

1 Communication: Introduction

- One of the primary jobs of a project manager is to facilitate communication.
- Organizations have structure:
 - Formal structure is often the org-chart, of who reports-to-who.
 - Informal structure: interpersonal relationships that people share.
 - Understanding the informal structure is important.
- Stakeholders
 - Develop a list of stakeholders
 - Identify if they are interested in project success or failure.
 - Identify stakeholder influence.
 - Identify conflicts of interest (e.g. other projects/commitments that may take priority over the project for that stakeholder).
 - Identify stakeholder roles. e.g. champion, consultant, decision maker, advocate, ally, rival, foe, etc.
 - Identify the kind of interest each stakeholder has: what is their objective with the project.
 - Identify various strategies for each stakeholder. May require building, maintaining, reestablishing relationships, etc.
- Communication plan:
 - Who has specific information needs?
 - What are those information needs?
 - How will particular stakeholder information needs be met?
 - When can stakeholder expect to receive information?
 - How will this information be received?
- Monitoring and control
 - Projects rarely go according to schedule.
 - Identify points of interest
 - Keep relevant stakeholders posted on the events.
 - No thumb-sucking.
 - Thumb-sucking is doing nothing when you should be acting. It's stalling, dogging, procrastinating and wasting time. Action is in front of you and you avoid it.

- Many events are outside control of project manager (e.g. employee moving on, etc.). Keep stakeholders informed about the events, and impact on the project.
- Metrics: stuff that is monitored for, and communicated to stakeholders.
- Metrics should be:
 - Understandable: easily explainable.
 - Quantifiable: objective, something that can be measured.
 - Cost effective: data needs to be collected. metrics should provide value beyond the cost of aggregating the data.
 - Proven: meaningful, accurate, and have a high degree of validity. Should measure exactly what one wants to manage.
 - High impact: measure things that have high impact.
- Examples of metric areas:
 - Scope
 - Schedule
 - Budget
 - Resources
 - Quality
 - Risk
- Reporting:
 - Reviews: formal or informal. Focuses on specific milestones, deliverables, or phases.
 - Status reporting: describes current status of the project.
 - Progress reporting: tells what the project team has accomplished.
 - Forecast reporting: focuses on predicting future status or progress.
- Distribution
 - Face-to-Face meetings
 - Telephone, email, etc.
 - Collaboration technology (e.g. wiki)