

## Communications Management Planning Matrix

Team Characteristics	Small project team; no significant organizational boundaries or cultural differences; previous working relationships.	Medium size project team; some organizational diversity; unfamiliar working contacts; geographical separations.	Large project team; diverse organizations and cultures; differing contractual relationships.	Very large project teams, numerous organizations and interfaces; diverse cultures; numerous geographic locations.
<b>Communications Planning</b>	Identify and exercise channels for internal and external communications; identify key players and plan contacts, messages, and information flow; make PM accessible and communicative.	Identify communications requirements, technologies, constraints and assumptions; draw communications flow diagram; use inclusive team structure to shorten communications paths.	Use stakeholder analysis to identify communications paths; plan for multiple communications media; plan to shorten vital information paths by new relationships, attitudes, or techniques.	Document plans for public relations, change management, working papers and deliverables, project advocacy, and internal project team communications.
<b>Information Distribution</b>	Identify key players and keep them informed; encourage and exercise information exchange within project team; identify information hand-off dependencies in advance.	Communicate availability of work results; prepare methods for communications storage and distribution; conduct regular meetings to identify critical issues.	Establish communications lists and interest areas; identify multiple media paths; solicit feedback on information adequacy; exploit technology to improve communications.	Identify information requirements of all parties; ensure communication channels in place; track required message delivery; establish distribution lists by subject area.
<b>Program Reviews, Design Reviews, and Reporting</b>	Conduct periodic reviews of progress with sponsor and stakeholders; conduct requirements reviews and walk-thrus early; communicate status and design throughout project.	Conduct management and design reviews with key stakeholders; review plans, progress and changes; focus on early identification and management of risks.	Conduct periodic management and design reviews; emphasize early definition of requirements, validation of cost/schedule plans, verification of staffing and technology plans.	Schedule periodic cost, schedule, and issues reviews (frequently at first); plan for periodic reviews of design and at design milestones; facilitate reviews and working meetings in special interest areas.
<b>Project Documentation and Records</b>	Produce and package project working papers in project notebooks; plan early to produce complete customer support documentation; document project lessons learned.	Use documentation to establish baseline and communications in the project team; design tasks with deliverables in mind; identify design data needed for support documentation; define document set needed at finish.	Define requirements for project library, deliverables, support documentation, and historical record; budget and staff a data management function.	Establish comprehensive definition of documentation requirements; distribute standard report formats; track data production and approvals; establish project data library structure.