EU PPF
EU PROJECT PREPARATION FACILITY
Serbia's perspective for sustainable growth

ppf.rs | europa.rs | mei.gov.rs | cfcu.gov.rs

REPUBLIC OF SERBIA
MINISTRY OF EUROPEAN INTEGRATION

MINISTRY OF FINANCE
Department for Contracting and Financing
of EU Funded Programmes

This Project is funded
by the European Union

INFRASTRUCTURE PROJECTS - IMPLEMENTATION

RELATIONSHIP MANAGEMENT

RELATIONSHIP MANAGEMENT

- ✓ COMMUNICATION STYLE & ASSERIVENESS
- ✓ MANAGING MEETINGS
- ✓ LEADERSHIP & MANAGEMENT
- ✓ MANAGING CRISIS AND CONFLICTS
- ✓ NEGOTIATION SKILLS

Relationship management

COMMUNICATION STYLES & ASSERTIVNESS

About communication

Go to project manager (PM) = excellent communicator. Why?

In order to put herself/himself in the best position to achieve (project, programme, organisational, strategic, daily) objectives.

Remember: first interactions are a moments where perceptions about you is created. Within first **0,1 seconds.**

Our believes: Efforts are making things happen.

Reality: take a look at the fly trying repeatedly to leave the room through the same closed window, each time investing more efforts. Until falling dead-beaten. If she only new how to communicate effectively.

Communication

Communication is like a music – it may have appealing melody & seducing rhythm (a harmony) or dissonant melody and broken rhythm (music appreciated by very few).

„It has often been suggested that humans have innate preferences for consonance over dissonance, leading some to conclude that music in which dissonance features prominently is violating a natural law and is bound to sound bad. Others, including Schoenberg himself, have argued that dissonance is merely a matter of convention, and that we can learn to love it."

Phillip Ball

"Each animal has a preferred social bubble, a preferred personal space."

Communication

COMMUNICATION STYLES & ASSERTIVNESS

Let's talk about dissonant & broken/miscommunication:

- ✓ Failure to observe and hear others (poor listeners, not paying attention to body language of their interlocutors, interrupting counterparts – lack of empathy).
- ✓ Frequently breaching interlocutor's personal space.
- ✓ Absence of self-reflection (incapacity to hear and asses yourself).
- ✓ Deconstructiveness as a regular communication pattern (being excellent in finding reasons why not to do something).
- ✓ No facts, just beliefs.
- ✓ No questions, just answers (definition of communication hell).

Communication

COMMUNICATION STYLES & ASSERTIVNESS

In line with a trend of reducing tête-à-tête time with interlocutors on account of ICT based communication, we tend to make our judgements more and more on third party (dis)information. We are looking for similarities and shared values while our judgements are shaped by “trusted” sources (influencers, reviewers, statistics).

What is missing? A body language, i.e. 60 % of the message.

The belief is that **55% of communication is body language**, **38% is the tone of voice**, and **7% is the actual words spoken**.

The Mehrabian and Ferris study actually consists of a predecessor formula to the 55/38/7 formula: 60/40. The 60/40 formula they created represents the comparison of importance between facial (60%) and vocal (40%) components in regards to a person's attitude.

What about our existing convictions?

Question inspired by “Two and a Half Man”: You should never date a woman (man) who has snake or bird as a pet. Why?

Communication styles*

Passive

- Individuals who use the passive communication style often act indifferently, yielding to others.
- Passive communicators usually fail to express their feelings or needs, allowing others to express themselves. Frequently, a passive communicator's lack of outward communication can lead to **misunderstanding, anger build-up or resentment**.
- At the same time, these communicators can be safer to speak with when a conflict arises, because they most likely will avoid a confrontation or defer to others.

Communication styles*

- Passive communicators often display a lack of eye contact, poor body posture and an inability to say “no.”
- Passive communicators also act in a way that states “people never consider my feelings.”
- But passive communicators are also easy to get along with as they follow others and “go with the flow.”

Typical phraseology

“It really doesn’t matter that much.”

“I just want to keep the peace”

Communication styles*

Aggressive

- It's often apparent when **someone communicates in an aggressive manner**. You'll hear it. You'll see it. You may even feel it.
- The aggressive communication style is emphasized by speaking in a loud and demanding voice, maintaining intense eye contact and dominating or controlling others by blaming, intimidating, criticizing, threatening or attacking them, among other traits.
- Aggressive communicators often issue commands, ask questions rudely and fail to listen to others. But they can also be considered leaders and command respect from those around them.

Typical phraseology

- "I'm right and you're wrong."
- "I'll get my way no matter what."
- "It's all your fault."

Communication styles*

Passive-Aggressive

- Passive-aggressive communication style users appear **passive on the surface**, but within he or she may feel powerless or stuck, building up a **resentment that leads to seething or acting out in subtle, indirect or secret ways.**
- Most passive-aggressive communicators will mutter to themselves rather than confront a person or issue. They have difficulty acknowledging their anger, use facial expressions that don't correlate with how they feel and even deny there is a problem.

Communication styles*

- Passive-aggressive communicators are most likely to **communicate with body language** or a lack of open communication to another person, such as giving someone the silent treatment, **spreading rumours** behind people's backs or **sabotaging others' efforts**.
- Passive-aggressive communicators **may also appear cooperative**, but may silently be doing the opposite.
- Ultimately, passive-aggressive communicators are aware of their needs, but at times struggle to voice them.

Typical phraseology

"That's fine with me, but don't be surprised if someone else gets mad."

"Sure, we can do things your way" (then mutters to self that "your way" is stupid).

Communication styles*

Assertiveness

Assertive

- Thought to be the most effective form of communication, the assertive communication style features an **open communication link while not being overbearing**.
- Assertive communicators can express their own needs, desires, ideas and feelings, while also considering the needs of others.
- Assertive communicators aim for both sides to win in a situation, balancing one's rights with the rights of others.

Communication styles*

Assertiveness

- One of the keys to assertive communication is **using “I” statements**, such as “I feel frustrated when you are late for a meeting,” or, “I don’t like having to explain this over and over.”
- It indicates ownership of feelings and behaviours without blaming the other person.

Typical phraseology

“We are equally entitled to express ourselves respectfully to one another.”

“I realize I have choices in my life, and I consider my options.”

“I respect the rights of others.”

What assertive people do:

Communication styles*

Assertiveness

BE ASSERTIVE!

Relationship management

Managing meetings

Key question: do we need a meeting?

Meeting-happy persons, if the answer to any question below is yes, **forget about the meeting**:

- ✓ You have all the capacities and prerogatives to reach decision on your own
- ✓ There are alternatives which will yield equivalent results (e.g. video conference, e-mail, phone call)
- ✓ Nothing new to discuss
- ✓ Potential invitees are already overburdened/facing deadlines
- ✓ Key invitees are not available so no effective decisions will be made
- ✓ Non-efficient (poor ratio between invested resources and practical gains)

MEETING PRINCIPLS

- ✓ Be clear about the purpose and expected timeline of the meeting.
- ✓ It must be clear to you as well as to all invitees what the meeting is about and when it is called failure or success. Be clear about expected timing.
- ✓ Choose meeting participants wisely.
- ✓ Under assumption that objective is to reach necessary decision, be sure that you have right people around the table.

MEETING PRINCIPLS

- ✓ Invest time in meeting preparation. Always.
- ✓ There is no easier way to offend participants than to have poorly managed and ineffective meeting. This will be considered as token of disrespect. Prepare your authority for downfall.
- ✓ Believe. Watch. Manage.
- ✓ Show enthusiasm when others express doubts. Prepare yourself for show host role, people have tendency to zone out. You job is to get them back.

MEETING PRINCIPLS

- ✓ **Don’t forget to send invitations on time.**

Short notice screams: this meeting is not important nor it will be managed by competent person appreciating our and his/her time. Rule: invitation goes at lest 7 calendar days prior to the meeting.

- ✓ **Assign preparation of minutes to your brightest colleague.**

You must concentrate on managing meeting/participants. But note down key discussions and decisions in parallel.

MEETING PRINCIPLS

- ✓ **Ensure audit trail.**

Being in project management business, means dealing with resources. If they are lost, owners may raise your personal responsibility (damage claims). Always hand out attendance record at the beginning, check whether you have all signatures in place and keep it. There are problems which take a time to solve. Demonstrating efforts counts.

- ✓ **Ensure effective meeting follow up.**

Participants have right know what is expected from them and until when – action points. Remember: if you say/wright down to much, expect to be contested are approached with additional questions. Be concise, hence - Action points.

Relationship management

LEADERSHIP & MANAGEMENT

- ✓ **Focused. Self-controlled. Obsessed with details.**

Leader are locked on solutions and people. Managers are focused on indicators and procedures. Paying attention to agenda. Obsessed with details but always having a big picture.

- ✓ **Knowing how to cope with failures and wins.**

They know when and how to celebrate achievements/achievers in their team. They are obsessed with learning from the fails as well as from the successes.

- ✓ **Always learning, always playing.**

When game starts, they enjoy to play. Obsessed with learning and getting experienced as they know that knowledge gives them head start. They like to compete.

Relationship management

LEADERSHIP & MANAGEMENT

- ✓ **Empathy.**

They connect with the people and their problems, ideas. They care more for others than for themselves.

- ✓ **Leading by example.**

They are relentless to themselves, they work alongside the team. Getting hands dirty is what they are accustomed to. They assume responsibility when things got tough. They practice what they preach.

- ✓ **They are good listeners.**

When it comes to work, they enjoy listening more than giving speeches. They rarely talk about themselves.

- ✓ **They are keen protectors of core organisational values.**

Even more when sideways seem more appealing.

Relationship management

Managing crisis and conflicts in your team

- ✓ **Assess a scope and impact of the issue.**

In case of conflict, talk to all sides. If you objectivity is compromised, find and engage someone who is unbiased and has required competences to provide informed opinion.

- ✓ **Act in rapid manner.**

Don’t linger with fact finding and deploying solutions. Crisis have tendency to escalate before they become constrained. You are expected to cool down emotions when running high. Also, your team members will respect you more when reaction is prompt.

Relationship management

Managing crisis and conflicts in your team

- ✓ **Start dialogue.**

After getting emotions under control, start constructive dialogue. Involve team members which are free form any conflict of interest as a “jury” or “mediators”.

- ✓ **Deploy solution.**

After obtaining objective opinion and engaging conflicted sides into conflict resolution process, goal is to deploy solution which is expect to effectively end the conflict (fair, proportionate and preventing reoccurrence).

Relationship management

Negotiation skills

- ✓ **You must know how the system operates (knowing operators will also help)**

If not having required knowledge, outsource. In that way, you will increase probability of meeting the negotiation objectives and learn something in the process.

- ✓ **Be clear on who and how much will be affected by desired outcome**

Bear in mind that someone currently sitting on your side may cease providing support if being negatively affected by the outcome. Learn about main drivers and risks faced by parties concerned. Do your stakeholder analysis. There must be objective and clear “eligibility” criteria for assessing who should participate as active party in the negotiations.

- ✓ **Be clear and realistic with your negotiating goals**

If you are not clear with a minimum you must get out of negotiations, you risk of getting nothing.

Relationship management

Negotiation skills

- ✓ **Determine Your Core Negotiation Strategy**

Elaborate best/minimum scenarios and key lines supporting your position. Elaborate plan B.

- ✓ **Build motivation**

One of the most powerful things you can do in a negotiation is draw out why the other party wants to make a deal. You can do this by asking questions and building negotiating roots – show interest in other parties problems and concerns.

- ✓ **Play the Reluctant Party**

Power to say no will get you far. But acting as reluctant party may get you much better deal – if nothing, you can actually force your opponent to take on the role of the eager party.

- ✓ **Don’t lose heart, push. Keep momentum.**

When it seems that you have reached stalemate, don’t give, push more.

Relationship management

Negotiation skills

- ✓ **Build a golden bridge**

How do I make it easier for the other side to reach the decision that I want them to get to? How do I effectively build a “golden bridge” that will allow them to achieve their negotiation objectives?” The answers to these important questions begin by focusing on the desired end of a negotiation and working backwards.

- ✓ **Going to the balcony**

Imagine you’re negotiating on a stage and part of your mind goes to a mental and emotional balcony, a place of calm, perspective, and self-control where you can stay focused on your interests, keep your eyes on the prize. Consolidated you motivation and goals and return to arena.

People Judge Your Character in 0.1 Second, According to Science, Jessica Stillman

https://www.inc.com/jessica-stillman/people-judge-your-character-in-01-seconds-according-to-science.html

Why dissonant music strikes the wrong chord in the brain, Philip Ball

https://www.nature.com/news/why-dissonant-music-strikes-the-wrong-chord-in-the-brain-1.11791

Why some people have zero sense of personal space: study, Leah Bitsky

https://nypost.com/2017/08/09/why-some-people-have-zero-sense-of-personal-space-study/

4 communication styles*

https://online.alvernia.edu/articles/4-types-communication-styles/

4 ways leaders can lead by example, Jim Haudan

https://www.inc.com/jim-haudan/4-ways-leaders-can-lead-by-example.html

7 Steps to Resolve and Prevent Workplace Conflicts, Young Entrepreneur Council

https://www.inc.com/young-entrepreneur-council/7-steps-to-resolve-prevent-workplace-conflicts.html

The 5 Most Important Negotiation Skills You Must Master, David Finkel

https://www.inc.com/david-finkel/which-of-these-5-negotiation-rules-are-you-breaking-every-day-hint-its-costing-your-thousands-of-dollars.html

EU PROJECT PREPARATION FACILITY PROJECT

All documents, information, materials and pictures from this
EU PPF training are available for download in the download section of our site
www.ppf.rs

Questions and assistance

Borislav Bogunović

Trainer, EU PPF | PPF6/EuropeAid/135637/IH/SER/RSr

+381 11 4040721

info@ppf.rs

www.ppf.rs

Thank you for your attention!