



Project Communication Management

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* Create in PSD a selection: "Select Load selection"
* Drag the selected area into your artwork
* If necessary remove ruler, "Layer-Masking"
Remove White (Black) Matte

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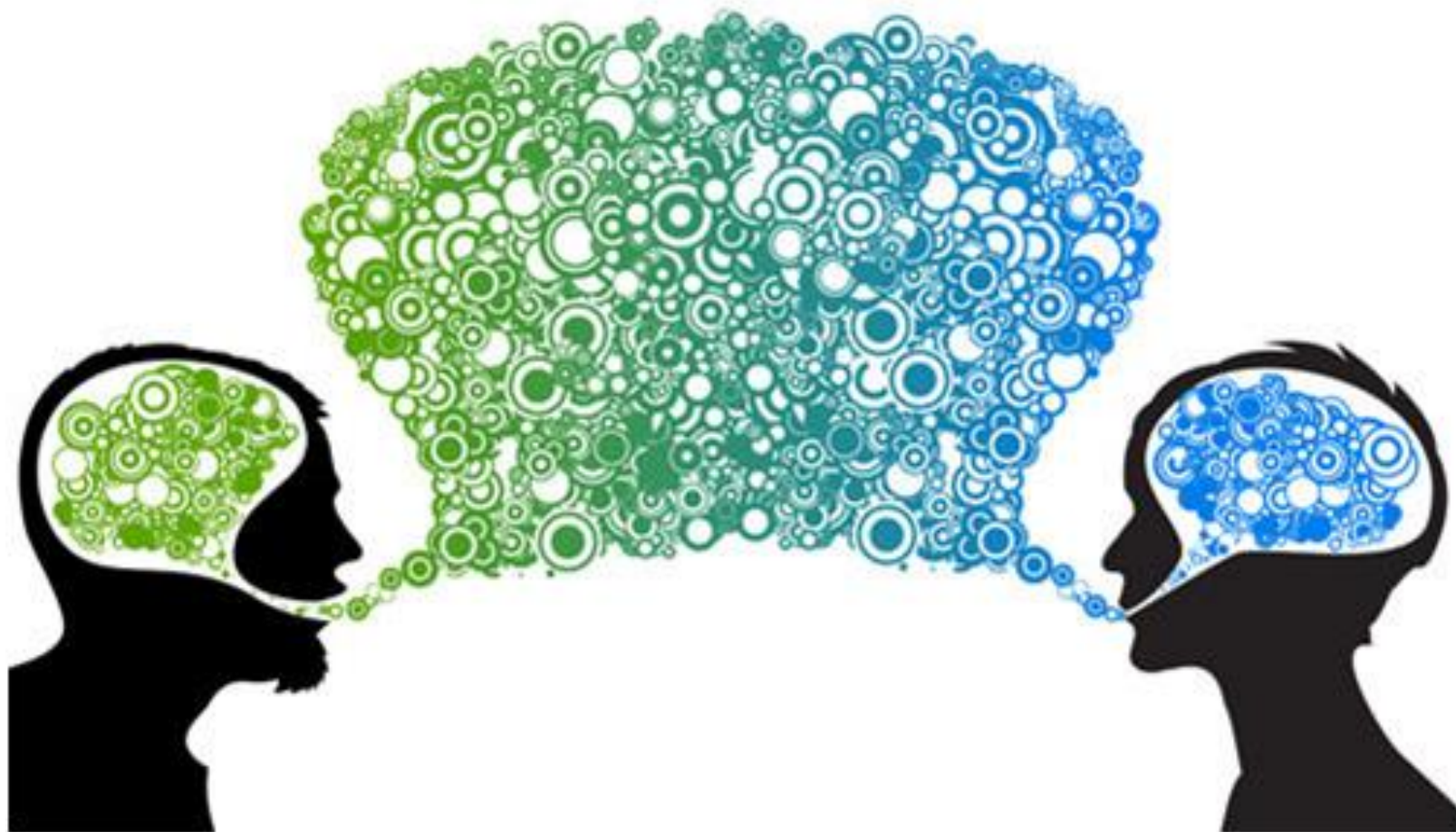




Contents

- The Importance and Key Concepts
- Keys to Good Communications
- Plan Communications Management
- Manage Communications
- Monitor Communications
- Suggestions
- Software Assistance







3. 一方死线后，让另一方也继续同样的方式沟通，这个方法一升阶，双方的思想在沟通 与书 写中逐渐平静下来，信息会得到完全沟通，问题自然没了。



Importance of Good Communications

- The greatest threat to many projects is a failure to communicate
- Our culture does not portray IT professionals as being good communicators
- Research shows that IT professionals must be able to communicate effectively to succeed in their positions
- Strong verbal skills are a key factor in career advancement for IT professionals



Communications for IT Professionals

1. Engage in numerous verbal communication activities
2. Most of the communication is verbal in nature but sometimes it is supported by notes or graphs on a board or a handout and also by computer output
3. Expect their peers to listen carefully during a conversation and respond correctly to the issues at hand
4. Have to engage in some form of informal public speaking
5. Must be able to communicate effectively in order to be successful in their current position, but they must be able to do so in order to move to higher positions



Communications

- Activities, such as meetings and presentations
- Artifacts, such as emails, social media, project reports, or project documentation



5Cs of Written Communications

- Correct grammar and spelling
- Concise expression and elimination of excess words
- Clear purpose and expression directed to the needs of the reader
- Coherent logical flow of ideas
- Controlling flow of words and ideas



Fundamental Attributes of Effective Communication Activities

- Clarity on the purpose of the communication
- Understanding as much as possible about the receiver of the communications, meeting needs, and preferences
- Monitoring and measuring the effectiveness of the communications



Project Communication Management

The processes that are required to ensure that the information needs of the project and its stakeholders are met through development of artifacts and implementation of activities to achieve effective information exchange

- Develop a strategy to ensure communication is effective for stakeholders
- Carry out the activities necessary to implement the communication strategy



Initiating



Planning

➤ Plan communications management



Executing

➤ Manage communications



Monitoring &
Controlling

➤ Monitor communications



Closing



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Keys to Good Communications

- Focusing on Group and Individual Communication Needs
- Formal and Informal Methods for Communications
- Distributing Important Information in an Effective and Timely Manner
- Setting the Stage for Communicating Bad News
- Determining the Number of Communication Channels



1. Focusing on Group and Individual Communication Needs

- People are not interchangeable parts. (*The Mythical Man-Month*)
- People have different personality traits that often affect their communication preferences (MBTI)
- Put yourself in someone else's shoes before you can truly communicate
- Be aware of your own communication styles
- Provide several methods of communication, and build in a feedback loop to make sure
- Geographic location and cultural background also affect the complexity of project communications



Personal Preferences Affect Communication Needs

- Introverts like more private communications, while extroverts like to discuss things in public
- Intuitive people like to understand the big picture, while sensing people need step-by-step details
- Thinkers want to know the logic behind decisions, while feeling people want to know how something affects them personally
- Judging people are driven to meet deadlines, while perceiving people need more help in developing and following plans



Cultural Difference

- American: work along, email > call, virtual conference, multitask
- European: team work, interact in real time, phone
- Asia-Pacific: be in touch constantly during the workday, instant messaging/email > phone



2. Formal and Informal Methods

- Informal discussions to develop trusting relationship
- Oral communication helps build stronger relationships
- Communicating includes many different dimensions such as writing, speaking, and listening.
 - Different people respond positively to different levels or types of communication
 - Short face-to-face meetings are often more effective than electronic communications, particular for sensitive 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



How about my new hat?



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"This concludes my lecture on non-verbal communication. Any comments or questions?"

Encouraging More Face-to-Face Interactions

- Short, frequent meetings are often very effective in IT projects
- Stand-up meetings force people to focus on what they really need to communicate
- Some companies have policies preventing the use of e-mail between certain hours or even entire days of the week



3. Distributing Information in an Effective and Timely Manner

- Don't bury crucial information
- Don't be afraid to report bad information
- Oral communication via meetings and informal talks helps bring important information—good and bad—out into the open
- Workers cannot use email during certain hours of the business day or even during entire days of the week





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Mitigate Bad News

- Sponsors and other senior managers want to know: you have evaluated the impact of the situation, considered alternatives, and made a recommendation based on your expertise
- PM should know how a major problem might affect the bottom line of the organization and be able to use their leadership skills to handle the challenges



Setting the Stage for Communicating Bad News

Dear Mom and Dad, or should I say Grandma & Grandpa,

Yes, I am pregnant. No, I'm not married yet since Larry, my boyfriend, is out of a job. Larry's employers just don't seem to appreciate the skills he has learned since he quit high school. Larry looks much younger than you, Dad, even though he is three years older. I'm quitting college and getting a job so we can get an apartment before the baby is born. I found a beautiful apartment above a 24-hour auto repair garage with good insulation so the exhaust fumes and noise won't bother us.

I'm very happy. I thought you would be too.

Love, Ashley

P.S. There is no Larry. I'm not pregnant. I'm not getting married. I'm not quitting school, but I am getting a "D" in Chemistry. I just wanted you to have some perspective.

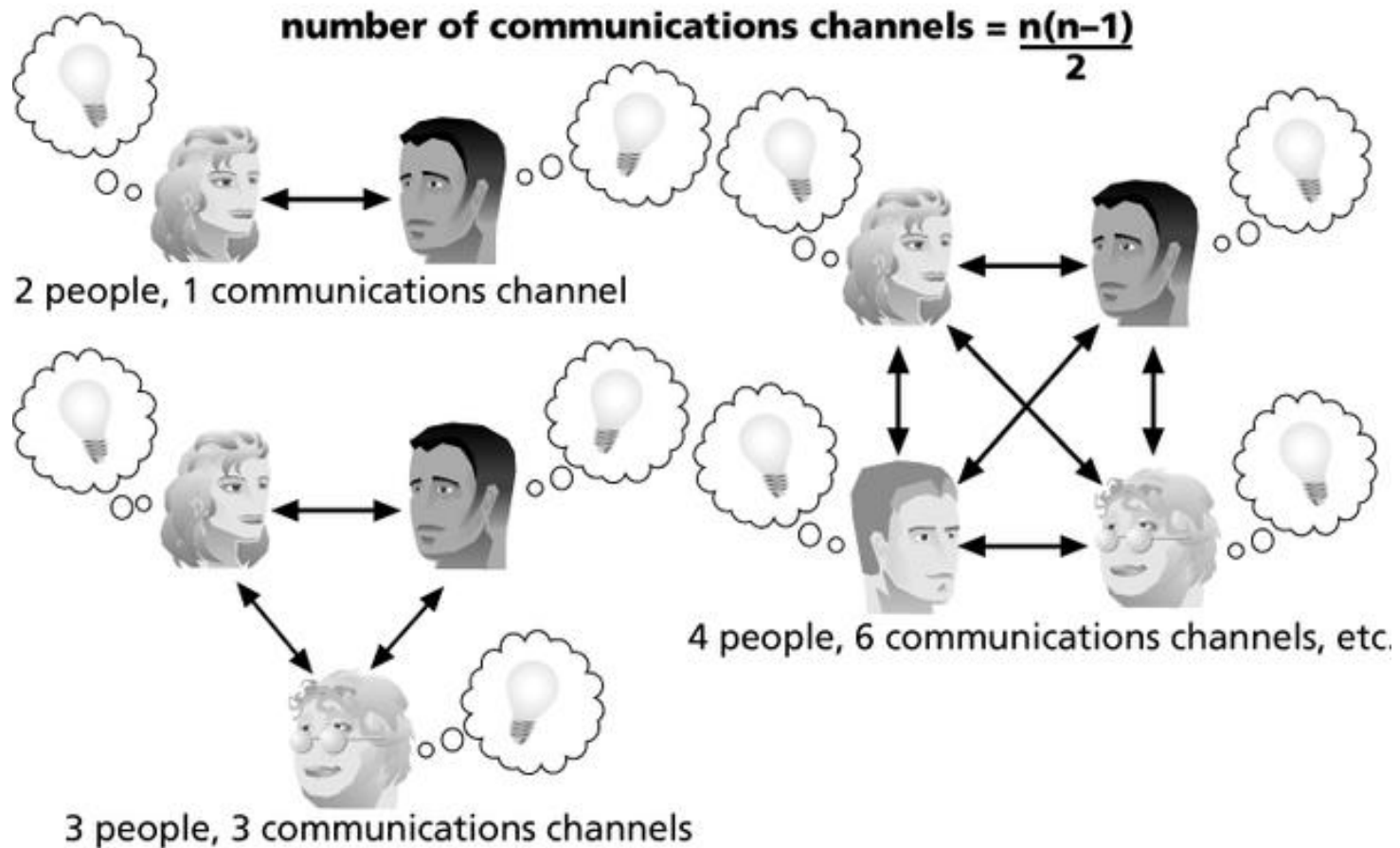


4. Determining the Number of Communications Channels

- 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



The Impact of the Number of People on Communications Channels

- You cannot always send an email to a very large team of people just as you could to a small one, because it is much easier to address an atmosphere of distrust among a group of five team members than it is with a team of 500 members
- In some situations you cannot have face-to-face meetings and must email a large group of people. It is crucial for project managers to develop clear communication procedures





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Plan communications Management

The process of developing an appropriate approach and plan for project communications activities based on the information needs of each stakeholder or group, available organizational assets, and the needs of the project.

Key benefit: a documented approach to effectively and efficiently engage stakeholders by presenting relevant information in a timely manner



Inputs

- .1 Project charter
- .2 Project management plan
 - Resource management plan
 - Stakeholder engagement plan
- .3 Project documents
 - Requirements documentation
 - Stakeholder register
- .4 Enterprise environmental factors
- .5 Organizational process assets

Tools & Techniques

- .1 Expert judgment
- .2 Communication requirements analysis
- .3 Communication technology
- .4 Communication models
- .5 Communication methods
- .6 Interpersonal and team skills
 - Communication styles assessment
 - Political awareness
 - Cultural awareness
- .7 Data representation
 - Stakeholder engagement assessment matrix
- .8 Meetings

Outputs

- .1 Communications management plan
- .2 Project management plan updates
 - Stakeholder engagement plan
- .3 Project documents updates
 - Project schedule
 - Stakeholder register



Basic Communication Model



Acknowledge vs Feedback/response



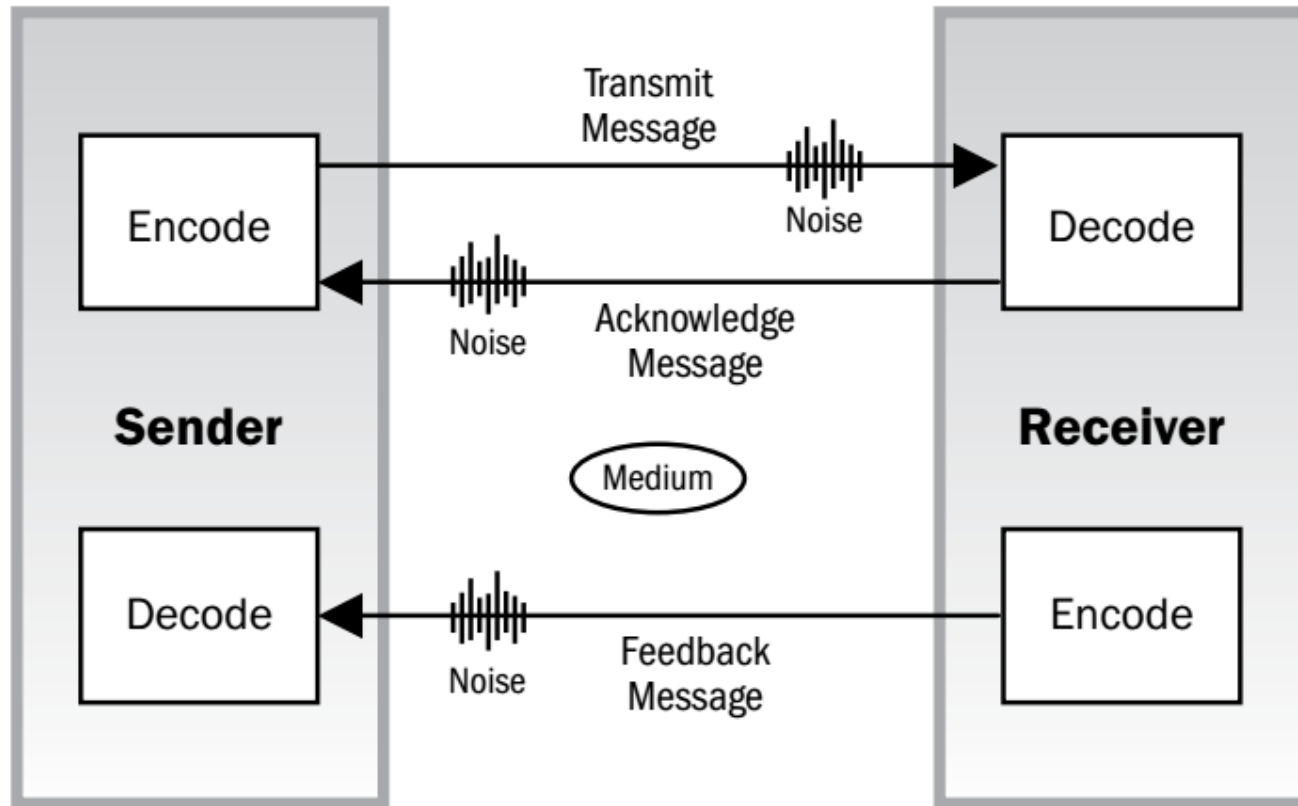
Communication Model for Cross-Cultural Communication

Current Emotional State

Culture:

- Generational
- National
- Professional discipline
- Gender

Personality biases (assumptions)



Current Emotional State

Culture:

- Generational
- National
- Professional discipline
- Gender

Personality biases (assumptions)



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.



Communications Planning

- Determine the information and communications needs of stakeholders
- Every project should include some type of **communications management plan**, a document that guides project communications
- For small projects, the plan can be part of the team charter; for larger projects, it should be a separate doc
- Creating a stakeholder analysis for project communications also aids in communications planning



Communications Management Plan Contents

- Stakeholder communications requirements
- Information to be communicated, including format, content, and level of detail
- Who will receive the information and who will produce it
- Suggested methods or technologies for conveying the information
- Frequency of communication
- Escalation processes for resolving issues
- Revision procedures
- A glossary of common terminology



Sample Stakeholder Communications Analysis

STAKEHOLDERS	DOCUMENT NAME	DOCUMENT FORMAT	CONTACT PERSON	DUE
Customer management	Monthly status report	Hard copy	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	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, 2008
Software subcontractor	Software implementation plan	E-mail	Najwa Gates	June 1, 2008

Comments: Put the titles and dates of documents in e-mail headings and have recipients acknowledge receipt.

Put communications in WBS?



Consistent Communication

- Help organizations improve project communications, especially for programs composed of multiple projects
- If several projects have some of the same stakeholders, it is even more important to develop a coordinated communications management plan





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Manage Communications

The process of ensuring timely and appropriate collection, creation, distribution, storage, retrieval, management, monitoring, and the ultimate disposition of project information

Key benefit: It enables an efficient and effective information flow between the project team and the stakeholders.

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



Inputs

- .1 Project management plan
 - Resource management plan
 - Communications management plan
 - Stakeholder engagement plan
- .2 Project documents
 - Change log
 - Issue log
 - Lessons learned register
 - Quality report
 - Risk report
 - Stakeholder register
- .3 Work performance reports
- .4 Enterprise environmental factors
- .5 Organizational process assets

Tools & Techniques

- .1 Communication technology
- .2 Communication methods
- .3 Communication skills
 - Communication competence
 - Feedback
 - Nonverbal
 - Presentations
- .4 Project management information system
- .5 Project reporting
- .6 Interpersonal and team skills
 - Active listening
 - Conflict management
 - Cultural awareness
 - Meeting management
 - Networking
 - Political awareness
- .7 Meetings

Outputs

- .1 Project communications
- .2 Project management plan updates
 - Communications management plan
 - Stakeholder engagement plan
- .3 Project documents updates
 - Issue log
 - Lessons learned register
 - Project schedule
 - Risk register
 - Stakeholder register
- .4 Organizational process assets updates



Selecting the Appropriate Communication Methods and Media

- Interactive communication
 - Meetings, phone calls, instant message, or video conferencing
 - Ensure common understanding
- Push communication
 - Letters, memos, reports, emails, faxes, voice mails, blogs, ...
 - Ensures the information is distributed, but does not ensure that it was received or understood
- Pull communication -
 - Web portals, intranet sites, e-learning, lessons learned databases, or knowledge repositories
 - Used for large complex information sets, or for large audience, and requires the recipients to access content at their own discretion subjects to security procedures

	KEY: 1 = EXCELLENT		2 = ADEQUATE		3 = INAPPROPRIATE	
HOW WELL MEDIUM IS SUITED TO:	HARD COPY	TELEPHONE CALL	VOICE MAIL	E-MAIL	MEETING	WEB SITE
Assessing commitment	3	2	3	3	1	3
Building consensus	3	2	3	3	1	3
Mediating a conflict	3	2	3	3	1	3
Resolving a misunderstanding	3	1	3	3	2	3
Addressing negative behavior	3	2	3	2	1	3
Expressing support/appreciation	1	2	2	1	2	3
Encouraging creative thinking	2	3	3	1	3	3
Making an ironic statement	3	2	2	3	1	3
Conveying a reference document	1	3	3	3	3	1
Reinforcing one's authority	1	2	3	3	1	2
Providing a permanent record	1	3	3	1	3	1
Maintaining confidentiality	2	1	2	3	1	3
Conveying simple information	3	2	1	1	2	3
Asking an informational question	3	2	1	1	3	3
Making a simple request	3	3	1	1	3	3
Giving complex instructions	3	3	3	2	1	2
Addressing many people	2	3	3 or 1*	2	3	1

Galati, Tess. Email Composition and Communication (EmC2) Practical Communications, Inc. (www.pracom.com) (2001).

*Depends on system functionality

Performance Reporting

- 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 (3 constraints)
More important?
 - **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 (?)

360 Degree Review



Your logo



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绩效考核



Who?

评价表

你好。根据绩效考核
的客观性原则。你负
责评价我……

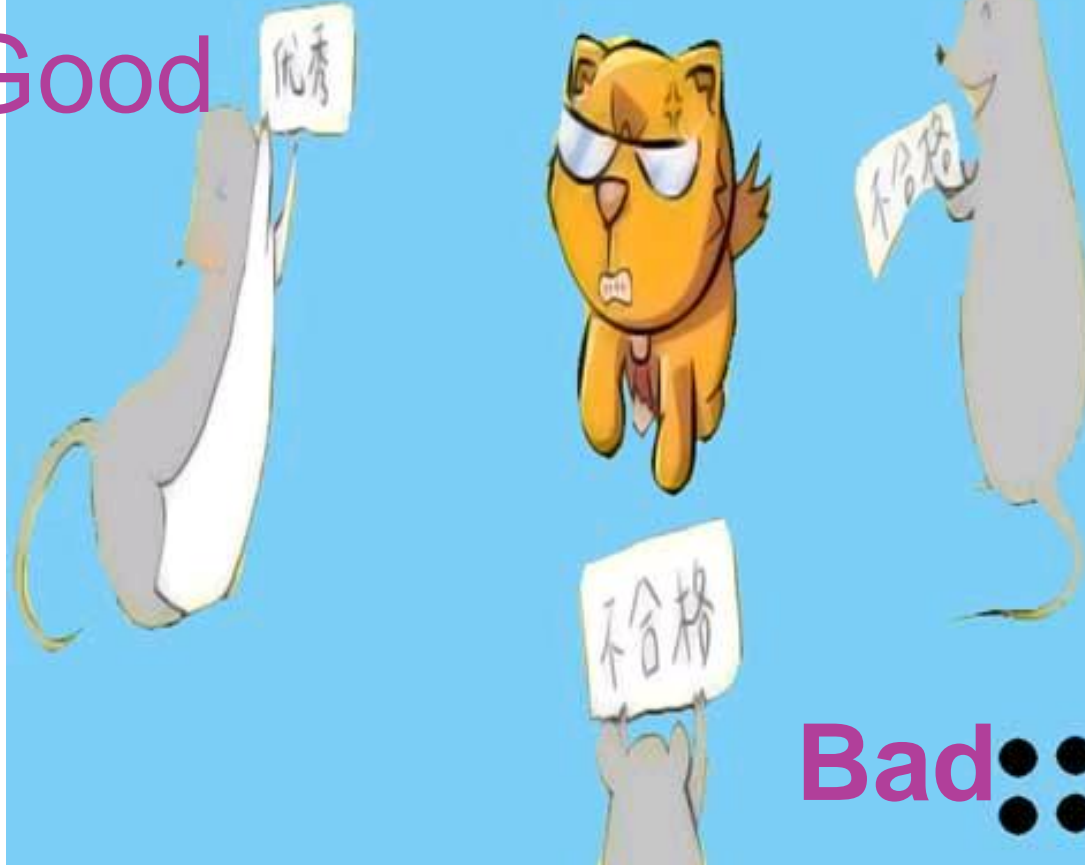
Good

绩效考核日，
小人作怪时

Bad

Bad

Bad





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Monitor Communications

The process of ensuring the information needs of the project and its stakeholders are met

Key benefit: the optimal information flow as defined in the communication management plan and the stakeholder engagement plan



Inputs

- .1 Project management plan
 - Resource management plan
 - Communications management plan
 - Stakeholder engagement plan
- .2 Project documents
 - Issue log
 - Lessons learned register
 - Project communications
- .3 Work performance data
- .4 Enterprise environmental factors
- .5 Organizational process assets

Tools & Techniques

- .1 Expert judgment
- .2 Project management information system
- .3 Data analysis
 - Stakeholder engagement assessment matrix
- .4 Interpersonal and team skills
 - Observation/conversation
- .5 Meetings

Outputs

- .1 Work performance information
- .2 Change requests
- .3 Project management plan updates
 - Communications management plan
 - Stakeholder engagement plan
- .4 Project documents updates
 - Issue log
 - Lessons learned register
 - Stakeholder register





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Suggestions for Improving Project Communications

1. Develop better communication skills
2. Run effective meetings
3. Use tools effectively
4. Use templates for project communications



1. Developing Better Communication Skills

- Companies and formal degree programs for IT professionals often neglect the importance of speaking, writing, and listening skills
- As organizations become more global, they realize they must invest in ways to improve communication with people from different countries and cultures
- It takes leadership to improve communication



What Went Wrong?

- Communications technology, such as using e-mail and searching the Web, should help improve project communications, but it can also cause conflict
- How? Cyber-slackers are people who should be working, but instead spend their time online doing non-work-related activities, such as annoying friends or coworkers by sending unimportant e-mails



What Went Wrong?

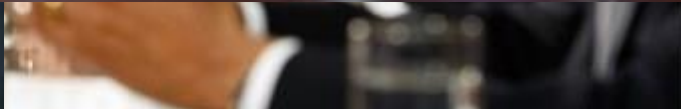
- A recent study by Websense suggested that employees are using the Web more and more for personal reasons, and it is costing U.S. companies \$178 billion annually, or \$5,000 per employee
- In 2008, more than a quarter of US employers have fired workers for misusing email, and one-third have fired workers for misusing the Internet on the job



10 Social Media Blunders That Cost a Millennial a Job—or Worse

1. Posting something embarrassing on the corporate Twitter feed.
2. Sexual oversharing.
3. Revealing company secrets.
4. Blowing your own cover.
5. Talking smack about a job before you've even accepted it.
6. Making fun of clients or donors.
7. Making fun of your boss/team.
8. Posting while you're supposed to be working.
9. Complaining about your job.
10. Drinking in a photo—even if you're over 21





2. Bad Running Meetings

- A terrible kick-off meeting may cause important stakeholders to decide not to support the project further
- Many people complain about the time they waste in **unnecessary** or **poorly planned** and **poorly executed** meetings



Running Effective Meetings

- Determine if a meeting can be avoided
- Define the purpose and intended outcome of the meeting
- Determine who should attend the meeting (decision vs propagate)
- Provide an agenda to participants before the meeting
- Prepare handouts and visual aids, and make logistical arrangements ahead of time
- Run the meeting professionally
- Set the ground rules
- Build relationships (humor, refreshments, prizes)





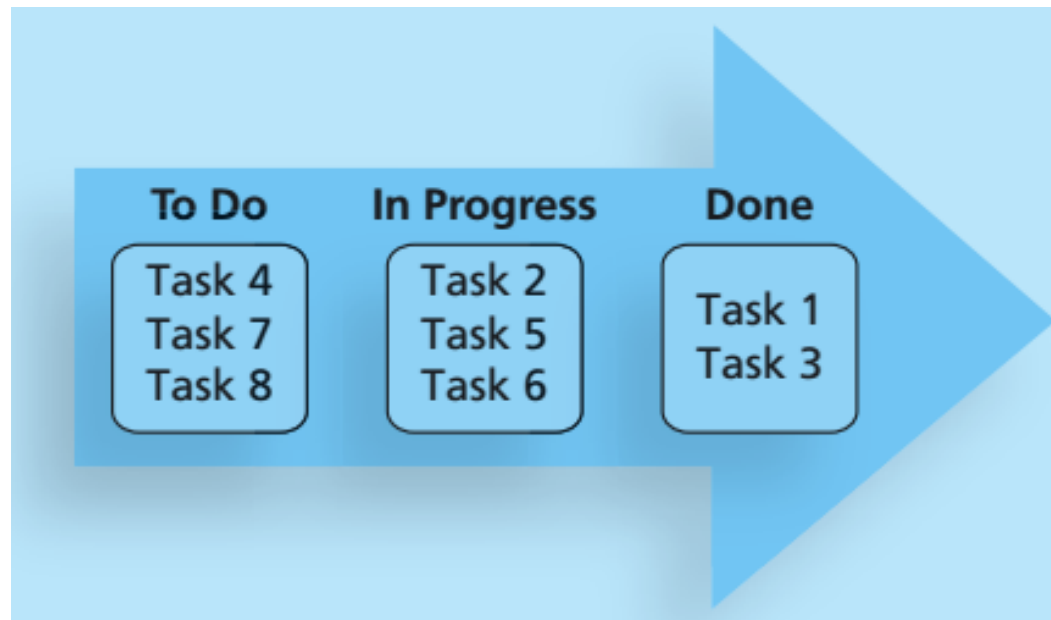
3. Using Tools Effectively

- Make sure that e-mail, instant messaging, or collaborative tools are an appropriate medium for what you want to communicate
- Be sure to send information to the right people
- Learn how to use important features of the tools
- Collaborative tools continue to advance (Google Docs)
 - Be sure to authorize the right people to share and edit your collaborative documents
 - Right person can authorize changes to shared documents
 - Develop a logical structure for organizing and filing shared documents



Kanban Board

Kanban boards visually show tasks that need to be done, are in progress, or are completed.



Presentations

The formal delivery of information and/or documentation

- Progress report and information updates to stakeholders
- Background information to support decision making
- General information about the project and its objectives
- Specific information aimed at increasing understanding and support of the work and objectives of the project

Two requirements:

- The audience, their expectations, and needs
- The needs and objectives of the project and project team





Bad Email Habits that

Knocks Off

Your Productivity



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Email

- Be sure to send e-mail to the right people (reply all?)
- Use meaningful subject lines
- Limit the content to one main subject
- Be as clear and concise as possible
- Always reread your e-mail before you send it
- Limit the number and size of email attachments
- Delete email that you do not need to save or not require a response
- Virus protection
- Respond to email quickly, if possible
- If you need to keep email, file each message appropriately
- Someone does not like email, find another way for getting people up to date



Benefits of Wiki

- Better documentation: centrally organize information
- Improved trust and information sharing: openly share information
- Sustained growth: site visitors are encouraged to help maintain the site by adding related information or links

-- Successful practices from Alaska Airlines (2008)



Advantages

- Everybody is the author and the editor
- User – friendly
- Updates in wiki are immediate
- People all over the world can work on the same document
- Every edit that has been made is tracked
- Wiki offers more sources for researchers
-

Disadvantages

- Anyone can be the editor (all users can edit even confidential details)
- Open to SPAM and Vandalism (If not moderated properly.)
- Some articles are not that accurate

4. Using Templates

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



Sample Template for a Project Description

Project X Description

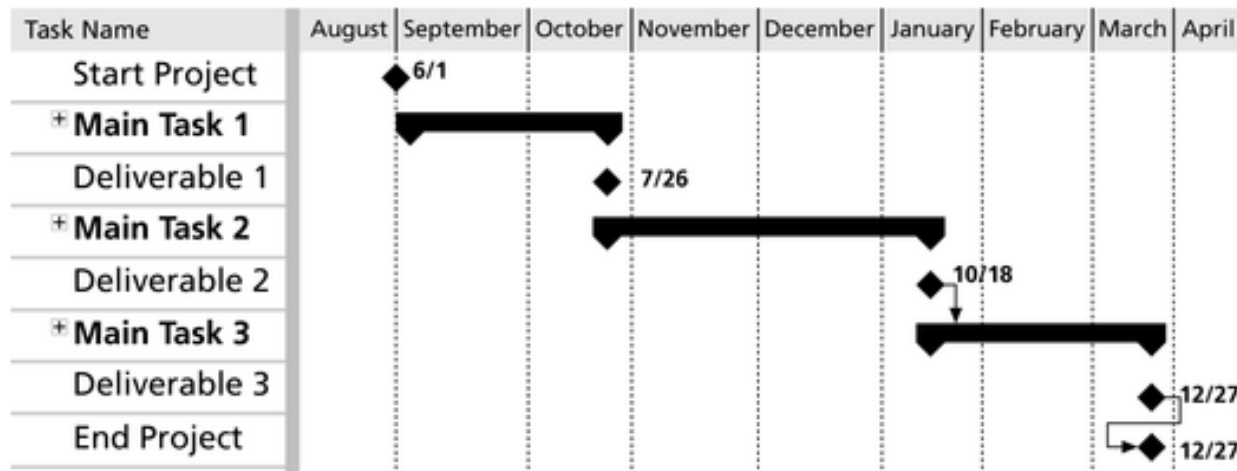
Objective: Describe the objective of the project in one or two sentences. Focus on the business benefits of doing the project.

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

Lessons Learned Reports

- 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



Lessons-Learned Report

- Date, Project Name, Sponsor, Manager, Dates, Final Budget
- Content:
 1. Did the project meet scope, time, and cost goals?
 2. What was the success criteria listed in the project scope statement?
 3. Reflect on whether or not you met the project success criteria.
 4. What were the main lessons your team learned from this project?
 5. Describe one example of what went right on this project.
 6. Describe one example of what went wrong on this project.
 7. What will you do differently on the next project based on your experience working on this project?



Project Archives

- It is also important to organize and prepare project archives
- **Project archives** are a complete set of organized project records that provide an accurate history of the project
- These archives can provide valuable information for future projects as well



Project Web Sites

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





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Using Software to Assist in Project Communications

- There are many software tools to aid in project communications
- Today, many people telecommute or work remotely at least part-time
- Project management software includes new capabilities to enhance virtual communications



Microsoft Office Enterprise Project Management (EPM) Solution

Project Web Access

Welcome North Mary

Office Project Web Access

Home

Site Actions

Project Center

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

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	?		1/1/2006	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			1/23/2006	4/20/2006	
	CBT Implementation TD			1/23/2006	4/20/2006	
	Business Drivers.Increase market share in existing markets			1/9/2006	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	

Tailoring

- Stakeholders
- Physical location
- Communications technology
- Language
- Knowledge management





Thanks!



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