

PROJECT COMMUNICATIONS MANAGEMENT



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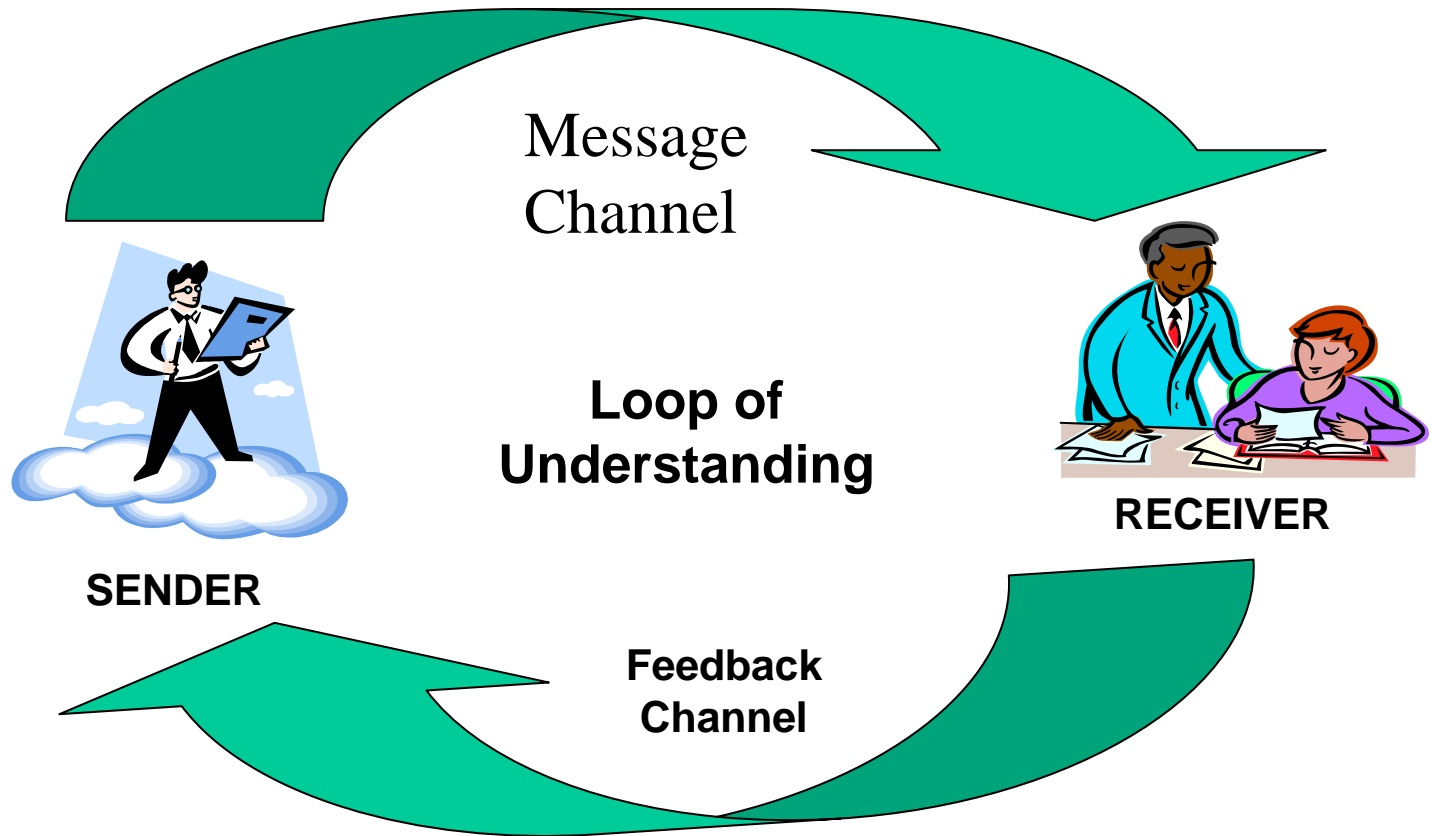
TEAMmethod Rel. 5.0
Project Management



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Communications is the art of **transmitting** an idea from the mind of one person to the mind of another, with **understanding**



PROJECT COMMUNICATIONS MANAGEMENT

10.1 Communications Planning

.1 Inputs

- .1 Enterprise environmental factors
- .2 Organizational process assets
- .3 Project scope statement

Determines the information and communication needs of the project stakeholders

- .2 Communications technology

.3 Outputs

- .1 Communications management plan

10.2 Information Distribution

.1 Inputs

- .1 Communications management plan
- .2 Tools and Techniques

Makes needed information available to project stakeholders in a timely manner (project records, presentations & reports)

- .2 Requested changes

10.3 Performance Reporting

.1 Inputs

- .1 Work performance information
- .2 Performance measurements
- .3 Forecasted completion
- .4 Quality control measurements

Collects and distributes performance information (Status report, progress measurement and forecasting)

- .4 Time reporting system
- .5 Cost reporting system

.3 Outputs

- .1 Performance reports
- .2 Forecasts
- .3 Requested changes
- .4 Recommended corrective actions
- .5 Organizational process assets (updates)

10.4 Manage Stakeholders

.1 Inputs

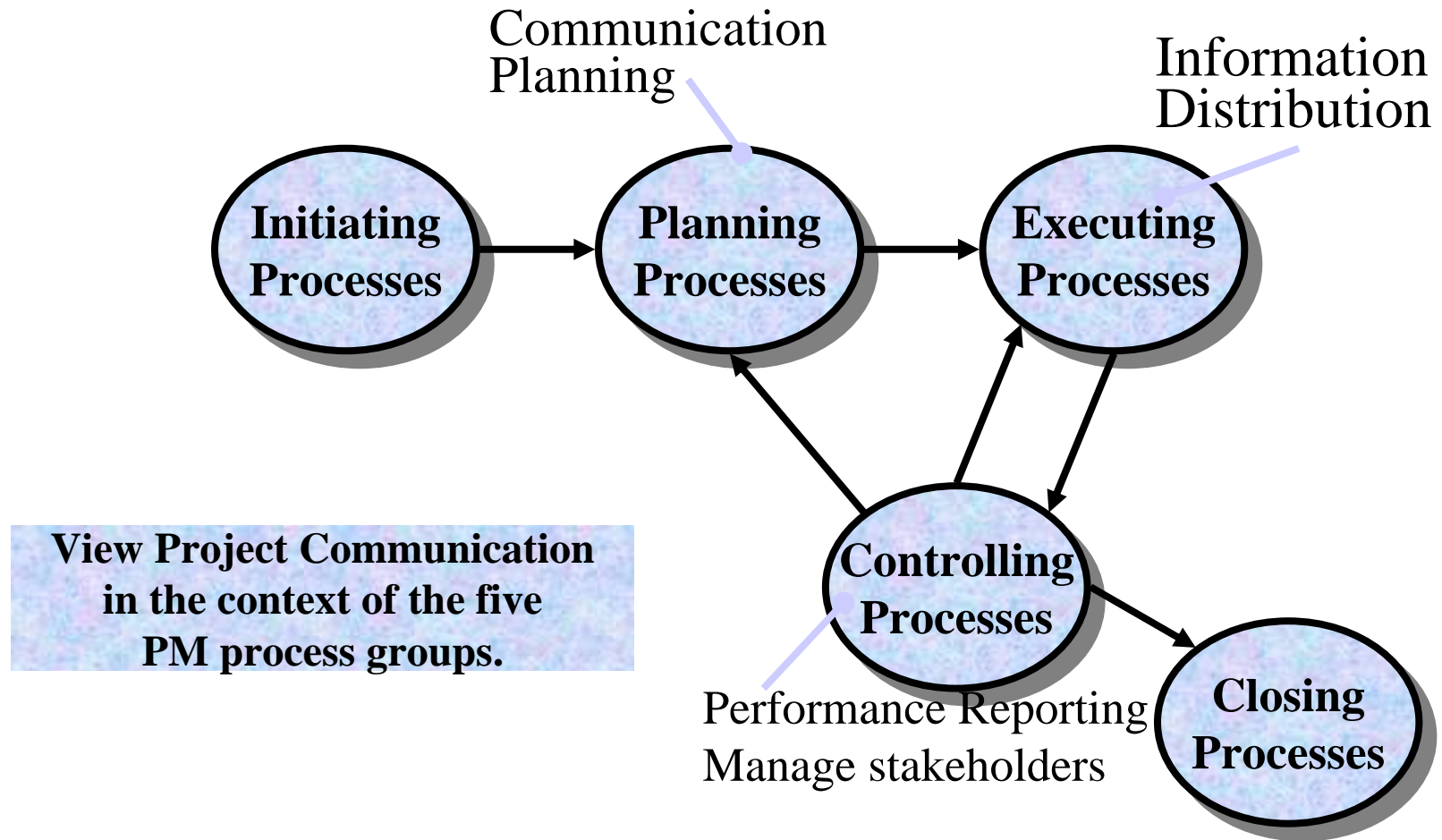
- .1 Communications management plan
- .2 Organizational process assets

Manages communications to satisfy the requirements of and resolve issues with project stakeholders

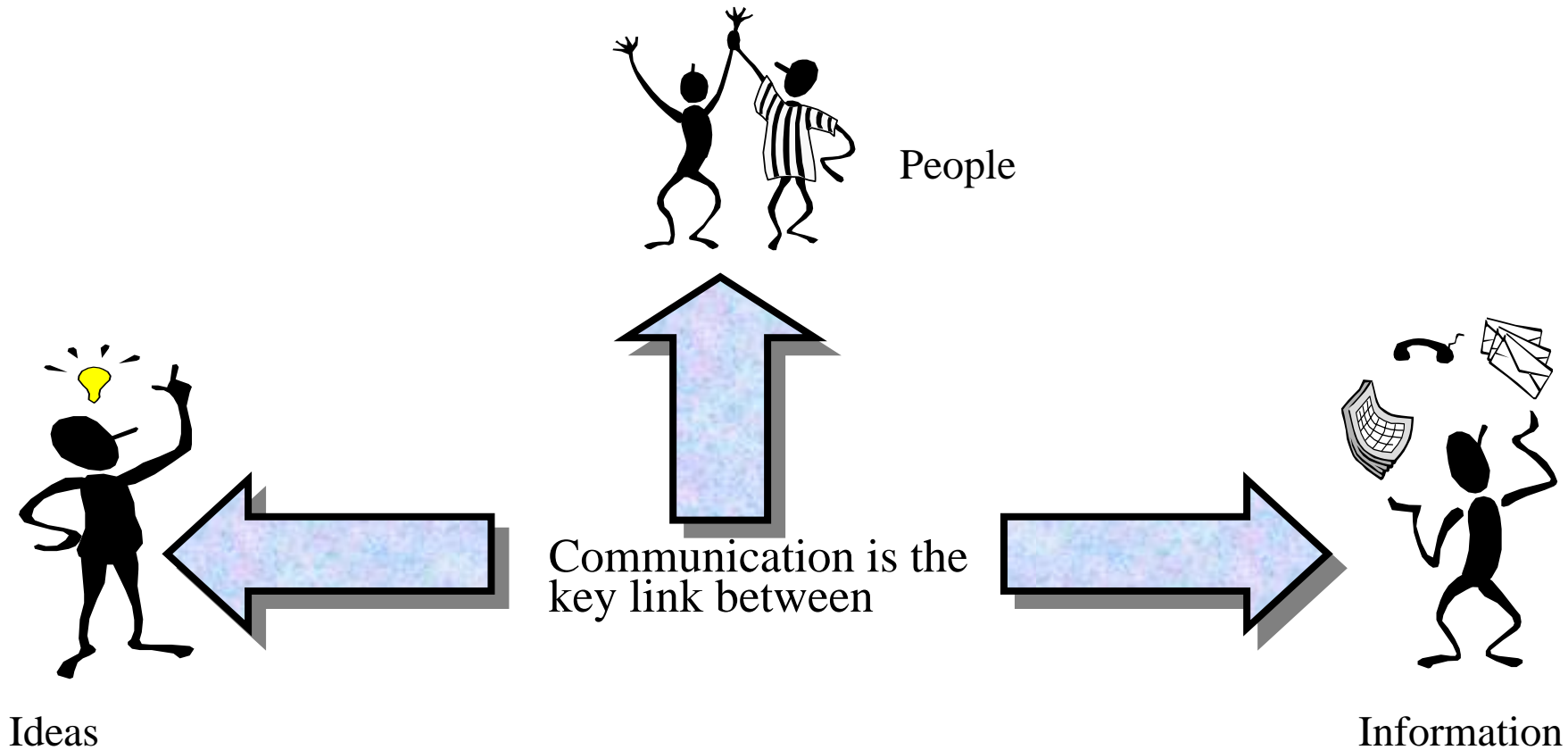
- .2 Approved change requests
- .3 Approved corrective actions
- .4 Organizational process assets (updates)
- .5 Project management plan



Project Communication Management

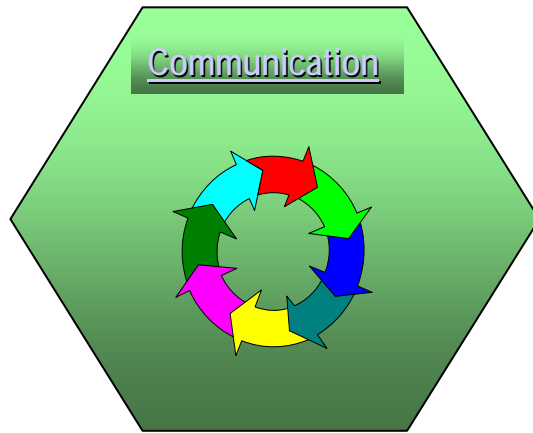


Project Communications Management



Successful projects require successful communication

Project Communications Management includes generating, collecting, disseminating and storing communication



The Big Picture Vision

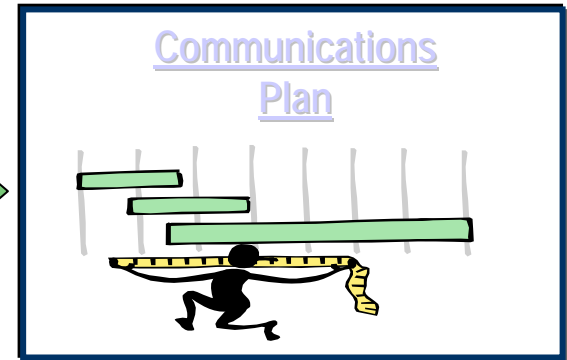
Is implemented through the...

With communications strategy

Identifies stakeholder groups, communications role and responsibilities

Six basic components

- What do we say?
- How much of the “What” do we need to say?
- How do we want to say it?
- When and how often do we say it?
- Do we need to listen?
- What responsibilities does the stakeholder group have?



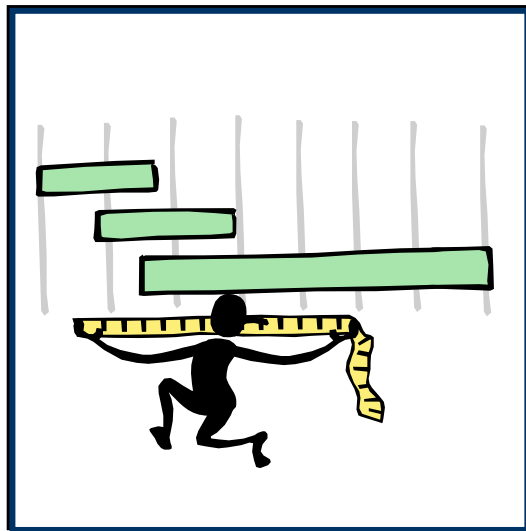
**When
Who
What**

When: Communications Plan



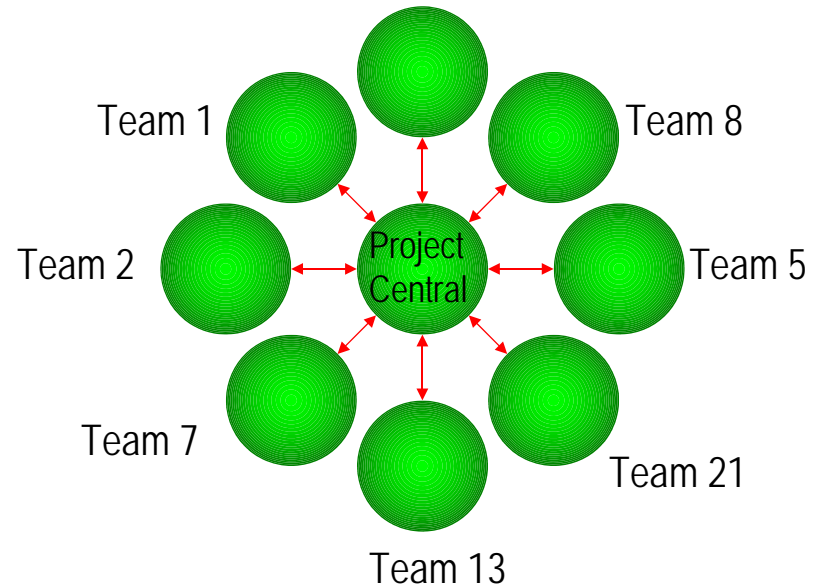
The Communications Plan presents the schedule for two types of project communications:

Communications Events



Tied to specific project milestones and key starting points

Ongoing Communications



Done at regular intervals (i.e., weekly, monthly, etc.)

Who: Communications Matrix (an example)



	Project Manager	Project Sponsor	Project Office	Project Team	Functional Managers	Customers	Media	Government agencies
Project Manager		X	X	X	X	X	X	X
Project Sponsor	X		X				X	
Project Office	X	X			X			
Project Team	X				X			X
Functional Managers	X	X		X				
Customers	X			X				
Media	X	X						
Government agencies	X			X			X	

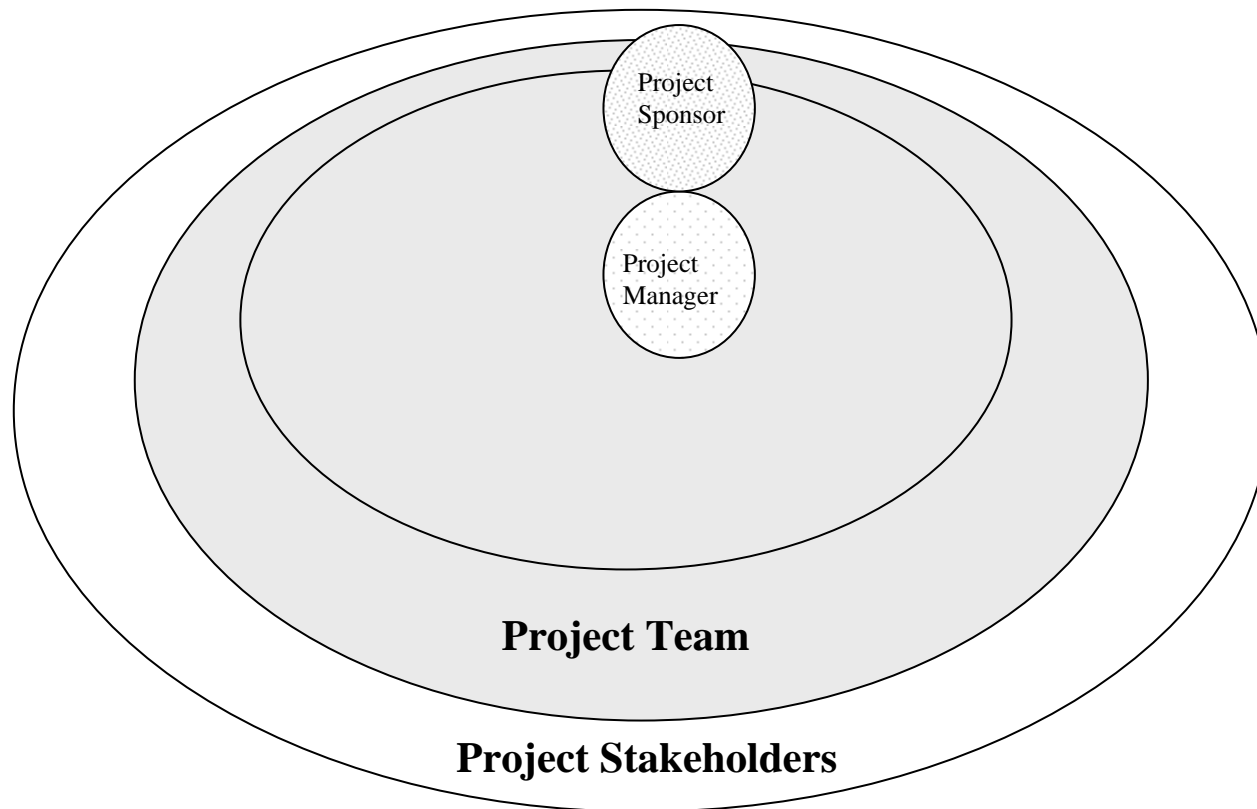
What to communicate



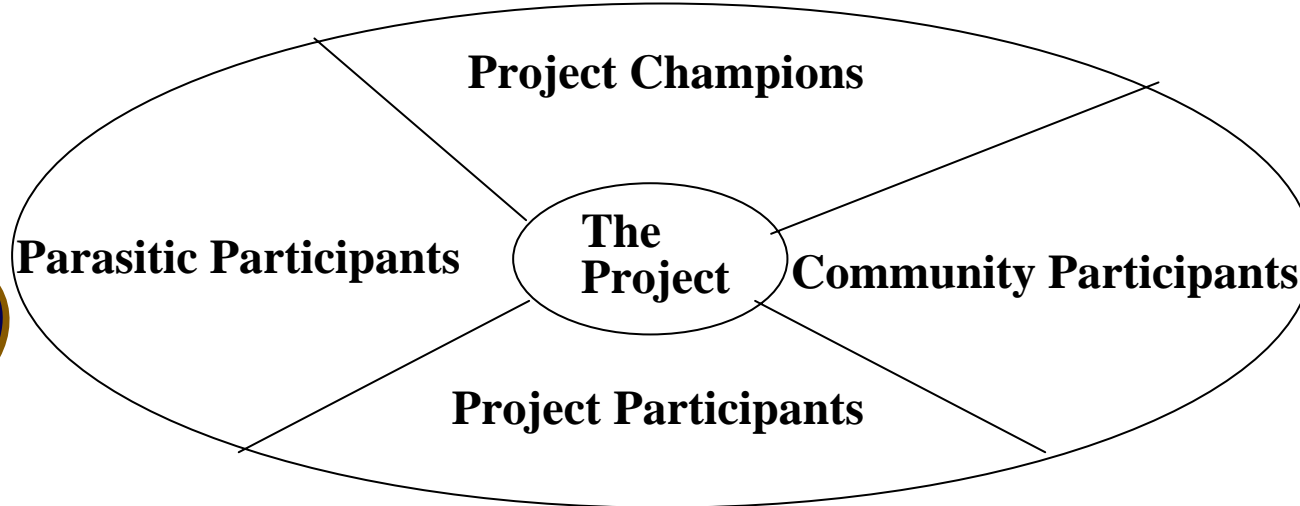
- Stakeholders needs
- Project documentation
- Project plans
- Status reports
- Status review meetings
- Project scope statement
- Scope statement revisions
- Performance measures
- Acceptance criteria
- Change requests
- Deliverables
-

Rule of thumb: provide information when its presence contributes to success or when a lack of information can contribute to failure

Relationship between Stakeholders and the Project



The Project Management Environment: four Groups of Project Stakeholders



Project Stakeholders	Stakeholders Include	Stakeholders' Criteria for Project Success	Stakeholders' Impact on Project Success
Project Champions	<ul style="list-style-type: none"> ▪ Entrepreneurs ▪ Developers ▪ Investors/Visionaries ▪ Clients/Customers ▪ Politicians ▪ Community Leaders 	<ul style="list-style-type: none"> ▪ Good return on investment ▪ Services and products available at minimum expenditure ▪ End result as envisioned ▪ Rewarding experience ▪ Enhanced reputation 	<ul style="list-style-type: none"> ▪ Very high ▪ Normally the project cannot exist without project champions
Project Participants	<ul style="list-style-type: none"> ▪ Project Manager ▪ Project Team ▪ Engineers/Constructors ▪ Vendors/Suppliers ▪ Regulatory Agencies at all Levels ▪ Legal, etc. 	<ul style="list-style-type: none"> ▪ Complete project on time and within budget ▪ Meet all objectives ▪ Satisfy other stakeholders' goals and desires 	<ul style="list-style-type: none"> ▪ Very high ▪ Project participants can make or break the project
Community Participants	<ul style="list-style-type: none"> ▪ Community Members ▪ Special Interest Groups ▪ Religious Leaders ▪ Political Groups ▪ Social and Ethnic Groups ▪ Environmentalists 	<ul style="list-style-type: none"> ▪ Benefit the community ▪ Minimize impact on community ▪ Satisfy special interest ▪ Stop, delay, change the project ▪ Profit from project 	<ul style="list-style-type: none"> ▪ High ▪ May require extra efforts and resources to satisfy demands, concerns, objectives
Parasitic Participants	<ul style="list-style-type: none"> ▪ Opportunists ▪ Activists ▪ Information Media: Radio, TV, Newspapers, Magazines, etc. 	<ul style="list-style-type: none"> • Opportunity for self-fulfillment/aggrandizement • Opportunity to promote own views, ideas, or philosophy • Opportunity for profit or gain 	<ul style="list-style-type: none"> • Low to high • Impact could be significant if other stakeholders can be influenced

Understanding the type of stakeholder is key to project success



Sample of Stakeholder Analysis Matrix

Function	Stakeholder Name	Telephone	Stakeholders goal on this project	Preferred Method of communication	Second preferred method of communication	Preferred method of rewarding the team
Contractor	XX..					
Legal	YY..					
Audit	ZZ..					
User						

Identifying the type of communication with the stakeholders is also key for project success

Maturity of Modern Project Management

1.960 – 1.985

Traditional
Project
Management

- Technical Skills
- 15-20% planning activities
- Technical courses
- Quantitative Failures:
 - Planning
 - Estimating
 - Scheduling
 - Controlling

1.985 – 1.993

Renaissance
Period

- Technical and behavioral Skills
- 25-30% planning activities
- Mostly technical but some behavioral
- Quantitative Failures:
 - Planning
 - Estimating
 - Scheduling
 - Controlling
- Behavioral Failures

1.993 to the present

Modern
Project
Management

- Business knowledge, risk management, integration skills
- 35-55% planning activities
- Mostly behavioral but some technical
- Behavioral Failures
 - Poor morale
 - No employee commitment
 - No functional commitment
 - Poor productivity
 - Poor human relations
 - Poor communications

The human side of project management, increases in importance, especially since project management is considered to be 80% art and only 20% science.

Project Manager Interpersonal Skills

- Effective communication
- Influencing the organization
- Leadership
- Motivation
- Negotiation and conflict management
- Problem solving

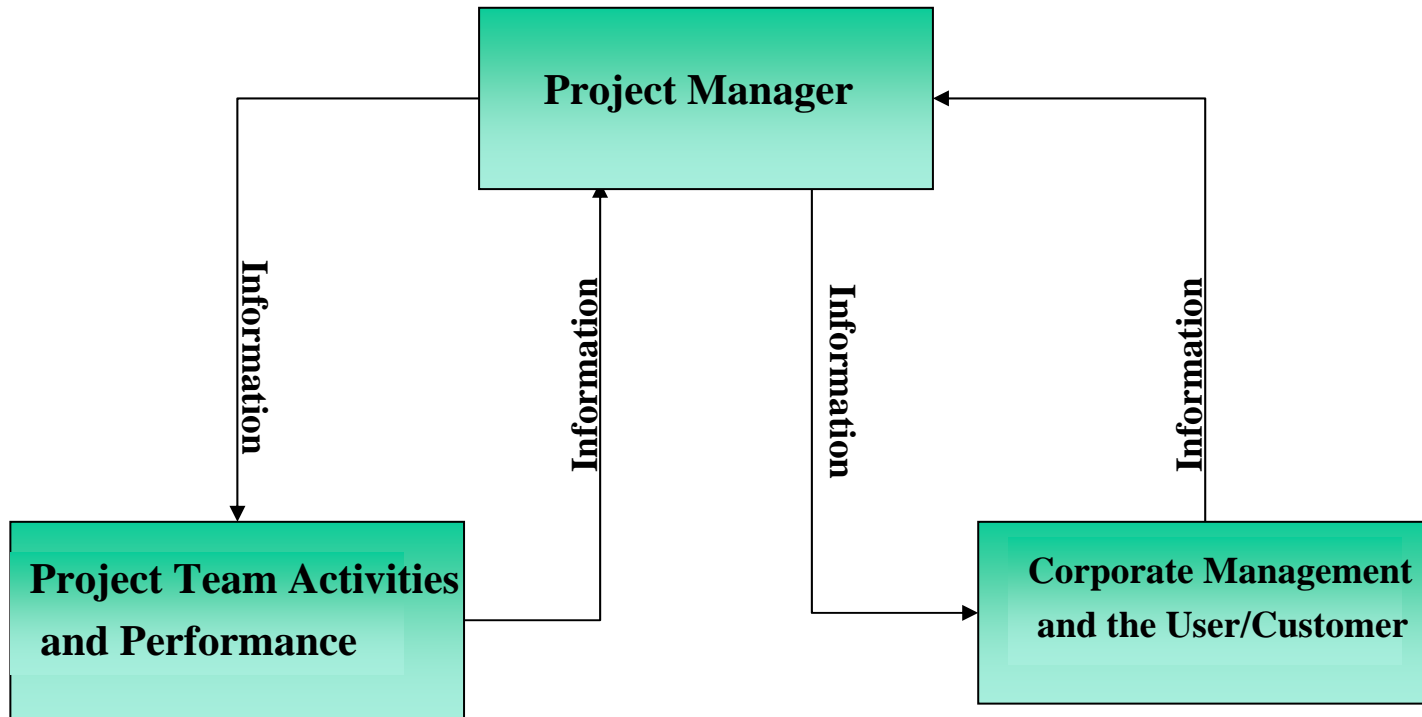


Project managers spend about 80-90% of their time communicating (50% is forgotten immediately, 25% more after 1 month)

- meetings
- phone calls
- memos
- e-mails
- reports
- presentations
-

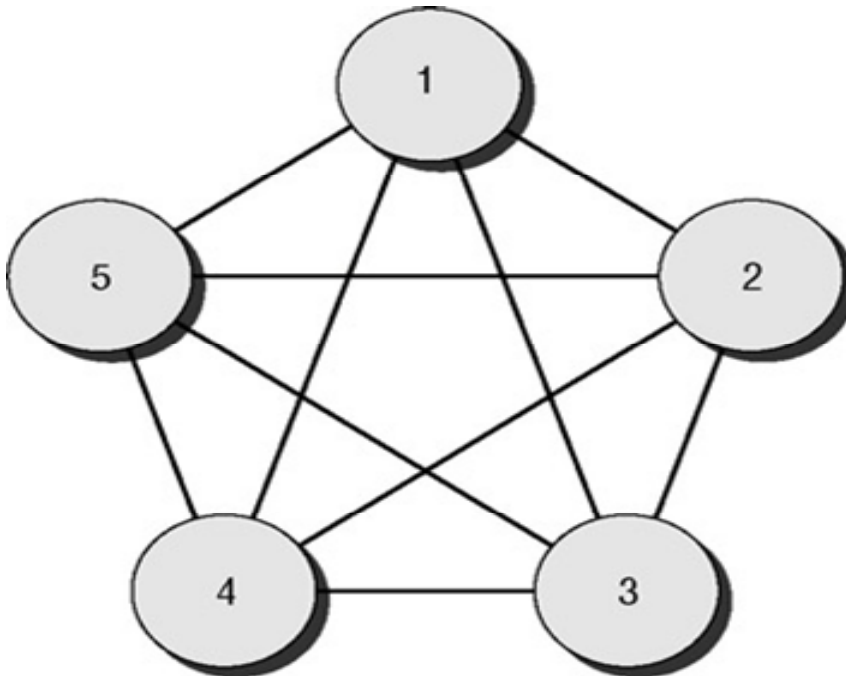
Project manager is a Communicator

Project manager's role as a communicator within the project structure



Lines of Communications

- The number of channels between the people involved in the communication exchange.



Number of communications channels

$$N*(N-1)/2$$

N: Number of stakeholders

$$N=10$$

communications channels= 45

Communication Modalities



According to project demands and as technology provides:

- Project meetings
- Project presentations
- Hard-copy documentation
- Databases
- Faxes
- E-mail
- Telephone calls
- Videoconferences
- A project web site
- ... others



Project Manager primary communications skills

- Talking and presentation skills
- Listening skills
- The ability to choose the right communication channel
- The ability to distinguish among different **personality** types and address them properly in various situations
- The ability to open up closed personalities and discipline the ones who behave too informally
- The ability to manage meetings

MYERS-BRIGGS' CHARACTERISTICS: SCALES OF PEOPLE'S PREFERENCES

Energy recovery	<p>Extrovert Prefers to gain energy from outside (people, activities, etc.).</p>	<p>Introvert Prefers to gain energy from internal world (thoughts, emotions, impressions).</p>
Information gathering	<p>Person of sensor type Prefers gaining information through five senses. Pays attention first to the real.</p>	<p>Person of intuitive type Prefers to gain information through "sixth sense" and pays attention to opportunities.</p>
Decision making	<p>Person of thinking type Makes decisions with "head" based on logic and objective considerations.</p>	<p>Person of feeling type Makes decisions with "heart" based on personal beliefs and subjective values.</p>
Lifestyle	<p>Person of decisive type Prefers well-ordered and planned lifestyle.</p>	<p>Person of perceptive type Prefers spontaneous and flexible lifestyle ignoring planning and order.</p>

The classification is based on four major assumptions:

- Each person is unique.
- There are common features in the behavior of different people.
- None of the personality types can be considered to be "bad".
- In life we see all types of prejudices.



Winners	Losers
The more winners work, the more time they have available.	Losers never have time to do something important.
Winners get deeply inside the problem.	Losers try to "work around" the problem but are always running against it.
Winners take responsibilities.	Losers give promises.
Winners know where to fight and where to step back.	Losers step back when they need to fight and fight when it does not make sense.
Winners feel strong enough to be friendly with other people.	Losers rarely feel friendly toward other people. They either feel their weaknesses or behave as small tyrants.
Winners can listen to others.	Losers do not listen, they wait when their turn to talk comes.
Winners respect people who are more able than they are and try to learn from them.	Losers do not recognize that other people can have abilities; losers always look for others' weaknesses.
Winners are convincing and explain.	Losers make excuses.
Winners feel responsibility not only for their part of the work but for the whole task.	Losers say: I am a small person, I do not matter.
Winners set up their own speed of work.	Losers have only two speeds: hysterical and apathetic.
Winners use time in order to improve themselves.	Losers waste time in order to avoid criticism.
Winners are not afraid to make mistakes when trying to reach a result.	Losers refuse to do anything. They are afraid to make mistakes or be criticized by others.
Winners concentrate on opportunities.	Losers concentrate on problems.
Winners look for answers.	Losers look for excuses.

Even if you are NOT a winner, you have to make it look as if you are and lead your team with a certainty that they may lack from time to time



10 ways to communicate effectively

- Deliver the right information to the right people at the right time
- Use proper e-mail etiquette
- Paraphrase what you think you heard the speaker say for clarification
- Ask pointed questions
- Use proper voicemail etiquette
- Eliminate noise
- Practice active listening
- Make your messages clear and to the point
- Combine communication methods
- Be patient when communicating complex ideas or technical information

The average person needs to hear the message three to seven times before it sinks in

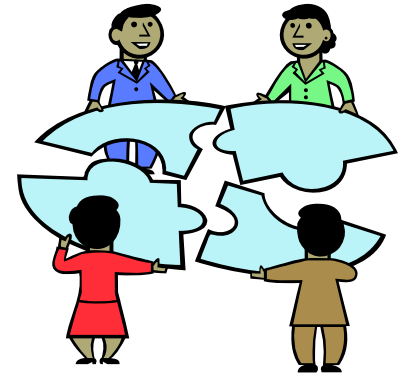




It is not necessary for you to be a good natural-born communicator. In some types of projects, especially internal ones such as organizational change, it is preferable to choose such a person for a project manager, but if you spend time and effort developing such skills in yourself, both using your own experience and insight and looking for it outside by observing other project managers, you can be successful.

Virtual Teams Some Characteristics

- Members from more than one organization
- Members from more than one function
- Members geographically dispersed
- Members from different national cultures
- Members whose native language is different from the official language used in communication
- Members who do not have the same facilities to access electronic communication or collaboration technology



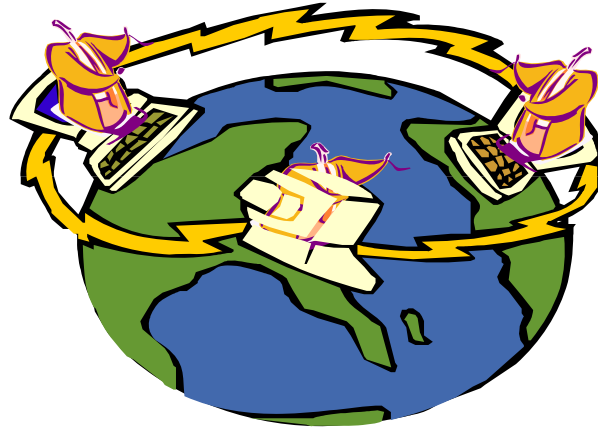
Virtual Teams Interaction Categories

		Location	
		Same	Different
Time	Same	Face-to-face meetings Conferences	Audio conference Video conference Data conference
	Different	Chat room Shared network files portal	Email messages, voicemail

Meetings

All virtual meetings require four types of activities:

1. Selecting the appropriate technology and type of interaction to suit the purpose of the meeting
2. Planning for “people issues,” scheduling, and logistics
3. Developing an effective agenda and facilitating the effective use of technology
4. Build in feedback loops before, during, after and make them visible



Task / Communication Mode Matrix

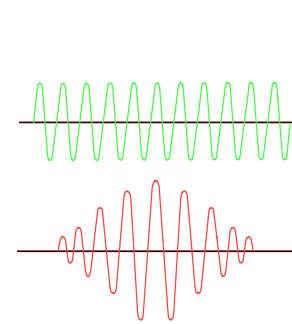
	Generating Ideas & Plans, Collecting Data	Problems with Answers	Problems without Answers	Negotiating Technical or Interpersonal Conflict
Audio Only (Conf. Call)				
Data Only (email, bulletin boards, etc.)				
Video Conf.				
Audio & Data (Placeware, NetMeeting)				
Face to Face				

Selecting Meeting Technologies

MEETING-SELECTION MATRIX.

Type of Technology	<i>Purpose of Meeting</i>			
	Information Sharing	Discussion and Brainstorming	Collaborative Decision Making	Collaborative Product Production
Voice mail	Somewhat effective	Not effective	Not effective	Not effective
Audio conference	Effective	Somewhat effective	Somewhat effective	Not effective
E-mail	Effective	Somewhat effective	Not effective	Not effective
Bulletin board	Somewhat effective	Somewhat effective	Not effective	Not effective
Real-time data conference (no audio/video)	Effective	Somewhat effective	Not effective	Somewhat effective
Video conference without shared documents	Effective	Somewhat effective	Effective	Not effective
Real-time data conference with audio/video and text and graphics support	Effective	Effective	Effective	Effective
Electronic meeting system with audio/video and text and graphics	Effective	Highly effective	Highly effective	Effective
Collaborative writing with audio/video	Effective	Effective	Somewhat effective	Highly effective





- Include communications “events” as well as “ongoing” communications activities in the Communications Plan early in the project
- Tie communication events to major project milestones and include those events in the schedule
- Assign resources for communications events coordination, preparation, and execution
- Project Manager spend 80% - 90% of their time communicating
- Early identification of stakeholders and Information relevant to them will ease the execution of their project responsibilities
- Identification of media, type of communication, time zones, periodicity, communications matrix are key elements for success
- **Recognize the importance of well-informed stakeholders in keeping them engaged in the project....this can be a major project success factor**

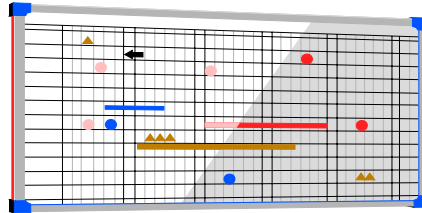
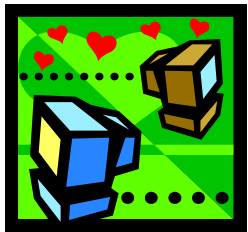
Remember.... The Project Manager is A Communicator



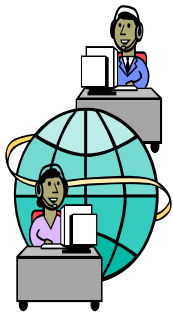
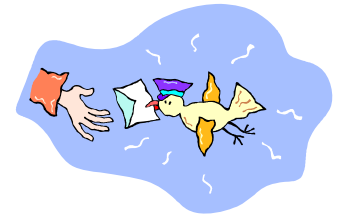
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