



PROJECT COMMUNICATIONS MANAGEMENT

PLAN COMMUNICATIONS MANAGEMENT PROCESSES BY PROCESS GROUP

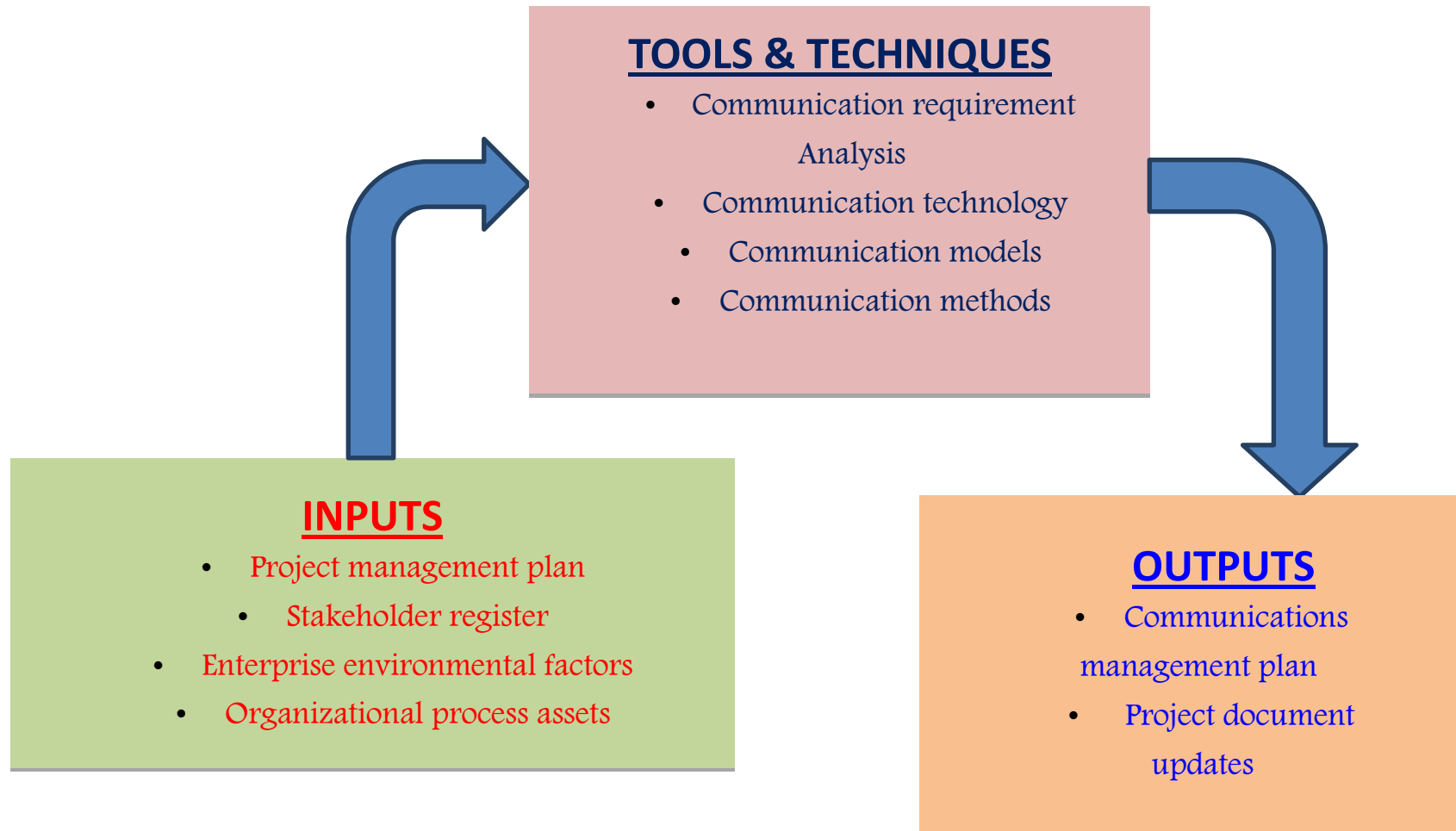
PLANNING	EXECUTING	MONITORING & CONTROLLING
10.1 Plan Communications Management	10.2 Manage Communications	10.3 Control Communication

PLAN COMMUNICATIONS MANAGEMENT

WHAT HAPPENS IN PLAN COMMUNICATIONS MANAGEMENT?

- Plan communications management is the process of developing an appropriate approach and plan for project communications based on stakeholder's information needs and requirements.(see fig. 10-2, the Data Flow diagram)
- Who needs – what, when; how the needs will be fulfilled and by whom
- Identifying the information needs of the stakeholders and determining a suitable means of meeting those needs are important factors for project success.
- Improper communication planning will lead to problems such as delay in message delivery, communication of sensitive information to the wrong audience, or lack of communication to some of the required stakeholders.

PLAN COMMUNICATIONS MANAGEMENT



PLAN COMMUNICATIONS MANAGEMENT

INPUTS

- **Project Management Plan**

Section 4.2.3.1

- **Stakeholder Register**

Section 13.1.3.1

- **Enterprise Environmental Factors**

Section 2.1.5

- **Organizational Process Assets**

Section 2.1.4

PLAN COMMUNICATIONS MANAGEMENT TOOLS & TECHNIQUES

COMMUNICATION REQUIREMENTS ANALYSIS

- Determine total information needs of project stakeholders
- Combine the type & format of information needed with an analysis of the value of that information (e.g. all information that contributes to project success or prevents failure)
- Number of communication channels is, $n (n - 1) / 2$ (**remember for exam**) where n = number of stakeholders
- How many potential channels of communication are there in a project with 21 stakeholders? _____

PLAN COMMUNICATIONS MANAGEMENT– T&T COMMUNICATIONS TECHNOLOGY

Methodologies used to transfer information among stakeholders can vary significantly, e.g. Email, text messaging, etc.

Communications technology factors that can affect the project include:

- **Urgency** of the need for information – Is project success dependent upon having frequently updated information available on a moment's notice, or would regularly issued written reports suffice?
- **Availability of technology** – Are existing systems appropriate, or do the project needs warrant change needed?
- **Expected project staffing** – Are proposed communications systems compatible with the experience & expertise of project participants, or is extensive training and learning required?
- **Length of the project** – Is the available technology likely to change before the project is over?
- **Project environment** – Does the team meet and operate on a face-to-face or in a virtual team

PLAN COMMUNICATIONS MANAGEMENT

TOOLS AND TECHNIQUES

COMMUNICATION MODELS

- See Fig 10-4, p.294 for a basic two-person model of communications (how ideas or Information are sent & received between two parties)

Key components of model include:

- Encode:** translate thoughts or ideas into a language that is understood by others
- Message & feedback-message:** the output of encoding
- Medium:** the method used to convey the message, e.g. email, fax
- Noise:** anything that interferes with transmission and understanding of the message (e.g. distance)
- Decode:** to translate the message back into meaningful thoughts or ideas

PLAN COMMUNICATIONS MANAGEMENT– T&T

COMMUNICATION MODELS

- Inherent in the model is an action to acknowledge a message.
- Acknowledgement means that the receiver signals receipt of the message, but not necessarily in agreement with the message.
- Another action is response to a message, which means that the receiver has decoded, understands, and is replying to the message.
- Sender is responsible for making information clear & complete so that the receiver can receive it correctly & confirming that it is understood properly
- Receiver is responsible for making sure that information is received in its entirety & correctly understood

FORMS OF COMMUNICATION

Form of Communication	Characteristics	Examples
Written Formal	<ul style="list-style-type: none"> • Precise • Transmitted through medium of correspondence 	<ul style="list-style-type: none"> • Project charter, Scope statement, project plan, WBS, project status <ul style="list-style-type: none"> • Complex issues • Contract related communication
Written informal		<ul style="list-style-type: none"> • Emails, notes, memos, letters • Regular communication with team member
Oral Formal	<ul style="list-style-type: none"> • High degree of flexibility • Personal contact, group meetings or telephone 	<ul style="list-style-type: none"> • Presentations, Speeches • Negotiations, conflict resolution
Oral Informal		<ul style="list-style-type: none"> • Conversation with team members <ul style="list-style-type: none"> • Project meetings • Break-room or war-room conversations
Non-verbal Communication	<ul style="list-style-type: none"> • About 55% of total communication 	<ul style="list-style-type: none"> • Facial expression, hand movements, physical mannerism , etc.

PLAN COMMUNICATIONS MANAGEMENT– T&T COMMUNICATION METHODS

There is several communication methods used to share information among project stakeholders.

These methods can be broadly classified into:

- **Interactive communication**

Between two or more parties performing a multidirectional exchange of information. It is the most efficient way to ensure a common understanding by all participants on specified topics, and includes meetings, phone calls, video conferencing, etc.

- **Push communication**

Sent to specific recipients who need to know the information. This ensures that the information is distributed but does not certify that it actually reached or was understood by the intended audience. Push communication includes letters, memos, reports, emails, faxes, voicemails, press releases etc.

- **Pull communication**

Used for very large volumes of information, or for very large audiences, that requires the recipients to access the communication content at their own discretion. These methods include intranet sites, e-learning, and knowledge repositories, etc.

PLAN COMMUNICATIONS MANAGEMENT

OUTPUTS

COMMUNICATIONS MANAGEMENT PLAN is a subsidiary plan of the Project Management Plan that provides:

- Stakeholder communication requirements;
- Information to be communicated (includes format, content & level of detail);
- Reason for the distribution of that information;
- Time frame and frequency for the distribution of required information;
- Person responsible for communicating the information
- Person responsible for authorizing release of confidential information;
- Person/groups who will receive the information;
- Methods or technologies used to convey the information, such as memos, emails, and/or press releases.

PLAN COMMUNICATIONS MANAGEMENT OUTPUTS

COMMUNICATIONS MANAGEMENT PLAN (contd.)

- Resources allocated for communication activities, including time and budget;
- Escalation process – identifying time frames & the management chain for escalation of issues;
- Method for updating and refining the communications management plan as project progresses and develops;
- Glossary of common terminology;
- Flow charts of the information flow in the project, workflows with possible sequence of authorization, list of reports, and meeting plans, etc.; and
- Communication constraints usually derived from specific legislation or regulation, technology, and organizational policies, etc.

PLAN COMMUNICATIONS MANAGEMENT OUTPUTS

Project Document Updates

Project documents that may be updated include but are not limited to:

- Project schedule
- Stakeholder register