


Effective Communications management

Effective Conversations

Summarize key conversations

- Project planning
- Resource allocation
- Risk management
- Progress monitoring
- Stakeholder management
- Communication management
- Performance evaluations

Uncover potential issues

- Capacity issues
- Workload challenges
- Blocking issues
- Stakeholder concerns (risk, concern, resolving)
- Success stories

Plan for effective conversations

- Define your goals
- Prepare an agenda
- Choose a right mode (email, face-to-face etc)
- Encourage active listening (2-way communication)
- Manage conflicts
- Follow up

Reiterate the importance for effective conversation

- Clarifying expectations → Identifying all requirements
- Building Trust
- Keeping everyone informed → Improving decision making

Project Management Communication Skills

Importance

- Builds trust
- Resolves conflicts
- Provides clear direction
- Ensures alignment

Consequences

- No understanding
- Delays
- Failure

Key communication skills

Active listening → Full attention, avoid interruptions, Engagement cues
 → Build trust, resolve conflicts
 → Improve by summarizing, listening to understand, asking open ended questions

Oral communication → one-on-one, meetings, presentations, Real-time, clarify complex concepts.
 → Improve by adopt style

Written communication → emails, direct messaging, Reports & presentation
 → Provides a record, present data, Document processes & decisions
 → Improve - clarity, consistent formatting, consistent terminology

Interpersonal communication → Motivate, negotiate, collaborate
 → Gain trust, resolve conflict.
 → Improve - Empathy - body language, non-verbal cues

Presentations → Ability to effective communicate thru presentations
 → Requires all the above skills

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 Employee best practices from other types of communication → Effective communication, Shape & motivate, receive buy-in and support from stakeholders
 → Builds trust & credibility

other types of communication
 → Use visuals

Project Communications Overview

3 processes for effective communication PMI

- Plan communications Management
- Manage communication
- Monitor communication

Plan Communication management strategies

1. Review all product documentation
2. Consult with SMTs
3. Distribute a comprehensive communication management plan
4. Ensure proper communication get to the stakeholder

→ find the right medium for
right people

Manage Communication Strategies

1. Implement communication management plan
2. Document and address issue
3. Ensure technology works
4. Use reports & share information
5. Ask for support & help
6. Don't expect a result with the same strategy.
7. Identify what is not working.

Monitoring communication strategy

- Final process
- Continually monitor WPR - Work Performance Data
 - (raw data by PMI- Unformal communication from conversation, messages, emails etc)
- Manage stakeholder movement
- Update communication plan
- functional formal change control
- Manage scope creep
- Communicate effectively

Skills to design effective communication

- Good understanding of mechanisms of written, spoken, gestures, media, choice of words
- Understand formal & informal communication (verbal & non-verbal matter)
- Understand stakeholder position & adjust accordingly
e.g. Upward - Senior, Downward - Team, Horizontal - peers
- 5 C's of communication (PMI model)
 1. Correct
 2. Concise
 3. Clear
 4. Coherent
 5. Control

Communication Mediums

(like video conferencing, telephone, email)

Synchronous communication

- Real time
- In person
- Telephone, voice & video chat

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Direct messaging toggles b/w “ there two”

- Good for real-time decision making
- Good for complex & sensitive topics when interpersonal skills are required
- Build rapport & trust

Asynchronous communication

- Not in real time
- Time gap b/w sending, receiving & responding
- Voice recorded, video, text messages, email.

- For thought & reflection
- Craft & edit your message
- Deliver a message to group, key points, minutes of meeting, working in diff time zones, communicate to group

Communication mediums

Environmental factors
1. Time constraints
2. Schedule coordination

- In person → immediate feedback, Real time interaction, consensus, better relationship
- Email → subsequent referencing, focus on important for important tasks
Downside: Overuse, distraction, miscommunication
- Direct messaging
- Face-to-face → Virtual & optimal method for a group → Technical issues, external distractions
- Mobile phones → Urgent needs, use judiciously.

Effective Engagement

Stakeholder engagement best practices

Selecting right communication medium
(adapt based on stakeholders)

Categorizing stakeholders
(stakeholder mapping)

Ability to influence project
Impact on stakeholder engagement

Power and interest model

H-P/H-I
(Sponsor, senior management)

H-P/L-I
(High-level executives)

L-P/H-I
(customers, operations, end users)

L-P/L-I
(frequently monitored stakeholders)

Gulf of execution & evaluation

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Norman, Donald.

Communication gap = Gulf

Gulf of execution = Gap b/w goal & result.

Gulf of evaluation = System's response (VS) user's expectation

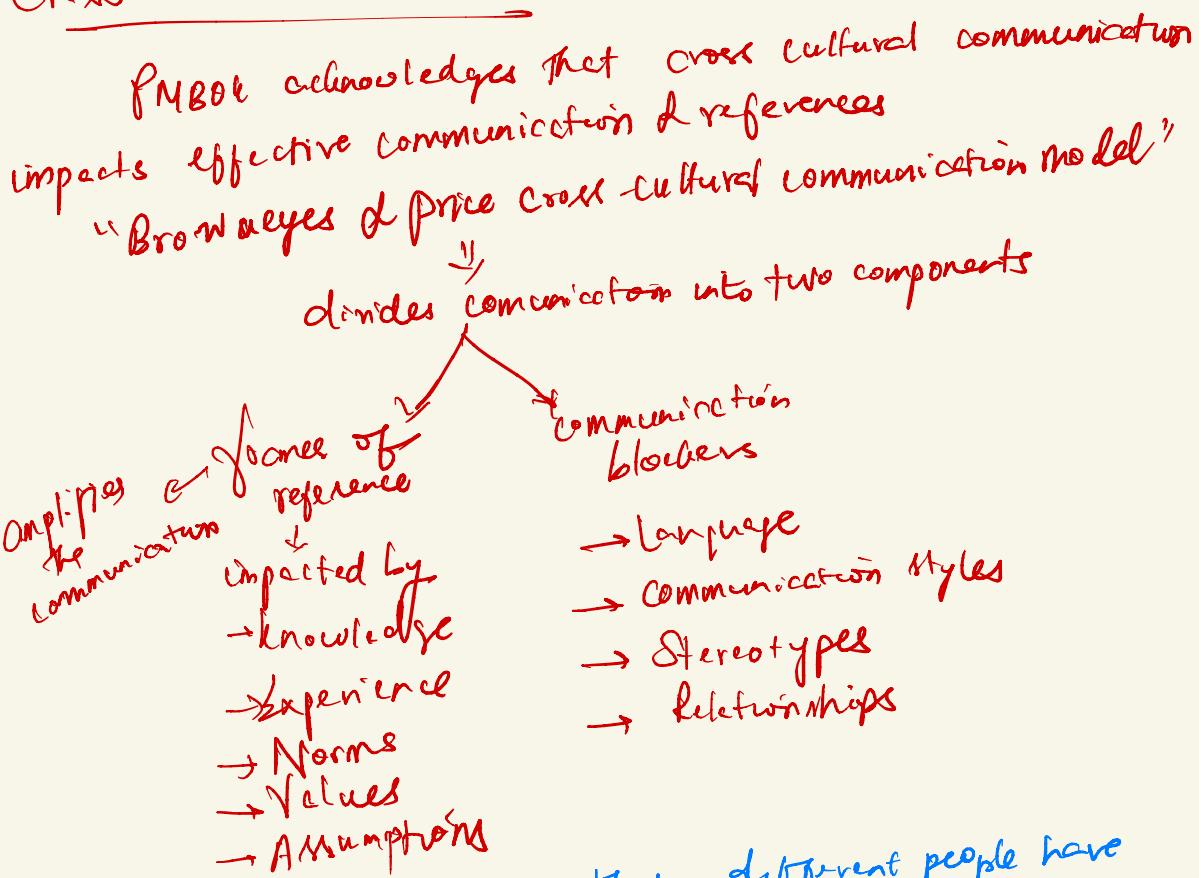
Select the right communication medium keeping audience / stakeholders in mind.
(and) Tailor the stakeholder engagement.

3 critical tailoring considerations

- Evaluate skills & capabilities of people
- Level of empowerment the team has
- Include external stakeholders into teams
(Vendor, partner (or) consultant)
Interaction

Q&A

Cross Cultural Communication



$$\text{Communication channels formula} = \frac{(\text{Stakeholder} \times (\text{Stakeholder} - 1))}{2}$$

$$\left\{ \begin{array}{l} \text{Four team members} = \frac{4 \times 3}{2} = 6 \text{ channels} \\ \text{Six team members} = \cancel{6 \times 5 / 2} = 15 \text{ channels} \end{array} \right.$$

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helps pMs help communicate effectively.

Arapevne effect

- How rumours spread
- Happens without access to accurate and timely information
- Communication management plan mitigate risks of Arapevne effect

Communication Management plan must document the number of effective communication channel

Failing fast

As per PMI projects fail because of

- Poor project selection and planning
- Inconsistent sponsorship
- Lack of scope definition awareness
- Code green mentality. → Situation where PM and team accept or address problems only once it is too late.
- Lack of team commitment

Over 80% fail as per research

Warning signs of a failing project

- Missed milestones and a slipping schedule
- Project is over budget
- Customer dissatisfaction and disinterest in deliverables
- Team members & stakeholders exhibiting burnout symptoms
- Project team & sponsor losing confidence
- Failed promoters
- Increase in small failure.

also look at the
failing fast
material

Implementation failing fast approach

- Change to a successful project before it is too late
- Failing fast is desirable when
 - Low stakeholder agreement on deliverables
 - High technical complexity

→ failing fast can be learning opportunity

- Real time feedback
- Lessons learned should be conducted at each phase