

Project Communications Management

Communications Management

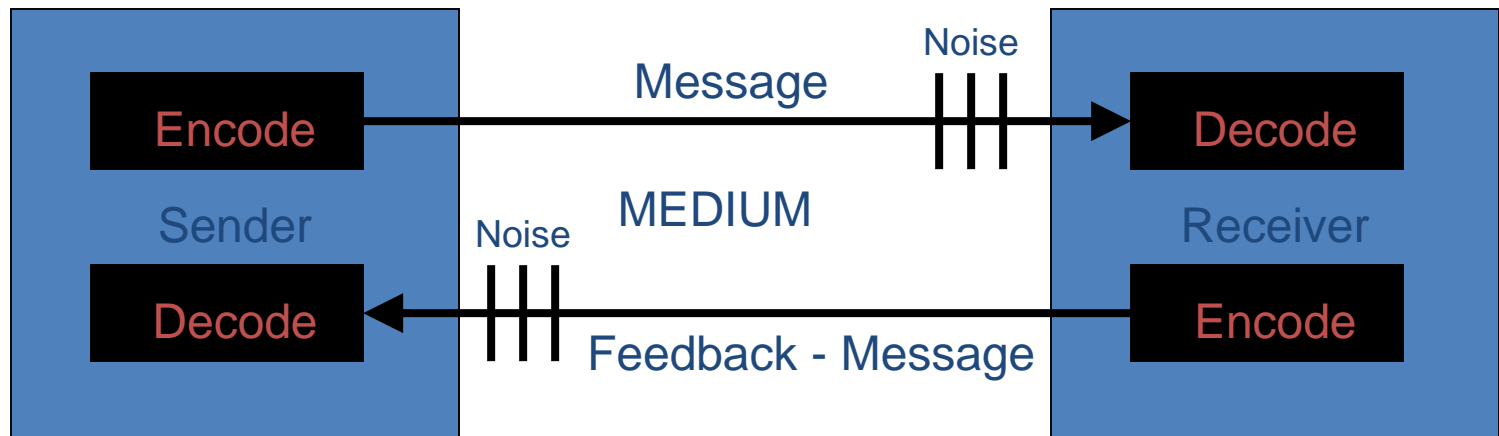
- “The processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information”

Why Do We Manage Communications?

- Project Managers spend most of their time communicating
- Communication is complex; requiring choices between:
 - Sender-Receiver models
 - Choice of media
 - Writing style
 - Presentation techniques
 - Meeting management

PMBOK Communication Model

- Encode – Translate thought to language
- Message – Output of encoding
- Medium – Method to convey message
- Noise – Interference with transmission/understanding
- Decode – Translation back to thought/idea

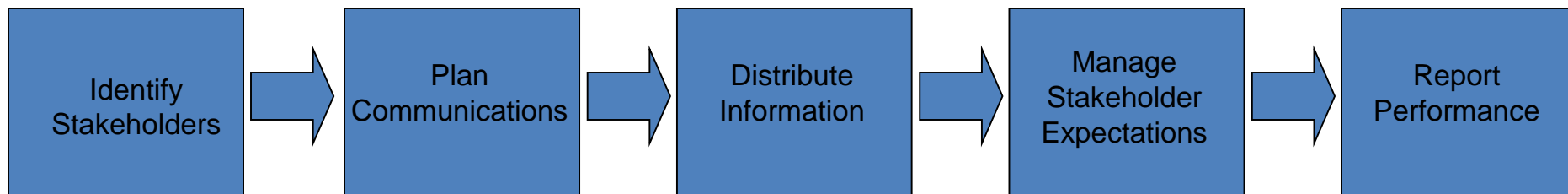


Communication Model

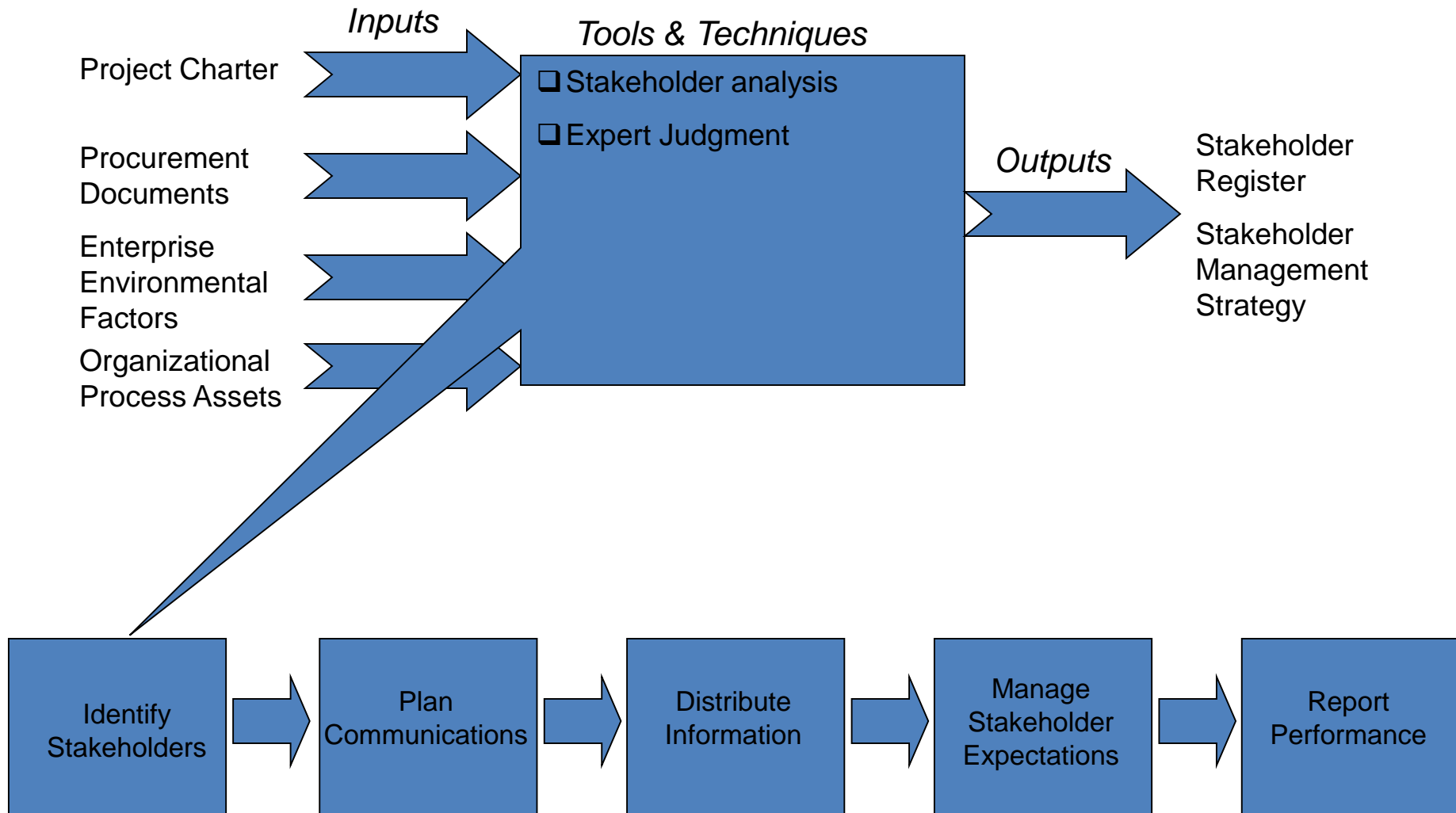
- Communications model implies feedback required
- Key Terms
 - Nonverbal – 55% of Communication
 - Paralingual – Pitch and tone of voice
 - Active listening – Receiver confirms message and asks for clarification
 - Effective listening – Receiver pays attention, thoughtfully responds, and provides feedback

How Do We Manage Communications?

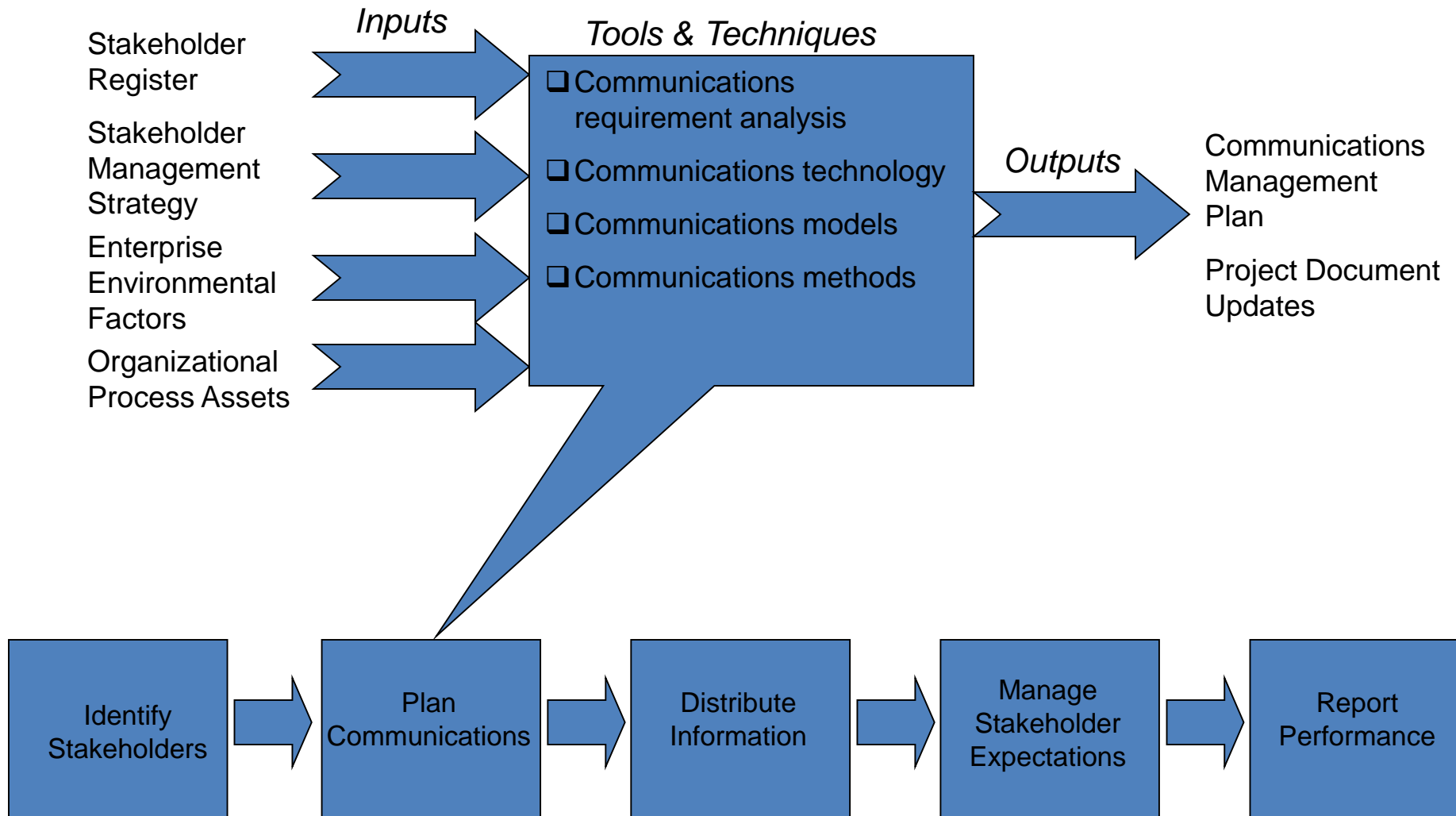
- Five processes
 - Identify Stakeholders
 - Plan Communications
 - Distribute Information
 - Manage Stakeholder Expectations
 - Report Performance



Identify Stakeholders



Plan Communications



Com Requirement Analysis

- Who needs to know and how much?
- Communicate good and bad, but not too much to overwhelm team
- Communication channels grows exponentially not linearly as team members are added!

$$\# \text{ of Com Channels} = N(N-1)/2$$

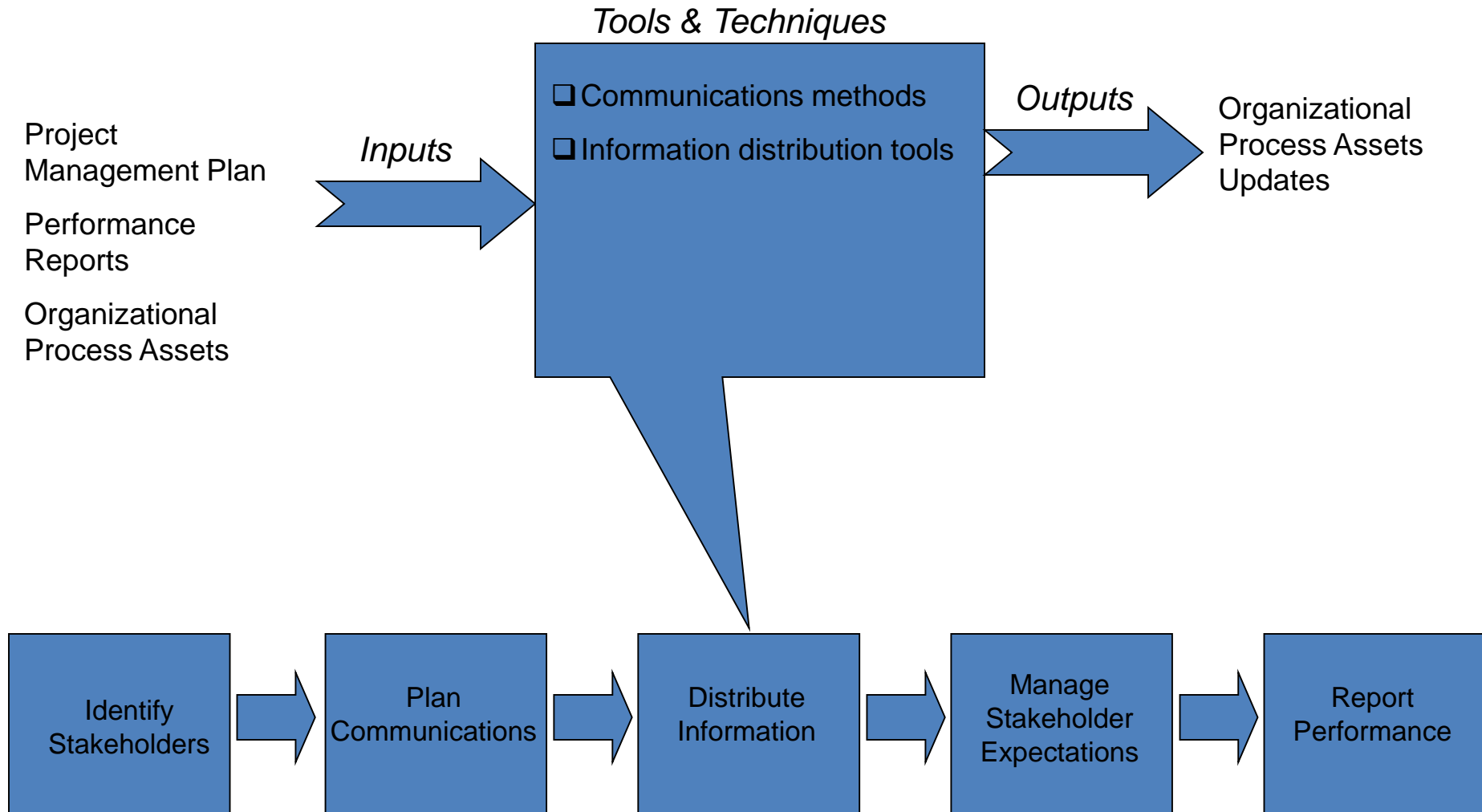
Where N = # of Stakeholders

Communications Mgmt Plan

- Who, what, when, and how information is to be distributed
- Issue escalation process

Information Type	Distribution Frequency	Champion	Project Manager	R&D	Distribution	Sales and Marketing	File
Charter	Revision	✓	✓	✓	✓	✓	✓
Project Plan	Revision	✓	✓	✓	✓	✓	✓
Launch Plan	Revision	✓	✓				✓
Product Specifications	Revision		✓	✓		✓	✓
Schedule	Monthly	✓	✓	✓	✓	✓	✓
Weekly Updates	Weekly	✓	✓	✓	✓	✓	✓
Project Minutes	Weekly		✓				✓
Project emails	As-Appropriate						✓
Project Memos	As-Appropriate		✓				✓
Vendor Info	As-Appropriate				✓		✓
Progress Update	Quarterly	✓	✓	✓	✓	✓	✓
Contractor Info			✓		✓		✓

Distribute Information



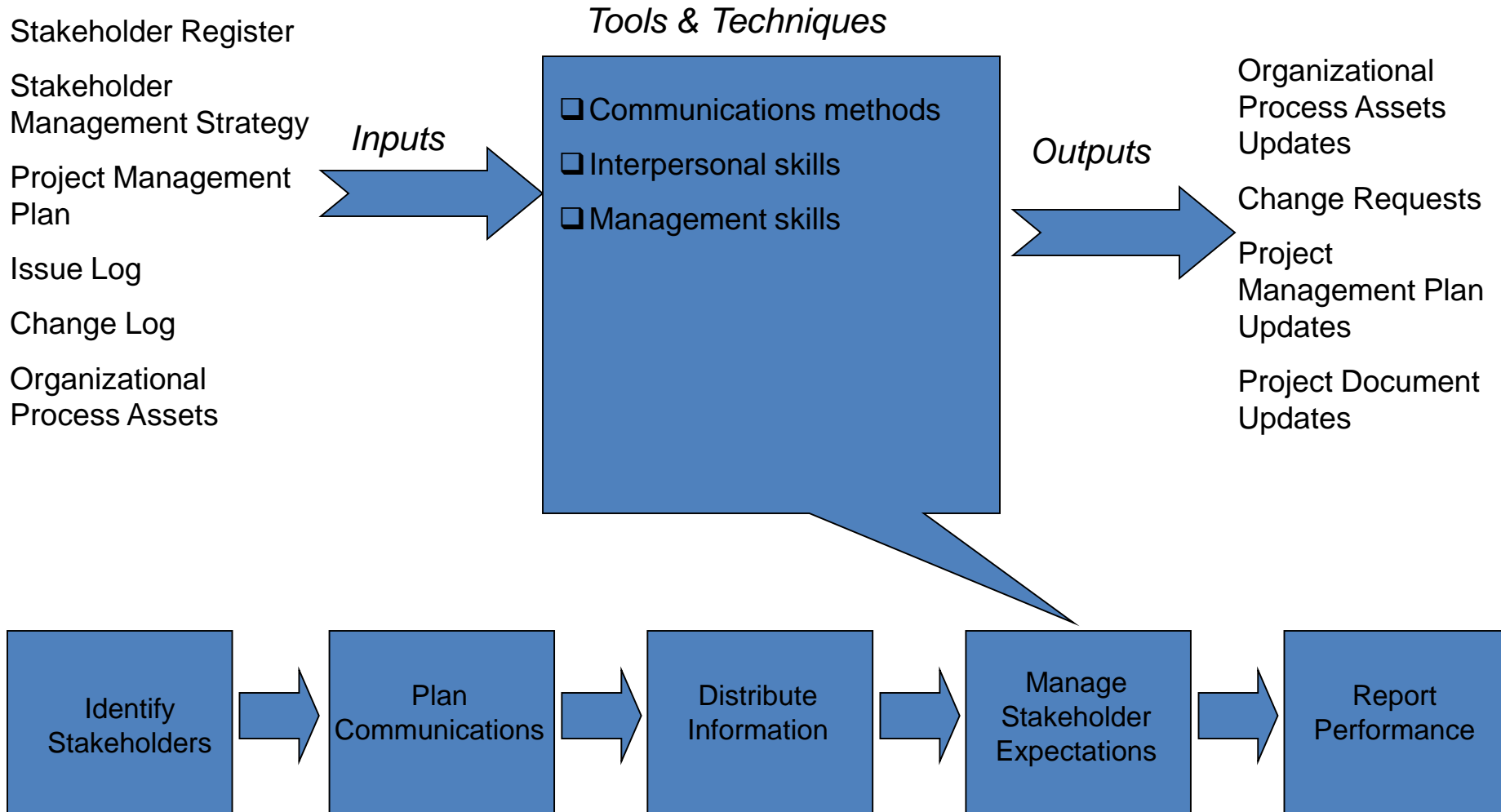
Distribution Techniques - Written

- PM Sort and Distribute
 - Small projects only, issues with timely delivery of info
- Document Control Sort & Distribute
 - Mid sized projects, issues with retention of staff qualified to sort info
- Document Control Notification
 - Daily list of all docs received emailed to team, who are directed to central location for document review

Distribution Techniques - Verbal

- Where do team members get their information¹?
 - 7% from words
 - 38% from tone
 - 55% non-verbal cues
- Your presentation style is extremely important

Manage Stakeholder Expectations

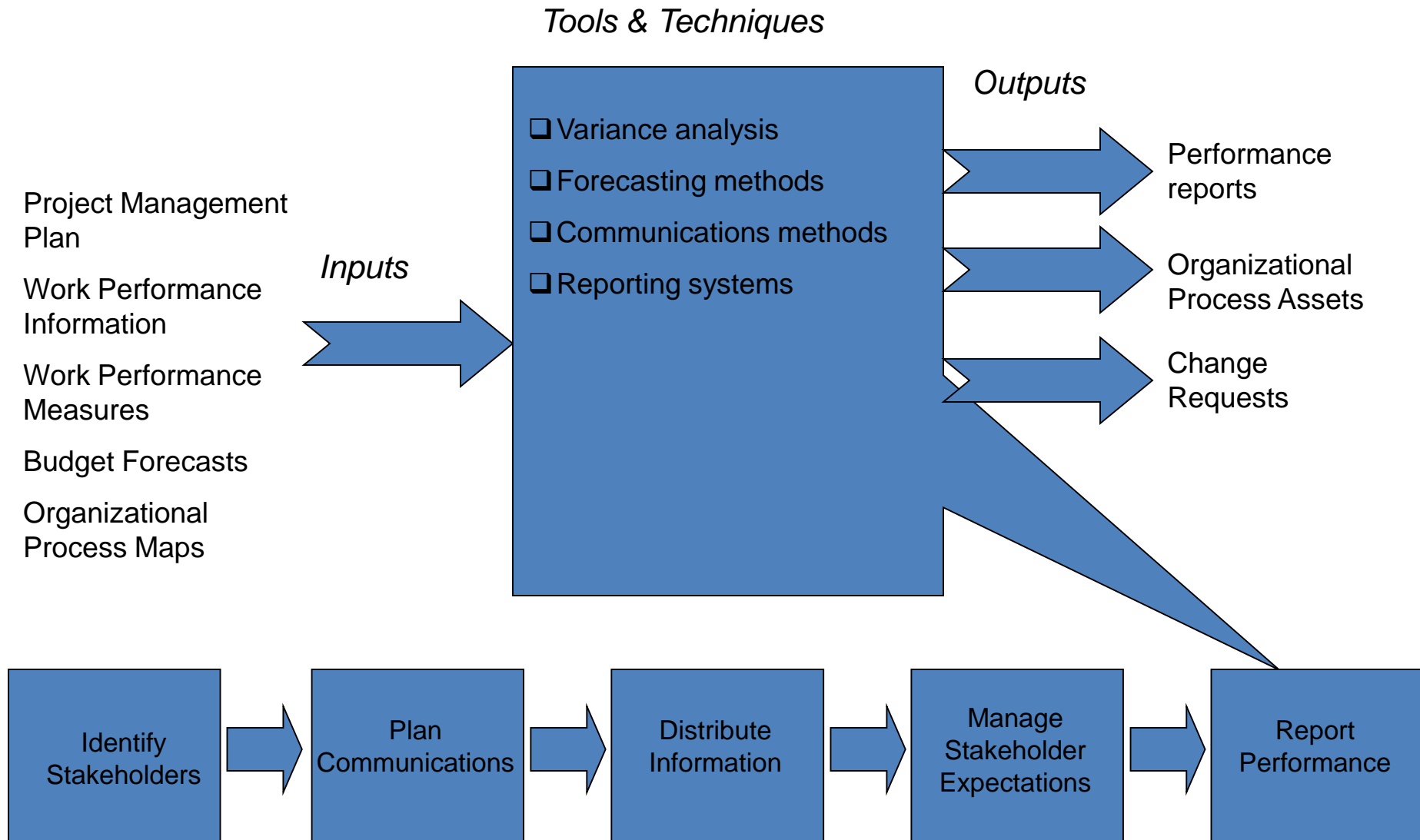


Why Manage Stakeholders?

- We Retain¹
 - 10% from reading
 - 20% hearing
 - 30% read and hear
 - 50% that we discuss
 - 80% of experiences
 - 90% that we teach
- How Long¹
 - 50% now
 - 25% in 2 days
 - 10% after 7 days

Agreements without documentation will come back to haunt you!

Report Performance



Performance Reports

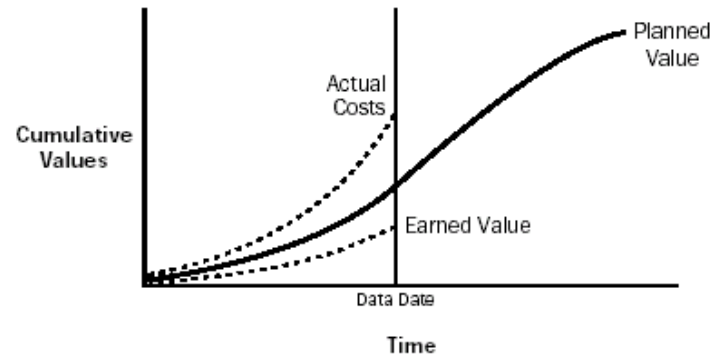


Figure 10-2. Illustrative Graphic Performance Report

WBS Element	Planned	Earned	Cost					Performance Index	
	Budget	Earned Value	Actual Cost	Cost Variance		Schedule Variance		Cost	Schedule
	(\$) (PV)	(\$) (EV)	(\$) (AC)	(\$) (EV - AC)	(%) (CV ÷ EV)	(\$) (EV - PV)	(%) (SV ÷ PV)	CPI (EV ÷ AC)	SPI (EV ÷ PV)
1.0 Pre-Pilot Plan	63,000	58,000	62,500	-4,500	-7.8	-5,000	-7.9	0.93	0.92
2.0 Checklists	64,000	48,000	46,800	1,200	2.5	-16,000	-25.0	1.03	0.75
3.0 Curriculum	23,000	20,000	23,500	-3,500	-17.5	-3,000	-13.0	0.85	0.87
4.0 Mid-Term Evaluation	68,000	68,000	72,500	-4,500	-6.6	0	0.0	0.94	1.00
5.0 Implementation Support	12,000	10,000	10,000	0	0.0	-2,000	-16.7	1.00	0.83
6.0 Manual of Practice	7,000	6,200	6,000	200	3.2	-800	-11.4	1.03	0.89
7.0 Roll-Out Plan	20,000	13,500	18,100	-4,600	-34.1	-6,500	-32.5	.075	0.68
Totals	257,000	223,700	239,400	-15,700	-7.0	-33,300	-13.0	0.93	0.87

Note: All figures are project-to-date.

*Other units of measure that may be used in these calculations may include: labor hours, cubic yards of concrete, etc.

Figure 10-3. Illustrative Tabular Performance Report

Communication Summary

- An effective message must survive the noise and return as feedback to the sender
- Channels increase exponentially with additional people [$\# = N(N-1)/2$]
- Communicate and document to keep the team and stakeholders happy and productive!