PROJECT MANAGEMENT FOR PROJECT MANAGERS

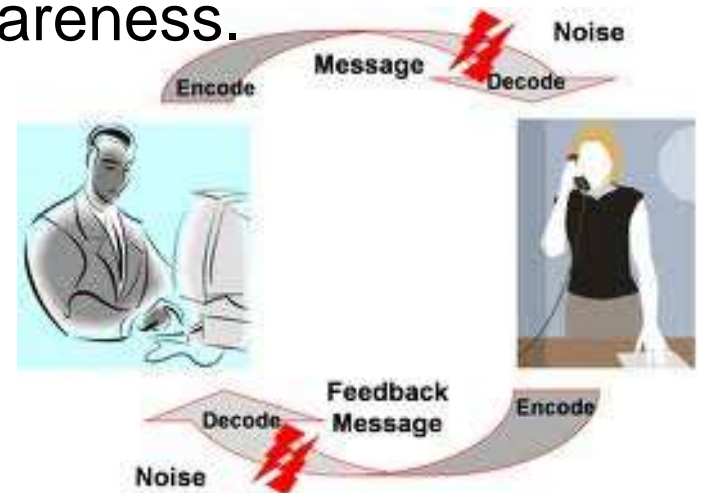# Lesson 7: Project COMMUNICATION Management

Content

JKR

7.1: Definition

- Managing inter-relationships and

  inter-personal communications.

- Communications planning.

- Change and process management.

- Context and environment awareness.

- Analytical skills.

7.1.1: Objectives

- To develop and enhance internal business relationship.

- To establish communication channels & develop stronger internal and external relationship.

7.1.2: Benefits

- Better internal & external knowledge of government processes.

- Higher levels of acceptance of the work methods proposed.

- Reduce level of skepticism through knowledge.

- Better client / customer contact.

Project Communication Involves:

Generating, collecting, storing, retrieving
and ultimate disposition of project information
....
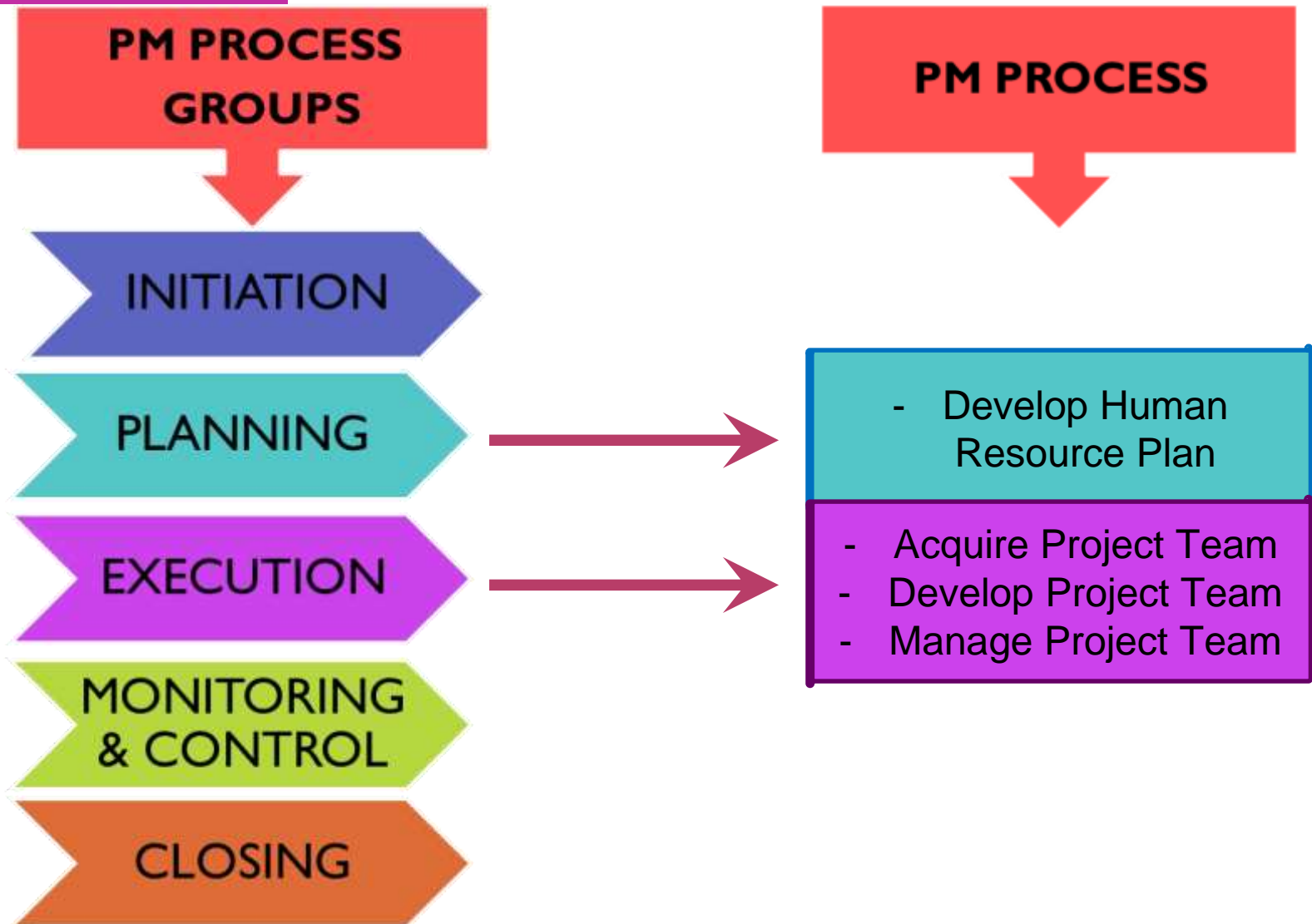
... in a timely manner

...to the appropriate stakeholders.

7.2: Project Communication Management Processes

PM PROCESS GROUPS

PM PROCESS

INITIATION

PLANNING → - Develop Human Resource Plan

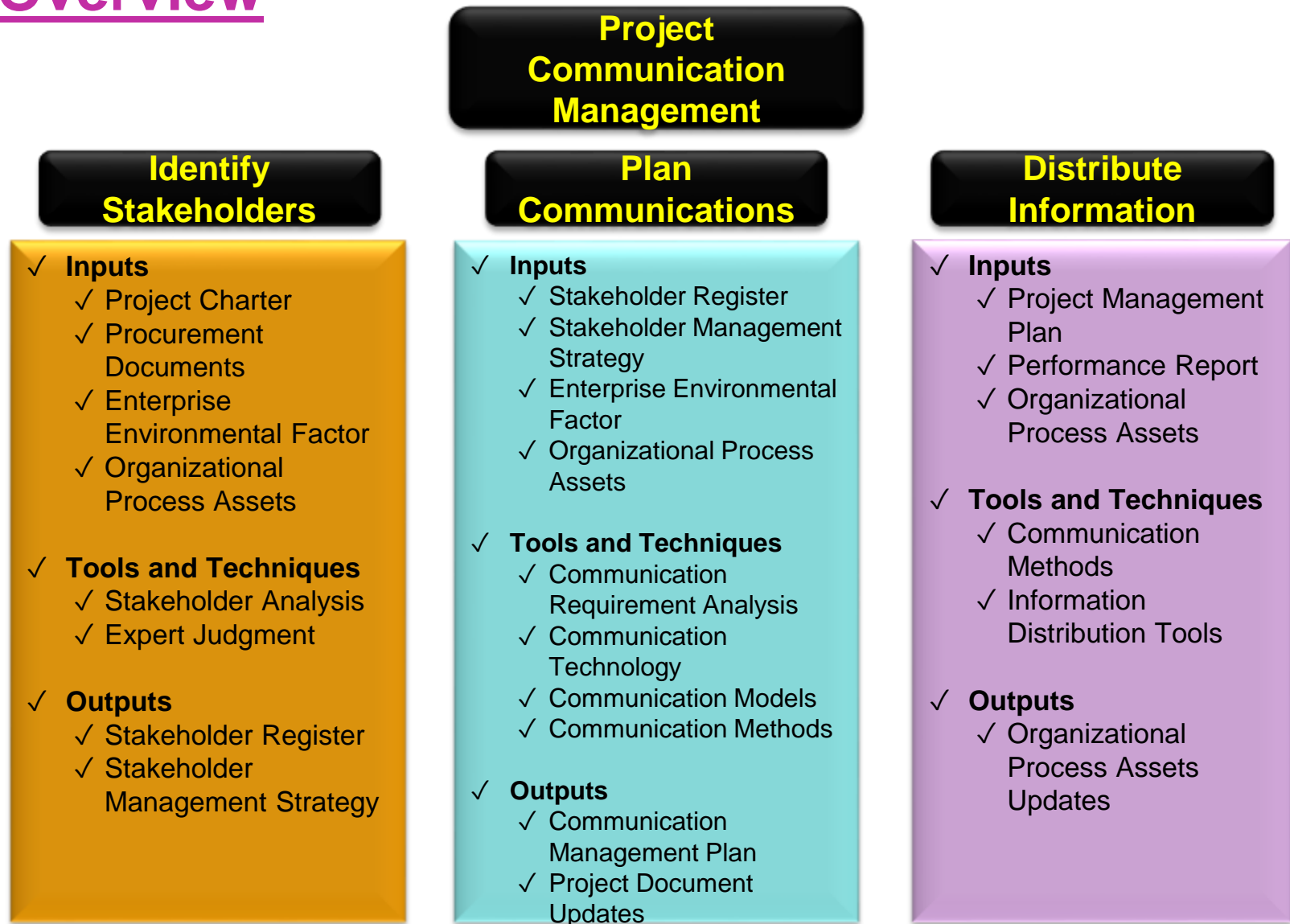EXECUTION →
- Acquire Project Team
- Develop Project Team
- Manage Project Team

MONITORING & CONTROL

CLOSING

……Project Communication Management Processes
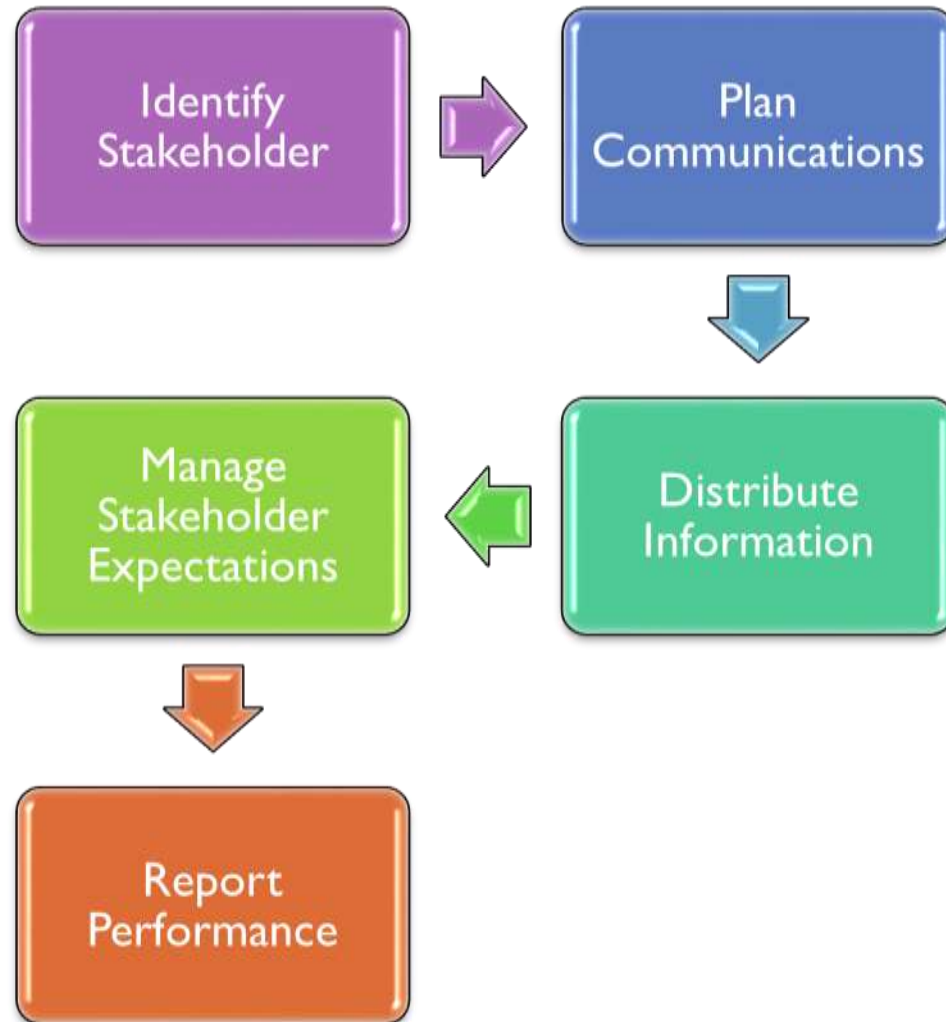
7.3: Project Communication Management - Overview

Project Communication Management

Identify Stakeholders

✓ **Inputs**
  ✓ Project Charter
  ✓ Procurement Documents
  ✓ Enterprise Environmental Factor
  ✓ Organizational Process Assets

✓ **Tools and Techniques**
  ✓ Stakeholder Analysis
  ✓ Expert Judgment

✓ **Outputs**
  ✓ Stakeholder Register
  ✓ Stakeholder Management Strategy

Plan Communications

✓ **Inputs**
  ✓ Stakeholder Register
  ✓ Stakeholder Management Strategy
  ✓ Enterprise Environmental Factor
  ✓ Organizational Process Assets

✓ **Tools and Techniques**
  ✓ Communication Requirement Analysis
  ✓ Communication Technology
  ✓ Communication Models
  ✓ Communication Methods

✓ **Outputs**
  ✓ Communication Management Plan
  ✓ Project Document Updates

Distribute Information

✓ **Inputs**
  ✓ Project Management Plan
  ✓ Performance Report
  ✓ Organizational Process Assets

✓ **Tools and Techniques**
  ✓ Communication Methods
  ✓ Information Distribution Tools

✓ **Outputs**
  ✓ Organizational Process Assets Updates

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……Project Communication Management – Overview (Cont.)

Project Communication Management

Manage Stakeholder Expectations

✓ **Inputs**
- ✓ Stakeholder Register
- ✓ Stakeholder Management Strategy
- ✓ Project Management Plan
- ✓ Issue Log
- ✓ Change Log
- ✓ Organizational Process Assets

✓ **Tools and Techniques**
- ✓ Communication Methods
- ✓ Interpersonal Skills
- ✓ Management Skills

✓ **Outputs**
- ✓ Organizational Process Assets Updates
- ✓ Change Request
- ✓ Project Management Plan Updates
- ✓ Project Document Updates

Report Performance

✓ **Inputs**
- ✓ Project Management Plan
- ✓ Work Performance Information
- ✓ Work Performance Measurement
- ✓ Budget for Forecast
- ✓ Organizational Process Assets

✓ **Tools and Techniques**
- ✓ Variance Analysis
- ✓ Forecasting Methods
- ✓ Communication Methods
- ✓ Reporting Systems

✓ **Outputs**
- ✓ Performance Reports
- ✓ Organizational Process Assets Updates
- ✓ Change Request

Who are the stakeholder of a project??
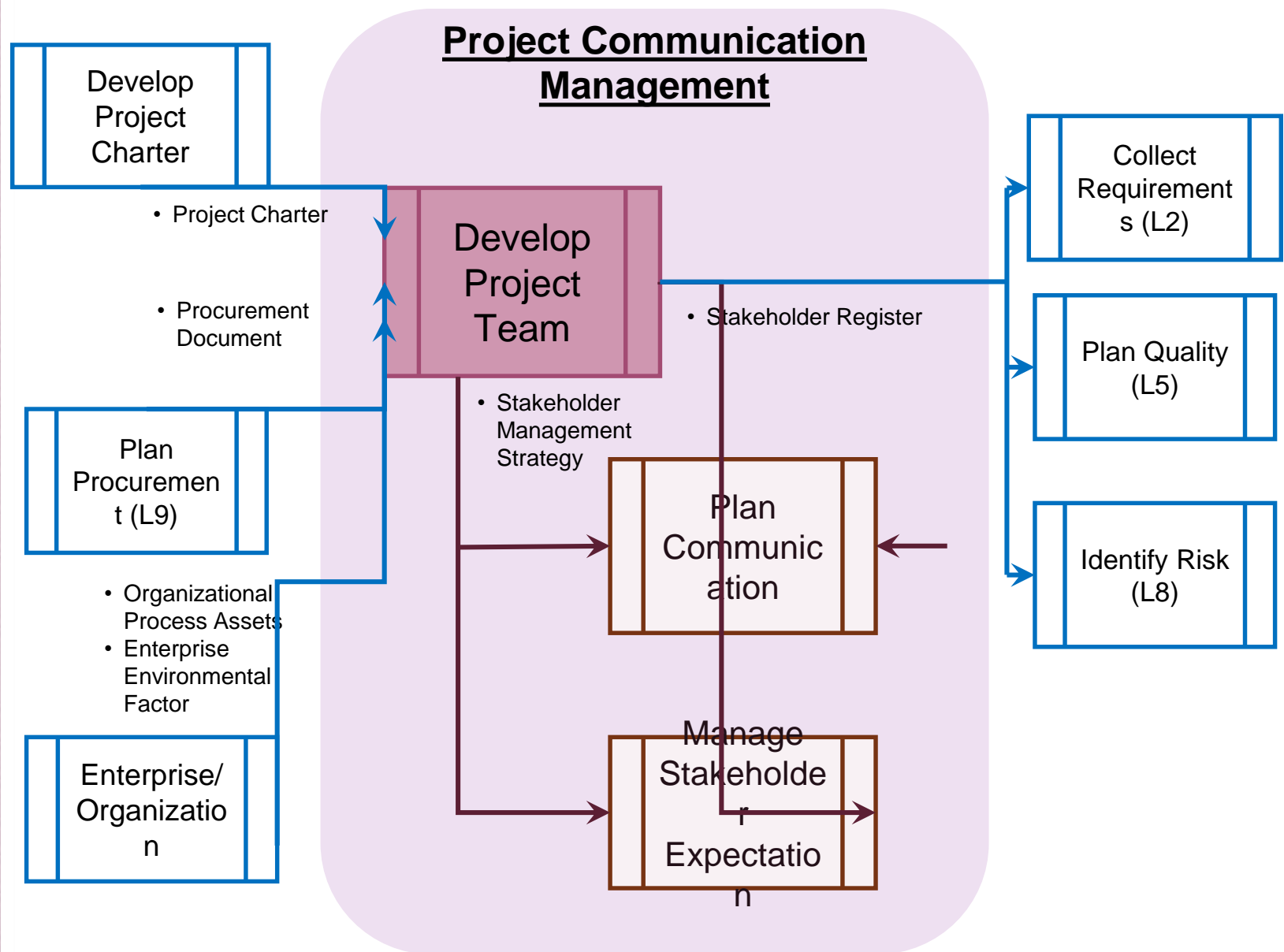
❑ Individuals & organizations who are actively involved in a project; **OR**

❑ Those whose interests maybe *positively or negatively* affected as a result of the project execution or   successful completion.

……Identify Stakeholders

- Sponsor
- Project Manager
- Customer/User
- Performing Organization
- Project Team Members
- Project Management Team
- Influencers

Project Communication Management

Develop Project Charter

- Project Charter

- Procurement Document

Plan Procurement (L9)

- Organizational Process Assets
- Enterprise Environmental Factor

Enterprise/ Organization

Develop Project Team

- Stakeholder Register

- Stakeholder Management Strategy

Plan Communication

Manage Stakeholder Expectation

Collect Requirements (L2)

Plan Quality (L5)

Identify Risk (L8)

Figure 7.1: Identify Stakeholder Team Data Flow Diagram

7.4.1: Stakeholder Involvement

- Creating the project vision.

- Agreeing the objectives.

- Identifying the benefits.

- Determining the dependencies.

- Selecting from among the solution options.

- Acquiring the capabilities.

- Implementing the changes.

- Tracking the benefits.

7.4.2: Stakeholder Analysis

- Stakeholder analysis generally follows the step describes below:

a) <u>Step 1</u>: Identify all potential project stakeholder and relevant information i.e. roles, departments, interest, expectations, influence level etc.

a) <u>Step 2:</u> Identify the potential impact or support each stakeholder could generate. There are multiple classification models available. Among them are:

i. Power/Interest grid – grouping the stakeholders based on their level of authority and their level of concern regarding the project outcomes

……Stakeholder Analysis

ii. Power/Influent grid – grouping the stakeholders based on their level of authority and their active involvement in the project

Figure 10-4. Example Power/Interest Grid with Stakeholders
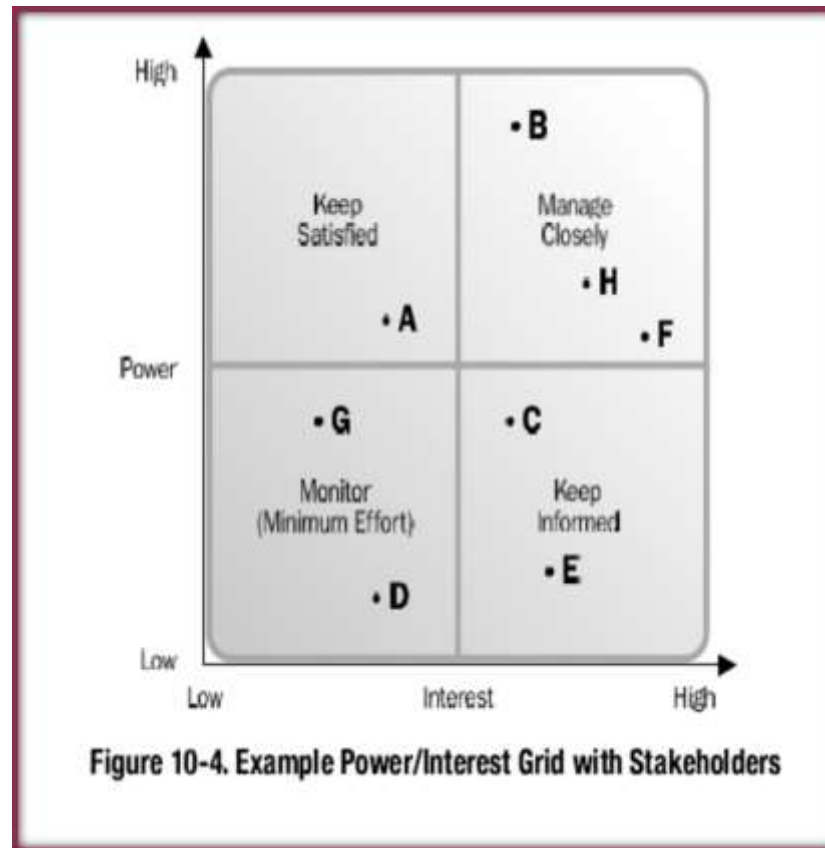
……Stakeholder Analysis

iii. **Influent/Impact grid** – grouping the stakeholders based on their active involvement in the project and their ability to effect changes to the project's planning execution

iv. Salience Model – describing classes of stakeholders based on their power, urgency and their legitimacy

c) **Step 3:** Assess how key Stakeholders are likely to react or respond in various situation in order to influence them to enhance their support and mitigate potential negative impact.

7.5 : Plan Communications

Stakeholders need:

- What information?
- How to communicate the information?
- When these information are needed?
- Example: Meetings, reports

Which stakeholders

    ... needs what information

        ... by when and

           ... how to reach them

Project Communication Management

Identify Stakeholders

Enterprise/ Organization

Project Documents

- Stakeholder Register
- Stakeholder Management Strategy

- Organizational Process Assets
- Enterprise Environmental Factor

Plan Communications

- Project Document Updates

Develop Project Management Plan

- Communication Management Plan

Plan Risk Management (L8)

Figure 7.2: Plan Communication Data Flow Diagram

7.5.1 : Communication Span of Control

PROJECT ORGANISATION
Budget Approvals
Resources
Design Approvals
Change Management
Contractors
Suppliers

CUSTOMERS
Project sponsor
Customer Liaison
Participants
Supporters
Financial
Variations Approval

PROJECT MANAGER & TEAM

REGULATORY APPROVALS
Commonwealth
State Government
Local Government
Environmental
EEO, OH&S

COMMUNITY
local /state /political
Special Interest Groups
Noise/ Waste/Traffic
Pressure Groups - for
Pressure Groups - against
Unions

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7.5.2 : Communications Management Matrix

The Communication Matrix template illustrates the TYPES of MEETINGS and REPORTS that will be used throughout your project.
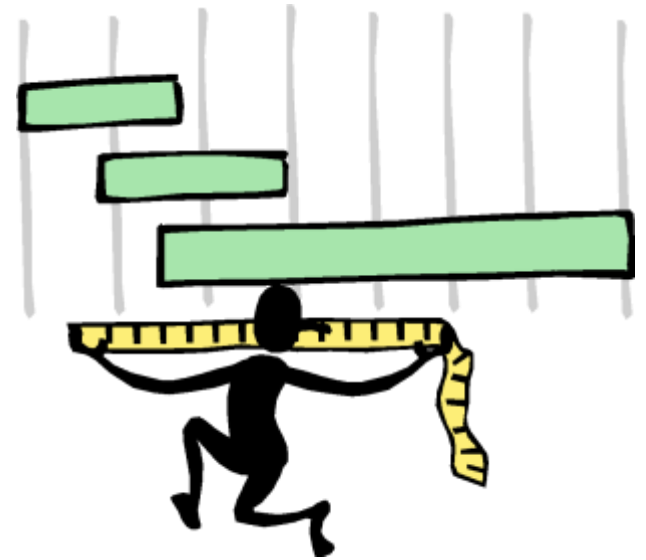
7.5.3 : Communications Network Diagram
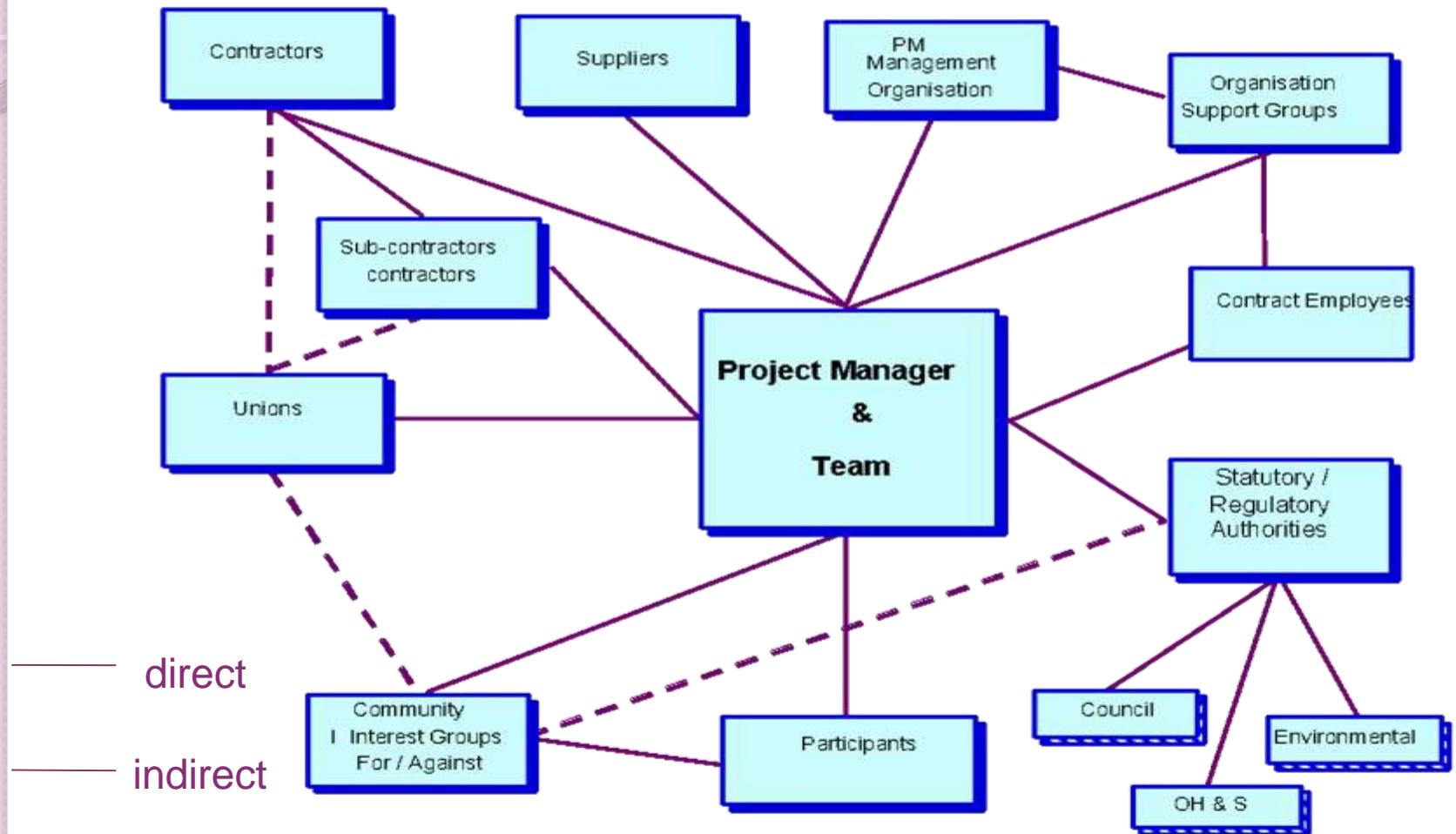
7.6 : Distribute Information

Making needed information available:

- to the right stakeholders;
- in a timely manner.

Frequency?
..daily
..weekly
..monthly

How?
... meetings
... reports
... briefing
... ICT
...
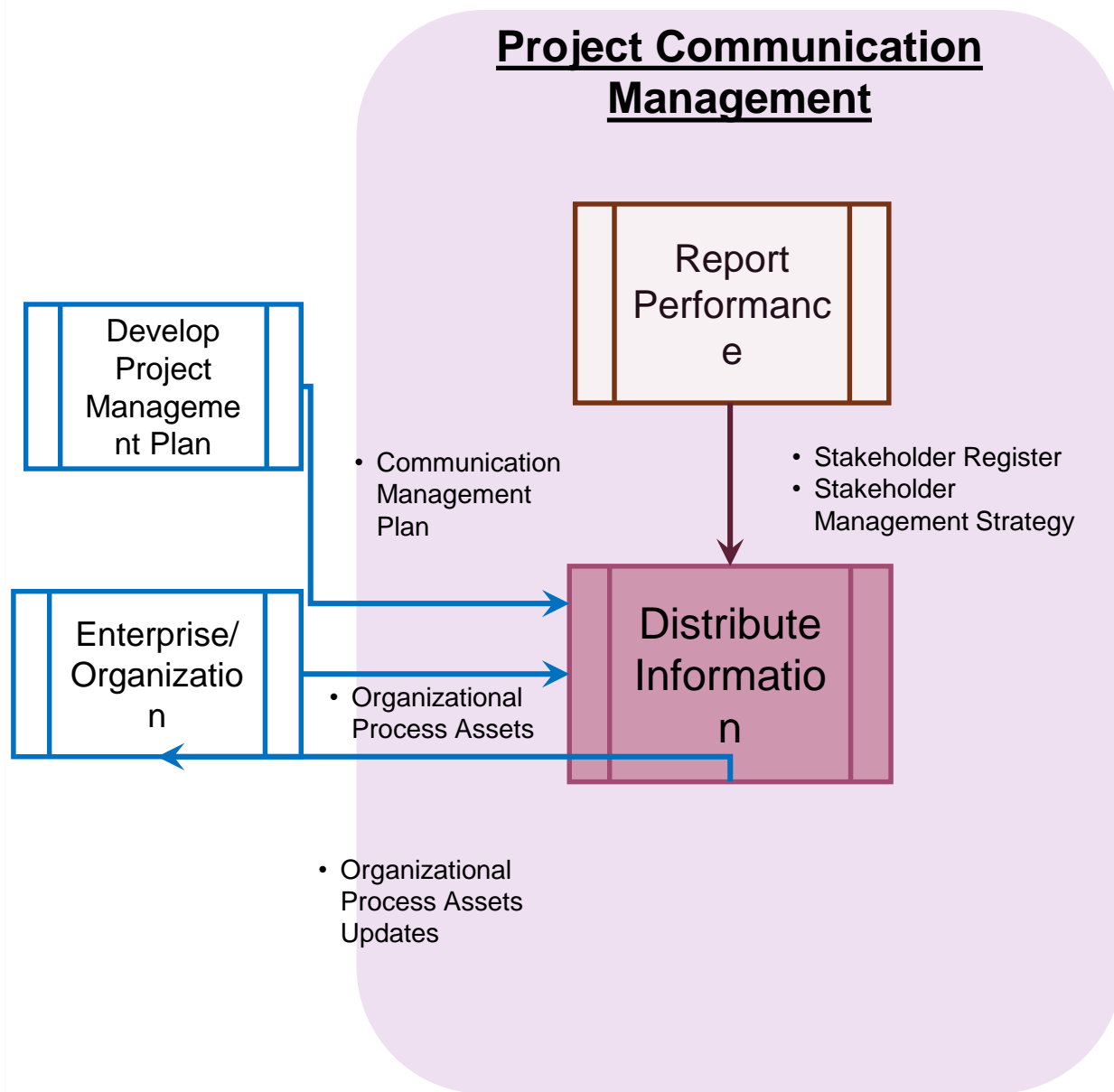
Figure 7.3: Distribute Information Data Flow Diagram

7.6.1 : Tools & Techniques Examples

❖Contact list

❖Contact tracking

❖Network Diagram

❖Communication Matrix

7.7 : Manage Stakeholder Expectations

- Manage communications to satisfy the requirements of stakeholders.

- Resolve issues with stakeholders.

……Manage Stakeholder Expectation

The Project Management team must identify the stakeholders, determine their requirements, & then manage & influence those requirements to ensure a successful project.

……Manage Stakeholder Expectation

Involves:

- Identifying stakeholders.

- Assess their knowledge & skills.

- Analyze the project to ensure their needs are met.

- Keeping them involved.

- Getting their sign-off & formal acc during closure.

Project Communication Management

- Project Management Plan Updates

Develop Project Management Plan

Identify Stakeholders

- Communication Management Plan

Project Documents

- Issue Log
- Change Log

- Project Document Updates

- Stakeholder Register
- Stakeholder Management Strategy

Manage Stakeholder Expectation

Enterprise/ Organization

- Organizational Process Assets

- Change Request

Perform Integrated Change Control

- Organizational Process Assets updates

Figure 7.4: Manage Stakeholder Expectation Data Flow Diagram

7.7.1: Manage Stakeholder: Example In JKR

- Borang maklumbalas pelanggan.

- Surat penghargaan daripada pelanggan

- Client approval letter

7.8: Report Performance

- Collect & distribute performance information.

- Includes: status reporting, progress measurement, forecasting.

- Example: through SKALA
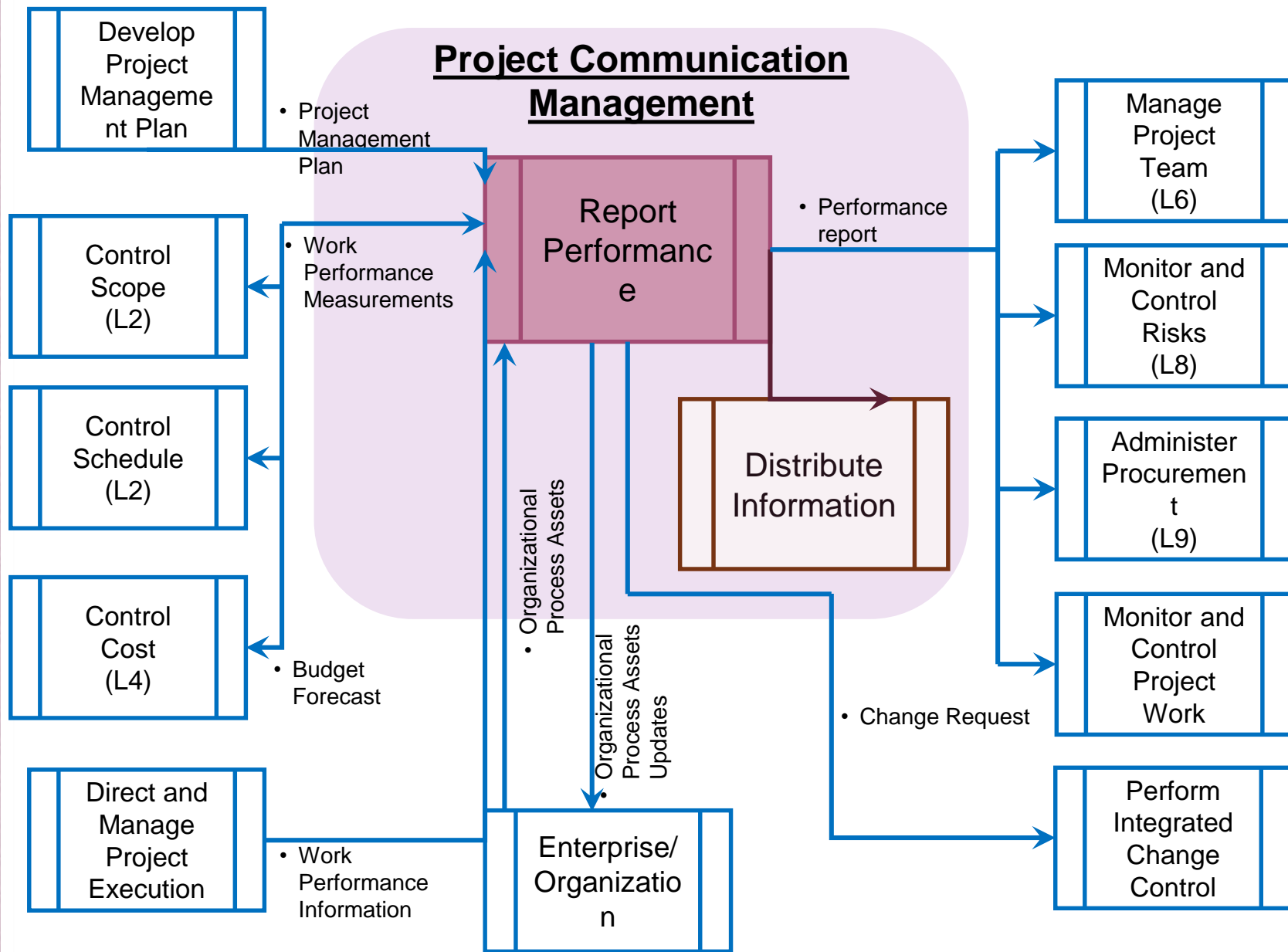
Figure 7.5: Report Performance Data Flow Diagram

7.9: Exercise

Exercise 1

- Base on information given, prepare

  a) Identify stakeholder using stakeholder

  management template.

Project Communication Management Template: Identify Stakeholders

	PENGURUSAN PROJEK Pengurusan *Stakeholder*	Rujukan : JKR.PMMM.35 No Mukasurat : 1 No Keluaran : 1 No Semakan : 1 Tarikh : 17.7.2013

PROJEK:

PENGURUS PROJEK:	**TARIKH PENYEDIAAN:**

Organisasi	Nama	Jawatan	Potensi Impak Kepada Projek	Tindakan Pengurusan	Tanggungjawab

DISEDIAKAN OLEH:	**TANDATANGAN:**
DISEMAK OLEH:	**TANDATANGAN:**

Penerangan : Pelan pengurusan ini perlu untuk di kemaskini dari semasa ke semasa bersama dengan templet komunikasi yang lain.

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Exercise 2

- Base on information given, plan communication using communication diagram network and contact list template.

Project Communication Management Template: Communication Network
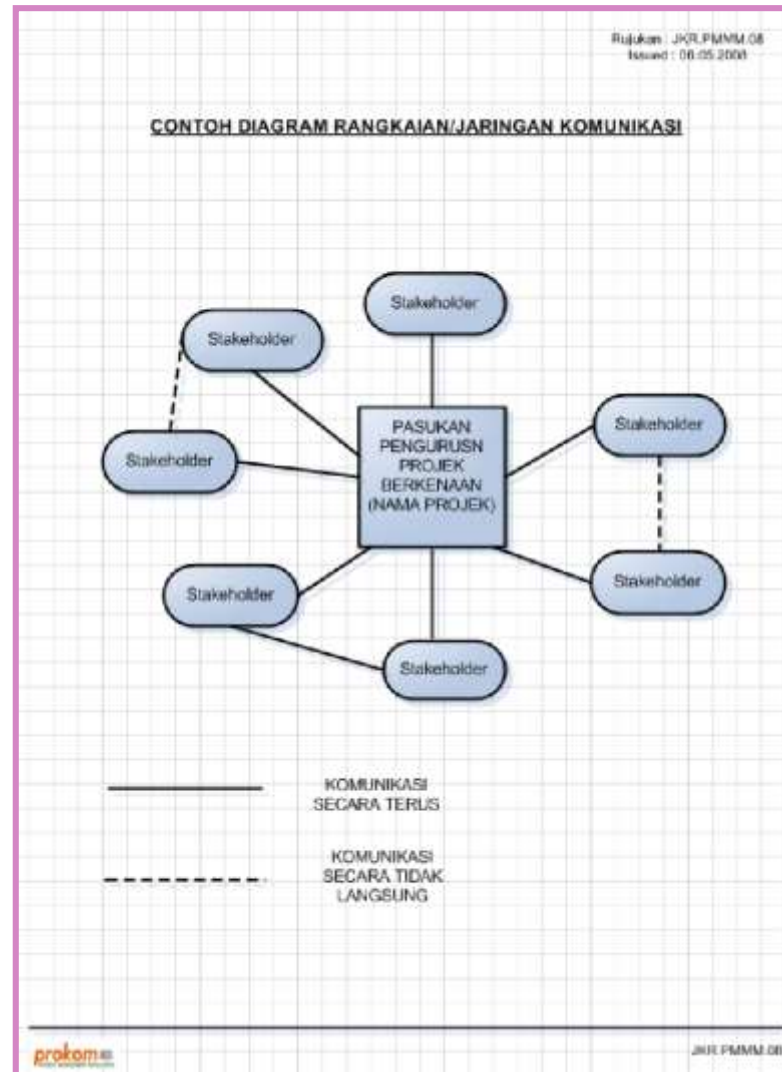
Project Communication Management Template: Contact lists

	Pengurusan Projek	Rujukan	:	JKR.PMMM.09
JKR		No Mukasurat	:	1
		No Keluaran	:	1
	Senarai Hubungan	No Semakan	:	1
		Tarikh	:	17.07.2013

PROJEK:

PENGURUS PROJEK: **TARIKH PENYEDIAAN:**

Organisasi	Nama	Jawatan	Alamat	Nombor Telefon Pejabat	Nombor Telefon Mudahalih	Faks	Emel

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Exercise 3

- Establish communication plan between stakeholders using communication matrix template

Project Communication Management Template: Communication Matrix

JKR	PENGURUSAN PROJEK												Rujukan :	JKR.PMMM.10
													No mukasurat :	1
													No Keluaran :	1
	Matriks Komunikasi												No Semakan :	1
													Tarikh :	17.07.2013

SENARAI LAPORAN DAN MESYUARAT

NAMA PROJEK:	DISEDIAKAN OLEH:
	SEMAKAN:
PENGURUS PROJEK :	TARIKH DISEDIAKAN:

	PASUKAN YANG MENGURUS PROJEK PERINGKAT JKR							JKR			KONTRAKTOR		LAIN-LAIN			
Pihak yang betanggungjawab	HOPT	HODT Elektrik	HODT Mekanikal	HODT Ukur Bahan	HODT Ark	HODT Struktur	HODT Geoteknik	PENGARAH CAW	TKP	KP	UTAMA	SUB	KEM. PELNGGAN	PERUNDING	JURU UKUR	IKRAM
LAPORAN																
(Senarai laporan yang perlu disediakan mengikut setiap fasa pelaksanaan projek)																
Perancangan																
Rekabentuk																
Perolehan																
Pembinaan																
Serahan																

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Project Communication Management Template: Communication Matrix Example

PROJEK: USIM - FAKULTI SAINS & TEKNOLOGI													DISEDIAKAN: CIK NORHAYATI								
PENGURUS PROJEK :PN JAMALIAH HASSAN (KPPK UPT2)													TARIKH: 13.7.2010								

PEGAVAI BERTANGGUNGJAWAB		PASUKAN PENGURUS PROJEK					JKR		PELANGGAN			KONTRAKTOR		PERUNDING						
		PP	WPP(U)	SISS	NH	WPP(P)	HODT	TKP 1	KPT	USIM	FST	UJSB		T&T	JB	YJA	JPI	PD	MP	ZC
Mesyuarat																				
1	Pra-pembinaan	C,A	P	A	M	A	A		A	A	A	A		A	A	A	A	A	A	A
2	Tapak	C,A	P	A	A	A	A		A	A	A	M		A	A	A	A	A	A	A
3	Teknikal		A	A	A	A						P,M,C		A	A	A	A	A	A	A
4	Koordinasi											P,M,C		A	A	A	A	A	A	A
Laporan																				
1	Kemajuan	C	C,R	C,R	R	R	R		R	R		P,M		R	R	R	R	R	R	R
2	EMP	C	C,R				R					P,M								
3	Qualiti Assurance & Quality Control	C	C,R	C,R	R	R	R		R	R		R		P,M	R	R	R	R	R	R
4	Kesihatan & Keselamat (OSH)	C	C,R	R	R	R	R			R		P,M		R	R	R	R	R	R

Allocate responsibilities as appropriate

R	Receive Report
A	Attends & Report
P	Prime Responsibility
C	Consult prior to meeting report
M	Prepare minute / report

PP	Pengarah Projek
WPP (U)	Wakil Pengarah Projek Utama
SISS	Sheikh Ismail Sheikh Salleh
NH	Noorhayati Hamid
WPP(P)	Wakil Pengarah Projek Pakar
HODT	Head of Design Team
TKP1	Timbalan Ketua Pengarah 1

Example of Bad Communication

7.10: Summary

The Key to Project Communications rely largely on ...

Your own ability to transfer and receive project information with others in a tactful and objective manner!!!

……Summary

Quote:

"**Motivation is everything. You can do the work of two people, but you can't be two people. Instead, you have to inspire the next guy down the line and get him to inspire his people.**"…Iacocca Lee