



Communication Skills

A managerial perspective

Session 07

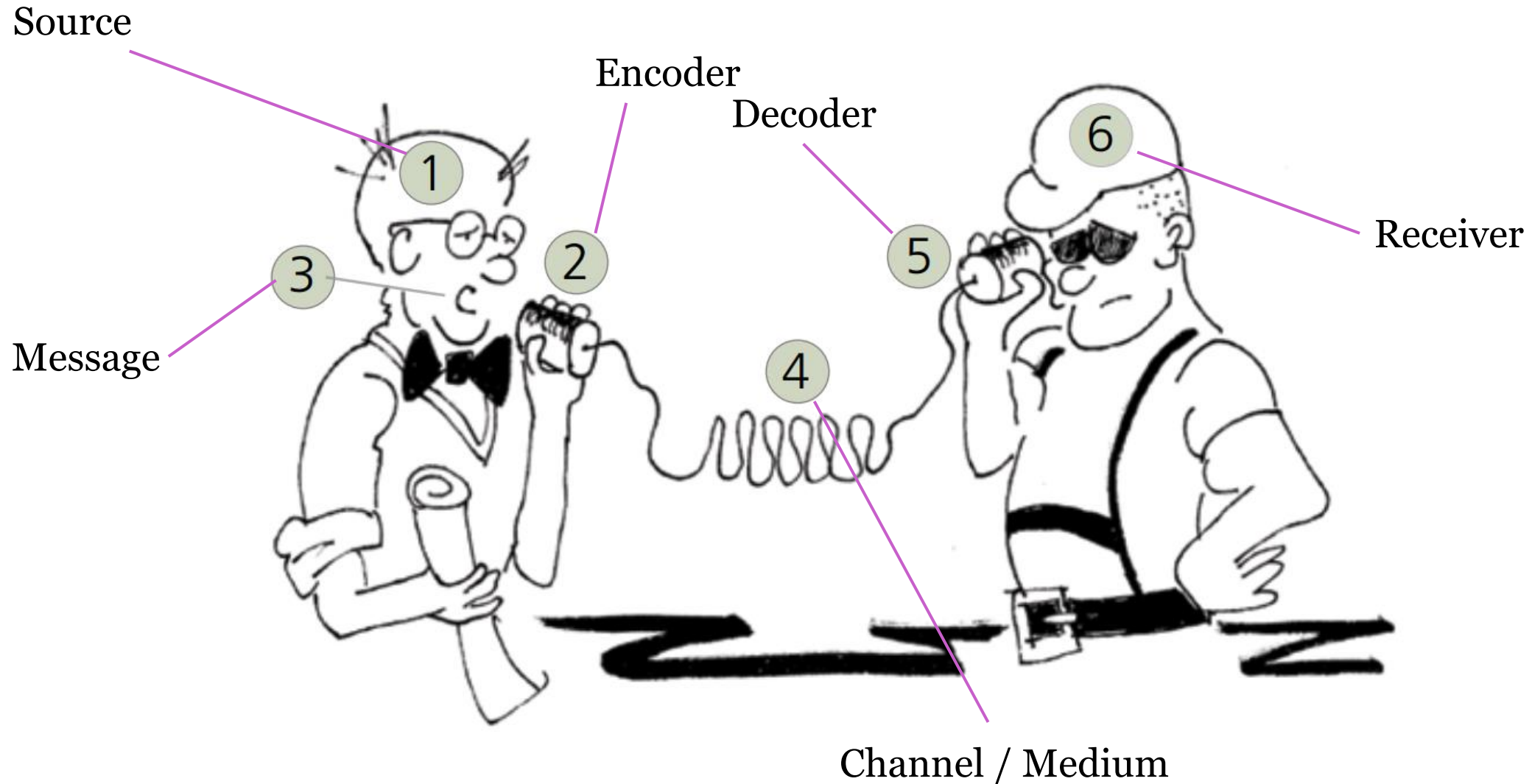
Nariman Dorafshan, 2024

Part 1.5

Communication Medium

An Overview of Communication Channels, Tools, and Platforms

6 Elements of Communication



Age of Connectivity

Age of Information

Age of ...?



Some Examples of Our “New Brave World”

Tools

- New Communication Methods
- New Business Models, Transforming Businesses

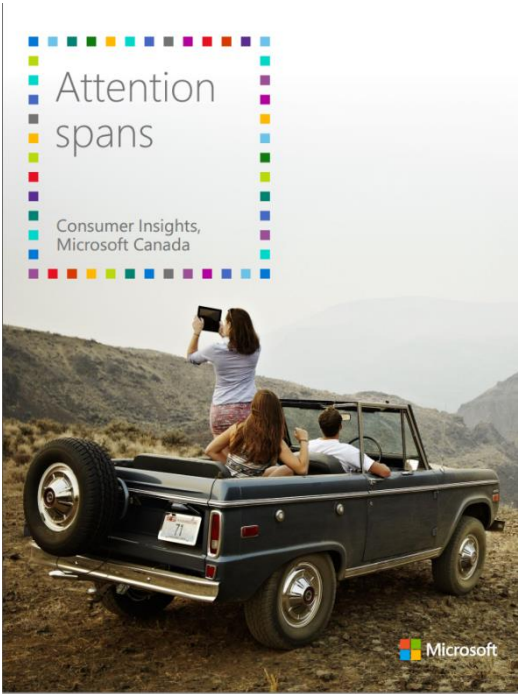
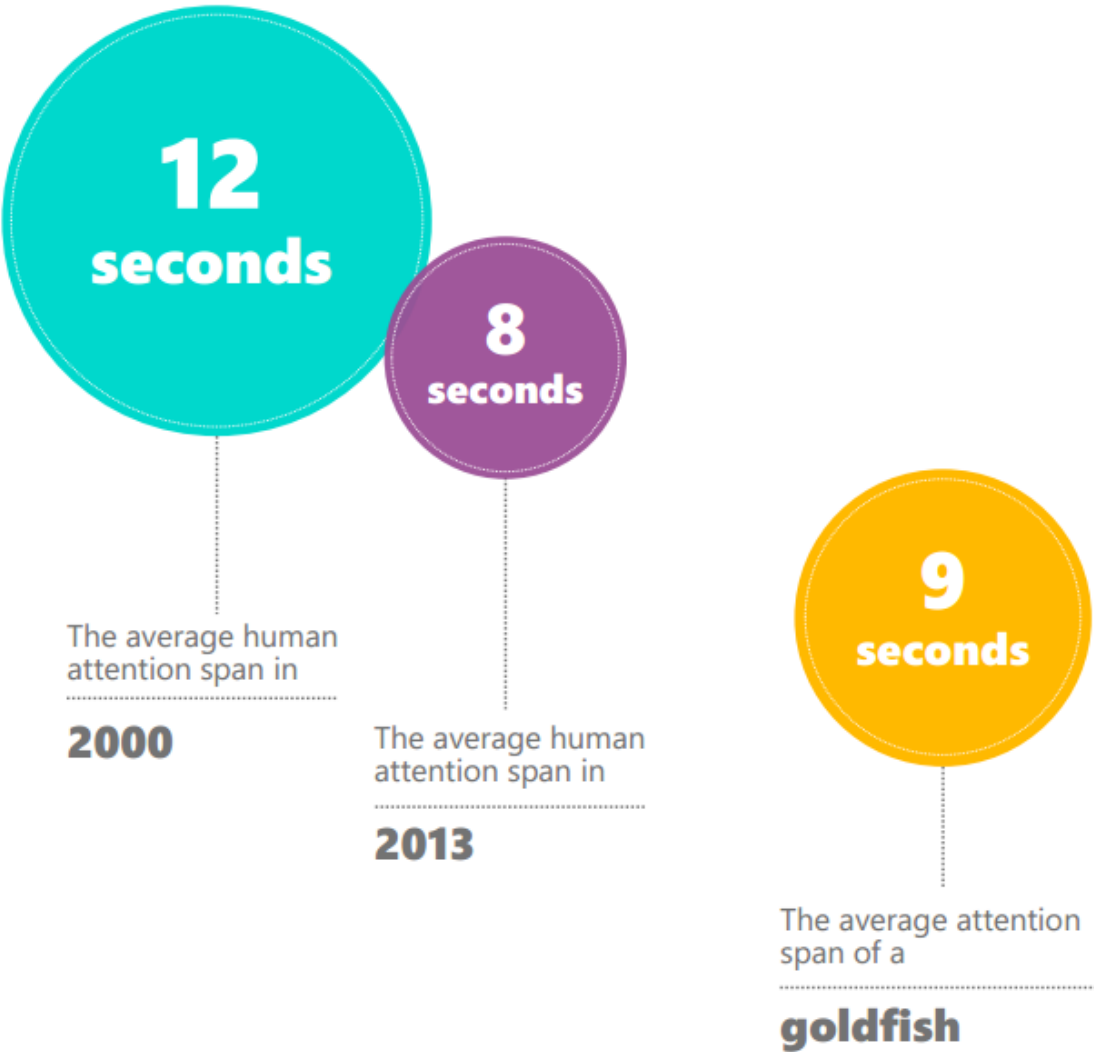
Behaviors

- More Distractions, Reduced Ability in Perceiving Nonverbal Messages
- Asynchronous Communications

Approaches

- Hybrid Working Environments, Newer Engagement Techniques
- AI-powered Assistants

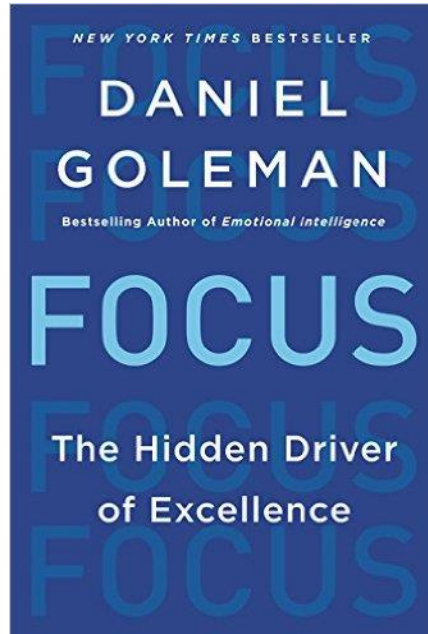
Our Average Attention Span has Plunged!



Microsoft Research, “Attention Spans”, 2015

Attention

- The Scarcest Resource: Attention
- The Age of Distraction | عصر پریشان حواسی
- Attention Muscle, Improving it with Exercise

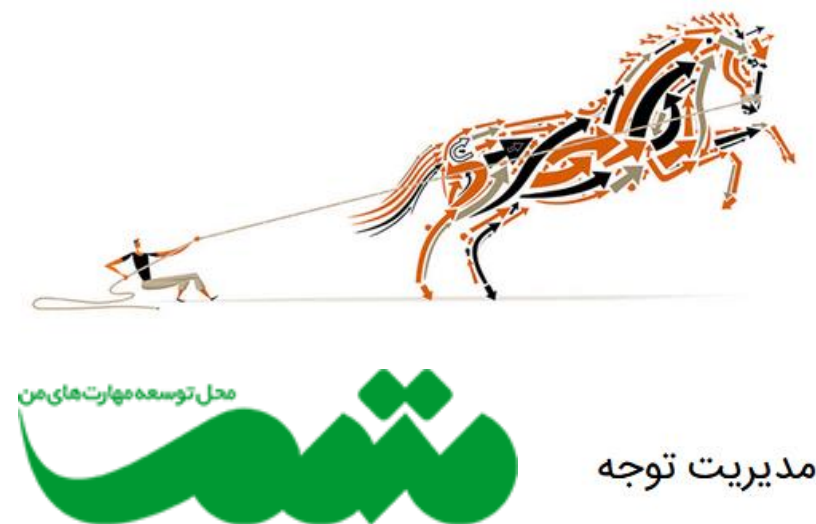


Some Keywords:

Attention Management, Attention Economy

Multi-tasking: Truth or Myth?

Daniel Goleman,
“Focus”, Harper, 2015



فایل صوتی مدیریت توجه

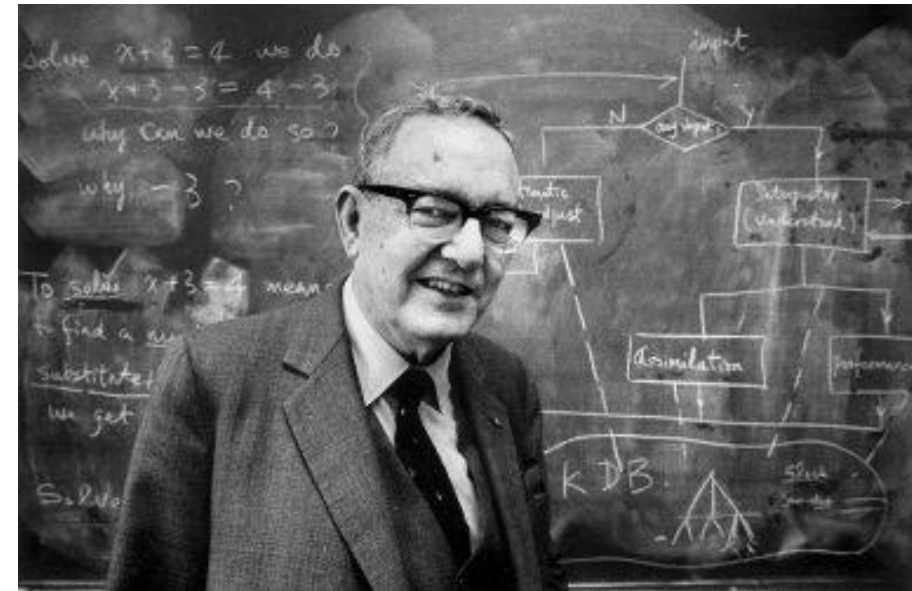
Question:

What shall we do in this situation?

As a Team Member
As a Project Manager
As a Superintendent
As an External Consultant
As a ... ?

A **Wealth** of Information
Creates a **Poverty** of Attention

Herbert A. Simon
(1916 – 2001)

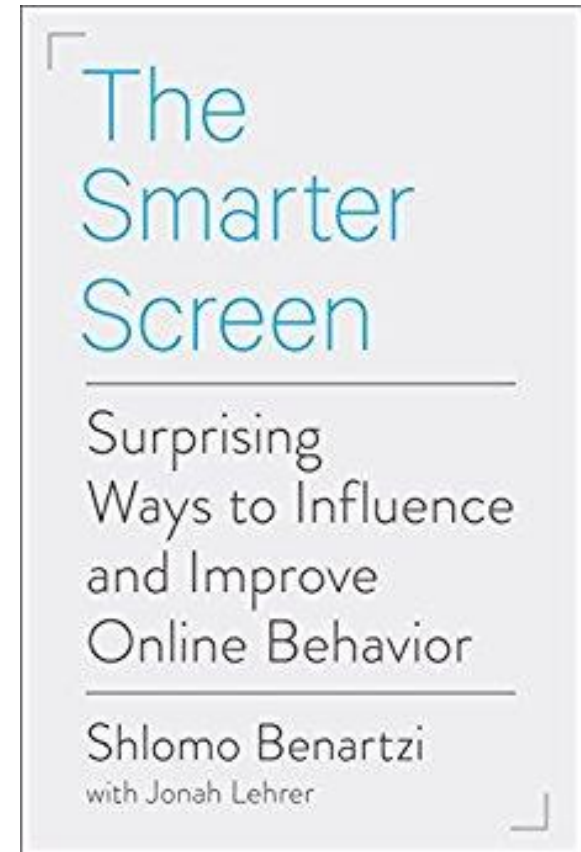


How Digital Design and Screen Sizes affect our Decision-Making

Unfortunately, few of us are aware of the **visual biases** and **behavioral patterns** that **influence our thinking** when we're on these computers and gadgets.

The sheer volume of information and choices available online, combined with the ease of tapping "buy," often make for poor choices in the online world.

Shlomo Benartzi with Jonah Lehrer,
"The Smarter Screen", Portfolio, 2015



Content and Its Vessel



- The visual, individualistic print culture would soon be brought to an end by what he called "**electronic interdependence**" wherein electronic media replaces visual culture with aural/oral culture.
- In this new age, humankind would move from individualism and fragmentation to **a collective identity**, with a "tribal base."
- His coinage for this **new social organization** is the "**Global Village**"

~ *The Guttenberg Galaxy* (1962)

Marshall McLuhan
(1911 – 1980)

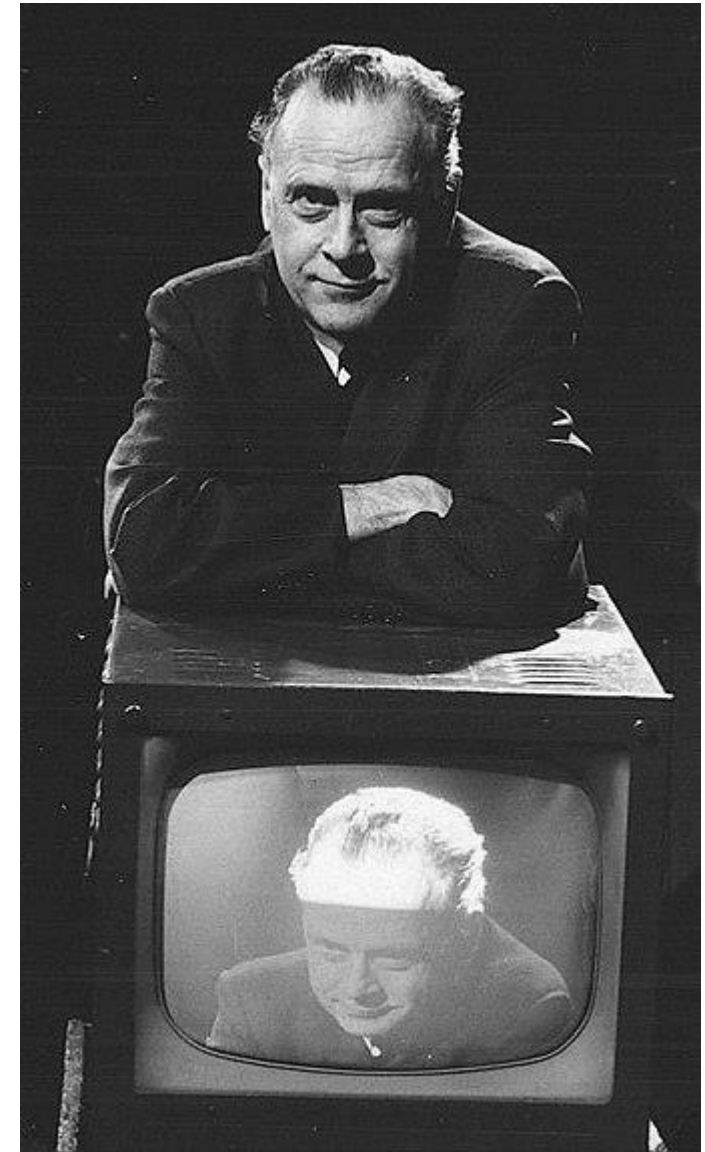


In the modern world "we live mythically and integrally...
but **continue to think in the old, fragmented space and time patterns**
of the **pre-electric age**."

He proposes that **media themselves, not the content they carry**, should
be the focus of study—popularly quoted as "the medium is the
message".

His insight is that **a medium affects the society in which it plays a role**
not by the content it delivers, but by its own characteristics.

~ *Understanding Media* (1964)



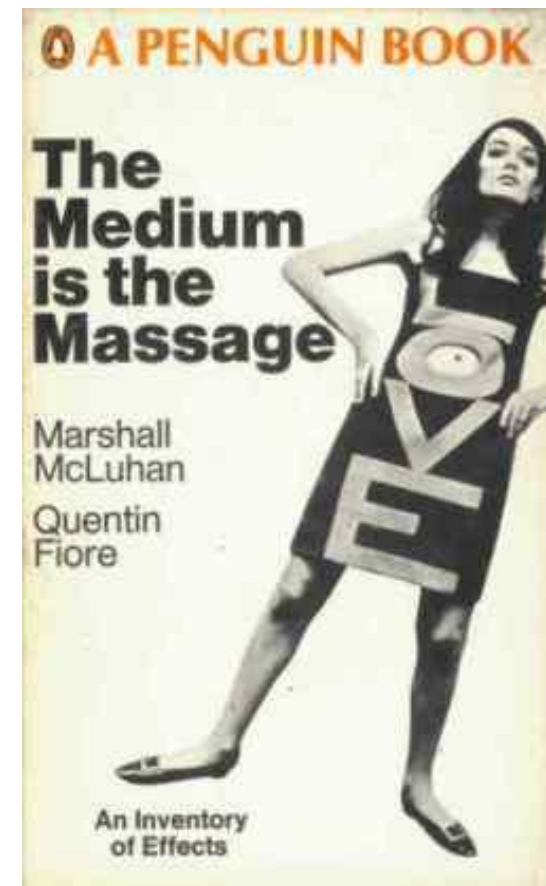
The Medium is the Message.

رسانه، همان پیام است.

«پیام را نمی‌توان از پیام‌آور جدا کرد.

خواه پیام‌آور انسان باشد و خواه تکنولوژی»

The Medium is the Message (1967)



We become what we behold.

We shape our tools and then our tools shape us.

Do not Distribute



محل توسعه مهارت‌های من

معرفی مک‌لوهان

مدل مک‌لوهان برای تحلیل تکنولوژی

ابتدا انسان، ابزار را می‌سازد و سپس این
ابزارها هستند که انسان را می‌سازند.

تلویزیون و روزنامه‌ها، خدایان یادگیری غیرسازمان یافته

دنیایی که مبتنی بر رسانه‌های مکتوب و صنعت چاپ
است، به کل با دنیایی که رسانه‌های تصویری مدیوم غالب
تبادل اطلاعاتند، متفاوتست.

Neil Postman
(1931 – 2003)



تکنولوژی به هیچ وجه خنثی نیست!

ذات هر ابزار ارتباطی، در درجه اول ناظر به آن وجه **محتوایی** است که می تواند **مظروف** این ابزار گردد.

سرخپوستان با استفاده از دود نمی توانند مفاهیم فلسفی را تبادل کنند چرا که ذات این ابزار اطلاع رسانی اقتضای چنین محتوایی را ندارد.
به همین منوال کتاب و تلویزیون نیز هر کدام ذاتی متفاوت دارند و می توانند حامل محتوایی متناسب با ذات خود باشند.

نیل پستمن (۱۹۸۶)، «زندگی در عیش، مردن در خوشی»، ترجمه صادق طباطبایی

*All subject matter is
presented as entertaining*

- Television
- Newspaper

[It] is not that television is entertaining but that it has made entertainment itself the natural format for the representation of all experience. [...] The problem is not that television presents us with entertaining subject matter but that all subject matter is presented as entertaining. (87)

— Neil Postman —

AZ QUOTES

Communication Mediums in Project Management and Construction Management

Do not Distribute

Planning

Task
Management

Progress

Issue Tracking

Risk Register

Documents,
Comments

Content
Repository

Meeting Tools

Question:

What are the tools you use in your project for communicating?

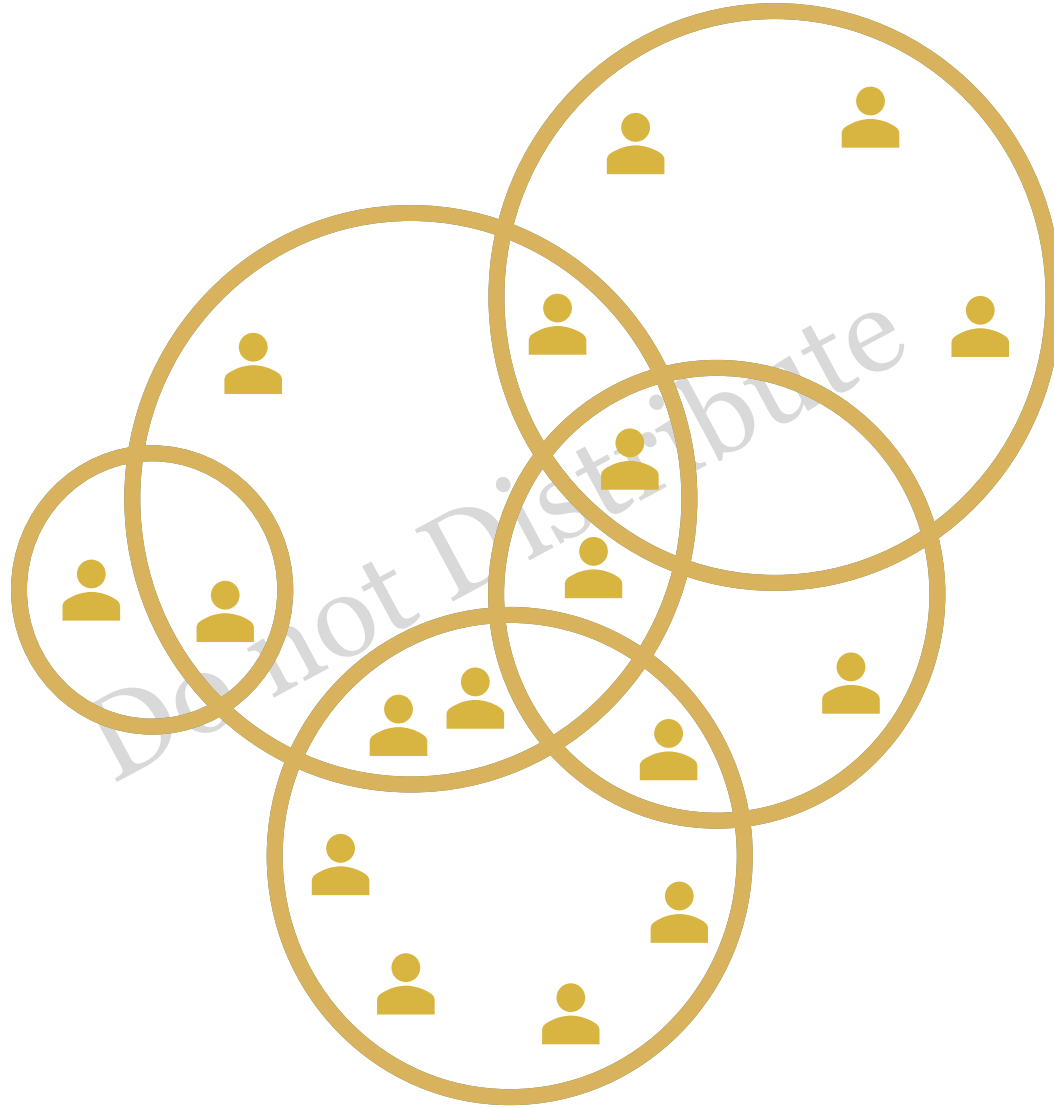
Do not Distribute

Question:

What are their pros and cons?

Do not Distribute

Your Networks



Communication Perspectives

Formality & Officiality

Organizational-wise, who we are connecting to

Content-wise, what we are delivering

Usability, Accessibility, Integrity

Time-Sensitivity

Functionality

Formality & Officiality

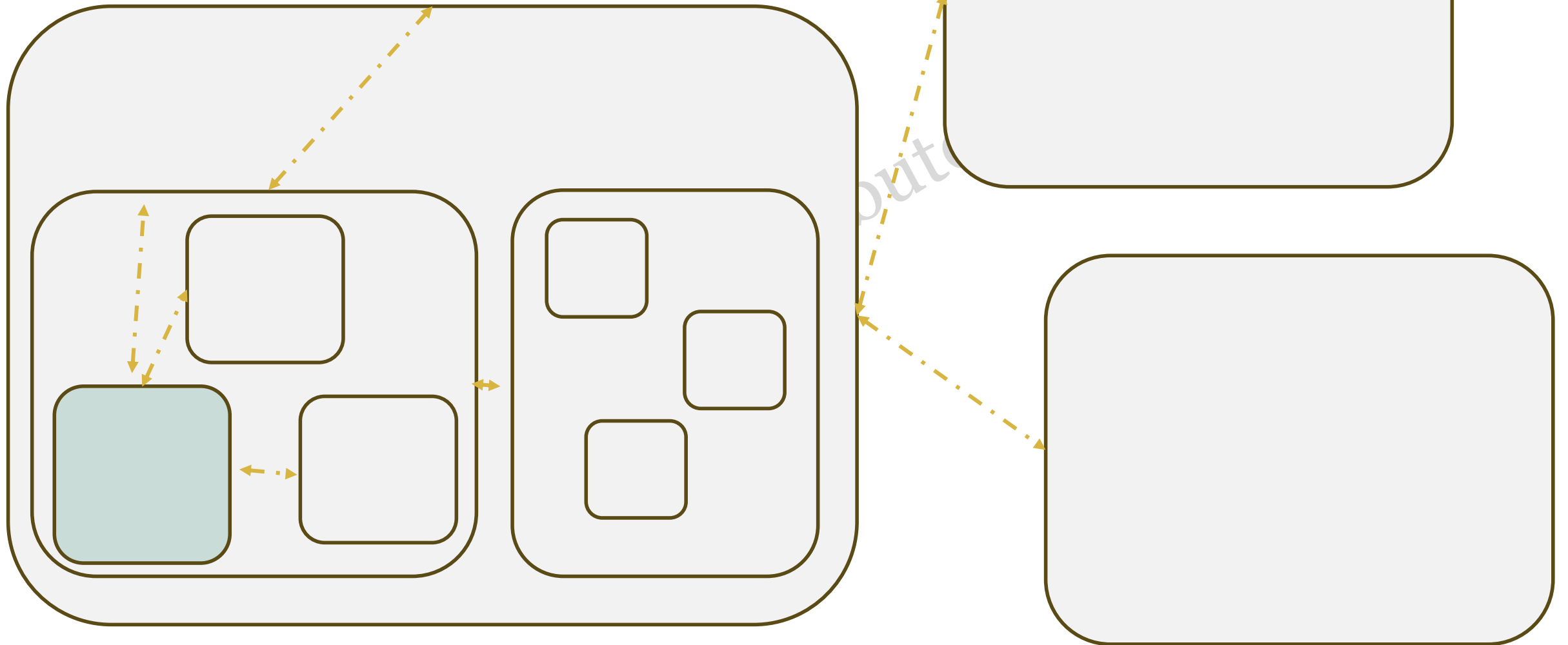
Formal
Communications

Informal
Communications

Unofficial
Communications

Can you give examples?

Organizational-wise



Question:

How can we manage these channels?

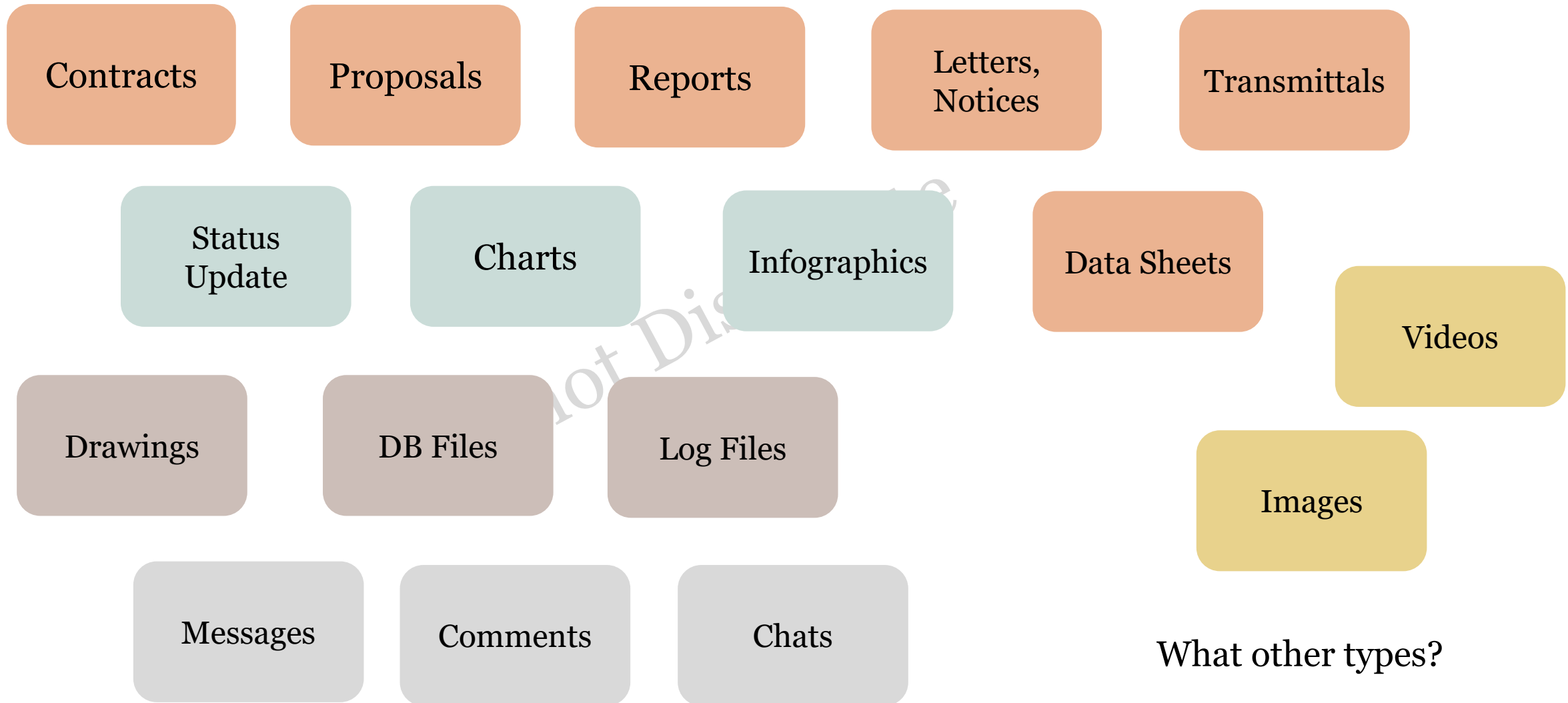
How do you manage them
in your organization?

Question:

Shall we integrate these channels in our daily lives?

What are the advantages
and disadvantages?

Content Types



Question:

How can we tell if our medium is the best for managing all these data types??

Do not Distribute

Question:

Can you envision a better state of managing your channels and content types?

What it is like?

Usability, Accessibility, Integrity

Usability

Accessibility

Integrity

Do not Disc

Question:

Why **usability** might be **more of a concern** in construction?

Do not Distribute

Question:

Why **accessibility** might be **more of a concern**
in our country?

Do not Distribute

Question:

Why **integrity** might be **appealing** for business managers?

Do not Distribute

Let's look into some platforms

Do not Distribute

Circle



businessmap



ClickUp



slack







 Home

 Courses

Welcome

 Start here

 Announcements 21

 Events

 Member guidelines

Store

 Store

Members

 Introduce yourself 10

 Chat 4

 Member events

 Feedback and support

 Search



Home

Latest 

New post

 Start a post 



Mike Burrows

Admin

Partner

Moderator

2 days ago

Posted in Discuss  

Obstacles Fast and Slow

Hi all,

Prepping for today's [Experience/practice session: Adaptive Organisation assessment](#) (15:00 GMT, 16:00 CST, 10am ET) I noticed a couple of minor niggles in Obstacles Fast and Slow. Without upversioning them, I have now updated the decks I released yesterday:

- [Discovery workshop v2.0 2024-01-24](#)
- [Inside-out Strategy \(I\): On the same page with purpose v2.0 2024-01-17](#)

I will get to the remaining decks in due course.

Cheers,...

[See more](#)

Communication Medium

38

Click Up

Release Project

List

Board

Box

+ Add view

ISSUES FOUND	TRACKED	ASSIGNEE	DUE DATE	STAGE	PRIORITY
■ Update contractor agreement	🕒		📅	INITIATION	🚩
■ Plan for next year	🕒		📅	INITIATION	🚩
■ How to manage event planning	🕒		📅	PLANNING	🚩

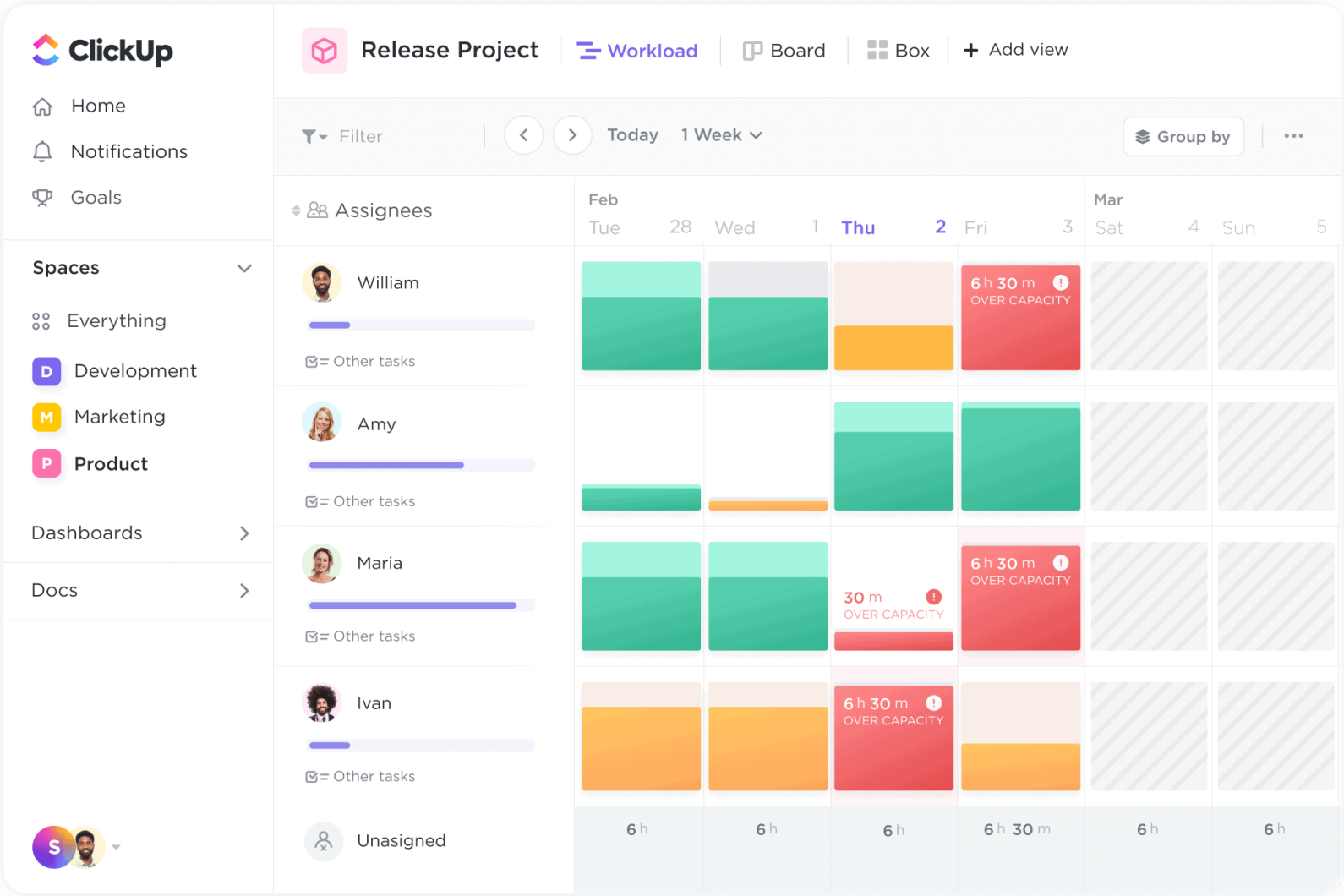
REVIEW

■ Budget assessment 3 🗨️	🕒		📅	PLANNING	🚩
■ Finalize project scope	🕒		📅	EXECUTION	🚩
■ Gather key resources +4 🗨️ 5 📎	🕒		📅	INITIATION	🚩
■ Resource allocation +2 🗨️	🕒		📅	EXECUTION	🚩

READY

■ New contractor agreement	🕒		📅	PLANNING	🚩
■ Refresh company website	🕒		📅	EXECUTION	🚩
■ Update key objectives 5 📎	🕒		📅	EXECUTION	🚩

Resource Management



Meetings Management

ClickUp

🔔 ⚙️ ⏪

Meetings

📁 3 Lists

List

Board 2

Meeting slides

Discussion

+ View

Share

SPACES

Education

Events

Finance Management

Getting Started

Health

Human Resources

Law

Media

Nonprofit

Personal

Marketing

Project Management

Real Estate

Remote Work

Company Directory

Meetings

This month

1x1s

Upcoming topics

Remote Onboarding

Team Requests

Filter by task name...

Filter

Group by: Status

Subtasks

Me

Show

...

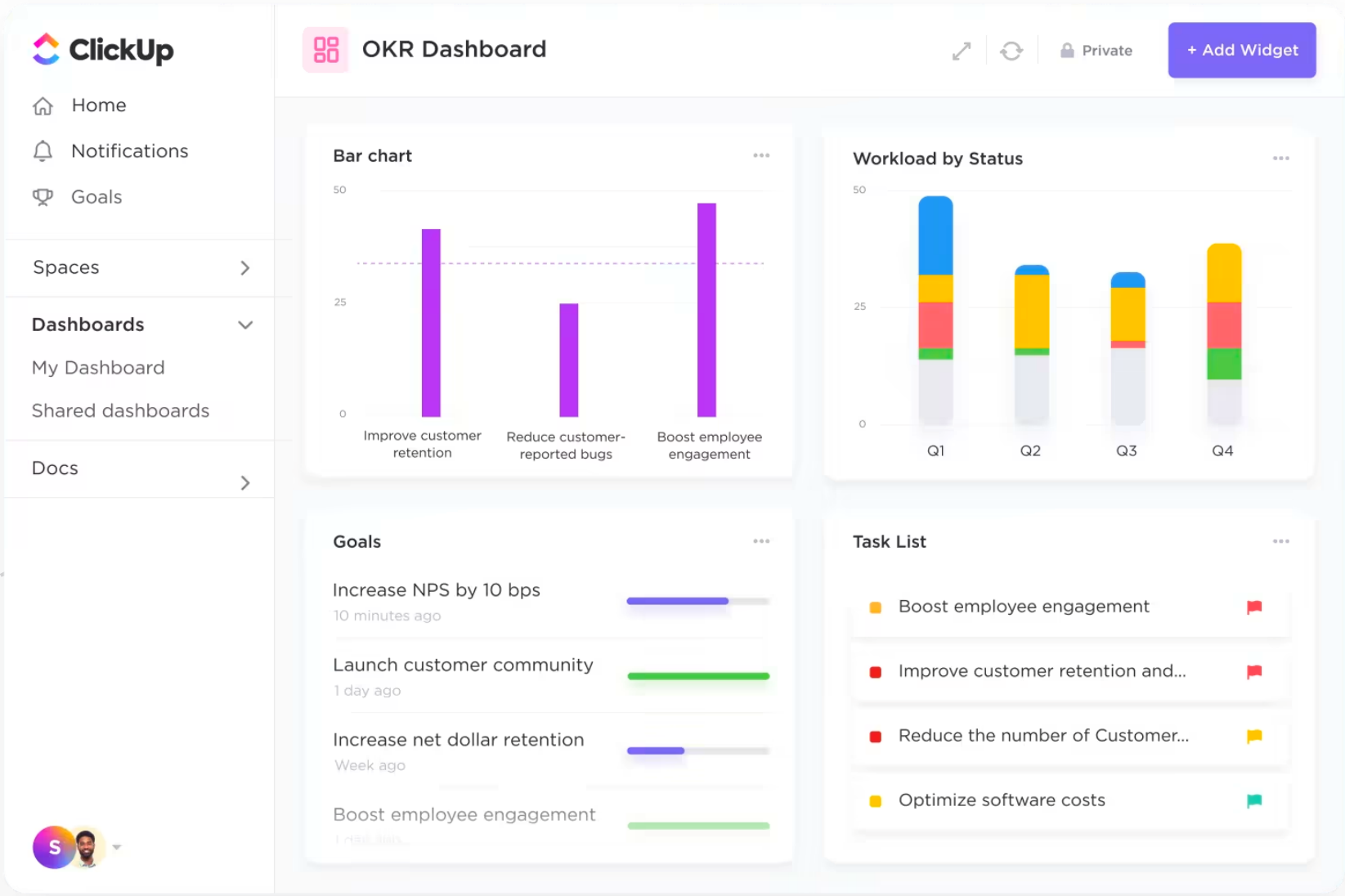
This month

+ NEW TASK

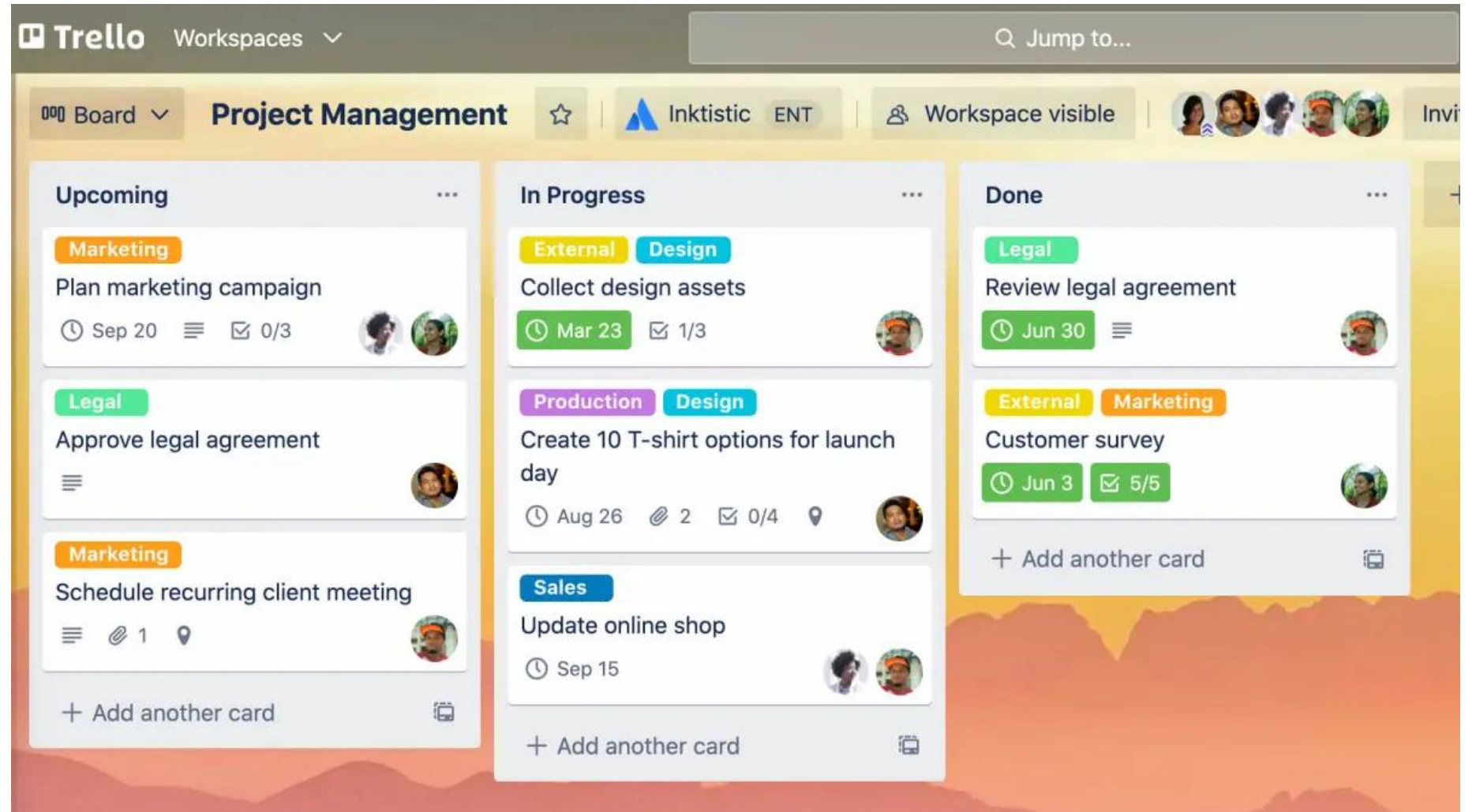
SHOW CLOSED

	DUE DATE	PRIORITY	TIME ESTIMATE	PROGRESS	CONFERENCE R...	TEAM TYPE	TOPICS	COMMENTS	NOTES
POST MEETING ACTION ITEMS 1 TASK									
Team meeting 0/5	8/5/20		30m	0%	Room 1	Marketing	Landing ...		Record this!
+ New task									
SCHEDULED 3 TASKS									
Team meeting	7/29/20		1h	0%	Room 2	Product	Strategy Upcomi...		Bring samples t
Team meeting 0/5	7/31/20		1h	0%	Room 2	Engineering	Sprint R...		Meeting will sta today
Team meeting	8/7/20		1h	0%	Room 3	Customer S...	Upcomi...		Remember to re
+ New task									
1x1s + NEW TASK SHOW CLOSED									
FINISHED 2 TASKS									
Mandy Westmoore	7/18/20		20m	100%	Room 3	Customer S...	1x1		6 month review
Jake Nguyen	7/21/20		15m	100%	Room 4	Engineering	1x1		6 month review
+ New task									

OKR Dashboards



Trello



Some Collaboration Environments



Mural.co



Miro.com



Conceptboard

Conceptboard.com



Docs.google.com



Jamboard

jamboard.google.com