

The Psychology of Communication in Projects

Communication is the single biggest contributor to the success or failure of a project.



People are the essence of any project. People are the main contributors to the success of a project. But even after years and years of training people on project methodologies, using systems to manage projects, putting communication plans in place ... we are still not delivering.

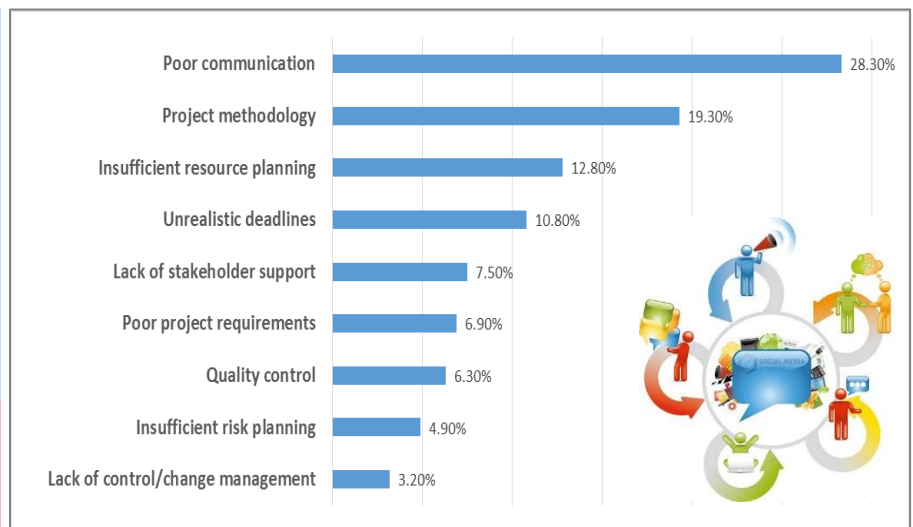
If we look at the research below on why projects fail, we will see that communication is the number 1 reason. And that does not even include the fact that communication might influence the other factors (e.g. project methodology). Communication is everything, but the least addressed area.

Only 41% of projects are deemed successful.
 ... IBM

16.2% of projects deliver all requirements within budget and within time.
 ... Standish Group

71% of projects with good communication deliver on time. vs 37% of average or below communication.
 ... PMI – Project Management Institute

And the impact on the morale of people can never be measured, especially if they followed the methodology and took all the precautions.



We are not talking about a communication process, e.g. once a week an email, minutes of meetings, change requests, agendas, etc. That fits into project methodology or the way the industrial era taught us that people are just a resource. We are talking about communication that influences and persuades people, that builds relationships, that lets the team work as a great unit internally and externally. Communication from a humanistic and psychological perspective.

Communication passes information. Great communication understands how people differ and apply it.

Just a 10% improvement on delivery on a \$5M project.....\$0.5M saving.

The real benefit is usually in the speed or value of the benefits realized.

The most important contributor to success in communication is the ability to understand people and in the process of doing that, change our approach appropriately. **We all differ in our approaches to communication due to the fact that we all have certain preferences in our communication.** By understanding this, we can now change our own approach and make it more appropriate to the person/s we are dealing with and in that, greatly enhance our success.

This workshop focuses specifically on these aspects. Areas addressed:

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| 1. Different styles and behaviors in communication | 5. Understanding the differences in the team with regards to communication and how to make the team communicate more effectively ... in the team, with each other and with external stakeholders |
| 2. Understanding other people's and your own | 6. Trust and Ethics creation for the team and maintaining it |
| 3. Applying preferences in communication to different methodologies (e.g. PRINCE2, PMBoK, Agile project management, home-grown, PRiSM, etc.) | 7. Influence and Persuasion within the team and externally |
| 4. Making the styles of communication and the behaviors in communication practical for your project/team and their responsibilities and accountabilities | 8. Listening skills |
| | 9. Attitude and believing in yourself And the team |

The 2interact communication profile

Each delegate will receive the award-winning 2interact communication profile, workshop material and build messages for their environment. The workshop uses the profile as the basis for understanding how people differ in their communication. This is critical for success in project delivery. **In addition** a team profile will be generated to show tendencies within the team as well as tendencies of the team with other people, teams or companies.



The profile shows preferences in 2 areas, namely the style of communication and the behavior in communication. Below are quick descriptors of the profile.

The Communication Styles

ANALYTICAL

They want all the facts and want to analyze them. Great for communicating in a rational way through the attention to detail and facts, but might analyze too much. When talking to them talk with logic and have your facts correct, but at the same time know where you got your information from and don't make up answers.

METHODICAL

They want order and structure when they communicate. Great for finishing the points of discussion, but they don't like change to the structure of communication too much. When talking to them discuss/talk each point to conclusion and stick to an agenda, but don't be disorganized or be all over the place.

VISIONARY

They are opportunistic, risk takers and like to talk about new ideas. Great for change and outside the box thinking, but they might be too all over the place and not sticking to the issue at hand. When talking to them, talk about the future and the big picture, but don't be too inflexible and make sure there is some time for new ideas.

CONNECTED

They pay a lot attention to relationships and they want to talk about emotions and feelings. Great for focusing on the people, but they might steer away from the objective facts, process or big picture. When talking to them talk about people, be supportive and keep eye contact and don't be insensitive about people.



The Communication Behaviors

COMPETING

They normally want things to go their way or know that direction must be given. It is good when people are being directed or if quick decisions need to be made, but not so good to when we need to understand the other side's view.

Some descriptors : My way, Directive, Commanding, Listen to me

AVOIDING

They normally prefer not to give or hear opinions as their attention might be with other issues. It is good when the issue is not important or trivial, but it is not so good when the issue is important.

Some descriptors : Let's not discuss, Not important, Next topic

COLLABORATING

They normally take their own views and that of the other into consideration, whether they are important or not. It is good when you need to get to a mutually acceptable agreement, not so good when the issue is not important or it is a directive.

Some descriptors : Give-and-Take, My and your needs, Let's discuss

ACCOMMODATING

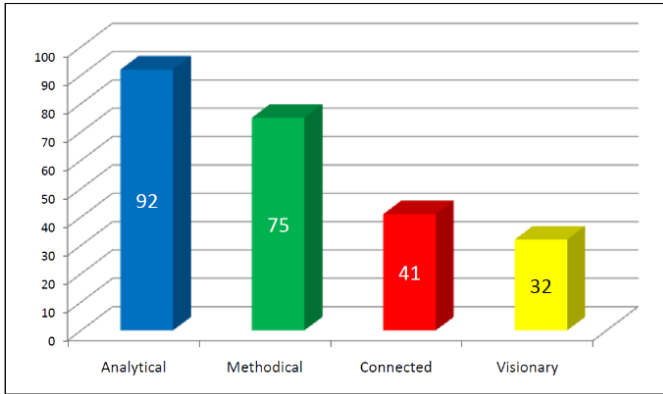
They normally pay more attention to the view or issues of the other and less on their own. It is good when the issue is important to the other or if you made a mistake, but not so good if the issue is important to you.

Some descriptors : Your way, I am listening, Supportive, Agreeing

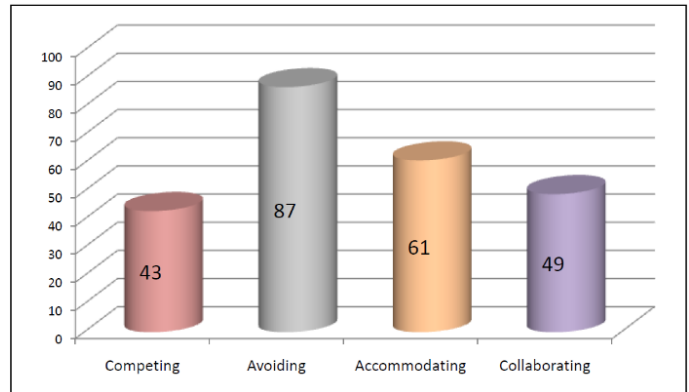


Below are examples of a person's preference in communication. These are excerpts from the 18 page profile each delegate will receive showing their own tendencies.

Typical Styles of Communication

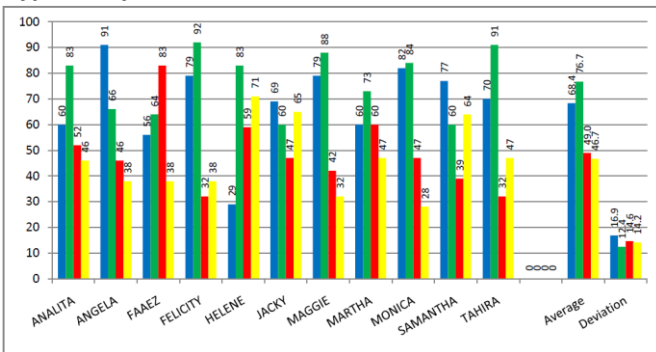


Typical Behaviors in Communication

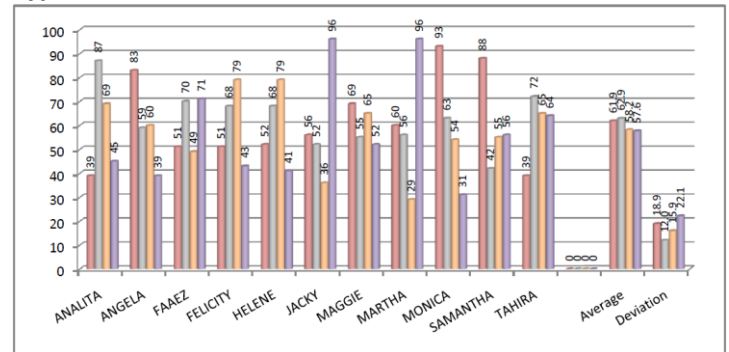


Making it practical for your project and company makes it immediately applicable. Below are excerpts from a typical team profile.

Typical Styles of Communication of a team



Typical Behaviors in Communication of a team



Customer statements

Communication is so vital in project success. This workshop is what communication is all about. I would recommend this to any company and/or project. This was so valuable to our team. – ISIS

In the session with 2interact we already saw how we have negatively influenced our project's performance. This will have a real impact on our success. – SQS

No matter whether you use Prince2, PMBOK, Agile or whatever other methodology. This is a must for successful implementation of projects. Thanks 2interact for making this so practical and applicable. – Schroder

This is a must for any project team. A real must! – Project Management Academy

As a specialized engineer in creating new technologies for global companies, I never realized how important communication is until I did this workshop. I wish I did this before I started working. – Space Advisory Services