



Development plan for project managers' communication competence

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Abstract

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Abstract <p>This thesis will focus on creating an understanding on the needed communication competence of a project manager during a project. The focus will be on communicational challenges regarding diverse teams and project specific terminology. Challenges will be defined and pointed out through interviews and research conducted for the thesis.</p> <p>Since the focus of this thesis is in cultural and language context of project communication the Communication Accommodation theory gives it the needed theoretical framework since the focus is on how project managers should accommodate their communication to suit the whole project teams needs from terminology and cultural point of view. This thesis will not focus on nonverbal communication nor the psychological research but in the practical effects and actions of applying the Communication Accommodation Theory (CAT) theory in the context of project communications from the project managers point of view in regards of terminology and cultural inclusiveness.</p> <p>Constructive research methods were used by using qualitative methodology to gather needed data for the thesis. Interviews were conducted and results were analyzed in reflection to the theoretical framework.</p> <p>The outcome of this thesis is a development plan to give insights on how to support project managers on developing their communication competence focusing on diverse teams and terminology used. It will bring added value for project managers that work with projects and organizations that can use the plan as a starting point for planning their learning offering. The focus will be on how to develop project managers' competence on the communicational challenges in leading diverse teams and the project specific terminology needed.</p>
Keywords Project Communication, Project Manager, Project Management, Competence Development

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1 Introduction

Communication within different projects is a challenge that all organizations are facing. Projects vary in size but one thing that does not is the need for communication. Project managers can communicate a lot, but if the receiving party does not understand what is communicated the true value of communication will be lost and the whole project and the project team will suffer from this. It is important to add understanding around the topic and how project managers can ensure the best possible way the communicated content is truly understood, heard, and experienced.

This thesis focuses on two different aspects that the project manager faces when creating a supportive communicational atmosphere for the project team. Focus will be on project specific terminology and how it could be adjusted based on the knowledge level of the project team and how the project manager could adjust their ways of communicating when leading a culturally diverse project team.

This thesis will not focus on psychological nor linguistic aspects, but rather on the key challenges of creating an understanding on communication practices of a project from project managers point of view. To enhance comprehension and appreciation of the topic, it's crucial to develop culturally inclusive communication practices that foster a thriving work environment for both the project manager and the project team.

1.1 Goal of the thesis

This thesis will give insights on how project managers communication competence could be developed and the communicational challenges that the project manager might face during the project regarding project specific terminology and communicating to a culturally diverse project team.

The objective for this thesis is to provide a development plan for developing the communication competence level of the project manager. The focus will be on gaining an understanding of the competences needed by the project manager and the challenges they face during project communication activity in relation to the project. The development plan could be used to develop project managers' competence on project team communications to ensure the communication during the project is efficient and the key recipients understand the context and feel culturally included.

1.2 Research questions

The research questions will answer questions on how to gain more understanding on the needed competence level of the project manager regarding project specific terminology and leading a culturally diverse team from communicational point of view. The goal is to create an understanding of how to ensure the project manager's competence level is at the needed level to ensure that the communicational needs of the project team are met.

The research questions for my thesis acted as a guiding principle for the whole writing process itself. They evolved during the writing and research process that ratified my own views on the key development areas:

Q1: What are the key challenges in project communication during a project from the project manager's point of view regarding the project specific terminology and leading culturally diverse project team?

- How do these challenges represent themselves in daily work?

Q2: What type of actions would help solve the key challenges of project managers communicational competence development best way possible from terminology and managing a culturally diverse team point of view?

- What type of development plan would support competence development?

The result of this thesis will be a development plan on how to support project managers and organizations on developing the needed competence level of the project manager regarding project specific terminology and leading culturally diverse project teams with inclusive communication.

1.3 Defined development area

The chosen focus area is complex by its nature due to the different nature of projects and the diverse needs of the project team. For a project to be successful, all parties should feel included and understand the context at the needed level. This element makes it complex also from a communicational point of view since rarely there is a communication expert role within the project team.

The focus is to create awareness of the needed communicational competence and challenges the project manager might face. Also to give insights on the areas that should be focused on when developing communication competence level of the project manager and identifying the possible challenges that might occur during the project and in the planning phase.

2 Theoretical framework

The chosen focus area is complex by its nature due to the complex nature of communication overall. Projects involve many different roles with different expertise and background and this element makes it complex also from a communicational point of view since rarely there is a communication expert role within the project group. Theoretical framework for this thesis is built to support the practical nature of it from used terminology and cultural inclusiveness point of view. Communication is, of course, a transactional interactive process of sharing and understanding meaning and, as such, highlights the continuous dynamic interplay between the communicators, recognizing how communication becomes more difficult when communicators have little in common (Giles & Zhang 2018, 4).

Since the focus of this thesis is in cultural and language context of project communication the Communication Accommodation theory gives it the needed theoretical framework since the focus is on how project managers should accommodate their communication to suit the whole project teams needs from terminology and cultural point of view. This thesis will not focus on nonverbal communication nor the psychological research but in the practical effects and actions of applying the Communication Accommodation Theory (CAT) theory in the context of project communications from the project managers point of view in regards of terminology and cultural inclusiveness. CAT has attracted, arguably, the most cross-disciplinary and cross-cultural attention for explaining the different ways in which communicators accommodate to each other's language and styles of communication, their motivations for doing so, and the communicative, relational, and social consequences (Giles & Zhang 2018, 3).

2.1 Project Communication

Project has a beginning and an end, but even before planning a project communication is needed. Also, communication can continue even after the project has ended. Project lifecycle is hard to predict but some milestones should be defined, and these milestones would affect the goals and practices of communication. For example, in the project setting phase it is important to make the project and its goals known. When the project starts communication will have more emphasis on project group needs ensuring the influencing possibilities but also on informing the right parties and stakeholders. When the project ends the goal should be to inform about the accomplishments, results, and follow-up actions. (Juholin 2009, 124.)

Project communication is a complex communicational system since there might be many stakeholders and the communication flow should be based on the needs of the overall project and the needs of the stakeholders. Communication is the process of acquiring all relevant information,

interpreting this information, and effectively disseminating the information to persons who might need it (Zulch 2014, 1).

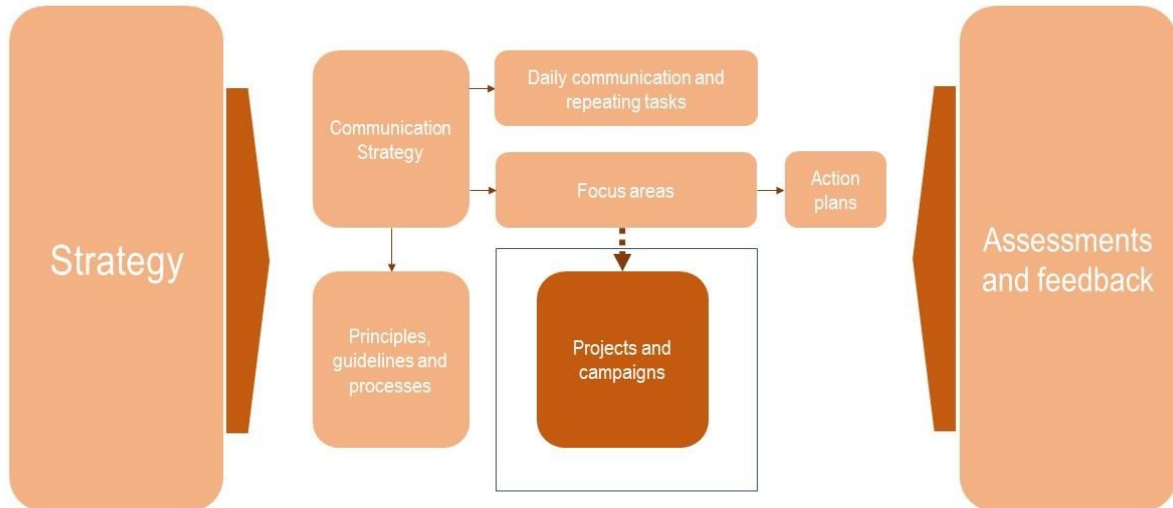


Figure 1. Alignment of project communication during communication planning (adapted from Juholin 2009,110).

The key to a successful project is communication due to the complex nature of many expert roles that need to work seamlessly together to create a design that supports all the needs of the project. From a strategic communication perspective, the effect of a successful project communication will create more value to the identified goals of strategic communication and can be strongly linked to it from many levels. Project is always intertwined to other organizational communication. When informed about the project stages and results, often other organizational issues arise simultaneously. (Juholin 2009, 123.)

Successful project communication within the project team ensures a successful result and therefore has an overall effect on efficiency. If the communication within the project team fails, this will reflect the result. For example, misunderstanding on certain matters due to misunderstood communication project might face major difficulties. Project specific terminology varies by the actual context of the project. If the project manager does not understand the competence level of their project team on their terminology understanding, many key messages might be either missed or misunderstood. Therefore, the project manager should accommodate their terminology to suit the team's needs and competence levels.

One key characteristic for a project is that it has a clear goal, and it will move forward step-by-step or as a lifecycle. Project has a starting point and an end; it has a mission or goal, and the end results will be assessed in the end. Project can be an independent element within the organization, or it can be a part of the overall organizational development. When a project is separated from the day-to-day business usually the goal is to emphasize its meaning, and this might lead to more resources. (Juholin 2009, 122.)

The dynamic and complexity of resolution in project management indicates that project communication goes beyond meetings, knowledge management, IT, and project management systems. At the core of project communication is the individual and his or her personal ability to communicate, which determines the difference between successful projects and less successful projects.

Project level internal communication may involve colleagues working on projects. Communication revolves around project issues and is predominately two-way. Participants include employees and managers as project members and thus involves peer or employee-to-employee communication. The aims of this type of internal communication center are to deliver specified projects or team goals and communication in networks and small groups. (Welch & Jackson 2007, 185.) It is crucial that all the relevant stakeholders can participate in the process by communicating, giving feedback and insights. For this proper channel should be created and surveys are also a good tool for this kind of engagement, also the communication about opportunities and communication itself such as channels/content should be executed to support the overall process. This type of project organizing should happen at the beginning of the project so the whole project team understands their role at a practical but also on a communicational level. Communication planning for a project should be started from the end, from the point that everything should be ready. When every stage is given the time it needs, the sufficiency of the time will be seen. If it is not enough the schedule can be modified accordingly. If the schedule is tightened this might mean that the communication resources need to be revised. (Juholin 2009, 125.)

For the communication to be effective different communication styles and ways for receiving should be understood by the project manager from the beginning:

“Good communications are consistent. That’s not to say communications modes and styles won’t be different from communicator to communicator, but there will be certain expectations of consistency for each communicator.” (Pritchard 2013, 1.)

The chosen style of communication will differ from leader to leader and from project to project, but communication with people remains an intrinsic part of leadership. Employee input and survey results will assist the leader in knowing and understanding the environment better. (Zulch 2014, 173.)

These insights by Zulch from leadership communication point of view taps into the core of why project lead should take the communication in control due that he/she has the most relevant insights on the project also for implementation and for surveys for further development.

Project managers' experience of project management and their communicational skills are crucial on ensuring a successful project. People have subjective ways to process information, it is also difficult to reach everyone; even if you communicate regularly and transparently, there are always people who don't read the information shared. Finding a connection with everyone is difficult.

A skill to communicate the essential things of project clearly, briefly and in a positive/ neutral way is one of the key contributors for delivering a successful project. The concept of project communication has many levels in it but one of the key communication skills of the project manager is to be clear in their communications and the skill to ensure the needed key messages are received by the project team.

The role of the project manager is one of communications facilitator. That does not mean that he or she sends all the communications. It means that the project manager is responsible for ensuring that communications are sent, received, and (to the degree possible) understood. To get there, the project manager can identify preferred communications modes for the critical stakeholders, assess the best means to enable those modes, and ensure the integrity of the process as the project continues. (Pitchard, 2013, 3) All these skills contribute to a successful project result. Therefore, it is important that the project manager can develop their competence in these stated areas. The communication skills of project managers are directly linked to the project's success. They play a crucial role in ensuring that the project is completed on time, within budget, and to the satisfaction of all stakeholders. And all these topics relate strongly to how the project communication is planned, organized, and led by the project manager.

A good project manager, from a communications standpoint, is someone who effectively bridges gaps, ensures alignment, is inclusive with their communications and fosters a collaborative and positive project communication environment through their communication skills that should be developed to ensure that the project team and the project will succeed.

2.2 Communication Accommodation Theory (CAT)

CAT, which blossomed initially in the intercultural setting of Quebec, Canada, in the 1970s, has provided a cornerstone theoretical framework for explaining when, how, and why we, as speakers,

accommodate to each other's languages and styles of communication. It also attends to our understanding of the interactive process of communication, such as the specific linguistic and paralinguistic moves of the speaker and the motivational factors underlying them, while interpreting and predicting the social, relational, and identity outcomes of such moves. (Giles & Zhang 2018, 3.) These above stated moves made by the project manager while communicating about the project will influence how the project team will react on practical and in intergroup level. These actions taken based on the accommodated communication by the project manager will in the end influence the result of the project and how it will move forward.

By creating a theoretical framework to project communication from CAT theory we study the implications of communicational accommodation in relation to project managers competence on leading a culturally inclusive project with using adjusted terminology to serve all parties needs to ensure all needed topics are understood and implemented to the project itself with needed level. CAT is the only communication theory that simultaneously accounts for interpersonal and intergroup adjustments in acculturation processes and, arguably, intercultural settings in general. It is also equipped to measure the subjective interpretation from the receiver's perspective, a necessary component of explaining intergroup and interpersonal communication between members of distinctive language and cultural communities (Hoffman & Zhang 2022, 88). When studying project communication from the project manager's point of view it is crucial to take the interpersonal and intergroup adjustments into consideration since the project team consists of individuals who work in a group. Therefore, it is important that the project manager is able and willing to view the topic of communication from the recipients' point of view to ensure all needed key messages and information are considered in regards of the project. Also, by creating an inclusive and understandable communicational atmosphere for the project the motivation of the project team might be affected in a positive way. This will serve the overall goals of the project manager, leading a successful project together with the project team. CAT is an interpersonal and intergroup theory that explains the process of adjustment of individuals to their both communicative and social goals. The relationship between intergroup and interpersonal mediates and improves through communication which helps to foster communication between different ethnic groups, second language acquisition and communication between different generations. (Elhami 2020, 3.)

CAT uses different terms such as modifications, adjustment, and to describe the linguistic, paralinguistic, and behavioral accommodations individuals make in relation to their conversation partner, their accommodative orientation, the communication situation, and/or context. (Giles & Zhang 2018, 10.) From a project communication perspective, it is important that the level of transparency

outside the project group should be determined, and the possible result of the communication must be understood. Very specific professional content that will not create any extra value for employees could be left out, it could even make the overall project fail due to misunderstandings of the messages. This said, transparency within the project group itself is crucial for a successful project to happen. When we are discussing project related matters that will affect many other expert decisions and actions the transparency of the messages and communication is key.

Non accommodation occurs when individuals maintain or continue to use their own communication behavior in interaction and, thereby, do not converge to others, and even may emphasize language differences between themselves and others (Giles & Zhang 2018, 5).

Objective communication adjustments are observable communication behaviors (e.g., accent shifts), while subjective communication adjustments refer to the receiver's subjective perception of the interactant's communication behavior. The concept of non accommodation adjustments is another important aspect for distinguishing objective and subjective approaches. (Hoffman & Zhang 2022, 81.)

- In objective terms, nonaccommodative message adjustments occur when an utterance does not contain enough relevant content or meaning to foster shared understanding between interactants (Hoffman & Zhang 2022, 81).
- In subjective terms, messages are nonaccommodative if they are perceived to be insufficiently adjusted to the communication needs, goals, and social norms. Individual and group level factors, such as interpersonal liking, relational solidarity, and power, were some of the main motivations considered by researchers as influential forms of communication (non)accommodation. (Hoffman & Zhang 2022, 81.)

2.3 What does accommodation mean from a project manager's point of view?

CAT theorists have argued that accommodation can function to index and achieve solidarity with a conversational partner reciprocally and dynamically. Accommodation, in this theoretical sphere, is defined as the ability to adjust, modify, or regulate one's language use and communication behaviors in response to their conversation partners, initial orientations, self-systems (stereotypes and existing attitudes), in the situation at hand. (Giles & Zhang 2018, 3.)

“The project manager is the one responsible for reaching the destination with the crew of project team members. He or she is to navigate and guide the stages of the project and lead his team to a successful outcome” (Ramsing 2009, 351).

In the context of intercultural encounters, especially in the early stage of the adjusting individual's adaptation process in a new cultural environment, there are many obvious intergroup markers, issues, and obstacles, such as language, group status and vitality, stereotypes, and unfamiliar norms and values that can condition an intergroup orientation for the cultural strangers in engaging host nationals. The adjusting individuals could demonstrate high identification with host culture by converging or accommodating to their culture-majority by adopting the English language and "appropriate communication behaviors." The adjusting individuals could, conversely, emphasize their home culture identification by diverging from the cultural majority through nonaccommodative acts such as speaking their native language and accentuating their unique accent in interacting with host nationals, or avoiding host nationals completely and staying with their cultural peers only. As individuals do not always adhere to the same accommodative activity, many bicultural individuals could easily switch between converging and diverging and accommodative and nonaccommodative acts in managing their social distance with host nationals. Clearly, accommodative acts are important means and symbols of acculturative orientations and strategies operating on high and low identifications with home and host cultures. (Giles & Zhang 2018, 12.)

Based on CAT the key aspects of planning the project communication from project managers point of view is to gain understanding on the cultural backgrounds of the project group and their project specific terminology competence so the accommodation can happen in needed level. Project managers should use divergence as their strategy and starting point when planning the overall project communications which relate heavily to the project team itself and creates crucial backbone for the project to succeed and minimizing misunderstandings and motivating the project team by creating an inclusive project framework that they all can work within.

2.4 Convergence, divergence, and maintenance as a strategy

CAT incorporates three different accommodation strategies that all serve the different needs and goals of the project manager. In today's work-life cocreation and the true value of communication is more understood and the older, instead of keeping individuals working in their own streams the goal is to create a comprehensive understanding within the whole team. Green (2003, 66) describes that CAT has three basic processes at its heart:

- (a) convergence – "changing one's linguistic features ... to be more similar to those of one's conversational partner"
- (b) maintenance – keeping one's language style the same (not adapting in relation to one's conversational partner)

(c) divergence – making one's language style more different from the conversational partner.

Accommodation is the general term for the adaptation of linguistic, paralinguistic, or nonverbal behavior. Accommodation exists as a continuum; however, for ease of description it is usually broken into three basic processes: convergence, maintenance, and divergence. Convergence involves changing one's behavior to be more like those with whom one is communicating. Maintenance is the middle ground, where one does not adapt. Divergence refers to movement away from the behavior of those with whom one is communicating. (Green 2003, 12.) From these three strategies the project manager should apply convergence to create a cohesive and unified communication experience to the whole project team. On the other hand, unlike convergence which is a type of adjustment for facilitating and showing more similarities between communicators, divergence is to highlight and emphasize the differences, and to increase the differences between interlocutors. On the other hand, those who diverge want to be distinguished from others and they try to inculcate who they are in others' minds. (Elhami 2020, 4.)

Bringing the team together rather than separating them by using divergence or maintenance as a strategy. The term maintenance which is like divergence, or it is a form of divergence has come to be used to refer to remaining in his or her level of communication and not adjusting to the others. (Elhami 2020, 4.) Convergence and maintenance will create communicational silos between team members since some team members might feel separated from the communications since it would not be done with their needed tone, speed, or terminology. By going to the same level as the project team the project managers create an open and comprehensive environment for the team to work in. Generally, convergence provokes a positive response whereas divergence provokes a negative response (Elhami 2020, 4).

Project managers should use convergence as their accommodation strategy regarding project team communication. Why is this? By creating a similar language within the project group, the level of miscommunication is minimized. For this to happen the project manager must understand the project team's attributes, what is their competence level regarding communication and what type of language do they use. Mimicking the project team's linguistic characteristics a unified and synchronized communicational atmosphere is created. When speaking with the same tone of voice, speed, terminology as the team the project manager brings themselves to the same level as the team. Creating a sense of a co-experienced understanding of how the team will communicate. By setting an example the project manager implies that the converge strategy should be implemented in all communications within the team and the whole project. Speakers can adjust their communication to comprehensible. Convergence often increases communicative effectiveness, predictability,

speakers" attractiveness, and mutual understanding, and decreases interpersonal anxiety and uncertainty. (Elhami 2020, 4.)

By using convergence as a communication strategy, the project manager creates a communicational atmosphere that is inclusive towards all parties. The term, convergence is defined as trying of communicators to decrease the differences at linguistic and psychological level to be more like the behavior of the interlocutors more likable to the conversational partner and to seek for social approval and to be understood better. For instance, younger people in communication speak louder or make more examples to be understood by elderly people. Latterly, scholars commence studying on convergence and online environments. For example, in a study, conducted by, shows that, Twitter users usually converge their Tweets linguistically. For example, the politicians from different countries try to write their texts on tweeter or other social media in English to be more understandable for all nations, or even some of them use the language of the country they aim to send their message to. (Elhami 2020, 4.)

2.5 Communication accommodation by the project manager

Why it is important that the project manager uses communication accommodation as a part of their project communications? The simple answer is that as we all are humans and have different competence levels and backgrounds it is important that everyone in the project team feels that they are included. Communication competence has generally been comprised of inferences about communication effectiveness, defined as the degree to which a person achieves communication goals, and communication appropriateness, or the degree to which the receiver perceives the communication behaviors to be congruent with contextually based rules and norms. Although no unanimously recognized definition of communication competence exists, most researchers agree that the capacity for behavioral flexibility and the willingness to adjust communication in accordance with the situation is important. The overlapping properties of CAT and communication competence may contribute to advancing the concept of accommodation competence in cultural adaptation and acculturation. (Hoffman & Zhang 2022, 85.) By regularly having dialogues with the individual team members, project managers will get a thorough insight into individual tasks and hence get a better insight into task complexity and interaction. Such information will help them to focus on the most pressing tasks, to tune differences in visions of the project team members and to steer team meetings and communications efficiently.

The project manager that is trusted by the team and gets the team to work together will communicate successfully. Project team members need to collaborate, share, collate and integrate information and knowledge to realize project objectives. A project manager does not communicate with

language only, but also with character, which includes attitude, behavior, and personality. (Zulch 2014, 180.) This statement indicates that the overall role of a development project lead has many different elements even only on communicational point of view. The communication provided must be a tool for sensitizing the project context, engaging employees, providing crucial information and add all relevant information for employees own knowledge base. Communication is the cornerstone of effective project management, and yet most of it is done ad hoc, driven by individuals, personalities, and preferences, rather than by needs, protocols, processes, and procedures. Communication breakdowns are cited continuously as one of the key reasons that projects fail, which is why communication needs to be addressed as a critical activity and skill for project managers. (Pritchard 2013, 1.)

Strong communication and personal relation skills are required. There are several examples supporting the argument that communication in projects is essential for projects to succeed (Ramsing 2009, 345). For this to be ensured it is crucial to go through the needed resources and skillsets to achieve this goal. Either the allocation of a communication resource or some supportive lessons/courses to be taken if the project manager does not have suitable experience or knowledge. Project problems are caused by poor communication and that the importance of being able to manage the skills of communication when presenting facts, details, status, project requirements, etc. should be of high priority in project management (Ramsing 2009, 345).

Project communication is usually studied from a practical point of view and the implications of failure in communications is the leading thought line. In this thesis project communication will be studied more from a social point of view and how the project manager can use communication accommodation as a tool for creating a clear and efficient communication surrounding for the project team by creating an inclusive and people centric way of communicating within the team. Why this is important? By creating a psychologically safe environment to communicate it can be assumed that the commitment level of the project team rises and misunderstandings from using non relatable terminology or not feeling included due to different cultural backgrounds is minimized.

2.6 Cultural accommodation – project managers tool for inclusivity

While work life is changing towards more distributed and global teams, project managers' understanding on how their communication should be accommodated to serve the changed need might not be that clear. Teams overall are becoming more diverse and the need for more understanding in the communicational adjustments from this should be understood a bit better. In nearly five decades since its inception, CAT has become a cross-disciplinary theoretical framework used to predict and explain interpersonal, intergroup, and intercultural communication processes in a wide range of social contexts. CAT bridges both micro and macro-level factors in accounting for

communication and its consequences and has become one of the most influential behavioral theories of communication that can enhance our understanding, prediction, and explanation of any situation where people from different groups and cultures come into contact. (Hoffman & Zhang 2022, 81.)

Project Managers must be aware of and sensitive to the cultural differences within the project team to be even able to manage the cultural communication aspect. This includes understanding different communication styles, work ethics, and expectations. The goal for cultural adaptation is to adapt the communication style to be inclusive of these differences. These actions can enhance team cohesion and effectiveness of the project team and could have a positive effect on the end-result of the project. Unlike many other theories of intercultural communication, CAT does not limit culture to the national, racial, and ethnic categories. Rather, it acknowledges the variation across and within ethnic subgroups, gender groups, age groups, and the like. CAT accounts for the adaptive manifest in the intersection of cultures at various levels and communication in facilitating relational solidarity and cultural identity transformation. While most intercultural communication theories tend to explain the process primarily from an interpersonal angle, CAT takes account of both cultural, intergroup, and personal factors and affords equal importance to each of them. (Giles & Zhang 2018, 13.)

CAT is the only communication theory of interpersonal adaptation that accounts for intercultural dynamics and its intergroup features make it especially (Giles & Zhang 2018, 12). CAT goes beyond the interpersonal process in identifying both the predictor and outcome variables in understanding intercultural communication. In addition, CAT as a theory of intercultural communication accounts for both the adjusting individual/stranger and the host nationals as the focal points or units of analysis (Giles & Zhang 2018, 11). Human beings depend on a variety of historical, social, and institutional standards or criteria of conduct to arrive at appropriate and meaningful communication behaviors. Intercultural scholars obviously consider culture as a key factor that influences the communication process. Culture is broadly defined as everything that unites us and divides us or is more concretely referring to a set of shared values, beliefs, and attitudes among a group of people. Much of a problematic intercultural communication then stems from different ways that a message is composed, transmitted, and interpreted, each of which is influenced by an array of micro and macro factors such as language competency, relational status and history, personality, social sensitivity, power differentials, cultural norms, values, stereotypes, and the communication situation. Language and communication behaviors are important markers of group membership and social identity and, thus, serve central functions for explaining interpersonal relationships in intergroup and intercultural contexts. (Giles & Zhang 2018, 2.)

2.7 Terminology accommodation – project managers tool for ensuring understanding.

People in all parts of the world and all contexts talk together or write for each other. By taking a quick glance around us we recognize all people for talking together consciously or unconsciously the way of their communication which can be either verbal or nonverbal. For this matter, there are numerous examples, such as a doctor's office, imagine a physician and his/her patient are having a conversation about the patient's symptoms, in this contexts, some doctor use specialized vocabularies and do not try to facilitate the conversation for the patient to understand well, and the others use the vocabularies to be understandable for the patient who does not have any idea about disease. (Elhami 2020, 2.) As a general practice, the goal of communication should be to clarify information to the level of depth required by the receiver, minimizing barriers that might inhibit understanding. In implementation, that implies a broad understanding of audience, interest, and environment. Done properly, good communications the entire project experience for the better. Effective communications can and will build more lasting customer relationships, expedite activities, and keep projects in control by ensuring the responsible parties are aware of what they need to be aware of when they need to be aware of it (Prichard, 2013,1).

Another context that is very touchable for almost all people is related to teacher and student(s) communication, when teachers in language classes, for example, use easier structure and vocabularies based on the level of students they try to facilitate learning for the learners. Sometimes we need to speak more formal or less formal, sometimes slower, or faster, and many other examples that every day all human beings use in their daily speech. (Elhami 2020, 2.) This simple context applies to all projects too, project team consists of individuals with different backgrounds and therefore the way the communications are thought to serve the whole project team is the key for ensuring that key topics are truly understood. By accommodating the communications to the same level by using convergence strategy as a tool for ensuring communications is executed in the understandable level.

For instance, some physicians, to facilitate conversation and having better comprehension try to use more common terms such as heart attach instead of specific medical terms such as cardiac arrest. Speakers may also diverge through communication to encourage the interlocutor to use more comprehensible terms. (Elhami 2020, 6-7.) Projects usually have very distinguish terminology that might often be even very complex, and it would be a mistake from the project manager to assume that all needed terms are more widely used and fully understood by the project team. Therefore, it is even crucial that the project manager adjusts the used terminology to a level that will be understood by the whole project team. Why is this important? It might be even a very significant

risk if the communication is not understandable to all parties, crucial elements might be misunderstood, or even wrong actions taken due to the simple fact that terminology was too complex, and the team did not ask any clarification, or the content was misunderstood fully. This might even lead to a total failure of the project, depending on the overall context and purpose of the project. The receiver decodes the message through a series of filters. The most common filter is language. Technical jargon can obscure an otherwise crystal-clear message. Acronyms may send the listener or reader awash in an ocean of misunderstanding. When encoding the message, the sender should be mindful of the receiver's ability to decode it. Filters are somewhat exclusive to an individual or audience. Noise is not. Noise is any environmental distraction that may detract from the receiver's understanding of the message. (Pitchard, 2013, 5)

Intentional non accommodation occurs when speakers try, others do not understand what they say, and conversely, unintentional non-accommodation which can be the result of dissimilarities in cultural values, it happens when communicators do not pay attention to the needs of the interlocutor(s) or misunderstand the needs or knowledge of their interlocutor. In this situation, aspects of communication (e.g. topic, vocabulary, grammatical rules, gesture, etc.), may be inadvertently employed wrong and as a result, interlocutor does not understand the speakers intend. (Elhami 2020, 7.) If the used language, terminology or even grammatic rules vary from more widely used and understood terminology it will influence the result of the discussion and from that to the actions done based on that discussion. Therefore, it is important that project managers truly focus on the used terminology, ensure that it is understood by all parties and adjust i.e. accommodates based on the project team's needs. If non accommodation occurs, how the situation could be solved? By creating an environment where there are no stupid questions, and everyone can ask while not feeling undermined for asking questions. A safe communicational environment where the project team speaks the same language, uses the same terminology, and truly understands the topic and discussion would be the ideal situation for the project manager. This way if, or even when non accommodation happens, it can be easily fixed, and the communicational route will find back to the right lane.

3 Methodology and development process of the development plan

Constructive research involves solving practical issues or the aspiration to create something new to support existing theories or practices. The goal of constructive research is to sketch, develop and implement new solutions. Constructive research aims to create a practical solution for a problem and the goal is to question the existing theoretical ideologies with new points of views.

(Ojasalo et al. 2015, 19.) This research approach supported the thesis goals at many levels, to gain information on the acknowledged challenges that project managers face in project communications and what type of development plan would support their competence development in this area.

For this thesis I have chosen to use a qualitative research method to get more in-depth insights from two different groups: junior project managers and communication professionals. The junior project managers are starting their careers and have already faced some challenges in their project communications. To get professional comments for the suggested development plan I interviewed communication professionals to gather their comments on how to evolve the suggested plan. Both online group interviews executed thru Microsoft Teams were the most suitable way to gain more in-depth information on the communicational challenges junior project managers face during projects and on the development plan that would support this type of work the best way possible, also because all interviewees were in different countries or cities.

Group interview – Junior Project Managers

Profession	Chosen channel for interview	Duration in minutes
Junior Project Manager 1	Microsoft Teams	55
Junior Project Manager 2	Microsoft Teams	55
Junior Project Manager 3	Microsoft Teams	55

Group interview – Communication Professionals

Profession	Chosen channel for interview	Duration in minutes
Communication Professional 1	Microsoft Teams	45
Communication Professional 2	Microsoft Teams	45

Communication Professional 3	Microsoft Teams	45
Communication Professional 4	Microsoft Teams	45

A structured interview is very close to a survey since the interviewer plans the questions beforehand to support the result (Ojasalo et al. 2015, 43). By using structured interview method, I ensured that the acquired answers would serve the purpose in the best way possible. Questions were kept simple and clear, and both conducted group interviews were more discussions on the defined topics and questions. The junior project manager group interview questions can be found from Appendix 1 and the discussion topics for communication professionals group interview can be found from section 3.3.

Results were analyzed by reflecting the acquired data to the theoretical framework and materials acquired for referencing. The goal for the analysis was to define the main communicational challenges that junior project managers might face during their project communications and to create an understanding on the communicational skillset that would support their work, create a development plan to support this development.

3.1 Development process for the competence development plan

Key findings from the Junior Project Manager group interview gave guidelines for a development plan that was presented to the Communication Professional group in their group interview to gather insights on the suggested development plan.

The development plan was created to support the indicated key challenges and the plan itself was then discussed through with the communication professionals to gain feedback and suggestions for further development of the plan. In the group interview the discussion focused on practical development opportunities to evolve the plan to the next level based on their professional comments and views on the topic. Final adjustments are made to the plan based on gathered comments from the professionals, mirrored from Communication Accommodation Theory.

DEVELOPMENT PROCESS



Figure 2. Development process description of the development plan

The development plan is a plan that will create a framework and give suggestions around the communication competence development of a project manager subject matter. The plan is developed based on junior project managers group interview input on the challenges that they have faced during their project communications and after that a development plan suggestion was created for validation group interview with communication professionals. The goal of the plan is creating awareness on the needed development topics of junior managers communication competence and focuses on terminological and cultural development from communication point of view.

The plan can be used as an indicated starting point on planning a development plan for developing junior project managers competence in the previously stated topics. It goes to a practical level by giving suggestions on practical actions that could support junior project managers competence development in:

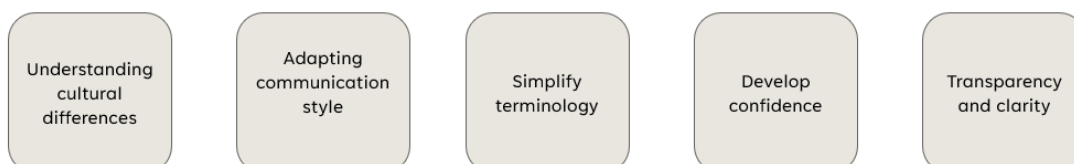


Figure 3. Competence development areas addressed in the plan

3.2 Group interview with junior level project managers.

Interview was conducted through teams and the same question palette was run through with all interviewees. The project managers interviewed are currently working in different internal roles within the same global organization. All four interviewees are junior level project managers that already had a small understanding of the context for commenting.

The questions asked during the interview were designed to answer the thesis research questions and bring more information on what are the needed competence level and possible challenges that they have experienced during different type of projects which in they have had the role of a project manager. The interview was more of a discussion and the conducted questions acted as a guideline for the discussion itself.

From the group interview five key challenges were found based on the guiding questions and discussions that came from those. In the end of the interview the group jointly validated these challenges as being part of their work and by repeating the indicated challenges the validation came from the group. The final words wrapped up the whole interview as the key challenges that they acknowledged being present in their project communications. The discussion validated the key challenges being present in all interviewees project communications so that the same topics came up multiple times in different discussion contexts.

Below the five key challenges found from the junior project manager group interview:

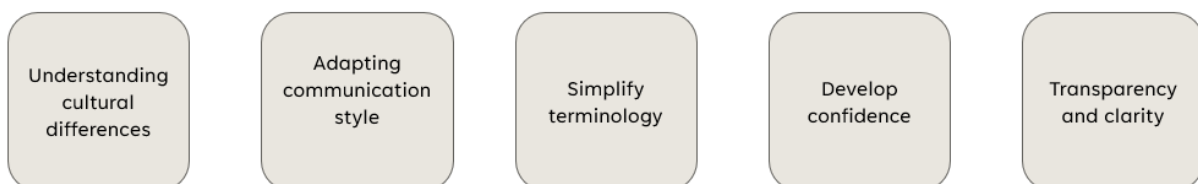


Figure 4. Key challenges that the development plan will address

All interviewees brought different angles to the discussion due to their different backgrounds and capabilities within the discussion topic. Interviewees agreed on the challenges and that they have had issues regarding the found topics during their communications with a project team.

“The thing with communication is that I think the main thing for me is to learn it.” - Junior Project Manager 2

Continuous learning and adaptation are key. Project managers should seek feedback on their communication approach and be willing to adjust their communication based on what works best for their project team.

Understanding cultural differences

How individuals speak about and interact with others is ineluctably connected to subjective cognitions that can be described as cultural and social expectations (Hoffman & Zhang 2022, 88). These expectations are in the core of the cultural topic, to meet the expectations from cultural and social point of view the project manager must be aligned with the expectation level of the project team and manage the expectations to match the reality. This might include participating in webinars or workshops on global communication and cultural competence to enhance their understanding and competence level further.

“It’s very difficult if you are culturally diverse, sometimes I feel like I must even switch my attitude, switch my personality to for them to understand what I mean.” - Junior Project Manager 1

Knowing how people in different cultures communicate is only the first step in understanding others; yet it does not tell us why there are differences between the ways people communicate (Giles & Zhang 2018, 7). The goal should be not creating differences between the project team members but rather creating understanding on how they as individuals communicate.

“They don’t realize, and I feel like a Spanish being, like a language where we say POR favor or like please like thank you so much. So, we are more expressive, so I feel like sometimes like the message is like can be like a little bit harsh.” - Junior Project Manager 3

Cultural sensitivity and acknowledgement are also key. The project manager should try to learn about and respect the diverse cultures represented within the team. This might involve acknowledging and accommodating cultural holidays, being mindful of cultural norms and communication styles, and adapting meeting times to suit team members in different time zones. Even a small word can make an enormous difference, instead of just saying welcome another language could be used.

Communication Accommodation Theory (CAT) suggests that individuals adjust their communication styles to others during social interactions, which can significantly enhance mutual understanding. For a project manager working with a culturally diverse team, applying CAT can be used as a

tool in improving communication skills and effectively addressing cultural differences. By being attentive to and mirroring the communication preferences of the project team members—such as their use of language, non-verbal cues, and conversational norms—a project manager can foster a more inclusive and harmonious team environment. This approach not only acknowledges the cultural backgrounds of each team member but also demonstrates respect and a willingness to engage on a level that is comfortable for everyone. Consequently, this can lead to improved collaboration, reduced misunderstandings, and a stronger project team dynamic. All these aspects also contribute to the success of the project overall. Additionally, by documenting and sharing insights about preferred communication channels and practices within the team, a project manager can ensure that these accommodations are consistently applied, further enhancing team communication and productivity. Therefore, a discussion on the topic is crucial to create a culturally inclusive communicational atmosphere for the project team and the whole project.

Adapting communication style

By adjusting their speech and presentation style to the audience's needs, project managers can significantly improve communication effectiveness, ensuring their key messages are understood and remembered.

“The only thing I personally changed is the tone and the pacing of my words due to my in its Romanian style of staying or the Latin feeling of saying things amazingly fast. We collaborate either way, so we will make the project work in the end if the tasks are equally and well delivered. Then for some people it might be a bit hard to follow, so I am trying to consciously pace my terminology and make sure that they have time to digest the information I am presenting.” - Junior Project Manager 1

A project manager can adapt their communication style to ensure inclusivity in terms of terminology and cultural perspectives within the project team. Engaging in active listening to understand the diverse viewpoints, needs, and preferences of all project team members. This involves paying close attention to what members say, asking clarifying questions, and demonstrating empathy and genuine interest in their perspectives.

“Until the topics are better explained to understand that we are on the same page, it wasn't necessarily something like let's say an attack or if I have a serious face, that doesn't mean that I don't enjoy or accept some things so it can be transmitted also through uh expressions like body language.” - Junior Project Manager 1

Project manager should use clear and simple language, avoiding jargon, slang, or idiomatic expressions that may not be understood by everyone in the team, especially if the team includes non-native speakers or individuals from various cultural backgrounds. This helps in minimizing misunderstandings and ensures that all team members can fully comprehend the information shared.

“The miscommunication, the issue that people understand and how to make them understand, and of course, it is impossible for everybody to be on the same page 100%.” - Junior Project Manager 1

Also using multiple communication channels can help cater to the varied preferences and needs of the project team. For instance, combining written communication (such as emails or project management tools) with verbal communication (like video calls or face-to-face meetings when possible) ensures that information is accessible to everyone, regardless of their preferred communication style.

“Most of the time and the biggest I think issue with collaborating uh in projects is it's better face to face in my opinion than on teams zoom whatever platform people are using you get better the point across when you're with somebody you have better chance of succeeding if you are face to face then virtual.” - Junior Project Manager 1

One key tool for project managers for adapting their communication style is to adjust the pace and tone while speaking to suit the audience. The key to succeed in this is to Speak slowly and clearly to allow the audience time to process the information. Use changes in tone and pace to emphasize important points. Also, an option is to use visual aids to support achieving the communicational goal since the project team might have diverse needs and ways on comprehending information.

Adaptation and accommodation are the key base factors on creating an inclusive communicational atmosphere, it might bring the audience to a more clear and dynamic level with their communications, and this might have a positive effect on the result of the project.

Simplify terminology

A project manager could simplify their terminology and ensure clear understanding among the project team. They can cut redundancies and opt for shorter, simpler words to convey their messages more directly. This approach helps in making the content more accessible to all team members, regardless of their familiarity with complex terminology. Additionally, using clear and concise language, avoiding jargon or technical terms that may not be universally understood within the team,

can significantly improve comprehension. It's also beneficial to provide examples or analogies when explaining more complex concepts, as this can help bridge any gaps in understanding.

“Sometimes when you try to be more, let's say, professional the words that you are using are more confusing probably for someone.” - Junior Project Manager 2

It is important for the project manager to know the level of terminology competence within the whole project team. Discuss openly about the topic and ask if there is any confusing jargon or if the terminology was too complex to understand. Project managers could ask the audience if they have questions or need clarification on any points. This can help catch misunderstandings early and ensure everyone is on the same page.

“A communicator also at some point that you are a person that you are making like the decisions they are by getting everyone's like opinion or like so I think that is good to be the one that can make everyone understand on what level are you, what are you doing and what are you working and if then you have to go to one specific group or people person then you know which terminology you have to use there.” - Junior Project Manager 2

To understand to what level the terminology should be simplified the project manager needs to have an open discussion and the ability to ask or see from different clues that the key messages are understood. One interviewed junior project manager gave a practical example on how they have tried to solve a situation like this:

“What I tried to do is first is I tried to explain something in the most neutral way and when I see like the people are not understanding, I try to use more day-to-day language.” - Junior Project Manager 2

“So, I must explain to them in a way that they can digest the information easily. So, in that case, yeah, let's go with the explanation for a 10-year-old teenager for kind of situation. Because what I'm using as terminology might be either overcomplicated or they might not get the point. That's what I try to explain to them and relate to their side as developers for example and say it's as if you're trying to explain to me a code I will not understand because it's not my area of expertise.” - Junior Project Manager

1

By tailoring their language and examples to the audience's background, expertise, and interests the project manager could ensure that the project crucial elements are understood. For a technical team, use specific technical terms, while for a non-technical audience, simplify explanations and

avoid jargon. Also requesting frequent feedback creates a more suitable atmosphere for accommodating the project specific terminology to suit the audiences needs.

“We try to communicate the same way to everyone like let's say not super professional but not all. Also, like super common daily like and then when they are not understanding depending on who is asking and how.” - Junior Project Manager 2

By simplifying terminology, the project manager helps ensuring that all team members, regardless of their background or expertise, can understand the message. This is crucial in diverse teams with varying levels of knowledge on the project content and topic.

“So, you are going to try to find, like, a common language where everyone is understanding the same, because otherwise you need to communicate something to it in one way, something to like the design in another one, something to the other, people in another way. And sometimes it is this about trying to make everyone like understanding the same information and then they will process like in the way that they will understand our if they have a question. It is this ever like learning, like when they have like these unfamiliar words and these things like to me to learn and trying to understand like how we process is working.” - Junior Project Manager 2

Using simplified terminology makes all project team members feel included and valued, regardless of their expertise or role within the project. This inclusivity fosters a positive team environment and encourages collaboration and therefore creates value for the overall project to be successful.

“We are working with projects all the time, so we try to understand the overall context with which we are working. Once that make sense in us and we can understand, then we can explain to the other one in an easier simply way.” - Junior Project Manager 2

When team members can easily understand project goals, tasks, and expectations, they are more likely to be engaged and motivated. Simplified terminology contributes to this clarity and understanding. It is not about dumbing down content but about ensuring clarity, inclusivity, and efficiency in project communication. This way of communicating helps project managers lead more effectively, fostering a productive and motivated project team.

Develop confidence

Developing project managers' confidence is a complex topic since it is dependent on the individual's personality and other individual characteristics. But the employer can certainly support the

project manager on developing their professional confidence, when this confidence grows it will show in their communications and leadership. Communication Accommodation Theory (CAT) suggests that individuals adjust their communication styles to others to gain approval, increase efficiency, or maintain social norms.

“Personally, I feel confident about the way they communicate. I feel like for me, sometimes I'm trying to put something and I always asking someone else like for example my husband, I said like do you think this sounds nice enough or like, do you think like, how do you think do you think do you understand?” - Junior Project Manager 3

By adjusting their communication style to match that of their team members, project managers can build stronger relationships, fostering a sense of trust and mutual respect. This rapport can boost a project manager's confidence in their leadership and people skills. Project managers can more effectively lead different project types, boosting their confidence in their ability to manage projects successfully.

“So, I feel like sometimes I worried enough, and he was he like, you're being too nice. But I feel like I'm not being nice enough, so I feel like that's something I will have to work more on me, like try to be more confident on what I write or what I say, and not to think, because sometimes I think about everyone.” - Junior Project Manager 3

Enhancing confidence in project communication involves a combination of understanding the communication needs of your team, choosing the right channels, and ensuring clarity and inclusivity in your messages. If these actions are aligned and implemented successfully the confidence level of the project manager will grow.

“It can do many things, so therefore either I lean too much into that one person or I do not ask because either I am ashamed, or I am not sure if it's a good question or a stupid question.” - Junior Project Manager 1

The project manager could ask for feedback on their communication style and methods. They should also be open to adjusting based on this feedback to continuously improve your communication effectiveness and this will lead to a confidence boost. Confidence will build up and will evolves when the experience grows from successes and failures.

Transparency and clarity

An important aspect is to ensure transparency and clarity in communication. This involves providing enough background information and explaining the reasoning behind decisions or requests. Such clarity helps team members from diverse cultural backgrounds understand the context better, reducing the chances of misinterpretation. By focusing on empathy, clear communication, collaborative solution development, thorough documentation, cultural sensitivity, and open feedback, project managers can significantly enhance transparency and clarity in their diverse and diverse project teams.

“I would say the key challenge transparency would be one of the biggest ones.” - Junior Project Manager 1

Project managers could encourage open dialogue and active listening during discussions. This involves not only sharing your own suggestions but also valuing and incorporating the ideas and suggestions of team members. Developing solutions together fosters a sense of ownership and commitment among team members.

“So, the good thing is trying to know what the things are meaning from each side, but then trying to share like the same information in a way like everyone can understand.”
- Junior Project Manager 2

A project manager can start by fostering an environment of open and frequent communication. This means encouraging team members to share their preferred communication channels and availability for calls and meetings, which can vary significantly across cultures. Understanding these preferences helps in choosing the most effective way to communicate with each team member. Create an environment where feedback is encouraged and valued. This includes asking for feedback on your own communication style and being open to adjusting based on the feedback received. Providing constructive feedback in a respectful manner can also help in building trust and improving team dynamics.

“These are all like the communication to be able to transmit to the other one, you need to understand first because otherwise you are not transmitting anything or you are not communicating everything, anything.” - Junior Project Manager 2

Project managers should also invest time in building personal relationships with their team members. Understanding everyone’s cultural background, preferences, and work style can significantly improve communication effectiveness. This could involve informal virtual coffee chats or dedicated

time at the beginning of meetings for team members to share personal updates. Practicing active listening and empathy is essential. This means being fully present during conversations, showing genuine interest in team members' thoughts and feelings, and acknowledging the impact of cultural differences on their work and communication styles. By demonstrating empathy, project managers can build trust and create a more inclusive team environment.

“When you translate it from your own language in your mind, it can mean something else, or it can show a different type of emotion, or it can completely change the context.” - Junior Project Manager 1

“The thing is also like you need to process the information in another language. Understand what it means and then trying to answer. But it's this about trying to give the person also the time to process the information and when they have too many questions probably is either better to write messages because also with the slack channel for example, they are answering a question and they are making like 3 questions in the meantime while you are trying to answer to the first one and then creates more confusion.” - Junior Project Manager 2

Project managers could regularly update the team on project progress and any changes. This helps in keeping the project team informed and reduces the chances of misunderstandings. Using a mix of communication tools to accommodate different preferences, it is important to be mindful of not overwhelming the team with too many platforms. Clear and effective communication is an essential skill. This involves not only the ability to convey messages in a straightforward and understandable manner but also ensuring that all feedback and project updates are centralized in a single document or platform. This approach ensures that everyone has access to the same information and can prepare for discussions with relevant comments, questions, and solutions. This is one of the key topics on creating transparency and clarity to the project communications.

“Like I always try to keep my communications short and sweet because I feel like if I write like a Bible is like no one is going to read through the three phrases.” - Junior Project Manager 3

“I need more than just 50% of those people to understand, otherwise questions come back to you and then it's too much and it's overwhelming for you to help them.” - Junior Project Manager 1

Project managers will set an example on how to manage the communicational atmosphere of the project. The key is for them to demonstrate the communication practices they wish to see in the

project team and used throughout the project. By using clear communication and sharing it transparently project manager sets the standard for the project teams communication during the project.

3.3 Group interview with Communication professionals – Development plan validation.

Based on the group interview with Junior Project Managers a development plan was created to support the competence development regarding cultural and terminology accommodation. This interview was conducted to gain insights and further development suggestions for the development plan.

THESIS PROCESS AND GOAL

I have interviewed three (3) aspiring Junior Project Managers to gain understanding on their current competence level in cultural and linguistic accommodation competence level and views on the topic. I had a wide range of questions, and the interview was more of an discussion therefore very fruitful.

Based on this interview I have created a plan and suggestions on how to develop Project Managers competence in communicational accommodation from cultural and vocabulary point of view.

My goal is to reflect the findings from all interviews to the Communication Accommodation theory and the end result will be suggestions on what type of support organizations could provide Project Managers to develop their competence in this area.

Figure 5. Description of the research process and thesis goal

Group interviewees were four (4) communication professionals that focus on developing internal communications within a modern and global technology company with a diverse workforce and teams that work globally. They understand communicational needs in a global company that has diverse teams and of the communicational challenges that project managers face in these types of companies. Therefore, their input on this cultural and terminology accommodation topic can be seen as very valuable and trustworthy.

During the interview all indicated challenges from the junior project manager interview were discussed and input given per topic. All interviewees brought in valuable insights and suggestions for development of the development plan. Based on the comments and discussion the development plan was revised and brought to the next level. Below the suggested actions per topic and

reflection on their valuable comments on those topics, these insights and comments acted as a validation for the suggested development plan, and it was developed further based on the interview. The result is a development plan for improving the project managers' competence in cultural and terminology accommodation during their projects.

These five key development points are described below with the interview content to ensure understanding on the evolution of the development plan. The final plan was created based on these discussions and comments, reflecting on the CAT and how it could be used to support the communicational development of the project manager.

One question referred to the KPI's (Key Performance Indicators) of these actions, communication is a hard topic to measure in this context since the effect will be on an individual experience level. But one suggestion for a suitable KPI is feedback collection from the project team on defined topics regarding how they experienced the cultural and terminology accommodation and did it influence their work.

"I just kind of wondering, of course, as someone with a lot of experience with of course different cultures and these cultural knowledge gaps, do you have any way that you would have, for example, a way to measure the value or the gain understanding that someone may understand then after being put through this education or given this education?" - Communication Professional 4

Understanding cultural differences

The suggested development plan for developing project managers understanding on cultural differences before the comments and suggestions was:

- Mapping the current level – interview with a DE&I professional to gain understanding without bias.
- Based on the interview results mapping out the cultural knowledge gaps
- Employers should offer needed educational support to fill the knowledge gaps. DE&I professional to support in ensuring the acquired knowledge is taken into practice.

- The plan presented in during the interview, based on this we discussed further development possibilities for the plan:

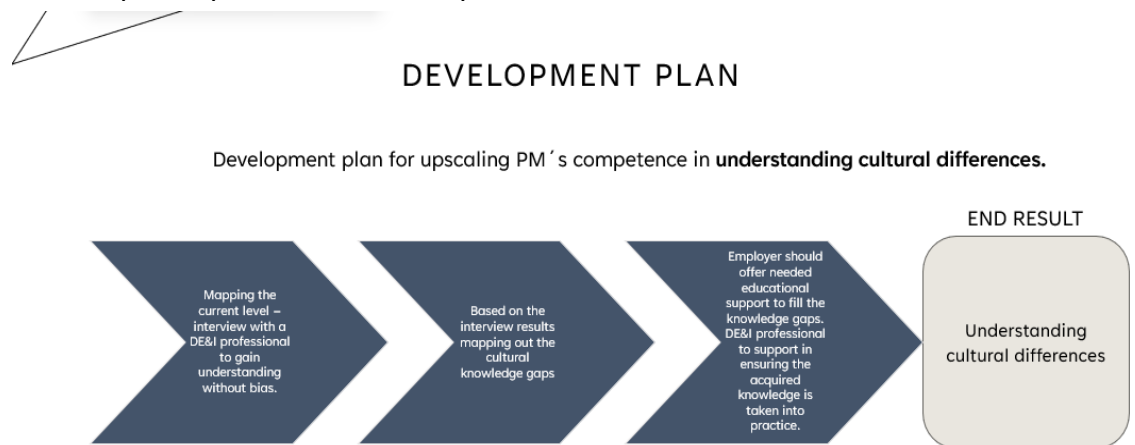


Figure 6. Development plan draft for developing Project Managers competence in understanding cultural differences

From the interview further development ideas were considered and some of them were already implemented, if not and they were considered as a value adding idea they would be added to the plan after revising them thru.

1st step:

- Mapping the current level – interview with a DE&I professional to gain understanding without bias.

“I was thinking like as we are starting the DEI work, it would be good to kind of like map out the current level.” - Communication Professional 1

“I think it's important and when you find out the cultural gaps that you need that on top of the sort of educational support, whatever kind of course it might be or something like that.” - Communication Professional 3

The 1st step **will not be modified** based on the comments since it was concluded that it would act as a suitable first step.

2nd step:

- Based on the interview results mapping out the cultural knowledge gaps

Have you been thinking when the mapping on the first part when doing the mapping, have you been thinking that they would be like peer, you know reviews of the person before and after? So basically, you know, their project team could kind of like if they're view how they are doing before and after that. - Communication Professional 1

The 2nd step **will be modified** based on the comments since it was concluded that it would benefit from peer-to-peer discussions in this step and after the needed development plan has been executed.

3rd step:

- Employers should offer needed educational support to fill the knowledge gaps. DE&I professional to support in ensuring the acquired knowledge is taken into practice.

“Everyone's got the thought this is maybe something that you would already include in step three, so educational support, but I think something very concrete would help people. So, let's say you have this scenario like you know you're talking with a Chinese person and then they say this and then you want to that. And what does that mean and how do they interpret that? Obviously, that's a huge generalization, so you need to account for that, but try and put people in these cultural situations and make sure that they umm how even if in a controlled environment lived through a cultural exchange and experience and understand why somebody would interpret that in a maybe a different way than they would themselves.” - Communication Professional 2

The 3rd step **will be modified** based on the comments since it was concluded that it would benefit from peer-to-peer discussions and a diverse session where these acquired skills could be put to practice in a safe space.

Adapting communication style

The suggested development plan for developing project managers competence on adapting their communication style before the comments and suggestions was:

- Writing down what communication means for the Jr PM. Reflecting on the situation's adaptation might happen.
- Discussing with communication professionals about the results to gain more understanding on the topic and the value of adaptation.

- Implementation and acknowledgment of the learned topics should be the next step. Reflection and feedback collection are key actions for future development.
- The plan presented in during the interview, based on this we discussed further development possibilities for the plan:

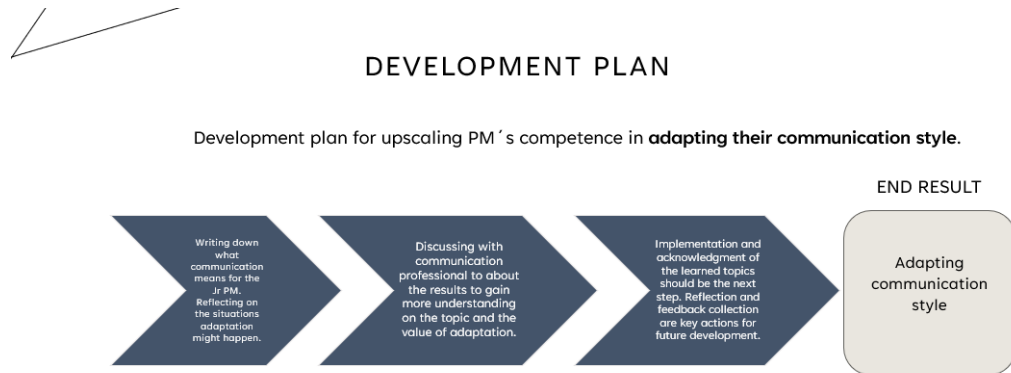


Figure 7. Development plan draft for developing Project Managers competence in adapting communication

From the interview further development ideas were considered and some of them were already implemented, if not and they were considered as a value adding idea they would be added to the plan after revising them thru.

1st step:

- Writing down what communication means for the Jr PM. Reflecting on the situation's adaptation might happen.

"I think something that might help somebody think about this adaptation is to think through situations where they felt that they had a good communication and then situations where they had a bad one and then try and identify what was good, why the good conversations were good, and why the bad conversations or bad." - Communication Professional

2

The 1st step **will be modified** based on the comments since it was concluded that it would benefit from reflecting a bit more in-depth on past adaptation experiences.

2nd step:

- Discussing with communication professionals about the results to gain more understanding on the topic and the value of adaptation.

“I remember I had a call with a colleague, and I went into, went into the call with a lot of energy and like, hey, let's make this happen. They weren't responding to it at all. And the more I tried to kind of positively in the way that I looked at it, I was really trying to encourage them and energize them and they just, you know, they were getting more and more withdrawn. And then afterwards I heard that they were going through something difficult in their personal life and I was like oh, I feel like the worst person because I didn't realize that.” - Communication Professional 2

The 2nd step **will be modified** based on the comments since it was concluded that it would benefit writing down some practical examples to go through with the support.

3rd step:

- Implementation and acknowledgment of the learned topics should be the next step. Reflection and feedback collection are key actions for future development.

3rd step **will not be modified** based on the comments since it was concluded that it would be suitable 3rd step.

Simplify terminology

The suggested development plan for developing project managers competence on simplifying terminology before the comments and suggestions was:

- Interviewing people who work with projects and have had difficulties understanding the project content due to difficult terminology.
- Based on the interviews key challenges should be pointed out and a reflection on PM's current terminology use should happen.
- Offering online courses on the project related terminology and ensuring the PM has the time for adjusting it based on the previously identified challenges.

- The plan presented in during the interview, based on this we discussed further development possibilities for the plan:

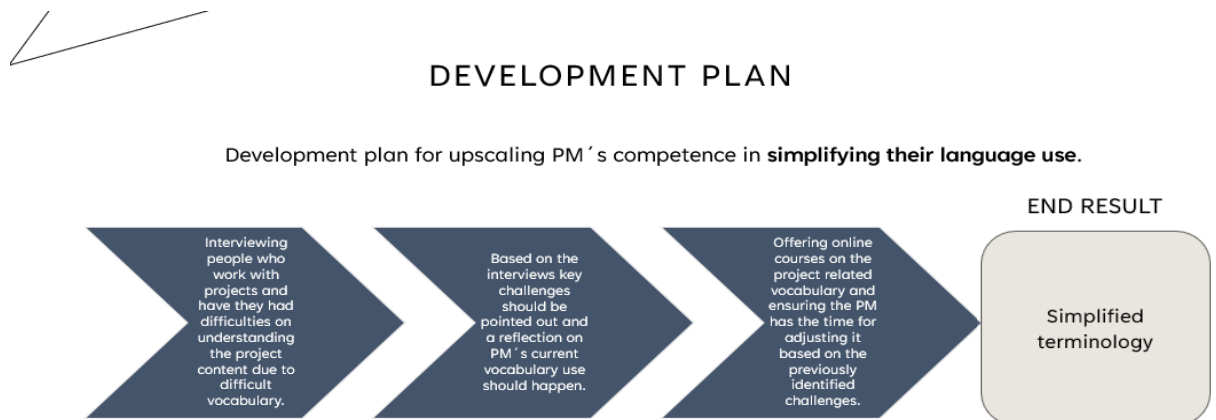


Figure 8. Development plan draft for developing Project Managers competence in simplifying terminology

From the interview further development ideas were considered and some of them were already implemented, if not and they were considered as a value adding idea they would be added to the plan after revising them thru.

1st step:

- Interviewing people who work with projects and have had difficulties understanding the project content due to difficult terminology.

The 1st step **will not be modified** based on the comments since it was concluded that it would act as a suitable first step.

2nd step:

- Based on the interviews key challenges should be pointed out and a reflection on PM´s current terminology use should happen.

“One thing I was thinking about because, like you said, it’s maybe quite specific, something to maybe help think about the terminology would be to consider if the projects have been cross functional collaboration and cross team and department and collaboration because that usually automatically means that for example I work a lot of in a lot of projects with IT and Infosec and after two years here I kind of understand the

language and but it's a steep learning curve. So, I think for an IT person when they do cross functional collaboration especially and they bring in people, team members and communicators, maybe marketers, they should already consider the fact that you know their terminology is very different too.” - Communication Professional 3

“Know your audience, because that's what marketing does all the time and we're doing it that in internal comms right now like we are kind of like building you know customer. Take half an hour an hour and think about what they need, and then you can adjust your Communications to that, which usually people you know for, especially in Internal Communications.” - Communication Professional 1

The 2nd step **will be modified** based on the comments since it was concluded that it would benefit from audience analysis and more focus on cross functional collaboration.

3rd step:

- Offering online courses on the project related terminology and ensuring the PM has the time for adjusting it based on the previously identified challenges.

“Don't use complex words to convey a complex message.” - Communication Professional 2

“And with like within the project and outside the project because it's both I might be within the project team, but my understanding of the technical issues is very different than for example, a lot of people on certain things.” - Communication Professional 3

“I would maybe see if AI can help with this. I don't know if it's about specific what bud I often think, and I don't know if you're thinking more for, like specific words, individual words or more of the sentences that people form, because I think that can help a lot because people tend to have very complex sentences. And then if you put that on, you know in the chat GPT like make this simpler, that helps, and I think people and especially maybe from certain cultures maybe think that the more complex they saw the more intellectual they appear which exactly.” - Communication Professional 2

The 3rd step **will be modified** based on the comments since it was concluded that it would benefit from adding AI usage and more specific education on terminology.

Develop confidence

The suggested development plan for developing project managers communicational confidence before the comments and suggestions was:

- PM should reflect on their level of confidence and identify the key pain points.
- Performance professionals could offer sessions based on the indicated pain points to develop the confidence of the PM.
- PM should apply these skills for situations that need cultural or terminology accommodation and record those. The recordings should be revised together with the performance professionals to get feedback and evolve.
- The plan presented in during the interview, based on this we discussed further development possibilities for the plan:

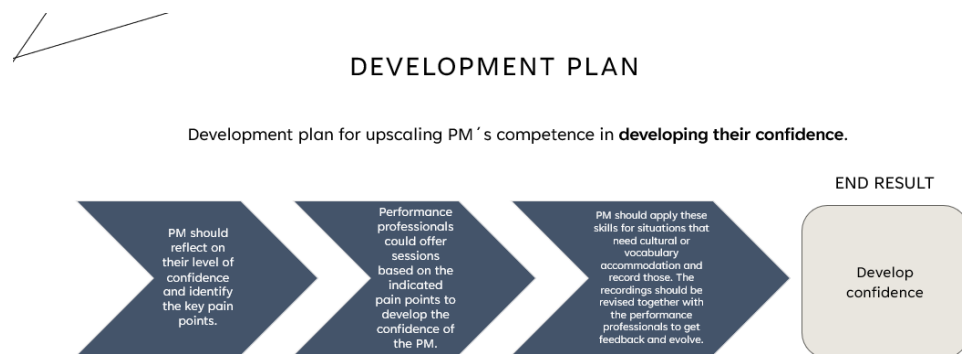


Figure 9. Development plan draft for developing Project Managers competence in developing confidence

From the interview further development ideas were considered and some of them were already implemented, if not and they were considered as a value adding idea they would be added to the plan after revising them thru.

1st step:

- PM should reflect on their level of confidence and identify the key pain points.

“The project manager should be looking at themselves too because that's a harsh issue situation if you've never done that, and even like I've done TV for years, I still don't look, you know, like looking at myself. But it helps you a lot because when you're looking at yourself from, you know, outside yourself, you see like patterns you do.” - Communication Professional 1

The 1st step **will be modified** based on the comments since it was concluded that it would benefit from recording meetings.

2nd step:

- Performance professionals could offer sessions based on the indicated pain points to develop the confidence of the PM.

“One thing that could be added is kind of like recording a few meetings or like you know where you communicate because we can record everything now in teams and then you know of course professional could go through and those and give feedback. So, I'd like that that kind of gives you a time to think about your own actions later and then learn from it and apply that to the future.” - Communication Professional 1

The 2nd step **will be modified** based on the comments since it was concluded that it would benefit from revising the recording through.

3rd step:

- PM should apply these skills for situations that need cultural or terminology accommodation and record those. The recordings should be revised together with the performance professionals to get feedback and evolve.

“I would add peer reviews here too, that they could watch there you know each other's because when you do a media like training for like the leadership for example, they learn usually the best when they can see each other's like interviews and comment on that because then they learn from each other's mistakes and learn from the good things that they do.” - Communication Professional 1

3rd step **will be modified** based on the comments since it was concluded that it would benefit from reviews in addition to the professional support.

Transparency and clarity

The suggested development plan for developing project managers competence on creating transparency and clarity to their communications before the comments and suggestions was:

- Defining what transparency and clarity mean in project communication context, how these relate to cultural and terminology accommodation?
- Offering an online course on project communication to understand the risks and possibilities for transparent and clear communications.
- Comparing the findings from the course and definition phase and thinking on how the accommodation should be present in project communications. Implementing to action.
- The plan presented in during the interview, based on this we discussed further development possibilities for the plan:



Figure 10. Development plan draft for developing Project Managers competence in communication transparency and clarity

From the interview further development ideas were considered and some of them were already implemented, if not and they were considered as a value adding idea they would be added to the plan after revising them thru.

1st step:

- Defining what transparency and clarity mean in project communication context, how these relate to cultural and terminology accommodation.

"I think one of the things that could be like to think about that would bring clarity is like what kind of information and communications do

different types of flight the team members need. So, you don't need to pour down all the information to somebody who is not benefiting from it, but kind of like narrowing it down to the point that it will give them benefit to know about that. But if they if it's irrelevant for the work, they don't need to know it. So, you can kind of like have multiple swim lanes with the Communications. This of course takes a lot of work to do that, but at the same time some people need more information, and some people need less information from different topics.” - Communication Professional 1

The 1st step **will be modified** based on the comment since it was concluded that it would need a bit more practical actions to support the understanding so an audience analysis supported by a communications professional will be added.

2nd step:

- Offering an online course on project communication to understand the risks and possibilities for transparent and clear communications.

“I also think because so much responsibility in this situation falls on these project managers, that's something I've experienced before. Are the cultural discrepancies. So, for example, even though someone who's a project manager may think something is transparent or clear to their subordinates or someone who they're working with, it doesn't necessarily mean that it always is.” - Communication Professional 4

The 2nd step **will not be modified** based on the comments since it was concluded that it would work as a logical next step.

3rd step:

- Comparing the findings from the course and definition phase and thinking on how the accommodation should be present in project communications. Implementing to action.

“I think the biggest problem that I've seen with any project management is just the lack of a plan that the plant is, maybe there isn't a plan, or the plan isn't shared. It's not kept in a place where everyone knows exactly

where it is and everyone has access to it.

If it needs updating, it's not regularly updated, so I think just having something you know very concrete thing which you should have a plan right when you're going to do something, you should have an issue that you're trying to fix or something new that you're trying to achieve and you should have an idea of what's happening. So, everyone can look and be like, OK, so these are the, you know, the milestones and the deadlines and the whatnots and be able to follow that.” - Communication Professional 2

The 3rd step **will be modified** based on the comments since it was concluded that it would benefit from more professional support in creating a communication plan.

4 Development plan – Project Managers communicational competence on cultural and terminology accommodation

Based on the conducted research and interviews a development plan for developing project managers communicational competence on cultural and terminology accommodation was created. The goal of the plan is to create a clear competence development journey to support employers and project managers to develop their competence in the stated topic. For a project to run smoothly the Project Manager needs to be able to communicate in different ways. The Project Team and stakeholders need to have the sense that the project is under control, and everyone knows when and what happens next and feel secure that everything is under control. As people have different ways of getting information it is important that communication is as simple and clear as possible. Sometimes pictures can describe more than words and some cases can only be described in words.

4.1 Self-reflection skills of the Project Manager

The basis for individual communicational development is the skill of self-reflection. It serves as the key starting point for the development. Without this skill the development plan might not work since the actions might be hard to implement into actions if this crucial skill is missing from the project managers tool kit.

“A lot of self-reflection from the PM is needed. It is promising idea that professional help would be provided to them with the self-reflection. “

- Communication Professional 3

Based on this comment and the development points from the plan it could be said that the self-reflection is crucial for the suggested development plan to work. Ensuring the needed self-reflection skills are present the project manager could gain more confidence in their line of work, also from communicational point of view and from this the evolvement to gaining competence on crating more culturally and terminology inclusive communication atmosphere for the project and the project team.



SELF-REFLECTION

The key skill for developing project managers communicational competence is:



This skill should be developed personally by the project manager, but employer should offer support on learning and developing self-reflection skills.

For developing these skills coaching services could be provided. This skill is the key for developing project managers communicational competence. It is the key ingredient in solving the key development topics that will be stated in the next slide.

Without self-reflection the development and upscaling of communicational competence will be very hard.

Figure 11. Self-reflection, they key skill for competence development

4.2 Key development topics

Key development topics are identified through a group interview, the accommodation might happen in many other contexts too but based on the interview result these five key topics were found to have the most valuable effect on the overall project success.



KEY DEVELOPMENT TOPICS

From the Junior Project Manager group interview five key development topics were found. The development plan will focus on creating a plan on how organizations can support project managers leading diverse project teams from communicational point of view focusing on cultural and vocabulary accommodation.



All these topics benefit from different types of practical competence development actions. The plan will provide a suggestion for competence development plan per each topic that are stated above.

Figure 12. Finalized development topics for the development plan

4.2.1 Understanding cultural differences

Project Managers should pay close attention to the communication styles, preferences, and non-verbal cues of team members. This involves not just listening to what is being said but also how it is being said, including the pace, tone, and formality of language. Observing these aspects can provide insights into cultural norms and values, also active feedback collection and open discussion atmosphere will bring more value from cultural understanding point of view. Understanding the broader cultural contexts can help in avoiding misunderstandings and fostering a more inclusive environment. This also shows a commitment to valuing and respecting the diverse backgrounds of the project team.



DEVELOPMENT PLAN

Development plan for upscaling PM’s competence in **understanding cultural differences**.



Educational opportunity examples:
 online course, workshop with DE&I professional for wider audience,
 access to trustworthy knowledge base

Figure 13. Finalized plan for developing Project Managers competence in understanding cultural differences

4.2.2 Adapting communication style

Based on the interviews, research and understanding gained, project managers should adapt their communication style to better align with that of their team members. This could mean modifying the level of formality, adjusting the speed of speech, or using simpler language to ensure clarity. The goal is to make communication as inclusive and accessible as possible for the whole project team.

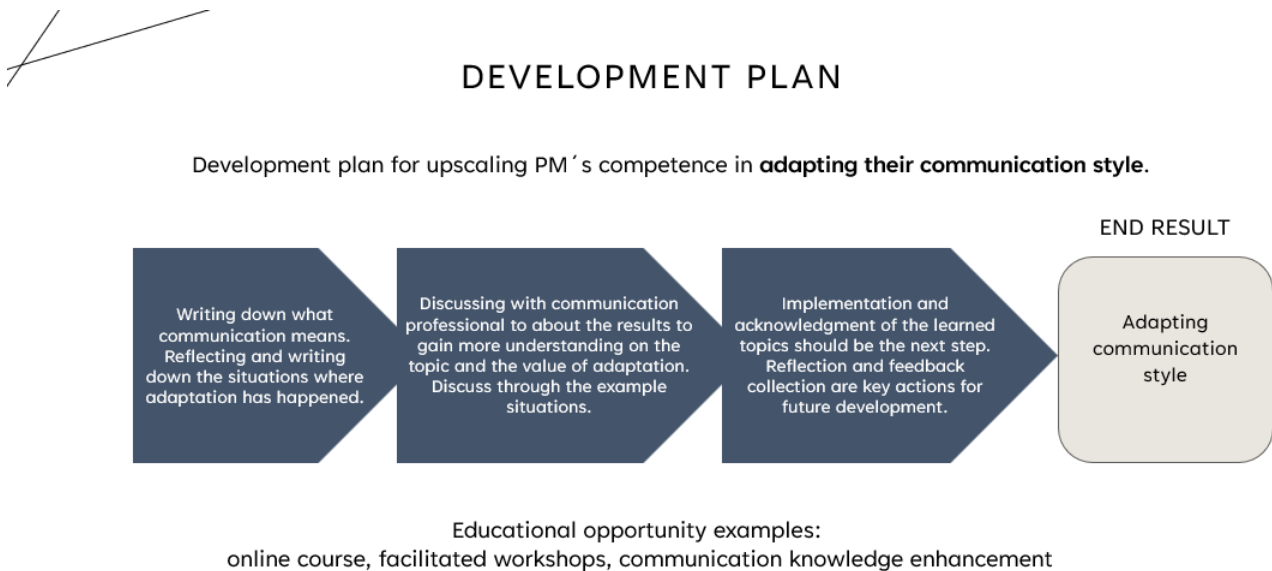


Figure 14. Finalized plan for developing Project Managers competence in adapting their communication style

4.2.3 Simplify terminology

Project Managers should be mindful of using jargon, idioms, or cultural references that may not be understood by everyone. Being too professional in their terminology use might lead to a misunderstanding and in worst case scenario a failure of the project due to the misunderstanding. Project Managers should focus on clear and straightforward language that is more likely to be universally understood, day-to-day terminology should be used to serve the communicational needs of a diverse project team. This helps in ensuring that all team members, regardless of their cultural background or language competence, can fully participate in discussions and understand project-related information. This can also be considered as risk management.

To ensure the used terminology is truly understood by all parties' project managers can start engaging in a feedback loop by establishing channels for questions and feedback, such as comment sections or direct communication platforms, allows for clarification and ensures that the message is received as intended. It is key to review the content with someone else for clarity and potential misunderstandings and based on this further refine the communication, ensuring that it is straightforward and comprehensible to all members of the project team.

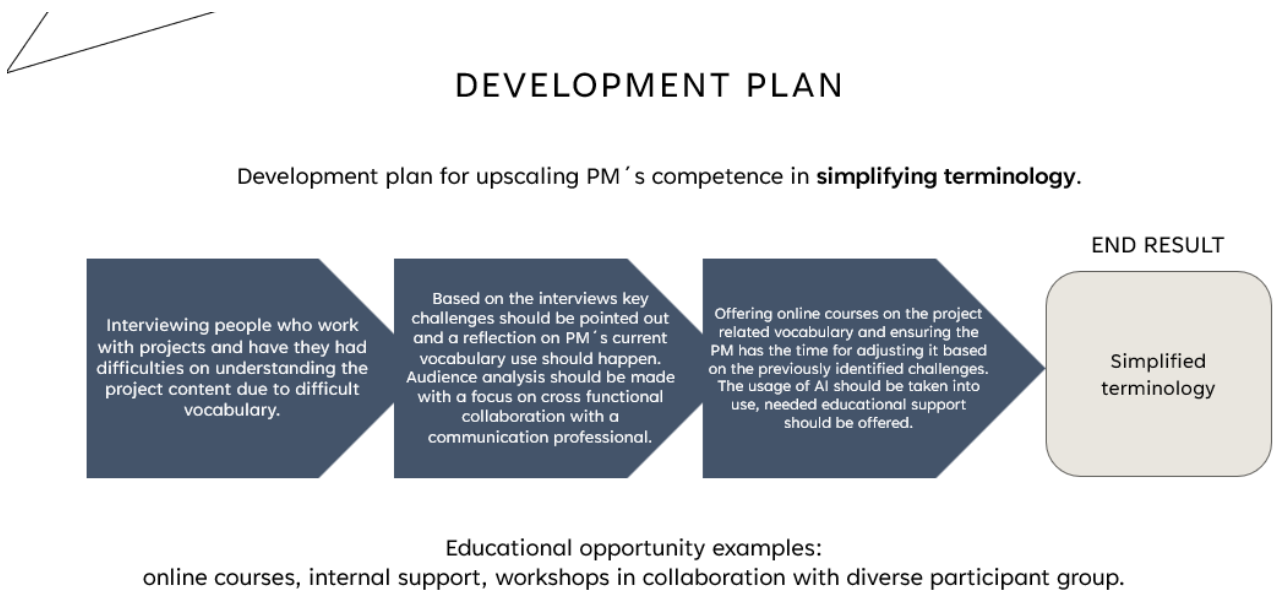


Figure 15. Finalized plan for developing Project Managers competence in simplifying terminology

4.2.4 Develop confidence

Enhancing project managers confidence is a complex topic but can be supported by the employer from professional development point of view. Gathering feedback, getting peer to peer support, praises for successes and constructive discussion on failures. The lessons learned from work life and a supportive atmosphere are the key factors on developing project managers confidence. The project manager could ask for feedback on their communication style and methods. Confidence will evolve when the project manager gains more professional experience from successes and failures.

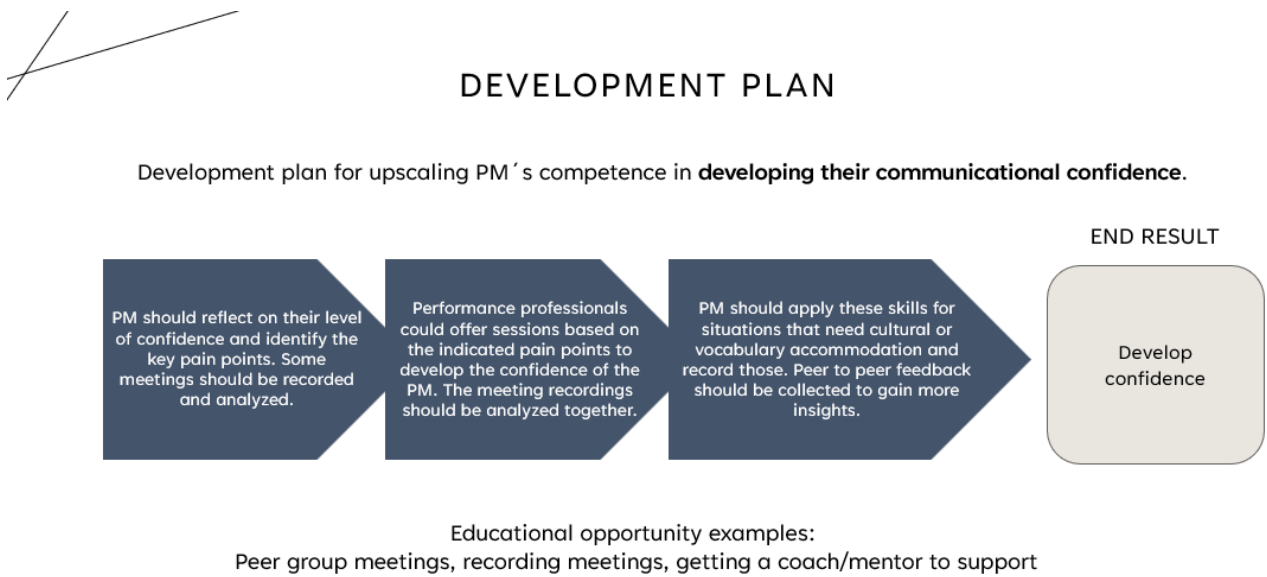


Figure 16. Finalized plan for developing Project Managers competence in developing confidence

4.2.5 Transparency and clarity

Project Managers should regularly review and adjust communication styles as needed. Teams are dynamic, and as projects progress or project team changes, communication needs may also evolve. Regular check-ins can help in ensuring that communication remains effective and inclusive throughout the project lifecycle for all project team members.

Also, an environment where project team members feel comfortable providing feedback on communication is needed to ensure clarity. This can help in identifying areas for improvement and in understanding the specific needs and preferences of the project team members. Encouraging open dialogue can also help in addressing any misunderstandings or conflicts that may arise due to cultural differences or misunderstandings.

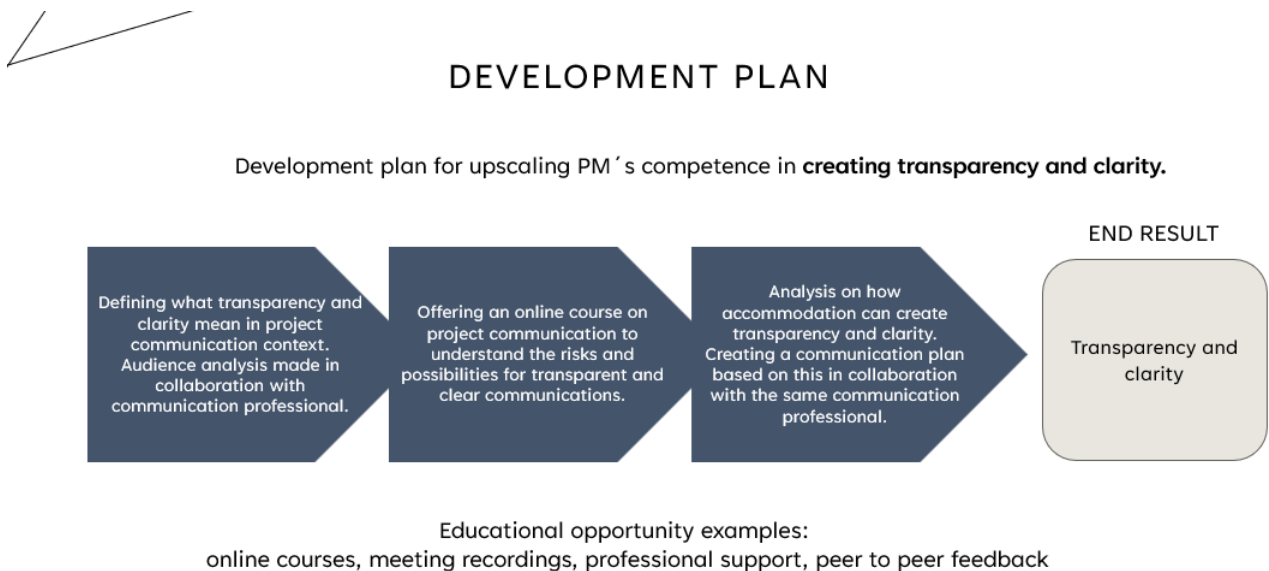


Figure 17. Finalized plan for developing Project Managers competence in communicational transparency and clarity

5 Discussion

As the thesis indicates, there are many elements that need to be considered during the planning of communicational competence development of the project manager. Creating a consensus on the knowledge level of the project manager themselves and the audience will be the key when starting the planning phase. Many different aspects came from the answers and from the research material, this shows that more communicational support for project managers is needed to serve more diverse project team needs.

Based on the executed research and conducted interviews the role of a project manager in any project is challenging from a communicational point of view. In this thesis the focus is on the communicational role of the project manager in projects from cultural and terminology accommodation point of view. Project managers can apply Communication Accommodation Theory (CAT) to enhance their communicational competence by focusing on understanding and adapting to the cultural and terminology differences within their project team. This not only enhances team collaboration and project success but also contributes to a more inclusive and respectful work environment.

Research questions that were answered:

Q1: What are the key challenges in project communication during a project from the project manager's point of view regarding the project specific terminology and leading culturally diverse project team?

- How do these challenges represent themselves in daily work?

Q2: What type of actions would help solve the key challenges of project managers communicational competence development best way possible from terminology and managing a culturally diverse team point of view?

- What type of development plan would support competence development?

Based on the interviews and the research it can be assumed that organizations might not understand the crucial role that the communicational competence of the Project Manager has big impact on the result of the whole project. Clearly some attention should be paid to educational support and other communicational support activities to enhance the communicational competence of the Project manager and ensure successful projects.

Suggested activity examples:

- Online courses
- Mapping of knowledge gaps
- Peer to peer support & feedback

- Communication professionals support

From the conducted studies and professional comments from experts there are certain areas that should have more focus when planning and executing project communications during projects. The key areas that could be addressed are:

- Terminology and understandability, the communication itself must be constructed to be understandable.
- Rhythm and ensuring all project team members are informed and have understood the needed content and information regarding the project and their responsibility in it.
- Creating a culturally inclusive communicational atmosphere

Based on the process that I have went through for this thesis and all the material gathered and read it has become clear that this subject is one that needs more studying. This type of communication in relation to project management combines many different elements from communication theories, models, and best practices. Work life overall is going through a fundamental change and the communication relating to it must evolve together in the same paste. Of course, this is an industry-related matter and does not apply to all levels of modern work life. This is the reason effective and purposeful communication is very important and especially during any project since it has a wider effect throughout the result of the whole project.

If communication is not planned and executed well during a project, all the efforts might go to waste at least on the social and cultural level. Communication is at the core of a successful project and why it is an area that should be considered more in depth in modern work life. The success of a project reflects as a success in business through the employee's wellbeing and increased engagement since the project creates value to those who will be interacting with the result in any way or medium.

5.1 Trustworthiness of the study

This study aims to be a trustworthy study by covering the topic from many angles: group interviews, and all referenced material in the study itself. It is a complex area to create a holistic view on communication since there are so many different aspects in project communication overall. The study itself focuses on project communication and Communication Accommodation Theory. Based on all gathered materials and research a suggestion for a development plan was created to serve the needs of developing project managers' competence development in cultural and terminology accommodation. Documentation is one of the most important things that lends credibility to work. All solutions and choices at different stages of the research are justified (Kananen 2010, 69). The interviews were documented and transcribed to ensure that the documentation is in needed level

for further analysis, also consents from all interviewees were gathered. The documentation of the development of the development plan was also conducted from phase to phase, this is shown in the study by describing the process of creating the development plan.

Reliability and validity are concepts of reliability in the natural sciences, which have been adopted as is into quantitative research, where they fit quite well. Reliability refers to the consistency of the research results obtained, meaning if the research is repeated, the same results are obtained. Validity, in all simplicity, means studying the right things. Both concepts also have sub-concepts, of which validity's external validity, or the generalizability of research results, is the most important. The research results obtained can be transferred to similar situations where they also hold true. (Kananen 2010, 69.)

Conducted interviews brought valuable insights on the researched area and without these the study would not have reached its goals of bringing an understanding on the challenges and creating a plan to solve them. To make sure study will bring value to the industry and project management professionals that work with projects they conducted interviews with professionals to validate the need and value for this type of study. The main message from articles and research done was that there are similar communicational challenges in all types of projects from the project manager's point of view, but communicational accommodation in projects will need a bit more understanding. There is no clear view on the reliability issues of qualitative research. In this matter too, qualitative research is quite flexible (Kananen 2010, 71).

A person does not always act in the same way, and rationality is often far away, in which case chance affects the individual. A person is a thinking and feeling entity, who can change their stance without reason. (Kananen 2010, 68.) The project manager should have understanding from a communicational point of view. Using some type of simple and understandable language from the beginning as a baseline for the project communication should clarify the process and other important aspects of the communication itself. The best way to validate the results of the study is to use the study itself as a discussion starter when starting this type of project and on understanding the needed communicational skills and upcoming challenges that the project manager might face. A deeper understanding of how to support the project managers, the best way possible from a communication point of view to achieve the best possible result for all stakeholders and the end users is needed. Qualitative research does not aim for generalizability, although transferability is discussed. Transferability means the validity of research results in similar cases. This requires a precise description of the research design and the subject of research so that those who wish to apply the results can deduce the correspondence of the situation from the initial assumptions. (Kananen 2010, 70-71.)

5.2 Reflection on own learning

My thesis journey has been quite hard due to many reasons and the journey started a little bit backwards. I struggled on the content and the result quite a lot and would have needed more headspace and time to dive deeper into the theoretical framework of the study itself and create a clearer link between the theoretical part – methodology and the final thesis itself. I feel that it is not as refined as it should be. This would have given a lot of value for my thesis process and surely made it clearer and straight forward. Now the process was done a bit backwards and it shows in the result since it is not that unified and streamlined content wise although the result was a success and served the goal that was set for the thesis, to create something useful and practical to help organizations to help solve their communicational challenges in projects.

If I did something differently for the survey it would be the clearer link to projects at a practical level. Questions would have been generated a bit more differently to clarify the connection between the survey and the subject matter and theoretical framework to support it. The core of the questions would have stayed the same, but the content would have been fine-tuned based on more in-depth discussion with my colleagues on the matter to gain more insights for creating the connection previously mentioned.

Overall, this has been a very insightful journey and I have learned a lot about myself and my ways of learning and processing things. My biggest challenge throughout the whole process has been the academical part since I am a practical person, and my mind works best at that level. This part is the thing that I will focus more on and develop my skills and mind. Also, one challenge was that originally, I wanted to do something that would create value to different project managers on a practical level. The result is not made for a specific organization since I realized that it would not serve my purpose to create something useful for everyone to use. So, in the end the journey was complicated and hard for me, but the result serves the desired outcome.

Next step would be to validate the results by implementing the development plan in use in practice and develop the understanding further based on the learnings that would be gained during the discussions. I am certain that this will create value for me and my communication and project manager colleagues in the future and create a better and more unified communicational atmosphere and will support project managers in different types of projects.

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Appendix 1. Questions from Junior Project Manager group interview

- What type of challenges regarding communicational understanding have you faced when working with different types of projects?
 - How do those challenges appear?
 - Do you get asked questions?
 - Do you see from expressions?
- In what type of situations do these challenges occur?
 - Why do you think they appear in these types of situations?
- When you are doing your project communication, do you adjust your terminology to ensure the receivers truly understand the meaning behind them?
 - If yes, how do you do this?
- Do you gain understanding of the receiver's knowledge on the project context?
 - If yes, how?
 - If not, why not?
- Do you assume that the project team already has the needed knowledge?
 - If so, why?
- Do you feel that other topics come on the way of gaining understanding?
 - If yes, what are those?
- How could you modify your messaging so that the receiver fully understands?
- How would you accommodate your communications?
- Would you rely on some kind of supportive materials?
- Do you work with culturally diverse project teams?
 - If yes, do you adjust your communication actions to serve the diverse backgrounds?
 - If yes how?
 - If not, why?
 - If not, imagine a situation in which you would lead a culturally diverse project team. What would you start with to gain understanding of the different communicational needs?
- When working with a culturally diverse project team, what type of challenges have you faced regarding communication?
- If you have faced language barriers, how did you overcome those?
- If you have faced situations where you have noticed your style of communication was not suitable how have you acted to fix the situation?

- Do you focus on your tone of voice when working with a culturally diverse team?
- Do you adjust your voice?
 - If yes, how? Softer?
- Do you adjust the speed you are speaking with?
- How do you notice if the audience does not understand what you are trying say?
 - How does this appear on a practical level?
- How would you fix the situation if the challenge is to understand the message you are trying to deliver?
- If you have faced this challenge and have not been able to fix it, would you be willing to develop your competence in this area?
- What type of support would you see most suitable for developing your competence in this area? Choose top 3 from all the options:
 - Web course
 - External Mentoring
 - Internal Mentoring
 - Group exercises
 - School courses
 - Study a new degree in communication.
- From 1-5, how important do you see the communicational accommodation done by the project manager?
- What benefits could come if the project manager modifies their communication to suit the audience?
- Open comments on the topic