

ANNEX 2: COMMUNICATION



Communications : Dimension

- A Project Manager is spending ~85% of his time communicating

Breakdown :

| | |
|-----------|-------|
| Writing | → 9% |
| Reading | → 16% |
| Talking | → 30% |
| Listening | → 45% |

- **Main PM communication Skills :**
 - Listening actively and effectively
 - Questioning and probing ideas and situations to ensure better understanding
 - Setting and managing expectations
 - Fact-finding to identify or confirm information
 - Persuading to perform an action. Negotiating
 - Motivating and coaching to encourage and to improve performance
 - Summarizing, recapping, identifying next steps

Communications : Dimension

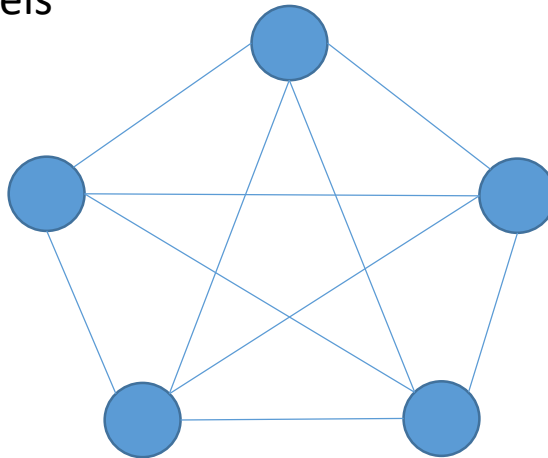
- Written and oral
- Verbal and nonverbal
Voice vs Body Language
- Internal within the project and external to Customers, vendor, other projects, the media, the public ...
- Formal reports, minutes, briefings, etc...
And informal emails, memos , ...
- Official Newsletter, annual reports, ...
- Vertical up and down and horizontal with peers

Communications Interactions / Channels

- Total number of communication channels between N people :

$$N(N-1)/2$$

- Ex : if $N=5 \rightarrow (5*4)/2 = 10$ channels



- But if $N=10 \rightarrow 45$ channels
So in large project, the Project Manager will not only need to determine communication channels but may need to limit who will communicate with whom

Communication : Guidelines

- Formal communication should be planned
- Project Manager is responsible for making the information clear, unambiguous and complete
- **Guidelines :**
 - Messages should be concise
 - Use of appropriate tools and timing
 - Build Trust
 - Speak less, Listen more

The KISS Principle
Keep It Short and Simple