Chapter 10: Project Communications Management

Information Technology Project Management, Seventh Edition

Note: See the text itself for full citations.

Learning Objectives

▸ Understand the importance of good communications on projects and the need to develop soft skills, especially for IT project managers and their teams

▸ Review key concepts related to communications

▸ Explain the elements of planning project communications and how to create a communications management plan

▸ Describe how to manage communications, including communication technologies, media, and performance reporting

Learning Objectives (cont'd)

- Discuss methods for controlling communications to ensure that information needs are met throughout the life of the project

- List various methods for improving project communications, such as running effective meetings, using various technologies effectively, and using templates

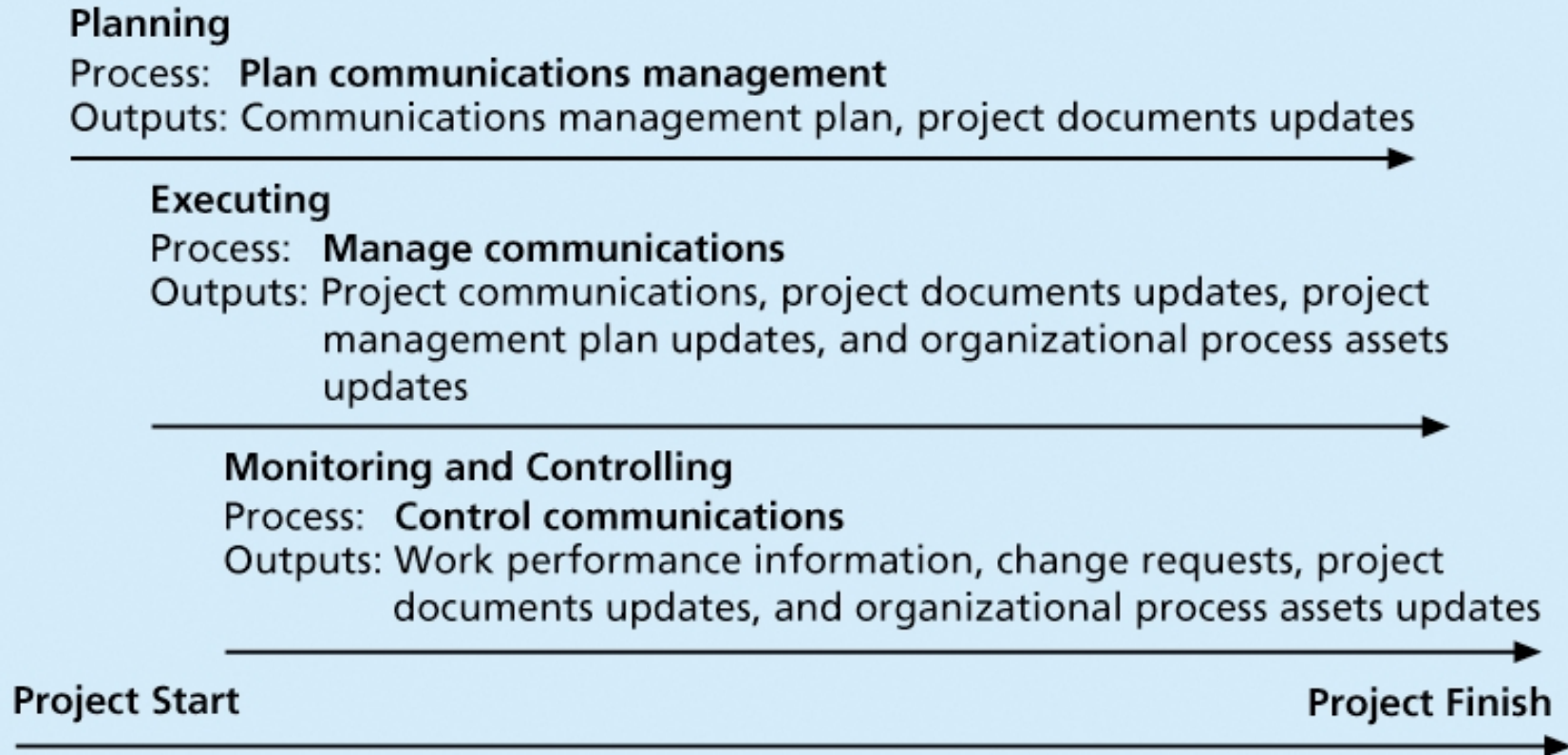- Describe how software can enhance project communications management

Importance of Good Communications

- The greatest threat to many projects is a failure to communicate

- Our culture does not portray IT professionals as being good communicators

- Research shows that IT professionals must be able to communicate effectively to succeed in their positions

- Strong verbal and non-technical skills are a key factor in career advancement for IT professionals

Project Communications Management Processes

- **Planning communications management**: Determining the information and communications needs of the stakeholders

- **Managing communications:** Creating, distributing, storing, retrieving, and disposing of project communications based on the communications management plan

- **Controlling communications**: Monitoring and controlling project communications to ensure that stakeholder communication needs are met

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Figure 10-1. Project Communications Management Summary

Planning
Process: **Plan communications management**
Outputs: Communications management plan, project documents updates

Executing
Process: **Manage communications**
Outputs: Project communications, project documents updates, project management plan updates, and organizational process assets updates

Monitoring and Controlling
Process: **Control communications**
Outputs: Work performance information, change requests, project documents updates, and organizational process assets updates

Project Start   **Project Finish**

Keys to Good Communications

▸ Project managers say they spend as much as 90 percent of their time communicating

▸ Need to focus on group and individual communication needs

▸ Use formal and informal methods for communicating

▸ Distribute important information in an effective and timely manner

▸ Set the stage for communicating bad news

▸ Determine the number of communication channels

Understanding Group and Individual Communication Needs

▸ People are not interchangeable parts

▸ As illustrated in Brooks' book *The Mythical Man-Month*, you cannot assume that a task originally scheduled to take two months of one person's time can be done in one month by two people

▸ Nine women cannot produce a baby in one month!

Importance of Face-to-Face Communication

- Research says that in a face-to-face interaction:
  - 58 percent of communication is through body language.
  - 35 percent of communication is through how the words are said
  - 7 percent of communication is through the content or words that are spoken
- Pay attention to more than just the actual words someone is saying
- A person's tone of voice and body language say a lot about how he or she really feels

Personal Preferences Affect Communication Needs

▸ Introverts like more private communications, while extroverts like to discuss things in public

▸ Intuitive people like to understand the big picture, while sensing people need step-by-step details

▸ Thinkers want to know the logic behind decisions, while feeling people want to know how something affects them personally

▸ Judging people are driven to meet deadlines while perceiving people need more help in developing and following plans