**Project Communications Management, PMBOK 6th Edition**

Michael D. Harper, Ph.D.

*“Project communication management includes processes to ensure generation, collection, dissemination, storage, and disposition of project information.”*

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|  | **Project Communications Management** | **Process Groups** | | | | |
|  | **Major Processes** | Initiating | Planning | Executing | Monitoring &  Controlling | Closing |
|  | 1. Plan Communications Management |  | 1 |  |  |  |
|  | 2. Manage Communications |  |  | 2 |  |  |
|  | 3. Monitor Communications |  |  |  | 3 |  |

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| ***Keys Statements on Project Communications*** |
| |  | | --- | | ***Most frequent cause of project failure is poor communications.*** | | ***Good communications can save a bad project. Bad communications can jeopardize a good project.*** | | ***Every successful project requires inclusive communications internally and externally.*** | | ***Approximate amount of time a project manager spends on communication is 90%.*** |   . |

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| **Background** | * Communication Channels/Nodes * Communication Models * Communication Technology |

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| **Plan Communication Management** | * People * Process * Purpose * Plan   (Who,What,When,How,Why) |

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| **Manage Communications** | *Ensure the communications plan is implemented correctly.* |
| * Maintain Consistency * Document * Meetings |

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| **Monitor Communications** | *Ensure the communications plan meets objectives.* |
| * Report * Audit * Update |

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| **Primary Communication Channels**   |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | |  |  | Project  Manager | |  |  | |  |  |  |  | | External  (Outsourcing) |  |  |  |  | Internal  (Project) | |  |  |  |  | |  |  | Stakeholders | |  |  | |  |  |  |  |  |  | | --- | | **Number of two-way communications(channels) between N nodes is**  **N\*(N – 1)/2**  . |   . |

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| **Communications Model** | | | | | | |
| Barriers & Screens | | | | | | |
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|  | **Source 🡪**  **Receiver 🡨** | Encode  Decode | \* Perception  \* Personality  \* Attitudes  \* Emotions  \* Prejudices | Decode  Encode | **🡪 Receiver**  **🡨 Source** |  |
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**Plan Communications Management.**

**Project Communications Management Plan: Template**

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| --- | --- | --- | --- | --- | --- | --- |
| Item | Who | What | When | How | Why | Comments |
| 1 |  |  |  |  |  |  |
| 2 |  |  |  |  |  |  |
| 3 |  |  |  |  |  |  |

**Communications Management Plan: Design**

Who? Stakeholders, team members, suppliers

What? Content (updates, initiate work, changes), level of detail, appropriateness

When? Time dependent (frequency), project dependent (phase or milestone)

Why? Inform, approve, initiate work, coordinate, quality assurance, direct schedules

How? Written, verbal, formal, informal

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| --- | --- | --- | --- | --- | --- |
| How | Informal | Formal |  | Advantages | Disadvantages |
| Oral | Personal Contact  Who? Why? | Meetings  Who? Why? |  | Flexibility & Speed | Misunderstanding |
| Written | Memos, email  Who? Why? | Reports  Who? Why? |  | Documentation | Use of Resources |

**Communications Management Plan: Key Elements.**

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| *Process*. “Plan for Communications” and “Follow the plan”.  *Inclusive*. Everyone involved at some time, some way, some level.  *Appropriate*. Appropriate information to the appropriate people in the appropriate manner.  PUSH. Information sent to appropriate individuals.  PULL. Appropriate information made available to access.  Interactive. Two-way exchange of information. |

**Examples.**

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| Who – What |  | Why |
| Supplier – Purchase Order | **🡪** | Requirement – Compliance |
| Stakeholder – Update | **🡪** | Interest – Need |
| Team Member – Performance Measure | **🡪** | Motivation – Commitment |
| Project Team – Lessons Learned | **🡪** | Productivity – Development |

**Managing Meetings**

Planning: Necessity, Purpose, Outcome, Attendance, Agenda, Logistics

Conducting: Protocol, Rules, Cultural Influences

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| Guidelines:  1. Start meeting with “Agenda” with “Reason for Meeting” and “Results Desired”  2. “Start on Time” & “Finish Early”.  3. List “Action Items” & List “Tabled Items”.  4. Claim Victory (State the obvious or Inject a spin.) |

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| Types  Scheduled  Routine  Ad Hoc | Purpose  Kickoff  Review  Changes | Necessary Elements  Purpose  Attendees  Outcome | Issues  Protocol (Process)  Rules (Standardization)  Culture (Inclusion) |