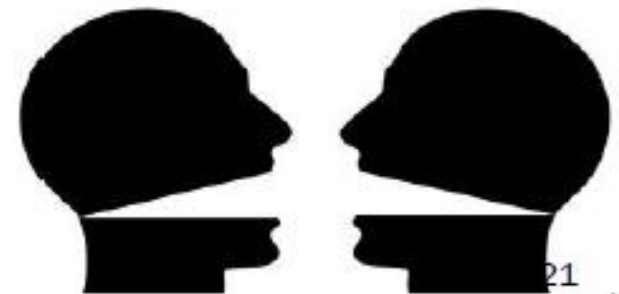


# *KNOWLEDGE AREA*

## PROJECT COMMUNICATIONS MANAGEMENT



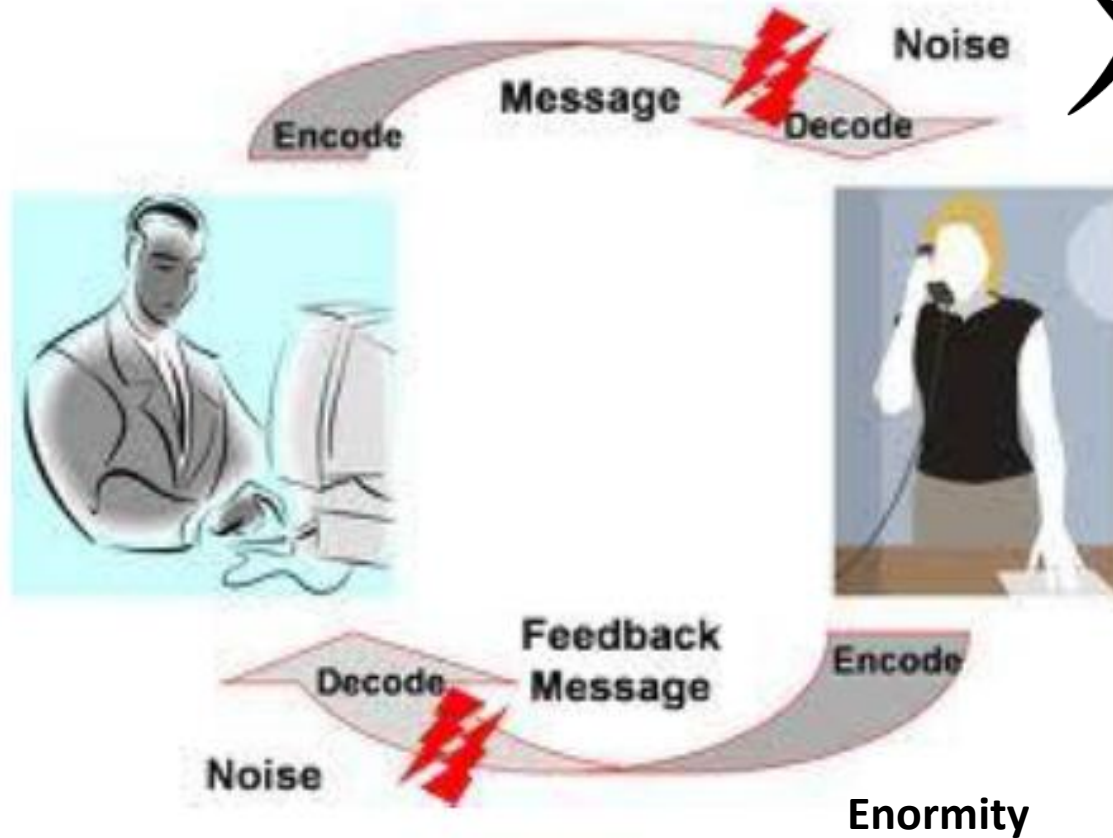
"The most important thing in communication is hearing what isn't said." - Peter Drucker



# What is Project Communications ?

- Exchange of Project-specific information

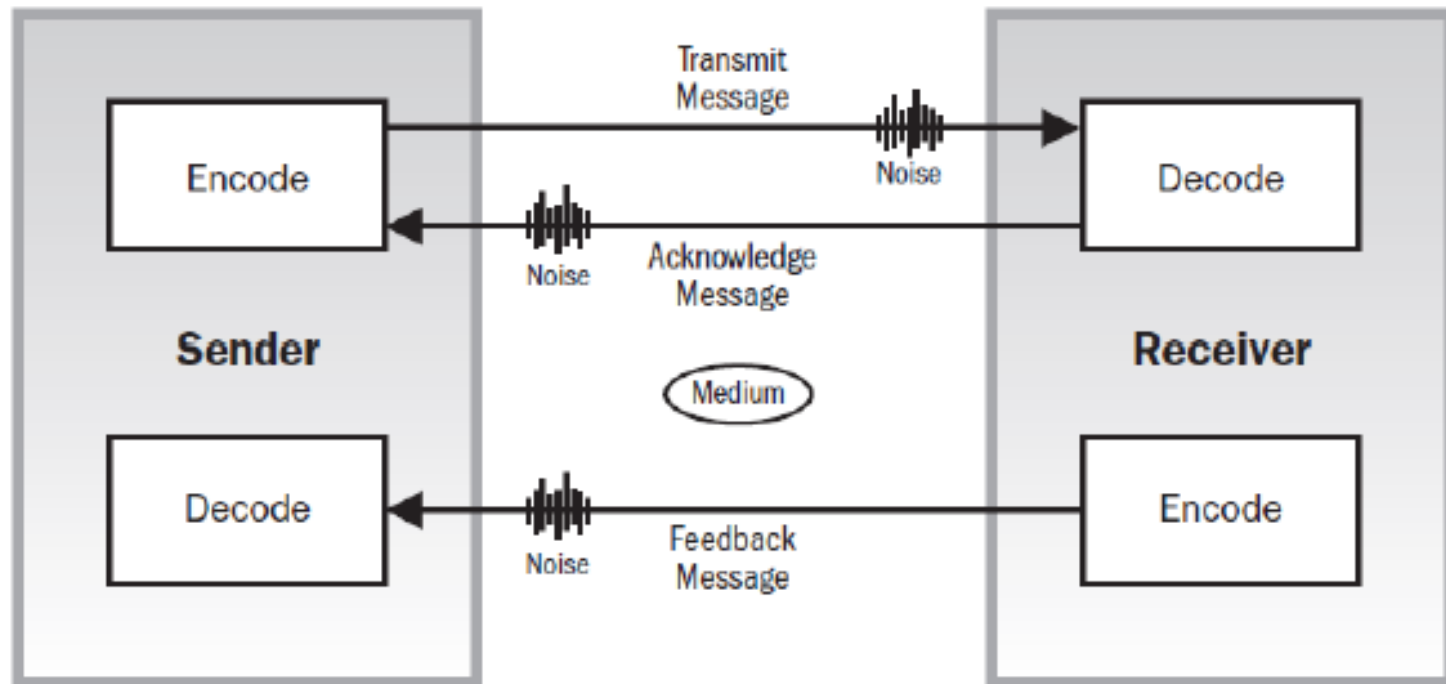
欢迎



欢迎您  
WELCOME



# Basic Communications Model



# Project Communications Management

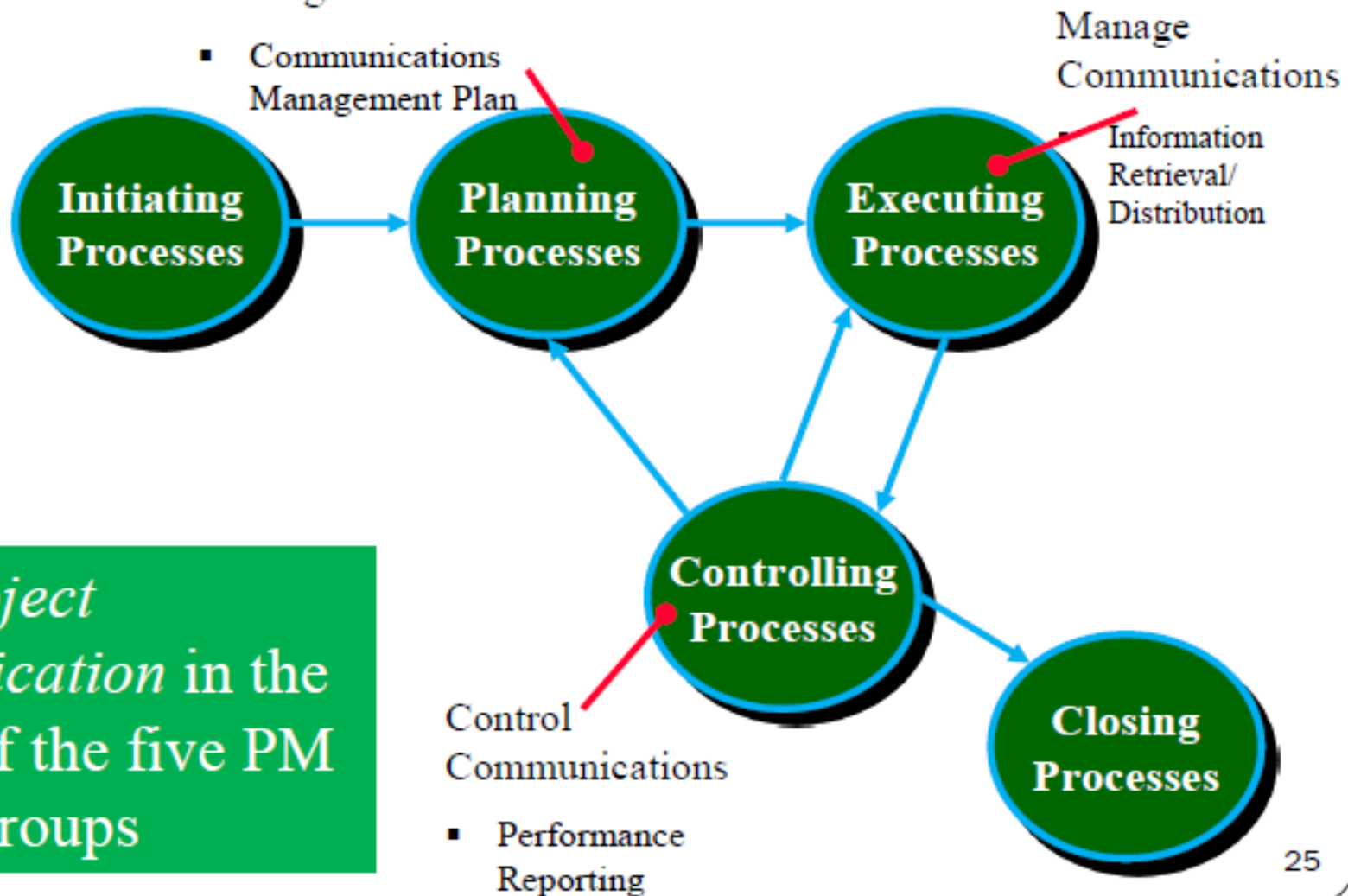
- Includes the processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information
- Project managers spend most of their time communicating with team members and other project stakeholders, whether they are internal (at organizational levels) or external to the organization



# Why to Manage Communications?

## Plan Communications Management

- Communications Management Plan



*View Project Communication in the context of the five PM process groups*

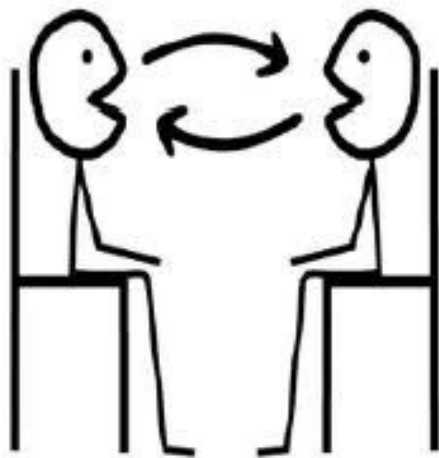
# Typical Communications Properties

- **Domain**
  - Internal (within project)
  - External ( **Beneficiaries**, vendors, other projects & organizations)
- **Flow**
  - Vertical (up & down the organization)
  - Horizontal ( with peers)
- **Type**
  - Formal (reports, minutes, briefs in a proper format)
  - Informal (discussions, casual emails, verbal)
- **Method**
  - Written
  - Verbal ( voice inflections)
  - Non Verbal( body language)



# Importance of Face To Face Communications

- Research says that in a face-to-face interaction:
  - 58 percent of communication is through body language
  - 35 percent of communication is through how the words are said
  - 7 percent of communication is through the content or words that are spoken
- Pay attention to more than just the actual words someone is saying
- A person's tone of voice and body language say a lot about how he or she really feels



# Communications Methods

- **Interactive** : Include meetings, phone calls, instant messaging, video conferencing, etc



- **Push** : Include letters, memos, reports, emails, faxes, voice mails, blogs, press releases, etc



- **Pull** : Include intranet sites, e-learning, lessons learned databases, knowledge repositories, etc





# Communications Styles



## Passive

- Indirect communication
- Self-denying, and self-sacrificing
- Failure to stand up for own goals and rights
- Allows others to choose for them
- Emotionally dishonest
- Lack of goal achievement
- Limited responsibility

**You're okay, I'm not**



## Aggressive

- Direct communication
- Inconsiderate of other people
- Condescending or insulting
- Rejects others
- Cuts off communication

**I'm okay, you're not**



## Assertive

- Direct communication
- Expresses emotions needs
- Requesting without fault or insult
- Open expression of feelings
- High achiever

**I'm okay, you're okay** 29

# Content of Communication Management Plan

- Stakeholder communication requirements;
- Information to be communicated, including language, format, content, and level of detail;
- Reason for the distribution of that information;
- Time frame and frequency for the distribution of required information and receipt of acknowledgment or response, if applicable;
- Person responsible for communicating the information;
- Person responsible for authorizing release of confidential information;
- Person or groups who will receive the information;

# Content of Communication Management Plan

- Methods or technologies used to convey the information, such as memos, e-mail, and/or press releases;
- Resources allocated for communication activities, including time and budget;
- Escalation process identifying time frames and the management chain (names) for escalation of issues that cannot be resolved at a lower staff level;
- Method for updating and refining the communications management plan as the project progresses and develops;
- Flow charts of the information flow in the project, workflows with possible sequence of authorization, list of reports, and meeting plans, etc.;

# Communication Requirement Analysis for Stakeholders

Stakeholders	Document Name	Document Format	Contact Person	Due
Donor	Monthly Status Report	Hard/Soft form	Ms.Noor & Mr.Rashid	First week of each month
Consultant	Training Plan	Email	Mr.Rashid	Oct 20, 2017
Internal Management	Monthly Status Report	Soft copy /email	Ms.Noor & Mr.Rashid	First week of each month

Comments: Put the titles and dates of documents in e-mail headings and have recipients acknowledge receipt.

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# Media Choice Table

**KEY: 1 = EXCELLENT**

**2 = ADEQUATE**

**3 = INAPPROPRIATE**

HOW WELL MEDIUM IS SUITED TO:	HARD COPY	TELEPHONE CALL	VOICE MAIL	E-MAIL	MEETING	WEB SITE
Assessing commitment	3	2	3	3	1	3
Building consensus	3	2	3	3	1	3
Mediating a conflict	3	2	3	3	1	3
Resolving a misunderstanding	3	1	3	3	2	3
Addressing negative behavior	3	2	3	2	1	3
Expressing support/appreciation	1	2	2	1	2	3
Encouraging creative thinking	2	3	3	1	3	3
Making an ironic statement	3	2	2	3	1	3
Conveying a reference document	1	3	3	3	3	1
Reinforcing one's authority	1	2	3	3	1	2
Providing a permanent record	1	3	3	1	3	1
Maintaining confidentiality	2	1	2	3	1	3
Conveying simple information	3	2	1	1	2	3
Asking an informational question	3	2	1	1	3	3
Making a simple request	3	3	1	1	3	3
Giving complex instructions	3	3	3	2	1	2
Addressing many people	2	3	3 or 1*	2	3	1