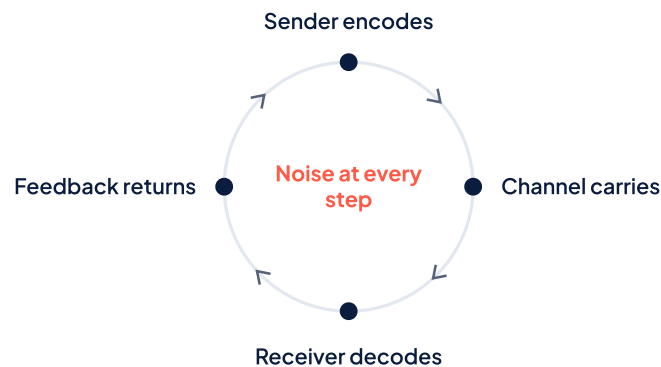


Sender–receiver model

Check that the meaning you intend is the meaning that arrives.



Our loop, after Shannon and Weaver (1949) and Schramm (1954); not a copy of their figures.

WHAT IT IS

Claude Shannon and Warren Weaver (1949) described a signal sent through a channel, where **noise** can distort it. Wilbur Schramm (1954) applied the idea to people: each side reads a message through its own experience, and **feedback** turns the line into a loop. The ICB4 (IPMA's Individual Competence Baseline) separates information, what you send, from the message, what arrives.

HOW IT WORKS

- 01 Encode: the one point, in words and pictures that fit this receiver.
- 02 Channel: face to face for feelings; writing for detail and the record.
- 03 Decode: through the receiver's knowledge, language and mood.
- 04 Feedback: they say it back. Do the two meanings match?

MID-LEVEL · WORKED EXAMPLE

Apply it well

The situation: A city team has 8 months to move parking permits online. The digital permit changes how 40 wardens check cars, on handheld devices.

The project manager briefs them face to face, in 5 groups of 8, and shows the check on a device. Each group then shows her a street check (feedback). One group thought visitor passes still needed paper, so the guide is fixed.

In the exam: Name the receiver, the channel and why, and how you checked understanding; give one misunderstanding feedback caught.

SENIOR · WORKED EXAMPLE

Design and lead it

The situation: A city is joining 14 online services under one login over 30 months. Staff in many departments and two suppliers must understand the same few changes.

The steering board agrees 3 core messages; each department head encodes them for their own people. Feedback returns through set channels: accessibility groups' reviews, service-desk reports and a staff forum.

In the exam: Treat the loop as a design: core messages, who translates for whom, feedback channels that bring bad news up early, and how you measured understanding.

WHERE IT SITS

IPMA · ICB4	PMI · PMBOK® GUIDE 8 · PMP® EXAM	APM · BOK 8 · PMQ EXAM
4.4.3 Personal communication: information vs message; check understanding (4.4.3.1)	Guide pp. 153–155: communication models, feedback. Outline: People task 8	BoK (APM's Body of Knowledge) §4.1.4: the message, the medium, feedback. PMQ (APM's Project Management Qualification) 10e–10f

Sources: Shannon & Weaver (1949); Schramm (1954); IPMA ICB4 (2015); PMI, PMBOK® Guide, 8th ed.; PMI, PMP® Examination Content Outline (2026); APM Body of Knowledge, 8th ed.; APM, PMQ handbook (v6, 2026)

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