

Project Communications Management



Project Communication Management

- Ensure that the information needs of the project and its stakeholders are met
- Makes sure that everybody gets the right message at the right time
- Develops a consistent approach to communications management, adheres to it, and regularly monitors and controls it
- A project manager spends 90% of their time on communications

Process Name	Process Group	Key Outputs
Plan Communications Management	Planning	Communications Management Plan
Manage Communications	Executing	Project Communications
Control Communications	Monitoring and Controlling	Work Performance Information, Change request



Plan Communication Management

- Developing an appropriate approach and plan for project communications activities
- Based on the information needs of the project stakeholders
- Documented approach to effectively and efficiently engage stakeholders



Plan Communication Management - ITTO



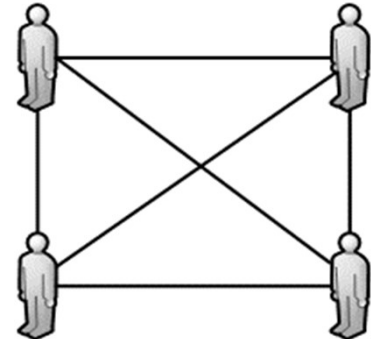
Plan Communication Management - Inputs

- Project Charter
- Project Management Plan
 - Resource Management Plan
 - Stakeholder Engagement Plan
- Project Documents
 - Stakeholder Register
 - Requirements Documentations
- Enterprise Environmental Factors
- Organizational Process Assets



Plan Communication Management - Tools

- Expert Judgement
- Communication Requirements Analysis
 - Analyzing the communications needs of the stakeholders
 - Lack of communication leads to failure
 - Communications Channels
 - **Channels = $n(n-1)/2$**
 - N=The number of people on the project
 - 4 Team Members= 6 lines of communication
 - $4(4-1)/2=x$
 - $6=x$
 - There are 10 stakeholders on a project, how many channels will the project manager need to analyze?
 - $10(10-1)/2 = 45$



Plan Communication Management - Tools

■ Communication Technology

- Method of communication
 - Technology, Email, phone, fax, Web page, in-person
 - Level of Urgency
 - Ease of use
 - Sensitivity and confidentiality of the information

■ Communication Methods

- Informal Written
 - Email, Memorandums
- Formal Written
 - Contracts, Project Documents, Legal Notices
- Informal Verbal
 - Phone calls, random discussions
- Formal Verbal
 - Presentations, Speeches
- Push- Email Blast
- Pull-Download information
- Interactive- Joint Discussions



Plan Communication Management - Tools

- Communication Models

- ▶ Sender - The person or group sending the message to the receiver.
- ▶ Encoder - The device or technology that encodes the message to travel over the medium.
- ▶ Decoder - This is the inverse of the encoder.
- ▶ Receiver - This is of course the recipient of the message.
- ▶ Paralingual - The pitch, tone, & inflections in the sender's voice affect the message being sent.
- ▶ Nonverbal
- ▶ Communication Blocker



Plan Communication Management - Tools

- Interpersonal and Team Skills
 - ▶ Communication styles assessment
 - Technique to determine the ideal communication method, format, and substance for planned communication
 - ▶ Political awareness
 - Achieved through a good perception of strategies, hidden agenda, and power structure and relationship within and around the project
 - ▶ Cultural awareness
 - Understanding the differences among individuals, groups, and organizations and adjusting the project's communication to these differences.
- Data Representation
 - ▶ Stakeholder engagement assessment matrix
- Meetings



Plan Communication Management - Output

- Communications Management Plan
 - ▶ Who should receive project communications
 - ▶ What communications they should receive
 - ▶ Who should send the communication
 - ▶ How the communication will be sent
 - ▶ How often it will be updated
 - ▶ Definitions so that everyone has a common understanding of terms.
- Project Management Plan Updates
- Project Document Updates



Manage Communication

- Ensuring timely and suitable gathering, creation, distribution, storage, retrieval, management, and monitoring, of project communications
- Follow the communication management plan



Manage Communications - ITTO

INPUTS

1. Project Management Plan
 - a. Resource Management Plan
 - b. Communications Management Plan
 - c. Stakeholder Engagement Plan
2. Project Documents
 - a. Change log
 - b. Issue Log
 - c. Lessons Learned Register
 - d. Quality Report
 - e. Risk Report
 - f. Stakeholder Register
1. Enterprise Environmental Factors
2. Organizational Process Assets



TOOLS AND TECHNIQUES

1. Communication Technology
2. Communication Methods
3. Communication Skills
 - a. Communication Competence
 - b. Feedback
 - c. Nonverbal
 - d. Presentations
4. Project Management Information Systems
5. Project Reporting
6. Interpersonal and Team Skills
 - a. Active Listening
 - b. Conflict Management
 - c. Cultural Awareness
 - d. Meeting Management
 - e. Networking
 - f. Political Awareness
7. Meetings



OUTPUTS

1. Project Communications
2. Project Management Plan Updates
 - a. Communications Management Plan
 - b. Stakeholder Engagement Plan
3. Project Documents Updates
 - a. Issue Log
 - b. Lessons Learned Register
 - c. Project Schedule
 - d. Risk Register
 - e. Stakeholder Register
4. Organizational Process Assets Updates

Manage Communication - Inputs

- Project Management Plan
 - Communication Management Plan
 - Resource Management Plan
- Project Documents
 - Stakeholder Register
 - Risk Reports
 - Quality Report
 - Issue Log
 - Change Log
- Work Performance Reports
- Enterprise Environmental Factors
- Organizational Process Assets



Manage Communication - Tools

- Communication Technology
- Communication Methods
- Communication Skills
 - Communication competence
 - Feedback
 - Nonverbal
 - Presentations
- Meetings
- PMIS
- Project Reporting
 - Collecting and distributing project information



Manage Communication - Tools

- **Interpersonal and Team Skills**

- ▶ Active Listening
- ▶ Conflict Management
- ▶ Cultural Awareness
- ▶ Meeting Management
 - Agendas
 - Stay on Topic
 - Minutes
- ▶ Networking
- ▶ Political Awareness



Manage Communication - Output

- Project Communications
 - Performance reports, deliverables status, baseline reporting
- Project Management Plan updates
- Project Documents Update
- Organizational Process Assets Updates



Monitor Communication

- Ensuring the communications requirements of the project and its stakeholders are met.
- Ensures that the communications management plan is being followed



Monitor Communication - ITTO

INPUTS

1. Project Management Plan
 - a. Resource Management Plan
 - b. Communications Management Plan
 - c. Stakeholder Engagement Plan
2. Project Documents
 - a. Issue Log
 - b. Lessons Learned Register
 - c. Project Communications
3. Work Performance Data
4. Enterprise Environmental Factors
5. Organizational Process Assets



TOOLS AND TECHNIQUES

1. Expert Judgment
2. Project Management Information Systems
3. Data Analysis
 - a. Stakeholder Engagement Assessment Matrix
4. Interpersonal and Team Skills
 - a. Observation/Conversation
5. Meetings



OUTPUTS

1. Work Performance Information
2. Change Requests
3. Project Management Plan Updates
 - a. Communications Management Plan
 - b. Stakeholder Engagement Plan
4. Project Documents Updates
 - a. Issue Log
 - b. Lessons Learned Register
 - c. Stakeholder Register

Monitor Communication - Inputs

- Project Management plan
 - Resource Management Plan
 - Communications Management Plan
 - Stakeholder Engagement Plan
- Project Documents
 - Project Communications
 - Issue Log
 - Lessons Learned Register
- Work Performance Data
- Organizational Process Assets



Monitor Communication -Tools

- Expert Judgment
- Project Management Information System
- Data Representation
- Interpersonal and Team Skills
- Meetings



Monitor Communication - Outputs

- Work Performance Information
- Change Requests
- Project Management Plan updates
 - Communications Management Plan
 - Stakeholder Engagement Plan
- Project Documents Updates
 - Issue Log
 - Lessons Learned Register
 - Stakeholder Register

