Types of Communication

<table>
<thead>
<tr>
<th>Internal</th>
<th>External</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formal</td>
<td>Informal</td>
</tr>
<tr>
<td>Vertical</td>
<td>Horizontal</td>
</tr>
<tr>
<td>Official</td>
<td>Unofficial</td>
</tr>
<tr>
<td>Written</td>
<td>Oral</td>
</tr>
<tr>
<td>Verbal</td>
<td>Nonverbal</td>
</tr>
<tr>
<td>Open/Plain</td>
<td>Paralingual</td>
</tr>
</tbody>
</table>

Channel / Noise

<table>
<thead>
<tr>
<th>Technology?</th>
<th>Meeting?</th>
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</thead>
<tbody>
<tr>
<td>From Who?</td>
<td>Context?</td>
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</table>
Interactive vs. Push vs. Pull Communication

Meeting Success
- Good advanced notice / Time limit for the meeting
- Regular but not too frequent
- Clear purpose and agenda announced beforehand
- Assign deliverables/action items from the meeting with clear time limits and distribution channels
- Document and publish meeting minutes

Communication Channels

| # Communication Channels | $\frac{N (N - 1)}{2}$ | $N = \text{the number of people}$ |

Communication Blockers
Plan Communications

- Consider: culture, expectations, technology, methods, established policies and procedures
- Plan to Communicate: Who, when, what channel, and with what frequency
- Plan to Communicate: What

<table>
<thead>
<tr>
<th>Type</th>
<th>Examples</th>
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</thead>
<tbody>
<tr>
<td>Project Documents</td>
<td>Charter, PM Plan</td>
</tr>
<tr>
<td>Schedule/Resources</td>
<td>WBS, Resource needs, Meeting Schedule, Work Assignments (upcoming and current)</td>
</tr>
<tr>
<td>Status</td>
<td>General Status, Impacts to/from other projects, Performance Reports</td>
</tr>
<tr>
<td>Risks</td>
<td>New Risks, Uncertainties, Realized Risks (problems)</td>
</tr>
<tr>
<td>Change Control</td>
<td>Scope changes, CCB communications</td>
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</table>
As a PM or Team Member, communication is at the heart of ethical and honest behavior and responsibility.

- Try to understand the truth
  - Be careful – your perception of the truth may be false
  - Seek the whole truth

- Be truthful in all communications
  - Communicate honestly, even if the project is in trouble

- Create an environment where others tell the truth
  - Telling the truth consistently lets project team members know that only the truth is acceptable
Only accept assignments you are qualified to complete
  o Lack of qualification presents a major risk to the project

Protect proprietary information, Report unethical behavior and violations

Maintain an attitude of mutual cooperation
  o Consider other projects and operational work when asking for resources
  o Protect reputations of your team members as it relates to project work
  o Ask what communication method is favored by your stakeholders/team

Be direct in dealing with conflict
  o Openly discuss conflict with the other party, not behind their back

Continuously look for conflicts of interest and disclose them
  o Treat the search and resolution of conflicts of interest like risks
### Communications Management Plan

- **Primary output of Plan Communications**

<table>
<thead>
<tr>
<th>What needs to be Communicated</th>
<th>Why</th>
<th>Between Whom</th>
<th>Best Communication Method</th>
<th>Responsibility for Sending</th>
<th>When / How Often</th>
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Stakeholder Communication

Expectation Management
1. Analyze Stakeholders continuously
2. Create and Maintain a Stakeholder Register
3. Create and execute a Stakeholder Management Strategy

<table>
<thead>
<tr>
<th>ID</th>
<th>Name</th>
<th>Title</th>
<th>Department(s)/Supervisor</th>
<th>Contact Info</th>
<th>Impact Major Req’ts</th>
<th>Main Expectations</th>
<th>Influence (1-5)</th>
<th>Role(s) in Project</th>
<th>Responsibilities in Project</th>
<th>Classification</th>
</tr>
</thead>
<tbody>
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Power / Interest Balance

- Keep Satisfied
- Manage Closely
- Monitor (Min Effort)
- Keep Informed
Manage Stakeholders Expectations

Items that may need regular communication

- Schedule, Budget, Forecasts
- Risk Register, Issue Log, Change Log
- Items outside of the control of the project that affect the project

Involves the application of Communication Methods, Interpersonal Skills, and Management Skills to manage expectations of people important to the project.
Performance Reports Types

- **Status Report** – Where is the project is against the performance measurement baseline?
- **Progress Report** – What has been accomplished?
- **Trend Report** – Is performance improving or deteriorating?
- **Forecasting Report** – What are the predictions for the future?
- **Variance Report** – How do the actual results compare to the baselines?
- **Earned Value Report** – Where is the project in pure Earned Value/Cost Management terms?
- **Lessons Learned** – What information could be useful for future projects?
Making Reports and Metrics Useful

Collecting information, analyzing it, packaging it, and sending it to Stakeholders.

- Level of Detail
- Appropriate communication channel
- Don’t let reports prevent you from managing the project
- Are measurements against a consistent baseline
- Truthful with accurate metrics
- All three sides of the project triangle plus quality
- Can and should be enhanced with forecasts
- Get feedback
- Use multiple types of reports
Communication concepts must be applied to both stakeholder and team communication.

Communication is not effective unless it is ethical and honest.

Stakeholder Expectation Management starts with understanding each stakeholder, then deciding what communication is best for them.

Make reports and metrics useful by viewing them from the Stakeholder’s perspective.