Project Communication Management

Project Communication Management

In this chapter we will understand

➢ How to identify stakeholders

➢ Different ways to manage stakeholders expectations to obtain positive support for project

➢ How to manage communication of the project

➢ What is a communication model

➢ How communication is related to team size and how to manage it

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Project Communications Management Processes

➢ Project manager is primarily responsible for communication

➢ Major source of problems in projects arise due to poor communication

➢ Communication shall be appropriately timed

➢ PM shall emphasize on communications which will result in positive outcomes rather than information dumping.

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10.1 Identify Stakeholders

Inputs	Tools & Techniques	Outputs
1. Enterprise environmental factors 2. Organizational process assets 3. Project Charter 4. Procurement Documents	1. Stakeholder Analysis 2. Expert Judgement	1. Stakeholder Register 2. Stakeholder management strategy

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10.1 Identify Stakeholders

- It this process, Project Manager and Project Team identify all people or organizations impacted by the project

- Stakeholders interests may be positively or negatively impacted by the execution or completion of the project . (Positive and Negative Stakeholders)

- Stakeholder identification shall be carried out as early as possible, preferably during initiation and definitely prior to starting of planning.

- Project team shall attempt to maximize positive influences and mitigate potential negative impacts .

- An un-identified key stakeholder can potentially turn high risk to project.

10.1 Identify Stakeholders : Tools & Techniques

1. Stakeholder Analysis :

➢ In a large project, it may not be practical to manage all stakeholders at the same level. Stakeholders are classified according to their interest, influence and involvement in project.

➢ Project manager should follow steps while doing stakeholder analyses :

❖ **Step 1 :** Identify **all** potential project stakeholders and relevant information such as their roles, departments, interest, knowledge levels, expectations and influence levels . Key stakeholders are easy to identify and identifying other stakeholders is usually done by interviewing identified stakeholders and expanding the list until all potential stakeholders are included.

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10.1 Identify Stakeholders : Tools & Techniques

1. Stakeholder Analysis :

   ❖ **Step 2 :**

   ✓ Identify the potential impact or support each stakeholder could generate and classify them so as to define an approach strategy .

   ✓ There are multiple classification models available including , but not limited to :

   ▪ Power/interest grid (Authority / Concern)

   ▪ Power/influence grid (Authority / involvement)

   ▪ Influence/impact grid (Involvement / ability to effect changes)

   ▪ Salience model (Classify stakeholders according to their power, urgency and legitimacy)

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10.1 Identify Stakeholders : Tools & Techniques
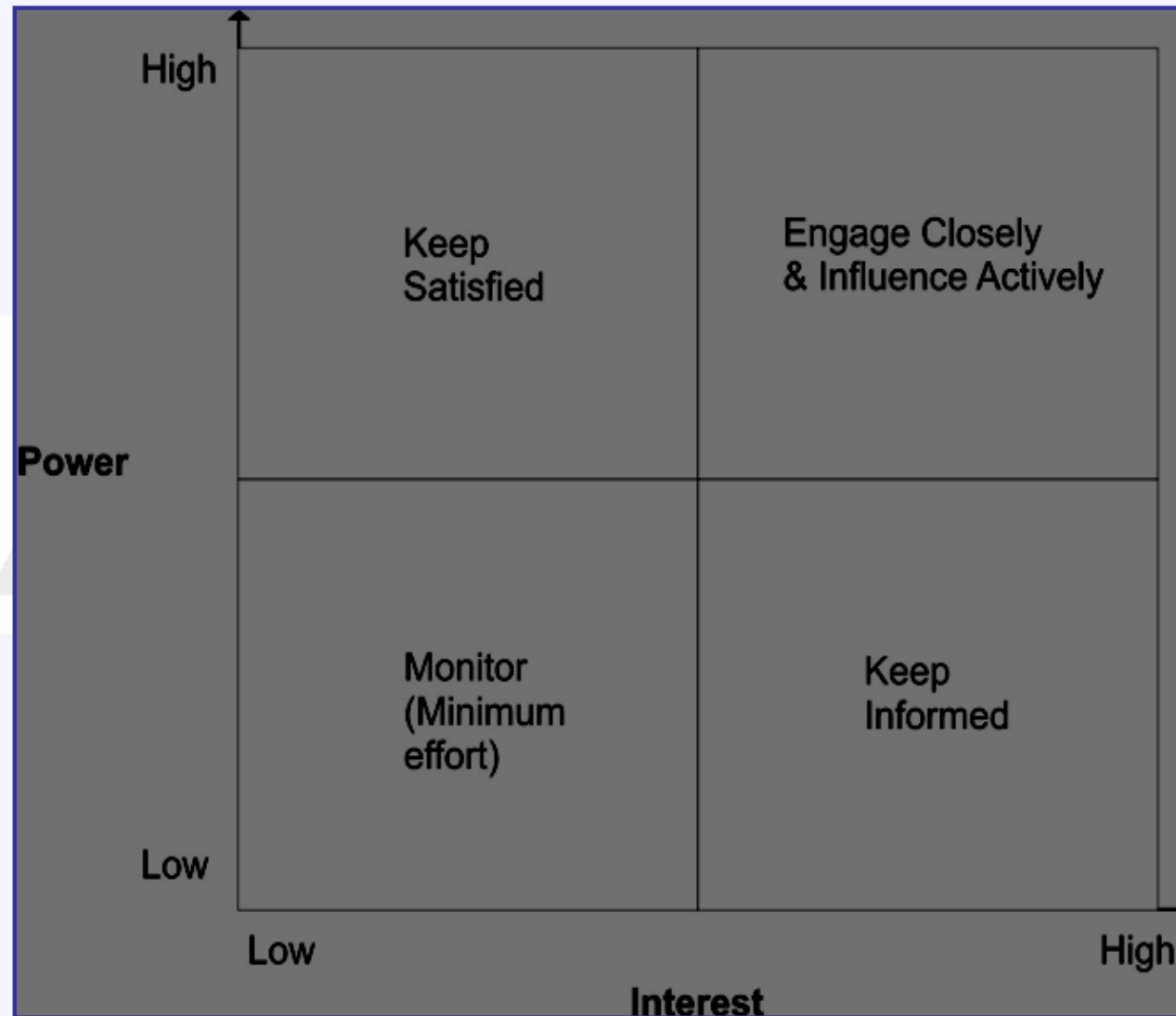
10.1 Identify Stakeholders : Tools & Techniques

1. Stakeholder Analysis :

    ❖ **Step 3 :**

    ✓ Access how key stakeholders are likely to react in various situations and plan how to influence them for their support and mitigate potential negative impact

    ✓ **CEO**

    ❖ Category – High Power & High Influence

    ❖ Strategy – Involve in all high level decisions.

    ❖ Doesn't like schedule delays and quality problems but not very specific with cost . However additional cost shall come with a value addition.

    ❖ Very particular about company image

    ❖ Will not tolerate any safety or environmental violations.

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10.1 Identify Stakeholders : Outputs

1. Stakeholder Register :

➤ The main output of this process , contains all details related to the identified stakeholders including , but not limited to :

❖ **Identification information** : Name, organizational position, location, role in the project, contact information

❖ **Assessment Information** : Major requirements , main expectations ,potential influence in the project, phase in the life cycle with the most interest

❖ **Stakeholder Classification :** internal/external, supporter/neutral/resistor, etc

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10.1 Identify Stakeholders : Outputs

1. Stakeholder Management Strategy :

➢ This strategy defines an approach to increase the support and minimize negative impacts of the stakeholders throughout the entire project life cycle . It includes elements such as :

❖ Key stakeholders who can significantly impact the project

❖ Level of participation in the project desired for each identified stakeholder, and

❖ Stakeholder groups and their management (as groups)

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10.1 Identify Stakeholders : Outputs

1. Stakeholder Management Strategy :

➢ A common way of representing the stakeholder management strategy is a stakeholder analysis matrix with column headers as shown below . Some of the information related to certain stakeholder management strategies could be too sensitive to be included in a shared document , hence the project manager must exercise his judgment with respect to the same :

Stakeholder	Stakeholder Interest(s) in the project	Assessment Of Impact	Potential Strategies for Gaining support or reducing obstacles

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10.2 Plan Communication

➤ The Plan Communications process involves determining the communication needs of the stakeholders by defining

  ❖ the types of information needed

  ❖ the format for communicating the information,

  ❖ how often it's distributed, and

  ❖ who prepares it.

➤ Communication planning includes communication within project, outside project and within project management team members.

➤ Plan communication shall be done as early as possible in project

➤ Shall concentrate on right information given at right format at right time

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10.2 Plan Communication

Inputs	Tools & Techniques	Outputs
1. Enterprise environmental factors 2. Organizational process assets 3. Stakeholder Register 4. Stakeholder management strategy	1. Communications requirements analysis 2. Communications technology 3. Communication models 4. Communication methods	1. Communications management plan 2. Project document updates

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10.2 Plan Communication : Tools & Techniques

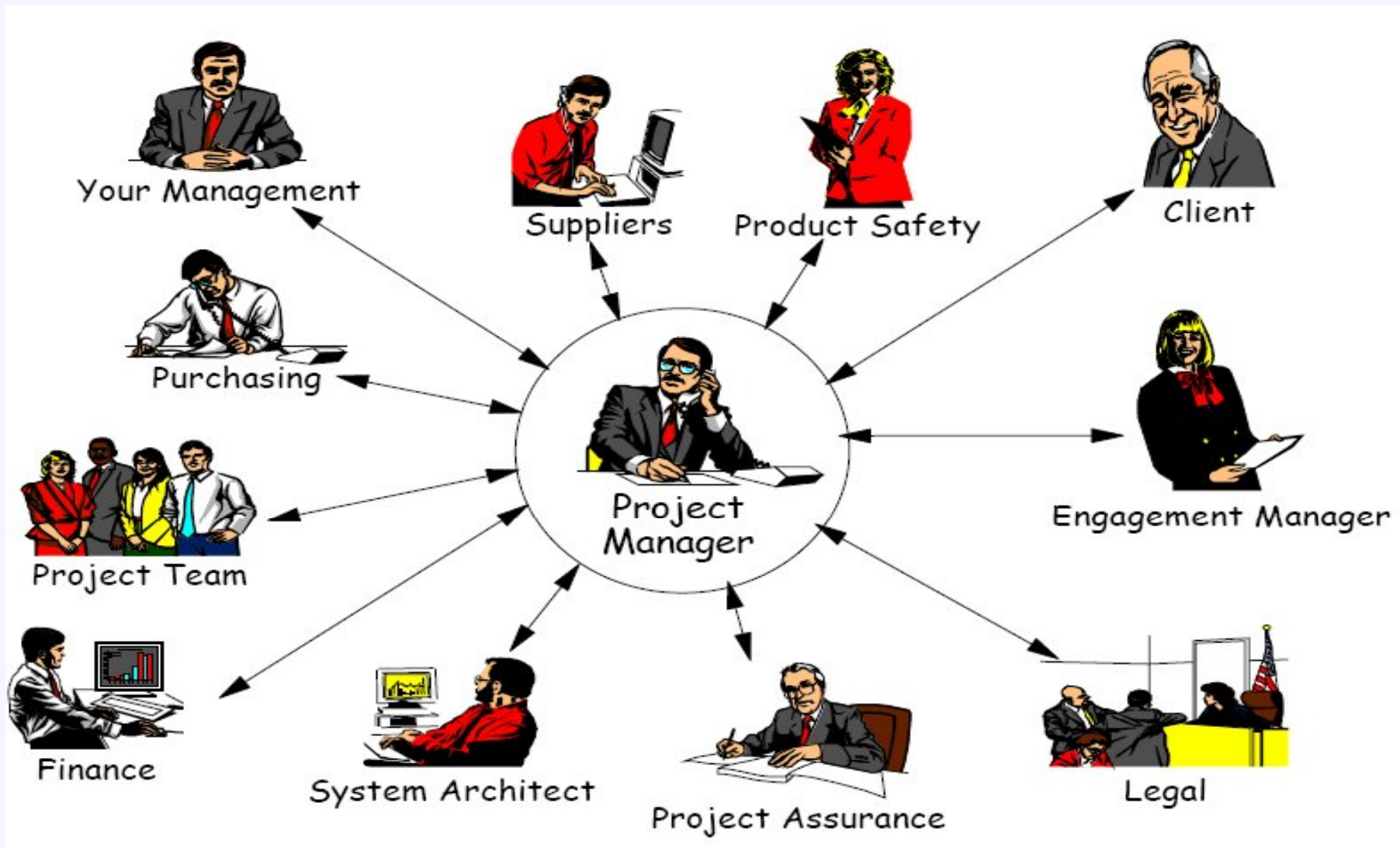1. Communication Requirement Analysis

   ❖ **Complexity of communication channels** – A project with **"N"** number of stakeholders have N(N-1)/2 possible channels of communications

Team Size Influences Effectiveness
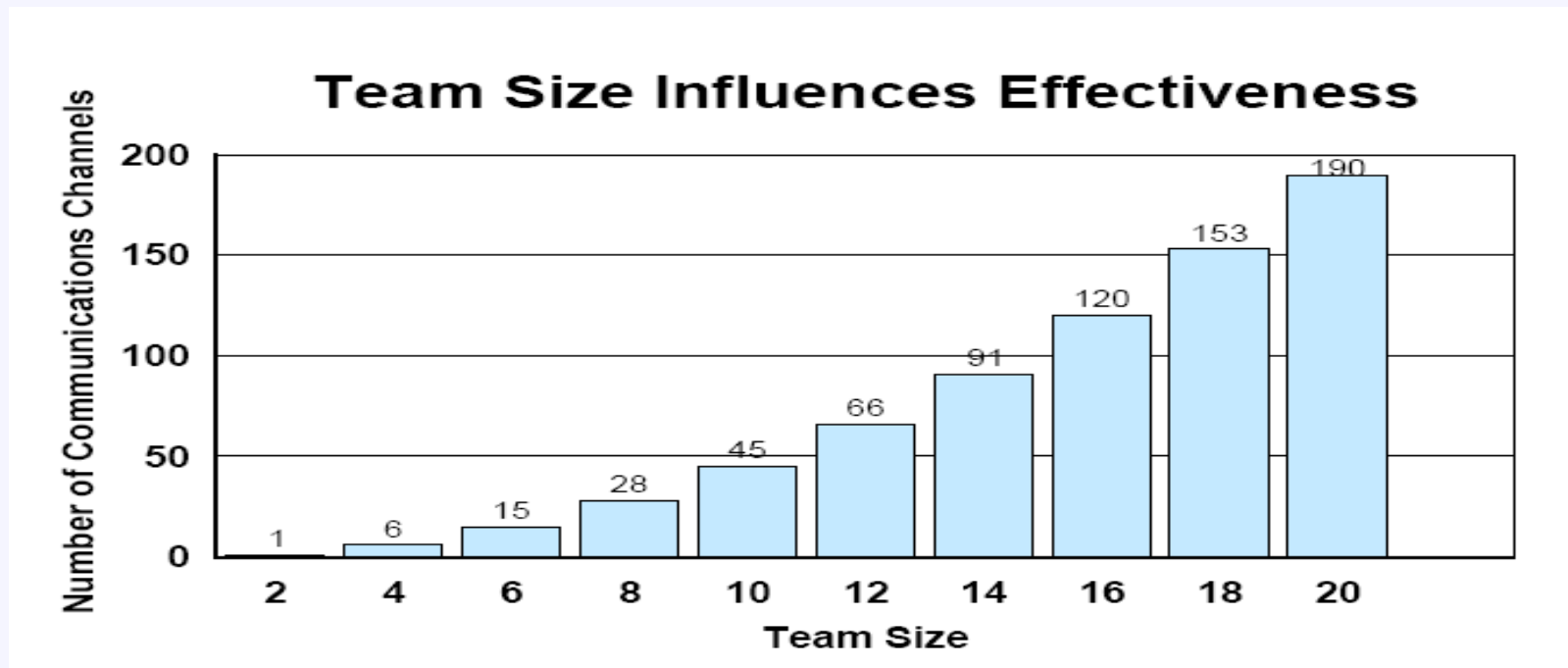
Not an Ideal Situation for Project

Determine and Limit Communication channels

Communication Requirement Analysis

➢ A key component is communication planning is to determine who will communicate with whom and who will receive what information.

➢ Project resources shall expended only on communicating information that contributes to success, or where a lack of information can lead to failure.

➢ This does not mean that bad news shall not be communicated, but concentrate on efforts that lead to success rather than information dumping.
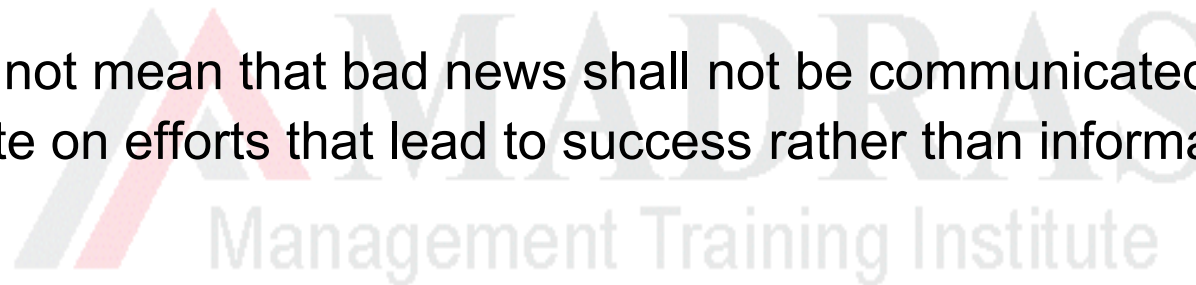
10.2 Plan Communication : Tools & Techniques

2. Communication Technology

❖ As part of the communications planning, the project manager should identify all of the required and approved methods of communicating.

❖ Communication modalities can also include meetings, reports, memos, e-mails, and so on.

❖ The project manager should identify which are the preferred methods of communicating based on the conditions of the message to be communicated.

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Communication Technology

➢ Consider the following, which may have an effect on the communication plan:

- ❖ Urgency of the information

- ❖ Technology

- ❖ Project staffing

- ❖ Project length

- ❖ Project environment

10.2 Plan Communication : Tools & Techniques

2. Communication Models :

   ❖ Encode – Translate thoughts or ideas into a language that understood by others

   ❖ Message and feedback message – The output of encoding

   ❖ Medium – The method used to convey the message

   ❖ Noise – Anything that interfaces with the transmission and understanding of message (Distance, unfamiliar technology etc)

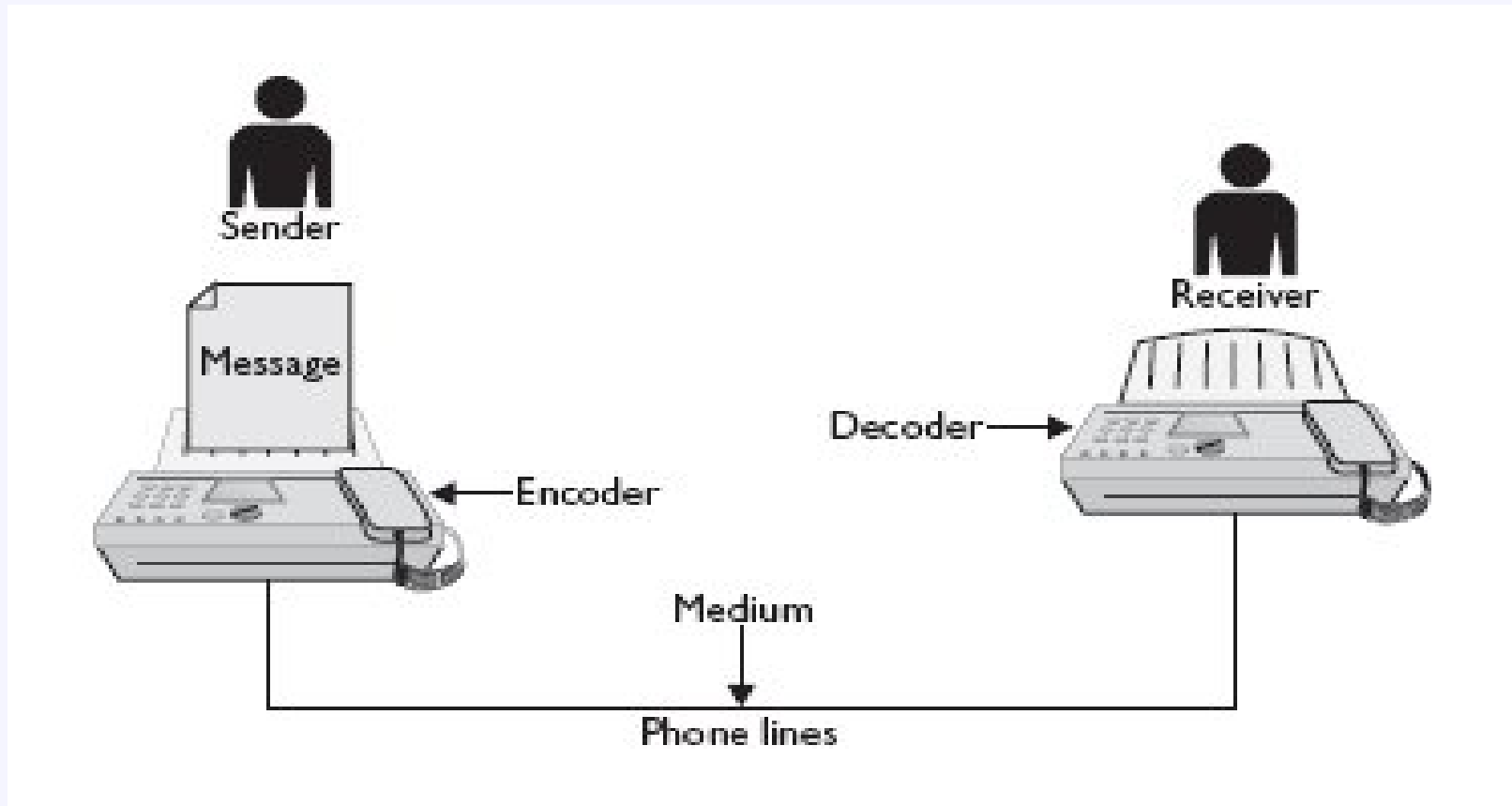   ❖ Decode – To translate message back into meaningful thoughts or ideas

10.2 Plan Communication : Tools & Techniques

2.   Communication Models :

Communications model.
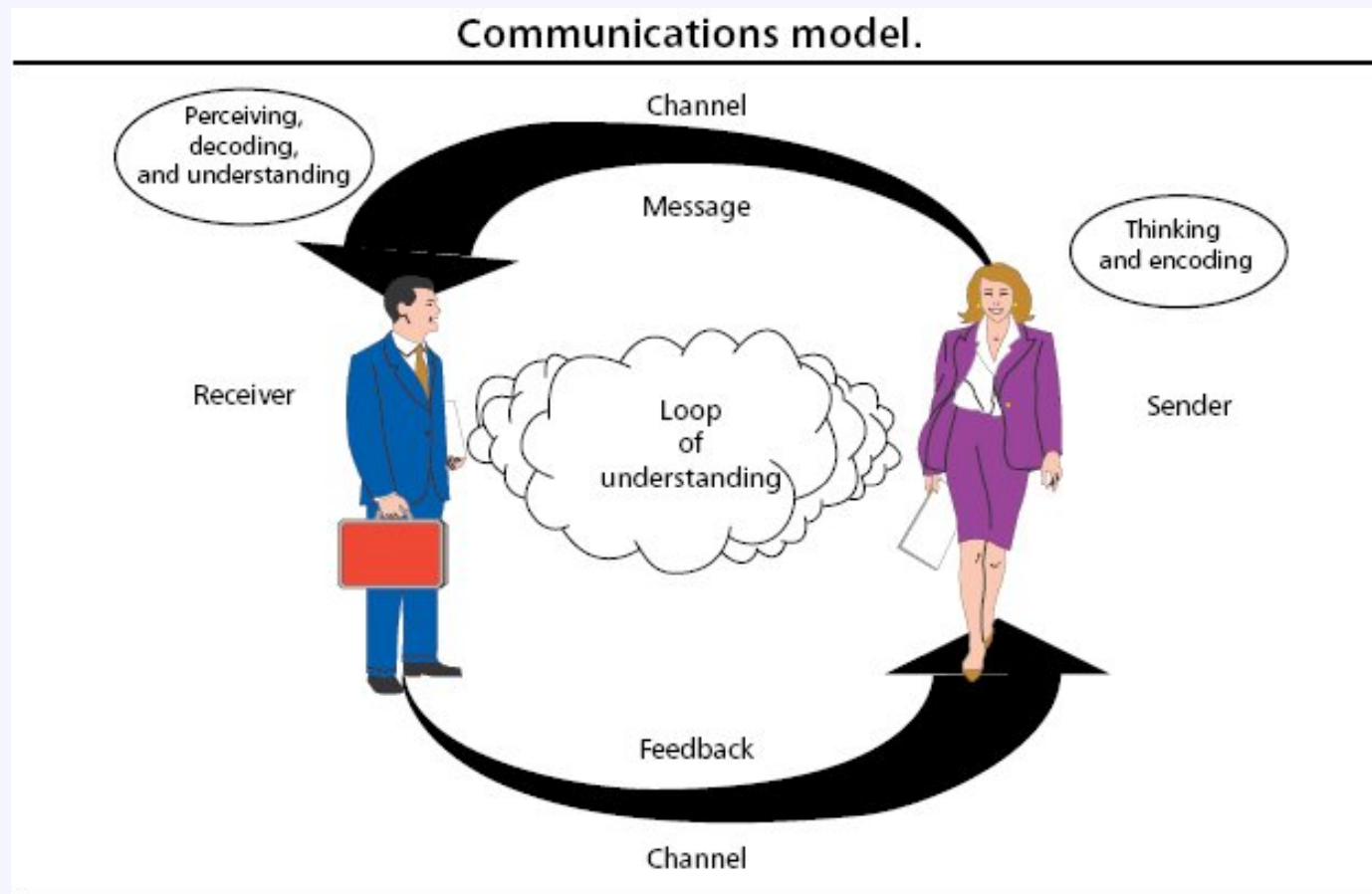
10.2 Plan Communication : Tools & Techniques

2. Communication Models :

10.2 Plan Communication : Tools & Techniques

2. Communication Methods :

➢ **Interactive communication** - Between two or more parties in multidirectional (Phone calls, meetings, interviews). Most effective way.

➢ **Push communication** - Sent a specific information to specific recipients. Examples are letters, memos, e-mails, faxes etc. This ensures that message is sent but will but will not certify that it is actually received or understood. (Push the message to recipient)

➢ **Pull communication** – Used for large volume of information and large audiences. Examples are internet sites, company data bases, e-learning etc. Recipients has to access the communication content (Pull out information) at their own discretion.

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10.2 Plan Communication : Outputs

1. Communication Management Plan : Based on stakeholder analysis, the project manager and the project team can determine what communications are needed.

➢ The communications management plan documents

❖ How the communication needs of the stakeholders will be met,

❖ The types of information that will be communicated,

❖ Who will communicate it,

❖ Who receives the communication,

❖ The methods used to communicate,

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10.2 Plan Communication : Outputs

2. Project Document Updates :

➢ Documents that may get updated include, but not limited to :

- ❖ Project schedule

- ❖ Stakeholder register

- ❖ Stakeholder management strategy

10.3 Distribute Information

➢ Effective information distribution includes a number of techniques including :

❖ **Sender –receiver models**

❖ **Choice of media**

❖ **Writing style**

❖ **Meeting management techniques**

❖ **Presentation techniques**

❖ **Facilitation techniques**

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10.3 Distribute Information

Inputs	Tools & Techniques	Outputs
1. Project Management Plan - Communication management plan 1. Performance Reports 2. Organizational Process Assets	1. Communication Methods 2. Information Distribution Tools	1. Organizational process assets (updates)

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10.3 Distribute Information – Tools & Techniques

1. **Communication Methods** :

   ➢ Individual and group meetings , video and audio conferences, computer chats, and other remote communication methods are used to distribute information .

10.3 Distribute Information – Tools & Techniques

2. **Information Distribution Methods** :

❖ Information can be distributed through some of the following methods, given project demands and available technology:

- Hard copies

- Electronic distribution

- Electronic communications

10.3 Distribute Information - Outputs

1. Organizational Process Assets (Updates)

   ❖ **Lessons learned**

   ❖ **Project records**

   ❖ **Project reports**

   ❖ **Project presentations**

   ❖ **Feedback from stakeholders**

   ❖ **Stakeholder notifications**

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10.4 Manage Stakeholder Expectations

➢ It is the process of communicating and working with the stakeholders to meet their needs and addressing issues as they occur

➢ PMI emphasize on the word "**ACTIVELY**" when it comes to stakeholder management

➢ PM shall **actively** manage stakeholders to

❖ Obtain project acceptance

❖ Negotiate and influence stakeholders for decisions favorable to project

❖ Obtain approval for change requests, if necessary

❖ Obtain approval on deliverables

Active and proper stakeholder management = Lower the risks in your project

10.4 Manage Stakeholder Expectations

Inputs	Tools & Techniques	Outputs
1. Stakeholder Register 2. Stakeholder Management Strategy 3. Project Management Plan 4. Issue Log 5. Change Log 6. Organizational process assets	1. Communications methods 2. Interpersonal Skills 3. Management Skills	1. Organizational process assets (updates) 2. Change Requests 3. Project management plan (updates): 4. Project Documents Updates

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10.4 Manage Stakeholder Expectations : Tools & Techniques

1. Communication Methods : the methods of communication identified for each stakeholder in the communication management plan are utilized during stakeholder management

2. Interpersonal Skills : building trust, resolving conflict, active listening, overcoming resistance to change ,etc

3. Management Skills : management is an art of directing and controlling a group of people for the purpose of coordinating and harmonizing the group towards accomplishing a goal beyond the scope of individual effort . Management skills used by the project manager include but are not limited to : presentation skills, negotiation, writing skills and public speaking , etc

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10.4 Manage Stakeholder Expectations : Outputs

1. Organizational Process Assets Updates : assets that may get updated include, but not limited to : Causes of issues, reasoning behind corrective actions chosen, and lessons learned from managing stakeholder expectations

2. Change Requests : change request to the product or the project. It may also include corrective or preventive actions

3. Project Management Plan Updates

4. Project Document Updates : docs that may get updated include, but are not limited to : Stakeholder Management Strategy, stakeholder register ,issue log, etc

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10.5 Report Performance

- Performance reporting keeps stakeholders informed about how resources are being used to achieve project objectives

  - Status reports describe where the project stands at a specific point in time

  - Progress reports describe what the project team has accomplished during a certain period of time

  - Forecasts predict future project status and progress based on past information and trends

10.5 Report Performance

Inputs	Tools & Techniques	Outputs
1. Project Management Plan 2. Work performance information 3. Work Performance Measurements 4. Budget Forecasts 5. Organizational Process Assets	1. Variance Analysis 2. Forecasting Methods 3. Communication Methods 4. Reporting Systems	1. Performance reports 2. Organizational Process Assets updates 3. Change requests

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10.5 Report Performance – Tools & Techniques

1. Variance Analysis :

➢ Is an after- the- fact look at what caused a difference between the baseline and the actual performance .

➢ The process for performing variance analysis may vary depending on the application area , the standard used, and the industry

➢ If applicable , analyze the trends of the variances and document any findings about the sources of variation and the impact area .

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10.5 Report Performance – Tools & Techniques

2. **Forecasting Methods** : is the process of predicting future project performance based on the actual performance to date. Forecasting methods may be classified in different categories :

➢ Time series methods – Use the historical trend for projections

➢ Casual/econometric methods

❖ Regression analysis – Predict a variable from data collected through statistical sampling using interpolation and extrapolation

➢ Judgmental methods

➢ Other methods

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10.5 Report Performance – Tools & Techniques

3. Communication Methods : status review meetings can be used to exchange and analyze information about the project progress and performance . The project manager generally uses a push communication technique.

4. Reporting Systems : A reporting system provides a standard tool for the project manager to capture , store , and distribute information to stakeholders about the project cost, schedule progress, and performance .

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10.5 Report Performance – Outputs

➢ There are several outputs to the Performance Reporting process:

❖ Performance reports

❖ Organizational process assets updates

❖ Change Requests

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Performance Report Sample

WBS Element	Planned Budget ($) (PV)	Earned Earned Value ($) (EV)	Cost Actual Cost ($) (AC)	Cost Variance ($) (EV – AC)	 (%) (CV ÷ EV)	Schedule Variance ($) (EV – PV)	 (%) (SV ÷ PV)	Performance Index Cost CPI (EV ÷ AC)	 Schedule SPI (EV ÷ PV)
1.0 Pre-Pilot Plan	63,000	58,000	62,500	-4,500	-7.8	-5,000	-7.9	0.93	0.92
2.0 Checklists	64,000	48,000	46,800	1,200	2.5	-16,000	-25.0	1.03	0.75
3.0 Curriculum	23,000	20,000	23,500	-3,500	-17.5	-3,000	-13.0	0.85	0.87
4.0 Mid-Term Evaluation	68,000	68,000	72,500	-4,500	-6.6	0	0.0	0.94	1.00
5.0 Implementation Support	12,000	10,000	10,000	0	0.0	-2,000	-16.7	1.00	0.83
6.0 Manual of Practice	7,000	6,200	6,000	200	3.2	-800	-11.4	1.03	0.89
7.0 Roll-Out Plan	20,000	13,500	18,100	-4,600	-34.1	-6,500	-32.5	.075	0.68
Totals	257,000	223,700	239,400	-15,700	-7.0	-33,300	-13.0	0.93	0.87

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Exam Points

➢ One of the major purpose of communication is stakeholder management

➢ PM spends most of time communicating (Integration is achieved through communications

➢ Communication becomes difficult in Matrix / Functional organization and when virtual teams are used

➢ Noise is the biggest issue when multi cultural / multi language teams are involved.

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