Project Communication Management
Objective

- 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
- To understand the Project communication Management
- To understand tools and techniques that are unique to Project communication Management
90% of project Management time is spent in communicating.
55% of communication is non-verbal

Following are the Project Management communication skills:

- Listening
- Questioning
- Educating
- Fact-Finding
- Setting Expectations
- Persuading
- Motivating
- Coaching
- Negotiating
- Resolving Conflict
- Summarizing
Key Terms

- **Stakeholder**
  Persons or Organizations who are actively involved in the Project or whose interest may be positively or negatively affected by the performance or completion of the Project.

- **Communication Channels**
  Is the path or channel in which communication can happen between the Project Stakeholders.

- **Performance Reporting**
  Communications function which involves collecting and distributing of Project information to all the Stakeholders at a level of detail that is required by each of them.
Key Communication Techniques

- **Listening Skills**
  - Active Listening is important
  - Only genuinely interested Project Managers listen to what the speaker is saying
  - Checking out if the understanding is correct

- **Conflict Resolution Skills**
  - Problem Solving (Confronting), Compromising, Smoothing, Collaborating, Withdrawing, and Forcing
Key Communication Techniques

- Presentation Skills
  - Visuals are helpful in driving down the points
  - Listing and prioritizing the top 3 goals of the presentation
  - Understanding the audience’s interest
  - Listing the major information points that have to be conveyed, selecting an appropriate tone for delivering the speech
  - Design a brief and clear opening
  - Presenting the goals
  - Present the overall structure of the presentation
  - Present the body of the presentation
Key Communication Techniques

Negotiation Skills
- Required when there are conflicting needs between two parties and settlement is required
- Identifying the desired outcome of the negotiation
- What each person has—that can be traded during the negotiation process
- Understanding nature and history of the relationship
- Consequences of winning or losing for either of the parties
Communication Processes

- Plan Communications Management
- Manage Communications
- Control Communications
PLAN COMMUNICATIONS MANAGEMENT

Planning Process Group

Plan Communications Management
Manage Communications
Control Communications
Plan Communications Management

- Is the process of identifying the Stakeholders information needs and defining an approach to meet the needs.

- Focuses on
  - Who needs what information and
  - When and in what way the information has to be distributed
  - Resources such as time and budget is allocated for communication activities

- Is an element of Planning Process Group
Plan Communications Management

**INPUTS**
- Project Management Plan
- Stakeholder Register
- Enterprise Environmental Factors
- Organizational Process Assets

**TOOLS and TECHNIQUES**
- Communication Requirements Analysis
- Communication Technology
- Communication Models
- Communication Methods
- Meetings

**OUTPUTS**
- Communication Management Plan
- Project Document Updates

Plan Communication Management - Inputs, Tools and Techniques and Outputs
Plan Communications Management

- **Project Management Plan**
  - Provides information on how the Project will be executed, monitored, controlled and closed

- **Stakeholder Register**
  - Contains necessary information about all the Stakeholders

- **Enterprise Environmental Factors**
  - All the Enterprise Environmental Factors are used as inputs since communication must be adapted to the Project environment

- **Organizational Process Assets**
  - All organizational process assets are used as inputs
Communication Requirements Analysis

- Communication Channels are determined by the formula:
  
  \[ \frac{n(n-1)}{2} \]

  - where ‘n’ is the number of Stakeholders

- Resource should be used only on communicating information
  
  - that contribute to the success of the Project
  
  or

  - where a lack of communication can lead to failure
Plan Communications Management
Tools and Techniques

- Communication Technology
  - required for the Project is determined based on:
    - Urgency of the need for information
    - Availability of Technology
    - Ease of use
    - Project environment
    - Sensitivity and confidentiality of the information

- Communication Models
  - Sequence of steps in a basic communication model
    - Encode
    - Transmit Message
    - Decode
    - Acknowledge
    - Feedback/Response
Plan Communications Management
Tools and Techniques

Communication Methods

- Interactive Communication
  - Meetings, phone calls, instant message, video conferencing, etc.,

- Push Communication
  - Letters, memos, reports, emails, faxes, voice mails, blogs, press releases, etc.,

- Pull Communication
  - Intranet sites, e-learning, lessons learned database, knowledge repositories, etc.,
Plan Communications Management

Tools and Techniques

Meetings
- Discussion and dialogue with Project team
- Conducted face to face
- Online and in different locations, such as Project site or customer’s site
- Purpose of resolving problems or making decisions
- Casual discussions may be construed as a meeting
Plan Communications Management

Output

- Communication Management Plan
  - Stakeholder communication requirements
  - What information needs to be communicated
  - Who are the recipients
  - What is the frequency and format of the information to be communicated
  - What is the medium to be used
  - Resources allocated to the process and their responsibilities
  - Technologies to be used by Stakeholder
  - Escalation process

- Project Document Updates
  - Project Schedule
  - Stakeholder Register
MANAGE COMMUNICATIONS

Executing process Group

Plan Communications Management
Manage Communications
Control Communications
Manage Communications

- Process of creating, collecting, distributing, storing, retrieving and the ultimate disposition of Project information in accordance to the communication Management plan
- Communication Plan is executed
- Makes Information available to appropriate Stakeholders
- Happens throughout Project Life Cycle
- Is an element of Executing Process Group
Manage Communications

- Techniques and considerations for effective communication Management
  - Sender-receiver models
  - Choice of media
  - Writing style
  - Meeting Management techniques
  - Presentation techniques
  - Facilitation techniques
  - Listening techniques
Manage Communications

**INPUTS**
- Communication Management Plan
- Work
- Performance Reports
- Enterprises environmental factors
- Organization Process Assets

**TOOLS and TECHNIQUES**
- Communication technology
- Communication models
- Communication Methods
- Information Distribution Tools
- Performance reporting

**OUTPUTS**
- Project communications
- Project Management plan updates
- Project documents updates
- Organizational process updates

Manage communications - Inputs, Tools and Techniques and Outputs
Manage Communications

- **Communications Management Plan**
  - How Project communications will be planned, structured, monitored and controlled

- **Work performance Reports**
  - Collection of Project performance and status information
  - Reports be comprehensive, accurate and available in timely manner
  - Communication Management Plan
Manage Communications

Inputs

- Enterprise Environmental Factors
  - Influence the Manage communications process
    - Organizational Culture and structure
    - Government or industry standards and regulations and
    - Project Management Information system

- Organization Process Assets
  - Policies, Procedure, Guidelines, Templates
  - Historical Information / Lessons Learned Database
Manage Communications
Tools and Techniques

- Communication Technology
  - Focus is to ensure that the choice is appropriate for the information that is being communicated

- Communication Models
  - Effective and efficient communication process

- Communication Methods
  - Information that has been created and distributed has been received and understood to enable response and feedback
  - Meetings, Audio or Video Conferences, Mails, FAX, Instant Messaging System
Manage Communications
Tools and Techniques

- Information Distribution Tools
  - Electronic Communication Tools
    - E-mail, FAX, Voice Mail, Telephone, Video, Audio
  - Electronic Project Management Tools
    - Scheduling and Project Management Software, Meeting and Virtual Office Support Software, Portals
- Performance reporting
  - Is act of collecting and distributing performance information, including status reports, progress measurements and forecasts
  - More elaborate reports may include:
    - Analysis of past performance
    - Analysis of Project forecasts (including time and cost)
    - Current status of risks and issues
    - Work completed during the period
    - Work to be completed in the next period
    - Summary of change approved in the period and
    - Other relevant information which reviewed and discussed
Manage Communications

Outputs

- **Project Communications**
  - Involves the activities that are required for information to be created, distributed, received, acknowledged and understood.
  - Performance reports
  - Deliverables status
  - Schedule progress
  - Cost incurred

- **Project Management Plan updates**
  - Provides information on Project baselines, communications Management and Stakeholder Management.
  - Performance measurement baseline typically integrate Scope, schedule and cost parameters of a Project
Manage Communications

Outputs

- Project Documents updates
  - Issue log, Project schedule and Project funding requirements

- Organizational process assets updates
  - Stakeholder notifications
  - Project reports
  - Project presentations
  - Project records
  - Feedback from Stakeholders
  - Lessons learned documentation
CONTROL COMMUNICATIONS

Monitoring and controlling Process Group

Plan Communications Management
Manage Communications
Control Communications
Control Communications

- Monitoring and controlling communications throughout the entire Project life cycle to ensure the information needs of the Project Stakeholders are met.
Control Communications

**INPUTS**
- Project Management Plan
- Project Communications
- Issue log
- Work Performance data
- Organization Process Assets

**TOOLS and TECHNIQUES**
- Information Management systems
- Expert Judgment
- Meetings

**OUTPUTS**
- Work performance information
- Change Requests
- Project Management plan updates
- Project documents updates
- Organizational Process Assets Updates

Control communications - Inputs, Tools and Techniques and Outputs
Control Communications

**Inputs**

- **Project Management Plan**
  - Stakeholder communications requirements
  - Reason for the distribution of the information
  - Timeframe and frequency for the distribution
  - Individual or group responsible for communication
  - Individual or group receiving the information

- **Project Communications**
  - Deliverable status, Schedule progress and costs incurred

- **Work performance data**
  - Organize and summarizes the information gathering and present the results of comparative analysis to the performance measurement baselines
Control Communications

Inputs

- Issue log
  - Used to document and monitor the resolution of issues.

- Organization Process Assets
  - Report templates
  - policies and procedures
  - Specific communications technologies available
  - Allowed communications media
  - Record retention policies
  - Security requirements
Control Communications
Tools and techniques

• Information Management systems
  – Tools to capture, store and distribute information to Stakeholders about
    • Cost
    • Schedule progress
    • Performance
  – Example
    • Table reporting,
    • spreadsheet analysis
    • Presentations
    • Visual representations

▪ Meetings
  - Requires discussion and dialogue with the Project team
  - With suppliers, vendors, and other Project Stakeholders
Expert Judgment

- Need to be applied to technical and/or Management details and may be provided by any group or individual
- Specialized knowledge or training such as
  - Other units with the organization
  - Consultants
  - Stakeholders, including customers or sponsors
  - Professional and technical associations
  - Industry groups
  - Subject matter experts (SME)
  - Project Management office (PMO)
Control Communications

Outputs

- Work performance information
  - Organizes and summarizes the performance data gathered
  - Status and progress information
  - Communicated to the appropriate Stakeholders

- Change request
  - Need to adjustment, action and intervention
  - Processed thro perform integrated change control process
  - Includes recommended corrective and preventive actions

- Project Management plan updates
  - Stakeholders, H R Management plan, etc.,

- Organizational Process Assets Updates
  - Report formats and lessons learned
Summary

- Discussion topic
- Q and A