

Project Management Professional - PMP

Chapter 8: Project Communications Management



Ashraf Abdelazim, PMP
RHCE, NCLE, NCLP, MCSE, KLDST, MCSA, CNS
ashraf@ashraf.co

This Work Under:



You're FREE to:



to Share — to copy, distribute and transmit the work

Under the following conditions:



Attribution — You must attribute the work in the manner specified by the author or licensor (but not in any way that suggests that they endorse you or your use of the work).



Noncommercial — You may not use this work for commercial purposes.



No Derivative Works — You may not alter, transform, or build upon this work.

With the understanding that:

Waiver — Any of the above conditions can be waived if you get permission from the copyright holder.

Public Domain — Where the work or any of its elements is in the public domain under applicable law, that status is in no way affected by the license.

Other Rights — In no way are any of the following rights affected by the license:

- Your fair dealing or fair use rights, or other applicable copyright exceptions & limitations;
- The author's moral rights;
- Rights other persons may have either in the work itself or in how the work is used, such as publicity or privacy rights.

Notice — For any reuse or distribution, you must make clear to others the license terms of this work

Agenda

- Overview
- Identify Stakeholders - Initiation
- Plan Communications - Planning
- Distribute Information - Execution
- Manage Stakeholder Expectations - Execution
- Report Performance - M & C
- Lessons Learned - Q & a

The background of the slide is a solid blue color with a pattern of diagonal lines in various shades of blue, creating a sense of motion and depth. The lines are most prominent on the right side and fade towards the left.

Overview

Project Communications Management

Communications Management:

- The processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval and ultimate disposition of project information
- Effective communications create a bridge between diverse stakeholders involved in a project.
- PM spends 90% of his time communicating!

Project Communications Management

Communications Management Processes:

Communications Management	Process Groups
Identify Stakeholders	Initiation
Plan Communications	Planning
Distribute Information	Execution
Manage Stakeholder Expectations	Execution
Report Performance	M & C

Stakeholders Management Cycle:

Stakeholder Management Cycle:

1. Identify ALL of them
2. Determine ALL of their requirements.
3. Determine their expectations
4. Determine their interests
 - > can be used as a reward or build them into the project.
5. Determine their level of influence
6. Plan how you will communicate with them!
7. Communicate with them
8. Manage their expectations and influence

The background of the slide is a solid blue color with a pattern of diagonal lines in various shades of blue, creating a sense of motion and depth. The lines are most prominent on the right side and fade towards the left.

Identify Stakeholders

Initiation Process

Identify Stakeholders Process

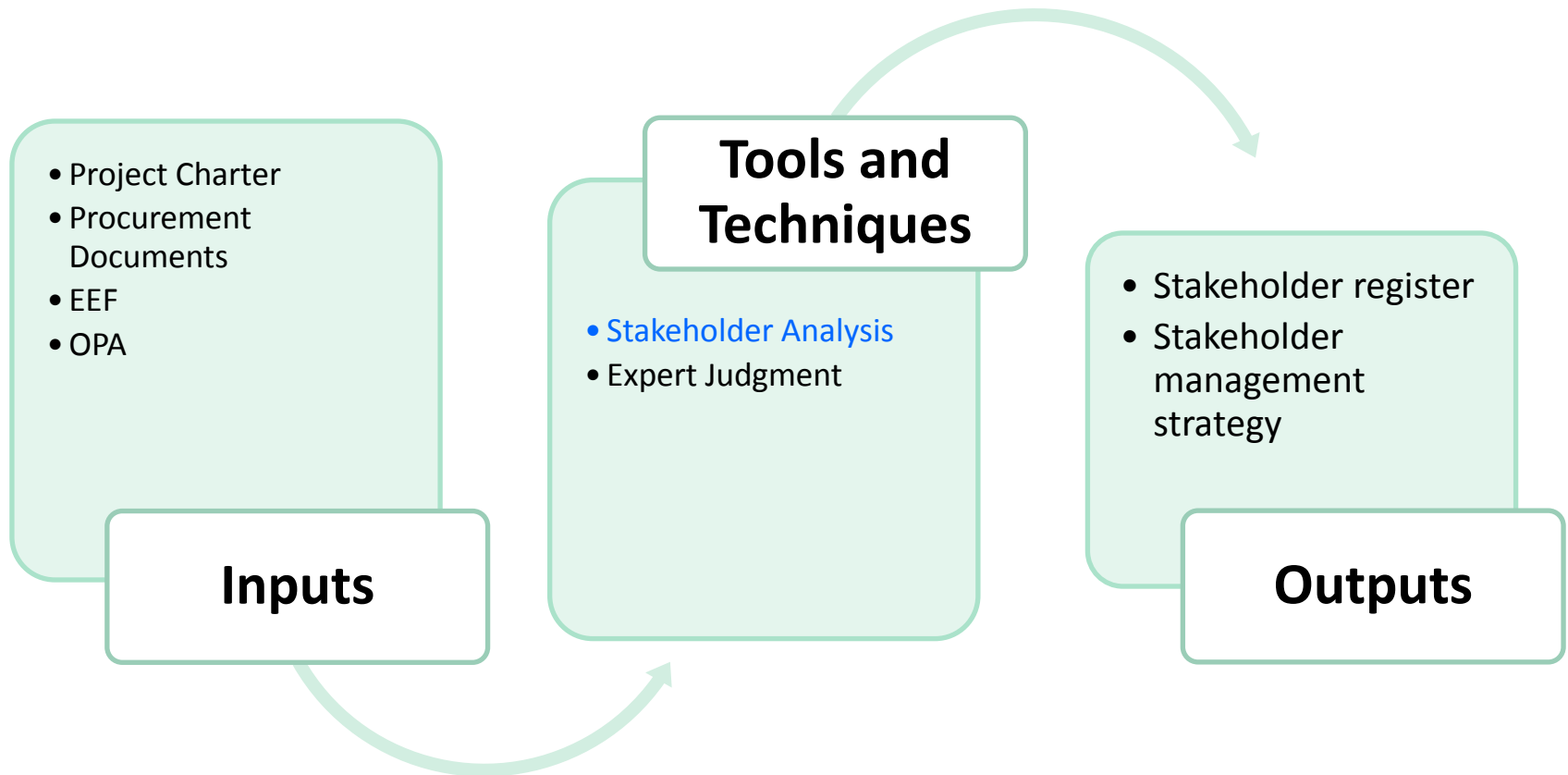
Identify Stakeholders:

- Process of identifying all people or organizations impacted by the project and document their relevant info regarding their interests, involvement and influence on project's success.
- **It's critical**, to identify ALL stakeholders at early stage of the project

Stakeholders Analysis:

1. Identify Stakeholders using the Charter and Contracts, other stakeholders can be identified by interviewed known ones
2. Analyze impact or influence and represent it using Power/Interest, Power/Influence, Influence/Impact Grids
3. Assess how they will react to identify ways to manage them

Identify Stakeholders Inputs, Tools, Techniques and Outputs



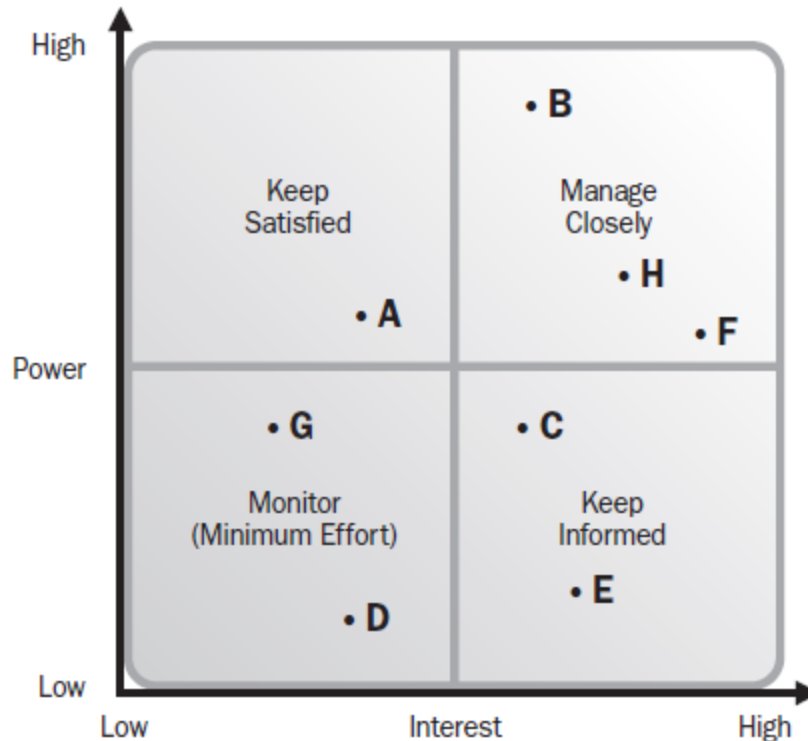
Identify Stakeholders Tools and Techniques

Stakeholders Analysis:

1. Identify Stakeholders using the Charter and Contracts, other stakeholders can be identified by interviewed known ones
2. Analyze impact or influence and represent it using Power/Interest, Power/Influence, Influence/Impact Grids
3. Assess how they will react
4. Identify ways to manage them

Identify Stakeholders Process

Stakeholders Analysis Grids: Power/Interest Grid



Example Power/Interest Grid with Stakeholders

Copied from PMBOK

Identify Stakeholders Outputs

Stakeholders Register:

- Register that keep all stakeholders information such as:
 - > **Identification Information:** name, organization, position, location, role in project and contact information.
 - > **Assessment Information:** major requirements, main expectations, potential influence, phase in cycle with most interest.
 - > **Stakeholder Classification:** Internal/external, Support/neutral/resistor

Stakeholders Management Strategy:

- Defines approach to increase the support and minimize negative impacts of stakeholders , it includes:
 - > Key stakeholders
 - > Level of participation in the project desired.
 - > Stakeholders groups and their management (as groups).

The background of the slide is a solid blue color with a pattern of diagonal lines in various shades of blue, creating a sense of movement and depth. The lines are more densely packed on the right side and become more sparse towards the left.

Plan Communications Planning Process

Plan Communications

Plan Communication:

- Process of determining the project stakeholder information needs and defining a communication approach.
- Improper communication planning will lead to problems such as delay in message delivery and communicating the wrong information to the wrong audience.
- Effective communications means that the information is provided in the right format, at the right time, at what frequent, and with the right impact.
- Effective communications means providing only the information that is needed.



- Communication occurs internally and externally to the core team
- Occurs vertically (Up and down) and horizontally (among peers)
- Plan communications with other projects, they use same resources!!

Plan Communications – Cont'd

Communication Types:

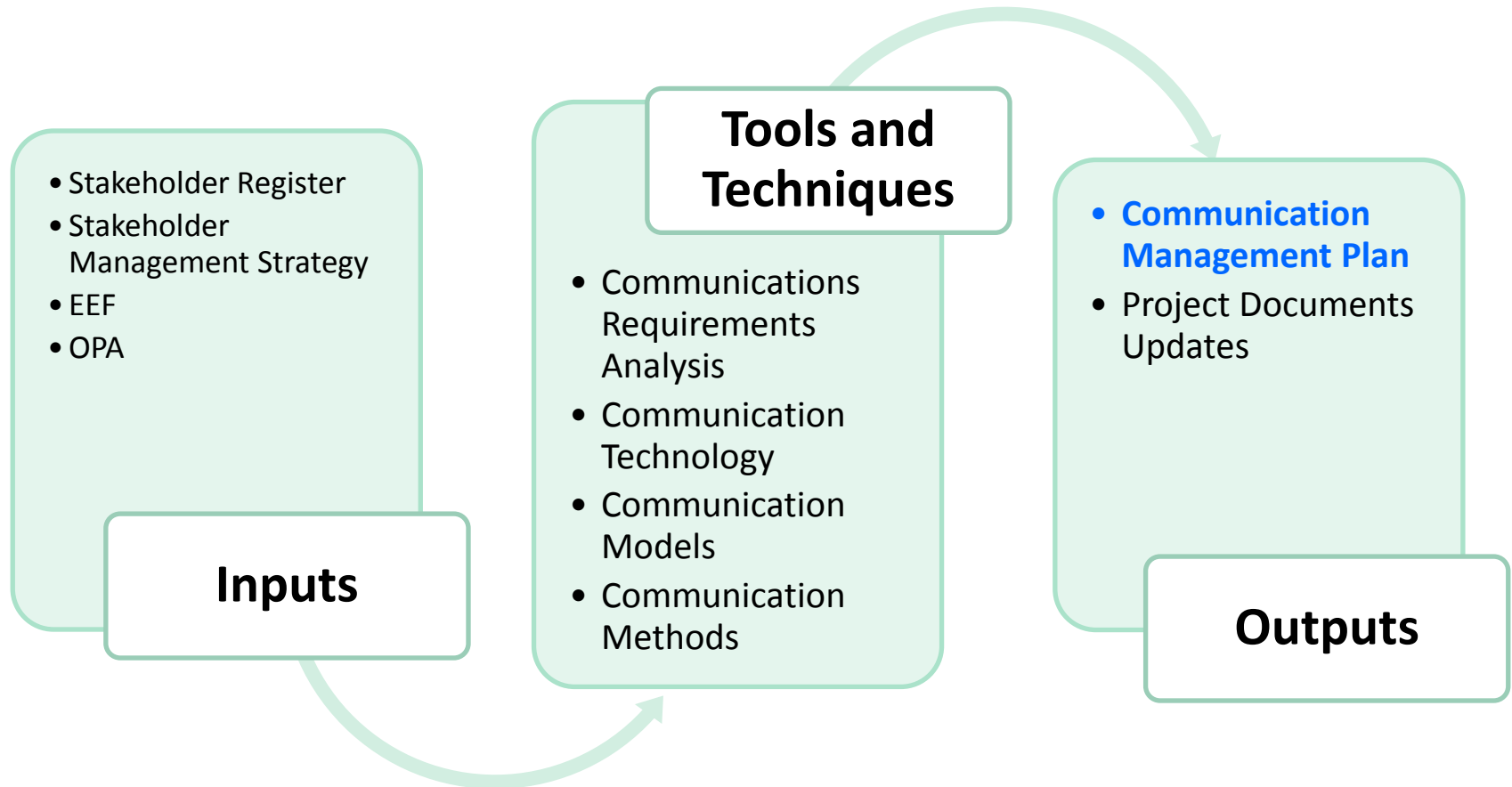
- Formal / informal
- Written / Verbal (Oral)

Communications Type	When Used?!
Formal Written	Complex problems, project management plans, project charter, communicating over long distance
Formal Verbal	Presentations, speeches
Informal Written	Handwritten Notes
Informal Verbal	Meetings, conversations



- Informing team member of bad performance **first** time should be Informal Verbal, **second** time should be Formal Written

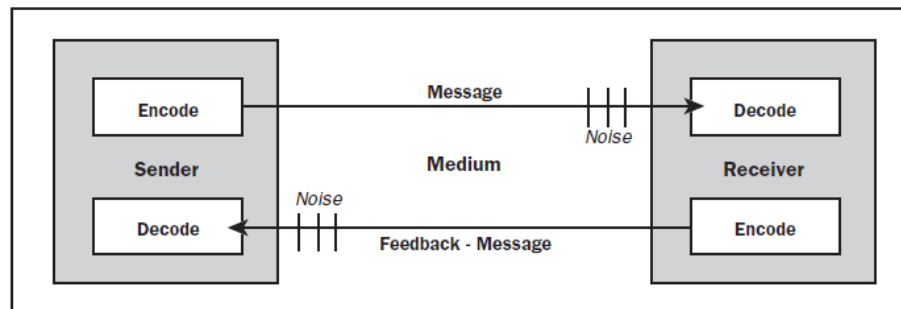
Plan Communications Inputs, Tools, Techniques and Outputs



Plan Communication Tools and Techniques

Communication Models:

- Framed around three parties: the sender, the message, the receiver
- Message is encoded by sender and decoded by receiver
- **Noise:** factors like language, experience, culture that effects Msg
- **Effective Communication, send encode message carefully using:**
 - > Nonverbal: 55% of all communications
 - > Paralingual: Pitch and tone of voice to help to convey a message
- **Effective Listening, receiver decode the message carefully and confirm the message is understood, if not understand give feedback**



Copied from PMBOK

Plan Communication Tools and Techniques – Cont'd

Communication Technology:

- Different means of communicating called technologies

Communication Methods:

- Methods for communicating categorized in the following:
 - > **Interactive communication:**
 - » One person provides information, other receive then respond
 - > **Push Communications:** One way stream of information with no feedback.
 - > **Pull Communications:** PM places information on a central location, recipients responsible for retrieving this information.
 - » Used to distribute large documents.

Plan Communication Tools and Techniques – Cont'd

Communication Requirements Analysis:

- Number of communication channels = $n(n-1)/2$
- $n \rightarrow$ number of stakeholders (if 10) = $10(10 - 1) / 2 = 45$ channel



Project Manager impossible to control all communications
BUT he must try to control ALL communications

Plan Communication Tools and Techniques – Cont'd

Meetings:

- Set time limit and keep it
- Schedule recurring meetings in advance
- Meet regularly but not too often
- Purpose for each meeting
- Agenda!
- Distribute Agenda beforehand
- Stick to the Agenda
- Chair and lead meetings with set of rules
- Assign deliverables and time limits for work assignments
- Document and publish meeting minutes

Plan Communication Outputs

Communication Management Plan:

- Subsidiary of the project management plan that can be
 - > formal or informal
 - > Highly detailed or broadly framed

Product Documents Updates:

- Updates to many documents as Stakeholder Register, Stakeholder management strategy and Project Schedule.

The background of the slide is a solid blue color with a pattern of diagonal lines in various shades of blue, creating a sense of motion and depth. The lines are most prominent on the right side and fade towards the left.

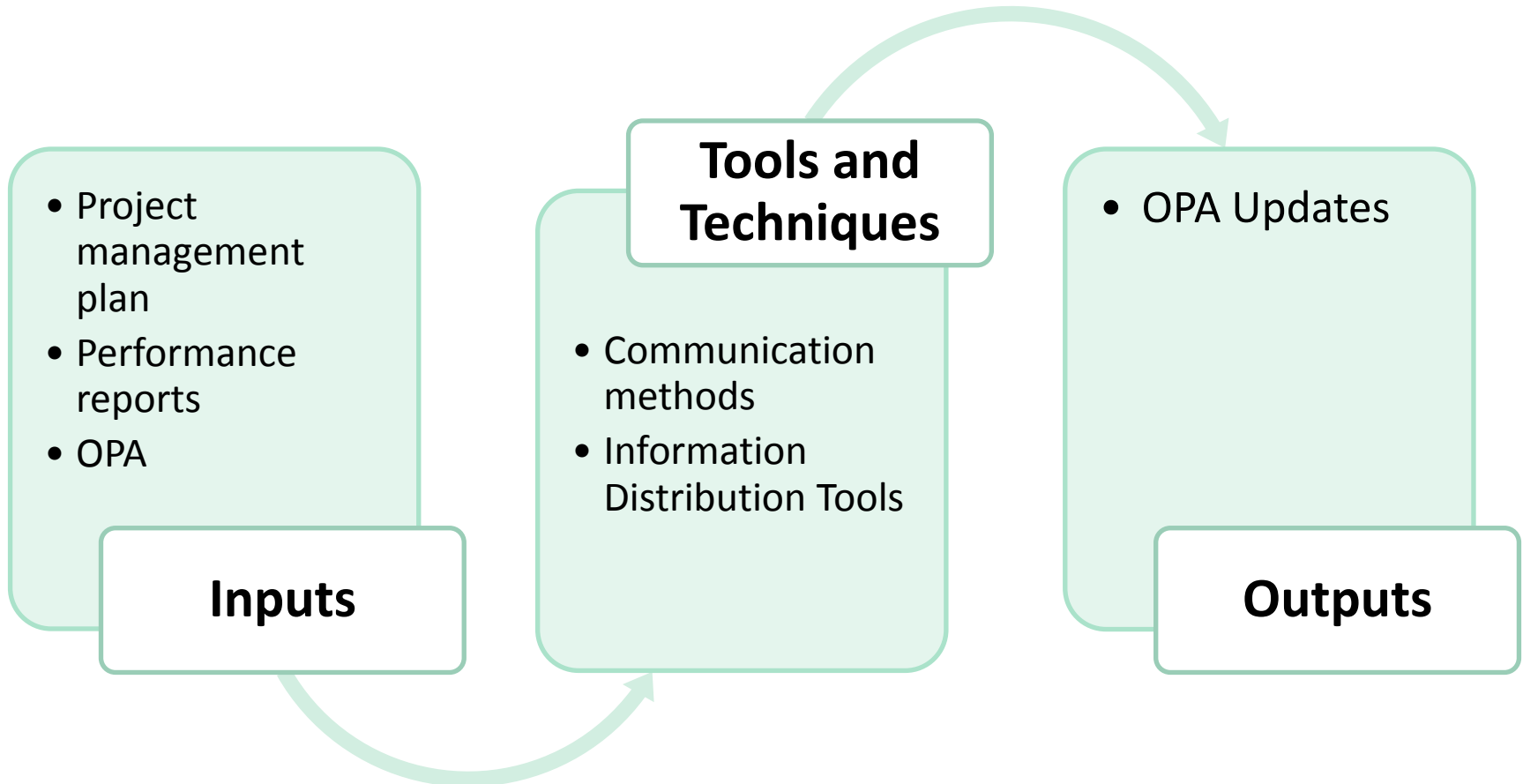
Distribute Information Execution Process

Distribute Information

Distribute Information

- Process of making relevant information available to project stakeholders as planned.
- Different stakeholder needs to receive different information in various formats
- PM should determine what each stakeholder needs to know, how, and when.
- It involves implementation of communication management plan
- Not only sending information, make sure information received and get feedback!

Distribute Information Inputs, Tools, Techniques & Outputs



The background is a solid blue color with a pattern of diagonal lines in various shades of blue, creating a sense of motion and depth. The lines are more prominent on the right side and fade towards the left.

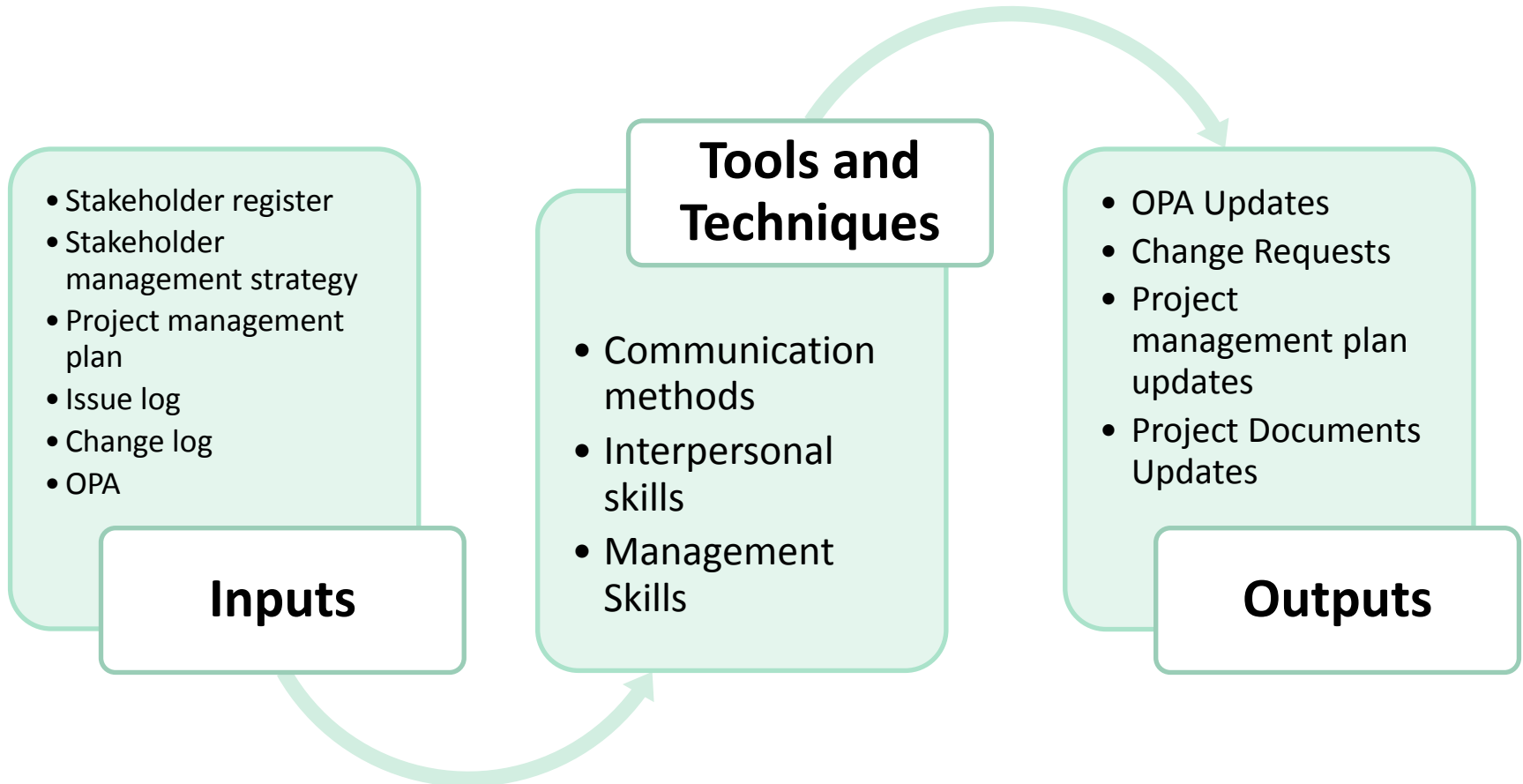
Manage Stakeholder Expectations Execution Process

Manage Stakeholder Expectations

Manage Stakeholder Expectations:

- Process of making communicating and working with stakeholders to meet their needs and addressing issues as they occur.
- Actively managing the stakeholders expectations increase the likelihood of project acceptance
- **BE PROACTIVE**, don't wait, use the communication channels to communicate and address/discuss/resolve stakeholder expectations before they occur
- PM reviews stakeholder register, management strategy, communication management plan, issue log, change log, and changes to determine how to manage expectations
- PM should take care from **Communication Blockers** such as negative statements, language, culture ..etc

Manage Stakeholder Expectations Inputs, Tools, Techniques & Outputs



The background is a solid blue color with a pattern of diagonal lines in various shades of blue, creating a sense of motion and depth. The lines are more densely packed on the right side and become more sparse towards the left.

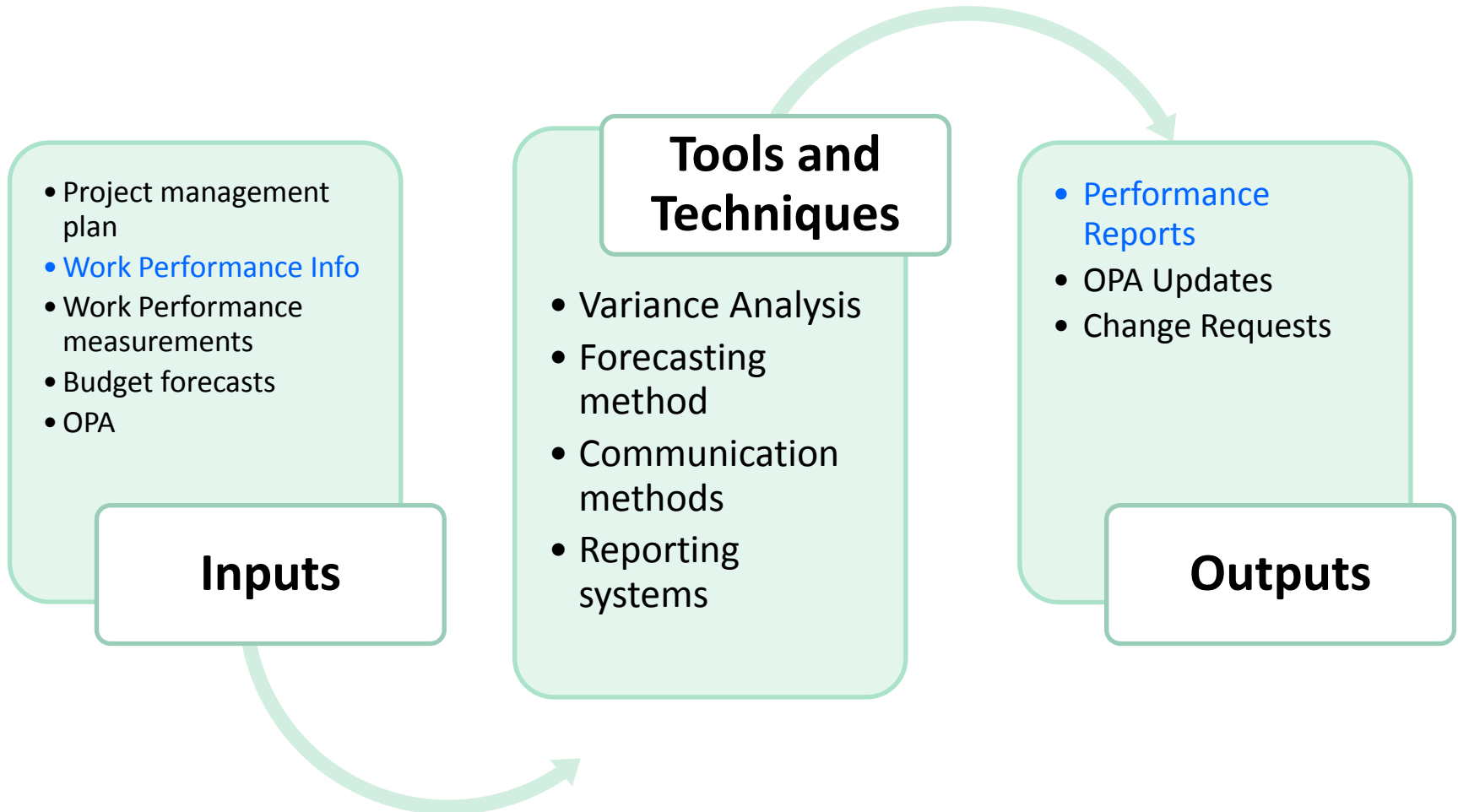
Report Performance Monitoring and Controlling Process

Report Performance

Report Performance:

- Process of collecting and distributing performance information, including status reports, progress measurements and forecasts.
- Periodic collection and analysis of baseline vs. Actual data
- Reports should include measurements against cost performance baseline
- Reports costs, schedule, scope and quality performance
- Recommended to get feedback from people receive reports
- **Reports Types:** [Status Reports](#), Progress Reports, [Trend Reports](#), Forecasting Reports, Variance Reports, Earned Value Reports and Lessons Learned documentation.

Report Performance Inputs, Tools, Techniques & Outputs



Lesson Learned

Practice Exam Questions

Ashraf Abdelazim, PMP
RHCE, NCLE, NCLP, KLDST, MCSE, MCSA, CNS
ashraf@ashraf.co

Thank You ..

Q & A

Ashraf Abdelazim, PMP

RHCE, NCLE, NCLP, MCSE, KLDST, MCSA, CNS

ashraf@ashraf.co