



Course 141: Communications Management

Course Description...

Communicating is the heart and soul of business and management. Communications management covers all tasks related to creating, assembling, transmitting, storing and distributing information about the organization, the business or the project. This course focuses on managing communications first from a business and management perspective but also from a personal communications perspective. This course includes the recommendations from the PMBOK of the Project Management Institute (PMI) concerning communications management.

Learning Objectives...

- Appreciate that communication requires management and planning
- Understand the full spectrum of communications in business and management
- Establish a model for good communications
- Introduce tips and techniques to improve communications between team members, management and staff, projects, and the entire organization

Who should attend...

Anyone who communicates in business or on projects: project managers, senior managers, task leaders, team members.

Prerequisites...

A general knowledge of business and management precepts and concepts.



Course Outline...

Introduction and Overview

Unit 1: Effective Communications

- Why don't we communicate effectively?
- What are quality communications?
- Roles of an intermediary
 - Communication specialist
 - Facilitation
 - Mediation
 - Explanation
 - Information gathering
 - More than a communication specialist
 - Speaking for the user
 - Potential problems and pitfalls
 - Suggestions
- Communication
 - Forms of communication
 - Styles of communication
 - Components of communication
 - Reasons for communication
- Information in and information out
 - Gathering information
 - Presentations
- Conflict
 - Dealing with problems
 - Dealing with bad behavior
 - Negotiation
- Upward management

Unit 2: Communications Planning

- Methods of communication
- Communication matrices
- Notification requirements
- Communications channels

Unit 3: Information Distribution

- The Communication Model
- Bases for good communications
 - Shared experience
 - Common goal
 - Expected role and behavior
 - WIIFM
 - Three fundamental questions



- Communication and information
- Levels of communication
 - Project communication
 - Public versus private communication
 - Communication media
 - The medium is the message
 - The importance of choosing the right medium
- Improving non-verbal communication
 - Verbal Aikido
 - Body language
- Communication practices
 - Establishing rapport
 - Choosing the right words
 - Respecting cultural differences
 - How to say 'yes'
 - How to say 'no'
- Effective listening
- Follow-up

Unit 4: Communication Problems and Situations

- Hidden agendas
- Conflict resolution
 - Outcome questions
- Politics
- Dealing with awkward behavior
 - In your subordinates
 - In your peers
 - In upper management
 - In yourself
 - Six types of awkward behavior
 - Awkward behavior matrix
 - Dealing with awkward behavior
- Communication styles
- Assumptions – the unsaid