# Project Communications Management

# Project Communications Management

- It includes the processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information.

- Effective communication creates a bridge between diverse stakeholders which impact or have an influence upon the project execution or outcome.

- Time to communicate is to be invested in the project.

- Everyone must understand how communications affect the project as a whole.

# Project Communications Management Processes

- Communications planning: determining the information and communications needs of the stakeholders
- Information distribution: making needed information available in a timely manner
- Performance reporting: collecting and disseminating performance information
- Administrative closure: generating, gathering, and disseminating information to formalize phase or project completion

# Dimensions of communication activities

- Internal (within the project) and external (customer, vendors, other projects, organizations, the public);

- Formal (reports, minutes, briefings) and informal (emails, memos, ad-hoc discussions);

- Vertical (up and down the organization) and horizontal (with peers);

- Official (newsletters, annual report) and unofficial (off the record communications); and

- Written and oral, and verbal (voice inflections) and nonverbal (body language).

# Communication skills for both general management and project management

- Listening actively and effectively;
- Questioning and 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, a team, or an organization to perform an action;

# Communication skills for both general management and project management

- Motivating to provide encouragement or reassurance;
- Coaching to improve performance and achieve desired results;
- Negotiating to achieve mutually acceptable agreements between parties;
- Resolving conflict to prevent disruptive impacts; and
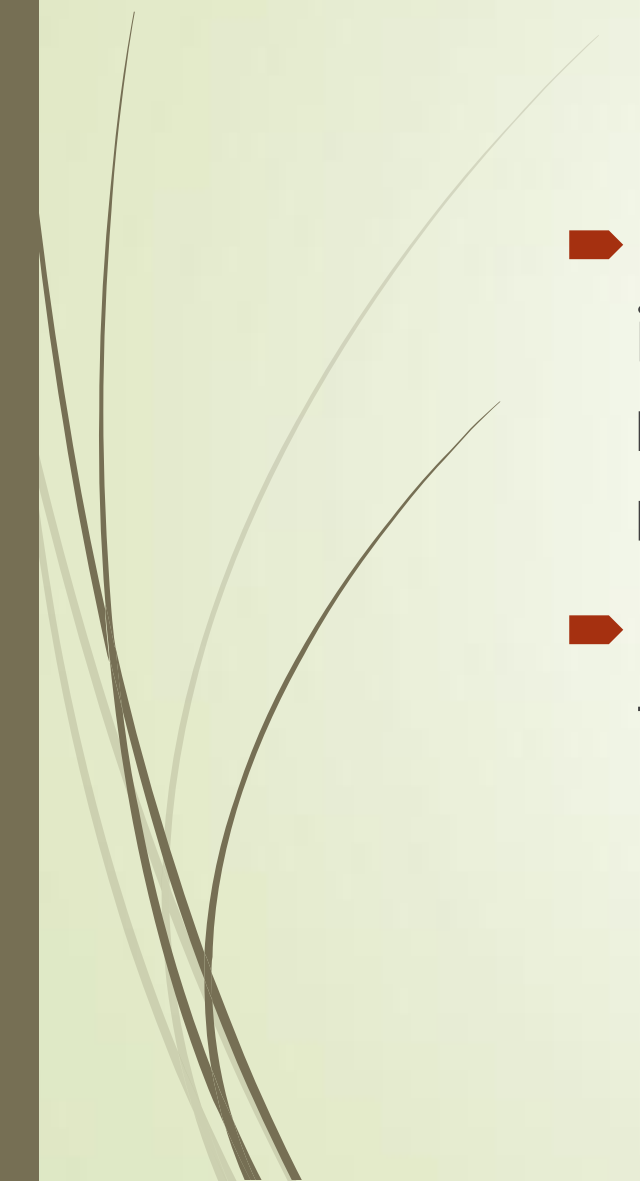- Summarizing, recapping, and identifying the next steps.

# Importance of Communication Management

- The greatest threat to many projects is a failure to communicate properly.

- Research Showing that IT Professionals must be able to effectively communicate to succeed in their positions.

- Strong verbal skills being a key factor in career advancement for IT Professionals.

- The reasons that justify the importance of communication in project management are:

  - Relaying information

  - Receiving information

  - Change in situation

  - Discussing problems

  - Bridging the language gap

# Effective Vs Efficient communication

- Effective communication means that the information is provided in the right format, at the right time, to the right audience, and with the right impact.

- Efficient communication means providing only the information that is needed.

# Project Communications Management processes

- **Plan Communications Management**—The process of developing an appropriate approach and plan for project communications based on stakeholder's information needs and requirements, and available organizational assets.

- **Manage Communications**—The process of creating, collecting, distributing, storing, retrieving and the ultimate disposition of project information in accordance with the communications management plan.

- **Control Communications**—The process of monitoring and controlling communications throughout the entire project life cycle to ensure the information needs of the project stakeholders are met.

# **Plan Communications Management**

- is the process of developing an appropriate approach and plan for project communications based on stakeholder's information needs and requirements, and available organizational assets.

- key benefit of this process is that it identifies and documents the approach to communicate most effectively and efficiently with stakeholders

- Creating a stakeholder analysis also aids in communications planning.

# Important considerations

- Who needs what information, and who is authorized to access that information;

- When they will need the information;

- Where the information should be stored;

- What format the information should be stored in;

- How the information can be retrieved; and

- Whether time zone, language barriers, and cross-cultural considerations need to be taken into account.
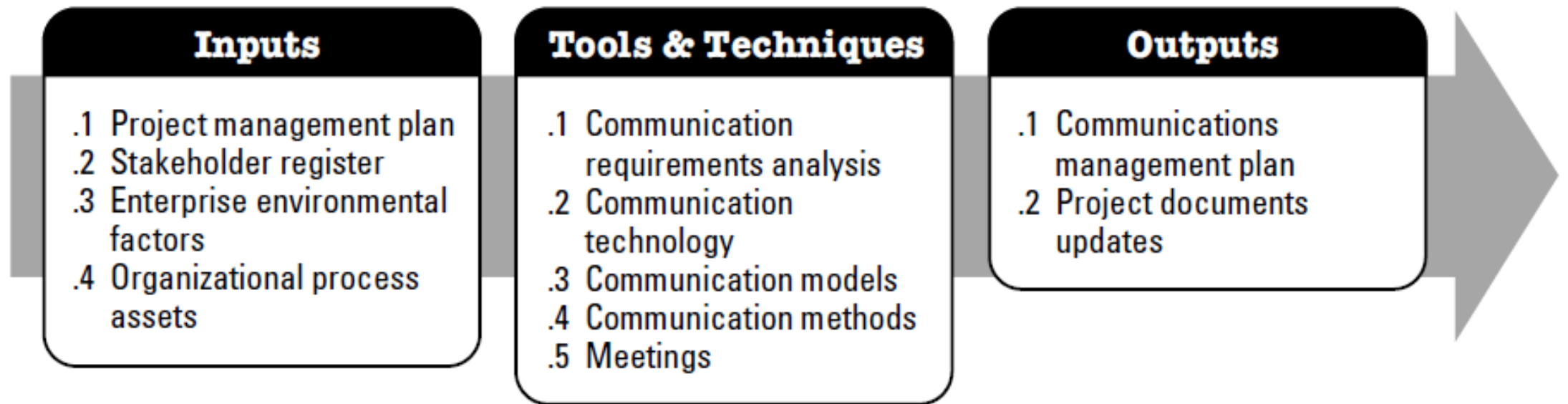
**Figure 10-2. Plan Communications Management: Inputs, Tools & Techniques, and Outputs**
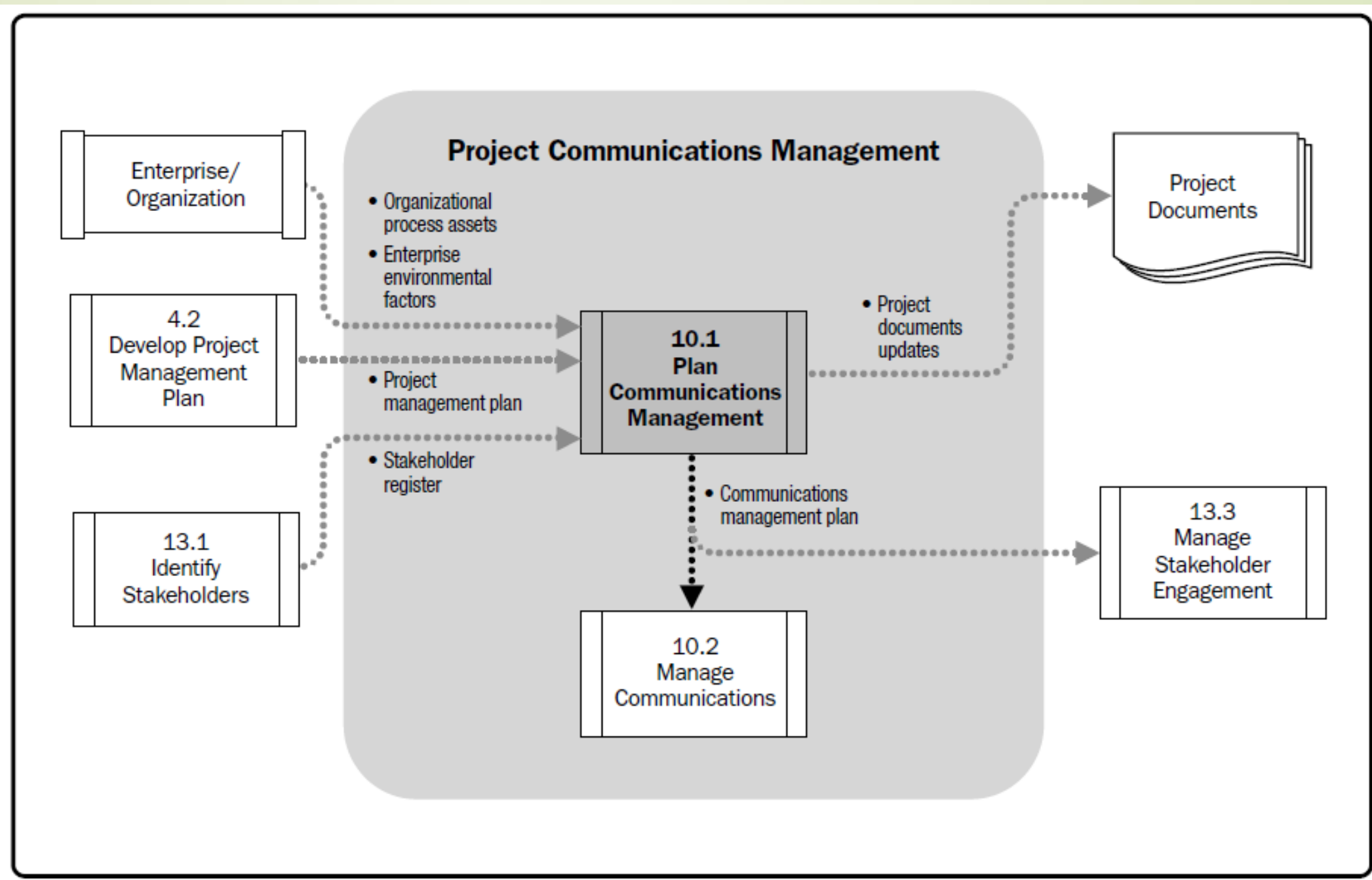
# Plan Communications Management: Tools and Techniques

- **Communication Requirements Analysis**
  - determines the information needs of the project stakeholders
  - The total number of potential communication channels is $n(n – 1)/2$, where $n$ represents the number of stakeholders
  - The project manager should also consider the number of potential communication channels or paths as an indicator of the complexity of a project's communications.

# Communication Technology

- The methods used to transfer information among project stakeholders may vary significantly

- Factors that can affect the choice of communication technology include:

  - Urgency of the need for information

  - Availability of technology

  - Ease of Use

  - Project environment

  - Sensitivity and confidentiality of the information
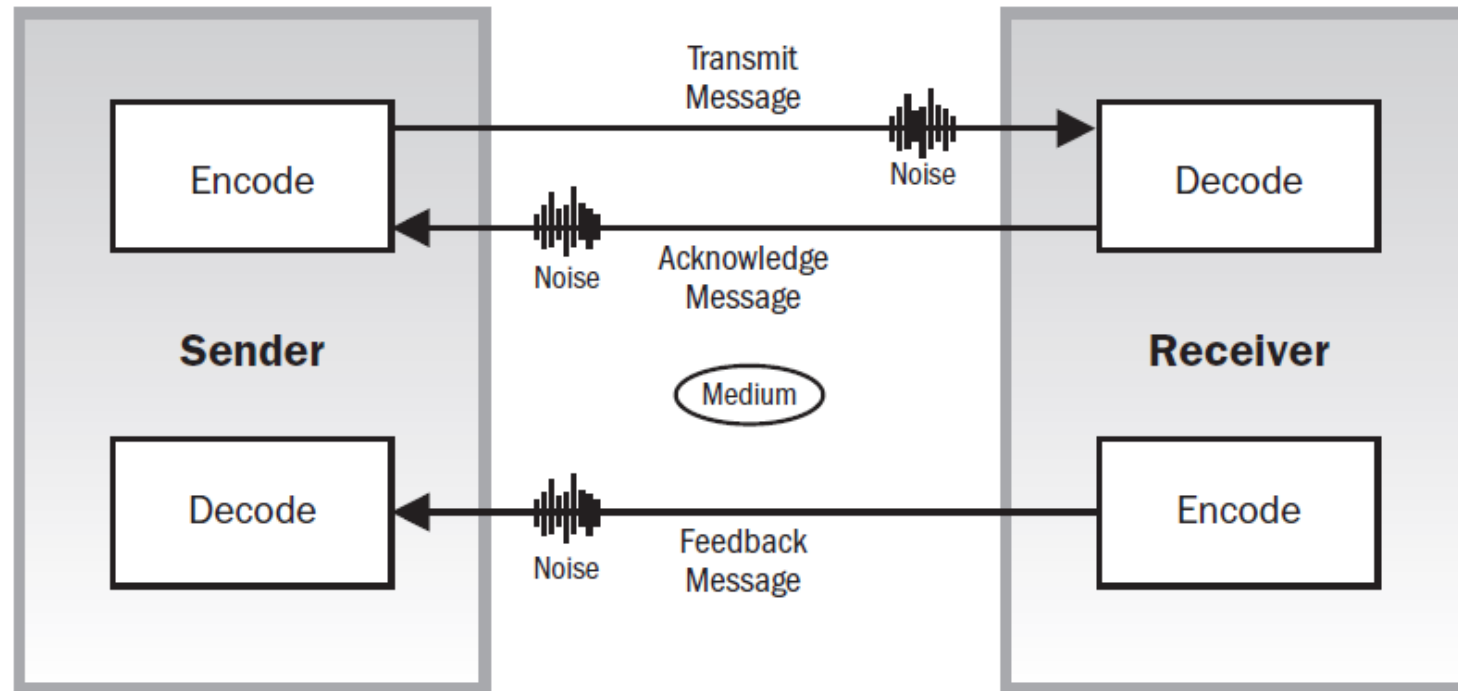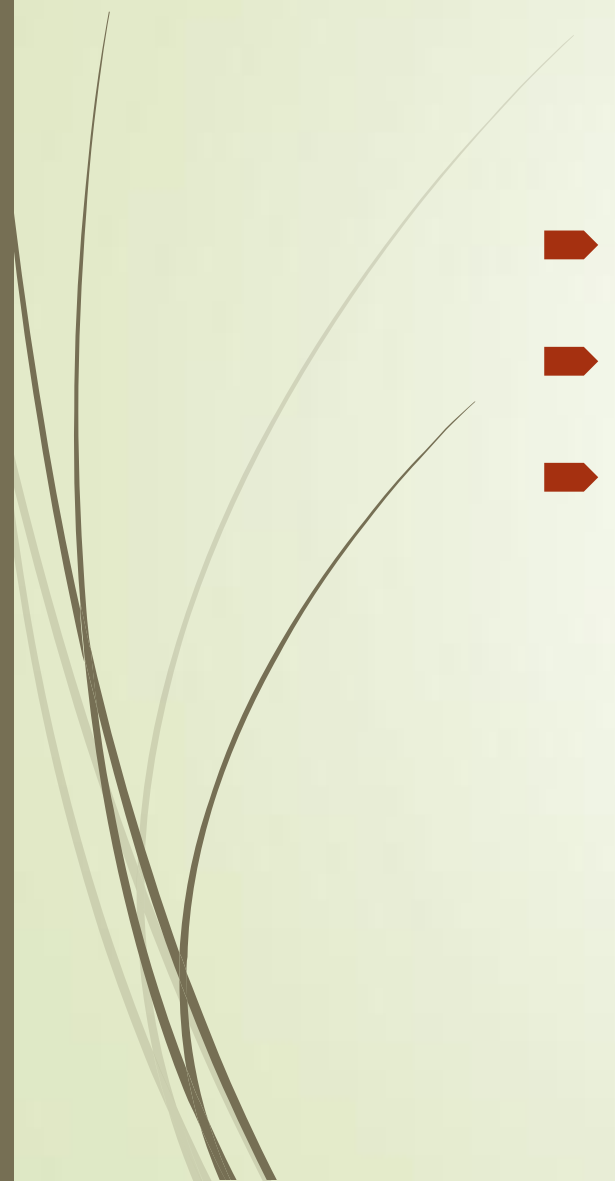
# Communication Models



Figure 10-4. Basic Communication Model

# Communication Methods

- **Interactive communication**
- **Push communication**
- **Pull communication**

# Communications Management Plan

The communications management plan is a component of the project management plan that describes how project communications will be planned, structured, monitored, and controlled. It includes:

- Stakeholder communication requirements;
- Information to be communicated, including language, format, content, and level of detail;
- Reason for the distribution of that information;
- Time frame and frequency for the distribution;
- Person responsible for communicating the information;
- Person responsible for authorizing release of confidential information;

- Person or groups who will receive the information;

- Methods or technologies used to convey the information, such as memos, e-mail, and/or press releases;

- Resources allocated for communication activities, including time and budget;

- 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 a specific legislation or regulation, technology, and organizational policies, etc.

# Manage Communications

- is the process of creating, collecting, distributing, storing, retrieving, and the ultimate disposition of project information in accordance to the communications management plan

- it enables an efficient and effective communications flow between project stakeholders

**Inputs**

.1 Communications management plan
.2 Work performance reports
.3 Enterprise environmental factors
.4 Organizational process assets

**Tools & Techniques**

.1 Communication technology
.2 Communication models
.3 Communication methods
.4 Information management systems
.5 Performance reporting

**Outputs**

.1 Project communications
.3 Project management plan updates
.2 Project documents updates
.4 Organizational process assets updates

**Figure 10-5. Manage Communications: Inputs, Tools & Techniques, and Outputs**

**Project Communications Management**

- 10.1 Plan Communications Management
- 10.2 Manage Communications
- 10.3 Control Communications
- 4.4 Monitor and Control Project Work
- 4.2 Develop Project Management Plan
- Enterprise/ Organization
- Project Documents

- Communications management plan
- Work performance reports
- Enterprise environmental factors
- Organizational process assets
- Organizational process assets updates
- Project management plan updates
- Project documents updates
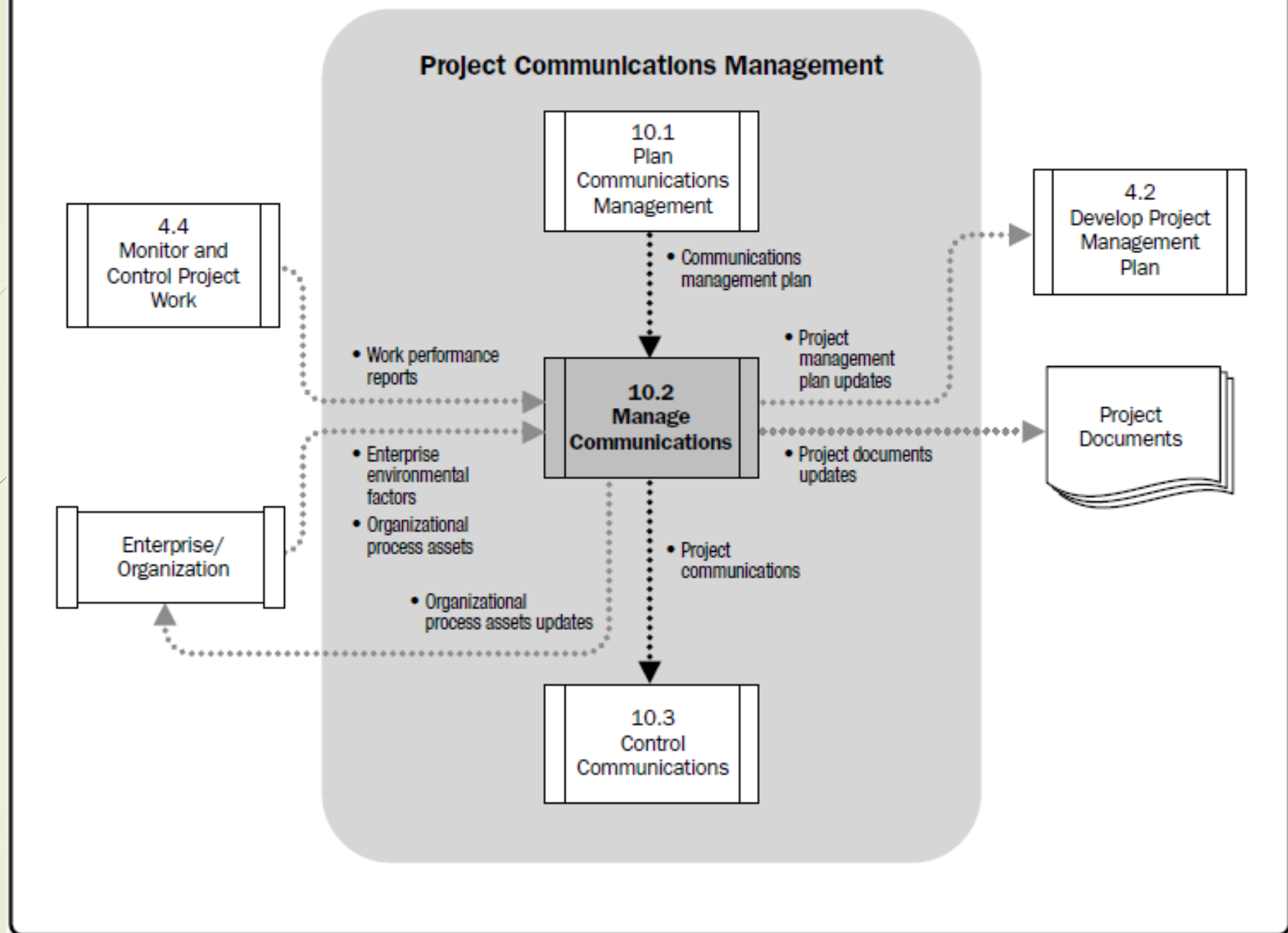- Project communications

Figure 10-6. Manage Communications Data Flow Diagram

# Techniques and considerations for effective communications management

- **Sender-receiver models.** Incorporating feedback loops to provide opportunities for interaction/participation and remove barriers to communication.

- **Choice of media.** Situation specifics as to when to communicate in writing versus orally, when to prepare an informal memo versus a formal report, and when to communicate face to face versus by e-mail.

- **Writing style.** Appropriate use of active versus passive voice, sentence structure, and word choice.

- **Meeting management techniques.** Preparing an agenda and dealing with conflicts.

- **Presentation techniques.** Awareness of the impact of body language and design of visual aids.

- **Facilitation techniques.** Building consensus and overcoming obstacles.

- **Listening techniques.** Listening actively (acknowledging, clarifying, and confirming understanding) and removal of barriers that adversely affect comprehension.

# Control Communications

- process of monitoring and controlling communications throughout the entire project life cycle to ensure the information needs of the project stakeholders are met

- ensures an optimal information flow among all communication participants, at any moment in time

- project communications should be carefully evaluated and controlled to ensure that the right message is delivered to the right audience at the right time

| **Inputs** | **Tools & Techniques** | **Outputs** |
|---|---|---|
| .1 Project management plan<br>.2 Project communications<br>.3 Issue log<br>.4 Work performance data<br>.5 Organizational process assets | .1 Information management systems<br>.2 Expert judgment<br>.3 Meetings | .1 Work performance information<br>.2 Change requests<br>.3 Project management plan updates<br>.4 Project documents updates<br>.5 Organizational process assets updates |