

# Effective Project Team Communication in the New Virtual World for Project Managers, Engineers and other Technical Professionals

This 2-day practical and interactive **live online workshop** helps participants maximize the effectiveness of their projects and programs by learning how to successfully communicate with Team Members, Senior Executives and Customers in the virtual world.

14  
PDU

Presented by Rick Graham PhD, PMP



## Workshop Focus

**Understand** the principles and practice of effective communication in a Virtual / Online setting

**Assess** how you communicate and what the skill gaps are; then practice improvements

**Design** and deliver powerful & concise messages and practice with peers

**Learn** how to effectively communicate in a range of typical situations, such as team meetings, reporting, persuading, negotiating and resolving issues

**Leverage** the effectiveness of your interaction with other virtual parties, whether they be customers, senior managers, team members or other stakeholders

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## Overview

In today's volatile, uncertain, complex and ambiguous business world, successful organizations are those that have the leadership and the skills to adapt rapidly.

### Recent events have brought this forcefully home

To add to the challenges, we live in a project-driven, complex and global business environment, in which the traditional hierarchical lines of structure, authority and reporting no longer have the central importance that they once had. Instead, successful companies have realized that project-based teams spanning networks across functional, global, and seniority divides are required if they are to meet the ever-increasing challenges of delivering high complexity projects on time and in a competitive environment.

Whereas once technical skills were sufficient, recent reports have highlighted communication skills, as one of the biggest skills gap experienced by today's project teams. And the reality is that this communication is of necessity now largely in the virtual world.

This workshop is designed to address that skills gap, and provides participants with not only solid knowledge, but practical communication tools, techniques and skills that they can use immediately.

## Objectives and Style

The objective of the workshop is to provide participants not only with an awareness of the importance of excellent communication skills in business, but also to give them proven and practical tools to do this.

**This workshop runs as sequences of presentations, discussions, role-play exercises and debriefs**

## Delivery Method

Because the workshop is virtual, participants have instant practice in the skills of remote communication. But even though that communication is virtual, it still has the same objectives, whether it be to report to management, gather information, hold a team meeting, communicate with customers, conduct a negotiation or other.

The workshop runs as sequences of presentations, discussions, workshops and debriefs. There are a number of different types of exercises that we use:

1. Team discussion and brainstorming: for example, produce a list of what you don't you know about your customer, but should know before a meeting. We use virtual breakout rooms to allow teamwork.
2. Case Studies: Simple but realistic case studies (based on real-life examples) – team discussion of what would you do in given situations (for example, client is pushing you to do something unreasonable, even unethical; management has unrealistic expectations).

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3. Demonstrations: For example, in teams produce 2 short role plays for the rest of the group about how you would deal with a particular situation (for example, telling a customer that something isn't possible; presenting bad news to management; negotiating a solution internally). Show the wrong way to do it, then the right way to do it.

(This works very well indeed in showing the effectiveness of planning and application of communication techniques, as participants soon realize that what they have identified as the wrong way to communicate something is often the way they normally do it - and is very funny usually!)

4. Presentations: During the workshop we learn some powerful virtual presentation methods concentrating on how to prepare and then communicate a powerful compelling message. Participants get a chance to practice this.

A major barrier to effective communication may be an individual's nervousness (and the resulting deleterious effect on their ability to communicate). This may be through fear of the customer's reaction, fear of management's reaction, a lack of confidence that they appear credible to their audience, or simply a fear of standing up in front of an audience and making a presentation. During the training we give participants some very practical tools & techniques to overcome these fears.

## Why attend this course if you are a Project / Program Manager?

The biggest skills gap faced by programs and projects in this complex and global business world is communication. Project managers spend 90% of their time communicating, and there is a direct correlation between excellent communication and project success. For projects to be successful, managers need to adapt quickly and efficiently to challenges and opportunities presented by this new and required virtual communication environment. This course gives project and program managers the skills to do this.

## Why attend this course if you are an Engineer or other Technical Specialist?

It has been said that 'communication' is what is understood by your audience. And unfortunately, messages are often lost or misunderstood during the process of communication. Great communicators have the critical skills necessary to ensure not only that the intended message is understood, but also that the message is persuasive. The virtual communication world presents additional challenges, but also opportunities for those with the skills and the confidence to adapt to it. This course provides you with the essential skills and practice so that you are confident in using them.

## What are the Business Benefits for your organization?

Poor communication is a common feature of failing projects and programs. And communication is not just words –communication must also persuade, negotiate, resolve conflict, get stakeholders on side, convey powerful messages. Virtual communication presents additional challenge, but it also presents opportunity for the organizations able to quickly adapt to the new environment. This course will give your teams the confidence and skills that they need to effectively and successfully communicate in our new virtual world.

# Effective Project Team Communication in the New Virtual World for Project Managers, Engineers and other Technical Professionals

## Agenda

### Setting the Scene

- The importance of great communication
- The building blocks of communication
- Different modes of communication
  - customers
  - senior management
  - team
  - other stakeholders
- The Virtual environment

### Communication Skills

- What is communication?
- Communication Intelligence
- Barriers to communication
- Cultural issues
- What you say vs. how you say it vs. body language.
- Active Listening
- Problem solving & resolving conflicts
- Knowing yourself
- Empathy – seeing things from the other parties perspective
- How small things can make a difference

### Virtual Collaboration & Leadership

- Virtual team challenges and advantages
- The 6 skills of virtual collaboration
- Planning for virtual collaboration
- Being a great virtual leader
- Managing people in the virtual world

### Effective Presentation

- Presentation Planning
- Constructing an effective & compelling presentation

- Delivering the message
- Handling questions
- Dealing with a 'hostile' audience
- Sources of authority (where there may be limited 'actual' authority)

### Modes of Communication

- Team meetings & team building
- Managing people
- Reporting
- Delivering bad news(!)
- Negotiation
- When to use writing as follow up and how

### Communicating with Customers

- What do customers want?
- High impact meetings
- Structuring & controlling questions

### Communicating with Senior Management

- What does senior management want?
- Senior management communication styles
- Dealing with tough approaches
- Building relationships
- The importance of delivering on promises
- The elevator pitch

### Communicating with Internal Stakeholders

- Influencing without authority
- Organizational collaboration and its effect on the customer experience
- Doing your homework

### Where to Start

- Summary
- Action plans

Workshop starts each day at 9am and finishes around 4pm. Breaks are provided.

All participants will receive the **Certificate of Attendance**. The course is in line with PMBOK® Guide 7th edition and provides 14 PDUs / Training Hours.

# Effective Project Team Communication in the New Virtual World for Project Managers, Engineers and other Technical Professionals

## Workshop Leader



**DR. RICHARD "RICK" A. GRAHAM, PMP, PHD** has been involved in projects for over 25 years. He has been active with a wide range of industries, including pharmaceuticals, chemicals, engineering and manufacture, construction, information systems and telecommunications and has held senior roles in Astra Pharmaceuticals, Eli Lilly, IMC and British Alcan.

Rick has a special interest in the risk and recovery aspects of projects, as well as in project contracting. He teaches a module of the MBA and Operational Research courses of a major UK business. Rick is a certified Project Management Professional® by PMI® and is a member of PMI's Risk Management Special Interest Group.

Rick is a popular key-note speaker and course facilitator on the number of project management topics, including Risk, Governance, Financial Aspects and Recovery of Projects, as well as Program & Portfolio Management.

His recent assignments include delivering project consultancy and management training work for British Telecom, Deutsche Telecom, BP, Bechtel Corporation, Dubai Construction Authority, Vodafone, Siemens, Skanska, Tetrapak, Microsoft, Nokia, Ericsson, Gazprom and Intesa Sanpaolo Group among others. Rick is also a certified lawyer and certified public accountant in the UK.

Rick is a well-known to PMI communities in his home country of UK, Belgium, Finland, Germany, the Netherlands, Norway, Sweden, Switzerland, the US, Middle East, Central & Eastern Europe, as well as the far-flung places of the African continent; and recently Australia.

### Managing Projects on a Reduced Budget

A complete set of tools & techniques for delivering successful projects under harsh financial & economic conditions

Endorsed by:

June 14 - 15 2011  
Bucharest, Romania

**Seminar Leader**  
Richard A. Graham, PMP  
R.Sc (Hons.), LL.B (Hons.),  
COPM, MAPM

Venue  
JW Marriott Grand Hotel Bucharest

Demand for this program is so high that events were organized back-to-back in Berlin, Belgrade, Budapest, Copenhagen, Prague, Stockholm, Vienna, Warsaw and Zagreb.

**Seminar Focus:**

- Discover how to focus on project success
- Get a grip on project financial analysis
- Understand the project spend management
- Create optimum cost estimates and budgets
- Realize the importance of estimating
- Design and manage the optimum schedule
- Controlled the customer and supplier contract management
- Manage how plans, resources and manage the project risk
- Implement realistic contingency budgets
- Learn the processes and techniques for effective recovery of troubled projects

**Special guest speaker**  
Reneza Borghetti is the President of the PMI Romania Chapter, having over 15 years experience in project and change management and over 10 years experience in delivering project management and business training. She is a PMI Certified Professional in Project Management (CPM) and has also gained the Project Management Professional (PMP) and has also gained the Project Professional (PP) certification.

This is the only program focusing on real-life implementation of Reduced Budget Management, rather than academic theory of it

### MANAGING PROJECT RISK IN 2011: THE NEW PROJECT ORDER

A complete set of tools & techniques for effective management of risks associated with projects, including financial concepts essential for project success in today's financially tight business environment

PMI Croatia Members receive a FREE TICKET for PMI Forum 2011!

September 19-20 2011  
Hotel Antunovic, Zagreb, Croatia

**Seminar Focus:**

Learn how to identify, quantify, prioritize and plan for risk with a systematic approach. Find out how the relationship between product & lead management and back to lead management. Learn better decision making to quantify alternatives and understand how, worst & most likely customer. Develop more effective Risk Management plans and proactively monitor them as the project evolves. Insights into key issues such as realistic assessments of contingency funds. Analyze contractual risks and manage the procurement process. Understand financial risks and obtain the tools/techniques for effective management of financial risks.

### Recovering Troubled Projects

Discover how to avoid that sinking feeling and deliver truly successful projects

October 20-21 Zagreb, Croatia | October 24-25 Zagreb, Croatia

**Seminar Focus:**

- Identify troubled projects and understand the causes
- Develop a recovery plan for troubled projects
- Learn how to manage troubled projects effectively
- Understand the importance of communication in troubled projects
- Learn how to manage troubled projects effectively

### Managing Project Resources

May 05-07 2013 Hotel Excelsior Dubrovnik, Dubrovnik, Croatia  
June 18-21 2013 Antunovic Hotel, Zagreb, Croatia

The 3-day advanced project scheduling, cost management, risk & techniques for managing and controlling your project. Includes 24 PDU's

**Seminar Focus:**

- Effective controlling techniques and practical ways to develop, adjust and control
- Manage with the very resources and techniques used in real life and business
- Control and manage human resources and effectively controlling project status
- Substantial to use resources across the entire life cycle, place
- Managing the resources in challenging situations
- Including the software and hardware project team

### Project Portfolio Management – The New Paradigm

Managing a Successful PMO in 2014 Economy

16 PDUs

### Strategic Resource Management

Maximizing effectiveness of Projects & Programs by optimally utilizing resources

16 PDUs

**Workshop focus:**

- Understand the importance of strategic resource management in project management
- Develop a strategic resource management plan for your organization
- Assess the current state of your organization's resource management
- Develop a strategic resource management plan for your organization
- Learn how to manage resources effectively

### THE PROJECT CFO

16 PDUs

**Masterclass Focus:**

- Identify troubled projects and understand the causes
- Develop a recovery plan for troubled projects
- Learn how to manage troubled projects effectively
- Understand the importance of communication in troubled projects
- Learn how to manage troubled projects effectively

### Strategic Resources Management

Maximizing effectiveness of Projects & Programs by optimally utilizing resources

16 PDUs

**Workshop focus:**

- Understand the importance of strategic resource management in project management
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**RICK HAS BEEN IN ZAGREB EVERY YEAR SINCE 2010 DELIVERING LATEST & GREATEST IN PROJECT MANAGEMENT**