PROJECT MANAGEMENT FOR PROJECT MANAGERS

Lesson 7: Project COMMUNICATION Management

Content

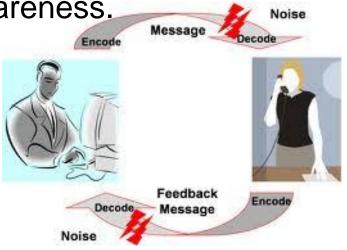
7.1 : Definition

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- 7.7 : Manage Stakeholders Expectation
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7.I: Definition

- Managing inter-relationships and inter-personal communications.
- Communications planning.
- Change and process management.
- Context and environment awareness.
- Analytical skills.





7.I.I: 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



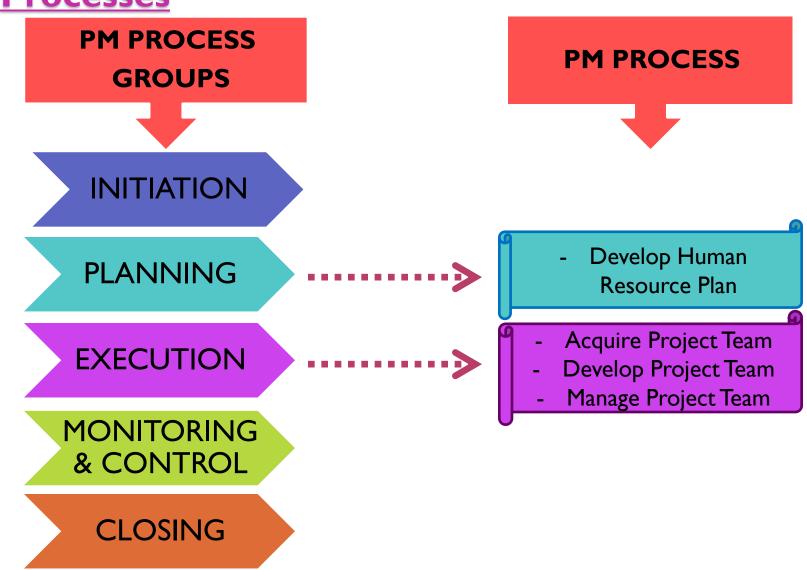
...to the appropriate stakeholders.





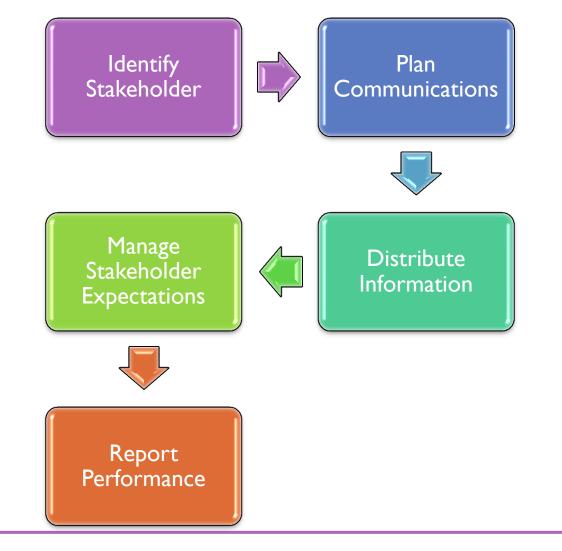
7.2: Project Communication Management

<u>Processes</u>





.....Project Communication Management Processes





7.3: Project Communication Management -

Overview

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

Project Communication Management

Plan Communications

Inputs

- ✓ Stakeholder Register
- ✓ Stakeholder Management Strategy
- ✓ Enterprise Environmental Factor
- ✓ Organizational Process Assets

Tools and Techniques

- \checkmark 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



.....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

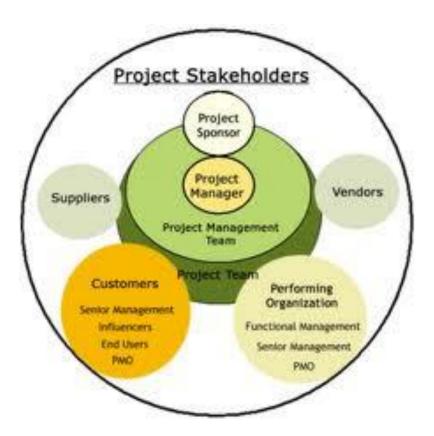
✓ Outputs

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

.....Identify Stakeholders

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







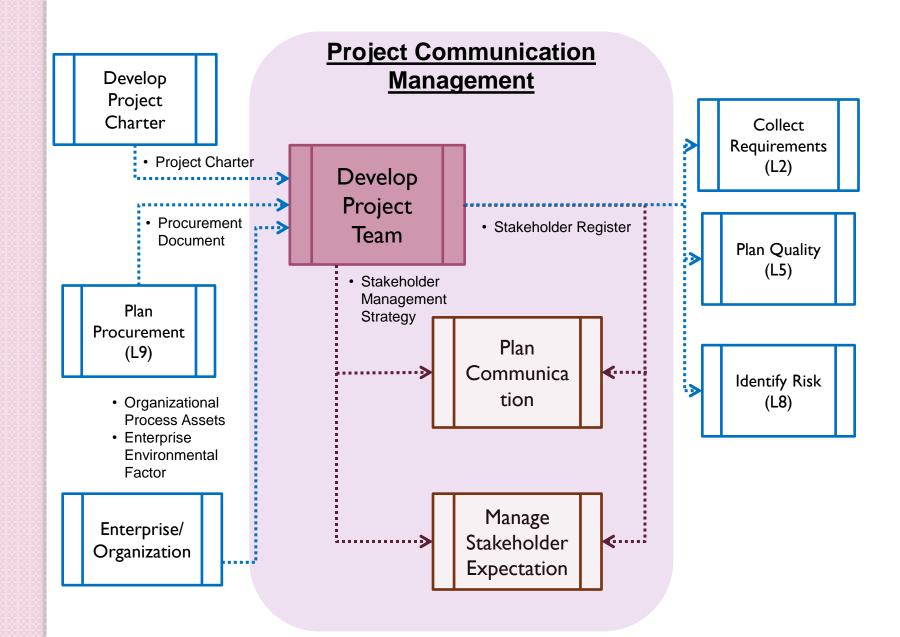


Figure 7.1: Identify Stakeholder Team Data Flow Diagram

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.







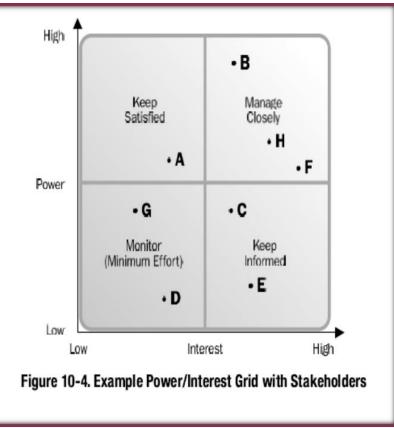
7.4.2: Stakeholder Analysis

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



Source: PMBoK 4th Edition



.....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) <u>Step 3:</u> 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

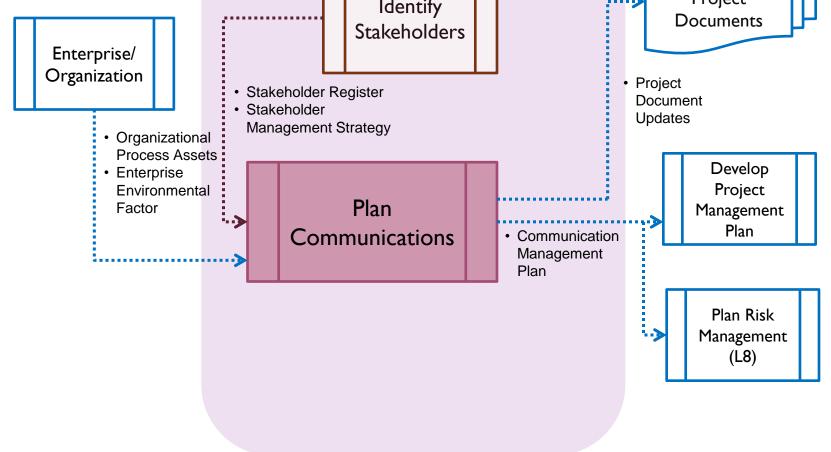


Figure 7.2: Plan Communication Data Flow Diagram

7.5.1 : Communication Span of Control

PROJECT ORGANISATION Budget Approvals Resources Design Approvals Change Management Contractors Suppliers

PROJECT MANAGER

&

TEAM

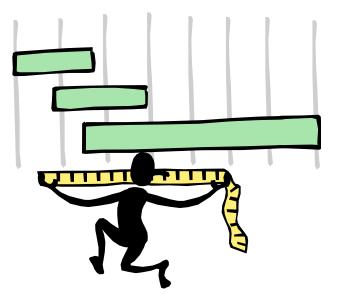
REGULATORY APPROVALS Commonwealth State Government Local Government Environmental EEO, OH&S CUSTOMERS Project sponsor Customer Liaison Participants Supporters Financial Variations Approval

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



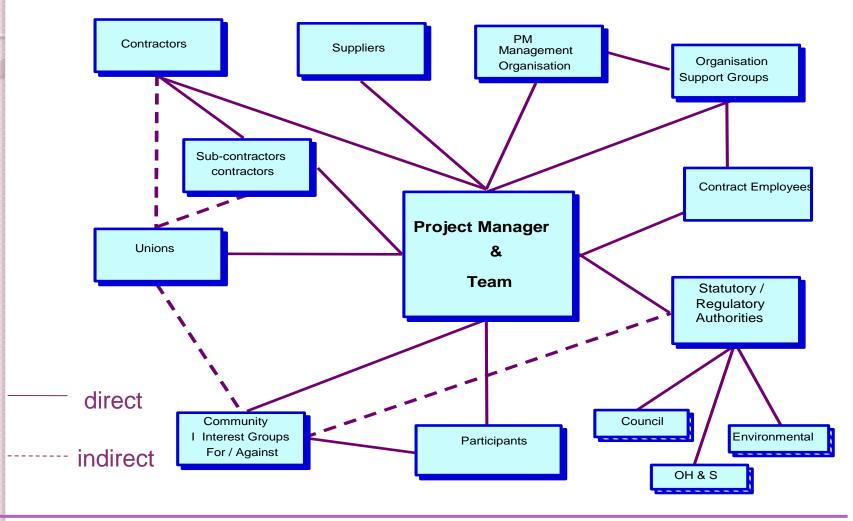
7.5.2 : Communications Management Matrix

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

. . .





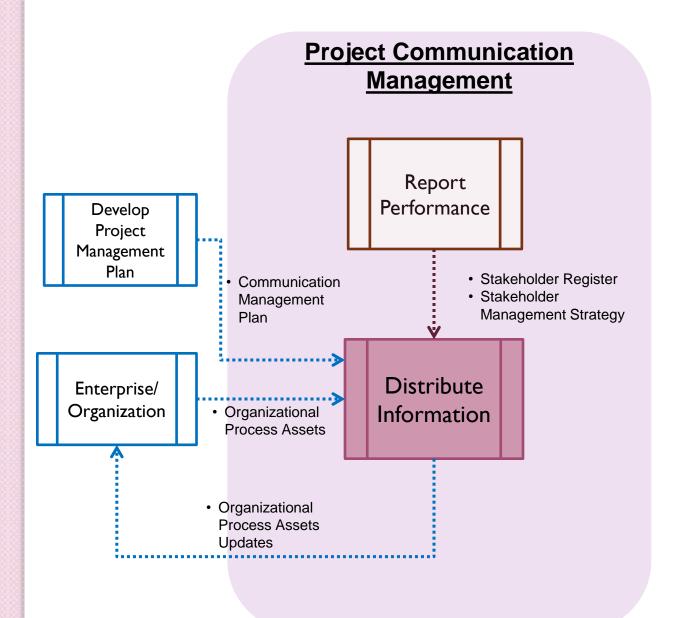


Figure 7.3: Distribute Information Data Flow Diagram

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.





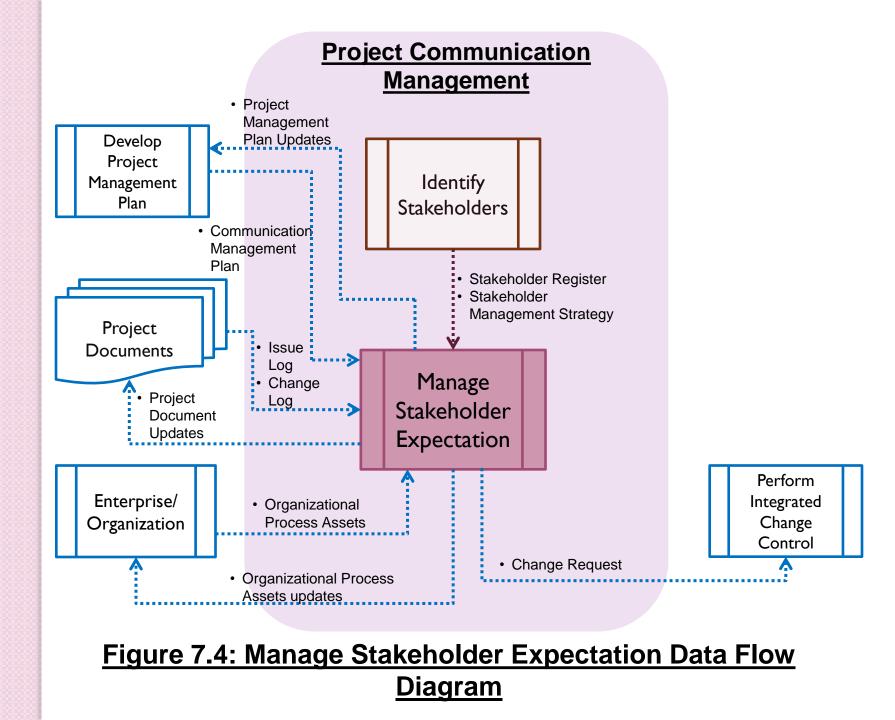
.....Manage Stakeholder Expectation

Involves:

- Identifying stakeholders.
- Assess their knowledge & skills.
- Analyze the project to ensure their needs are met.
- Keeping them involved.
- Getting their sign-off & formal acceptance during closure.







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





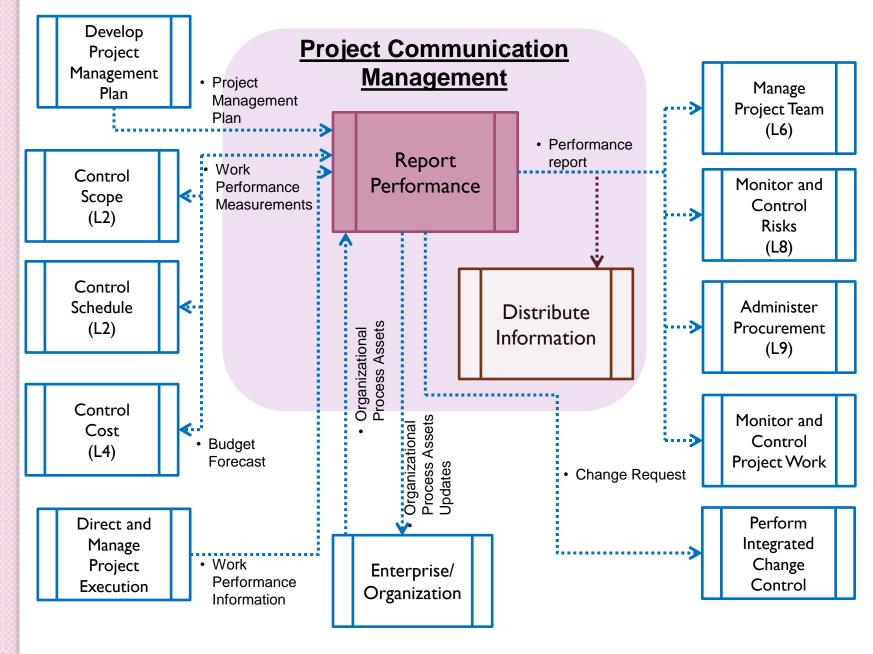


Figure 7.5: Report Performance Data Flow Diagram

7.9: Exercise



Exercise I

- Base on information given, prepare
 - a) Identify stakeholder using stakeholder management template.



Project Communication Management Template: Identify Stakeholders

| JKR | | | USAN PROJEK san Stakeholder | Rujukan No Mukasurat No Keluaran No Semakan Tarikh | : 1 |
|-----------------------------|-------|---------|--------------------------------|--|---------------|
| PROJEK: PENGURUS PR | OJEK: | | | TARIKH PENYEDIAAN: | |
| Organisasi | Nama | Jawatan | Potensi Impak Kepada Projek | Tindakan Pengurusan | Tanggungjawab |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| DISEDIAKAN (DISEMAK OLE | | | | TANDATANGAN: TANDATANGAN: | |

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

JKR.PMMM.35





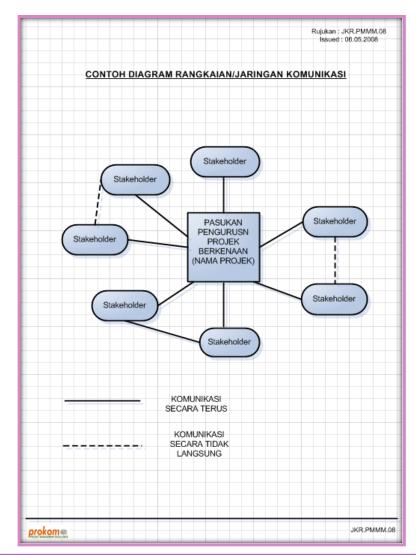


• Base on information given, plan

communication using communication diagram network and contact list template.



Project Communication Management Template: Communication Network





Project Communication Management Template: Contact lists

| DJEK: | | ırai Hubungan | TAR | No Mukasu No Keluarai No Semaka Tarikh | : 17.07.2 | :013 |
|-------|---------|---------------------------------------|------------------------------|---|--|---|
| Nama | Jawatan | Alamat | Nombor Telefon Pejabat | Nombor Telefon Mudahalih | Faks | Emel |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | · · · · · · · · · · · · · · · · · · · | | Nama Jawatan Alamat Nombor Telefon | Nama Jawatan Alamat Nombor Nombor Telefon Telefon | Nama Jawatan Alamat Nombor Nombor Faks Telefon Telefon |







 Establish communication plan between stakeholders using communication matrix template



Project Communication Management Template: Communication Matrix

| JKR | | PENGURUSAN PROJEK | | | | | | | | | | | | | | JKR.PMMM.10 1 | | | | | | |
|-------------------------------------|---|-------------------|------------------|-------------------|--------|---------|------------------|-------------------|-----------------|-----|------|--------|---------|------------------|-----------|------------------|-------|--|--|--|--|--|
| | | | | | | | | | | | | | | No Keluara | 1 | | | | | | | |
| \sim | | | | | Matri | iks Kor | nunikasi | | | | | | | No Semaka | 1 | | | | | | | |
| | | | | | | | | | | | | | | Tarikh | : | 17.07.201 | 3 | | | | | |
| SENARAI LA | APORAN DAN MESY | UARAT | Γ | | | | | | | | | | | | | | | | | | | |
| NAMA PROJ | EK: | | | | | | | | | | DISE | DIAK/ | AN OLEH | 1: | | | | | | | | |
| | | | | | | | | | | | SEM | AKAN: | | | | | | | | | | |
| PENGURUS | PROJEK : | | | | | | | | | | TAR | IKH DI | SEDIAK | (AN: | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | |
| | | PAS | JKAN YA | ANG MENG | URUS F | ROJEK | PERING | KAT JKR | - | JKR | | KONT | RAKTOR | | LAIN-LA | -LAIN | | | | | | |
| Pihak yang be | tanggungjawab | HOPT | HODT Elektrik | HODT Mekanikal | | | HODT Struktur | HODT Geoteknik | PENGARAH CAW | ТКР | КР | UTAMA | SUB | KEM. PELNGGAN | PERUNDING | JURU UKUR | IKRAN | | | | | |
| LAPORAN | | | | | banan | | | | | | | | | | | | | | | | | |
| (Senarai laporan mengikut setiap | n yang perlu disediakan fasa pelaksanaan projek) | | | | | | | 1 | | | | | | | | | | | | | | |
| Perancangan | | | | | | | | | | | | | | | | | | | | | | |
| Rekabentuk | | | | | | | | | | | | | | | | | | | | | | |
| Perolehan | | | | | | | | | | | | | | | | | | | | | | |
| Pembinaan | | | | | | | | | | | | | | | | | | | | | | |
| Serahan | | | | | | | | | | | | | | | | | | | | | | |
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| PROJECT MANAGEMENT EXC | ELLENCE | | | | | | | | | | | | | | | JKR.PMM | M.10 | | | | | |



Project Communication Management

Template: Communication Matrix Example

| 7 | PR | OJEK: USIM - FA | KULTI | | INS & T | EKNO | LOGI | | | DISE | DIAK/ | AN: CI | K NO | RHAYA | TI | _ | _ | _ | _ | - | | | |
|---|----|--|----------|--------------|-----------------|------------|--------|------------|------|-----------------|------------|----------------------|------|--------|------------------------|-------|------|------|------|----|----|----|--|
| 8 | | | | | | | | | TARI | RIKH: 13.7.2010 | | | | | | | | | | | | | |
| 9 | | | | | | | | | | | | | | | | | | | | | | | |
| 10 | | | | PAS | UKAN P | ENGU | RUS P | ROJEK | J | (R | PEL | ANGO | AN | KONT | RAKTOR | | | PERI | INDI | NG | | | |
| 11 | | GAVAI RTANGGUNGJAVAB | : | PP | WPP(U) | SISS | NH | VPP(P) | HODT | TKP 1 | КРТ | USI M | FST | UJSB | | т&т | JB | ALY | JPI | PD | MP | zc | |
| 12 | | | | | | | | | | | | | | | | | | | | | | | |
| 13 | | Mesyuarat | | | | | | | | | | | | | | | | | | | | | |
| 14 | 1 | 1 Pra-pembinaan | ¢ | с,А | Ρ | Α | М | Α | Α | | Α | Α | Α | Α | | Α | Α | Α | Α | Α | Α | Α | |
| 15 | 2 | 2 Tapak | C | ⊂ , A | Ρ | A | Α | Α | Α | | А | A | А | м | | А | Α | A | Α | Α | Α | Α | |
| 16 | 3 | 3 Teknikal | | | А | A | Α | A | | | | | | P,M,C | | А | Α | A | Α | Α | Α | Α | |
| 17 | 4 | 4 Koordinasi | | | | | | | | | | | | P,M,C | | А | Α | A | Α | Α | Α | Α | |
| 18 | | Laporan | | | | | | | | | | | | | | | | | | | | | |
| 19 | 1 | 1 Kemajuan | | С | C,R | C,R | R | R | R | | R | R | | Р,М | | R | R | R | R | R | R | R | |
| 20 | | 2 EMP | | с | C,R | | | | R | | | | | P,M | | | | | | | | | |
| 21 | 3 | 3 Qualiti Assurance Quality Control | e & | с | C,R | C,R | R | R | R | | R | R | | R | | P,M | R | R | R | R | R | R | |
| 22 | 4 | 4 Kesihatan & Keselamat (OSH |) | С | C,R | R | R | R | R | | | R | | P,M | | R | R | R | R | R | R | R | |
| | | | | | | | | | | | | | | | | | | | | | | | |
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Example of Bad Communication







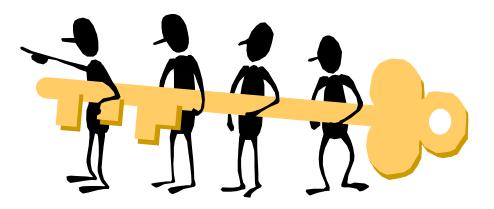




7.10: Summary

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!!!







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."...lacocca

Lee





References

- A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – 4th Edition
- https://www.jkr.gov.my/prokom



