

College of Management

Project Communications

Lecturer: Dr. Raef Baraka

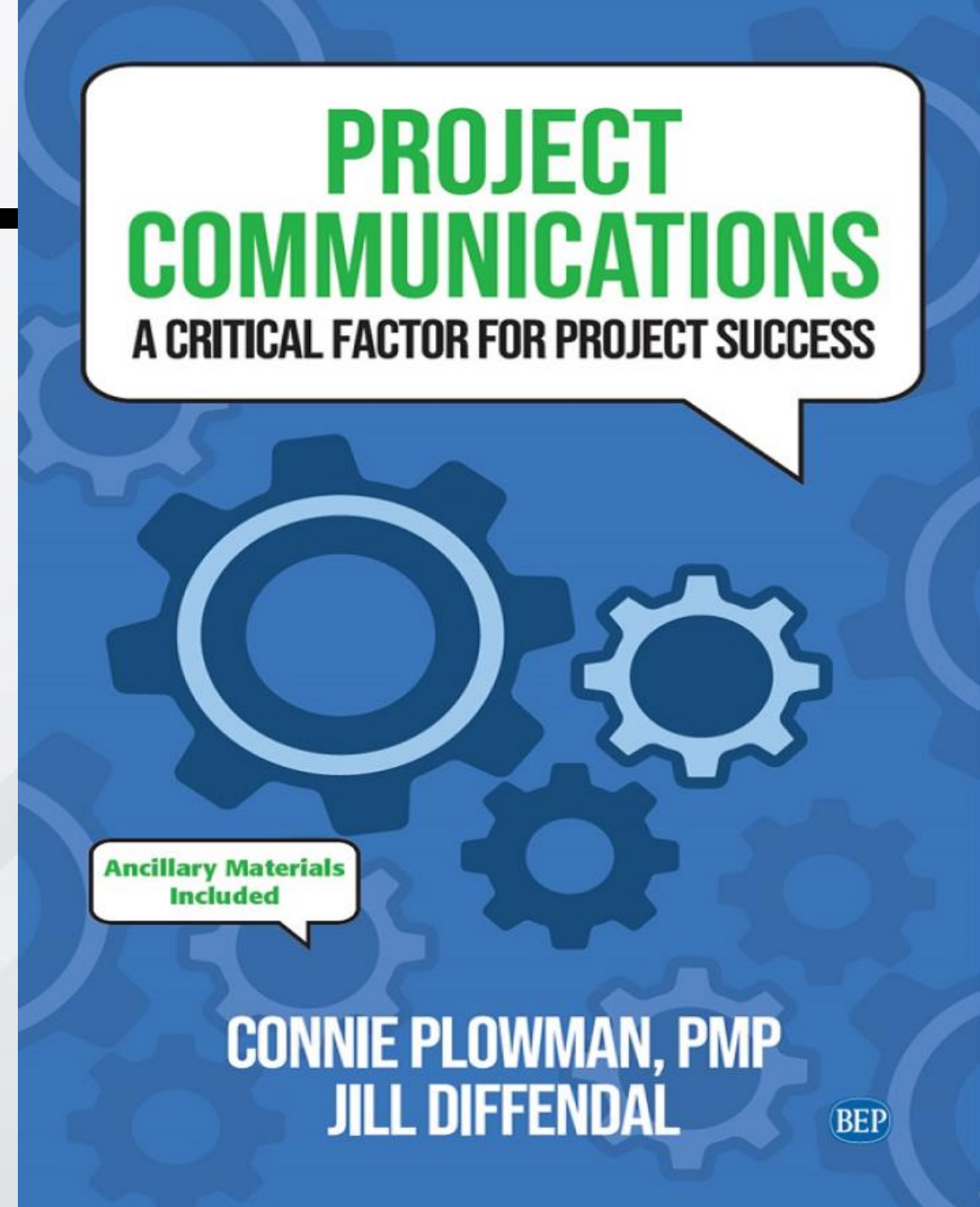
PMG 112

Lecture 10



Reference Book:

- **Ch1:** Introduction.
- **Ch2:** Exploring Communication Theories.
- **Ch3:** Knowing Your Audience.
- **Ch4:** Starting with the Basics.
- **Ch5:** Planning Project Communications.
- **Ch6:** Managing and Monitoring Project Communications.
- **Ch7:** Using Project Communication Tools.
- **Ch8:** Communicating Change.
- **Ch9:** Managing Conflict through Communication.
- **Ch10:** Closing.



Chapter 10: Closing

The purpose of this chapter is to help you:

- See where we have been and where we are going from here.
- Know how to put this information into a personalized action plan.
- Explore different ways to communicate the value of project management.



Chapter 10: Closing

Project Communication Management

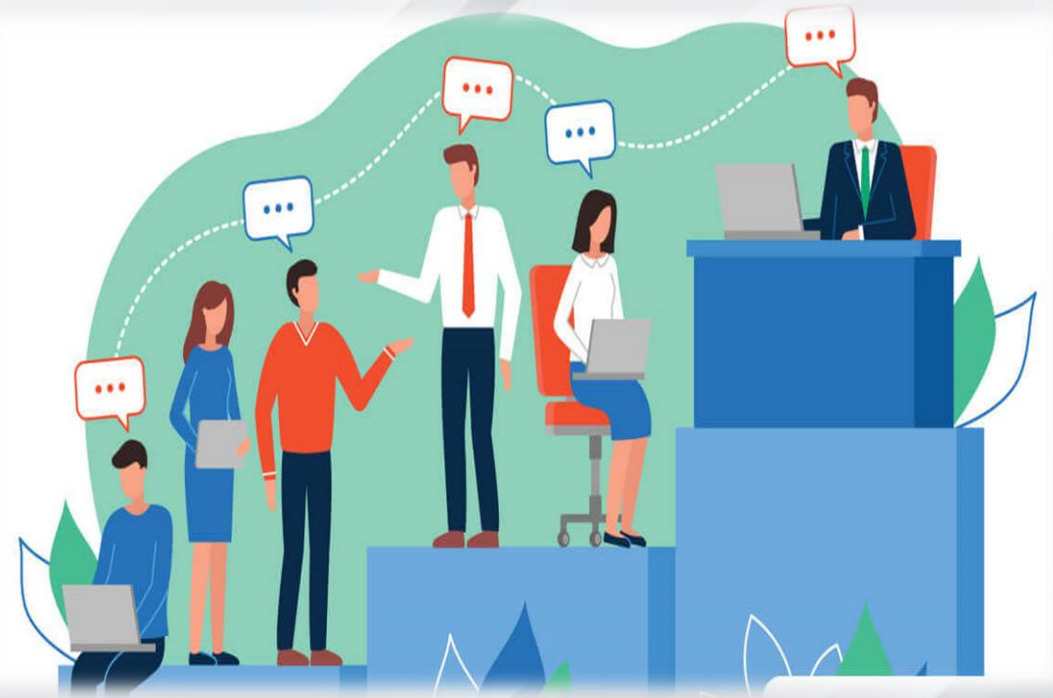


Ends are not bad things; they just mean that something else is about to begin. And there are many things that don't really end, anyway, they just begin again in a new way. Ends are not bad, and many ends aren't really an ending; some things are never-ending

Chapter 1: Introduction to project communication

The purpose of this chapter is to help you:

- Understand why project communication is so important.
- Know what to expect from this course: what it will cover, who the audience is, how the course is structured, and key definitions.
- Trace the evolution of project communications



Chapter 1: Introduction to project communication

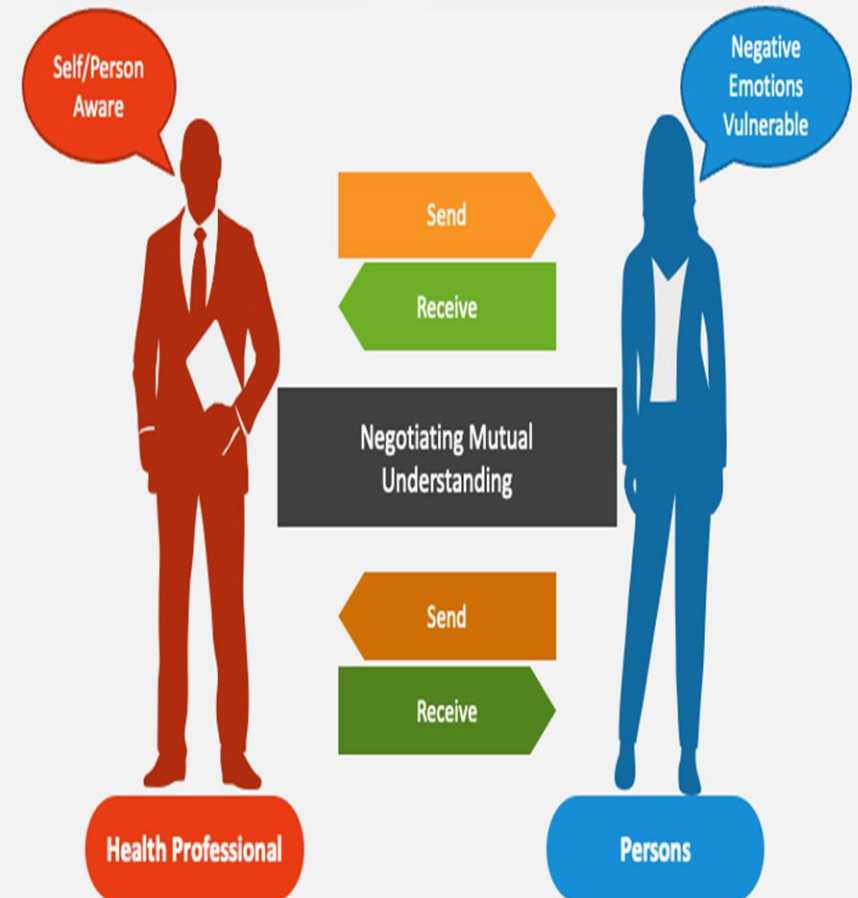
A Time to Reflect

- In the beginning, we traveled through time and looked at the evolution of project communications through the lens of the PMBOK® Guide.
- Why is this important? Because the PMBOK® Guide is written by project management practitioners from around the world and shows us how project communications (and project management knowledge) have progressed, not just from an individual perspective but from a global view.
- Refer to the evolution of project communications as you continue to evolve your own project communications (**see Chapter 1**).

Chapter 2: Exploring Communication Theories

The purpose of this chapter is to help you:

- Understand why people communicate by looking at two different communication theories that focus on communication as a way people handle uncertainty
- Evaluate the impact of the quality as well as the quantity of communication in a project.
- See the connection between effective communication and stakeholder trust.



Ch2: Exploring Communication Theories.

A Time to Reflect

- To build a solid foundation for project communications and have a better appreciation of uncertainty, we explored two communication theories: **uncertainty reduction theory** and **uncertainty management theory**. Why is this important? Understanding uncertainty as a motivator can help project managers and stakeholders appreciate the value of communication as a way to manage uncertainty.
- There are two ways to reduce uncertainty: to ensure **sufficient quantity** and **high-quality communications**. Focus on building trust among the project team and other stakeholders—a key factor in project success (**see Chapter 2**).

Exploring Communication Theories

Comparison of uncertainty reduction and uncertainty management theories

Theory	Uncertainty reduction theory	Uncertainty management theory
Definition of uncertainty	Uncertainty is a cognitive state based on an individual's knowledge, and is separate from emotion.	Uncertainty is both a cognitive (knowledge-based) and emotional state.
Evaluation of uncertainty	Uncertainty is always bad.	Uncertainty could be good or bad.
Behaviors that result from uncertainty	People will communicate in order to reduce uncertainty.	People may or may not communicate to reduce uncertainty based on how they evaluate the probability, impact, and emotional reaction to the uncertainty.

Chapter 3: Knowing Your Audience

The purpose of this chapter is to help you:

- Explore various recommendations for identifying the audience in your project, including their role, their level of power and influence over the project, and their level of support for the project.
- See the value of understanding what is important to the members of your audience—the WIIFM (what's in it for me).



Chapter 3: Knowing Your Audience

The purpose of this chapter is to help you:

- Become familiar with stakeholder personas as a communication approach.
- Put it into practice: Know your audience in traditional, agile, and virtual project teams.



Ch3: Knowing Your Audience.

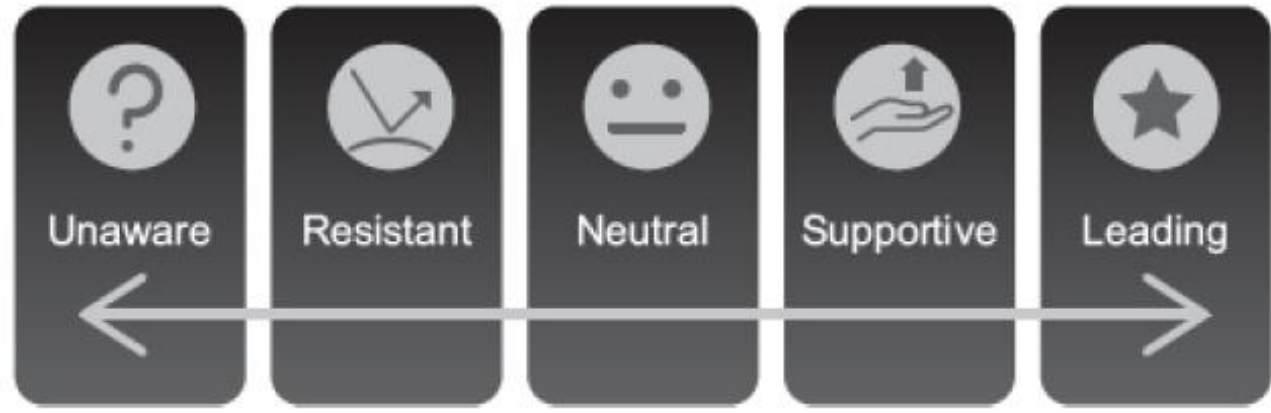
A Time to Reflect

- We examined the importance of knowing your audience and how different factors can affect stakeholders' engagement with your communications.
- Start with the WIIFM—what's in it for me?
- Developing stakeholder personas can help capture stakeholders' characteristics and concerns as a group. Why is this important?
- By knowing your audience, you can tailor your communications for them, leading to decreased uncertainty, increased trust, and a greater possibility of project support and success (see **Chapter 3**).

Knowing Your Audience

Identifying Stakeholders

Stakeholder	Role	Power	Influence	Support	WIIFM
Stakeholder 1					
Stakeholder 2					
Stakeholder 3					



Knowing Your Audience

Identifying Stakeholders

Stakeholder Register

Project Name	
Project Manager	

Stakeholder Name	Role	Contact	Category	Power	Interest	Exceptions	Communication Requirements
Alan Richard	Project Manager	Phone: +61 5698654387 Email: alan@gmail.com	Internal			Project to be delivered on time and within budget	Email Slack Video Conference
Bill Evans	Sponsor	Phone: +61 5698600777 Email: bill@mail.com	Internal			Responsive design across mobile devices	Email Video Conference
Emily Grimms	QA Manager	Phone: +61 5698600777 Email: emily@mail.com	Internal			Responsive UI No quality issues	Email Slack Video Conference

Knowing Your Audience

Stakeholder Engagement Assessment Matrix

Example 1: Tabular Format

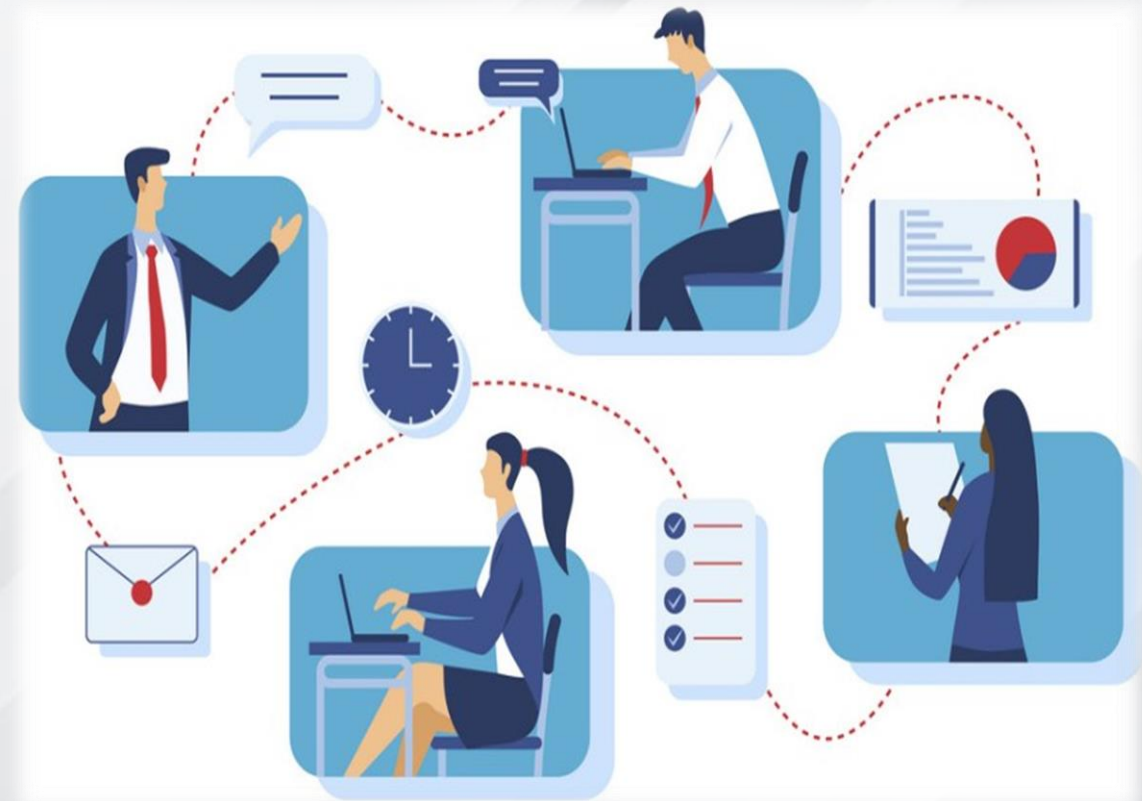
Stakeholder Group	Role Occupied	Interest Level	Influence Level	Status	1	2	3	4	5
Stakeholder A	Chairman	High	High	Aware				P	D
Stakeholder B	Chief Executive Officer	Moderate	High	To be Monitored		P		D	
Stakeholder C	General Manager			Ensure he is kept satisfied			P	D	
Legends 1 Ignorant or Unaware 2 Unwilling or Resistant 3 Indifferent or Neutral 4 Responsive or Supportive 5 Principal or Leading - P Present level of engagement - D Desired level of engagement									

Example of Stakeholder Engagement Assessment Matrix in Tubular Format

Chapter 4: Starting with the Basics

The purpose of this chapter is to help you:

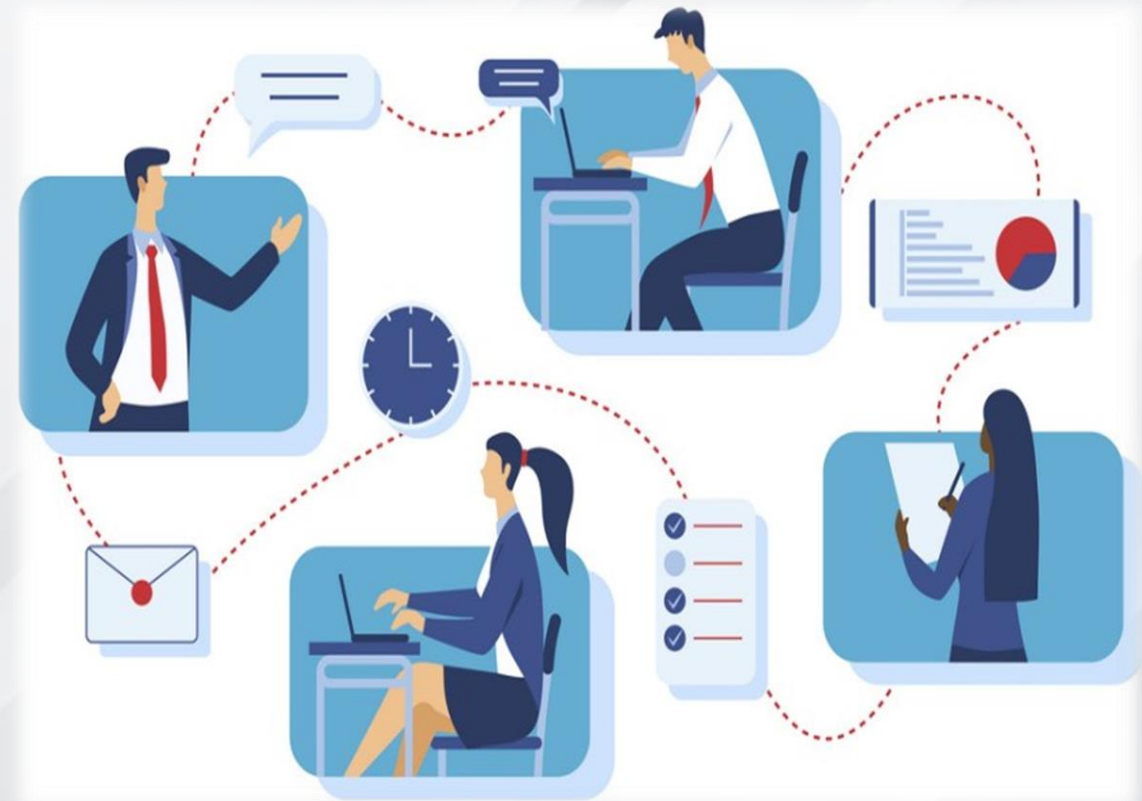
- Look at how high-performing organizations and project teams communicate.
- Identify things to consider when communicating on projects, including the need for inclusive language.
- Distinguish between formal and informal communications.



Chapter 4: Starting with the Basics

The purpose of this chapter is to help you:

- Examine the scalability of project communications
- Put it into practice: Project communication basics in traditional, agile, and virtual project teams.



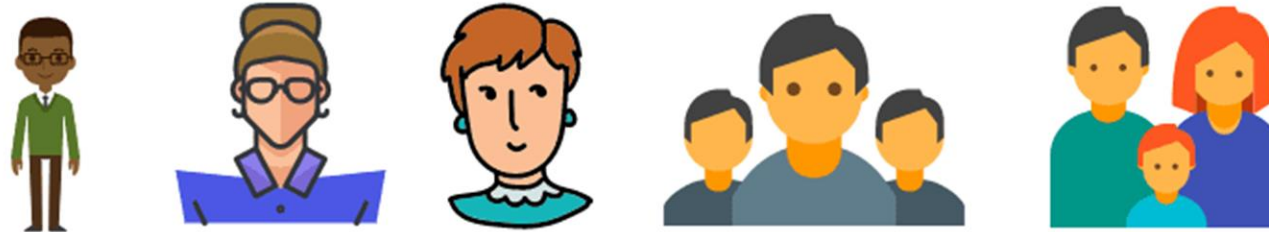
Ch4: Starting with the Basics.

A Time to Reflect

- It is important to start with the basics in project communications. We looked at how **high-performing organizations** and project teams are more effective at project communications than others.
- We explored some practical and sensible approaches for **effectively delivering** your message when communicating on projects.
- Why is this important? Because it may stimulate new ideas for you to explore or reconfirm effective approaches that may already be working well for you. **Make every word and interaction meaningful** (see Chapter 4).

Starting with the Basics

Communication Methods Interactive vs Push vs Pull



INTERACTIVE COMMUNICATION

Interactive communication is the most effective type of communication between two or more people in real time. It is a face to face communication type.

PUSH COMMUNICATION

Push communication is not a face to face communication type like interactive communication. The project manager sends the information to the recipient with no expectation of receiving immediate feedback or response.

PULL COMMUNICATION

The sender places the information at a general database such as a SharePoint or a shared drive and the recipients are responsible to use the information placed at this location.

Chapter 5: Planning Project Communications

The purpose of this chapter is to help you:

- Understand the purpose, content, and development of a project communications management plan.
- Demonstrate how to effectively use a project communications management plan.



Chapter 5: Planning Project Communications

The purpose of this chapter is to help you:

- Examine a communications matrix.
- Put it into practice: Planning communications in traditional, agile, and virtual project teams.



Ch5: Planning Project Communications.

A Time to Reflect

- In any project, it is important to have a plan; so is having a project communications management plan—and using it.
- **A project communications management plan** and its various elements provide a roadmap for the project team to keep others informed. Make sure your plan is being used effectively. As the project team implements their project communications management plan, the team may find that adjustments are needed.
- Why is this important? Because a project communications management plan and its evolution help us to stay on track by **delivering the right message, at the right time, to the right stakeholders, for the right reasons, using the right communication methods and frequency** (see Chapter 5).

Planning Project Communications

Communication Management Plan

Communication Type	Objective of Comm.	Format	Frequency	Audience	Owner	Deliverables
Kick-Off Meeting	Introduce the project, manage expectations, set	Meeting	One-Time	All Core Project Stakeholders	Project Manager	Meeting Minutes, Updated Charter
Status Report	Report of the status of the pro	Document, emailed	Weekly	All Core Project Stakeholders	Project Manager	Status report, issues log, risk log
Steering Committee	Clear issues, review performa	Meeting	Monthly	Steering Comm, PM, others as n	Project Manager	Meeting Minute Action items, up
Task Board	Show work planned, in prog	Information radiator	Real-time	All Core Project Stakeholders	Development Team	Phys task board and electronic ver
Lessons Learned Review	Capture lessons for future projec	Meeting	One-Time	All Core Project Stakeholders	Project Manager	Lessons Learned Report

Chapter 6: Managing and Monitoring Project Communications

The purpose of this chapter is to help you:

- Build key skills needed to address stakeholders' practical needs and personal needs when communicating on projects—including a five-step approach.
- Measure the effectiveness of your project communications.



Chapter 6: Managing and Monitoring Project Communications

The purpose of this chapter is to help you:

- Understand the importance of incorporating feedback loops.
- Examine lessons learned and retrospectives.
- Put it into practice: Managing and monitoring communications in traditional, agile, and virtual project teams.

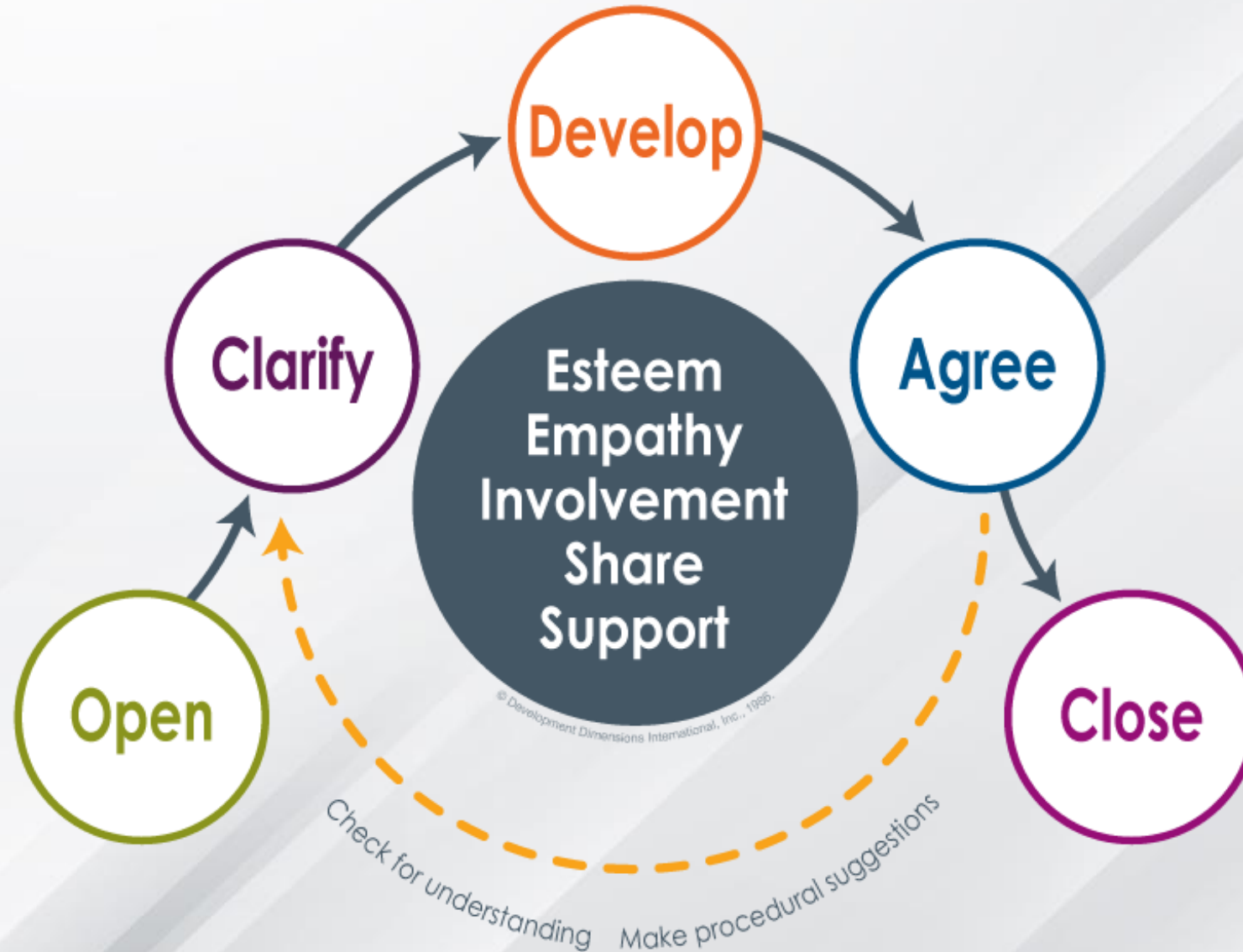


Ch6: Managing and Monitoring Project Communications.

A Time to Reflect

- Once you have planned your project communications, you are now ready to start using your project communications management plan through **managing and monitoring project communications**.
- Don't forget to measure the effectiveness of your project communications. Ask questions like, "What do you think?" or "What did you just hear?"
- Why is this important? Getting and giving feedback, having structured conversations, and **addressing the personal and practical needs** of the project team and stakeholders are all essential in managing and monitoring project communications (**see Chapter 6**).

Managing Project Communications



Chapter 7: Using Project Communication Tools

The purpose of this chapter is to help you:

- Consider what goes into choosing the right communication tools for your project
- Examine the purpose and benefits of different project communication tools
- Understand the importance of being knowledgeable about whatever communication tools you use for your project.



Chapter 7: Using Project Communication Tools

The purpose of this chapter is to help you:

- Put it into practice: Using communication tools in traditional, agile, and virtual project teams.



Ch7: Using Project Communication Tools.

A Time to Reflect

- We explored different **communication tools** and how to select the best tools that fit your project needs and organization by starting with why, then how, then what. Establishing the priorities of your selection criteria can help you focus on what matters most.
- Selecting the right tool is as important as knowing how to use the tool. If you need education in how to use a tool, get it. If you need to change the tool because it is not working, do it. Why is this important? Because tools are vital in communicating. In projects, we use a collection of tools when communicating. Even our talents and strengths are a tool. However, remember that our primary focus is on the message and the communication. Consider the communication tool as the vehicle for delivering the message (**see Chapter 7**).

Using Project Communication Tools

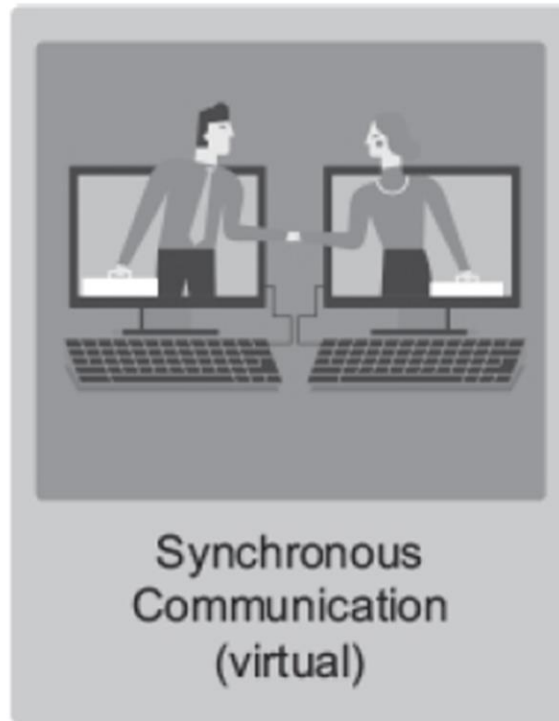


Figure 7.2 Depiction of synchronous and asynchronous communications

Chapter 8: Communicating Change

The purpose of this chapter is to help you:

- Understand change management, including three common models of managing change.
- Describe how change management and project management work together.
- Integrate change management into a project through communications.



Chapter 8: Communicating Change

The purpose of this chapter is to help you:

- Put it into practice: Communicating change in traditional, agile, and virtual project teams.



Ch8: Communicating Change.

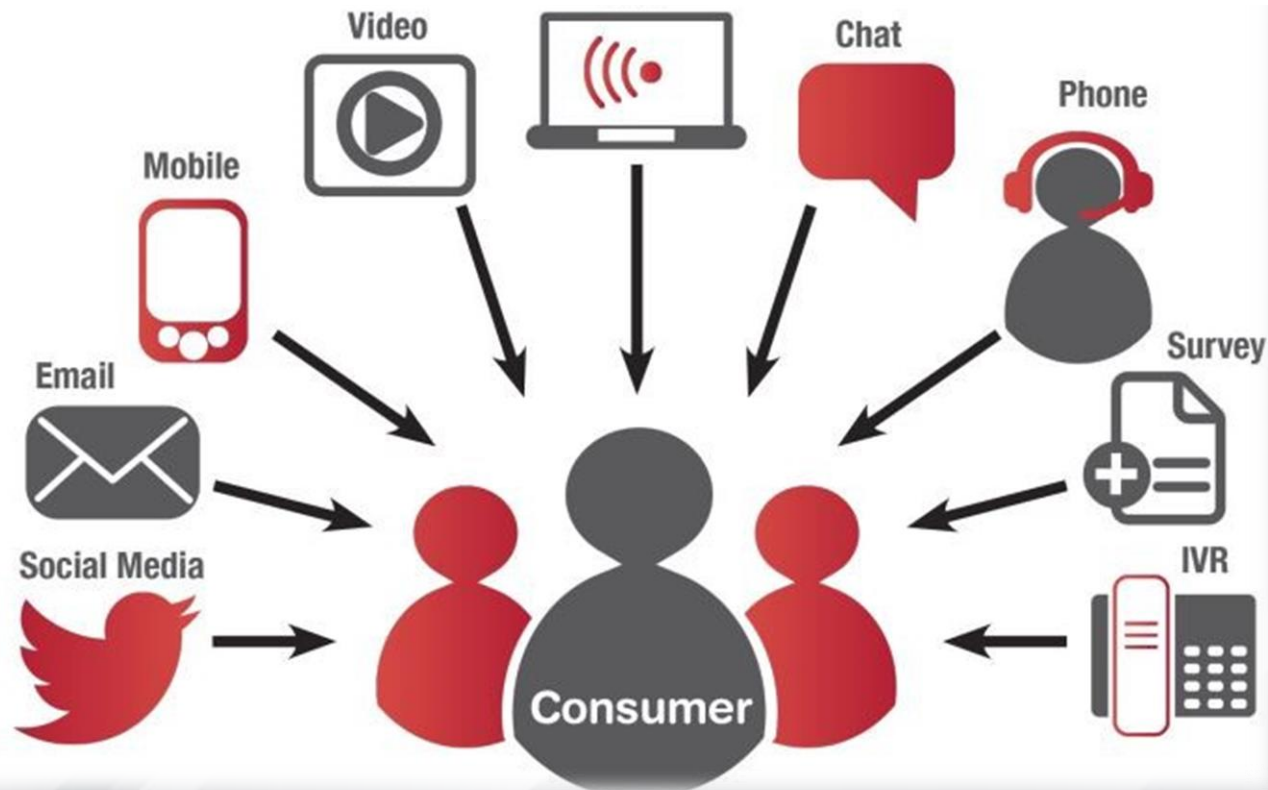
A Time to Reflect

- Projects are the connectors between where we are now (current state) and where we want to be (future state). In the middle, there is **change and uncertainty**.
- There are a number of change management models to consider for integrating change management concepts into your project communications. Be cautious, however, that too much change can create change fatigue, which can put projects and teams at risk.
- Why is this important? Because effective project communications that incorporate change management principles can help projects succeed and help organizations realize the benefits of the project (**see Chapter 8**).

Communication Tools for Projects

Table 7.3 Categories of project communication tools

1	2	3	4	5
Technology	Project documents	Presentations and templates	Meetings	Talents and strengths



Chapter 9: Managing Conflict through Communication

The purpose of this chapter is to help you:

- Examine two different types of conflict and how they can affect the project and the team.
- Explore strategies for understanding and resolving conflict within the project team.

Causes Of Conflict Due To Communication



Chapter 9: Managing Conflict through Communication

The purpose of this chapter is to help you:

- Consider ways to communicate with stakeholders when they do not support the project, when their expectations conflict with one another, or when the project deviates from the plan
- Put it into practice: Managing conflict through communication in traditional, agile, and virtual project teams.

Causes Of Conflict Due To Communication



Ch9: Managing Conflict through Communication.

A Time to Reflect

- And finally, things happen. We looked at how to effectively communicate when **conflict** occurs on the project. There are two sources of conflict: **interpersonal conflict** (relational conflict) and **task conflict** (disagreements). A moderate amount of conflict can have a positive outcome by building stronger relationships and generating better project results. Too much conflict can have a negative outcome, causing dysfunctional project teams, unhappy stakeholders, and poor project results. Why is this important? Because like other problem-solving situations, we must address conflict with different strategies—using what works and/or adjusting when the approach does not work. **Bottom line: Don't take it personally (see Chapter 9).**

Managing Conflict through Communication

Type of conflict	Sources	Effects
Interpersonal conflict	• Source is unrelated to the team's task • Emotional in nature • Arises from personal dislike, annoyance, personality incompatibility	Negative: Can lead to decline in performance and productivity, withdrawal from collaboration, departure from the team, project failure
Task conflict	• Source is related to the team's task • Cognitive in nature • Arises from difference in perspective	Positive: Can lead to creativity, new solutions, more flexibility in thinking Negative: Can escalate and/or evolve into interpersonal conflict if unresolved

Managing Conflict through Communication

Managing Conflict with Stakeholders Outside the Project

Table 9.2 Stakeholder conflict template example

	Stakeholder 1	Stakeholder 2	Stakeholder 3
Stakeholder 1		Budget (stakeholder 1) could conflict with scope (stakeholder 2)	
Stakeholder 2			Past negative interactions between stakeholders 2 and 3
Stakeholder 3	Schedule (stakeholder 3) could conflict with resources (stakeholder 1)		

Chapter 10: Closing

The purpose of this chapter is to help you:

- See where we have been and where we are going from here.
- Know how to put this information into a personalized action plan.
- Explore different ways to communicate the value of project management.





Thank You