Listen to be Heard

A core project controls competence

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What skills do you need to be a successful project controller?

Discuss with your neighbour

Listening

A core project
controls competence

Listen to be Heard

Project controllers generate and maintain the **information** that brings awareness to the Project Manager and Senior Managers so that control can be exercised.

Metrics ≠ Information

Listen to be Heard

A project controller who listens to stakeholders, understands project context, and collaborates effectively can bridge the gap between raw metrics and meaningful information.

Through effective listening, project controllers enable informed decision making throughout the life cycle.
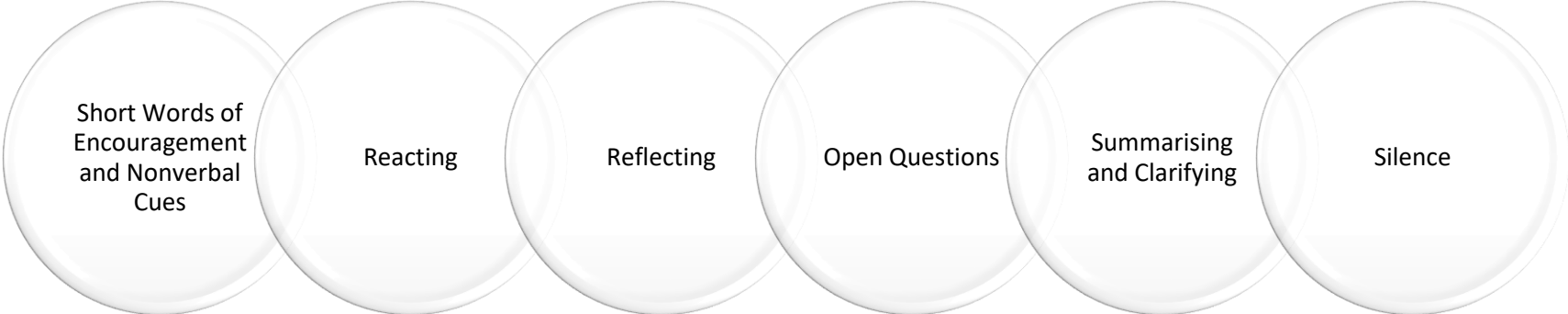
Listen to be Heard

- Practiced listening volunteer, supporting people who **really needed** that listening ear.

- I'm no expert, but I understand the importance of effective listening.

Listen to be Heard

- I taught others how to actively listen, without judgement.

- **Active listening** and empathy can help you to understand your stakeholders needs and concerns.

- A **non-judgemental approach** can allow stakeholders to express their concerns without fear. It can also help to reduce bias, avoiding making quick judgements or assumptions about what the person is saying.
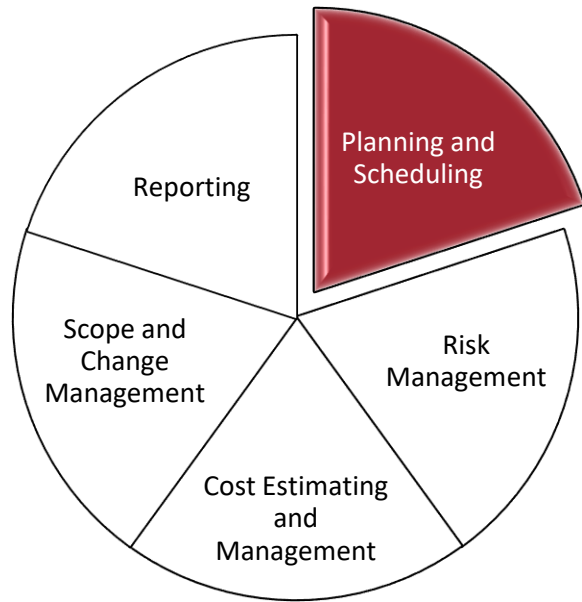
Listen Effectively

Listen Effectively

Short Words of Encouragement and Nonverbal Cues

Reacting

Reflecting

Open Questions

Summarising and Clarifying

Silence

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Effective Listening in Project Controls

Listening in Practice

Pie chart with segments:
- Planning and Scheduling (highlighted)
- Reporting
- Risk Management
- Cost Estimating and Management
- Scope and Change Management

Planning and Scheduling Scenario

The Engineering Function and the IT Function express concerns about scheduling conflicts.

Silence
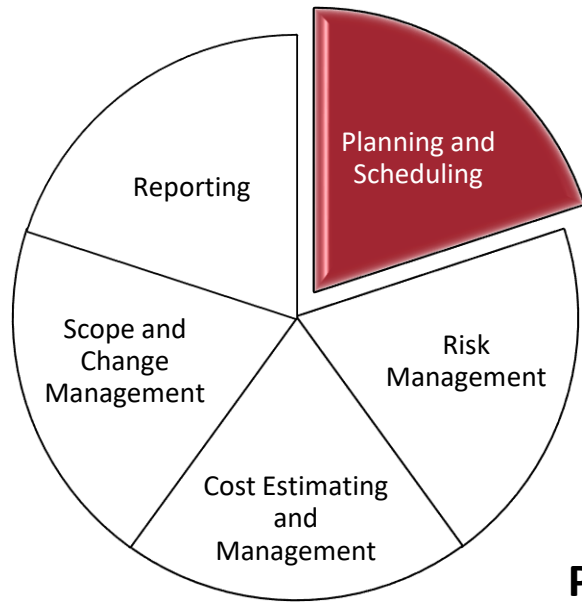Listen to their concerns about scheduling conflicts

Summarise
Their challenges to ensure everyone's perspective is understood

Encourage
The team to collaborate on solutions

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Listening in Practice

Planning and Scheduling

Reporting

Scope and Change Management

Risk Management

Cost Estimating and Management

Planning and Scheduling Scenario

The Engineering Function and the IT Function express concerns about scheduling conflicts.

Potential Pitfall

Open Questions

Starting with an open question

Silence

Listen to their concerns about scheduling conflicts

Summarise

Their challenges to ensure everyone's perspective is understood

Encourage
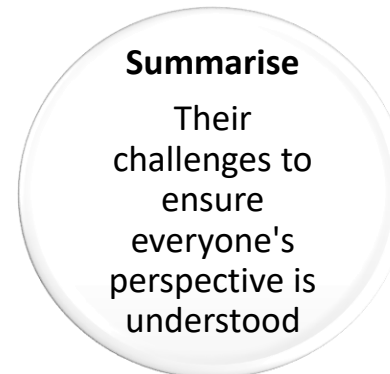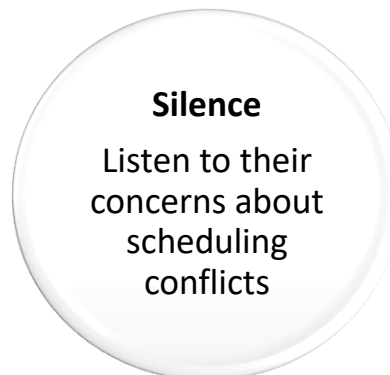
The team to collaborate on solutions

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Listening in Practice

Planning and Scheduling

Risk Management

Cost Estimating and Management

Scope and Change Management

Reporting

Risk Management Scenario

A project team member raised a risk, but it is vague and lacks specific details.

Silence
Listen to the risk that is being conveyed

Reflect
on their input

Clarify
any uncertainties

Summarise
the risk as you understand it

Clarify
any uncertainties

Listening in Practice

Cost Estimating and Management

Risk Management

Scope and Change Management

Planning and Scheduling

Reporting

Cost Estimating and Management Scenario

Project team members propose different cost estimates for a critical project component

Silence

Listen to the team members rationale

Summarise

the estimate and the influencing factors

Open Questions

to explore any assumptions raised

Clarify

any uncertainties

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Listening in Practice

Scope and Change Management

Scope and Change Management

A stakeholder submits a change request, but the request lacks clear details on the scope changes and their potential impact.

Silence
Listen to stakeholders request and concerns
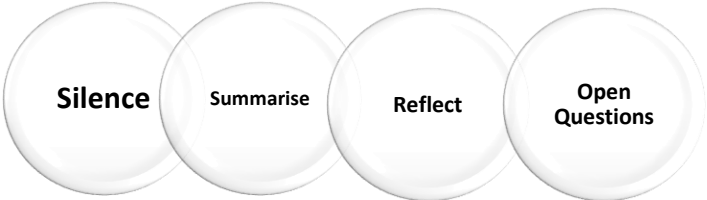
Summarise
the scope changes
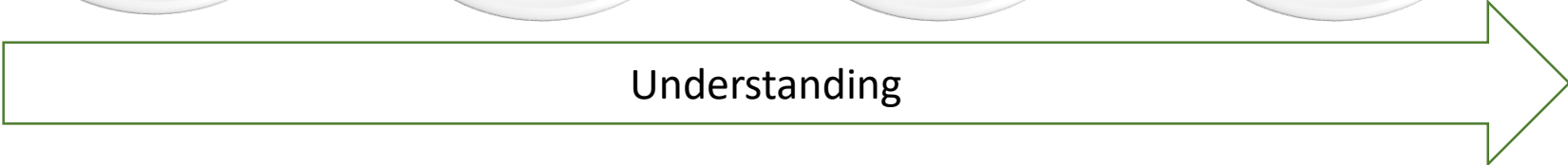
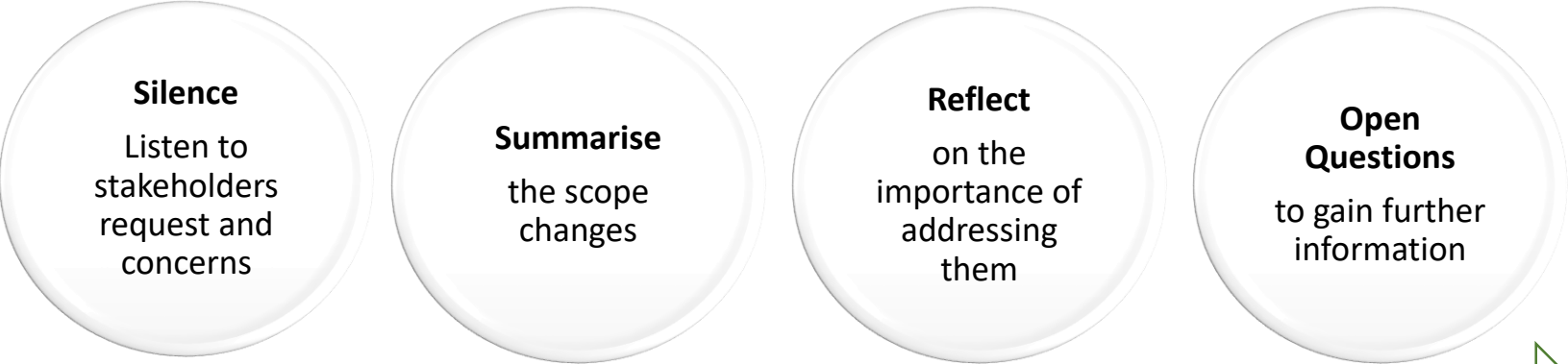**Reflect**
on the importance of addressing them

Open Questions
to gain further information and identify potential biases

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Listening in Practice

Silence | Summarise | Reflect | Open Questions

Potential Pitfall: Prioritising efficiency over understanding

Efficient

Silence
Listen to stakeholders request and concerns

Summarise
the scope changes

Reflect
on the importance of addressing them

Open Questions
to gain further information

Understanding

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Listening in Practice

Pie chart segments:
- Reporting
- Planning and Scheduling
- Risk Management
- Cost Estimating and Management
- Scope and Change Management

Reporting

Stakeholders have different preferences regarding the format and content of project status reports.

Silence	**Summarise**	**Open Questions**	**Clarify**
Listen to the stakeholders wants and needs	the importance of the content and formatting preferences	Gather specific content and format preferences	Stakeholders needs (must have's)

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Listening in Practice
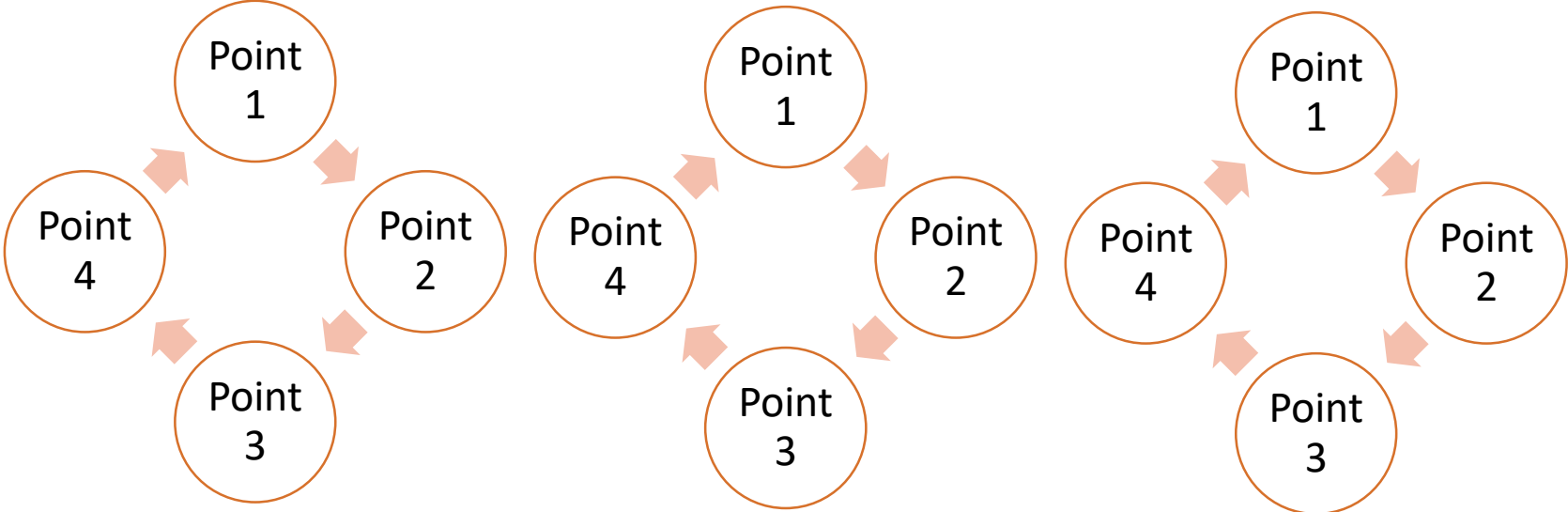
Potential Pitfall: Continuing with a conversation when it is not **productive.**

> *Empathetic listening is so powerful because it gives you accurate data to work with. Instead of projecting your autobiography and assuming thoughts, feelings, motives, and interpretations, you're dealing with the reality inside another person's head and heart. You're listening to understand. You are focusing on receiving the deep communication of another human soul.*

Stephen Covey

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THANK YOU

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