

Project Communication Mgt.

Includes the process that are required to ensure timely & appropriate planning of collection, creation, distribution, storage, retrieval, management, control, monitoring & ultimate disposition of project information.

Importance of Good Communication

Threat to many projects is a failure to communicate.

- Culture doesn't portray IT professional as being good communicators.
- Strong verbal skills are key factor in career advancement for IT professional
- Research shows that IT professionals must be able to communicate effectively to succeed in their position.

Effective communication creates

... diverse stakeholders who may

Effective Communication

a bridge b/w diverse stakeholders who may have different cultural & organizational background, different perspective & interest which impact or have an influence upon the project execution or outcome.

Plan Communication Mgt.

Determining the information & communication needs for the stakeholder.
Who needs
What information
When they will need it
& how it will be given to them.

Manage Communication

Making the project information in accordance with the communication mgt. plan.

Control Communication

Ensure the information needs of the stakeholder are met.

project stakeholders awareness

Communication Model

↓
involves the exchange of information

Sender is responsible of making the info. clear & complete to receiver.

Receiver has to ensure that the info received is understood & correctly.

Communication Barriers

1. Language.
2. Choice of words & tone of communicator.
3. mode of communication
4. Selection of right info to the right person.
5. Lack of understanding
6. Emotional Barriers (Cultural Issue).
7. No acknowledgement for information
8. Time difference & different boundaries
9. Lack of well crafted information.
10. Information overload.
11. Technical Jargons

Improving Communication

1. Make the message / information relevant to the receiver
2. Reduce the information to its simplest terms.
3. Organize the information into a series of stages.
4. Always repeat the vital terms or key point in their information.

Communication Dimension

1. Internal & external
 ↓
 Written in project
 ↓
 Customers: PR (media & public)
2. Formal (Report, Memos, briefings)
 Informal (emails, ad hoc discussion)
3. Vertical (up & down the organization)
 Horizontal (communicate with the peers)
4. official : Annual Report
 unofficial : Off the record communication.

Communication Skills

- listening actively & effectively
- Questioning / probing ideas & solutions to ensure better understand.
- Educating to increase team's knowledge so that they can be more effective.
- fact finding to identify or confirm info.
- Negotiating to achieve mutually acceptable agreement by w parties.
- Resolving conflicts to prevent disruptive input
- they can summarizing well, recapping & identifying the next step.

Plan Communication Mgt.

The process of developing an appropriate approach & plan for project communication based on stake holder's info. need & requirements, & available organizational assets.

Input	Tools & Technique	Output
	Communication Require	1. Communication Plan

Input		
1. Project Mgt. Plan.	1. Communication Requirement Analysis	1. Communication mgt. plan.
2. Stakeholder register	2. <u>Communication Technology</u>	2. Project document updates.
3. <u>E2F</u>	3. Communication Model	
4. Organizational Process assets	4. Communication Method	
	5. Meeting	

Inputs

Project Mgt. Plan

how the project will be executed, monitored, controlled & closed

2. Stakeholder register

provides the info needed to plan the communication with project stakeholders.

This register contains:

- Identification Info:
 - Name of the stakeholder;
 - position of organization;
 - location;
 - role of the project;
 - contact info.
- Assessment Info:
 - Major requirement;
 - main expectation;
 - influence in the team.

2. Assessment day

main expectation
potential influence in the
project, phase in the
LCM with the most
interest.

3. Stakeholder classification:

- Internal stakeholder
- External stakeholder
- Supporters
- Neutral
- Resistor

3. EEA (Enterprise Env. fact)

The structure of an org. will have a major effect on the project communication requirement.

4. Organizational process Assets

Lesson learned from past projects & historical info provide valid insights on both the decision taken regarding communication issues & the results of those decision in the similar project in the past.

Tools & techniques

- Team Requirement

1. Communication Requirement Analysis

- Communication occurs internally, externally to the core project & vertically or horizontally.
- Goal of this technique is to identify which stakeholder should receive project communication, what communication they should receive, how they should receive & how often they should receive them.
- Analysis of communication requirement determine the info needs of the stakeholder.

2. Communication channels

$$\text{Channels} = \frac{N(N-1)}{2}$$

4 people project team



$$\frac{4(4-1)}{2} = \frac{4 \times 3}{2} = 6$$

2. Availability of technology

3. Ease for use

4. Project Environment:

5. Sensitivity & Confidentiality of the info.

3. Communication Model → Key component of model includes

I. Encode: To translate thoughts or ideas into a language that is understood by others.

II. Decode: To translate the information or message into meaningful ideas or thoughts.

III. Medium: The method used to convey the info.

IV. Message & feedback system: The o/p of encoding.

4 Communication Method

I Interactive Communication

Between two or more parties performing a multidirectional exchange of info. It is a most efficient way to ensure a common understanding by all parties about a specified topic or issue.

for eg. meeting, conference call, instant messaging, video

II Push communication: for eg. Press release, Ordinance & directive to the project team, voice mails, faxes, emails, reports, memos, letters.

III Pull communication:

Used for large vol. of info. or for very large audience that requires the recipient to access the communication content at their own discretion.

for eg. Knowledge database, Repositories, Intranets.

⑤ Meeting -

Output

1. Communication Mgt. Plan

- I. The document for comm. mgt. plan provides collection & filing str. that details what method will be used together & store various types of info.
- II. Distribution str. that detail to whom info will flow & what method will be used to distribute various type of info.
- III. Description of the info to be distributed, including format, content, level of detail & definition to be used.
- IV. Method of accessing information ~~between~~ between scheduled communication.
- V. Method of updating & refining the communication mgt. plan as project progresses & develops.

What needs to be communicated	Why	Between whom	Best method for communicating	Responsibility for sending	When & how often.
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4 Project document updates

— Project Schedule

— Stakeholder register.

Stakeholder Mgt

includes the process required to

- identify people
- group or organization

that could impact or be impacted by the project to analyse stakeholder expectations, their impact on the project or to develop mgt. strategies for all stakeholders

by the project is ...
& their impact on the project.
appropriate mgt. strategies

Effectively engaging all stakeholders
in project decision & execution.

What do you really do when you manage
stakeholder's expectation?

1. Expectation Containment:

↳ Monitor & keep the expectation of
all stakeholder within in the project scope
& project mgt. plan through active
communication also include active negotiation
with the stakeholders.

2. Involvement for confirmation:

3. Risks, Concerns & Issues

4. Benefit of identifying stakeholder

Benefit of Stakeholder process

- Prioritize your stakeholder.
- It allow you the project manager to identify up appropriate focus for each stakeholder group of stakeholder.

Inputs	Tools & technique	Output
1. Project charter 2. Procurement document 3. E&F 4. organizational process assets	1. Stakeholder Analysis 2. Expert Judgment 3. Meetings	1. Stakeholder register document

Project charter

Procurement doc

It is the result of procurement established

activities or is based on an...
Contract. The parties in that contract are
the key project stakeholders.

Enterprise Env. factors
are very relevant to identify stakeholders

1. Organizational culture & str.
2. Govt. & Industry standards (Regulation)
3. Global, regional or local.

Organizational process assets

1. Stakeholder register template
2. Lessons learned from past projects
3. Stakeholder register from previous projects.

Tools & Techniques

1. Stakeholder Analysis

This Analysis identifies the
interests, interest, & influence
of stakeholders to the purpose

of the stakeholder & relevance of the project.

There are multiple classification models presented for stakeholder analysis.

1. Power / Interest grid

~~Represents~~ highlights the grouping of the stakeholder based on their level of authority (power) & their level of interest regarding the project outcomes.

2. Power / Influence grid

highlights the grouping of stakeholder based on the level of authority (power) & their level of active involvement (influence) in the project.

3. Influence / Impact grid

It highlights the grouping of stakeholder based on their involvement (influence) & their ability to effect changes to the project planning or execution (impact).

4. Salience model describing the classes

stakeholder based on their power
i) urgency (need

(ability to impose their will),
for ~~immediate~~ immediate attention) & legitimacy
(their involvement is appropriate).

2. Expert Judgement.

It includes suggestion & recommendation of
subject matter experts.

- Senior Mgt. people.
- Other units within the organization.
- Industry group & consultant.
- Professional & technical association
- Regulatory bodies
 - NCR
- Project manager.

3. Meeting.

Project Meetings designed to develop
an understanding of major project
stakeholders & they can be used to
exchange & analyze information about
their roles, interest, knowledge & overall
position of each stakeholder facing the
project.

O/P

The main O/P of identify stakeholder process is stake holder register.

This stake holder register contain the following details:

- Name, position, location, Role in the project
- contact info.

Assessment Info

- Major requirement of the stakeholder
- Expectation of the stakeholder
- Potential influence

Stakeholder Category

External

Internal

Supporter

Neutral

Resister.

Power Grid Matrix

