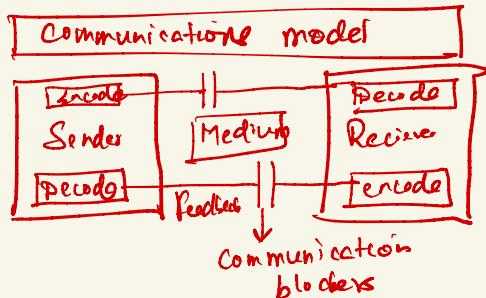



Information Sharing - Communications



→ Encoding communications and ensure receiver understands it

→ Using a correct medium

→ Having a purpose

→ Awareness of blockers

Technology factors impacting effective communication

→ Urgency

→ Availability & reliability

→ Environment (there are sources)

→ Sensitivity & confidentiality.

Communication methods

- Interactive (two way) → Video calls, live chat, meetings
- push → One way (sender to receiver) → Email, SMS alerts, newsletter
- pull → One way (receiver to source) → Website browsing, blog reading.

Communication responsibilities throughout PMI lifecycle

- Understand
- Communicate
- Roles & responsibilities
- Collaborate
- Problem solving

→ Essential tasks

→ Value of deliverables

→ Project status & next steps

→ 90% of communication

Project Communication Management

Plan
Communications

→ Develop communication management plan

Manage
Communications

→ Implement communication management plan

Monitor
Communication

→ Update comm mgmt plan
Access & manage work performance information

Communication management plan:

9 step process:

- Determine template
- Brainstorm the project
- Communication list
- Define purpose
- Item lead
- Audience
- Frequency
- Gain plan agreement
- Share the plan

Documents in communication management plan

- Status reports
- Sponsor I-1
- Team meeting
- Vendor & change
- Risk dilemma
- Finance
- Capacity planning

Use Stakeholder register as a first step to formulate a plan

Manage Communications

Key communication methods = Interpersonal, small group, large group.
 (comm. styles, needs
 of project team
 members)
 (determine audience,
 message, location
 items, goals &
 objectives)
 (prepare carefully
 (ensure correct
 info is shared))

Communication mediums : Face to face conversation, Instant messaging, Emails, Video calls

Effective process: Share the right information with the right people in a right amount using an appropriate medium

Communication challenges: Competency, Inability to comprehend communication style, Non verbal communication, Dealing with commitment

- Tailor communication
- Ensure clear purpose
- Build effective relationships
- Display leadership behaviors
- Strive to improve
- Complete communication style agreement
- Understand stakeholder comm. style
- Expressions, gestures, tone, mannerism awareness
- Defect commitment levels, Re motivate, Hold stakeholders accountable

Provide feedback → to mitigate, Reward, No feedback f Good performance

Essential communication skills

Effective meetings → well planned, agenda & outcome, organized, Avoid wasting time

Active listening → acknowledges, clarity & confirm, paraphrase -
 functional - conflicting ideas leading to better solution

Conflict management → Differing opinions(?) ideas

Networking → Establish cross team collaboration
 → Harnessing expertise
 → Understand differences
 → Recognize project dynamics

Dysfunctional leading to anger
 frustration & lost time
 To understand the conflict type
 & have a safe environment

Cultural & political awareness

Tools & techniques

1) Active listening

1. Being attentive
2. Asking open ended questions
3. Asking probing questions
4. Requesting clarification

5. Paraphrase
6. Being attuned to & reflecting feelings
7. Summarize

2) Conflict management

1. Resources
2. Schedule
3. Budget
4. Priorities
5. Personnel files
6. Personal Work types

Dysfunctional conflict reduction (Encourage functional conflict)

- Ground rules
- Communication Management plan
- Roles & responsibilities
- Productive meetings

3) PMI techniques to resolve conflicts

1. Collaborate - problem solve
 - Incorporate multiple viewpoints
 - Take corrective action
 - Cooperative attitude
 - Conclusive & commitment
2. Compromise - Reconcile
 - (not preferred but necessary)
 - each party receives something
3. Force - Direct
 - (one viewpoint is pushed)
 - second party may not like it
4. Withdraw
 - Avoid
 - Not preferred
 - May force
 - Can sometimes be +ve.
5. Smooth - Accommodate
 - (areas of agreement are emphasized)
 - Needs are postponed

3) Cultural awareness

Communication

Political awareness
Communication
(PM can potentially possess many forms of power)

- Position power: based on position (from Project charter, resources etc)
- Reward power: Ability to give rewards (raises, promotions, recognition)
- Penalty power: Ability to take punitive action
- Expert power: Functional expertise
- Referent power: Based on personal charisma, likability (or respect)
- Informational: Control over the flow and access to information

Monitor communications

Responsibilities

- Monitor
- Integrated change control process
- Communication mgmt plan is updated
- Stakeholder register needs to be updated
- Issue log (projects / person / resources)
- Meetings

→ lessons learned

- X -
- < -

Meeting techniques

- Clear & actionable
- 48/24 Agenda
- Minutes
- Purpose
- Share materials

→ Opportunities

→ Note take

→ Assignments.

→ Non attribution (good environment, here parking lot)

→ Meet for purpose

- X -
- , -

Virtual communication tips

- Clear communication
- Shared responsibilities
- Best meeting practices

- Meeting norms
- Shared views
- Open team culture
- Activate camera
- Screen-share
- Common repository

→ Building relationship
→ Understanding team

→ Technology + technology

PMI code of ethics

- Responsibility
- Respect
- Fairness - X -
- Honesty - -

expert viewpoints

- know your audience
- understand comm. Styles
- Adjust your style
- check ins, notes

- Management by Walking & talking
- lack of commitment (MBWAT)
- Poor collaboration
- Overburdened communication plan.