

# **COMMUNICATIONS MANAGEMENT**

## **A General Look**

# COMMUNICATIONS MANAGEMENT

## A General Look

### Communications Management

	Initiating	Planning	Executing	Monitoring & Controlling	Closing
Communicaitons Management	0	1	1	1	0

- Plan Communications Management // Planning
- Manage Communications // Executing
- Monitor Communications // M&C

## COMMUNICATIONS MANAGEMENT

### A General Look

#### Communications Management

- ➔ A Project Manager spends most of his/her time (about 90%) in communication.
- ➔ A Project Manager's most important role is to communicate
- ➔ Poor communication causes problems
- ➔ It is impossible for a Project Manager to control all communications

Prepared by Sabri CALISAL - CCEPM

## **COMMUNICATIONS MANAGEMENT**

**Plan Communications Management**

# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

### Communications Management

- Communication requirements of the stakeholders should be satisfied
  - ➔ Who is going to be communicated, when and how frequently?
  - ➔ Who is going to communicate with whom?
- All of the communications should satisfy the Project needs
  - ➔ What information should be communicated?

### Communications Management Plan

- Existing communication systems, organizational processes and procedures should be considered
- New communication systems should be provided if needed
- Aim is to ensure effective and efficient communications

# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

- **Communications should be efficient**
  - ➔ Unnecessary information should not be communicated
- **Communications should be effective**
  - ➔ Information should be delivered right on time by using the right type and right method

In order to a communication be efficient and effective, it needs to provide the **5Cs of communication**.



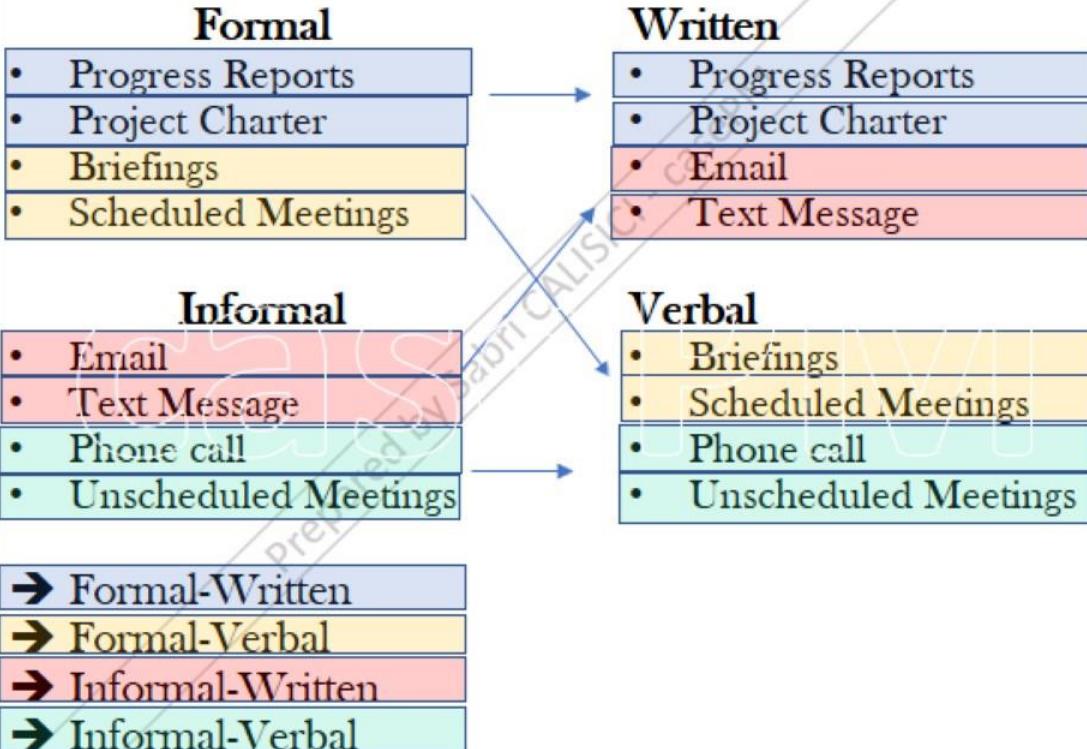
# **COMMUNICATIONS MANAGEMENT**

## **Communication Types and Methods**

# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

### Communication Types



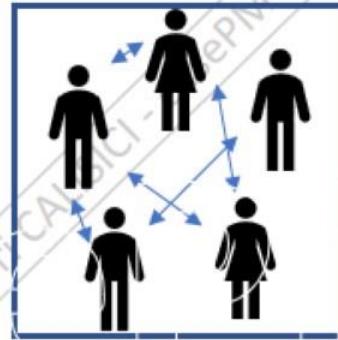
# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

### Communication Types

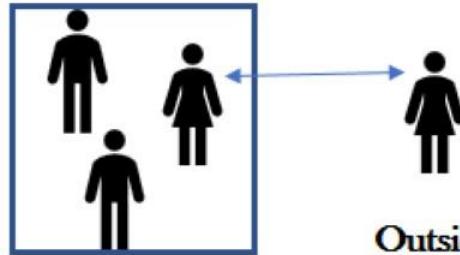
- Internal or External
- Upwards, Downwards or Horizontal
- Official or Unofficial
- Legal or Illegal

Internal



Within the Project  
or Organization

External



Outside

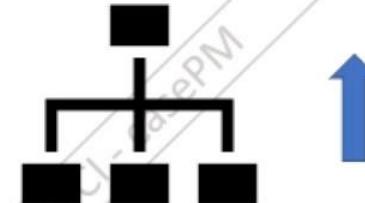
# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

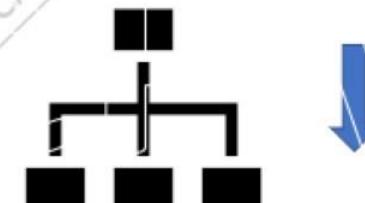
### Communication Types

- Internal or External
- Upwards, Downwards or Horizontal
- Official or Unofficial
- Legal or Illegal

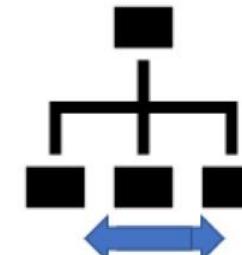
Upwards



Downwards



Horizontal



# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

### Communication Types

- Internal or External
- Upwards, Downwards or Horizontal
- Official or Unofficial
- Legal or Illegal

Official



Unofficial



# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

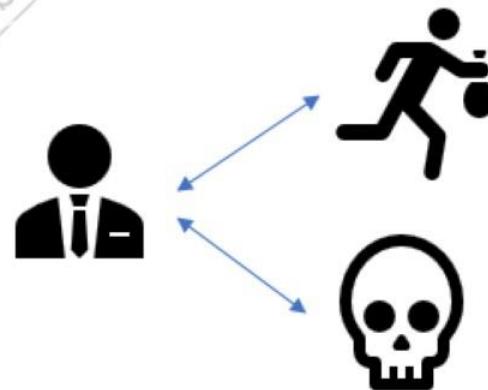
### Communication Types

- Internal or External
- Upwards, Downwards or Horizontal
- Official or Unofficial
- Legal or Illegal

Legal



Illegal



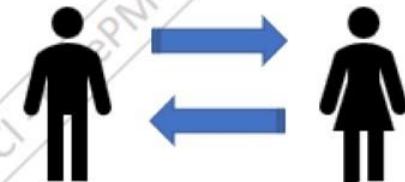
# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

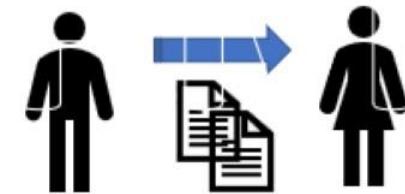
### Communication Methods

- Interactive Communication
- Push Communication
- Pull Communication

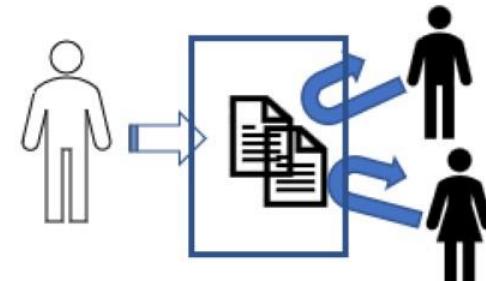
#### Interactive Communication



#### Push Communication



#### Pull Communication



# **COMMUNICATIONS MANAGEMENT**

## **Communication Models**

# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

### Communication Models

→ While planning the Communications Management, the Communication Models should be considered.

#### Complexity Level

Basic

#### BASIC MODEL

Complexity Increases

Sender



Encode

Message is  
Transmitted

medium

*«I got the  
Message»*

Receiver



Decode

Moderate

#### INTERACTIVE MODEL

Sender



Encode

Message is  
Transmitted

medium

*«I understand  
the Message»*

Receiver



Decode

Complex

#### CROSS- CULTURAL MODEL

Sender



Encode

Message is  
Transmitted

medium

*«I got the  
Message»*

Receiver



Noise

*«I understand  
the Message»*

## COMMUNICATIONS MANAGEMENT

### Plan Communications Management

#### Communication Models

→ While encoding, Sender should consider:

- Verbal Factors
- Nonverbal Factors

##### Verbal Factors:

- Wording
- Voice tone and pitch

##### Nonverbal Factors:

- Body language

→ The Receiver should listen carefully and actively

Prepared by Sabri CALISICI - casePM

## **Plan Communications Management Process**

**What Do We Need? What Do We Use? What Do We Get?**

# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

### What do we get?

- Communications Management Plan
- ➔ How are we going to manage and monitor the communications?
- ➔ Who is going to communicate with who, when and what frequency?
- ➔ What information should be communicated?
- ➔ What are the communication requirements of the Stakeholders?
- ➔ Who is responsible for the communications?
- ➔ Which technologies will be used?

Prepared by Sabah AlJasiri, PMP

## COMMUNICATIONS MANAGEMENT

### Plan Communications Management

#### What do we get?

- Revisions in the Stakeholder Engagement Plan
- ➔ Component of the Project Management Plan
- ➔ If we determine a change in the communication requirements of the Stakeholders, then we need to update the Stakeholder Engagement Plan

Prepared by Sabri CALISICI - case

## COMMUNICATIONS MANAGEMENT

### Plan Communications Management

#### What do we get?

- Revisions in the Stakeholder Register
- ➔ A Project Document
- ➔ If we determine new stakeholder requirements while planning the communications management, we may need to make revisions in the Stakeholder Register.

Prepared by Sabri CALISICI - casebook

# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

### What do we get?

- Revisions in the Project Schedule

➔ A Project Document

Prepared by Sabri CALISICI - casePM

# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

### What do we need?

- Project Charter

➔ Used for determining the communication requirements of the Stakeholders

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## COMMUNICATIONS MANAGEMENT

### Plan Communications Management

#### What do we need?

- Stakeholder Engagement Plan and Stakeholder Register
- ➔ Used for determining the communication requirements of the Stakeholders

Prepared by Sabri CALISICI - casePM

## COMMUNICATIONS MANAGEMENT

### Plan Communications Management

#### What do we need?

- Resource Management Plan
- ➔ A component of the Project Management Plan
- ➔ Information about the team groups and team members might be helpful

Prepared by Sabri CALISICI - casePM

## COMMUNICATIONS MANAGEMENT

### Plan Communications Management

#### What do we need?

- Requirements Documentation
  - ➔ A Project Document
  - ➔ Needed while determining the communication requirements of the Stakeholders.

Prepared by Sabri CALISICI - casePM

# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

### What do we need?

- Enterprise Environmental Factors
  - ➔ Geographic location of the stakeholders
  - ➔ Culture of the organization
  - ➔ Existing communication systems

Prepared by Sabri CALISICI - casePM

## COMMUNICATIONS MANAGEMENT

### Plan Communications Management

#### What do we need?

- Organizational Process Assets
  - ➔ Lessons learned from previous Projects
  - ➔ Historical communication information about previous Projects
  - ➔ Organizational guidelines, processes and procedures about communication
  - ➔ Communication needs and expectations of the Organization

Prepared by Sabri CAEPM

## COMMUNICATIONS MANAGEMENT

### Plan Communications Management

#### What do we use?

- Expert Judgment

➔ Planning communications requires expertise

Prepared by Sabri CALISICI - casePM

# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

### What do we use?

- Communication Requirements Analysis
  - ➔ Helps us understand what kind of information the Stakeholders need
  - ➔ Followings are used:
    - ➔ Stakeholder Engagement Plan and Stakeholder Register
    - ➔ Enterprise Environmental Factors and Organizational Process Assets
    - ➔ Number of Communication Channels

$$n(n - 1) / 2$$

Prepared by Shrikrishna Patel - CAPM®

## COMMUNICATIONS MANAGEMENT

### Plan Communications Management

#### What do we use?

- Communication Technology
  - ➔ Which technology is more suitable for the Project?
  - ➔ Using which technologies are easier compared to others?
  - ➔ Which Technologies are available and which are not available?
  - ➔ Which Technologies provide confidentiality?

# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

### What do we use?

- Communication Models
- ➔ Which model is more suitable for the Project?  
(Complexity level?)

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# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

### What do we use?

- Communication Methods

➔ Which communication methods are suitable for the Project? (Interactive, Pull, or Push?)

Prepared by Sabri CALISICI - casePM

# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

### What do we use?

- Interpersonal and team skills like Communication Styles Assessment, and Political and Cultural Awareness

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# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

### What do we use?

- Interpersonal and team skills like **Communication Styles Assessment**, and Political and Cultural Awareness
- 
- ➔ The communication styles of the Stakeholders are observed
  - ➔ Suitable communication styles and methods for different processes are determined

Prepared by Sabri CALISICI - cas PM

# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

### What do we use?

- Interpersonal and team skills like Communication Styles Assessment, and **Political and Cultural Awareness**

→ Politics within the organization affects the communication between stakeholders

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# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

### What do we use?

- Interpersonal and team skills like Communication Styles Assessment, and **Political and Cultural Awareness**
- ➔ Politics within the organization affects the communication between stakeholders
- ➔ Stakeholders from different cultures should be considered

Prepared by Sabri CALISICI - casePM

# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

### What do we use?

- Stakeholder Engagement Assessment Matrix
- A Data Representation tool

	Engagement Level				
	1	2	3	4	5
	<i>Lowest</i>		<i>Moderate</i>		<i>Highest</i>
Stakeholder 1		C	O		
Stakeholder 2	C			O	
Stakeholder 3				C/O	
Stakeholder 4			C	O	

C:	Current
O:	Optimal

# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

### What do we use?

- Meetings

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# **COMMUNICATIONS MANAGEMENT**

## **Communication Channels**

# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

### Communication Channels

→ Consists of all possible ways of communication types



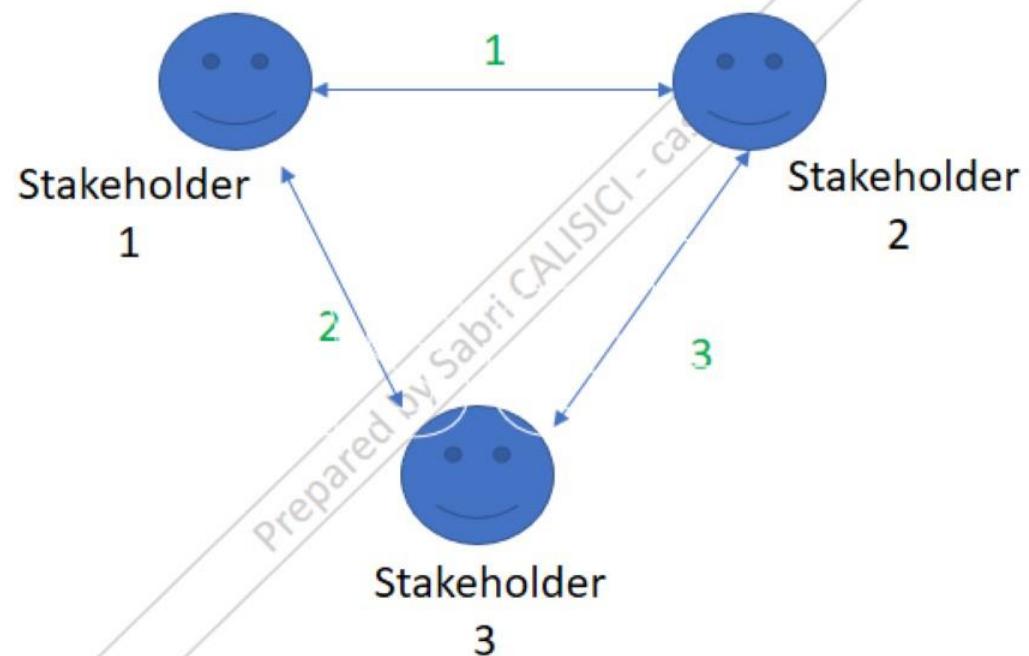
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# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

### Communication Channels

→ Consists of all possible ways of communication types

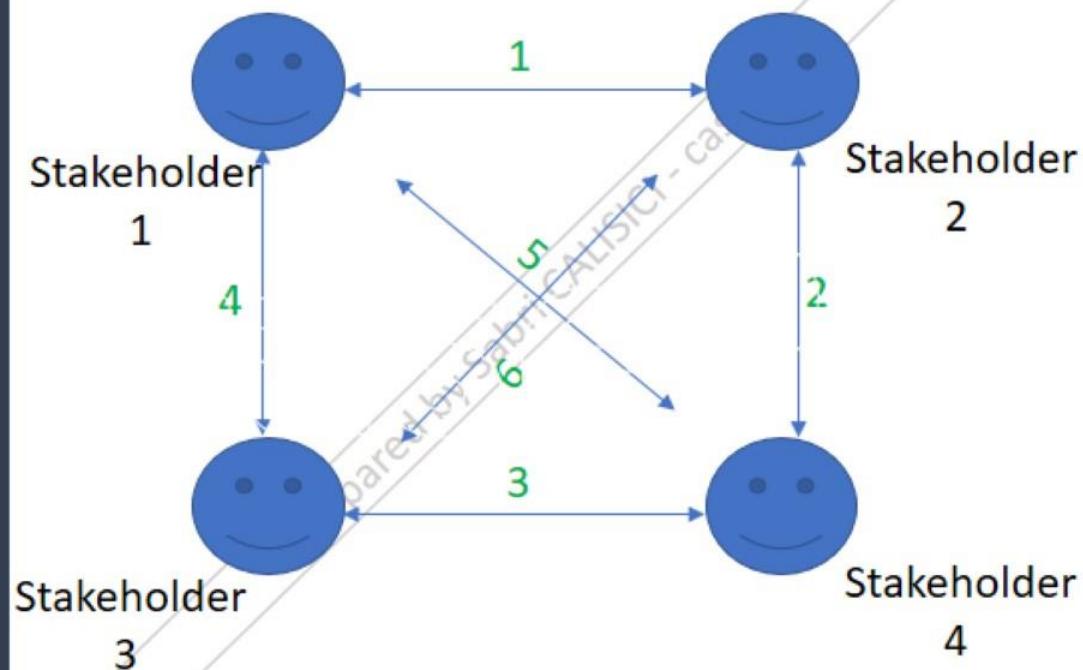


# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

### Communication Channels

→ Consists of all possible ways of communication types



# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

### Communication Channels

→ Consists of all possible ways of communication types

Number of  
Communication  
Channels

$$= \frac{n \times (n - 1)}{2}$$

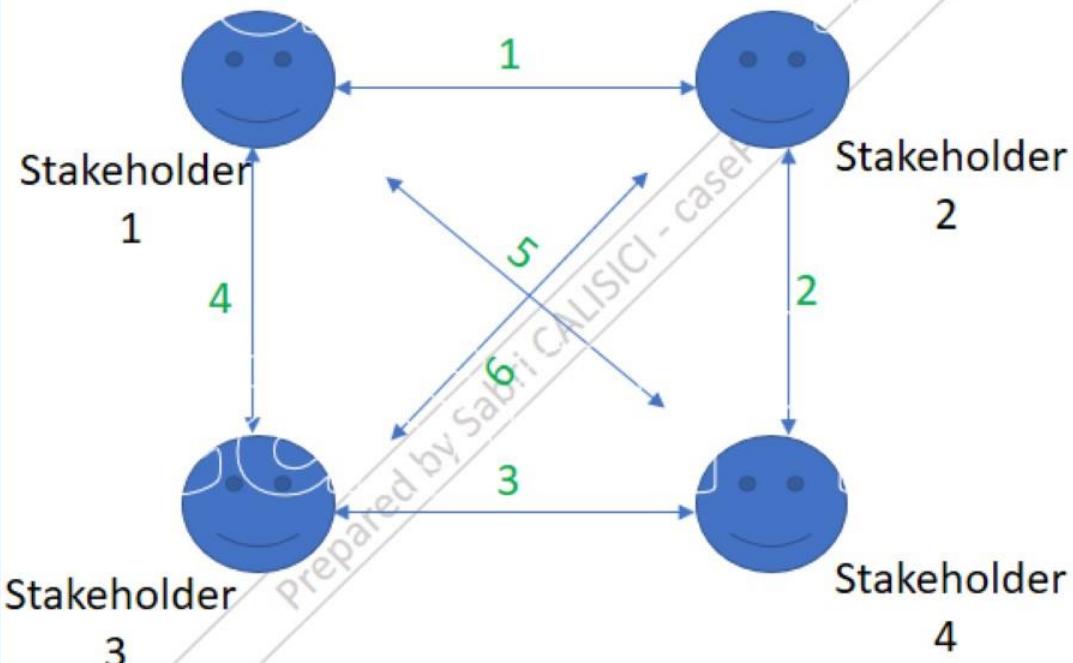
n: Number of Stakeholders

# COMMUNICATIONS MANAGEMENT

## Plan Communications Management

### Communication Channels

→ Consists of all possible ways of communication types



$$\text{Number of Communication Channels} = \frac{n \times (n - 1)}{2}$$

$$= \frac{4 \times (4 - 1)}{2} = 6$$

# **COMMUNICATIONS MANAGEMENT**

**Manage Communications**

## COMMUNICATIONS MANAGEMENT

### Manage Communications

#### Manage Communications

- ➔ Stakeholders' communication needs are satisfied according to the Communications Management Plan.
- ➔ Some of the formal data is recorded and archived.
- ➔ We ensure the stakeholders communicate with each other just as written in the Communications Management Plan.
- ➔ The effective and efficient communications is ensured.
- ➔ The Communications Management Plan may be updated.

## COMMUNICATIONS MANAGEMENT

### Manage Communications

#### Communication Blockers

→ May cause misunderstandings, conflicts, and uncertainties

#### Examples:

- Cultural differences
- Different language of stakeholders
- Background noise
- Antipathy
- The long distance between the stakeholders who are communicating with each other

## **Manage Communications Process**

**What Do We Need? What Do We Use? What Do We Get?**

# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we get?

- Project Communications

➔ The Stakeholders' communication needs are satisfied

# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we get?

- The Communications Management Plan might be revised.
- 
- ➔ A component of the Project Management Plan
  - ➔ New communication needs may arise
  - ➔ We may need to determine new management strategy for communications

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# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we get?

- The Stakeholder Engagement Plan might be revised.
- ➔ A component of the Project Management Plan
- ➔ New communication needs may arise
- ➔ We may need to determine new management strategy for communications

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# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we get?

- The Issue Log might be revised.
- ➔ A Project Document
- ➔ New arrised issues are followed until they are solved

Prepared by Sabri CALISICI - casePM

# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we get?

- The Lessons Learned Register might be revised.
- ➔ A Project Document
- ➔ Newly learned communications related lessons are recorded

Prepared by Sabri CALISICI - casePM

# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we get?

- The Project Schedule might be revised.
- ➔ A Project Document
- ➔ The communication activities found in the Project Schedule may cause Project Schedule updates

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## COMMUNICATIONS MANAGEMENT

### Manage Communications

#### What do we get?

- The Risk Register might be revised.
- ➔ A Project Document
- ➔ New communication-related risks should be documented in the Risk Register

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## COMMUNICATIONS MANAGEMENT

### Manage Communications

#### What do we get?

- The Stakeholder Register might be revised.
- ➔ A Project Document
- ➔ We may determine new communication requirements

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# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we get?

- The Organizational Process Assets might be revised.
- ➔ Meeting minutes, formal written documents, and etc.

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# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we need?

- Communications Management Plan
- ➔ A component of the Project Management Plan
- ➔ Guides us about how to manage the communications

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# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we need?

- Stakeholder Engagement Plan
- ➔ A component of the Project Management Plan
- ➔ The information about what strategies we should follow, to satisfy the Stakeholders' communication requirements

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# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we need?

- Resource Management Plan
- ➔ A component of the Project Management Plan
- ➔ What kind of communications should we provide to Resources?

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## COMMUNICATIONS MANAGEMENT

### Manage Communications

#### What do we need?

- Change Log
- ➔ A Project Document
- ➔ We ensure the related Stakeholders are informed about the approved Change Requests

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# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we need?

- Issue Log
- ➔ A Project Document
- ➔ We ensure the related Stakeholders are informed about the issues

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## COMMUNICATIONS MANAGEMENT

### Manage Communications

#### What do we need?

- Quality and Risk Reports
- ➔ Project Documents
- ➔ We ensure the related Stakeholders are informed about the Quality Issues and the Project Risks

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# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we need?

- Stakeholder Register

→ Project Documents

→ Who is going to be informed about which information?

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# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we need?

- Lessons Learned Register
- ➔ Project Documents
- ➔ Lessons learned about the communications might be helpful

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# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we need?

- Work Performance Reports

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# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we need?

- Enterprise Environmental Factors

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## COMMUNICATIONS MANAGEMENT

### Manage Communications

#### What do we need?

- Organizational Process Assets

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# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we use?

- Communication Technology
- ➔ Internet, video conferencing tools, text messaging, phone calls, and etc.

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# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we use?

- Communication Methods
  - ➔ Interactive, Pull, or Push Conversation

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# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we use?

- Communication Skills like Communication Competence, Effective Feedback, Verbal and Nonverbal Communication Factors, Presentations, and etc.

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# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we use?

- Communication Skills like **Communication Competence**, Effective Feedback, Verbal and Nonverbal Communication Factors, Presentations, and etc.

### Communication Competence

→ Combination of the Grammatical Knowledge and Social Knowledge

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# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we use?

- Communication Skills like Communication Competence, **Effective Feedback**, Verbal and Nonverbal Communication Factors, Presentations, and etc.

### **Effective Feedback**

➔ Helps the Sender to understand if the message is understood by the Receiver or not.

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# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we use?

- Communication Skills like Communication Competence, Effective Feedback, **Verbal and Nonverbal Communication Factors**, Presentations, and etc.

### Verbal and Nonverbal Communication Factors

- ➔ Verbal: Wording, voice tone, pitches, and etc.
- ➔ Nonverbal: Body Language

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# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we use?

- Communication Skills like Communication Competence, Effective Feedback, Verbal and Nonverbal Communication Factors, **Presentations**, and etc.

### Presentations

→ Formal communication technique

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# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we use?

- Interpersonal and team skills like Active Listening, Conflict Management, Cultural Awareness, Meeting Management, Networking, Political Awareness, and etc.

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# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we use?

- Interpersonal and team skills like **Active Listening**, Conflict Management, Cultural Awareness, Meeting Management, Networking, Political Awareness, and etc.

#### Active Listening

- ➔ Giving feedback while listening and eliminating the barriers

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# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we use?

- Interpersonal and team skills like Active Listening, **Conflict Management**, Cultural Awareness, Meeting Management, Networking, Political Awareness, and etc.

### Conflict Management

- ➔ Giving feedback while listening and eliminating the barriers

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# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we use?

- Interpersonal and team skills like Active Listening, Conflict Management, **Cultural Awareness**, Meeting Management, Networking, Political Awareness, and etc.

### Cultural Awareness

➔ We need to be aware of the cultural differences and consider these differences while communicating with each other.

Prepared by Sabri CALISCI - TESLİM

# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we use?

- Interpersonal and team skills like Active Listening, Conflict Management, Cultural Awareness, **Meeting Management**, Networking, Political Awareness, and etc.

### Meeting Management

For effective meetings:

- Meetings need to have objectives
- There should be an agenda
- The agenda should be sent to the related stakeholders
- We should only invite the relevant stakeholders
- Meetings should start on time
- If the stakeholders do not know each other, they should be introduced to everyone
- Someone should take notes

# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we use?

- Interpersonal and team skills like Active Listening, Conflict Management, Cultural Awareness, Meeting Management, **Networking**, Political Awareness, and etc.

### Networking

➔ Increasing community by developing relationships with people

Prepared by Sabri CALISICI - case study

# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we use?

- Interpersonal and team skills like Active Listening, Conflict Management, Cultural Awareness, Meeting Management, Networking, **Political Awareness**, and etc.

#### Political Awareness

→ Being aware of Politics within the organization

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# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we use?

- Meetings

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# COMMUNICATIONS MANAGEMENT

## Manage Communications

### What do we use?

- Project Management Information System (PMIS)
- ➔ Project management software, online video conferencing applications, e-mailing or instant messaging applications, website blogs, and etc.

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## COMMUNICATIONS MANAGEMENT

### Manage Communications

#### What do we use?

- Project Reporting
- Used especially for communicating formal information about the Project
- Includes sending reports and getting feedback
- Reports may include information about: Progress, Status, Trends, Forecasts, Variances, Lessons Learned, and etc.

Prepared by Sabri CALISICI - caleo.net

# **COMMUNICATIONS MANAGEMENT**

## **Monitor Communications**

## COMMUNICATIONS MANAGEMENT

### Monitor Communications

#### Monitor Communications

- We measure whether we are following the Communications Management Plan or not
- Do the information is being communicated with the **related stakeholders**, by using the **right communication method**?
  - Do the information is being delivered **just on time** with the **media mentioned in the Communication Management Plan**?
  - Are we satisfying the **communication needs** of all of the stakeholders?

Prepared by SARTAUL ALI CASEPM

# COMMUNICATIONS MANAGEMENT

## Monitor Communications

### How to Measure Communications

- Questionnaires and Surveys might be helpful
- Issue Log can be used
- Stakeholder Engagement Assessment Matrix can be used

	Engagement Level				
	1	2	3	4	5
	<i>Lowest</i>		<i>Moderate</i>		<i>Highest</i>
Stakeholder 1		C	O		
Stakeholder 2	C			O	
Stakeholder 3				C/O	
Stakeholder 4			C	O	

C:	Current
O:	Optimal

## COMMUNICATIONS MANAGEMENT

### Monitor Communications

#### How to Measure Communications

- ➔ Questionnaires and Surveys might be helpful
- ➔ Issue Log can be used
- ➔ Stakeholder Engagement Assessment Matrix can be used
- ➔ Observation and Conversation is the most essential tool

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## **Monitor Communications Process**

**What Do We Need? What Do We Use? What Do We Get?**

# COMMUNICATIONS MANAGEMENT

## Monitor Communications

### What do we get?

- Work Performance Information
- ➔ Performance of the communications compared with planned

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## COMMUNICATIONS MANAGEMENT

### Monitor Communications

#### What do we get?

- Change Requests

→ Approved Change Requests may affect the Project Management Plan and/or Project Documents

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## COMMUNICATIONS MANAGEMENT

### Monitor Communications

#### What do we get?

- Communications Management Plan revisions
- ➔ A component of the Project Management Plan
- ➔ According to the performance, Communications Management Plan might be updated

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## COMMUNICATIONS MANAGEMENT

### Monitor Communications

#### What do we get?

- Stakeholder Engagement Plan revisions
- ➔ A component of the Project Management Plan
- ➔ Planned communication requirements of the stakeholders may be changed

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## COMMUNICATIONS MANAGEMENT

### Monitor Communications

#### What do we get?

- Issue Log might be edited

→ A Project Document

→ New issues might be entered, or existing issues might be updated

## COMMUNICATIONS MANAGEMENT

### Monitor Communications

#### What do we get?

- Lessons Learned Register may be revised
  - ➔ A Project Document
  - ➔ New Lessons Learned are documented

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## COMMUNICATIONS MANAGEMENT

### Monitor Communications

#### What do we get?

- Stakeholder Register may be revised
- ➔ A Project Document
- ➔ Planned requirements of the Stakeholders may be revised

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# COMMUNICATIONS MANAGEMENT

## Monitor Communications

### What do we need?

- Communications Management Plan
- ➔ A Component of the Project Management Plan
- ➔ Will guide us through this process

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## COMMUNICATIONS MANAGEMENT

### Monitor Communications

#### What do we need?

- Stakeholder Engagement Plan
- ➔ A Component of the Project Management Plan
- ➔ Needed to monitor if the needs and expectations of the Stakeholders are satisfied or not

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## COMMUNICATIONS MANAGEMENT

### Monitor Communications

#### What do we need?

- Resource Management Plan
- ➔ A Component of the Project Management Plan
- ➔ Contains information about the organization chart of the Project

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# COMMUNICATIONS MANAGEMENT

## Monitor Communications

### What do we need?

- Issue Log
- ➔ A Project Document
- ➔ Solved and unsolved Issues might be helpful while monitoring communications

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## COMMUNICATIONS MANAGEMENT

### Monitor Communications

#### What do we need?

- Lessons Learned Register
- ➔ A Project Document
- ➔ The lessons learned during the earlier stages of the Project might be helpful

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## COMMUNICATIONS MANAGEMENT

### Monitor Communications

#### What do we need?

- Project Communications
- ➔ A Project Document
- ➔ The Project Communications will be monitored

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## COMMUNICATIONS MANAGEMENT

### Monitor Communications

#### What do we need?

- Work Performance Data

➔ Will be converted to Work Performance Information

## COMMUNICATIONS MANAGEMENT

### Monitor Communications

#### What do we need?

- Enterprise Environmental Factors (EEF) and Organizational Process Assets (OPA)

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## COMMUNICATIONS MANAGEMENT

### Monitor Communications

#### What do we use?

- Expert Judgment
- ➔ Working with people having expertise on communications

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# COMMUNICATIONS MANAGEMENT

## Monitor Communications

### What do we use?

- Project Management Information System

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# COMMUNICATIONS MANAGEMENT

## Monitor Communications

### What do we use?

- Stakeholder Engagement Assessment Matrix
- A Data Analysis tool

Engagement Level				
1	2	3	4	5
Stakeholder 1	C	O		
Stakeholder 2	C		O	
Stakeholder 3			C / O	
Stakeholder 4			C	O

C: Current
O: Optimal

# COMMUNICATIONS MANAGEMENT

## Monitor Communications

### What do we use?

- Observation and conversation
- ➔ Interpersonal and team skills

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# COMMUNICATIONS MANAGEMENT

## Monitor Communications

### What do we use?

- Meetings

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# **COMMUNICATIONS MANAGEMENT**

## **Agile Considerations**

## Agile Considerations

### Communications in Adaptive Environments

- Communications should be fast and constant
  - ➔ Face-to-face communication is preferred
  - ➔ Unnecessary formalities should be prevented
  - ➔ Documenting everything is not a plus
  - ➔ Daily meetings provide constant communications (Scrum/Stand-up meetings)
  - ➔ Setting rules may prevent unnecessary communications
  - ➔ Iteration (sprint) reviews and retrospectives help for providing constant communication
  - ➔ Transparency and accessibility are important

# **COMMUNICATIONS MANAGEMENT**

**Tailoring Communications Management**

## **COMMUNICATIONS MANAGEMENT**

### **Tailoring Communications Management**

### **Tailoring Considerations for Communications Management**

While determining the Communications Management processes to be used in the Project:

- We need to consider the Stakeholders
- We need to consider the physical locations of the Project and the team members
- We need to consider the available communications technology
- We need to consider people speaking different languages
- We need to consider the organizational knowledge management processes and the knowledge management database