



XAC08-6

Professional Project Management

This Lecture:

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Communication Management

Week 07

23 March 2006

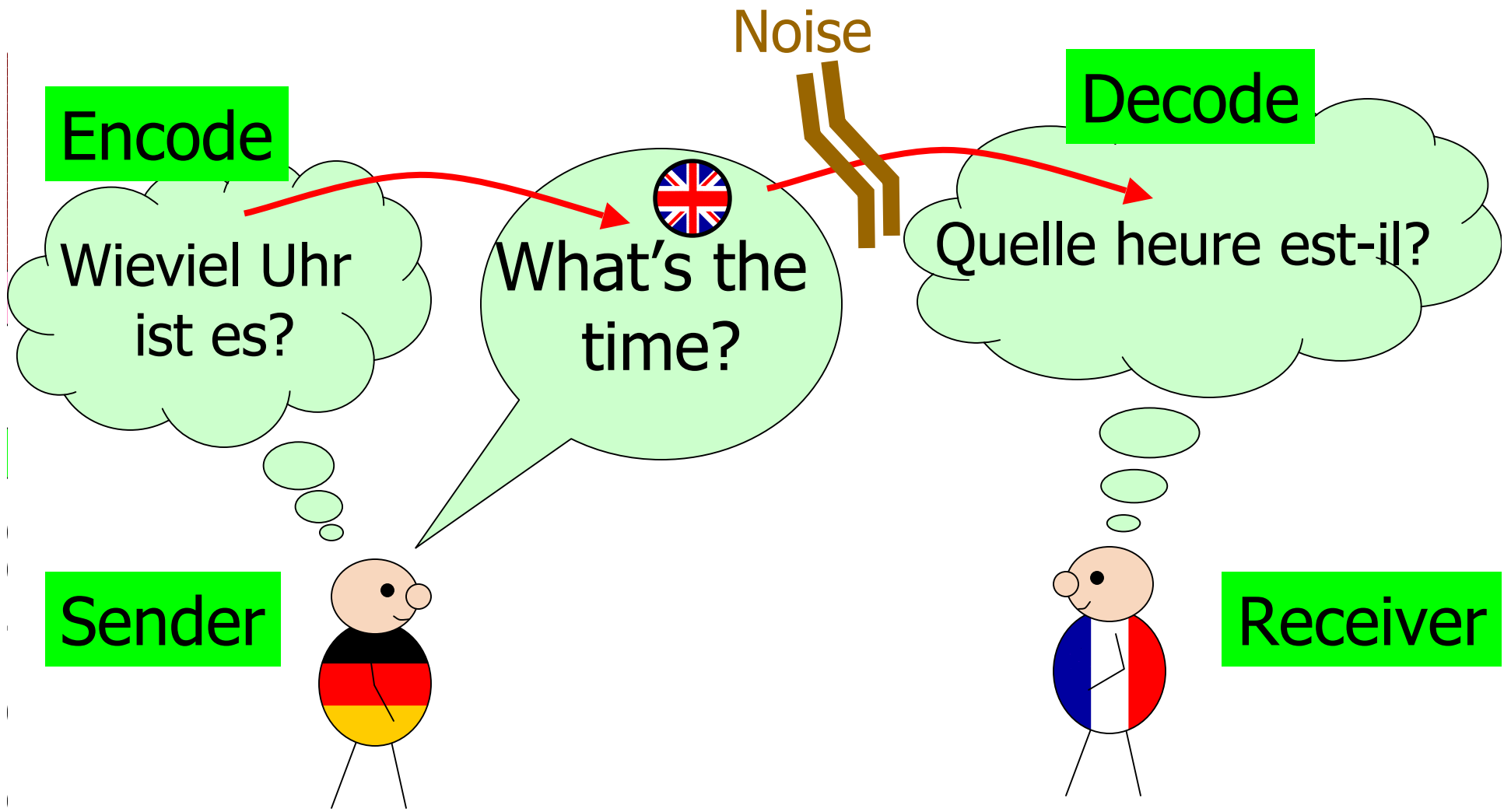
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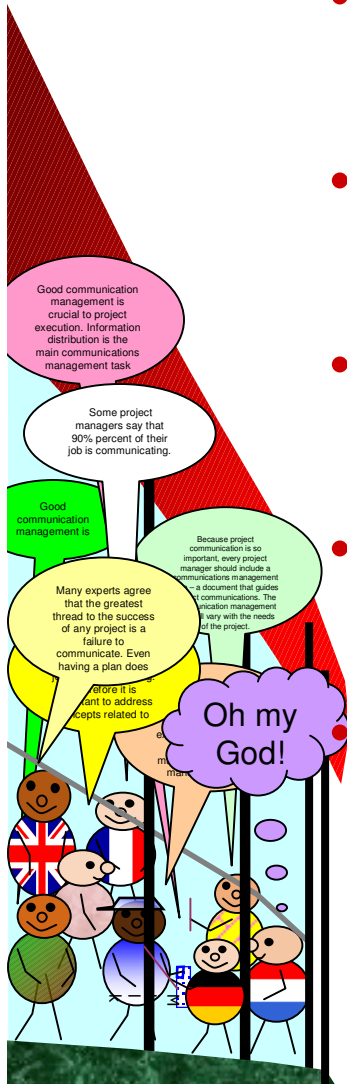


The Art of Communication



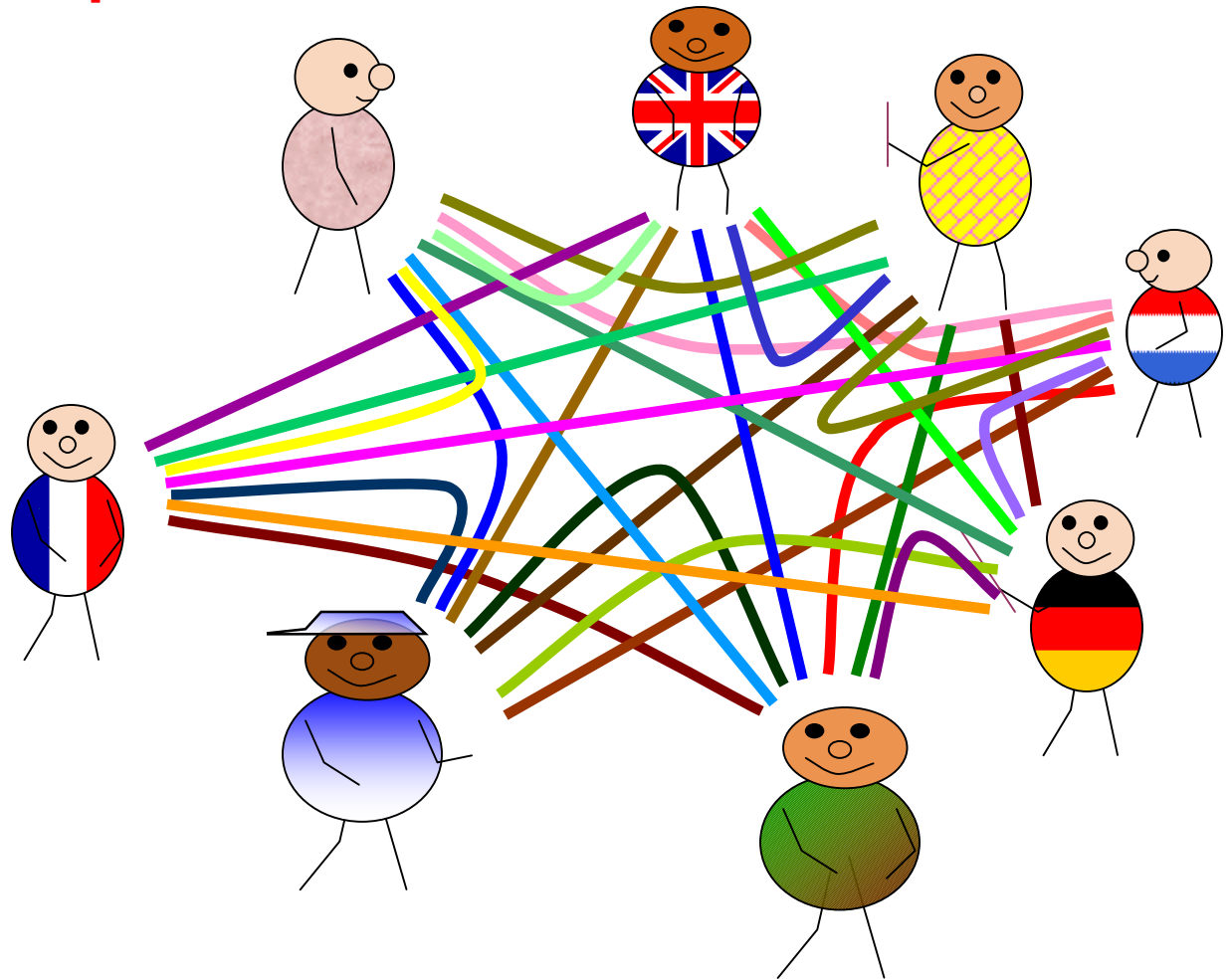
The Art of Communication

- **Sender-Receiver models**
 - ◆ **feedback loops, barriers to communication**
- **Choice of media**
 - ◆ **informal writing, face-to-face, e-mail**
- **Writing style**
 - ◆ **active, passive, word choice**
- **Presentation techniques**
 - ◆ **body language, design of visual aids**
- **Meeting management techniques**
 - ◆ **preparing an agenda, dealing with conflict**



Adding staff during the project increases the number of possible communication channels.

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

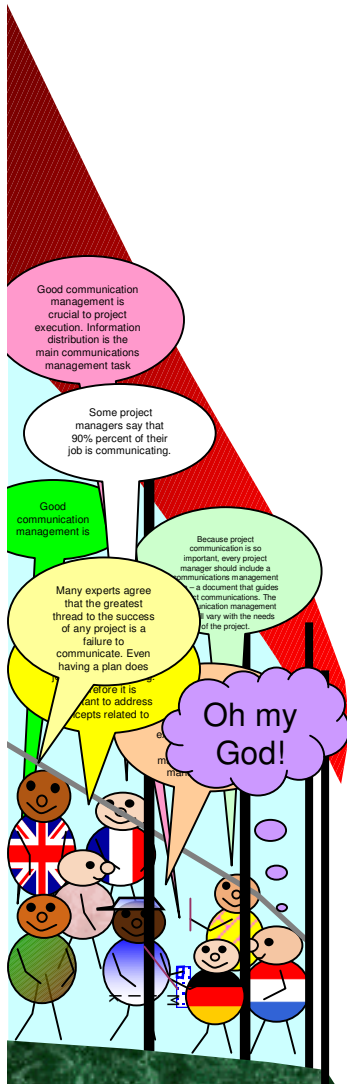


- **8 Stakeholders = 28 communication channels.**
- **n Stakeholders = $\frac{1}{2} n (n-1)$ communication channels.**



Methods of Conflict Resolution

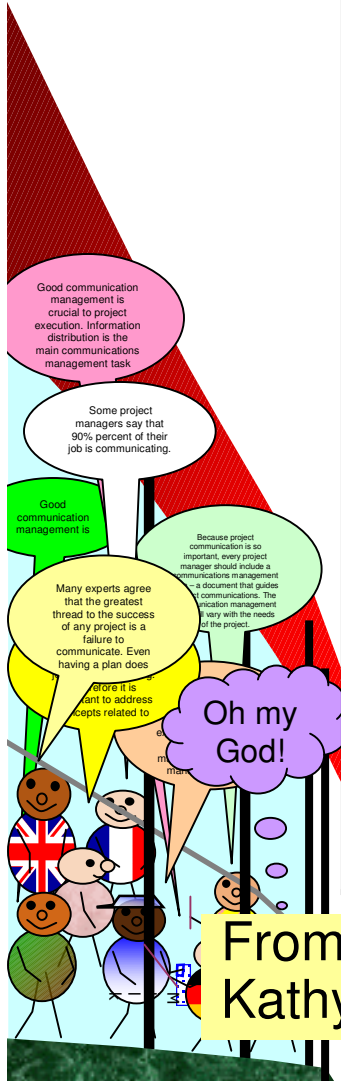
- **Confrontation**
 - ◆ **Directly facing a conflict with focus on a win-win problem-solving approach. Most effective method.**
- **Compromise**
 - ◆ **Give-and-take approach to bring some degree of satisfaction to all the parties.**
- **Smoothing**
 - ◆ **De-emphasizing areas of differences.**
- **Forcing**
 - ◆ **Win-lose approach.**
- **Withdrawal**
 - ◆ **To withdraw from an actual or potential disagreement. Least desirable method.**





Conflict Resolution – which method when?

Method of Conflict Resolution	Importance of Relationship	Importance of Task
Confrontation	high	high
Compromise	medium	medium
Smoothing	high	low
Forcing	low	high
Withdrawal	low	low



From:
Kathy Schwalbe: Introduction to Project Management, Thomson 2006

PMBOK® Processes of Communications Management

Planning

- **Communication Planning** - determining the information and communications needs of the stakeholders: who are they, what is their level of interest and influence on the project, who needs what information, when they will need it and how it will be given to them.

Executing

- **Information Distribution** - making needed information available to project stakeholders in a timely manner.

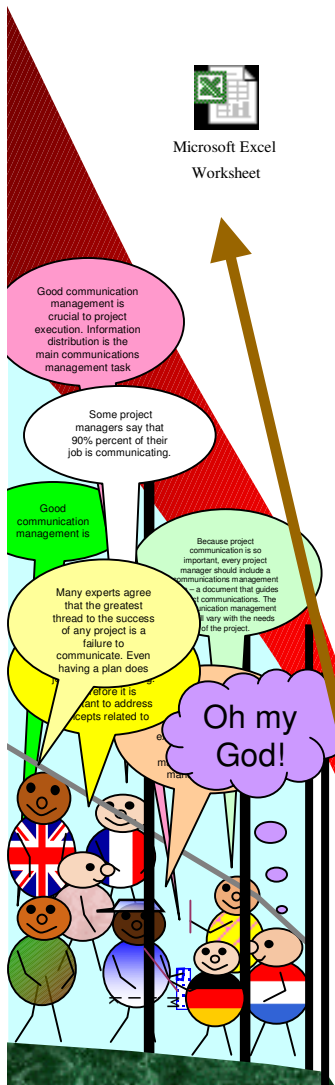
Monitoring &
Controlling

- **Performance Reporting** - collecting and disseminating performance information. This includes status reporting, progress measurement and forecasting.
- **Manage Stakeholders** - managing communications to satisfy the needs of and resolve issues with project stakeholders.

Stakeholder Analysis

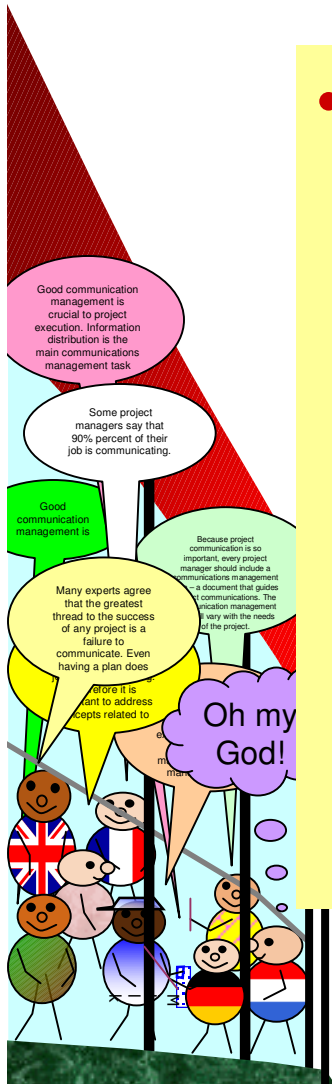
(Tools & Techniques, Communication Planning)

- **Stakeholders** are individuals, work groups and organizations that are **actively involved in the project**, or whose **interests can be positively or negatively affected** as the result of project execution or project completion.
- See “Human Resources” for a list of typical stakeholders.
- Stakeholder analysis serves two purposes:
 - ◆ to determine the information needs of the various stakeholders.
 - ◆ to devise a communication strategy that will best serve the project.
- See example for **Communication Management Plan**.



Information Distribution Techniques and Communication Skills

- **Dimensions of communication:**
 - ◆ **Written and Oral**
 - ◆ **Internal and External**
 - ◆ **Formal and Informal**
 - ◆ **Vertical and Horizontal**





Summary

- **Communication is an essential task in Project Management.**
- **Various strategies for conflict resolution**
- **PMBOK® Processes of Communication Management.**
- **Stakeholder Analysis.**

