

Lecture 13

11. Project Communication Management

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Outline

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 - Communication Requirement Process
 - Organizing and Conducting Effective Meetings
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 - Integrated Reporting System
- Manage Stakeholders Process
 - Communications Methods

Introduction

- Groups of Processes required to ensure timely and appropriate development, collection, dissemination, storage and disposition of project information.
- These processes provide the critical links among people and information that are necessary for successful communications.
- Time to communicate is to be invested in the project.
- Everyone must understand how communications affect the project as a whole.

Project Communications Management Processes

- Communications planning: determining the information and communications needs of the stakeholders
- Information distribution: making needed information available in a timely manner
- Performance reporting: collecting and disseminating performance information
- Administrative closure: generating, gathering, and disseminating information to formalize phase or project completion

Importance of Communication Management

- The greatest threat to many projects is a failure to communicate properly.
- Culture of IT professionals could not making them good communicators.
- Research Showing that IT Professionals must be able to effectively communicate to succeed in their positions.
- Strong verbal skills being a key factor in career advancement for IT Professionals.

Communications Planning

- Communication Planning determines the information and communications needs for the stakeholders
- Every project should include some type of communications management plan, a document that guides project communications
- Creating a stakeholder analysis for project communications also aids in communications planning
- It includes to identify the following:
 - Who needs what information
 - When will they need it
 - How will it be given to them

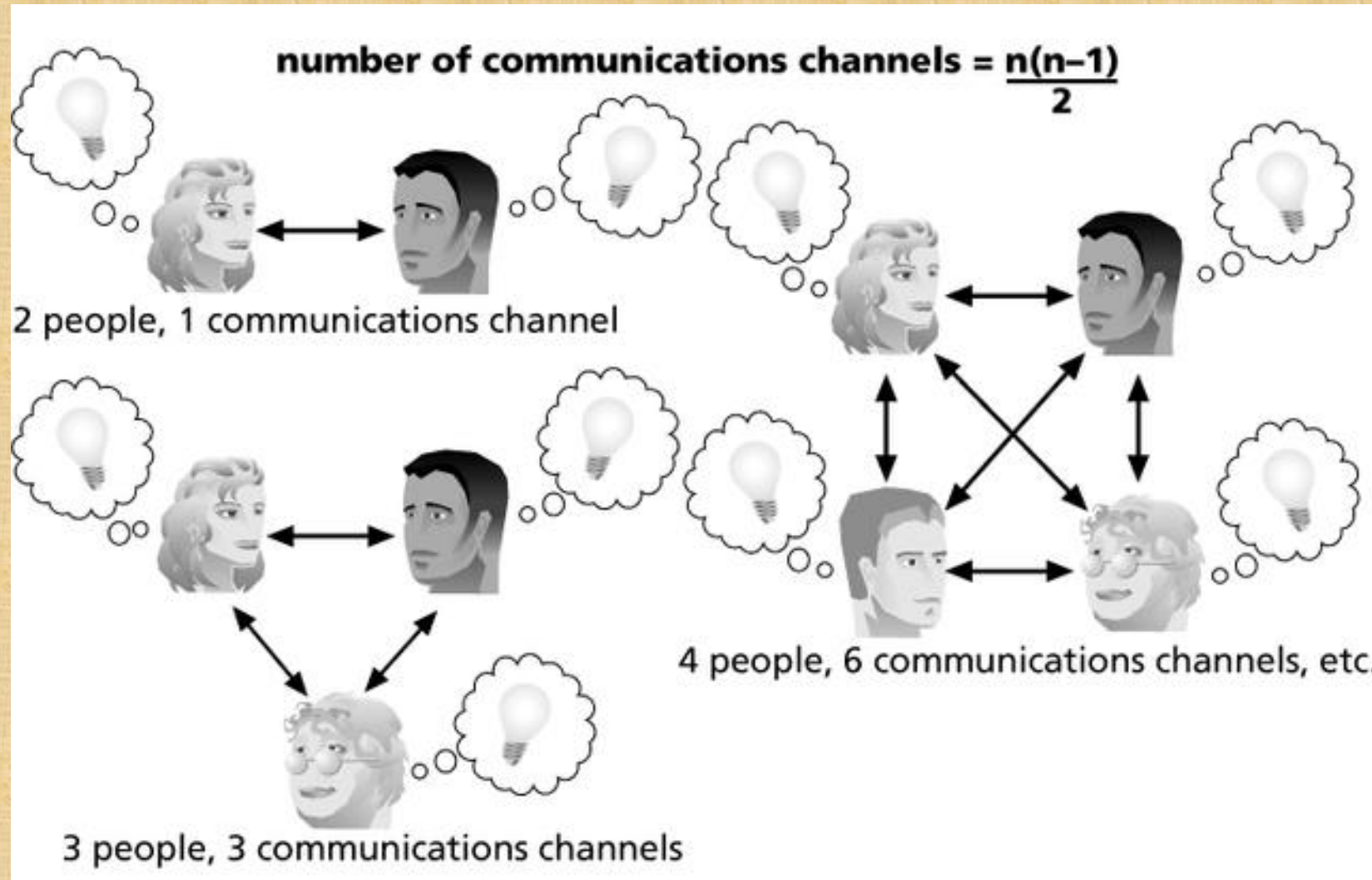
Communication Planning Overview

Communication Planning Overview		
INPUTS	TOOLS & TECHNIQUES	OUTPUT
<ol style="list-style-type: none">1. Enterprise Environmental Factors2. Organizational Process Assets3. Project Scope Statement4. Project Management Plan5. Constraints6. Assumptions	<ol style="list-style-type: none">1. Communication Requirement Analysis2. Communications Technologies	<ol style="list-style-type: none">1. Communication Management Plan

Communication Requirement Analysis

- This analysis results in the sum of the information needs of the project stakeholders.
- Consideration of the number of potential communication channels or paths as an indicator of the complexity of a projects' communication.
- Total number of channels
 $= n(n-1)/2$
- Information required to determine communication requirements:
 - Organizational Charts
 - Project organization and stakeholders responsibility relation
 - Disciplines, departments, specialties
 - Logistics and personals
 - Internal/Externals Information needs
 - Stakeholders information
 - Project Scope and Project Management Plans

The Impact of the Number of People on Communications Channels



Sample Stakeholder Analysis for Project Communications

Table 10-1: Sample Stakeholder Communications Analysis

STAKEHOLDERS	DOCUMENT NAME	DOCUMENT FORMAT	CONTACT PERSON	DUE
Customer Management	Monthly status report	Hard copy	Tina Erndt, Tony Silva	First of month
Customer Business Staff	Monthly status report	Hard copy	Julie Grant, Jeff Martin	First of month
Customer Technical Staff	Monthly status report	E-mail	Evan Dodge, Nancy Michaels	First of month
Internal Management	Monthly status report	Hard copy	Bob Thomson	First of month
Internal Business and Technical Staff	Monthly status report	Intranet	Angie Liu	First of month
Training Subcontractor	Training plan	Hard copy	Jonathan Kraus	11/1/2004
Software Subcontractor	Software implementation plan	E-mail	Barbara Gates	6/1/2004

Running Effective Meetings

- Determine if a meeting can be avoided
- Define the purpose and intended outcome of the meeting
- Determine who should attend the meeting
- Provide an agenda to participants before the meeting
- Prepare handouts, visual aids, and make logistical arrangements ahead of time
- Run the meeting professionally
- Build relationships

Using E-Mail Effectively

- Make sure that e-mail is an appropriate medium for what you want to communicate
- Be sure to send the e-mail to the right people
- Use meaningful subjects
- Limit the content to one main subject, and be as clear and concise as possible
- Limit the number and size of attachments
- Delete e-mail you don't need, and don't open it if you question the source
- Make sure your virus software is up to date
- Respond to and file e-mails quickly
- Learn how to use important features

Communications Management Plan Contents

- A description of a collection and filing structure for gathering and storing various types of information
- A distribution structure describing what information goes to whom, when, and how
- A format for communicating key project information
- A project schedule for producing the information
- Access methods for obtaining the information
- A method for updating the communications management plans as the project progresses and develops
- A stakeholder communications analysis

Information Distribution

- Information Distribution is making needed information available to project stakeholders in a timely manner.
- It includes implementing the communication management plan, as well as responding to unexpected requests for information.
- Getting the right information to the right people at the right time and in a useful format is just as important as developing the information in the first place
- Important considerations include
 - using technology to enhance information distribution
 - formal and informal methods for distributing information

Information Distribution Overview

Information Distribution Overview		
INPUTS	TOOLS & TECHNIQUES	OUTPUT
1. Communication Management Plan	<ol style="list-style-type: none">1. Communication Skills2. Information Gathering and Retrieval System3. Information Distribution Methods4. Lesson Learned Process	<ol style="list-style-type: none">1. Updated Organizational Process Assets2. Requested Changes

Media Choice Table

KEY: 1 = EXCELLENT HOW WELL MEDIUM IS SUITED TO:	2 = ADEQUATE			3 = INAPPROPRIATE		
	HARD COPY	TELEPHONE CALL	VOICE MAIL	E-MAIL	MEETING	WEB SITE
Assessing commitment	3	2	3	3	1	3
Building consensus	3	2	3	3	1	3
Mediating a conflict	3	2	3	3	1	3
Resolving a misunderstanding	3	1	3	3	2	3
Addressing negative behavior	3	2	3	2	1	3
Expressing support/appreciation	1	2	2	1	2	3
Encouraging creative thinking	2	3	3	1	3	3
Making an ironic statement	3	2	2	3	1	3
Conveying a reference document	1	3	3	3	3	1
Reinforcing one's authority	1	2	3	3	1	2
Providing a permanent record	1	3	3	1	3	1
Maintaining confidentiality	2	1	2	3	1	3
Conveying simple information	3	2	1	1	2	3
Asking an informational question	3	2	1	1	3	3
Making a simple request	3	3	1	1	3	3
Giving complex instructions	3	3	3	2	1	2
Addressing many people	2	3	3 or 1*	2	3	1

Galati, Tess. Email Composition and Communication (EmC2) Practical Communications, Inc. (www.pracom.com) (2001).

*Depends on system functionality

Traceability Matrix

- It ties together requirements, functional specifications, tasks, test cases, source codes and other relevant artifacts. Since communications among the development groups tend to be more constrained, creating such an interlinked view of the system is a standard practice.
- A traceability matrix helps the team to visualize the relationships among various elements of the system and the requirements.
- It enables the study of the impact of proposed changes on the system when required.

Traceability Matrix

Table: Traceability Matrix									
Proposal	Scope			Development		Quality Assurance		Implementation	Latest Status
Goal	URS	SRS	Functions	Code Set	Unit Test	Peer Review	Tests	End User	

Information Gathering and Retrieval System

- Information can be gathered and retrieved through a variety of media including manual filing systems, electronic databases, project management software, and systems that allow access to technical documentation, such as engineering drawings, design specifications and test plans.

Lessons Learned Process

- Lessons learned must be used in future
- Project status review meeting and Project Postmortem meeting helps in discussing lessons learned
- More fruitful if project could not fulfill the expectations
- Results from lesson learned:
 - Updated lesson learned knowledge base
 - Input to KMS
 - Updated policies, procedures and processes
 - Improved business skills
 - Overall Product and service improvements
 - Updated risk management plan

Performance Reporting Process

- Collecting and Disseminating Performance Information
- Keep stakeholders informed how resources are used on the project
- Includes:
 - Latest status, progress measurement and forecasting
 - Information on scope, schedule, cost and quality, and possibility of risk and upcoming procurement issues

Performance Reviewing Overview

Performance Reporting Overview		
INPUTS	TOOLS & TECHNIQUES	OUTPUT
<ol style="list-style-type: none">1. Work Performance Info2. Performance Measurement3. Forecasted Competition4. Quality Control Measurement5. PM Plan6. Performance Measurement Baseline7. Approved Change Request8. Deliverables	<ol style="list-style-type: none">1. Information Presentation Tools2. Performance Information Gathering and Compilation3. Status Review Meeting4. Time Reporting Systems5. Cost Reporting Systems	<ol style="list-style-type: none">1. Performance Reports2. Forecasts3. Recommended Corrective Actions4. Updated Organizational Process Assets5. Requested Changes

Integrated Reporting System

- Huge time is invested in gathering, evaluating, formatting and disseminating status information.
- Repetitive and Recurring type of work.
- An integrated reporting system tool has lot of importance in this context.
- It will collect data during operation, store them in a relational database and provide them in a ready to analysis manner whenever required.

Manage Stakeholders Process

- Refers to the management of communications to satisfy the needs of, and resolve issues with, project stakeholders.
- Project Manager is responsible for managing stakeholders.

Manage Stakeholders Overview

Manage Stakeholders Overview		
INPUTS	TOOLS & TECHNIQUES	OUTPUT
<ol style="list-style-type: none">1. Communication Management Plan2. Organizational Process Assets	<ol style="list-style-type: none">1. Communication Methods2. Issue Logs	<ol style="list-style-type: none">1. Resolved Issues2. Approved Change Requests3. Approved Corrective Actions4. Updated Organizational Process Assets5. Updated PM Plan

Communications Methods

- Utilizing the Communication Plan during stakeholder management.
 - Face to Face
 - Telephone Calls
 - Electronic Mails and other electronic tools
- Choice of method varies with stakeholders' intention, likings and experience.

References

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Thank You

Let us Communicate Well!