

25
1986-2011 years

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How can we make better use of current and emerging communications channels?

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Before email, and
before there was **this**
guy...



We used to meet face to face...



Or we used the **telephones**...



So life was good and we were **happy!!**...



Really???

The Reality: Communications has never been perfect!

Phone calls don't always work...

Misunderstandings occur...

They are often intrusive...

Face to face is expensive in time and travel...

Result: Communications is **imperfect**...

Until perhaps someone creates the mind-meld or mental telepathy device!...



?



?

And today how we...



...and
communicate...

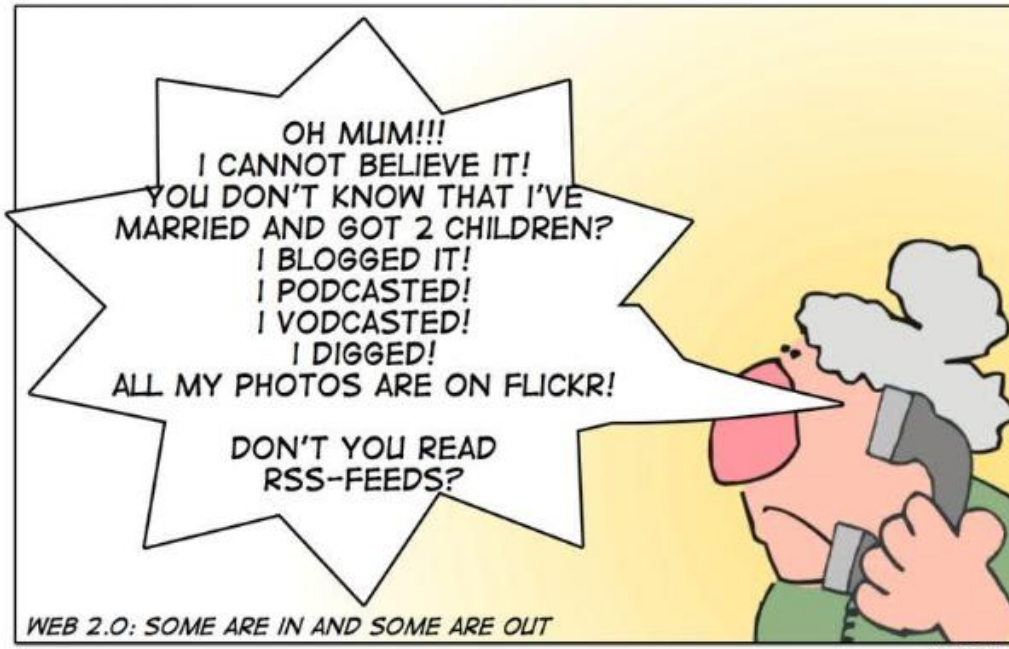


...is getting more complex...



We now have **so many channels** of communications that it is even easier to make a **poor choice of channel...**

Social Media Landscape



The rise of collaborative computing and social media gives us many more options for our **communications**

Would it be better if we just simplified things back to...

Talking face to face?



Or over the phone?



But...

Face to face
means people
have to get
together...at the
same time

And...

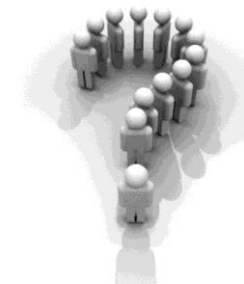
Phone calls
mean the other
parties must be
available at the
same time...

So how about if tried to find and use the best channels?

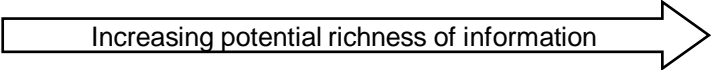
For example, while we know that some things need to be face to face...



...is there a way of helping us choose the best channel for the task?




In 1993...a guide was created by J.E.McGrath and A.B. Hollingshead...

Increasing potential richness of information 

Media for Group Communications

Task type(s)	Computer systems	Audio systems	Video systems	Face-to-face communications
<i>Generating Ideas & plans</i>	Good fit	Marginal fit Info too rich	Poor fit Info too rich	Poor fit Info too rich
<i>Choosing correct answer: intellective tasks</i>	Marginal fit Medium too constrained	Good fit	Good fit	Poor fit Info too rich
<i>Choosing preferred answer: judgement tasks</i>	Poor fit Medium too constrained	Good fit	Good fit	Marginal fit Info too rich
<i>Negotiating conflicts of interests</i>	Poor fit Medium too constrained	Poor fit Medium too constrained	Marginal fit Info too lean	Good fit

Increasing potential richness required for task success 

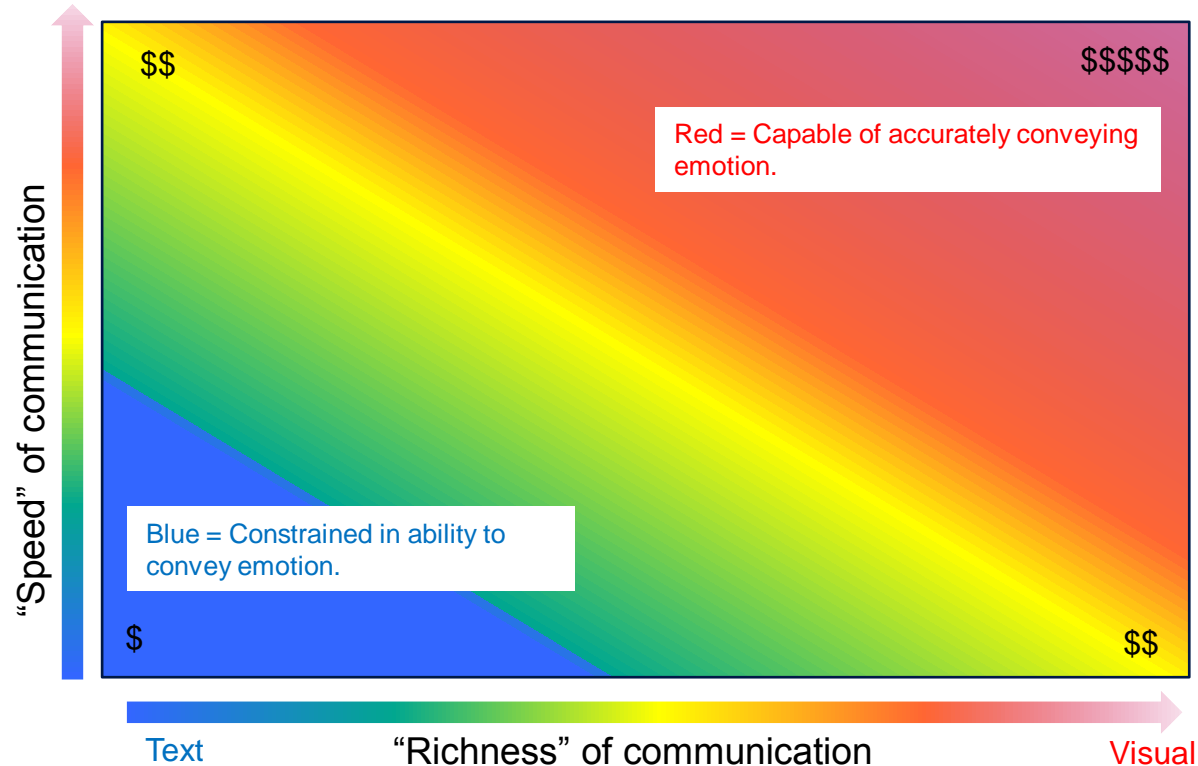
source - J.E. McGrath & A.B. Hollingshead, 1993

Acknowledgement also to: Michael Bennett,
Principal Consultant SMS

We have now produced an updated guide... 

Presenting: heat-map view of communications channels...

Heat-map view of communications channels. Paul Cooper, 2011



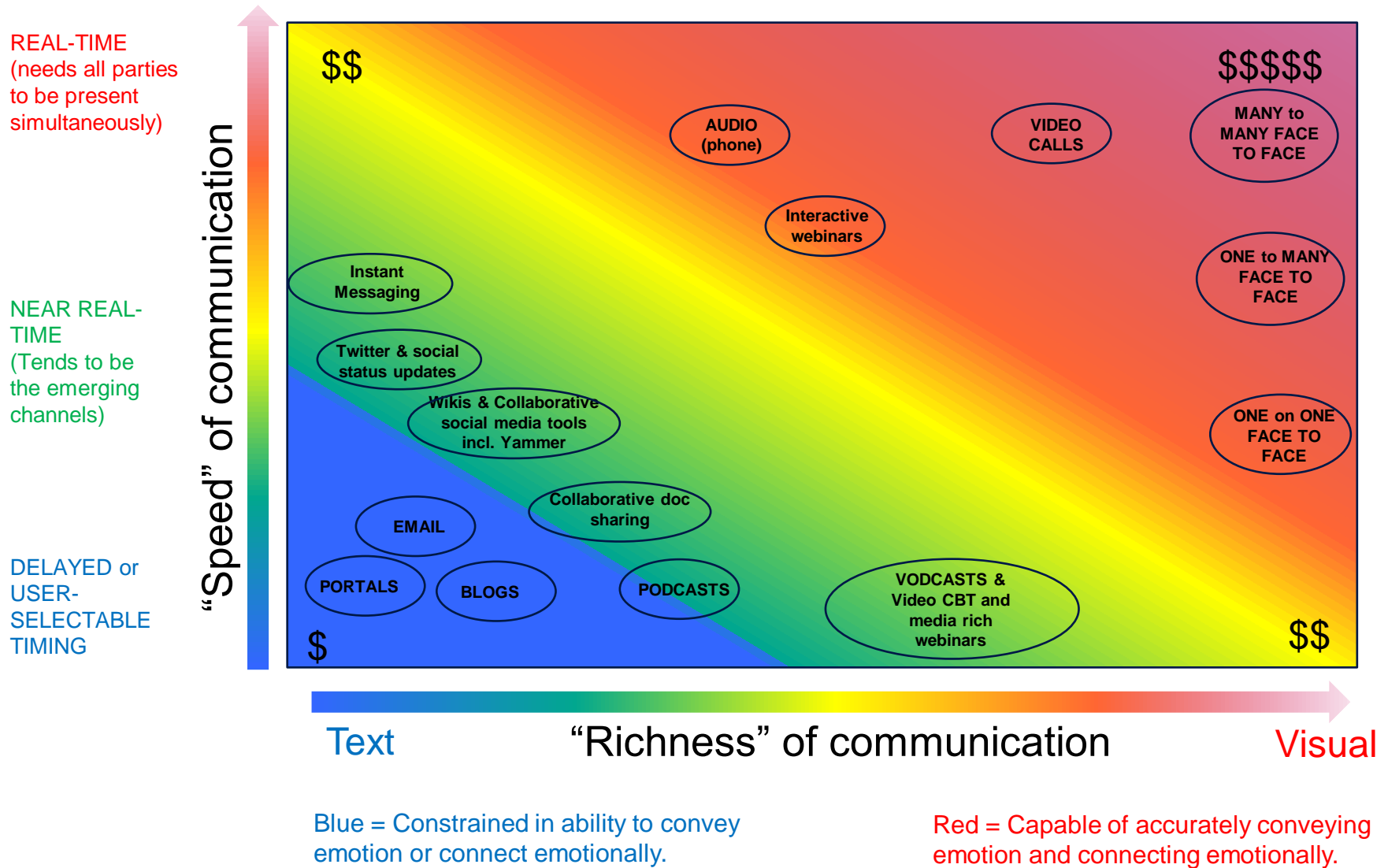
Usage: The heat-map maps the channels against the axes of “Speed” and “Richness of Communications” together with illustrative relative cost.

Blue conveys limited ability to “emotionally connect” while red conveys high ability to emotionally connect.

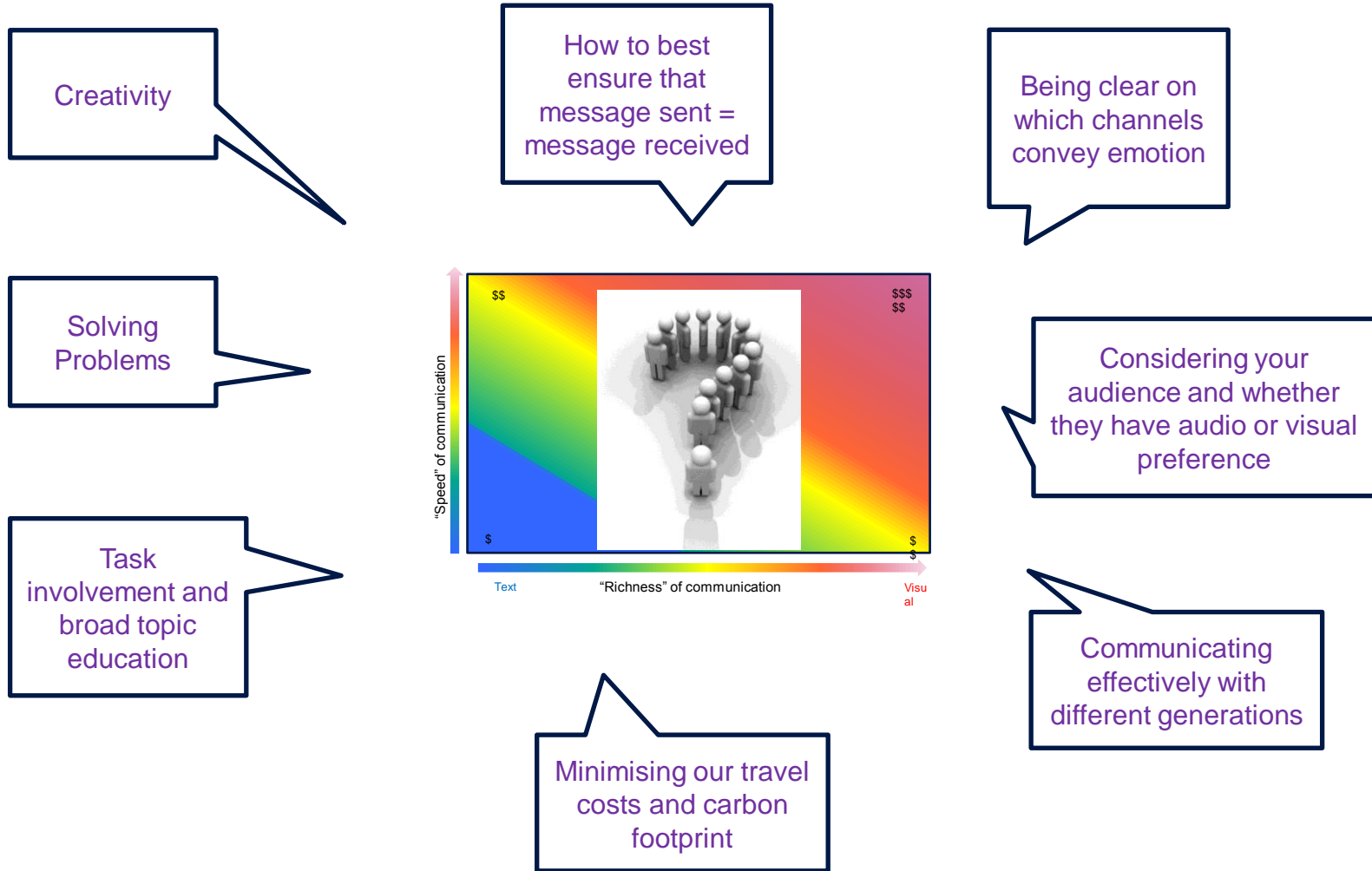


An heat-map updated view of communications channels - 2011

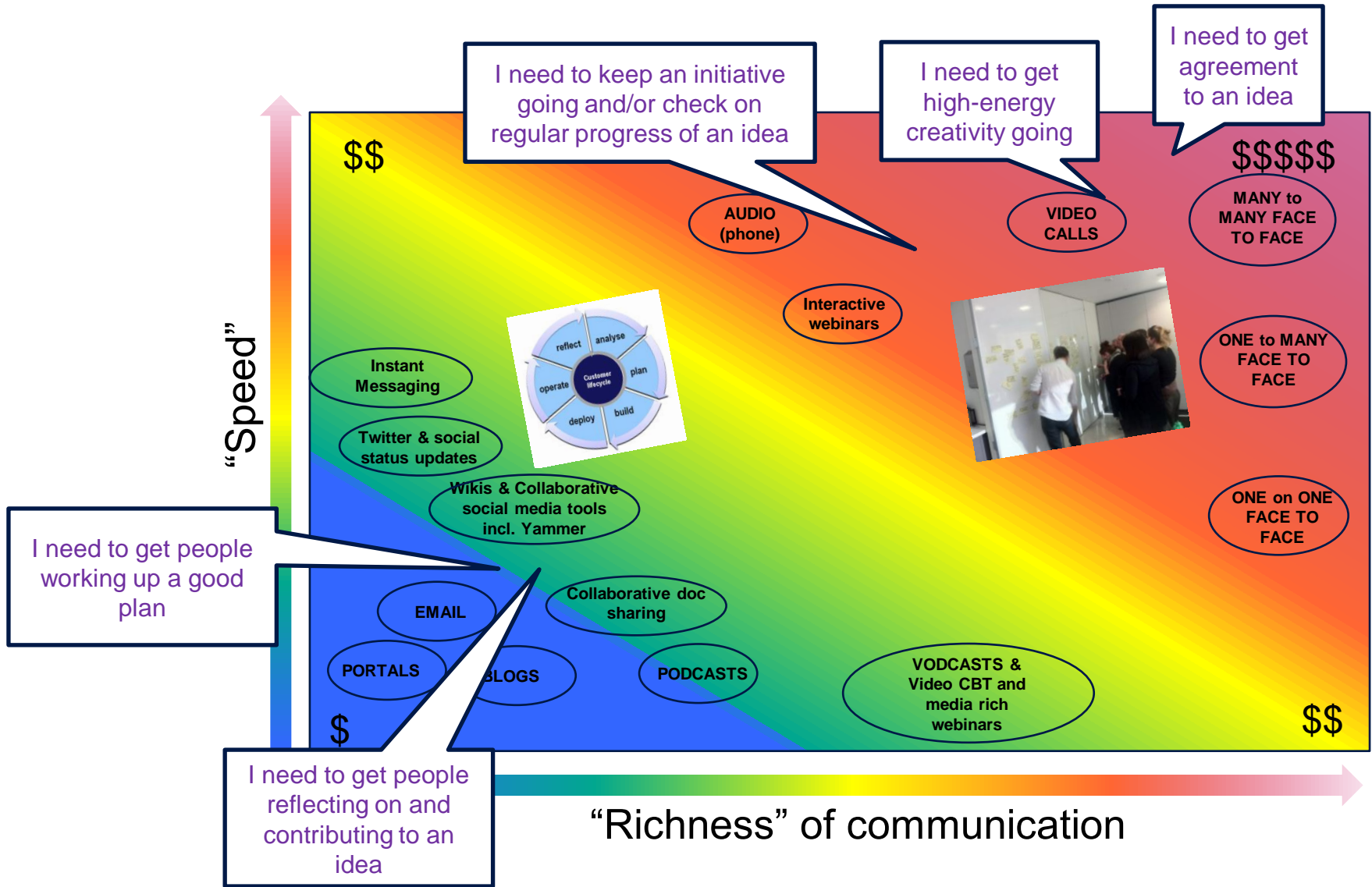
Heat-map view of communications channels. Paul Cooper, 2011



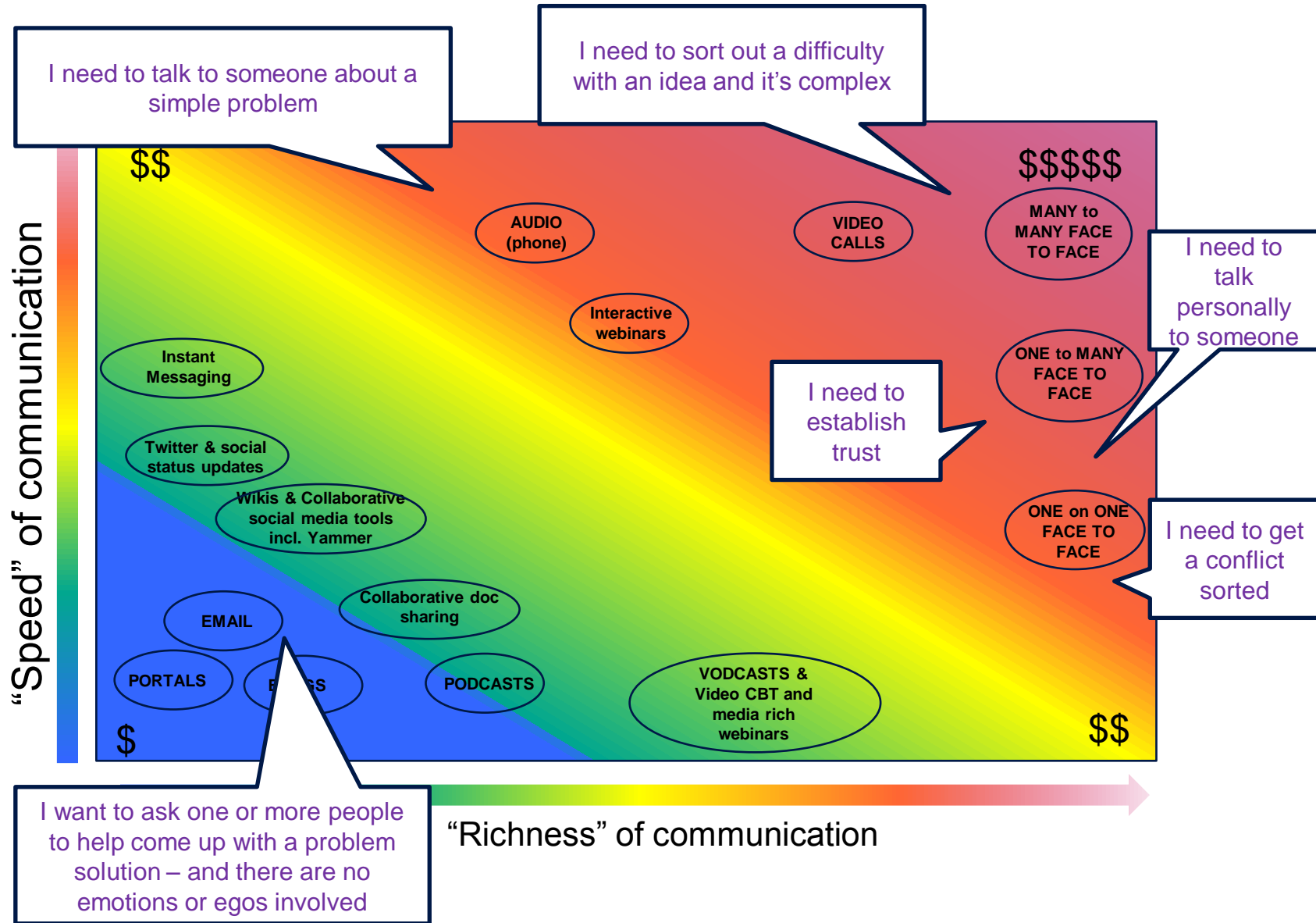
The subsequent pages provide guides for which channels to use for these aspects of communication and collaboration:



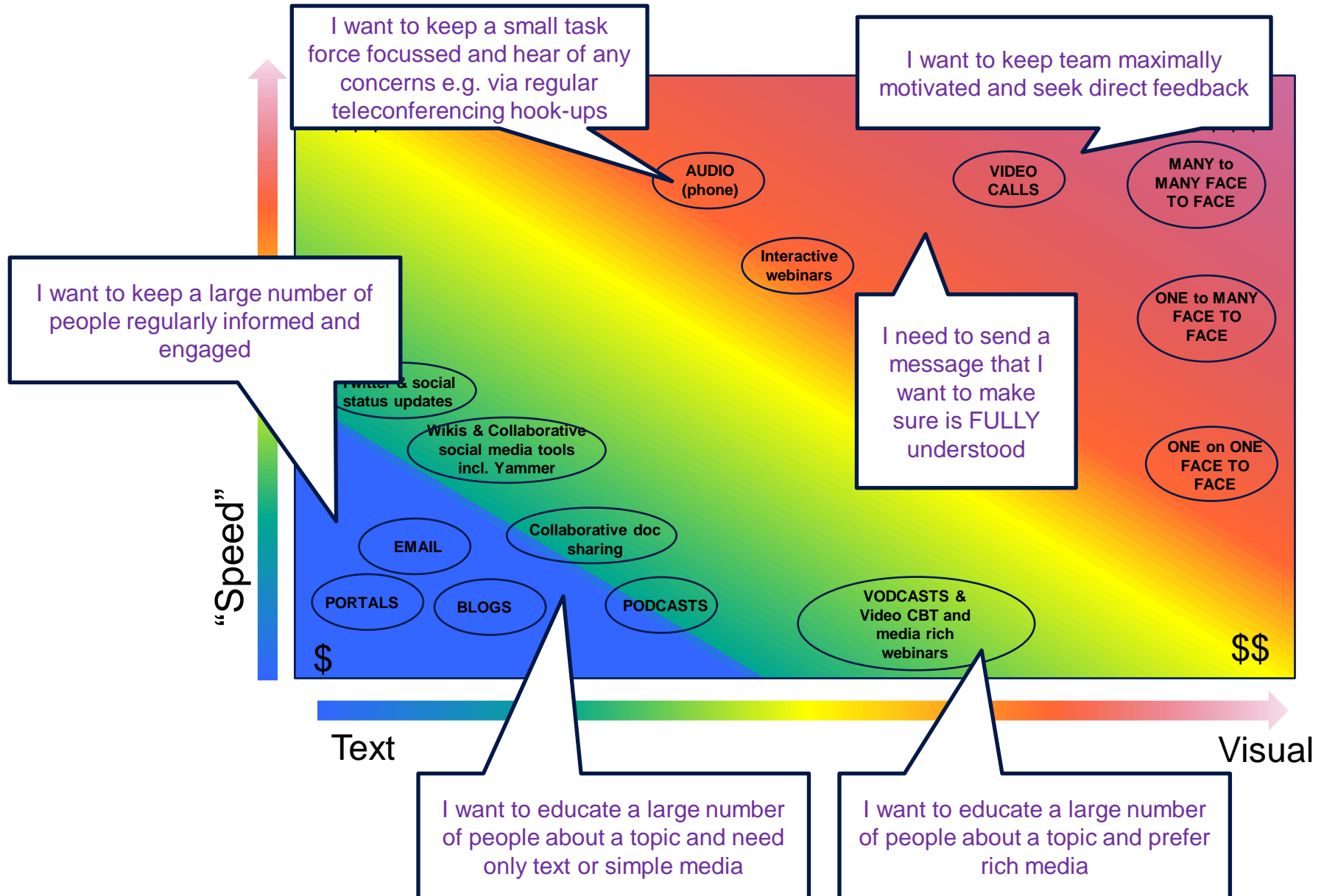
A channel guide: Creativity & Ideas...



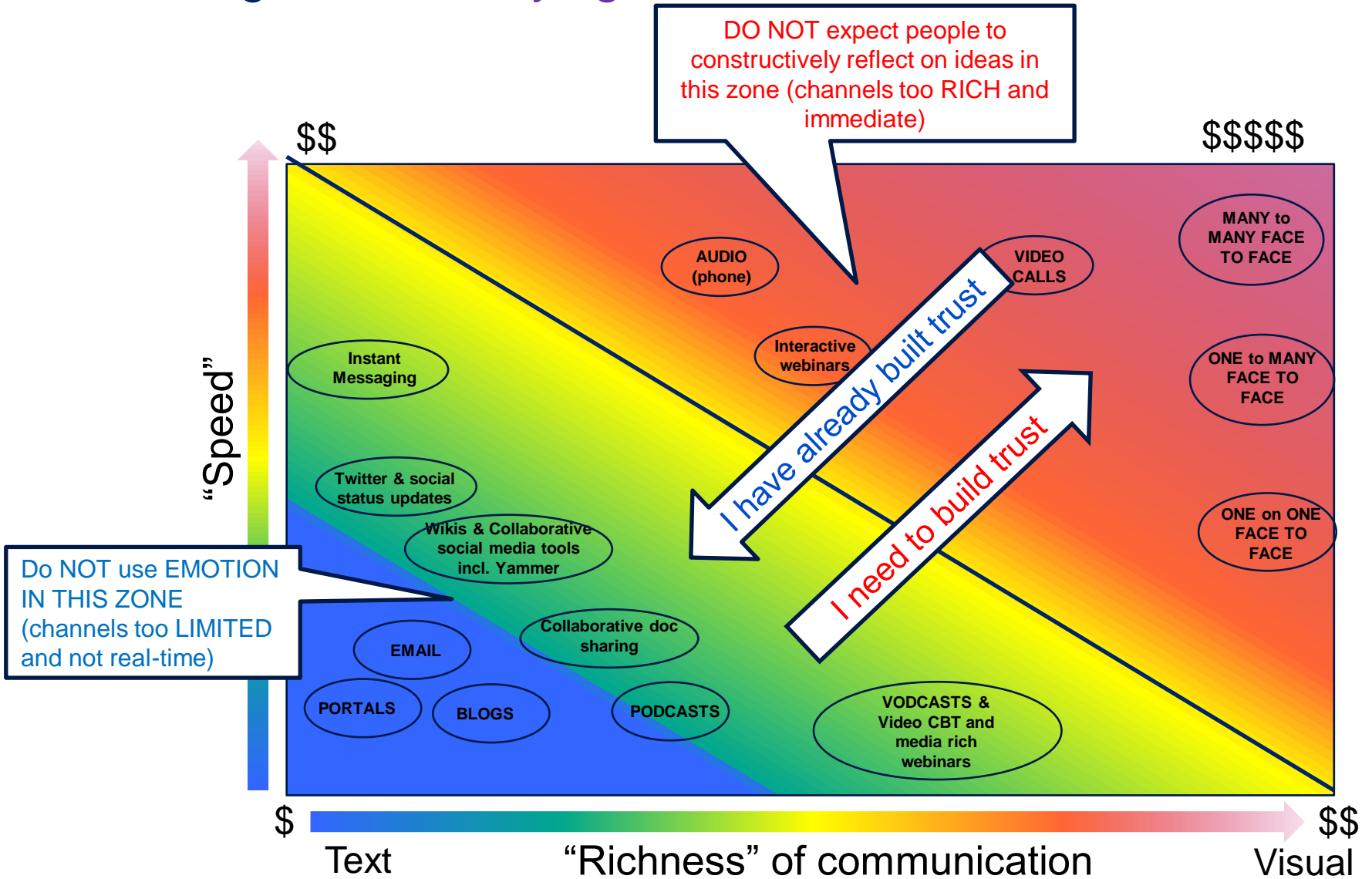
A channel guide: Resolving Problems...



A channel guide: Task involvement and broad topic education...

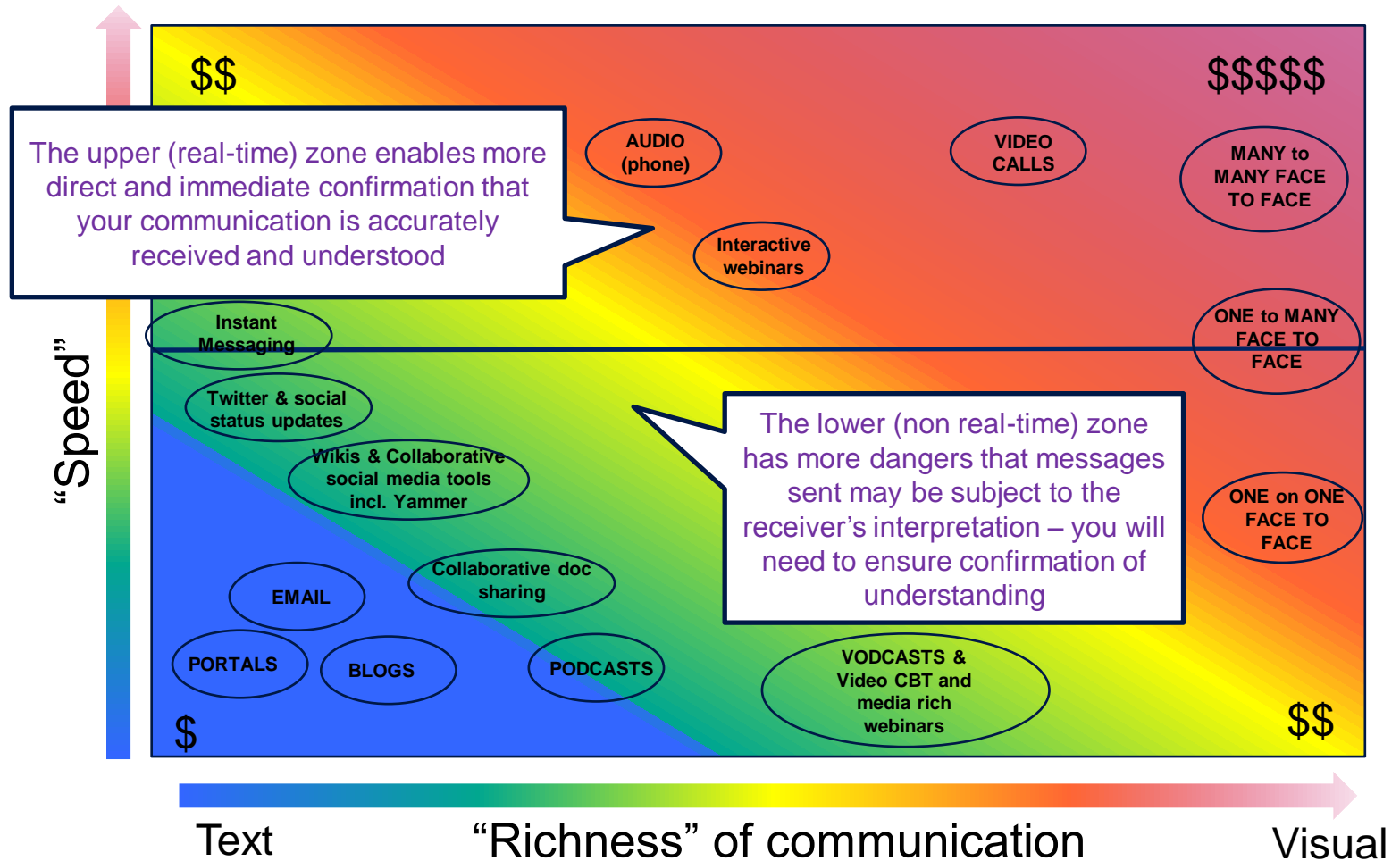


A channel guide: Conveying emotion



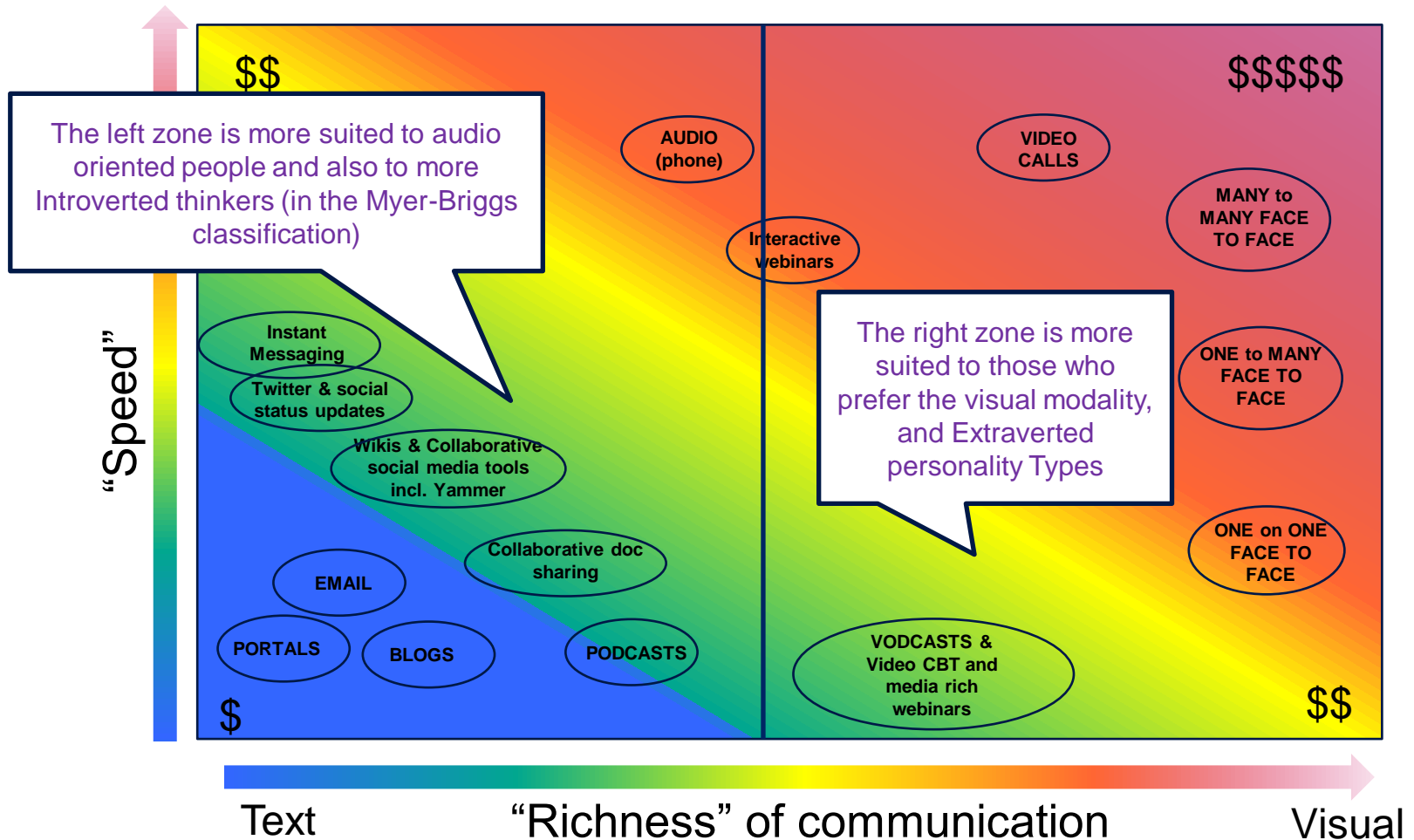
A channel guide: How to ensure that message sent = message received?

Heat-map view of communications channels. Paul Cooper, 2011

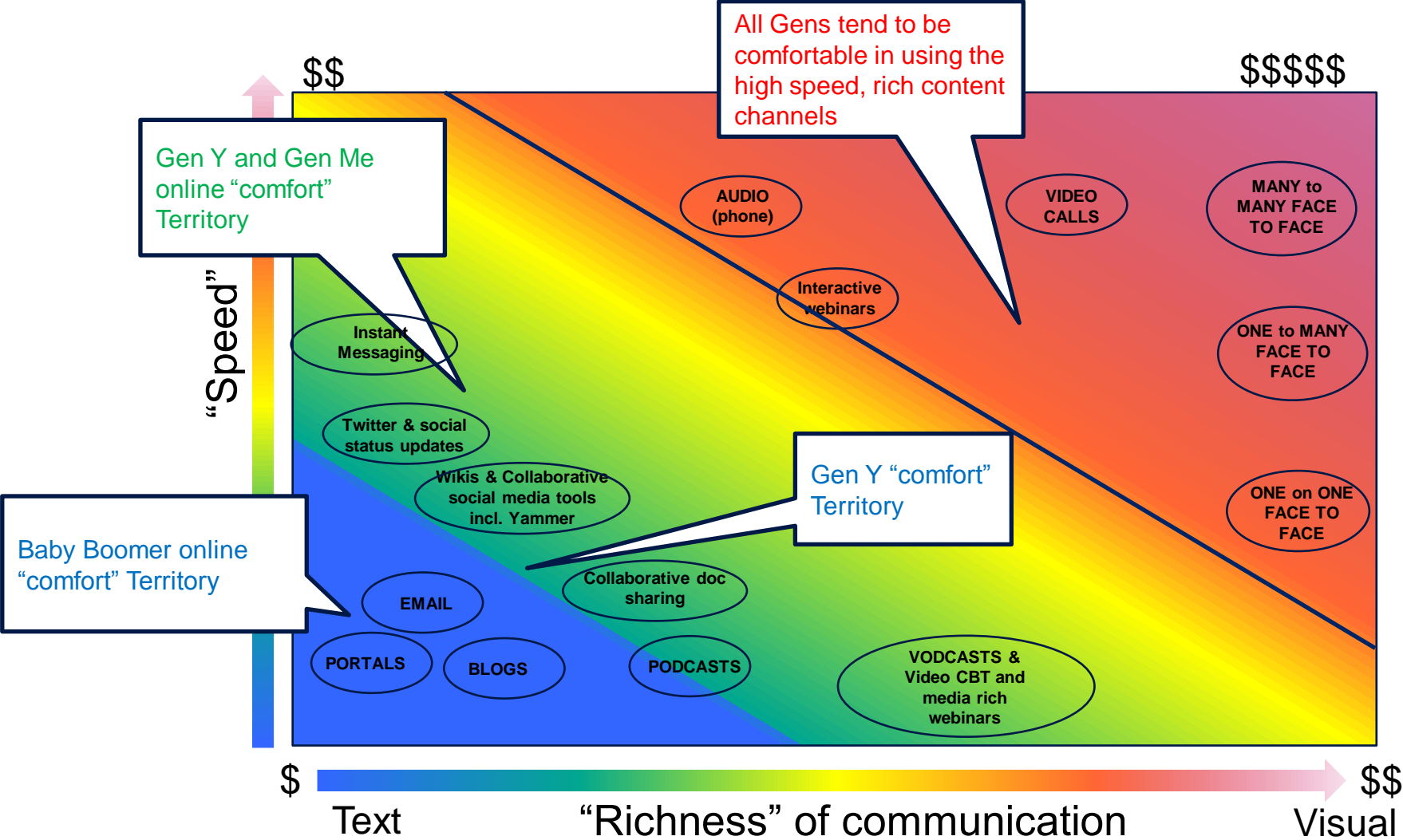


A channel guide: considering whether your audience has audio or visual preference

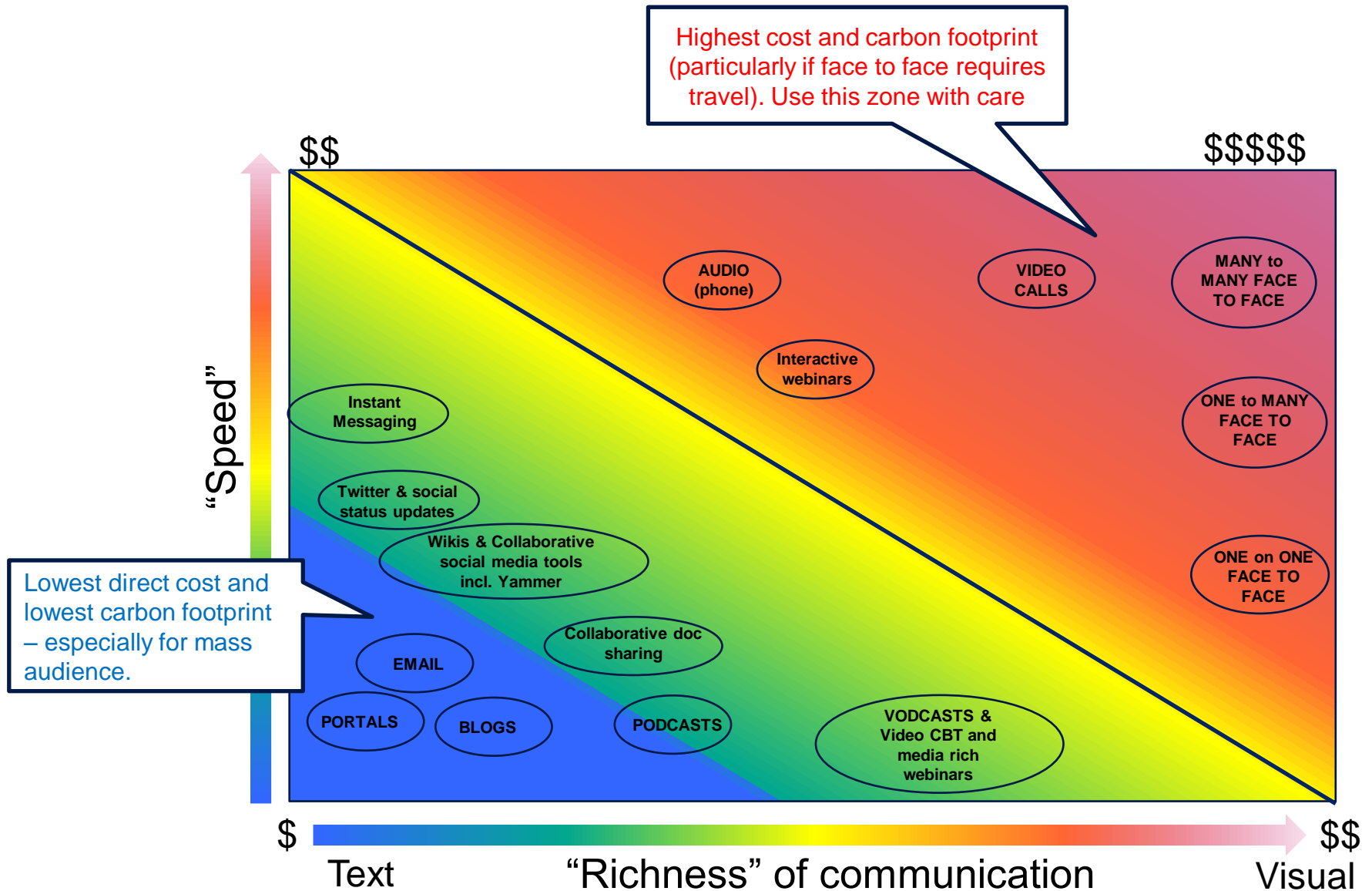
Heat-map view of communications channels. Paul Cooper, 2011



A channel guide: Making sure I communicate effectively with different generations



A channel guide: Minimising travel costs and carbon footprint

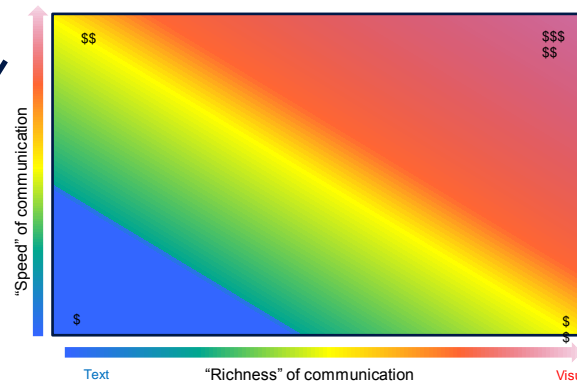


A few stories and tips from our team...

Consultant: "I am now more careful in how and when to use face to face and also how and when to keep people in my team engaged over a longer period e.g. by using small, pithy text communications online ..."

Consultant: "I found that I now pick up the phone more often when I want to connect with someone I already know, but that I use more collaborative systems like Yammer and Wikis when I want to get ideas fleshed out..."

Tip: One channel does NOT fit all. Understand the various channels, their speeds, richness, costs and the needs of your audience.



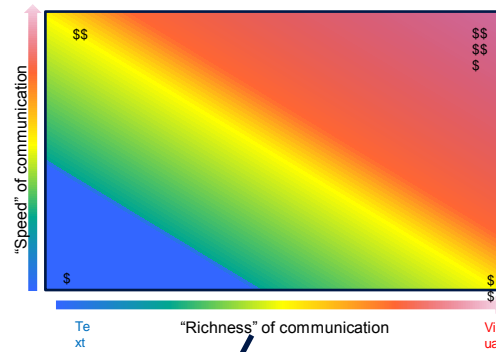
Tip: Take a good look at the benefits offered by the newer channels (collaborative and social media). Try and use stories to communicate and build trust...across all channels.

Tip: Make sure you consider the emotional context of your message and pick the right channel (hint: never use email for emotion.)

Consultant: "the heatmap also helps me when I am trying to discriminate between my needs for connectivity, information sharing and/or knowledge transfer..."

Our Recommendations...

One: Ensure your organisation has channels that support all the needed quadrants of the heat-map and make sure your team knows how to benefit from the emerging channels as well as traditional ones



Three: When considering communications channels, start from your needs and those of your audience. The technology is important but should be considered AFTER establishing your needs

Two: Communicate and share guidelines for how best to use the channels (feel free to use and build upon this pack.)

What's our Story?

SMS Management & Technology specialise in helping organisations make the most **effective use of current and emerging technologies.**

If you'd like to discuss any of the concepts presented, or would like our perspective on how the newer channels can power innovation for you then **our channels are open...**



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The screenshot displays the SMS Management & Technology website. The header features the SMS logo and navigation links: Home, About SMS, Services, Industries, Join SMS, SMS Alumni, Partners, Investors, Offices, and Contact Us. The main content area is titled 'Who We Are' and includes a sidebar with a table of contents: Who We Are, M&T Resources, What We Do, Our Clients, CEO's Message, Executive Management, History, Investors, The Board, Offices, Events, News, Partners & Accreditations, and Acquisitions. The main text describes the company's specialization in operational performance improvement and IT delivery, mentioning its establishment in 1986 and its status as a leading publicly listed company in Australia. A 'Quick Links' sidebar on the right lists: Contact SMS, Services, History, What We Do, Who We Are, and About Us. A search bar and an 'Email to a Colleague' button are also visible.

Acknowledgements also to: Michael Bennett, Leigh Whittaker, Andrew Boyd, Rick Sjogren, Vince Alcalde, Ian Falconer, Michael Croker, Mark Grimes, Lia Aivatoglou, Glynn McConnell, Kate Gibson, at SMS and Shawn Callahan from Anecdote.