



# COMMUNICATE!

A must have 2-day action communication toolbox for Project Leaders and Managers in real and virtual teams.

- Understand the importance of effective communication in projects
- Apply the right type of communication at the right time
- Identify the importance of understanding the listener
- Effectively resolve conflicts through effective communication
- Discover what makes a Leader and effective communicator
- Put communication in action with virtual teams
- Overcome communication barriers with project stakeholders

## Overview

Communications in the work place are more complex yet more critical than ever. Constant, effective communication among all project stakeholders ranks high among the factors leading to the success of a project. It is a key prerequisite of getting the right things done in the right way.

This course is geared toward teams and team leadership. It will introduce the teams to basic communication theory and open them up to the possibility of powerful, meaningful, concise communications within their work teams, as well as within their personal lives. It will give individual tools to understand who they are and how they communicate, and then to bridge their style to their team mates. It will allow participants to use tools and experience in recognizing conflicts, acknowledging the conflict, and working through the conflict for the good of the team.

## Course Leader



### **Beth Ouellette PMP, PgMP**

Managing Director

**The Ouellette Group**

President Elect

**PMI New York Chapter**

Beth was on the Core Leadership teams for the Program and Portfolio Standards of PMI, as well as serving in a unique position as Content Integration Analyst for the standards that are being published in December 2008. As the Managing Director of The Ouellette Group, she is a results-oriented senior information technology and business executive with a unique blend of executive management and technology skills. She has over 20 years of IT and business experience, focusing the past 10 years on establishing and leading a corporate-wide/global program management offices (PMO). Previously Beth established and ran the Corporate Program Office at Prudential Financial. She has been a speaker and author on Project Management, Program Management, Portfolio Management, productivity and quality improvement at the CIO Forum, Project Leadership Conference, Enterprise Application Strategy Conference, IT World Congress, and Women in Technology. She is an active member in the PMI Standards teams and holds both the PMP and PgMP designations. She obtained a Finance MBA from NYU's Stern School, a BA in Education from Eastern Michigan University, and an AA in Computer Programming from Greenville Technical College.

Our accredited facilitators are the best guarantee for achieving the certification of your Project Managers

## Forum Schedule

### Session 1 - Communication Essentials

- Overview and level set - communication and leadership, an integrated perspective
- A history of the evolution of communication and leadership in project management – from the pyramids to the moon (nice!)
- What is communication? How do we communicate? Can you control the response?
- Models of communication - frames of reference, transmitter / receiver, getting the others perspective
- Selecting methods of communication (verbal/written, formal/informal)
- Challenges in communication in today's global/distributed enterprise
- Human resource implications for the project manager
- The Project Manager – a general management focus
- Other Influences: Cultural influences, "right brain" influences, the project manager as an integrator

### Session 2: How Do We Communicate?

- Context of communications
  - Interpreting the communication
  - The face-to-face communication
  - The written communication
- Applying the right type of communications to the right type of listener
  - Meetings
  - Reports
  - Presentations

**Exercise:** Presentation skills workshop: Presenting to the team, management, diverse stake-holders. Teams will have an opportunity to present scenario based messages to diverse stake-holders. Each team will be given a real world scenario and be asked to put together a short presentation to a hypothetical audience.

### Session 3: Types of Communicators

- Tools for identifying communications' types
  - Myers Briggs
  - Herrmann Bran Dominance Instrument
  - Four Temperaments
  - Introverts vs. Extroverts

**Exercise:** Participants will perform a communication type mini-self assessment.

### Session 4: Getting the Other Person's Perspective

- Identifying your type and clues to your listener's type
  - What type are you!? Some examples:
- What type are your teammates, family members, friends, etc

### Session 5: The Role of "Listening" In the Communication Process

- The basics
- Global implications
- Cultural Nuances
- Electronic complications

## Forum Schedule

### Session 6 - Communication Techniques for Conflict Resolution

- Sources of conflicts
- How conflicts show up on teams and in organizations
- Developing a style and tone create a safe zone for discussion rather than argument
- Conflict management and facilitation techniques
  - Ask questions, rather than make defensive statements
  - Facilitation techniques
  - Negotiation techniques

**Exercise:** Teams will discuss a controversial topic, choose a controversial perspective and present a rational and compelling argument. The class will discuss the team's argument.

### Session 7: The Role of Communications in Leadership

- Organizational Structure and Hierarchy: Roles and responsibilities
- Financial Results: How are we doing? What do we need to do to improve?
- The Leader's Sense of His or Her Job: Consistent messages for different hats a leader must wear
- Time Management: Creating appropriate urgency and focus
- Corporate Culture: Values and behaviors, ethical leadership

**Exercise:** Teams will discuss situations where a leader was faced with communicating a hard message to a broad audience. What was the message? Was it effective? What were your criteria? How does the frame of reference affect the received message? What would you do differently?

### Session 8: Communications on Distributed or Virtual Teams

- Distributed/virtual teams - challenges in team dynamics, communication, co-ordination
- Building team cohesiveness at a distance
- Team integration and work transitions - how to create and nurture collaboration in a distributed team
- Overview of tools available to facilitate distributed team interactions - video conferencing, wikis, dedicated collaboration tools

**Exercise:** The exercise from the first class will be repeated, but using a different object. The team will break up into two sub-teams ("definers" and "doers") and work from opposite corners of the room - all communication must be done by "e-mail." An e-mail is a single piece of paper with words - no drawings since the objective is to get the other sub-team to draw your object. The two sub-teams will have 5 minutes to draw the object and count the number of e-mail interactions. A project retrospective will then be performed and lessons learned will be discussed by the teams. What was different about the challenge? How did the teams work together?

### Session 9: Communications with Stakeholders

- Ethical leadership - building trust, keeping integrity
- Stakeholder management
- Is "resistance" normal? - planning for resistance, types of resistance
- Structuring a change plan to deal with resistance
- Benefits management and business transformation

**Exercise:** Teams will select and review a project which has significant disruption in an organization and present a communication and change plan for dealing with that disruption. Focus on different stake-holders, their perspective (how their 'lives' are affected), how to address their impact