

Effective Strategies for Managing Communication in a Project

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ABSTRACT

This paper evaluates the effectiveness of using strategic approaches for managing communication in project, especially when the communication is required between top-level managers and lower-level employees. The gap of communication could be resolved by implementing strategic approaches of communication management that are thorough to include all personnel in the organization. To overcome any communication problem, the author uses the most effective strategies for managing communication in a project. The author believes that the most effective strategies are four, which are PMI communication strategy, six main steps of communication strategy, understanding the direction of communication strategy, and choosing the right communication channel strategy.

KEYWORDS

Communication Management, Communication Strategy, Project Management

OBJECTIVE AND ORIGINALITY

The objective of this study is to examine most effective strategies for managing communication in a project. Our approach to managing communication is distinguished where we address four communication strategies that have comprehensive guidelines for a project team to implement smoothly.

CONTRIBUTIONS

This study will allow project team to communicate effectively in both directions upward and downward and at different level of communications using various types of channels and at right level of information which will lead to the project success.

RESEARCH METHODOLOGY

The field of this study is purely about communication management and its effective strategies. We organize our search to be based on publications that have a focus on communication management in a project-based environment. We selected six publications that presents critical factors to enhance

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communication such human performance, corporate communications, stakeholder management and project management.

LITERATURE

According to Neves & Eisenberger (2012), the literature of communication management has stated that communication management is key factor for the firm's success. Furthermore, Ramsing (2009) claimed that in recent years most of project managers have different educational background but with limited background in communication management. Communication management is defined as the skills required to move information which include speaking, listening, writing, and procedures of critical thinking with good knowledge and constructive feedback (ORourke, 2013). Good communication management in terms of accuracy, openness, and frequency of information about polices are positively linked to employee performance (Neves & Eisenberger, 2012). In contrast, poor communication can lead the firm to not meeting the organizational expectation as well as customer satisfaction (Ramsing, 2009).

Another perspective of communication management is the concept of choosing the best communication channels and implementing them during the project lifecycle. Researchers have established the theory of media richness which is related to the different communication media such as memos, phone and email and to which level the organization uses amount of data that could be communicated (Byrne & LeMay, 2006). Furthermore, PMI (2017) considers communication management as a knowledge area in project management.

RESULTS AND DISCUSSION

This study provides four effective strategies that support this significant knowledge area of communication management.

Effective Strategies 1: PMI (2017) Communication Strategy

An effective strategy for communication can be following the processes of communication management that are provided by Project Management Institute. PMI (2017) provides three main processes for communication management which are explained in Table 1.

For the plan communication process, a project manager must state all the communication approaches that will be used during the project. Stakeholders may be internal or external to the company. So, the project manager must identify them and share the communication plan with them to ensure that all the elements of the communication plan are understood prior to the start of the project. In the second process, all stakeholders must be included to communicate, collect and share data with others and make sure the messages that being communicated are well understood. For the last step, the project team must keep watching and monitoring the communication activities during the project lifecycle.

Table 1. Communication management processes

#	Process	Definition
1	Plan communication	Finding the best approach for planning communication that are based on stakeholders wants and requirements
2	Manage communication	It focuses in how to collect, store, retrieve, distribute and create the right project information that aligned with initial communication plan
3	Control communication	The main duties in this process are to monitor and control communication throughout the project lifecycle and to ensure that the stakeholder needs are met

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