



PROJECT MANAGEMENT

60 Minutes

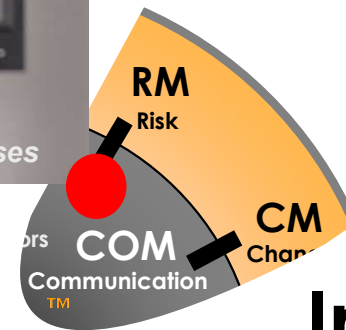
COM: Communication Management

Bogdan Lent





- Human Factor Processes



Interaction

Communication Management



Project Management



How the customer explained it



How the Project Leader understood it



How the Analyst designed it



How the Programmer wrote it



How the Business Consultant described it



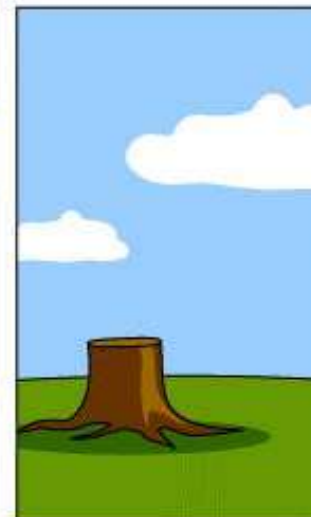
How the project was documented



What operations installed



How the customer was billed



How it was supported



What the customer really needed





Important conversations



Small talk



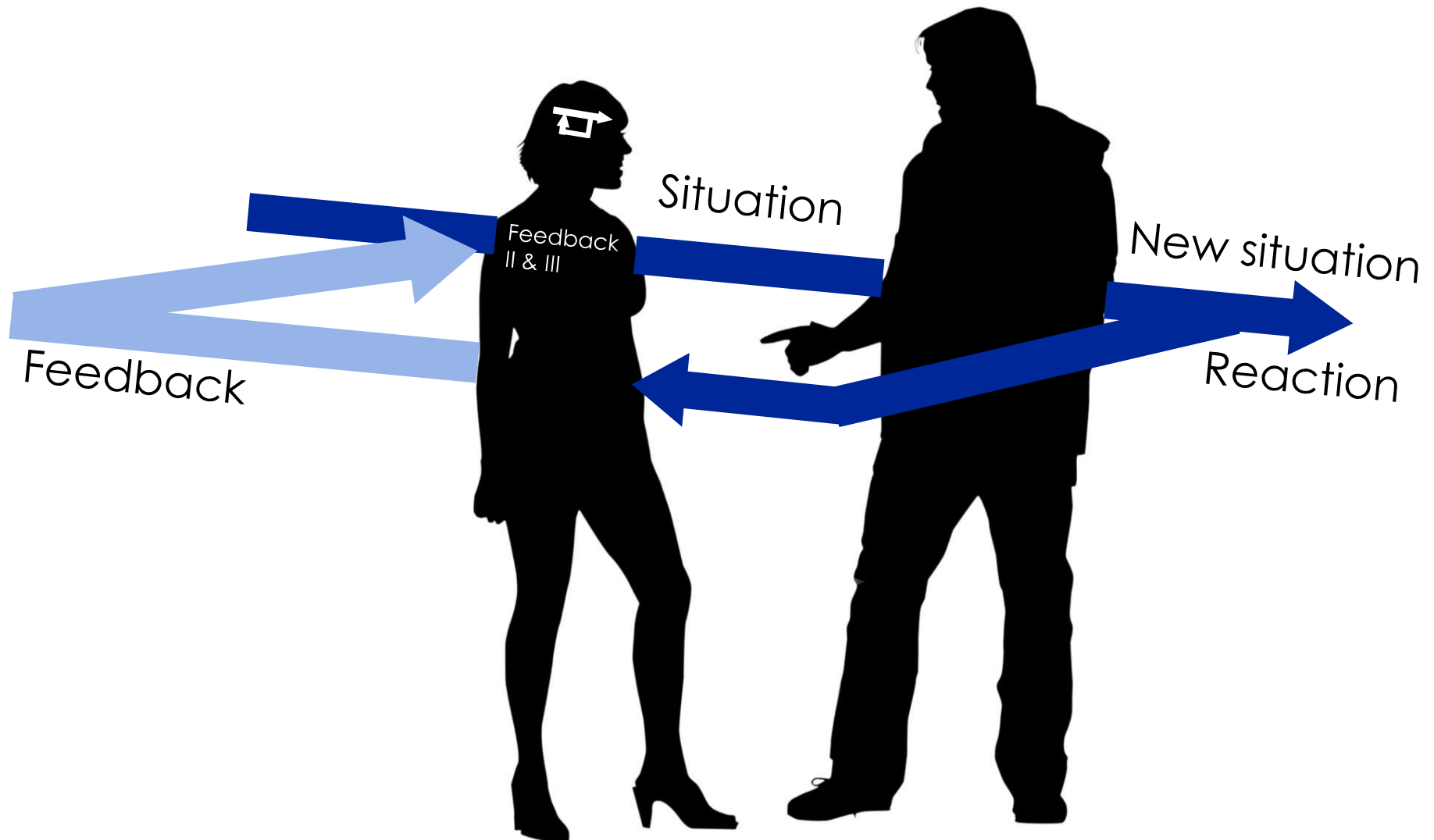
Qualifying conversations



**POLITECHNIKA
BYDGOSKA**
Wydział Zarządzania

Dr. hab. rer oec., Dr.-Eng. Bogdan Lent, prof. PBS

02:00 COM Communication Management



Communication Management

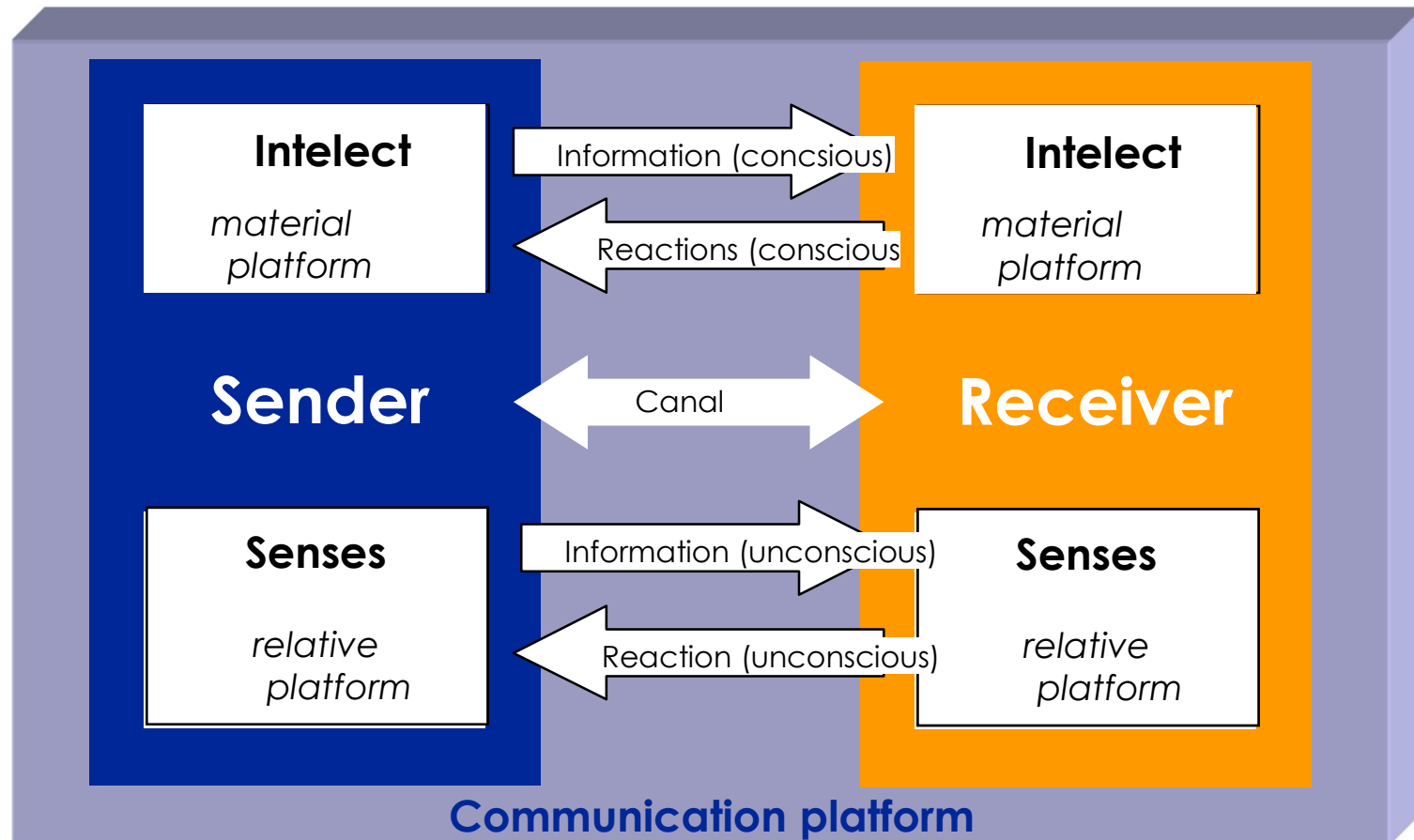
Goal

The goal of communication management is to assure effective and efficient information flow within internal and external structures of a project with the sole goal of supporting the successful project realization. It comprises both the plain uni- or bi-directional information flow as well as marketing.



Project Management

Communication Channel



Transaction Analysis

- TA is a theory of integrating people. It combines the abilities of behavior analysis with psychological way of thinking. It is oriented on human perception as seen in social psychology.
- TA is primarily an attitude, which accept a deep human virtues in everybody, reflected in one's own attitude towards it's life
- Contract is a prerequisite of TA (contract is made by adult persons (A))
- By choosing TA we accept it's deployment in practice and our own development
- TA is used in psychology, pedagogy and consulting for personal enrichment and organization of team work.



Number of communication channels



$$\text{Liczba kanałów} = n * (2^n / 2 + (n-1))$$

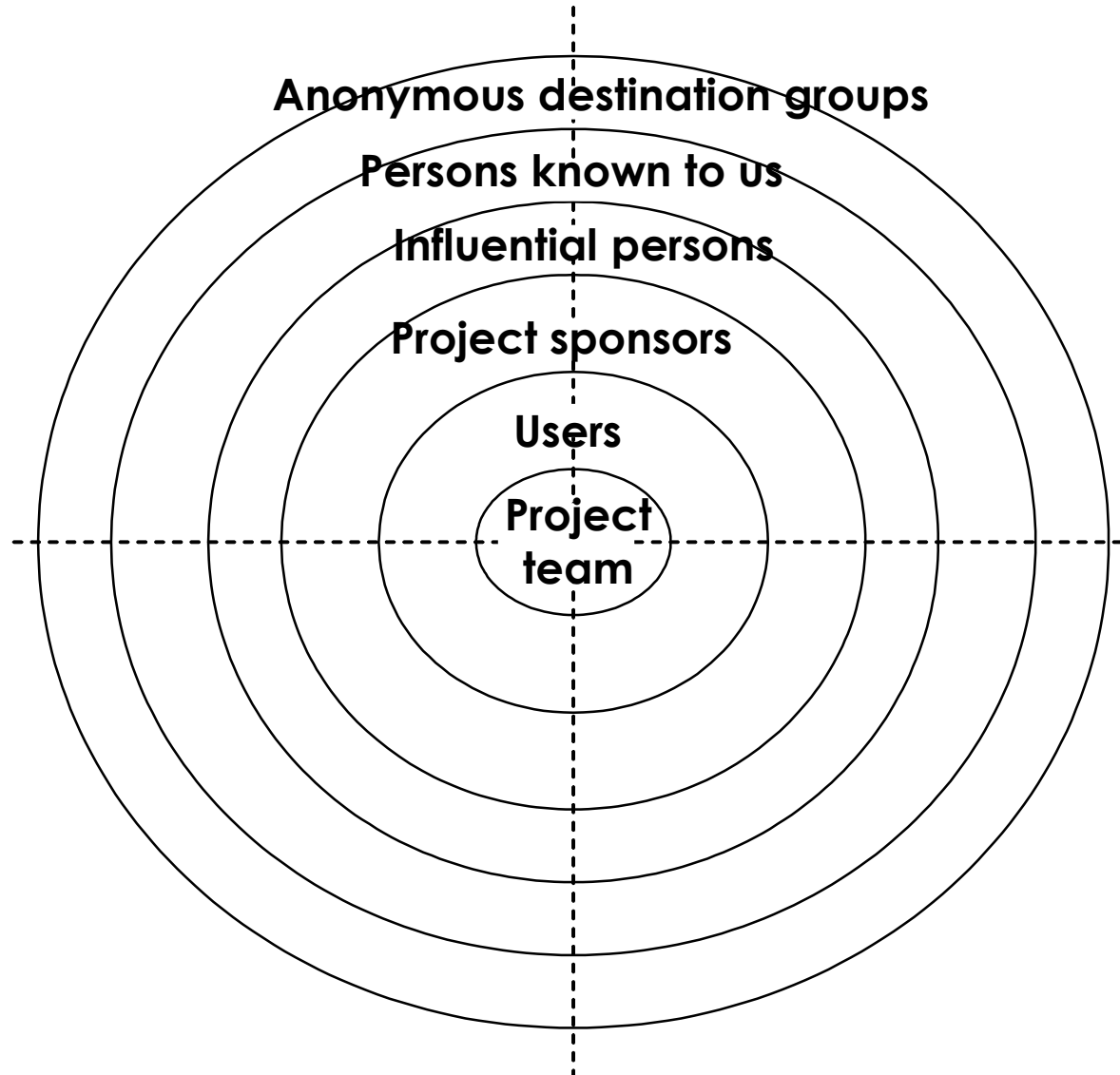
W zespole szef i 6 pracowników: **222** różnych kanałów komunikacyjnych

Szef i jeden pracownik: $1 * (2^1 / 2 + (1-1)) = 1$

Szef zespołu z 5 pracownikami: $5 * (2^5 / 2 + (5-1)) = 100$



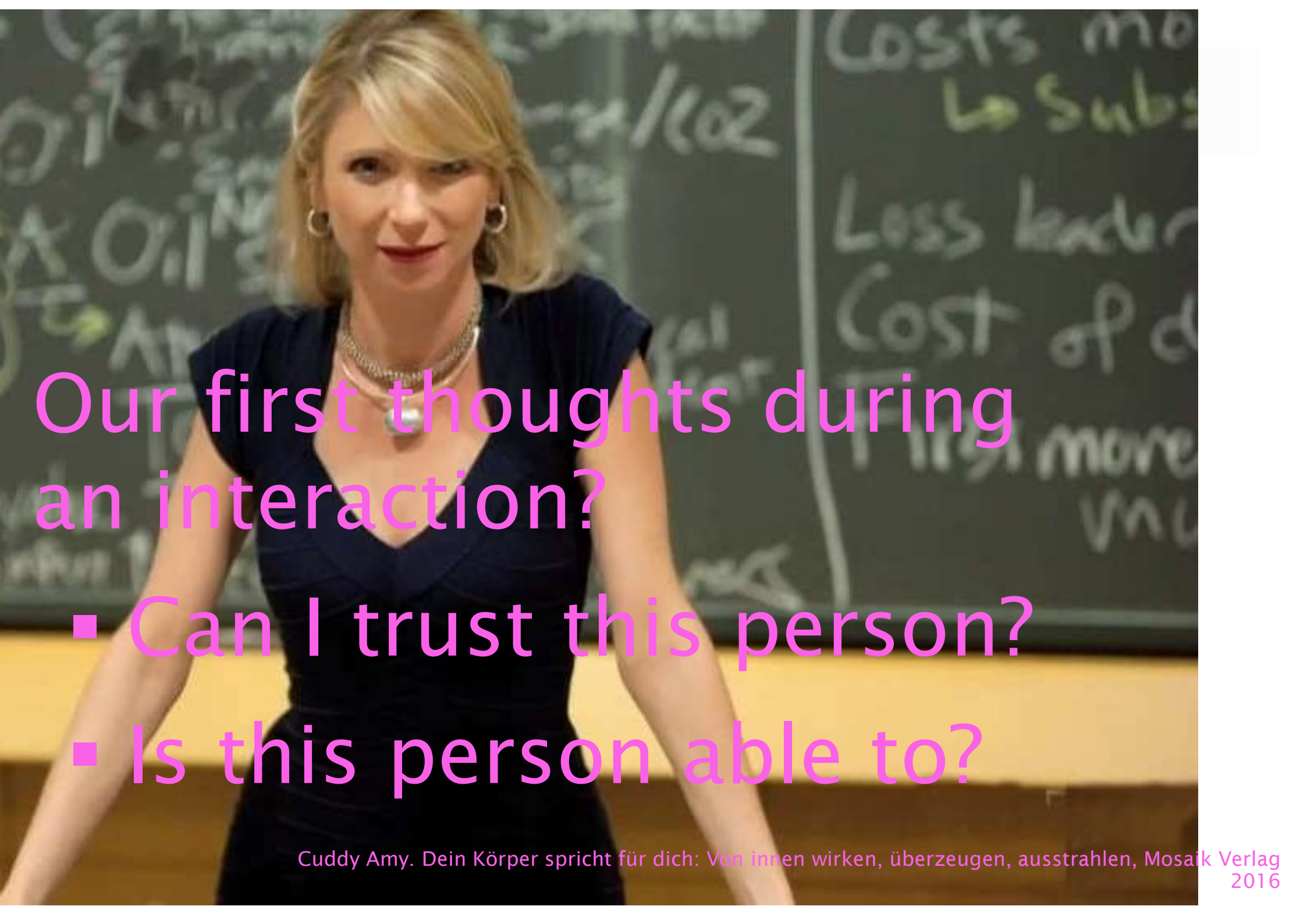
Sender Priorities



A close-up portrait of a Black woman with short, curly, grey hair. She is looking slightly to the left with a gentle expression. She is wearing a blue garment and a large, circular, metallic earring. The background is dark and out of focus.

People will forget
what you said,
people will forget
what you did,
but people
will never forget
how you made them feel.

Angelou Maya, Rainbow in the Cloud, Radnom House, New York, 2014

A woman with blonde hair, wearing a dark blue dress and a necklace, stands in front of a chalkboard filled with handwritten text. The text on the chalkboard includes phrases like 'Costs mo', 'La Sub', 'Loss leader', 'Cost of d', and 'First move'. The woman is looking directly at the camera with a slight smile.

Our first thoughts during
an interaction?

- Can I trust this person?
- Is this person able to?

Communication in team

Impact of Belbin informal team roles

Realizator D Implementer

Koordynator H Chairman

Lider B Shaper

Twórca A Plant

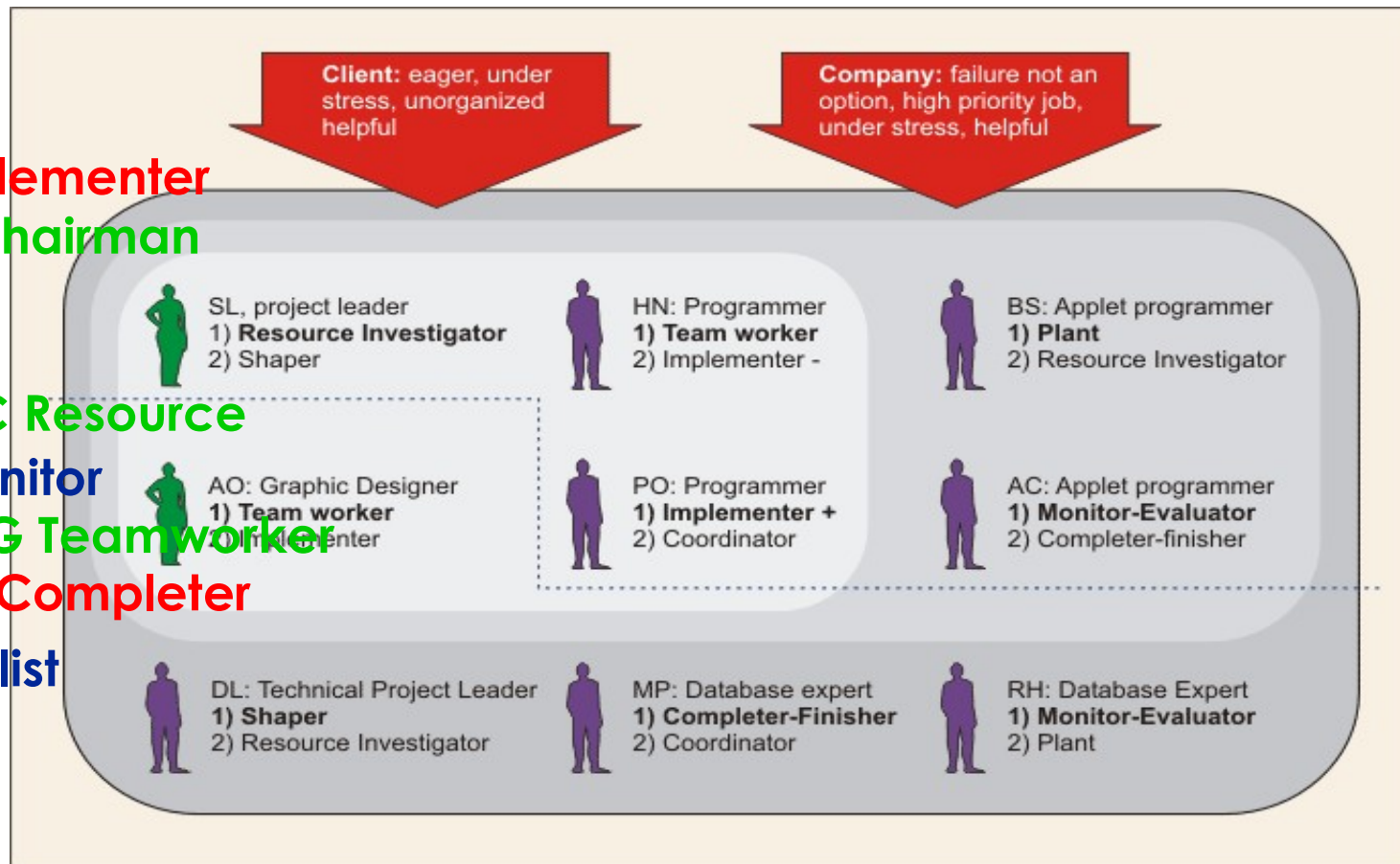
Anal.,posz.zas. C Resource

Kryt. Sędzia I Monitor

Akt.czl.zespołu G Teamworker

Skrup. Wykon. F Completer

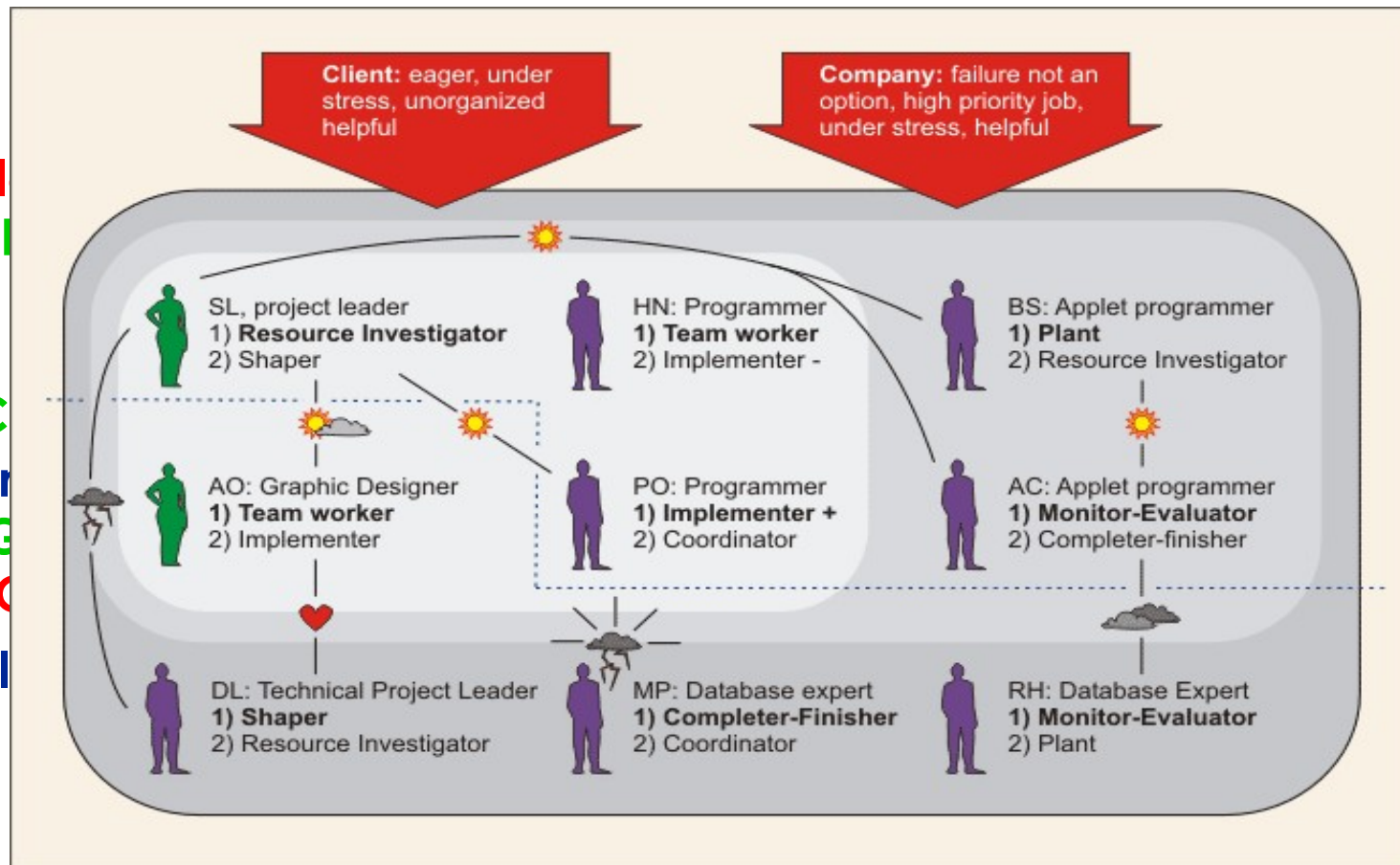
Ekspert E Specialist



Communication in team

Impact of Belbin informal team roles

Realizator D Impl
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Impact of personality on communication

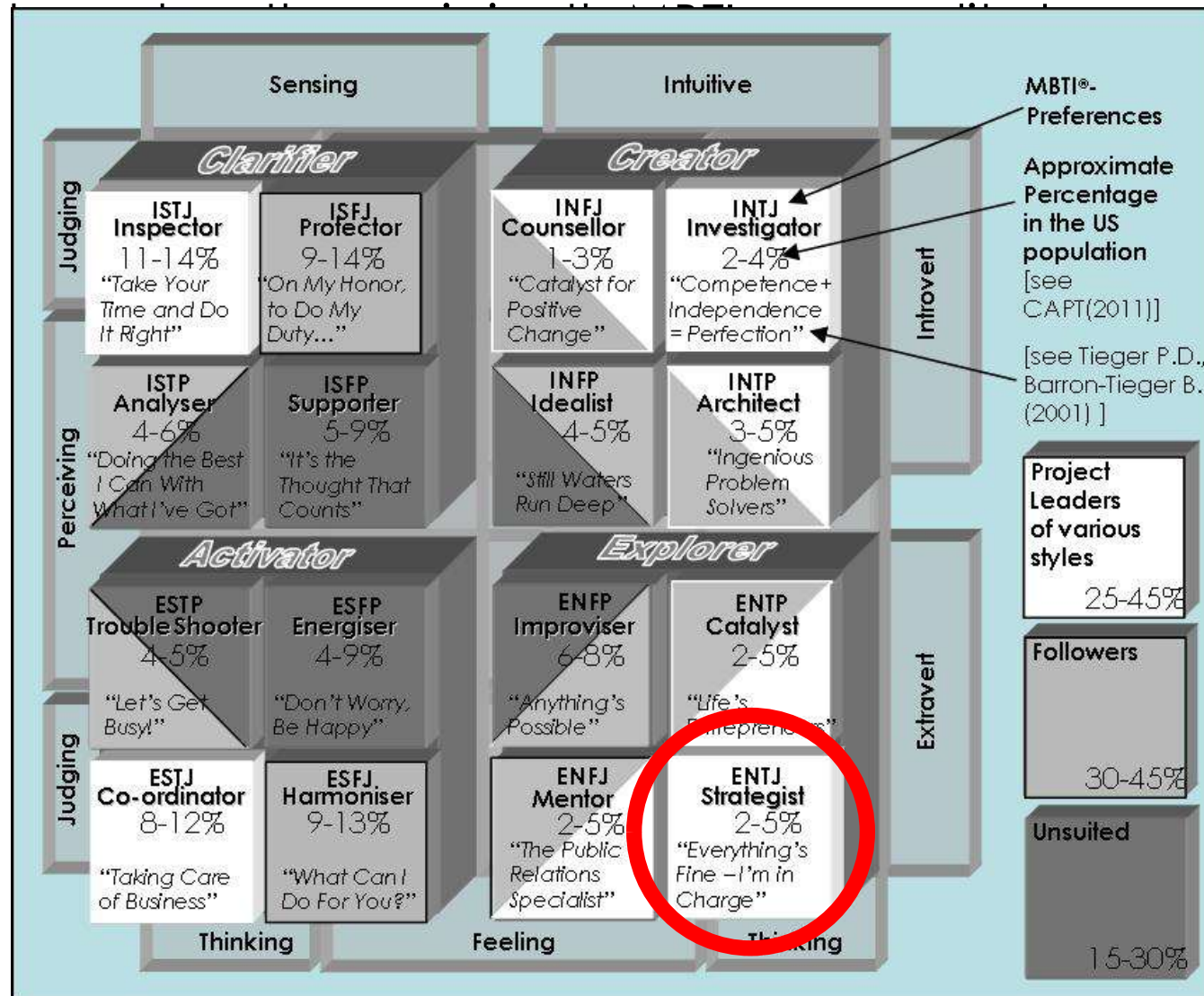
Selecting a communication channel based on the recipient's MBTI personality type

Ozn.	Wymiar MBTI	Rekomendowany sposób komunikacji
E	Ekstrawertyk	Osobiste spotkanie, głośne wspólne myślenie
I	Introwertyk	Ogólny szkic, zostawienie czasu na przemyślenie
S	Zmysłowy	Fakty, dane, przykłady z życia
N	Intuicyjny	Wizja, koncepcja leżące u podstaw
T	Myślący	Argumenty analityczne, wywód intelektualny
F	Uczuciowy	Odwołaj się do wartości, umożliw decyzje "z brzucha"
J	Osądzający	Ustrukturyzowana wypowiedź, ukierunkowana na rozw.
P	Perceweratyw.	Elastyczna lista tematów do omówienia, czasowo nieogr.



Impact of personality on communication

Selecting a communication channel



Project Management

Impact of personality on communication

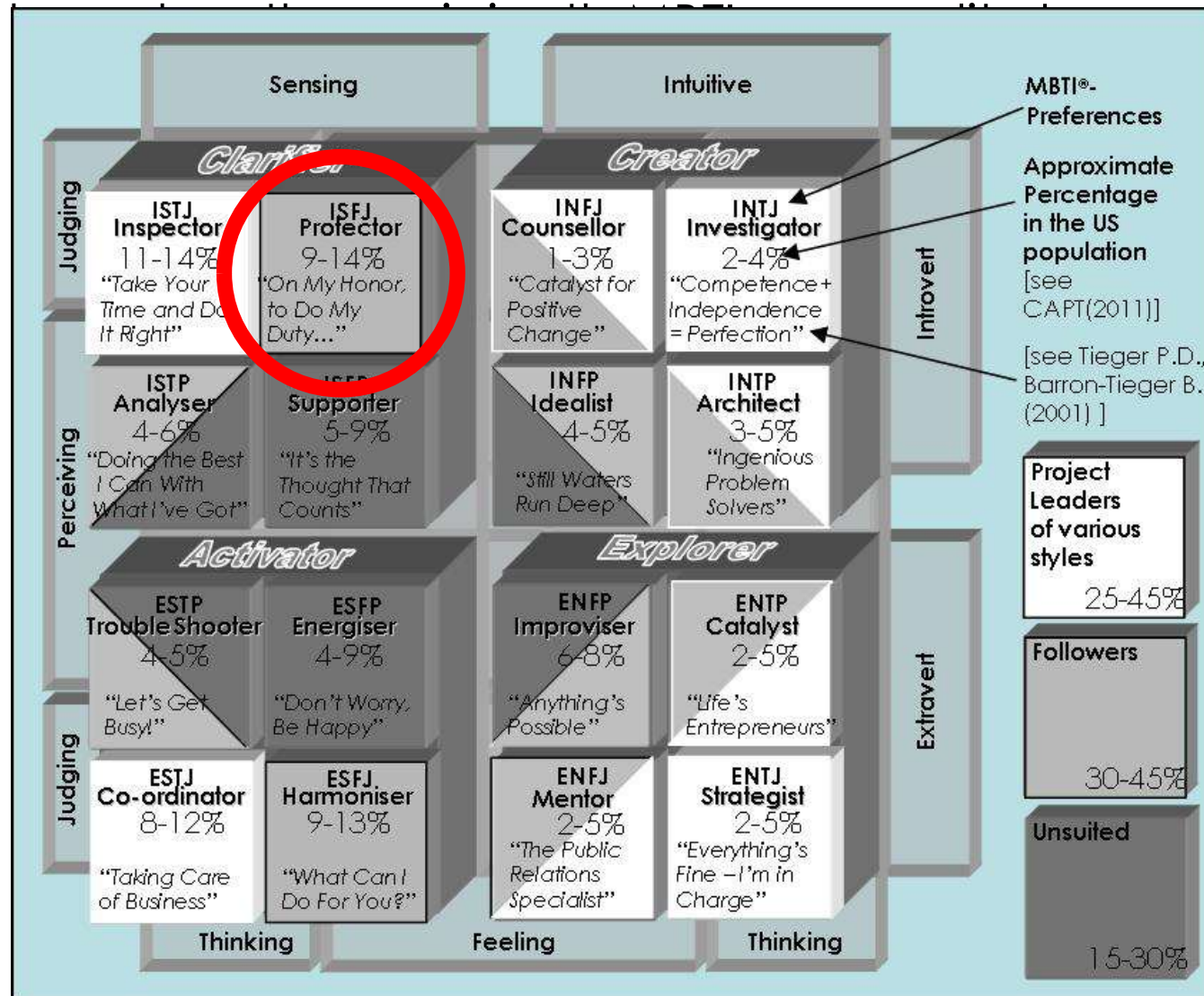
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Selecting a communication channel



Project Management

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Transactional Analysis

- Transactional Analysis (TA) is an integrated theory. It combines principles regarding the recognition of behaviors and psychological thinking, incorporating them into the view of the human being presented by psychology.
- TA is primarily an attitude (based on social psychology—a deep valuation of all people).
- This intellectual value is primarily evident in one's attitude towards life.
- If we decide on AT, we must be prepared for its practical application and for embracing our own development.



Transactional Analysis

Behaviour, feelings, thinking adopted from the past experience from parents or older persons from outside,

Behaviour, feelings, thinking are adequate and direct reaction to the actual and present situation

Behaviour, feelings, thinking originate from own earlier experiences and conclusions, lived in the same form at that moment

Parent

Follows unconditionally generally accepted rules like e.g. „good behaviour at the table“

Adult

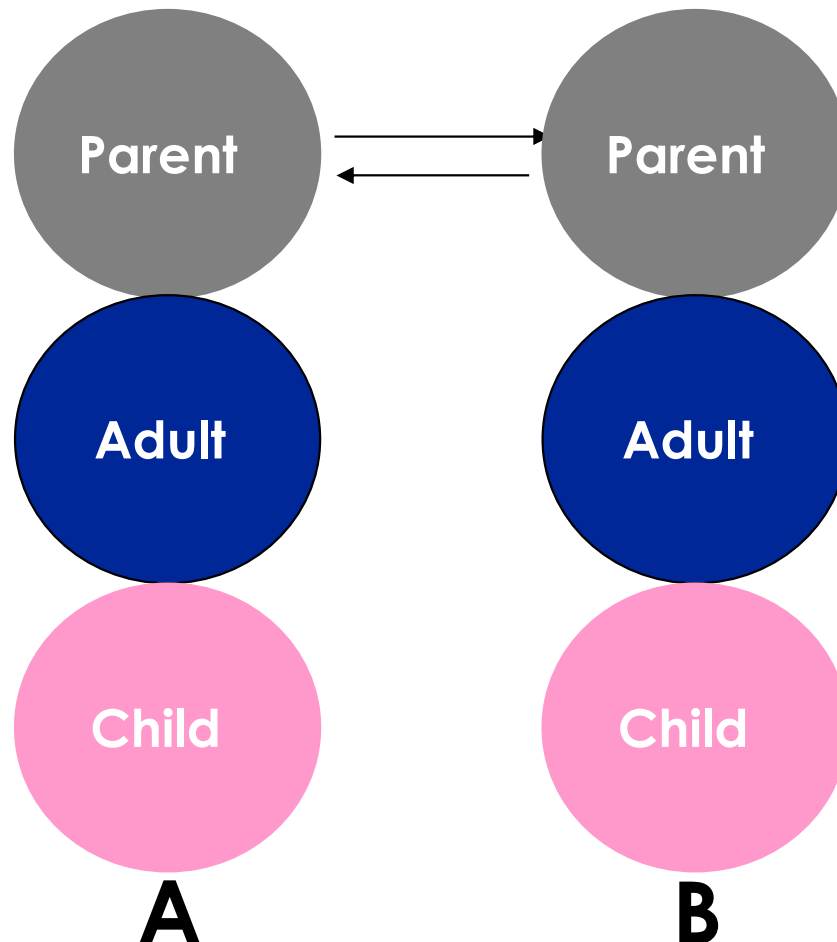
Is open for objective perception of the situation, takes conscious decisions, asks questions

Child

Is natural, spontaneous, creative, curious, see reasoning, is free in behaviour but also furious, shameless, strong, agresive, conflicting



Complementary transactions

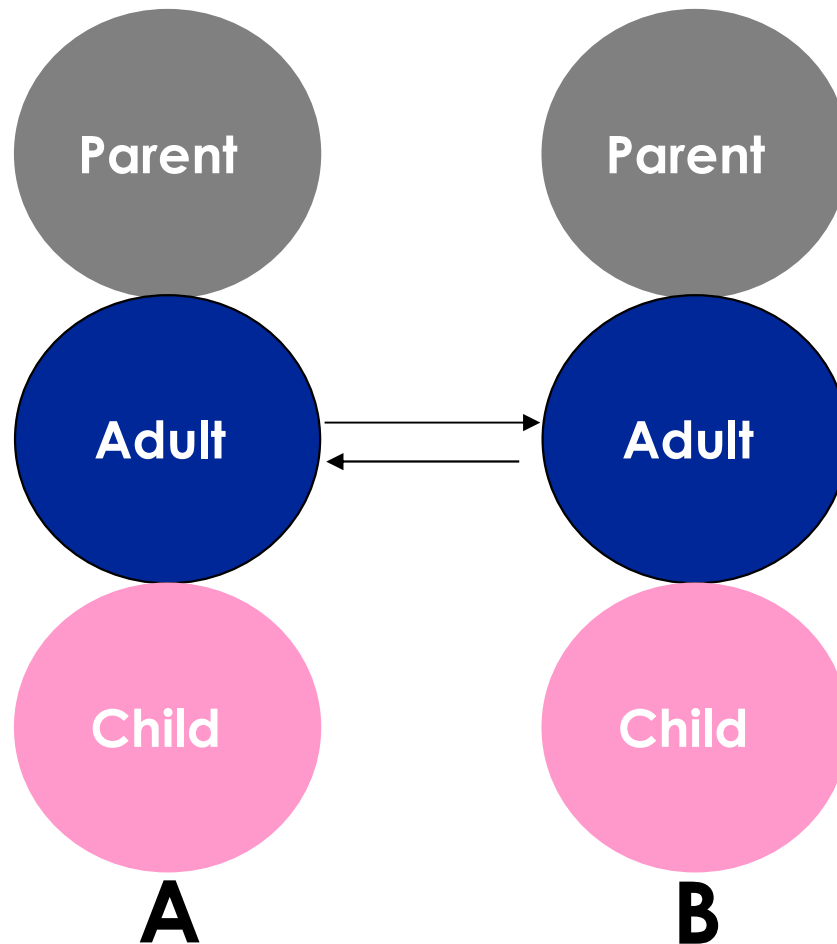


A: „We should forbid them to do it.“

B: „Oh yes, when it would be my son ...!“



Complementary transactions

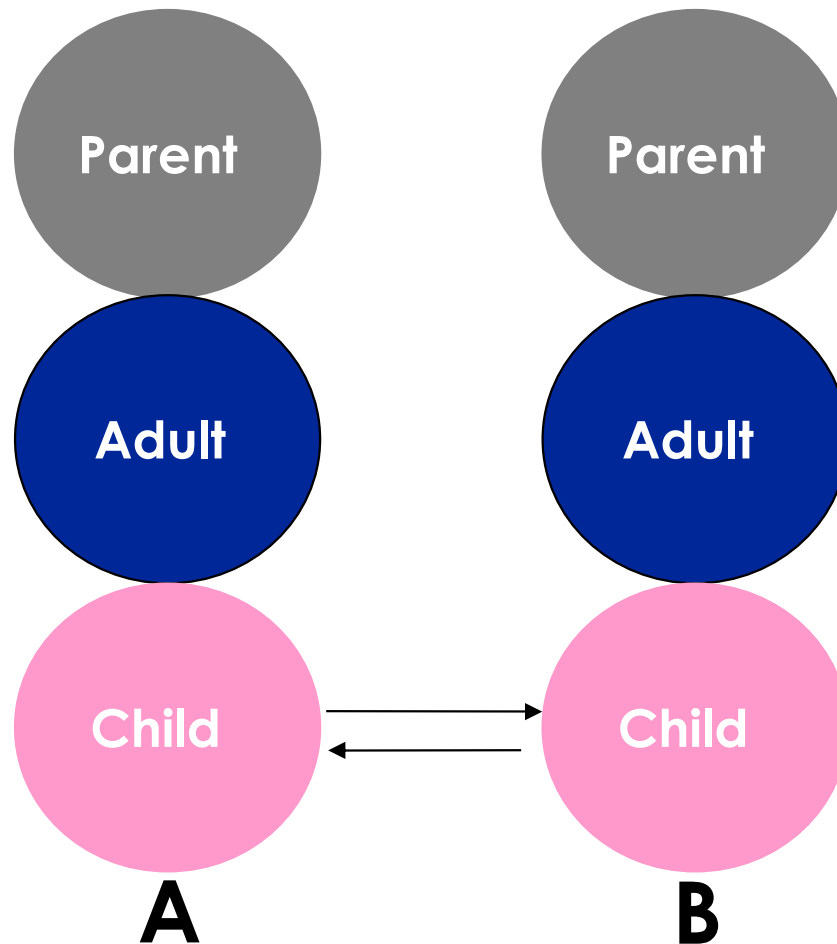


A: „What time is it now?“

B: „It's 10 o'clock“



Complementary transactions



A: „Let's do as they want it.“

B: „Yes, if they say so it is ok“

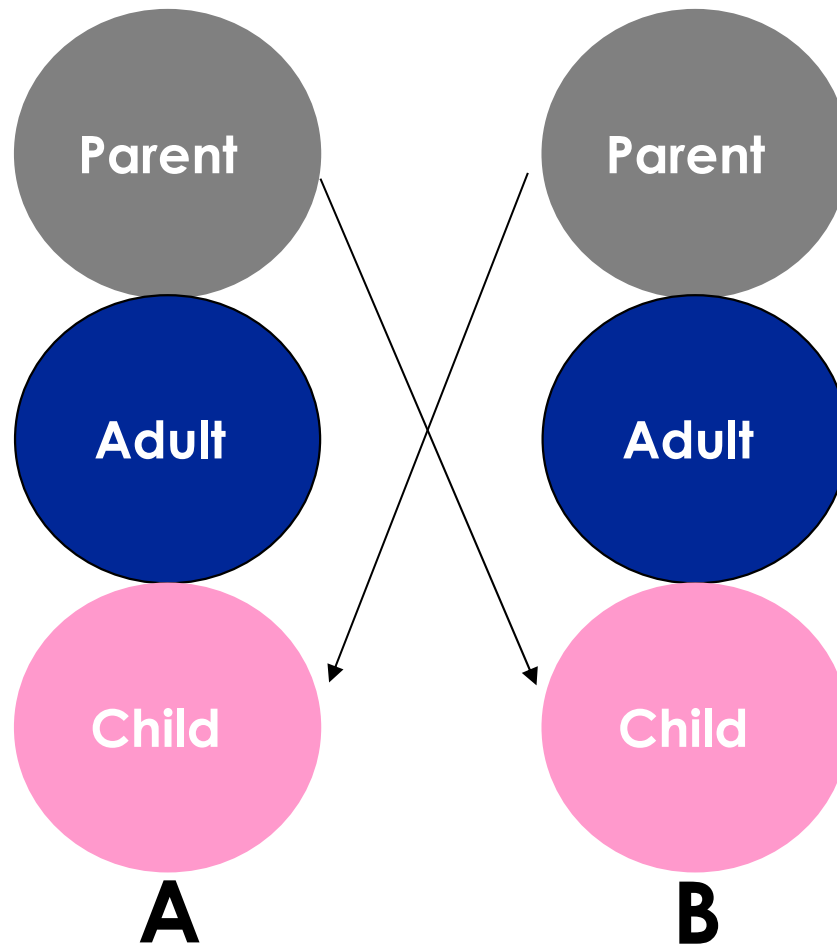


Complementary transactions

Complementary transactions can go forever without any complications



Cross transactions

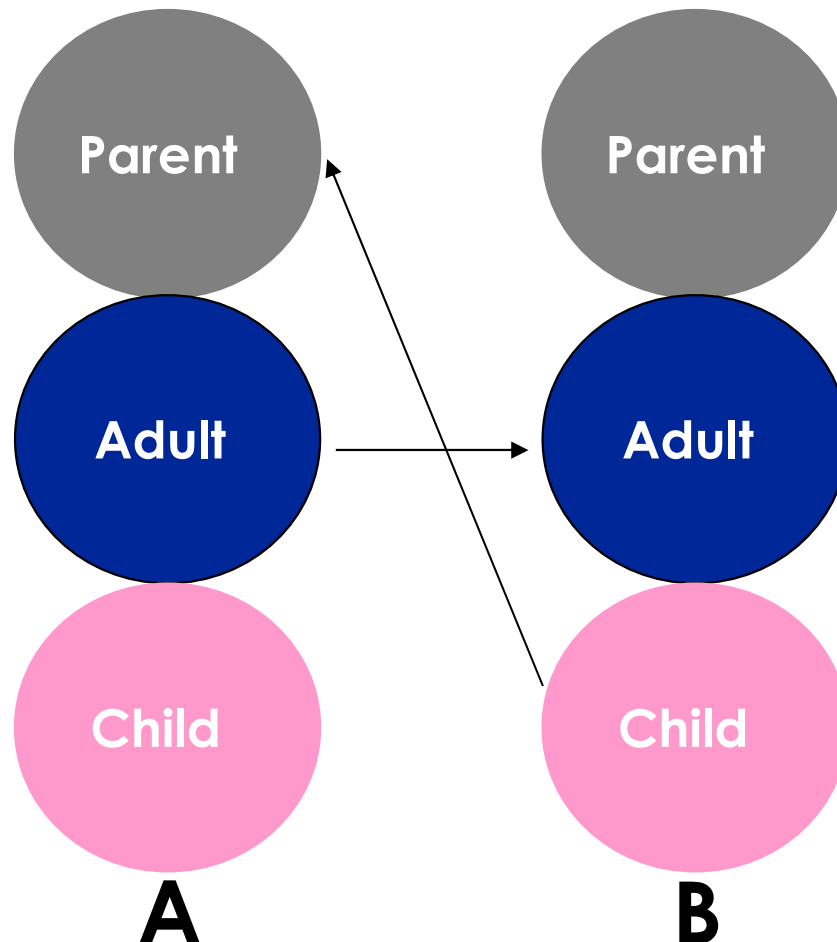


A: „Why you come so late“

B: „You have no right to control me“



Cross transactions



A: „Shall we go to the theater?“

B: „Do I always must have it your way?“

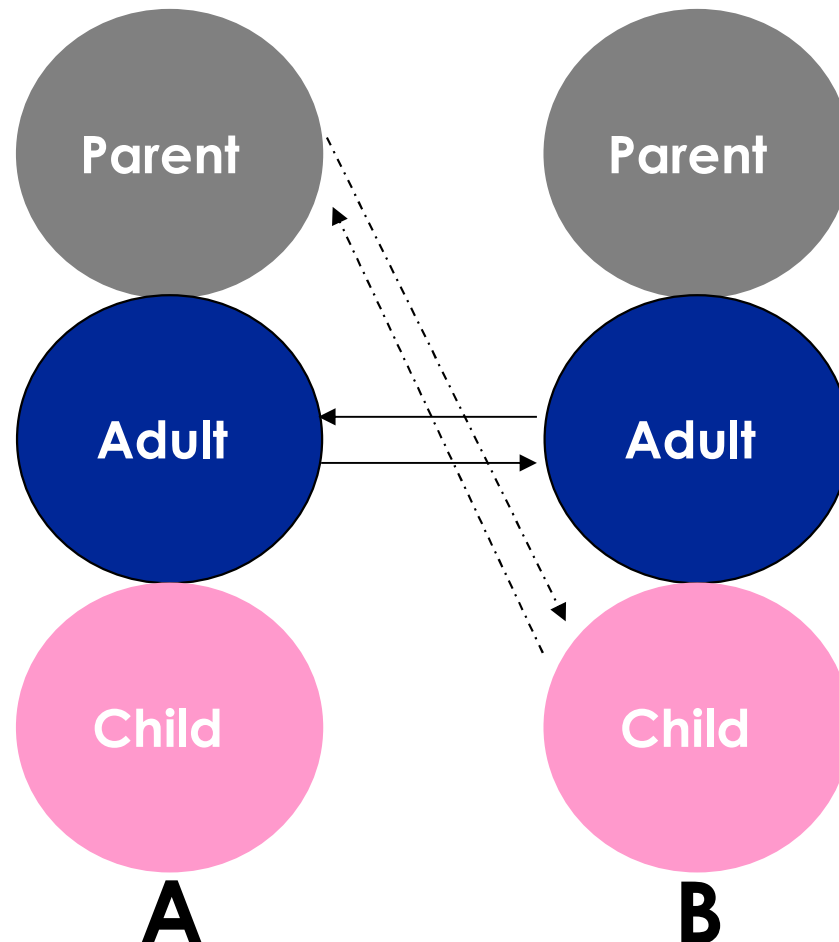


Cross transactions

Cross transactions cut the dialog,
causing change of subject



Hidden transactions



Psychological level

A: „You will be again late.“

Social level

A: „Can you tell me when you will finish the documentation?“

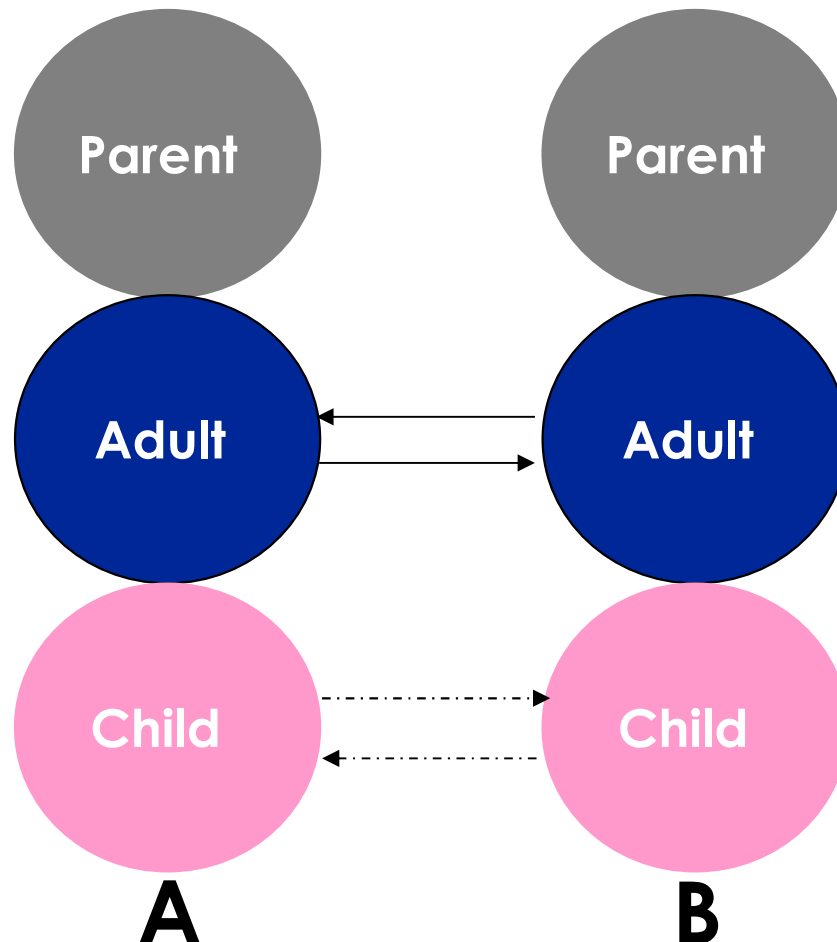
B: „I will not finish it today.“

Psychological level

B: „I am afraid I will not finish it today.“



Hidden transactions



Psychological level

A: „I'm afraid I'll knock the work over.“

Social level

A: „New software reduces the work places“

B: „I've heard that, too.“

Psychological level

B: „I'm scared, too.“



Hidden transactions

The results of communication depends stronger on hidden (psychological) rather than open (social) level.

The results are also determined rather by the relation between the communicating persons, than by the contents of a dialog



Nonverbal communication

General perception

= 7 % said consciously

+ 38 % voice tone

+ 55 % nonverbal expression



Medium: Human Perception

- Visual type (seeing)
- Auditiv type (hearing)
- kinetic type (feeling)
- Type reacting to smell (smelling)
- Type reacting on taste (tasting)



Project Management



Nonverbal communication

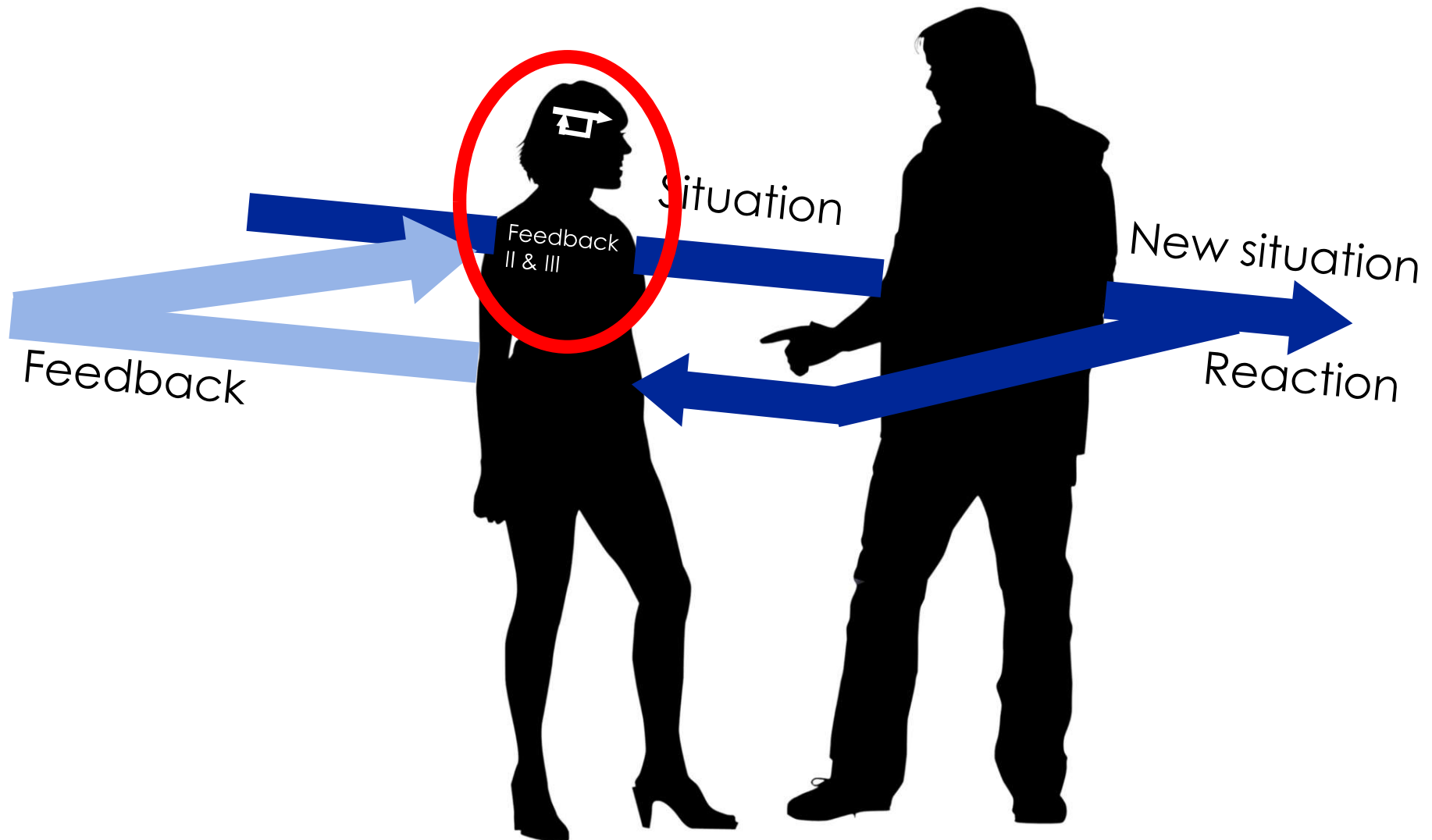


- Mimic (face)
- Eye contact
- Hands' movement
- our body, movements, distance
- our outlook
- our voice (tint, sound, loudness, speed, rythm, dialect)



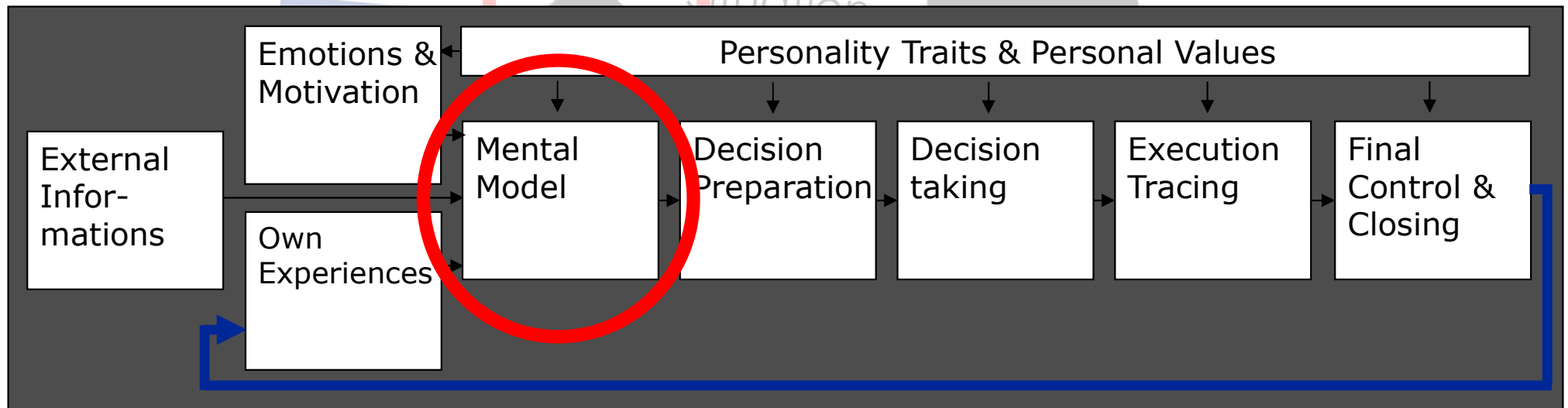


Nonverbal communication



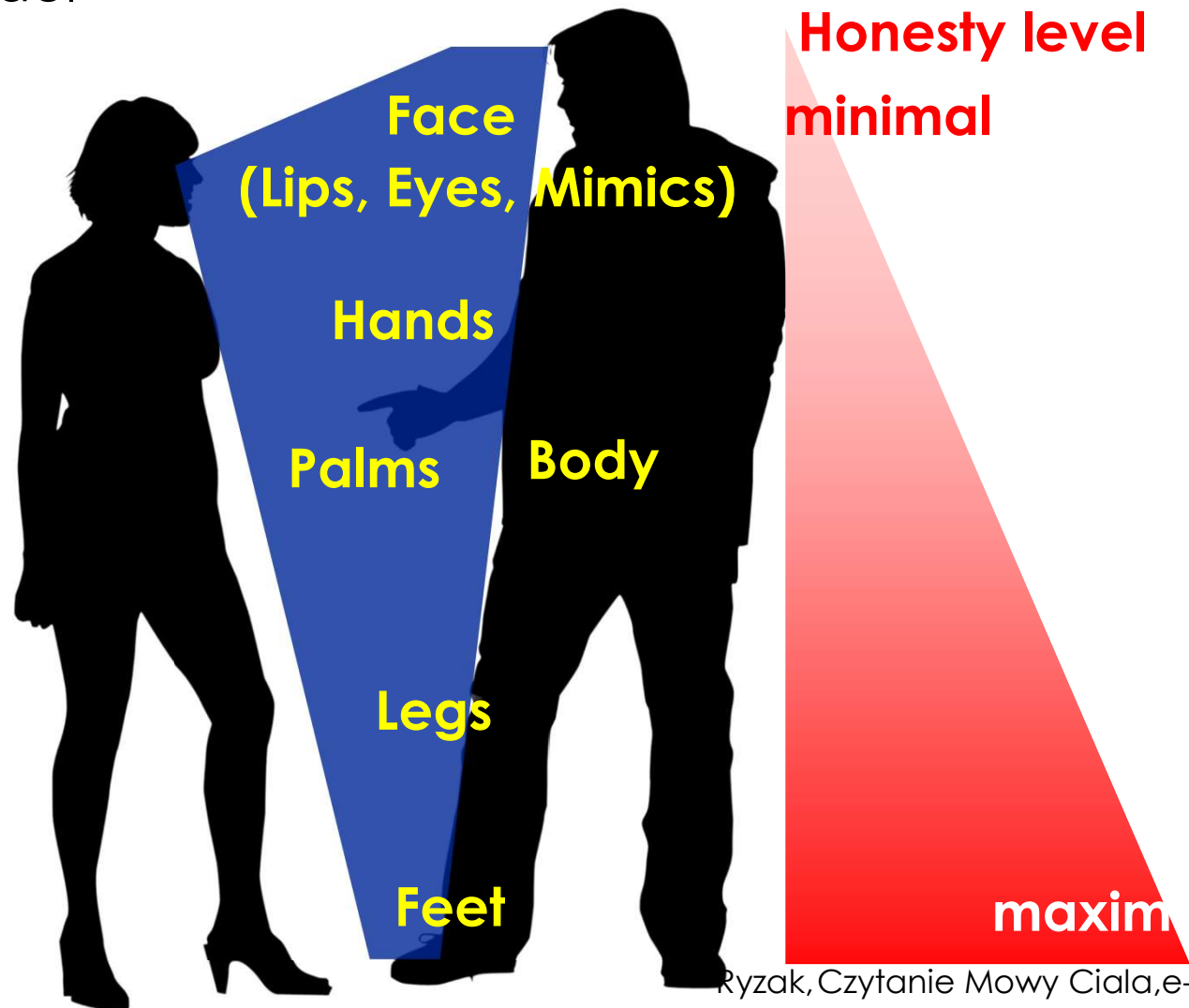
Nonverbal communication

Project Manager Mental Process



Nonverbal communication

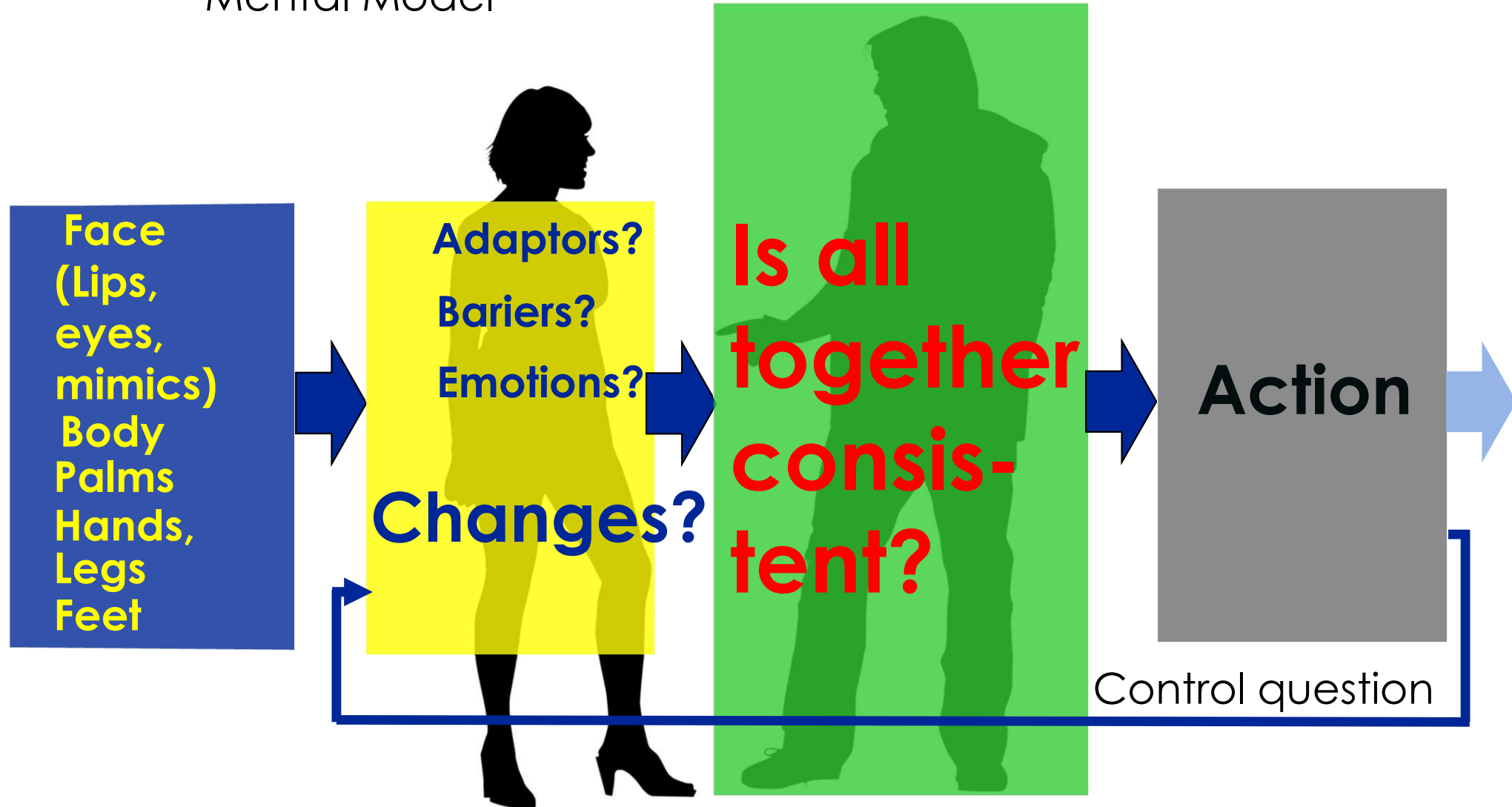
Mental Model



Ryzak, Czytanie Mowy Ciała, e-book, 2011

Nonverbal communication

Mental Model













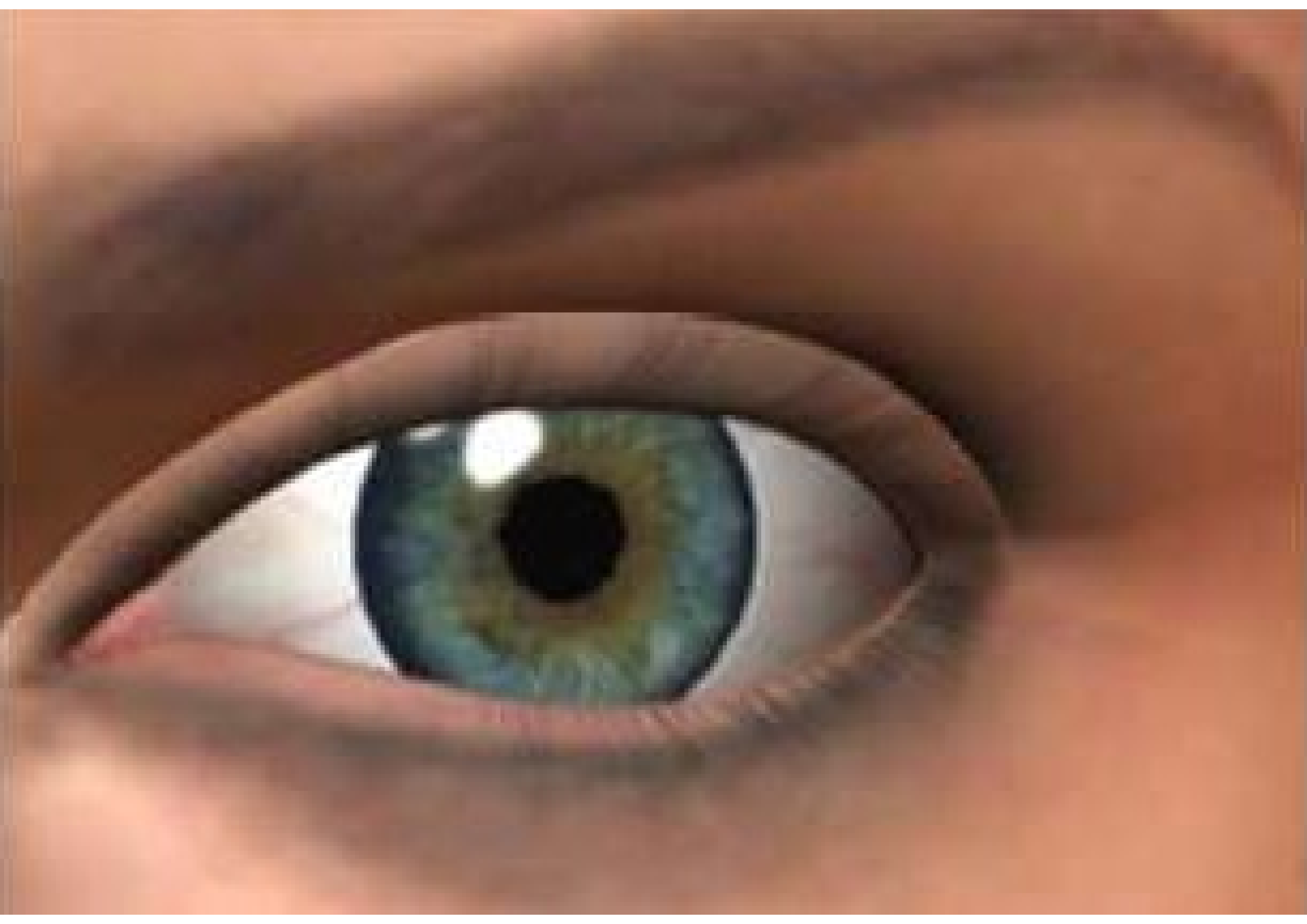


Nonverbal communication



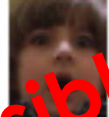
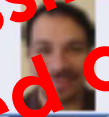
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Critical assessment of emotional expression

Face	Emotion Label Offered (% of Responses)							
	Anger	Disgust	Fear	Happiness	Sadness	Surprise	Nonaffective	Action
	39.92		7.19		7.93		12.92	3.96
	11.38	24.94		2.63	10.05		12.39	
	4.11	4.01	34.5	4.12	4.13	18.61	2.73	
				48.84		3.17	1.84	10.01
	8.31		8.60		37.41		13.40	
	2.16	6.02	12.23	6.01		31.90		1.82

It is not possible to determine a person's emotional state based on their facial expressions.



Key to success?

- Smile a lot
- Give open hand and shake firmly
- Search eye contact to signal an attention
- Rise the eye browns, widen the pupils
- Signal confirmation with head while listening to others



„The very first condition of a dialog
is an ability to adopt the interlocutor's point of view.

It is not a pity, but rather assumption,
that the other person is always at least partially right. (...)



„ Dialog means building the
mutuality.“



60 Minutes

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