Communication Project Management Institute

Communication is frequently identified in the literature as a major factor impacting Information Technology (IT) project failure. The importance of communication is amplified in buyer - seller relationships through the long-term impact of project failures on the future business of IT vendors with their customers. The formal communication between IT project sponsors from buyer firms and project managers from IT vendor firms within business to business markets is investigated through this study. Typical communication patterns between project sponsor and manager in high and low performing projects are identified. The antecedents of these patterns are assessed and the effectiveness of project sponsor - manager communication investigated. A multi-method approach is used with a quantitative analysis of a worldwide survey with 200 responses, followed by a qualitative analysis of three interviews with pairs of project sponsor and manager, each pair from the same project. Results show that project sponsors expect more analytic and verbal communication from project managers. A model shows the development from frequent informal communication to formal communication between project managers and sponsors. A second

model shows how communication in high performing projects is determined by the level of collaboration between project managers and sponsors, as well as the degree of structure in project execution. Effectiveness of project sponsor and manager communication is found to be decreased through written statements about recent achievements, and increased through face-to-face meetings of the parties. A series of recommendations is provided to improve project sponsor - manager communication. In his ground-breaking book, Reinventing Communication, Mark Phillips shows how even the most mature organization can fail to deliver successful projects - and worse, how this can lead to an organization's demise. With clear examples, Mark reveals the underlying principles at work and introduces a revolutionary new technique for harnessing the power of communication to ensure long term success. For organizations of all sizes, this book changes the way we think about management and leadership. Mark makes his case by looking at teams and individuals that set out to deliver ambitious achievements in complex and challenging environments. We meet the leadership team that built the F-18 Super Hornet fighter jet, one of the US Navy's most successful programs. We discover the untraditional approach to risk used in building a new terminal at London's Heathrow airport. We draw lessons on corporate survival from the cat and

mouse fight against IED's in Afghanistan, and are introduced to a website where online video gamers solved a critical piece of the AIDS puzzle using their gaming prowess. Reinventing Communication is about creating the conditions for performance and attaining long term success. Whether a start-up, a global enterprise or a government agency, this book shows us how to deliver ambitious achievements by getting communication right. It is a book that no manager, leader or innovator should be without. Society is now completely driven by data with many industries relying on data to conduct business or basic functions within the organization. With the efficiencies that big data bring to all institutions, data is continuously being collected and analyzed. However, data sets may be too complex for traditional data-processing, and therefore, different strategies must evolve to solve the issue. The field of big data works as a valuable tool for many different industries. The Research Anthology on Big Data Analytics, Architectures, and Applications is a complete reference source on big data analytics that offers the latest, innovative architectures and frameworks and explores a variety of applications within various industries. Offering an international perspective, the applications discussed within this anthology feature global representation. Covering topics such as advertising curricula, driven supply chain, and smart cities, this research anthology is

ideal for data scientists, data analysts, computer engineers, software engineers, technologists, government officials, managers, CEOs, professors, graduate students, researchers, and academicians. Educational initiatives attempt to introduce or promote a culture of quality within education by raising concerns related to student learning, providing services related to assessment, professional development of teachers, curriculum and pedagogy, and influencing educational policy, in the realm of technology. Adapting Information and Communication Technologies for Effective Education addresses ICT assessment in universities, student satisfaction in management information system programs, factors that impact the successful implementation of a laptop program, student learning and electronic portfolios, and strategic planning for e-learning. Providing innovative research on several fundamental technology-based initiatives, this book will make a valuable addition to every reference library.

This integrated dictionary includes almost 2,000 terms in both project management and system engineering and software engineering by extension defined in a way that seamlessly integrates these overlapping and intertwined fields. Supported by illustrations and explanations that offer a practical context for the terminology, this one-of-a-kind resource bridges the gap between the separate

vocabularies of these intersecting disciplines. Far more than a dictionary, this book includes reference sections that address the special problems of and techniques for communicating in the project environment.

Project management tools can be used as an alternative to improve and strengthen a company's position in the market. However, the management of projects has been in constant transformation. Elements such as time, cost, and scope, on which it is based, have been complemented with other trends, such as the project team, change management, knowledge management, good negotiation practices, management of stakeholders, sustainability, etc. In order to improve the competitiveness of their company and increase earned value, managers must remain up to date on these latest transformations and best practices. The Handbook of Research on Project Management Strategies and Tools for Organizational Success is a pivotal reference source that analyzes and disseminates new trends that will allow managers to improve their skills and strengthen the performance of their companies through obtaining better results in the projects undertaken. While highlighting topics such as market growth, risk management, and value creation, this book is ideally designed for project managers, managers, business professionals, entrepreneurs, academicians, researchers, and

students seeking current research on improving the competitiveness of companies as well as increasing their earned value.

What is it about Napoleon Bonaparte that has led recognized leaders such as General George S. Patton to study his principles-and countless books on management and leadership to quote his maxims? What lessons can today's project managers and leaders learn from Napoleon's successes and failures? Napoleon on Project Management explores the key principles behind Napoleon's successes, the triggers that led to his downfall, and the lessons to be learned from his ultimate demise-and applies these lessons to modern-day project management and leadership at all levels.

Succeed as a project manager, even if you've never run a project before! This book is the fastest way to master every project management task, from upfront budgeting and scheduling through execution, managing teams through closing projects, and learning from experience. Updated for the latest web-based project management tools and the newest version of PMP certification, this book will show you exactly how to get the job done, one incredibly clear and easy step at a time. Project management has never, ever been this simple! Who knew how simple Project Management could be? This is today's best beginner's guide to modern project management…

simple, practical instructions for succeeding with every task you'll need to perform! Here's a small sample of what you'll learn: • Master the key skills and qualities every project manager needs • Lead projects, don't just "manage" them • Avoid 15 most common mistakes new project managers make • Learn from troubled, successful, and "recovered" projects • Set the stage for success by effectively defining your project • Build a usable project plan and an accurate work breakdown structure (WBS) • Create budgets and schedules that help you manage risk • Use powerful control and reporting techniques, including earned value management • Smoothly manage project changes, issues, risks, deliverables, and quality • Manage project communications and stakeholder expectations • Organize and lead high-performance project teams • Manage cross-functional, cross-cultural, and virtual projects • Work successfully with vendors and Project Management Offices • Make the most of Microsoft Project and new web-based alternatives • Get started with agile and "critical chain" project management
The development of the Agile Movement, whatever the area ofapplication or discipline, comes from the famous "faster,cheaper, better" maxim. As such, the agile manufacturing paradigmrests on four principles: response to change and uncertainty,supplying highly customized products, synthesis of diversetechnologies, and intra-enterprise and inter-enterpriseintegration. For

the reader interested in agile project management applications,response to changes, and transformations and its impact on managingprojects, this book is a must-read. Various insights are covered,including: how to master complexity and changes in projects, economy, andsociety; how interaction between the project management team and projectowners can influence risk management; how to move beyond the traditional mechanistic projectmanagement approach; how to include agile principles into an improved LogicalFramework Analysis structure; what the impact is of agile principles on projectmanagement organizations what kind of innovative project management practice supportsagile principles; and much more.

20: 20 Project Management is the definitive guide to successful project management in practice, not just in theory. It gives readers exactly what they need to know: how to pull off successful project delivery in the real world - on time, within budget and at the right quality. With a focus on practicality, clarity and applicability, it uses a wide range of international case studies to demonstrate how best practice is applied in the world's leading organizations. Structured around the stages followed by project managers in a real project lifecycle, it is logical and easy to follow. It has a section on specific tools in risk management; project leadership; and project teams; and can be used as a standard text for the syllabi of any of the three global professional bodies in project management - the APM Group; the International Project Management Association and the Project Management Institute.

Describes global best practices, competencies, and standards of superior project organizations based on research conducted by the Top 500 Project Management Forum. It emphasizes the selection process, performance evaluation, and personnel development to provide the key elements for adjusting and adapting to flexible conditions. The text also highlights enhancements in professional image, job performance, and personal earnings.

All the contributions to this volume are condensed versions of research projects undertaken by students in the final year of the online Master of Project Management degree delivered by the University of South Australia in conjunction with Open Universities Australia. Contributors to this book consist primarily of graduated Masters' students, supported by supervising academics and relevant industry specialists and practitioners. As a result, the authors present current research interests across the breadth of Australia – with many of the perspectives demonstrating relevance to practice globally. The research perspectives presented here focus on four key themes of project management theory and practice: people and organisations; methodologies and practice domains; issues in application; and continuous improvement and benchmarking. Collectively, this work will be of particular interest to project management academics and researchers, post-graduate students, and the broader project management community.

The keys to project management success delivered by one of the world's most respected experts in the field

Why do some project managers achieve their project goals while others fail? Drawing on his years of experience as a recognized global expert on project management and organizational change, author Tres Roeder answers that question, and lays out a proven path to project success. Focusing on the major differences between project management and other types of management—not least of them being the temporary nature of projects versus the repetitive nature of most managerial tasks—Roeder describes best practices in all key areas of managing project stakeholders. A recognized global expert on project management provides the foundational elements required for project management success Contributes toward the fulfillment of the continuing education required every three years to maintain PMP® accreditation Uses real-world scenarios and relevant case studies to present project management concepts to beginning and intermediate PMP®s Contains chapters on Leadership, Buy In, and Negotiation for more advanced project managers (PMP and Project Management Professional are registered marks of the Project Management Institute, Inc.)
Driven by such tools as big data, cognitive computing, new business models, and the internet of things, the overall demand for innovation is becoming more critical for competitiveness and emerging technologies. These technologies have become real alternatives for the market and offer new perspectives for modern project management applications. The Handbook of Research on Emerging Technologies for Effective Project

Management is an essential research publication that proposes innovations for firms and markets through the exploration of project management principles and methods and the effective integration of knowledge and innovation. It encompasses academic and scientific propositions, reviews for conceptual bases, applications of theories in new market solutions, and cases of successful insertion of disruptive technologies and business models in new competitive market offers. Featuring a range of topics such as innovation management, business administration, and marketing, this book is ideal for project managers, IT specialists, software developers, executives, practitioners, managers, marketers, researchers, and industry professionals.

"Highlighting the practical side of real-life project execution, this massive reference stresses project management as an independent profession--detailing the varied applications where project management is used and examining the numerous and diverse project management responsibilities and tools. "

In my 30 years of project management, I have found the majority of new project managers lack skills around giving presentations, conducting meetings and listening. This communication skills gap can be particularly large if the new project manager came from a role in a very technical area like databases or IT security. When I started my career, my own communication abilities were not up to the challenge either. To improve, I joined a Toastmasters International club. This global nonprofit organization helps members develop their speaking and

leadership skills.

Clear-Cut Ways to Manage Project Risk If you're a typical project manager, you're probably aware of the importance of risk management but may not have the time or expertise to develop a full-blown plan. This book is a quick and practical guide to applying the disciplines of proven risk management practices without the rigor of complex processes. Part of the Project Manager's Spotlight series from Harbor Light Press, this straightforward book offers solutions to real-life risk scenarios. Inside, best-selling author Kim Heldman highlights critical components of risk management and equips you with tools, techniques, checklists, and templates you can put to use immediately. By following a realistic case study from start to finish, you'll see how a project manager deals with each concept. Ultimately, this book will help you anticipate, prevent, and alleviate major project risks. Project Manager's Spotlight on Risk Management teaches you how to Look for and document risk Anticipate why projects fail Prevent scope and schedule risks Analyze and prioritize risks Develop, implement, and monitor risk response plans And much more!

Over the past three decades, translation has evolved from a profession practiced largely by individuals to a cottage industry model and finally to a formally recognized industrial sector that is project-based, heavily outsourced and that encompasses a wide range of services in addition to translation. As projects have grown in size, scope and complexity, and as project teams have become increasingly distributed across

geographies, time zones, languages and cultures, formalized project management has emerged as both a business requirement and a critical success factor for language service providers. In recognition of these developments, this volume examines the application of project management concepts, tools and techniques to translation and localization projects. The contributors are seasoned practitioners and scholars who offer insights into the central role of project management in the language industry today and discuss best-practice approaches to the adaptation of generic project management knowledge, skills, tools and techniques for translation and localization projects.

A guide to software project management covers such topics as building a team, handling qualitative analysis, estimating resources, tracking project performance, and documenting the project.

Communication within project-based environments presents special challenges. This is especially true within the construction industry, where interaction tends to be characterised by unfamiliar groups of people coming together for short periods before disbanding to work on other endeavours. This book examines communication at a number of levels ranging from interpersonal interactions between project participants to corporate communication between organizations. Several non-typical perspectives on the process of communication are introduced to encourage the reader to think about communication in a more innovative manner. The combination of differing perspectives illustrates the diversity of communication problems facing those

working within project-based environments. Practical guidance is provided on possible solutions to communication problems, and a number of examples and case studies are presented.

Project managers, sponsors, team members, and involved stakeholders know when things aren't going well. A frequent first indication is a missing or errant process. Project Health Assessment presents an innovative approach for assessing project processes through a set of ten critical success factors based on PMI's PMBOK® Guide knowledge areas. The findings from such assessments can help project managers reduce project risk, improve stakeholder satisfaction, and increase the likelihood of project success, as demonstrated by 30+ assessments done over 15 years of putting this approach into practice. Project Health Assessment breaks down each PMBOK® Guide knowledge area into its process steps, inputs, and outputs and then creates critical success factor questions that evaluate its effectiveness and potential risk. These questions can be used by project managers to establish sufficient project processes or by external entities to evaluate a project and assess its overall risk The book illustrates critical success factor points through numerous case studies, including a step-by-step example of how to conduct a project health assessment from engagement acquisition through startup, initial assessment, and periodic follow-up assessments. The book provides several downloadable document, spreadsheet, and scheduling templates that practitioners can customize and use in their projects. Using these

tools, you can avoid or minimize the cost of failed projects to your organization.

Project Management Communication Tools is the authoritative reference on one of the most important aspects of managing projects--project communications. Written with the project manager, stakeholder, and project team in mind, this resource provides the best practices, tips, tricks, and tools for successful project communications. This book covers: Communication Tools across all PMI Knowledge Areas and Processes Social Media and Project Management Agile Communication Tools Project Management Business IntelligenceUnderstand the right communication tools for each stage of a projectPMP Prep Questions (Communications questions only) Face to face communication Communication on virtual projects Preventing common communication problems And much more.

In a 1945 speech, Winston Churchill stated, "We are shaping the world faster than we can change ourselves, and we are applying to the present the habits of the past." Was Churchill predicting the future of project management? Have we changed how we communicate and lead projects? Have leadership and management theories and models evolved to keep pace with today's business environment? Leading Virtual Project Teams: Adapting Leadership Theories and Communications Techniques to 21st Century Organizations addresses the challenges the virtual project management environment poses to traditional methods of leadership and communication. It introduces new approaches for

adapting existing leadership theories to e-leadership as well as progressive tools and techniques to improve virtual project communications. The book begins by examining the factors affecting the movement from traditional work environments to virtual organizations. It considers the challenges of leading multicultural, global organizations and reviews what e-leadership means. Illustrating the application of both traditional and new leadership models and theories to virtual project management, the book includes best practices for: Managing and motivating the multicultural team Communicating in a distributed work environment Avoiding social isolation Cyber-bullying in the virtual environment and e-ethics Cultural management issues Explaining how traditional leadership theories and models can be applied to contemporary projects, the book details methods virtual project managers can use to enhance virtual communications. The final chapter describes the e-leadership skills and competencies project managers will need to ensure sustainable success in today's competitive business environment. This book provides the virtual project manager with the tools and techniques to improve e-leadership and communications. Complete with case studies that illustrate real-world applications to the virtual challenges presented in each chapter, the book is a suitable text for educational institutions looking to increase understanding of project management leadership and communications outside the traditional project environment.

Faced with an increasingly volatile and uncertain world,

most of today's CEOs expect to deal with a growing level of operational complexity in the next five years. Many business leaders lack confidence that their organizations are equipped to effectively handle those increasing complexities. Project Management Institute (PMI) originally addressed the subject of organizational complexity in A Guide to the Project Management Body of Knowledge (PMBOK Guide). PMI identifies the types of complexities organizations must address and presents substantial research indicating that experienced project managers are more successful in completing highly complex projects. With greater organizational complexities looming on the horizon, PMI has introduced Navigating Complexity: A Practice Guide. The definitive guide expands upon the principles, tools, and techniques presented in the PMBOK Guide and other foundational standards, providing a streamlined approach to understanding and navigating c

This book offers an essential manual for project managers, project management offices (PMO's), trainers and consultants, addressing the psychological side of project management. Written by leading scholars in organizational psychology and by top experts in project management, it covers all major psychological topics that are key to project success. The book features dedicated chapters on leadership and teamwork, including virtual and intercultural cooperation, commitment and motivation of project teams. It adds a psychological perspective to personnel management, decision-making, information and knowledge management and communication in project work. Power, influencing tactics and other aspects of stakeholder management are covered, as well as project coaching, innovation and creativity, self-

management and the management of conflicts, risks and crises.

A timely overview of a complete spectrum of technologies specifically designed for public safety communications as well as their deployment as management In our increasingly disaster-prone world, the need to upgrade and better coordinate our public safety networks combined with successful communications is more critical than ever. Fundamentals of Public Safety Networks and Critical Communications Systems fills a gap in the literature by providing a book that reviews a comprehensive set of technologies, from most popular to the most advanced communications technologies that can be applied to public safety networks and mission-critical communications systems. The book explores the technical and economic feasibility, design, application, and sustainable operation management of these vital networks and systems. Written by a noted expert in the field, the book provides extensive coverage of systems, services, end-user devices, and applications of public-safety services and technologies. The author explores the potential for advanced public safety systems, and this comprehensive text covers all aspects of the public safety and critical communications network field. This important book: Provides an introduction to and discussion of the common characteristics of our critical communications systems Presents a review of narrowband technologies such as Project 25, TETRA, and DMR as well as the broadband technologies such as the LTE technology Focuses on the emerging technologies that can be adopted to improve our vital communications systems Discusses deployment of such technologies, including economics and finance, planning and project management Provides, in detail, the issues and solutions related to the management of such communications networks Offers a complete list of standards

documents Written for professionals in the industry, academics, and government and regulatory agencies, Fundamentals of Public Safety Networks and Critical Communications Systems offers a review of the most significant safety technologies, explores the application for advanced technologies, and examines the most current research.

Project Management Communication ToolsDow Publishing LLC

This book provides valuable insights into the millennial generation and its impact in the workplace. The authors share experiences and suggestions in successfully working and communicating with millennials in a variety of settings, and readers will gain an understanding of the ways in which millennials are reshaping organizational cultures.

This practice-oriented book explores a variety of cross-project topics and specific aspects of different project phases. It also offers tips, examples, templates and checklists, and discusses concrete problems and solutions from project practice in IT and the automotive industry. The authors combine their extensive practical experience in years of project work with relevant project-management theory. Each chapter begins with a list of the learning objectives and concludes with a summary of the insights provided. Accordingly, the book offers a valuable resource for: Beginners wishing to acquire basic project management skills Participants in more advanced project management training who are looking for instructional material Project management experts who want to learn about further aspects, and to employ templates and checklists for even more successful projects

THE PROJECT MANAGEMENT CLASSIC-REVISED AND EXPANDED Now Includes Downloadable Forms and Worksheets Projects are becoming the heart of business.

This comprehensive revision of the bestselling guide to project management explains the processes, practices, and management techniques you need to implement a successful project culture within your team and enterprise. Visualizing Project Management simplifies the challenge of managing complex projects with powerful, visual models that have been adopted by more than 100 leading government and private organizations. In this new Third Edition, the authors-leading thinkers and practitioners in the field-keep you on the cutting edge with a sophisticated approach that integrates project management, systems engineering, and process improvement. This advanced content can help take your career and your organization well beyond the fundamentals. New, downloadable forms, templates, and worksheets make it easy to implement powerful project techniques and tools. Includes references to the Project Management Institute Body of Knowledge and the INCOSE Handbook to help you pass: The Project Management Professional Certification Exam The INCOSE Systems Engineer Certification Exam (CSEP) "I recommend this book to all those who aspire to project management [and] those who must supervise it." —Norman R. Augustine, former chairman and CEO Lockheed Martin Corporation "The importance of this excellent book, able to encompass these two key disciplines [systems engineering and project management], cannot be overemphasized." —Heinz Stoewer, President, INCOSE

Project management for oil and gas projects comes with a unique set of challenges that include the management of science, technology, and engineering aspects. Underlining the specific issues involved in projects in this field, Project Management for the Oil and Gas Industry: A World System Approach presents step-by-step application of project management techniques. Using the Project Management Body of Knowledge (PMBOK®) framework from the Project

Management Institute (PMI) as the platform, the book provides an integrated approach that covers the concepts, tools, and techniques for managing oil and gas projects. The authors discuss specialized tools such as plan, do, check, act (PDCA); define, measure, analyze, improve, control (DMAIC); suppliers, inputs, process, outputs, customers (SIPOC); design, evaluate, justify, integrate (DEJI); quality function deployment (QFD); affinity diagrams; flowcharts; Pareto charts; and histograms. They also discuss the major activities in oil and gas risk assessment, such as feasibility studies, design, transportation, utility, survey works, construction, permanent structure works, mechanical and electrical installations, and maintenance. Strongly advocating a world systems approach to managing oil and gas projects and programs, the book covers quantitative and qualitative techniques. It addresses technical and managerial aspects of projects and illustrates the concepts with case examples of applications of project management tools and techniques to real-life project scenarios that can serve as lessons learned for best practices. An in-depth examination of project management for oil and gas projects, the book is a handbook for professionals in the field, a guidebook for technical consultants, and a resource for students.

Effective communication is the most powerful tool a manager can use. This is especially true for project managers who are tasked with coordinating the efforts of every project member as well as maintaining an open dialog with senior executives. Helping professionals achieve a high-level of communications expertise is the goal of this second edition book and CD-ROM package. The book explains how to energize projects, create momentum, and achieve success by talking and listening to staff members. Moreover, it teaches how to effectively communicate project status and requirements to executive management. The valuable CD-ROM supplies the "tools" to

do the job right… ready-to-use documents, forms, reports, and project templates that help ensure effective, clear, and consistent communication. This second edition also includes new changes from A Guide to the Project Management Body of Knowledge (PMBOK), Fifth Edition, as well as new material on evolving tools such as social media. As new technology has found its way to the marketplace, simple approaches from years gone by are modified for cloud-sharing tools, social media, and other considerations.

As explained in 'A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fifth Edition,' "Project communications management includes the processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval management, control monitoring and the ultimate disposition of project information" (PMI, 2013). Each project manager spends most of his or her time communicating with team members and other stakeholders to collect information and to solve communication issues. During the daily routine of the team, it is clear that the communication is not equally distributed and that some team members do not share their opinion during the meeting. This lack of participation is often due to different cultural and organizational backgrounds, different levels of expertise, and different characters. In light of these communication issues, it is important that each project manager increases his or her ability to improve collaboration and communication within the project team. This paper starts by explaining the LEGO® SERIOUS PLAY (LSP) methodology as a technique to improve communication and collaboration within the project team and show how this method could

help in enhancing communication.
"The purpose of this workbook is to provide ...
meaningful exercises and homework problems that will
enhance the knowledge of the subjects included in the
textbook Project management: a systems approach to
planning, scheduling, and controlling (12th edition) by
Harold Kerzner, Ph.D"--Page xi.
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The director of communication is an impassioned
profession that discovers which strategies are the best
and the most intelligent. There are few manuals, and
there are some that offer general and sparsely updated
information about the change that new technologies
imply. We find the literature isolated that can be directly
useful. However, we will say that there is no single recipe
for DirCom or communication consultants. Each one will
offer different models according to the variables or
factors that seem to them to be able to rectify the
direction of a company according to his or her personal
mood.
This book introduces readers, and project management
practitioners to a number of global companies and
projects, that went right and/or wrong. Seeing high
percentage of projects failure, mounting to billions of lost
revenues annually to companies on global bases, the
idea to put together this body of work was born. While
the lessons are significantly useful to the public and can
be shared, the primary objective of this book however,
remains to present the reader with lessons learnt from

not only mine, but the collective experience of working with projects. Some of the lessons covered in this book includes the following; It is very good idea to initiate an innovative approach to a project, but the most important thing, is to plan for it adequately, extensively, and be ready for failures and obstacles since nothing goes as you plan. He listens covered in this book are invaluable and timeless.

According to the Project Management Institute (PMI) Pulse of the Profession® (2013a) poor communication is the leading reason for project failure, citing poor communications as a contributing factor in 56% of the projects that failed. In this paper, the author posits that project managers must use the appropriate communication method and content to communicate effectively with project sponsors and key stakeholders. The paper offers two tools that project managers can use to develop effective language and appropriate messaging with stakeholders to greatly improve the chances of project success.

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