COMMUNICATION & CONFLICT MANAGEMENT

PMI GERMANY CHAPTER STUDY GROUP

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- Software Einführungsprojekte an deutschen Kliniken
- Begleiten Change-Prozess im Rahmen von Digitalisierungsprojekten in der Health-Care IT
- Projektsteuerung nach magischem Dreieck: Kosten, Qualität und Zeit
- Kundenberatung bei der Einführung von Projektmethoden – und Prozessen

PMP ®

PROFESSIONAL SCRUM MASTER II™

Projektleiter
Krankenhausinforma-tionssysteme

Master of Science
Gesundheitsökonomie

Pierre Corell

- Lead Consultant | PM PMO Cybersecurity
- Begleiten Change-Initiativen im Rahmen der Cybersecurity
- Methodisch hybride Programm- & Projektsteuerung
- Beratung aus dem PMO heraus bei der Einführung von P3-Methoden und -Workflows

PMP®, PMI-PMOCP™, P3GP®, PBP®

PMO, P3 Management

Hybrid Methods Portfoliomanagement

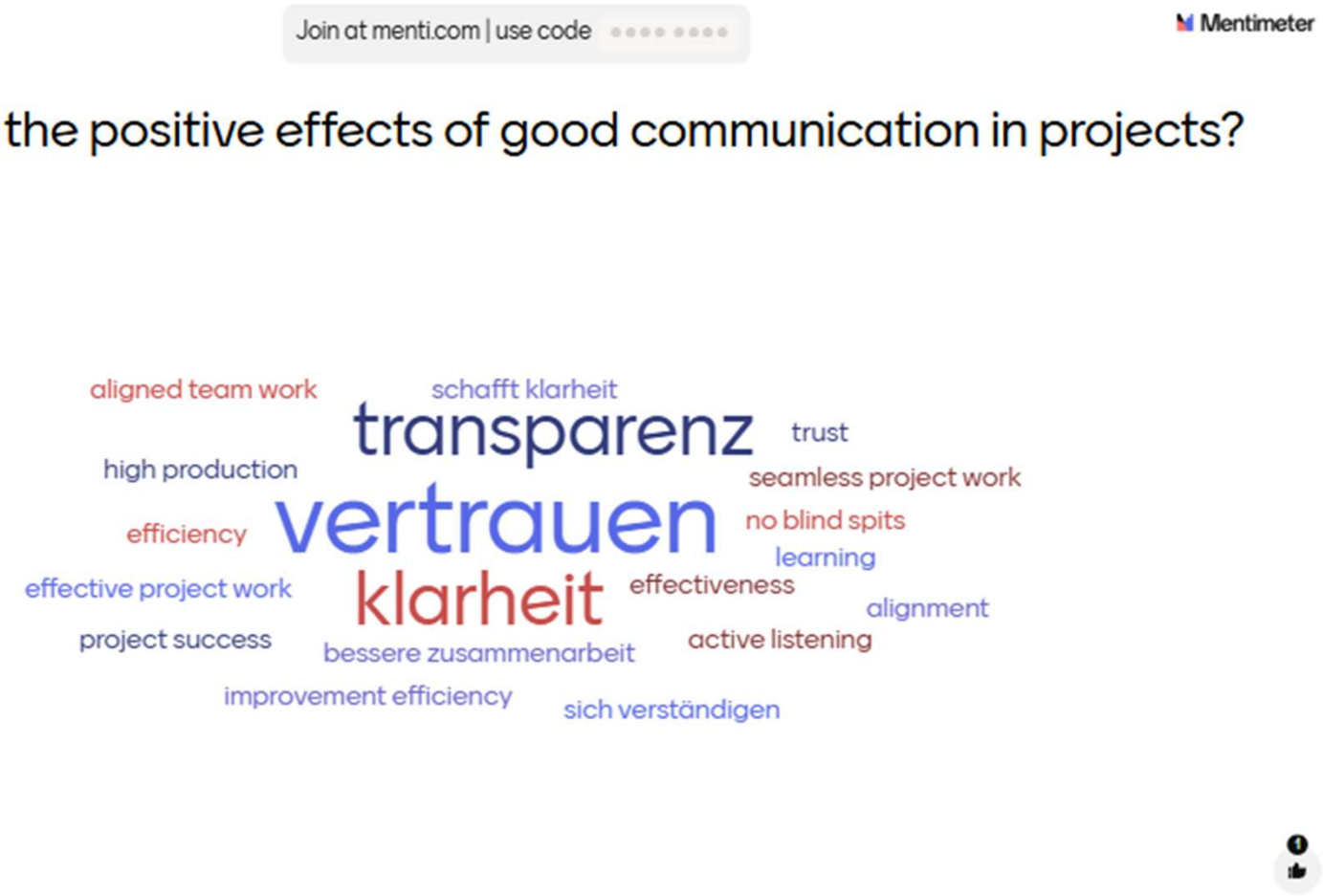
Autor
Dozent

PART 1
COMMUNICATION

precondition – communication in the team - stakeholder – visualization

Which are the positive effects of good communication in projects?

precondition – communication in the team - stakeholder – visualization



precondition – communication in the team - stakeholder – visualization

WHICH ARE THE PRECONDITIONS???

Clear goals and expectations

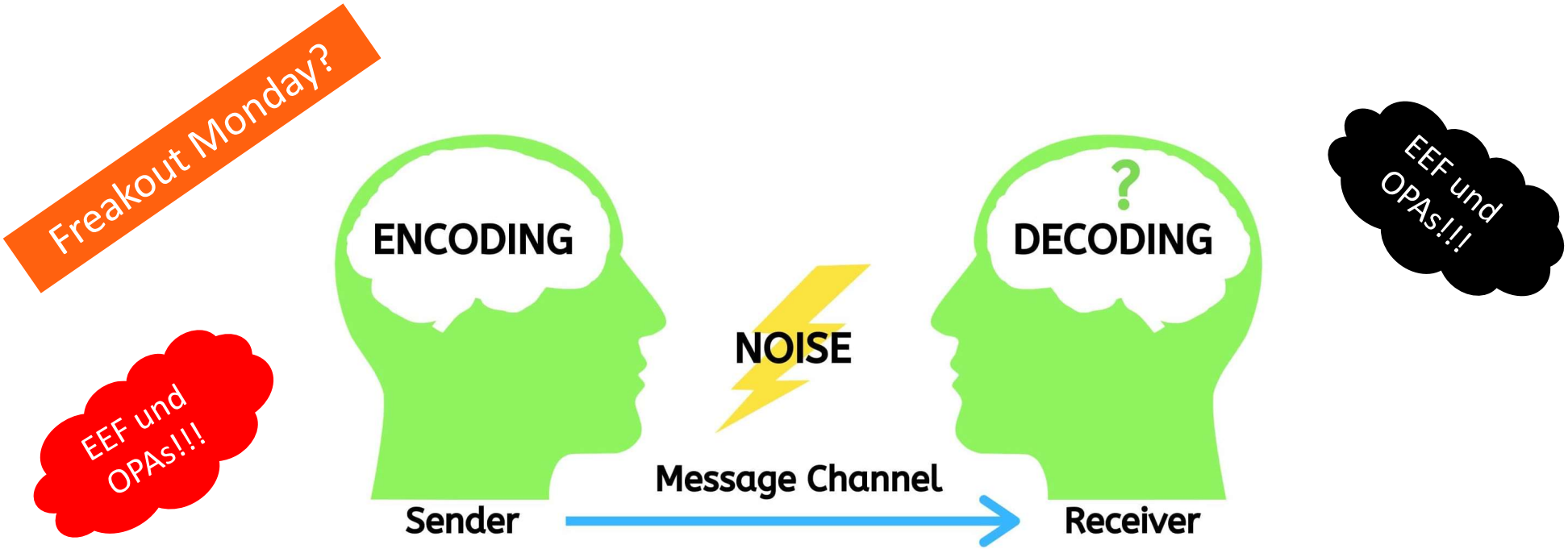
Shared understanding

alignment

-> embedding into kickoff

precondition – communication in the team - stakeholder – visualization

The Transmission Model of Communication



precondition – communication in the team - stakeholder – visualization

The Transmission Model of Communication

Feedback loops provide information

- What level of understanding does the stakeholder have?
- Identify nuanced or other unintended messages the recipient detected
- Gain other helpful insights

hearing/listening

understanding

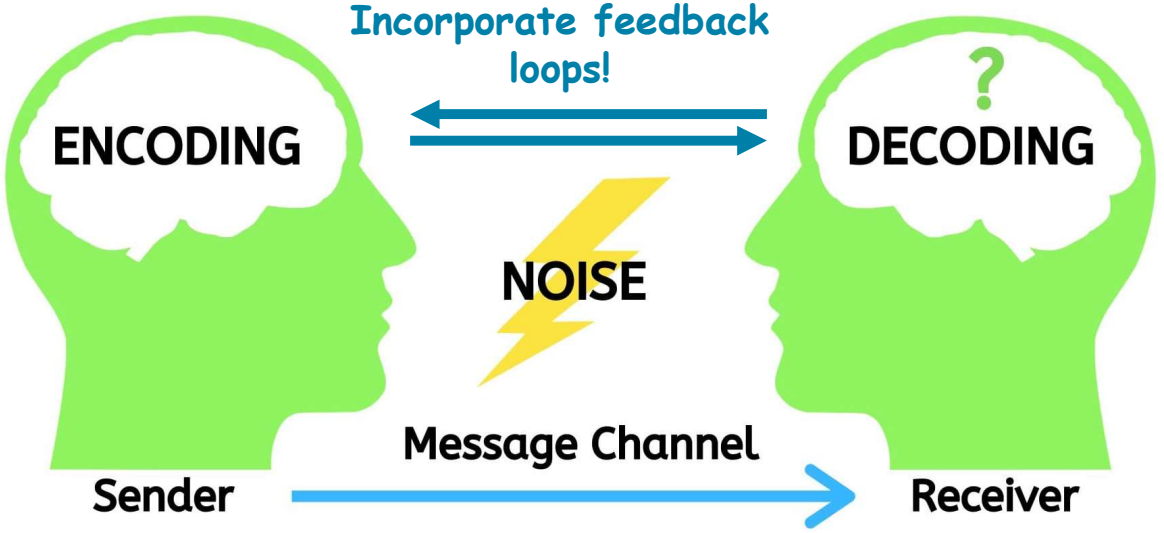
agreement

Action!

Incorporate feedback loops!

Current emotional state
Culture:
- Generational
- National
- Language
- Professional discipline
- Gender

Personality biases (assumptions)



Current emotional state
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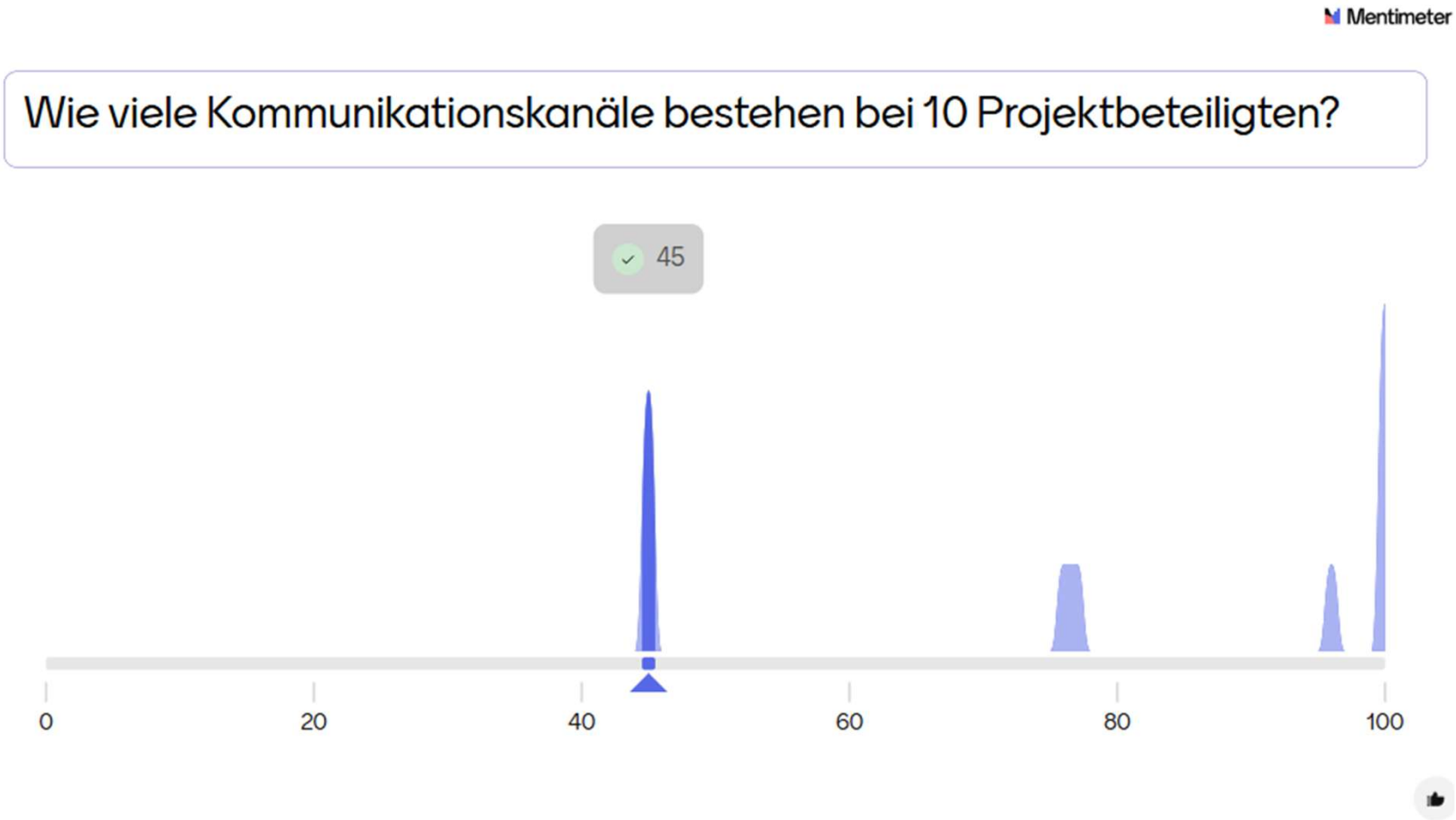
precondition – **communication in the team** - stakeholder – visualization

Wie viele Kommunikations-kanäle bestehen bei 10 Projektbeteiligten?

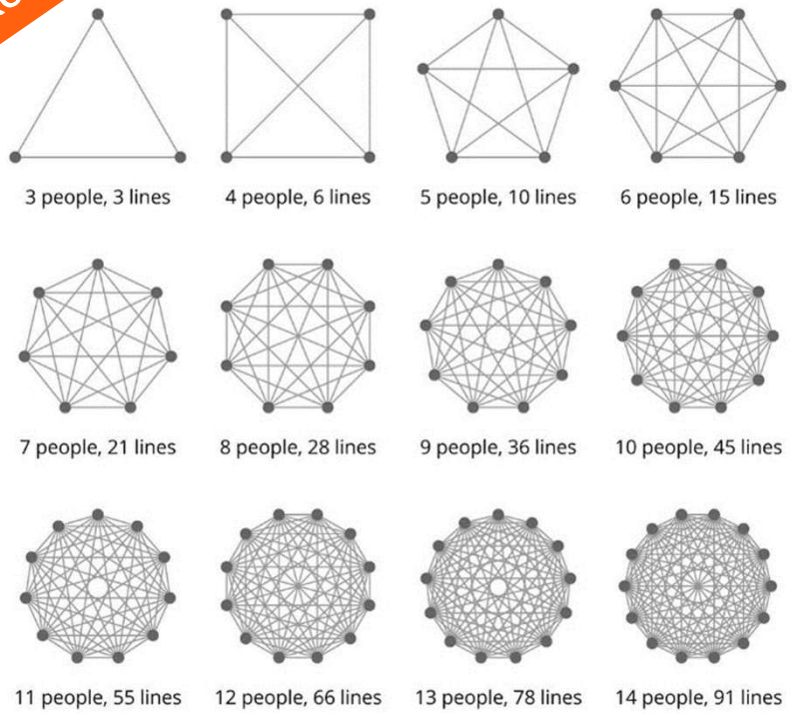
precondition – **communication in the team** - stakeholder – visualization



precondition – **communication in the team** - stakeholder – visualization

excursion Pierre

HOW IS IT DONE???



$$c = \mathrm{n} \cdot \frac{n-1}{2}$$

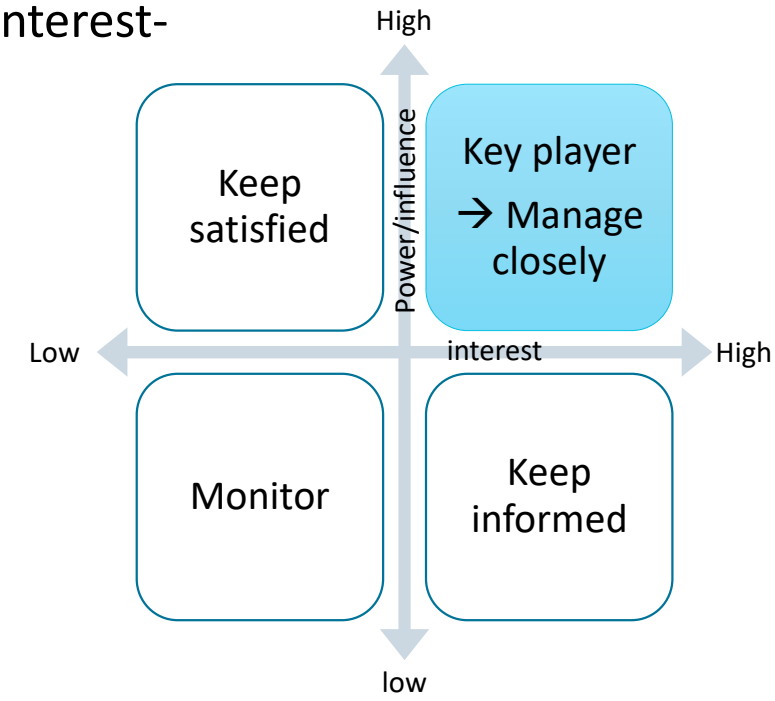
N: number of people

C: communication channels

Assuming free communication among all people

HOW IS IT DONE???

Power/Interest-Grid:



Questions to determine communications needs:

- Who needs information?
- What information does each stakeholder need?
- Why should information be shared with stakeholders?
- What is the best way to provide information?
- When and how often is information needed?
- Who has the information needed?

HOW IS IT DONE???

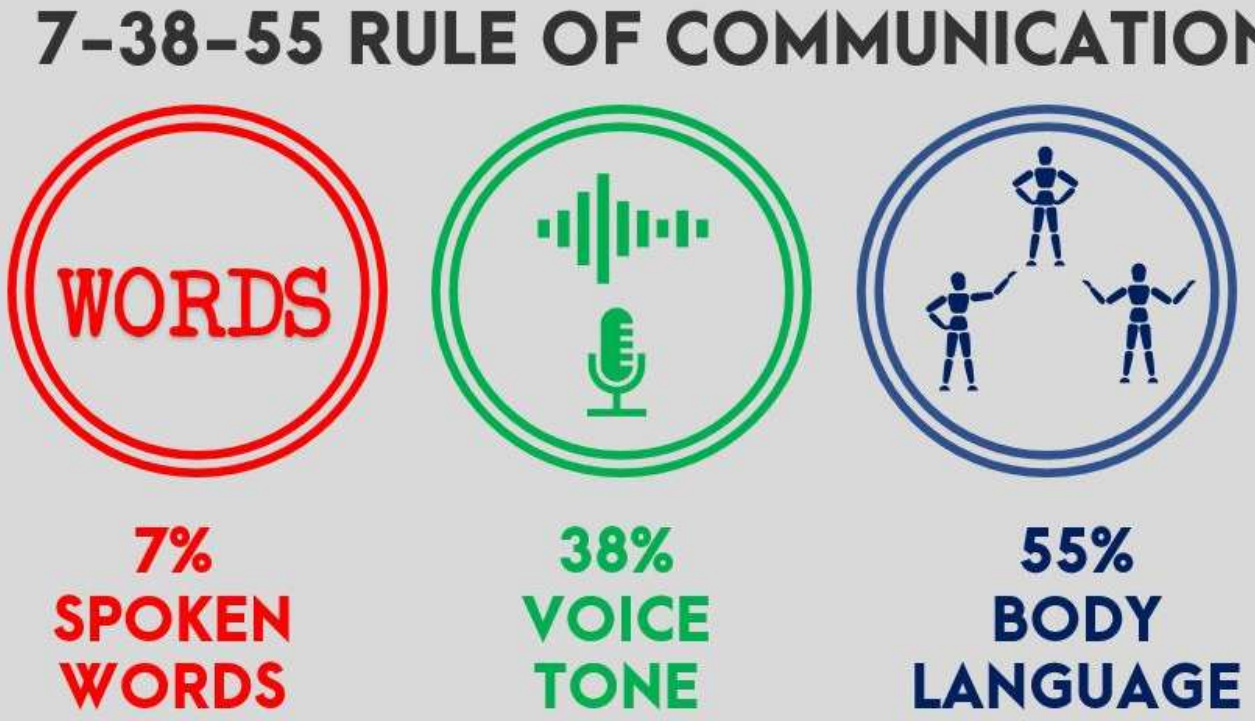
Parties involved	Style	Communication channel	Synchrony	Direction
Internal	Formal	Verbal	Synchronous	Push
External	Informal	Non-verbal	Asynchronous	Pull
		Written		Interactive

precondition – communication in the team - stakeholder – **visualization**

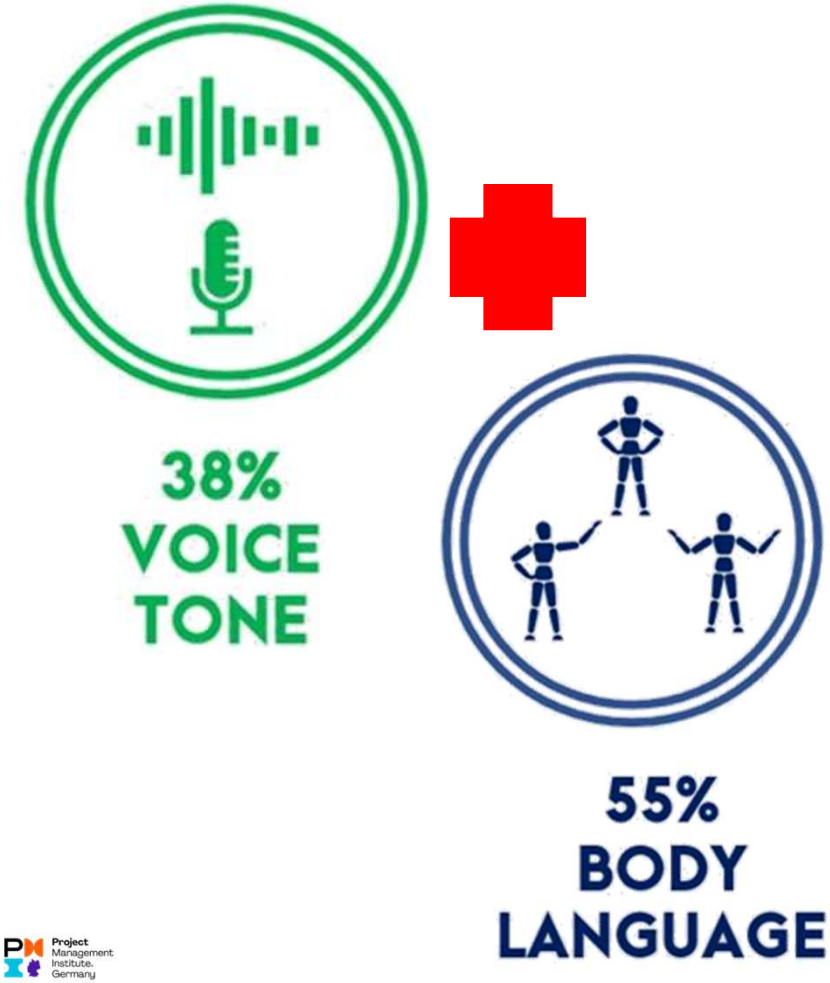
Target audience	Information	Frequency	Owner	Channel	Effort calculation	Goal or desired result	Date distributed/ planned
Project team members	Project status and updates	Fortnightly	Project Manager	Face to face	2 hours per month	Ensure each member of the project team is aware of their role	Every 2 weeks on a Tuesday
Vendor/ contractors meeting	Performance review with vendor	Monthly	Project Manager and vendors	Virtually via video conference	1 hour	Review project progress and decide on any adjustments that need to be made	Monthly
Executive leadership team	Project high-level report	Weekly	Project Manager and Senior Executives	Email	1 hour	Keeping executives informed of the performance of the project and any need for escalation	End of the week

PART 2

CONFLICT MANAGEMENT


7-38-55 RULE OF COMMUNICATION
WORDS
7%
SPOKEN
WORDS
38%
VOICE
TONE
55%
BODY
LANGUAGE

rules – causes – impact – visualization – conflict solving – conflict management



https://www.youtube.com/watch?v=_WW2JWIv6G8

Steve Ballmer Runs Around I
Maniac On Stage (Motivatio
552.400 Aufrufe • vor 12 Jahren

Tom Corson-Knowles

Steve Ballmer is worth $16 Billion. Get mo
marketing tips on the blog: ...

- Signs a Storm is brewing:
  - Lack of communication
  - Disagreements or tensions
  - Dysfunctional meetings
  - Missing meetings
  - Productivity slowdowns
- Involved parties
- Causes and nature of the conflict
- Potential impact on the project

Conflict key contributing factors

- High stress environment
- Ambiguous roles/responsibilities
- Multiple boss situation
- Advance technology complexities
- Unrealistic deadlines
- Lack of resources
- Insufficient funding
- Inept leadership

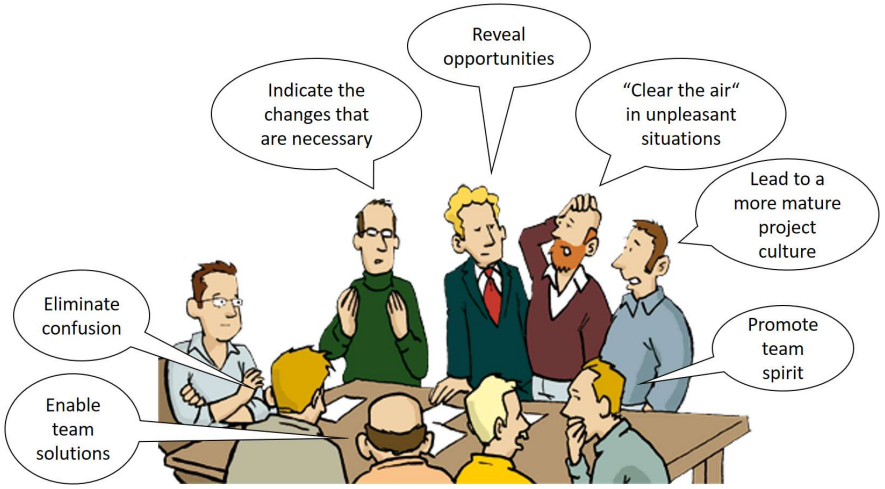
Guan, D. (2007). Conflicts in the project environment. Paper presented at PMI® Global Congress 2007—Asia Pacific, Hong Kong, People's Republic of China. Newtown Square, PA: Project Management Institute. https://www.pmi.org/learning/library/project-environment-eleven-project-conflicts-7348.

Productive conflicts

Conflict free work

- Complacency
- Boredom
- Pressure from stewing disagreements

Productive conflicts

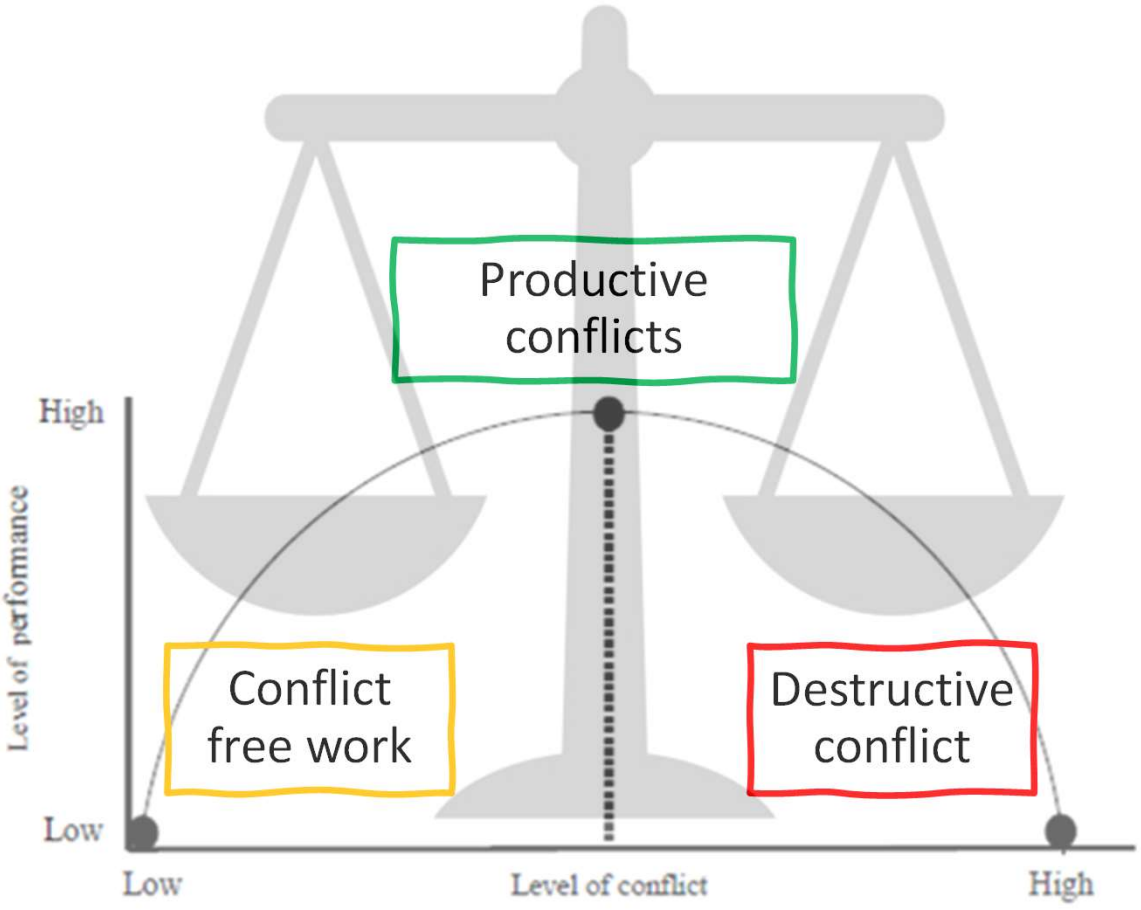


Destructive conflicts

- Loss of team spirit
- Waste of time in quarrels
- Rudeness
- Distrust
- Burnout
- absenteeism

Conflict free work

- Complacency
- Boredom
- Pressure from stewing disagreements



Destructive conflicts

- Loss of team spirit
- Waste of time in quarrels
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- Distrust
- Burnout
- absenteeism

5 Techniques for solving a conflict

cooperative

Force / Direct
„I'm right, you're wrong!"

Collaborate / Problem solve
„I reckon we can both get what we need!"

Compromise / Reconcile:
„Let's find the middle ground!"

unassertive

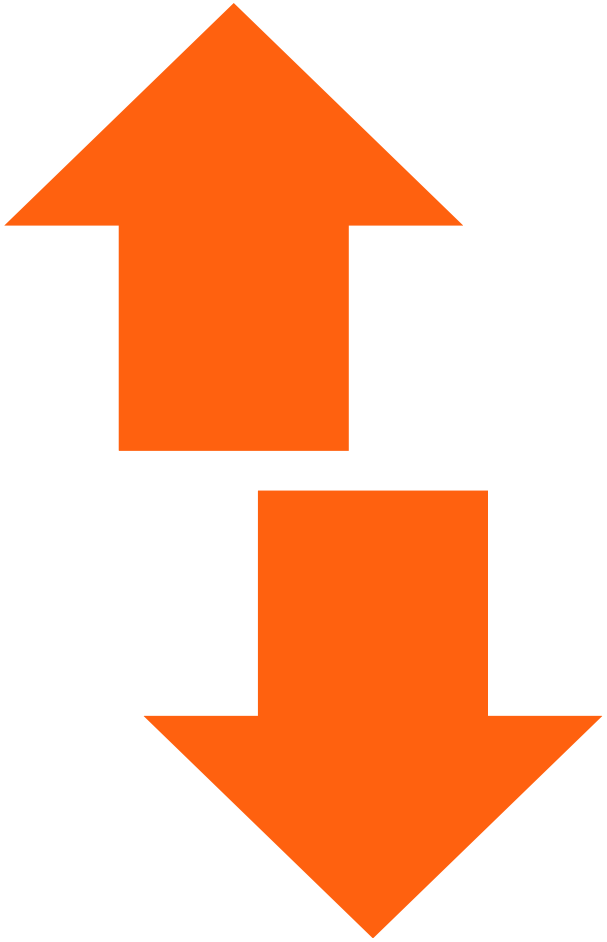
assertive

Avoid / Withdraw
„ Can we talk about that another time?"

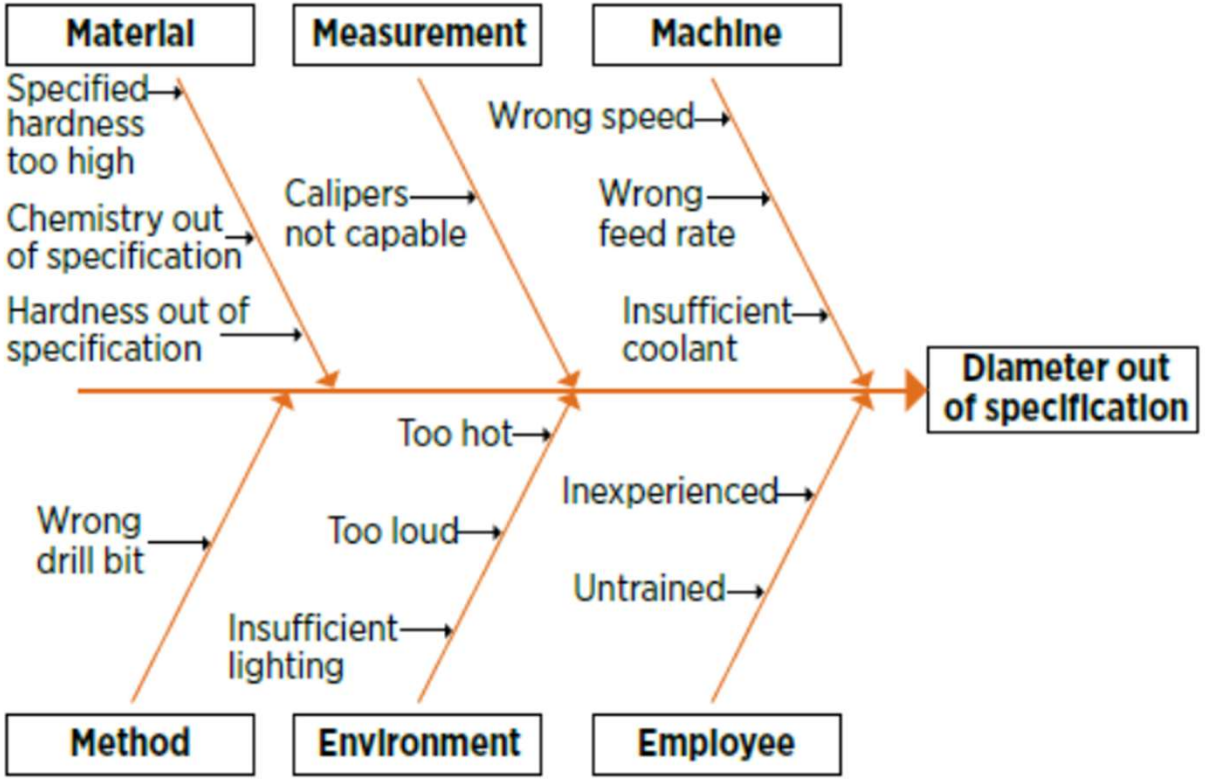
Smooth / Accommodate:
„Let's do it your way!"

uncooperative

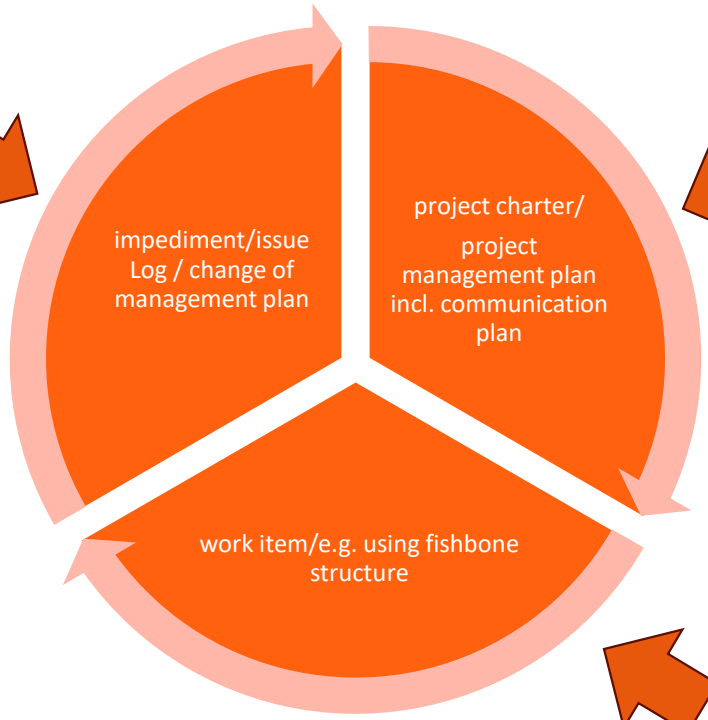
rules – causes – impact – **visualization** – conflict solving – conflict management



Cause and effect diagram



during/
after conflict



before conflict

during conflict

Manage conflicts effectively and make your project a success!

PART 3

KNOWLEDGE TRANSFER

How does an PMP Exam looks like?

A project manager with limited experience managing globally distributed team members is appointed to a project with team members who are all from another country and speak a different native language.

To successfully manage this project, the project manager needs to have cultural sensitivity. What of the following actions should the project manager NOT take?

a. Read books about cultural sensitivity in leadership
b. Hire a professional coach to learn how to be a more successful leader
c. Request a different assignment, citing the language barrier as an obstacle
d. Enroll in language and culture lessons to learn about this country

How does an PMP Exam looks like?

The atmosphere is tense in the sprint planning review. The agile team members are visibly unhappy – one of them kicks a chair and shouts at the product owner, “Tat just doesn`t make sense!”

Which two actions should the project manager take in this situation?

- Remind the team of the product owner`s responsibilities and authority
- Calm all present by asking them to call on their emotional intelligence
- Intervene, giving one uninterrupted minute to each person present to stat their case
- Reprimand the member who kicked the chair with a warning
- Facilitate by asking the team to suggest ways to resolve the points of dispute

“Strong relationships are based on trust and communication. But if there is no communication, there can be no trust.”
(Simon Sinek, leadership expert)