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University

Advanced Project Management

LECTURE 3

PMG 605

Project Communication and team
Management

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Learning outcomes



At the end of this lecture students will be able to:

- **Explore the definitions of Communication project and Project Communications Management.**
- **Explain the Project Communications Management Processes.**
- **Identify Developed from Project Communication Management.**
- **List various methods for improving project communications, such as running effective meetings.**
- **Describe how programme can enhance project communications.**
- **Explore the project team management.**

Lecture Overview



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Lecture Overview

Se One: Project Communications Management.

- 1. definitions**
- 2. Developed from Project Communication Management.**
 - a. Plan Communications Management.**
 - b. Manage Communications.**
 - c. Control Communications.**
- 3. Project Communications Management Processes.**

Section tow: Project Team Management.

Se One: Project Communications Management



(1) definitions:

Communication:

the transfer of information and understanding from one person to another.

Project Communications Management



Project Communications Management

includes the processes that are required to ensure timely and appropriate, planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information.

Project Communications Management



Project managers spend most of their time communicating with team members and other project stakeholders, whether they are internal (at all organizational levels) or external to the organization .

➤ **81%** of a manager's time in a typical workday is spent communicating.

Project Communications Management



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Effective communication creates a bridge between diverse stakeholders who may have different cultural and organizational backgrounds, different levels of expertise, and different perspectives and interests, which impact or have an influence upon the project execution or outcome.

(2) What will be Developed from Project Communication Management?



- a. Plan Communications Management.**
- b. Manage Communications.**
- c. Control Communications.**

a. Plan Communications Management



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The process of developing an appropriate approach and plan for project communications based on stakeholder's information needs and requirements, and available organizational assets.

Figure 1. Communication Models



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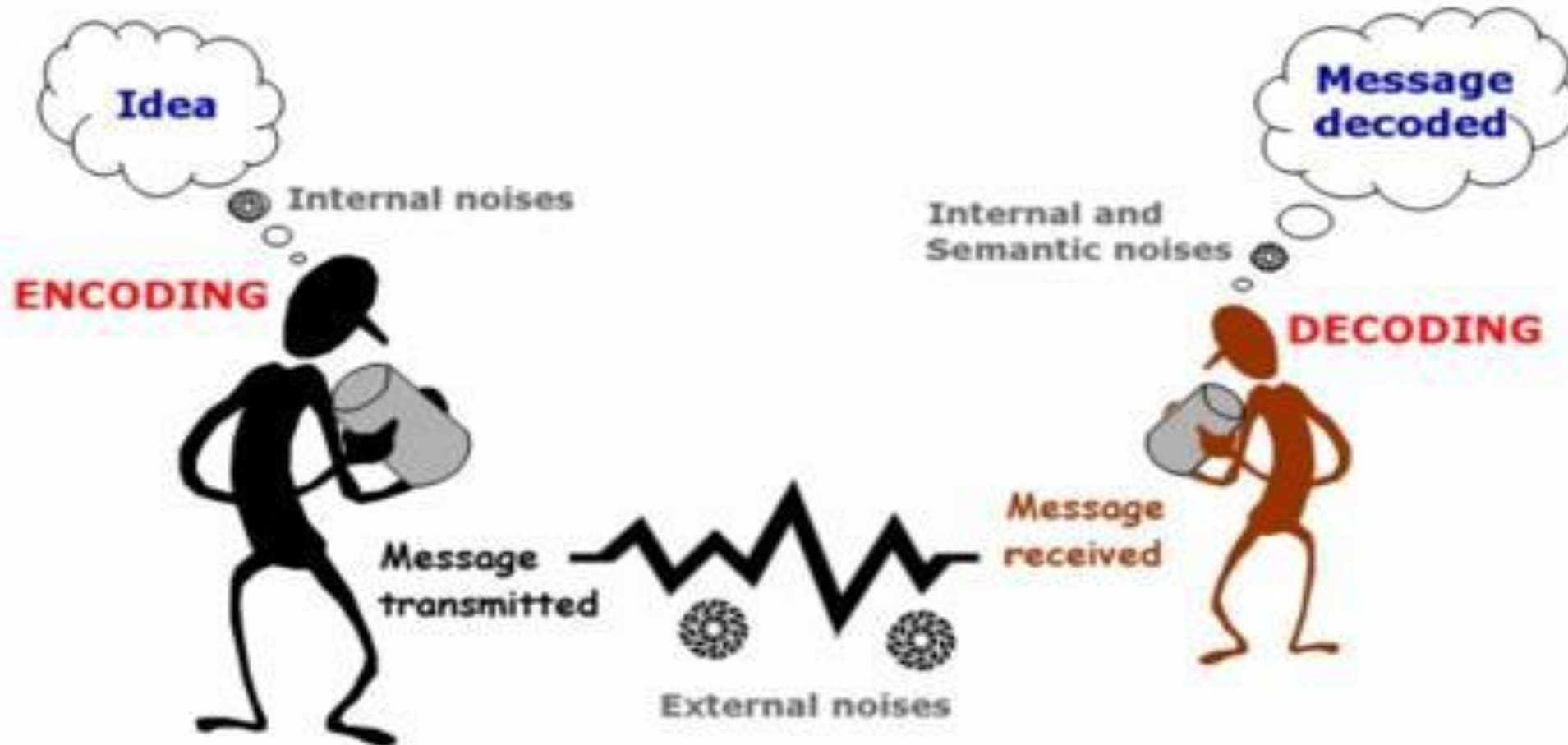
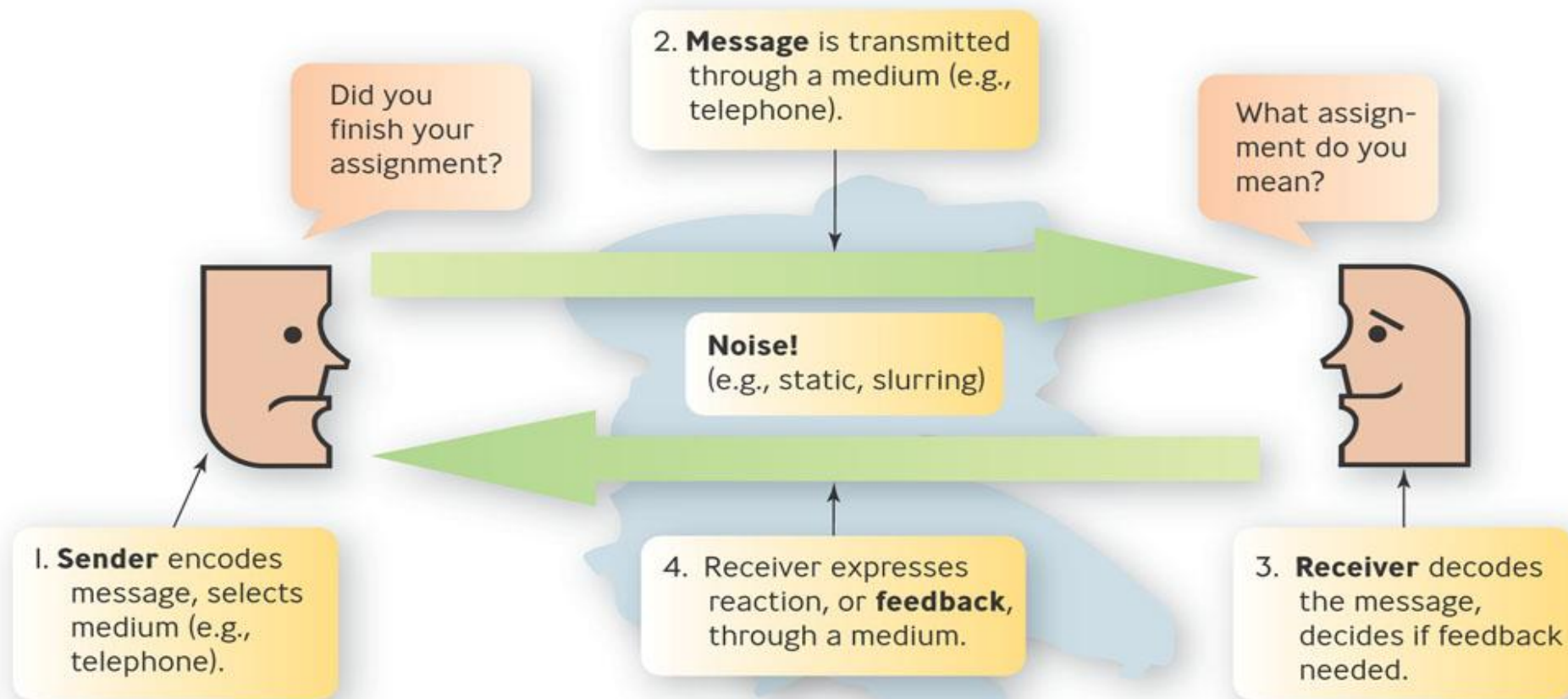


Figure 2. The Communication Process



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a. Plan Communications Management



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- **Encode** : Thoughts or ideas are translated (encoded) into language by the sender.

a. Plan Communications Management



- **Transmit Message** : This information is then sent by the sender using communication channel (medium). The transmission of this message may be compromised by various factors (e.g., distance, unfamiliar technology, inadequate infrastructure, cultural difference, and lack of background information). These factors are collectively termed as noise.

a. Plan Communications Management



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- **Decode:** The message is translated by the receiver back into meaningful thoughts or ideas.
- **Acknowledge:** Upon receipt of a message, the receiver may signal (acknowledge) receipt of the message but this does not necessarily mean agreement with or comprehension of the message.

a. Plan Communications Management



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Feedback/Response.: When the received message has been decoded and understood, the receiver encodes thoughts and ideas into a message and then transmits this message to the original sender.

b. Manage Communications



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The process of creating, collecting, distributing, storing, retrieving and the ultimate disposition of project information in accordance with the communications management plan.

c. Control Communications



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The process of monitoring and controlling communications throughout the entire project life cycle to ensure the information needs of the project stakeholders are met.

(3) Project Communications Management Processes



- 1. Communications planning:** determining the information and communications needs of the stakeholders.
- 2. Information distribution:** making needed information available in a timely manner.

(3) Project Communications Management Processes



3. Performance reporting: collecting and disseminating performance information.

4. Administrative closure: generating, gathering, and disseminating information to formalize phase or project completion.

1. Communications Planning



- Every project should include some type of communications management plan, a document that guides project communications.
- Creating a stakeholder analysis for project communications also aids in communications planning.

Communications Management Plan

Contents



- **A description of a collection and filing structure for gathering and storing various types of information.**
- **A distribution structure describing what information goes to whom, when, and how.**
- **A format for communicating key project information.**

Communications Management Plan Contents

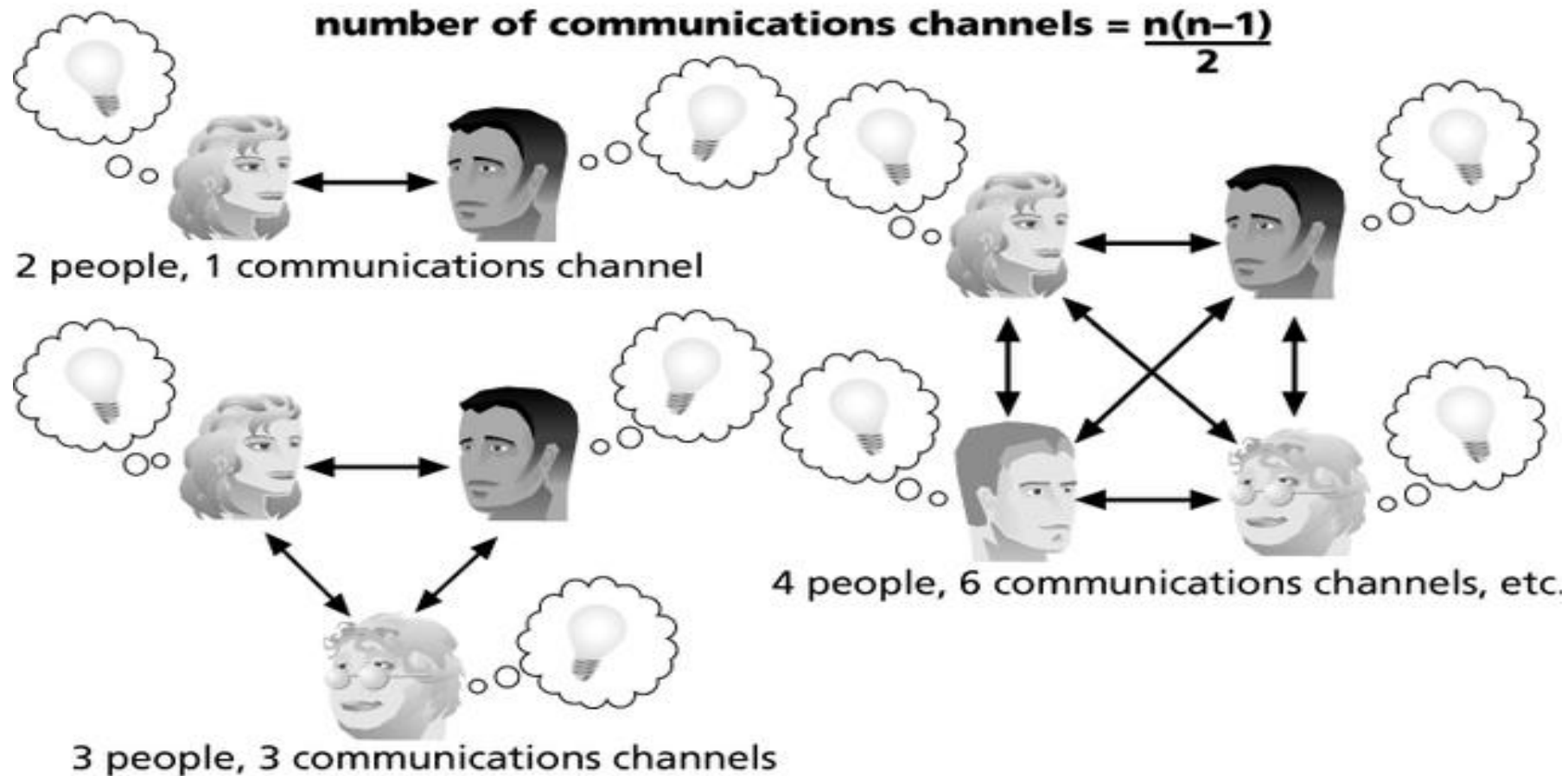


- **A project schedule for producing the information.**
- **Access methods for obtaining the information.**
- **A method for updating the communications management plans as the project progresses and develops.**
- **A stakeholder communications analysis.**

2. Information Distribution

- Getting the right information to the right people at the right time and in a useful format is just as important as developing the information in the first place.
- **Important considerations include:**
 - using technology to enhance information distribution.
 - formal and informal methods for distributing information.

Figure 3. The Impact of the Number of People on Communications Channels



3. Performance Reporting



- **Performance reporting keeps stakeholders informed about how resources are being used to achieve project objectives.**
 - **Status reports describe where the project stands at a specific point in time.**

3. Performance Reporting



- Progress reports describe what the project team has accomplished during a certain period of time.
- Project forecasting predicts future project status and progress based on past information and trends.
- Status review meetings often include performance reporting.

4. Administrative Closure



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- **A project or phase of a project requires closure.**
- **Administrative closure produces.**
 - **project archives.**
 - **formal acceptance.**
 - **lessons learned.**

Suggestions for Improving Project Communications



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- **Manage conflicts effectively.**
- **Develop better communication skills.**
- **Run effective meetings.**
- **Use templates for project communications.**

Conflict Handling Modes, in Preference Order



- **Confrontation or problem-solving:** directly face a conflict.
- **Compromise:** use a give-and-take approach.
- **Smoothing:** de-emphasize areas of differences and emphasize areas of agreement.

Conflict Handling Modes, in Preference Order



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- **Forcing:** the win-lose approach.
- **Withdrawal:** retreat or withdraw from an actual or potential disagreement.

Conflict Can Be Good



Conflict often produces important results, such as new ideas, better alternatives, and motivation to work harder and more collaboratively.

- Groupthink can develop if there are no conflicting viewpoints.
- Research by **Karen Jehn** suggests that task-related conflict often improves team performance, but emotional conflict often depresses team performance.

Developing Better Communication Skills



- Companies and formal degree programs for IT professionals often neglect the importance of developing speaking, writing, and listening skills.
- As organizations become more global, they realize they must invest in ways to improve communication with people from different countries and cultures.
- It takes leadership to improve communication.

Running Effective Meetings



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- **Determine if a meeting can be avoided.**
- **Define the purpose and intended outcome of the meeting.**
- **Determine who should attend the meeting.**
- **Provide an agenda to participants before the meeting.**

Running Effective Meetings



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- **Prepare handouts, visual aids, and make logistical arrangements ahead of time.**
- **Run the meeting professionally.**
- **Build relationships.**

Developing a Communications Infrastructure



- **A communications infrastructure** is a set of tools, techniques, and principles that provide a foundation for the effective transfer of information.
 - Tools include e-mail, project management software, groupware, fax machines, telephones, teleconferencing systems, document management systems, and word processors.

Developing a Communications Infrastructure



- Techniques include reporting guidelines and templates, meeting ground rules and procedures, decision-making processes, problem-solving approaches, and conflict resolution and negotiation techniques.
- Principles include using open dialog and an agreed upon work ethic.

Section Tow: Project Team Management

The project team includes the project manager and the group of individuals who work together on a project to achieve its objectives. It consists of the project manager, project management staff, and other team members who are maybe not directly involved with management but carry out the work related to the project.

Project Team Management



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This team consists of people from different teams with precise subject matter knowledge or with the required skill set to carry out the work of the project.

Team Development Stages



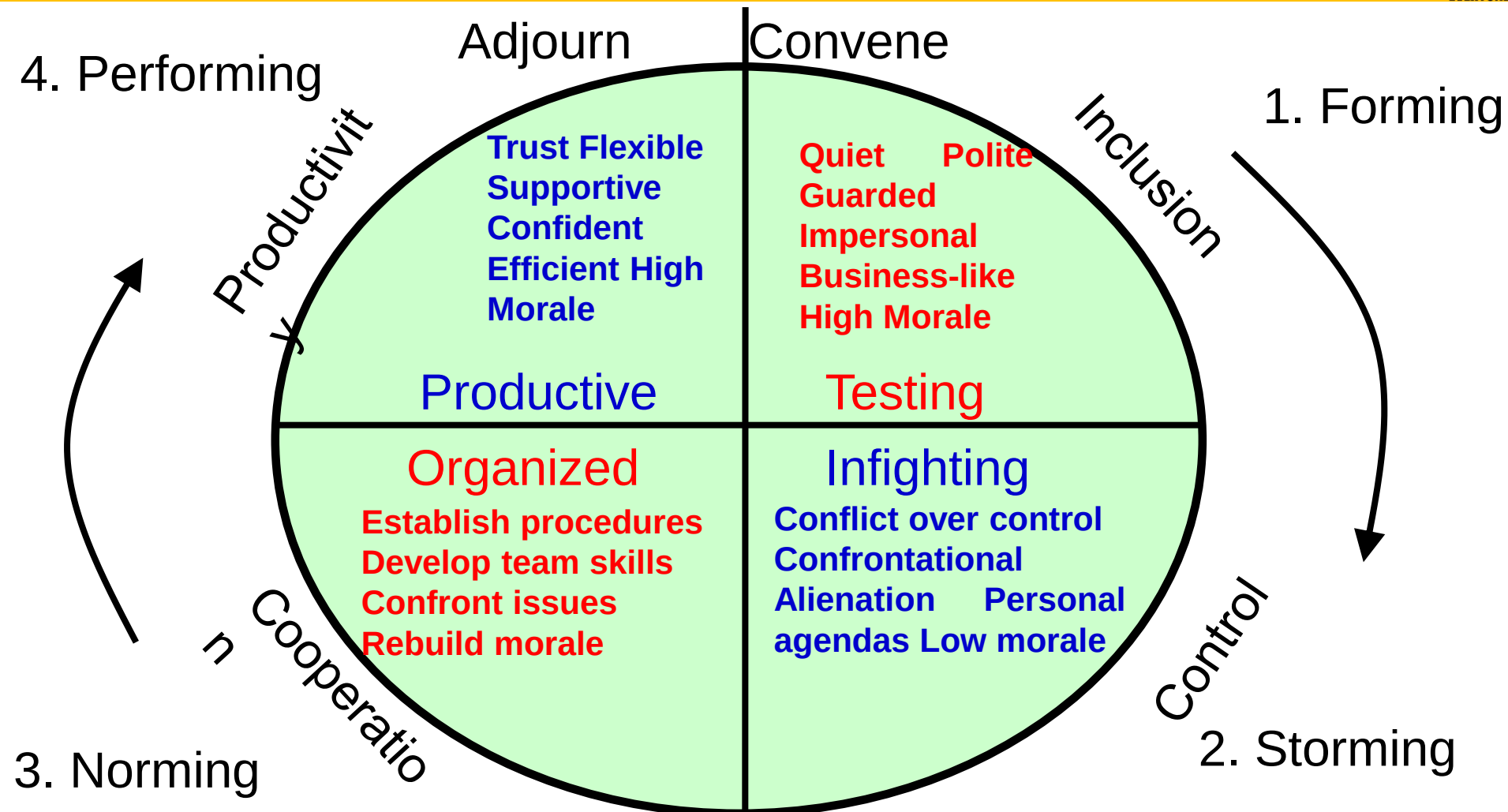
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1. **Forming** : members become acquainted.
2. **Storming** : conflict begins.
3. **Norming** : members reach agreement.
4. **Performing** : members work together.
5. **Adjourning** : group disbands.

Figure 4. Team Development Stages



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Effective Project Teams



- 1. Clear Sense of Mission.**
- 2. Productive Interdependency.**
- 3. Cohesiveness.**
- 4. Trust.**
- 5 Enthusiasm:**
 - ❖ Challenging, supportive, personally rewarding**
- 6. Results Orientation**

Conditions Favoring Development of High Performance Project Teams



- **Ten or fewer team members.**
- **Voluntary team membership.**
- **Continuous service on the team.**
- **Full-time assignment to the team.**
- **An organization culture of cooperation and trust.**

Conditions Favoring Development of High Performance Project Teams



- **Members report solely to the project manager.**
- **All relevant functional areas are represented on the team.**
- **The project involves a compelling objective.**
- **Members are in close communication with each other.**

Reasons Teams Fail

1. Poorly developed or unclear goals.

Multiple interpretations, lack of willingness to work together, increased number of conflicts.

2. Poorly defined project team roles & interdependencies.

3. Lack of project team motivation.

Unnecessary, low priority.

Reasons Why Teams Fail



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- 4. Poor communication.**
- 5. Poor leadership.**
- 6. Turnover among project team members.**
- 7. Dysfunctional behavior.**

Thank You For your Attention!

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