

Selected Topics in Project Management
Communication Management

Dr Marc Conrad

<http://perisic.com/stpm>

Communication Management

- Processes in Communication:
 - Plan Communication Management
 - Manage Communications
 - Control Communications
- Processes in Stakeholder Management:
 - Identify Stakeholders
 - Plan Stakeholder Management
 - Manager Stakeholder Engagement
 - Control Stakeholder Engagement

- Consider:
 - Stakeholder communication requirements.
 - Who will receive which information?
 - Frequencies of communications
 - Modes of distributions.

Communication Mgmt / Planning Process Group

10.1 Plan Communications Management

Input:

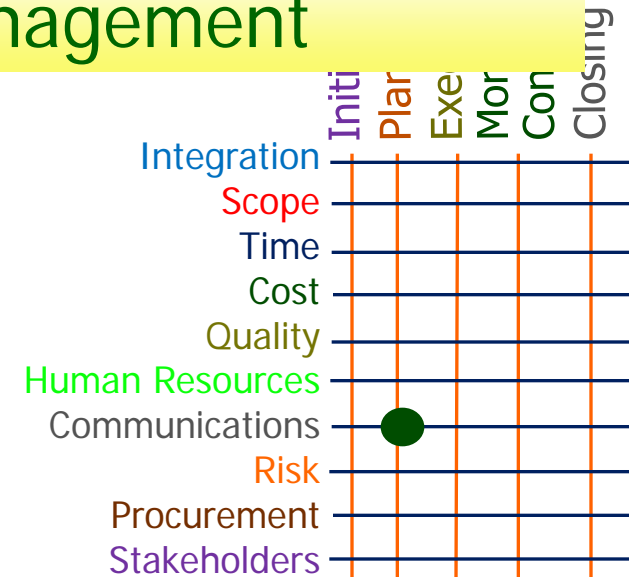
- Project management plan
- Stakeholder register
- Enterprise environmental factors
- Organizational process assets

Tools & Techniques

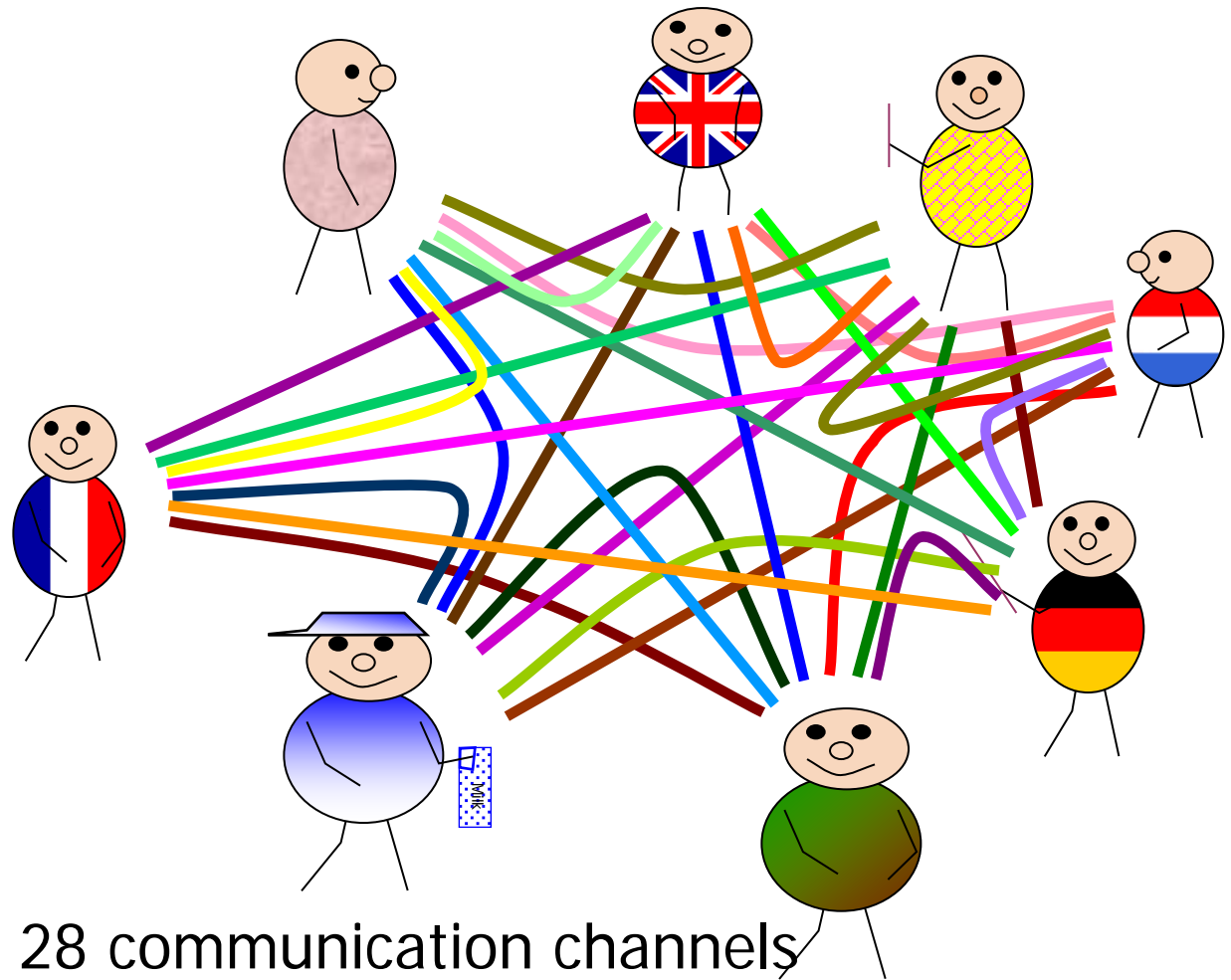
- Communications requirement analysis
- Communications technology
- Communication models
- Communication methods
- Meetings

Output:

- Communications management plan
- Project documents updates



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



- 8 Stakeholders = 28 communication channels
- 20 Stakeholders = 190 communication channels
- Etc.

Communication Technology

- The methodologies can vary significantly.
- Possible problems and questions:
 - Is project success dependent upon having frequently updated information or would regularly issued written reports suffice?
 - Are the systems that are already in place appropriate?
 - Are the proposed communication systems compatible with the experience and expertise of the project participants? (Training...)
 - Is the available technology likely to change before the project is over?
 - Project environment: face-to-face or virtual environment?

Communications Management Plan

- **Typically contains**
 - Stakeholder needs and expectations.
 - Individuals responsible for communicating information.
 - Methods or technologies used.
 - Frequency of the communication (e.g. weekly).
 - A glossary of common terminology

7

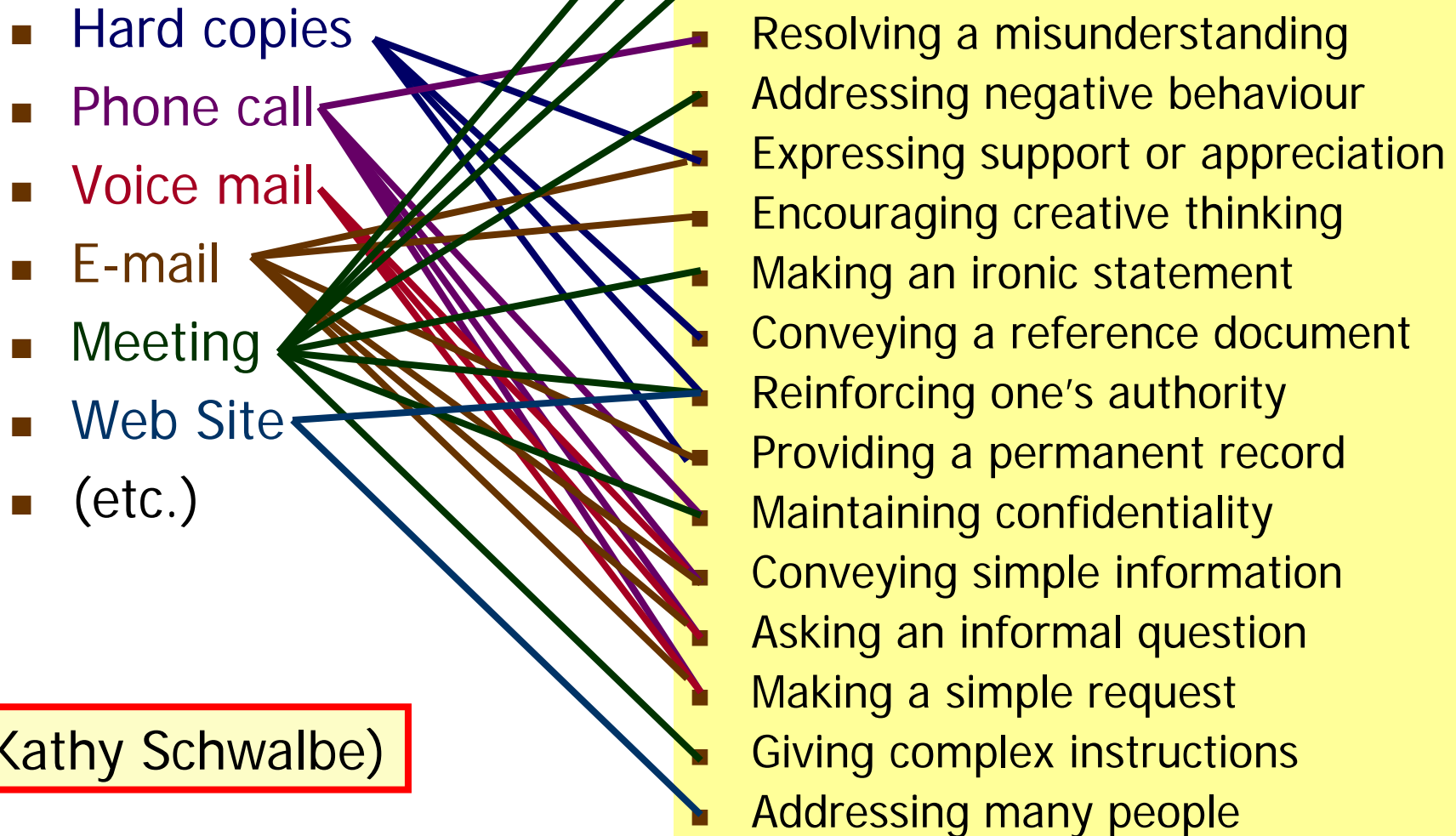
Media for Communication & Reasons for Communication

A Mapping Exercise.

- Hard copies
- Phone call
- Voice mail
- E-mail
- Meeting
- Web Site
- etc.

- Assessing commitment
- Building consensus
- Mediating a conflict
- Resolving a misunderstanding
- Addressing negative behaviour
- Expressing support or appreciation
- Encouraging creative thinking
- Making an ironic statement
- Conveying a reference document
- Reinforcing one's authority
- Providing a permanent record
- Maintaining confidentiality
- Conveying simple information
- Asking an informal question
- Making a simple request
- Giving complex instructions
- Addressing many people

Media for Communication & Reasons for Communication - a Mapping Exercise.



(Kathy Schwalbe)

Communication Management and Effective Meetings

Are you lonely?
Hate having to make decisions?
Rather talk about it than do it?

Then why not

HOLD A MEETING

Feel important Sleep in peace Offload decisions

Get to see other people

Impress (or bore) your colleagues

Learn to write volumes of meaningless notes

And all in work time



‘MEETINGS’

The Practical Alternative to Work

- From: <http://www.rogerdarlington.co.uk/meeting.html>

How to Run an Effective Meeting

- Roger Darlington:
 - How to have a good meeting:
<http://www.rogerdarlington.co.uk/meeting.html>
- Barry L. Shoop:
 - How to Run an Effective Meeting
 - <http://www.docstoc.com/docs/1951411/How-to-Run-an-Effective-Meeting>

Some Key Points on Meetings

(Roger Darlington)

- Consider whether the meeting is really necessary
- Make sure that the right people will be there
- Provide suitable room and ambience
- Opening of meeting is important
- Meetings should be action-orientated
- Produce minutes as soon as possible

Before the Meeting

(Barry L. Shoop)

- Define the purpose of the meeting.
- Identify the participants.
 - Every invitee should have a role.
 - Identify a recorder or secretary.
- Prepare an agenda in advance of the meeting.
 - Communicate the intent of each agenda item using labels such as (A) Action, (I) Information, (V) Vote.
 - Identify estimate of time allocated to the agenda item.
- Plan for breaks – lunch, coffee, etc.

The Bell Shaped Agenda

(Barry L. Shoop)

- Item 1: Welcome
- Item 2: Minutes
- Item 3: Announcements
 - non-controversial, short, e.g.. upcoming events.
- Item 4: Easy Item
 - Non-controversial
- Item 5: Hardest Item
 - Focussed on meeting by this time
- Item 6: For Discussion Only
 - May be Item 5 in next meeting.
- Item 7: Easiest Item
 - End on as positive note

After the Meeting

(Barry L. Shoop)

- Publish the minutes promptly.
- Identify responsibilities for action items.
- Assess the meeting.

Summary

- Processes in Communication
- Communication channels
- Importance to choose the right media for a specific purpose
- Meetings:
 - Plan meetings thoughtfully
 - Bell shaped agenda