

How Project Managers Sabotage their Message

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Objective

To increase awareness of how Project Managers might sabotage communication to project stakeholders

Areas of focus:

- Trigger Words
- Sending and receiving techniques (3)
- Congruency

Trigger Words

- Words or expressions that cause unintended reactions
 - You should have...
 - If you would only..
 - You're too...
 - Yes but...
- Why are they so charged?
- Can vary from person-to-person

Play:

Good-bye Triggers!

Exercise:

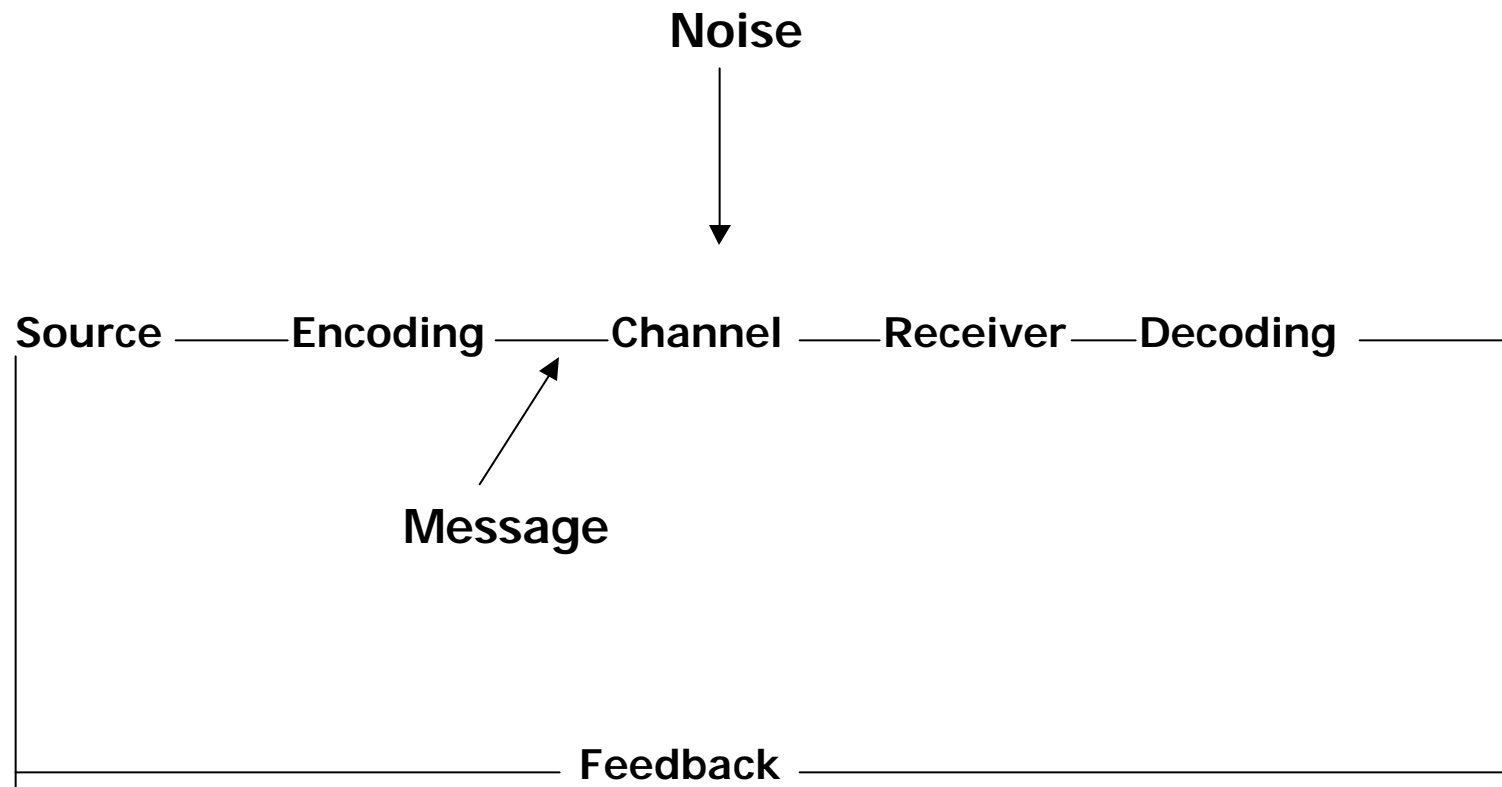
List Your Triggers

- Make a list of the triggers words that cause you to react
- Make a second list of the trigger words you sometimes use

To Change:

- Self-awareness = the key
- Listen to yourself
- Rephrase

Sending and Receiving



Responsibility of the Sender

"The meaning of communication lies in the response it gets."

Richard Bandler and John Grinder, founders of
Neuro-Linguistic Programming (NLP)

Play:

The Death of a Message

3 Ways to Sabotage the Message You Send

Sabotaging Sending Practice #1:

Start with your own needs (after all, who is more important?)

Antidote #1

- Know your audience
- Consciously plan your opening to address the audience's concerns
 - ✓ You will want to know that...
 - ✓ You asked me about the issue of...
 - ✓ You have done a great job with...
- Think of the benefits to your audience as a list of three

Sabotaging Sending Practice #2

Over-rely on email

Antidote #2

- Consciously consider the communication channel
- Talk to people more face-to-face
- Use the phone to preface an email

Sabotaging Sending Practice #3

Over-rely on your own style of learning

- Visual
- Auditory
- Kinesthetic

Antidote #3

- Guess what another person's learning style might be
- Vary your meetings to address everyone

3 Ways to Sabotage the Message You Receive

- Ignore body language
- Don't ask questions
- Avoid effective listening

Review of the Sabotaging Practices

Sabotaging Sending Practices

- Start with your needs
- Over-rely on email
- Exclusively use your own learning style to communicate

Sabotaging Receiving Practices

- Ignore body language
- Don't ask questions
- Avoid effective listening

Exercise:

Chose Your “Favorite”

- List one sabotaging sending practice that you would like to be more aware of using
- List one sabotaging receiving practice that you would like to be more aware of using

Congruency

- It's not what you say, but what you do
 - ✓ Only 7% of communication accomplished through words
 - ✓ 55% through body language and actions
 - ✓ 38% through voice tone

Play:

Don't Be Like Bill

What Do You Say?

Team-Based Project Management Values

- Develop the team
- Empower, delegate, reward
- Make tough decisions; be honest & direct

Sabotaging Practices

- Spend your day in meetings; don't reply to emails
- Micro-manage; don't pass on compliments
- Cherish the cheerleader mentality; waffle

Exercise:

Three-Column Chart

- List 3 project management values that you believe in and promote verbally
- For each value, list the actions that you take that support these values
- For each value, list at least one way in which your actions do not support your values

Summary

- Communication is a Project Manager's most challenging job
 - ✓ What you do is more important than what you say
 - ✓ Responsibility for communication lies with the sender
 - ✓ Know your trigger words
 - ✓ Know yourselves

References

- *A Woman's Guide to the Language of Success* by Phyllis Mindell
- *How to Make People Like You* by Nicholas Boothman
- *How to Win Friends and Influence People* by Dale Carnegie
- *Listening: The Forgotten Skill* by Madelyn Burley-Allen
- *What to Ask When You Don't Know What to Say* by Sam Deep and Lyle Sussman

Comments? Questions? Suggestions?

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