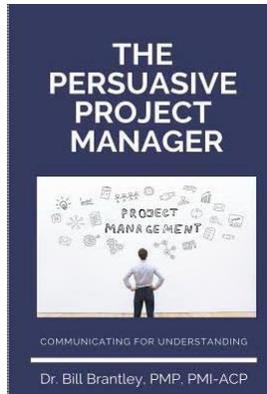


PM WORLD BOOK REVIEW



Book Title: ***The Persuasive Project Manager: Communicating for Understanding***

Author: **Dr. Bill Brantley**, PMP, PMI-ACP

Publisher: Bill Brantley

List Price: \$5.99

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Reviewer: **Edward Raibick, PMP**

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Introduction

This book was one of the most interesting and informative books on project communication that I have read. It's a short book and easy to read, but full of useful information.

Overview of Book's Structure

- **Chapter 1** – Provides an introduction to the reader of the author's research in Project Management Communication, and an overview of what the reader will learn in the remaining chapters of the book. The author touches on the importance of establishing clear communication channels between team members and stakeholders, to ensure that information flows effortlessly with no misunderstandings.
- **Chapter 2** – Discusses the *Shannon-Weaver (Information Transfer)* and *Luhmann (Emergence)* models of communication. It dives into the topic of *Understanding* and its sub-components (know-what, know-how and know-why). The Emergence Communication Model with the Understanding Triangle is introduced to the reader. The chapter discusses the need to assess and adjust the communications to suit the information needs of the receiver / stakeholder.
- **Chapter 3** – Aristotle's persuasion triangle. *Ethos*(credibility), *Pathos*(emotions) and *Logos* (Logic) are introduced and explained as the foundation of persuasion. The eight pillars of trust are also introduced allowing the reader to reflect on how communication plays a role in each pillar. An

insightful discussion on the function of the various parts of the brain is presented with the ties to these insightful observations.

- **Chapter 4** – Dives into the “dance” between two or more individuals in sending and receiving information and comprehending the meaning of the message. The chapter discusses how messages are communicated and received based on the perspectives of the sender and receiver. The use of *Storyboarding, enriching, analyzing, visioning and acting intentionally* techniques are also discussed as effective communication tools for persuading stakeholders
- **Chapter 5** – Discusses the role of a project manager in being the communication hub for a project. The chapter reviews tools and techniques used in communication, and project tracking in fast paced and complex environments. It also discusses the proactive role a project manager must take in managing stakeholder expectations during the life cycle of a project. Knowing how, and how often stakeholders want to receive information is also reviewed. The importance of understanding of cultural differences and communication strategies is also discussed in this chapter.
- **Chapter 6** - Dives into emotional and cultural intelligence on projects and in team environments. Knowing how different cultures receive and process verbal and non-verbal information, can aid or hinder the success of a project. Emotional intelligence, self-perception, self-expression, interpersonal relationships, decision-making and stress management are also discussed.
- **Chapter 7** – Moves into the subject and definition of cognitive bias. The subject of cognitive bias is further analyzed to demonstrate how it can lead to failure in an organization. Mindfulness of cognitive biases and strategies in negotiations are discussed. The IKEA effect is also discussed as well as heuristic, and unconscious reactions to situations and communications. A decision quality checklist is also presented to warn you of common cognitive biases and to aid in your decision-making process.
- **Chapter 8** – Dives into virtual and remote communication and project management. Five reasons why virtual communication is difficult is discussed along with a recommended remote leadership model, provided as a tool to help develop remarkable leadership skills. The *Three O Model* is discussed to assist in overcoming the effects of isolation in managing remote teams.
- **Chapter 9** - Covers shifting from a Command and Control style of leadership to Situational Leadership, Servant Leadership, and Coaching Leadership styles. Six key conversations are covered to help guide and motivate employees as they grow in their contribution towards the overall project or organization’s goals.
- **Chapter 10** – Summarizes the practical steps in being a persuasive project manager. A visual syllabus is also provided as a reference. Tips and

guidelines are also provided to help determine the level of information needed to clearly convey your message, based on the stakeholder's level of understanding in your project and activities.

Highlights

The Persuasive Project Manager book by Dr Bill Brantley, PMP, PMI-ACP, was one of the most informative and useful books that I have read in my recent book reviews. It uncovers the finer points of communication and leadership, and raises awareness to thoughtful and well-planned communication as a key part in the success of a projects and organizational initiatives.

Highlights: What I liked!

This book goes beyond project stakeholder communication of status and tasks, and dives into behavioral theory, cognitive brain research, information processing, understanding, and human behavior in a very objective and scientific way. The subjects and theories discussed in this book will be useful tools to an experienced manager it times of dealing with chaotic and complex projects and issues.

Who might benefit from the Book?

I would first recommend this book to a seasoned manager. The subjects covered will be helpful aids when reflection on individual past experiences, and formulating strategies for driving current and future initiatives to successful completion. This book will also serve as a good refence for new managers and non-managers seeking to improve communication skills in a very practical way, for future success and advancement.

Conclusion

The Persuasive Project Manager by Dr Bill Brantley, PMP, PMI-ACP, was an interesting and informative read. Its eighty-seven pages are chock full of very specific, and easy to apply subjects that cast light on the often-overlooked practices in the art of effective communication. The cultural and leadership communication sections of the book provided additional insight, and tools to use every day by an insightful, and emotionally and culturally mature leader.

For more about this book, go to: <https://billbrantley.com/books/>

Editor's note: This book review was the result of a partnership between the publisher, PM World and the [PMI Dallas Chapter](#). Authors and publishers provide the books to PM World; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. PMI Dallas Chapter members can keep the books as well as claim PDUs for PMP recertification when their reviews are published.

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About the Reviewer



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Edward Raibick, PMP is a Project Management Consultant with extensive experience in software engineering, managerial and IT Project Management. Edward holds a Master's degree in Information Technology with a concentration in Internet and IT security, a Bachelor's degree in Information Technology and an Associate in Specialized Technology degree in Electronics. His career includes over 10 years with the IBM Corporation and over 15 years with Texas Instruments. His consultant projects include major clients such as Experian, United Airlines and Southwest Airlines. Edward currently is engaged in the RISC PMO organization of a major New York city based banking and financial IT services firm.

Edward is a member of the Project Management Institute, Dallas Chapter, having acquired his PMP certification in 2011. Edward is also currently the Director of the Dallas PMI Chapter Book Review Program.

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