

# **Project Communication Management**

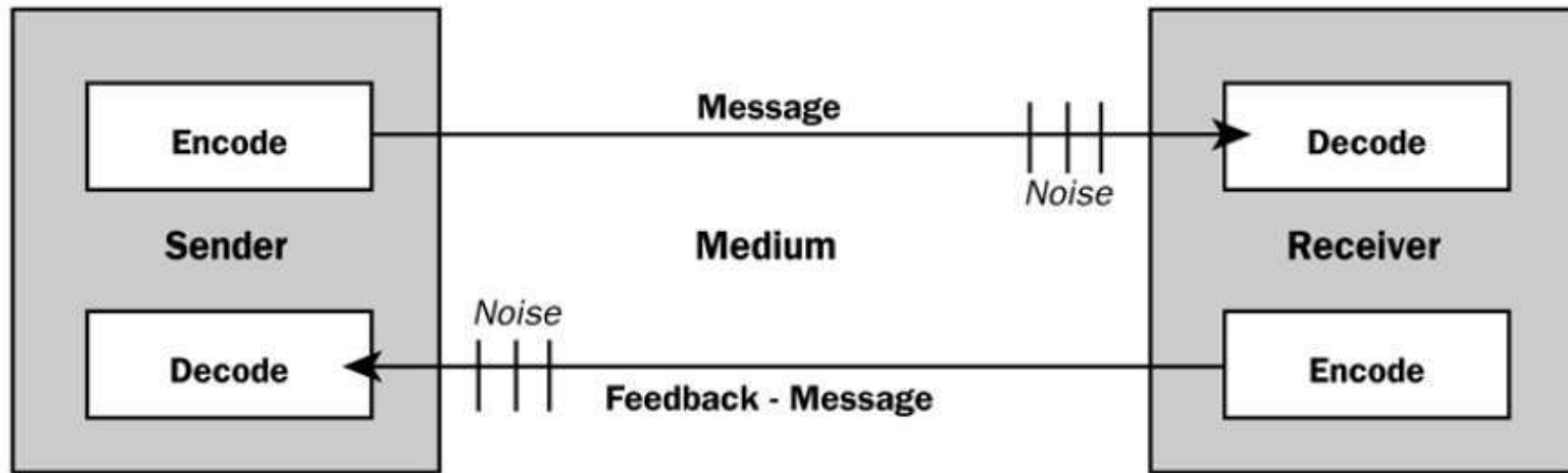
# **Objective of Communication Management**

Timely and appropriate generation, collection, distribution, storage and retrieval of project information

# Communication Skills

- Understanding sender-receiver models
- Selecting suitable communication channels
- Selecting suitable message formats
- Presentation techniques
- Meeting management techniques

# Communication Model



BMBOOK Guide 2009

# Communication Management

- Communication planning
- Information distribution
- Performance reporting
- Administrative closure

# Project Phases and Processes

Initiation



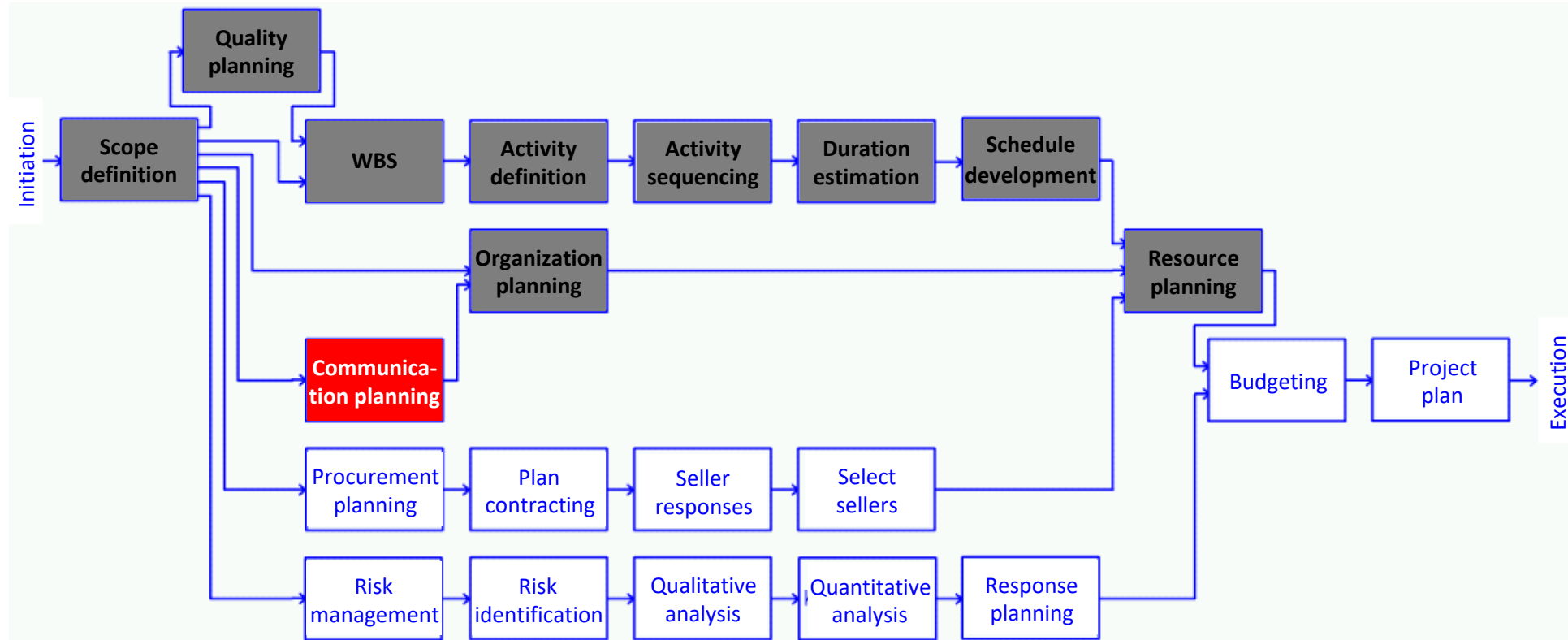
```
graph TD; A[Initiation] --> B[Planning]; B --> C[Execution Control]; C --> D[Closing];
```

Planning

Execution Control

Closing

# Communication in the Project Plan



# Communication Planning

## Inputs:

- Enterprise factors
- Organization assets
- Project Scope
- Constrains and Assumptions

## Methods:

- Stakeholders communication needs analysis
- Communication Technology

## Outputs

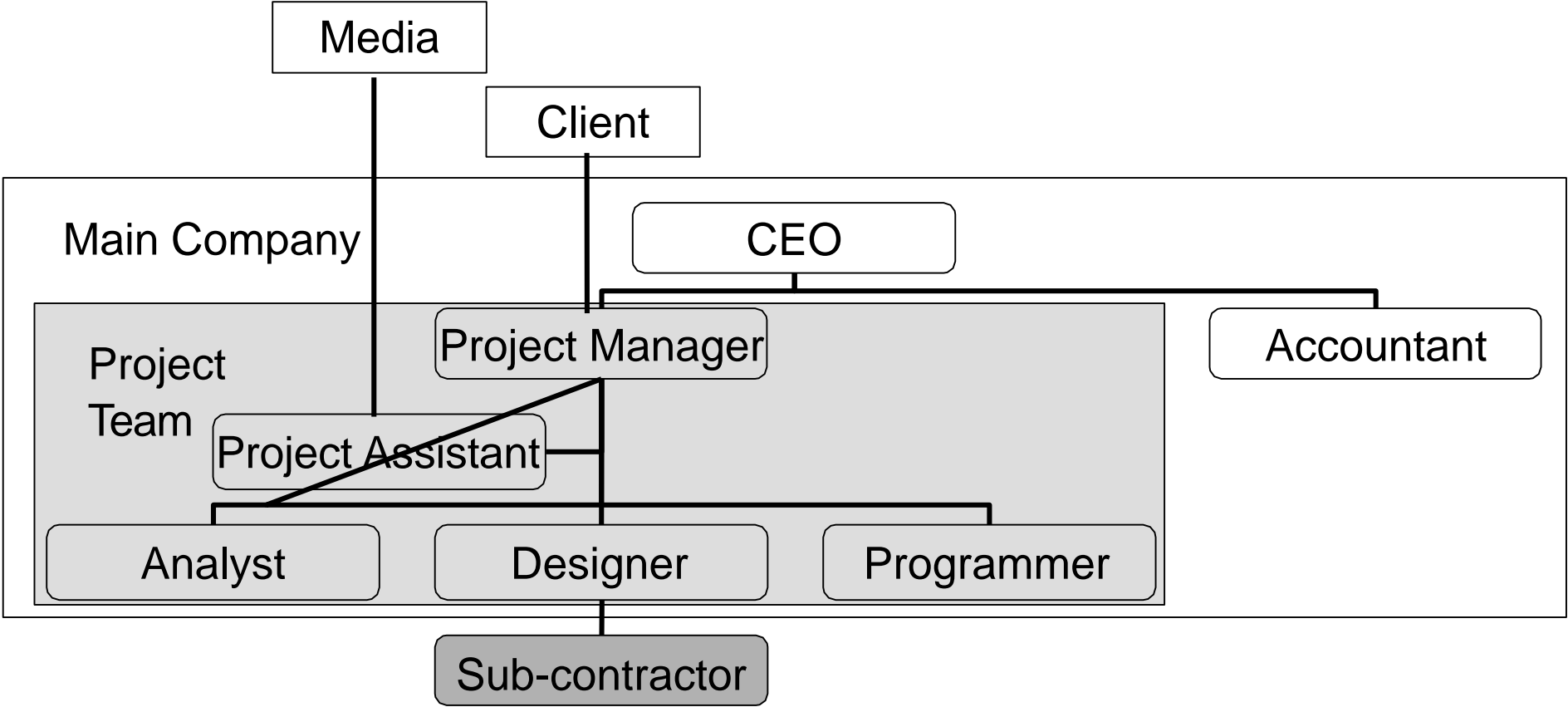
- Communication plan



# **Inputs**

Communication Planning

# Organization Structure Example\*



# **Exercise**

Compose “big” Org Chart

Team members + external stakeholders

# **Methods**

Communication Planning

# Analysis of Stakeholders' Communication Needs

- **Receiver** - Who needs information?
- **Content** – What information is needed?
- **Time** – When information is needed?
- **Frequency** – How often info is needed?
- **Details** – What is the level of details?
- **Format** – In what format information should be communicated?
- **Sender** – Who is responsible for sending this information?

# **Analysis of Stakeholders Communication Needs**

- Spend resources only for satisfying most critical needs
- Communication needs that ensure the success of the project
- Needs if not fulfilled cause the failure of the project

# Principles for Selecting Communication Channels

- Information exchange rate
- Accessibility to the technology
- Stakeholders preferences
- Project duration

# Examples of Communication Channels

- Developers blog
- PM diary
- Project intranet
- Version control repository
- Document management system
- Project public webpage
- Social network channels (FB, Twitter, Instagram, ...)
-



# **Output**

Communication Plan

# Communication Plan

- Information **collection** rules
- **Distribution** rules
- **Description** of the information (format, content)
- Reporting and documenting **schedule**
- **Access** rules
- Communication plan **change management** rules

# Example of Communication Plan

| Sender              | Receiver     | Content                     | Time and Frequency      |
|---------------------|--------------|-----------------------------|-------------------------|
| Client              | PM           | Work Description            | Project Start           |
| PM                  | Client       | Project Plan                | Project Start           |
| PM                  | Client       | Progress Report             | End of every Month      |
| PM                  | Client       | Final Report                | Project End             |
| PM                  | Team Members | Work Order                  | Beginning of every Week |
| Team Members        | PM           | Work Sheet                  | End of every Week       |
| PM                  | Accountant   | Cash Flow Plan              | Project Start           |
| PM                  | Accountant   | Invoices                    | 10 d before deadline    |
| Procurement Manager | Vendor       | Proposal for subcontracting | Beginning of Phase      |
| Vendor              | PM           | Progress Report             | End of every Month      |
| Vendor              | PM           | Subcontracting final report | End of Phase            |
| PM                  | CEO          | General Project Overview    | Monthly meeting         |
| Project Assistant   | Media        | General Project Overview    | Project Start and End   |

# Additions to Project Plan and Schedule

|             |  | 1st YEAR |            |   |   |   |   |   |   |   |   |    |    | 2nd YEAR |    |    |    |    |    |    |    |    |    |    |    | 3rd YEAR |    |    |    |    |    |    |    |    |    |    |    |    |
|-------------|--|----------|------------|---|---|---|---|---|---|---|---|----|----|----------|----|----|----|----|----|----|----|----|----|----|----|----------|----|----|----|----|----|----|----|----|----|----|----|----|
|             |  | Month    | 1          | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12       | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24       | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 |
| <b>Task</b> | <b>WP1 MANAGEMENT</b>  |          | [Blue bar] |   |   |   |   |   |   |   |   |    |    |          |    |    |    |    |    |    |    |    |    |    |    |          |    |    |    |    |    |    |    |    |    |    |    |    |
| 1.1         | Operative, financial and administrative project management         |          | [Blue bar] |   |   |   |   |   |   |   |   |    |    |          |    |    |    |    |    |    |    |    |    |    |    |          |    |    |    |    |    |    |    |    |    |    |    |    |
| 1.2         | Meetings Organisation  |          | [Blue bar] |   |   |   |   |   |   |   |   |    |    |          |    |    |    |    |    |    |    |    |    |    |    |          |    |    |    |    |    |    |    |    |    |    |    |    |
| 1.3         | Monitoring and reporting activities                                |          | [Blue bar] |   |   |   |   |   |   |   |   |    |    |          |    |    |    |    |    |    |    |    |    |    |    |          |    |    |    |    |    |    |    |    |    |    |    |    |
| <b>Task</b> | <b>WP2 QUALITY ASSURANCE</b>                                       |          | [Blue bar] |   |   |   |   |   |   |   |   |    |    |          |    |    |    |    |    |    |    |    |    |    |    |          |    |    |    |    |    |    |    |    |    |    |    |    |
| 2.1         | Monitoring and Evaluation of the project management processes      |          | [Blue bar] |   |   |   |   |   |   |   |   |    |    |          |    |    |    |    |    |    |    |    |    |    |    |          |    |    |    |    |    |    |    |    |    |    |    |    |
| 2.2         | Monitoring and Evaluation of the project products and results      |          | [Blue bar] |   |   |   |   |   |   |   |   |    |    |          |    |    |    |    |    |    |    |    |    |    |    |          |    |    |    |    |    |    |    |    |    |    |    |    |
| <b>Task</b> | <b>WP3 Research and Curriculum Definition</b>                      |          | [Blue bar] |   |   |   |   |   |   |   |   |    |    |          |    |    |    |    |    |    |    |    |    |    |    |          |    |    |    |    |    |    |    |    |    |    |    |    |
| 3.1         | Needs and training analysis  |          | [Blue bar] |   |   |   |   |   |   |   |   |    |    |          |    |    |    |    |    |    |    |    |    |    |    |          |    |    |    |    |    |    |    |    |    |    |    |    |
| 3.2         | Definition of the Piloting Curriculum and Technological requisites |          | [Blue bar] |   |   |   |   |   |   |   |   |    |    |          |    |    |    |    |    |    |    |    |    |    |    |          |    |    |    |    |    |    |    |    |    |    |    |    |
| <b>Task</b> | <b>WP4 EDUCATIONAL AND PILOTING ENVIRONMENT PRODUCTION</b>         |          | [Blue bar] |   |   |   |   |   |   |   |   |    |    |          |    |    |    |    |    |    |    |    |    |    |    |          |    |    |    |    |    |    |    |    |    |    |    |    |
| 4.1         | Design of the Educational and Piloting Environment                 |          | [Blue bar] |   |   |   |   |   |   |   |   |    |    |          |    |    |    |    |    |    |    |    |    |    |    |          |    |    |    |    |    |    |    |    |    |    |    |    |
| 4.2         | Developing of the Piloting Training Materials                      |          | [Blue bar] |   |   |   |   |   |   |   |   |    |    |          |    |    |    |    |    |    |    |    |    |    |    |          |    |    |    |    |    |    |    |    |    |    |    |    |
| <b>Task</b> | <b>WP5 Piloting</b>  |          | [Blue bar] |   |   |   |   |   |   |   |   |    |    |          |    |    |    |    |    |    |    |    |    |    |    |          |    |    |    |    |    |    |    |    |    |    |    |    |
| 5.1         | Selection of participants for the piloting                         |          | [Blue bar] |   |   |   |   |   |   |   |   |    |    |          |    |    |    |    |    |    |    |    |    |    |    |          |    |    |    |    |    |    |    |    |    |    |    |    |
| 5.2         | Teacher piloting training and MOOC                                 |          | [Blue bar] |   |   |   |   |   |   |   |   |    |    |          |    |    |    |    |    |    |    |    |    |    |    |          |    |    |    |    |    |    |    |    |    |    |    |    |
| 5.3         | Piloting GEBLIES learning methods and students' study projects     |          | [Blue bar] |   |   |   |   |   |   |   |   |    |    |          |    |    |    |    |    |    |    |    |    |    |    |          |    |    |    |    |    |    |    |    |    |    |    |    |
| 5.4         | Study project competition for students                             |          | [Blue bar] |   |   |   |   |   |   |   |   |    |    |          |    |    |    |    |    |    |    |    |    |    |    |          |    |    |    |    |    |    |    |    |    |    |    |    |
| <b>Task</b> | <b>WP6 DISSEMINATION</b>   |          | [Blue bar] |   |   |   |   |   |   |   |   |    |    |          |    |    |    |    |    |    |    |    |    |    |    |          |    |    |    |    |    |    |    |    |    |    |    |    |
| 6.1         | Paper strategy   |          | [Blue bar] |   |   |   |   |   |   |   |   |    |    |          |    |    |    |    |    |    |    |    |    |    |    |          |    |    |    |    |    |    |    |    |    |    |    |    |
| 6.2         | Multimedia strategy  |          | [Blue bar] |   |   |   |   |   |   |   |   |    |    |          |    |    |    |    |    |    |    |    |    |    |    |          |    |    |    |    |    |    |    |    |    |    |    |    |
| 6.3         | Event strategy   |          | [Blue bar] |   |   |   |   |   |   |   |   |    |    |          |    |    |    |    |    |    |    |    |    |    |    |          |    |    |    |    |    |    |    |    |    |    |    |    |
| <b>Task</b> | <b>WP7 EXPLOITATION</b>  |          | [Blue bar] |   |   |   |   |   |   |   |   |    |    |          |    |    |    |    |    |    |    |    |    |    |    |          |    |    |    |    |    |    |    |    |    |    |    |    |
| 7.1         | Promotion of project results sustainability and transferability    |          | [Blue bar] |   |   |   |   |   |   |   |   |    |    |          |    |    |    |    |    |    |    |    |    |    |    |          |    |    |    |    |    |    |    |    |    |    |    |    |
| 7.2         | Exploitation Agreement   |          | [Blue bar] |   |   |   |   |   |   |   |   |    |    |          |    |    |    |    |    |    |    |    |    |    |    |          |    |    |    |    |    |    |    |    |    |    |    |    |



# **Exercise**

Create your project communication plan

# **Information Distribution**

Making information available in timely manner

# Project Phases and Processes

Initiation

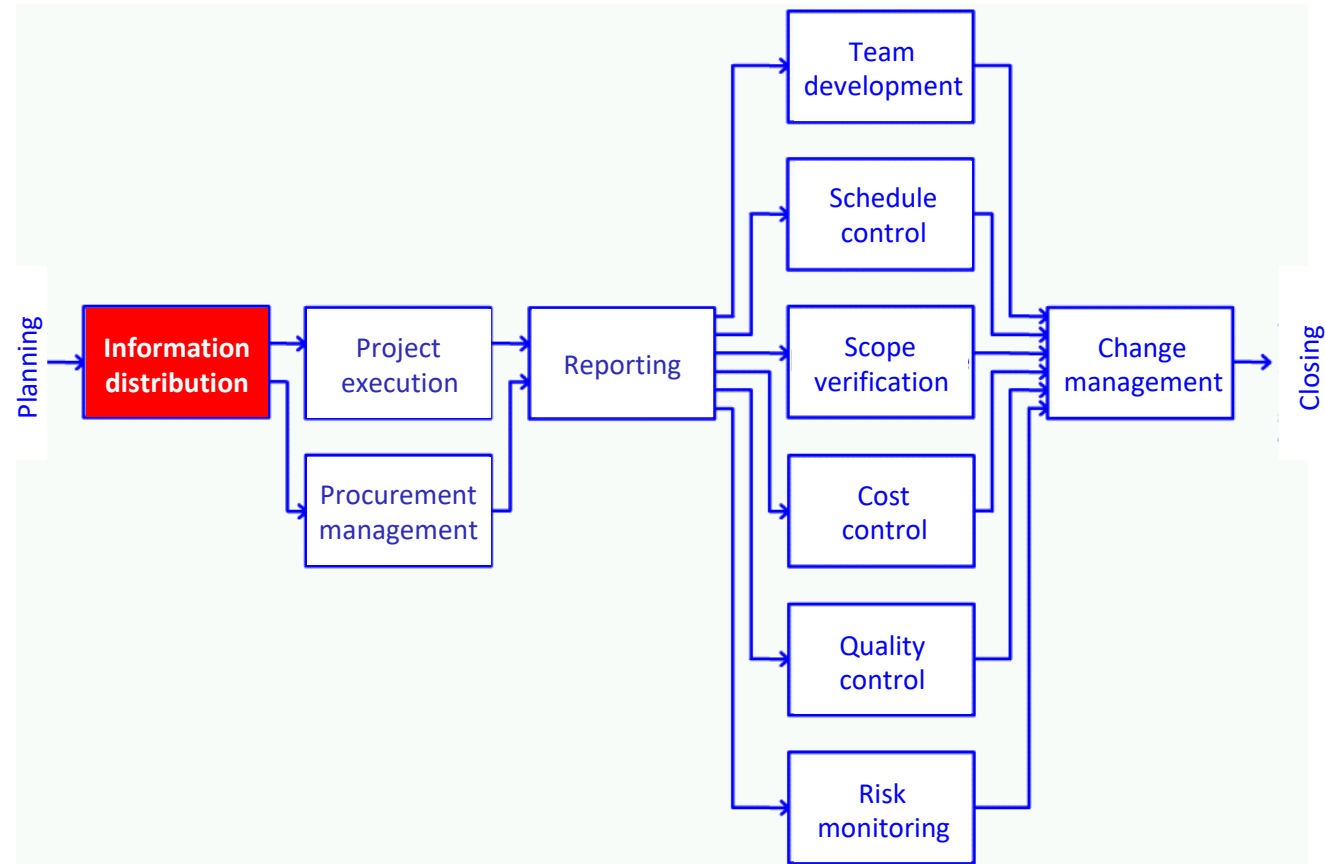
Planning

Execution Control

Closing

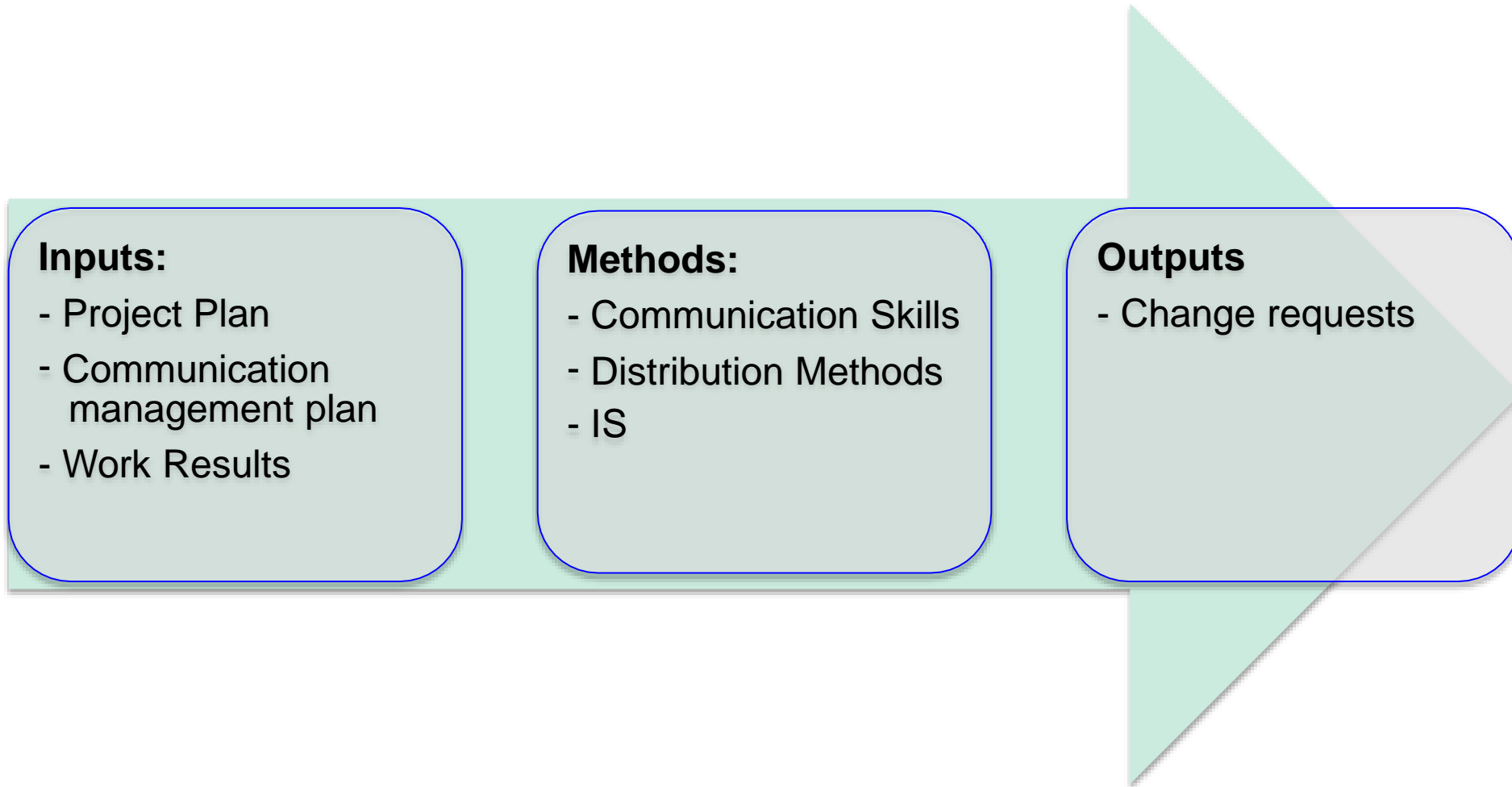


# Communication in the Project Execution





# Information Distribution



# Communication Methods

- Meetings
- Time sheets
- Document distribution system
- Databases
- PMIS
- Virtual meeting and workspaces

# Information Gathering and Retrieval System

- Data that needs to be collected
- Data collection frequency
- Data reliability
- Data input
- Change management
- Comparisons with the initial plans

## e.g. Collected data

- What is the task **actual starting** date
- If the actual start is different from the baseline beginning then why?
- What is the **actual finis** of the task?
- If different from the plan then why?
- If task is not finished then what is the **estimation** for remaining duration?
- If estimation is different from the plan then why?



# Methods for Reliability Check

- Workplace observation
- Interview workers
- Statistical analysis

# Information Distribution Outcomes

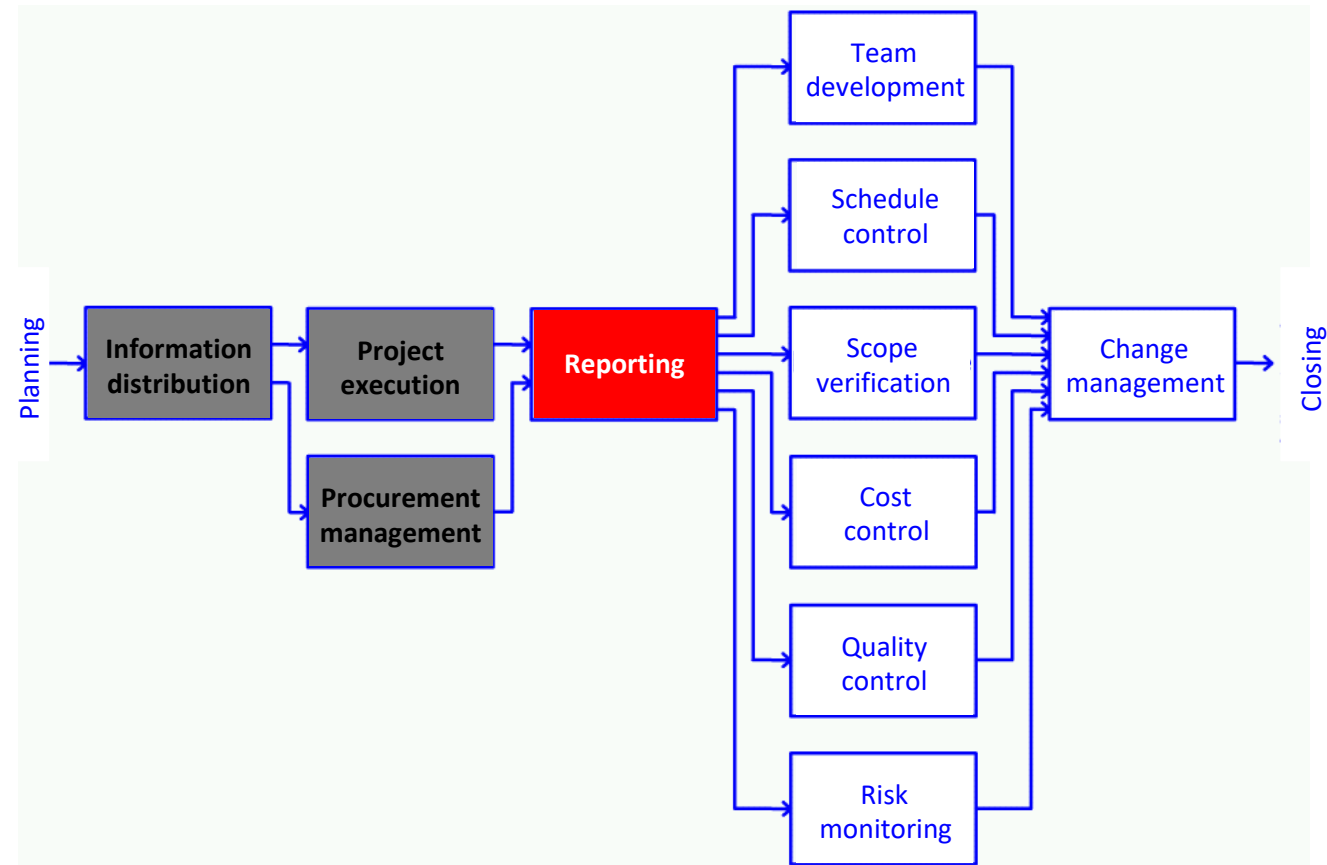
- Data about project progress
- Project reports
- Presentations

# **Performance Reporting**

Collecting baseline and performance data and  
distributing to stakeholders



# Reporting in the Project Execution



# Performance Reporting

## Inputs:

- Project plan
- Performance information
- Performance measurements
- Deliverables
- Approved change requests

## Methods:

- Information presentation tools
- Information gathering and compilation
- Review meetings
- Reporting systems

## Outputs

- Performance reports
- Forecasts
- Change requests

# Performance Information

- Initial plan
- Current status
- Estimations

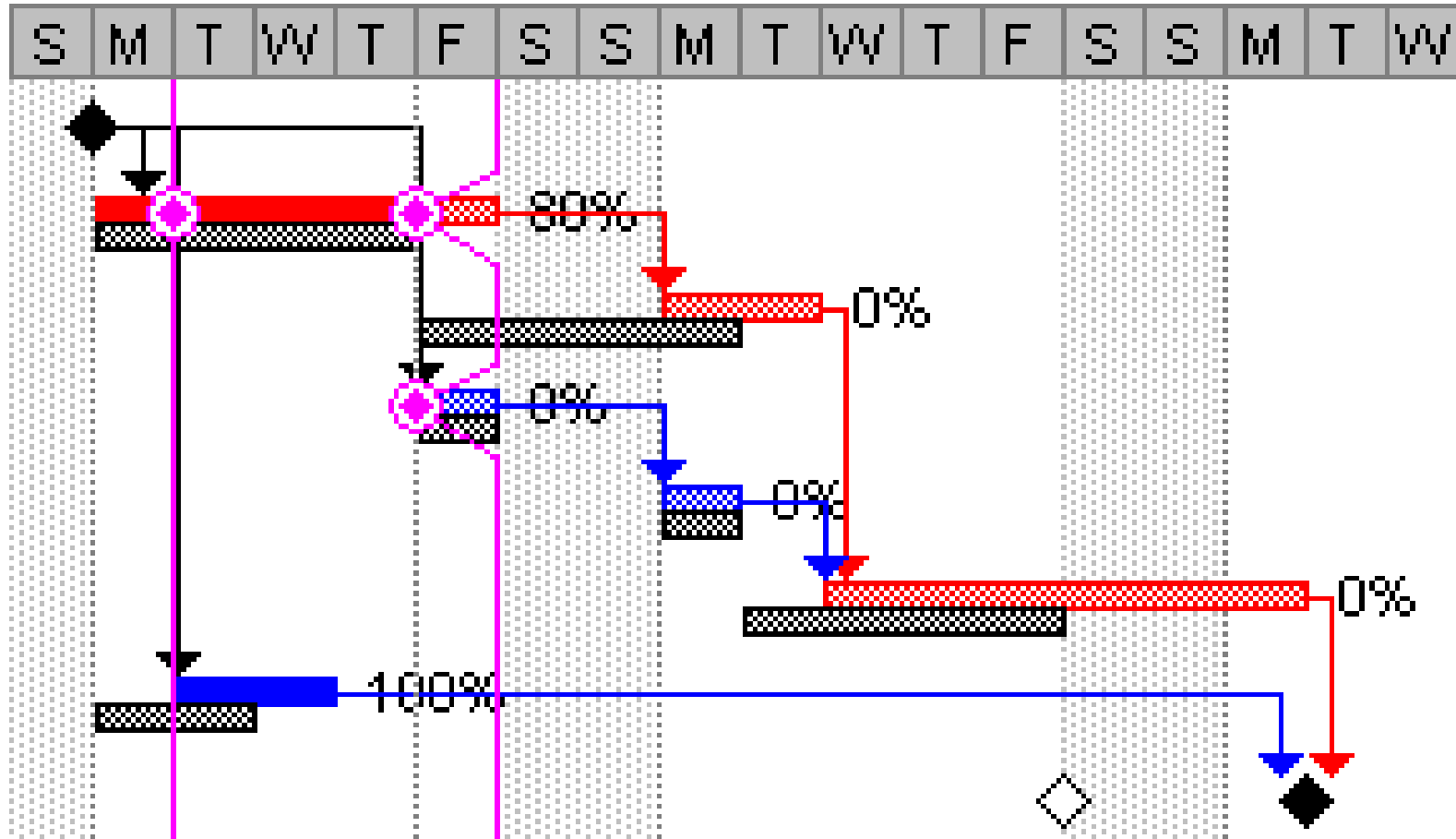
# Reporting methods

- Data gathering
- Difference analysis
- Earned Value Analysis (EVA)
- Trend analysis

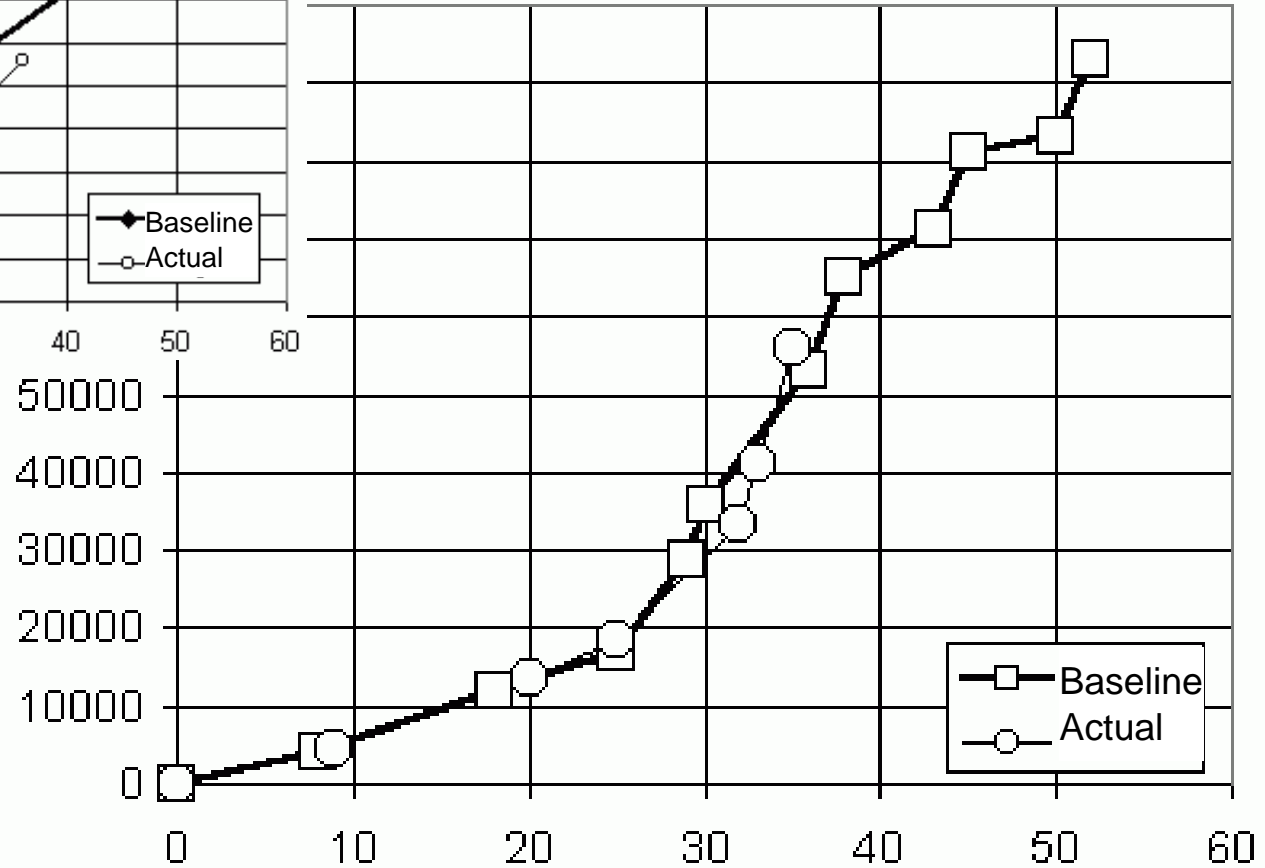
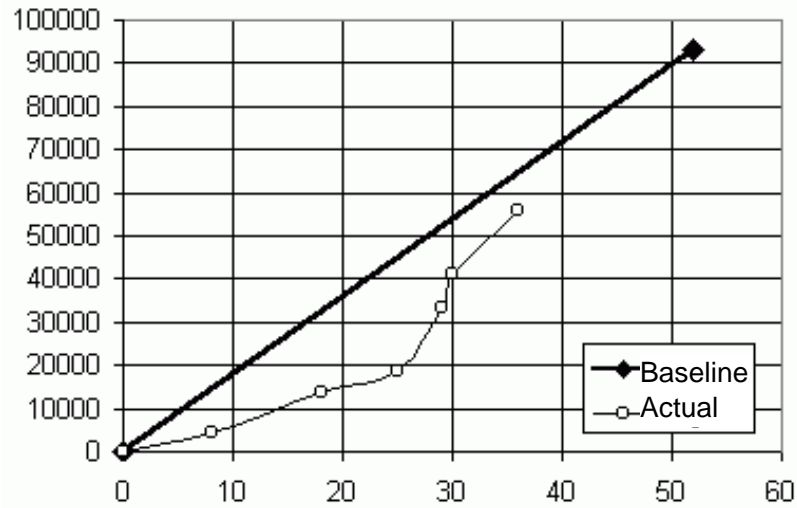
# Data Gathering with the Time Table

|   | Task Name                | Act. Start | Act. Finish | % Comp. | Act. Dur. | Rem. Dur. |
|---|--------------------------|------------|-------------|---------|-----------|-----------|
| 1 | Algus                    | 15.04.02   | 15.04.02    | 100%    | 0 days    | 0 days    |
| 2 | Materjali kogumine       | 15.04.02   | NA          | 80%     | 4 days    | 1 day     |
| 3 | Materjali töötlemine     | NA         | NA          | 0%      | 0 days    | 2 days    |
| 4 | Illustratsioonide kogur  | NA         | NA          | 0%      | 0 days    | 1 day     |
| 5 | Illustratsioonide töötle | NA         | NA          | 0%      | 0 days    | 1 day     |
| 6 | Veebilehe koostamine     | NA         | NA          | 0%      | 0 days    | 4 days    |
| 7 | Reklaami koostamine      | 16.04.02   | 17.04.02    | 100%    | 2 days    | 0 days    |
| 8 | Lõpp                     | NA         | NA          | 0%      | 0 days    | 0 days    |

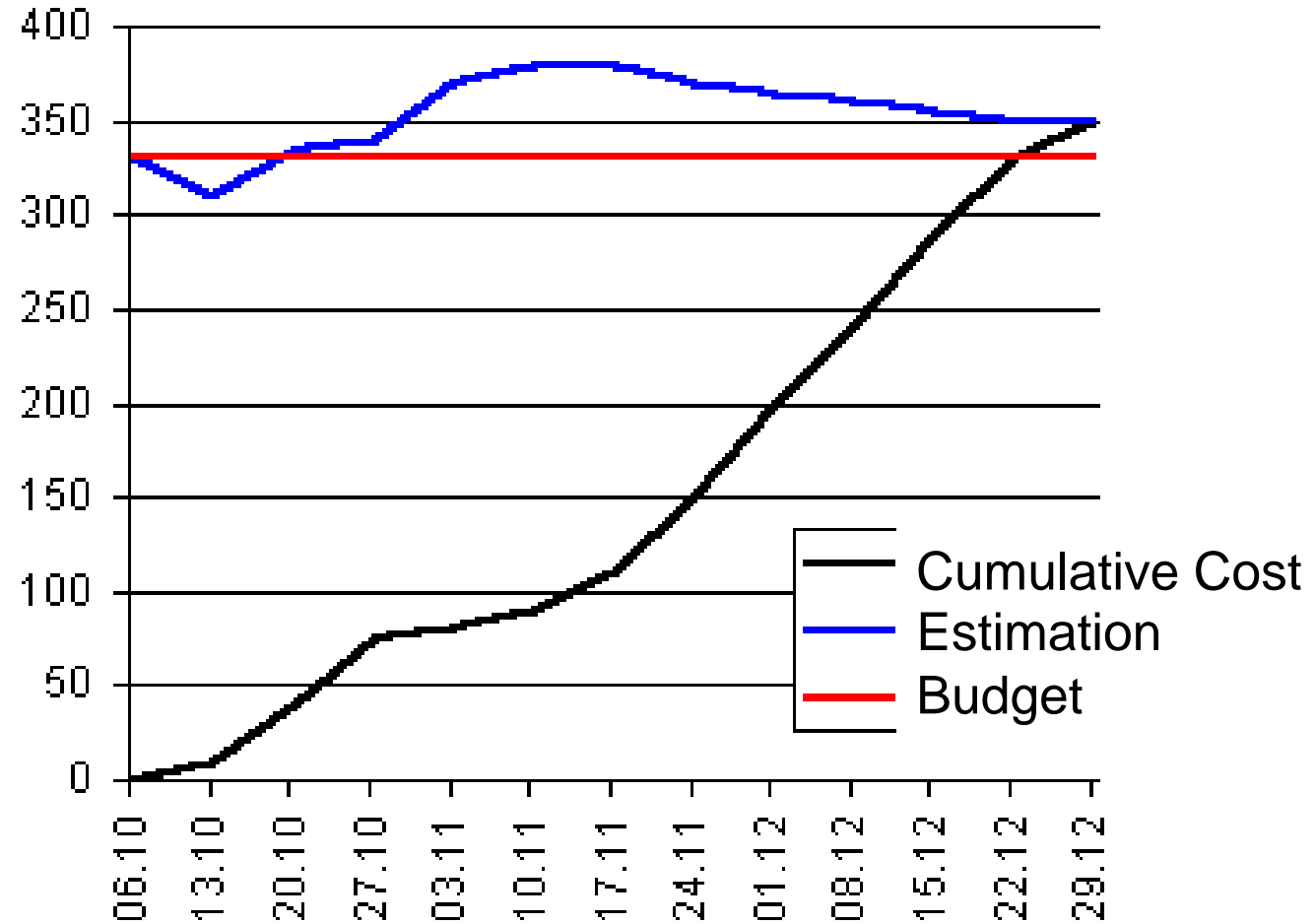
# Difference Analysis With the Gantt



# Milestone Analysis



# Trend Analysis







…AND THAT IS WHY WE LIFT ON THREE…

COMMUNICATION

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