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Assignment 5.3

Project Management Communication

1. **Many of the technical staff on the project come in from 9:30 to 10:00 a.m. while the business users always come in before 9:00 a.m. The business users have been making comments. The project manager wants to have the technical people come in by 9:00, although many of them leave late.**

I would host a meeting for all of the members of the technical staff. I would discuss with them as a group that even though many members of the technical staff are staying late to work on the project, the business users can’t see that effort and are developing a negative perception of the technical staff. I would propose that technical members start their day at 9:00am, a similar time as the business users and end their work days at a similar same time as well. I would stress that making this small scheduling change would create a better work environment because it would head off any animosity between technical staff and business users. Mirroring the schedule of the business users would also make it so that developers and users are always available to each other during work hours.

1. **You need to make a general announcement regarding the direction of your project to a large group of people and want to make sure they get the information.**

I suppose the method of communication I would use would depend on the size of the group and whether or not all of the members are located in the same place. If I was addressing a relatively small group all located within the same building, I would schedule a mandatory meeting with all of the members to make the announcement. This would ensure that everyone would be included and would allow for me to receive feedback from my team members. If the group was very large or spread across a large geographic area, I would send out a group email to all of the necessary members with a receipt confirmation included on each email. This would inform me of which members of the group had not yet read the email so that I could follow up on a one-on-one basis with anyone who didn’t open the email in a timely fashion.

1. **You have received an email from one of the executive sponsors indicating that they are very upset to find out that the project you are working on is behind schedule. He wants to know why you have not communicated this to him earlier. As the project manager you have been providing regular status reports that provide this information, and he is on the distribution list.**

I would send my emailed status reports with a receipt confirmation attached and would be able to determine if the executive sponsor had opened his status reports. If the executive had not opened his status reports, I would gently explain that I had sent him status reports detailing the progress of the project and what roadblocks had come up. If he had opened his status report emails, I would gently mention that I had reported the status of the project in the reports that he opened. If I noticed that the executive sponsor had not opened his progress reports and I knew that those reports contained less than favorable information, I would make extra effort to make contact with that executive. I would inform the sponsor of the setbacks and encourage a thorough review of the unopened status reports before it could become a problematic situation.

1. **One of the critical forms of communication on a project is providing regular status reports. Status reports are often difficult to communicate because some people like to have all the details while some prefer just the high level information. As a project manager, explain the type of communication you would use to provide status information to the project team members, the project sponsor, and the project stakeholders. Would it be the same or different?**

I would gear my status reports based on the audience and based on what information that audience requires from the report. For instance, the individual team members would probably need a much more detailed report so that they know how the various pieces that impact their portion of the project are progressing. This information would allow them to plan ahead in regards to what work packets they should concentrate on. As far as the project sponsor is concerned, I would provide a report that has a middle ground amount of information. I would provide as much information that would be necessary to the sponsor without having to go into additional explanation of what that information means. This level of information would let the sponsor know how the project is progressing but wouldn’t be overloading the sponsor with unnecessary information. For the project stakeholders, I would provide a very broad report as to the progress of the project. I would discuss the progress of the major deliverables and but would avoid getting bogged down in the details as it would require a large amount of time and explanation to get the executive stakeholders up to speed. This time and effort would most likely be unnecessary for the stakeholders to expend.