

Boston 2008

The project manager's guide to successful communication in large pharma matrix organizations

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Objectives

Discuss communication challenges...

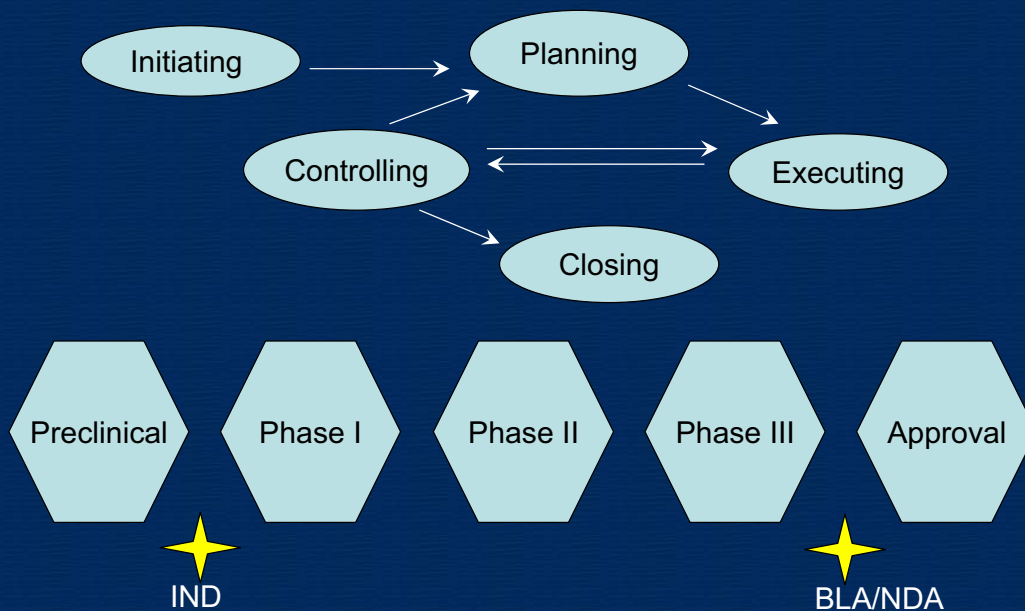
- Universal
- Matrix
- Large pharma organization



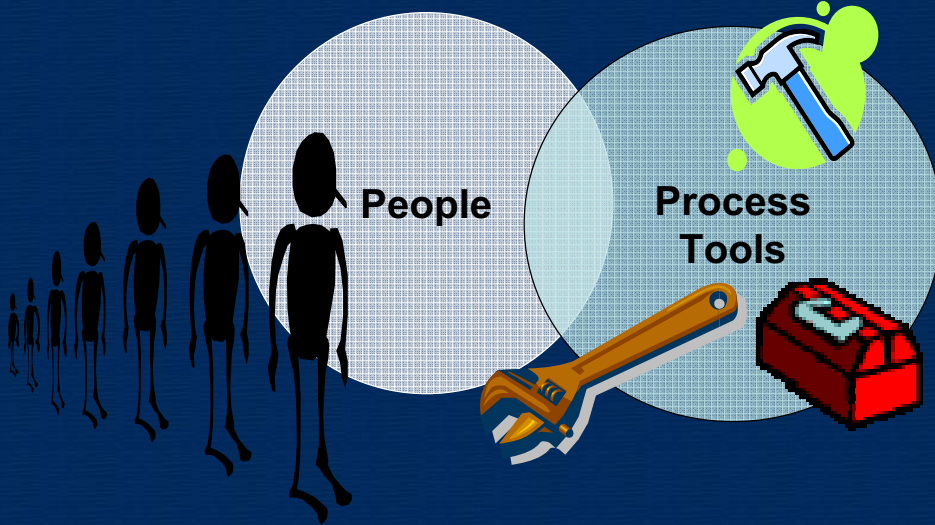
What do project managers do?



Scope of work



Fusion of Art and Science



It's like being in a circus!



What do project managers do?



Communicate

- Act as central hub
- Manage flow of information
- Ensure prompt and accurate communication
 - Status reporting
 - Liaison with senior management
- Manage relationships
- Research shows that the overall top skill required in project managers is communication (Knutson, 2001, p.309)¹
- Krahn and Hartmut (2006) of 50 competencies¹
 - Verbal – top 5
 - Listening - top 10



Effective communication is crucial

- Why is it so hard to communicate effectively?

Encode



Decode

- Not as simple as sending/receiving messages
- Clear communication \neq Successful communication



Ignorance is not bliss

- Active listening
- Body language
- Tone
- Style
- Emotional intelligence (EQ)



Communication is a two-way street: learn to look!



- Active listening
 - Attentiveness
 - Body language
 - Responding to messages quickly



Emotional Intelligence

- Definition
 - “The capacity to process emotional information accurately and efficiently, including that information relevant to the recognition, construction, and regulation of emotion in oneself and others” (Mayer and Salovey, 1995, p.197).¹
- Characteristics²
 - Emotional self-awareness
 - Manage emotions
 - Harness emotions productively
 - Have empathy
 - Handle relationships well



Challenges of the Emotional Mind

- Far quicker than the rational mind
 - Split second decisions
 - Fight or flight
- Childlike
 - Black and white
 - Centered on self
- Past imposed on present
- Selective memory
- Self-confirming

Source: [Emotional Intelligence](#), Daniel Goleman

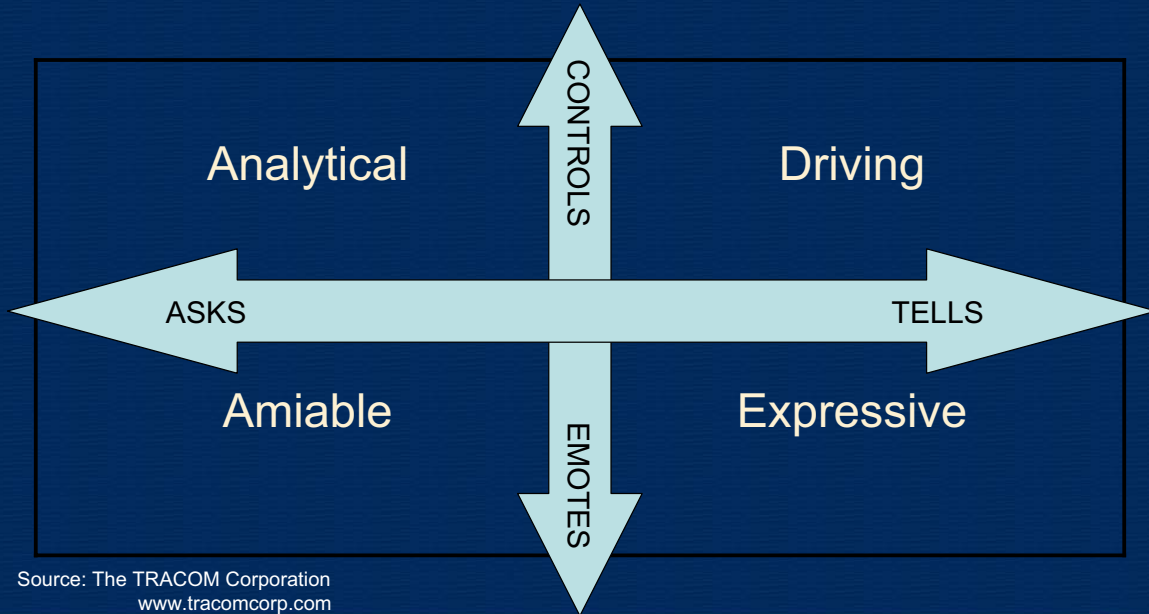


Flexibility isn't just for the yogis

- Style
 - Self-awareness
- Social styles
 - Need to adapt
 - Speak “their” language



Social Style



Source: The TRACOM Corporation
www.tracomcorp.com

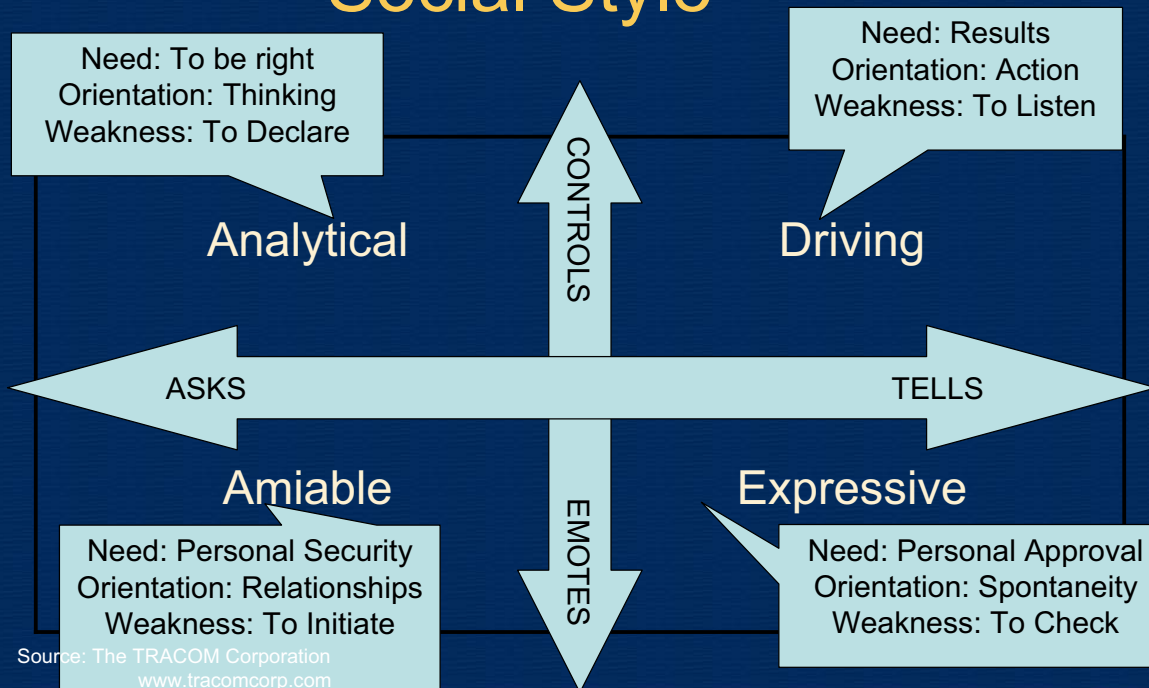


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44th
Annual Meeting



Social Style



Source: The TRACOM Corporation
www.tracomcorp.com



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44th
Annual Meeting



Improving your personal effectiveness

- Know yourself
- Control yourself
- Know others
 - Actions towards others
 - Best use of time
 - Customary approach to decision-making
- Do something for others



Source: The TRACOM Corporation
www.tracomcorp.com



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44th
Annual Meeting



Good Interpersonal Skills

- Good interpersonal skills = Good relationships
 - Effective communication at all levels
 - Self awareness
 - Awareness of and flexibility to work w/ different styles
 - Emotional intelligence

Result = Power

- Accomplish work
- Influence without authority
- Negotiate



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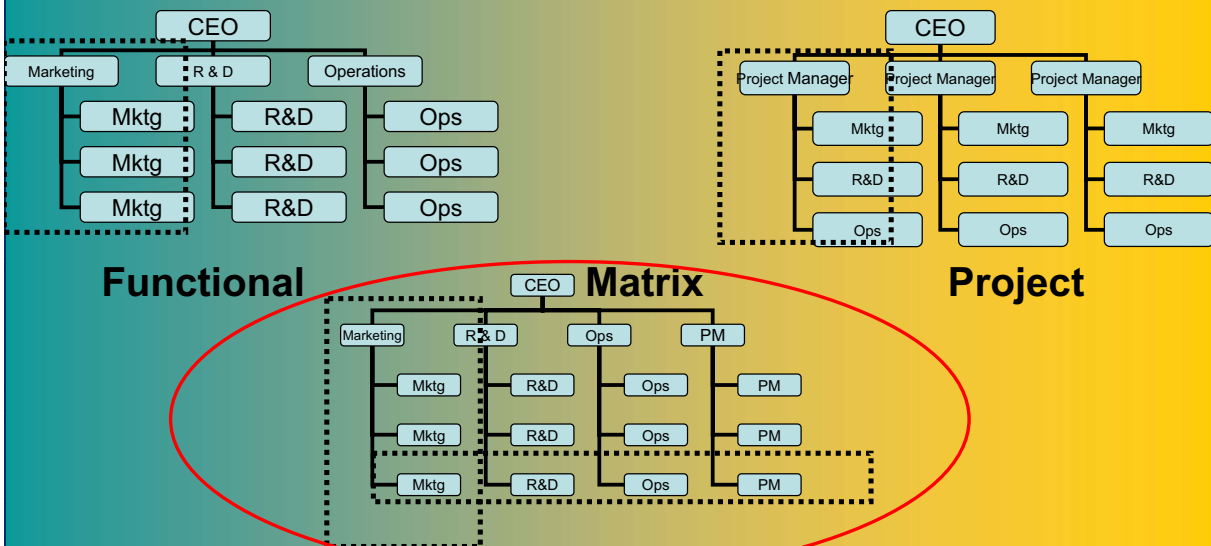
44th
Annual Meeting



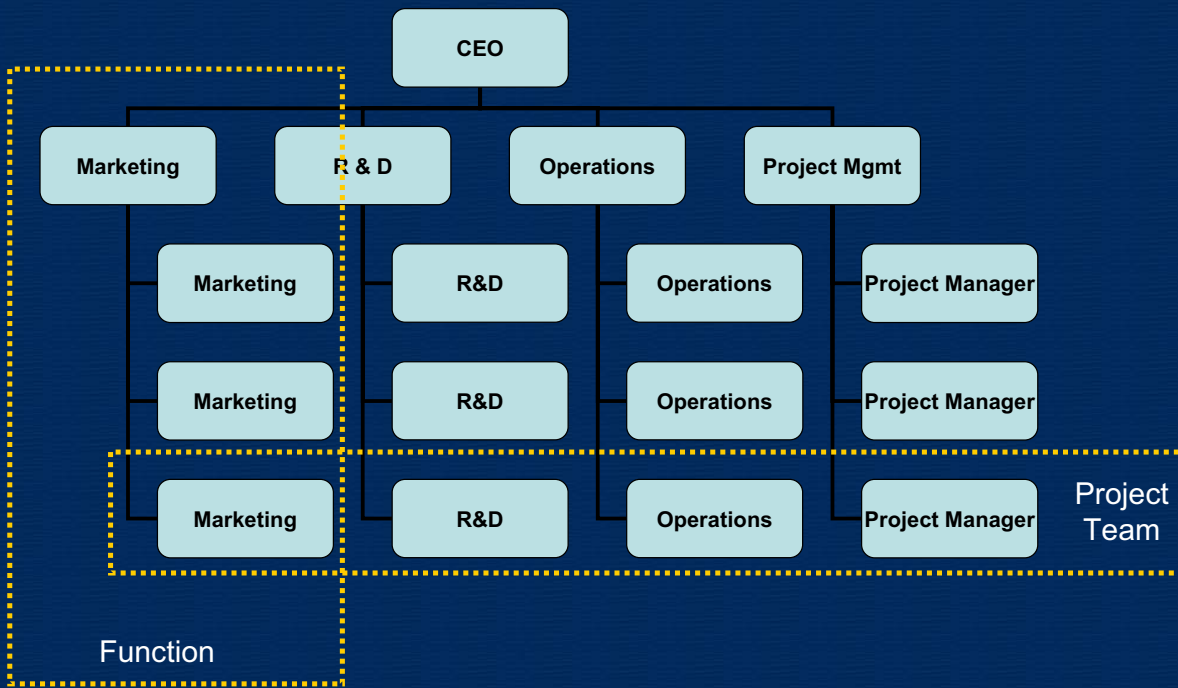
Communication Challenges for Project Managers working in Matrix



Typical Organizational Structures



Matrix Organization



Challenges presented by Matrix

- Dual reporting lines
 - Potential misalignment
 - Power struggles
- Complex to monitor and control
- Influence without authority

Mastering the Matrix

- Challenges: Dual-reporting lines / Complex to monitor and control
- Solution: Effective communication
 - Awareness of environment (listening, EQ)
 - Relationships – network, being “in the know”
 - Proactive
 - Audience specific
 - Styles – needs, preferences, flexibility
 - Packaged appropriately



How do I exert influence in the absence of authority?

- Know your power
- Earn respect/credibility
- Develop presence
- Build relationships
- Be knowledgeable



Large company challenges



- Bureaucracy
- Fixed processes
- Managing change
- Competing priorities
- Making decisions



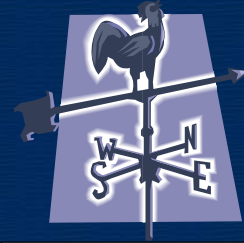
Bureaucracy/Fixed Processes

- Upside
 - Seasoned, learned from experiences
 - Standardized ways of doing things
 - Best practices, lessons learned
- Downside
 - Slow
 - Rate-limiting
- Communicate to assess need/flexibility
- Communicate to work within confines

- Relationships
- Active listening
- Body language
- EQ
- Flexible style



Managing change



- Types
 - Project prioritization, structural, resourcing
- Communicate to ensure thorough understanding

- Relationships
- Active listening
- Body language
- EQ
- Flexible style

- Check that your understanding is accurate
- Check for team alignment
- Assess impact on your project, program, portfolio
- Communicate change/impact as appropriate

Clear communication skills
(written and verbal)



Competing Priorities: The Triple Constraint



Constant tradeoffs



Competing priorities



- Communicate to ensure thorough understanding
 - Impact of trade offs
 - Game plan
 - Test ideas
- Communicate intentions
- Manage expectations

- Relationships
- Active listening
- Body language
- EQ
- Flexible style

- Relationships
- Active listening
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Making Decisions



- Communicate to...
 - Ensure clear context
 - Outline decision making process
 - Buy in
 - RACIES & final decision maker
 - Stages/time allotment
 - Identify time constraints
 - Enforce process agreements
 - Involve key stakeholders

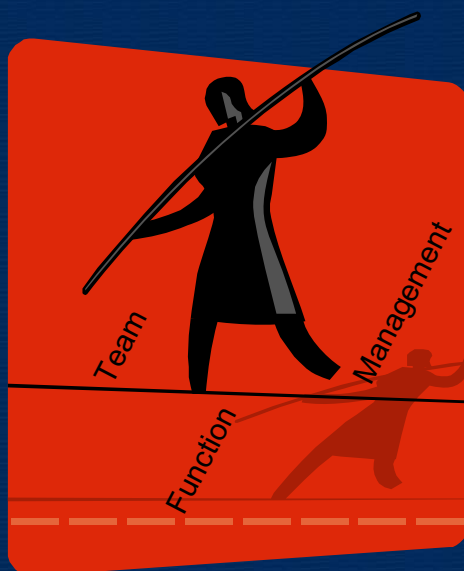
- Relationships
- Active listening
- Body language
- EQ
- Flexible style
- Clear communication skills (verbal/written)



CONCLUSION



It's like being in a circus!



Effective communication is crucial to your success as a project manager!

- Use clear verbal & written communication
- Listen actively – understand & process
- Tune into non-verbal cues
- Adapt your style appropriately
- Be emotionally intelligent

Communicate,
Communicate, Communicate!



References

1. “The Impact of Project Managers’ Communication Competencies: Validation and Extension of a Research Model for Virtuality, Satisfaction, and Productivity on Project Teams” by Linda S. Henderson. Project Management Journal, Vol 39, No 2, 48-59.
2. Emotional Intelligence by Daniel Goleman
3. The TRACOM Corporation
www.tracomcorp.com



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