

**What** does this stakeholder need to know?

**When** do they need to know it?

**What** is the most effective communications method for this stakeholder to understand?

**Who** on the project team is responsible for this communication? (the owner)

An example of a completed project communications matrix is shown in Exhibit 5.11. The communications needs of each project are unique, and, therefore, the assignment of communications responsibilities will vary widely from project to project.

Stakeholders want to know how much work has been successfully delivered (acceptance tests passed) and how much work is remaining. Team members use the information in specific and detailed formats to improve and motivate. Sponsors use the information to strategically understand if the project will complete all work on time and budget. Other stakeholders may share the sponsors' overall concern, but want details of work that concerns their function. While these communication needs are common on all projects, agile projects have unique reports such as velocity, burn down charts, running tested features, and earned business value.<sup>16</sup>

**AGILE**  


#### 5-4d Knowledge Management

If a company does extensive project work and uses project management capability as an organizational strength, it is important to keep developing expertise in it. One way to develop and expand expertise is to capture and reuse the knowledge developed. Knowledge is "a conclusion drawn from information after it is linked to other information and

#### EXHIBIT 5.11

#### ALTERNATIVE BREAKS PROJECT COMMUNICATIONS MATRIX

STAKEHOLDER	LEARN FROM	SHARE WITH	TIMING	METHOD	OWNER
Student	Needs	Education, reflection	Bi-weekly and as needed	Meetings, test, e-mail	Board, site coordinators
Families	Concerns	Plan and study info	At start, before, and during trip	Student AB website	Student and advisor
Community organizations	Education, needs	Our plans and needs	At start, before, and during trip	Phone	Site coordinators
VP Student Affairs	Definition of success	"Wins"	At start and at "wins"	E-mail	Advisor
Executive Director of Faith and Justice	Definition of success	"Wins" and progress	At start, at wins, and monthly	E-mail and meetings	Advisor
Advisor	University needs and strategic outlook	Progress, needs	Almost daily	E-mail and meetings	Board
National Organization Break Away	Summer student training, Listserv info	Forms, methods, daily guidelines	At start and monthly	E-mail	Chair and advisor

Source: Chris Bridges.