Crosswind Learning

Version 6.1 Updated for the 2021
Project Management Professional (PMP)® Exam

Crosswind Success Series: PMP® Exam Bootcamp Manual

www.crosswindpm.com
Tony Johnson, MBA, CAPM, PMP, PgMP, PfMP

Version 6.1 aligned with the Project Management Institute, *A Guide to the Project Management Body of Knowledge, (PMBOK® Guide)* - Sixth Edition, Project Management Institute Inc., 2017

7.4. Manage Communications (Executing Process Group)

Know the Key Inputs, Tools & Techniques, and Outputs for Manage Communications.

The primary focus of the Manage Communications process is to gather information relevant to the creation, distribution, storage, and retrieval, as well as the conclusive disposition, of communications in accordance with the communications management plan. The process is designed to enable timely and productive communications between project stakeholders.

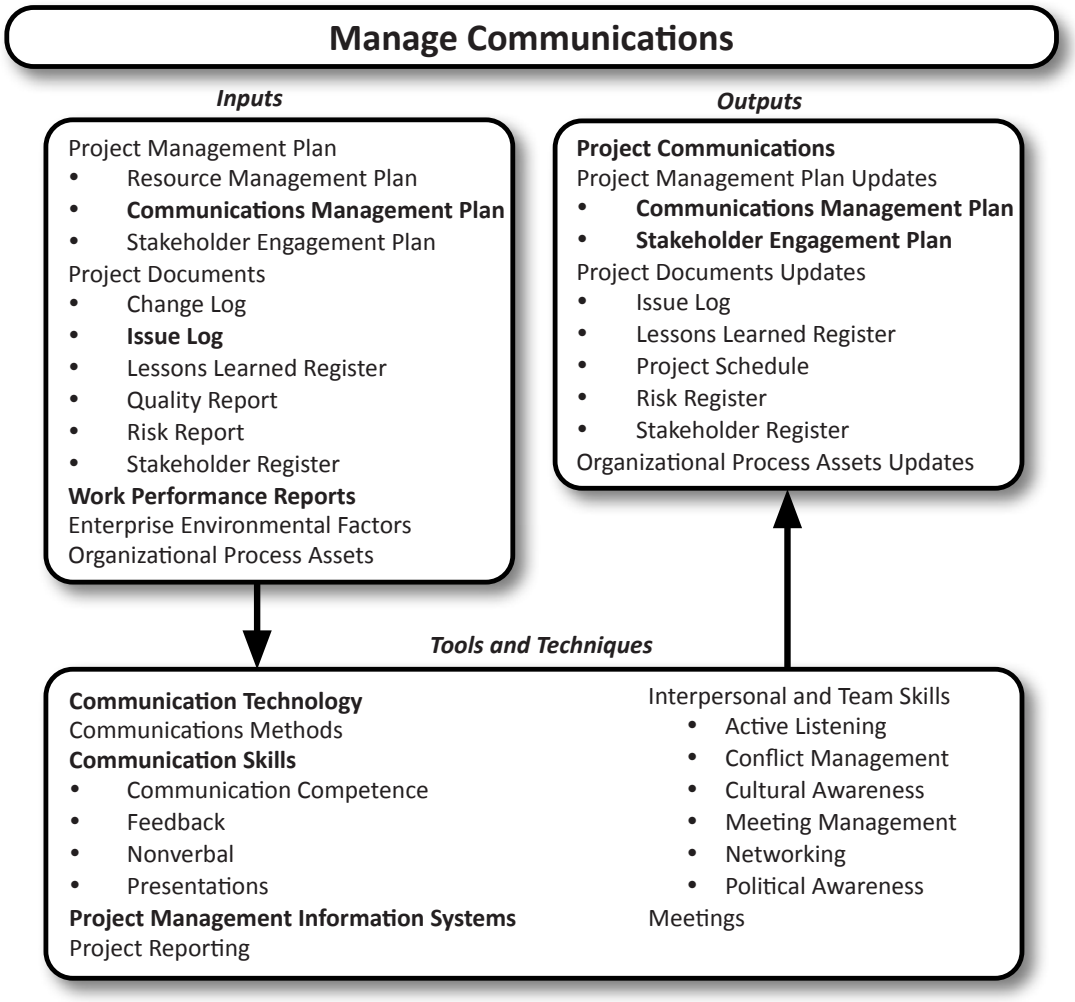


Figure 7-5: Manage Communications Data Flow Diagram

The source for the above figure is the Project Management Institute, *A Guide to the Project Management Body of Knowledge*, (*PMBOK® Guide*) – Sixth Edition, Project Management Institute Inc., 2017, Figure 10-5, Page 379

Manage Communications (Executing)		
Key Inputs	Communications Management Plan	The communications management plan is a component of the project management plan that documents the planning, structure, implementation, and monitoring/control of communications.
	Issue Log	The issue log is used to record and track any project challenges that cannot be immediately resolved. Issue-related information is communicated to affected stakeholders.
	Work Performance Reports	Work performance reports are representations, either physical or electronic, of work performance information and are used as the basis for decisions and/or actions. The reports are distributed to project stakeholders in accordance with the communication plan and can include earned value graphs and data, defect histograms, contract performance data, and risk surveys. The report presentations can include heat reports, dashboards, and stop light charts.
Key Tools & Techniques	Communication Technology	Communication technology encompasses the methods used to transfer information among project stakeholders, which can include conversations, meetings, databases, documents, social media, email, and websites. The choice of a communication technology is predicated on the sensitivity and confidentiality of the information, the project environment, the project culture, team logistics, resources available to the team, the availability and ease of use of a technology, and the urgency of the information.
	Communication Skills	Communication skills include communication competence (with consideration of transparency of purpose in significant messages, leadership behaviors, and effective relationship and data sharing), feedback (in consideration of interactive communication), nonverbal communication (communication that establishes meaning through gestures, voice tonality, and facial expression), and presentations (transparent and meaningful communication through presentations to stakeholders that considers their expectations and needs as well as the needs of the project. Presentations typically address progress reports and informational updates, background information that supports decision-making, general information about the project to elevate its profile, and specific information to garner understanding and support of the project.

Manage Communications (Continued)		
Key Tools & Techniques (Cont.)	Project Management Information System (PMIS)	The project management information system (PMIS) is an enterprise environmental factor. It can be a portal to automated tools, a system that gathers and distributes information, a configuration management system, and/or an interface to online automated systems that are used to direct and manage project work. Project information can be administered through a variety of tools, including electronic management tools, electronic communication management application, and social media management applications.
Key Outputs	Project Communications Documentation	Project communications documentation may include performance reports, schedule progress, presentations, the status of deliverables, costs incurred, and other information expected by stakeholders.
	Communications Management Plan	The communications management plan is a component of the project management plan that documents the planning, structure, implementation, and monitoring/control of communications. Any changes to the communications methodology must be reflected in the communications management plan.
	Stakeholder Engagement Plan	The stakeholder engagement plan is updated to reflect changes to the requirements and strategies. Those changes must also be reflected in the communications management plan.

Situational Question and Real World Application
Failure to effectively execute the Manage Communications process could result in ineffective decisions due to the communication of incomplete or untimely information.

7.4.1. Communication Types

The communication types are:

Communication Types	Definition
Active Listening	The receiver verifies with the sender that the message was interpreted correctly by asking for clarification or by providing feedback to the sender.
Effective Listening	The receiver observes visual and vocal cues, as well as asking for feedback from the sender.
Feedback	The sender receives feedback from the receiver (the feedback can be in the form of an acknowledgment, a simple interpretation of the message, or questions designed to clarify the message).
Nonverbal	**Nonverbal exchanges,** including body language and facial expression, **can account for 55% of a communication**.
Paralingual	Voice characteristics are particularly important when the sender conveys the message.

7.4.2. Performance Reports

Reporting formats can vary, as can interpretations of the formats. The following definitions clarify the subtle differences between the types of performance reports.

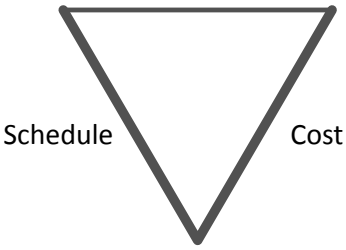
Progress = **P**oint in Time

Status = **S**um of All Progress

Forecast = **F**uture Work

Variance = **V**ary from Plan

Earned **V**alue =



Progress Reports

Progress reports provide information regarding what has been accomplished during a specific time frame. For example, a weekly progress report contains data regarding the most recent week's accomplishments.

Status Reports

Status reports provide information on the present overall state of the project. For example, the status report contains data on the project since inception to convey the overall state of the project.

Team	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Team A	28	26	24	33	111
Team B	30	23	32	12	97

Progress Reports show what has happened in a single reporting period

Status Reports show an overall state of progress such as the total score at any point in time

Figure 7-6: Progress/Status Report Data

To clarify the difference between progress and status, review the above example of a four-quarter game between two teams. A **progress report** shows how many points have been scored during a specific period. A **status report** shows the overall score at any point in time. To apply these examples to a project, a **progress report shows what has been accomplished within a given time frame and a status report shows the overall state of the project**. **Remember: The Status Report is the sum of ALL Progress Reports.** For example, in a project with progress reporting weekly at the end of three weeks, the Status Report is the sum of information reported in Progress Reports for weeks 1, 2, and 3.

Forecast Reports

Forecast reporting methods include:

- Time series, which base future outcome estimates on historical information
- Causal/econometric, which base outcome estimates on underlying factors (weather impacts outer-wear sales)
- Judgment, which base outcome estimates on opinion, probability, and intuitive judgment (scenario building, surveys, Delphi method)
- Other methods, such as ensemble forecasting, probabilistic forecasting, and simulation

Forecast reports provide information about what is expected to occur during the project. Forecast reporting associated with cost can include:

- Estimate at completion (EAC): The funds needed to totally finish the project based on current spending efficiency
- Estimate to complete (ETC): Additional funds needed as of this point in time to finish the project
- Variance at completion (VAC): The amount forecasted to be over/under budget based on budget at completion (BAC) versus estimate at completion (EAC)

For more information about the above, refer to Project Cost Management.