

PROJECT COMMUNICATION MANAGEMENT

LECTURE 6



LEARNING OBJECTIVES

- Understand the importance of good communication on projects and describe the major components of a communications management plan.
- Discuss on identifying stakeholders, plan how to have effective communications, how to distribute information, how to manage stakeholders expectations and reporting the performance.
- Discuss the source of conflict on projects and strategies for resolving them.
- Understand the aspects of verbal, nonverbal and written communication.
- Describe how software technology can enhance project communications.

THE IMPORTANCE OF A GOOD HUMAN COMMUNICATION-1

- Communication **promotes motivation** by informing and clarifying the employees about the task to be done, the manner they are performing the task, and how to improve their performance.
- Communication is a **source of information** to the organizational members for decision-making process as it helps to identify and assessing alternative course of actions.
- Communication plays a crucial role in **altering individual's attitudes**, i.e., a well informed individual will have better attitude than a less-informed individual. Organizational magazines, journals, meetings and various other forms of oral and written communication help in moulding employee's attitudes.

THE IMPORTANCE OF A GOOD HUMAN COMMUNICATION-2

- Communication **helps in socializing**. In today's life the only presence of another individual fosters communication. An individual cannot survive without communication.
- As discussed earlier, communication also assists in **controlling process**. It helps controlling organizational member's behaviour in various ways. There are various levels of hierarchy and certain principles and guidelines that employees must follow in an organization. They must comply with organizational policies, perform their job role efficiently and communicate any work problem to their superiors. Thus, communication helps in controlling function of management.

PROJECT COMMUNICATIONS MANAGEMENT PROCESSES

- **Identifying stakeholders:** identifying everyone involved in or affected by the project and determine the best ways to manage relationships with them.
- **Planning the communication:** determine the information and communications needs for stakeholders.
- **Distributing information:** making needed information available to project stakeholders in a timely manner.
- **Managing stakeholder expectations:** managing communications to satisfy the needs and expectations of project stakeholders and to resolve issues.
- **Reporting performance:** collecting and disseminating performance information, including status reports, progress measurement, and forecasting.

PROJECT COMMUNICATIONS MANAGEMENT MAP

Initiating

Process: **Identify stakeholders**

Outputs: Stakeholder register, stakeholder management strategy

Planning

Process: **Plan communications**

Outputs: Communications management plan, project document updates

Executing

Process: **Distribute information**

Outputs: Organizational process assets updates

Process: **Manage stakeholder expectations**

Outputs: Organizational process assets updates, change requests, project management plan updates, project document updates

Monitoring and Controlling

Process: **Report performance**

Outputs: Performance reports, organizational process assets updates, change requests

Project Start

Project Finish



IDENTIFYING STAKEHOLDERS

IDENTIFYING STAKEHOLDERS

- Recall that the ultimate goal of project management is to meet or exceed stakeholder needs and expectations from a project, so you must first identify who your project stakeholders are.
- Two key outputs of this process include:
 - **Stakeholder register:** a public document that includes details related to the identified project stakeholders.
 - **Stakeholder management strategy:** an approach to help increase the support of stakeholders throughout the project; often includes sensitive information.

STAKEHOLDER MANAGEMENT STRATEGY

Name	Position	Internal/ External	Level of interest	Level of influence	Potential management strategies
John Huntz	Project Manager for largest project under Peter	Internal	High	High	John does a great job, but he often upsets other PMs with his harsh approach. Keep him in line and remind him he is part of a bigger team.
Carolyn Morris	VP Telecommunications, Peter's boss	Internal	High	High	Carolyn is the first woman VP at our company and still likes to prove herself. Keep her informed of key issues and never surprise her!
Subbu Thangi	Dept. Head State of Oregon	External	Low	High	Subbu is in charge of a lot of state issues, like getting permits to install fiber-optic lines. He has a lot on his plate, but he doesn't seem concerned with our projects. Schedule a short, special meeting with him to increase visibility and discuss key issues.
Tom Morgan	CEO of major Telecomm. Customer	External	Medium	High	Tom is the sponsor of several of our projects. Give him the status on all of them at once to use his time efficiently.



PLANNING THE COMMUNICATION

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Stakeholders	Document Name	Document Format	Contact Person	Due
Customer management	Monthly status report	Hard copy and meeting	Tina Erndt, Tom Silva	First of month
Customer business staff	Monthly status report	Hard copy	Julie Grant, Sergey Cristobal	First of month
Customer technical staff	Monthly status report	E-mail	Li Chau, Nancy Michaels	First of month
Internal management	Monthly status report	Hard copy and meeting	Bob Thomson	First of month
Internal business and technical staff	Monthly status report	Intranet	Angie Liu	First of month
Training subcontractor	Training plan	Hard copy	Jonathan Kraus	November 1
Software subcontractor	Software implementation plan	E-mail	Najwa Gates	June 1

- Every project should include some type of **communications management plan**, a document that guides project communications
- Creating a stakeholder analysis for project communications

PLANNING COMMUNICATION CONTENTS-1

- Stakeholder communications requirements
- Information to be communicated, including format, content, and level of detail (e.g.: High Priority, Important)
- The people who receive the information, will process and distribute the it
- Suggested methods or technologies for conveying the information

PLANNING COMMUNICATION CONTENTS-2

- Frequency of communication
- Escalation procedures for resolving issues
- Revision procedures for updating the communications management plan
- A glossary of common terminology



DISTRIBUTING INFORMATION

DISTRIBUTING INFORMATION

- Getting the right information to the right people at the right time and in a useful format is just as important as developing the information in the first place
- Important considerations include:
 - Using technology to enhance information distribution
 - Formal and informal methods for distributing information

IMPORTANCE OF FACE-TO-FACE COMMUNICATION

- Research says that in a face-to-face interaction:
 - 58 percent of communication is through body language
 - 35 percent of communication is through how the words are said
 - 7 percent of communication is through the content or words that are spoken
- Pay attention to more than just the actual words someone is saying
- A person's tone of voice and body language say a lot about how he or she really feels

OTHER COMMUNICATION CONSIDERATIONS

- Rarely does the receiver interpret a message exactly as the sender intended
- Geographic location and cultural background affect the complexity of project communications
 - Different working hours
 - Language barriers
 - Different cultural norms

DETERMINING THE NUMBER OF COMMUNICATIONS CHANNELS

- As the number of people involved increases, the complexity of communications increases because there are more communications channels or pathways through which people can communicate
- Number of communications channels = $\frac{n(n-1)}{2}$

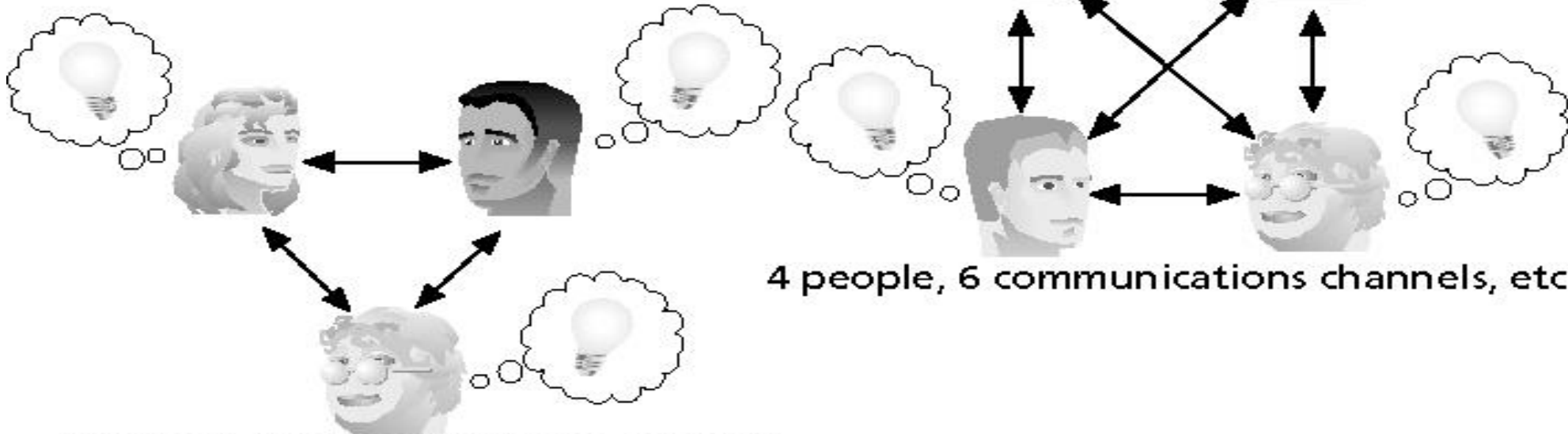
where n is the number of people involved

THE IMPACT OF THE NUMBER OF PEOPLE ON COMMUNICATIONS CHANNELS

$$\text{number of communications channels} = \frac{n(n-1)}{2}$$



2 people, 1 communications channel



4 people, 6 communications channels, etc.

3 people, 3 communications channels



MANAGING STAKEHOLDER EXPECTATION

WHO IS THE STAKEHOLDER?

The Stakeholder Meaning

- The stakeholder is a person or organization or group of people, who involved with the project implementation.

Example

- Employees
- Communities
- Shareholders
- Creditors
- Investors
- Government
- Customers
- Owners
- Financiers
- Managers

KEYS FOR MANAGING STAKEHOLDER EXPECTATION

- Make sure "project success" is clearly defined before the project begins – during meeting with stakeholder, the post-implementation review sheet is provided to stakeholder before the implementation began since it gives a better view about the project implementation and problem handlings.
- Don't make stakeholders wait too long before they start to see value
- Execute against the objective to ensure project success
- Keep it simple when communicating with project stakeholders



REPORTING PERFORMANCE

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Performance reporting keeps stakeholders informed about how resources are being used to achieve project objectives:

- **Status reports** describe where the project stands at a specific point in time
- **Progress reports** describe what the project team has accomplished during a certain period of time
- **Forecasts** predict future project status and progress based on past information and trends

SUGGESTIONS FOR IMPROVING PROJECT COMMUNICATIONS

- Manage conflicts effectively
- Develop better communication skills
- Run effective meetings
- Use e-mail and other technologies effectively
- Use templates for project communications



CONFLICT RESOLUTION

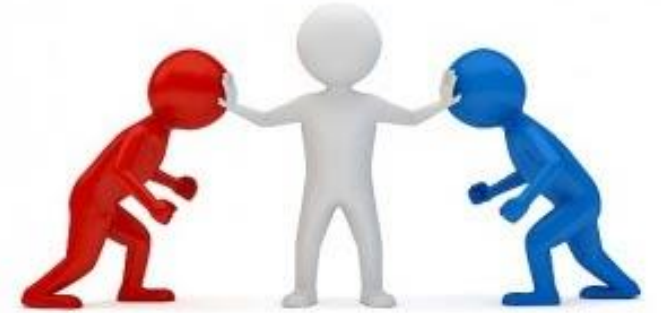


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CONFLICT HANDLING MODES



1. **Confrontation:** directly face a conflict using a problem-solving approach
2. **Compromise:** use a give-and-take approach
3. **Smoothing:** de-emphasize areas of difference and emphasize areas of agreement
4. **Forcing:** the win-lose approach
5. **Withdrawal:** retreat or withdraw from an actual or potential disagreement
6. **Collaborating:** decision makers incorporate different viewpoints and insights to develop consensus and commitment

CONFLICT CAN BE GOOD

- Conflict often produces important results, such as generation of new ideas, better alternatives, and motivation to work harder and more collaboratively.
- **Groupthink:** conformance to the values or ethical standards of a group; groupthink can develop if there are no conflicting viewpoints.
- Research suggests that task-related conflict often improves team performance, but emotional conflict often depresses team performance.

VERBAL, NONVERBAL AND WRITTEN COMMUNICATION

- To reduce conflict, all types of communication (verbal, nonverbal and written) need to be implemented for effective communication.
- In general, verbal communication refers to our use of words while nonverbal communication refers to communication that occurs through means other than words, such as body language, gestures, and silence. Both verbal and nonverbal communication can be spoken and written.



PROJECT MEETING

- Project Meetings encourage a sense of team or community among colleagues, which improves communication.
- The purpose of a Project Meeting is to generate group consensus that will accelerate the project's progress under any set goals or expected results.

EXECUTING EFFECTIVE MEETINGS

- Avoid meeting that lead to time consuming and clueless goal
- Define the purpose and intended outcome of the meeting
- Determine who should attend the meeting
- Provide an agenda to participants before the meeting
- Prepare handouts and visual aids, and make logistical arrangements ahead of time
- Execute the meeting professionally
- Build relationships
- The best day for a meeting is on Wednesday

SAMPLE COLLABORATIVE TOOLS

- A **SharePoint portal** allows users to create custom Web sites to access documents and applications stored on shared devices.
- **Google Docs** allow users to create, share, and edit documents, spreadsheets, and presentations online.
- A **wiki** is a Web site designed to enable anyone who accesses it to contribute or modify Web page content.
- **Videoconferencing** is a video sharing session between sender and receiver from different areas using telecommunication facility such as Google Meet, Microsoft Teams, Cisco Webex, Click Meeting and GoToMeeting.

USING TEMPLATES FOR PROJECT COMMUNICATIONS

- Many technical people are afraid to ask for help
- Providing examples and templates for project communications saves time and money
- Organizations develop their own templates, use some provided by outside organizations, or use samples from textbooks
- Recall that research shows that companies that excel in project management make effective use of templates

SAMPLE TEMPLATE FOR PROJECT DESCRIPTION

Project X Description

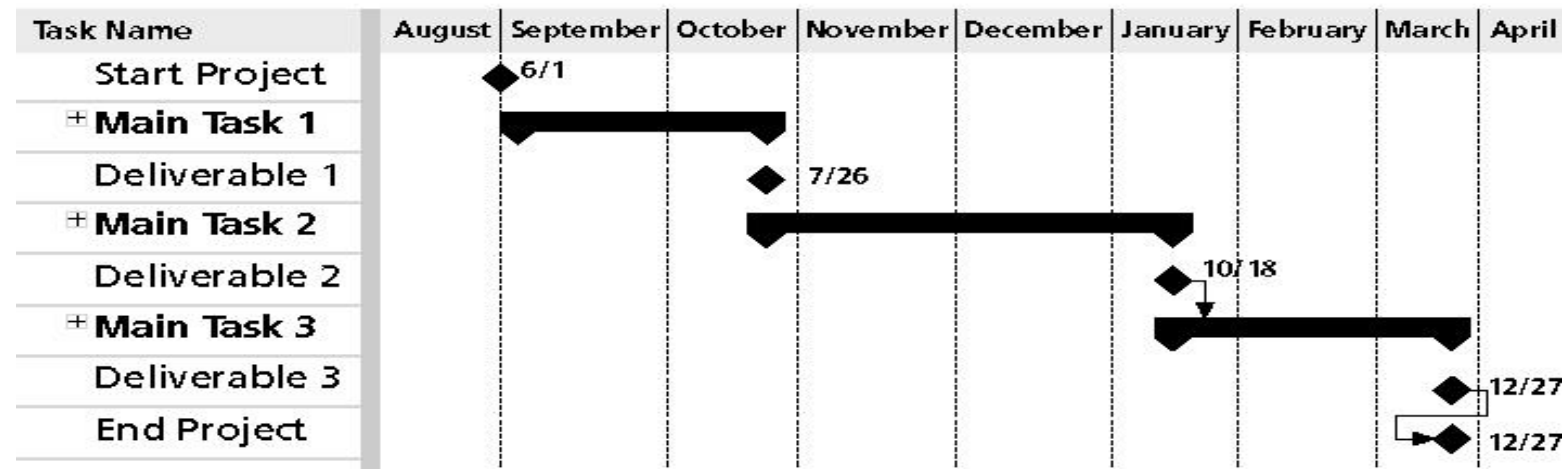
Objective: Describe the objective of the project in one or two sentences. Focus on the business benefits of doing the project.

Scope: Briefly describe the scope of the project. What business functions are involved, and what are the main products the project will produce?

Assumptions: Summarize the most critical assumptions for the project.

Cost: Provide the total estimated cost of the project. If desired, list the total cost each year.

Schedule: Provide summary information from the project's Gantt chart, as shown. Focus on summary tasks and milestones.



SAMPLE TEMPLATE FOR A MONTHLY PROGRESS REPORT

I. Accomplishments for Month of January (or appropriate month):

- Describe most important accomplishments. Relate to project's Gantt chart.
- Describe other important accomplishments, one bullet for each. If any issues were resolved from the previous month, list them as accomplishments.

II. Plans for February (or following month):

- Describe most important items to be accomplished in the next month. Again, relate to the project's Gantt chart.
- Describe other important items to accomplish, one bullet for each.

III. Issues: Briefly list important issues that surfaced or are still important. Managers hate surprises and want to help the project succeed, so be sure to list issues.

IV. Project Changes (Date and Description): List any approved or requested changes to the project. Include the date of the change and a brief description.

FINAL PROJECT DOCUMENTATION ITEMS

I.	Project description
II.	Project proposal and backup data (request for proposal, statement of work, proposal correspondence, and so on)
III.	Original and revised contract information and client acceptance documents
IV.	Original and revised project plans and schedules (WBS, Gantt charts and network diagrams, cost estimates, communications management plan, etc.)
V.	Design documents
VI.	Final project report
VII.	Deliverables, as appropriate
VIII.	Audit reports
IX.	Lessons-learned reports
X.	Copies of all status reports, meeting minutes, change notices, and other written and electronic communications

LESSON-LEARNED REPORT

- The project manager and project team members should each prepare a **lessons-learned report**
 - A reflective statement that documents important things an individual learned from working on the project
- The project manager often combines information from all of the lessons-learned reports into a project summary report

PROJECT WEB SITE AND DASHBOARD

- Many project teams create a project Web site to store important product documents and other information.
- Create the site using various types of software, such as enterprise project management software.

MICROSOFT OFFICE ENTERPRISE PROJECT MANAGEMENT (EPM) SOLUTION

Project Web Access

Welcome North Mary

Microsoft Office Project Web Access

Home

Site Actions

Project Center

New | Actions | Go To | Settings | View: Summary

Edit | Edit Project Properties | Build Team | Resource Plan

	Project Name	Project: Schedule Status	Project Cost Status	Start	Finish	%
[-]	Business Drivers.Expand into new markets and segments			12/16/2005	2/26/2007	
[+]	Portable Satellite Radio Product Dev	○	○	1/9/2006	2/26/2007	
[+]	Marine Satellite Radio Product Dev	?	○	1/9/2006	2/26/2007	
[+]	Satellite Products Production Line Installation	○	○	3/24/2006	8/29/2006	
[+]	Satellite Radio Product Development Program	○	●	12/16/2005	2/26/2007	
[+]	Production Expansion Program	○	○	1/2/2006	9/8/2006	
[+]	2132 Hoover Assembly Building Remodel	●	●	1/2/2006	9/8/2006	
[-]	Business Drivers.Improve customer satisfaction score			1/1/2007	12/27/2007	
[+]	IT Infrastructure Support 07			1/1/2007	12/27/2007	
[-]	Business Drivers.Improve employee satisfaction			1/23/2005	4/20/2006	
[+]	CBT Implementation TD	○	●	1/23/2006	4/20/2006	
[-]	Business Drivers.Increase market share in existing markets			1/9/2005	2/26/2007	
[+]	Boat Show	○	○	5/23/2006	8/1/2006	
[+]	Consumer Technology Show	○	○	10/10/2006	1/1/2007	
[+]	Business Launch Event			9/22/2006	9/22/2006	

My Work

- My Tasks
- My Timesheets
- Issues and Risks

Projects

- Project Center
- Proposals and Activities

Resources

- Resource Center
- Status Reports

Reporting

- Data Analysis

Approvals

- Task Updates
- Timesheet
- Administrative Time

Personal Settings

Server Settings

Lists

- Proposal proxy list

Documents

- Shared Documents

USING SOFTWARE TO ASSIST IN PROJECT COMMUNICATIONS

- There are many software tools to aid in project communications.
- Today many people telecommute or work remotely or work from home either part-time or full-time job. Example USA companies hire system developers from around the world using the cloud computing platform, such as AWS.
- Project management software includes new capabilities to enhance virtual communications, for instance cisco webex and teams.
- Tools such as social medias (blogs, twitter, facebook and whatsapp) enhance project communications.

SUMMARY

- The goal of project communications management is to ensure timely and appropriate generation, collection, dissemination, storage, and disposition of project information.
- Main processes include:
 - Identify stakeholders
 - Plan communications
 - Distribute information
 - Manage stakeholder expectations
 - Report performance



THANK YOU