

PMI-CAPM®
Certified Associate
Project Manager



7. Communications

3 Processes

Communications - Table of contents

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1. Plan Communications Management

Plan how to plan, manage, control
communications
⇒ the plan will provide guidance and
information on managing stakeholder
expectations

Planning



Plan Communications Management

Input



- Project Charter
- Project Management Plan
- Project Documents
- EEFs
- OPAs

T&Tools



- Communication channels
- Communication models
 - Effective communications
 - Effective listening
- Communication technology
- Communication methods
- Meetings
- Communications requirements analysis

Output



- Communication Management Plan
- Project management plan updates
- Project documents update

2. Manage Communications

Create and distribute all information about the project
⇒ key benefit: it enables an efficient and effective communication flow between project stakeholders.

Executing



Manage Communications

Input



- Work Performance Reports
- Project Management Plan
 - Communication Management Plan
- EEFs
- OPAs

T&Tools



- Communication technology
- Communication methods
- Communication skills
- PMIS
- Interpersonal and team skills
- Meetings
- Project Reporting
 - Types of reports

Output



- Project communications
 - Performance Reports
 - Status Reports
 - Presentations
- Project Management Plan updates
- Project documents updates
- OPAs updates

3. Monitor Communications

Monitor communications
⇒ key benefit: ensuring an optimal information flow among all communication participants at any moment in time

Monitor & Control



Monitor Communications

Input



- Project Documents
 - Issue Log
 - Lesson Learned Register
- Project Management Plan
 - Communication Management Plan

T&Tools



Output



- Work performance information
- Change requests
- Project Management Plan updates
- Project Documents updates

What are **Communication Channels**?

Number of Communication Channels

$$n * (n - 1) / 2$$

What about **Project management information systems (PMIS)**?

Project management information systems (PMIS) ensure that **stakeholders can quickly and efficiently access the information** they need.

Project information is managed and distributed using a variety of tools.

What's included

- **Electronic project management tools:** project management software, meeting and virtual office support software, web interfaces, project portals and dashboards, and collaborative work management tools
- **Electronic communications management:** email, fax, voicemail; audio, video, and web conferencing; websites and web publishing
- **Social media management:** websites and web publishing; blogs and applications

Which are **Techniques for effective communication?**

- **Sender-receiver models:** Incorporating feedback loops to provide opportunities for interaction/participation and remove barriers to communication
- **Choice of media:** Situation specifics as to when to communicate in writing versus orally, when to prepare an informal memo versus a formal report, and when to communicate face-to-face versus by email
- **Writing style:** Appropriate use of active versus passive voice, sentence structure, and word choice
- **Meeting management:** Preparing an agenda and dealing with conflicts
- **Presentations:** Awareness of the impact of body language and design of visual aids
- **Facilitation:** Building consensus and overcoming obstacles
- **Active Listening:** Listening actively (acknowledging, clarifying, and confirming understanding) and removal of barriers that adversely affect comprehension

Which are **communication methods**?

- **Interactive communication:** two or more parties performing a multidirectional exchange of information in real time (meetings, phone calls, instant messaging, some social media, and video conferencing..)
- **Push communication:** communication is sent or distributed directly to specific recipients who need to receive the information. The information is distributed but this method does not ensure that the target audience received or understood the message (letters, memos, reports, emails, faxes, voice mails, blogs, and press releases..)
- **Pull communication:** used for large complex information sets or large audiences. It requires the audience to access content at their own discretion (web portals, intranet sites, e-learning, lessons learned database, and knowledge repositories..)

What to consider, choosing a **communication technology** ?

- Urgency of the need for information
- Availability and reliability of technology
- Ease of use
- Project environment
- Sensitivity and confidentiality of the information

Which EEFs/OPAs influence **Manage Communication process** ?

EEFs

- Organizational culture, political climate, and governance framework
- Personnel administration policies
- Stakeholder risk thresholds
- Established communications channels, tools, and systems
- Global, regional, or local trends and practices or habits
- Geographic distribution of facilities and resources

OPAs

- Corporate policies and procedures for issue, risk, change, and data management

What is the difference between... ?

Project Reporting

VS

Project Information

Project reporting is the act of collecting and distributing project information.

Project information is distributed to many groups of stakeholders and should be adapted to provide information at an appropriate level, format, and detail for each type of stakeholder.



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THANK YOU
