



# **CMS 22012: Leadership & Communication Skills**

## **Leadership: Communication Handout 5**

**F. H. Abdul Rauf**

# *Communication*

- **Communication**

- The sharing of information between two or more individuals or groups to reach a common understanding.





# *Effective Communication*

Your Key to  
Professional Success

# *How Important is Communication?*

- Employers hire effective communicators



**Interviews**

**Presentations**

**Report briefings**

**Small-group communication**

- Survey -Executives links communication skills to business success



**Planning**

**Delivery**

**PowerPoint**

# *Planning Your Purpose*



- **General Purpose**
  - Entertain
  - Inform
  - Persuade
- **Specific Purpose**
  - To inform the committee about the . . .
  - To persuade the board that . . .

# *Planning Your Structure*



## **3** Steps

- Preview
- Present
- Review

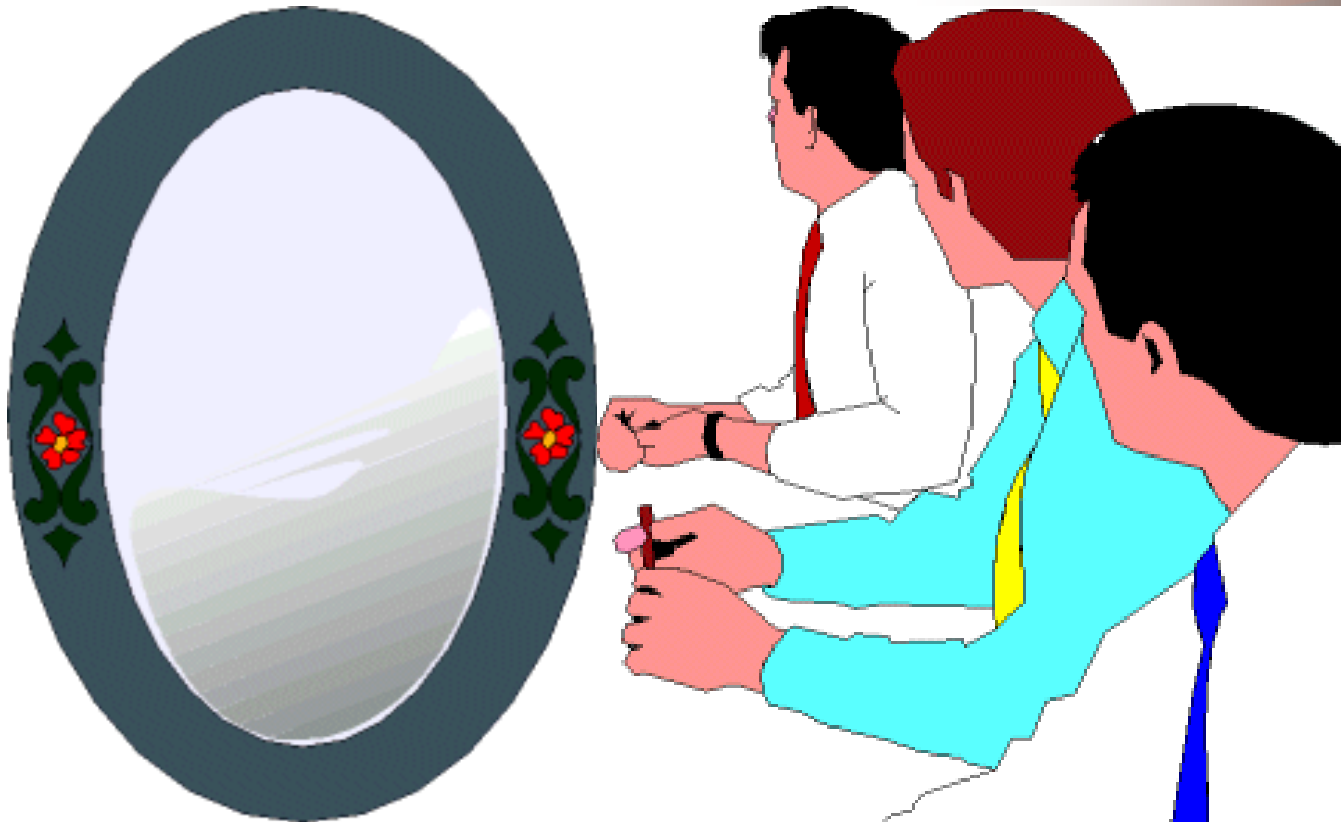
# *Planning Includes Good Writing*



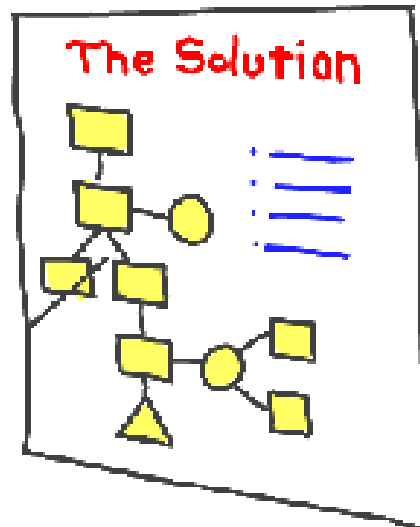
- Logical outline structure
- Clear transitions between ideas
- Concise, concrete language



# *Planning Includes Practice*



# *Delivery*



- **Eyes**
- **Body**
- **Voice**
- **Clothes**

# *Effective Delivery Requires Eye Contact*



- Direct eye-to-eye contact
- Sustained 5-10 seconds
- Asks for acknowledgment

# *Effective Delivery Requires Good Posture*



- Posture
  - Stand tall
  - Balance weight forward
  - Relax

# *Effective Delivery Uses Movement*



- Movement
  - Voluntary
  - Purposeful
  - Steps

# *Effective Delivery Uses the Hands*



- Hands
  - Natural gestures
  - Waist or higher
  - No hands in pockets
  - No nervous manipulators

# *Effective Delivery Uses the Body*



- 92% of communication is non-verbal

# *Effective Delivery Uses the Voice*



- Clear accent
- Vocal energy
- Avoid non-words
- No gum!

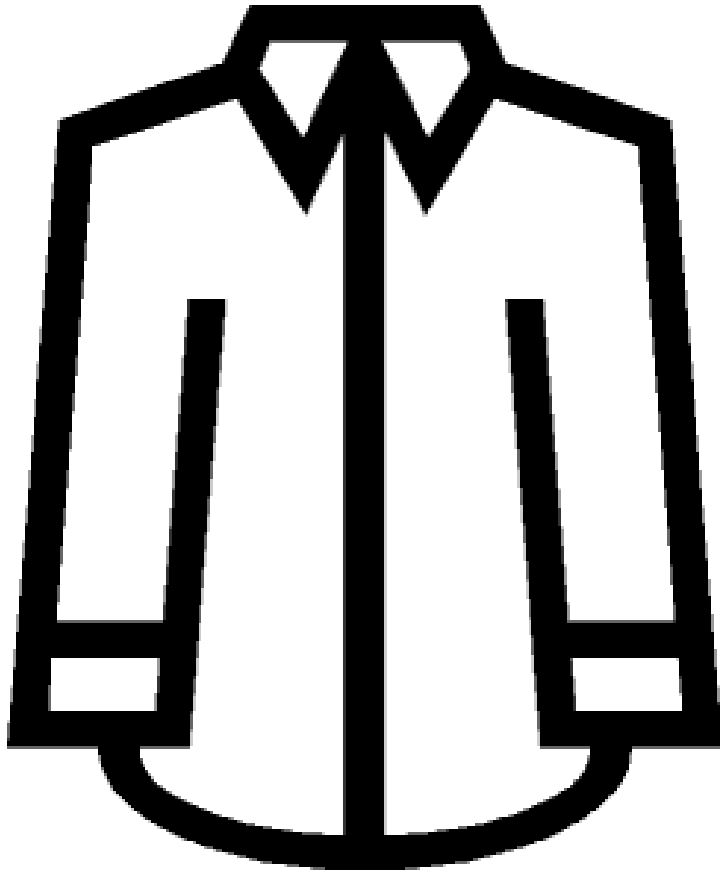


# *Effective Delivery Uses the Voice*



- Vocal Variety
  - Pitch
  - Rate
  - Volume
- Vocal Energy

# *Dress for Delivery Success*



- Clean and pressed
- Comfortable
- Well-fitting
- Professional
- No hats

# *Effective Delivery Requires Practice*



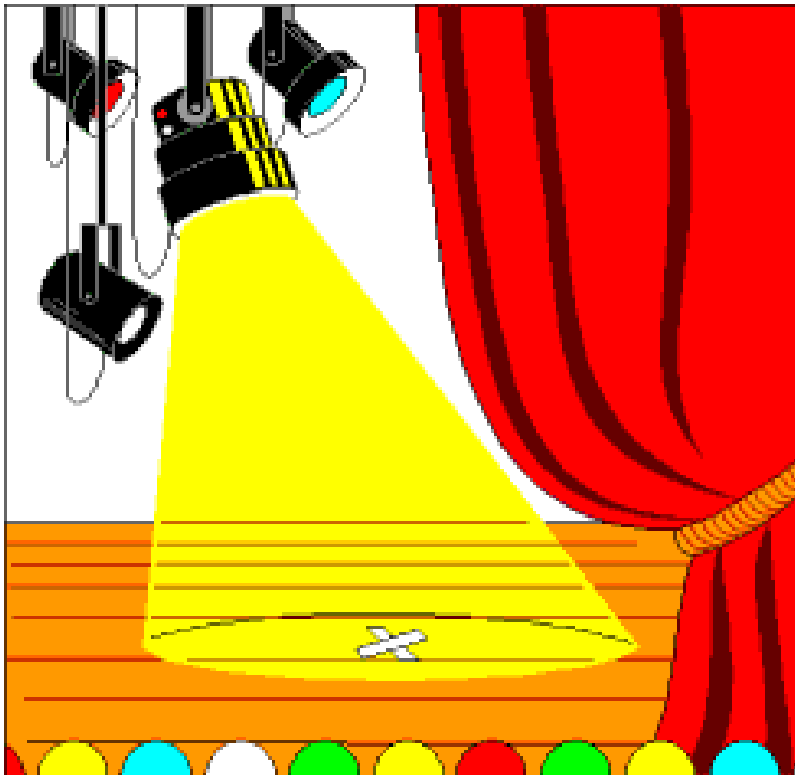
# *Using PowerPoint*



- **Lighting**
- **Aesthetic Appeal**

**The Two Most Important Rules**

# *Lighting and PowerPoint*



- Speaker needs light for non-verbal communication
- Audience needs light to read / write
- Effective projection requires a darkened room

# *PowerPoint and Aesthetic Appeal*



- **K. I. S. S.** (KEEP IT SIMPLE AND SHORT)
- Minimal Text
- Clear Images
- Strong contrast between text and background

# Really Bad Slide

- Text competes with graphic
- Difficult to read

# *The Communication Process*

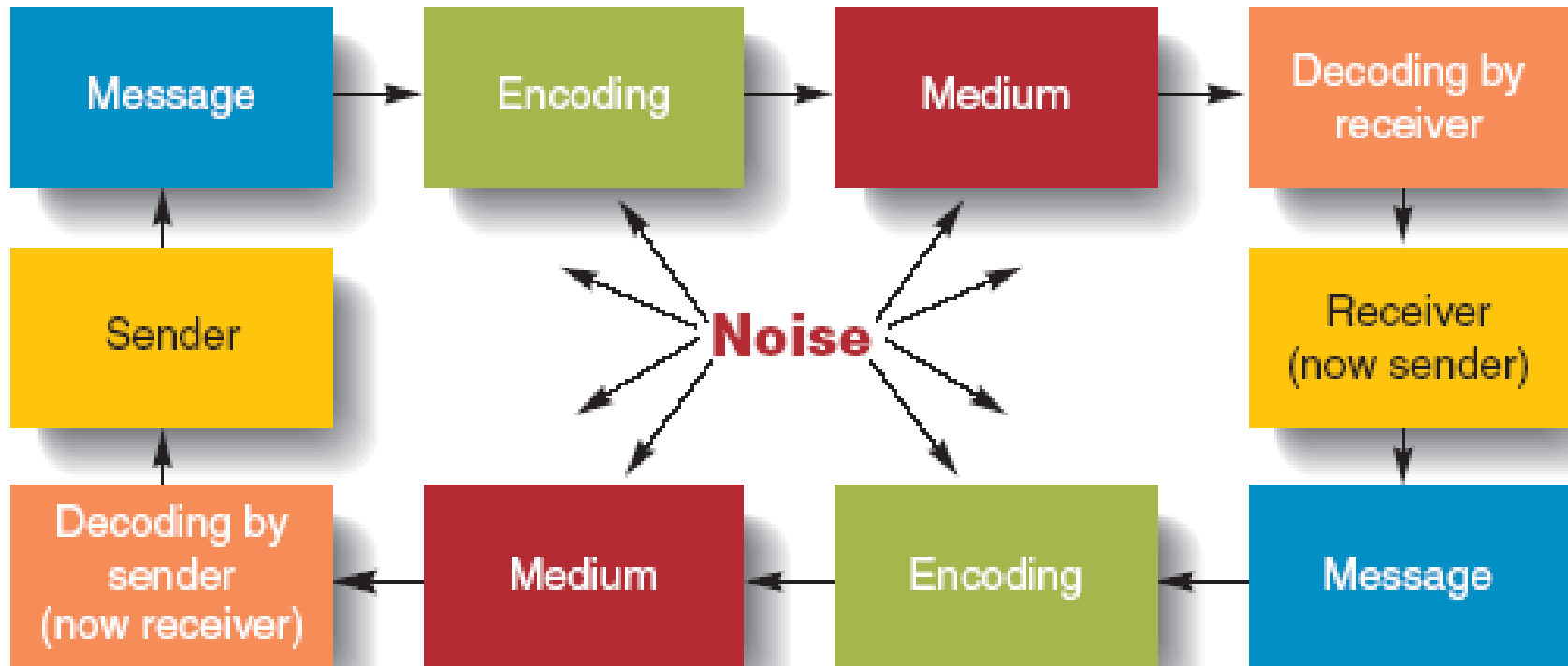


- **Phases of the Communication Process:**
  - **Transmission phase** in which information is shared by two or more people.
  - **Feedback phase** in which a common understanding is assured.



# *The Communication Process*

## **Transmission phase**



## **Feedback phase**

# *The Communication Process*



- **Sender** – person wishing to share information with some other person
- **Message** – what information to communicate
- **Encoding** – sender translates the message into symbols or language
- **Noise** – refers to anything that hampers any stage of the communication process

# *The Communication Process*



- **Receiver** – person or group for which the message is intended
- **Medium** – pathway through which an encoded message is transmitted to a receiver
- **Decoding** - critical point where the receiver interprets and tries to make sense of the message

# *The Communication Process*



- Feedback phase is initiated by the receiver
- Receiver decides what message to send to the original sender
- Feedback eliminates misunderstandings, ensures that messages are correctly interpreted

# *Verbal & Nonverbal Communication*



- **Verbal Communication**
  - The encoding of messages into words, either written or spoken
- **Nonverbal**
  - The encoding of messages by means of facial expressions, body language, and styles of dress.

# *The Role of Perception in Communication*



- **Perception**

- Process through which people select, organize, and interpret sensory input to give meaning and order to the world around them

# *The Role of Perception in Communication*



- **Biases**

- Systematic tendencies to use information about others in ways that can result in inaccurate perceptions

# *The Role of Perception in Communication*



- **Stereotypes**

- Often inaccurate beliefs about the characteristics of particular groups of people
- Can interfere with the encoding and decoding of messages



# *The Dangers of Ineffective Communication*



- When managers and other members of an organization are ineffective communicators, organizational performance suffers and any competitive advantage the organization might have is likely to be lost

# *Information Richness and Communication Media*



- Managers and their subordinates can become effective communicators by:
  - Selecting an appropriate medium for each message—there is no one “best” medium.
  - Considering information richness
    - A medium with high richness can carry much more information to aid understanding.

# *Information Richness*



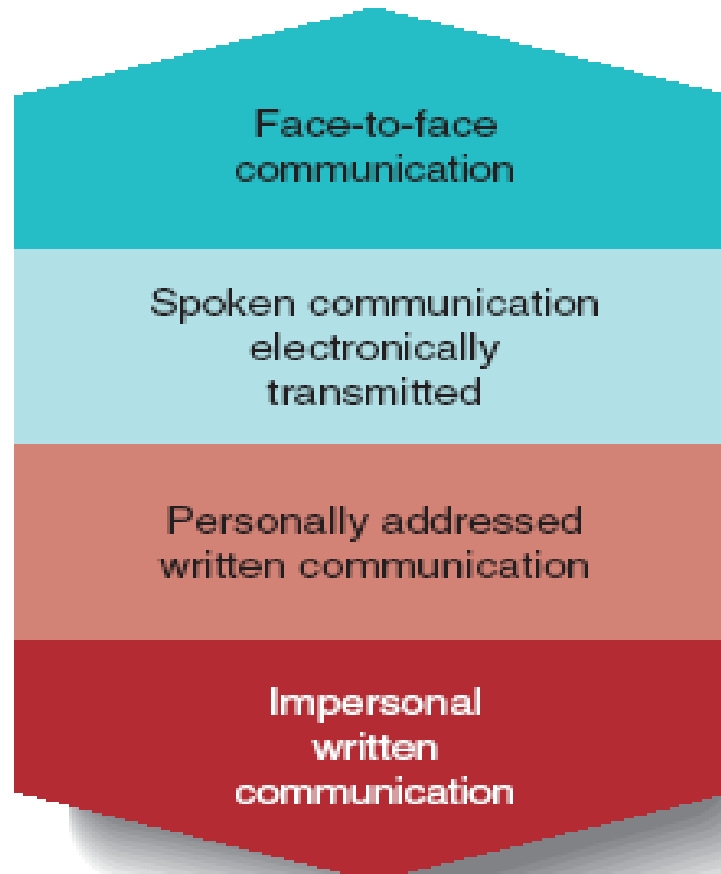
- The **amount of information** that a communication medium can carry
- The extent to which the medium enables the sender and receiver to reach a **common understanding**

# *Information Richness of Communication Media*

**High  
information  
richness**



**Low  
information  
richness**



# *Communication Media*

- **Face-to-Face**

- Has highest information richness.
- Can take advantage of verbal and nonverbal signals.



# *Communication Media*



- **Face-to-Face**

- Provides for instant feedback.
- Management by wandering around takes advantage of this with informal talks to workers.
- Video conferences provide much of this richness and reduce travel costs and meeting times.

# *Communication Media*



- **Spoken Communication Electronically Transmitted**
  - Has the second highest information richness.
  - Telephone conversations are information rich with tone of voice, sender's emphasis, and quick feedback, but provide no visual nonverbal cues.

# *Communication Media*



- **Personally Addressed Written Communication**
  - Has a lower richness than the verbal forms of communication, but still is directed at a given person.
  - Personal addressing helps ensure receiver actually reads the message—personal letters and e-mail are common forms.



# *Communication Media*



- **Personally Addressed Written Communication**
  - Does not provide instant feedback to the sender although sender may get feedback later.
  - Excellent media for complex messages requesting follow-up actions by receiver.

# *Communication Media*

- **Impersonal Written Communication**
  - Has the lowest information richness.
  - Good for messages to many receivers where little or feedback is expected (e.g., newsletters, reports)



# *Communication Media*



- Many managers do not have time to read all the electronic work-related information available to them
- Problem with information overload is the potential for important information to be ignored or overlooked
- Can result in lost productivity

# *Communication Networks*



- **Communication Networks**
  - The **pathways along which information flows** in groups and teams and throughout the organization.

# *Communication Networks*

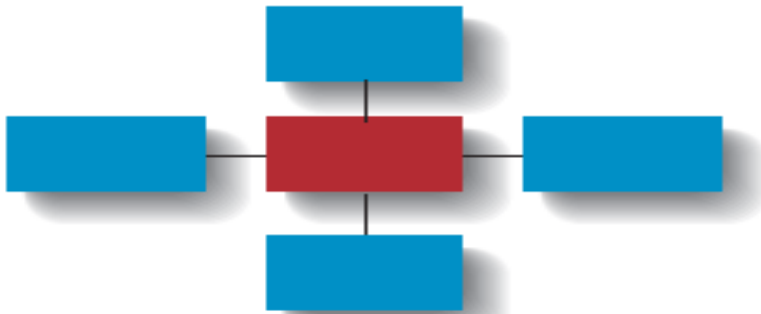


- **Type of communication network depends on:**
  - The nature of the group's tasks
  - The extent to which group members need to communicate with each other to achieve group goals.

# *Communication Networks in Groups and Teams*

Type of Network	
Wheel Network	Information flows to and from one central member.
Chain Network	Members communicate only with the people next to them in the sequence.
Wheel and chain networks provide little interaction.	
Circle Network	Members communicate with others close to them in terms of expertise, experience, and location.
All-Channel Network	Networks found in teams with high levels of communications between each member and all others.

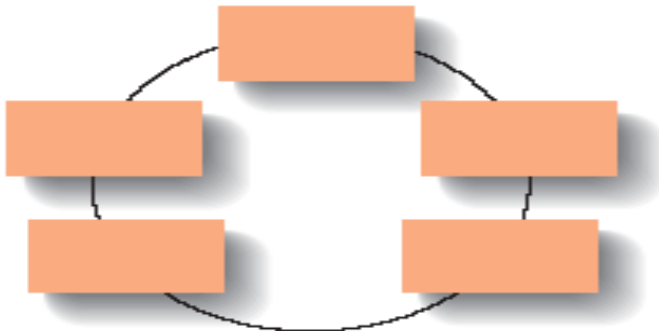
# *Communication Networks in Groups and Teams*



**Wheel network**



**Chain network**



**Circle network**



**All-channel network**

# *Organization Communication Networks*



- **Organization Chart**
  - Summarizes the formal reporting channels in an organization.
  - Communication in an organization flows through formal and informal pathways
  - Vertical communications flow up and down the corporate hierarchy.



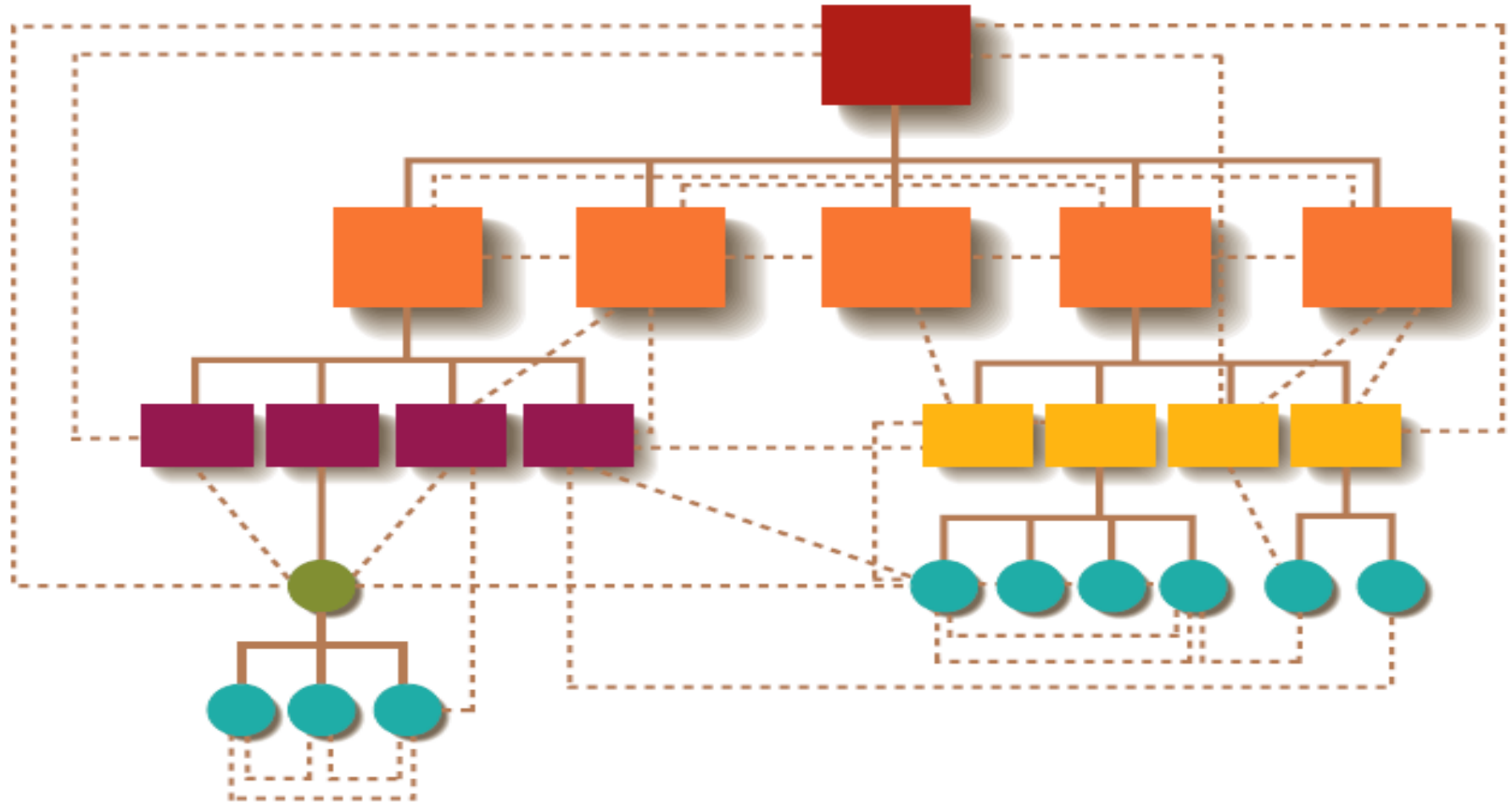
# *Organization Communication Networks*



- **Organization Chart**

- Horizontal communications flow between employees of the same level.
- Informal communications can span levels and departments—the **grapevine** is an informal network carrying unofficial information throughout the firm.

# *Formal and Informal Communication Networks in an Organization*



— Formal pathways of communication summarized in an organization chart

- - - Informal pathways along which a great deal of communication takes place

# *Barriers to Effective Communication*



- Messages that are unclear, incomplete, difficult to understand
- Messages sent over the an inappropriate medium
- Messages with no provision for feedback
- Messages that are received but ignored
- Messages that are misunderstood
- Messages delivered through automated systems that lack the human element

# *Communication Skills for Managers as Senders*



- Send clear and complete messages.
- Encode messages in symbols the receiver understands.
- Select a medium appropriate for the message and, importantly, one that is monitored by the receiver.
- Avoid filtering (holding back information) and distortion as the message passes through other workers.
- Include a feedback mechanism in the message.
- Provide accurate information to avoid rumors.

# *Communication Skills for Managers as Senders*



- **Jargon**

- Specialized language that members of an occupation, group, or organization develop to facilitate communication among themselves
- Should never be used when communicating with people outside the occupation, group, or organization

# *Communication Skills For Managers as Receivers*



- Pay attention to what is sent as a message.
- Be a good listener: don't interrupt.
- Ask questions to clarify your understanding.
- Be empathetic: try to understand what the sender feels.
- Understand linguistic styles: different people speak differently.
- Speed, tone, pausing all impact communication.

# **Success for YOU...**

**...in the new global and diverse  
workplace requires  
excellent communication skills!**





***END***

**Thank you**