumen is an imperative for Project Management professionals. <i>Business acumen</i> is defined as the collection of knowledge, skills, and experience that transforms us into indispensable strategic partners in our organizations. Project management professionals equipped to lead collaborative work efforts in their enterprises will become leaders in their organizations.</p>		<p>Relationships are at the heart of project management. This highly charged experiential workshop thrusts participants into safe but demanding learning situations to test drive the skills they need to succeed. Participants work with their strengths and inevitable blind spots to become agile leaders who facilitate performance and connections with all stakeholders rather than trying to control them.</p>

### Coaching for Project Managers

**Consulting - Organizational Development, Learning & Communication Architectures**

**Facilitating - Focus Groups, JAR/JAD, After Action Reviews, Knowledge Transfer, Strategic Planning**

## SOME CLOSING THOUGHTS...



*Stories fold in and out of themselves to reveal subtle worlds of meanings, purpose, and connections.*

*They are gentle transporters bound by time but that travel beyond the boundaries of what we have experienced at any given point in time.*

*Stories free us to move through a landscape of change. We leave the dusty road of the familiar and embrace a void where we can find the freedom to chose and perceive new realities and project worlds of our own making.*

*Stories can either crush illusions we have become enslaved to due to habit or they can lift our veils of fear and familiarity and give us a glimpse of new ways of being. Here we will find a place where we can be our unique selves while in communion with others.*

**Terrence L. Gargiulo**