

EFFECTIVE COMMUNICATION

Presented by:

Derek B. Boland, PE

Transportation Manager

Project Management Group

PROJECT DELIVERY ACADEMY

MODULE 3: COMMUNICATIONS AND DEVELOPMENT

IN THIS PRESENTATION:

- The Communication Cycle
- Listening
- Interpersonal Communications



I'm sorry you find
communicating so
difficult, next time I'll
read your mind.



som^{ee}cards
user card

communication noun

com·mu·ni·ca·tion (kə-,myü-nə-'kā-shən «»)

Synonyms of *communication* >

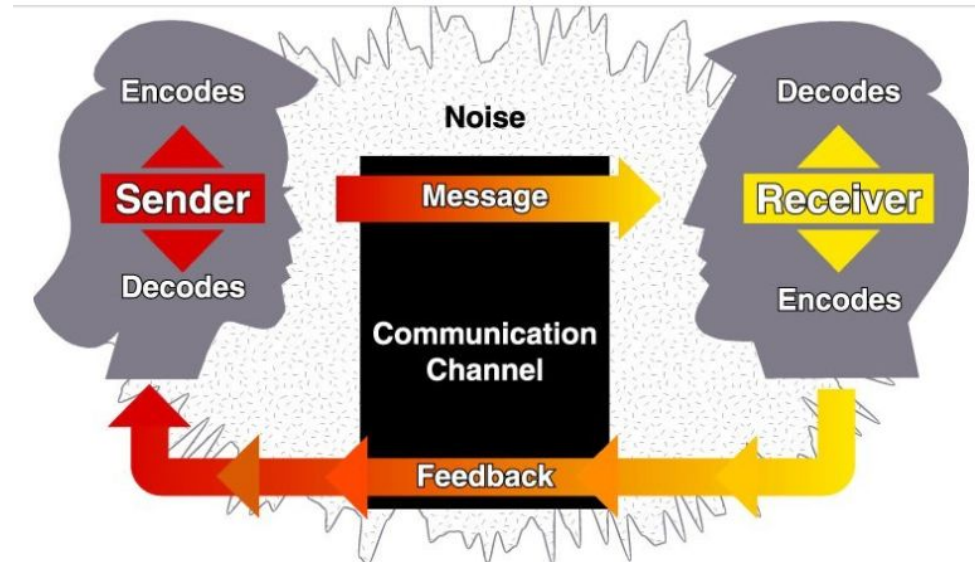
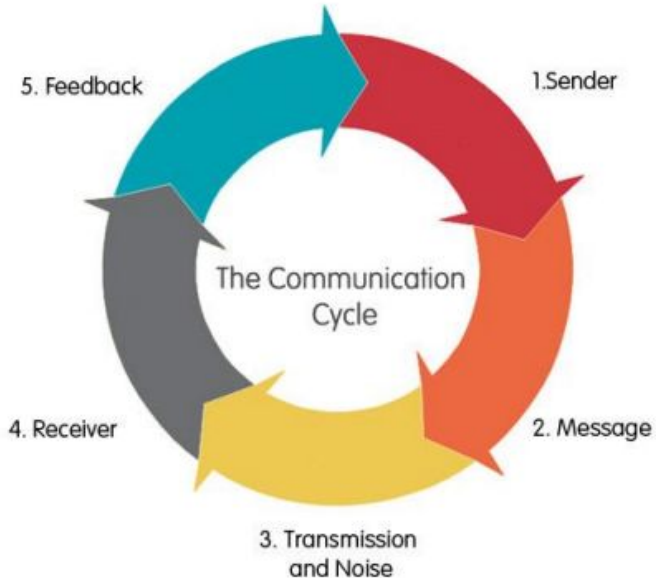
- 1 **a** : a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior
| the function of pheromones in insect *communication*
also : exchange of information
- b** : personal *rapport*
| a lack of *communication* between old and young persons
- 2 **a** : information communicated : information transmitted or *conveyed*
- b** : a verbal or written message
| The captain received an important *communication*.

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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Starting the Messaging Cycle:

Step 1: Encoding

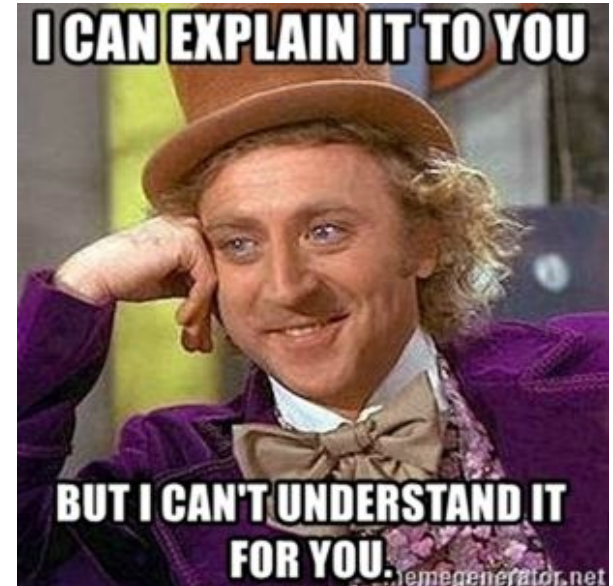
Convert to a form - Prepare your message

Step 2: Delivery

Send the message

Step 3: Decoding

Turning the communication to thoughts



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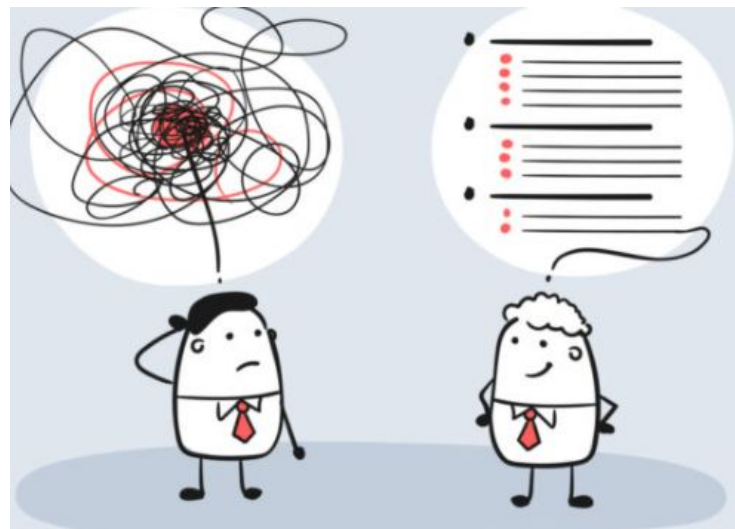
Step 1 - Encoding

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



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

Phone

Google Meets

Text

Email

Messaging

Google Chat

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

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)

Paraphrasing:

Restate in your own
words

Hear before evaluating:

Don't draw premature
conclusions

Ask clarifying questions

Hold judgment or advice

Conversations

Hear one another

- Get to specifics
- Don't ramble

Open up possibilities

Lead to action

- Request, Proposal
- Offers, Initiatives
- Follow-Through / Assignments

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THINGS TO CONSIDER:

PREPARATION

ANTICIPATE QUESTIONS

BE CONFIDENT (not arrogant)

UNDERSTAND & RESPECT VARYING VIEWPOINTS

DEMONSTRATE YOU ARE LISTENING

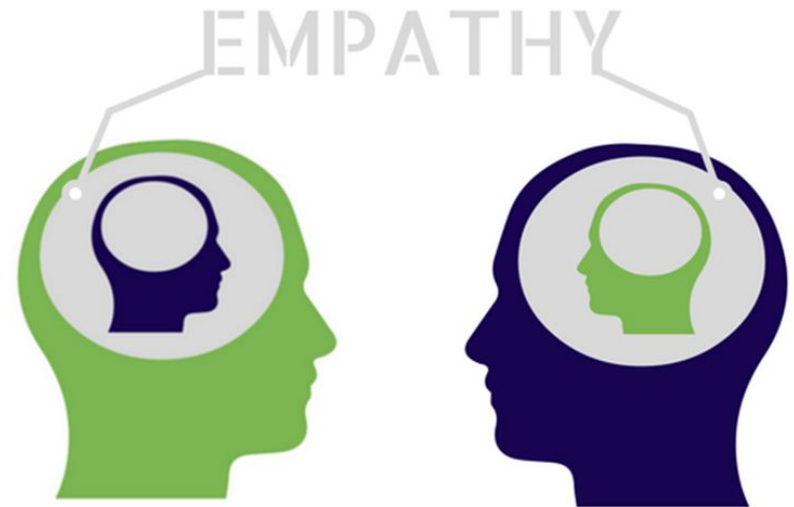


OTHER THINGS TO CONSIDER

EMPATHY

Understand & Respect Varying Points of View

Demonstrate You Are Listening



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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



