

Target: PMP® Certification



Project Communications Management

33	PLAN COMMUNICATIONS MANAGEMENT	 
34	MANAGE COMMUNICATIONS	 
35	MONITOR COMMUNICATIONS	 

Project Communications Management

*** Project Communications Management.** 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.

Communication characteristics:

- Internal/external
- Formal/informal
- Vertical/horizontal
- Official/unofficial
- Written/oral
- Verbal/non-verbal

Project Communications Management

Communication skills:

- **Listening** actively and effectively;
- **Questioning** and probing ideas and situations to ensure better understanding;
- **Educating** to increase team's knowledge so that they can be more effective;
- **Fact-finding** to identify or confirm information;
- **Setting** and **managing** expectations;
- **Persuading** a person, a team, or an organization to perform an action;
- **Motivating** to provide encouragement or reassurance;
- **Coaching** to improve performance and achieve desired results;
- **Negotiating** to achieve mutually acceptable agreements between parties;
- **Resolving** conflict to prevent disruptive impacts; and
- **Summarizing, recapping, and identifying** the next steps.

33

PLAN COMMUNICATIONS MANAGEMENT



*** Plan Communications Management.** The process of developing an appropriate approach and plan for project communication activities based on the information needs of each stakeholder or group, available organizational assets, and the needs of the project.

Problems that may be generated by inadequate communications planning are:

- “Delay in message delivery
- Communication of information to the wrong audience
- Insufficient communication to the stakeholders
- Misunderstanding or misinterpretation of the message communicated.

Effective communication means that the information is provided in the right format, at the right time, to the right audience, and with the right impact.

Efficient communication means providing only the information that is needed.”

**This definition is taken from the Glossary of the Project Management Institute, A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute, Inc., 2017.
Project Management Institute, A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute, Inc., 2017, Page 290.*

33

PLAN COMMUNICATIONS MANAGEMENT



INPUTS

- » Project charter
- » Project management plan
 - Resource management plan
 - Stakeholder engagement plan
- » Project documents
 - Requirements documentation
 - Stakeholder register
- » Enterprise Environment Factors
- » Organizational Process Assets

TOOLS & TECHNIQUES

- ✓ Expert judgment
- ✓ Communication requirements analysis
- ✓ Communication technology
- ✓ Communication models
- ✓ Communication methods
- ✓ Interpersonal and team skills
 - Communication styles assessment
 - Political awareness
 - Cultural awareness
- ✓ Data representation
 - Stakeholder engagement assessment matrix
- ✓ Meetings

OUTPUTS

- Communications management plan »
- Project management plan updates »
 - Stakeholder engagement plan
- Project documents updates »
 - Project schedule
 - Stakeholder register

33

PLAN COMMUNICATIONS MANAGEMENT



TOOLS & TECHNIQUES

- ✓ Communication requirements analysis

* **Communication Requirements Analysis.** An analytical technique to determine the information needs of the project stakeholders through interviews, workshops, study of lessons learned from previous projects, etc.

The total number of **potential** communication channels is $N(N - 1)/2$, where **N** represents the number of stakeholders.

A key component of planning the project's actual communications is to **determine** and **limit** who will communicate with whom and who will receive what information because project resources should be expended only on communicating information that contributes to the success of the project or where a lack of communication can lead to failure

33**PLAN COMMUNICATIONS MANAGEMENT****TOOLS & TECHNIQUES****✓ Communication technology**

Factors that can affect the choice of communication technology include:

- Urgency of the need for information.
- Availability of technology.
- Ease of Use.
- Project environment.
- Sensitivity and confidentiality of the information.

33

PLAN COMMUNICATIONS MANAGEMENT



TOOLS & TECHNIQUES

✓ Communication models

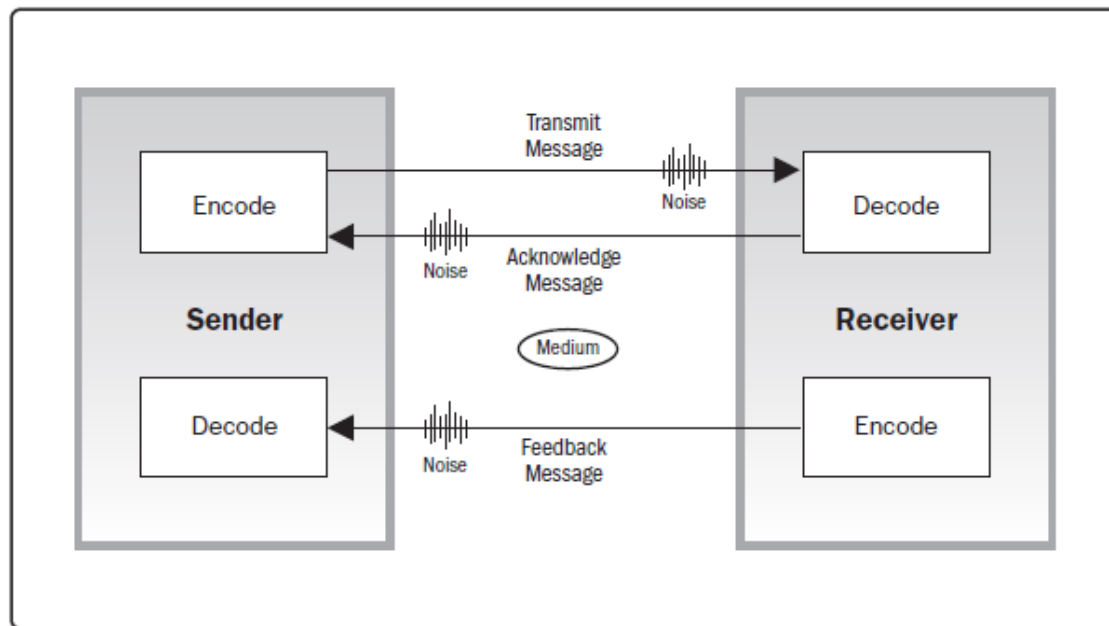


Figure 10-4. Basic Communication Model

33

PLAN COMMUNICATIONS MANAGEMENT



TOOLS & TECHNIQUES

✓ Communication models

The sequence of steps in a basic communication model is:

- **Encode.** Thoughts or ideas are translated (encoded) into language by the sender.
- **Transmit Message.** This information is then sent by the sender using communication channel (medium). The transmission of this message may be compromised by various factors (e.g., distance, unfamiliar technology, inadequate infrastructure, cultural difference, and lack of background information). These factors are collectively termed as noise.
- **Decode.** The message is translated by the receiver back into meaningful thoughts or ideas.
- **Acknowledge.** Upon receipt of a message, the receiver may signal (acknowledge) receipt of the message but this does not necessarily mean agreement with or comprehension of the message.
- **Feedback/Response.** When the received message has been decoded and understood, the receiver encodes thoughts and ideas into a message and then transmits this message to the original sender.

33

PLAN COMMUNICATIONS MANAGEMENT



TOOLS & TECHNIQUES

✓ Communication methods

Communication method	When	How
Interactive communication	Two or more parties performing a multidirectional exchange of information. Most efficient way to ensure a common understanding.	Meetings, phone calls
Push communication	Sent to specific recipients. Does not ensure the message was understood and sometimes not even the message reached the intended audience.	Newsletter, emails
Pull communication	Used for very large volumes of information, or for very large audiences. People may decide to access or not access information	Knowledge repository, Intranet sites

33

PLAN COMMUNICATIONS MANAGEMENT



OUTPUTS

Communications
management plan »

* **Communications Management Plan.** A component of the project, program, or portfolio management plan that describes how, when, and by whom information about the project will be administered and disseminated.

It can contain:

- Stakeholder communication requirements;
- Information to be communicated, including language, format, content, and level of detail;
- Reason for the distribution of that information;
- Time frame and frequency;
- Person responsible for communicating the information;
- Person responsible for authorizing release of confidential information;
- Person or groups who will receive the information;
- Methods or technologies used to convey the information;
- Resources allocated for communication activities;
- Escalation process
- Method for updating and refining the communications management plan as the project progresses and develops;
- Glossary of common terminology;
- Flow charts of the information flow in the project, workflows with possible sequence of authorization
- Communication constraints usually derived from a specific legislation or regulation, technology, and organizational policies, etc.

34

MANAGE COMMUNICATIONS



*** Manage Communications.** Manage Communications is the process of ensuring timely and appropriate collection, creation, distribution, storage, retrieval, management, monitoring, and the ultimate disposition of project information.

This process goes beyond the distribution of relevant information and seeks to ensure that the information being communicated to project stakeholders has been appropriately generated, as well as received and understood

Techniques and considerations for effective communications management include:

- Sender-receiver models
- Choice of media
- Writing style
- Meeting management techniques. Preparing an agenda and dealing with conflicts.
- Presentation techniques. Awareness of the impact of body language and design of visual aids.
- Facilitation techniques
- Listening techniques

34

MANAGE COMMUNICATIONS



INPUTS

- » Project management plan
 - Resource management plan
 - Communications management plan
 - Stakeholder engagement plan
- » Project documents
 - Change log
 - Issue log
 - Lessons learned register
 - Quality report
 - Risk report
 - Stakeholder register
- » Work performance reports
- » Enterprise Environment Factors
- » Organizational Process Assets

TOOLS & TECHNIQUES

- ✓ Communication technology
- ✓ Communication methods
- ✓ Communication skills
 - Communication competence
 - Feedback
 - Nonverbal
 - Presentations
- ✓ Project management information system
- ✓ Project reporting
- ✓ Interpersonal and team skills
 - Active listening
 - Conflict management
 - Cultural awareness
 - Meeting management
 - Networking
 - Political awareness
- ✓ Meetings

OUTPUTS

- Project communications »
- Project management plan updates »
 - Communications management plan
 - Stakeholder engagement plan
- Project documents updates »
 - Issue log
 - Lessons learned register
 - Project schedule
 - Risk register
 - Stakeholder register
- Organizational process assets updates »

34

MANAGE COMMUNICATIONS



TOOLS & TECHNIQUES

- ✓ Project management information system

*** Project Management Information System.** An information system consisting of the tools and techniques used to gather, integrate, and disseminate the outputs of project management processes.

Information may be distributed in several ways:

- Hard-copy document management: letters, memos, reports, and press releases;
- Electronic communications management: e-mail, fax, voice mail, telephone, video and web conferencing, websites, and web publishing;
- Electronic project management tools: web interfaces to scheduling and project management software.

34**MANAGE COMMUNICATIONS****OUTPUTS****Project communications »**

Examples of project communications:

- Performance reports
- Deliverables status
- Schedule progress
- Cost incurred

35

MONITOR COMMUNICATIONS



*** Monitor Communications.** The process of ensuring that the information needs of the project and its stakeholders are met.

The **Monitor Communications** process can trigger **an iteration** of the **Plan Communications Management** and/or **Manage Communications** processes.

35

MONITOR COMMUNICATIONS



INPUTS

- » Project management plan
 - Resource management plan
 - Communications management plan
 - Stakeholder engagement plan
- » Project documents
 - Issue log
 - Lessons learned register
 - Project communications
- » Work performance data
- » Enterprise Environment Factors
- » Organizational Process Assets

TOOLS & TECHNIQUES

- ✓ Expert judgment
- ✓ Project management information system
- ✓ Data analysis
 - Stakeholder engagement assessment matrix
- ✓ Interpersonal and team skills
 - Observation/conversation
- ✓ Meetings

OUTPUTS

- Work performance information »
- Change requests »
- Project management plan updates »
 - Communications management plan
 - Stakeholder engagement plan
- Project documents updates »
 - Issue log
 - Lessons learned register
 - Stakeholder register

35

MONITOR COMMUNICATIONS



INPUTS

» Issue log

* **Issue Log.** A project document used to document and monitor elements under discussion or in dispute between project stakeholders.

It is an output of manage stakeholder engagement and should be utilized to ensure that all project issues are resolved and closed.

The issue log is a great communication tool as it lets the stakeholders know that their issues are important, that owners have been assigned, and resolution will occur.

Project Communications Management

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Project Communications Management



- Communication skills
- Problems that may be generated by inadequate communications planning
- Effective communication and Efficient Communication
- $N(N-1)/2$ possible communication channels
- Factors that can affect the choice of communication technology
- Communication Management Plan content
- Communication models and Communication methods
- Sender-receiver model
- Push, pull and interactive communications
- Techniques and considerations for effective communications
- Manage communications vs Control communications
- Issue log