



# **PROJECT COMMUNICATIONS MANAGEMENT**

# PROJECT COMMUNICATIONS MANAGEMENT

## WHAT DOES THE COMMUNICATIONS KNOWLEDGE AREA DO?

- It employs the processes required to ensure timely and appropriate generation, collection, distribution, storage retrieval, and ultimate disposition of project information
  - These processes provide the critical links among people & information that are necessary for successful communications.
  - Project managers spend the majority of their time communicating with team members and other project stakeholders, whether they are internal or external to the organization.



Effectively deals with stakeholders' information needs.

# COMMUNICATION SKILLS

## COMMUNICATION SKILLS

- Most communication skills are common for general mgmt. and project mgmt., such as, but not limited to:
  - Listening actively and effectively,
  - Questioning, probing ideas and situations to ensure better understanding,
  - Educating to increase team's knowledge so that they can be more effective,
  - Fact-finding to identify or confirm information,
  - Setting and managing expectations,
  - Persuading a person or organization to perform an action,
  - Negotiating to achieve mutually acceptable agreements between parties,
  - Resolving conflict to prevent disruptive impacts, and
  - Summarizing, recapping, and identifying the next steps.

# COMMUNICATION MODELS

## COMMUNICATION MODELS

- See Fig 10-8, p.255 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
- 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

# COMMUNICATION METHODS

There are 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, voice mails, 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.

# COMMUNICATIONS PROCESS

## COMMUNICATIONS PROCESS DEFINITIONS

### **10.1 Identify Stakeholders**

- Identify all people or organizations impacted by the project, and documenting relevant information regarding their interests, involvement, and impact on project success.

### **10.2 Plan Communications**

- The process of determining the project stakeholder information needs and defining a communication approach.

### **10.3 Distribute Information**

- The process of making relevant information available to project stakeholders as planned.

### **10.4 Manage Stakeholders Expectations**

- The process of communicating and working with stakeholders to meet their needs and addressing issues as they occur.

### **10.5 Report Performance**

- The process of collecting and distributing performance information, including status reports, progress measurements, and forecasts.

# COMMUNICATIONS PROCESSES

## PROCESSES BY PROCESS GROUP

INITIATING	PLANNING	EXECUTING	MONITORING & CONTROLLING
10.1 Identify Stakeholders	10.2 Plan Communications	10.2 Distribute Information	10.3 Report Performance
		10.3 Manage Stakeholders Expectations	

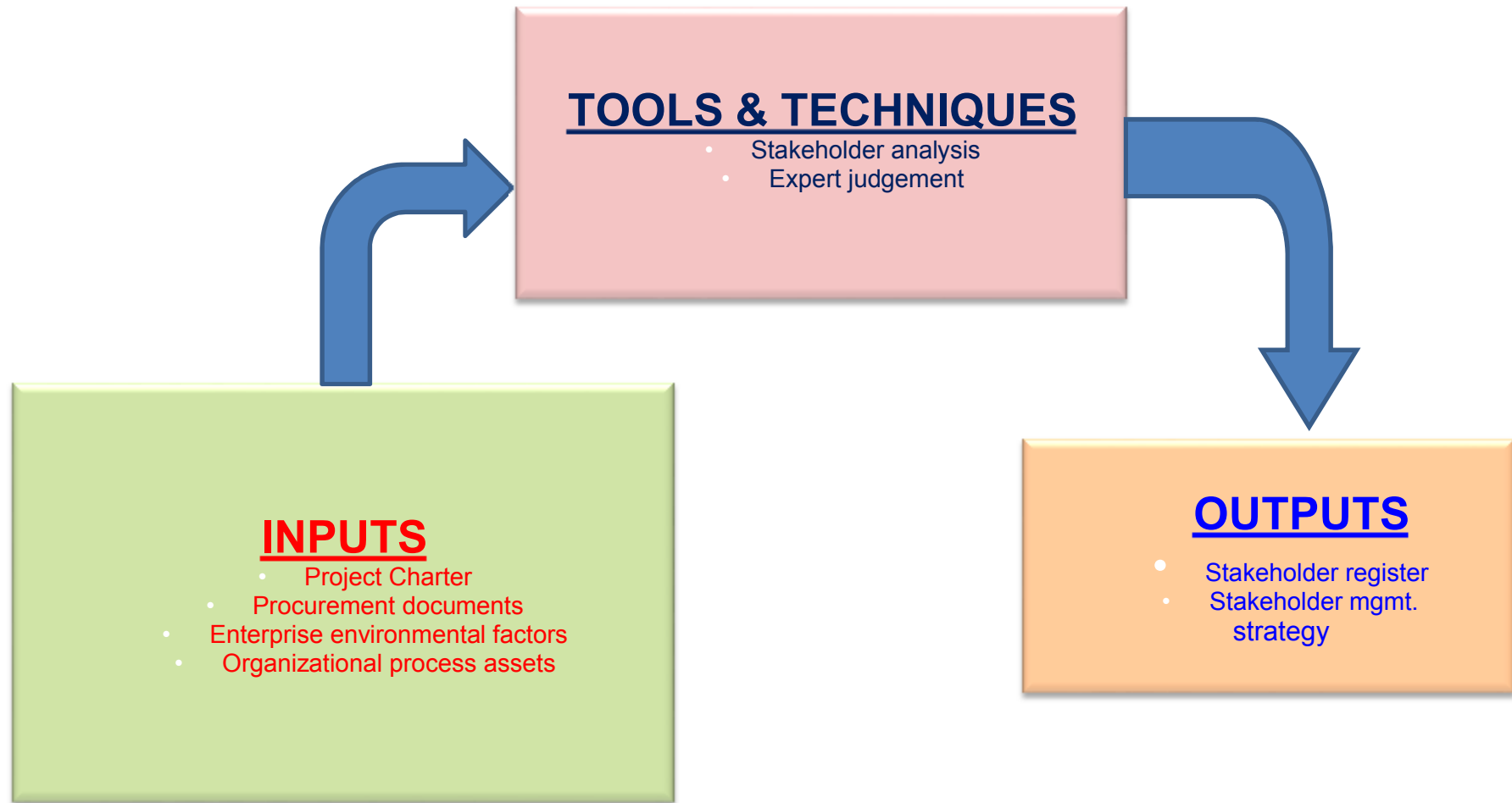
# IDENTIFY STAKEHOLDERS

## WHAT HAPPENS IN IDENTIFY STAKEHOLDERS?

- It is the process of identifying all people or organizations impacted by the project, and documenting relevant information regarding their interests, involvement, and impact on project success
- Project stakeholders are persons and organizations such as customers, sponsors, the performing organization, and the public that are actively involved in the project, or whose interests may be positively or negatively affected by the execution or completion of the project. They may also exert influence over the project and its deliverables.
- Stakeholders may be at different levels within the organization and may possess different authority levels, or may be external to the performing organization for the project (Section 2.3 identifies various types of project stakeholders).



# IDENTIFY STAKEHOLDERS



# IDENTIFY STAKEHOLDERS - INPUTS

## INPUTS

- **Project Charter**
- **Procurement Documents**
- **Enterprise Environmental Factors**  
i.e. company culture and structure, and Governmental or industry standards
- **Organizational Process Assets**  
i.e. stakeholder register templates, lessons learned from previous projects, and stakeholder registers from previous projects.

# IDENTIFY STAKEHOLDERS – T&T

## TOOLS & TECHNIQUES

- **Stakeholder Analysis**

Follows a number of steps (read page 248 to 250)

- **Expert Judgement**

# IDENTIFY STAKEHOLDERS – OUTPUTS

## OUTPUTS

### Stakeholder Register

This contains all details related to the identified stakeholders including, but not limited to:

- Identification information

(Name, position, location, role in the project, contact info.)

- Assessment information

(major requirements., main expectations, potential influence in the project, phase in the life cycle with the most interest; and

- Stakeholder classification

(internal/external, supporter/neutral/resistor, etc.)

# IDENTIFY STAKEHOLDERS – OUTPUTS

## OUTPUTS

### Stakeholder Management Strategy

The stakeholder management strategy defines an approach to increase the support and minimize negative impacts of stakeholders throughout the entire project life cycle. It includes elements such as:

- Key stakeholders who can significantly impact the project,
- Level of participation in the project desired for each identified stakeholder, and
- Stakeholder groups and their management (as groups)

A common way of representing the stakeholder management strategy is a stakeholder analysis matrix. An example of a blank matrix with column headers is provided in Fig. 10-5 (page 251)

# COMMUNICATION PROCESSES

## PROCESSES BY PROCESS GROUP

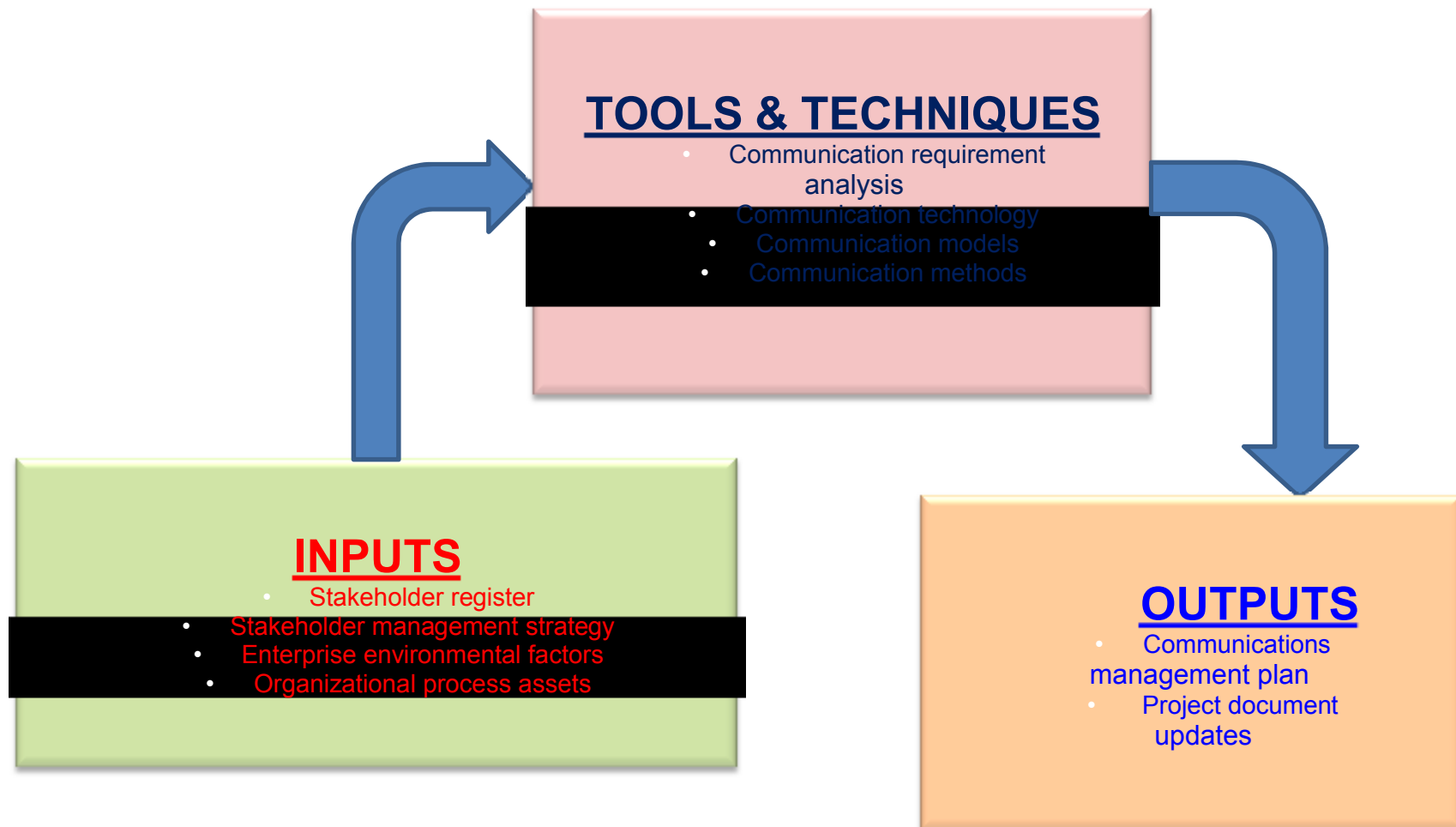
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# PLAN COMMUNICATIONS

## WHAT HAPPENS IN PLAN COMMUNICATIONS?

- Plan communications is the process of determining the project stakeholder information needs and defining a communication approach (see fig. 10-7, 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





# PLAN COMMUNICATIONS - INPUTS

## INPUTS

- **Stakeholder Register**  
Section 10.1.3.1
- **Stakeholder Management Strategy**  
Section 10.1.3.2
- **Enterprise Environmental Factors**
- **Organizational Process Assets**

# PLAN COMMUNICATIONS – T&T

## TOOLS & TECHNIQUES

### COMMUNICATION REQUIREMENT S 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 – 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 environment?

# PLAN COMMUNICATIONS – T&T

## • COMMUNICATION MODELS

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- **Pull communication**

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# PLAN COMMUNICATIONS – OUTPUTS

## 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, email, and/or press releases;

# **PLAN COMMUNICATIONS – OUTPUTS**

## **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 - OUTPUTS

## OUTPUTS

### Project Document Updates

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

- Project schedule
- Stakeholder register
- Stakeholder management strategy



# COMMUNICATIONS PROCESSES

## PROCESSES BY PROCESS GROUP

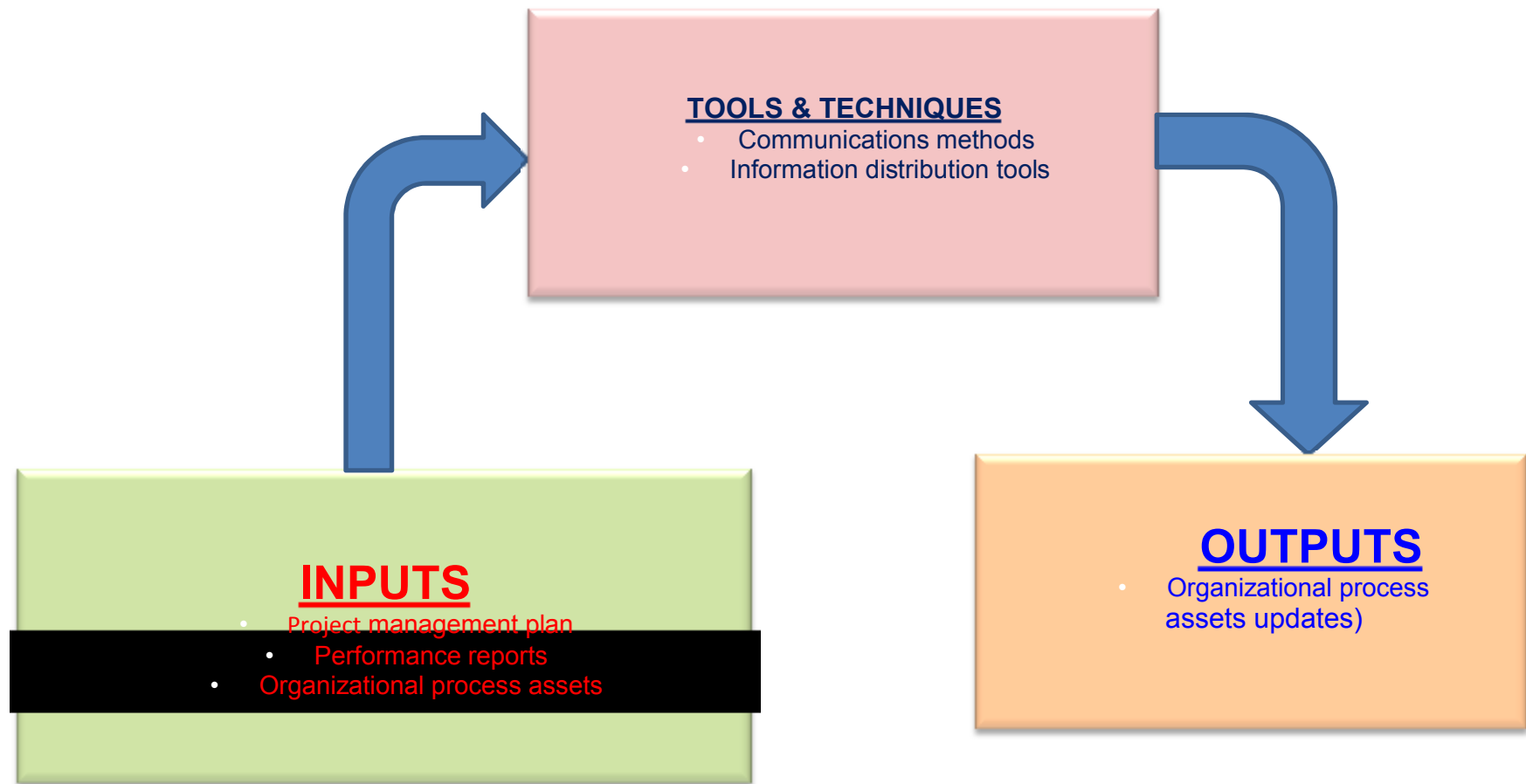
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# **DISTRIBUTE INFORMATION**

## **WHAT HAPPENS IN DISTRIBUTE INFORMATION?**

- **Making information available to project stakeholders as planned (see Fig. 10-10, page 259, Data Flow Diagram**
- **It is performed throughout the entire project life cycle and in all management processes.**
- **The focus is mainly in the execution process, which includes Implementing the communications management plan, as well as responding to unexpected requests for information.**

# DISTRIBUTE INFORMATION



# DISTRIBUTE INFORMATION - INPUTS

## INPUTS

- **Project management plan**

Section 10.2.3.1 contains the communications management plan.

- **Performance reports**

Performance reports are used to distribute project performance and status information, should be made available prior to project meetings, and should be as precise and current as possible.

- **Organizational Process Assets**

The organizational process assets that can influence the Distribute Information process include, but are not limited to

- Policies, procedures, and guidelines regarding information distribution
- Templates, and
- Historical information and lessons learned

# **DISTRIBUTE INFORMATION– T&T**

## **Tools & Techniques**

### **Communications Methods**

Individual and group meetings, video and audio conferences, computer chats, and other remote communications methods are used to distribute information.

### **Information Distribution Tools**

- Hard-copy document distribution, manual filing systems, press releases, and shared-access electronic databases;
- Electronic communication and conferencing tools, such as email, fax, voice mail, telephone, video and web conferencing, websites and web publishing; and
- Electronic tools for project management, such as web interfaces to scheduling and project mgmt. Software, meeting and virtual office support software, portals, and collaborative work mgmt. Tools.

# **DISTRIBUTE INFORMATION – OUTPUTS**

## **Outputs**

### **Organization Process Assets Updates**

- Stakeholder notifications
- Project reports
- Project presentations
- Project records
- Feedback from stakeholders
- Lessons learned documentation

### **Requested Changes**

# COMMUNICATIONS PROCESSES

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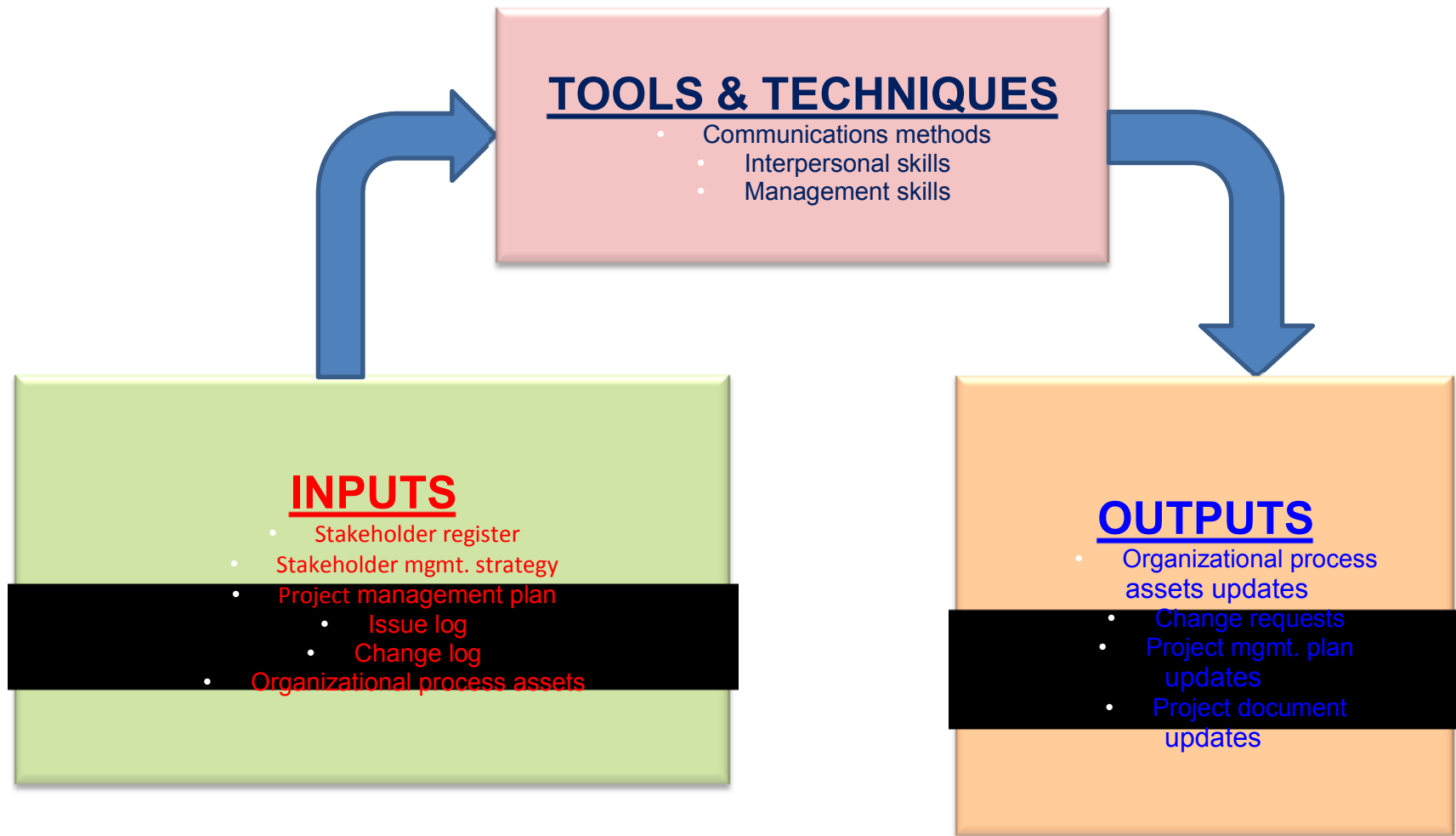
# **MANAGE STAKEHOLDERS EXPECTATIONS**

## **WHAT HAPPENS IN MANAGE STAKEHOLDERS EXPECTATIONS?**

- **It is the process of communicating and working with stakeholders to meet their needs and addressing issues as they occur ( see Fig. 10-1.20, page 262, Data Flow Diagram)**
- **It involves communication activities directed towards project stakeholders to influence their expectations, address concerns, and resolve issues (read page 261)**



# MANAGE STAKEHOLDERS EXPECTATIONS



## MANAGE STAKEHOLDERS EXPECTATIONS - INPUTS

### Inputs

- **Stakeholder register**
- **Stakeholder management strategy**  
An understanding of stakeholder goals and objectives is used to determine a strategy to manage stakeholder expectations (see Section 10.1.3.2)
- **Project mgmt. plan**
- **Issue log**  
It is used to document and monitor the resolution of issues.
- **Change log**  
It is used to document changes that occur during a project. These changes and their impact to the project in terms of time, cost, and risk,
- **Organizational process assets**

## MANAGE STAKEHOLDERS EXPECTATIONS - T&T

### Tools & Techniques

- **Communication Methods**
- **Interpersonal Skills**  
Building trust, resolving conflict, active listening, and public speaking
- **Management Skills Issue log**  
Presentation skills, Negotiating, Writing skills, and public speaking

## **MANAGE STAKEHOLDERS EXPECTATIONS - OUTPUTS**

### **Outputs**

- **Organizational Process Assets Updates**
- **Change Requests**
- **Project Mgmt. Plan Updates**
- **Project Document Updates**

# COMMUNICATIONS PROCESSES

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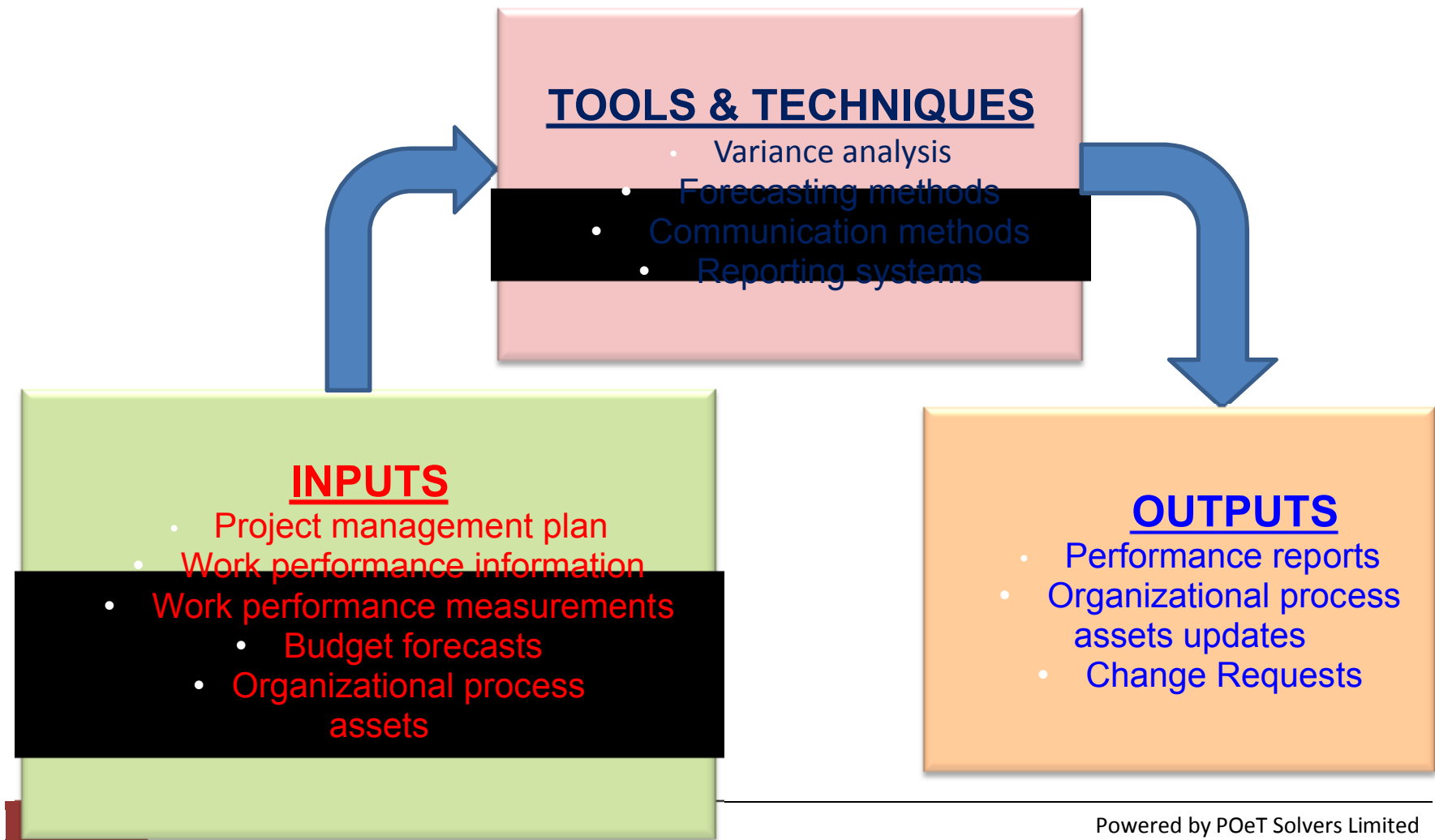
## REPORT PERFORMANCE

### What ‘Report Performance’ process do?

Report performance is the process of collecting and distributing performance information, including status reports, progress measurements, and forecasts (see Fig, 10-14, Data Flow Diagram) The process involves the periodic collection and analysis of baseline versus actual data to understand and communicate the project progress and performance as well as to forecast the project results.

Performance reports need to provide information at an appropriate level for each audience.

# REPORT PERFORMANCE



# REPORT PERFORMANCE - INPUTS

## INPUTS

- **Project Management Plan**
- **Work Performance Information**  
e.g. completion status of the deliverables and what has been accomplished is collected as part of project execution, and is fed into the Performance Reporting process
- **Work Performance Measurements**
- **Budget Forecasts**
- **Organizational Process Assets**



# REPORT PERFORMANCE - T&T

## TOOLS & TECHNIQUES

- Variance Analysis

It is an after-the-fact look at what caused a difference between the baseline and the actual performance.

- Forecasting Methods

It is the process of predicting future project performance based on actual performance to date. Forecasting methods may be classified in different categories:

- Time series methods
- Causal/econometric methods
- Judgmental methods
- Other methods (include simulation, probabilistic forecasting, and ensemble forecasting)

# REPORT PERFORMANCE - T&T

- **Communication Methods**

Exchange and analyze information about the project progress and performance. The project manager generally uses a push communication technique.

- **Reporting Systems**

Standard tool for the project manager to capture, store, and distribute information to stakeholders.

# REPORT PERFORMANCE - OUTPUTS

## OUTPUTS

### Performance Reports

- Organize & summarize project performance information from all areas
- Results of any analysis are compared with performance measurement baseline
- Report should provide the status & progress information, and the level of detail required by various stakeholders, as documented in the communications management plan

### Common formats for performance reports include:

- Bar charts
- S-curves
- Histograms (bar graph where bar widths are proportional to variable classes & bar heights proportional to class frequencies)
- Tables
- Variance analysis
- Earned value analysis data is often included
- Forecast data

**See Fig. 10-15, page 271- Tabular Performance Report Sample**



# REPORT PERFORMANCE - OUTPUTS

- **Organizational Process Assets Updates**
- **Change Requests**
  - Analysis of project performance often generates change requests