Communications management

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Agenda

"Project Communications Management includes the processes necessary to ensure that the information needs of the project and its stakeholders are met through development of artifacts and implementation of activities designed to achieve effective information exchange."

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Project Communications Management consists of two parts.

→ 1. Developing a strategy to ensure communication is effective for stakeholders and project.

→ 2. Carrying out the activities necessary to implement the communication strategy.

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Agenda

1. What is Project Communications Management?

2. Plan communications management

3. Manage communications

4. Monitor communications

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Plan Communications Management

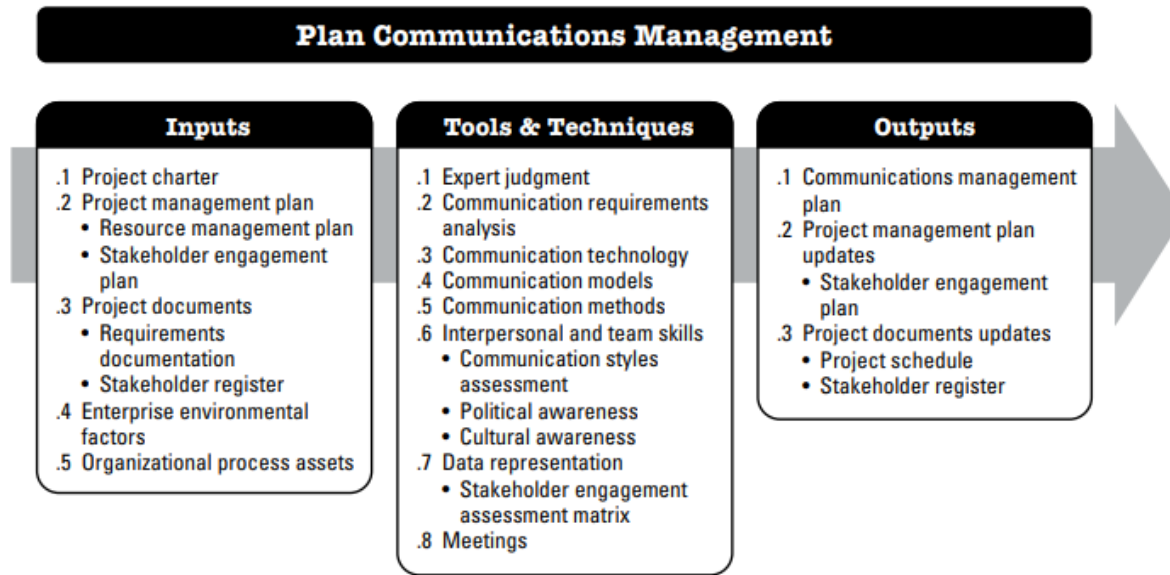| Inputs	Tools & Techniques	Outputs

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

Figure 10-2. Plan Communications Management: Inputs, Tools & Techniques, and Outputs

2. Plan communications management

- The aim of this process is a documented approach to effectively and efficiently engage stakeholders by presenting relevant information in a timely manner.

- This process is performed periodically throughout the project as needed.

- **Key output: Communications Management Plan**

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The Communications management plan

→ Recognizes the **diverse information needs** of the project's stakeholders

→ Is **developed early** in the project life cycle

→ Should be **reviewed regularly and modified** when necessary (e.g., when the stakeholder community changes or at the start of each new project phase)

→ Is **formal or informal**, highly detailed or broadly framed – **based on needs of the project.**

→ Communication must be adapted to project environment.

Key inputs:
→ *Project charter*
→ *Project management plan*
→ *Stakeholder register:*
➤ Identification information: Name, organizational position, location, role in the project, etc.
➤ Assessment information: Major requirements, main expectations, potential influence in project, etc.
➤ Stakeholder classification: Internal/external, supporter/neutral/resistor, etc.
→ *Enterprise environmental factors*
➤ Structure of an organization
→ *Organizational process assets:*
➤ Historical information/lessons learned can be used as guiding information to plan communications activities

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Tools and techniques

Communication requirements analysis:

Communications occur **internally** and **externally** as well **vertically** (up & down the levels of the organization), and **horizontally** (among peers).

The analysis of communications requirements determines the **information needs** of stakeholders.

These requirements are defined by combining the **type** and **format** of **information needed** with an analysis of the **value** of that information.

Project recources should be expended only on communication activities that contribute to the **success of the project** or where a lack of communication can lead to failure.

Communication methods

→ **Interactive communication**. Between <u>two or more parties</u> performing a <u>multidirectional exchange of information</u> in <u>real time</u>. It employs communications artifacts such as meetings, phone calls, instant messaging, some forms of social media, and videoconferencing.

→ **Push communication**. Sent or <u>distributed directly to specific recipients</u> who need to receive the information. This ensures that the information is distributed but <u>does not ensure</u> that it actually <u>reached or was understood</u> by the intended audience. Push communications artifacts include letters, memos, reports, emails, voice mails, blogs, vlogs, and press releases.

→ **Pull communication**. Used for <u>large complex information</u> sets, or for large audiences, and requires the <u>recipients to access content at their own</u> discretion subject to security procedures. These methods include web portals, intranet sites, e-learning, lessons learned databases, or knowledge repositories.

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Output: Communications management plan

What needs to be communicated	Why	Between whom	Best method for communicating	Responsibility for sending	When and how often

Content:

- Stakeholder communication requirements

- Information to be communicated, including language, format, content, and level of detail

- Reason for the distribution of that information

- Timeframe and frequency for the distribution of required information

- Person responsible for communicating the information

- Methods or technologies used to convey the information

- Resources allocated for communication activities, including time and budget

- Constraints derived from specific legislation or regulation, technology, organizational policies

- Guidelines and templates for project status meetings, project team meetings, e-meetings, and email messages.

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Communication plan - continued

Your plan should as a minimum include the following:

→ **Indicate whether you use a push or a pull method for each stakeholder.**

　→ This is an interactive part of the project management plan, and will include lots of people, and you should identify the types of push or pull communications that are determined most appropriate for each situation or person.

→ Clearly articulate the **who, what**, and **when** people are communicating to the stakeholders.

→ **Indicate how** (which mode of communication you should use for each stakeholder). For some people, it's a phone call, for others it's email, zoom etc..

→ **For your kind of project scope, prioritize communications**, so as not to overwhelm the stakeholders with too much information

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Agenda

1. What is Project Communications Management?

2. Plan communications management

3. Manage communications

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3. Manage communications

- The process **identifies** all aspects of effective communication, including choice of **appropriate technologies**, **methods**, and **techniques**.

- It should be **flexible** in the communications activities, **allowing adjustments** in the methods and techniques to accommodate the **changing needs** of stakeholders and the project.
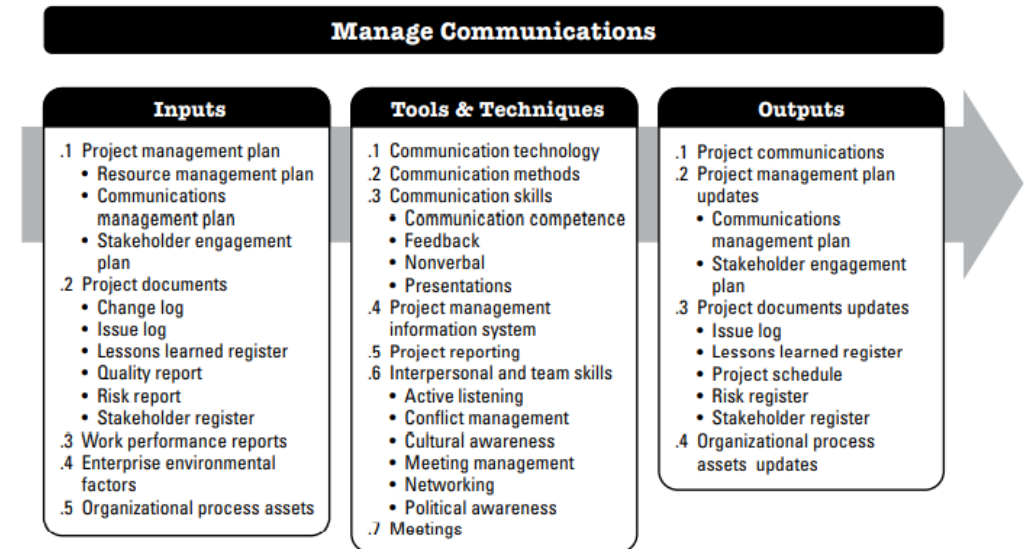
- Is performed throughout the project.

Manage Communications

Inputs	Tools & Techniques	Outputs

.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
	.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
		.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

Figure 10-5. Manage Communications: Inputs, Tools & Techniques, and Outputs

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TOOLS AND TECHNIQUES

COMMUNICATION TECHNOLOGY:

The focus is to ensure that the choice is appropriate for the information that is being communicated.

COMMUNICATION METHODS:

The focus is to ensure that the information that has been created and distributed has been received and understood to enable response and feedback.

PROJECT MANAGEMENT INFORMATION SYSTEMS (PMIS):

The focus is to ensure that stakeholders can easily retrieve the information they need using a variety of tools, e.g.,

➢ Electronic tools for project management, such as PM software, meeting and virtual office support software, web interfaces, specialized project portals and dashboards, and collaborative work management tools.

➢ Electronic communication, such as email and voice mail; audio, video and web conferencing; and websites and web publishing.

➢ Social media communication, such as websites and web publishing; and blogs and applications, which offer the opportunity to engage with stakeholders and form online communities.

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Project communications, such as performance reports, deliverables status, schedule progress, and cost incurred

Project management plan

Project documents, such project schedule, project funding requirements, stakeholder register, etc.

Key outputs: project documents updates

- Feedback from stakeholders, such as information received from stakeholders concerning project operations can be distributed and used to modify or improve future project performance

- Lessons learned documentation: includes the causes of issues, reasoning behind the corrective action chosen, etc.

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Agenda

1. What is Project Communications Management?

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4. Monitor communications

→ Is the process of ensuring **the information needs** of the project and its stakeholders **are met**.

→ The key **benefit** of this process is the **optimal information flow** as defined in the communications management plan.

→ This process is **performed throughout the project**.

→ **Impact** and **consequences** of project communications should be carefully **evaluated** and **monitored** to ensure that the **right message** with the **right content** is delivered to the **right audience**, through the **right channel**, and at the **right time**.
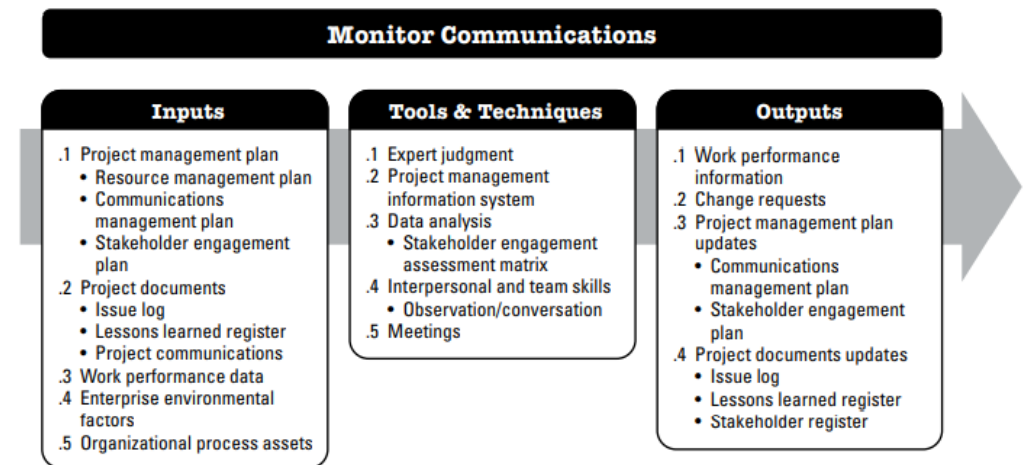

Figure 10-7. Monitor Communications: Inputs, Tools & Techniques, and Outputs

Expert judgement: expertise from individuals or groups with specialized knowledge, e.g., in communications with the public, media, international environments

Project Management Information Systems (PMIS): a set of standard tools to capture, store, and distribute information to internal and external stakeholders (e.g., table reporting, spreadsheet analysis & presentations)
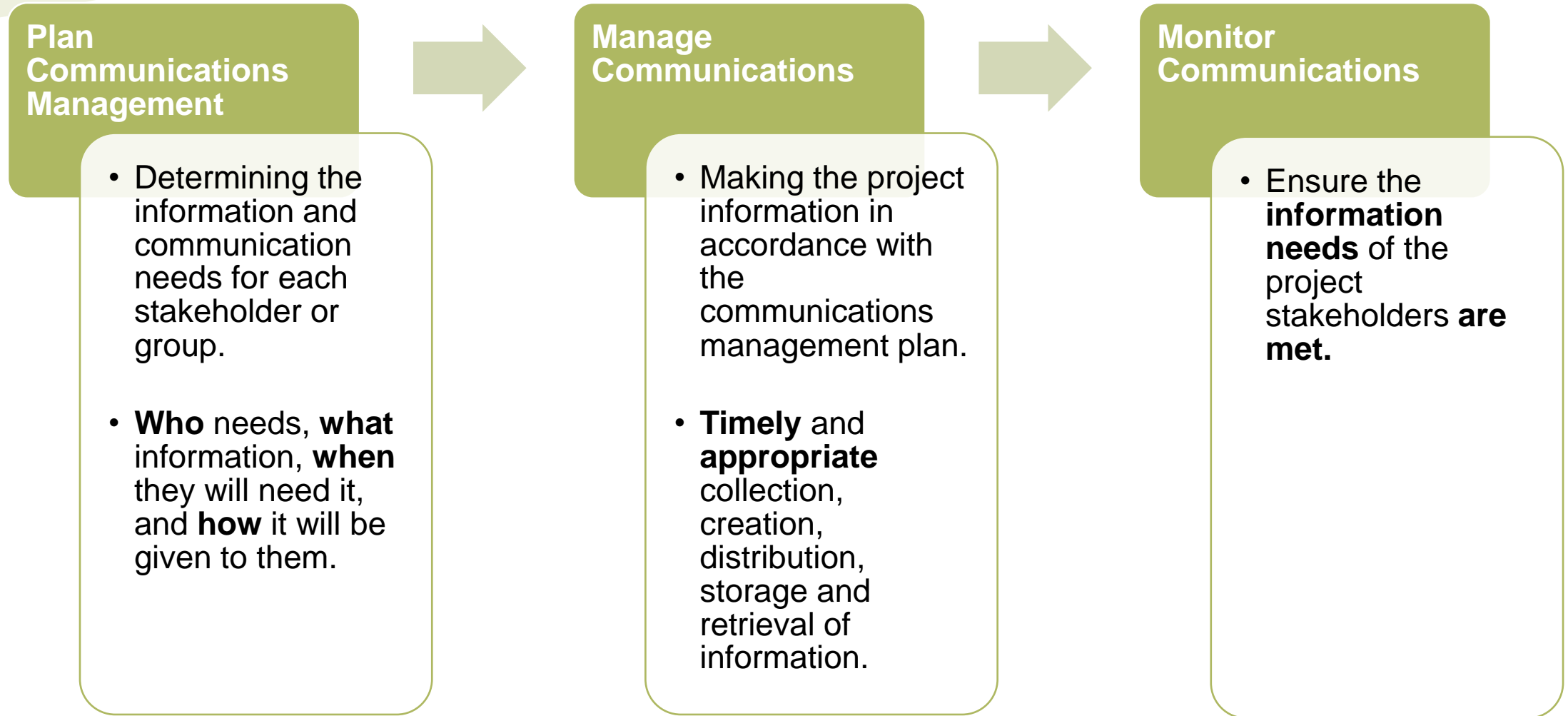
Stakeholder engagement assessment matrix: provides information about the effectiveness of the communications activities by reviewing changes between desired and current engagement and adjusting communications as necessary

Tools and Techniques

→ Interpersonal and team skills, e.g., discussion, dialogue with the project team, observation enable the project manager to identify issues within the team, conflicts between people, or individual performance issues

→ Meetings, e.g., face-to-face or virtual meetings are used for decision making; responding to stakeholder requests; and having discussions with suppliers, vendors, and other project stakeholders

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What needs to be communicated	Why	Between whom	Best method for communicating	Responsibility for sending	When and how often
General project status	Ensure the project progresses successfully	The project team	In person meeting (interactive)	Everybody	At least weekly
Task-ending updates	Closing a stage and proceed to the next (stage-gate approach)	The project team - the person who finished their task, and the person doing the next task	Message/In person (interactive)	The person who finished their task	When a task is finished
Terms and documents of the project	Define fundraising and terms and conditions of partnership	The project team and the sponsor Nike	In person/Email (interactive & push)	CEO	Monthly updates or if major changes occur
User needs and wants	To get requirements for product	The project team and user groups (patients and athlete)	In person/Email (interactive)	CEO	Continuously until construction/testing
Medical advice	To get	The project	In person/Email	CEO	Continuously

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Communications management processes

Plan Communications Management

- Determining the information and communication needs for each stakeholder or group.

- **Who** needs, **what** information, **when** they will need it, and **how** it will be given to them.

Manage Communications

- Making the project information in accordance with the communications management plan.

- **Timely** and **appropriate** collection, creation, distribution, storage and retrieval of information.

Monitor Communications

- Ensure the **information needs** of the project stakeholders **are met.**

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Communication

One cannot *not* communicate.
Every communication has a content and relationship aspect.

(Watzlawik et al., 1972)

Lasswell´s model of communication

→

Who	*Communicator*
Says What	*Message*
In Which Channel	*Medium*
To Whom	*Audience*
With What Effect?	*Effect*

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Group work

Create a communications plan

Indicate which stakeholder to communicate with

Include who, what, how and when

Inlcude push and/or pull

The final presentation – 20 minutes

→Use Powerpoint (one to two slides for each group member)

→All group members should participate in the presentation

→The presentation contains a summary of your report

→Assessed via a rubric covering the topics that we have covered in the course as well as the learning objectives

→Additionally we will have some time for feedback after each presentation

→Everyone is expected to give feedback to the other groups

→Everyone is expected to stay during class

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