

Advanced Leadership Course  
Tuesday, PM, Part 2  
Communication Management

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<http://perisic.com/pmg>

# Communication Management

- Processes in Communication:
  - Plan Communication Management
  - Manage Communications
  - Control Communications
- Processes in Stakeholder Management:
  - Identify Stakeholders
  - Plan Stakeholder Management
  - Manager Stakeholder Engagement
  - Control Stakeholder Engagement

- Consider:
  - Stakeholder communication requirements.
  - Who will receive which information?
  - Frequencies of communications
  - Modes of distributions.

# Communication Mgmt / Planning Process Group

## 10.1 Plan Communications Management

### Input:

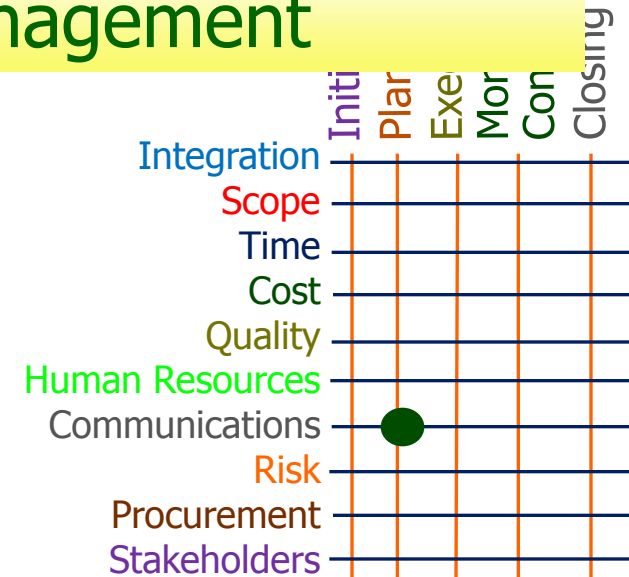
- Project management plan
- Stakeholder register
- Enterprise environmental factors
- Organizational process assets

### Tools & Techniques

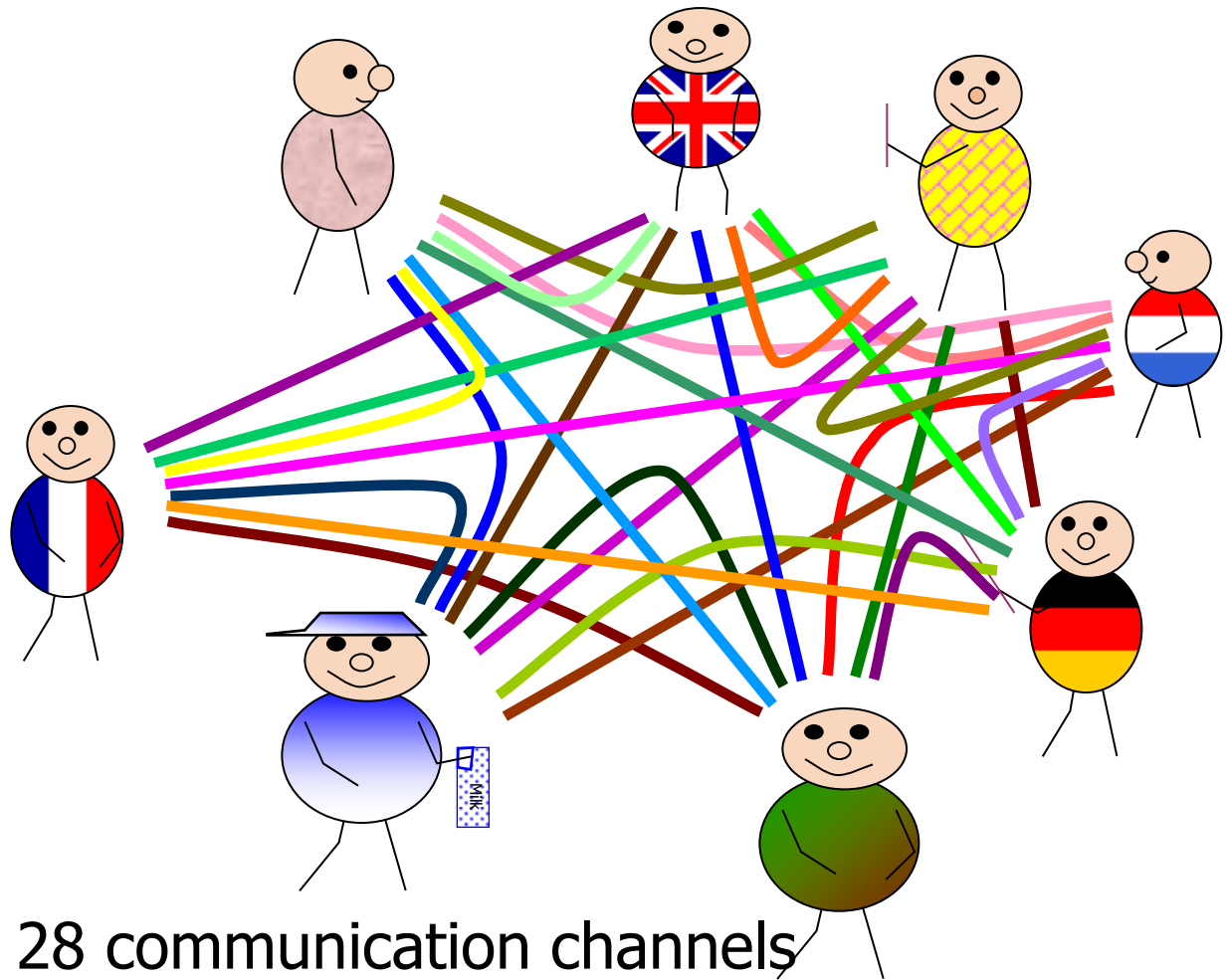
- Communications requirement analysis
- Communications technology
- Communication models
- Communication methods
- Meetings

### Output:

- Communications management plan
- Project documents updates



- Determine and limit who will communicate with whom and who will receive what information.



- 8 Stakeholders = 28 communication channels
- 20 Stakeholders = 190 communication channels
- Etc.

# Communication Technology

- The methodologies can vary significantly.
- Possible problems and questions:
  - Is project success dependent upon having frequently updated information or would regularly issued written reports suffice?
  - Are the systems that are already in place appropriate?
  - Are the proposed communication systems compatible with the experience and expertise of the project participants? (Training...)
  - Is the available technology likely to change before the project is over?
  - Project environment: face-to-face or virtual environment?

# Communications Management Plan

- **Typically contains**
  - Stakeholder needs and expectations.
  - Individuals responsible for communicating information.
  - Methods or technologies used.
  - Frequency of the communication (e.g. weekly).
  - A glossary of common terminology



# Media for Communication & Reasons for Communication

## A Mapping Exercise.

- Hard copies
- Phone call
- Voice mail
- E-mail
- Meeting
- Web Site
- etc.

- Assessing commitment
- Building consensus
- Mediating a conflict
- Resolving a misunderstanding
- Addressing negative behaviour
- Expressing support or appreciation
- Encouraging creative thinking
- Making an ironic statement
- Conveying a reference document
- Reinforcing one's authority
- Providing a permanent record
- Maintaining confidentiality
- Conveying simple information
- Asking an informal question
- Making a simple request
- Giving complex instructions
- Addressing many people

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(Kathy Schwalbe)



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# Communication Management and Effective Meetings

Are you lonely?  
Hate having to make decisions?  
Rather talk about it than do it?  
Then why not  
**HOLD A MEETING**  
*Feel important      Sleep in peace      Offload decisions*  
*Get to see other people*  
*Impress (or bore) your colleagues*  
*Learn to write volumes of meaningless notes*  
And all in work time



**‘MEETINGS’**  
The Practical Alternative to Work

■ From: <http://www.rogerdarlington.co.uk/meeting.html>

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# How to Run an Effective Meeting

- Roger Darlington:
  - How to have a good meeting:  
<http://www.rogerdarlington.co.uk/meeting.html>
- Barry L. Shoop:
  - How to Run an Effective Meeting
  - <http://www.docstoc.com/docs/1951411/How-to-Run-an-Effective-Meeting>

# Some Key Points on Meetings

(Roger Darlington)

- Consider whether the meeting is really necessary
- Make sure that the right people will be there
- Provide suitable room and ambience
- Opening of meeting is important
- Meetings should be action-orientated
- Produce minutes as soon as possible

# Before the Meeting

(Barry L. Shoop)

- Define the purpose of the meeting.
- Identify the participants.
  - Every invitee should have a role.
  - Identify a recorder or secretary.
- Prepare an agenda in advance of the meeting.
  - Communicate the intent of each agenda item using labels such as (A) Action, (I) Information, (V) Vote.
  - Identify estimate of time allocated to the agenda item.
- Plan for breaks – lunch, coffee, etc.

# The Bell Shaped Agenda

(Barry L. Shoop)

- Item 1: Welcome
- Item 2: Minutes
- Item 3: Announcements
  - non-controversial, short, e.g.. upcoming events.
- Item 4: Easy Item
  - Non-controversial
- Item 5: Hardest Item
  - Focussed on meeting by this time
- Item 6: For Discussion Only
  - May be Item 5 in next meeting.
- Item 7: Easiest Item
  - End on as positive note

# After the Meeting

(Barry L. Shoop)

- Publish the minutes promptly.
- Identify responsibilities for action items.
- Assess the meeting.

## Summary

- Processes in Communication
- Communication channels
- Importance to choose the right media for a specific purpose
- Meetings:
  - Plan meetings thoughtfully
  - Bell shaped agenda