

PROJECT MANAGEMENT COLLECTION

30 Project Communication Frameworks



30 Project Communication Frameworks

WikiFree

Created by **WikiFree.com**

1



AUDIENCE-NEED-ACTION MAP



Match the right information to each audience and the decision or action they need.

1 PURPOSE & VALUE

A practical structure for matching information to its audience and their intended decision or action.



FOCUSED MESSAGES:

Each audience receives only the information they need.



CLEARER DECISIONS:

Supports timely and informed action.



BETTER ENGAGEMENT:

Shows you understand different perspectives and priorities.



LESS NOISE:

Reduces irrelevant detail and communication overload.



STRONGER OUTCOMES:

Improves alignment and helps keep the project on track.

2 HOW TO APPLY

For each audience, record their need, context, required action, sender, channel, timing and feedback route.



1 Identify your audiences and their roles.



2 Determine their key need and current context.



3 Define the action or decision required.



4 Assign the best sender and communication channel.



5 Agree the right timing and frequency.



6 Set a feedback route to confirm understanding and track responses.

3 INPUTS & EVIDENCE



STAKEHOLDER LIST:

Roles, interests, influence and information needs.



PROJECT CONTEXT:

Current phase, key issues, dependencies and constraints.



KEY MESSAGES:

Approved project information, risks, changes and decisions.



EVIDENCE ITEMS:

Status updates, analysis, test results and other relevant data.



OWNERS:

Named people responsible for providing content and approving messages.



CHANNEL RECORD:

Available communication channels and any governance or security requirements.

4 PRACTICAL EXAMPLE

Illustrative audiences and communication needs for a project:



PROJECT SPONSOR:

Need: Decision on funding.
Context: Outline business case.
Action: Approve funding.
Channel: Executive brief.
Timing: Before next gate.
Feedback: Record decision.



DELIVERY TEAM:

Need: Dependency detail.
Context: Upcoming releases.
Action: Adjust work plan.
Channel: Team briefing.
Timing: Weekly.
Feedback: Confirm plan update.



OPERATIONS TEAM:

Need: Readiness evidence.
Context: Planned deployment.
Action: Prepare for go-live.
Channel: Readiness pack.
Timing: Two weeks before.
Feedback: Confirm readiness.

5 PITFALLS & LIMITS



ONE GENERIC UPDATE:

Can overwhelm some readers and omit what others need.



WRONG LEVEL OF DETAIL:

Too much or too little information reduces clarity and can delay decisions.



UNSUITABLE CHANNEL:

Messages may be missed or reach the wrong people.



CHANGING AUDIENCES:

Roles and needs can evolve during the project.



LIMITATION:

This map supports communication planning. It does not replace direct dialogue, judgement or formal approvals.

6 ACTIONS & OUTPUTS



CREATE THE MAP:

Complete an audience-need-action map and agree it with key stakeholders.



KEEP IT CURRENT:

Review and update as roles, priorities and project conditions change.



ASSIGN OWNERS:

Nominate a person to maintain the map and coordinate inputs.



USE IT CONSISTENTLY:

Plan communications, tailor messages and record feedback.



OUTPUTS:

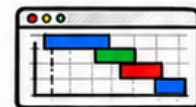
A maintained audience-need-action map, targeted messages for each audience and a record of actions and responses.



Created by WikiFree.com

CARD 1 OF 30

30 Project Communication Frameworks



COMMUNICATION MANAGEMENT PLAN



Define how project information will be created, shared, understood and maintained.

1 PURPOSE & VALUE

A communication management plan defines how project information will be created, shared, understood and maintained throughout the project.



ALIGNS STAKEHOLDERS:

Ensures the right people receive the right information at the right time.



IMPROVES UNDERSTANDING:

Uses clear, consistent messages and agreed formats.



SUPPORTS DECISIONS:

Provides reliable information for timely action.



BUILDS ENGAGEMENT:

Keeps stakeholders informed and able to give feedback.



MANAGES SENSITIVITY:

Addresses confidentiality and appropriate access to information.

2 HOW TO APPLY

Define the approach and document it in a communication management plan. Include the key elements below.

1



AUDIENCES:

List stakeholder groups and their information needs.

2



CONTENT:

Specify the type and level of detail for each audience.

3



OWNERS:

Assign who creates, reviews and approves each message.

4



CADENCE:

Set the frequency for each communication.

5



CHANNELS:

Define the methods to use (e.g., email, meeting, portal).

6



CONFIDENTIALITY:

Set access rights and handling rules for sensitive information.

7



ESCALATION & FEEDBACK:

Define how to escalate issues and how feedback will be collected.

3 INPUTS & EVIDENCE



STAKEHOLDER INFORMATION:

Stakeholder register, needs, interests and influence.



PROJECT INFORMATION:

Scope, major deliverables, key milestones and current risks.



EXISTING COMMUNICATIONS:

Relevant organisational templates, brand and style guidance.



TOOLS & CHANNELS:

Available collaboration tools, email lists and meeting forums.



CONFIDENTIALITY REQUIREMENTS:

Legal, regulatory and organisational policies.



EVIDENCE OF USE:

Distribution lists, meeting minutes, acknowledgements and feedback records.



OWNERS:

Project manager (plan owner), communication leads and content owners from functional areas.

4 PRACTICAL EXAMPLE

Illustrative communication entry in the plan for a weekly sponsor update:



AUDIENCE:

Project sponsor.



CONTENT:

Forecast, major risks and decisions due.



OWNER:

Project manager (author).



CADENCE:

Weekly, every Monday.



CHANNEL:

Email with a short summary and slide pack.



RESPONSE DATE:

Sponsor feedback requested by end of Wednesday.



PURPOSE:

Keeps the sponsor informed and supports timely decisions.

5 PITFALLS & LIMITS



AUDIENCE NOT DEFINED:

Messages may be irrelevant or go to the wrong people.



TOO MUCH OR TOO LITTLE:

Information overload or insufficient detail reduces use.



ONE-WAY COMMUNICATION:

Lack of feedback prevents understanding and improvement.



UNCLEAR OWNERSHIP:

Messages may be inconsistent or delayed.



IGNORING CONFIDENTIALITY:

Can lead to unauthorised disclosure of sensitive information.



PLAN NOT KEPT UP TO DATE:

Changes in stakeholders or project needs can make it ineffective.

6 ACTIONS & OUTPUTS



DEVELOP THE PLAN:

Document audiences, content, owners, cadence, channels, confidentiality, escalation and feedback approach.



IMPLEMENT:

Share the plan, set up channels and confirm responsibilities.



MONITOR DELIVERY:

Check that communications are sent as planned and received.



CHECK UNDERSTANDING:

Review feedback, acknowledge responses and confirm actions.



ADAPT AND IMPROVE:

Update the plan based on feedback and project changes.



KEY OUTPUTS:

Approved communication management plan, distribution lists, message templates and evidence of communication and feedback.



Created by WikiFree.com

CARD 2 OF 30

30 Project Communication Frameworks



SENDER-MESSAGE-RECEIVER FEEDBACK



Communication is a two-way process where meaning must be checked.

1 PURPOSE & VALUE

Shows how a clear message sent through the right channel and confirmed by the receiver reduces misunderstanding and rework.



TWO-WAY PROCESS:

Meaning is checked through feedback, not just sent once.



CLEARER DECISIONS:

Confirms what is agreed, by whom and by when.



LESS REWORK:

Reduces delays caused by assumptions.



STRONGER RELATIONSHIPS:

Builds trust through open and active communication.



USE FOR:

Instructions, decisions, changes and high-impact information.

2 HOW TO APPLY

Follow these steps to send a clear message and check understanding.



1 ENCODE THE MESSAGE:

Be clear, specific and state the required action, scope and deadline.



2 SELECT A CHANNEL:

Choose a suitable channel for the audience and urgency (e.g., email, meeting, chat).



3 CONSIDER NOISE:

Reduce likely distractions, complexity and jargon that may block understanding.



4 ASK FOR CONFIRMATION:

Request the receiver to restate key points or confirm in writing.



CONTROL:

A message is not complete until understanding is confirmed.

3 INPUTS & EVIDENCE



MESSAGE CONTENT:

What needs to be communicated (objective, action, scope, deadline, context and any constraints).



CHANNEL INFORMATION:

Available channels and audience preferences.



RELEVANT EVIDENCE:

Sent message (e.g., email or meeting notes) and receiver's confirmation (e.g., reply or recorded agreement).



KEY OWNERS:

Sender (usually the project manager) and receiver (task owner or decision maker).



SUPPORTING CONTEXT:

Related plans, requirements or decisions that explain the message.



DEPENDENCIES:

Other stakeholders who need the same information.

4 PRACTICAL EXAMPLE

Illustrative example of a two-way message:



1. SENDER:

Project manager requests approval.



2. MESSAGE:

"Please approve the design change by Friday. Scope: update the user interface only. No other features are included."



3. CHANNEL:

Email (and follow up in meeting if needed).



4. RECEIVER FEEDBACK:

Owner replies: "Approved for the user interface update by Friday."



RESULT:

Shared understanding confirmed with clear scope and deadline.

5 PITFALLS & LIMITS



NO GUARANTEE:

Sending or reading a message does not prove shared understanding.



AMBIGUOUS MESSAGES:

Vague language can be interpreted in different ways.



WRONG CHANNEL:

Using a channel that does not suit the audience or urgency may lead to missed or delayed responses.



COMMUNICATION NOISE:

Distractions, jargon or too much information can hide the key point.



LIMITATION:

Feedback may still be delayed or unavailable. For critical items, use multiple channels or follow up.

6 ACTIONS & OUTPUTS



SEND CLEAR MESSAGES:

State the action, scope, deadline and any constraints.



CHECK UNDERSTANDING:

Ask the receiver to restate the key points or confirm in writing.



CORRECT AND CLARIFY:

Use feedback to fix ambiguity or missing information, especially for high-impact instructions.



RECORD AGREEMENT:

Save the message and confirmation (e.g., email or meeting note).



OUTPUTS:

Clear, agreed actions, scope and deadline, with documented confirmation.



RESULT:

Reduced misunderstanding and fewer rework cycles.



The All-in-One PM Templates Bundle

940+ Premium Templates • One Payment • Lifetime Access

\$49

SAVE 94%

Worth \$3,300+



EXCEL & GOOGLE
SHEETS



PROFESSIONAL
& RELIABLE



AUTOMATED
DASHBOARDS



SAVE TIME &
STAY ON TRACK



INSTANT ACCESS
DOWNLOAD

GET LIFETIME ACCESS

RACI COMMUNICATION ROLES



Define who performs communication work, owns the result, provides input and receives it.



1 PURPOSE & VALUE

RACI clarifies roles for communication work so everyone knows who performs tasks, who owns the result, who provides input and who receives it.



RESPONSIBLE:

Performs the communication work and delivers the output.



ACCOUNTABLE:

Owens the result and makes the final decision.



CONSULTED:

Provides input and expertise before the work is finalized.



INFORMED:

Receives the final output or decision for awareness or action.

2 HOW TO APPLY

Map RACI roles to each key communication deliverable or decision.

1



List the communication deliverables or decisions that need clear roles.

2



Assign one Accountable (A) role for each item.

3



Identify one or more Responsible (R) roles to perform the work.

4



Select Consulted (C) roles who provide input.

5



Select Informed (I) roles who receive the output.



CONTROL:

Ensure each item has one Accountable owner and at least one Responsible role.

3 INPUTS & EVIDENCE



COMMUNICATION PLAN:

List of key messages, audiences, channels and deliverables to map.



STAKEHOLDER LIST:

People or groups who may be Responsible, Accountable, Consulted or Informed.



ROLE DESCRIPTIONS:

Current responsibilities and decision authority.



EXISTING MATERIALS:

Drafts, reports, updates or decisions that need RACI roles.



CONFIRMED PARTICIPANTS:

Agreement from named individuals that they accept their roles.



OWNER:

Project manager or communication lead maintains the RACI matrix and supporting evidence.

4 PRACTICAL EXAMPLE

Illustrative example for a project report:



Deliverable:
Monthly project report.



Responsible:
Business analyst drafts the report.



Accountable:
Project manager owns the final report.



Consulted:
Finance team provides input on financial content.



Informed:
Project sponsor receives the final report for awareness.



Interpretation:

The analyst performs the work, the project manager owns it, finance is consulted and the sponsor is informed.

5 PITFALLS & LIMITS



TOO MANY CONSULTED:

Involving everyone can create delays and dilute accountability.



UNCLEAR ACCOUNTABILITY:

More than one Accountable role causes confusion and slower decisions.



MATRIX IS NOT AUTHORITY:

A RACI matrix does not replace explicit decision authority or governance.



ROLES CHANGE:

Team changes require the matrix to be reviewed and updated.



LIMITED SCOPE:

RACI defines communication roles for specific deliverables. It is not a full organizational structure.

6 ACTIONS & OUTPUTS



BUILD THE MATRIX:

Document R, A, C and I roles for each communication deliverable or decision.



RESOLVE CONFLICTS:

Discuss and agree changes where roles are unclear or overlapping.



CONFIRM PARTICIPATION:

Check that each named person understands and accepts their responsibilities.



PUBLISH & SHARE:

Make the agreed RACI matrix easily accessible to the team and stakeholders.



REVIEW & UPDATE:

Revisit roles when deliverables, team members or project scope change.



USEFUL OUTPUTS:

Agreed RACI communication matrix, record of confirmations and any action list to resolve open role issues.

Created by WikiFree.com



DECISION BRIEF



Use a concise structure to help an authorized person make a timely decision.

1 PURPOSE & VALUE

A decision brief summarizes the key information needed for an authorized person to make a timely, well-informed decision.



FOCUSES ATTENTION:

Presents the decision, context and recommended option in one place.



SPEEDS DECISIONS:

Reduces time spent searching for information.



CLARIFIES OWNERSHIP:

Names the decision owner and those affected.



IMPROVES OUTCOMES:

Highlights trade-offs and consequences to support better choices.

2 HOW TO APPLY

Use a clear structure and keep the brief short and focused.



1 State the decision required in a clear, specific question.



2 Set the decision deadline.



3 Summarize the context and background.



4 List the options under consideration.



5 Define the criteria for evaluating options.



6 Give the recommended option with reasons.



7 Describe key consequences for each option.



8 Name the decision owner and next steps.

3 INPUTS & EVIDENCE

Use reliable and relevant information to compare options and show the implications.



BUSINESS CONTEXT:

Objectives, constraints, dependencies and the current situation.



OPTION DETAILS:

Scope, cost estimates, resource readiness and timing for each option.



RISK AND ASSUMPTIONS:

Key risks, assumptions and uncertainties that could affect the outcome.



STAKEHOLDER INPUT:

Views from impacted owners such as delivery, finance, legal, operations and customers.



EVIDENCE SOURCES:

Data, expert assessments, past project experience and relevant policies or standards.

4 PRACTICAL EXAMPLE

Illustrative decision brief on deployment date for a new system:



DECISION:

Approve deployment date for the new system.



DEADLINE:

Decision required by the end of this month.



CONTEXT:

Testing is complete. Two possible deployment dates are available.



OPTIONS:

- A) Deploy next month.
- B) Deploy one month later.



CONSEQUENCES (SUMMARY):

- A) Lower cost, higher risk due to less market testing.
- B) Higher cost, greater readiness and lower risk.



RECOMMENDATION:

Option B, because it gives higher readiness and lower risk.



DECISION OWNER:

Steering Committee Chair.

5 PITFALLS & LIMITS



ONE-SIDED BRIEF:

A recommendation without credible alternatives or evidence can conceal trade-offs.



WEAK EVIDENCE:

Relying on incomplete or unreliable information may lead to poor decisions.



MISSING CONSEQUENCES:

Not explaining the implications of each option can hide important risks or costs.



UNCLEAR OWNERSHIP:

If the decision owner is not identified, the decision may be delayed.



TOO LONG OR COMPLEX:

A brief that is too detailed can reduce clarity and slow down the decision.



LIMIT:

This tool supports decision making but does not replace professional judgment.

6 ACTIONS & OUTPUTS



PREPARE THE BRIEF:

Follow the structure in panel 2 using the inputs in panel 3.



SHARE FOR REVIEW:

Circulate to key stakeholders for factual check and input before the deadline.



RECORD THE DECISION:

Keep a clear record of the decision, date and rationale.



COMMUNICATE IMPLICATIONS:

Inform affected owners and agree on next steps.



TRACK FOLLOW-UP:

Monitor actions, update plans and revisit if assumptions change.



KEEP IT CURRENT:

Update the brief if new information significantly affects the decision.



Created by [WikiFree.com](https://www.wikifree.com)

CARD 5 OF 30

30 Project Communication Frameworks





STATUS-RISK-DECISION UPDATE



Summarize current status, key risks and decisions required for clear project action.

1 PURPOSE & VALUE

Present a clear, concise update covering current outlook, material uncertainty and decisions required, so stakeholders can take timely action.



SHARED UNDERSTANDING:

Aligns on what has been achieved, what is changing and what needs a decision.



EARLY ACTION:

Surfaces risks and choices before issues escalate.



BETTER DECISIONS:

Provides the right information to support informed, timely decisions.



GREATER CONTROL:

Links status, risk and decisions to keep the project on track.

2 HOW TO APPLY

Prepare a regular update using a consistent structure that covers baseline vs forecast, completed outcomes, next milestones, top risks and explicit decision requests.



Summarize current status: what is complete and what is in progress.



Compare baseline vs forecast for scope, time and cost.



List top risks with likelihood, impact and current mitigations or owners.



State next milestones and key dates.



Set out decision requests with options, recommendation and due date.



CONTROL:

Keep the update brief and factual. Focus on material items and actions.

3 INPUTS & EVIDENCE



SCHEDULE DATA:

Current plan, forecast and milestone dates from the project schedule (project control owner).



PROGRESS EVIDENCE:

Verified completed work, test results and delivered outcomes (work package owners).



COST INFORMATION:

Approved budget, actuals and updated forecast (finance owner).



RISK REGISTER:

Top risks, mitigations, likelihood and impact (risk owner).



DECISION INPUTS:

Options, analysis and implications for required decisions (project manager with sponsor input).



CHANGE LOG:

Recent changes and their impact on scope, time and cost (change control owner).

4 PRACTICAL EXAMPLE

Illustrative weekly update for a software release milestone:



COMPLETED:

Core features build finished and unit testing done.



BASELINE VS FORECAST:

Milestone forecast slip of 7 days due to a defect in a third-party component.



TOP RISK:

Integration testing may be delayed if the fix is not stable.



NEXT MILESTONE:

Begin system testing next week (subject to fix approval).



DECISION REQUEST:

Approve option to extend the test window. Decision required by Tuesday.

5 PITFALLS & LIMITS



TRAFFIC LIGHTS ALONE:

Red/amber/green without definitions or actions can hide the real situation.



MISSING EVIDENCE:

Updates without data or owner confirmation are unreliable.



NO CLEAR DECISIONS:

Vague requests or no due date lead to delays and rework.



OVERLOADED UPDATES:

Including too much detail makes key messages hard to find.



LIMITATION:

This framework supports communication but does not replace detailed project controls.

6 ACTIONS & OUTPUTS



PREPARE THE UPDATE:

Use a consistent structure and cadence. Keep it concise and factual.



CONNECT EXCEPTIONS:

Link each slip, risk or issue to an owner, next step and decision if needed.



AGREE ACTIONS:

Confirm owners and due dates for mitigation actions and decisions.



SHARE WIDELY:

Distribute to relevant stakeholders and capture feedback.



OUTPUTS:

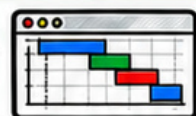
Status-risk-decision update (summary report or slide) and actions log with owners and due dates.



Created by [WikiFree.com](https://www.wikifree.com)

CARD 6 OF 30

30 Project Communication Frameworks



SITUATION-BACKGROUND-ASSESSMENT-RECOMMENDATION



Structure a focused escalation using situation, relevant background, assessment and recommended action.

1 PURPOSE & VALUE

S-B-A-R structures a clear and concise message to escalate an issue or request a decision, helping the receiver quickly understand the context and take appropriate action.



FOCUSED COMMUNICATION:

Highlights the key facts, impact and required action.



SAME STRUCTURE:

Provides a consistent format across teams and projects.



FASTER DECISIONS:

Helps decision-makers act on the information needed.



BETTER ALIGNMENT:

Reduces misunderstanding and follow-up questions.



USE FOR ESCALATIONS:

Ideal for issues, risks, scope changes or urgent approvals.

2 HOW TO APPLY

Write or say the message using these four parts in order.

1



SITUATION:

State the current issue in one or two sentences. Be specific and factual.

2



BACKGROUND:

Give only the relevant history and context. Keep it brief and focused.

3



ASSESSMENT:

Explain the impact or risk based on evidence. Include your professional judgement.

4



RECOMMENDATION:

State the specific action you are requesting and any support needed.



CONTROL:

Use clear, neutral language. Focus on facts and the decision needed.

3 INPUTS & EVIDENCE

Use accurate and relevant information to complete each part of the message.



CURRENT FACTS:

Issue description, location, when it occurred and current status. Owner: Project team.



RELEVANT HISTORY:

Key decisions, previous actions and agreed plans only. Owner: Project manager.



EVIDENCE:

Test results, inspection reports, correspondence, schedules or other verified records. Owner: Quality or technical lead.



IMPACT INFORMATION:

Effect on scope, schedule, cost, quality or other objectives. Owner: Project controls.



RECOMMENDED ACTION:

Proposed solution and any resources or approvals needed. Owner: Sender (with relevant experts).

4 PRACTICAL EXAMPLE

Illustrative escalation from a project team to a steering committee.



SITUATION:

A key supplier missed a critical test required for equipment delivery.



BACKGROUND:

The test was planned as a prerequisite for shipment and installation next month.



ASSESSMENT:

Without a passing test, delivery will be delayed, which may affect subsequent installation work and project milestones.



RECOMMENDATION:

Approve use of an alternate qualified source so we can meet the installation date. Guidance on any additional checks is needed.

5 PITFALLS & LIMITS



INCOMPLETE INFORMATION:

Leaving out key facts or evidence can lead to the wrong decision.



TOO MUCH DETAIL:

Including unnecessary history makes the message hard to read.



OPINION WITHOUT EVIDENCE:

Personal views not supported by facts reduce credibility.



UNCLEAR REQUEST:

A vague or multiple requests can delay action.



NOT A REPLACEMENT:

This structure supports clarity but does not replace domain evidence, detailed analysis or the authority to make decisions.

6 ACTIONS & OUTPUTS



CONFIRM UNDERSTANDING:

Check that the receiver understands the situation, impact and the proposed action.



DISCUSS AND CLARIFY:

Be ready to answer questions and provide additional information if needed.



RECORD THE DECISION:

Document the agreed action, owner and any conditions or next steps.



FOLLOW UP:

Track progress on the agreed actions and update stakeholders regularly.



UPDATE IF NEEDED:

If the situation changes, send a new S-B-A-R with the latest information.



Created by WikiFree.com

CARD 7 OF 30

30 Project Communication Frameworks



BLUF MESSAGE STRUCTURE



Put the bottom line up front so busy readers can identify the main point immediately.

① PURPOSE & VALUE

BLUF (Bottom Line Up Front) puts the key decision or action at the start of a message, followed by essential evidence and context.



CLARITY:

Readers see the main point immediately.



SAVES TIME:

Helps busy stakeholders focus on what needs a decision or action.



BETTER DECISIONS:

Provides a clear summary without hiding key information.



WIDER USE:

Useful in emails, reports, briefings and meetings across the project.

② HOW TO APPLY

Use a simple four-part structure.

1



BOTTOM LINE:

Lead with the decision or action needed.

2



KEY EVIDENCE:

Give the main reasons and facts supporting the request.

3



CONTEXT:

Briefly explain the background and any constraints.

4



SUPPORTING DETAIL:

Add relevant details, references or next steps in an appendix or later section.



REMEMBER:

Keep the message concise, clear and accurate. Do not hide important issues or uncertainties.

③ INPUTS & EVIDENCE



DECISION CONTEXT:

Relevant project documents, progress reports and current constraints.



EVIDENCE NEEDED:

Key facts, analysis results, risks, options considered and recommendations.



DATA SOURCES:

Project plans, status logs, financial records, risk register and lessons learned.



OWNERS:

Project manager (message owner), technical leads (evidence), finance (costs), and subject matter experts (risks and options).



CONFIRMATION:

Verify that the information is current, accurate and aligned with the agreed scope.

④ PRACTICAL EXAMPLE

Illustrative message using BLUF:



BOTTOM LINE:

Approve the extra review session by Thursday.



KEY EVIDENCE:

An additional review session will help address outstanding issues before the final release.



COST:

The extra session will require additional facilitator time and meeting costs.



CONSEQUENCE OF DELAY:

Delaying the review could increase the risk of rework and push the release date.

⑤ PITFALLS & LIMITS



TOO BRIEF:

An overly compressed headline can omit important context, uncertainty or alternative options.



RISK OF BIAS:

Framing the message may unintentionally favour one option or misrepresent a complex choice.



MISSING NUANCE:

BLUF is less suitable for highly complex or sensitive topics that need detailed discussion.



AUDIENCE FIT:

Tailor the level of detail to your audience. BLUF does not replace full analysis.



STILL REQUIRED:

Provide a clear path to the full evidence and assumptions. Do not hide significant risks or limitations.

⑥ ACTIONS & OUTPUTS



DRAFT THE MESSAGE:

Write the BLUF using the four-part structure and plain language.



CHECK QUALITY:

Confirm the message is accurate, balanced and complete, including key uncertainties and assumptions.



GET REVIEW:

Ask relevant owners to validate the content and evidence.



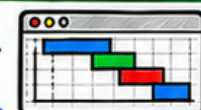
SHARE WITH AUDIENCE:

Send through the agreed channel and be ready to answer questions.



OUTPUTS:

A clear BLUF message, plus supporting document or appendix with detailed evidence, options and references.





WHAT-SO WHAT-NOW WHAT

A practical structure for turning information into meaning and action.



1 PURPOSE & VALUE

Helps teams turn information into a clear story and agreed next steps. It links facts, meaning and action so communication is focused and useful.



WHAT:

State what happened using verified facts.



SO WHAT:

Explain why it matters for objectives, scope, schedule or stakeholders.



NOW WHAT:

Specify what should happen next.



VALUE:

Creates shared understanding, reduces confusion and drives timely, relevant action.

2 HOW TO APPLY

Use the three-part structure in order, keeping each part clear and concise.

1



State what happened. Use confirmed facts and a neutral description.

2



Explain why it matters. Link to project objectives and identify the impact.

3



Define what should happen next. Specify the decision or action needed.

4



Share with relevant stakeholders for agreement and commitment.

5



Record the message and track the chosen action to closure.



CONTROL:

Keep facts, interpretation and actions distinct. Do not mix them.

3 INPUTS & EVIDENCE

Reliable inputs help you state facts, explain the implications and decide credible next steps.



FACTUAL RECORDS:

Test results, incident logs, status reports and change records.



RELEVANT CONTEXT:

Plans, requirements, risks and dependencies affected.



INPUT OWNERS:

Subject matter experts, workstream leads and the project manager.



STAKEHOLDERS:

People who are affected or need to agree on the next step.



VERIFICATION:

Use trusted and up-to-date sources. Check consistency across records.

4 PRACTICAL EXAMPLE

Illustrative project scenario:



WHAT:

A system test failed due to an interface error. This is a confirmed test result.



SO WHAT:

The failure threatens readiness. It may delay the planned release and affect dependent work.



NOW WHAT:

Assign a fix owner and decide whether a retest can be completed by tomorrow.



RESULT:

Team agrees the owner, performs the fix, and decides on the retest plan at tomorrow's review.

5 PITFALLS & LIMITS



MIXING FACTS AND OPINIONS:

Keep confirmed facts separate from interpretation or assumptions.



OVERSTATING IMPACT:

Explain why it matters using clear links to objectives. Avoid exaggeration or speculation.



NOT EVERY EVENT NEEDS IMMEDIATE ACTION:

Minor issues may be logged and monitored rather than escalated.



UNCLEAR NEXT STEPS:

Vague actions create confusion. Be specific about the decision or owner needed.



LIMITATION:

The quality of the message depends on the quality and completeness of the input evidence.

6 ACTIONS & OUTPUTS



AGREE THE NEXT STEP:

Assign a clear action, owner and expected outcome.



CONFIRM TIMELINE:

Set when the action or decision is needed and how progress will be reviewed.



VERIFY RELEVANCE:

Check that the chosen action addresses the actual implication from the so what.



COMMUNICATE & RECORD:

Share the agreed message with relevant stakeholders and update the project log.



OUTPUTS:

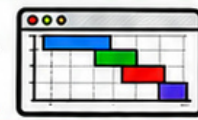
A concise WHAT-SO WHAT-NOW WHAT message, agreed actions, owners and a record for tracking to closure.



Created by WikiFree.com

CARD 9 OF 30

30 Project Communication Frameworks



MEETING PURPOSE AND OUTPUT



Design meetings around a clear purpose and a tangible result.

1 PURPOSE & VALUE

A meeting brings people together to achieve a clear purpose and a tangible result. Choose the right type of meeting and focus everyone on the expected output.



INFORM:

Share updates and build awareness.



DISCUSS:

Explore ideas and options.



DECIDE:

Make and confirm a decision.



SOLVE:

Work through a problem and agree a solution.



VALUE:

Right purpose, right people and clear output save time and lead to better results.

2 HOW TO APPLY

Plan the meeting using these steps:

1



Choose the purpose: inform, discuss, decide or solve.

2



Identify required participants and their roles.

3



Define preparation needed before the meeting.

4



Create a focused agenda with time for each topic.

5



Set the expected output (decision, actions, solution or shared understanding).



CONTROL:

If the purpose is unclear, reschedule and redesign the meeting.

3 INPUTS & EVIDENCE



RELEVANT EVIDENCE:

Background information, options, analysis and any open questions.



INPUT OWNERS:

Subject experts or team members prepare and share evidence before the meeting.



PARTICIPANT INFORMATION:

Roles, decisions needed and pre-reading materials.



AGENDA & TIMING:

Proposed agenda, time per topic and any constraints.



ATTENDEE OWNERS:

Meeting owner invites only those with a relevant role and ensures availability and preparation.



TOOLS & LOGISTICS:

Meeting link or room, shared documents and a note taker.

4 PRACTICAL EXAMPLE

Illustrative meeting to decide between two options:



PURPOSE:

Decide on the preferred option.



PARTICIPANTS:

Project lead, technical expert, finance representative and project sponsor.



PREPARATION:

Two options with pros and cons shared in advance.



AGENDA (30 MINUTES):

5 min review of evidence, 20 min discussion, 5 min decision.



EXPECTED OUTPUT:

Confirmed decision, actions, owners and dates recorded in the meeting notes.

5 PITFALLS & LIMITS



RECURRING SLOT:

A regular calendar invite is not a purpose. Each meeting needs a clear reason and output.



WRONG PEOPLE:

Avoid inviting people without a relevant role. It wastes time and can slow decisions.



POOR PREPARATION:

No pre-reading or unclear information leads to unproductive discussions.



UNCLEAR AGENDA:

Without time boxes, key topics may be missed or overrun.



LIMITS:

Not all topics need a meeting. Use written updates for simple information sharing to save time.

6 ACTIONS & OUTPUTS



RECORD DECISIONS:

Capture the decision, rationale and any conditions.



AGREE ACTIONS:

List actions, owners and target dates. Confirm during the meeting.



SHARE OUTPUTS:

Send meeting notes to all participants and relevant stakeholders.



TRACK PROGRESS:

Update actions in the project tracker and review at the next relevant meeting.



IMPROVE:

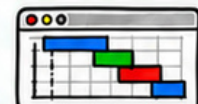
Check what worked and what didn't. Adjust the meeting format, participants or agenda for next time.



Created by WikiFree.com

CARD 10 OF 30

30 Project Communication Frameworks





AGENDA-TIMEBOX-DECISION LOG



Keep a working discussion focused and preserve its outcomes.

1 PURPOSE & VALUE

Provides a simple way to structure meetings or reviews so time is used well and clear outcomes are recorded.



FOCUSED DISCUSSION:

Allocate time by topic to avoid digressions.



CLEAR DECISIONS:

Identify the decision owner and record the agreed outcome with rationale.



MANAGE SIDE ISSUES:

Park unrelated items for later review so the main objectives are not lost.



SHARED UNDERSTANDING:

Keeps everyone aligned on decisions and next steps.

2 HOW TO APPLY



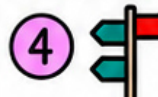
1 Prepare a clear agenda with topics and timeboxes before the meeting.



2 Allocate a timebox for each topic and stick to it.



3 Identify the decision owner for each topic.



4 Park unrelated issues in a "parking list" with actions and a later date.



5 Record each decision in a decision log with rationale and follow-up.



CONTROL:

Keep to the agenda and timeboxes. Update the decision log in real time.

3 INPUTS & EVIDENCE



AGENDA AND OBJECTIVES:

List of topics, purpose, and desired outcomes.



RELEVANT EVIDENCE:

Background documents, data, analysis and previous decisions needed for each topic.



DECISION OWNERS:

Named person with authority to decide or to escalate.



STAKEHOLDERS:

Required participants and subject matter experts.



DECISION LOG:

Record of previous decisions, open actions and outstanding items to review.

4 PRACTICAL EXAMPLE

Illustrative project review on solution approach:



10 minutes:

Review evidence and key facts.



10 minutes:

Discuss options and agree the preferred approach.



Record decision:

Authorized choice, rationale and follow-up actions in the decision log.



EXAMPLE OUTCOME:

Proceed with Option A, because it best meets the project objectives and constraints. Assign actions and a review date.

5 PITFALLS & LIMITS



RUSHED DECISIONS:

Timeboxing should not force an unsafe or uninformed decision.



INSUFFICIENT EVIDENCE:

Do not decide when key information is missing.



AGENDA CREEP:

Allowing extra topics to dominate reduces focus and pushes out key decisions.



UNCLEAR OWNERSHIP:

If no decision owner is identified, decisions may be delayed.



LIMIT:

This method supports decision-making but does not replace proper analysis or formal approval processes.

6 ACTIONS & OUTPUTS



RUN THE SESSION:

Follow the agenda, manage timeboxes and keep a parking list for side issues.



RECORD OUTCOMES:

Update the decision log with decisions, rationale, action owners and due dates.



FOLLOW UP:

Track actions to completion and review progress at the next meeting.



ESCALATE UNRESOLVED ITEMS:

For items that cannot be decided, escalate to the right authority with the missing evidence and a new decision date.



USEFUL OUTPUTS:

Updated decision log, action list, parking list and revised agenda for the next session.



Created by WikiFree.com

CARD 11 OF 30

30 Project Communication Frameworks





ACTION COMMUNICATION LOOP

Make requested actions specific, accepted and verifiable.



1 PURPOSE & VALUE

Turn discussions into clear actions that are understood, accepted and completed. The loop ensures every action has a responsible owner, a due date and verifiable evidence, reducing confusion and follow up effort.



CLARITY:

Specific actions remove ambiguity.



ACCOUNTABILITY:

Named owners accept responsibility.



VERIFIABILITY:

Completion is confirmed with evidence.



PROGRESS:

Keeps work moving until closed.

2 HOW TO APPLY

Use a simple action loop for each agreed task.

1



DEFINE THE ACTION:

State the specific deliverable, including scope and quality criteria.

2



CONFIRM OWNER:

Get explicit acceptance from the person responsible.

3



SET DUE DATE:

Agree a realistic date and any dependencies.

4



AGREE EVIDENCE:

Define what proof of completion will be provided.

5



FOLLOW UP & CLOSE:

Check progress, resolve issues and close when evidence is received.

3 INPUTS & EVIDENCE



ACTION REQUEST:

Agreed action with clear scope and quality criteria.



OWNERS:

Named person(s) with authority to deliver or coordinate the work.



DUE DATE:

Agreed and realistic, considering dependencies.



REQUIRED EVIDENCE:

Specific proof, for example a file, report, screenshot or completed deliverable that meets the criteria.



ACCEPTANCE RECORD:

Owner's confirmation of the action, e.g. in a meeting record, email or task tracker.

4 PRACTICAL EXAMPLE

Illustrative action from a project meeting:



ACTION:

Provide reconciled sales data for March, including all regions.



OWNER:

Priya (Finance Analyst) accepts responsibility.



DUE DATE:

By Wednesday (agreed date).



EVIDENCE:

Share an Excel file named "Sales_Mar_Rev.xlsx" with a reconciliation sheet and no unresolved differences.



ACCEPTANCE:

Owner confirms in the meeting record and by email that the action, criteria and date are clear.

5 PITFALLS & LIMITS



NO REAL ACCEPTANCE:

A name in the minutes does not mean the person has accepted the action. Get explicit confirmation.



VAGUE ACTIONS:

Ambiguous verbs such as "handle", "look into" or "follow up" hide expectations. Specify the exact deliverable.



MISSING EVIDENCE:

Do not close the action without agreed proof. Verbal updates are not enough.



CHANGING CONDITIONS:

Scope, resources or priorities may change. Renegotiate the action and due date transparently.

6 ACTIONS & OUTPUTS



TRACK ACTIONS:

Maintain a visible action log with owner, due date, status and evidence.



MONITOR EXCEPTIONS:

Follow up on overdue or at-risk actions and agree recovery steps.



RENEGOTIATE WHEN NEEDED:

If conditions change, discuss new scope or date with the owner and record the agreement.



CLOSE WITH PROOF:

Verify the delivered evidence meets the agreed criteria and confirm closure in the log.



OUTPUTS:

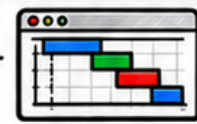
A complete action log, confirmed deliverables and a clear record of any changed commitments.



Created by WikiFree.com

CARD 12 OF 30

30 Project Communication Frameworks





CLOSED-LOOP CONFIRMATION



Reduce misunderstanding by requiring acknowledgement and a check of the intended meaning.

1 PURPOSE & VALUE

Closed-loop confirmation reduces misunderstanding by requiring the receiver to acknowledge and restate the intended meaning before action.



CLEARER UNDERSTANDING:
Confirms that the message was understood correctly.



FEWER ERRORS:
Catches gaps or wrong assumptions early.



HIGHER CONFIDENCE:
Builds shared clarity and accountability.



BETTER COORDINATION:
Helps teams work together smoothly, especially for critical activities.

2 HOW TO APPLY

SEND → RESTATE → CONFIRM
OR CORRECT → VERIFY



1 Send a clear, specific instruction with key details (e.g., what, where, when, expected evidence).



2 Receiver restates the instruction in their own words, including key details.



3 Sender confirms if the restatement is correct or provides corrections.



4 Receiver carries out the instruction and reports back with completion evidence.



CONTROL:

Do not proceed until the restatement is confirmed or corrected.

3 INPUTS & EVIDENCE



ORIGINAL INSTRUCTION:

Clear description of the task, scope, location and expected evidence.



CONFIRMATION RECORD:

Written or logged restatement and any corrections made.



COMPLETION EVIDENCE:

Screenshots, logs, test results, updated records or other proof the task is done.



REQUIRED OWNERS:

Sender (task owner), receiver (task doer) and, where relevant, approver or system owner.



REFERENCE INFORMATION:

Relevant procedures, change records, risk notes and dependencies to support accurate understanding.

4 PRACTICAL EXAMPLE

Illustrative example of a rollback check:



1. SEND:

"Please check the rollback for the web application in the staging environment. Confirm the steps and provide completion evidence."



2. RESTATE:

"I will check the rollback in the staging environment. I will run the rollback script, verify the application version and confirm via logs and a screenshot."



3. CONFIRM:

"Correct. Proceed as stated."



4. COMPLETE:

Receiver performs the rollback check and shares the log output and screenshot as evidence.

5 PITFALLS & LIMITS



MECHANICAL REPEAT:

Simply repeating the sender's words does not ensure real understanding.



MISSING DETAILS:

Restatements may omit key information such as environment, sequence or expected evidence.



FALSE CONFIDENCE:

A confirmed restatement can still be wrong if both parties make the same assumption.



CONTEXT MATTERS:

Adapt the level of detail and type of evidence to the task, risk and team experience.



LIMIT:

Closed-loop confirmation cannot remove all risk. It reduces, but does not eliminate, misunderstandings.

6 ACTIONS & OUTPUTS



USE FOR CRITICAL HANDOFFS:

Apply to deployment steps, system changes, data updates and other high-risk or time-sensitive tasks.



RECORD CORRECTIONS:

Log any differences between the original instruction and the restatement, and the final agreed version.



VERIFY COMPLETION:

Check the provided evidence and confirm the task is complete before closing.



COMMUNICATE OUTCOME:

Share the final status with relevant stakeholders and update project records.



KEY OUTPUTS:

Confirmed instructions, recorded restatements and corrections, completion evidence and an updated task or change record.



Created by WikiFree.com





ESCALATION LADDER

Route an issue through defined authority levels within useful time limits.



① PURPOSE & VALUE

The escalation ladder routes issues through defined authority levels when they are not resolved within agreed time limits.



CLARITY:

Identifies who can make decisions at each level.



SPEED:

Reduces delay by setting response time limits.



ACCOUNTABILITY:

Keeps ownership clear during escalation.



FOCUSED USE:

For issues beyond the current owner's authority or when progress stalls.

② HOW TO APPLY

Define the escalation path with clear triggers, recipients, evidence and response windows before issues arise.



1 Set escalation triggers (e.g. no decision, high impact, or blocked work).



2 Specify recipients at each level and their decision scope.



3 Set response time windows for each level.



4 Define required evidence to support the escalation.



5 Keep interim ownership with the current owner until the next level accepts responsibility.

③ INPUTS & EVIDENCE



ISSUE RECORD:

Clear description, impact, root cause and current status.



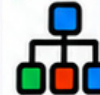
EVIDENCE:

Facts, data, analysis and options tested so far.



CURRENT OWNER:

The person responsible for progress at this stage.



ESCALATION RECIPIENTS:

Work lead, project manager, sponsor or other defined authority levels.



RESPONSE WINDOWS:

Agreed time limits for each level.



SUPPORTING INFORMATION:

Relevant plans, risks, dependencies and stakeholder impacts.

④ PRACTICAL EXAMPLE

Illustrative example of an unresolved cross-team dependency:



1. WORK LEADS:

Team A cannot proceed due to a dependency from Team B. They raise the issue with the relevant work leads.



2. PROJECT MANAGER:

No resolution within the agreed response window. The issue escalates to the project manager for a decision.



3. SPONSOR:

Authority is still insufficient. The issue escalates to the sponsor, who provides a final decision and removes the block.

⑤ PITFALLS & LIMITS



NOT A PUNISHMENT:

Escalation should not be used to blame or penalize individuals.



NOT ABANDONMENT:

Do not escalate and then walk away. Keep the current owner active until the next level accepts responsibility.



UNCLEAR TRIGGERS:

Vague or inconsistent triggers lead to confusion and delay.



MISSING EVIDENCE:

Escalating without clear facts reduces credibility and slows decisions.



TOO FREQUENT:

Routine issues should be managed at lower levels. Escalate only when necessary and proportionate.

⑥ ACTIONS & OUTPUTS



PREPARE & AGREE:

Define the escalation path, triggers, recipients, evidence and response windows with the team and stakeholders.



RAISE THE ESCALATION:

Send a clear issue summary with the required evidence to the next level.



MAINTAIN OWNERSHIP:

Keep the current owner active until the next level accepts responsibility and returns a decision.



RECORD THE OUTCOME:

Capture the decision, actions, owners and any updated plans.



FOLLOW UP:

Track agreed actions and communicate the outcome to relevant stakeholders.





ISSUE-IMPACT-OPTIONS REQUEST



Present a problem in a form that leads to a clear and actionable response.

1 PURPOSE & VALUE

Communicate a problem clearly so the recipient can make a decision or take action. It links the issue to its impact, gives realistic options and makes a specific request.



CLARITY:

Explains what is wrong and why it matters.



ACTIONABLE:

Offers feasible options with a clear request.



ALIGNS STAKEHOLDERS:

Shows the connection to project objectives.



SAVES TIME:

Reduces back-and-forth by providing needed context in one message.

2 HOW TO APPLY



STATE THE ISSUE:

Describe the current problem based on verified facts.



IDENTIFY IMPACT:

Explain which objective, deliverable or timeline is affected.



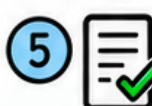
NOTE TIME SENSITIVITY:

Explain why a timely decision is needed.



PRESENT OPTIONS:

List feasible options with considerations (e.g. effort, cost, dependencies).



MAKE A CLEAR REQUEST:

Ask for a decision, approval or guidance by a specific point in time.

3 INPUTS & EVIDENCE



VERIFIED FACTS:

Recent data, test results, status reports and observed changes.



RELEVANT DOCUMENTS:

Plans, schedules, risk log, resource plans and prior decisions.



OWNERS AND STAKEHOLDERS:

People who can decide or approve (e.g. project sponsor, functional manager, client).



DEPENDENCIES:

Related work packages, contracts or external suppliers that affect the options.



ASSUMPTIONS AND CONSTRAINTS:

What must be true, what cannot change and any constraints on cost, time or scope.

4 PRACTICAL EXAMPLE

Illustrative issue raised for decision:



ISSUE:

A key test specialist is unexpectedly unavailable due to illness.



IMPACT:

System testing may be delayed, which could push back the planned release date.



TIME SENSITIVITY:

We need a decision this week to keep testing on track.



OPTIONS:

- Resequence non-dependent tests to use available team members, or
- Approve a temporary specialist from the approved supplier.



REQUEST:

Please confirm the preferred option and approve the required actions.

5 PITFALLS & LIMITS



NO CLEAR REQUEST:

A complaint without an actionable request leaves the recipient to infer what is needed.



VAGUE IMPACT:

Stating there is a problem without explaining the effect on objectives makes it hard to prioritise.



UNREALISTIC OPTIONS:

Proposing options that are not feasible or not approved can lead to delay.



MISSING EVIDENCE:

Basing the message on unverified information reduces credibility.



LIMIT:

This framework does not replace formal risk or change management. Use it to request a decision; follow your project governance process for approvals.

6 ACTIONS & OUTPUTS



CONFIRM DECISION:

Agree the chosen option and record the decision in the project log.



ASSIGN OWNER:

Name the person responsible for implementing the agreed actions.



SET IMPLEMENTATION DATE:

Agree the deadline for starting and completing the actions.



UPDATE PLANS:

Adjust the schedule, resources and dependencies as needed.



COMMUNICATE OUTCOME:

Share the decision, actions and any changes to affected stakeholders.



OUTPUT:

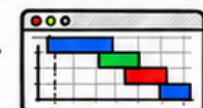
A clear decision, assigned actions and an updated plan to keep objectives on track.



Created by [WikiFree.com](https://www.wikifree.com)

CARD 15 OF 30

30 Project Communication Frameworks





RISK COMMUNICATION BRIEF



Explain uncertainty about a potential risk so stakeholders can make informed decisions.

1 PURPOSE & VALUE

Communicate a potential risk clearly, without presenting it as a confirmed event. Describe the uncertainty, its possible impact and planned response.



INFORM DECISIONS:

Helps stakeholders understand what could happen and what actions are being taken.



BUILD TRUST:

Shows that risks are monitored openly and managed responsibly.



ALIGN ACTIONS:

Supports agreement on next steps, owners and decision points.



FOCUS ON READINESS:

Encourages proactive planning rather than reactive responses if the risk occurs.

2 HOW TO APPLY

Use a consistent structure to describe each risk. Keep the language factual and balanced, based on the latest evidence.



CAUSE:

What is creating the uncertainty?



UNCERTAIN EVENT:

What might happen?



OBJECTIVE IMPACT:

How could it affect scope, schedule, cost or quality?



EVIDENCE:

What information supports this assessment?



CURRENT RESPONSE:

What actions are in place now?



TRIGGER & DECISION:

What will signal a change and what decision is needed?

3 INPUTS & EVIDENCE

Gather and summarize relevant information from project sources and assign owners to keep it up to date.



PROJECT DOCUMENTS:

Plans, schedules, contracts, requirements and assumptions.



EVIDENCE SOURCES:

Supplier updates, technical assessments, test results, issue logs and external information.



KEY STAKEHOLDERS:

Project manager, risk owner, technical lead, procurement and relevant business owners.



OWNERSHIP:

Nominate a risk owner to gather evidence, update the brief and coordinate actions.



REVIEW FREQUENCY:

Update when probability, impact or response evidence changes, or when a trigger is reached.

4 PRACTICAL EXAMPLE

Illustrative risk brief for a supplier delivery uncertainty (not a confirmed event):



CAUSE:

A key component is constrained in the supplier's market.



UNCERTAIN EVENT:

The supplier may miss the agreed delivery date.



POTENTIAL IMPACT:

Could delay downstream work and increase costs.



EVIDENCE:

Supplier indicates limited stock and longer lead times.



CURRENT RESPONSE:

Exploring alternative suppliers and preparing expedited options.



TRIGGER & DECISION:

If the supplier confirms a delay, decide whether to switch supplier or expedite at additional cost.

5 PITFALLS & LIMITS



DO NOT PRESENT AS FACT:

Explain it is a potential risk, not a confirmed outcome.



AVOID FALSE PRECISION:

Do not use exact numbers or dates unless they are evidence based.



NO UNNECESSARY ALARM:

Use clear, balanced language without exaggerating the likelihood or impact.



ACKNOWLEDGE UNCERTAINTY:

Evidence may be incomplete or change over time.



KEEP IN CONTEXT:

Consider interactions with other risks and overall project objectives.



PROJECT SPECIFIC:

Assessment, triggers and actions depend on the project context. There is no universal threshold.

6 ACTIONS & OUTPUTS



CREATE THE BRIEF:

Document the cause, uncertain event, impact, evidence, current response, trigger and decision.



SHARE WITH STAKEHOLDERS:

Communicate the brief to relevant audiences for awareness and decision making.



UPDATE REGULARLY:

Refresh when probability, impact or response evidence changes, or when a trigger is reached.



AGREE NEXT STEPS:

Confirm actions, owners and decision points.



OUTPUTS:

A clear risk communication brief, updated action log and record of decisions.



USE FOR TRACKING:

Integrate with the project risk register and review in project reports and meetings.



CHANGE COMMUNICATION CANVAS



Make an approved change understandable to affected groups.



1 PURPOSE & VALUE

Communicates an approved change clearly so affected groups understand what is happening, why it is needed and what they must do.



CLARITY:

Reduces confusion and rumours about the change.



ALIGNMENT:

Helps everyone work towards the same outcome.



PREPAREDNESS:

Gives people time and information to get ready.



SMOOTHER DELIVERY:

Less disruption and faster adoption of the change.



TRUST:

Open and consistent messages build confidence in the project.

2 HOW TO APPLY

Use a simple canvas covering six elements.

1



What is changing?

State the approved change in clear, simple terms.

2



Why is it needed?

Explain the reason and the expected benefits.

3



Who is affected?

List the groups and their specific impacts.

4



When will it happen?

Share key dates and milestones.

5



What actions are required?

Give clear tasks for each group.

6



What support and feedback?

Explain available support and how to raise questions or feedback.

3 INPUTS & EVIDENCE



APPROVED CHANGE DETAILS:

Business case, change request approval and updated scope.



AFFECTED GROUP INFORMATION:

Stakeholder list, roles, locations and impact assessment.



KEY MESSAGES:

Core content, FAQs and agreed wording.



TIMELINE INPUTS:

Implementation plan, key dates and dependency information.



COMMUNICATION CHANNELS:

Email, intranet, meetings and local team leads.



OWNERS:

Project manager (overall), change owner (content), and communications lead (delivery and coordination).

4 PRACTICAL EXAMPLE

Illustrative example: A revised release date changes training and support windows. The canvas ensures each affected group receives the right information and actions.



What: New release date approved.



Why: More time needed for testing to improve stability.



Who: End users, trainers, support team and IT operations.



When: New release date and updated training window shared.



Actions: Users complete training in the new window; support team updates schedules.



Support: Updated guides and helpdesk available; feedback via service desk.

5 PITFALLS & LIMITS



CONFUSION:

Announcing a change does not mean people understand it.



INCOMPLETE INFORMATION:

Missing details about timing, impacts or actions create uncertainty.



CONFLICTING MESSAGES:

Different sources giving inconsistent information.



UNREALISTIC EXPECTATIONS:

People may expect immediate benefits or no disruption.



LACK OF SUPPORT:

No clear help or feedback route reduces adoption.



LIMITATION:

This canvas supports communication. It does not remove the need for proper planning, training and change management activities.

6 ACTIONS & OUTPUTS



CHECK READINESS:

Confirm that messages, training and support are in place before the change takes effect.



REVIEW DOCUMENTS:

Update or remove outdated procedures, guides and communications.



ENGAGE STAKEHOLDERS:

Share the communication canvas with each affected group and confirm understanding.



MONITOR AND LISTEN:

Collect feedback and address common questions or concerns.



OUTPUTS:

Finalised communication canvas, updated documents, delivery records and a log of feedback and actions agreed with owners.



Created by [WikiFree.com](https://www.wikifree.com)

CARD 17 OF 30

30 Project Communication Frameworks





STAKEHOLDER LISTENING LOOP



Turn stakeholder input into a visible response and learning cycle.

1 PURPOSE & VALUE

The stakeholder listening loop captures input, turns it into a clear response, and supports continuous learning throughout the project.



VISIBLE RESPONSE:

Shows stakeholders how their input is considered.



BETTER DECISIONS:

Brings real needs and ideas into project work.



STRONGER TRUST:

Demonstrates openness and accountability.



ONGOING IMPROVEMENT:

Feeds insights back into future plans and work.



ALIGNED OUTCOMES:

Helps deliver solutions that fit stakeholder needs.

2 HOW TO APPLY

Follow a simple listening and response cycle for each key topic.

1



INVITE INPUT:

Ask clear, open questions about needs, concerns and ideas.

2



LISTEN ACTIVELY:

Let stakeholders speak without premature defense.

3



CLARIFY MEANING:

Ask questions to confirm understanding.

4



RECORD THEMES:

Group input into common themes or issues.

5



RESPOND AND ACT:

Communicate the decision, action or rationale.

6



CHECK THE OUTCOME:

Follow up to confirm understanding and learn for next time.

3 INPUTS & EVIDENCE



STAKEHOLDER INPUT:

Comments, questions, concerns and suggestions from relevant stakeholders.



SUPPORTING EVIDENCE:

User research notes, meeting records, survey results and real examples.



RELEVANT OWNERS:

Project manager, product owner, subject matter experts and communications lead.



REFERENCE MATERIALS:

Project goals, scope, constraints and previous decisions.



RECORD OF DISCUSSIONS:

Meeting notes, feedback logs and follow-up actions.



DECISION CRITERIA:

Agreed principles and relevant requirements used to assess input.

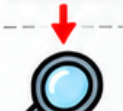
4 PRACTICAL EXAMPLE

Illustrative example from a software project:



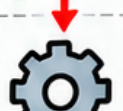
USERS FLAG AN ISSUE:

Multiple users report a difficult workflow that slows their work.



VALIDATE EXAMPLES:

The team reviews real examples and clarifies the main pain points with users.



DECIDE AND RESPOND:

The team chooses a workflow adjustment and communicates the change, or explains the rationale if it is not possible.



FOLLOW UP:

Users confirm the outcome, and the lessons learned are recorded for future work.

5 PITFALLS & LIMITS



NO RESPONSE:

Collecting feedback without a visible response can erode trust and reduce future input.



UNREALISTIC EXPECTATIONS:

Do not promise that every request will be implemented.



DEFENSIVE REACTIONS:

Arguing or dismissing input too early can shut down useful insights.



UNCLEAR RECORDS:

Vague notes make it hard to take action or show how input was considered.



LIMITED SCOPE:

This method cannot remove all conflict or satisfy all stakeholders. Outcomes depend on project constraints.

6 ACTIONS & OUTPUTS



ASSIGN FOLLOW UP OWNERS:

Name who will review input, make decisions and communicate updates.



COMMUNICATE THE RESPONSE:

Explain the decision, planned actions or rationale in a clear and timely way.



SHOW THE IMPACT:

Describe how stakeholder input influenced the decision or improved the work.



CAPTURE LEARNING:

Record lessons learned and feed them into future planning.



KEY OUTPUTS:

Updated plans or features, communication to stakeholders and a record of input, responses and actions.



ACTIVE LISTENING STRUCTURE



Build understanding through attention, paraphrasing, clarifying and confirming.

1 PURPOSE & VALUE

Active listening improves understanding and builds trust by giving full attention, restating key points, asking clarifying questions and confirming the shared interpretation.



BETTER UNDERSTANDING:

Reveals real needs and concerns.



STRONGER RELATIONSHIPS:

People feel respected and heard.



CLEARER DECISIONS:

Reduces misunderstandings and rework.



MORE BUY-IN:

Supports collaboration and realistic plans.

2 HOW TO APPLY

Use a simple structure in conversations and meetings: let the speaker finish, paraphrase the meaning, ask open questions and verify the shared interpretation.



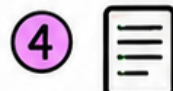
1 Let the speaker finish without interrupting.



2 Paraphrase the key message in your own words.



3 Ask open questions to explore and clarify.



4 Confirm the shared interpretation and agree what it means.



CONTROL:

Paraphrase what was said, not your opinion. Verify before acting.

3 INPUTS & EVIDENCE



STAKEHOLDER INPUT:

Views, concerns, ideas and experience from relevant people.



CONTEXT INFORMATION:

Project scope, plans, constraints and recent changes.



CONVERSATION NOTES:

Key points heard, questions asked and agreed understanding.



RELEVANT OWNERS:

Project manager, sponsor, subject matter experts and impacted team members.



SUPPORTING EVIDENCE:

Documents, decisions, risks or issues that inform the discussion.



SOURCE CHECK:

Confirm information with the right owner if anything is unclear or seems inconsistent.

4 PRACTICAL EXAMPLE

Illustrative conversation with a stakeholder:



Stakeholder:

"The launch feels rushed. I'm worried the team won't be ready."



Listener (paraphrase):

"So your main concern is that support training isn't complete yet. Is that right?"



Stakeholder (confirm):

"Yes, training for support staff is the key issue. Everything else looks OK."



Result:

Shared understanding that the unresolved concern is support training.

5 PITFALLS & LIMITS



TURNING IT INTO PERSUASION:

Listening is not a chance to sell your solution.



MAKING ASSUMPTIONS:

Do not assume reasons or feelings. Check with open questions.



INTERRUPTING EARLY:

Cutting in can miss important information and reduce trust.



LEADING QUESTIONS:

Avoid questions that suggest a preferred answer.



CONTEXT LIMITS:

Active listening does not replace expert analysis or decision making.

6 ACTIONS & OUTPUTS



RECORD THE OUTCOME:

Document the confirmed need, key points and any open questions in clear notes.



AGREE NEXT STEP:

Decide a useful action such as gathering more information, involving an expert or reviewing a plan.



COMMUNICATE BACK:

Share what was heard and the agreed next step with relevant stakeholders.



TRACK PROGRESS:

Follow up to confirm actions are completed and the concern is resolved or updated.



USEFUL OUTPUTS:

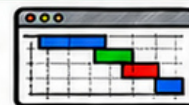
Conversation notes, agreed actions, updated risk or issue log entry, and clearer stakeholder alignment.



Created by WikiFree.com

CARD 19 OF 30

30 Project Communication Frameworks



CONFLICT CONVERSATION FRAMEWORK



Address disagreement through facts, interests, options and an agreed next step.

1 PURPOSE & VALUE

Helps project team members address disagreement constructively, using facts, interests, options and a clear next step.



RESOLVE ISSUES:

Find workable solutions and maintain progress.



PROTECT RELATIONSHIPS:

Keep discussions respectful and focused on the project.



IMPROVE DECISIONS:

Bring diverse views into better options.



BUILD COMMITMENT:

Agreement is more likely when interests are understood.



USE REPEATEDLY:

A practical structure for difficult but necessary conversations.

2 HOW TO APPLY

Follow a simple, structured conversation process.



Define the shared objective and success criteria.



Hear each view without interrupting. Ask questions to understand.



Separate positions (what is said) from underlying needs (what is required).



Explore and evaluate options that meet key needs.



Agree the next step, owners and a review date.



CONTROL:

Stay focused on the shared objective. Keep the discussion factual and respectful.

3 INPUTS & EVIDENCE

Prepare with relevant information and the right people.



FACTS & DATA:

Current status, requirements, constraints and relevant project documents.



STAKEHOLDER VIEWS:

Each party's concerns, desired outcomes and non-negotiable requirements.



EVIDENCE OF IMPACT:

Effects on scope, schedule, quality, resources and risk.



KEY PARTICIPANTS:

People with knowledge and decision authority (e.g. delivery, operations, technical, business).



OWNERSHIP:

Ensure all relevant owners provide accurate and complete information before the conversation.

4 PRACTICAL EXAMPLE

Illustrative project situation:
Delivery wants speed while operations needs readiness for a new system.



1. DEFINE OBJECTIVE:

Successful release that delivers value and is operationally ready.



2. HEAR EACH VIEW:

Delivery: release quickly.
Operations: ensure support, training and stability.



3. IDENTIFY NEEDS:

Delivery needs time-to-market.
Operations needs reliable support and minimal disruption.



4. EXPLORE OPTIONS:

Consider a phased release with support conditions (e.g. pilot group, training and helpdesk readiness).



5. AGREE NEXT STEP:

Proceed with a phased release. Define owners and a review date to assess progress.

5 PITFALLS & LIMITS



FORCED COMPROMISE:

Agreeing too quickly can leave the real concern unresolved. Address underlying needs, not just positions.



IGNORING EVIDENCE:

Relying on opinions without checking facts can lead to poor decisions.



POWER IMBALANCE:

One party may feel unable to speak openly. Ensure a fair and respectful process.



WHEN TO ESCALATE:

Escalate if authority, budget, policy or conduct issues cannot be resolved at project level.



LIMITATION:

This framework supports constructive discussion, but it may not resolve all conflicts, especially those requiring formal decision or HR processes.

6 ACTIONS & OUTPUTS



RECORD AGREEMENTS:

Document the agreed option, actions, owners and the review date.



LOG UNRESOLVED POINTS:

Capture any open issues and who will take them forward (e.g. escalation).



SET REVIEW DATE:

Confirm when progress and outcomes will be reassessed.



COMMUNICATE OUTCOMES:

Share the agreed next steps with relevant stakeholders.



UPDATE PROJECT RECORDS:

Store notes, decisions and actions in the project repository.



MONITOR & FOLLOW UP:

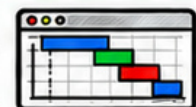
Check actions are completed and confirm whether the solution is working as expected.



Created by [WikiFree.com](https://www.wikifree.com)

CARD 20 OF 30

30 Project Communication Frameworks



FEEDBACK OBSERVATION-IMPACT-REQUEST



Give clear, constructive feedback using a specific observation, its impact and a clear request.

1 PURPOSE & VALUE

Provide feedback in a clear and respectful way by stating what you observed, the impact on the project and a specific request.



CLEARER COMMUNICATION:

Focuses on observable behavior, not opinions or personality.



POSITIVE IMPACT:

Helps solve issues, improve results and strengthen working relationships.



MORE OWNERSHIP:

A specific request makes next steps clear and actionable.

2 HOW TO APPLY

Use a simple structure and have a supportive conversation.



OBSERVATION

Describe the specific behavior or event you observed, without judgement.



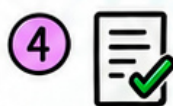
IMPACT

Explain the effect on the project, team or stakeholder. Be clear and factual.



INVITE PERSPECTIVE

Ask for the other person's view and listen to understand.



REQUEST

Agree a specific, realistic action, including any owner and timing.

3 INPUTS & EVIDENCE



RELEVANT EVIDENCE:

Specific examples of what happened (e.g. emails, meeting notes, work outputs, timelines).



CONTEXT INFORMATION:

Project plan, milestones, risks and dependencies affected.



KEY STAKEHOLDERS:

The person receiving feedback, their line manager if needed, and project owner.



REQUIRED OWNERS:

The person who will take the action, with agreed due date and support needed.



CHECK ACCURACY:

Confirm facts are complete and consider any relevant constraints or changes.

4 PRACTICAL EXAMPLE

Illustrative feedback conversation:



OBSERVATION:

"In the last two project updates, the decision dates were not included."



IMPACT:

"This has delayed the approval process, as stakeholders do not know when decisions are expected."



INVITE PERSPECTIVE:

"Can you share what made it difficult to include the dates?"



REQUEST:

"Please include a clear due date and the responsible owner in future updates."

5 PITFALLS & LIMITS



AVOID PERSONAL LABELS:

Do not make assumptions about character or motives. Focus on observable behavior.



CHECK FACTS:

Ensure your examples are accurate and complete before giving feedback.



CONSIDER CONTEXT:

Understand any constraints, competing priorities or recent changes that may explain the behavior.



BE CONSTRUCTIVE:

Do not use blame or threats. Keep the discussion respectful and solution focused.



LIMITATION:

This approach may be less effective in highly sensitive situations and should be adapted to the project context.

6 ACTIONS & OUTPUTS



AGREE A CHANGE:

Confirm the specific action, owner and due date with the other person.



PROVIDE SUPPORT:

Agree any resources or help needed to make the change.



FOLLOW UP:

Review progress at an appropriate time and check the effect of the change.



OUTPUTS:

Clear action with owner and due date, recorded in meeting notes or action log.



ONGOING USE:

Keep using the Observation-Impact-Request approach to build open communication and continuous improvement.





Share information effectively when participants cannot respond at the same time.

1 PURPOSE & VALUE

Provides a simple structure for sharing progress, decisions and issues when team members work across different time zones.



CLEARER UPDATES:

Everyone receives the same information in a predictable format.



BETTER ALIGNMENT:

Keeps distributed work moving without waiting for a live meeting.



LESS INTERRUPTION:

Respects different working hours and reduces unnecessary messages.



SHARED RECORD:

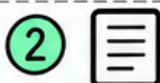
Creates a written history that is easy to find later.

2 HOW TO APPLY

Use a consistent structure and location so updates are easy to find and act on.



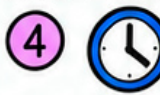
1 Choose a predictable location (e.g., project channel or shared document)



2 Use a clear subject line with project name and date.



3 Include context, progress, blockers and next actions using clear labels.



4 State the expected response window (e.g., by next workday).



5 Assign a version owner who keeps the latest update and confirms key changes.



CONTROL:

Keep the format consistent and update it regularly.

3 INPUTS & EVIDENCE



PROJECT CONTEXT:

Objectives, scope, current phase and key deliverables.



UPDATE CONTENT:

Recent progress, planned work, blockers, decisions and open questions.



COMMUNICATION LOCATION:

Agreed channel or shared document with access for all relevant members.



OWNERS & ROLES:

Version owner, contributors and reviewers for the updates.



RESPONSE EXPECTATIONS:

Agreed response window and rules for urgent issues.



EVIDENCE TO KEEP:

Update log, linked files, key decisions and follow-up actions.

4 PRACTICAL EXAMPLE

Illustrative example for a distributed team:



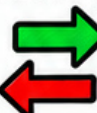
BEFORE HANDOVER:

Team in Region A posts an update at the end of their day.



INCLUDE DETAILS:

Progress, any blockers, next steps and requests for support from Region B.



URGENT ISSUES:

Critical or time-sensitive items are routed through a separate urgent channel (e.g., chat or phone).



RESULT:

Region B starts their work with clear information and knows which items need immediate attention.

5 PITFALLS & LIMITS



NOT SUITABLE FOR ALL SITUATIONS:

Poor for ambiguous topics or time-critical conflicts that need live discussion.



MISINTERPRETATION:

Written messages can be unclear; missing context may lead to wrong assumptions.



LATE OR INCOMPLETE UPDATES:

Delays or inconsistent formats reduce usefulness.



TOO MANY CHANNELS:

Updates spread across multiple tools are hard to track.



LIMIT:

Does not replace regular live meetings for complex decisions or relationship building.

6 ACTIONS & OUTPUTS



SET UP THE PROTOCOL:

Agree the location, update format, response window and version owner.



PUBLISH REGULAR UPDATES:

Post consistent updates using clear labels (e.g., Progress, Blockers, Next Actions).



KNOW WHEN TO SWITCH:

Move to a live discussion for ambiguous items, critical issues or when multiple viewpoints differ.



SUMMARIZE OUTCOME:

After any live discussion, post a short summary of decisions and next steps in the same location.



KEY OUTPUTS:

Ongoing update log, agreed actions, decisions and a clear record for future reference.





CHANNEL SELECTION MATRIX



Choose the best communication medium based on purpose, urgency, complexity, sensitivity and need for feedback.

1 PURPOSE & VALUE

Select a communication channel that fits the message, audience and context, considering urgency, complexity, sensitivity and need for feedback.



RIGHT MESSAGE:

Improves clarity and understanding.



RIGHT AUDIENCE:

Reaches the people who need to know or act.



RIGHT TIME:

Speeds up decisions and reduces delays.



RIGHT CHANNEL:

Matches the message to the most effective medium.



VALUE:

More relevant, timely and secure communication with fewer misunderstandings.

2 HOW TO APPLY

Compare common channels against the purpose and context.



LIVE CONVERSATION:

Use for urgent, complex or sensitive topics needing two-way discussion.



EMAIL:

Use for routine updates, clear information and written records.



SHARED DOCUMENTS:

Use for collaborative work, feedback and version control.



DASHBOARDS:

Use for ongoing status, visibility and one-way updates.



ALERTS:

Use for time-critical or exception notifications.



CONTROL:

Match the channel to the purpose. A single message may need more than one channel.

3 INPUTS & EVIDENCE



COMMUNICATION PURPOSE:

Type of message (e.g. decision, update, issue, request) and desired action or outcome.



AUDIENCE INFORMATION:

Stakeholders, roles, locations and access to tools.



MESSAGE CONTEXT:

Urgency, complexity, sensitivity and need for feedback.



AVAILABLE CHANNELS:

Organizational tools and policies (e.g. meeting platform, email, collaboration tool, dashboard, alerts).



EVIDENCE NEEDED:

Previous communications, related documents, decision records and security or confidentiality requirements.



OWNERS:

Sender (responsible for choosing), message owner (content accuracy) and recipients (confirmation and action).

4 PRACTICAL EXAMPLE

Illustrative: A complex disputed decision needs discussion and a record, while a routine status can be asynchronous.



SITUATION:

Stakeholders disagree on a major scope change with cost and schedule impact.



CHANNEL CHOICE:

Hold a live discussion to explore options, then send a written summary by email and store it in a shared document.



ANOTHER CASE:

A routine weekly status can be shared via email or dashboard, as it is low complexity and does not require immediate feedback.

5 PITFALLS & LIMITS



CONVENIENCE ALONE:

Do not choose a channel only because it is easiest or familiar.



AUDIENCE ACCESS:

Consider time zones, device availability and any accessibility needs.



RETENTION:

Ensure important decisions and agreements are recorded and easy to find.



CONFIDENTIALITY:

Avoid sharing sensitive information on unsuitable channels.



LIMITATION:

This approach helps select a channel, but does not replace clear, concise messaging or a well-defined communication plan.

6 ACTIONS & OUTPUTS



SELECT & SEND:

Choose the most suitable channel(s) and communicate the message.



CONFIRM UNDERSTANDING:

Check that recipients have understood and can take the required action.



TRACK RESPONSE:

Monitor replies, decisions and actions, and follow up if needed.



REVIEW EFFECTIVENESS:

Assess whether the channel produced timely understanding and action.



OUTPUTS:

Message sent, confirmation of understanding, action taken and any records stored in the agreed tool or repository.



SOURCE-OF-TRUTH PROTOCOL



Establish where the current approved information lives and how changes are tracked.

1 PURPOSE & VALUE

Defines the single source of truth for project information and how updates are controlled, so everyone uses the same approved facts.



CLARITY:

Prevents conflicting versions and mixed messages.



ALIGNMENT:

Keeps the team, stakeholders and communications consistent and up to date.



ACCOUNTABILITY:

Makes change history and approvals visible.



TRUST:

Supports reliable decision-making based on current, authorised information.

2 HOW TO APPLY

Set up and maintain an authoritative record with clear ownership, version rules and access permissions.

1



Choose the authoritative record for each key information type.

2



Assign a clear owner responsible for content and approvals.

3



Define version rules for drafting, review, approval and updates.

4



Set access permissions (e.g., view, comment, edit) by role or group.

5



Link from related communications to the approved source.



CONTROL:

All changes must follow the agreed process and be recorded.

3 INPUTS & EVIDENCE



REQUIRED DOCUMENTS:

Authoritative records such as scope, plan, requirements, decisions, risk register or other key artefacts.



OWNERS:

Named content owner and approval authority for each record.



ACCESS DETAILS:

Permissions for team members and stakeholders (view, comment, edit) and where the record is stored (e.g., project site or document system).



CHANGE EVIDENCE:

Version history, change log and approval records showing what changed, when and who approved it.



RELATED COMMUNICATIONS:

Links from emails, meeting notes, status reports and other messages to the authoritative record.

4 PRACTICAL EXAMPLE

Illustrative example of using a single source of truth for project scope:



APPROVED RECORD:

The project scope is maintained in one controlled document with a named owner.



LINKED COMMUNICATIONS:

Status updates, meeting notes and stakeholder messages link to the document rather than circulating separate copies.



CONSISTENT INFORMATION:

Everyone refers to the same approved scope, reducing confusion and conflicting versions.



RESULT:

Team members and stakeholders use the same current information and can see the latest approved version.

5 PITFALLS & LIMITS



NOT A GUARANTEE:

One repository does not guarantee the information is accurate or complete.



ACCESS RISKS:

People may not have the right access, leading to workarounds and unofficial copies.



POOR DISCIPLINE:

Changes made outside the agreed process can create confusion and loss of trust.



SCOPE LIMITATION:

Not all information fits a single source; some communications may be discussion or draft and not authoritative.



PROJECT SPECIFIC:

Tools, access rules and version controls depend on project context and requirements.

6 ACTIONS & OUTPUTS



SET UP & AGREE:

Establish the authoritative record, owner, version rules and access permissions.



LINK COMMUNICATIONS:

Include clear links to the source of truth in emails, reports, meeting notes and other project communications.



TRACK CHANGES:

Record updates, approvals and rationales in a change log or version history.



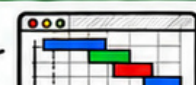
ARCHIVE SUPERSEDED VERSIONS:

Keep previous versions for reference and audit purposes.



OUTPUTS:

Authoritative records with clear approval status, update dates and accessible change history, linked from all relevant communications.



HANDOVER COMMUNICATION PACK

Transfer the context, evidence and responsibilities for another team to operate effectively.



① PURPOSE & VALUE

Handover communication pack transfers the context, evidence and responsibilities needed for another team to operate effectively.



CONTINUITY:

Enables smooth transition without loss of knowledge.



CLARITY:

Explains what is delivered, how it works and what is still open.



ACCOUNTABILITY:

Confirms who owns what after handover.



RISK REDUCTION:

Helps the receiving team manage issues and plan ongoing support.

② HOW TO APPLY

Prepare and share a structured pack and confirm acceptance with the receiving team.

1



List what is delivered and what is out of scope.

2



Provide operating instructions and key procedures.

3



Record open items, known risks and any workarounds.

4



Give contact details, access information and support arrangements.

5



Hold a joint walkthrough and obtain formal acceptance from the receiving team.



CONTROL:

Handover is complete only when the receiving team confirms readiness and accepts ownership.

③ INPUTS & EVIDENCE



DELIVERABLES PACKAGE:

Final products, configuration items, code, documentation and user guides (Project Team).



TEST AND ACCEPTANCE RECORDS:

Results, sign-offs and outstanding defects (Project Team / QA).



OPERATING INFORMATION:

Runbooks, procedures, schedules and maintenance notes (Project Team).



ACCESS & CONTACTS:

System access, licences, key contacts and escalation paths (Project Team / IT).



OPEN ITEMS AND RISKS:

List of unresolved work, known issues and workarounds (Project Team).



RECEIVING TEAM READINESS:

Nominated owners and confirmation of capacity to take on support (Operations Team).

④ PRACTICAL EXAMPLE

Illustrative handover to operations:



1. Project team provides a service pack with final configuration, user guides and support contacts.



2. Operations team reviews the pack and walks through recovery procedures for key scenarios.



3. Both teams confirm that open items and risks are understood and recorded.



4. Operations explicitly accepts remaining support duties and confirms readiness to operate the service.

⑤ PITFALLS & LIMITS



SENDING FILES IS NOT ENOUGH:

Sharing documents does not prove readiness or accepted ownership.



INCOMPLETE INFORMATION:

Missing procedures, access details or contacts create delays and confusion.



UNCLEAR RESPONSIBILITIES:

If ownership is not agreed, issues may be left unresolved.



NO WALKTHROUGH:

Without a joint review, the receiving team may not understand how to operate or recover.



LIMIT:

This pack supports handover communication but does not replace formal contractual or organizational approval requirements.

⑥ ACTIONS & OUTPUTS



PREPARE THE PACK:

Compile all required information and check it is current, complete and easy to follow.



HOLD A JOINT WALKTHROUGH:

Review the pack with the receiving team, demonstrate key procedures and record questions.



RECORD ACTIONS:

Capture any follow-up actions, responsible owners and due dates.



CONFIRM ACCEPTANCE:

Obtain formal confirmation that the receiving team accepts ownership and remaining support duties.



USEFUL OUTPUTS:

Handover communication pack, record of questions and actions, and written acceptance from the receiving team.



KNOWLEDGE TRANSFER LOOP



Build capability through explanation, demonstration, practice and verification.

① PURPOSE & VALUE

Transfer practical knowledge and skills so people can perform key tasks independently and consistently, reducing reliance on a few individuals.



BUILDS CAPABILITY:

Uses explanation, demonstration, practice and verification.



IMPROVES RESILIENCE:

More people can perform critical work.



SUPPORTS CONTINUITY:

Reduces single points of failure.



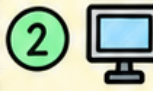
ENABLES IMPROVEMENT:

Shared knowledge leads to better problem solving.

② HOW TO APPLY



1 Identify the critical tasks that must be transferred.



2 Explain the task and its purpose, including key steps and risks.



3 Demonstrate the task in a live or simulated environment.



4 Let the receiver perform the task, with support as needed.



5 Provide feedback, confirm competence and agree next steps.



CONTROL:

Focus on real project tasks. Adapt the depth to the role and level of responsibility.

③ INPUTS & EVIDENCE



TASK DOCUMENTATION:

Procedures, work instructions, checklists and relevant standards.



TRAINING MATERIALS:

Guides, runbooks, reference notes and demonstration resources.



PRACTICE ENVIRONMENT:

Safe environment or test system to perform the task.



EVIDENCE OF COMPETENCE:

Completed task, output samples, observation record or assessment checklist.



OWNERS & ROLES:

Subject matter expert (SME) provides guidance. Receiver performs the task. Project manager tracks progress and evidence.

④ PRACTICAL EXAMPLE

Illustrative example: A support analyst learns a system recovery task.



1. OBSERVE:

Analyst watches the SME perform the recovery task and explains each step.



2. PRACTICE:

Analyst performs the task in a safe environment with support available.



3. VERIFY:

Analyst produces the required evidence, such as system logs and a completion checklist.



RESULT:

Analyst can perform the recovery task independently and is ready to support live use.

⑤ PITFALLS & LIMITS



TRAINING IS NOT ENOUGH:

Attendance at training sessions does not prove competence. Practical performance is required.



WRONG FOCUS:

Generic training may not match the actual project tasks and role requirements.



INSUFFICIENT PRACTICE:

Limited hands-on practice can leave gaps and create a false sense of confidence.



NO VERIFICATION:

Without evidence of successful performance, knowledge transfer is incomplete.



LIMIT:

Tailor practice to the actual role, context and level of responsibility. Complex tasks may need more support and time.

⑥ ACTIONS & OUTPUTS



PLAN SESSIONS:

Schedule explanation, demonstration and practice for each critical task.



RECORD PROGRESS:

Capture completed tasks, evidence and any remaining gaps.



ARRANGE FOLLOW-UP:

Provide additional practice, coaching or refresher sessions for outstanding areas.



UPDATE RESOURCES:

Improve guides and materials based on feedback and common questions.



OUTPUTS:

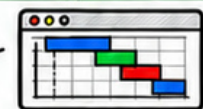
Trained individuals, evidence records, list of remaining gaps, and an agreed plan for follow-up support.



Created by WikiFree.com

CARD 26 OF 30

30 Project Communication Frameworks



EXECUTIVE SUMMARY STRUCTURE



Compress essential project information without hiding material uncertainty.

1 PURPOSE & VALUE

An executive summary condenses the most important project information for busy decision-makers, without hiding uncertainty.



FOCUS DECISIONS:

Highlights the objective, current outlook and decisions needed.



SAVES TIME:

Provides a clear, consistent overview of a complex situation.



IMPROVES ALIGNMENT:

Ensures leaders, sponsors and key stakeholders share the same view.



KEEPS UNCERTAINTY VISIBLE:

States key risks and assumptions rather than hiding them.

2 HOW TO APPLY

Follow a clear structure so the page is concise, logical and decision-focused.



State the project objective and current outlook in plain language.



Summarize key evidence showing progress, delay or change.



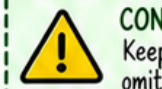
Highlight major risks, issues and assumptions.



Present realistic options with pros and cons.



State the decision needed, who decides and when.



CONTROL:

Keep it to one page, but do not omit material uncertainty.

3 INPUTS & EVIDENCE

Use reliable, up-to-date information from credible sources.



PROJECT STATUS DATA:

Scope, schedule, cost, quality and benefits progress.
Owner: Project Manager.



KEY EVIDENCE:

Recent milestone updates, trend analysis and explanations.
Owner: Delivery Team.



RISK AND ISSUE LOG:

Current top risks, issues and assumptions.
Owner: Risk Manager.



OPTIONS AND IMPACTS:

Feasible options with expected impacts and trade-offs.
Owner: Project Manager.



STAKEHOLDER INPUT:

Sponsor priorities and key stakeholder feedback.
Owner: Sponsor or Business Owner.

4 PRACTICAL EXAMPLE

Illustrative one-page executive summary:



OBJECTIVE:

Deliver the new customer portal.



CURRENT OUTLOOK:

On track overall, with a delay in the testing phase.



KEY EVIDENCE:

Core features complete; testing taking longer due to higher defect volume.



MAIN DRIVER:

More defects than expected in integration testing.



DECISION NEEDED:

Approve a short extension this week to complete testing and release with acceptable quality.

5 PITFALLS & LIMITS

Be concise, but do not oversimplify or hide bad news.



OMITTING BAD NEWS:

Leaving out risks or problems to keep the page short undermines decision quality.



TOO MUCH DETAIL:

Including operational detail makes it hard to find the key message.



UNCLEAR REQUEST:

Not stating the decision needed, owner and timing can delay action.



STALE INFORMATION:

Using outdated data reduces credibility.



LIMITATION:

A one-page summary cannot replace detailed reports. It should link to fuller evidence.

6 ACTIONS & OUTPUTS

Create a clear, decision-ready summary and link to more detail.



WRITE THE SUMMARY:

Use plain language and the structure in Panel 2. Define clear measures for progress.



LINK EVIDENCE:

Add links or references to detailed reports, dashboards and registers.



REVIEW AND ALIGN:

Check accuracy with the project team and sponsor before sharing.



SHARE WITH STAKEHOLDERS:

Distribute the one-page summary to decision-makers.



OUTPUT:

A clear, concise executive summary that explains the forecast, its main driver and the sponsor decision due this week, with links to evidence.





CROSS-TEAM DEPENDENCY HANDOFF



Communicate precisely what one team needs from another and when.

1 PURPOSE & VALUE

A cross-team handoff defines and agrees the work one team needs from another, including what, when and how it will be accepted.



CLEAR NEED:

Specifies the input or deliverable required.



SHARED UNDERSTANDING:

Aligns provider and receiver on scope, quality and timing.



SMOOTHER FLOW:

Reduces rework and miscommunication between teams.



MORE PREDICTABLE DELIVERY:

Helps each team plan and sequence their work.

2 HOW TO APPLY

Agree and document each element for the handoff.

1



Define the input or deliverable needed.

2



Identify the provider (team) and receiver (team).

3



Agree acceptance criteria (format, quality checks, completeness).

4



Set the required date and communicate it.

5



Confirm receipt and acknowledgement.

6



Agree escalation path if problems or delays arise.

3 INPUTS & EVIDENCE



DEPENDENCY INFORMATION:

Description of the required input, its purpose and any constraints.



OWNERS:

Nominated provider and receiver team contacts.



ACCEPTANCE CRITERIA:

Format, quality checks and completeness requirements.



PLANNED DATE:

Agreed required date for handoff and any preparatory activities.



EVIDENCE OF AGREEMENT:

Handoff record, messages or meeting notes confirming details.



ESCALATION INFORMATION:

Who to notify and how if the handoff is at risk or fails.

4 PRACTICAL EXAMPLE

Illustrative handoff between teams:



NEED:

Testing team needs a verified dataset.



PROVIDER & RECEIVER:

Data team provides, testing team receives.



CRITERIA:

Agreed format, required fields, no duplicates, and passes quality checks.



REQUIRED DATE:

By Monday.



ACKNOWLEDGEMENT:

Testing team confirms receipt after validation.

5 PITFALLS & LIMITS



DATE WITHOUT CRITERIA:

A date without acceptance criteria can produce unusable inputs.



UNCLEAR OWNERSHIP:

If provider or receiver is unclear, work may be delayed or missed.



CHANGING REQUIREMENTS:

Late changes create rework and confusion.



NO CONFIRMATION:

If receipt is not acknowledged, the provider cannot be sure the handoff is complete.



LIMITATION:

This card does not resolve conflicts between teams. Escalate when needed.

6 ACTIONS & OUTPUTS



TRACK READINESS:

Monitor progress and ensure the provider is on track for the agreed date.



COMMUNICATE CHANGES:

Notify both teams promptly if there are delays or changes to scope or criteria.



CONFIRM COMPLETION:

Verify the input meets the agreed criteria and is received.



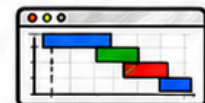
KEY OUTPUTS:

Documented handoff record, receipt confirmation and any follow-up actions.



NEXT STEPS:

Teams update their plans based on the handoff and continue with dependent work.





COMMUNICATION EFFECTIVENESS REVIEW



Evaluate whether communication supports understanding, decisions and coordinated action.

1 PURPOSE & VALUE

Evaluate whether communication supports understanding, decisions and coordinated action across the project.



CONFIRM ALIGNMENT:

Messages help people understand what is needed and why.



ENABLE DECISIONS:

The right information reaches the right people at the right time.



SUPPORT ACTION:

Communication leads to timely, coordinated work, not just awareness.



IDENTIFY GAPS:

Find recurring misunderstandings, delays or missing information.



IMPROVE CONTINUOUSLY:

Use findings to make targeted improvements.

2 HOW TO APPLY

Review key indicators using consistent definitions and the same time period.



Define what to review (response times, clarity feedback, decision delays and recurring misunderstandings).



Collect evidence using the same definitions across the project.



Compare findings to identify patterns and gaps.



Agree on one improvement to test.



Implement, then review whether the outcome changes.



CONTROL:

Use consistent definitions and the same review period for fair comparison.

3 INPUTS & EVIDENCE



COMMUNICATION RECORDS:

Messages, announcements, meeting notes, reports and channel usage.



FEEDBACK DATA:

Clarity feedback from team members and stakeholders (e.g. surveys or direct input).



RESPONSE INFORMATION:

Time taken to respond to key questions or requests.



DECISION TIMELINE:

Records of when key decisions were made and related discussions.



MISUNDERSTANDING LOG:

List of recurring questions or clarifications needed.



OWNERS:

Project manager, communication lead, team leads and key stakeholders to provide data and validate findings.

4 PRACTICAL EXAMPLE

Illustrative example using consistent definitions:



SITUATION:

Team members repeatedly asked for the same explanation after a project report was shared.



REVIEW FINDING:

Several people were unclear about the required action and next steps.



IMPROVEMENT TESTED:

The report was updated with clear action labels and a direct link to the working file, and also sent through a channel more suitable for quick questions.



RESULT (ILLUSTRATIVE):

Fewer repeat questions and faster understanding, showing that clearer action labels and a better channel improved communication effectiveness.

5 PITFALLS & LIMITS



MESSAGE VOLUME:

High numbers of messages do not mean communication is effective.



MEETING ATTENDANCE:

Many attendees do not prove understanding or agreement.



FOCUS ON SYMPTOMS ONLY:

Fixing a channel without addressing unclear content may not solve the problem.



LIMITED EVIDENCE:

Relying on informal feedback alone can give an incomplete view.



CONTEXT MATTERS:

What works for one team or project phase may not work for another.

6 ACTIONS & OUTPUTS



CHOOSE AN IMPROVEMENT:

Select one change, such as clearer action labels, a better channel, or a short summary for decisions.



TEST IT:

Implement the change for an agreed period and communicate it clearly to the team.



REVIEW OUTCOME:

Check whether response times, clarity feedback, decision delays or recurring misunderstandings have improved.



OUTPUTS:

Review summary showing findings, the improvement tested, and whether the outcome changed. Include any next steps.



REPEAT:

If helpful, continue or expand the change. If not, try a different improvement based on the findings.



Created by [WikiFree.com](https://www.wikifree.com)

CARD 29 OF 30

30 Project Communication Frameworks





CLOSURE COMMUNICATION



Announce project completion with clear boundaries and ongoing ownership.

1 PURPOSE & VALUE

Formally announce project completion and confirm what has been delivered, what remains, and who is responsible going forward.



CONFIRM COMPLETION:

State that agreed deliverables have been accepted.



SET BOUNDARIES:

Clarify what is in scope and what is out of scope after closure.



TRANSFER OWNERSHIP:

Identify who takes over operations, support and future changes.



PRESERVE VALUE:

Keep stakeholders informed so benefits can be realized and sustained.

2 HOW TO APPLY

1



Confirm all agreed deliverables are accepted and meet the scope.

2



Make the closure decision with the sponsor or steering group.

3



State remaining responsibilities and who now owns them.

4



Provide support contacts and escalation routes.

5



Reference key records and where to find them.

6



Explain how ongoing benefits will be tracked and followed up.



CONTROL:

Ensure the message is consistent and approved before sending.

3 INPUTS & EVIDENCE



ACCEPTED DELIVERABLES:

Signed acceptance records and completion criteria evidence (e.g. test results, handover notes).



CLOSURE DECISION:

Approval from the sponsor or steering group to close the project.



ONGOING OWNERS:

Names and roles for operations, maintenance and support.



SUPPORT INFORMATION:

Contact details, service desk routes and escalation process.



PROJECT RECORDS:

Final report, lessons learned, key documentation and access locations.



BENEFITS INFORMATION:

Agreed method for tracking and reviewing benefits after closure.

4 PRACTICAL EXAMPLE

Illustrative example of a closure notice:



SUBJECT: Project Closure - Operations Handover

The project has completed all agreed deliverables and these are accepted. Operational ownership now transfers to the IT Operations team.



Remaining items under warranty will be handled by the supplier support team via the service desk.



For ongoing support, contact the service desk. For contract questions, contact the procurement team.



Benefits will be reviewed by the business owner at agreed intervals.



Result: Everyone knows what has been delivered, who to contact next and how open items will be managed.

5 PITFALLS & LIMITS



NOT A CLAIM OF BENEFITS:

Closure is not a guarantee that all benefits are already realized.



OBLIGATIONS CONTINUE:

Not all contractual or legal obligations disappear at closure (e.g. warranties, licenses, data retention).



UNCLEAR OWNERSHIP:

Failing to name the new owner creates confusion and service gaps.



INCOMPLETE COMMUNICATION:

Missing key stakeholders can lead to misunderstandings and unmet expectations.



LIMITATION:

This communication covers project closure only. Ongoing service and business-as-usual communication are in scope for other processes.

6 ACTIONS & OUTPUTS



CONFIRM & SEND:

Issue the approved closure communication to all relevant stakeholders.



CHECK UNDERSTANDING:

Confirm recipients understand the future support routes and ownership.



RECORD THE COMMUNICATION:

Save the final message and supporting documents in the project repository.



ENABLE FOLLOW-UP:

Ensure benefits tracking and any remaining actions are passed to the new owners.



FINAL OUTPUTS:

Closure communication record, updated contact list, ownership summary and reference to project records.





HOW TO USE THIS GUIDE & SOURCES



Get the most value from the 30 Project Communication Frameworks cards.

1 START WITH A NEED



MATCH A DECISION:

Select a card that matches a real project decision or challenge you face.



CONFIRM CONTEXT:

Check the scope, lifecycle, stakeholders and constraints for your project.



USE DEFINITIONS:

Apply the card's definitions consistently across your team.



READ THE EXAMPLE:

Use the worked example as an illustration, not a promise of results.



GATHER EVIDENCE:

Select the evidence you need before taking action.

2 APPLY & REVIEW



ASSIGN AN OWNER:

Give a clear owner for applying the card and checking the outcome.



AGREE INPUT AND OUTPUT:

Confirm the input data required and the expected output.



RECORD ASSUMPTIONS:

Note key assumptions, scope and limitations before applying the card.



APPLY AND REVIEW:

Use the card, review the result with relevant stakeholders, and decide next steps.



ADAPT TO YOUR PROJECT:

Set the review frequency and thresholds to suit your context.



IMPORTANT NOTES:

If a denominator is zero use N/A, not zero percent. Protect sensitive information and maintain a version history.

3 ABOUT THIS EDITION



PART OF A COLLECTION:

Book 8 of the WikiFree Project Management Collection.



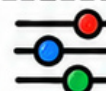
THIRTY ORIGINAL CARDS:

Provides 30 practical learning cards focused on project communication frameworks.



PRACTICAL SYNTHESIS:

Terminology and techniques are a practical synthesis, not an exhaustive standard or formal certification.



DEFINE LOCALLY:

Custom working metrics must be defined locally to fit your organisation and project.



EXAMPLES ARE ILLUSTRATIVE:

Worked examples show how to apply the ideas. They are not guarantees or benchmarks.



FURTHER READING:

Additional supporting sources appear in panels 4-6.

4 SOURCE 1



PMI - MANAGING COMMUNICATIONS



WHAT IT COVERS:

Guidance on planning, managing and monitoring project communications with stakeholders.



WHY USE IT:

Useful background reading on communication processes, tools and considerations.



NOTE:

This source is a foundation for further reading, not an endorsement of this publication.



Click this panel to open the source.

5 SOURCE 2



PMI - EFFECTIVE COMMUNICATION



WHAT IT COVERS:

Explains effective communication in projects, including audience, message, channels and feedback.



WHY USE IT:

Helps you understand how to tailor communication to different stakeholders and project situations.



NOTE:

This source is a foundation for further reading, not an endorsement of this publication.



Click this panel to open the source.

6 SOURCE 3



APM - SUCCESSFUL PROJECT HANDOVER



WHAT IT COVERS:

Guidance on planning and delivering an effective project handover, with a focus on communication and stakeholder engagement.



WHY USE IT:

Useful background reading on handover activities, information transfer and maintaining value.



NOTE:

This source is a foundation for further reading, not an endorsement of this publication.



Click this panel to open the source.

