ADOT

EFFECTIVE COMMUNICATION

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ARIZONA DEPARTMENT OF TRANSPORTATION

PROJECT DELIVERY ACADEMY
MODULE 3: COMMUNICATIONS AND DEVELOPMENT

IN THIS PRESENTATION:

- The Communication Cycle

- Listening

- Interpersonal Communications

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communication noun

com·mu·ni·ca·tion   (kə-ˌmyü-nə-ˈkā-shən ◀))

Synonyms of *communication* >

1   **a** : a process by which information is exchanged between individuals through a
      common system of symbols, signs, or behavior

   | the function of pheromones in insect *communication*

   also : exchange of information

   b : personal rapport

   | a lack of *communication* between old and young persons

2   **a** : information communicated : information transmitted or conveyed

   b : a verbal or written message

   | The captain received an important *communication*.

EXERCISE

Draw What I Describe

No Questions

DOES YOURS LOOK LIKE THIS?

Thin, diagonal stripes within top half of circle

Touches triangle on right and bottom

Horizontal line through center

Circle with center point at center of hypotenuse

Right angle - bottom right of page

Isosceles right triangle
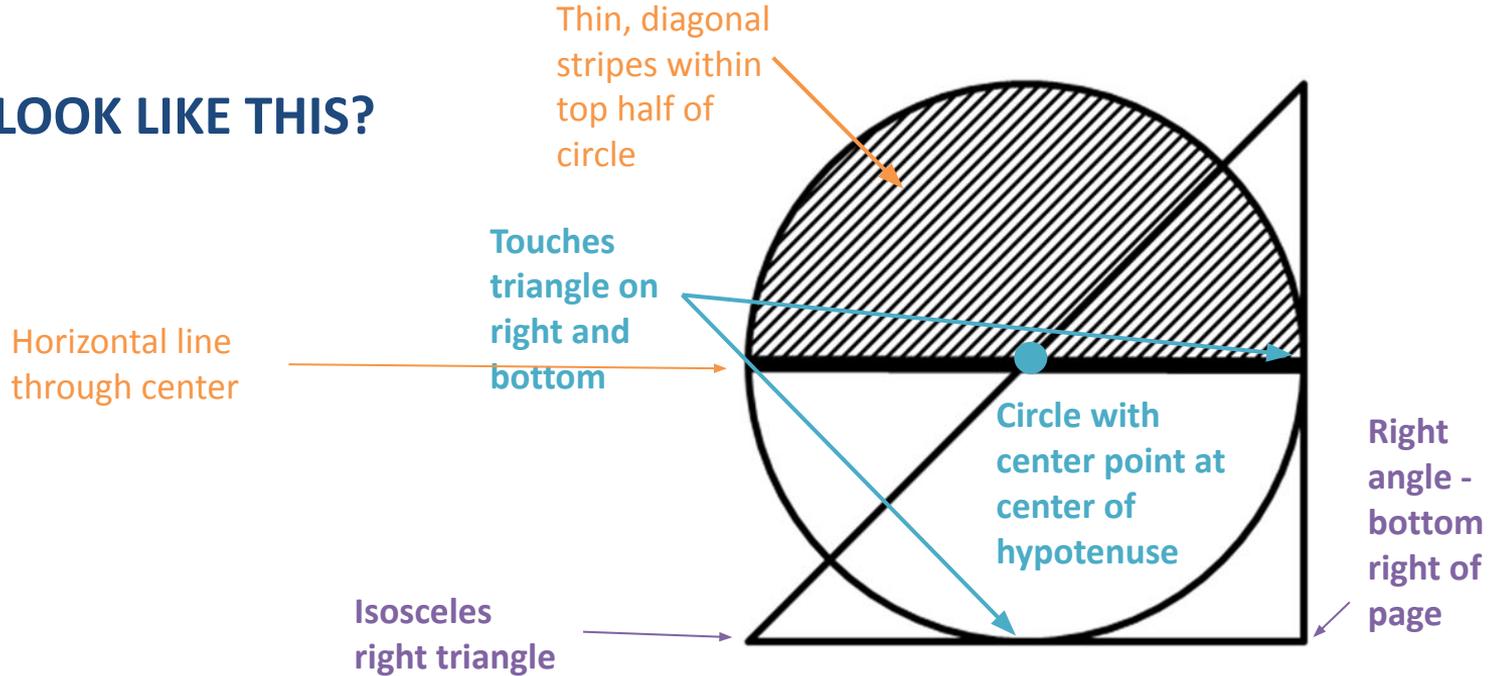
What does this have to do
with being a project manager?

Everything!

Some studies suggest that the PMs
spend up to **90%** of their time communicating!

The Communication Cycle

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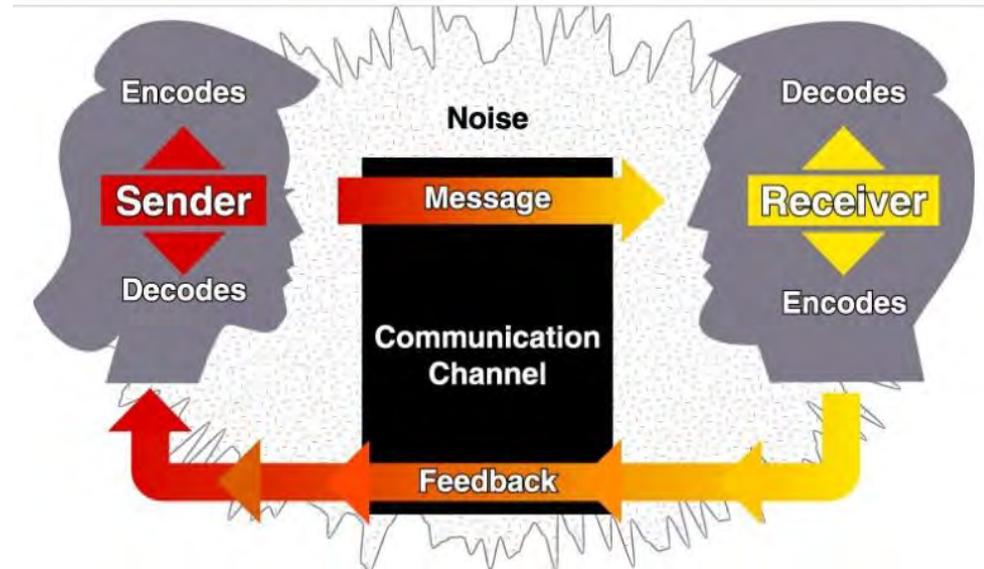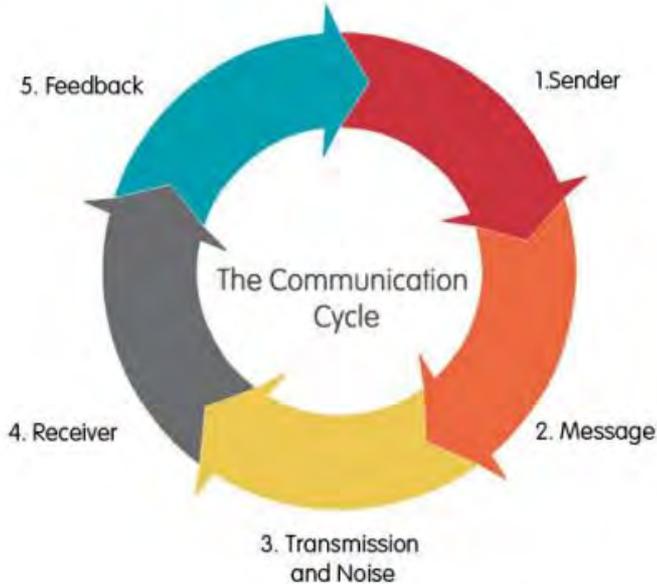
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Starting the Messaging Cycle:

Step 1: Encoding

Convert to a form - Prepare your message

Step 2: Delivery

Send the message

Step 3: Decoding

Turning the communication to thoughts
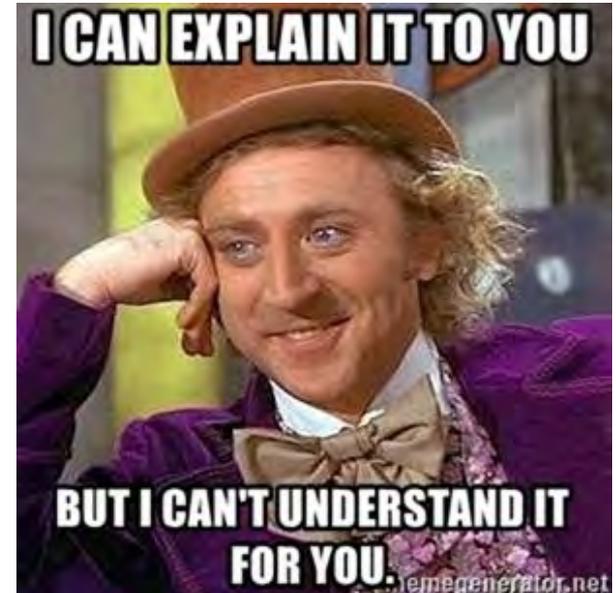
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MODULE 3: COMMUNICATIONS AND DEVELOPMENT

Step 1 - Encoding

Organizing Thoughts

Why/What do I want to communicate?

With whom do I want to communicate?

When do I want to communicate?
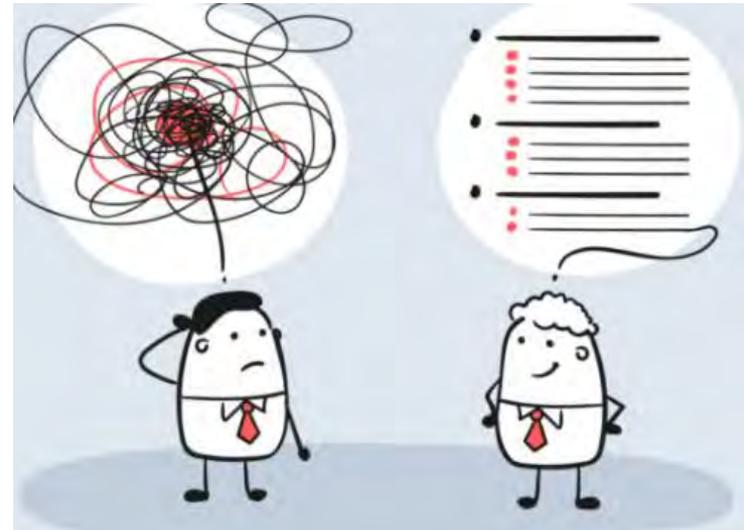
WHY/WHAT DO I WANT TO COMMUNICATE?

- **A Question?**

- **Directive**

- **Feedback**

- **"Opinion"**

- **Idea**

"You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere." - Lee Iacocca

WHO DO I WANT TO COMMUNICATE WITH?

- **Manager**
- **Team**
- **Direct Report**
- **Coworker**
- **Family**

Will dictate:
- The words you say
- The tone you use
- The way you communicate

WHEN DO I WANT TO COMMUNICATE?

- Now

- One-time

- Repeatedly

- Regularly

PM Examples:
Ask Roadway Designer to prepare Survey request (one-time)
Follow up on Status of Clearance (bi-weekly)
Communicate Project Status with Team (monthly)

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday

WHY DOES IT MATTER:

- **Organize Thoughts**
- **Prepare**
- **Choose Delivery Method**
- **Consider Emotions**

Effective communication can increase employee engagement, boost workplace productivity, and drive growth.

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Step 2 - Delivery
HOW do I want to communicate?

Face to Face   Email

Phone   Messaging

Google Meets   Google Chat

Text   Letter

DELIVERY - COMMUNICATING VOCALLY

Face to Face

Virtual Meeting

Consider words to use, your voice quality, and your body language

When people are speaking...

7% of the message comes from the words

36% of the message comes from the voice

57% comes from nonverbal communication

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Step 3 - Decoding
Listening & Interpretation
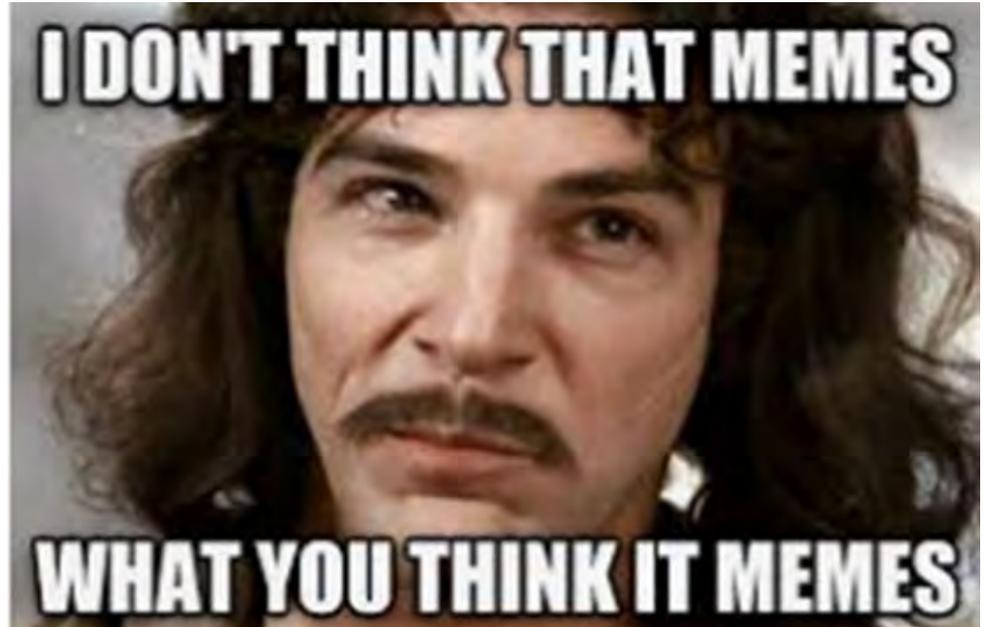
REACTIVE LISTENING

Formulating opinion

"I know already"

Agree/Disagree

Find the flaw

Dominate the discussion

ACTIVE LISTENING

Possibility

Commitment

Content

Opportunity

Contribution

POOR LISTENING HABITS

Not paying attention

Listen: 150 – 250 wpm

Think: 1,000 – 3,000 wpm

Pseudolistening

Sender thinks the receiver understands

Listening but not hearing

Interrupting

Making assumptions about the "rest of
the story"

EFFECTIVE LISTENING HABITS

Paraphrasing:
Restate in your own words

Pay attention:
Force yourself

Active listening

Don't Interrupt

Listen for the entire message:
Look for meaning and consistency in both verbal and non-verbal cues

Listen for ideas, intentions, feelings, and facts (context)

Hear before evaluating:
Don't draw premature conclusions

Ask clarifying questions

Hold judgment or advice
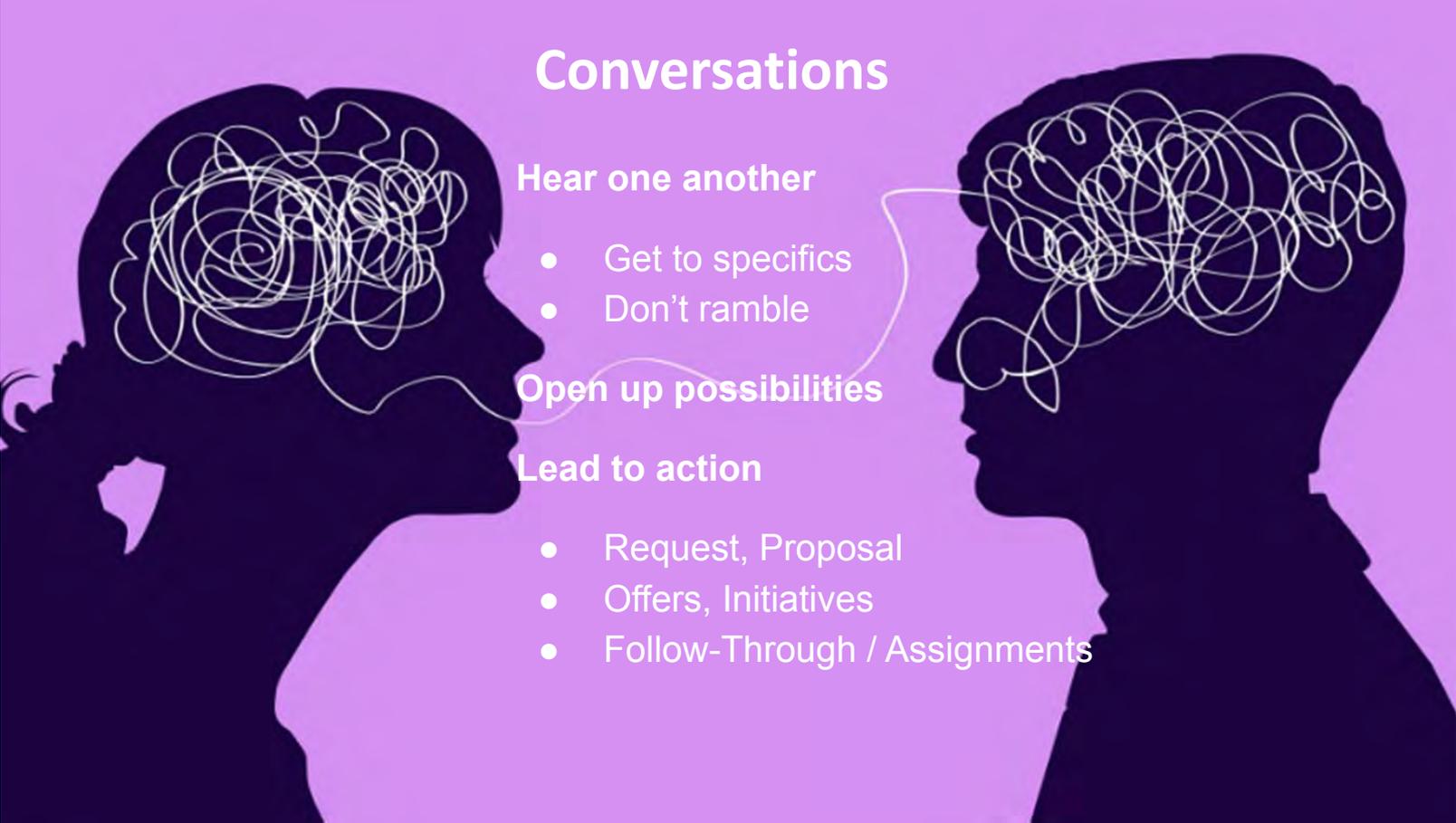
THINGS TO CONSIDER:

PREPARATION

ANTICIPATE QUESTIONS

BE CONFIDENT (not arrogant)

UNDERSTAND & RESPECT VARYING VIEWPOINTS

DEMONSTRATE YOU ARE LISTENING

OTHER THINGS TO CONSIDER

EMPATHY

Understand & Respect Varying Points of View

Demonstrate You Are Listening
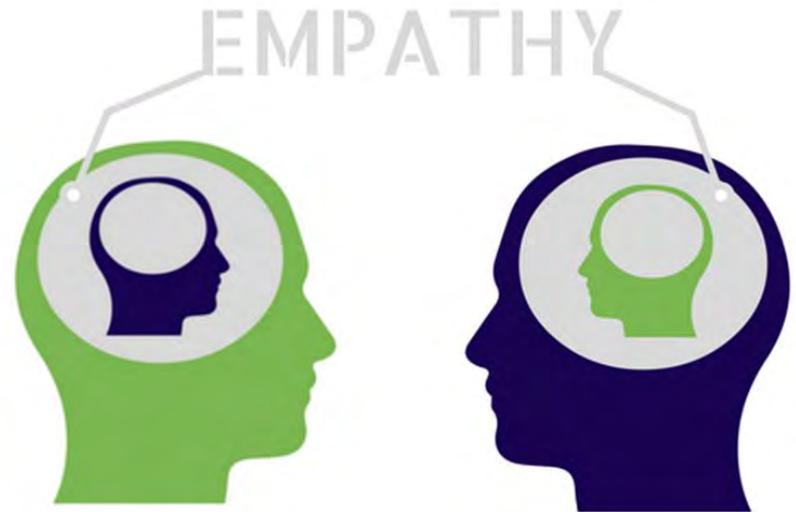
OTHER THINGS TO CONSIDER

FEEDBACK

Give And Receive Feedback

Give Praise For Efforts / Accomplishments

PROJECT MANAGERS USE COMMUNICATION SKILLS FOR:

- PRB/PPAC/ Board Meetings

- Huddles/Business Reviews/One on One Coaching

- Project Kick Off Meetings

- Regular Project Progress Meetings/Comment Resolutions

- Agency Meetings

- District Quarterly Meetings

- Stakeholder Meetings / Public Meetings

- Partnering sessions

- Conflict resolution meetings / Project Claims

- Scope and Fee Negotiations / Consultant Selection

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