

Using 7-D eCommunications to Improve Project eCommunications by Impacting Stakeholders' Human Interfaces

By Kenneth R. Kozy, PMP, MBA, Green Belt – Lean Six Sigma

Introduction

Is your goal to send your Project Stakeholders electronic communications (eCommunications) that are clear, understandable, effective, and efficient, and that affect your recipients more profoundly? To achieve this goal, you can use **7 Dimensional eCommunications (7-D eCommunications)**. They have the capability to impact Project Stakeholders' **7 Dimensions of Physical Interfaces, 7 Dimensions of Intellectual Interfaces, and 7 Dimensions of Human Spirit Interfaces**. The more Dimensions of Stakeholders' Human Interfaces that are impacted, the more likely the recipients will focus on the communication, view it as a priority, remember it, think about it, acknowledge it, share it with others, send feedback, and take action.

This Article defines the concept of **7-D eCommunication** and explains all 21 Human Interfaces, gives examples, provides a useful Template Tool, and challenges the reader with an Exercise to create a **7-D eCommunication** in order to apply the principles learned to impact Stakeholders.

Problem Statement

In today's fast-paced and cost-conscious global Projects, many of your Stakeholders are in distant locations and different countries. As a result, physical face-to-face communications becomes impractical and quality electronic communications (eCommunications) become even more critical.

We have all experienced the problem in which some Project eCommunications to Stakeholders are vague, ineffective, incomplete, confusing, or lack impact.

Critical importance of Stakeholder Communications to the Project Manager

The Project Management Institute (PMI®) has published "A Guide to the Project Management Body of Knowledge (PMBOK® Guide)" wherein Chapter 10ⁱ focuses on Project Communications Management regarding Stakeholders. Two key points made by that document are: 1. Project Managers spend the majority of their time communicatingⁱⁱ, and 2. Communication is one of the biggest reasons for project success or failure; effective communication is essential.ⁱⁱⁱ

Solution: 7-D eCommunications

A **7-D eCommunication** is a Plan Communications Tool and Technique used to impact the Project Stakeholders' 7 Dimensions of **Physical** Interfaces, 7 Dimensions of **Intellectual** Interfaces, and 7 Dimensions of **Human Spirit** Interfaces in order to communicate information in an effective and efficient manner. Examples of **7-D eCommunication Tools** include: eMail, eAudio, eVideo, eBook, and eWebCast (Exhibit 4). You can use these **7-D eTools** with your critically important message content to impact all **21 Dimensions of Human Interfaces** of your Stakeholders that are listed in Exhibit 1 below.

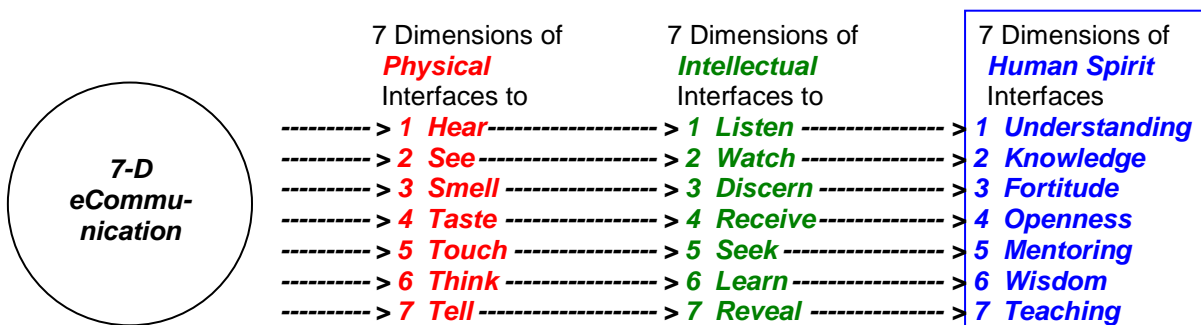


Exhibit 1: 7-D eCommunications impact the 7 Dimensions of Physical Interfaces, the 7 Dimensions of Intellectual Interfaces, and the 7 Dimensions of Human Spirit Interfaces

Legend for Exhibit 1

- The 21 Human Interfaces are divided into 3 groups of 7 Interfaces each and are color-coded in bold italics: *Physical* are *red*, *Intellectual* are *green*, and *Human Spirit* are *blue*.
- The names of the Interfaces are based upon definitions in standard dictionaries (see Exhibit 4 “Attributes”).
- The 7 *Physical* Interfaces can map to each of the 7 *Intellectual* Interfaces in a one-to-one relationship. If a *Physical* Interface is disabled to any degree, other relationships could become one-to-many.
- The 7 *Intellectual* and 7 *Human Spirit* Interfaces correspond with one-to-many relationships: for example, “*Understanding*” may be the outcome of any one of the *Intellectual* Interfaces, while “*Knowledge*” may be the outcome of any of the *Intellectual* Interfaces as well as an outcome of “*Understanding*.” Human interfaces can be very complex.

What are Human Interfaces and Dimensions?

In this Paper, each Human Interface is considered a Dimension of the 7 Dimensions of *Physical* Interfaces, the 7 Dimensions of *Intellectual* Interfaces, or the 7 Dimensions of *Human Spirit* Interfaces. A Human Interface is a point of impact of a *7-D eCommunication* with a Human Attribute.

Examples:

- 1) eMail that impacts the Human Interface to *See* as the Stakeholder reads the electronic message and graphics.
- 2) An audio file attachment to an eMail that impacts the Interfaces of the Stakeholder to *Hear*, *Listen*, and *Understand*.

We humans are complex and have many Interfaces; this Paper does not include a complete list of all possible Human Interfaces. However, all people share the three categories of Human Interfaces that are included (*Physical*, *Intellectual*, and *Human Spirit*). The three categories of Human Interfaces are based upon the five Basic *Physical* Senses (*To Hear*, *See*, *Smell*, *Taste*, and *Touch*) plus the two Interfaces that integrate the sensory input into the brain to *Think*, and then allow you to *Tell* this information to others.

All Human Interface information flows through the brain. Other groupings of Interfaces and Typologies of people are possible. These three categories of Interfaces are defined here specifically for electronic Communications to Project Stakeholders and focus on critical impact points for human-to-human eCommunication.

What are the Benefits of using 7-D eCommunications for your Stakeholders?

- To engage them completely and to focus their attention on your message in spite of competing priorities.

- To help them quickly understand a complex message or idea – physically, intellectually, and spiritually.
- To encourage them to comment, to give feedback, to act, and to share their ideas and feelings.
- To communicate important Project information effectively and efficiently by impacting as many Human Interfaces of your Stakeholders as possible so they can buy into the Project’s successful outcome,

Examples and useful Template Tool to help you use 7-D eCommunications

By now you may be anxious to view and experience a *7-D eCommunication*. A quick “Short Example of a *7-D eCommunication* is given in the attached “Appendix A.” It is a general example for quick understanding, not a Project Management example.

If you choose to go to “Appendix A” now, remember to return to this section to continue to understand the definitions of this *7-D eCommunication* concept.

If you choose to continue reading here you will learn more about application to Project Stakeholder eCommunications. There a Project Management example shown: “**Exhibit 2:** Example of a *7-D eCommunication* that can impact Stakeholders’ 7 Dimensions of *Physical*, *Intellectual*, and *Human Spirit* Interfaces.” A Template Tool is presented in **Exhibit 3** that maps the impacts of the Project Management *7-D eCommunication* to the 21 Human Dimensions of your Stakeholders.

Finally, as a Project Manager you may decide to apply these tools to improve your Project “Soft Skills” using the **Exercise** included at the end of this Article.

Additional examples can be found at www.KenKozy.com.

Truth and Emotions

The message content of a *7-D eCommunication* may contain truth or lies, be positive or negative, be for your good or the sender's greed, and be factual or emotionally charged. How the message content affects the Stakeholders' emotions first depends upon the ability of the *7-D eCommunication* to impact the Stakeholder's *21 Dimensions of Human Interfaces*. Different emotions may lay behind each person's Interfaces, but none will be affected unless those Interfaces are impacted by the eCommunication. Emotions and pre-judgments may act as filters to each of the Interfaces and can dampen or amplify the impacts. The recipient can control their behavior and emotional responses, and therefore change the amount of filtering.

Finally, it is up to the Stakeholders to determine the truth of the message:

1. to accept and use it productively, or
2. to have the fortitude to challenge any false statements in the message via replies and reactions.

PMBOK® Guide and How the 7-D eCommunication Concept Maps to It

“Stakeholder: Person or organization (e.g. customer, sponsor, performing organization, or the public) that is actively involved in the project, or whose interests may be positively or negatively affected by execution or completion of the project. A stakeholder may also exert influence over the project and its deliverables.”^{iv}

Once all the Project's Stakeholders are identified, the process (called Plan Communications) determines the Stakeholder information needs and defines a communication approach.^v Differences in the

cultures of the Stakeholders need to be considered. A *7-D eCommunication* is a Plan Communications Tool and Technique to communicate more effectively and efficiently with Stakeholders.

“A communication plan allows the project manager to document the approach to communicate most efficiently and effectively with stakeholders. Effective communication means that the information is provided in the right format, at the right time, and with the right impact. Efficient communication means providing only the information that is needed.”^{vi} The Communication Management Plan should also include the following: constraints, guidelines, and templates for project status meetings, team meetings, eMeetings, eMail, and a Project website.^{vii} By accomplishing the above criteria you can add a list and examples of *7-D eCommunication* to your Organization Process Assets.^{viii}

Typical 7-D eCommunications

An eMail is a prevalent eCommunication tool and is an easy-to-use *7-D eCommunication* Tool. A **multi-media eMail** is included in this Paper as an example to describe how each of the *21 Dimensions of Human Interfaces* can be impacted (see Exhibit 2). This special type of eMail applies a number of embedded links or file eAttachments (audio files, video files, digital photo files, and eLinks). Other types of *7-D eCommunications* may be used to accomplish this same objective and some are listed in the fourth column, “**Typical 7-D eCommunication**” (see Exhibit 4: Correlating Typical *7-D eCommunications* with the 7 Dimensions of *Physical, Intellectual, and Human Spirit* Interfaces and their Attributes). An Attribute is a characteristic of an Interface. Each Human Interface is explained and an example is provided in the following text.

Physical Interfaces

Sometimes, one of the basic senses can bring about an immediate reaction from different parts of your body seemingly before you can consciously “think” about what is happening. For example: hearing a loud screaming siren, you cover your ears; seeing a dangerous object headed toward you or touching a flame, you pull away, and so forth. However, all such reactions still notify the brain.

To their credit, people with disabilities who are not able to use a body part or attribute listed in the 5 basic human senses, are able to substitute for that loss via modern technology. For example, people who have low or no vision may utilize an electronic screen reader on their computers which reads and speaks (using synthesized sound) whatever the textual contents of their computer screens are.

7 Dimensions of **Physical** Interfaces

- 1) You use your ears to **Hear** the input of sounds, words, music, or silence.
 - 2) You use your eyes to **See** the input of light, color, objects, and people all around you, as well as to read.
 - 3) You use your nose to **Smell** scents of different types – some scents may smell pleasant, neutral, or foul.
 - 4) You use your mouth's taste bud receptors to **Taste** pleasing, bland, or spoiled food and drink.
 - 5) You use body parts to **Touch** and identify temperature differences, objects, and people to tactilely explain your environment.
 - 6) You use your brain to **Think** in order to integrate the sensory information from the 5 senses: to collect, organize, remember, share, or take action based upon the informational signals from your Interfaces. Even when the body reacts to danger seemingly before you can give conscious thought to it, your brain will remember the event so you can consciously avoid it in the future. Ideas are initiated for the body to act upon.
 - 7) You use your brain, voice, and other body parts to **Tell** your experiences, ideas, sensory information, and memory to others, and to give feedback.
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Intellectual Interfaces

The 7 **Physical** Interfaces can map to each of the 7 **Intellectual** Interfaces on a one-to-one basis with the brain determining the focus of the Interfaces.

7 Dimensions of **Intellectual** Interfaces

- 1) Your ears **Hear** hundreds of sounds, but to selectively **Listen** to certain sounds and their content, tone, and other characteristics requires you to focus and interpret them to determine their meaning.
 - 2) Your eyes may **See** hundreds of objects in one momentary sighting, but to selectively **Watch** a few selected objects of importance in your field of vision require you to focus, interpret, and determine their relevance.
 - 3) Your nose may **Smell** many scents, but to **Discern** them means you must focus on one or more scents to intelligently interpret and discriminate among what may be pleasing or potentially dangerous. Likewise, you intellectually begin to **Discern** among resulting ideas and actions.
 - 4) Your mouth may **Taste** many flavors, but you have to consciously allow yourself to **Receive** novel foods and drinks to focus on their qualities. Likewise, you intellectually become more receptive to receive different ideas.
 - 5) Your body parts allow you to **Touch** objects and others so that you can focus, realize, and recognize them. Now intellectually, you begin to **Seek** and recognize yours and others' ideas and to search for new ideas.
 - 6) To **Learn**, you **Think** about, organize, and apply physical experiences and the results of the actions you have taken. Intellectually, you now include the results of realized ideas, news, experiences, and actions.
 - 7) Finally, you are able to **Reveal** ideas, news, experiences, feedback, and actions about yourself or others that your senses can **Tell** to you or that were newly realized in your brain.
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Human Spirit Interfaces

Depending upon your beliefs, the 7 Dimensions of *Human Spirit* Interfaces may be viewed as part of our humanity, human nature, or as spiritual gifts from God. Cultures around the world differ in their definition of spirituality. However, all Human Interface information flows through the brain. The *Physical* and *Intellectual* Interfaces are included in the explanation of the *Human Spirit* Interfaces below to show the continuum of relationships of the three categories of Interfaces across the *21 Dimensions of Human Interfaces*.

7 Dimensions of *Human Spirit* Interfaces

- 1) By focusing on combinations of sounds, words, and meanings you can begin *Understanding* what you were *Hearing* and *Listening* to and what makes sense to your body, mind, spirit, environment, and world.
 - 2) What you have *Seen* and focused on by *Watching*, you can place into your memory. Those memories form your personal *Knowledge* base of experiences and of *Understandings*.
 - 3) Just as a scent can be *Smelled* and *Discerned*, an idea needs to be identified and *Discerned* to discover if it is real or imaginary, true or false, and ethical or unethical. Now, you need *Fortitude* and have courage and strength to stand by what you have determined it to be – and to take the proper action.
 - 4) To *Receive* a new food or drink in order to *Taste* it implies you are *Open* to try new tastes, foods or drink. You need *Openness* to be receptive to new ideas, explore these ideas, consider them, and evaluate them – to get a taste of the novel ideas and receive experiences.
 - 5) To *Touch* tells you what is real, tangible, and tactile. Intellectually, you learn how to *Seek* people and ideas that can affect you and others. You can affect others' lives by encouraging them or comforting their hurt feelings. Thus, your *Mentoring* touches lives by counseling them, advising them, and caring about them.
 - 6) To *Think* about experiences and ideas that are *Learned* can result in *Wisdom* by applying these learnings to new situations and future actions. Also, you can display your *Wisdom* of experiences and thoughts by applying your *Knowledge* and *Understanding* to future events or new combinations of experiences and ideas.
 - 7) To *Tell* your experiences and *Reveal* what you know and who you are may allow you to *Teach* this information to others and to share these ideas so others can benefit from them as well.
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Example: PM 7-D eCommunication eMail Impacts all 21 Dimensions of Human Interfaces

How can you map your eCommunication to the *21 Dimensions of Human Interfaces* and quickly develop a *7-D eCommunication*? A Template Tool has been developed to help you plan your communication's content so that you can impact the Human Interfaces. See Exhibit 3. Using phrases or notes, enter *your message's content/ideas* in the first column on the row corresponding to the Interface it impacts. Then enter *a brief comment in the second column of how the content/idea impacts* that Interface. You will be able to see how many Interfaces you have impacted. Next, try to impact more Interfaces to maximize your message's objectives.

As a demonstration of how all *21 Dimensions of Human Interfaces* can be impacted with a 7-D eCommunication, Exhibit 2 shows a sample eMail from a PM to Project Stakeholders. This personalized meeting invitation asks each individual to join the Project Requirements Analyst and Team to review Final Requirements and Expectations previously provided by the Stakeholder's Department. See the Template Tool, Exhibit 3, which was used to prepare the final eMail *content* and to track *impacts* (*these entries are in color*) to the **21 Dimensions of Human Interfaces**.

A sample eMail is shown on the next page.

Sample 7-D eCommunication eMail sent by PM John Chang to Paula Lopez:

From: John Chang, P.M.P., PMO Department

To: Paula Lopez, Director, Accounting Department

Subject: Invitation to Review Final Inventory Project Requirements of your Accounting Department

Hi Paula – Thanks for your co-operation by being an “Inventory Project” Stakeholder and supplying us with your Accounting Department’s requirements.

Now **we need to meet** in person or via eConferencing with you and anyone you choose from your Department to be sure we have correctly understood and interpreted your Department’s requirements and to gain your approval before Project execution.

- **When:** Choose a few days over the next 2 weeks that you all have available for a 2 hour afternoon meeting for this review. We will immediately confirm one of those dates with you.
- **Who:** You may invite anyone from your Department who can review and approve the final specifications at this meeting. Our experienced Project Requirement Analyst, relevant Project Team Members, and I will also attend this important meeting.
- **Where:** Large Conference Room A, next to the main cafeteria. (Attendees in person will enjoy a free coffee-tea-pop break with delicious snacks, ice cream, and Emeril’s warm, homemade cookies at the meeting’s midpoint.) If someone cannot attend in person, our meeting will be available via 2-way video and audio format on their remote computers using our eConferencing Network. Send me their eMail addresses so I can send the connection information to them.
- **What:** The Project requirements which your Department had shared with us will be presented in the standard organizational electronic and printed formats as well as in an electronic PowerPoint Presentation. By end of the meeting we will need your Department’s official approval of the finalized specification forms and of any Lists of Differences or Changes.
- **Why:** We need your approval of the final specifications at this meeting. Afterwards, our Project Team will begin final planning and scheduling for the Project and commence execution.

Please click on this <**Link-to-hear-VP-of-Operations**> who discusses the importance of this Project to expand our organization and its benefits to our customers. Pass this link along to those you plan to invite to attend.

For your convenience we have set up a Project web site so you can review the Project Mission, Goals, your Approved Requirements, Schedule, and Progress by clicking this link: <**Inventory-Project-Site**>.

Please click: <**eVideo-of-several-of-the-other-Project-Stakeholders**> - to see our peers who have shared their viewpoints and endorsements for the success of this Project.

Next Steps: By Friday, please respond to these questions with your selections:

- 1 Possible dates and times of the meeting for your Department’s review of Requirements?
- 2 Who will be attending the meeting in-person or on-line?
- 3 Who in attendance has your Department’s authority to sign-off on the final requirement documents?

Please call me as soon as possible if you have any questions or concerns. Thank you for your help.

John Chang, P.M.P., Project Manager, Bldg: 9-11, Tel: 1-987-654-3210

Exhibit 2: Example of a 7-D eCommunication that can impact Stakeholders’ 7 Dimensions of *Physical*, *Intellectual*, and *Human Spirit* Interfaces

Template Tool Analysis of eMail sent by John Chang to Paula Lopez:

From Communication Plan for: **INVENTORY PROJECT** Audience: **EACH STAKEHOLDER**

| 7-D eCommunication type: eMail with Links Enter notes on content below | Impacts on the 7 Dimensions of Interfaces: Physical, Intellectual, and Human Spirit |
|---|---|
| VP Operations audio re: importance of Project | 1 To Hear: linked audio file of exec endorsement |
| Send text eMail with links; Stakeholder eVideo re: need for Project's success & endorsements | 2 To See: visual eMail; linked eVideo file of Stakeholder peers endorsing the Project |
| Warm gourmet Cookies | 3 To Smell: memory recall of scent |
| Delicious refreshments | 4 To Taste: memory recall of taste |
| Click A/V links; transfer to Project web site | 5 To Touch: mouse click to link to files; reply eMail |
| Choose who to attend & make decisions | 6 To Think: who to invite based on senses above |
| Follow Next Steps; contact department's authorized signers, and others to attend | 7 To Tell: invite others & tell them info sent by PM; invite to give feedback |
| VP Operations as to why Project is important | 1 To Listen: focus on org & customer benefits |
| Stakeholders need to work for success of this Project; endorsements | 2 To Watch: observe Stakeholder peers on web site and their sincerity; reasons to support Project |
| Who to ask to attend; what requirements are | 3 To Discern: pick right review people to sign off |
| Thanks; invite to meeting with Project Team in non-threatening, neutral, and friendly environment | 4 To Receive: thanks; requirements in final standard format that Project Team will deliver |
| Contact others in Department to attend; to meet Project Team | 5 To Seek: search for Dept. people who know needs & have authority to approve |
| Project Mission, approval process, Project Team's interpretation of Department's requirements | 6 To Learn: acquire info re organization-wide needs, Department's needs, and Project approach |
| How meeting will be scheduled and contents; Departmental expectations for Project | 7 To Reveal: feedback of needs & expectations of department; confirmation; meeting contents |
| Verify that Stakeholder requirements and their expectations are the same as the Project Team's; they listened to what was said | 1 Understanding: analyze Project Team's interpretation of Dept. needs and meaning of specifications before execution; endorsements |
| Results of previous Stakeholder requirement meetings; map needs & Mission; test truth & needs | 2 Knowledge: map needs to Project goals and specs recorded from Stakeholder meetings |
| Sign off needed to confirm that requirements and expectations are the same; Some differences allowed for by List of Changes | 3 Fortitude: courage to approve and, if needed, state misunderstandings & changes needed |
| Project Team does not pre-judge requirements – they are what Stakeholders said they need | 4 Openness: be available to good advice, diverse opinions, changes, & new experiences |
| Discuss any differences or changes and solutions if needed; advise on expectations | 5 Mentoring: being involved with others; confiding & solving problems or differences on requirements |
| Analysis based upon info, knowledge, & experience of Team to apply what was learned to this application; gathered all requirements of org | 6 Wisdom: application of experiences & knowledge to new processes; Forms, PowerPoint, and Mission shows how all requirement of org come together |
| Share what was learned, respecting Stakeholders info and needs; allow Q&A to refine points or changes; share schedule and status | 7 Teaching: encouraging Dept. to become involved with approval of requirements, get buy-in, & how to follow progress of project and their specifications |

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

Summary

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 Template Tool may be used before drafting the message, or after completing the first draft in order to improve or add elements to increase impact of the final message. Cultural differences also need to be considered. Even definitions of a “Stakeholder” differ as recorded in the international journals for Project Management.^{ix}

7 Dimensions of *Physical* Interfaces – Impact Guidelines

- If you want to send an eCommunication to a person regarding an activity so that the person is engaged by the message, then primarily impact *Physical* Interfaces.
- Examples:
 - 1) An eMail invitation to a luncheon meeting containing the basic information: who, what, where when, why, menu selections, how to get there, and how to give feedback or to reply with questions.
 - 2) A game product sales presentation to customers shown in a “4-D” theater that combines a 3-D eMovie with physical effects (e.g. vibration, wind, scents, rain, motion, laser lights, and surround sound) to occur in sync.

7 Dimensions of *Intellectual* Interfaces – Impact Guidelines

- If you want to send an eCommunication so that the recipient is fully focused physically and mentally on the eCommunication, then primarily impact *Physical* and *Intellectual* Interfaces.
- Examples:
 - 1) An audio/video interview from a remote site with no audience interaction.
 - 2) A training DVD repeating food preparation steps to refresh the memory of a chef.

7 Dimensions of *Human Spirit* Interfaces – Impact Guidelines

- If you want to send an eCommunication that moves your recipient into action physically, intellectually, and spiritually, then impact all 21 *Physical*, *Intellectual*, and *Human Spirit* Interfaces.
- Examples:
 - 1) An audio/video ePresentation given by a live speaker at a PMI chapter dinner meeting which is interactive with the audience.
 - 2) An eMail invitation with a Microsoft Outlook appointment request (including audio and video attachments of endorsements from top management) sent to Project Stakeholders to join the Project Team for a Project Kickoff luncheon meeting to explain: Project’s company-wide mission, all Stakeholder requirements and benefits, and the need for involvement and action by these Stakeholders and their departments for Project success.
 - 3) Remotely located church groups holding an online shared eBible-Study with interactive discussions while having a “Cake and Coffee” break planned during their session.

Exercise: Invite Stakeholders to a Project Kickoff Meeting using a 7-D eCommunication

To apply what you have learned, write a *7-D eCommunication* eMail to invite Stakeholders to a local Project Kickoff Meeting for one of your new Projects. Budget is no problem; use multi-media as needed. Design it to impact as many of the *21 Dimensions of Human Interfaces* as possible. It is not complicated – just apply the Template Tool shown in Exhibit 3. (A blank Template Tool is available at: www.KenKozy.com – click on Tab “2011 7-D eCom.”)

Next, compare your completed work: download an example demonstrating maximum impact on Stakeholders for this Exercise also at www.KenKozy.com clicking on Tab “2011 7-D eCom.” Compare what you wrote to the Exercise example shown – learning from any differences. FAQs and examples are also available at the web site.

The more practice and experience you get using this Plan Communication Process, the easier it will be for you to utilize *7-D Electronic Media* to make your next major Stakeholder eCommunication more efficient and effective.

Table for Utilizing 7-D eCommunications

| PHYSICAL INTERFACES | INTELLECTUAL INTERFACES | HUMAN SPIRIT INTERFACES | TYPICAL 7-D eCommunications |
|---|---|---|---|
| .Some Attributes | .Some Attributes | .Some Attributes | .eTools to impact Interfaces |
| 1 To Hear | 1 To Listen | 1 Understanding | |
| <ul style="list-style-type: none"> .Ears to hear .Hearing all sounds at location or from an audio recording | <ul style="list-style-type: none"> .Focus on specific sounds .Interpret meanings, tone, clarity, voice, context .Active Listening | <ul style="list-style-type: none"> .Analyze data, facts, & Information in memory .Repeat or write .Control emotions; Focus on words, events, & meaning .Interpretation of reality; Empathy | <ul style="list-style-type: none"> .eMail & link/attach audio eFiles; Audio eBook; Music CD/DVD .eScan & convert text or screen display to audio sound to hear .eSpeech processor software; eRecord |
| 2 To See | 2 To Watch | 2 Knowledge | |
| <ul style="list-style-type: none"> .Eyes to see .Viewing full field of vision at a location or on a screen | <ul style="list-style-type: none"> .Focus on specific subject .Witnessing, a perception .Electronic real, uncut, unmodified event, with clear view .People movement, action .Reading, viewing .Observe gestures, Facial expressions and animation | <ul style="list-style-type: none"> .Experience event & convert it to memory or electronic storage .Useful Info; Expected results; Deviations .Results of scientific observation .Map people to subject & event .Compare & relate to other experiences, people, & events .Test relevance, truth, & reality | <ul style="list-style-type: none"> .eMail & link/attach video, photos with sound .Social eNetworking (Facebook, Twitter, Linked-in, etc.) .Search results; Project Website contents .Word Processor, OneNote, Excel, ePowerPoint, Project software .Descriptive Video Services .eResearch, eEncyclopedia .eConferencing, eBooks .eKnowledge Mgmt DB |
| 3 To Smell | 3 To Discern | 3 Fortitude | |
| <ul style="list-style-type: none"> .Nose to smell scents .Smelling all scents at a location | <ul style="list-style-type: none"> .Focus on specific scent .Danger to avoid; Prefer security .Attracted to; Accepting .Reject false, untrue, misinformation .Mental "scent" of Ideas; Hunch | <ul style="list-style-type: none"> .Strength to follow beliefs .Endurance & courage to pursue truth & ethical decision making .Moral strength; Differences are ok .Take action against lies & slander .Perception | <ul style="list-style-type: none"> .Provoke memory of Scent in eMail & links; "4-D" Movie .eBlog of beliefs & opinions .eReports of analysis & findings .eAlerts re untruths & Scams |
| 4 To Taste | 4 To Receive | 4 Openness | |
| <ul style="list-style-type: none"> .Mouth's taste buds to test & savor what is eaten & drank .Tasting everything in mouth & on tongue | <ul style="list-style-type: none"> .Focus on specific taste .Taste of new foods, drinks, ideas, & concepts .Inviting; Open minded .Receiving ideas, people, & differences | <ul style="list-style-type: none"> .Available to good advice, different ideas & people; .Diversity .Humility, piety, selflessness .No pre-judgment of ideas or people .Make self available to experiences | <ul style="list-style-type: none"> .Provoke memory of food or beverage taste in extended eMail & links, eBook, eVideo . "4-D" Movie; Multi-dimensional experiences; RSS; eForums .Sensitivity training eBlog .eReference lists |

(Table Exhibit 4 Continued)

| PHYSICAL INTERFACES | INTELLECTUAL INTERFACES | HUMAN SPIRIT INTERFACES | TYPICAL 7-D eCommunications |
|--|--|---|---|
| (continued) | (continued) | (continued) | (continued) |
| 5 To Touch | 5 To Seek | 5 Mentoring | |
| <ul style="list-style-type: none"> .Realization of the sense of touch .Touch as sensed by any body part | <ul style="list-style-type: none"> .Focus on stimulus, event .Search; Ask, seek, knock .Contact; Interaction .Feelings, reach out, identify | <ul style="list-style-type: none"> .To advise & to be advised .To counsel & to console .Confiding; Share experiences .Solve problems & Encourage .Empathy | <ul style="list-style-type: none"> .Touch screens, mouse, Keyboard, IM .Tactile controls; Texting .eMessage; Remote mentor Group; eConferencing .Social eNetworks .Internet Search |
| 6 To Think | 6 To Learn | 6 Wisdom | |
| <ul style="list-style-type: none"> .Brain integrates all the above sensory & mental Information into memory .Realization of inputs from the 5 senses .Formulates decisions | <ul style="list-style-type: none"> .Focus on ideas, remember, use info acquired .Study subjects; Integrate the intellectual interfaces, new information & recollections .Map information to other thoughts & determine what is newly learned or re-enforced learning | <ul style="list-style-type: none"> .Gather from all Interfaces, experiences, thoughts, & memories and then analyze them .Ethical decisions; Looking for potentially good outcomes .Process data into information, information to knowledge, & apply it to new situations .Applying what was learned to determine best decision | <ul style="list-style-type: none"> .eSoftware integration of interfaces, memory, logic, & processes helping the Brain to sort, memorize, or process information .eCourses; Interactive learning .eFAQs; eResearch; eBlogs, SoP .eReport: Status, Lessons Learned, Performance .eConferencing by Smartphones .Applying consensus of Wisdom by eVote |
| 7 To Tell | 7 To Reveal | 7 Teaching | |
| <ul style="list-style-type: none"> .Brain shares sensory & physical experiences, memories, & ideas with others through voice, gestures, writing, & body language .Describing ideas, experiences, & the perceptions of the 5 senses .Give feedback | <ul style="list-style-type: none"> .Focus on & share identity, personal reactions, inner thoughts, feelings, & emotions .Share your memories of experiences & ideas .Translate your own experiences into outputs .Share new ideas & insight .Audience & Stakeholder feedback of their needs & message | <ul style="list-style-type: none"> .Correlate & share experiences, disciplines, ideas, readings, & findings .Caring for organization, co-workers, neighbors & self by sharing & touching their lives .Socratic approach; Question & answer, FAQ; Ask questions before giving answers .Love & respect a Deity, Principles, & others .Teaching; Evangelizing an idea .Interactively share beliefs, understanding, knowledge, & wisdom | <ul style="list-style-type: none"> .Produce eText, eArt, audio/video, eCourses, presentations to share .eRecord text, audio, & video; eReport status .eMessaging; eMail; eBlogs .eConferencing; eSeminars .Social eNetworking (Facebook, Twitter, Linked-in, etc.) .eArchiving; ePublishing; eBibles .eIndexing of files; eWorksheets .eFAQ, eTOC; Webinar .Interactive personal Web Site & available downloads; eBooks; eTraining |

Exhibit 4: Correlating Typical 7-D eCommunications with the 7 Dimensions of *Physical*, *Intellectual*, and *Human Spirit* Interfaces and their Attributes

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Appendix A

Short Example of a 7-D eCommunication

By Kenneth R. Kozy, PMP, MBA, Green Belt – Lean Six Sigma

Introduction

With the advent of the eMail and SmartPhone eTexting, the question arises: are we communicating effectively with each other as Humans, or communicating ineffectively as computer-type personalities and “@-signers” of **electronic (e) Communications**?

For example, you can communicate with me at my eMail address, KenKozy@KenKozy.com, or at my eText address (same as my phone number). I assume the initiator of a communication is too far away or busy to speak one-on-one in person.

Examples

Efficient but cryptic eText

Try to decipher this eText message: “**kk r u go2 PMISIG meet fri? need lift. time impnt. gr8. thx julia c.**”

(One possible translation: “Ken Kozy. Are you going to the PMI Special Interest Group meeting on Friday? I need a ride. Timing is important. Great. Thanks, Julia Child.”)

Effective 7-D eCommunication

If Julia were alive today, she could have sent her message via eMail or eVideo from her computer or iPhone: “**Hi Ken Kozy. Are you going to the PMI meeting this Friday? My cars are in the shop for repairs. I am supposed to bring some delicious refreshments to this meeting and to read my new cooking process article for your Special Interest group. Timing is essential as I will be baking my French biscuits and will want everyone to enjoy their fresh aromas. Would you be able to pick me so we can ride there together? Let me know when you or alternate would arrive at my Chicago home. Appreciate your help and quick reply. Regards to your project management group. Thanks, Julia Child.**”

Which message is more understandable, more effective, more efficient, or a more “Human to Human” **eCommunication**? Julia Child was our great American celebrity chef, television personality, and cookbook author. She would have called me on the phone to ask me directly to do her the same favor rather than by eText, eMailing, or eVideo. (I did not know Julia personally, but this message which I made up is a good example to use here.)

At the end of this Appendix A is a **7-D eCommunication Template Tool** that was used to analyze this message (eMail or eVideo) in the terms of the **21 Dimensions of Human Interfaces**. Before you read that you should understand the explanation of the Dimensions that follows.

Objectives

Question: If you really want to communicate an important message to another Human, why not utilize all of that person’s Human attributes to fully transmit your message’s meaning and to get their full attention? If you really did that, the other person would better focus on and understand the message you are communicating, take appropriate action, and respond to you. This is the objective if the message is presented one-on-one personally, or if the message is sent as an **electronic Communication**.

Physical Interfaces

I call these Human attributes: “Dimensions” or “Interfaces.” For example, almost everyone has these Human attributes, the 5 Basic Senses: ears to **hear**, eyes to **see**, nose to **smell**, mouth to **taste**, and sensors in your body to recognize **touch**. These senses communicate their information to your brain to be recognized and recorded in your memory to **think**, while the brain also allows you to **tell** others what was sensed. Since **smell** and **taste** are in your memory, you can call them up to consciousness just by referencing the scent or food (e.g. now think of a piece of hot apple pie). These **Physical Interfaces** (all in **red**) are the 7 Dimensions: to **Hear, See, Smell, Taste, Touch, Think, and Tell**. Usually, we learn about the **5 Basic Senses, thinking, and telling** before school.

Intellectual Interfaces

The **Intellectual** extensions (all in **green**) of the above Interfaces are equally powerful. You may **hear** many sounds in the room, but if you are focusing on my voice reading these words, you are **listening** and ignoring the other sounds. If you look up at me you will **see** many people and objects in your glance, but you will focus on me by **watching** me. If you **smell** the food or are intellectually “sniffing” or pondering these thoughts, you are focusing on them as well as **discerning** their scents or ideas. Certainly you are intellectually **receiving** these ideas into yourself, your memory, and focusing on them in a tasteful way, without prejudice, much like you would **taste** new foods or drinks by opening your mouth. You focus to **seek** and reach out to understand something new, to be **touched** by new ideas - otherwise you would not be attentive so far. You are focused on **learning** what this is all about. When you **tell** us your reply about this reading, you will **reveal** yourself and what you believe you heard and understood. So, now you have recognized 7 more Human Dimensions, this time your own **Intellectual Interfaces**.

Mapping the Interfaces to each other

Let’s summarize how the **Physical** maps to the **Intellectual** Interfaces: **Hear** maps to **Listen**, **See** maps to **Watch**, **Smell** maps to **Discern**, **Taste** maps to **Receive**, **Touch** maps to **Seek**, **Think** maps to **Learn**, and **Tell** maps to **Reveal**.

Interface Names

Why use such simple terms for complex Human communication? “Keep it Simple” is my motto. Neuro-psychologists have complex, extended, and more accurate terms they prefer to use. But my terms are simple and common – almost too common because their daily usage can be confusing. For example, if you say “I **see**” you could mean: you **see** with your eyes, you are looking at something, you **understand** it, or have **knowledge** of it. Not so in my discussion; you only **see** with your eyes, and you **watch** attentively with your eyes. Each one word Dimension has one specific meaning of the many listed in the common dictionaries. (See Exhibit 4 at www.KenKozy.com for these definitions.)

Human Spirit Interfaces

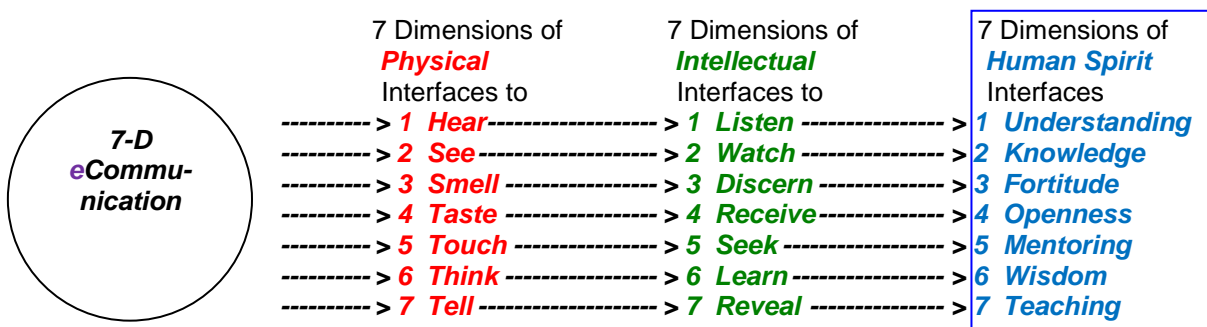
Now let’s extend this concept to our **Human Spirit** Interfaces (all in **blue**). Depending upon your beliefs, the 7 Dimensions of **Human Spirit** Interfaces may be viewed as part of our humanity, human nature, or as spiritual gifts from God (Bible: Isaiah 11; 1-3). Cultures around the world differ in their definition of spirituality. However, all Human Interface information first flows through the brain. The **Physical** and **Intellectual** Interfaces are included in the explanation of the **Human Spirit** Interfaces below in order to show the continuum and mapping of relationships of the three categories of Interfaces across all your **Dimensions of Human Interfaces**. Here, we extend this concept to the 7 Dimensions of our **Human Spirit** Interfaces.

- First, by focusing on combinations of sounds, words, and meanings you can begin **Understanding** what you were **Hearing** and **Listening** to and what makes sense to your body, mind, spirit, environment, and world.
- Second, what you have **Seen** and focused on by **Watching**, you can place into your memory. Those memories from your personal **Knowledge** base of experiences and of **Understanding**.
- Third, just as a scent can be **Smelled** and **Discerned**, an idea needs to be intellectually identified and **Discerned** to discover if it is real or imaginary, true or false, and ethical or unethical. Now, you need **Fortitude** and have courage and strength to stand by what you have determined it to be – and to take proper, logical action.
- Fourth, to **Receive** a new food or drink in order to **Taste** it implies you are **Open** to try new tastes. You need **Openness** to be receptive to new ideas, explore these ideas, consider them, and evaluate them, to get a taste of the new ideas and experiences.
- Fifth, to **Touch** tells you what is real, tangible, and tactile. Intellectually, you learn how to **Seek** people and ideas that can **Touch** yours and others’ lives. You can affect others’ lives by sharing your experiences or encouraging them when they **Seek** your advice. Thus, your **Mentoring** affects others by counseling them, advising them, and caring about them.
- Sixth, to **Think** about experiences and ideas that are **Learned** can result in **Wisdom** by applying your learning to new situations and future actions. Also, you can display your **Wisdom** of experiences and thoughts by applying your **Knowledge** and **Understanding** to future events or new combinations of experiences and ideas.
- Seventh, to **Tell** your experiences and **Reveal** what you know and who you are may allow you to **Teach** this information to others and to share these ideas so others can benefit from them as well.

7-D eCommunication Definition

A **7-D eCommunication** is an **electronic** composition that is designed to impact the other person’s 7 Dimensions of **Physical** Interfaces, 7 Dimensions of **Intellectual** Interfaces, and 7 Dimensions of **Human Spirit** Interfaces in order to communicate information in an effective and efficient manner.

This concept can be summarized into a graphic that better shows the multi-media interrelationships of a **7-D eCommunication**:



Template Tool

Think about a really great movie you saw (perhaps “The Blind Side”), a really good book you just read, or a practical Project Management article or case study you studied. If you analyze them you may find they tell you beautiful human-interest story that impacted your Dimensions of Human Interfaces. If someone gives a presentation that impacts you profoundly, analyze how many of your 3 groups (totaling **21 Human Interfaces**) were impacted. You will find a Template Tool and Examples at www.KenKozy.com useful in your analysis.

To Do

Maybe you already do this, but in your next communication to others of a very important message, you now may want to try composing it to impact as many of their **21 Human Interfaces** as possible. You may want to use the Template Tool as a guide. Then, see if the recipient will focus better on the communication, remember it, think about it, acknowledge it, view it as important, share it with others, give feedback, and take action. Emotions are not affected until a person’s Human Interfaces are impacted.

Summary

Not every eCommunication should be 7 Dimensional – just those that are very important. “**r u ok w/ 7 d com?**” Or, would you prefer receiving a **7-D eCommunication** personal eVideo message from Julia on your SmartPhone or computer like the one that is scripted above in this Appendix A? Communicating in 7 Dimensions can be creative, exciting, fun, and effective!

Analysis of 7-D eCommunication Message Example:

Here is an analysis of the above **7-D eCommunication** Message Example utilizing a Template Tool. The assumption is that this Message was sent to the recipient via eVideo from a SmartPhone or PC with camera and audio.

Immediately following the Template Tool example is a blank Template Tool which could be used when composing or analyzing your next **7-D eCommunication**.

7-D eCommunication Message Example

“Hi Ken Kozy. Are you going to the Write-On Club meeting this Friday? My cars are in the shop for repairs. I am supposed to bring some delicious refreshments to this meeting and to read my new cooking article for your Writers group. Timing is essential as I will be baking my French biscuits and will want everyone to enjoy their fresh aromas. Would you be able to pick me so we can ride there together? Let me know when you or alternate would arrive at my Sun City home. Appreciate your help & quick reply. Regards to the Writers group. Thanks, Julia Child.”

Template Tool for Mapping the Impact of your 7-D eCommunication to the 7 Dimensions of *Physical*, *Intellectual*, and *Human Spirit* Interfaces

From Communication Plan for Project: *eVideo Request for Ride* Audience: *Writers*

| 7-D eCommunication type: eVideo Below, enter notes on content | Enter Impact on the 7 Dimensions of Interfaces: <i>Physical</i>, <i>Intellectual</i>, & <i>Human Spirit</i> |
|---|--|
| Record audio/eVideo message; send via iPhone | 1 To Hear: Hear speaker's voice on phone or PC |
| Record eVideo; send via iPhone | 2 To See: See speaker's face on phone or PC |
| Mention aroma of hot biscuits to be provided | 3 To Smell: Memory of prior scents of hot fresh baked biscuits; From past experience |
| Mention refreshments to be provided | 4 To Taste: Memory of prior tasting of Julia's refreshments; From past experience |
| Warm smile on eVideo & personalize greeting; send to SmartPhone or PC via eVideo or eMail | 5 To Touch: Julia's smile & greeting touch your heart; Touch phone or PC to get message |
| Ask for thoughtful decision to pick up Julia to take to meeting; ask for time of pickup | 6 To Think: Above senses relate info to brain to integrate into memory, ideas, & decision making |
| Ask for reply from Ken, the recipient | 7 To Tell: Reply to Julia's request; tell group |
| Personally direct message to Ken; clearly ask for pickup & schedule | 1 To Listen: Focus on what Julia is saying in message while ignoring other sounds heard |
| Record eVideo on self-directed camera on iPhone or PC; show more than talking head | 2 To Watch: Focus on Julia speaking, gesturing, & moving hands |
| Clearly ask for ride with enough room in car for refreshments & biscuits | 3 To Discern: Differentiate memories of food; Check schedule & space to pick up Julia & food |
| Remind Ken that Julia is speaker at meeting and providing refreshments and why ride is needed | 4 To Receive: Receive, do not ignore, anything said; No interference; Why pickup needed |
| Ask for reply on request & space needed; where to pickup; why time is essential | 5 To Seek: Return call; ask address, best time, & space needed in car for food; Seeked Ken |
| Specify why pickup needed – cars in repair; use personal but quick hi-tech eVideo | 6 To Learn: eVideo is new way to communicate effectively; ascertained why pickup needed |
| Express appreciation for ride, help, & quick reply; show face so Ken can recognize Julia | 7 To Reveal: Reply to share your generosity of time to pick up; notify group |
| Specify: who, what, where, when, & why; how best to proceed; may need alternate driver | 1 Understanding: Analyze what was said; respond to Julia with pick up time, etc. |
| Ask for schedule for pickup in order to time baking of biscuits | 2 Knowledge: Put time into schedule for pickup & into memory; remember eVideo experience |
| Ask for Ken or alternate to pickup Julia; club's & Ken's responsibility; request quick reply | 3 Fortitude: If cannot pick her up, get substitute and tell her; else, respond & be there on time |
| Gracious request direct from Julia; reasonable to direct to Ken & club | 4 Openness: Open self to different ideas & people; openness to eVideo communications |
| Seek empathy from Ken as cars are in repair; allow Ken to help solve problem | 5 Mentoring: Help Julia; solve transport problem; empathy with her dilemma |
| Ask Ken for alternate if he cannot pickup; Ken's experience of alternate solutions to schedule ride | 6 Wisdom: Apply Understanding & Knowledge to solve; if cannot pickup, call others to do it |
| Expect quick reply; share why timing essential; teach via Article prepared for meeting | 7 Teaching: Show care for guest's dilemma; get specifics of time & address then share details |

Template Tool for Mapping the Impact of your 7-D eCommunication to the 7 Dimensions of *Physical*, *Intellectual*, and *Human Spirit* Interfaces

From Communication Plan for Project: _____ Audience: _____

| 7-D eCommunication type: _____ Below, enter notes on content | Enter Impact on the 7 Dimensions of Interfaces: <i>Physical, Intellectual, & Human Spirit</i> |
|---|--|
| | 1 To Hear: |
| | 2 To See: |
| | 3 To Smell: |
| | 4 To Taste: |
| | 5 To Touch: |
| | 6 To Think: |
| | 7 To Tell: |
| | 1 To Listen: |
| | 2 To Watch: |
| | 3 To Discern: |
| | 4 To Receive: |
| | 5 To Seek: |
| | 6 To Learn: |
| | 7 To Reveal: |
| | 1 Understanding: |
| | 2 Knowledge: |
| | 3 Fortitude: |
| | 4 Openness: |
| | 5 Mentoring: |
| | 6 Wisdom: |
| | 7 Teaching: |

Note: Formatted blank Template Tool is also available at www.KenKozy.com

Endnotes:

- ⁱ (PMI, 2008, p 243-271)
- ⁱⁱ (PMI, 2008, p 243)
- ⁱⁱⁱ (PMI, 2008, p 419)
- ^{iv} (PMI, 2008, p 450)
- ^v (PMI, 2008, p 251)
- ^{vi} (PMI, 2008, p 252)
- ^{vii} (PMI, 2008, p 257)
- ^{viii} (PMI, 2008, p 32-33, p 253)
- ^{ix} (Project Management Journal, September 2010, p 29)