

# PROJECT MANAGEMENT COMMUNICATION TOOLS

## How to Build a Communication Plan



**Bill Dow, PMP  
& Bruce Taylor**

- Co-author: "Project Management Communications Bible"
- Author: "The Tactical Guide for Building a PMO"
- Co-Author: "Project Management Communications Tools"



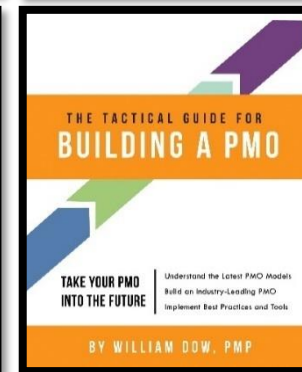
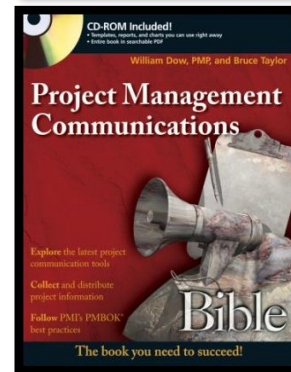
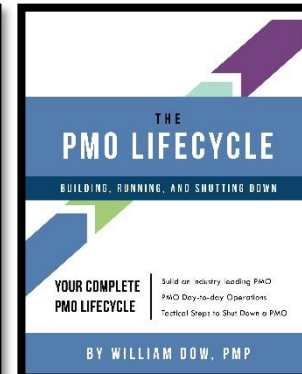
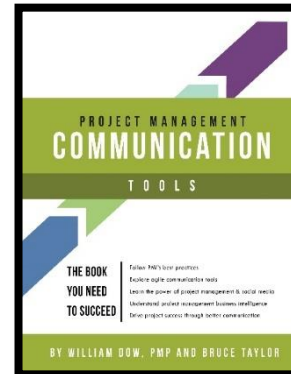
# Bill Dow, PMP

Hands On

Giving Back

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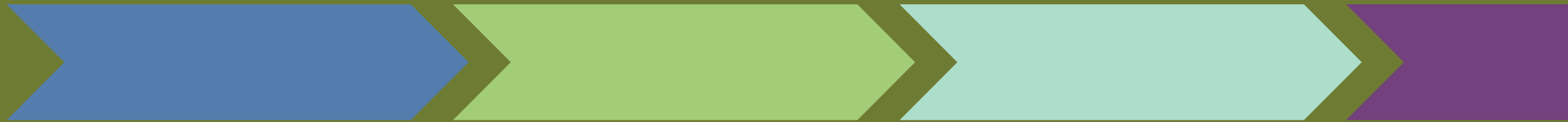
# Agenda

1. Common Communication Problems
2. How to Build a Communication Plan
3. Wrap-Up





# Common Communication Problems



# Common Communication Problems



1

Failure to Communicate Effectively

2

Failure to understand and believe project communication is a high priority

3

Failure to create communication plans


4

Failure to capture customer's communication requirements

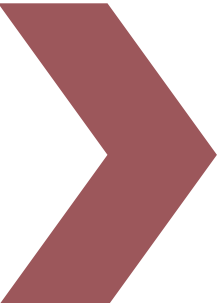
# 1

## Failure to Communicate Effectively


*Understand exactly what you are communicating and to whom.....*



Not sending out project status reports at the right “level” for stakeholder. Choosing the right level of content & adjusting the communication to fit the right level of audience.



Trust but Verify! Have you made assumptions on communication expectations? Did you follow-up to validate to see if your assumption was accurate?




Visual vs. Text – One of the easiest ways to understand how to communicate information is determining your stakeholders’ preferences on wanting data visual or text-friendly.



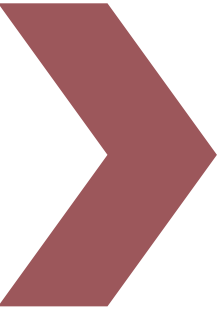
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Failure to understand and believe project communication is a high priority


*Failure to plan is a plan to fail...  
Prioritize your Comm Plan!*



Project Managers feel they have better things to do than to create a communication plan.



Project Managers have huge pressure to get team members working. Your project team is not going to care about creating status reports or project newsletters.



Project Managers will get to creating the project status materials when things settle down and the project is executing.

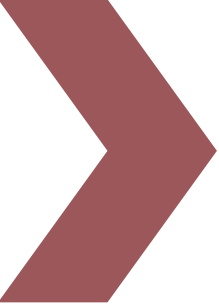
# 3

## Failure to create communication plans


*The Communication Plan is one of the MOST important documents*



Project Managers don't allocate time in the project's planning phase for communication activities.



Project Managers just send status reports because customers don't see value in it.



Project Managers don't consider the length of their projects and how communication requirements change over the course of their projects.



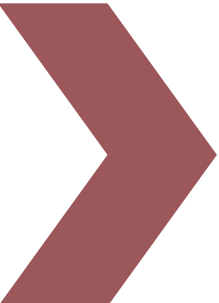
# 4

Failure to capture customer's communication requirements

*A key component to effective leadership is managing expectations*



Project Managers don't sit down with the customers and discuss what they want to know about their project.



Project Managers don't know how to react to their customers when the project goes into "Red" or "Yellow" status. What is the customer expecting when a project goes red?



Lack of understanding of what goes in a communication plan and how/when to use it on the project.



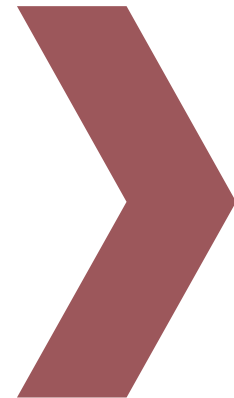
# How to Build a Communication Plan



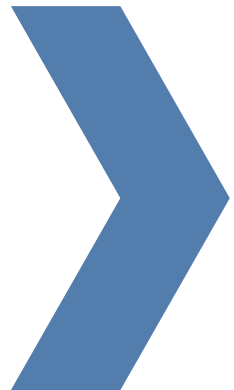
# Project Communication Planning



Communication Planning is one of the most important aspects of managing your project.



Project Managers must understand the 5W's. (and the 1H).



Develop a project Communication Plan for every project before starting any activities!

# Communication Tools

Best Practice

Table of Contents



Section	Description
1	Organization Chart
2	Circle of Communications Chart
3	Communication Requirements Matrix
4	Role Report Matrix
5	Time Frame / Calendar
6	Lessons Learned

Who

What

When

Why

Where

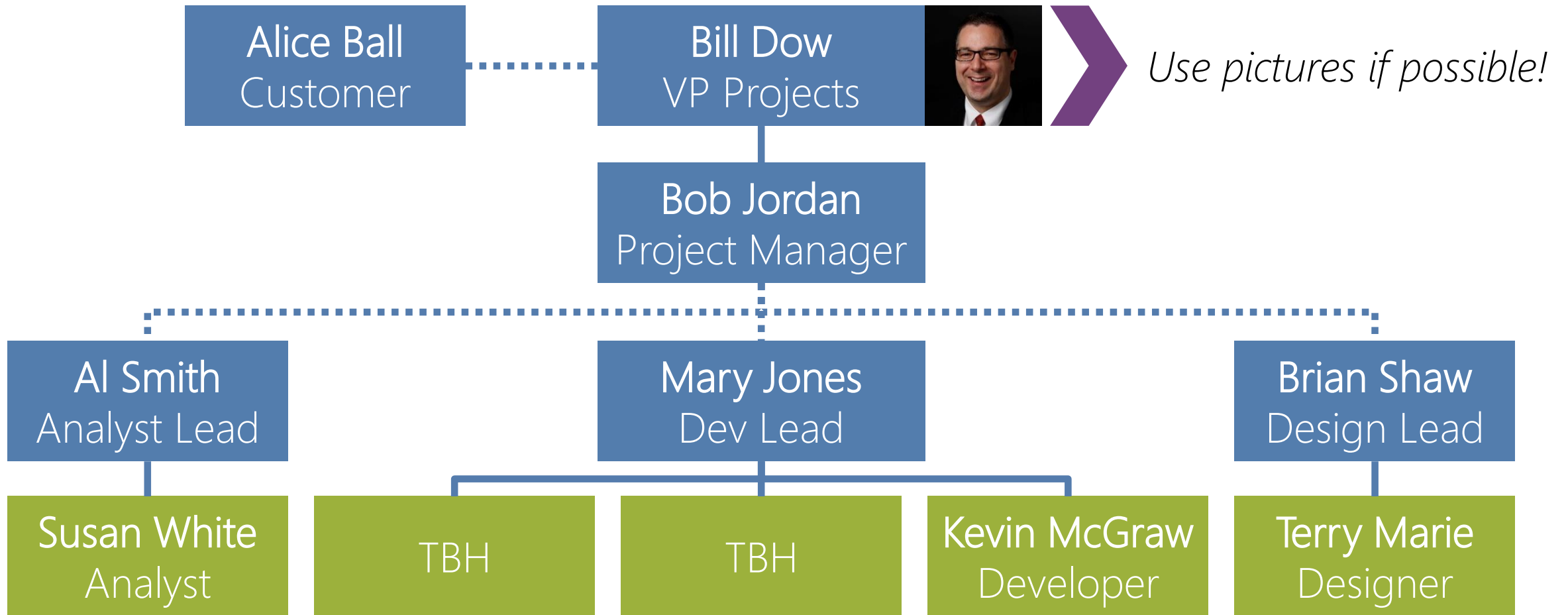
How

A group of people, mostly men in light blue shirts, are holding up white rectangular cards with large black question marks. The cards are held in front of their faces, obscuring them. The background is slightly blurred, suggesting an indoor setting with other people present.

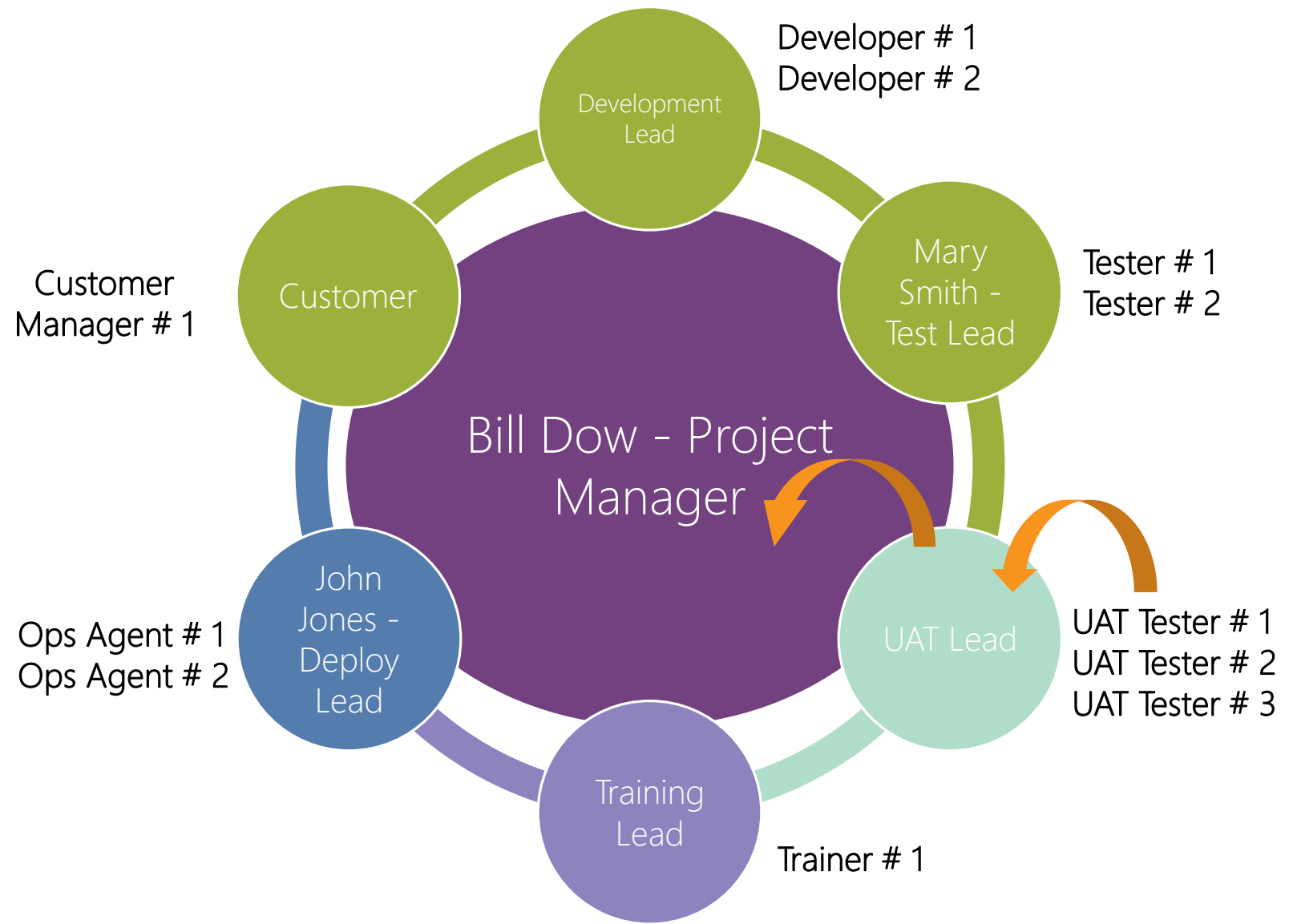
6 critical questions you must ask

# Who

# Project Organization Chart



# Circle of Communication Chart – Software Example





# What

# Communication Requirements Matrix

Team Member / Tool	Project Manager	Stakeholder / Internal Customer	Team Members
Project Manager		Project Status	Receive and Communicate Project Info.
Stakeholder / Internal Customer	Feedback Issues Concerns	-	Specific Project Details
Team Members	Update Project Information	Specific Project Details	-



Who

What

When

# Role Report Matrix

*Focus on timing and recipient of each report*

People (Who receive Report)	Name	On Demand	Weekly	Monthly
CEO/CFO	John Smith	Status & Cost Reports		Variance Report
Owner	Peter Adams	Status & Cost Reports	Status Reports	
Stakeholder	<b>Mark Taylor</b>	Stakeholder Report		Status Reports
Risk Manager	Bruce Jones	Risk Report	Status Reports	
Media	ABC News	Media Report		

# Time Frame / Calendar

1 Establishing a Rhythm/Cadence for reporting project information.

2 How often does reports go out?

3 How often is information gathered by your team members?

4 Did you work with your customers to understand how often they want reports delivered?



*Use the Role Report Matrix as your guide to creating a Project Rhythm Calendar*

# Project Calendar / Rhythm Example

	Monday	Tuesday	Wednesday	Thursday	Friday
Week 1	Prepare Status Material	Team Meeting, gather information for Status Report		Customer Status Meeting, Finalize Status Information	Submit Final Status Report
Week 2	Prepare Status Material	Team Meeting, gather information for Status Report		Customer Status Meeting, Finalize Status Information	Submit Final Status Report
Week 3	Prepare Status Material	Team Meeting, gather information for Status Report	Prepare Monthly Newsletter	Customer Status Meeting, Finalize Status Information	Submit Final Status Report

# Report Creation Calendar

	Monday	Tuesday	Wednesday	Thursday	Friday
Week 1	Daily Budget Report, Monthly VP Report	Daily Budget Report, Bi-Weekly Risk Report	Daily Budget Report	Daily Budget Report, Customer Status Report	Daily Budget Report, Final Status Report
Week 2	Daily Budget Report	Daily Budget Report	Daily Budget Report	Daily Budget Report, Customer Status Report	Final Status Report
Week 3	Daily Budget Report	Daily Budget Report, Bi-Weekly Risk Report	Daily Budget Report, Monthly Project Newsletter	Daily Budget Report, Customer Status Report	Final Status Report

Who

What

When

How

# Role Report Matrix & Report Creation Calendar

Report Recipient	Name	On Demand	Daily	Weekly	Bi-Weekly	Monthly
CEO/CFO	John Smith	Status Reports	Budget Report		Risk Report	Variance Report, Project Newsletter
Owner	Peter Adams	Status & Cost Reports	Budget Reports	Status Reports	Risk Report	Project Newsletter
Stakeholder	Mark Taylor	Stakeholder Report	Budget Report	Customer Status Reports, Project Newsletter		
Risk Manager	Bruce Jones	Risk Report	Budget Reports	Status Reports		Project Newsletter
Media	ABC News	Media Report				

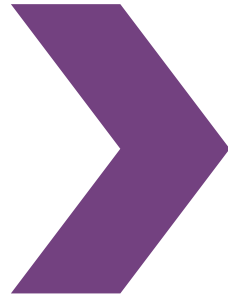
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Monday	Tuesday	Wednesday	Thursday	Friday
Daily Budget Report, Monthly CEO Variance Report	Daily Budget Report, Bi-Weekly Risk Report	Daily Budget Report	Daily Budget Report, Customer Status Report	Daily Budget Report, Status Report
Daily Budget Report	Daily Budget Report	Daily Budget Report	Daily Budget Report, Customer Status Report, Project Newsletter	Daily Budget Report, Status Report
Daily Budget Report	Daily Budget Report	Daily Budget Report, Monthly Project Newsletter	Daily Budget Report, Customer Status Report	Daily Budget Report, Status Report

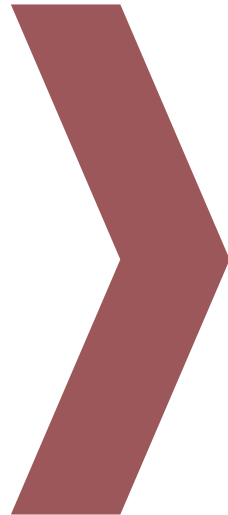
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# Communication Plan

## Lessons Learned



Plan to utilize communication Lessons Learned from past projects.



Focus on these areas from a communication perspective:

- Project Schedule
- Project Budget
- Resources
- Risks and Issues
- Project Quality
- Review Lessons Learned with past project manager



What information did they communicate in the last project that you should send in this project?





1

6 Communication Planning tools that will help you control and drive your communications.



2

Use these tools on every project to increase the chance of success.



3

It takes work to be an effective communicator, by investing in the 5W's and a solid communication plan, you are going to be setup for success!

# Summary



# Wrap-up



1 Take time and consider these common problems that people encounter with project communications.

2 Don't rush getting project information too quickly. Be sure to understand the purpose and following these tools and having the conversations will help you.

3 Project Communications is one of the most important aspects of being successful on projects, don't forget that it's 90% of your job!

# Summary

## Project Communication Plan

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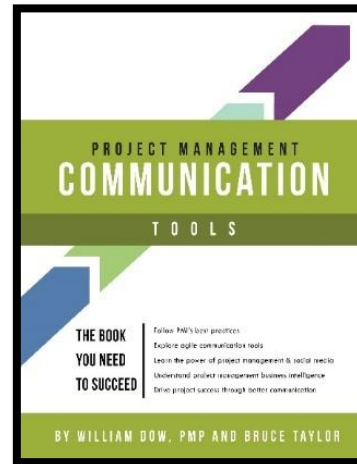
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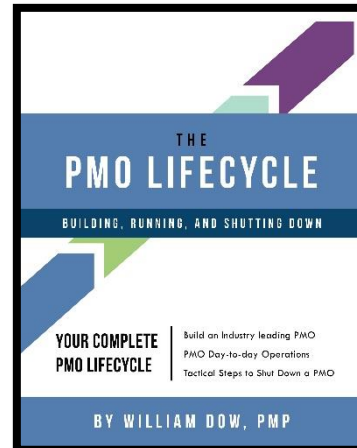
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Communication Tools  
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The PMO Lifecycle: Building,  
Running, and Shutting Down -  
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Thanks!