UNIT-4 (CO4)

Unit 4 : **Communication and Leadership Development**
Leadership Communication, Communication and Social competence: context, feelings, intentions, behaviors, Providing and Receiving feedback, Difference between Tact and Intelligence, Emotional Intelligence: Trust through Communication, Thinking Skills: Meaning and Types.

LEADERSHIP COMMUNICATION

Leadership communication is a type of communication most commonly used by leaders to relay information about the company's culture, core values, mission, and crucial messages to build trust and encourage employees.

In practice, it involves delivering a shared vision and inspiring others to buy into that vision. It is describing the values inherent to the company and showing how the company is living up to that promise. With clear communication, leaders can navigate their organization through all types of changes, big or small.

Leadership communication also builds trust within the organization, both between leaders and employees and between employees and the organization itself.

By clarifying company culture and structure, it helps employees to align better within the organization. This communication then inspires open dialogue throughout the company, promotes collaboration, teamwork, and honest feedback.

Finally, it helps prevent miscommunications within the organization and ensures that all employees are kept up to date with important information.

Example:- If a team member is expressing discontent at their workload at the moment, you can ask them to explain how they would prefer to change the team's workflow. Perhaps they believe that another team member would help to increase productivity and remove some of the pressure from their daily workload.

Why is Leadership Communication Important?

Communication is a core leadership function, meaning effective workplace communication and effective leadership are closely intertwined. An effective leader needs to be a skilled communicator, applying that skill in relationships at the organizational level, in larger communities and groups, and sometimes even on a global scale. However, according to the statistics, 57% of employees report not being given clear directions, and as much as 69% of managers are not comfortable communicating with their employees in general.

The problem here goes beyond managers lacking confidence or the skill levels necessary to be successful business leaders. Rather, leaders who are falling short in the communications department will have a direct negative impact on employee satisfaction, motivation, and productivity levels. Without effective leadership communication in place, a leader cannot and should not expect their employees to be engaged and connected in the workplace, introducing a host of other detrimental impacts on the success of the business.

Keeping employees motivated and driven towards success should remain a top priority for any leader. But, in order to inspire and motivate in the first place, business leaders need to establish and foster a strong line of communication. As a leader, you need to think with clarity, express ideas, and disseminate information to a multitude of audiences. A good leader can handle the rapid flows of information that circulate within the organization, and between customers, partners, and any other stakeholders. Essentially, maintaining strong leadership communication within the workplace is the key to keeping your business not just afloat, but thriving in the industry as a whole.

It is very difficult to be a good leader without good communication skills. However, good communication skills are not as common as they should be.

According to a Harvard Business Review study, 69% of managers report that they are not comfortable communicating with their employees in general.

That is a significant number – especially because of the vital importance of good leadership communication.

1. Good communication improves engagement

Employee engagement is massively important – engaged employees will work harder, stay with the organization longer, improve customer service, and in general lead to better business outcomes.

To get employees engaged, they must trust both their leaders and the organization.

This can be done with effective leadership communication. Leaders share the vision of the company and show by actions that they are dedicated to that vision.

If they are open and honest about what is going on, positive or negative, and do not silo information, employees will then buy into that vision, putting their energy into making it a reality.

2. Clear communication aligns employees with strategic goals

How can employees be aligned with organizational goals if they don't know what they are or don't understand them? The answer is that they simply can't.

It is the leadership's job to evangelize these goals, to create awareness of them among the workforce. Not only that, leadership needs to deliver consistent updates about what the goals are, why they have been chosen, and what the path to reaching them is.

All of this serves to engage employees – their strategic alignment with organizational goals will deliver better business outcomes.

3. It builds trust and encourages transparency

There is a worldwide crisis of leadership, according to the 2021 Edelman Trust Barometer.

No matter the type of leadership, from government leaders to religious leaders, from CEOs to journalists, **there is a growing trust gap**. Not one type of societal leader is trusted to do what is right. People are also increasingly rejecting talking heads, who are viewed as partisan and not credible.

Trust in CEOs has dropped to an all-time low in many countries. In Japan, CEOs have the credibility of just 18%, while in France it sits at 22%. As CEOs work to address problems within their business, industry, and the world in general, this lack of credibility will present a huge challenge to overcome.

However, despite this lack of trust, people still expect business to step in where governments are absent or ineffective. There are heightened expectations for CEOs to use their skills for the good of society and the world at large, rather than just for the good of their company and shareholders.

Now, this lack of trust in CEOs can be due to a myriad of factors, but one surefire way for a leader to gain trust is through good leadership communication.

When leaders engage with honesty and transparency, people will be far more likely to trust them, and in turn, the organization as a whole. When observers feel that they understand the vision, the goals, and the future path of the company, they are far more likely to engage positively with it – especially when those visions and goals align with their own.

4. It can create a collaborative, accessible workplace culture

When leadership communication is effective, it leads to better communication throughout the workplace.

By demonstrating what good communication looks like – and leading by example – employees are more likely to adopt those positive communication tactics in their own workplace communications.

Not only that, if everyone has a good understanding of important information, that information becomes much more accessible. A new employee can simply ask a colleague and get a robust, correct answer, rather than having to delve into training manuals or company documents to find it.

5. Leadership communication training creates effective leaders

As we mentioned above, almost 69% of managers are uncomfortable communicating with employees.

By taking the time to improve leadership communication skills, your organization will also be upskilling managers in a variety of areas and making them much more effective.

Leaders with good communication skills are better at mentorship, problem-solving, and project management. This directly leads to more confident and successful leaders, who trust that they can handle any problem that comes their way.

Tips to Optimize Your Leadership Communication

Fostering strong lines of communication as a leader introduces a particular set of goals that differ largely from the business skill of general communication. As a leader, it is your responsibility not only to have good basic communication skills, but also to ensure that the lines of communication you open within your business cover the following leadership goals:

- Align employees with the company culture.

- Align employees with the company's strategic goals.

- Build trust within the workplace.

- Maintain employee engagement.

- Encourage two-way conversations and open dialogue.

- Promote employee collaboration and teamwork.

- Keep employees informed.

- Communicate any upcoming changes effectively and in a timely manner.

- Prevent internal miscommunications.

- Disseminate important information and make it available to employees.

12 Tips and Best Practices for Effective Leadership Communication

1. Be honest

Honesty is always the best policy – we've all heard that since we were kids!

It is especially crucial in business.

If employees find out that they are being lied to, especially about important matters like the financial state of the business or a big upcoming change, then they are very likely to look for a job with a different company – one that they feel they can trust.

Building trust is more than just words though, it is gained through actions that line up with those words.

2. Always follow through with your promises

Make sure that you have a perfect track record for following through with what you say you'll do.

There is nothing more sure to break trust than not honoring commitments that you have made – and as we stated above, trust is absolutely critical for good communication.

If, during a feedback session, you have said you will fix an issue, then make sure that you do so.

==Become known as a reliable, credible leader and your employees will make sure and go the extra mile for you== – because you have proved that you will do it for them.

3. Communicate wisely with a plan

We're all busy and nothing is more annoying than taking time out of the day for something that ends up being unimportant or irrelevant.

Or, worse than that, the subject is important but has been communicated poorly and the information is lost or misunderstood.

To avoid this, enter all communication with a clear plan.

For example, if you are revealing a new project, you would state what the project is, the desired outcome, the timeframe, and resources, as well as any important details. Then, repeat it. It can be helpful to use a bulleted list to make sure that you don't forget anything important.

4. Get your boots on the ground

To be an effective communicator, you'll not only need people to listen to you, you must listen to people.

Be visible amongst your employees, get personal with them, ask their thoughts and opinions, and listen to what they tell you.

==One-on-one interactions will help you in a myriad of ways== – people will trust you more because they have a personal relationship with you, and they are more likely to tell you the truth if there are issues within their team or department.

You can check actionable tips in the article "Managing by walking around."

Build positive relationships throughout the organization and you'll reap the benefits of better communication.

5. Be empathetic

This tip aligns with number 4. As you are building relationships with employees, try to always default to empathy.

<mark>A leader who reacts angrily or negatively to difficult situations is not one that will gain the trust of their employees,</mark> nor will they be told harsh, but necessary, truths.

By acting with empathy, that is, putting yourself in the other person's shoes, listening attentively, and trying to understand the situation, you will be building a strong bond with your employees.

6. Distill the complex into the simple and memorable

Great communication is memorable.

That's why slogans and tag-lines are so popular – a simple but effective line will stick in the memory so much more easily than a long, complex paragraph.

Great communicators know this and are skilled at breaking down complex subjects into clear and easily understandable sentences.

These sentences don't have to be standalone though – you could deliver the sentence, explain the concept behind it – try to avoid too much jargon and business-speak – then circle back to the sentence and it would still be a very effective way to communicate.

7. Embrace openness and honest feedback

As much as it is unpleasant, being wrong is a critical part of learning and growing.

Leaders should never shy away from these types of conversations!

By speaking with people who have diametrically opposed viewpoints, leaders will have the benefit of understanding different perspectives and being known as open-minded and fair person.

By welcoming honest feedback, leaders gain the trust of their teams. In both cases, they show that they value the opinions of others, further building their reputation as a good communicator.

8. Learn how to speak to groups as individuals

This is not an easy skill to learn, but it is one that is worth the effort.

A truly good communicator can speak to a large group and have every person in the audience feeling like the speaker is talking to them personally.

The key here is in understanding the group that you are talking to and personalizing your message and delivery for them.

If it's a highly technical group of engineers, you'll be using different terms than for your customer service team.

If you have spent time meeting your audience in one-on-one situations, then you should have an idea of how to deliver a speech tailored for them and leave them feeling like you spoke to them personally.

9. Be consistent in your communication and actions

People thrive with consistency, and they especially look for consistency from leaders.

Before speaking, take your time and make sure that you transmitting information or opinions that are considered and well-informed.

This will ensure that you won't be flip-flopping from one day to the next, and people know that they can trust what you say today will be the same as what you say next week.

10. Communicate equally with your employees

Make sure that you are communicating with employees at every level of your organization, and in every department. From part-time employees to executives, there should not be glaring differences of who you speak to – and who you listen to.

Pay attention to who you spend the most of your time with. It is very important to make sure that you are not favoring any one person, department, or level of employee. People absolutely notice these things!

11. Unite people around a single cause

Commonalities are an effective way to bring people together. This can be something as simple as a quarterly target, but could also be the company mission, the ethos behind the organization, or the long-term goal of the company.

Having a shared goal will unite your employees, and give them a clear target to work towards.

12. Transmit confidence

This one is another that can take some practice and skill, but it is massively important: Always be confident.

In your actions and words, you should demonstrate confidence. There will be times where you do not know an answer or something negative has happened, but you can still respond to difficult situations with confidence.

In doing so, you will build trust with your employees – we all know there is nothing worse than a leader who isn't confident in the words that they are saying.

8 ESSENTIAL LEADERSHIP COMMUNICATION SKILLS

If you want to be an effective leader, you need to excel in communication. In fact, the success of your business relies on it.

According to a report from the Economist Intelligence Unit (pdf), poor communication can lead to low morale, missed performance goals, and even lost sales. A separate study found that inadequate communication can cost large companies an average of $64.2 million per year, while smaller organizations are at risk of losing $420,000 annually.

But effective communication impacts more than just the bottom line. For leaders, it's what enables them to rally their team around a shared vision, empower employees, build trust, and successfully navigate organizational change.

WHY IS COMMUNICATION IMPORTANT IN LEADERSHIP?

A leader is someone who inspires positive, incremental change by empowering those around them to work toward common objectives. A leader's most powerful tool for doing so is communication.

Effective communication is vital to gain trust, align efforts in the pursuit of goals, and inspire positive change. When communication is lacking, important information can be misinterpreted, causing relationships to suffer and, ultimately, creating barriers that hinder progress.

If you're interested in enhancing your leadership capabilities, here are eight communication skills you need to be more effective in your role.

ESSENTIAL COMMUNICATION SKILLS FOR LEADERS

1. Ability to Adapt Your Communication Style

Different communication styles are the most frequently cited cause of poor communication, according to the Economist Intelligence Unit (pdf), and can lead to more significant issues, such as unclear priorities and increased stress.

It's essential to identify your leadership style, so that you can better understand how you're interacting with, and perceived by, employees across the organization. For example, if you're an authoritative leader, you likely have a clear vision for achieving success and align your team accordingly. While an effective approach for some, it might fall flat for others who seek more autonomy in their role.

Every employee's motivations are different, so knowing how to tailor your communication is essential to influencing others and reaching organizational goals.

2. Active Listening

Effective leaders know when they need to talk and, more importantly, when they need to listen. Show that you care by asking for employees' opinions, ideas, and feedback. And when they do share, actively engage in the conversation—pose questions, invite them to elaborate, and take notes.

It's important to stay in the moment and avoid interrupting. Keep your focus on the employee and what it is they're saying. To achieve that, you also need to eliminate any distractions, including constant pings on your cell phone or checking incoming emails.

3. Transparency

In a survey by the American Management Association, more than a third of senior managers, executives, and employees said they "hardly ever" know what's going on in their organizations. Transparency can go a long way in breaking down that communication barrier.

By speaking openly about the company's goals, opportunities, and challenges, leaders can build trust amongst their team and foster an environment where employees feel empowered to share their ideas and collaborate. Just acknowledging mistakes can encourage experimentation and create a safe space for active problem-solving.

Every individual should understand the role they play in the company's success. The more transparent leaders are, the easier it is for employees to make that connection.

4. Clarity

When communicating with employees, speak in specifics. Define the desired result of a project or strategic initiative and be clear about what you want to see achieved by the end of each milestone. If goals aren't being met, try simplifying your message further or ask how you can provide additional clarity or help.

The more clear you are, the less confusion there will be around priorities. Employees will know what they're working toward and feel more engaged in the process.

5. Ability to Ask Open-Ended Questions

If you want to understand employees' motivations, thoughts, and goals better, practice asking open-ended questions. Jennifer Currence, president of consulting firm The Currence Group, said to the Society of Human Resource Management to use the acronym TED, which stands for:

- "Tell me more."
- "Explain what you mean."
- "Define that term or concept for me."

By leveraging those phrases when speaking with your team, you can elicit more thoughtful, thorough responses and ensure you also have clarity around what they need from you to succeed.

6. Empathy

There's a reason empathy has been ranked the top leadership skill needed for success. The better you get at acknowledging and understanding employees' feelings and experiences, the more heard and valued they'll feel.

In a recent survey (pdf), 96 percent of respondents said it was important for their employers to demonstrate empathy, yet 92 percent claimed it remains undervalued. If you want to improve your communication and build a stronger, more productive culture, practice responding with empathy.

7. Open Body Language

Communication isn't just what you say; it's how you carry yourself. Ninety-three percent of communication's impact comes from nonverbal cues, according to executive coach Darlene Price.

To ensure you're conveying the right message, focus on your body language. If you're trying to inspire someone, talking with clenched fists and a furrowed brow isn't going to send the right message. Instead, make eye contact to establish interest and rapport and flash a genuine smile to convey warmth and trust.

8. Receiving and Implementing Feedback

Asking for feedback from your team can not only help you grow as a leader, but build trust among your colleagues. It's critical, though, that you don't just listen to the feedback. You also need to act on it.

If you continue to receive feedback from your team, but don't implement any changes, they're going to lose faith in your ability to follow through. It's likely there will be comments you can't immediately act on—be transparent about that. By letting your employees know they were heard and then apprising them of any progress you can, or do, make, they'll feel as though you value their perspective and are serious about improving.

IMPROVING YOUR LEADERSHIP COMMUNICATION

Communication is at the core of effective leadership. If you want to influence and inspire your team, you need to practice empathy and transparency, and understand how others perceive you, through your verbal and non-verbal cues.

To improve your communication skills and become a better leader, begin by assessing your effectiveness so you can identify areas for improvement. Then, set goals and hold yourself accountable by creating a leadership development plan to guide and track your progress.

The 10 Characteristics of a Good Leader

A good leader should have integrity, self-awareness, courage, respect, empathy, and gratitude. They should be learning agile and flex their influence while communicating and delegating effectively. See how these key leadership qualities can be learned and improved at all levels of your organization.

1. Integrity

Integrity is an essential leadership trait for the individual and the organization. It's especially important for top-level executives who are charting the organization's course and making countless other significant decisions. Our research has found that integrity may actually be a potential blind spot for organizations, so make sure your organization reinforces the importance

of honesty and integrity to leaders at various levels.

2. Delegation

Delegating is one of the core responsibilities of a leader, but it can be tricky to delegate effectively. The goal isn't just to free yourself up — it's also to enable your direct reports to grow, facilitate teamwork, provide autonomy, and lead to better decision-making. The best leaders build trust in the workplace and on their teams through effective delegation.

3. Communication

Effective leadership and effective communication are intertwined. The best leaders are skilled communicators who are able to communicate in a variety of ways, from transmitting information to inspiring others to coaching direct reports. And you must be able to listen to, and communicate with, a wide range of people across roles, geographies, social identities, and more. The quality and effectiveness of communication among leaders across your organization directly affects the success of your business strategy, too.

4. Self-Awareness

While this is a more inwardly focused trait, self-awareness and humility are paramount for leadership. The better you understand yourself and recognize your own strengths and weaknesses, the more effective you can be as a leader. Do you know how other people view you or how you show up at work? Take the time to learn about the 4 aspects of self-awareness and how to strengthen each component.

5. Gratitude

Being thankful can lead to higher self-esteem, reduced depression and anxiety, and better sleep. Gratitude can even make you a better leader. Yet few people regularly say "thank you" in work settings, even though most people say they'd be willing to work harder for an appreciative boss.

The best leaders know how to show gratitude in the workplace.

6. Learning Agility

Learning agility is the ability to know what to do when you don't know what to do. If you're a "quick study" or are able to excel in unfamiliar circumstances, you might already be learning agile. But anybody can foster and increase learning agility through practice, experience, and effort. After all, great leaders are really great learners.

7. Influence

For some people, "influence" feels like a dirty word. But being able to convince people through the influencing tactics of logical, emotional, or cooperative appeals is an important trait of inspiring, effective leaders. Influence is quite different from manipulation, and it needs to be done authentically and transparently. It requires emotional intelligence and trust.

8. Empathy

Empathy is correlated with job performance and is a critical part of emotional intelligence and leadership effectiveness. If you show more inclusive leadership and empathetic behaviors toward your direct reports, our research shows you're more likely to be viewed as a better performer by your boss. Plus, empathy and inclusion are imperatives for improving workplace conditions for those around you.

9. Courage

It can be hard to speak up at work, whether you want to voice a new idea, provide feedback to a direct report, or flag a concern for someone above you. That's part of the reason courage is a key trait of good leaders. Rather than avoiding problems or allowing conflicts to fester, having courage enables leaders to step up and move things in the right direction. A workplace with

high levels of psychological safety and strong conversational skills across the organization will foster a <u>coaching culture that supports courage and truth-telling</u>.

10. Respect

Treating people with respect on a daily basis is one of the most important things a leader can do. It will ease tensions and conflict, create trust, and improve effectiveness. <u>Creating a culture of respect</u> is about more than the absence of disrespect. Respectfulness can be shown in many different ways, but it often starts with simply <u>being a good listener</u> who truly seeks to understand the perspectives of others.

<u>COMMUNICATION AND SOCIAL COMPETENCE : CONTEXT, FEELINGS, INTENTIONS, BEHAVIORS</u>

SOCIAL COMPETENCE

Social competence is the foundation upon which expectations for future interaction with others are built and perceptions of an individual's own behavior are developed. Social competence frequently encompasses social skills, social communication, and interpersonal communication.

Social competence frequently <mark>encompasses social skills, social communication, and interpersonal communication.</mark> Competence is directly connected to social behavior, such as social motives, abilities, skills, habits, and knowledge. All of these social factors contribute to the development of a person's behavior.

Social competence consists of social, emotional, cognitive, and behavioral skills needed for successful social adaptation. Social competence also reflects having the ability to take another's

perspective concerning a situation, learn from past experiences, and apply that learning to the changes in social interactions.

Why is Social Competence important?

Social competence enables children to interact with peers in a variety of ways and contexts and to maintain positive relationships with peers and adults, both of which are critical for success in school and beyond.

HOW DO CONTEXT, FEELINGS, INTENTIONS AND BEHAVIORS INFLUENCE SOCIAL COMPETENCE IN COMMUNICATION?

Here's how context, feelings, intentions and behaviors influence social competence in communication:

A. Context

1. Social Competence begins with an awareness of the context in which communication takes place.
2. Context encompasses the setting, the people involved, the cultural norms and the purpose of the interaction.
3. Different situations require different communication styles. For example, the way you communicate with a close friend may differ from how you interact with a supervisor.
4. Being attuned to the context helps individuals choose appropriate language, tone and nonverbal cues.

B. Feelings

1. Emotions play a significant role in communication.
2. People's feelings can impact how they perceive and respond to messages.
3. Emotionally intelligent individuals are better at managing their own emotions and recognising the emotions of others.

4. Empathy is a crucial aspect of social competence.

5. Understanding and acknowledging the emotions of others can lead to more empathetic and effective communication.

6. Emotions can influence the choice of words, tone of voice and nonverbal cues in communication.

7. Being mindful of one's emotional state and its impact on communication is essential.

C. Intentions :

1. The intentions behind communication are essential to determining its effectiveness.

2. Clear and positive intentions, such as seeking understanding, cooperation or resolution, contribute to successful interactions.

3. Social competence involves being aware of and aligning one's intentions with the desired outcomes of the conversation.

4. Misaligned intentions can lead to misunderstandings and conflicts.

5. Ethical considerations are also crucial.

6. Communication that respects ethical standards and principles contributes to social competence.

D. Behaviors :

1. Communication behaviors encompasses both verbal and nonverbal actions.

2. Effective communicators use a wide range of behaviors to convey their messages accurately and appropriately.

3. Active listening, nonverbal cues and the choice of words are all behaviors that impact how a message is received.

4. Social competence involves adapting communication behaviors to suit the needs of the situation and the individuals involved.

5. This may include adjusting your communication style, being assertive when necessary or practicing active listening.

ROLE OF SOCIAL MEDIA IN SHAPING SOCIAL COMPETENCE

Social media competence (SMC) refers to an individual's capacity to use social media appropriately as a means to send messages, engage with others, and encourage conversation and participation in a community (Alber et al., 2014).

Social media has taken the world by storm over the past decade with a firm grip on news, entertainment, and even education. Today, there's a generation of students who have grown up in a world of social media and never lived during a time without social media much less the internet. Regardless of one's personal feeling towards social media, it has transformed the digital landscape.

Young adulthood is an important time in a person's life as they develop more intimate relationships with people outside of their family. As such, there is a narrow window of time to develop certain skills and truly become comfortable with others. Mainly, social intelligence through speaking and non-verbal communication is developed initially with the family and then extends out into peers after the age of twelve (Gregory & Soderman, 2010). Traditionally, students learn to interact with others in environments like school, the playground, and other social groups. In the last ten years, much social engagement and interaction has shifted towards an online, computer mediated context (CMC). This is heavily contrasted with face-to-face interaction (FTF) because the physical presence is not a factor. The impact of social networking sites like Facebook have drastically changed the way in which youths gain social intelligence and communicate.

Social media has had a significant impact on shaping social competence both positively and negatively.

POSITIVE IMPACT OF SOCIAL MEDIA

Social media enables you to:

- Communicate and stay up to date with family and friends around the world.
- Find new friends and communities; network with other people who share similar interests or ambitions.
- Join or promote worthwhile causes; raise awareness on important issues.
- Seek or offer emotional support during tough times.
- Find vital social connections if you live in a remote area, for example, or have limited independence, social anxiety, or are part of a marginalized group.
- Find an outlet for your creativity and self-expression.
- Discover (with care) sources of valuable information and learning.

1. Building Relationships and Staying Connected

Social media can make it easy to find groups of like-minded people or make new friends. Finding a close-knit community can help us feel valued and accepted. Social media is also an easy way to nurture existing relationships with family and friends who have moved away. Send messages, share photos, call, or host video chats to stay in touch.

On social media, you can reach out to new connections and start developing relationships with them as well. Whether they live nearby or on the other side of the world, you can easily

communicate and share content. This level of connectedness is a unique advantage of digital

media.

2. Finding Your Voice

People of all ages can use social media to develop a platform with a larger audience than they'd
have in any other setting. This can help individuals build confidence, gain new communication
skills, and quickly spread positive and important messages. Take TikTok, for instance. Teens and
young adults have successfully grown enormous platforms where their messages reach
thousands or even millions of people regularly.

3. Showing Empathy and Kindness

People often share things online that are personal or that they're struggling with. When you

relate, you can show empathy by supporting and encouraging others through messages and

comments. Show your friends (and even those you've never met) that you care about their

situation and understand where they're coming from. Seeing others work through tough times

can also be inspiring and help us see things from a new perspective.

4. Offering Support

You can use social media to raise awareness about a cause you believe in or support others who

already do. You can also offer and receive support for the work you're doing – whether it's

starting a new business, sharing photography, or writing poetry. Find others in your niche to

connect with and share what you've learned.

5. Better Communication

Social media is known for bringing up new topics. While many conversations (or arguments) may seem too controversial and divisive, they can bring up important themes to discuss with people you care about and trust. You can also join groups for specific hobbies or industries to engage in discussions, learn, and grow.

6. Spreading News

News from just about any part of the world can spread like wildfire on social media. While this can be overwhelming at times, it can also keep us in tune with important events. This can be an outstanding benefit if you need to get the word out fast about something. For example, if someone from a small town lost their dog, they could get the message out on social media. Everyone in the area could keep an eye out and report back with information instantly.

For Brands

B2C and B2B businesses should take full advantage of social media marketing. Various platforms – like Facebook, LinkedIn, TikTok, and Instagram – are designed to help companies grow quickly. Here are some of the advantages of investing in social media as a business.

7. Building a Business

As a new business that wants to get the word out about your impressive offerings, you can use social media to build an interested audience. Share valuable content and establish a brand voice that resonates with your target consumers. Social media is also an excellent place for more established businesses to grow and sell through marketing and advertising.

8. Establishing Authority

By sharing expert content and building relationships with individuals and other brands on social media, you'll start building trust and authority. More and more people will spread the word about your great business and content.

9. Learning and Education

Social media is a great place for students to find mentors and training programs to learn new skills and take steps toward future career goals. It's also a great place for businesses to advertise their services, software, and programs. On YouTube, you can find amazing tutorials to hone your skills for free. The sky's the limit when it comes to online learning opportunities today.

NEGATIVE IMPACT OF SOCIAL MEDIA

Social media has become an essential part of modern society, offering us an easy way to communicate with others, connect with new people, and share information. However, it has also been observed that social media has many negative effects on society. Here are ten negative effects of social media on society, explained in detail.

Cyberbullying: Social media has enabled individuals to harass and bully others online. With the anonymity that social media provides, cyberbullies can harass people without facing any consequences. The victims of cyberbullying experience severe emotional stress, low self-esteem, and in some cases, even suicide.

Spread of misinformation: Social media has become a breeding ground for spreading false information. With fake news and rumors easily shared across various social media platforms, people are often misguided, leading to confusion, distrust, and chaos. The spread of misinformation can also harm democratic processes and public trust in institutions.

Addiction: Social media addiction is a real problem that many people are facing. With easy access to social media apps and platforms, people tend to spend a lot of time online, often ignoring their real-life responsibilities. This addiction can lead to a lack of productivity, depression, and anxiety.

The decline in face-to-face communication: With the rise of social media, people are becoming less inclined to interact in person. Social media is convenient, but it can lead to a decline in social skills and emotional intelligence, making it hard for people to develop deep and meaningful relationships.

Self-esteem issues: Social media often portrays an idealized and unrealistic version of people's lives, leading to feelings of inadequacy and low self-esteem. People tend to compare their lives with others and become dissatisfied with their own. This can lead to a lack of confidence and poor mental health.

Social isolation: Social media can make it easy for people to connect with others, but it can also lead to social isolation. People tend to spend more time online than in person, leading to feelings of loneliness and social disconnection.

Polarization and echo chambers: Social media algorithms reinforce existing biases and create "echo chambers," where people only see content that confirms their existing beliefs. This can lead to polarization and a lack of open-mindedness, ultimately leading to an unhealthy society.

Cyberstalking and harassment: The anonymity of social media makes it easy for individuals to stalk and harass others online. Cyberstalking and harassment can be traumatizing for victims and can lead to severe legal consequences for the perpetrators.

Decrease in privacy: Social media platforms collect vast amounts of personal data, which can be sold to third-party companies or used for targeted advertising. This can lead to a decrease in privacy, and people's personal information can be misused by others.

Comparison and envy: Social media often encourages people to compare themselves with others, leading to feelings of envy and dissatisfaction. This can harm mental health and well-being and can lead to depression, anxiety, and other psychological disorders.

In conclusion, social media has brought many benefits to society, such as increased connectivity and access to information. However, it has also brought several negative effects that cannot be ignored. These negative effects include cyberbullying, the spread of misinformation, addiction, the decline in face-to-face communication, self-esteem issues, social isolation, polarization, and echo chambers, cyber stalking and harassment, a decrease in privacy, and comparison and envy. It is essential to understand these negative effects and take steps to mitigate them, ensuring a healthier and more balanced use of social media. We should strive to use social media positively, promoting mental health and well-being, and creating a safe and healthy society.

PROVIDING AND RECEIVING FEEDBACK

Receiving and Giving Effective Feedback

We are continually receiving and giving feedback, both explicitly through oral and written language, and implicitly through gestures and tone of voice. It is important to distinguish feedback from evaluation. **Feedback is a formative assessment tool that uses descriptive, constructive, and nonjudgmental language. Evaluation is a summative assessment tool that judges outcomes and allows for comparison against a standard of performance.** Providing iterative feedback is preferable as this provides the recipients the opportunity to improve before participating in the next activity and before a formal evaluation. Effective feedback is achieved by establishing a positive interpersonal relationship between the person(s) providing feedback and the recipient(s) as this creates an environment that fosters development.

Receiving Feedback Effectively

- **Listen to the feedback given.** This means not interrupting. Hear the person out, and listen to what they are really saying, not what you assume they will say. You can absorb more information if you are concentrating on listening and understanding rather than being defensive and focusing on your response.
- **Be aware of your responses.** Your body language and tone of voice often speak louder than words. Try to avoid putting up barriers. If you look distracted and bored, that sends a negative message as well. Attentiveness, on the other hand, indicates that you value what someone has to say and puts both of you at ease.

- **Be open.** This means being receptive to new ideas and different opinions. Often, there is more than one way of doing something and others may have a completely different viewpoint on a given topic. You may learn something worthwhile.

- **Understand the message.** Make sure you understand what is being said to you, especially before responding to the feedback. Ask questions for clarification if necessary. Listen actively by repeating key points so that you know you have interpreted the feedback correctly. In a group environment, ask for others' feedback before responding. As well, when possible, be explicit as to what kind of feedback you are seeking beforehand so you are not taken by surprise.

- **Reflect and decide what to do.** Assess the value of the feedback, the consequences of using it or ignoring it, and then decide what to do because of it. Your response is your choice. If you disagree with the feedback, consider asking for a second opinion from someone else.

- **Follow up.** There are many ways to follow up on feedback. Sometimes, your follow-up will simply involve implementing the suggestions given to you. In other situations, you might want to set up another meeting to discuss the feedback or to re-submit the revised work.

Giving Effective Feedback

Prioritize your ideas. Limit your feedback to the most important issues. Consider the feedback's potential value to the receiver and how you would respond – could you act on the feedback? As well, too much feedback provided at a single time can be overwhelming to the recipient.

- **Concentrate on the behaviour, not the person.** One strategy is to open by stating the behaviour in question, then describing how you feel about it, and ending with what you

want. This model enables you to avoid sounding accusatory by using "I" and focusing on behaviours, instead of assumed interpretations. Example: "I haven't seen you in class in for a week. I'm worried that you are missing important information. Can we meet soon to discuss it?"

Instead of: "You obviously don't care about this course!"

- **Balance the content.** It is important to provide the recipient with balanced feedback regarding their strengths and their opportunities for growth. Providing feedback on strengths acts to identify and reinforce the learning, skills, and behaviours that the recipient should continue engaging in. Providing feedback on opportunities for growth and improvement with actionable and tangible methods of implementation enables the recipient to make necessary changes.

- **Be specific.** Avoid general comments that may be of limited use to the receiver. Try to include examples to illustrate your statement. As well, offering alternatives rather than just giving advice allows the receiver to decide what to do with your feedback.

- **Be realistic.** Feedback should focus on what can be changed. It is useless and frustrating for recipients to get comments on something over which they have no control. Also, remember to avoid using the words "always" and "never." People's behaviour is rarely that consistent.

- **Own the feedback.** When offering evaluative comments, use the pronoun "I" rather than "they" or "one," which would imply that your opinion is universally agreed on. Remember that feedback is merely your opinion.

- **Be timely.** Seek an appropriate time to communicate your feedback. Being prompt is key since feedback loses its impact if delayed too long. Delayed feedback can also cause feelings of guilt and resentment in the recipient if the opportunity for improvement has

passed. As well, if your feedback is primarily negative, take time to prepare what you will say or write.

- **Offer continuing support.** Feedback should be a continuous process, not a one-time event. After offering feedback, make a conscious effort to follow up. Let recipients know you are available if they have questions, and, if appropriate, ask for another opportunity to provide more feedback in the future.

What is the importance of giving and receiving feedback?

KEY BENEFITS OF FEEDBACK

Constructive feedback provides the opportunity for ongoing performance improvement. It prevents performance from going off track or becoming misaligned, wasting valuable time, energy or resources. Appreciative feedback and recognition builds someone's sense of being valued.

Effective feedback has benefits for the giver, the receiver, and the wider organization. Here are five reasons why feedback is so important.

1. Feedback is always there

If you ask someone in your organization when feedback occurs, they will typically mention an employee survey, performance appraisal, or training evaluation. In actuality, feedback is around us all the time. Every time we speak to a person, employee, customer, vendor, etc., we communicate feedback. In actuality, it's impossible not to give feedback.

2. Feedback is effective listening

Whether the feedback is done verbally or via a feedback survey, the person providing the feedback needs to know they have been understood (or received) and they need to know that their feedback provides some value. When conducting a survey, always explain why respondents' feedback is important and how their feedback will be used.

3. Feedback can motivate

By asking for feedback, it can actually motivate employees to perform better. Employees like to feel valued and appreciate being asked to provide feedback that can help formulate business decisions. And feedback from client, suppliers, vendors, and stakeholders can be used to motivate to build better working relations

4. Feedback can improve performance

Feedback is often mistaken for criticism. In fact, what is viewed as negative criticism is actually constructive criticism and is the best find of feedback that can help to formulate better decisions to improve and increase performance.

5. Feedback is a tool for continued learning

Invest time in asking and learning about how others experience working with your organization. Continued feedback is important across the entire organization in order to remain aligned to goals, create strategies, develop products and services improvements, improve relationships, and much more. Continued learning is the key to improving.

KEY PRINCIPLES OF PROVIDING CONSTRUCTIVE FEEDBACK

To effectively provide feedback, consider these seven guiding principles:

1. Be timely and future-focused

First and foremost, be timely. Promptly deliver both praise and constructive feedback. It lets your employees know whether to keep doing what they're doing or make immediate adjustments. Emphasize how adjustments or improvements will lead to growth and future success.

2. Be clear and concise

Be clear and specific to help your employees internalize what you're saying. People can typically only internalize one or two points of feedback at once. Avoid giving too much at once or constantly sandwiching constructive points between lots of praise. It's less likely to stick in their minds that way.

3. Own your feedback

Use first-person statements to own the feedback you give. Saying, "A colleague is complaining about you," undermines team dynamics. Encourage your entire team to directly own their feedback and be direct with one another. It will also foster a culture where people feel they can be open and candid.

4. Highlight strengths

Point out positive behaviors so employees can recognize their own potential. You can help them achieve their full potential by leaning into their strong points. Working on weaknesses is important, but less effective than fine-tuning strengths.

5. Explain consequences

Behaviors and actions sometimes have unintended consequences. Employees may not realize it, so be sure to walk them through the effects on other team members, the company and their own potential for advancement. Do so in a kind way and focus on pointing out things that are in their control to change.

6. Communicate frequently and collaboratively

Regular, ongoing conversations develop real relationships and collaboration. If a team member is not achieving their goals, talk with them to find out why, what could help, and which obstacles can be removed. Brainstorm possible solutions together and do lots of listening. You'll be able to better understand employees' concerns.

7. Ask for feedback

Set the example by asking your employees for feedback. Doing this makes employees feel comfortable asking for feedback in return. Plus, asking for their opinion will help you see your own strengths and weaknesses as a leader so you can keep growing too.

The Importance of Praise

Many of the seven guiding principles have to do with constructive feedback. But it's important to keep in mind that the most effective form of feedback is praise. Gallup has found employees should be recognized for great work about once a week. Why? Because recognition reinforces an employee's belief in their own abilities and skills. It motivates and inspires them. So, while constructive feedback is important, don't forget to offer praise even more frequently!

TACT AND INTELLIGENCE

S.No	Aspect	Tact	Intelligence
1.	Definition	Diplomatic delivery of sensitive information.	Effective conveyance of information.
2.	Emotional Awareness	Emphasizes emotional sensitivity and empathy.	Primarily relies on cognitive abilities.
3.	Application	Used in sensitive or conflict-prone situations.	Applicable across various contexts.
4.	Communication Style	Involves soft language and empathy.	Emphasizes clarity, precision and logic.
5.	Social Sensitivity	Tied to social awareness and cultural understanding.	Not necessarily tied to social sensitivity.
6.	Outcome	Aims to preserve relationships and avoid harm.	Aims to facilitate understanding and achieve goals.

TACT: Tact is the ability to tell the truth in a way that considers other people's feelings and reactions. It allows you to give difficult feedback, communicate sensitive information, and say the right thing to preserve a relationship.

INTELLIGENCE: the ability to learn or understand or to deal with new or trying situations : reason. also : the skilled use of reason. (2) : the ability to apply knowledge to manipulate one's environment or to think abstractly as measured by objective criteria (such as tests).

Basically, the ability to learn or understand or to deal with new or trying situations : REASON

also : the skilled use of reason.

EMOTIONAL INTELLIGENCE: TRUST THROUGH COMMUNICATION

Emotional Intelligence (EI) is the ability to manage both your own emotions and understand the emotions of people around you.

There are five key elements to EI: self-awareness, self-regulation, motivation, empathy, and social skills. People with high EI can identify how they are feeling, what those feelings mean, and how those emotions impact their behavior and in turn, other people. It's a little harder to "manage" the emotions of other people - you can't control how someone else feels or behaves. But if you can identify the emotions behind their behavior, you'll have a better understanding of where they are coming from and how to best interact with them.

SIGNIFICANCE OF EI IN BUILDING TRUST THROUGH COMMUNICATION

EI plays a crucial role in building trust through communication for following reasons:

Empathy

Empathy is the ability to put yourself in someone else's shoes and feel what they feel. **High EI allows individuals to empathize with others and understand their feelings.** It is also the key to building rapport and trust with anyone. When you show empathy, you acknowledge and validate the other person's emotions, needs, and perspectives. You also demonstrate that you care about them as a human being, not just as a means to an end. To show empathy, you can use active listening skills, such as paraphrasing, reflecting, and asking open-ended questions. You can also use nonverbal cues, such as eye contact, nodding, and smiling, to convey your interest and attention.

Authenticity

<mark>Authenticity is the quality of being honest, genuine, and consistent with your values and beliefs. It is also the quality that makes people trust you and respect you.</mark> When you are authentic, you show your true self to the other person, without hiding, pretending, or manipulating. You also express your opinions and feelings in a respectful and constructive way, without being aggressive or defensive. To be authentic, you can use self-disclosure, such as sharing your personal stories, experiences, and emotions, to create a connection and show vulnerability. You can also use feedback, such as giving and receiving praise, criticism, and suggestions, to show your openness and willingness to learn.

Manage emotions

Emotions are powerful and inevitable in any human interaction. They can either help or hinder your ability to persuade someone, depending on how you manage them. When you manage your emotions, you control your impulses, reactions, and behaviors, and prevent them from interfering with your goals and relationships. You also regulate your emotions, such as anger, fear, or frustration, and channel them into positive and productive actions. To manage your emotions, you can use self-awareness, such as recognizing your triggers, patterns, and effects, to monitor and understand your emotional state. You can also use coping strategies, such as breathing, relaxing, or reframing, to calm yourself and reduce stress.

Respect differences

Differences are inevitable and valuable in any human interaction. They can either enrich or challenge your ability to persuade someone, depending on how you respect them. When you respect differences, you appreciate and celebrate the diversity of opinions, perspectives, and styles that the other person brings to the table. You also acknowledge and address the conflicts, misunderstandings, and biases that may arise from the differences. To respect differences, you can use curiosity, such as asking questions, exploring, and learning, to expand your knowledge

and perspective. You can also use adaptability, such as adjusting, compromising, and collaborating, to find common ground and solutions.

Provide value

Value is the benefit or advantage that you offer to the other person, in exchange for their agreement or cooperation. It is also the reason why they should trust you and listen to you. When you provide value, you demonstrate your competence, credibility, and relevance, and show how you can help the other person achieve their goals or solve their problems. You also align your value proposition with the other person's interests, needs, and values, and show how you can create a win-win situation. To provide value, you can use research, such as gathering information, analyzing data, and finding evidence, to support your arguments and claims. You can also use storytelling, such as using anecdotes, examples, and metaphors, to illustrate your points and engage the other person's emotions.

THINKING SKILLS: MEANING AND TYPES

What are Thinking Skills?

Thinking skills refer to a set of mental processes and abilities that individuals use to analyse information, solve problems, make decisions and generate new ideas.Thinking Skills are cognitive processes that we use to solve problems, make different decisions, asking questions, making plans, organising and creating information.

These skills play a fundamental role in various aspects of daily life including learning, decision-making and problem solving.

The critical thinking process

Here are the additional steps you might take when you use your critical thinking skills for solving a problem at work:

- Determine what the conflict is
- Create inference on why the conflict occurs and how you can resolve it
- Gather data or information about the issue through investigation or research
- Organise and categorise data and findings
- Develop and implement solutions
- Analyse what solutions are effective
- Find out how you can improve the solution

Why are critical thinking skills important?

Thinking skills are crucial at every career level in every industry. Individuals who possess thinking skills can work well both with others and independently to address problems, such as financial issues, management issues and process inefficiencies. For this reason, companies value and prefer applicants who show strong thinking skills.

VARIOUS TYPES OF THINKING SKILLS

1. Analytical thinking:

Analytical thinking involves using your understanding of an entire idea or challenge and identifying the parts that compose it. Analysis is usually an orderly, step-by-step way of thinking. Many people who think analytically approach tasks in a methodical and structured way.

2. Creative thinking

Creative thinking is a mode of thought that involves using existing knowledge to develop new, original or innovative ideas. Creativity sometimes challenges the accepted ways of doing particular tasks or processes. This type of thinking can help you approach challenges with a new perspective.

3. Critical thinking

Critical thinking refers to the process of using existing understandings and processes to evaluate the relative credibility or usefulness of new information. This type of thinking usually incorporates the component details of a particular observation and other factors that might affect it. People who think critically often have excellent judgment or evaluation skills.

4. Divergent thinking

Divergent thinking occurs when you pursue many responses to a problem or challenge. It often includes the process of evaluating the validity of each line of thought and determining its relative value compared to others. Divergent thinking allows individuals to determine which solution is most appropriate based on this evaluation.

5. Convergent thinking

Convergent thinking involves combining many ways of thinking about potential solutions into one cohesive idea or plan. This process frequently requires you to identify the most useful part of each option to combine them most effectively. The goal is to create one effective outcome for a problem or need.

6. Linear thinking

Linear thinking involves carefully and methodically organizing information and your process for understanding it. Sometimes called sequential thinking, this type of thought requires that you resolve each problem-solving stage before beginning the next. It often follows a step-by-step process you use to come to each solution.

7. Nonlinear thinking

Nonlinear or holistic thinking emphasizes the ways concepts and ideas overlap and work together. This type of thinking requires looking for patterns and perceiving the overall importance of systems of ideas. Nonlinear thinking often involves looking in various directions rather than just one.

8. Metacognition

Metacognition is thinking about the way you think. This type of thinking involves careful reflection and analysis of one's own thought patterns. It's used to better understand a problem or challenge.

How to improve your thinking skills

There are a few ways you can improve your overall thinking skills. Some of these ways include:

- **Keep an open mind.** When approaching a new subject, keep an open mind about how to approach it and consider implementing a different approach than what you'd usually use.
- **Continue to observe.** Regularly observing the way you think can help you further hone your thinking skills by allowing you to identify the types of thinking you're using and applying different techniques when needed.
- **Meditate on your thinking.** Taking time to sit with your thoughts and noticing how they are affecting you can help you identify thought patterns that are not serving you. You can use this information to change your type of thinking and approach matters in a new way.

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