



Information is about giving out
Communication is about getting thru

Project Communications Management

Ensuring everyone who matters gets the information they need to resolve issues and keep the project moving forward

Chapter 10 in the *PMBOK*[®] Guide
5th Edition



Project Communication Management In Perspective



- The PM serves as a communication facilitator in Communication Management
 - This does not mean he or she sends all of the communications
 - It means that the project manager is responsible for ensuring that communications are sent, received, & (to the degree possible) understood
- To accomplish that, the project manager needs to:
 - Identify
 - Assess, and
 - Ensure process as the project continues

**Project Communications Management includes the processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information. Project managers spend most of their time communicating with team members and other project stakeholders, whether they are internal (at all organizational levels) or external to the organization. Effective communication creates a bridge between diverse stakeholders who may have different cultural and organizational backgrounds, different levels of expertise, and different perspectives and interests, which impact or have an influence upon the project execution or outcome.*

-PMBOK® Guide

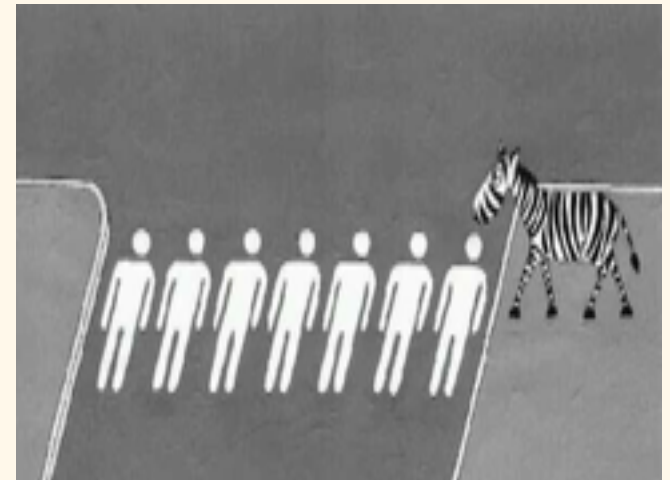
The Importance Of Communication In Project Management

Everyone involved in the project

- ✓ *Must be prepared to send and receive communications*
- ✓ *Must understand how the communications (which they are involved in as professionals) affect the project as a whole*

■ Because communication

- Provides the vital link among people, ideas & information that is necessary for project success
- Helps co-ordinate project information
 - integration of project information is critical for project success
- Helps establish project continuity and focus
- Builds trust & relationships within the team
 - Is essential for augmenting team synergy
- Helps create visibility for the project



■ Three vital justifications for managing project communication

1. Meet the information needs of project stakeholders (Communication Planning & Manage Communications - i.e., Judicious Information Distribution)
2. Track & report on project performance (Control Communications via performance reporting and subsequent corrective action/tradeoff decisions)
3. Formally document project results (Administrative Closure - legal obligation)

When Planning For Communication

Successful project management communication is about being there for everyone, **being in touch with the real challenges** of the project, **understanding the real issues within the team** who must deliver the project as well as understanding the issues of the sponsors who the team delivers the project for. **Being present, visible and engaged with everyone is IMPORTANT** - during the good & the challenging times.

- Communications management is the systematic planning, implementing, monitoring, & revision of all the channels of communication within an organization, and between organizations
 - It also includes the organization & dissemination of new communication directives connected with an organization, network, or communications technology
- Aspects of communications management include developing corporate communication strategies, designing internal & external communications directives, & managing the flow of information, including online communication
 - New technology forces constant innovation communications managers
- As a manager, one must take a contingency approach to communicating with their employees and communicate on a personal level
 - It is the manager's responsibility to determine if their employee's personality falls under the following: Reactors, Workaholics, Persisters, Dreamers, Rebels, or Promoters
- When working on a project team members need to know:
 - Why your customers want?
 - What features your customers?
 - How your customers want to?
 - How long it will?
- Tell your customers exactly when deliverables will arrive - **extremely important for critical path elements**
- Project Team members ensure successful product delivery

*People may not always believe what you say
But they will be inclined to believe what you do*

Means Of Project Communications

- There are different aspects of communication, each having their propriety, with associated including:
 - Internal & external, formal & informal, official & unofficial, vertical & horizontal, written & oral, verbal & non-verbal, etc.
 - Deciding which type of communication to resort to, depends on the situation and the context, and of course

Mode of Communication	Pros	Cons
Formal Meeting	Focused, interactive, group	Scheduling delays with stakeholders, discoverable information
Informal Meeting	Quick, interactive	Unpredictable individual
Report	Detailed message, group	No immediate feedback
Email	Quick, focused group	Unfocused response, discoverable information
Phone Call	Focused, interactive	Unpredictable connection, individual
Conference Call	Consistent message, group	Uncertain coverage
Voice Mail	Quick, focused	Limited content, individual
WebX	Focused, interactive, distributed group	Technology

VERBAL

- Team Meetings
- Presentations
- Conference Calls
- Telephone Calls
- Desk Chats
- Voice Mail
- Displayed signs & notices



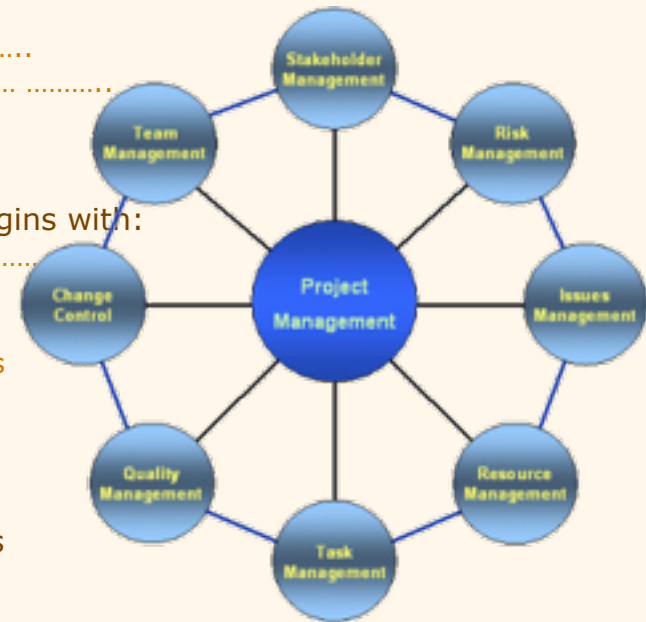
NON-VERBAL

- Actual physical touch or contact
- Pat on the shoulder, a handshake, high 5!
- Visible signs made by moving portions of the body
- Facial expressions, eyes, hands, body (smile, frown, pointing finger etc.)
- Style of Business Card, Clothes, Furniture arrangement

In a communication deal:
Words spoken contribute 7% of the message
93% is the rest of the story.....

What Is Project Communications?

- The *PMBOK® Guide* often promotes that project work must ideally be done in the most appropriate & structured way possible - the facilitation of efficient & effective work is aided by good communication
 -
 -
- Project Managers generate a communications management plan and then go on to prepare reports based on it to manage project communications
 -
 - Identify and
 - Re-visit
 - They also regularly based on results and associated project challenges
- Good & effective communications, and communications management begins with:
 - Appreciating the performing organization's environment,
 - Having a structured approach to
 - Aligning work and communications with
 - Leveraging historical information & project-related communications
 - Focusing communication efforts towards from the project
- Project communication is the exchange of project-specific information with the emphasis on
-
-
- The project team must provide to all stakeholders
 -
 -
- Project communication includes general communication between team members but is more encompassing
 - It utilizes for a framework
 - It is customer focused,, and
 - It involves all
- For each WBS element, there are:
 - Suppliers who provide
 - Task managers who are responsible for
 - Customers who receive the products of the elements



See Slide 10 for a Sample of a Stakeholder Communication Analysis

Overview To Project Communications Management

- The PM uses the processes of Project Communication Management to proactively manage the project's Stakeholders, and therefore needs to:
 - Ask stakeholders to be communicated to them
 - Identify what let them know about
 - Develop and update a useful - do remember to share this publicly with all concerned
 - Report (with relevant of important project data) within three parameters:,, &
 - Determine the "Access Control Rights" to
 - Clearly educate stakeholders about the discipline of Configuration Management, documentation, and administrative obligations concerning project communications
 - Revisit communications challenges at team & stakeholder meetings to
 - Address project problems, issues, and potential risks
 - Understand that Stakeholders may even extend beyond the immediate periphery of the project, besides sometimes needing to communicate with stakeholders who may have other challenges like:
 - Do whatever it takes to fix communications breakdown problem
- The project plan (+ associated subsidiary plans) communicates all that is going to be done for the project and the associated roadmap for all to reference
- The project status reports will communicate what has been completed for the project and what is being done for the project
- The Status Meeting and other ad-hoc meetings and presentations are all real-time communications too!

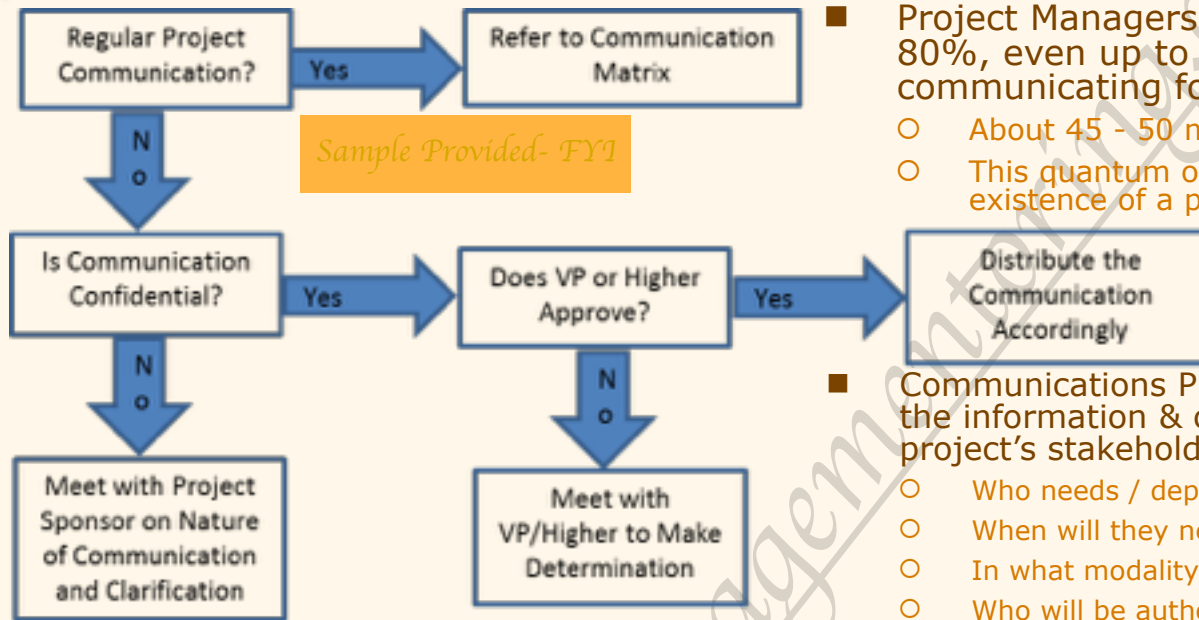


The Project Communications Management Processes

(According to the *PMBOK*[®] *GUIDE*)

- 10.1 Plan Communications Management - The process of determining how to manage and control project stakeholders' information needs
 - Defining a communication approach/system, to, letting them know what information they will receive and and they will receive it
 - Effective communication begins with effective to drive the project forward and potentially avoid
 - Will be - needs to follow the stakeholder identification process
- 10.2 Manage Communications - The process of ensuring that relevant stakeholders get the appropriate information as per the plan (which will specify what, when and how they will get it)
 - Implementing by sending needed on a
 - Ensuring that,, and
 - Responding to unexpected
- 10.3 Control Communications - The process of collecting and presenting performance information, including status reports (updates), progress measurements, and provide believable forecasts
 - Stakeholders want to be kept abreast of how and promises to the project's financiers are going to be realized
 - The Communications Plan will specify the and of desired reporting during lifecycle of the project
 - Project performance will be measured against the in the project plan and reporting is often based on Earned Value Management

Rationale For Project Communication Planning



- Project Managers can expect to spend 75% , 80%, even up to 90% of the time communicating for the project

- About 45 - 50 minutes of each hour!
- This quantum of communications warrants the existence of a plan to manage communication

- Communications Planning centers on determining the information & communication needs of the project's stakeholders

- Who needs / depends on what information?
- When will they need it (and the requisite format)?
- In what modality is this information needed
- Who will be authorized to disseminate the information?
- Whether time zone, language barriers, and cross-cultural considerations need to be taken into account

- Communications Planning should be

- **Done as part of the earliest project phases**

- Reviewed regularly throughout the project & revised as needed to ensure continued applicability of plans & results
- Specific about the modality and frequency of scheduled communications

- Effective communication is said to have been made when the information has been provided in the right format, at the right point in time, and with the right impact on both the sender and the receiver

- Right impact implies the purpose of passing the communication should be achieved
- E.G., If the project is going to experience a delay somewhere and we communicate this to our client along with the explanation of the situation, the client needs to cope with the delay because of the explanation - this is effective communication

- Efficient communication refers only to the process of passing the information when needed

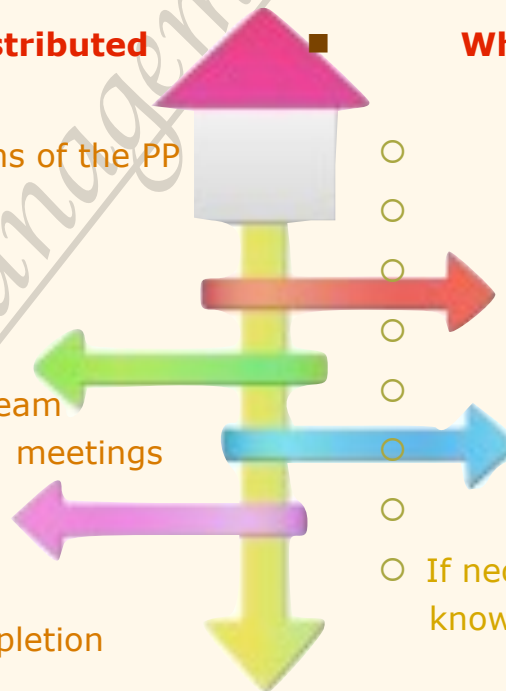


Information Needs In A Project Team

- Communication is the primary vehicle for
 - ✓ Negotiating for resources, schedules, and budgets
 - ✓ Coordinating activities between groups, as well as developing plans for future operating periods
- Communication is vital to the success of a project and is also the most important factor for survival and growth in a highly competitive & turbulent environment
 - Requires diplomacy and experience
 - If managed properly, it creates a harmonious, cooperative environment based on trust and respect for one another
 - If managed poorly, it may lead to conflict, blame, and may even contribute to the failure of meeting project objectives/stakeholder satisfaction

■ **What** information needs **to be distributed** on the project?

- Updated Project Plans or sections of the PP
- Milestone/Weekly Status
- Project Metrics
- New risks uncovered
- Frequency/Schedule/Venue of team meetings
- Issues & problems
- Team performance feedback
- Date of the next milestone completion



■ **Who** does the information need **to be distributed to?**

- Customer
- Senior Management
- Sponsor
- Project Manager
- Other Stakeholders
- Team Members' managers
- Team Members
- If necessary & useful, other unit heads or the knowledge repository of the organization can benefit from project information

Overview To The Manage Communications Process

- After the project communications plan is ready, it can be used for executing it!
 - This process is concerned with creating, collecting, distributing, storing, retrieving, and the ultimate disposition of project information in accordance with the communications management plan
 - Simply put, it is
- This process is incumbent upon having a communications infrastructure to proactively “manage” communications
- A communications infrastructure is a set of tools, techniques, and principles that provide a foundation for the effective transfer of information
 - Tools include
 - Techniques include
 - Principles include
- This process addresses the following priorities:
 1. Endeavors getting relevant information and communication to project stakeholders in a timely manner (for decision making) via
 - Formal and informal verbal conversations
 - Email clarification
 - Status reports
 - Project meetings
 - Review meetings
 - Most organizations use structured “Report templates” “Minutes of Meeting templates” to record project information
 - Templates actually help control besides placing responsibility for project actions on
 2. Includes implementation of the communication management plan which documents the frequency & content of information flow to:

■ The Customer	■ Resource Management Departments
■ The Project Sponsor	■ Project Team Members
■ Senior Management	■ Supporting Organizations/Departments
 3. Also involves responding to



Why Do We Need To Manage Project Communications?

- While the project is being executed, many stakeholders will need to receive information about the project
 -
 - Different stakeholders
 - The PM should have determined to know, how and when
- The PM is responsible for sending the requisite information, but also
..... communications are received, effective and efficient
 - Project Managers spend most of their!
- Communication is complex; requiring choices between:
 - Sender-receiver models -)
 - Choice of Media – Choosing the
 - Writing Style of the
 - Meeting Management Techniques –
 - Presentation Techniques –
 - Facilitation Techniques – building
 - Listening techniques - listening actively helps to remove barriers that adversely affect comprehension

The larger the team, the more challenging communication maintenance becomes for the PM & other managers

-
- are as important as formal communication

Overview Control Communications Process

- The Control Communications process involves the activities that are required for information & communications to be monitored, acted upon, & released to stakeholders
- This process involves collecting & distributing work performance information vis-à-vis the Performance Measurement Baseline (PMB), to educate stakeholders about:
 - How resources
 - How project objectives
- The people who are funding the project need to know that the for the outcomes expected are actually matching up with the promises (the PMB & the Plans) made by
- Status review meetings often include presenting & defending the
- Performance Reports (as a communication tool) should provide project status information at the level & at a preset stakeholders schedule **(Be prepared for!)**
- There are different types of Status Reports including:
 - Status Reports - describing where the project now stands - current status
 - Progress Measurements- describing what the project team has accomplished
 - E.g., Percent Complete vis-à-vis the Planned Schedule, or What is "Completed" versus what is "Work-in-Progress"
 - Progress reports describe what the project team has accomplished during a certain period of time
 - Forecast Reports -Project forecasting predicts future project status and progress based on past information and trends which helps to present an estimate of future project status & progress
 - Trend Report – examining project results over time to see if performance is improving or deteriorating
 - Variance Report – comparing actual results to planned progress presents a comparison of actual results & baseline targets
- Performance Reports should generally provide information on
- May also provide information on Risk, Issues, Procurement &
 - & mid-course corrections, if necessary



Control Communications Process - T & T....

2. Risk Management concerns:

- Review of existing risks
- Projections on new risks, and
- Overall risk impact and likelihood of risk on the project's success

3. Obvious problem & issues requiring decisions & action

4. Resource Issues concerning internal and external events like trainings, absenteeism, holidays, etc.

5. Operational updates to meet changes required (e.g., report formats)

6. Results of variance analysis

7. Lessons learned

- All this information will be consolidated (by the project manager) to prepare the required Status Reports required
- It is important however to maintain sensitivity to data and information that may impact interpersonal relations
- Project meetings also include discussions & dialog with suppliers, vendors, besides other project stakeholders



Project issues are certainly different from project risks. **A project issue is a problem which is affecting the project currently.** Dealing with project issues immediately becomes important to make sure that work on the project does not come to a standstill and clients get their solutions on time.

The Style Of Communication At Different Levels In Engagement Organizations

