

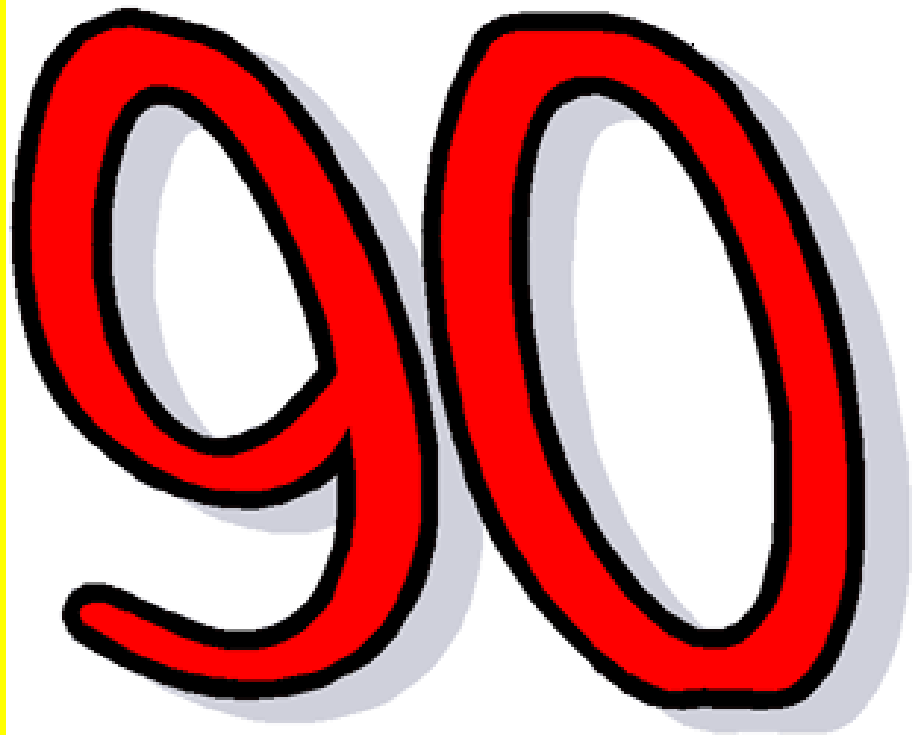
#10 Project Communication

PMBOK 5 Ed. – DEI-

The greatest threat to the success of any project, especially IT projects is

a failure to communicate



A large, stylized number '90' rendered in a thick red font with a black outline and a light gray drop shadow. The '9' is a cursive-style '9' and the '0' is a simple oval. The number is positioned on the left side of the slide against a white background.

**Percent PM
time, spent
during the
project is
COMMUNICATI
ON**



**of the
general
population
are
extroverts,
so they**




People have different personality traits
that often affect their communication
preferences



Geographic location and cultural background also affect the complexity of project communications



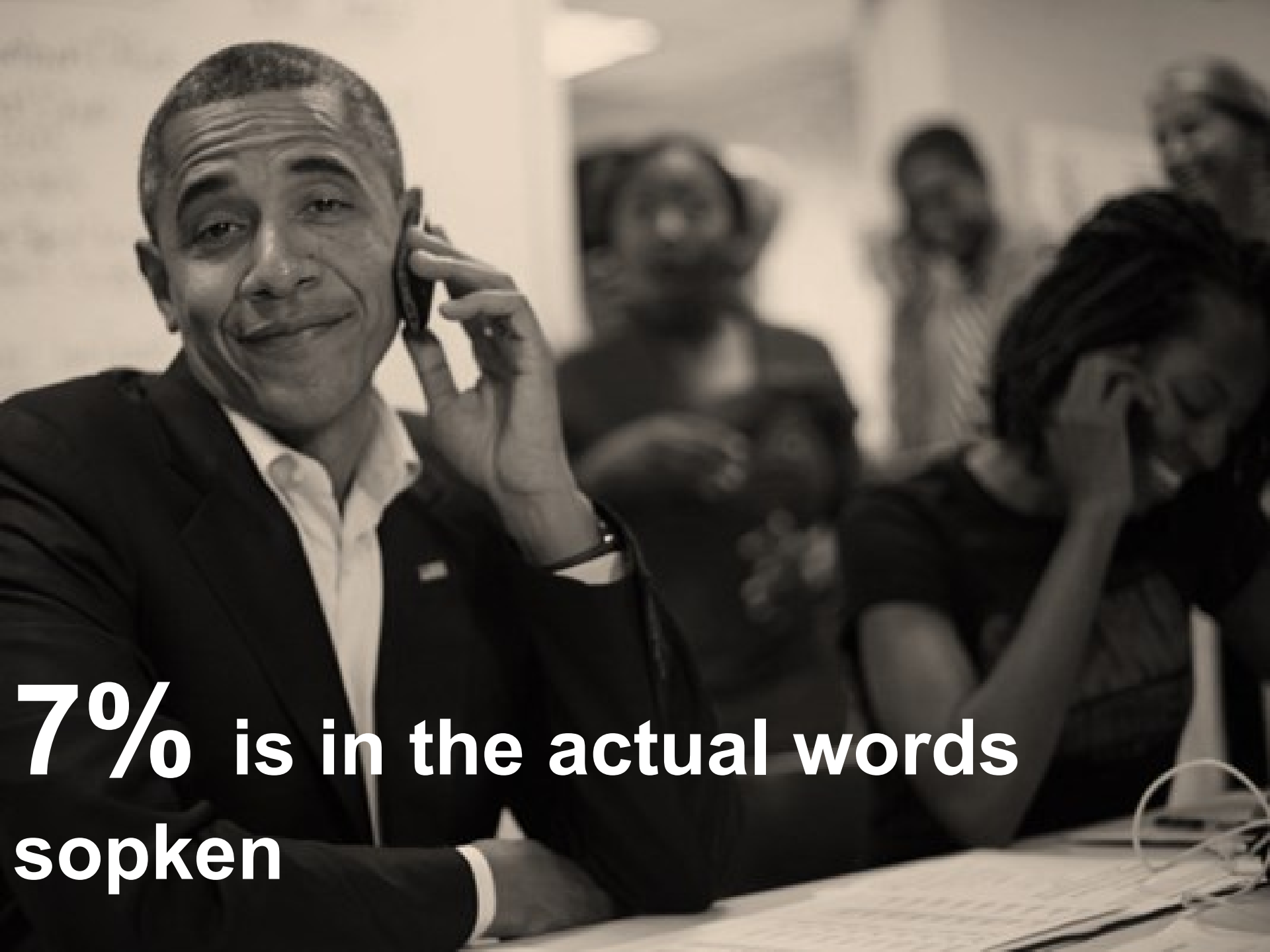
Face-to face meeting is the most effective communication than written



55% of the meaning in our words is derived from facial expression



38% is in how the word
are said

A black and white photograph of Barack Obama sitting at a desk in a meeting room. He is wearing a dark suit jacket over a light-colored collared shirt and is smiling while talking on a mobile phone held to his left ear. In the background, several other people are seated at desks, some looking towards the camera and others looking away. The room appears to be a conference or meeting space with papers and a laptop on the desk in front of him.

7% is in the actual words
spoken



82% people are visualist



**The most important thing is
BODY LANGUAGE!**

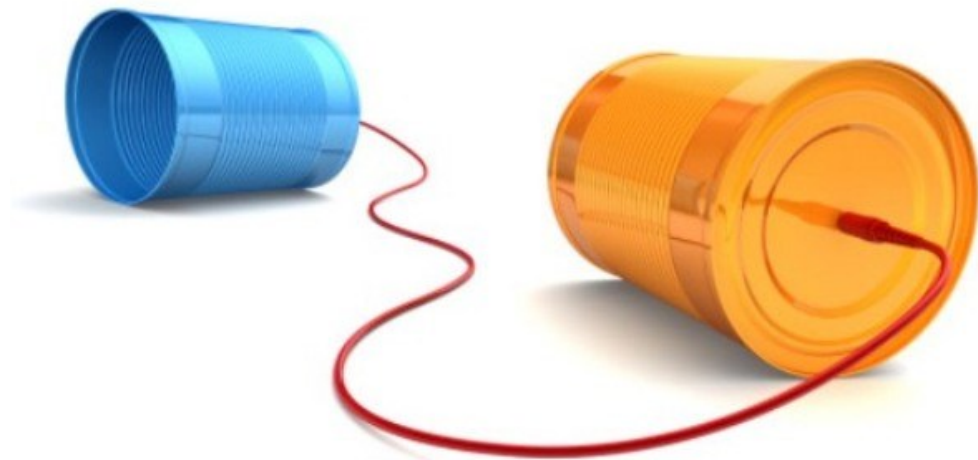
Vice president of marketing at a large Silicon Valley company (2004), decreed **that Fridays would be e-mail free in his department.**

The 240 people in his department **had to use the phone or meet face to face with people**, and violators who did use e-mail were fined.



Project Communication

Ensure timely and appropriate
generation, collection, distribution,
storage, retrieval, and ultimate
disposition of project information

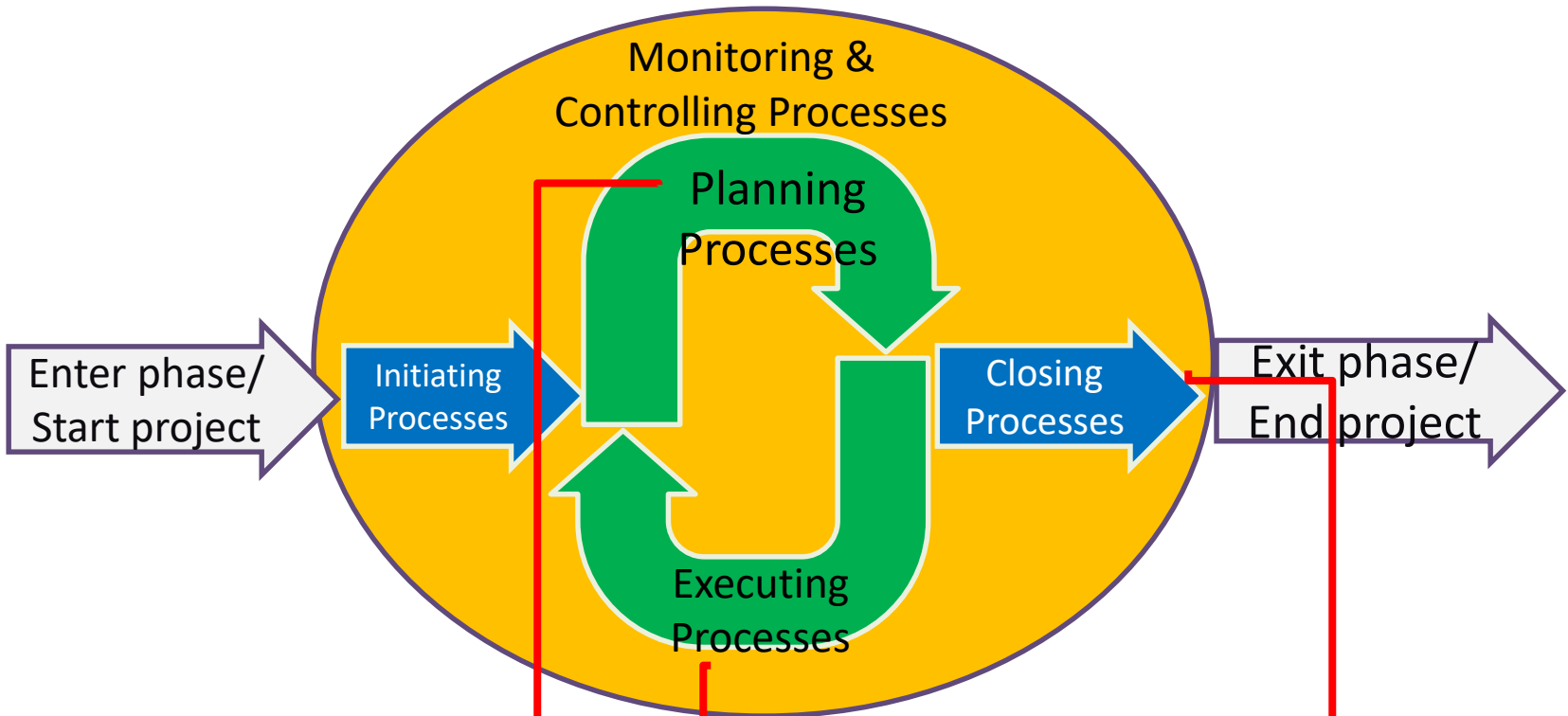




Plan Communication

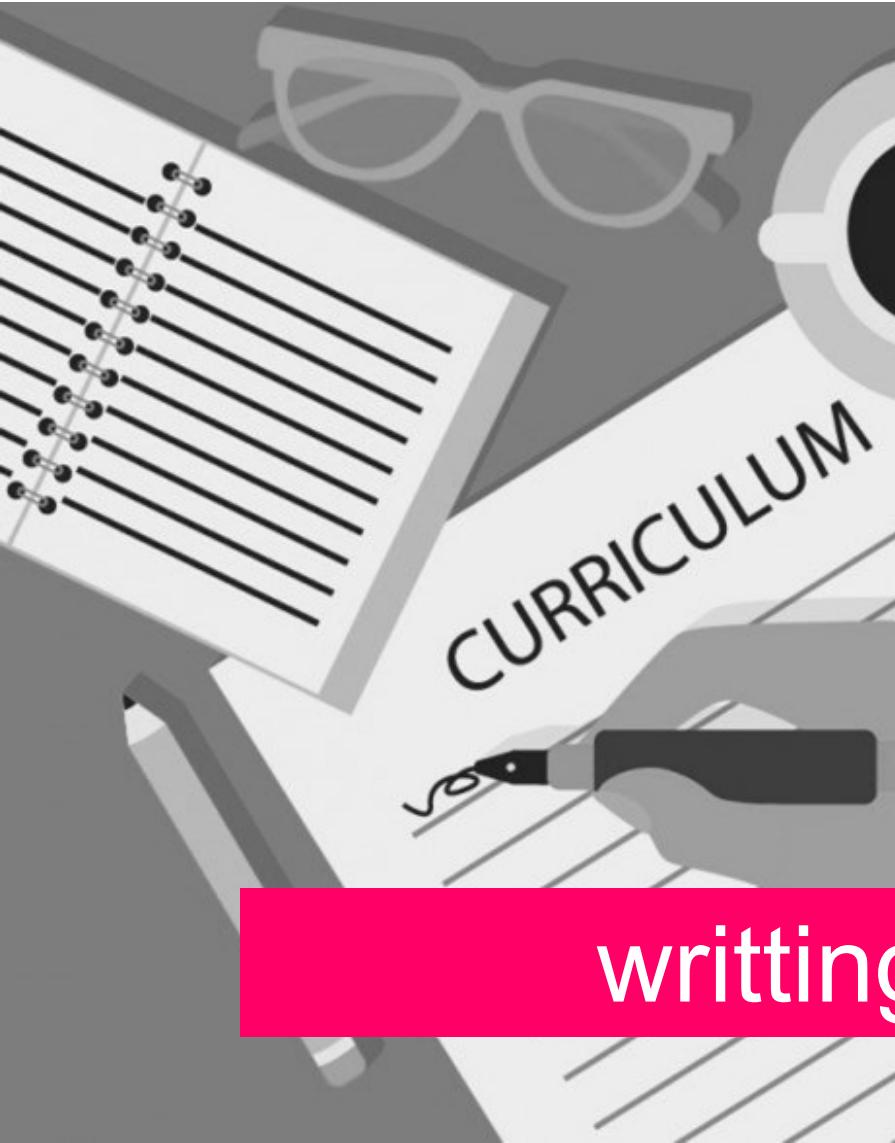
Manage Communication

Control Communication



Knowledge Area	Process				
	Initiating	Planning	Executing	Monitoring & Control	Closing
Scope		Plan Communication	Manage Communication	Control Communication	

Communication Dimension



writing–speaking

Communication Dimension



gettyimages®
mstay

listening–emphaty



“Excellent project managers is their ability to nurture relationships and use **empathic listening skills’**

Communication Activity Dimension

Contextual communication



Internal – external





Informal– Formal

Informal communication can increase *the trust* in a relationship



Vertical – Horizontal



official – unofficial



oral communication build
stronger relationship

written –oral



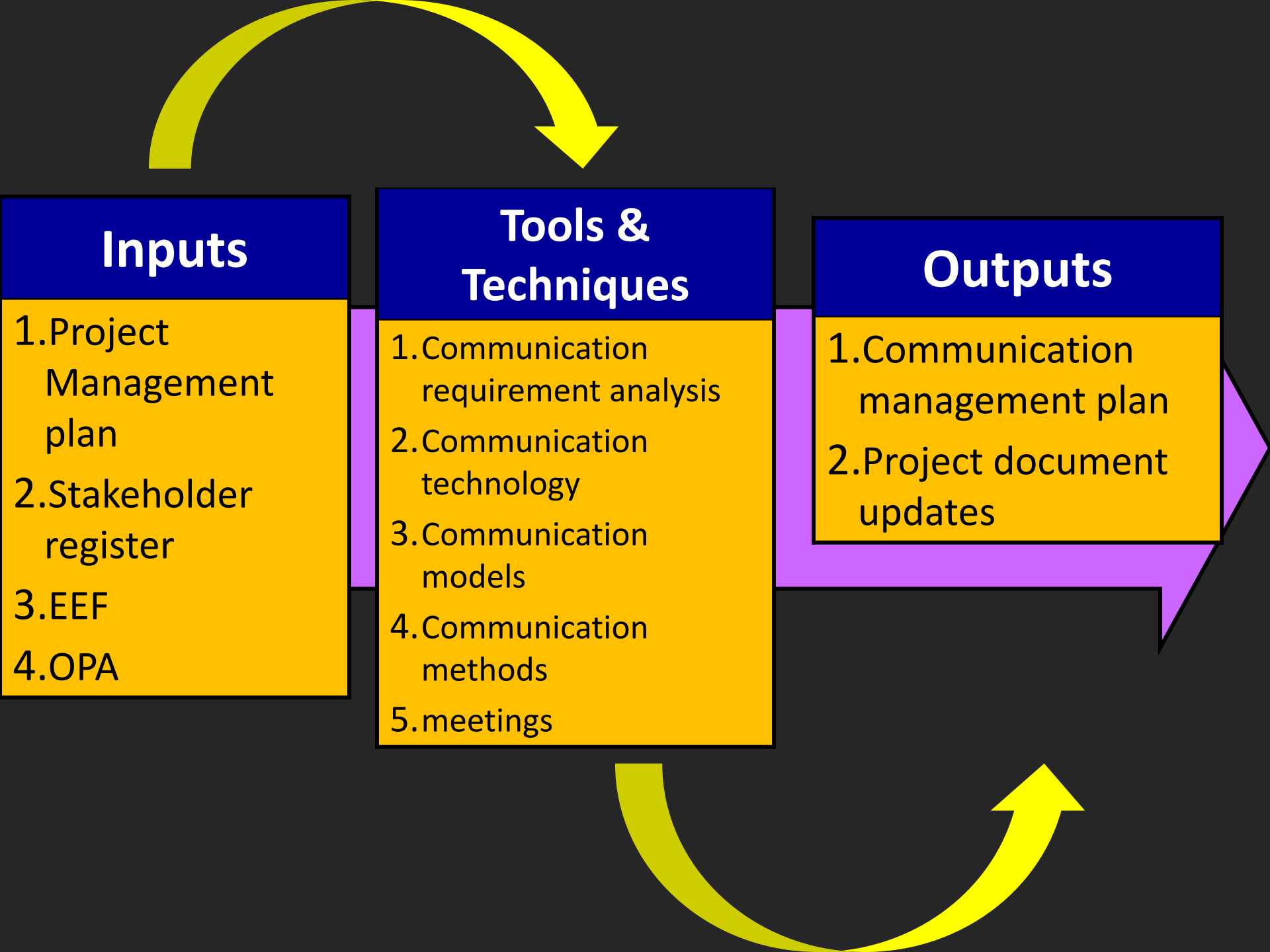
**Gesture, Body Language,
pitch tone, facial
expression**

verbal –non verbal

Plan Communication



Determining the project stakeholder information needs and defining a communication approach.



Stakeholder Register

Name	Contact Information	Role in Project	Department/ Supervisor	Company	Impact
Mr. K	Jl. ABC	sponsor	IT Division	PT. X	High (Funding)
.....

Influence	Main expectations	Attitude about the project	Major requirement
Deliverable SOW	ERP HR (apps)	aggressive, extrovert	Active oral communication And good budgeting
.....



Stakeholder Management Strategy

- An approach to increase the support and minimize negative impacts of stakeholder.
- The information could be too sensitive to be shared

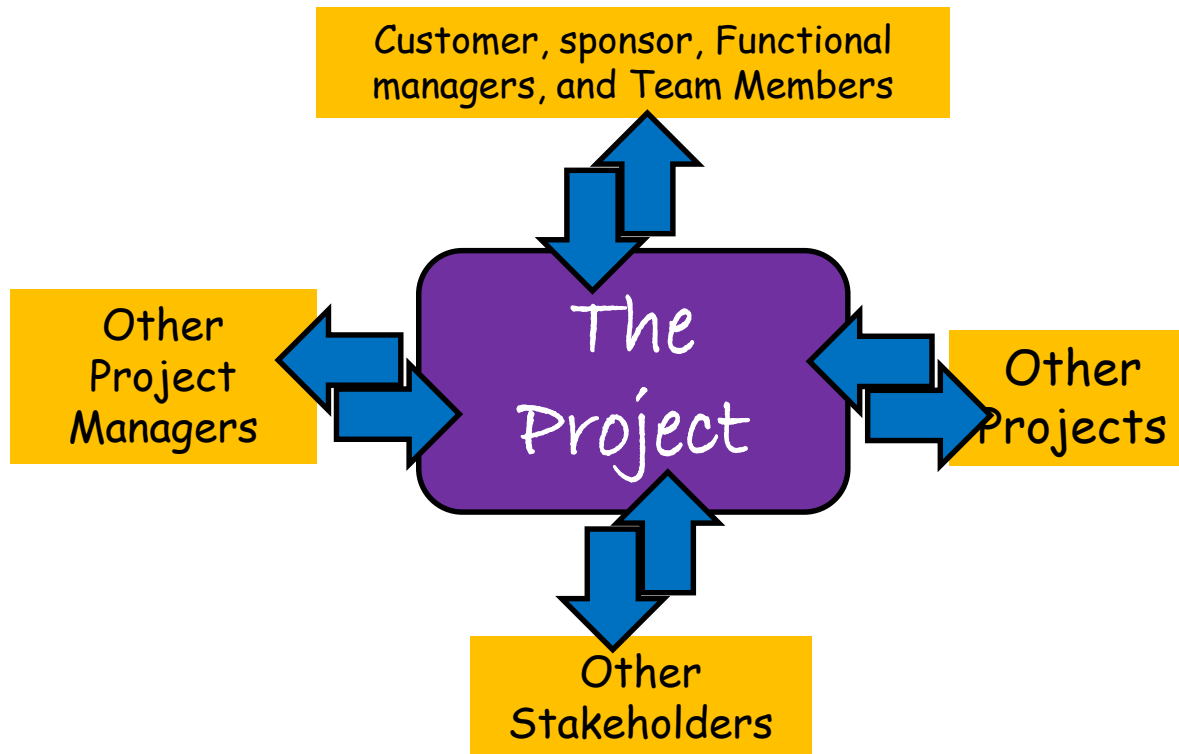
Stakeholder Management Strategy

Stakeholder	Stakeholder interest(s) in the project	Assessment of impact	Potential strategies for gaining support or reducing obstacles
sponsor	recognition	funding	Informal approach, sport activities



Communication Requirement Analysis

- Includes communicating **in all directions**

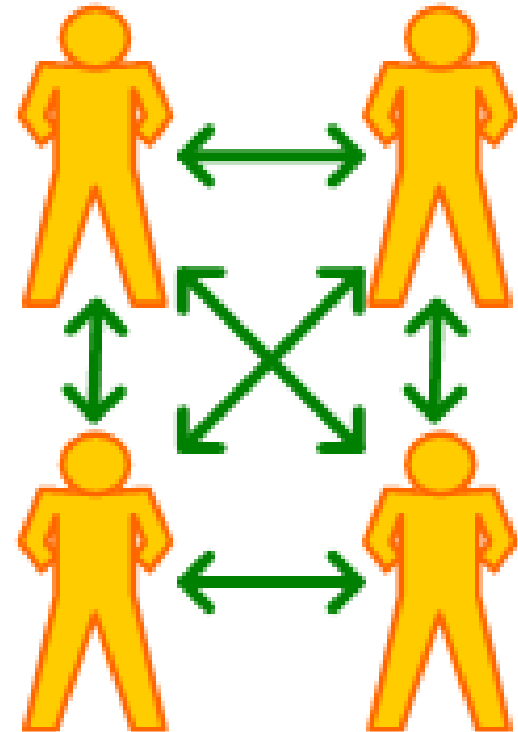


- Determine and limit **who will communicate with whom and who will receive** what information.

Communication Requirement Analysis

- Consider the number of potential communication **channels or paths**

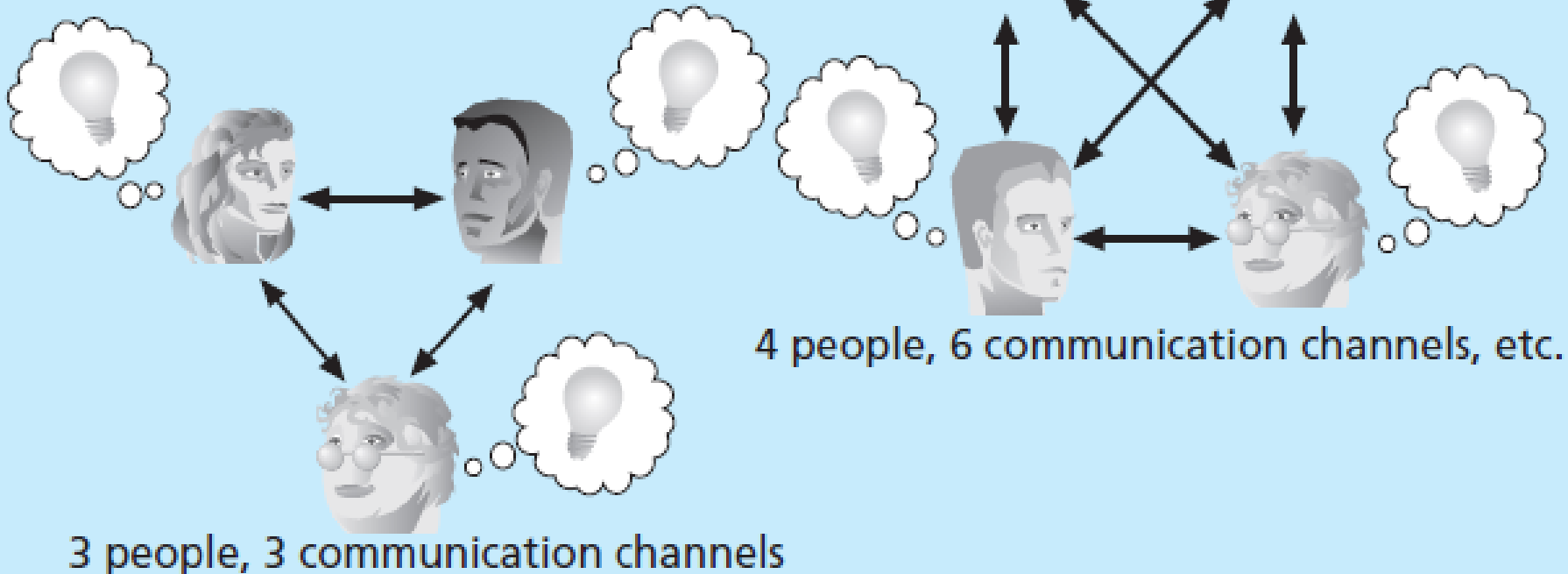
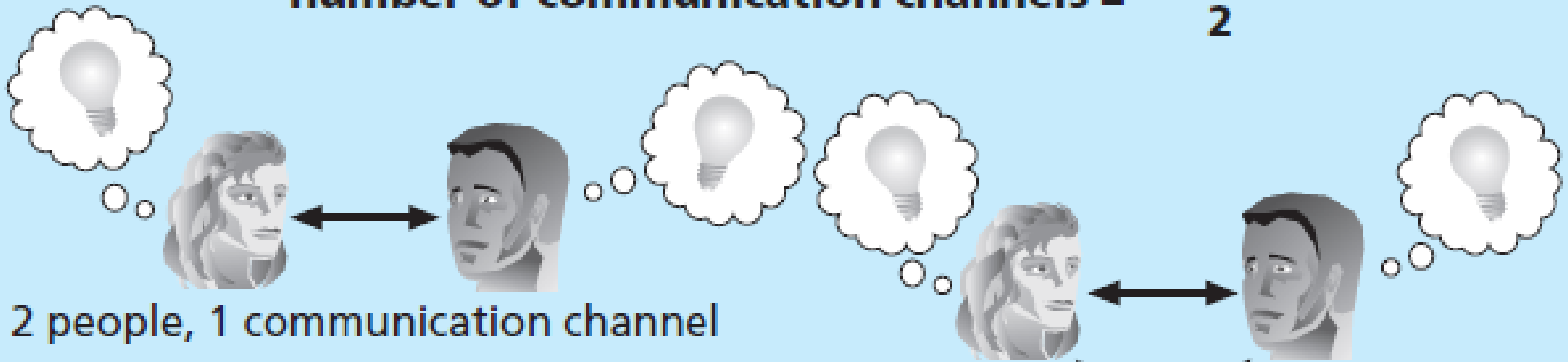
$$\frac{N(N-1)}{2}$$



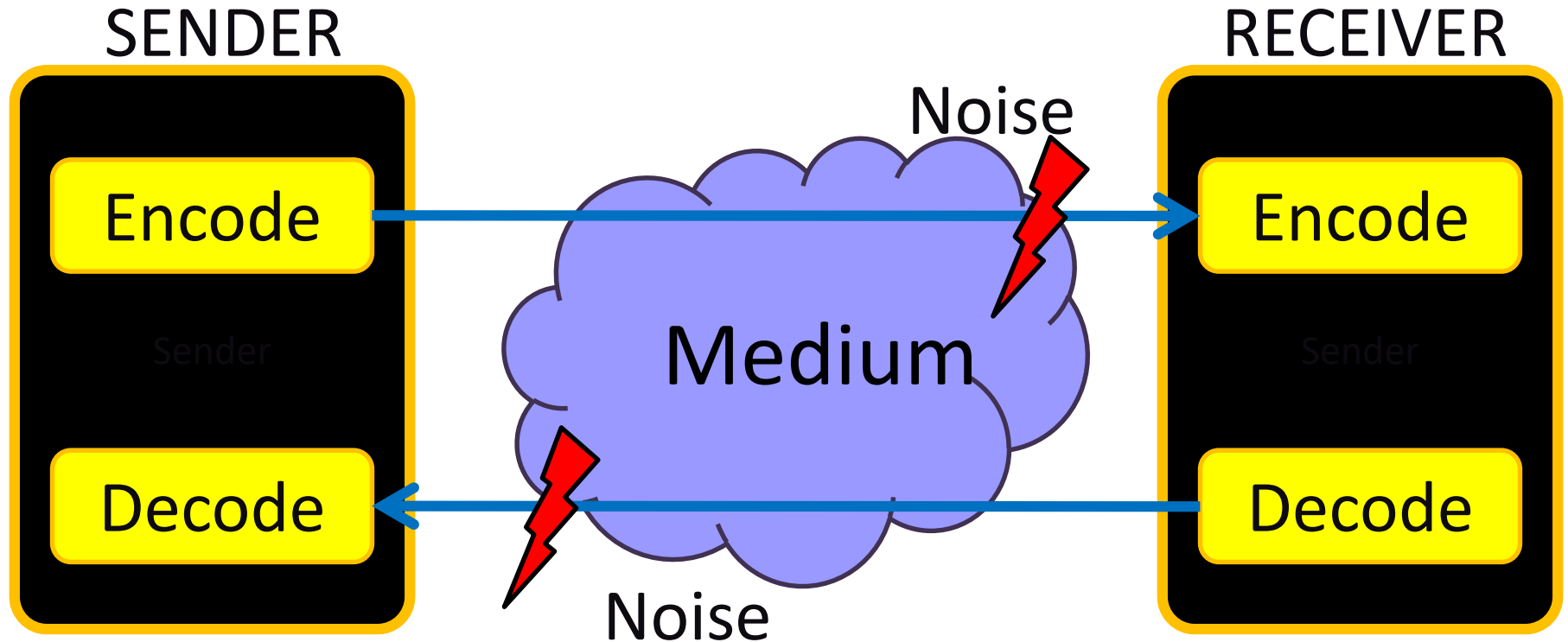
Communication is the oil that keeps everything working properly

Communication Channel

$$\text{number of communication channels} = \frac{n(n-1)}{2}$$



Communication Model



- The sender is responsible for making information clear and complete

Types of noises

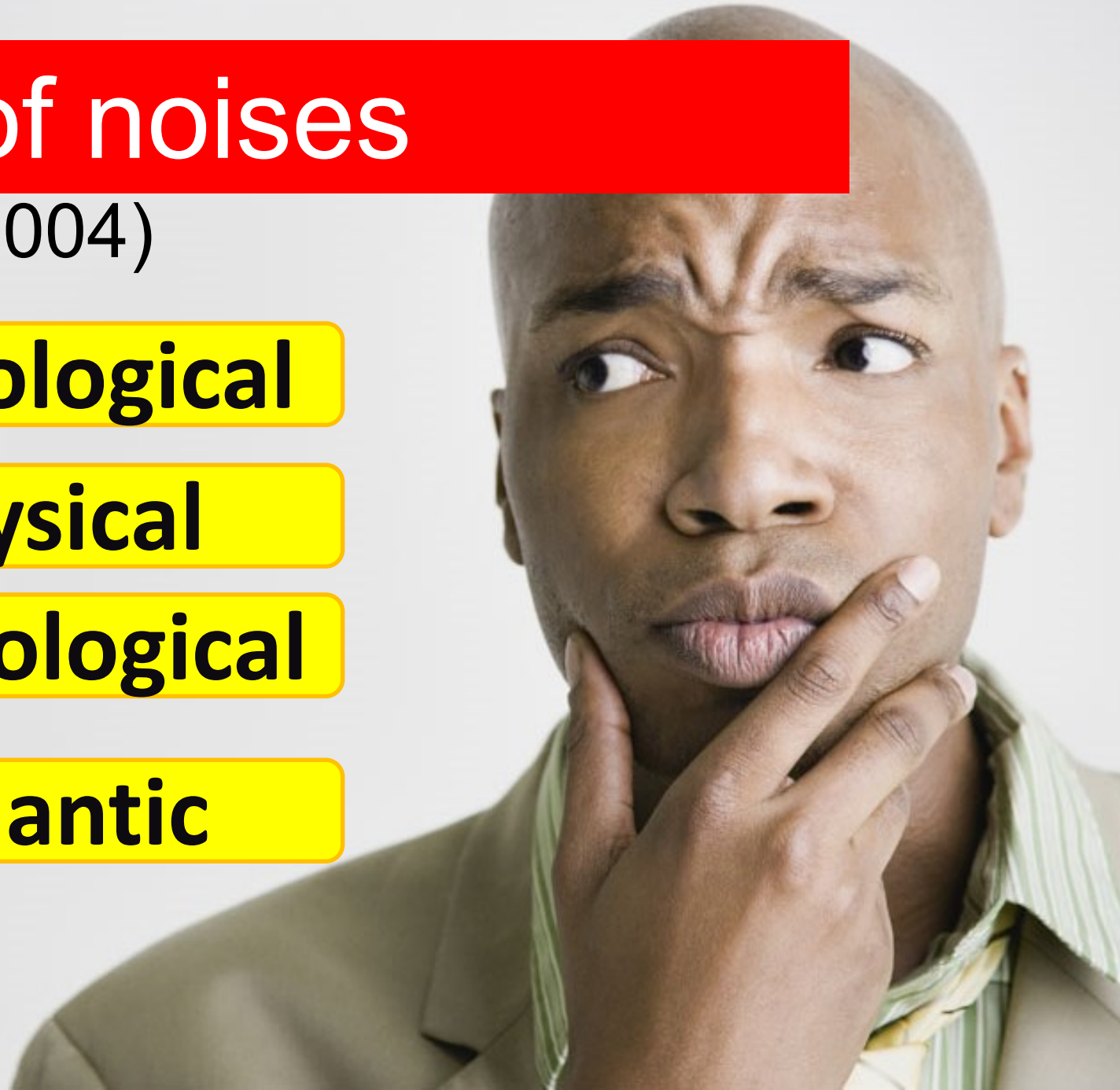
(Rothwell,2004)

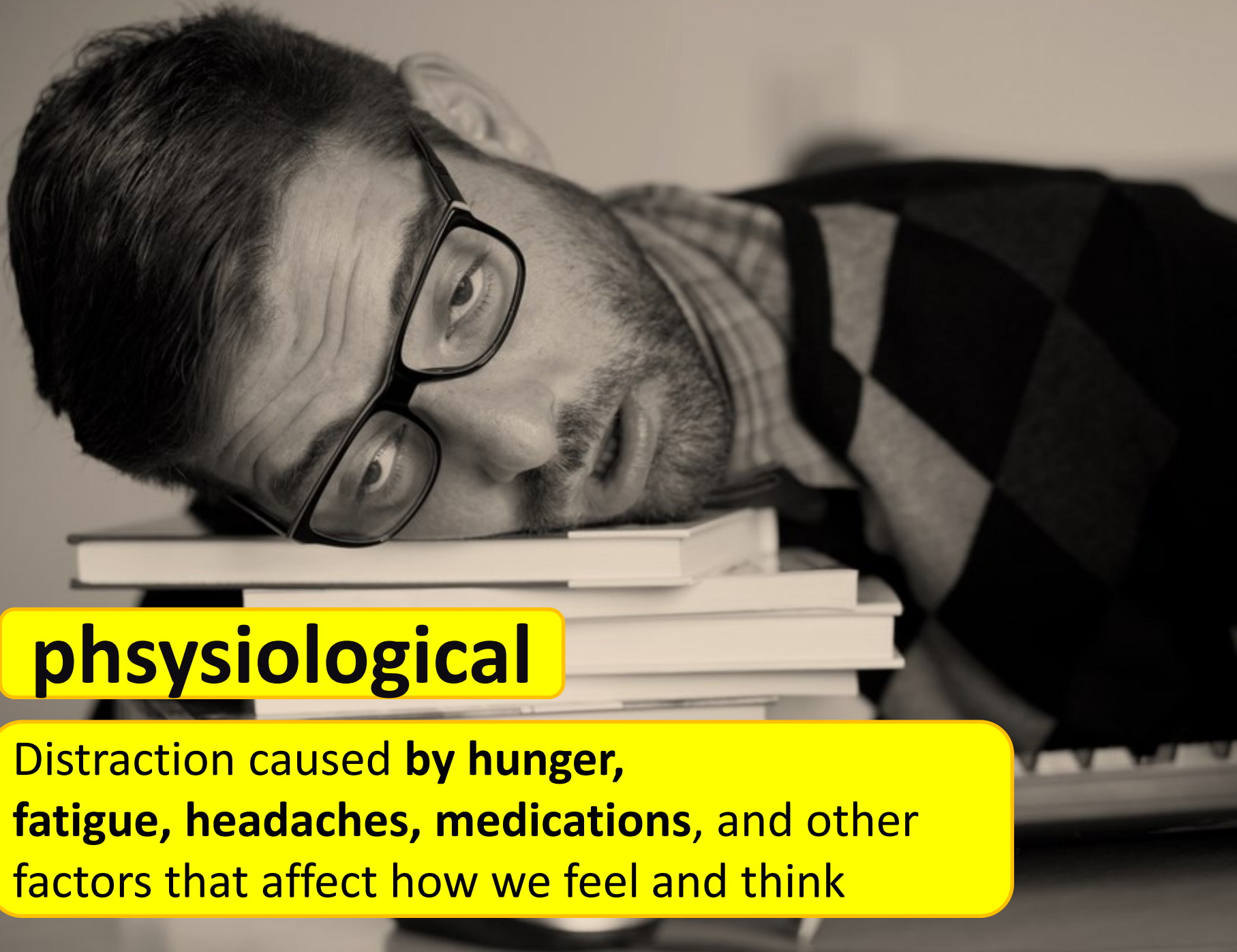
psychological

physical

physiological

Semantic





physiological

Distraction caused by **hunger, fatigue, headaches, medications,** and other factors that affect how we feel and think

A person is shown in a dimly lit room, focused on reading an open book. The primary light source is a single lit candle on a table to the left, casting a warm, orange glow. The person's face is partially illuminated by the candlelight, and their hands are visible as they turn the pages. The background is dark and indistinct, emphasizing the quiet, intimate act of reading.

physical

interference in our environments, such as noises made by others, overly dim or bright lights, spam and pop-up ads etc



physiological

Qualities in us that affect how we communicate and how we interpret others. E.g having a problem while listening to lecturer



"DI USIAKU SAAT INI YA,
29 MY AGE YA, TAPI
AKU MASIH TETAP
MERINDUKAN
APRESIASI KARENA
BASICLY AKU SENANG
MUSIK, WALAUPUN
KONTROVERSI HATI
AKU LEBIH
MENUNJUKKAN KEPADA
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KEMAKMURAN"



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Semantic

Words themselves are **not mutually understood.**

Semantic noise use jargon or unnecessarily technical language

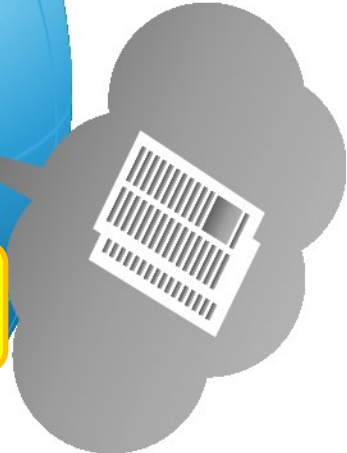
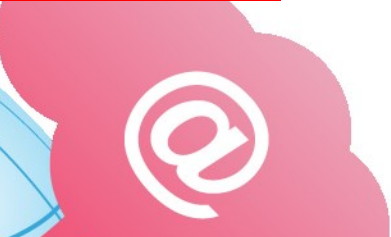
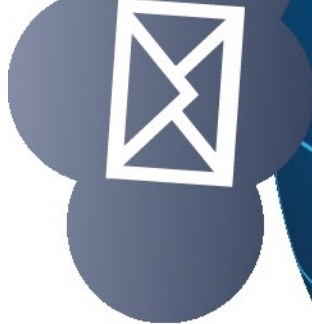
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Communication Method

Interactive

Pull

Push



Interactive Communication



Most efficient way to ensure a common understanding
E.g. meetings, phone calls, video conferencing

Push Communication



Does not certify that it reached or understood
E.g. letters, email, press release, faxes, voice mail

Pull Communication



Used for very large information volumes, very large audiences
E.g. intranet site, e-learning



Project manager cannot control all communications but should try **to control to prevent miscommunication, unclear directions, and scope creeps.**

Communication Media Choice

Key: 1 = Excellent, 2 = Adequate, 3 = Inappropriate

How Well Medium Is Suited to:	Hard Copy	Phone Call	Voice Mail	E-mail	Meeting	Web Site
Assessing commitment	3	2	3	3	1	3
Building consensus	3	2	3	3	1	3
Mediating a conflict	3	2	3	3	1	3
Resolving a misunderstanding	3	1	3	3	2	3
Addressing negative behavior	3	2	3	2	1	3
Expressing support or appreciation	1	2	2	1	2	3
Encouraging creative thinking	2	3	3	1	3	3
Making an ironic statement	3	2	2	3	1	3
Conveying a reference document	1	3	3	3	3	2

Communication Media Choice

Key: 1 = Excellent, 2 = Adequate, 3 = Inappropriate

How Well Medium Is Suited to:	Hard Copy	Phone Call	Voice Mail	E-mail	Meeting	Web Site
Reinforcing one's authority	1	2	3	3	1	1
Providing a permanent record	1	3	3	1	3	3
Maintaining confidentiality	2	1	2	3	1	3
Conveying simple information	3	1	1	1	2	3
Asking an informational question	3	1	1	1	3	3
Making a simple request	3	1	1	1	3	3
Giving complex instructions	3	3	2	2	1	2
Addressing many people	2	3 or 1*	2	2	3	1

Source: Tess Galati, Email Composition and Communication (EmC2), Practical Communications, Inc., www.praccomm.com (2001)

Communication Management Plan

Stakeholders	Document Name	Document Format	Contact Person	Due
Customer management	Monthly status report	Hard copy and meeting	Tina Erndt, Tom Silva	First of month
Customer business staff	Monthly status report	Hard copy	Julie Grant, Sergey Cristobal	First of month
Customer technical staff	Monthly status report	E-mail	Li Chau, Nancy Michaels	First of month
Internal management	Monthly status report	Hard copy and meeting	Bob Thomson	First of month
Internal business and technical staff	Monthly status report	Intranet	Angie Liu	First of month
Training subcontractor	Training plan	Hard copy	Jonathan Kraus	November 1
Software subcontractor	Software implementation plan	E-mail	Najwa Gates	June 1

How about Virtual Team??



they must rely on **good written communications**
e-mail, Web conferencing, instant messaging,
discussion threads, project Web sites



Manage Communication

Creating, distributing, storing, retrieving, and disposing of project communications

Inputs

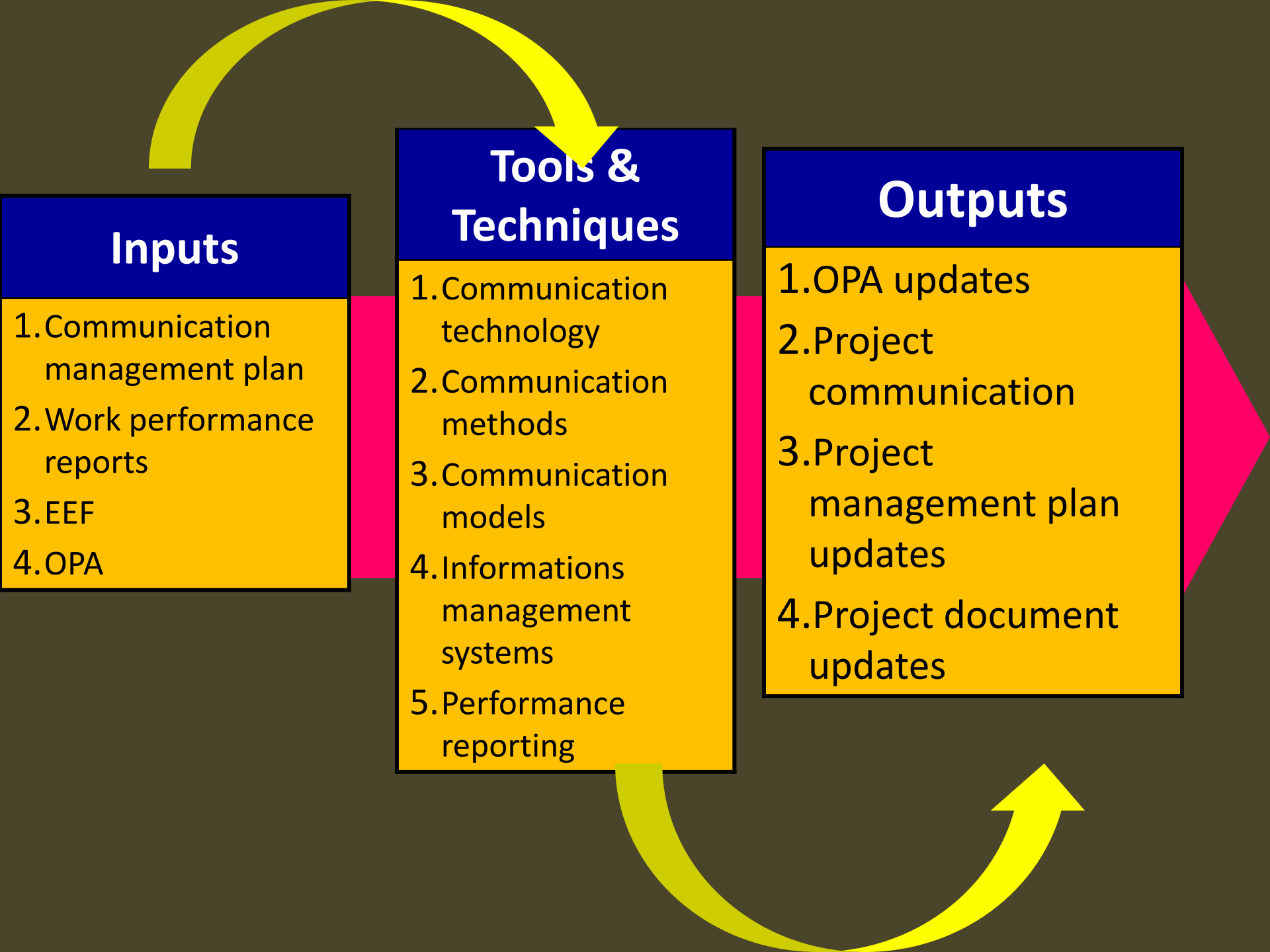
1. Communication management plan
2. Work performance reports
3. EEF
4. OPA

Tools & Techniques

1. Communication technology
2. Communication methods
3. Communication models
4. Informations management systems
5. Performance reporting

Outputs

1. OPA updates
2. Project communication
3. Project management plan updates
4. Project document updates



Performance Reporting



Status reports

- Describe where the project stands at **a specific point in time.**
- Recall the ***importance of the triple constraint.***



Progress reports

- Describe what the project team has *accomplished during a certain period*. E.g a monthly progress report

Performance Reporting

PROGRESS



- How much achieved
- What have been done

STATUS



- How is the progress compare to baseline plan ?

triple constraint

FORECAST



- Estimate at completion vs. current budget
- Estimate completion date vs. original completion date

OTHERS



- Summary of changes, etc



Control Communication

Monitoring and controlling project communications to ensure that stakeholder communication needs are met.

Ensure the optimal flow of information throughout the entire project life cycle

Inputs

1. Project management plan
2. Project Communications
3. Issue log
4. Work performance data
5. OPA

Tools & Techniques

1. Information management systems
2. Expert judgment
3. meetings

Outputs

1. Work Performance Information
2. OPA updates
3. Change requests
4. Project management plan updates
5. Project document updates

BACKUP SLIDES

Exercise

Table taken from PMP Exam Prep 6th Edition, Rita Mulcahy.

Situation	Communication Type
Updating the project plan	Formal Written
Presentations to management	Formal Verbal
Trying to solve a complex problem	Formal Written
Making notes regarding a telephone conversation	Informal Written
Making changes to a contract	Formal Written
Informing a team member of poor performance (first notice)	Informal Verbal
Informing a team member of poor performance (second notice)	Formal Written
Scheduling a meeting	Informal Written
Clarifying a work package	Formal Written
Requesting additional resources	Informal Verbal
Trying to discover the root cause of a problem	Informal Verbal
Sending an email to ask for clarification of an issue	Informal Written
Holding a milestone party	Informal Verbal
Conducting a bidder conference	Formal Verbal

PM Skills

- **Interpersonal skills**

- Leadership
- Team building
- Motivation
- Communication
- Influencing
- Decision making
- Political & cultural awareness
- Negotiation
- Etc.

- **Management skills**

- Presentation skills
- Negotiation
- Writing skill
- Public speaking
- Etc.

Effective Meeting

- Plan or prepare the meeting
 - **Set a time/schedule** and determine the participants.
 - Have **a clear purpose** for each meeting & communicate it in the invitation.
 - **Create the agenda** and distribute it in advance.
- Stick to the plan (discipline)
 - ***Begin on time, end on time.***
 - Introduce **the moderator** and stipulate who will keep the minutes.
 - End every agenda with **a summary and consensus** of the participants.
- Good follow-up
 - Send the minutes showing the result along with the to do list.
 - Get **feedback** from the participants.
 - Monitor the status of all action items.