

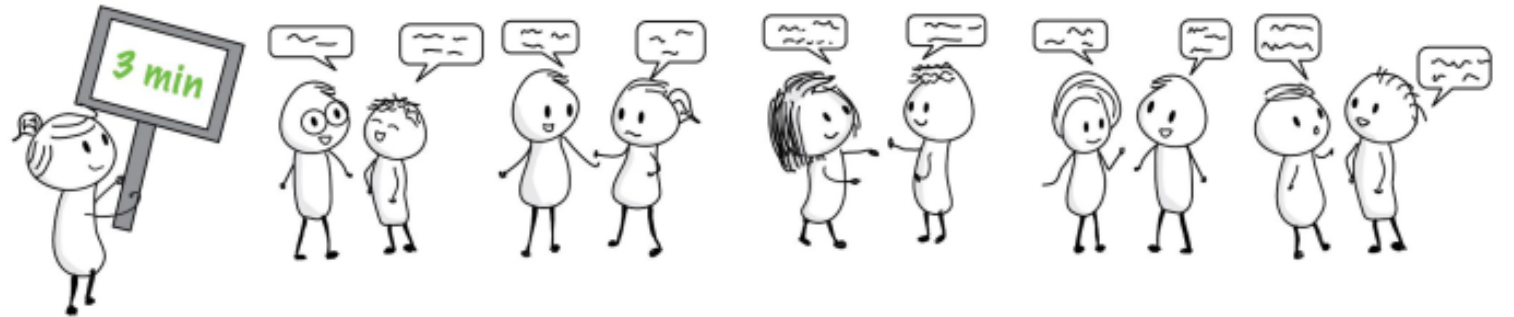


Communication Skills

A managerial perspective

Nariman Dorafshan, 2024

Impromptu Networking



Liquid Courage

Liquid Courage

- آخ که اگه فقط ...
- محض رضای خدا، یه بار هم که شده....
- مجبورم می‌کنن که ..
- من هی باید ...
- اگه اونا میذاشتن که ... اون وقت من
- درباره ...، آخر برمی‌گردن میگن راهش همینه که گفتم!

Liquid Courage

- تلاش کنید جملاتتان جنبه شوخی داشته باشد
- از همکارانتان مستقیم اسم نبرید
- برای این تمرین نیازمند درک چه مسائلی از محیط کار و امنیت روانی افراد هستیم؟

Part 1.2

Better Usage of Language

An Introduction to correct use of language

دقت ورزی معنایی

Do not Distribute

تمرین: بررسی دقت کلامی، اصلاح و بازنویسی

جلسه‌ای پیرامون مشکلات پروژه برگزار گردید.

پروژه از تاخیر بالایی برخوردار می‌باشد.

پیمانکار دلایلی برای قابل قبول بودن تاخیرات ذکر نمود.

مشکلات پرداخت‌ها مشمول بیشترین زمان بود.

کارفرما گفت بالتبع شرایط بالطبع چالش‌های بودجه عمرانیست.

پیمانکار گفت چنانکه صورت وضعیت تعدیل تا پایان ماه پرداخت گردد، پروژه قابل افتتاح تا عید می‌گردد

تمرین: بررسی دقت کلامی، اصلاح و بازنویسی

جلسه‌ای پیرامون مشکلات پروژه برگزار گردید.

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تمرین: بررسی دقت کلامی، اصلاح و بازنویسی

پروژه از تاخیر بالایی برخوردار می باشد.

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پیمانکار دلایلی برای قابل قبول بودن تاخیرات ذکر نمود.

Do not Distribute

تمرین: بررسی دقت کلامی، اصلاح و بازنویسی

مشکلات پرداخت‌ها مشمول بیشترین زمان جلسه بود.

Do not Distribute

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Do not Distribute

PM-META TOOLS

CII 281-1 & 281-2

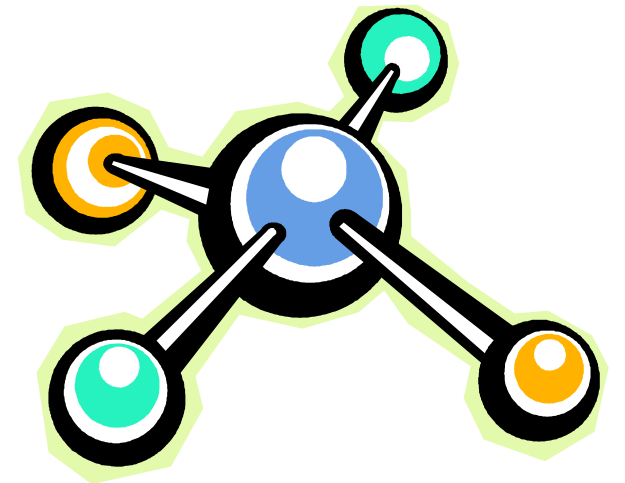


The Knowledge Leader for Project Success

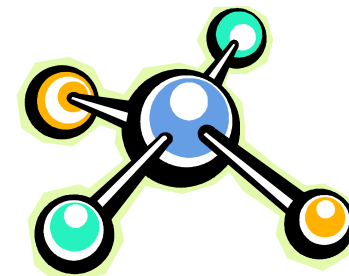
Owners • Contractors • Academics

Who's on Your Molecule?

Implementation Resource 281-2



What Is *Who's on Your Molecule?*

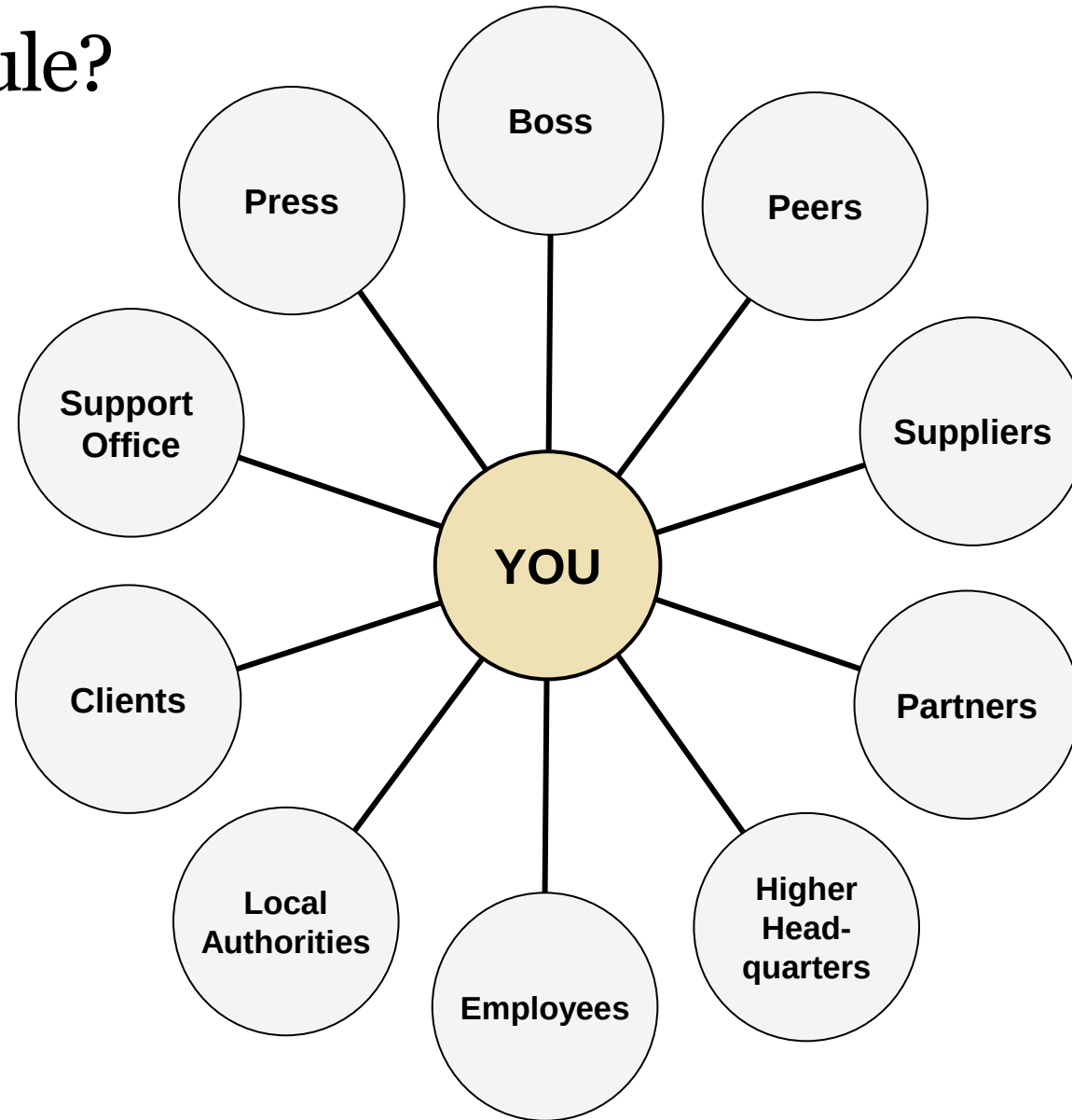


- a self-diagnostic evaluation of your place within your work environment
- a tool to assess the importance and quality of relationships at work
- a confidential resource for self-improvement and better productivity

Objectives

- Identify stakeholders within your work environment.
- Assess the importance and quality of those relationships.
- Use self-evaluation to answer the following questions:
 - What kind of leader am I?
 - Are my interactions with my stakeholders preparing me for the future?
 - What will I have to do differently?

Who's on Your Molecule?



Main Steps

1. Identify your stakeholders.
2. Estimate the time spent with each.
3. Evaluate the importance and quality of stakeholder relationships.
4. Calculate R_{avg} and R_w scores.
5. Complete the self-evaluation.

Step 1: Identify Your Stakeholders

- Identify the stakeholders in your work environment and place their names around a molecule diagram.
- List everyone with whom you spend an hour or more each week (i.e., in person, on the phone, through e-mail, etc.)
- These stakeholders are important to your job success.

Possible Stakeholders

- Owner
- Owner representatives
- Division president
- Vice president
- Project managers
- Superintendents
- Subcontractors
- Inspectors
- Architect
- Engineers
- Procurement
- Vendors/suppliers
- Lawyers
- Employees
- Direct boss
- Marketing
- HR
- Assistants
- Clerks
- Peers

Plot Your Stakeholders

Who's on Your Molecule?



					B	C	D	F
	NAME	A CATEGORY	INTERNAL	EXTERNAL				
					TIME	WEIGHT	R- SCORE	R _w
1	Bill	Boss	✓		5	8	3	5.5
2	Fred	Mentor	✓		1	3	8	5.5
3	Sue	Peer	✓		5	3	4	3.5
4	Megan	Ext. customer		✓	10	8	7	7.5
5	John	Direct report	✓		15	7	5	6
6	George	Vendor		✓	4	7	5	6
7	Mark	Subcontractor		✓	10	7	5	6
8	Stan	Peer	✓		3	5	6	5.5
9	Charlie	Other employee	✓		1	5	4	4.5
10								
SUM:							47	$R_w = (C+D)/2$

Step 2: Time Measurement

- Record how much time you spend with each stakeholder in a typical week.
- The time spent should be shown in hours.
(Assume your average work week.)



Step 3: Relationship Weights

- Identify and record the weight (importance) of each relationship.
- Using a 1-to-10 scale, determine each stakeholder's importance
 - 10 = a very important stakeholder
 - 1 = a very unimportant stakeholder

Remember to rate how **important** the relationship is
NOT how **good or bad** it is.

Step 4: Calculating the R-score

- Use a 1-to-10 scale to identify and record how good or bad the relationship is.
 - 10 = a very good relationship
 - 1 = a very bad relationship
- This number is also called the R-score.
- Record your R-scores on your form.

Step 5: Calculating the R_{avg}

- Total all the R-scores.
- Count the numbers of stakeholders.
- Divide the total R-score by the number of stakeholders.
- Record this average R-score on your data sheet.

Calculating the R_{avg} (*continued*)

Example:

- Total R-score is 82.
- Total Stakeholders is 10.
- Divide 82/10.
- **$R_{avg} = 8.2$**

R_{avg}

- Each R-score shows the relationship between you and each of your stakeholders.
- R_{avg} benchmarks your ability to create and maintain professional relationships.

Step 6: Calculating the R_w

- The R_w combines the weighted importance of the stakeholder with the quality of the relationship.
- R_w = individual R score plus W (weight), divided by 2 for each stakeholder.

What does it mean if you have an important stakeholder with a low relationship score?

Calculating the R_w

Example:

- R-score = 6, $W = 10$
- R_w is $(6 + 10) / 2$
- **$R_w = 8$**

What does it mean if you have an important stakeholder with a low relationship score?

Step 6: WOYM Evaluation Sheet

WHO'S ON YOUR MOLECULE?

Self-Evaluation Form

_____ Overall R_{avg} score?

_____ How many stakeholders did you have?

What is your highest R-score & stakeholder? Why is it the highest?

What is your highest R_w score & stakeholder? Why is it the highest?

What is your highest Weight & stakeholder? Why is it the highest?

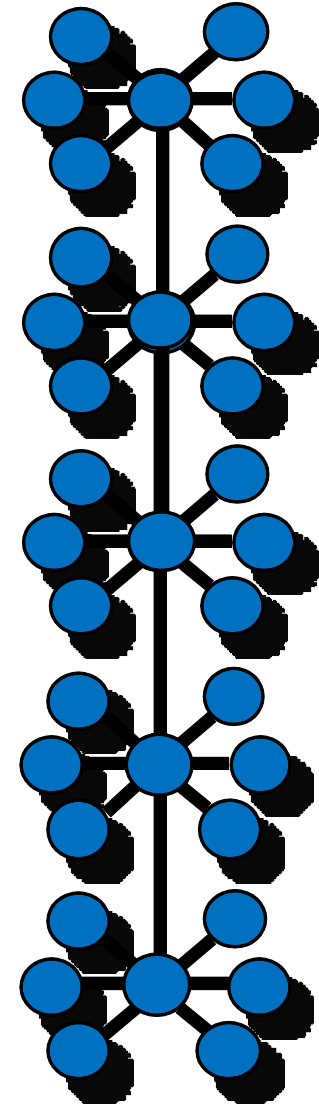
Your “Molecule” Results



- Evaluate your work environment.
- Identify how engaged you are within your environment.
- Determine your ability to build and maintain relationships.
- Consider where your time is being spent . . . and, perhaps, where it is being wasted.

Your “Molecule” Results

- Most projects have 3-5 layers of molecules.
- Do a molecule analysis for your bosses.
- Do a molecule analysis for your direct reports.
- Do a molecule analysis for the person you plan to hire.

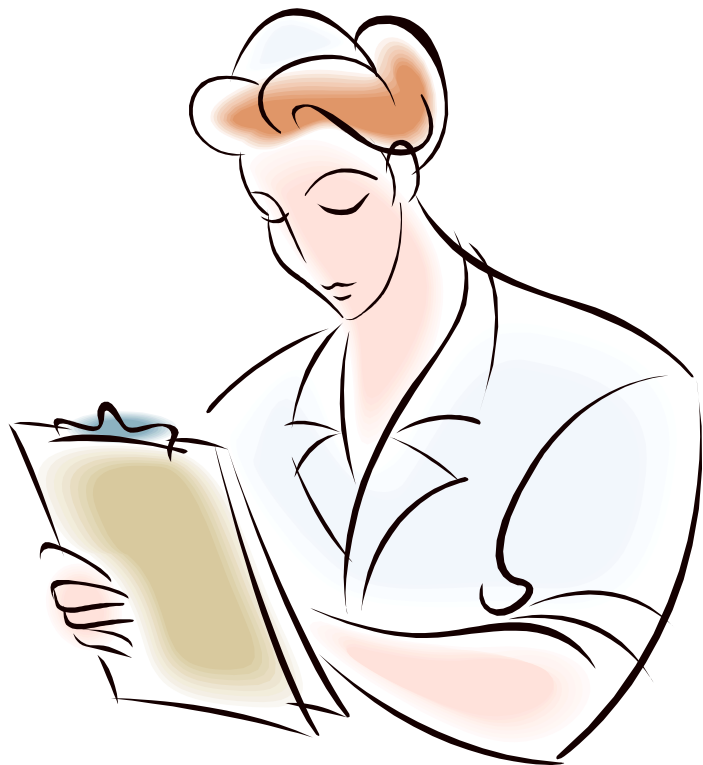


Reflections

How much time do you spend on . . .

- discretionary activities (hours per week)?
- institutionally imposed duties (hours per week)?
- computer work?
- email correspondence?
- technical questions on your project?

Complete Your Reflections Form

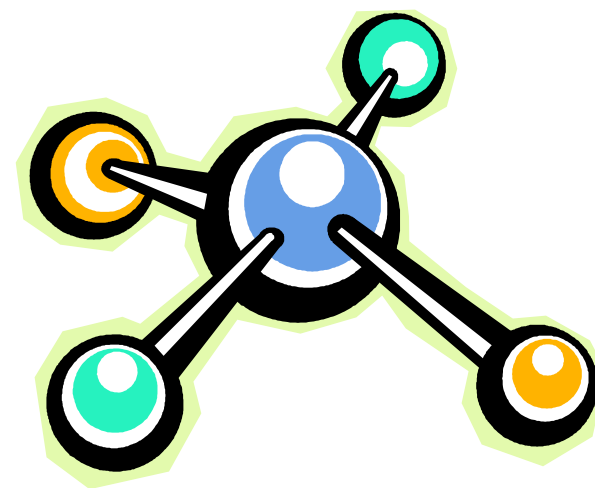


WHO'S ON YOUR MOLECULE?

Reflections Form

1. How much discretionary time do you have?
_____ hours per week
2. How much institutionally imposed time must you deal with each week?
_____ hours per week
3. How much time do spend each week working on the computer (excluding emails)?
_____ hours per week

Research Results on Who's on Your Molecule?



Abe Lincoln

“I dislike that man,
I need to get to know him better.”



Findings

Relationships between Stakeholders

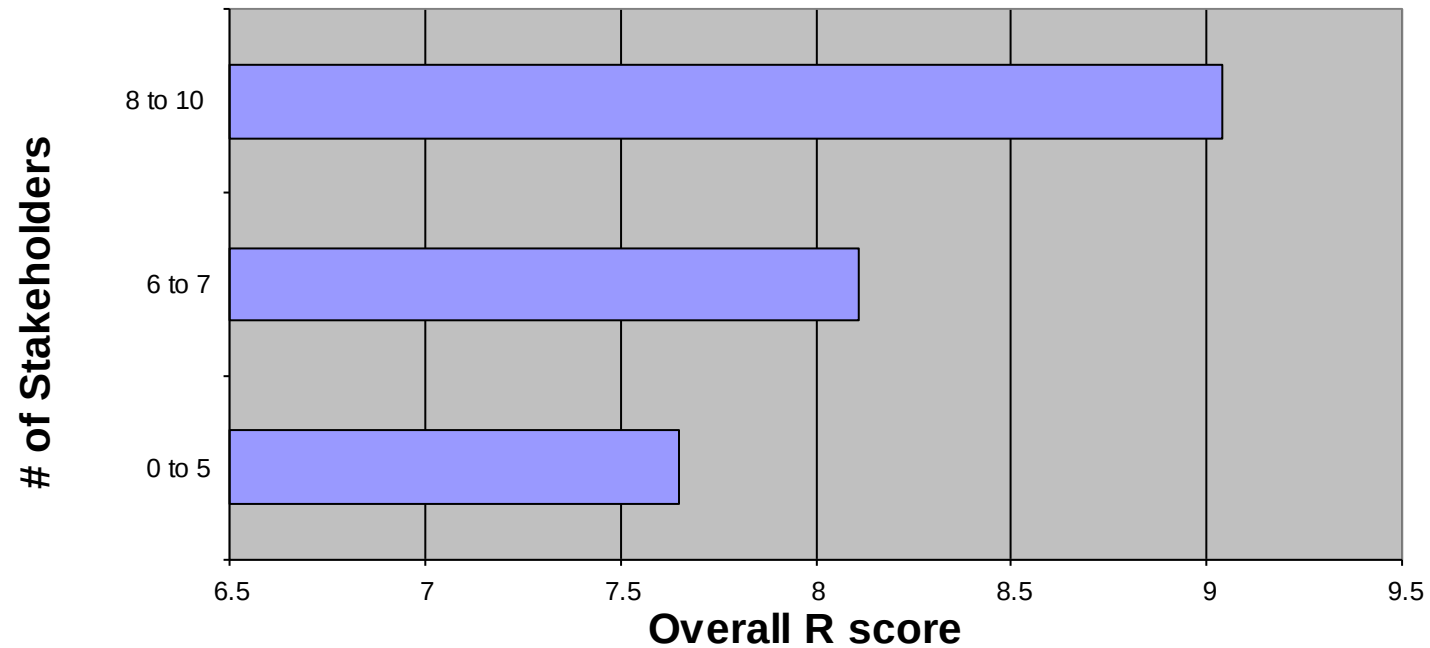
- To achieve success and to grow as a leader, know that your stakeholders are your most important assets.
- Numerical data showed a link between the higher numbers of stakeholders and the higher overall R-scores.

How can this be?

Findings

Overall R-score

As an individual's number of stakeholders increases, so does his or her overall R-score.



Findings

R_w

- When the R_w is **higher** than the R-score, the individual has a poor relationship with an important stakeholder.
- When the R_w is **lower** than the R-score, the individual has a good relationship with a less important stakeholder.
- The R-scores of a good leader are all high; thus the weights are less relevant.

Findings

Leadership versus Management

Leaders...

- delegate responsibility.
- give peers and subordinates autonomy.
- do not interfere.

As a result ...

- A leader has more stakeholders and has more time in which to develop future leaders.

Findings

Leadership versus Management

Micro-managers...

- need to be involved with every decision.
- don't assign tasks without constantly checking up.

As a result...

- micro-managers are unable to have as many stakeholders as leaders.

Findings

Leadership versus Management

The connection observed in the findings showed the following:

- A higher overall R-score may be an indicator of ***leadership***.
- A lower overall R-score may be an indicator of ***micro-management***.

Findings

Leaders Have More Stakeholders Than Managers

Leadership Molecule	Micromanagement Molecule
Delegates	Meddles
Trusts	Doesn't Trust
Low-maintenance	High-maintenance
Takes Blame	Takes Credit
Accepts Responsibility	Tries to Control



Balance

Findings

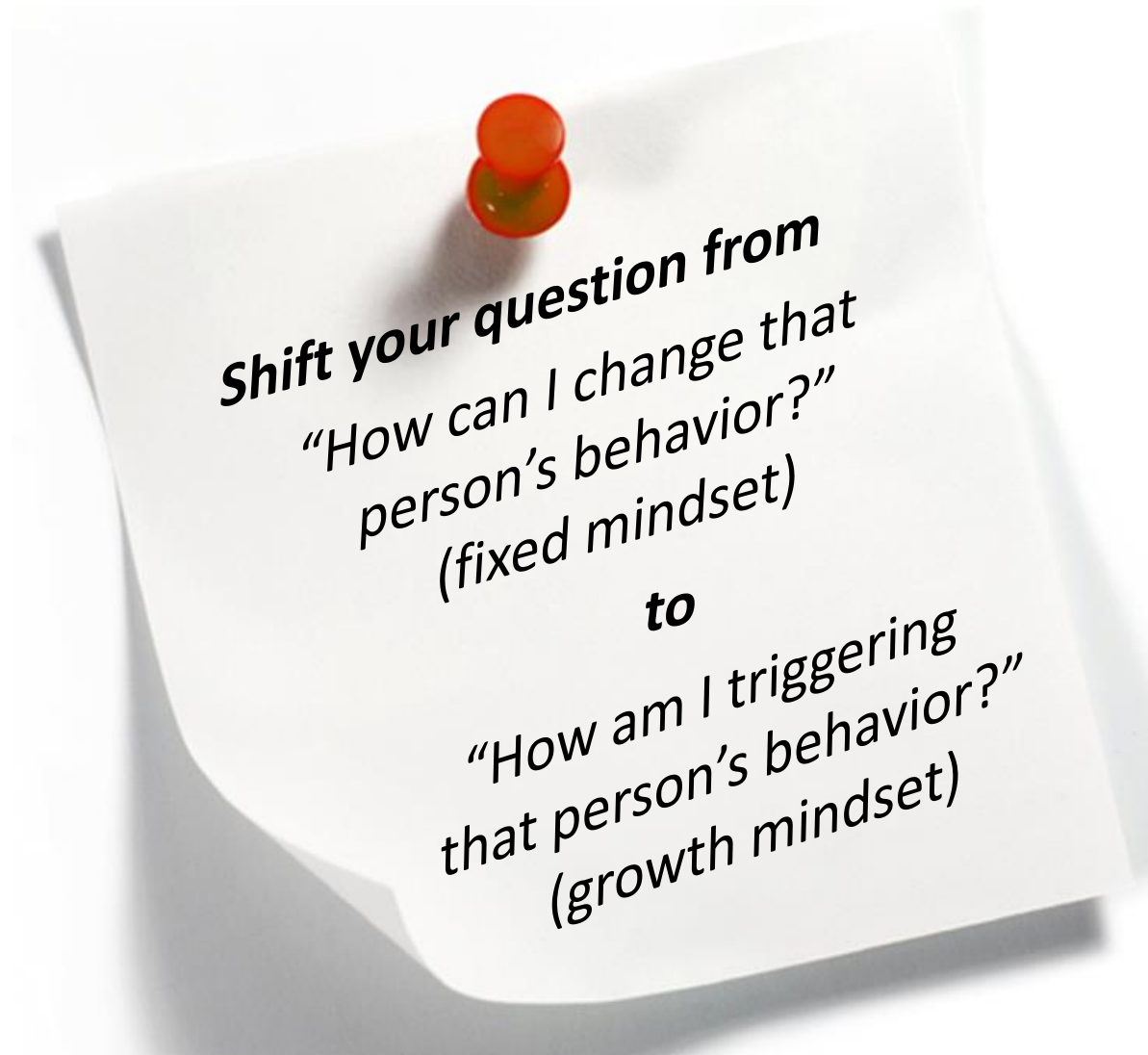
Mindset

Our mindsets are determined by the nature of our self-evaluations; they depend on whether we look internally or externally for explanations.

- A **fixed-mindset** person (a manager) looks externally, at other people, for answers as to why his or her environment is what it is.
- A **growth-minded** person (a leader) looks internally, at himself or herself for answers as to why his or her environment is what it is.

Findings

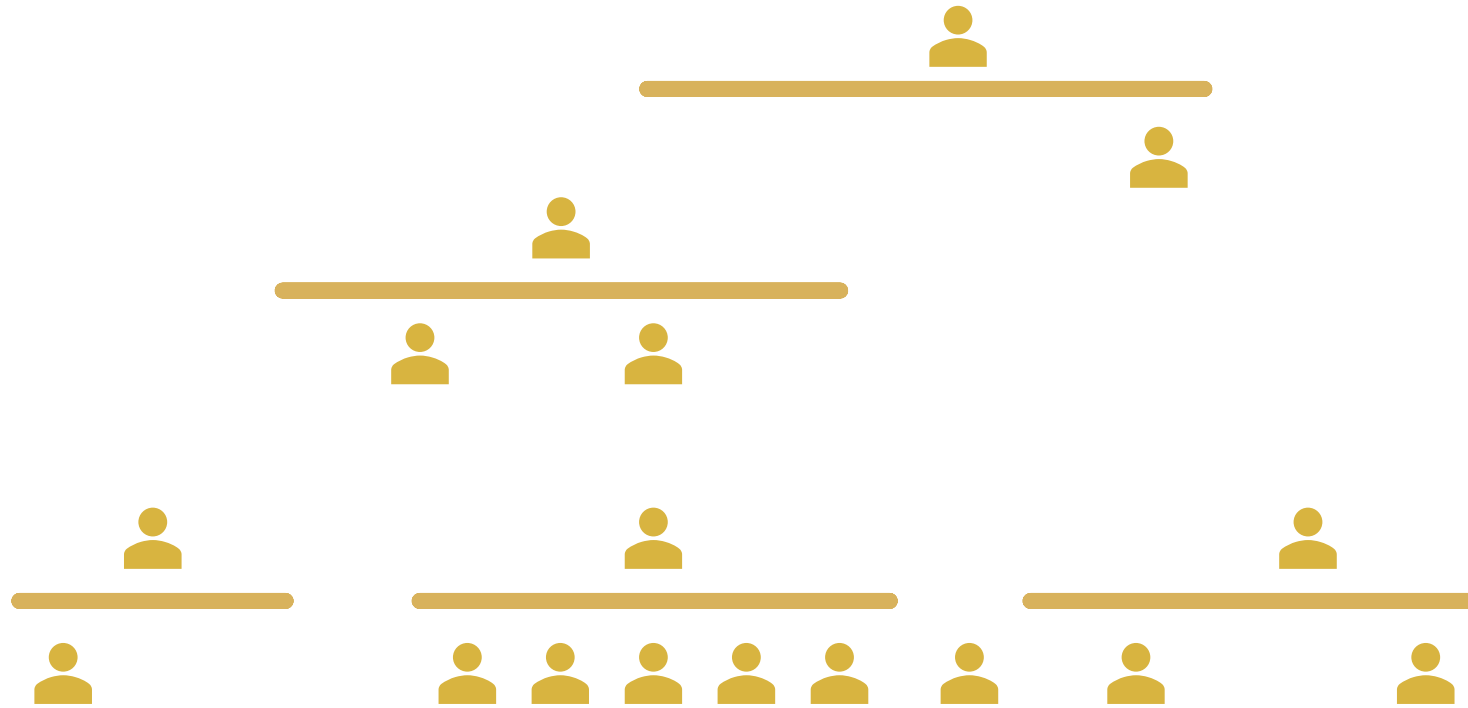
Mindset (*continued*)



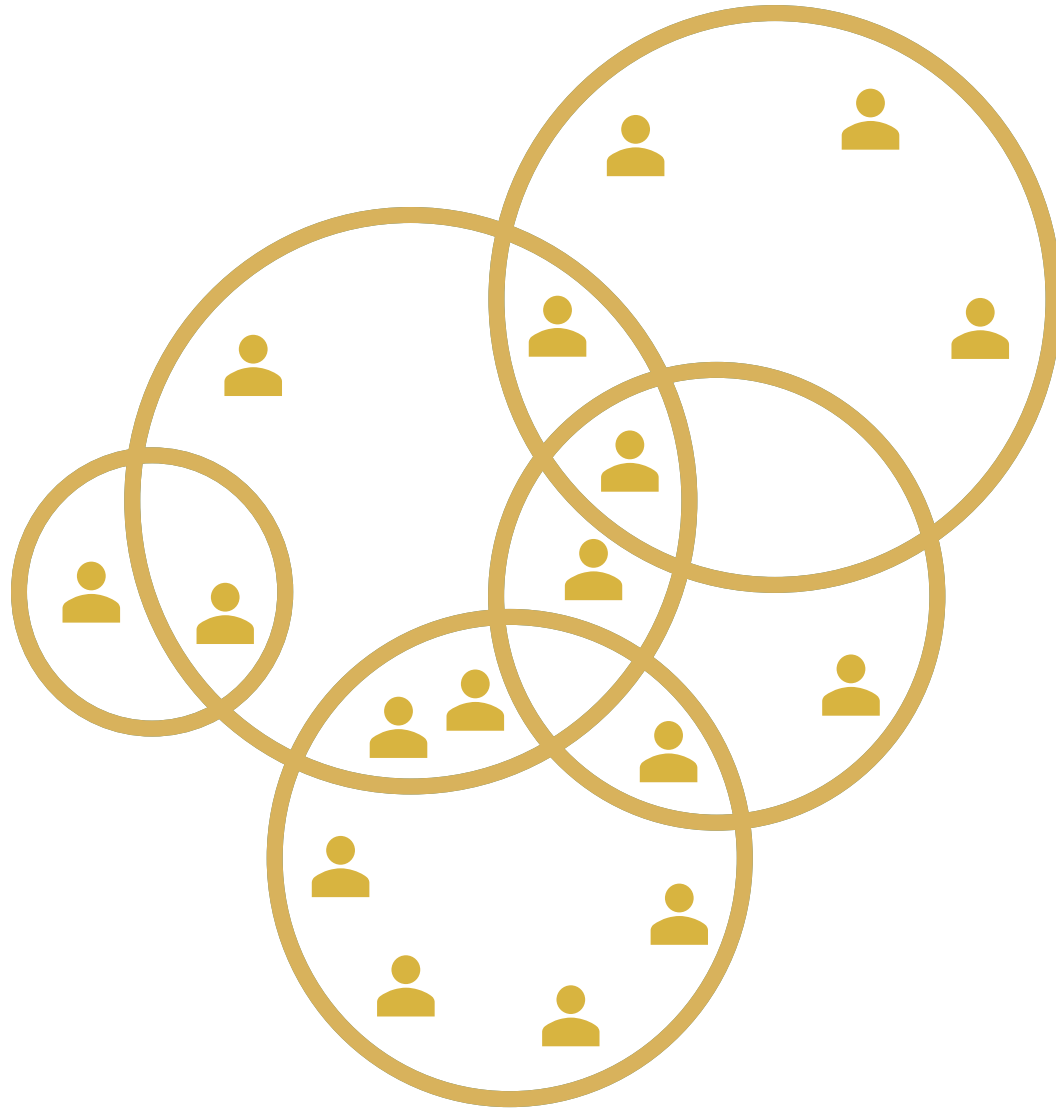
So... How Can I Improve My Effectiveness?

- Think about how others perceive your actions (and tone).
- Be growth-minded → change the way you act and react.
- Implement leadership actions, e.g., delegate.
- Increase the quality of important stakeholder relationships.
- Take additional leadership training courses.

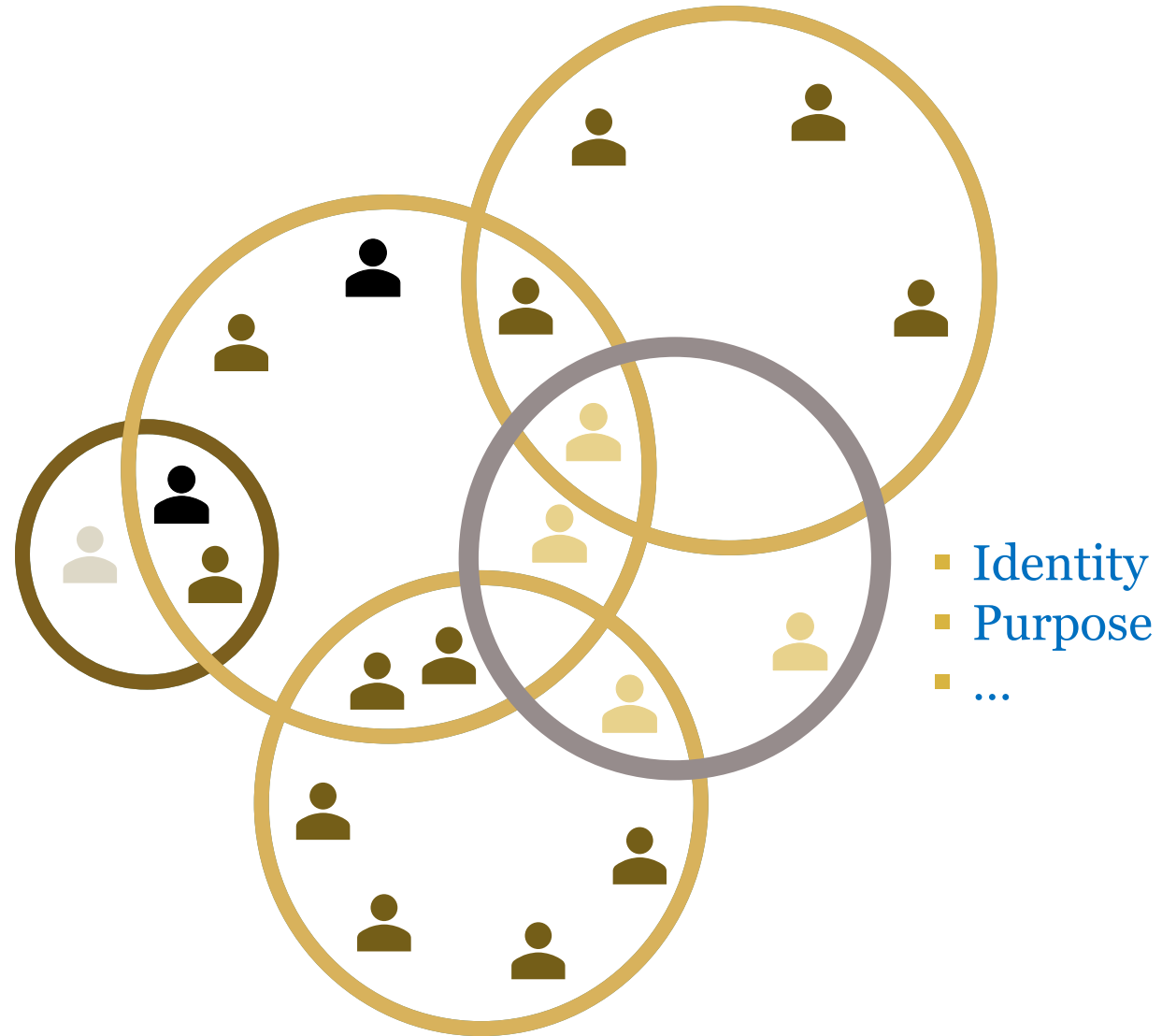
Institutional Relationships



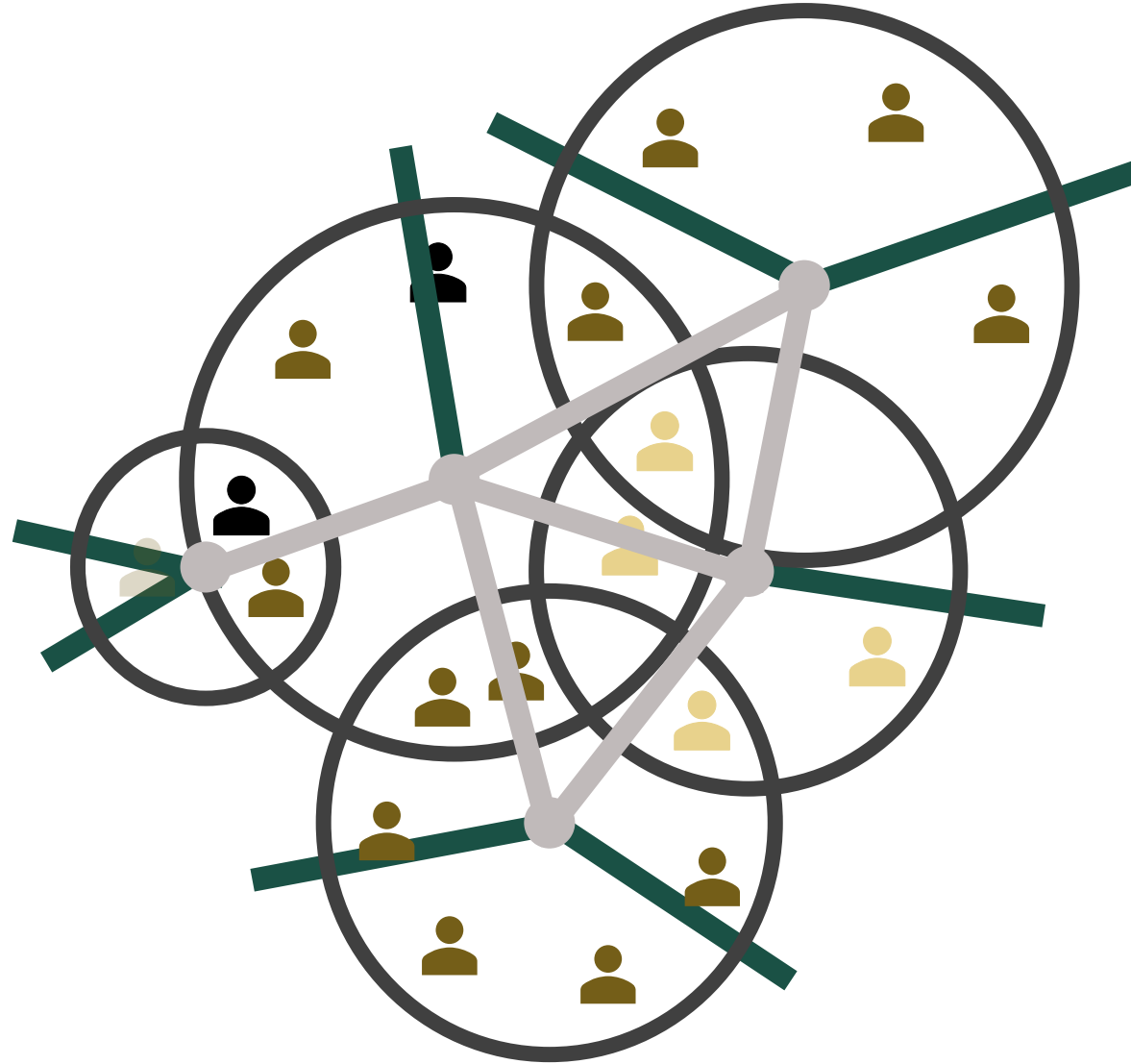
Your Networks



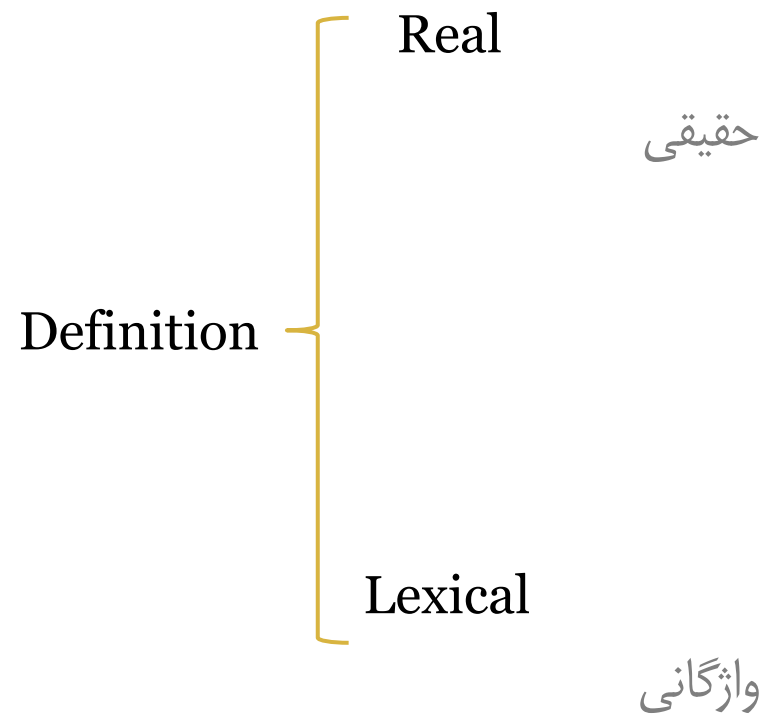
Participating in your network

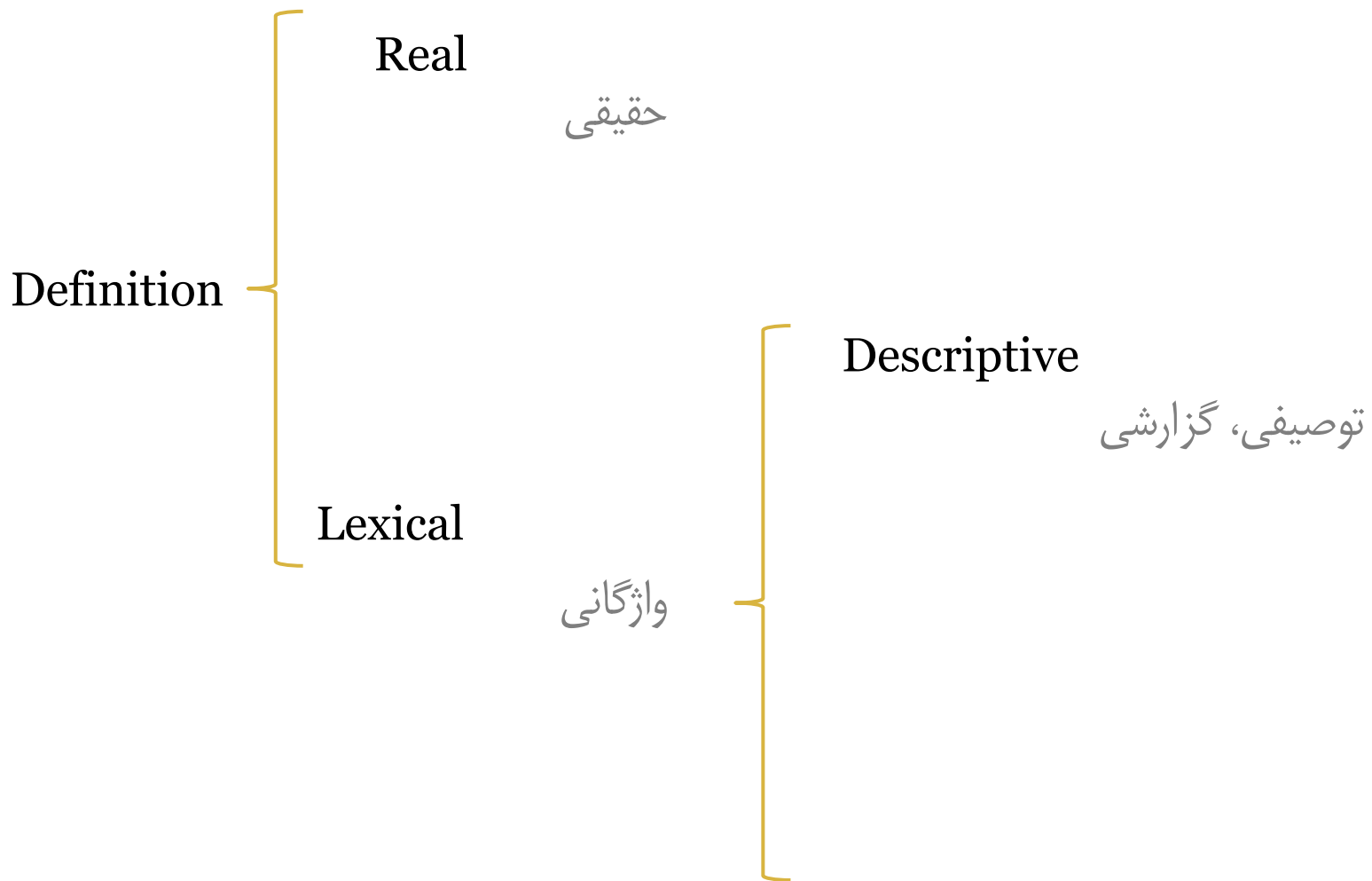


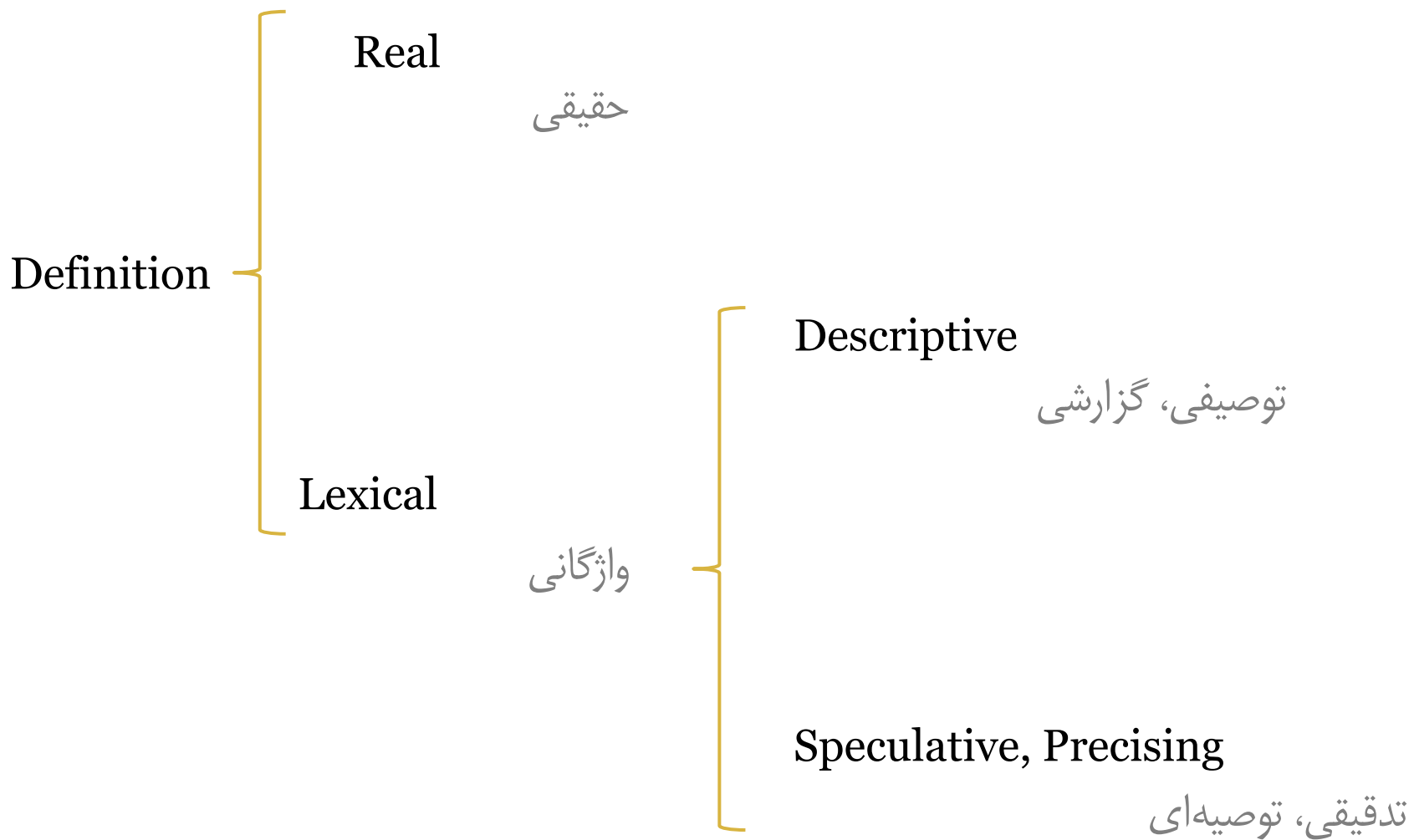
Participating in your network



Concepts







Conceptualization | مفهوم پردازی

- The process of defining or specifying concepts
 - What we mean when using certain terms
 - The main purpose: Refining and Specifying abstract Concepts
 - First step in the measurement process
 - When using different conceptualizations of a single word,
 - It's not the question of Right or Wrong
 - It's about how useful it can be
- Chaos
 - Complexity
 - Paradigm
 - Agile
 - Resilience
 - Thrivability
 - Anti-fragility

Knowledge of Terminology – What's the need?

- Each subject matter contains a large number of **labels and symbols**, both **verbal and non-verbal**, that have particular referents.
- They are the **basic language of the discipline** – the **shorthand** used by **experts** to express what they know.

Knowledge of Terminology – What's the need?

- The experts find it **necessary** to use them while communicating
- In many cases it is **impossible** for experts to discuss problems in their discipline **without making use of essential terms**
- It's even **impossible to even think about** many of the phenomena in the discipline unless they use these labels and symbols

Knowledge of Terminology - Precision

- The **novice** learner must be cognizant of these labels and symbols and learn the generally accepted referents that are attached to them
- As the **expert** must communicate with these terms, so must those learning the discipline have a knowledge of the terms and their referents as they attempt to **comprehend** or **think about** the phenomena of the discipline

Knowledge of Terminology - Precision

- Scientists find it difficult to express ideas or discuss particular phenomena with the use of other symbols or with “proper” or “folk knowledge” terms more familiar to lay population

What's the use of Technical Language?

What are the **limitations** of Technical Language?

What are the **limitations** of concepts like Culture?

Jargon!

Well-defined Obstacles