

7-D eCommunications Exercise – Two Examples of 7 Dimensional eCommunications using the Template Tool

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Introduction

The Paper, “**Improve Project eCommunications by Impacting Stakeholders’ Human Interfaces**,” invited the reader to perform an optional Exercise to write a 7-D eCommunication. Then, the reader was encouraged to download this document in order to compare their writing with the Examples included below.

The two Examples are based upon typical responses to the Exercise. They display different writing styles, different levels of efficient and effective eCommunication, and different levels of impact on Stakeholders’ Human Interfaces.

Objective

These two exercises demonstrate both ends of the spectrum of typical responses to the Exercise and are presented in order to help you understand how to work with *7-D Electronic Media*, the *7-D Template*, and *eTools* in preparing a more efficient and effective eCommunication message to your Stakeholders.

Expected Results from Your First Writing of a 7-D eCommunication

7-D eCommunications written by people performing this Exercise will vary in the number of **Human Interfaces** they impact, as well as their contents.

Usually the first attempt at writing a *7-D eCommunication* will result in a very direct text-based eMail containing only the basic information of “Who, What, Where When, Why, and How” and will impact a few of the Stakeholders’ **Human Interfaces**. (Example 1 below demonstrates this approach.)

With more writing experience, an eMail with a vital, important message may use additional *7-D eCommunication eTools* that are listed in the Paper’s “**Exhibit 4: Correlating Typical 7-D eCommunications with the 7 Dimensions of Physical, Intellectual, and Human Spirit Interfaces**, and their Attributes.” The second Example shows the impacts to all 21 of the Stakeholders’ **Human Interfaces**.

Not every eCommunication needs to impact all of the 21 Dimensions of Human Interfaces

Some daily eCommunications may only need to be simple reminders or direct, brief, and factual responses to questions from Stakeholders to be **efficient**. However, important and vital eCommunications should impact as many Human Interfaces as possible to be **effective**. The *7-D Template* may be used before drafting the message, or after completing the first draft.

Example 1 of Response to Exercise

The message style in Example 1 is more direct and shorter, and is often used to convey an invitation to a re-occurring Project meeting. Because it impacts only a few Human Interfaces, it may result in less attendance and less enthusiastic support unless there are follow-ups and a pre-existing personal relationship as well as prior commitments among the Stakeholders to support the Project and its meetings.

A short “Technology-oriented” eMail Invitation for a Project Kickoff Meeting

Scenario for Example 1

Because of new products they will be introducing next year, eEngineering Company, Inc. is planning to significantly increase their Inventory. Therefore, the Company has approved an aggressive schedule for its new “Inventory Control Tracking Project” which will result in automated and improved processes in order to meet the new volume, availability, accuracy, and quality requirements of these systems, while at the same time reducing costs. They realize that Stakeholder involvement and backing will be important to the success of this Project.

This Project Manager’s Approach – Example 1

The Project Manager, Hy Tech, has an engineering background and has been encouraged by his management to have a Project Kickoff meeting. Accordingly, he has sent out the following eMail to people he “feels” are Stakeholders in this Inventory Control Tracking Project. Hy believes that all that is needed is a short, to-the-point eMail sent to his list of Stakeholders and therefore puts the eMail into a short “Who, What, Where, When, Why, and How” format.

Hy decided not to use the *7-D eCommunications Concept* nor the *7-D Template* for preparation of his communication to Stakeholders. Instead, he composed his eMail in his usual direct writing style as follows.

To: <Names> (List of eMail addresses of recipients)
From: <Hy Tech, Project Manager>
Date: October 15
Subject: Invitation to Kickoff Meeting for the new “Inventory Control Tracking Project”

Who: You are invited
What: To attend our Inventory Control Tracking Project Kickoff Meeting
Where: Conference Room #4
When: November 1 at 3:00 to 3:30 PM
Why: To meet the Project Manager, and Project’s Team members, and to hear a presentation regarding the Project’s mission.
How: Confirm you will be there by replying via eMail to <Hy Tech, PM>

Exhibit 1: Example 1 eMail

Since Hy has not used the **7-D Template** tool to prepare his eMail, he does not know how many of the **Human Interfaces** he is impacting. However, we can analyze his eMail by using the **7-D Template** tool after he sent his message. This is opposite of the recommended process of using the **7-D Template** before or during composition of the **7-D eCommunication** to determine how many **Human Interfaces** can be impacted, and then to write the **7-D eCommunication**. In spite of this, you will see that using the **7-D Template** afterwards can be a good method for you in order to analyze any eCommunication and **to determine how your eCommunication could be improved**.

**Example 1 Analysis: Using the 7-D Template tool
to analyze the short “Technology oriented”
eMail Invitation for a Project Kickoff Meeting**

From Communication Plan for: Inventory Control Tracking Project

Audience: Project Stakeholders

7-D eCommunication type: eMail Enter notes on content below	Impacts on the 7 Dimensions of Interfaces: Physical, Intellectual, and Human Spirit
None	1 To Hear: None
.eMail invitation sent in format of Who, What, Where, When, Why, & How.	2 To See: .Visual eMail text only. (No graphics or multimedia files attached.)
None	3 To Smell: None
None	4 To Taste: None
.Recipient told to reply by sending eMail confirmation to PM	5 To Touch: .Tactile, eMail reply is only option given.
.Recipient told to reply with eMail reply to PM based upon contents read in this eCommunication	6 To Think: .Decide to go to meeting or not - based upon reading the eMail message. If questions, contact Hy via eMail was the only option (and then wait for reply from the PM). (Other options to call, delay reply, or no-reply not given)
.Recipient told to reply via eMail if attending (confirmation asked for, no information about how to decline invitation or options)	7 To Tell: .If you decide want to attend, send eMail reply to sender (.You are invited to the meeting but no explanation why others were invited or who they are – dept, full name.)
None	1 To Listen: None
.eMail invitation text in Who, What, Where, When, Why, & How format.	2 To Watch: .Read very brief plain text. Easy to focus on. (But no other useful information (benefits, agenda, expectations))
.Reasons “why” to attend: meet PM, Team, hear Project Mission.	3 To Discern: .To be told only about PM, Team, & Project Mission per eMail “Why” (.No other reasons, agenda, expectations, or benefits to Stakeholders given.)
None	4 To Receive:
.Who: only you and others listed in “Send to” are invited .Meet Project Team members, and experience the presentation of Project Mission.	5 To Seek: .Reaching out to reader and inviting to view Project .Meet some people connected with Project at the meeting .Helps to find out what is the final Project Mission (.No other way to get info about meeting & Project)

.When/Where Kickoff meeting will be & what the meeting is named.	6 To Learn: .Meeting logistics and name of PM only (Nothing more about Project Mission, agenda, or info)
.eMail only asks for confirmation (and that can be optional reply) from Stakeholder, or no reply possible	7 To Reveal: .Confirmation may reveal interest of Stakeholder, and no-reply may or may not reveal interest.
.Inventory Control Tracking Project Kickoff Meeting date, time, and location	1 Understanding: .Facts. Project Mission will be discussed at meeting
.Inventory Control Tracking Project Kickoff meeting logistics & name of PM	2 Knowledge: .Add to memory of what you know about this Project
None	3 Fortitude: None
None	4 Openness: None
None	5 Mentoring: None
None	6 Wisdom: None
None	7 Teaching: None

Exhibit 2: Template for Mapping the Impact of your 7-D eCommunication to the 7 Dimensions of *Physical*, *Intellectual*, and *Human Spirit* Interfaces for Example 1

Analysis of Example 1 regarding its impact on Stakeholders' Human Interfaces

This Example 1 eMail is very short and direct. Hy is an engineer who is comfortable in dealing with facts, figures, and Engineering Stakeholders in a small sized technical company. However, Stakeholders in a large, global corporation who are not Engineers would see this message as not very inviting, warm, informative, motivating, or important.

Recipients may ask themselves questions about the Project

Why should I attend? Who else will be there? What are the potential benefits of this meeting to me and to my Department? Is this meeting as important as the other requests I have received from my boss or others? How does this fit with current priorities: mine, my boss, my department, my peers, my company? Will this meeting waste my time? Will it be well organized? Why does Hy need me to be present? Why am I uncomfortable with meetings that do not have clear benefits, goals or agendas for me? Should I delay replying until I see what other priorities I will have to do that day? Would I be called upon at this meeting to give some comments about the Project? How do I get to this meeting location, as I do not know that building's layout very well? Who else thinks this Project is valuable or important? I do not recognize some of the names on the address line from the eMail addresses – why were they invited? Does this Project have the backing of top management or is it someone else's idea of what is needed? How will this Project affect jobs in my Department – or eliminate them? Others in my Department are not enthusiastic and know very little about this Project, so why should I, or they, get more involved? Why should I be open to these new ideas when I have so much else to do? Maybe I should let Hy know about these concerns, or would such an eMail be too incriminating? Maybe I could just ignore this invitation and not reply.

The Invitation Example shows that Hy may lack some “soft skills” of understanding the needs, motivations, and human side of the Project’s Stakeholders. Does he understand who all the Stakeholders are or why they should be invited?

An analysis of Hy’s eCommunication using the **7-D Template** shows that Hy impacted only 11 of the 21 **Human Interfaces**. Even so, some of those impacts appear very weak and not very positive. Also, the eMail seems dry and uneventful - not very warm or inviting.

If the Company is very small and the Stakeholders know each other well, and have discussed the Project or meeting several times with Hy or others, this eMail may be sufficient. In that case it may be “efficient” because it is brief, but not very “effective” as an eCommunication regarding the Project meeting’s goals or objectives and how they intend to achieve them.

If the Company is large, and if this is a big global Project covering Stakeholders from around the world, the invitation ignores practical travel and time-zone considerations as well as differences in cultures. In this case the eMail would be ineffective to Stakeholders already pressed for time to complete other global tasks.

Example 2 of Response to Exercise

In Example 2, an appointment request is sent out by a Project Manager to all Stakeholders of the Project to impact all of their **Human Interfaces**. It is an invitation to Project Stakeholders to attend a Project Kickoff Meeting and includes:

- objectives, agenda, executive and peer endorsements, links to audio/visuals and the Project web site, exciting activities and refreshments planned in order to encourage attendance, and ways Stakeholders can support the success of the Project.

To help understand the background of this elaborate and large Project Kickoff Meeting Announcement, a “Scenario” for this Example 2 is presented. Next, a **7-D Template** tool is used to help you generate ideas of what to write to impact all 21 **Human Interfaces** with a **7-D eCommunication**. It utilizes additional **eTools**.

Example 2: An eMail Invitation to Project Kickoff Meeting using 7-D *Electronic Media* to impact all of the Stakeholders’ 21 Human Interfaces

Scenario for Example 2

Because of new products to be introduced next year, A. Big Company, Inc. is planning to double its Revenue, Invoicing, and Accounts Receivable. This large global Company has approved an aggressive schedule for its new “Invoicing and A/R Project” which will result in more automated and improved processes in order to meet the expected order volume and quality customer service that will be required of these systems.

Because of the importance of this Project to the success of A. Big Company, Inc., the Company's executives want to be sure all its world-wide Project Stakeholders and their Departments in the Company are aware of its importance and will fully co-operate and support the Project and its Team.

Therefore, they have decided to start with a successful and large Project Kickoff Meeting. Using the Company's Outlook/Mail system and networked computers, appointment/request eMails are to be sent to all of the identified Company's Stakeholders and the Project will even have its own internal website to post files and status reports of the Project.

A request for appointment eMail will automatically: send the message requests, track responses, place acceptances into the recipients' Outlook calendars (together with complete eMail content for the date & time, if accepted), and return all responses to the sender for follow-up.

Some suppliers (e.g. Microsoft, Apple, etc.) agreed to pick up the cost of the refreshments and prizes since a successful Project also will benefit their world-wide sales to A. Big Company.

During the requirements gathering stage, Stakeholders were told that a Project Kickoff Meeting would be forthcoming and they should look for an invitation in the near future.

The Project Team carefully identified the Project's world-wide Stakeholders and prepared their Stakeholder Register, Management Strategy, and Plan Communications as described in the PMBOK® Guide. (PMI, 2008, p. 246 – 265)

The following 7-D eMail Outlook request for an appointment was designed to impact each of the Stakeholders' **21 Human Interfaces** so that there could be a high turnout for the Project Kickoff Meeting and to ensure their future co-operation. Also, the eMail explains the importance of this Project and encourages the Stakeholders to evangelize the Project to their peers and departments.

This Project Manager's Approach – Example 2

This Project Manager, A. Leader, has studied the **7-D Human Interfaces Concept** and carefully applied it to a **7-D eCommunication** with the Project's Stakeholders. Leader's goal was to impact all **21 Human Interfaces** (the **7 Dimensions of Physical**, **7 Dimensions of Intellectual**, and **7 Dimensions of Human Spirit Interfaces**) of these Stakeholders.

Therefore, Leader used the **7-D Template** tool shown below before writing the draft of the eCommunication in order to determine the writing style and its content to impact each Human Interface. Leader realized that the content needs to contain the basic "Who, What, Where, When, Why, and How" information. And, Leader chose to use other eTools, such as: eAudio and eVideo files, to improve the impact. Inclusion of the meeting's agenda is a Standard Operating Procedure (SOP) for A. Big Company's meeting requests.

In today's economy with lean staffing there is a lot of competition for the time and priorities of Company personnel. Therefore, any added "attractions" should be used as incentives for

Stakeholders to attend this important Project event. Hence, special Hors d’oeuvres, refreshments, prizes, and even a free education credit are added to the invitation and event. (Like many companies, A. Big Company encourages continuing professional education and records all education credits on the employees’ records.)

Leader’s objectives are to get maximum participation and to encourage the Stakeholders and their Departments to co-operate toward the success of this Project.

Endorsements from top executives of the Company are also included to help forward these goals to demonstrate that this Project has the backing of the highest levels at the Company.

Endorsements from peer Stakeholders are included to demonstrate the “grass roots” support and their realization of the benefits of the Project’s success.

This **7-D Template** contains much more information than needed so that you can understand how each **Dimension** is impacted. Normally, only a brief entry is needed to remind you what to include in the message and why. However, this document may be used as a training tool as well as an Example. Some PMs may want to use these extensive entries as a guide for future eCommunications to remind them what is important about each entry. After you have experience with a few *7-D eCommunications*, you may not need more than a blank **7-D Template**.

**Example 2: An Invitation Using 7-D Electronic Media
– a 7-D Template Tool showing Content and Impacts
to all the 7 Dimensional Human Interfaces**

From Communication Plan for Project: Invoicing & A/R Project Audience: Project Stakeholders

<p>7-D eCommunication type: <i>eMail with eAudio, eVideo, and Website Links</i> Enter notes on content below</p>	<p>Impacts on the 7 Dimensions of Interfaces: <i>Physical, Intellectual, and Human Spirit</i></p>
<p>.Attach Links to: A/V clip of CEO’s remarks, and Audio clip of Peer Stakeholders.</p>	<p>1 To Hear: .Links are included to hear: -CEO welcomes you to the Project, gives approval and encouragement, warns it will be challenging, and says its success will be good for the company and all employees. - Peer Stakeholders give reasons why they support this Project and why it is important to their work.</p>
<p>.Invitation eMail with multimedia links .Attach company web-link to A/V clip of CEO .Show the agenda including notice of refreshments offered at the meeting. .Text explains how to accept this appointment or other options.</p>	<p>2 To See: .eMail to be read by Stakeholder .Recipient sees video upon clicking link; CEO endorses Project and explains its importance. .eMail portion includes all necessary information for recipient regarding event including its schedule, map, refreshments at the meeting, & Project Goals. .Read instructions how to accept or reject this invitation and other options.</p>

<p>.Refer to “Our Chef,” past Hors d’oeuvres, and “surprise” new ones as well as Snacks, & Refreshments.</p>	<p>3 To Smell: .Reference to “Our Chef,” past Hors d’oeuvres, a “surprise” new one, snacks, and beverages may initiate memories of the pleasant scents of his great Hors d’oeuvres served at past meetings or gatherings.</p>
<p>.Refer to “Our Chef” past Hors d’oeuvres and “surprise” new ones as well as Snacks, & Refreshments.</p>	<p>4 To Taste: .Reference to “Our Chef,” past Hors d’oeuvres, a “surprise” new one, snacks, and beverages may initiate memories of “tasting” his great Hors d’oeuvres served at past meetings or gatherings.</p>
<p>.Refer to time for Social Networking with others. .Request recipient to reply options, and to click on Links to files.</p>	<p>5 To Touch: .Reference to Social Networking and refreshments implies shaking hands, touching & enjoying food & beverages together. Tactile touching of mouse or keyboard to click attachments & acceptance. Positive movement.</p>
<p>.Outlook invitation asks recipient for decision to accept appointment or decline based upon contents. .Determine who are Stakeholders and what their needs are.</p>	<p>6 To Think: .Results of impacts above from all the 5 senses that go to the brain to be sorted and help to decide on responses: to accept, decline, or delay decision. .Recipients’ needs are considered before meeting. .Clear choices for decisions need to be made.</p>
<p>.Send eMail Invitation to official list of Stakeholder Register. .Prompt recipient with steps to accept the invitation. .Request recipient’s comments, feedback, or ideas in reply. .Allow Stakeholder to invite others from Department so they can tell others.</p>	<p>7 To Tell: .Appointment request sent to Project’s Stakeholders. .Recipient can reply with accept or decline and communicate personal response to Project & invitation as well as any personal ideas.</p>
<p>.A/V shows top executive speaking positively of importance of this Project. .Audio of Peer Stakeholders speak to their needs. .Audio message could be heard over PC’s speaker (or privately over the recipient’s headphones).</p>	<p>1 To Listen: .Audio is from respected top executive in the company and should create interest, & connote importance of message to listen carefully. .Audio of peers shows credibility of Project benefits. .Can privately focus on words to interpret meaning.</p>
<p>.Include agenda & details following SOP of Co. .Video could be seen on local personal PCs, SmartPhones, or remote laptops. .Overcome outside distractions. .eMail invitation not short but must contain very important information and kept as brief as possible given the breath of the event.</p>	<p>2 To Watch: . Focused eMail package read by Stakeholders & sub-headings used to aid focus. .Video is of top executive in the company and should entice interest, connote trust, endorsement and importance of message & Project. .Focus on watching the video display of the person speaking, & on listening to the voice. Witnessing a perception of Project viewed from high level.</p>
<p>.Audio and Video should help recipient personally understand effects and importance of Project. .Gives Top Project Goals so people can appreciate what Project plans are & benefits to them, their Department, and to the Company.</p>	<p>3 To Discern: .Video and Audio answer the question: “Truly, why is this Project important to me, Department, and the Company? To other Stakeholders like me?” .Recipient discerns that top level executives give Project credibility & secures buy-in of some recipients – to overcome other priorities for time.</p>

<ul style="list-style-type: none"> .Offer new Hors d'oeuvres, door prizes, and training credit to attendees. .Offer Innovative ideas and ability to network with Project people to recipients. .Thank Stakeholders for their past co-operation; show appreciation. 	<p>4 To Receive:</p> <ul style="list-style-type: none"> .Recipients of invitation can receive physical and intellectual benefits by attending this Kickoff Meeting. Education credits can be received. .New ideas & people contacts can be received. .Interactive, give and take. .Appreciation of recipients past help, receive compliment and thanks
<ul style="list-style-type: none"> .Start Kickoff meeting with social networking among Stakeholders and Project Team. .Emphasize that users will be trained on the new system and no lay-offs are anticipated. .Fulfill needs of Stakeholders 	<p>5 To Seek:</p> <ul style="list-style-type: none"> .Stakeholders and Project Team will have time to socialize, to seek out & to know each other better. .Jobs are secure and training is promised, so job insecurity tensions are reduced; seeking security. .Needs are fulfilled.
<ul style="list-style-type: none"> .Project Manager is to explain Project objectives and introduce Team. .CEO & other Stakeholders speak now, & VP-A/R to speak at meeting, to discuss why Project is important to recipient, Department, Customers, & Company. .Include training on improving eCommunications that will benefit this & all Projects. .Insert detailed Schedule, Logistics, & Agenda. .Offer Training Credit of value to persons attending. .Stakeholders learn of each other's needs & requirements that were specified. 	<p>6 To Learn:</p> <ul style="list-style-type: none"> .Attendees will learn more about Project from PM, Company executives, and peers. .Kickoff meeting offers unit of Training Certificate to attendees & way to improve eCommunications. .Recipients learn about Project's Goals & Agenda. .Recipients meet and understand how each other's needs are met – they now learn the big picture for the company and Departments. .Find how other Stakeholders are affected by this Project and why they should endorse Project for success.
<ul style="list-style-type: none"> .Show our respect & appreciation to Stakeholders for sharing their requirements and working on requirements development of Project. .Company executives, Project Team, and peers will share their thoughts about the Project. .Stakeholder asked to respond to eMail with their suggestions, feedback, and ideas. .Ask for their support of Project's goals. 	<p>7 To Reveal:</p> <ul style="list-style-type: none"> .Reveal our appreciation for their past help. Thank them. .Everyone has a chance to reveal their thinking about & support the Project back to PM. .Stakeholders will be able to share their thoughts with each other when they socialize at the Kickoff as well as offer personal feedback possible in their invitation response. They are all appreciated. .Reveal Project Status on Company Web site with updates to "stay informed" & support this Project. .In the future they will not be left in the dark about this Project.
<ul style="list-style-type: none"> .State that all Stakeholders have had input into requirements development and showed what their needs are. .Executives, PM, Peers, and will discuss key benefits of Project. .Project Web site will show all Project requirements and details as well as updates on the Project's status. 	<p>1 Understanding:</p> <ul style="list-style-type: none"> .Top executives & the PM describe the Project and its goals to Stakeholders. .Stakeholders have approved Project requirements so they understand what it is supposed to do for them. .Stakeholders understand Project's effects and the needs of others in the Company.
<ul style="list-style-type: none"> .Specify that Stakeholders have been interviewed for requirements & approved final specs. They will witness many endorsing the Project. .New Project Web site will offer more detail info and status, and store performance information. 	<p>2 Knowledge:</p> <ul style="list-style-type: none"> .Stakeholders have transferred their knowledge of system to Project Team requirements planning and it is now stored in Project specs on the Web site & they can now follow progress and verify information used. See big picture of everyone's requirements.

<p>.Agenda shows meeting well organized and will not waste their time.</p>	<p>.Knowledge base of Agenda & Project increased. .Who Project sponsor is and who else are supportive of Project.</p>
<p>.List of Stakeholders who supplied & approved Project requirements. .Specify that Web site will reflect all requirements, status, and performance information. .Identify Sponsor & PM (with bio) who are key people responsible for Project. .Ask for recipient's feedback & comments</p>	<p>3 Fortitude: .Stakeholders have personal buy-in to Project requirements, can check these are being worked on, & can defend Project against false rumors. .Web site keeps Stakeholders updated in order to display true status. .They can keep their Department current on status. .Key contacts are Sponsor & PM as decision makers to guide Project.</p>
<p>.Encourage Stakeholders who had input to specs to remain open to the new Project processes for the good of company growth & share that attitude with their peers and Departments. No one will be laid off, only retraining planned.</p>	<p>4 Openness: .Stakeholders can experience result of their openness to new processes and can express their suggestions & feedback to PM who are also open to new ideas and comments. .Meet new people at Kickoff; receive new ideas.</p>
<p>.Ask Stakeholders to keep their departments & colleagues updated on the Project. .Recognize contribution and work of Stakeholders who shared requirements with Project Team. .Ask for interactive feedback & comments to improve Project.</p>	<p>5 Mentoring: .Stakeholders have mentored the Project Team when providing specs to processes & requirements. .They are expected to answer questions from & mentor their work peers, and are given resources such as the web site to keep everyone updated.</p>
<p>.Update Knowledge base of Stakeholders on all Project's requirements and status via the Kickoff meeting and the web site. .Encourage them to apply past knowledge towards this Project's specs and success. .Let them know that everyone and the Company & its Customers will benefit from the success of this Project.</p>	<p>6 Wisdom: .Stakeholders have more knowledge about their own processes because they specified their Project requirements completely .They will also learn about other Stakeholders' requirements via the Project & their experiences. .They can now understand how they can apply their learning in this expanded business area to their work and to recognize the "bigger picture." Thus they are of more business value as they apply their knowledge in the future.</p>
<p>.Help them access the Project web site for the latest updates, any changes, & the progress on the requirements they specified. .Ask them to update their Departments & colleagues & teach them about the Project. .Offer free instruction on how everyone can improve their eCommunications thru training event at meeting.</p>	<p>7 Teaching: .Stakeholders can evangelize this Project to their department & peers based upon their understanding & knowledge of the requirements, & with updated information & status reports from the new Project web site. Evangelize this Project. .Stakeholders can reference the CEO & peers who have endorsed this Project as "beneficial." .Cross-train others in eCommunications.</p>

Exhibit 3: Template for Mapping the Impact of your 7-D eCommunication to the 7 Dimensions of *Physical*, *Intellectual*, and *Human Spirit* Interfaces - for Example 2

Finally, based upon the Content entered into this **7-D Template**, the Project Manager, A. Leader, composed a **7-D eCommunication** that is as efficient and effective as possible – measured by impacting all **21 Human Interfaces**. It is shown next:

Example 2: 7-D eCommunication – AN OUTLOOK APPOINTMENT REQUEST

To: Corporate and Global Stakeholders of the Invoicing and A/R Project
From: A. Leader, Project Manager
Date: February 22 Appointment Request: March 22, 3:15 to 5:00 PM
Subject: Invitation to Kickoff Meeting for the new “Invoicing and Accounts Receivable Project”

Please attend the **Project Kickoff Meeting** for the new
Invoicing and Accounts Receivable Project –
to learn how this Project will benefit you, your Department, and the Company.

When: Thursday March 22, 3:15 to 5:00 PM

Where: Cafeteria #5 at Corporate Headquarters for the meeting and refreshments
[Please click here for [MAP of Corporate Campus](#)]

Thank You

As a Stakeholder you have already shared with the Project Team your valuable business information that affects the Inventory and A/R Project. We would like you to be present for this important Project Kickoff meeting with the other Stakeholders. We appreciate your contributions to the success of this Project.

Project Goals:

Because our Company is planning to double its Revenue, Invoicing, and Accounts Receivable the Company’s leadership has approved an aggressive schedule for this new “Invoicing and A/R Project.” The result of this successful project will mean automated and improved processes in order to meet the scalability, accuracy, cost, and quality that have been required by the Stakeholders.

Users of the new systems will be trained and no lay-offs in these departments are anticipated because of the estimated volume increases.

Here are Special Messages for You

See an Audio/Video File of CEO, Pat Big, “**Welcome to a great Project and this Company’s Future**” [Please click [here](#) - Link to view and listen]

Hear what some Stakeholders think on the Audio File clip, “**Why this Project is important to us**” [Please click [here](#) – Link to listen to the audio]

Actions Requested

>>PLEASE confirm this appointment request as soon as possible. Click “ACCEPT” button.

>>If you click “DECLINE”, our CEO, Pat Big, requested that we send you information about the audio/video “Webcast Link” on the new World Wide Project Web Site so you will be able to view this meeting at your own convenience. The Webcast will be available for one week - starting the day after this important Kickoff event. This will be helpful to our International Project Stakeholders and to anyone who cannot be at Headquarters the date of the meeting.

Please update your department and colleagues about this Project.

Also, if you have any suggestions, feedback, ideas or schedule conflicts please call me or reply with an eMail to me, ALeader@ABigCo.com.

E.S.T. Agenda of Kickoff Meeting, Thursday, March 22

- 3:15 PM Sign-in and Pick-up Project Information Materials at the Cafeteria.
Meet the other Stakeholders & Project Team. (Please click [here](#) for List.)
- Enjoy hors d’oeuvres, snacks, & refreshments sponsored by our Suppliers.
Remember Bruce, Our Chef? He has created new hors d’oeuvres for this event.
- 3:45 PM Project Sponsor and VP of Accounts Receivables: Irene Collect
 “Why this Project is Vital to our Customers and A/R”
- 3:55 PM Guest Speaker: Ken Kozy, PMP, Six Sigma, MBA
 “How to improve your eCommunications today”
 (Receive a “Training Credit” for your Internal Company Training Record)
- 4:15 PM Project Manager: A. Leader (Please click [here](#) – Link to read biography)
Introduce Project, Project Team, & the Company’s New Project Web Site.
Followed by question and answer time. (Click [here](#) for list of this
Project’s requirements, status updates, and communications.)
- 4:55 PM Drawing for Prizes – you must be present to win
- 5:00 PM End of Meeting & distribution of Training Credit Certificates.
 Official start of execution step of this Project

We look forward to you being there and would like to hear from you today. Thank you,

A. Leader, Project Manager

Contact: 1-847-555-1212 or ALeader@ABigCo.com

URL of our New Project Web Site: www.ABigCoIAR-PROJECT.com

Exhibit 4: eMail Example 2

Analysis of the 7-D eCommunication: Example 2

Usually, the first reaction of readers is that this *7-D eCommunication* is longer and includes a lot more information than most eMails used in business. That is correct. Impacting all 21 Dimensions of Human Interfaces requires a larger scope.

A shorter alternative approach may be to use two brief eMails distributing the information in separate packages. However, given the competition and demands for attention to other priority issues and the volume of eMails received in global organizations, it may be a better strategy to lay out the key points, endorsements, agenda, and inducements in one message that is direct and shows that this Project means business.

Notice that the message quickly and directly relates the necessary “who, what, where, when, and why” answers. Then the Project’s important mission is shared and appreciation is given to the Stakeholders for their informative contributions.

A key Project endorsement by the top officer of the Company demonstrates how important and beneficial this Project’s results will be for everyone. Clear instructions on how to respond to this message are given, and even consideration for anyone unable to travel to the meeting is shown by inviting them to a re-broadcast webcast – as requested by the CEO.

Audio statements by peer Stakeholders should demonstrate a “grass roots” endorsement and show the key benefits to typical Departments.

The Company’s SOP of attaching an Agenda can be utilized as an opportunity to highlight attractions such as food, prizes, and education credits for attendees. Every attempt is made to induce the invitees to arrange their busy schedules in order to attend – and to respond right now.

The writing style is positive, considerate, inviting, and describes many potential benefits for the recipient who attends. By impacting all 21 Human Interfaces of the Stakeholders the message engages the readers through their *Physical*, *Intellectual*, and *Human Spirit Interfaces*. This should encourage their focus, participation, and action on behalf of the Project.

This eCommunication writer builds a relationship with the readers through respect and open gratitude for past help on sharing their specification. The invitation discusses benefits for attendees, and urges them to action as well as encourages the readers to evangelize this Project to their Departments and peers.

The Appointment software will give the writer, A. Leader, a detailed list of who accepted, declined, or did not respond to this invitation so that follow-up is possible as well as good input into planning for resources needed for the Project Kickoff Meeting. Comments from invitees are also directed to the PM for reply.

As the model for Communication in the PMBOK® Guide recommends (PMI, 2008, p. 255), the communication is completed only after the recipient acknowledges understanding of the message and replies to the sender of the communication.

Analysis of the Differences between Examples 1 and 2

The eEngineering Company Example 1 impacted only 11 **Human Interfaces** (and some very weakly), while the A. Big Company Example 2 impacted all 21 **Human Interfaces** positively.

Example 1 appears to lack the backing and involvement of top executives or other Stakeholders, or at least fails to mention any endorsements. Appreciation for the involvement and contributions of the Stakeholders before the Project is not mentioned. However, Example 2 explicitly included top level Company and Stakeholder endorsements and involvement and showed appreciation of the Stakeholders' work providing requirements.

Example 1 showed lack of the "soft skills" for a warm communication and invitation. It came off in a very stern, dry, and technical approach. Example 2 showed awareness of the human needs of the invitees.

Example 1 was a "quick read" but included no Agenda or link to a Web site for Stakeholders to learn more. No "reasons" why Stakeholders needed to attend and no request to evangelize their colleagues and educate their peers were offered.

Example 2 was lengthier, but included an Agenda to demonstrate benefits to attendees and that their time would be used efficiently and effectively and that they would learn something new and useful. Stakeholders were encouraged to update their departments and colleagues on the Project's status, and why this Project was important to them.

In Example 2, the PM had succeeded in having executives allow them the budget for a big and successful Kickoff meeting, and to have Suppliers, who are also Stakeholders, pick up some of the costs. The **7-D eCommunication** then used references to the hors d'oeuvres, snacks, and refreshments to stir the taste and smell memories of the invitees including reference to "Our Chef." Stakeholders were encouraged to share their suggestions, comments, and ideas with the Project Manager, whose multiple contact information was explicitly given. The Project execution start date was specified, as well as the Project Web site for status updates and information. The agenda of speakers confirmed that executive Stakeholders, even if they came, would not be called upon to give an impromptu speech or endorsement.

The differences in the number of impacts to the **Human Interfaces** between the two Examples (11 for Example 1, and 21 for Example 2) points to the careful planning of important eCommunications for key events. The potential for successful results from Example 2 seems very large when compared to the potential of Example 1.

The character and reputation of any Project will be perceived based upon its key eCommunications. Part of its success will depend on the future cooperation of the Stakeholders to meet with the Project Team and to approve the Project's deliverables, as well as how well the Stakeholders communicate to their departments and peers about the Project's status.

Here, in all measures, the eCommunication of Example 2 exceeds that of Example 1 in terms of interest, excitement, impact, and the efficiency and effectiveness of the eCommunication given the objectives of the message.

This multi-media approach of Example 2 should increase the Stakeholders positive participation and therefore increase the probability of success of the Project. Stakeholders probably will be more interactive with the Project, friendlier, supportive, and cooperative.

References

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