

## 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

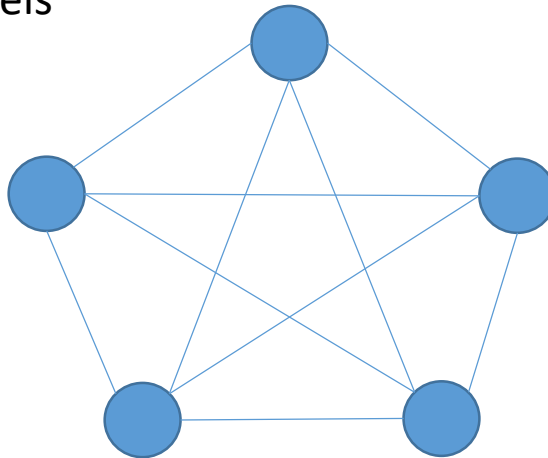
# Communications : Dimension

- 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**