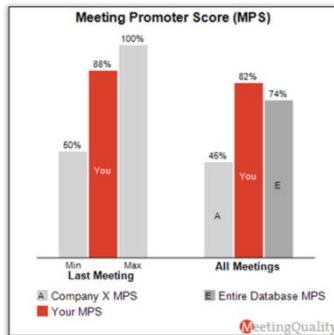


Project Success Family – Benefits To Users – Cover Page

Thank you so much for visiting the MeetingQuality Project Family Overview Page



Meeting Promotor Score (MPS) Graph

Background Information

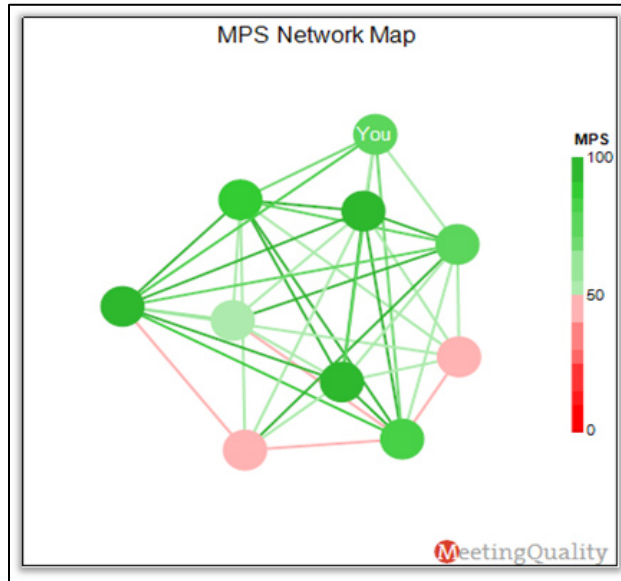
- You are about to experience a graphic overview of the Meeting Quality (MQ) Project Success Family
- This overview highlights six (6) selected **Project Success Family metrics** by providing brief visualizations and examples of MQs' practical uses of artificial intelligence, proprietary algorithms and common sense procedures
- MQ is a leading-edge suite of online productivity/efficiency procedures and software as-a-service (SaaS) that provides feedback to organizations in the form of metrics collected directly from that organization's activities
- These metrics help organizations discover, measure and adjust for the impact of people's relationships on work issues, identify and resolve issues before they become problems, and predict the potential for success or failure
- MQ augments methodologies, techniques, tools, etc. already in use, requiring only minimal training for admins, orientation for users and change management for an organization.
- MQ operates in three business areas:
 - Project Success
 - Organizational Outcomes
 - Customer Acquisition/Retention

Viewing Hints (enable popup windows for www-jordan-webb.net)

- This overview webpage will cycle through through the metrics automatically.
- Each page illustrates:
 - problems/benefits
 - expected outcomes
 - interpretations/explanations
- Initially, the paging cycle is automated and the overview can be skimmed in about 45 seconds
- If / when something piques your interest, click the **pause** button. Continue by clicking the **resume** button, or if you prefer a more leisurely pace, use the **next / previous** buttons
- When paused, other buttons allow for **enlarging** the metric, **printing / viewing** the overview pdf document and **sending** feedback / **requesting** additional information, **viewing** the cover page

Project Family Overview – Benefits To Users - 1

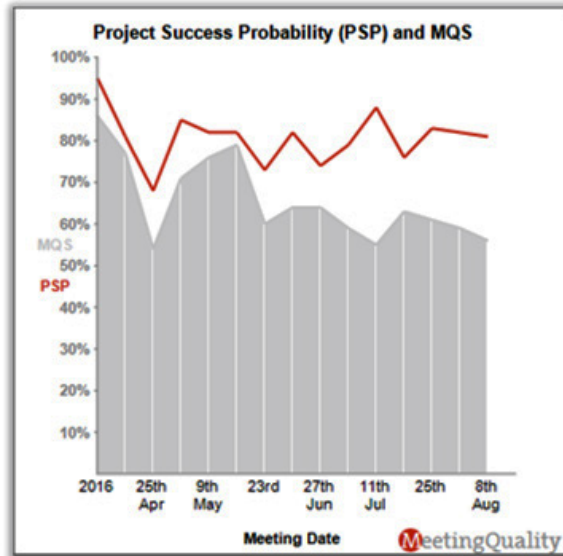
Network Map Analysis of Meeting Promoter Scores (MPS)



Problems/Benefits	How Benefits Achieved	Mechanics
<ul style="list-style-type: none"> • Low participation levels and poor relationships within and between project teams, stakeholders and steering committees adversely affect project outcomes • Early & continuous identification and measurement of relationship issues and participation levels • Improvements in project outcomes 	<ul style="list-style-type: none"> • Measuring the perceived positive and/or negative participation levels of each member in the network (shape color) • Assessing the perceived quality of relationships between members in the network (connecting line color) • Adjusting project governance, working style, decision-making rights and goals 	<ul style="list-style-type: none"> • At each project-related meeting, members assess: <ul style="list-style-type: none"> ○ Meeting Promoter Score (MPS) (peer assessed quality of each member’s participation) ○ Relationship quality between project members is inferred by the average of their reciprocal MPS • The scale on the Network Relationship Map (above) denotes the quality of the MPS and quality of relationships (as assessed by peers), and ranges from dark green (very good) to dark red (very poor) • The shapes in the map represent member types: <ul style="list-style-type: none"> ○ circles = project team ○ triangles = steering committee ○ diamonds = stakeholders • The color of a shape represents the quality of the MPS (aggregated over time) • The color of the connecting lines represents the relationship quality (on the project) between any two members (aggregated over time) • The Network Relationship Map (above) shows: <ul style="list-style-type: none"> ○ two members contributing somewhat negatively (pink shapes) ○ weak and poor relationships between several members (pink connecting lines)

Project Family Overview – Benefits To Users - 2

Analysis of Project Team Health Scores (PSP and MQS)



Problems/Benefits	How Benefits Achieved	Mechanics
<ul style="list-style-type: none"> Project teams deliver projects at the expense of relationships when the pressure to deliver builds up Leaders don't recognize when relationships have deteriorated to where a project is about to fail ----- Continuous monitoring of project team relationship quality compared with a self-assessment of project success Improvements in project outcomes and project team relationships 	<ul style="list-style-type: none"> Identifying trends in Project Success Probability (PSP) and Meeting Quality Score (MQS) over the course of a project Enabling Project leaders to take pre-emptive actions to protect project benefits Empowering project teams to self-correct when they become aware of the build-up of internal or external pressure 	<ul style="list-style-type: none"> At each Project Team meeting, members assess: <ul style="list-style-type: none"> Meeting Quality Score (MQS) (combination of meeting satisfaction level and overall Meeting Promoter Score (MPS) for that meeting) Project Success Probability (PSP) (estimate of the project's ultimate success) The Project Team Health Graph plots the ongoing assessment of PSP against the corresponding assessment of MQS over the course of the project In the sample Team Health Graph (above), over the course of 5 months of Project Team meetings, the PSP is holding steady [red line] while the MQS is declining This trend of declining MQS could indicate that this Project Team might be burning itself out in order to deliver a project on time or to budget

Project Family Overview – Benefits To Users - 3

Program/Project Portfolio Reporting/Analysis

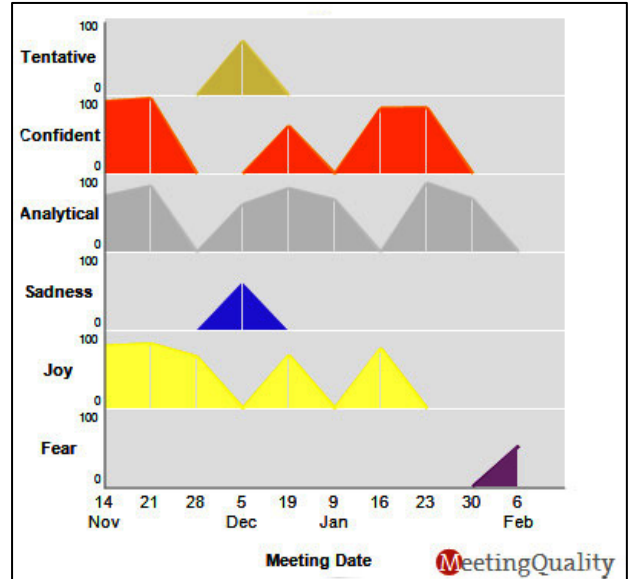
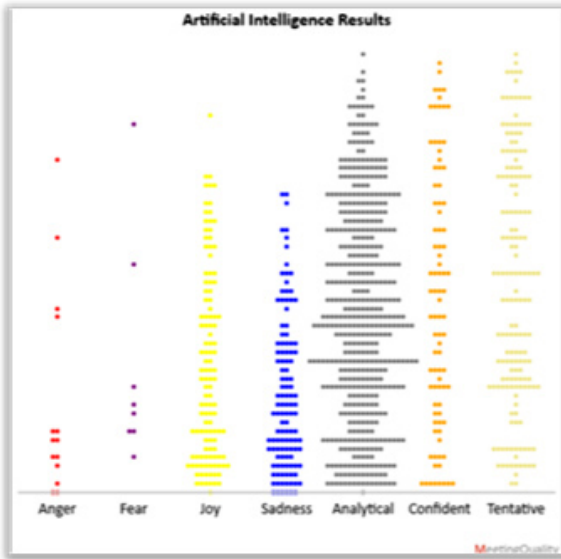
Agile Portfolio Report						
Project	Backlog		Demo		Retro	
	MQS	PSP	MQS	PSP	MQS	PSP
Agile Project A	50%	84%	66%	92%	69%	82%
Agile Project B	-	-	56%	55%	59%	61%
Agile Project C	-	-	66%	74%	63%	64%

Waterfall Portfolio Report						
Project	Steering Committee		Project Team		Stakeholders	
	MQS	PSP	MQS	PSP	MQS	PSP
Waterfall Project A	68%	75%	73%	56%	65%	71%
Waterfall Project B	54%	80%	35%	40%	59%	25%
Waterfall Project C	80%	74%	68%	76%	73%	78%

Problems/Benefits	How Benefits Achieved	Mechanics
<ul style="list-style-type: none"> The effect of people on programs within a portfolio is difficult to assess particularly when stakeholders are spread across multiple programs in a portfolio ----- Determine which programs may require assistance Determine which programs are hitting stakeholders and project teams the hardest Improvements in delivering the portfolio of programs as a whole 	<ul style="list-style-type: none"> Enabling PMO Governance Committees to validate project/program progress continuously and in real-time Highlighting divergent Project Success Probability (PSP) and Meeting Quality Score (MQS) assessments between constituent groups Revealing the effects of shared resources and shared stakeholders across multiple projects 	<ul style="list-style-type: none"> The above Agile and Waterfall Portfolio Reports track each project constituent group’s performance assessments across multiple Programs and Portfolios <ul style="list-style-type: none"> Constituent groups for Agile Projects are: Backlog, Retrospective and Demonstration meetings Constituent groups for Waterfall Projects are: Steering Committee, Project Team, Stakeholders, and Working Groups At each Project Constituent Group meeting, members assess: <ul style="list-style-type: none"> Meeting Quality Score (MQS) (combination of meeting satisfaction level and overall Meeting Promoter Score (MPS) for that meeting) Project Success Probability (PSP) (their estimate of the project’s ultimate success) In the Waterfall Portfolio Report (above): <ul style="list-style-type: none"> The red colored cells (for PSP) illustrate that both the Project Team (40%) and Stakeholders (25%) feel that Project B is unlikely to succeed. Note that the Project Team’s MQS (35%) is quite low During this same period, Steering Committee members believe strongly (80%) that Project B will succeed This indicates that there is a high probability that an over optimistic Project Manager may be withholding certain information from the Steering Committee

Project Family Overview – Benefits To Users - 4

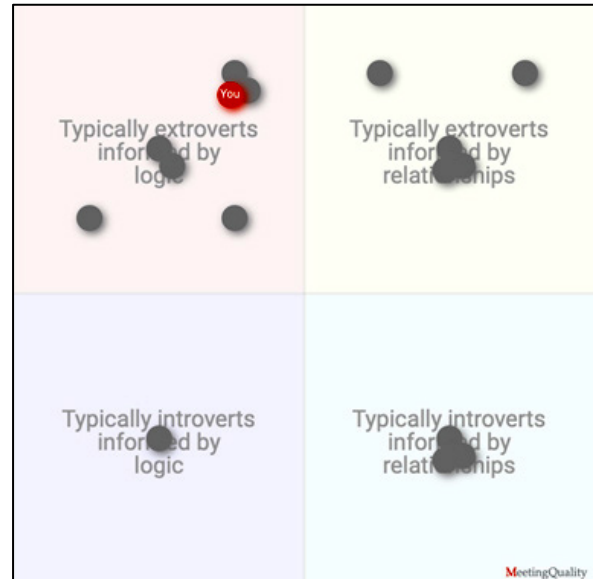
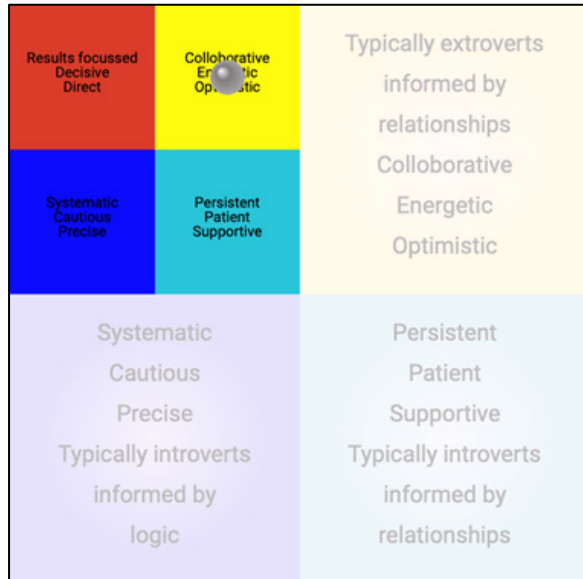
MQPulse - Organization Emotion/Language Tone Analysis (Newly Launched)



Problems/Benefits	How Benefits Achieved	Mechanics
<ul style="list-style-type: none"> The emotions and sentiments of stakeholders and program team members are difficult to ascertain Close monitoring of the emotions of stakeholders and team members allows for communication and early course correction if necessary Improvements in project outcomes Enhancing the probability that an organization will survive a project, reorganization or transformation 	<ul style="list-style-type: none"> Providing Organization Leadership with an immediate pulse reading of the breadth and intensity of employee reactions following the announcement of new initiatives, reorganizations, etc. Reporting from IBM Watson Tone Analyzer analyzes and categorizes anonymous employee feedback for emotions, tones, perspectives, sentiments, etc. <ul style="list-style-type: none"> Highlighting the types and intensity of emotion and language tones (left graph) Graphing the results highlights the types and intensities of emotion/language tones over a series of meetings (right graph) 	<ul style="list-style-type: none"> In the left graph, each horizontal dot represents a sentence or phrase where an emotional/language tone was measured at an intensity of 50% or greater Dots on the vertical axis represent the cumulative intensities of each tone on a scale of 50% to 100% in a Christmas Tree-like display <ul style="list-style-type: none"> In column one (anger, red), contrast the 2 dots at the bottom (2 people, intensity ~ 50%) with the 1 dot at the top (1 person, intensity ~ 75%) - an very high level of anger expressed by just 1 person In column two (fear, purple), contrast the 2 dots at the bottom (2 people, intensity ~ 51%) with the 1 dot at the top (1 person, intensity ~ 80%) - an extremely high level of fear expressed by just 1 person In the right graph, each row measures the emotion/language tones over a series of meetings or MQPulse Surveys: <ul style="list-style-type: none"> Analytical, Confident & Joy tones expressed at most meetings Sadness & Tentative tones peaked at same time that Confidence and Joy were lowest Tones of Fear have surfaced at the most recent meeting (this is problematic)

Project Family Overview – Benefits To Users - 5

MQProfile - Identify Individual/Team Communication Styles (Newly Launched)



Problems/Benefits

- Individual and team preferences and styles cannot be quickly and easily assessed so leaders cannot take these attributes into account when building and developing teams
- Improvements in individual and team performance through easily accessible insights that were not previously available
- Creates a demand to gain deeper insights in support of individual and team development

How Benefits Achieved

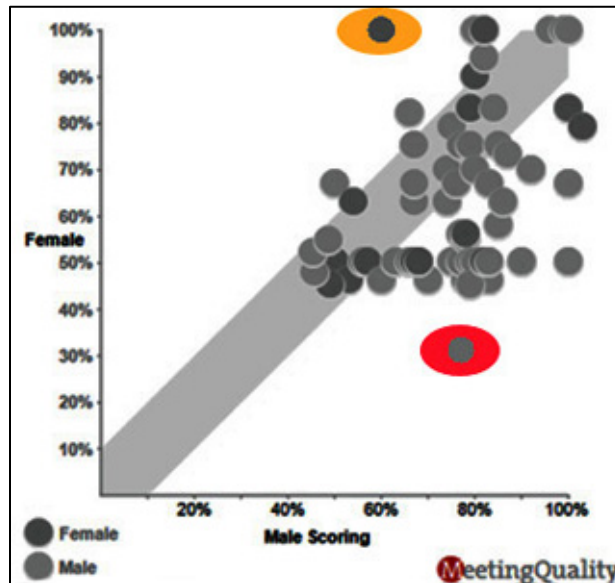
- Providing leaders, teams and boards with valuable **communication insight** that helps improve individual and team performance
- Identifying and understanding preferred styles improves interpersonal relationships and communication
- Improving ways in which members engage with each other leads to the development and maintenance of more effective and higher performing teams

Mechanics

- **MQProfile™** aligns with the 4 dominant profile types in the DISC profiling system – Dominant (Red), Influential (Yellow), Steady (Green) and Conscientious (Blue)
- Before a meeting starts, members receive an email asking them to choose the profile that most accurately reflects their primary profile. Members are then taken automatically to the website to identify their secondary profile (which could be the same as their primary)
- The **left figure** (above) shows the final position of their dot as a blend of their primary and secondary profiles. The **right figure** (above) shows all member profiles blended into an **MQ-Team Profile**
- The sample **MQ-Team Profile** (above) shows a predominance of “D” (Dominant) profiles, which means that meetings will be quick paced and decisive. There may be lots of talking over each other and conflict may arise as each “D” aims to exert authority. Ideas may be ignored and there may be little support for taking on rudimentary tasks
- This team may wish to consider:
 - What might be the implications of having this mixture of member profiles?
 - What, if any, profiles are missing and how might this affect the value from the meeting?
 - Who may feel isolated and how can we include them more and benefit from their perspective?

Project Family Overview – Benefits To Users - 6

Diversity Graph - Analysis of Gender-Based Meeting Promoter Scores (MPS)



Problems/Benefits	How Benefits Achieved	Mechanics
<ul style="list-style-type: none"> Leadership may not know whether gender affects assessments of relationships and participation levels - MPS Awareness of <i>potential</i> discrepancies in how genders assesses each other Early <i>recognition</i> of and continuous <i>monitoring</i> of how genders assess each other Indicators whether discrepancies point to individuals in need of new skills or to systemic problems requiring intervention Improvements in interpersonal relationships, team performance and project outcomes 	<ul style="list-style-type: none"> Plotting the reciprocal MPS assessments of team members across and within genders Highlighting <i>similar assessments</i>, where members of one gender assess members of their gender <i>comparably</i> to the way they assess members of the opposite gender Calling attention to <i>dissimilar assessments</i>, where members of one gender assess members of their gender <i>differently</i> than the way they assess members of the opposite gender The Diversity Graph can be extended to measure ways that other groups interact. For example how Finance and Operations teams or how Customers and Employees, score each other 	<ul style="list-style-type: none"> The circle color in the sample Diversity Graph (above) represents gender types: <ul style="list-style-type: none"> grey circles = females black circles = males This gender-based Diversity Graph (above) plots the Meeting Promotor Score (MPS) showing how: <ul style="list-style-type: none"> Female members have assessed other female's versus how they've assessed male's MPS and Male members have assessed other male's versus how they've assessed female's MPS In this gender-based Diversity Graph, most ratings are clustered close to the graph's "z-axis" However there are two outliers: <ul style="list-style-type: none"> The orange ellipse highlights one female member who was scored at 100% by other females but only 65% by male members The red ellipse highlights one male member who was scored at 80% by other males but only at 30% by female members That the graph shows only two outliers would indicate a non-systemic issue where a possible remedy could be new skills training for the outliers