

Thank you.



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Communications in Project Management

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Houston, we have a problem....

The **ONLY WAY** to solve project problems is by communicating.....

There is no other way.....

Agenda

Why Projects Fail

Introducing PMP's Project Communications

To succeed in Project Communications

Project Communications Tools & Tips

Agenda

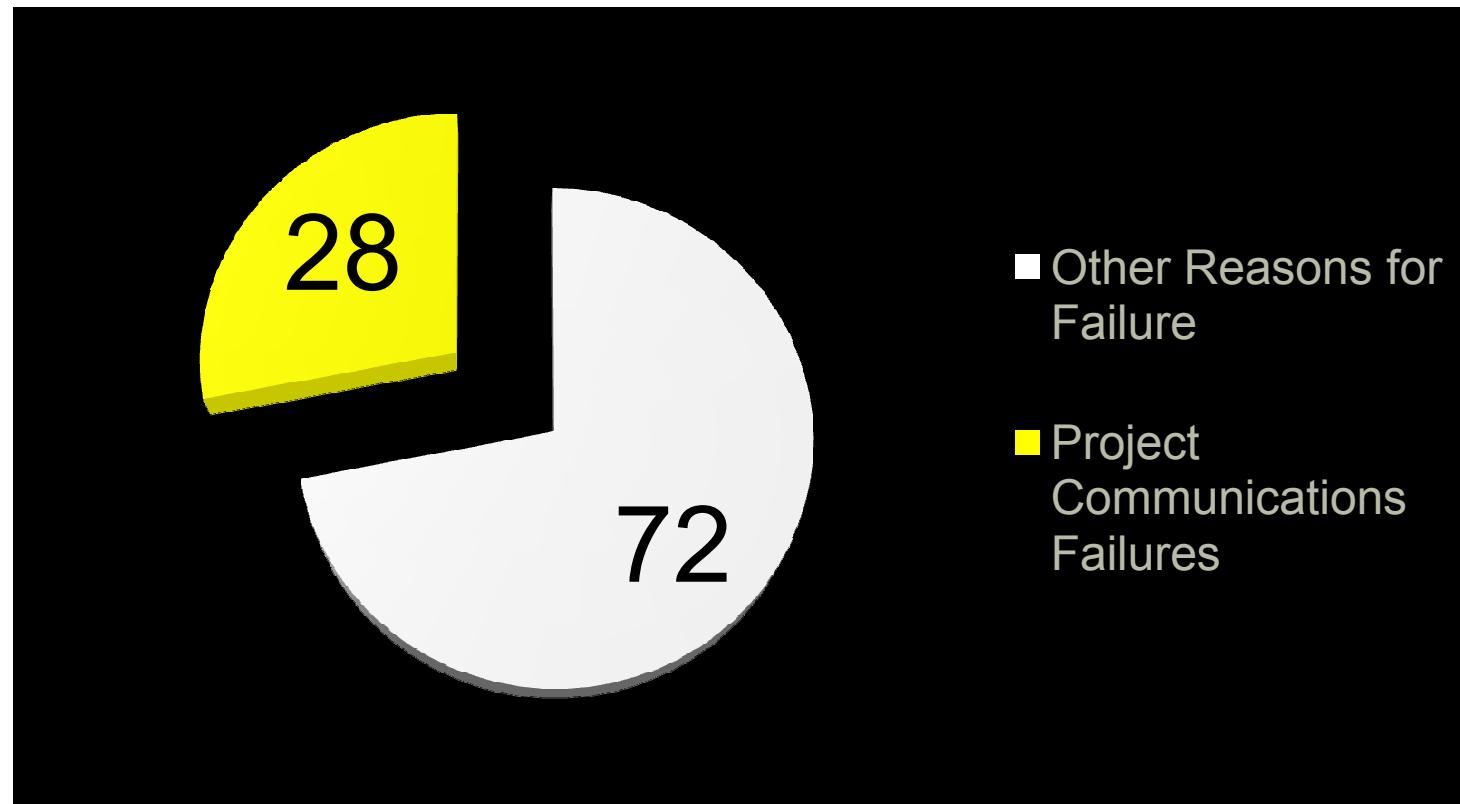
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28% of projects fail due to poor communications



Results based on a Jan 2007 poll of 1,007 respondents (PMI Net July 2007 page 19)

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	Survey Results	
1. Poor Communication	28.0%	85.1%
2. Insufficient resource planning	2%	16%
3. Unrealistic schedules	1.2%	12%
4. Poor project requirements	0%	9.8%
5. Lack of stakeholders buy-in	3.7%	3.0%
6. Undefined success/closure criteria	0%	5.2%
7. Unrealistic budgets	2.4%	2.4%
8. Insufficient or no risk planning	0%	4.4%
9. Lack of control/change process	0%	4.3%

Results based on a Jan 2007 poll of 1,007 respondents (PMI Net July 2007 page)

19)

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- Human Behavior
 - Inertia to change
 - Protect One's turf
 - Fear of not being able to understand
 - Job Security

- Political
 - “None tells my group how to operate”
- Authority
 - PM not granted the freedom to communicate and steer the project
- Team involvement
 - Non – involvement / non – responsiveness of team members

- Who is the longest serving MP?

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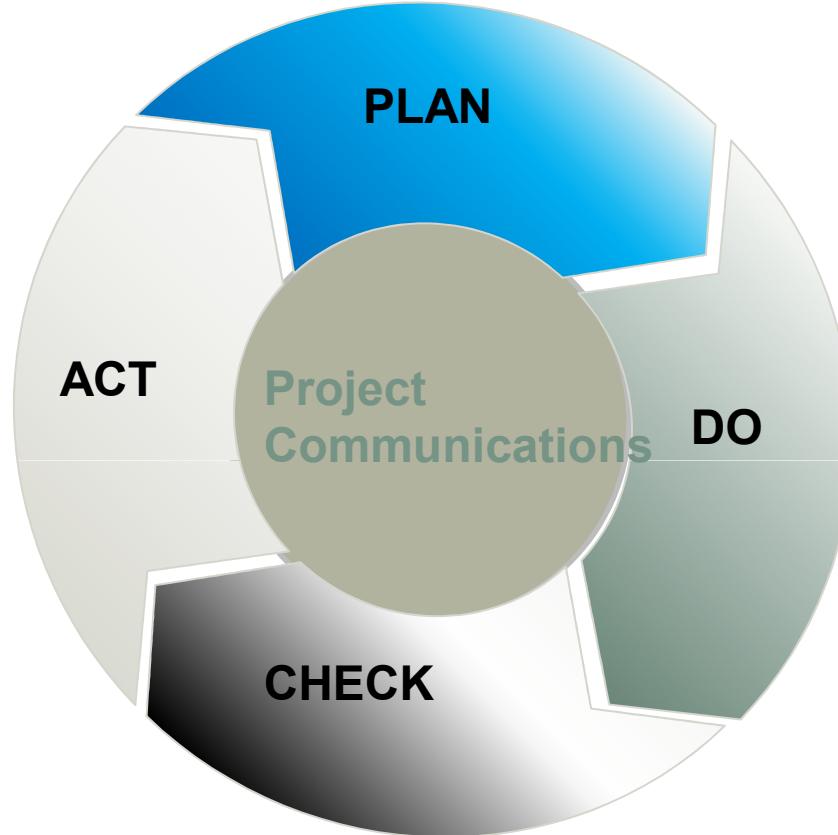
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Project Communications Management Processes



Project Process Groups



Communication Planning

“Develop a project Communication Plan for every project”



-VIKTOR-

Photo by Vincent Laforet / The New York Times

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Communication Planning – Key Points

- ✓ Planning your project communications is going to be one of the most important aspects of managing your project.
- ✓ Understanding what and how you want to communicate your project information at the beginning of the project is critical.
- ✓ Understanding of how your customer wants their information delivered to them is essential and very important to understand.
- ✓ Continually following-up on your project communications. (Trust but Verify!)

Recommended tools for project managers:

1. Communication Management Plan
2. Communication Requirements Matrix
3. Role Report Matrix

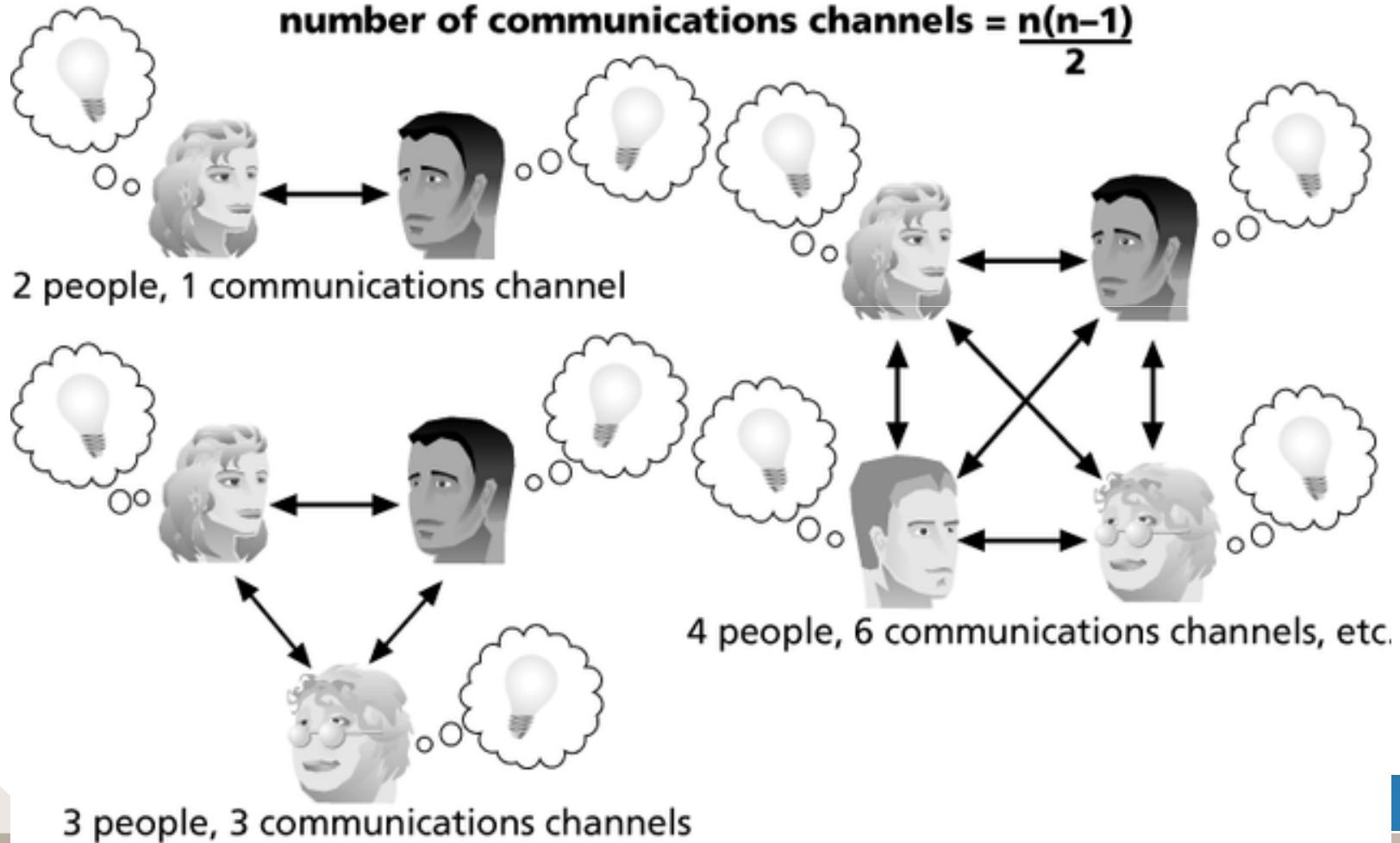
- Getting the right information to the right people at the right time and in a useful format is just as important as developing the information in the first place.
- Important considerations include:
 - Using technology to enhance information distribution.
 - Formal and informal methods for distributing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



- 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

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



- 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.

- Project managers must understand and work with various stakeholders.
- Stakeholder Risk Tolerance
 - Need to devise a way to identify and resolve issues.
- Two important tools include:
 - Expectations management matrix
 - Issue log

Expectations Management Matrix

MEASURE OF SUCCESS	PRIORITY	EXPECTATIONS	GUIDELINES
Scope	2	The scope statement clearly defines mandatory requirements and optional requirements.	Focus on meeting mandatory requirements before considering optional ones.
Time	1	There is no give in the project completion date. Every major deadline must be met, and the schedule is very realistic.	The project sponsor and program manager must be alerted if there are any issues that might affect meeting schedule goals.
Cost	3	This project is crucial to the organization. If you can clearly justify the need for more funds, they can be made available.	There are strict rules for project expenditures and escalation procedures. Cost is very important, but it takes a back seat to meeting schedule and then scope goals.
Etc.			

- The goal of project communications management is to ensure timely and appropriate generation, collection, dissemination, storage, and disposition of project information.
- Main process include:
 - Communications planning
 - Information distribution
 - Performance reporting
 - Managing stakeholders

- Who is the largest employer globally?

Agenda

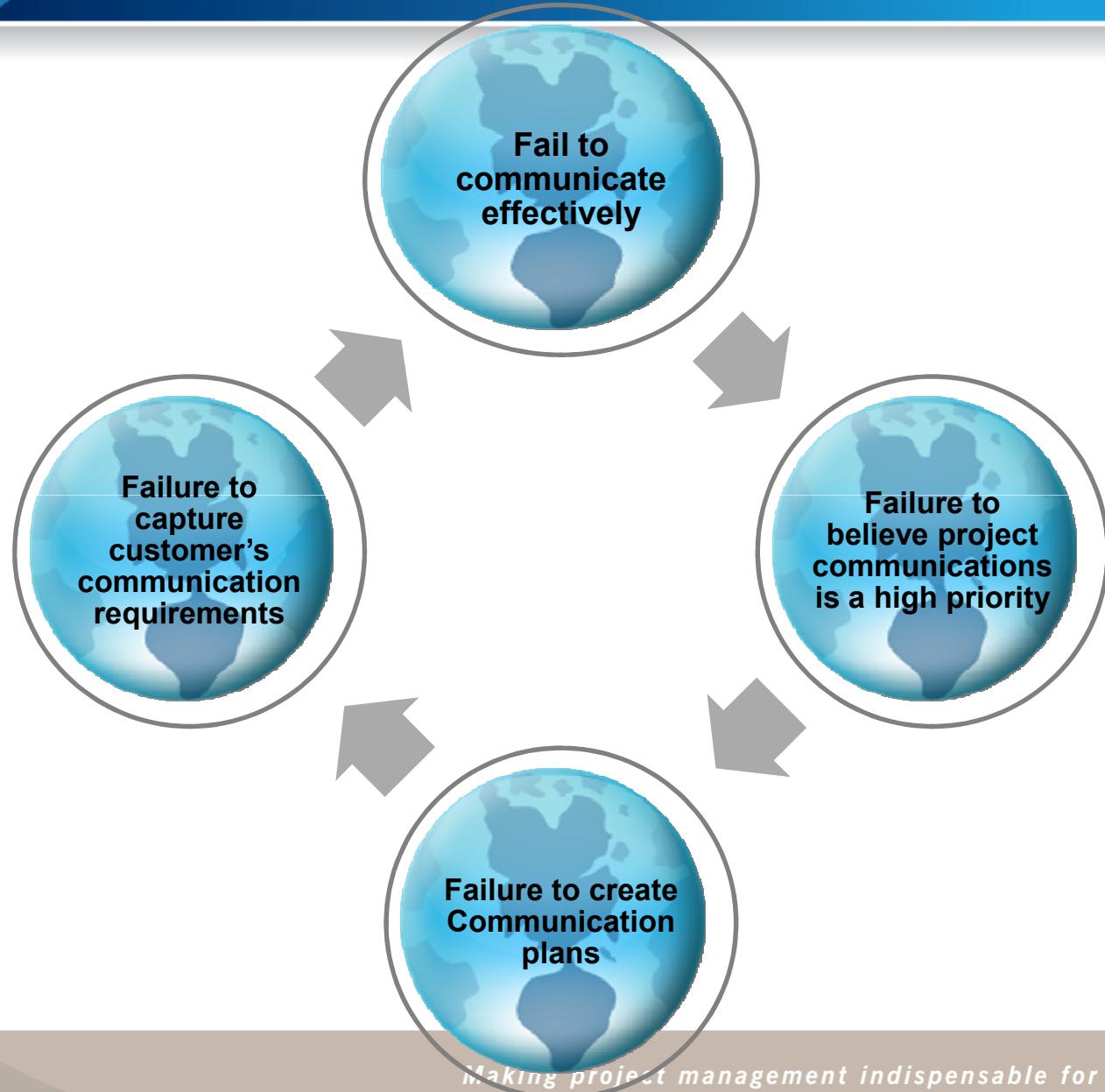
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Common Communication Problems



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.

- Define the purpose and intended outcome of the meeting.
 - Determine if a meeting can be avoided.
 - 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.
- Run the meeting professionally.
 - Build relationships.

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.

- Difference between Certification and Licensure?

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MINIMUM TOOLS FOR EVERY PROJECT:

- ✓ Budget Spreadsheet
- ✓ Customer Requirements
- ✓ Daily Progress Reports
- ✓ Design Specifications
- ✓ E-mail Tool
- ✓ Estimating Tool
- ✓ Formal Acceptance Document
- ✓ Gantt Chart
- ✓ Human Resource Plan
- ✓ Instant Messaging
- ✓ Project Calendar
- ✓ Project Meeting Minutes
- ✓ Project Milestone List
- ✓ Project Schedule
- ✓ Project Status Meetings
- ✓ Project Status Report
- ✓ System Requirements/Design Drawings
- ✓ Team Charter
- ✓ User Acceptance Document

Remember, Communicate the Project Success – Announce it !!



THANK YOU



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for the PMI Communities and members worldwide!*

