

# EFFECTIVE COMMUNICATION

**Presented by:**

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**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<sup>ee</sup>cards  
user card

# PROJECT DELIVERY ACADEMY

## MODULE 3: COMMUNICATIONS AND DEVELOPMENT

ADOT



communication



# com·mu·ni·ca·tion

/kəˌmyʊəˈnəːkəʃ(ə)n/

*noun*

noun: **communication**; plural noun: **communications**

1. the imparting or exchanging of information or news.  
"at the moment I am in **communication with** London"

Similar: transmission imparting conveying reporting presenting

- a letter or message containing information or news.  
"a telephone **communication**"

Similar: message statement announcement report dispatch

- the successful conveying or sharing of ideas and feelings.  
"there was a lack of **communication between** Pamela and her parents"
- social contact.  
"she gave him some hope of her return, or at least of their future **communication**"

Similar: contact dealings relations connection association communion

2. means of sending or receiving information, such as phone lines or computers.  
"satellite **communications**"
- the field of study concerned with the transmission of information by various means.

## PROJECT DELIVERY ACADEMY

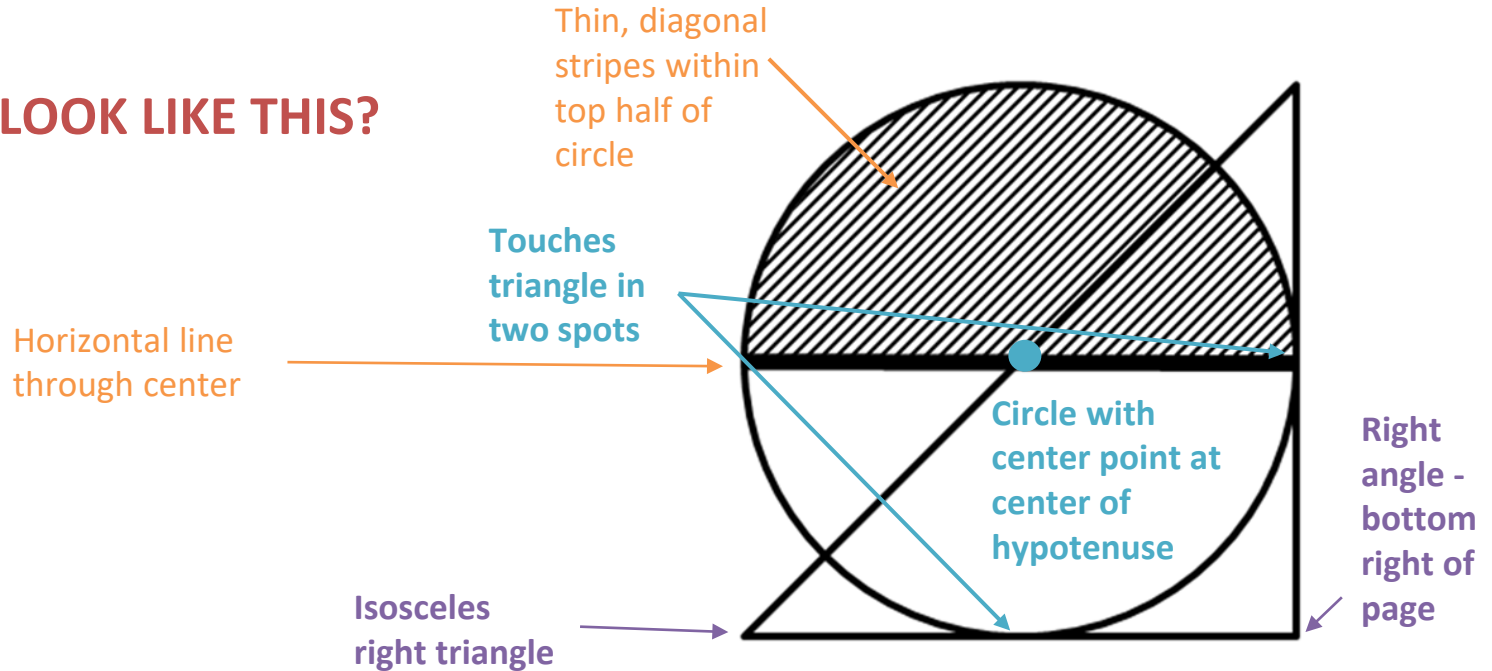
## MODULE 3: COMMUNICATIONS AND DEVELOPMENT

## EXERCISE

- Draw What I Describe
- No Questions



## DOES YOURS LOOK LIKE THIS?

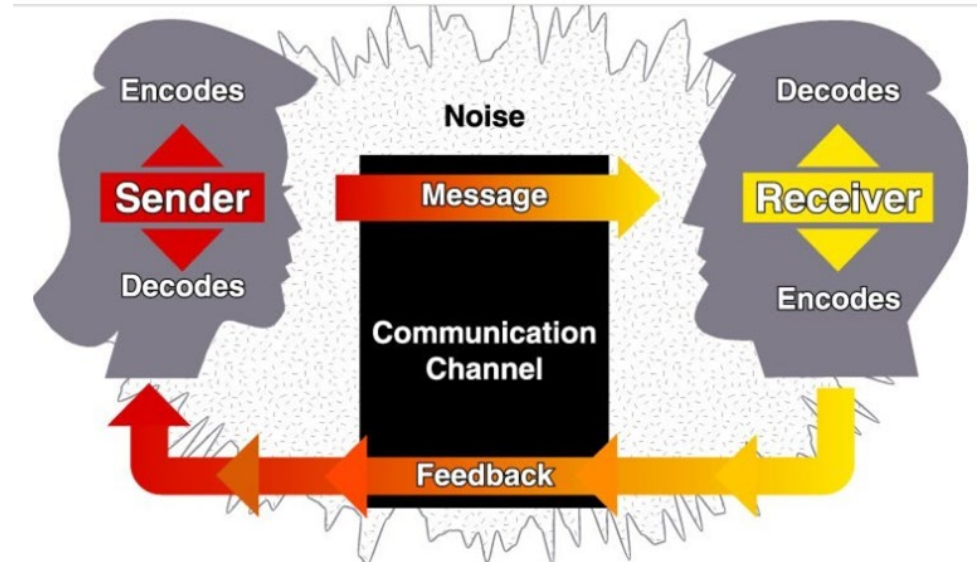
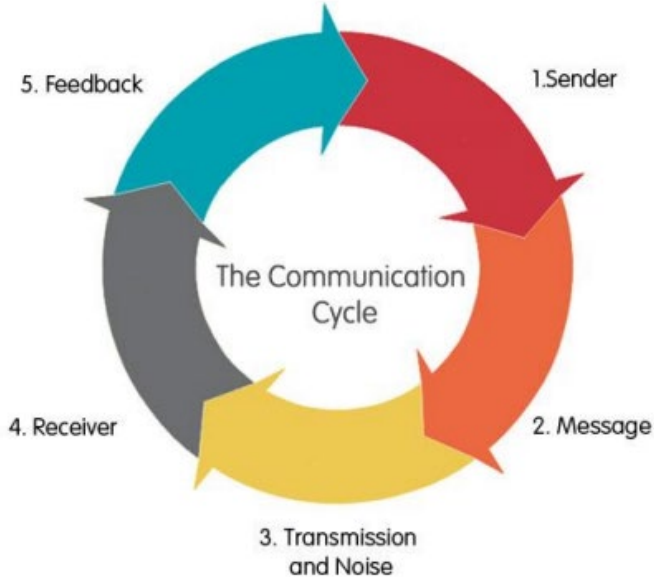


What does this have to do  
with being a project manager?

*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

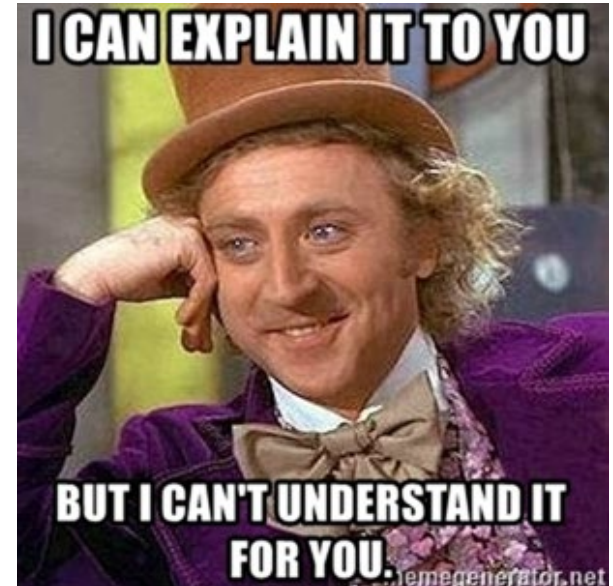
Convert to a form - Prepare your message

## Step 2: Delivery

Send the message

## Step 3: Decoding

Turning the communication to thoughts



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## MODULE 3: COMMUNICATIONS AND DEVELOPMENT

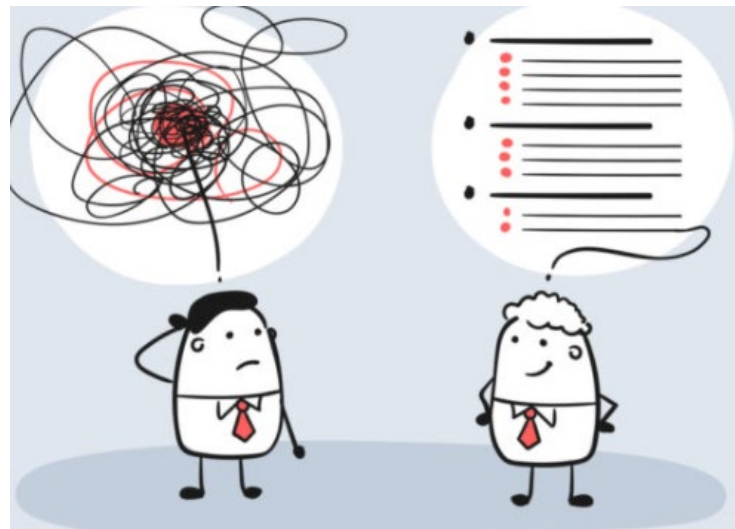
# Step 1 - Encoding

## 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?

- 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

Chat

Text



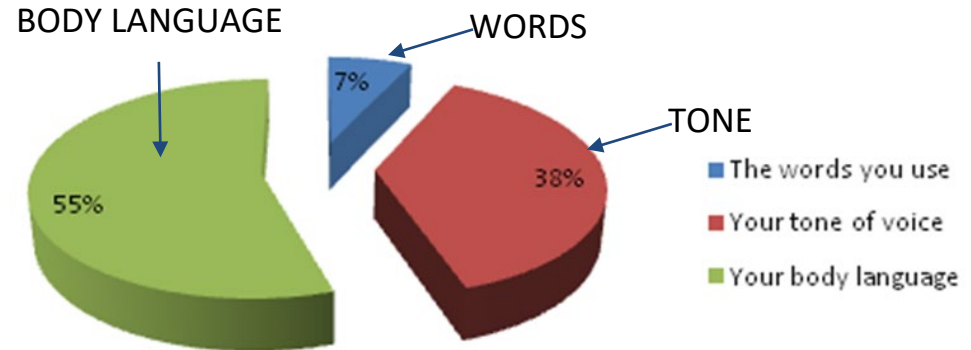
Google

## DELIVERY - COMMUNICATING VOCALLY

### Face to Face Virtual Meeting

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

#### Key Elements Of Successful Communication



Albert Mehrabian (1967)



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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 message”



## 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

## EFFECTIVE LISTENING HABITS

6 KEY ACTIVE  
**LISTENING SKILLS**

					
1. PAY ATTENTION.	2. WITHHOLD JUDGEMENT.	3. REFLECT.	4. CLARIFY.	5. SUMMARIZE.	6. SHARE.

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## OTHER THINGS TO CONSIDER

PREPARATION

UNDERSTAND & RESPECT VARYING VIEWPOINTS

ANTICIPATE QUESTIONS

DEMONSTRATE YOU ARE LISTENING

BE CONFIDENT (not arrogant)

PROVIDE FEEDBACK

Give and receive feedback

Give Praise for Efforts and

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





