

# 1 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)