

Effective Communication Skills

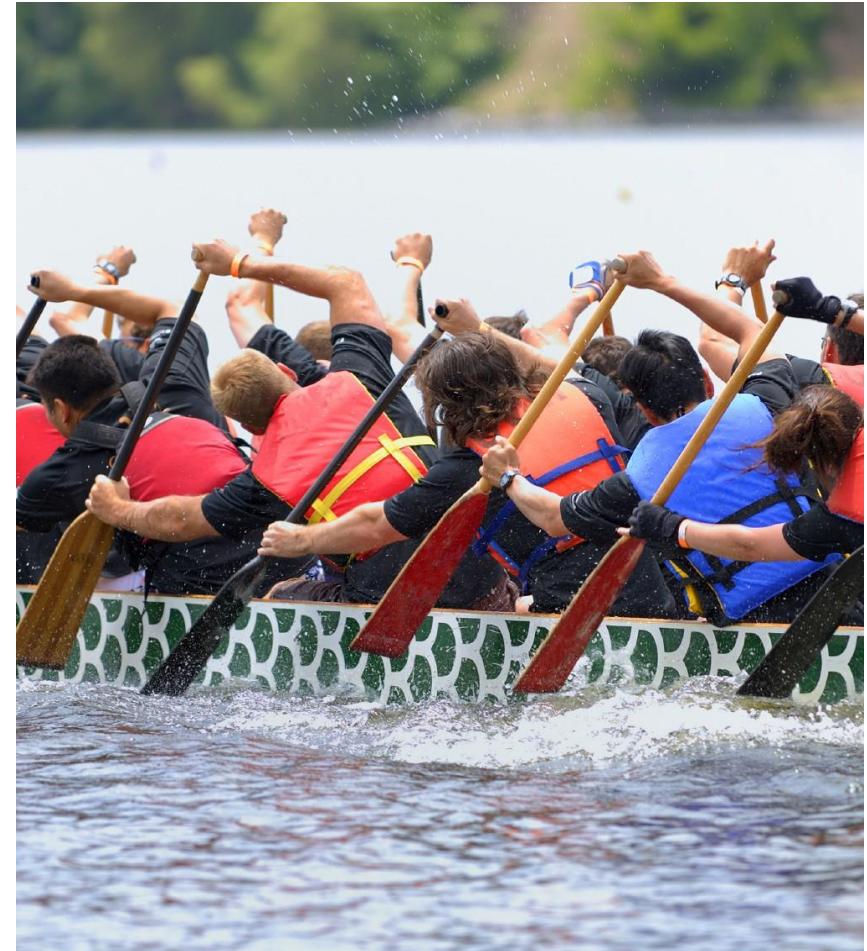
Workshop

Presented by

**Post-Secondary Education
Training and Labour**

**Industrial Relations
Branch**

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Effective Communication Skills

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for what is chosen
to be best in any relevant
point of view.

© Communicate (kə'myünɪkāt) v.
exchange information; share ideas:
have a connecting link;
writing, speech, gestures,
or what is thought or felt by
one person or group in
relation to another or others;

Video – Non-effective Communication

Liens

Chat: [Funny Ads : Cat \(Don't Judge 2 Quickly\) - YouTube](#)

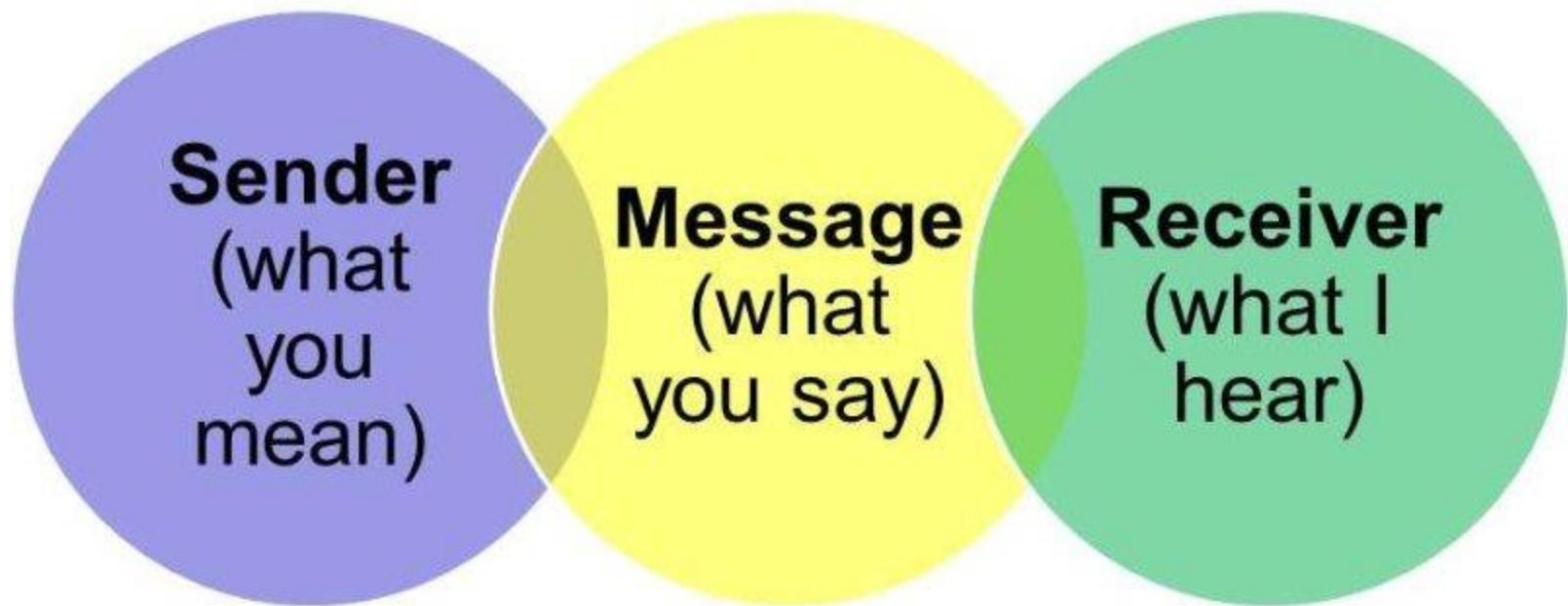
Chien: [Funny Ads : Cute Dog \(Don't Judge 2 Quickly\) - YouTube](#)



- Ask questions
- Speak to be understood
- Speak for yourself not other people
- Establish a clear communication process

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Ingredients for Effective Communication



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Message

Words

Mode

Body
Language



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6 Questions for Effective Communication

Audience: Who are you trying to reach?

Action: What do you want them to do?

Reward: What's in it for them?

Image: What image will you project?

Openings: How do you get through?

Evaluation: How did it work?

- Walk in the other person's shoes or to put yourself in their place
- Focus on the issues and not personalities
- Focus on the other side's interests, not their positions
- Focus on the future and not the past
- Discuss and assess remediation options when communicating with someone who feels aggrieved
- Give a legitimate place to emotions
- Know your audience, adjust accordingly



THE 4 COMMUNICATION STYLES

PASSIVE

AGGRESSIVE

PASSIVE-AGGRESSIVE

ASSERTIVE



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Personal Assessment

I Win - You
Win

I Lose - You
Lose

ASSERTIVE
I care about myself
I care about you

**PASSIVE-
AGGRESSIVE**
I don't care about myself
I don't care about you

AGGRESSIVE
I care about myself
I don't care about
you

PASSIVE
I don't care about
myself
I care about you

I Win - You
Lose

I Lose - You
Win

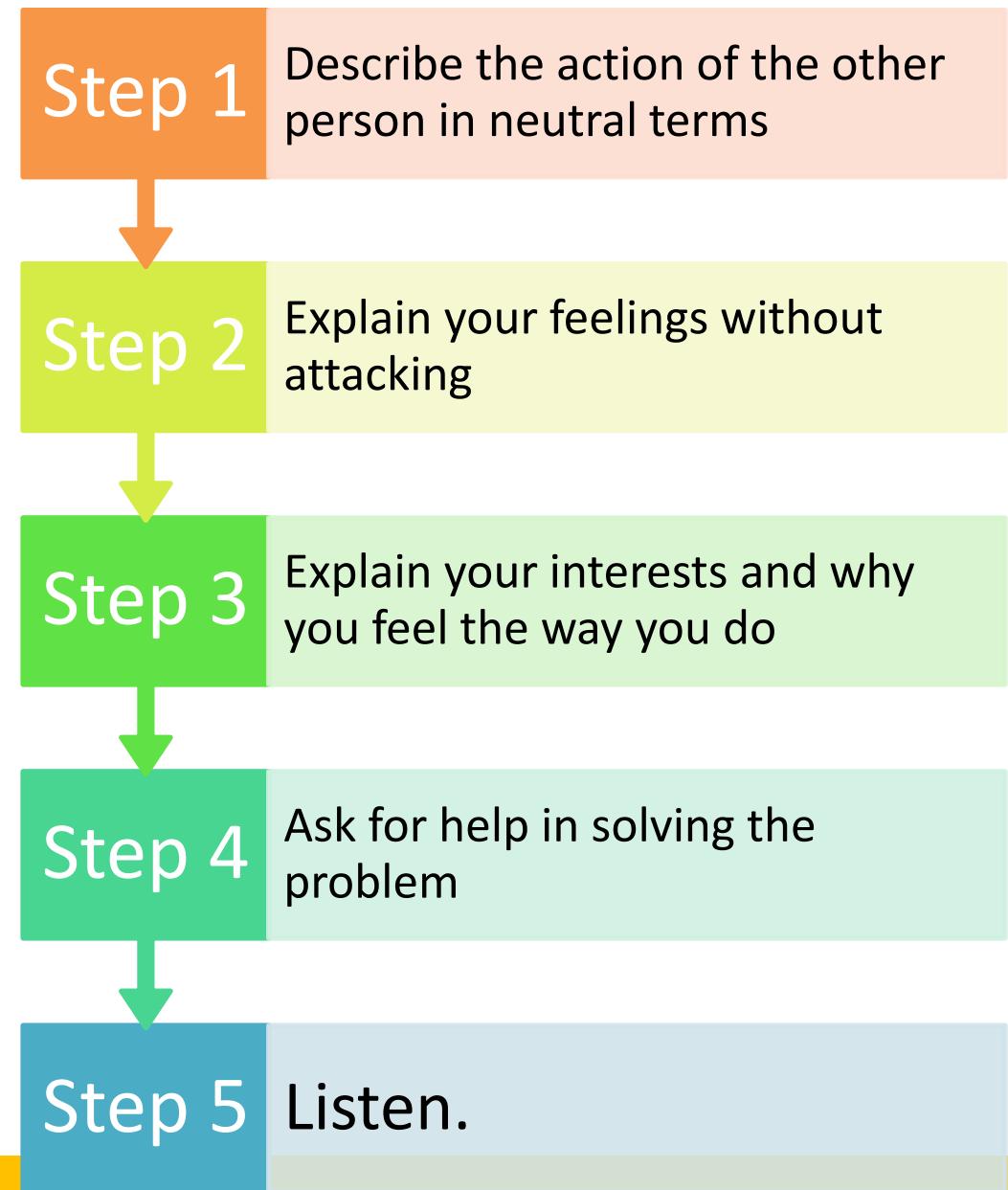
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Assertive Communication

**Verbally,
assertive
people :**

- Make statements that are honest, clear, brief, and to the point
- Use “I” statement : I’d like, I appreciate, I think
- Distinguish between fact and opinion
- Ask, don’t tell
- Offer improvement suggestions, not advice and commands

**“I” message
describes
and is not
blaming.**



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How to use an I statement

It is a verbal message!

Identify
feelings
and
situation

I feel _____
Grab attention with a feeling

when _____
Explain the situation

because _____
basically, why do you care so much??

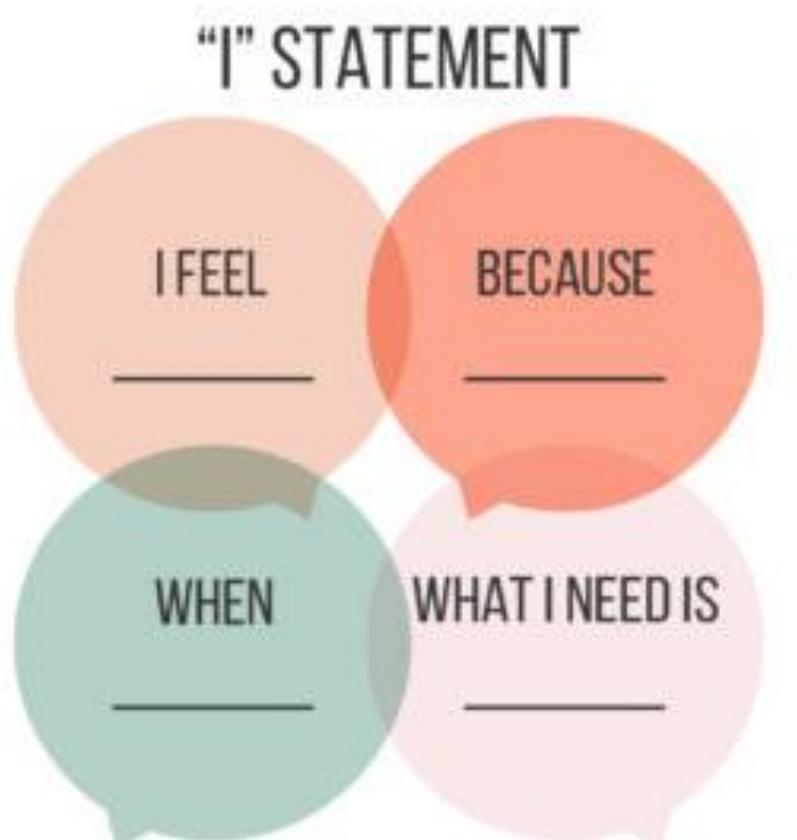
Give an
example
solution
(compromise)

I'd like/I want _ What do you want from them?

Would you consider _____

Specifically explain what you _____?
want them to do. Include _____
please if you can.

Scenario



You are working on a project with a group and one member is not completing their tasks on time.

You have repeatedly had to finish their work which has been very frustrating.

EXAMPLE

“I find it really frustrating when I have to complete some of your tasks on this project. Because I want us to succeed as a group, would you consider we (as a group) review each of our duties and see what is realistic for us, to ensure we complete the project on time? ”

Benefits of Assertive Communication

Assertiveness can be effectively used while:

- Negotiating.
- Resolving conflict and defusing anger.
- Implementing/explaining controversial policy.
- Communicating tough decisions.
- Solving problems.
- Establishing boundaries, balance.
- Dealing with aggressive, passive and passive-aggressive behaviour.

Assertive Body Language

DO

- Stand or sit tall
- Distribute weight evenly throughout the body
- Keep hands visible
- Maintain natural eye contact
- Speak in a voice fitting of situation
- Demonstrate appropriate emotion

DON'T

- Slouch
- Cross legs
- Press weight into one hip
- Hold hands on hips
- Fidget
- Look down or glare at the person
- Speak too loud or too softly



**The biggest
communication problem
is we do not listen to
understand.
We listen to reply.**

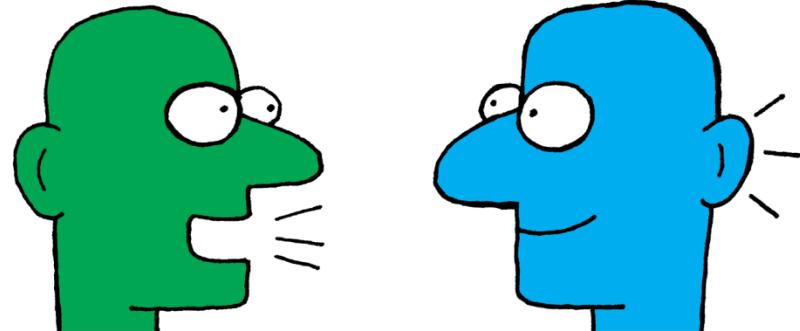
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ACTIVE LISTENING

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Active Listening



How to score the personal analysis of listening habits:

All even numbered questions are scored:

0 points for “Most of the time”

5 points for “Sometimes”

10 points for “Seldom”

All odd numbered questions are scored:

10 points for “Most of the time”

5 points for “Sometimes”

0 points for “Seldom”

Hearing vs. Listening

HEARING

- accidental
- involuntary
- effortless

LISTENING

- concentrated
- voluntary
- intentional

Common bad listening behaviors:

- Attention fakers
- Fact gatherers
- Criticizers
- Bored
- Difficult material blockers
- Distraction tolerators
- Note takers
- Mental rehearsers

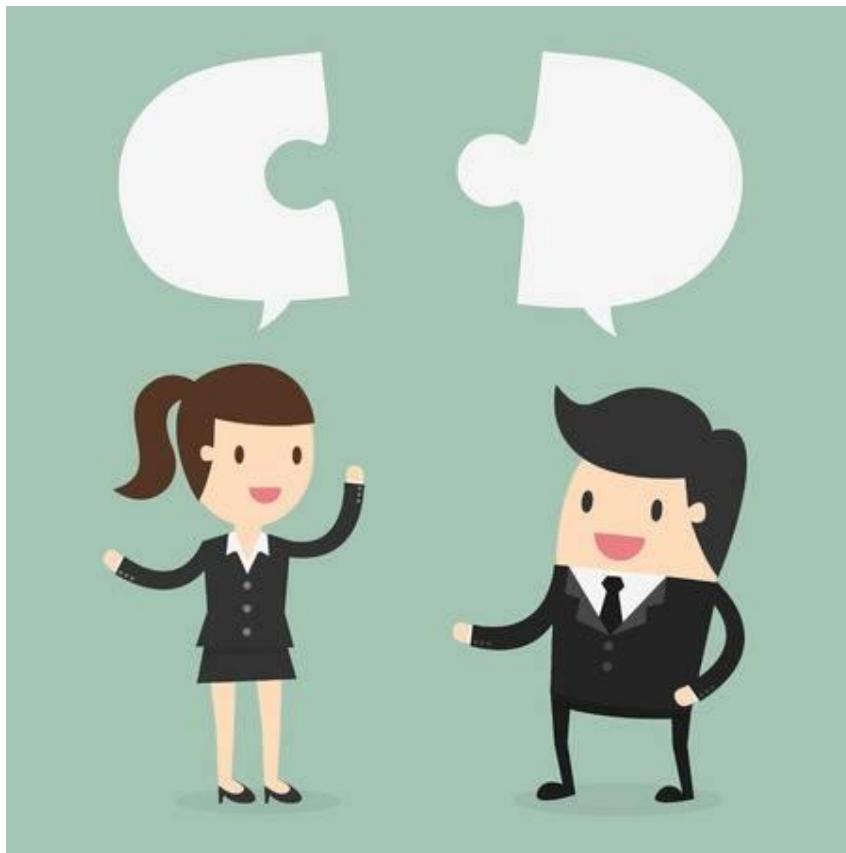


Non- Verbal Signs of Active Listening



Smile
Eye Contact
Posture
Mirroring
Distraction

Verbal Signs of Active Listening



Positive Reinforcement
Remembering
Questioning
Reflection
Clarification
Summarisation

STEPS in Active Listening

**Step 1- Feedback:
“What
Happened?”**

**Step 2- Feedback:
“Their
Interpretation””**

**Step 3- Feedback:
“Their Feelings”**

**Step 4- Feedback:
“Their
Commitment”**

**Step 5- Feedback:
“Did I get that
right?”**

**TIP: Stay Curious
and Present**

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Types of questions

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QuestionPro

OPEN ENDED QUESTIONS



WHAT

HOW

WHERE

WHEN

WHY

WHO

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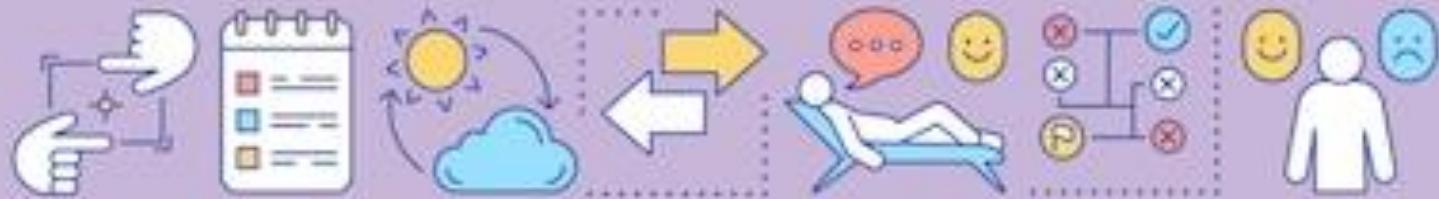
New Nouveau
Brunswick



Open-ended question starters

- What would you do if
- What do you think about...
- Why do you think...
- How do you feel about...
- What does _____ remind you of...
- How does _____ connect to
- What do you think _____ means?
- Who or what has the greatest impact on
- What do you think the author meant by
- Do you think _____ is _____? Why or why not?

And a bunch more on the handout...



REFRAMING



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ACTIVE LISTENING SKILLS

ROER

A simple workflow to remember your active listening skills!

ROER

F
A
I
L
U
R
E

S
U
C
C
E
S
S

NO!

DO I UNDERSTAND YOU?

YES

**DO I WANT TO
UNDERSTAND?**

YES

**AM I TRYING?
(to understand)**

YES

**AM I LISTENING?
(And am I silent when you speak?)**

YES

**AM I ASKING
CLARIFYING QUESTIONS?**

YES

**AM I REPHRASING
USING MY OWN WORDS?**

YES

NO!

DO I UNDERSTAND YOU NOW?

YES



*Ways to ensure
you
communicate
effectively
during your
council meetings*

One of the most **sincere**
forms of *respect* is
actually listening to
what another has to
say.

Bryant H. McGill

5 Minute Health Break

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Dealing with difficult responses

Expect them, anticipate difficult responses

Prepare for them in case

Plan /write what you will say

Be intentional, not reactive

Practice self-reflection, know your triggers

Restate expectations

Establish ground rules if needed

Managing Emotions in Communication

Be aware of emotions- yours and theirs

Develop the ability to express emotions rationally and effectively

Step aside, let their emotions hit the problem

Step aside from your emotions and explain why you are upset instead of showing the emotion

Separate the causes of their feelings from the substantive problems and deal with them in parallel

Communicating Effectively

Think	Think before you speak.
Keep	Keep your tone neutral.
Don't say	Don't say "yes, but..." say "yes, and".
Avoid	Avoid attributing intentions.
Allocate	Allocate time to listen to them and understand.
Ask	Ask questions to clarify and elicit further information

Dealing Strategically with Disagreement

Do not react;
go to the
balcony.

Pause and say
nothing.

Take a break, do
not make
important
decisions on the
spot.

Common Conflict Behaviours

	Constructive	Destructive
Active	<ul style="list-style-type: none">• Perspective taking• Creating solutions• Expressing emotions• Reaching out	<ul style="list-style-type: none">• Winning at all costs• Displaying anger• Demeaning others• Retaliating
Passive	<ul style="list-style-type: none">• Reflective thinking• Delay responding• Adapting	<ul style="list-style-type: none">• Avoiding• Yielding• Hiding emotions• Self-criticising

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Constructive Conflict

- Results in clarification of important problems and issues.
- Results in solutions to problems.
- Causes authentic communication.
- Helps release emotion, anxiety, and stress.
- Builds cooperation among people through learning more about each other.
- Helps individuals develop understanding and skills.
- Helps people "be real", for example, it motivates them to participate.
- Helps people learn how to recognize and benefit from their differences.



Destructive Conflict

- Takes attention away from other important activities.
- Undermines morale or self-concept.
- Polarizes people and groups, reducing cooperation.
- Increases or sharpens difference.
- Leads to irresponsible and harmful behavior, such as fighting, name-calling.
- Hampers productivity.
- Lowers morale.
- Causes more and continued conflicts.
- Causes inappropriate behaviors.



Strategies for staying calm in conflict

Be prepared

Deep breaths

Practice positive introspection

Make the connection less formal

Walk and talk

Use a relaxed tone

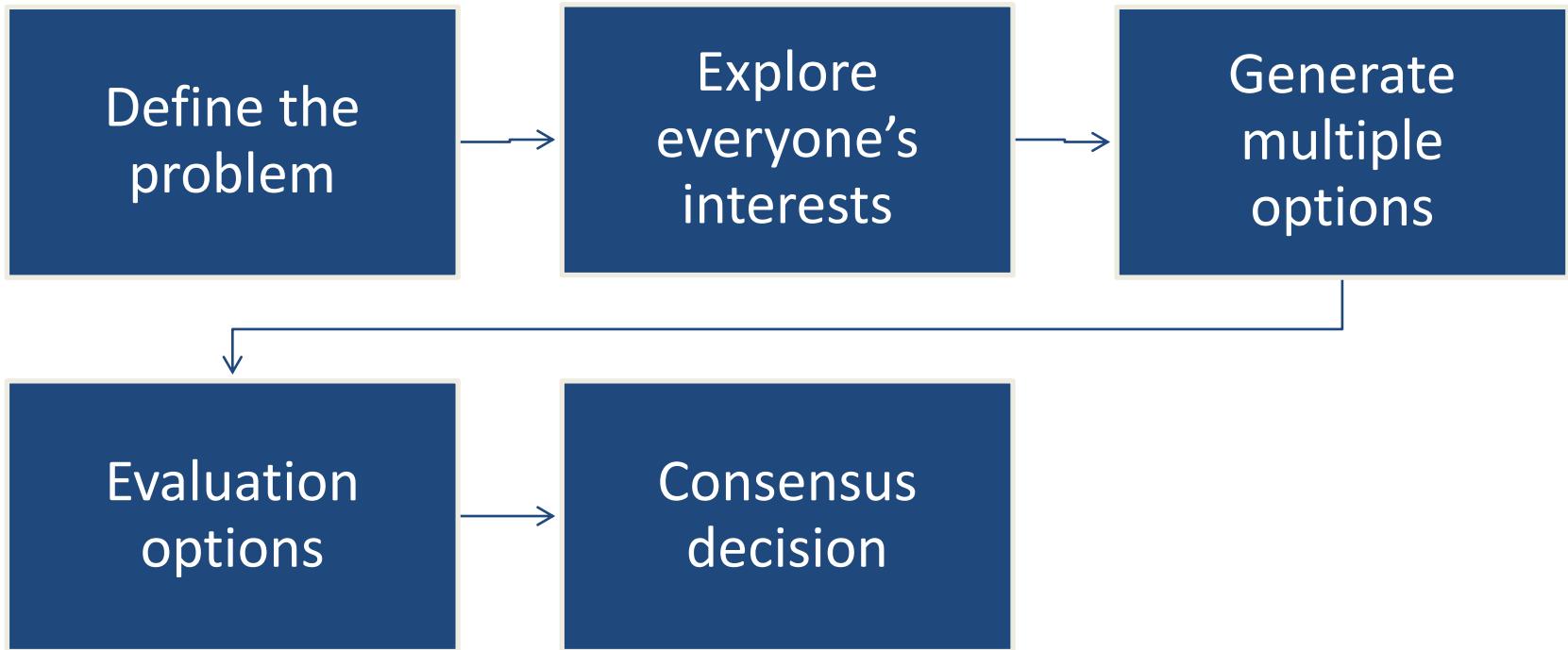
Speak with openness and curiosity

Frame the message in a positive way

Provide time and space

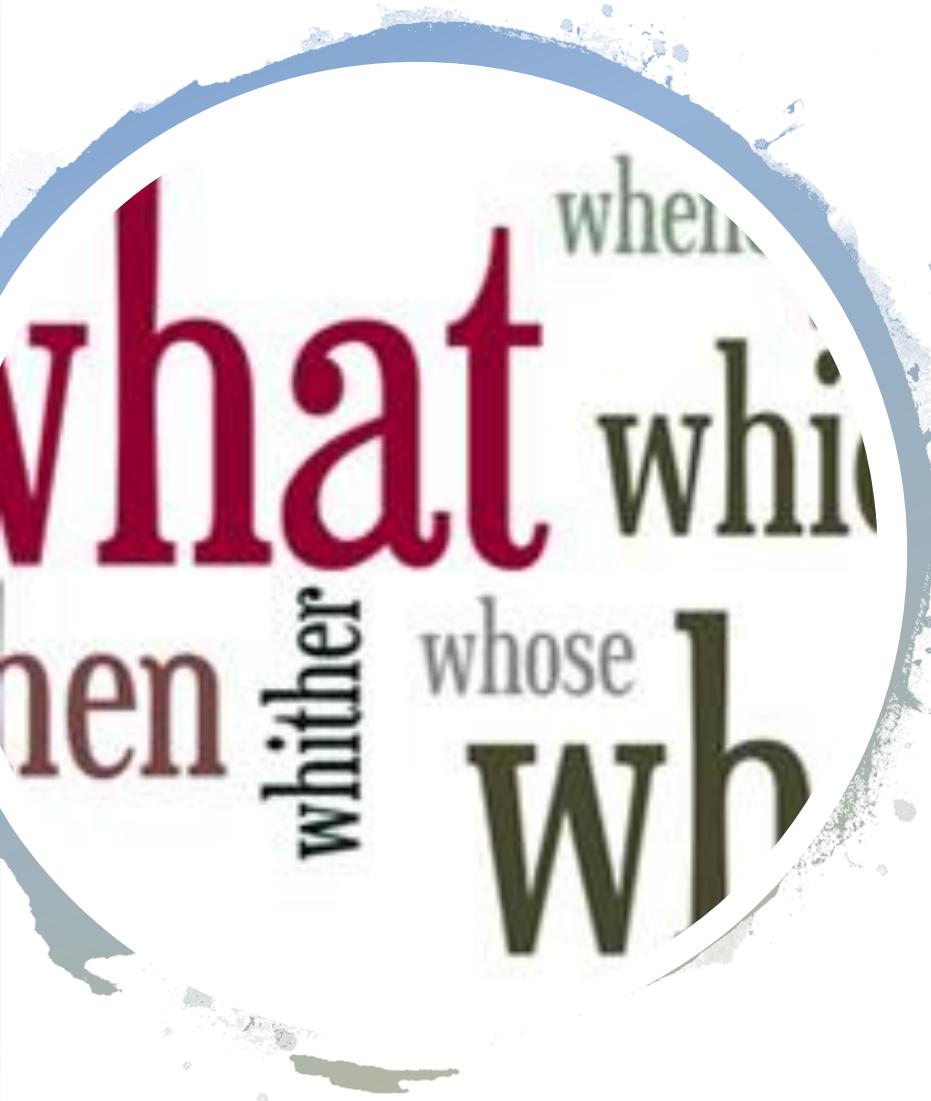
Sleep on it

Joint Problem-Solving Skills



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1. Define the Problem



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- First, the problem must be stated in a way that allows it to be solved by multiple possible solutions.
- Develop a question:
 - Identify the Subject and Issue
- Begin with :
 - “ How can/might we....”
- Cannot be answered by “yes” or “no”
- Does not offer a solution
- Does not contain any accusation or defamatory comments

Step 2: Explore Everyone's Interests

Communicates underlying needs, concerns and fears about the issue/problem

Facilitates information sharing

Helps identify common concerns
about an issue

Promotes discussion of options

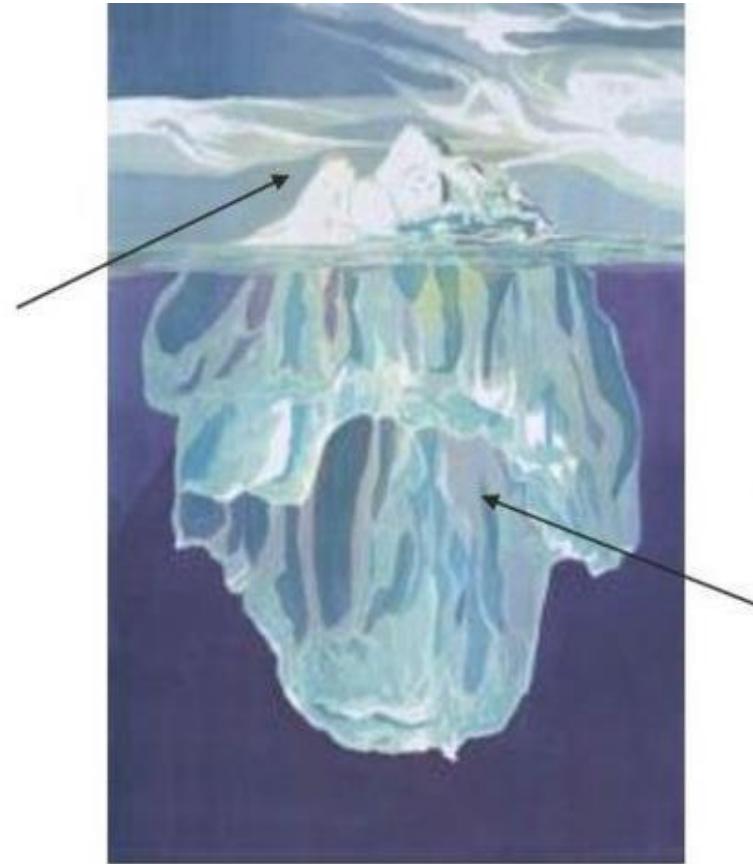
Begins the process in a more positive manner

Does not propose a solution



Positions:

- The *what*
- What we say we want
- Desired outcomes and state of the world



Interests:

- The *why*
- Hopes, needs, values, beliefs, and expectations

Disagreements: Positions to Interests

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Positions versus Interests

Positions

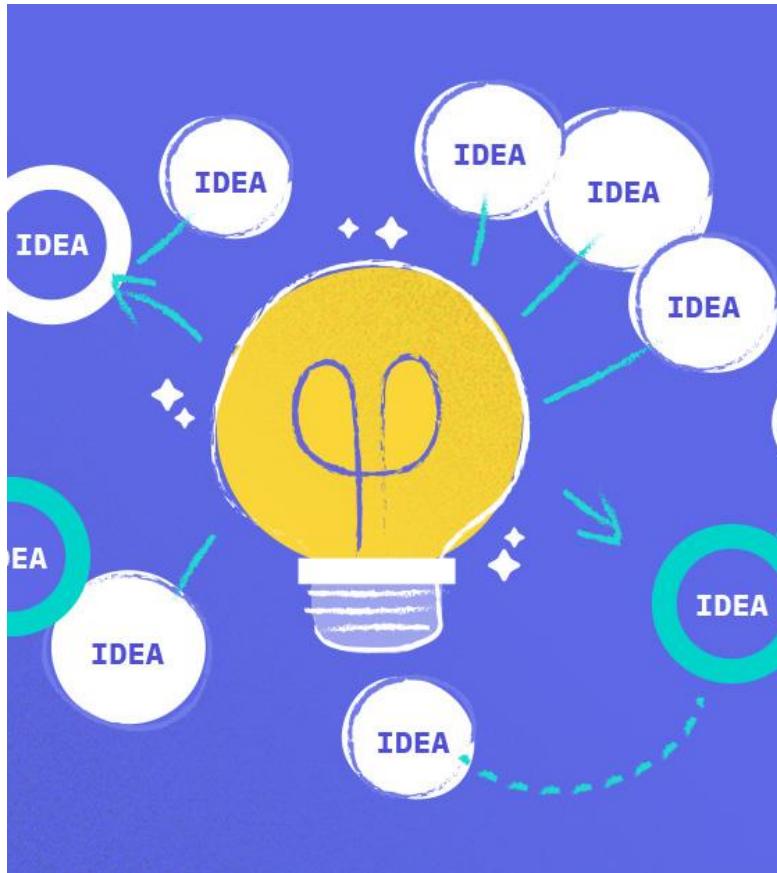
- Identifies what you want
- Acts as an anchor
- Commits you to your initial goal
- Harms relationships

Interests

- Motivation behind positions
- Identifies which issues conflict and which simply differ
- Allows for flexibility in initial goal
- Maintains relationship

Step 3: Generate Multiple Options (Brainstorming)...

Why Brainstorm?



- Provides the participants with ownership of the process
- More ideas and opinions
- Adds flexibility to the search for solutions
- Adds commitment to the final outcome
- Stimulates creativity
- Analyze the problem by breaking it down

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Rules of Brainstorming

Everyone
participates!

Create, don't
evaluate

Create, don't
criticize

Quantity, not
quality

“Outside the
box” thinking is
encouraged

There are no bad
ideas (or good ideas)
at this point... it's
simply about the
ideas.

Police
yourselves!

Step 4. Evaluate Options (Three-cut method)

This may take minutes, hours, or days depending on the complexity of the issue.

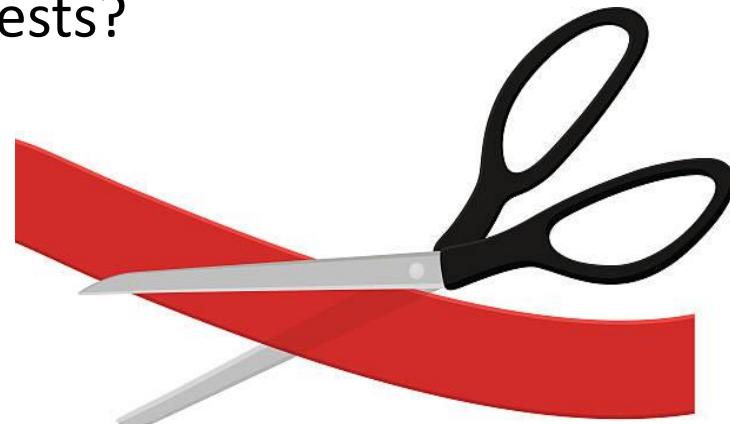
“Is there any information you need to collect in order to make your decision?”

Three-cut method of evaluation:

Does the option satisfy everyone's interests?

Do we have access to the resources required?

Can we sell the option to our stakeholders/members?



Step 5: Consensus Decision Making

All group members agree on a single alternative.



Consensus is when each member can say:

- I understand what is being proposed.
- I had the opportunity to express my views and I understand the views of others.
- The decision was arrived at openly and fairly
- It is the best solution for us at this time
- Whether or not I prefer this decision, I will support it.

Guidelines:

Participate and encourage participation

Listen and be open to ideas

Share information

Yield to reason, not pressure

Do not bargain

Do not bully or coerce others

Do not abandon your principles

TREAT DIFFERENCES / HOLDOUTS AS STRENGTHS!

Joint Problem-Solving Skills

Define the problem

Explore everyone's interests

Generate multiple options

Evaluation options

Consensus decision

Advantages of the problem solving process



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SUMMARY

The key to success:

commitment
at all levels

broad and
long-term
vision

reflection of a
global
approach

sharing
information

Empowers
council

real will for
change



Potential gains:

Improved relationships
Clarity and mutual understanding
"Win-win" solutions
Ability to solve multiple problems jointly
Goodwill, trust, respect

Potential losses:

Relationship deterioration
Ambiguity and confusion
Stressed and frustrated employees
Situation "win-losers"
Increase in operating costs
Discouragement, non-confidence and disrespect

Making It Work!

Try to understand where the other person is coming from

Understand and respect the other's viewpoint

Keep an open mind

Think of the whole organization, not individuals

Seek solutions to the problems

Aim for long term gain

**"PEOPLE WILL FORGET
WHAT YOU SAID,
PEOPLE WILL FORGET
WHAT YOU DID,
BUT PEOPLE WILL
NEVER FORGET HOW
YOU MADE THEM FEEL."**

— MAYA ANGELOU

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