



Project Communications Planning

Presented By J Marie Woods, PMP

Learning Goal

- Understand the importance of developing a project communication strategy.
- Understand impact of team location, project type and corporate culture on project communications.
- Learn options for team communications.

PMBOK 3rd Edition Reference

- Process 10.0 Project Communications Management
 - The processes required to ensure timely and appropriate generation, collection, dissemination, storage, and disposal of project information.
 - 10.1 Communications Planning:
 - Determining the information and communication needs of the project stakeholders

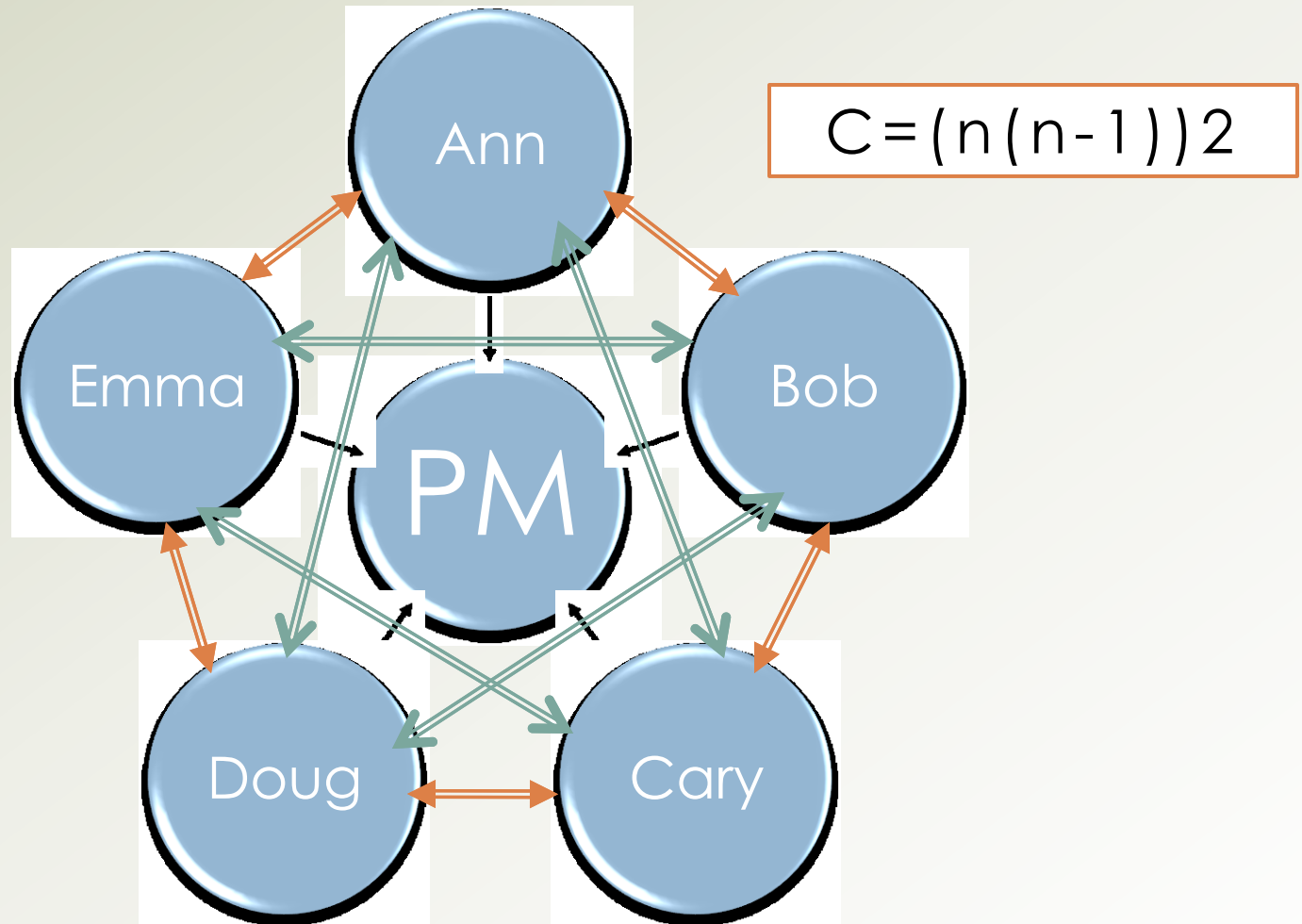
What Affects Communication?

- Type of Project
- Location of Project Participants
- Number of Project Participants
- Corporate and Project Culture



What has impacted your projects?

Communication Channels

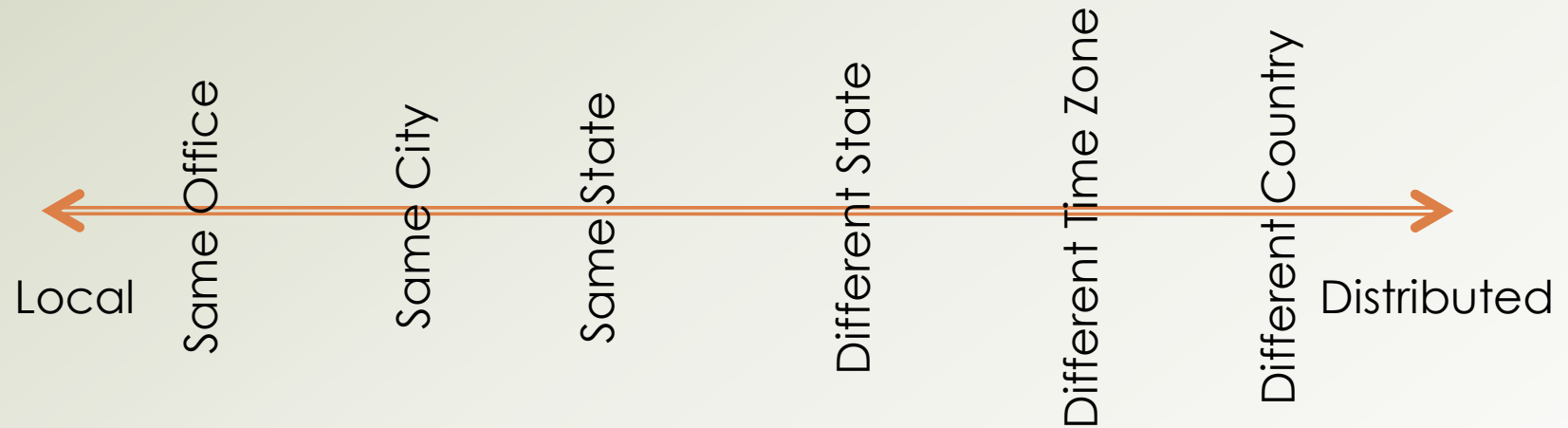


The Impact of Project Type

- Duration
- Number of Deliverables
- Project Cost Estimates
- Project Risk Rating
- Visibility Inside and Outside Organization

The Impact of Team Location

□ Local vs. Distributed



The Impact of Corporate Culture

- Functional vs. Projectized
- Conservative vs. Liberal
- Informal vs. Formal Authority
- Authority given to PM

Matrix Management

Organization Structure Project Characteristics	Functional	Matrix			Projectized
		Weak Matrix	Balanced Matrix	Strong Matrix	
Project Manager's Authority	Little or None	Limited	Low to Moderate	Moderate to High	High to Almost Total
Resource Availability	Little or None	Limited	Low to Moderate	Moderate to High	High to Almost Total
Who controls the project budget	Functional Manager	Functional Manager	Mixed	Project Manager	Project Manager
Project Manager's Role	Part-time	Part-time	Full-time	Full-time	Full-time
Project Management Administrative Staff	Part-time	Part-time	Part-time	Full-time	Full-time

Figure 2-6. Organizational Structure Influences on Projects

© Project Management Institute

Continuum of Location and Culture



Informal Local Teams

- Face to face communications abound
- Water-cooler decision-making
- Highly effective, but not realistic in today's market
- Some team members may miss decisions if not at the water-cooler at the right time

Informal Distributed Teams

- Phone or e-mail is primary medium of communication
- Project Manager may not be in the loop

Formal Local Teams

- Reporting structure is well-defined
- Regular face-to-face meetings with minutes
- Project Manager is involved with decision making

Formal Distributed Teams

- Similar to formal local teams
- Includes centralized information repository and periodic status communications
- Decision-making may be slow due to formalized chain of communication

Avenues of Communication

- Dedicated Conference Room
 - ▣ Weekly status meetings
 - ▣ Emergency Huddle
- Emails
 - ▣ Team Distribution List
 - ▣ Broadcast emails
- Team Intranet
 - ▣ Discussion Boards
 - ▣ Shared Documents
- Extranet
 - ▣ Online meeting or shared storage
 - ▣ Discussion Forum or group
- Telephone
 - ▣ Broadcast phone messages
- Other?

Which method is best?

□ It depends ...

Method	Informal/ Local	Informal/ Distributed	Formal/ Local	Formal/ Distributed
Physical Meeting Space	✓		✓	
Email Distribution Lists	✓	✓	✓	✓
Network Shared Folders	✓	✓	✓	✓
Intranet	✓	✓	✓	✓
Extranet		✓		✓

Communication Plan Inputs

- Enterprise Environment Factors (PMBOK 4.1.1.3)
- Organizational Process Assets (PMBOK 4.1.1.4)
- Project Scope Statement (PMBOK 5.2.3.1)
- Project Management Plan (PMBOK 4.3)
 - Constraints
 - Assumptions

Communication Planning Techniques

- Communication Requirements Analysis
 - Relationship between project organization and stakeholders
 - Stakeholder Location
 - Internal Information Needs
 - External Information Needs (auditors, media, etc.)
 - When is information needed
 - Format of information to be transmitted
- Communication Technology
 - Internet/Intranet
 - Shared Networks
 - Other

Communication Planning Outputs

- Communications Management Plan
 - ▣ List for each type of communication mechanism, the following:

Medium	Type of communication (Status reports, minutes, change and issue logs, etc.)
Description	A brief summary of what is included in the type of medium
Distribution	Describe how this information is to be shared upon it's initial production
Storage	Identify where archived copies of these items will be stored
Timing	Document the production frequency of this item
Contributors	Define Who will contribute to the contents of this medium
Owners	Define who is responsible for ensuring this medium is delivered

Learning Goal

- Understand the importance of developing a project communication strategy.
- Understand impact of team location, project type and corporate culture on project communications.
- Learn options for team communications.



Questions?