



Communication Excellence

Presenter

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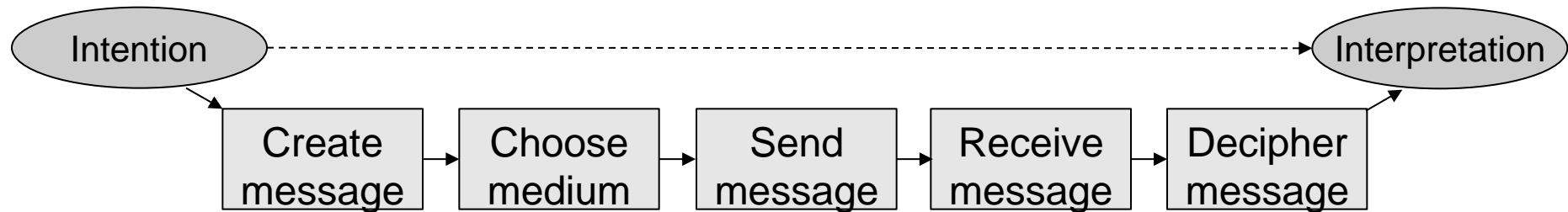
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Communication

- ▲ Sending and receiving of messages
- ▲ A good communicator is skilled at both
- ▲ A good sender may not be a good receiver
- ▲ A good receiver may not be a good sender

Communication Goal

- ▲ The intended message and the interpreted message are the same



Enhancers, Detractors & Filters

▲ Influences clarity and comprehension

| | Enhancers & Detractors |
|-----------|---|
| Speaking | Tone, pace, volume, language, organization |
| Listening | Intently, partially, not at all, overhearing, interrupting |
| Seeing | Appearance, body language, facial expressions, gestures, eye contact |
| Writing | Tone, length, language, organization |
| Reading | Thoroughly, skimming, glancing, ignoring |
| | Filters |
| Filters | Past experience, culture, age, assumptions, opinions, personality type, communication style |

Communication Planning

Communication Plan

- ▲ Written document
- ▲ Identify people (stakeholders) & groups
- ▲ Planned communications
 - ▲ Topic, medium, owner, audience, timeframe
- ▲ Unplanned communications
 - ▲ Issue/category, medium, owner, audience
- ▲ Communication rules
 - ▲ Regulatory, internal, external, escalation procedures
- ▲ Communication templates

Project Communication Plan

- ▲ Specific to each project
- ▲ Owned by project manager
- ▲ Shared with project stakeholders
- ▲ Defines roles, responsibilities, approvals and escalation
- ▲ Adds structure and process

Individual Communication Plan

- ▲ Written document
- ▲ Includes project and non-project related communications
 - ▲ Project, department, manager, direct report, role/expertise, employee/organization communications
- ▲ Identify topics, issues, situations and people
- ▲ Define purpose, medium, timeline, priority
- ▲ Create templates and processes

Be Proactive

- ▲ Plan for the expected
 - ▲ Anticipated, scheduled, prioritized, organized, timely
- ▲ Plan for the unexpected
 - ▲ Scenarios, categories, priorities, actions, timelines, expectations
 - ▲ Unintentional – misunderstandings
- ▲ Identify and resolve duplications

Communication Plan

▲ Planned/Scheduled

| Communication | Purpose | Owner | Audience | Method | Date/Time |
|-------------------------|--------------------------------|--------------------|-----------------------------|---------|-------------|
| Project Meeting | Project status update & issues | Project Mgr | Project Team | meeting | Tues 10am |
| Project Meeting Minutes | Recap of meeting | Meeting Note Taker | Project Team & Stakeholders | Email | Weds by 3pm |
| Project Agenda | Agenda for project meeting | Project Manager | Project Team | Email | Fri by 4pm |

▲ Unplanned/Unscheduled

| Communication | Purpose | Owner | Audience | Method | Action | Timing |
|--------------------|------------------|------------------|------------------|-------------------------|------------------|--------|
| Emergency Meeting | Security issue | Security Manager | Security Team | Phone or in person | Must attend | ASAP |
| New Client Meeting | New client intro | Client Manager | Sales & Prj Mgrs | Client site or In-house | Ask manager | |
| Help Request | Needs help | Sender | Receiver | Email, phone | Use priority map | |

Communication Templates

▲ Unscheduled requests

| | |
|------------------------------|---------------------------------------|
| Request | Help estimate new project |
| Time required | 8-24 hours |
| Cost \$ | \$400-\$1200 |
| Impact on my schedule | Delay work on XYZ project by 1-3 days |
| | Unable to attend x meetings |
| | Delay completion of x reports |
| Other Options | Assign estimate to [insert name(s)] |
| | Estimate could wait [#days/weeks] |
| | Assign my tasks to [insert name(s)] |
| Priority | [assign priority to request] |

Managing & Controlling

Think First

- ▲ Clear purpose and intention
- ▲ Consider your audience
- ▲ Select most appropriate medium
- ▲ Organize your thoughts

Creating Your Message

- ▲ Choose your words carefully
- ▲ Get to the point: 30 second soundbite
- ▲ Include necessary information only
- ▲ Be positive, focus on what can be done

Deliver Your Message

- ▲ Involve the right people
- ▲ Be careful when being inclusive
- ▲ Stay on track
- ▲ Start and finish on (or before) time
- ▲ Don't take advantage of a captive audience

Be Attentive

- ▲ Give your full attention
- ▲ Establish eye contact
- ▲ Listen
- ▲ Don't interrupt
- ▲ Acknowledge

Meetings

- ▲ Clearly define purpose
- ▲ Provide agenda
- ▲ Take notes
- ▲ Document minutes
- ▲ Follow up

Summary

Summary

1. Work on improving sender & receiver skills
2. Create a written communication plan
3. Use templates to add structure & consistency
4. Have a clear purpose & intention
5. Choose your words carefully
6. Get to the point & stay focused
7. Be mindful of enhancers, detractors & filters
8. Give your full attention
9. Consider the intention of the sender
10. Avoid over communicating



Thank you!

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