



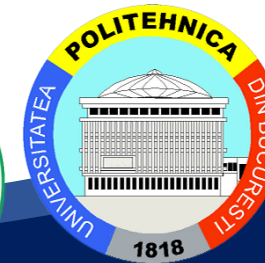
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# Project communication management in a new era of digitalization

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# Communication

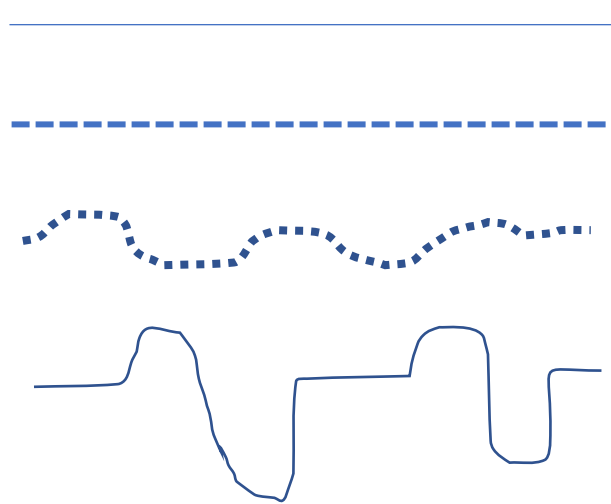
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# What are the main characteristics to be considered in the communication process?



What we mean - Idea

What we say - Coding and transmission

What other listens - Reception

What the other interprets – Decoding

## Examples of potential Obstacles

Too much information or lack of information

Implications in the decision-making process

Excessive number of communication channels

Repetition of information and / or inconsistency in information

Cultural differences

Message interpretation: Brazil vs. Portugal



# Forms of Communication



Formal Communication



Informal Communication



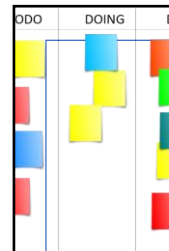
Verbal Communication



Written Communication



Non verbal communication



Visual communication



# Project communication management

## (project management)



- Main aspects to consider in communication management?  
Examples? Who needs and who has authority to access
  - When will they need
  - Where information should be stored
  - How can information be accessed
  - Consider time differences, barriers, and cultural difficulties



Project Management Process Groups					
Knowledge Area Processes	Initiating	Planning	Execution	Monitoring and Controlling	Closing
...	...	...	...	...	...
Project Human Resource Management		Plan Resource Management; Estimate Activity Resources.	Acquire Resources; Develop Team; Manage Team.	Control Resources	
Project Communications Management		Plan Communications Management.	Manage Communications.	Monitor Communications.	
...	...	...	...	...	...

# Project communication management (project management)

*“It includes the necessary processes to ensure timely and adequate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring and final destination of the project information.”*

- **Communication Management Planning**
- **Manage communication**
- **Monitor communication**



Photo by [Volodymyr Hryshchenko](#) on [Unsplash](#)





# Project communication management Tools and Techniques



Processes	Tools and Techniques
Plan Communications Management	<b>Analysis of communication requirements (type and format of information combined with value)</b> <b>Communication technology (availability, culture, urgency, ease, confidentiality...)</b> Analysis Communication models (transmitter, receiver, ...) Communication methods (interactive, push, pull) Meetings
Manage Communications	Communication technology (availability, culture, urgency, facility, confidentiality...) Communication models (sender, receiver,...) Communication methods (interactive, push, pull) <b>Information management systems (printed documents, electronics, project management tools)</b> Performance reports (Past performance analysis, future status of risks and "issues", completed work, work to complete, summary of changes, ...)
Monitor Communications	<b>Information management systems (printed documents, electronics, project management tools)</b> Expert judgment Meetings







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# Communication Techniques

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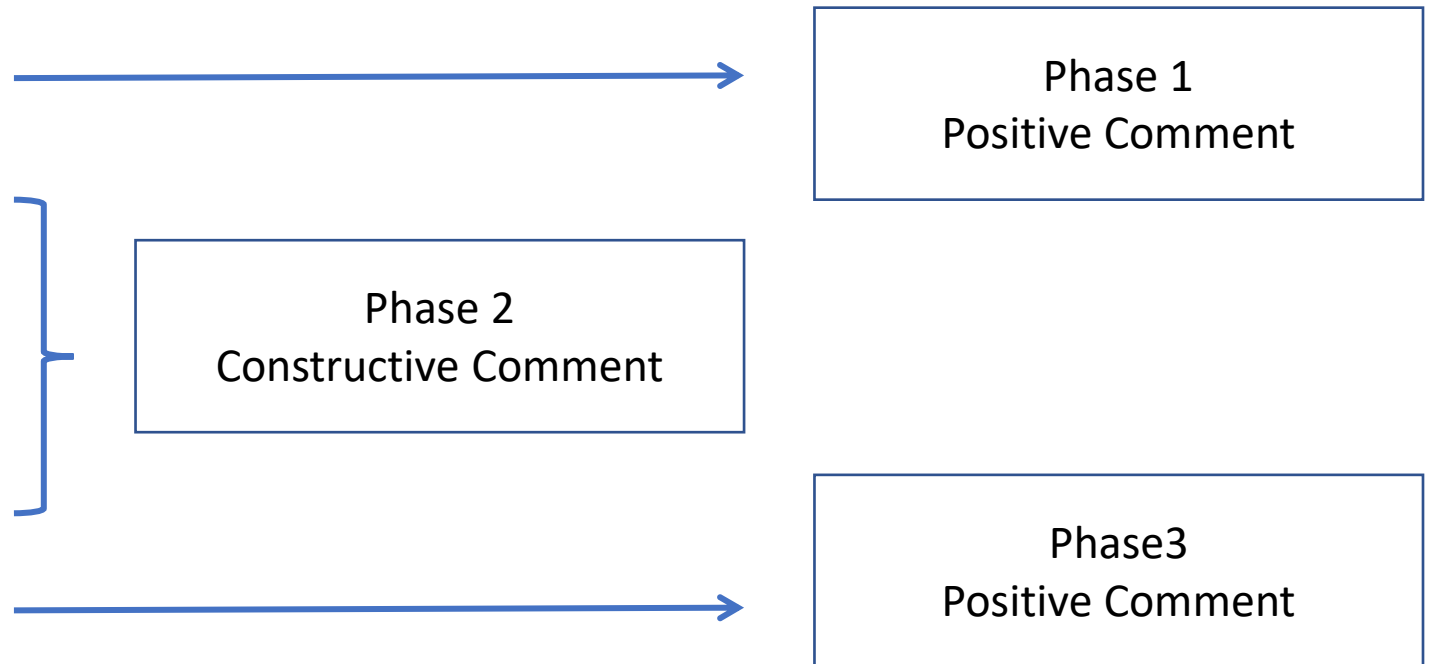
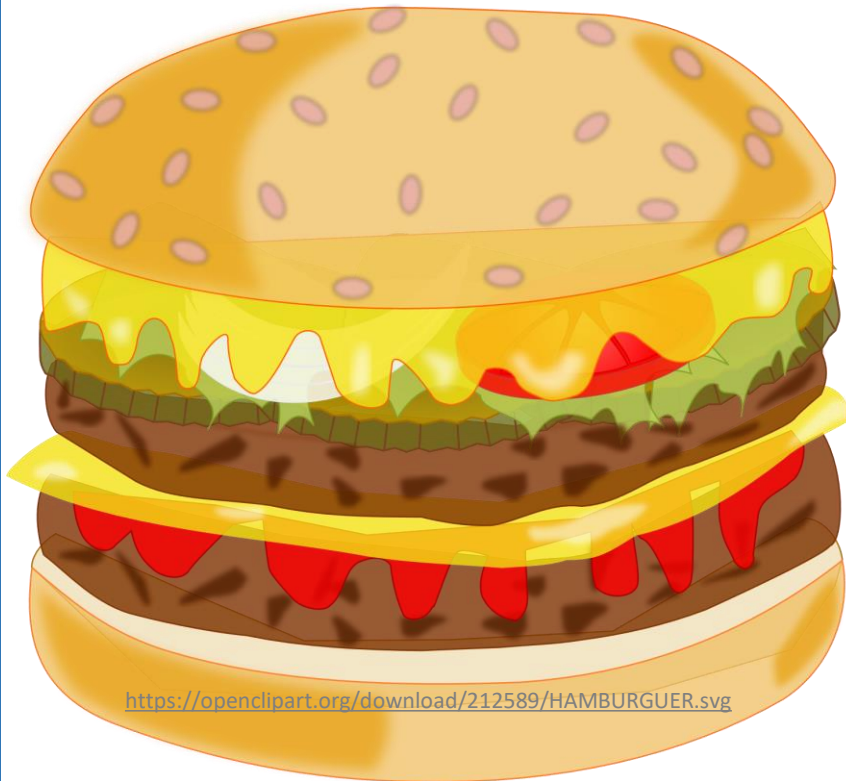
Feedback e Active Listening



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- ☑ Start and finish in a positive way - sandwich technique
- ☑ Talk about behavior - about what the person does, not about what the person is Ser mais específico possível – dar exemplos
- ☑ Talk about yourself because feedback is always subjective - "from my perspective ..."
- ☑ Give suggestions that can be applied - focus on the solution and not on the criticism simply

# FEEDBACK



## Sheldon Cooper - Xbox vs PS

<https://www.youtube.com/watch?v=a91T8MdXXMc>



...communication technique which implies that during the communication process, the listener interprets and understands the message the speaker transmits.

... it is necessary to understand other`s perspective, giving the utmost attention and being available for what he or she has to say; it is also necessary to pay attention to the gestures and emotions shown during the communication process.

... hear vs. listen



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# Communication Profiles

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Passive - Aggressive - Manipulator - Assertive



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## EXERCÍCIO DE AUTO-DIAGNÓSTICO

Responda espontaneamente, colocando uma cruz na coluna correspondente à sua opção:

- A maior parte das vezes, **VERDADE** – se pensa ou actua dessa maneira, a maior parte do tempo.
- A maior parte das vezes **FALSO** – se só raramente actua da maneira descrita.

Nº		A maior parte das vezes	
		VERDADEIRO	FALSO
1	Digo muitas vezes...		
2	Defendo os meus direitos...		
3	Quando não conheço alguém, digo-lhes aquilo que penso ou sinto...		
4	Sou, a maior parte das vezes, muito honesto(a)...		
5	Geralmente, digo-lhes aquilo que quero actuar por...		
6	Não receio criticar os outros e dizer-lhes aquilo que penso...		
7	Não receio criticar os outros e dizer-lhes aquilo que penso...		

"most of times"

1 point for each TRUE answer  
0 points for each FALSE answer

**Attitudes Chart**

Bruce Banner?

## Signs of passive behavior:

- Nail biting;
- Move the muscles of the face, grinding the teeth;
- Taping fingers on the table;
- Swing feet frequently;
- Presents anxious, with high rigidity and an "artificial" and studied posture;
- The speech is "decorated" and rarely presents the ideal spontaneity.

## In Group:

- Feels blocked and paralyzed when given a problem to be solved, expressing lack of initiative;
- Afraid to move or decide because fear disappointment;
- Afraid to disturb others;
- His or her "color" is the environment "color". Works like the "chameleon" of the group. Tends to merge with the group. Often says that all are realistic and adaptive solutions.



# Aggressive Profile



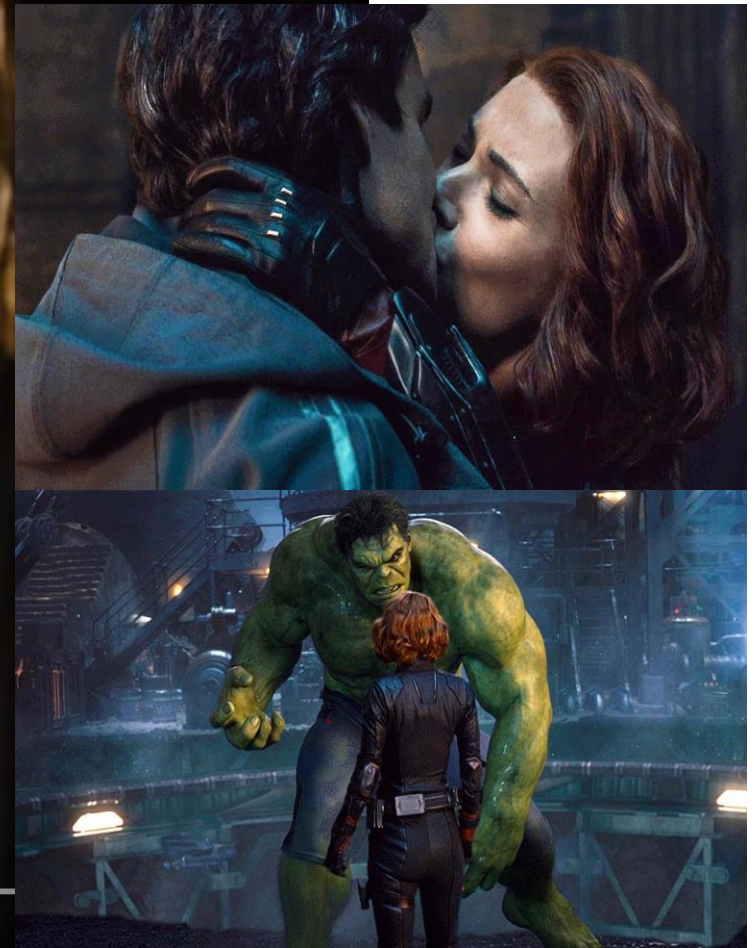
## Signs of aggressive behavior:

- Speak loudly;
- Interrupts constantly;
- Makes noise to prevent group members from speaking out;
- Uncontrolled when communicating;
- Looks back at his interlocutor;
- Uses irony and a sarcastic smile;
- Mimes his/her contempt for others or his/her disapproval.

## In group:

- When hierarchically superior, their behavior is based on authoritarianism, coldness, contempt and intolerance. Are the pocket dictators.
- When hierarchically inferior, they are contestants, hostile and against everything and everyone.

# Aggressive Profile





## Signs of manipulative behavior:

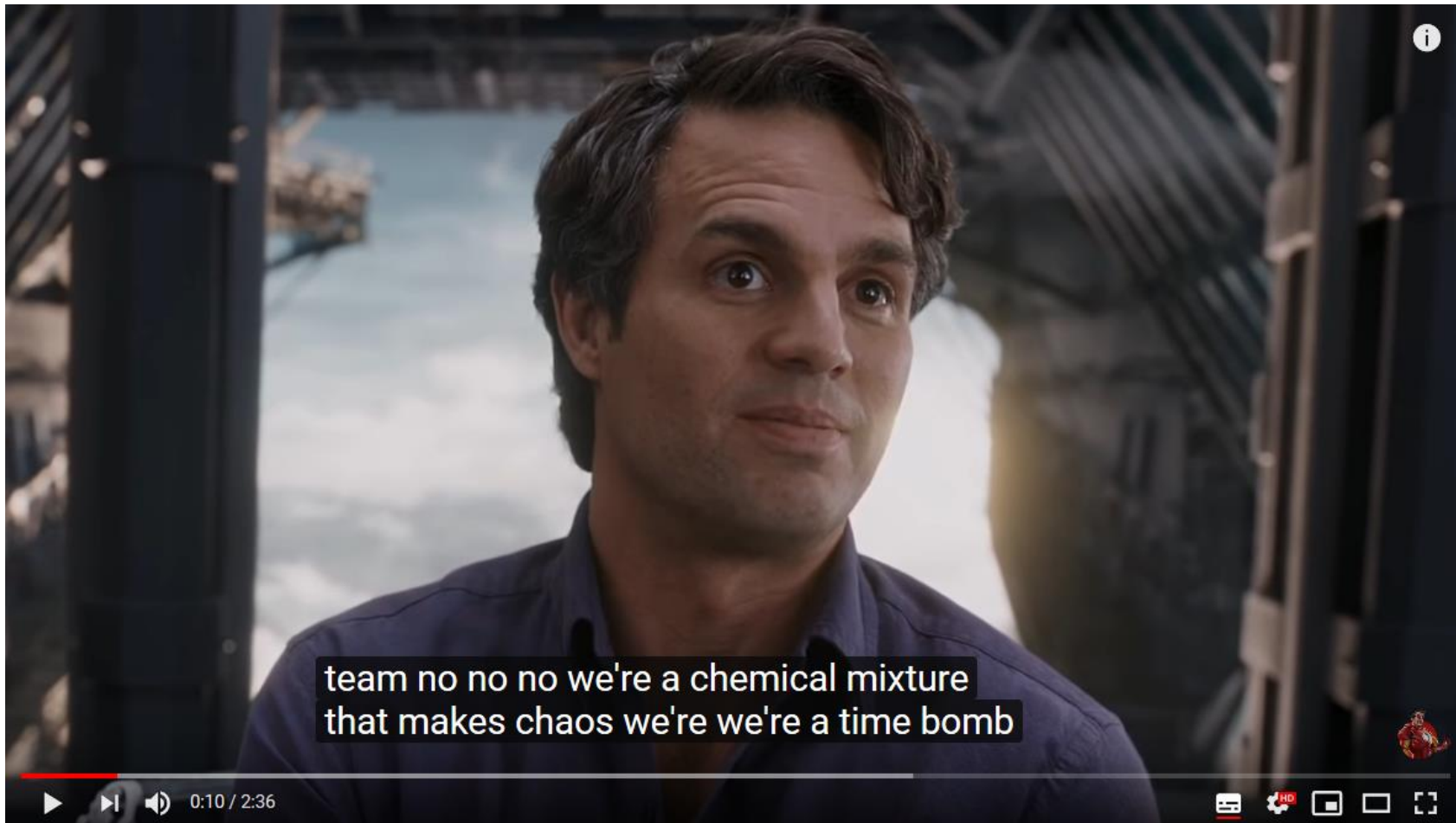
- Exaggerates and caricatures some parts of the information issued by others;
- Uses simulation as an instrument. Denies facts and makes up stories to show that things are not his/her responsibility;
- Speaks in half words; is a specialist in rumors and “says-what-said”;
- Takes advantage of the system (laws and rules), adapting it to self-interests;
- Always full of good intentions.

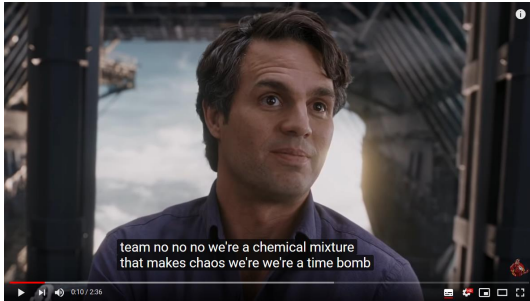
## In group:

- Presents a tactical relationship with others (intention);
- Skilled in creating conflicts at the right time instead of reducing tensions within the group;
- Often employs "us" and not "me"; "... let's speak frankly ...", "... let's trust each other ...".



# Assertive Profile





## Signs of assertive behavior:

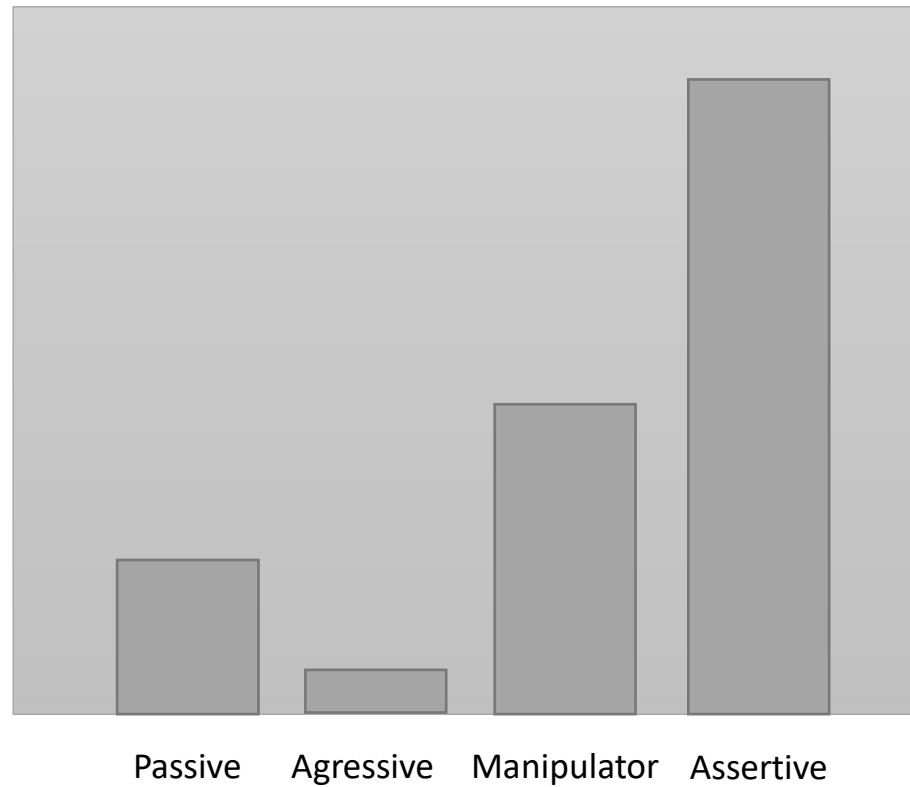
- Feels comfortable in the face-to-face relationship;
- Acts truly to him/herself and with others, not concealing feelings;
- Negotiates on the basis of mutual interests and not through threats;
- Establishes a relationship based on trust and not domination.

## Em grupo:

- Presents things clearly and objectively to others, negotiating based on precise and determined objectives;  
Looks for realistic commitments in case of disagreement.



# Ideal communicator profile (Eduardo cardoso pimpão, 2006)







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# Leadership

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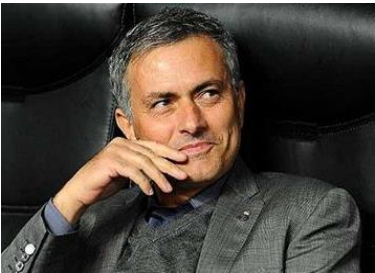
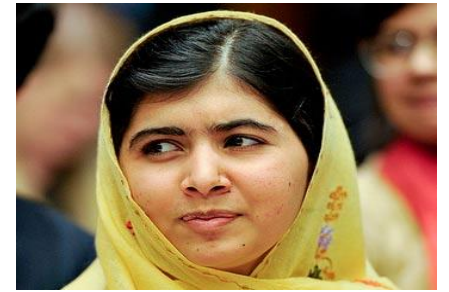
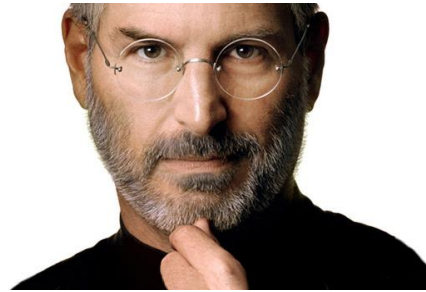
Definition - Leadership Styles - Project Management



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# Leaders? Why? Characteristics?

- In groups of 3/4, write in 10 min. the greatest number of characteristics



- It is a process based on the ability to influence others; but it is not a unidirectional process because both leaders and led influence each other (Miguel, Rocha e Rohrich, 2008)
- Peter Drucker: “management is doing things right; leadership is doing the right things.”
- Leadership is full of paradoxes (Welch, 2010)
  - (1) Leaders relentlessly upgrade their team; (2) Leaders make sure people not only see the vision, the live and breath it; (3) Leaders get into everyone’s skin, exuding positive energy and optimism; (4) Leaders establish trust with candor, transparency and credit; (5) Leaders have the courage to make unpopular decisions and gut calls; (6) Leaders probe and push with a curiosity that borders on skepticism; (7) Leaders inspire risk taking and learning by setting the example; (8) Leaders celebrate ...



# Leadership Requires Emotional Intelligence (Goleman, 2015)



- Emotional intelligence
  - Self-awareness - honest with yourself
  - Self-management - reflect and consider all factors in a self-regulatory process; contributes to motivation
  - Empathy - considering the feelings of others
  - Social Competence - ability to manage your relationships with others



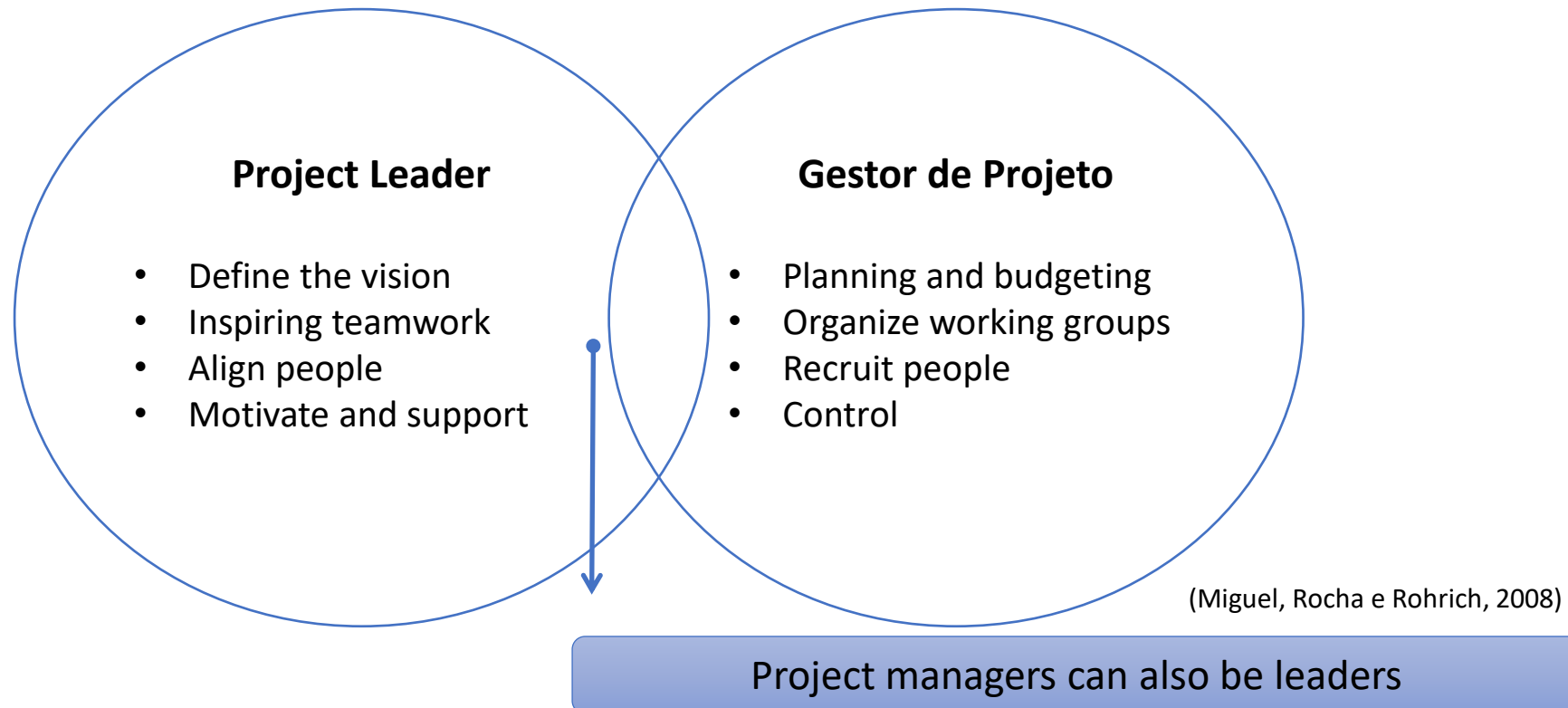
- 1. Visionary (authoritarian) - mobilize people towards a certain vision.**
- 2. Affiliate - create emotional bonds and harmony.**
- 3. Democratic - obtain consensus through participation.**
- 4. Pace-setting - impose the pace of work and expect excellence and self-orientation.**
- 5. Coaching - develop people for the future.**
- 6. Coercive - require immediate obedience**



# Leadership Styles (Goleman, 2015, pp. 43)

	Visionary (authoritarian)	<i>Coaching</i>	Affiliative	Democratic	<i>Pace-setting</i>	Coersive
How style builds resonance	Move people towards shared dreams	Connects what a person wants with organization`s goals	Creates harmony by connecting people to each other	Values people`s input and gets commitment through participation	Meets challenging and exciting goals	Soothes fear by giving clear direction in a emergency
Impact style on organizational climate	Most strongly positive	Higly positive	Positive	Positive	Often negative (when used too exclusively or poorly)	Often negative (when used improperly)
When style is appropriate	When changes require a new vision, or when a clear direction is needed, radical change	To help competent, motivated employees improve performance by building long-term capabilities	To heal rifts in a team, motivate during stressful times, or strenghten connections	To build buy-in or consensus, or to get valuable input from employees	To get high-quality results from a motivated and competent team.	In a crisis, to kick-start an urgent turnaround, or with problem employees.

# Leader vs. Manager



The project's success depends on the right combination of leadership and management.



- How many leaders have we identified?
- What leadership styles do they have?
- Are they working well?
- What could be done?

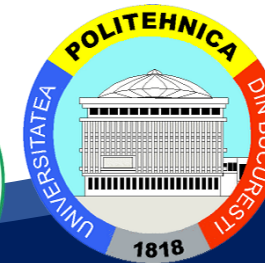
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