

A photograph of five business professionals—three men and two women—sitting around a dark wooden conference table in a bright, modern office. They are all dressed in professional attire, including suits and blazers. The group is positioned behind the table, with some individuals looking directly at the camera and others slightly off-camera. The background shows a hallway with white walls and doors.

# COMMUNICATION

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[readystepresent.com](http://readystepresent.com)

# PROGRAM OBJECTIVES

A professional woman in a dark pinstripe suit and striped shirt is smiling and writing in a blue folder with a white pen. A man in a similar suit is looking at her work. In the background, other people are blurred, suggesting a busy office environment.

# Program Objectives

( 1 of 3 )



Identify steps in taking responsibility for your own communication



Explore the use of words, tone of voice, and body language in communication



Compare “telling” and “asking” questions styles in solving problems



Identify ways to establish rapport in communication

# Program Objectives

( 2 of 3 )



Recognize and understand the power of communication



Understand how problems develop due to poor listening skills



Identify specific communication problems, and apply treatments



Learn techniques to manage and ensure proper communication

# Program Objectives

( 3 of 3 )



Enhance your knowledge of nonverbal communication



Apply what you learn to the written word



Practice, role-play, discuss, and problem-solve

# A CHALLENGE

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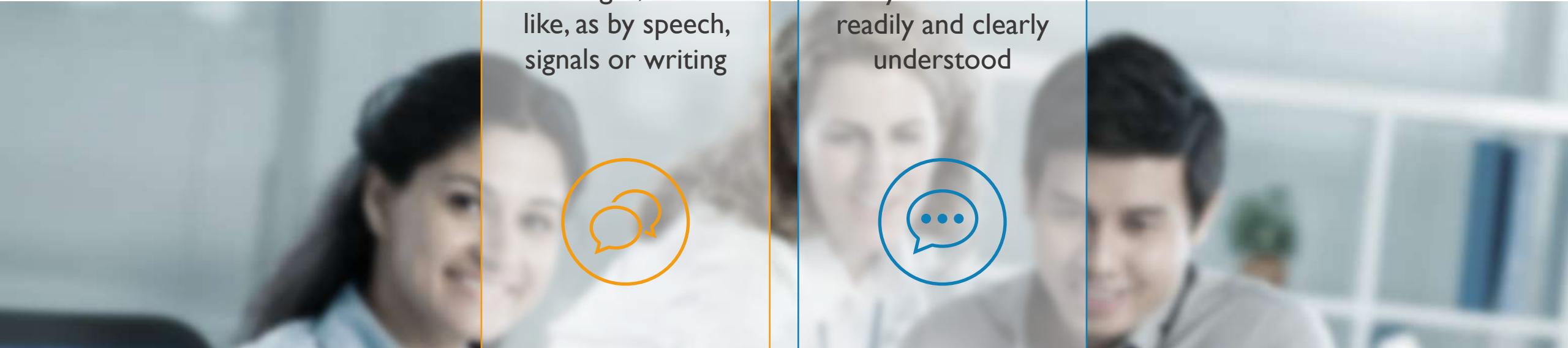
Please Write A  
One Sentence Definition For  
**EFFECTIVE COMMUNICATION**

# DEFINITION OF COMMUNICATION

A photograph of three business professionals in a modern office setting. In the foreground, a woman with long dark hair, wearing a light blue button-down shirt, is smiling and looking towards the camera. She is seated at a desk with a white laptop open in front of her. Behind her, another woman with blonde hair tied back and a man in a light blue shirt are also smiling and looking towards the camera. They appear to be working together on a project. The background shows office shelves with books and files.

# Definition of Communication

( 1 of 2 )

A blurred background image of two people, a man and a woman, sitting at a table and engaged in conversation.

The exchange of thoughts, messages, or the like, as by speech, signals or writing



To express oneself in such a way that one is readily and clearly understood



# Definition of Communication

( 2 of 2 )



Shared  
feelings/shared  
understanding



If you can honestly  
achieve that goal,  
you are  
communicating  
effectively



# Etymology

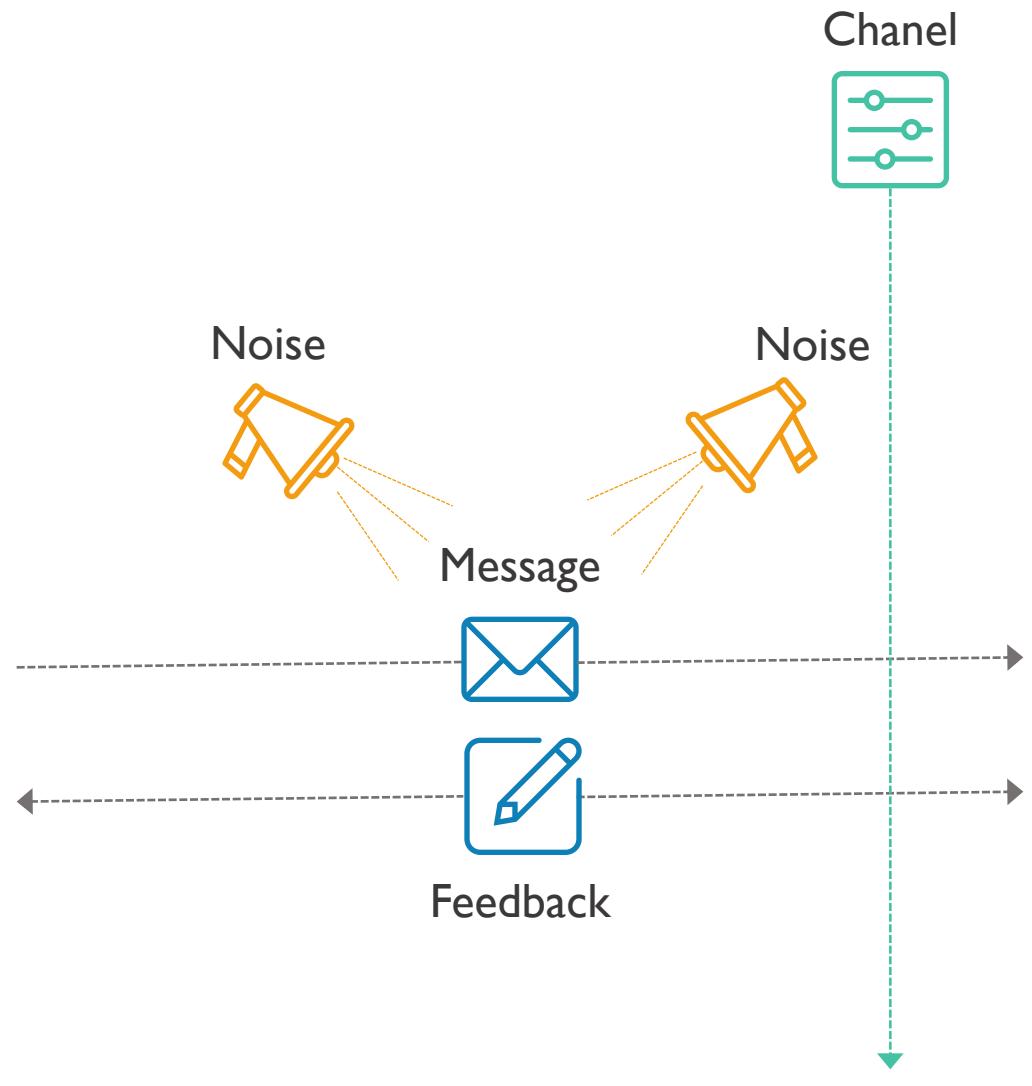
THE WORD  
“COMMUNICATION”  
CAME FROM THE OLD  
FRENCH WORD,  
**“COMUNICACION”**  
AND THE LATIN WORD,  
**“COMMUNICATIONEM”**  
IN THE LATE 14<sup>TH</sup> CENTURY.



# Communication Model



Sender



Receiver

**ENCODES****DECODES**

# DEFINITION OF COMMUNICATION

A photograph of a person's hand pointing their index finger towards a blue-tinted digital screen. The screen displays a network graph with several white circular nodes containing human icons, connected by thin blue lines. The background is a solid blue color.

# Model Definitions

( 1 of 3 )



**Sender:** The person who transmits the message

**Encode:** The creation and coding of the message

**Receiver:** The person who has the message transmitted to them

# Model Definitions

( 2 of 3 )



**Decode:** The translation of the message

**Message:** The verbal or nonverbal information that is sent and received

**Noise:** Anything that interrupts or blocks communication

# Model Definitions

( 3 of 3 )



**Channel:** The medium by which communication takes place (e.g. in-person or on the phone)

**Feedback:** The continuous verbal and nonverbal reactions that each person has during communication

NOISE



Noise comes in three main categories



## EXTERNAL

Anything outside of the person that distracts them from communication.



## INTERNAL

Thoughts and feelings that distract the person from communication.



## SEMANTIC

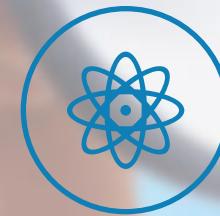
Words or symbols that distract the person from communication .

There are also two subcategories of noise

Physical noise falls under the category of external noise.



Psychological noise falls under the category of internal noise, although it could also occur from semantic noise.



Typically, noise includes :

SOUNDS



DISTRACTING  
THOUGHTS OR  
FEELINGS



DISTRACTING  
ENVIRONMENTAL  
FACTORS





# FEEDBACK

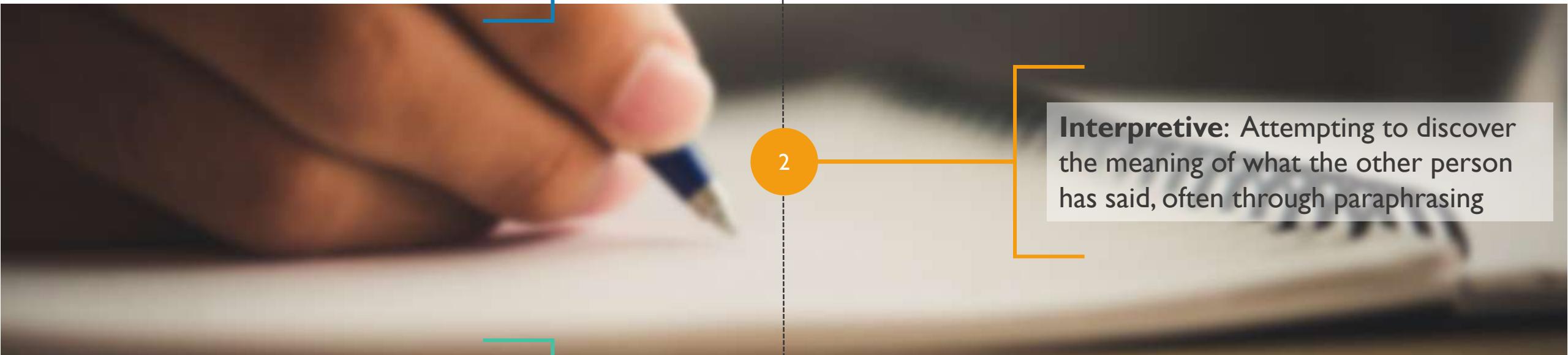
# Feedback

( 1 of 5 )

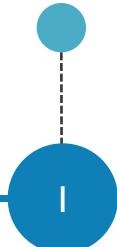
According to Carl Rogers, there are five main types of feedback that occur daily

- 1      **Evaluative**
- 2      **Interpretive**
- 3      **Supportive**
- 4      **Probing**
- 5      **Understanding**

Communication  
**Feedback**  
(2 of 5)



**Evaluative:** Making a judgment about the value of what the other person has said



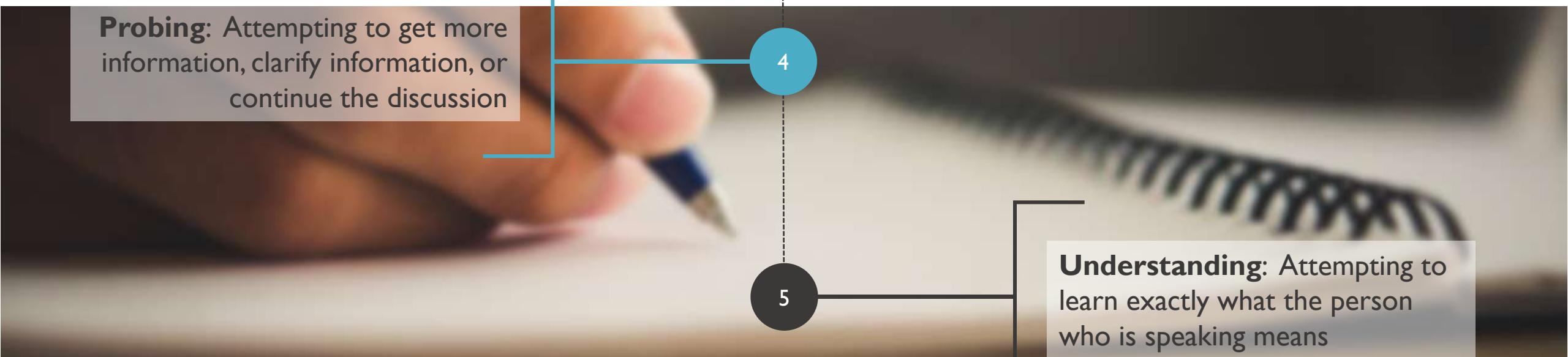
**Interpretive:** Attempting to discover the meaning of what the other person has said, often through paraphrasing

**Supportive:** Helping or encouraging the other person in the conversation



# Feedback

(3 of 5)



*Evaluative feedback is judgmental. Attempting to understand what the other person is saying before making a judgment allows the conversation to flow more easily.*

# Feedback

( 4 of 5 )

## Positive Feedback

Encourages a the conversation to continue or encourages a behavior to continue

1

## Negative Feedback

Discourages the conversation from continuing or discourages a behavior from continuing

2

# Feedback

( 4 of 5 )

## Constructive

Helpful and polite feedback that informs the person about what they need to work on; constructive criticism

3

## Destructive

Unhelpful and impolite feedback that does not inform the person about what they need to work on, yet attacks them

4

# TYPE OF COMMUNICATION



# Type of Communication

( 1 of 3 )



## Intrapersonal: Communication within oneself

*Some people do not consider intrapersonal communication a true form of communication.*



## Interpersonal: Communication between two people

# Type of Communication

( 2 of 3 )



**Group:** Communication between more than two people



**Organizational:** Communication in groups designed to accomplish large tasks for an organization

# Type of Communication

( 3 of 3 )



**Public:** Communication between an organization and the public, often to promote products and services



**Electronic:** Communication through the use of technology

# COMMUNICATION TECHNOLOGY



# Communication Technology

( 1 of 4 )

Using technology to communicate can be very helpful,  
yet it can also make messages more unclear



*Emailing and instant messaging are useful for quick communication, but can often cloud meaning.*

*There are no nonverbals to use to interpret communication with, so misunderstanding occurs more frequently. In addition, people tend to use “web talk” and poor grammar through these channels.*

# Communication Technology

( 2 of 4 )



Phone communication makes contacting people easier and quicker.

Unlike emailing or instant messaging, each person can hear the tone of voice, yet other nonverbal cues are lost.

# Communication Technology

( 3 of 4 )

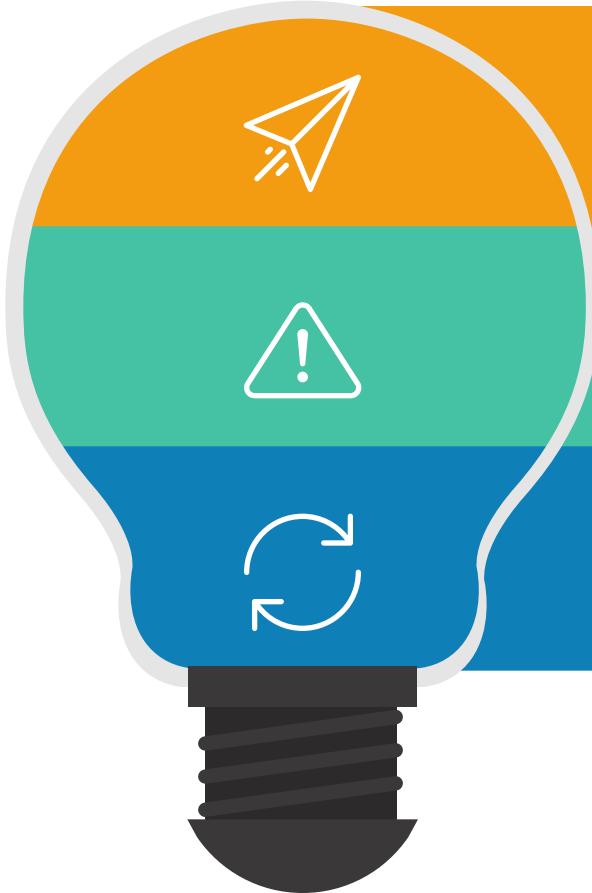


Video communication through webcams allows people to hear and see each other, making more nonverbal cues available.

While most nonverbal cues are available, the picture can be unclear or the voice of the person can be garbled, causing miscommunication.

# Communication Technology

( 4 of 4 )



Communication technology can be very helpful, yet it is important to make sure that it is being used effectively.

If you use communication technology, be aware that your message may be misinterpreted.

Do not substitute communication technology for conversations that are delicate and must be dealt with face-to-face.

# ORGANIZATIONAL COMMUNICATION



# Organizational Communication

( 1 of 5 )

Downward Communication: Communication from upper management to employees

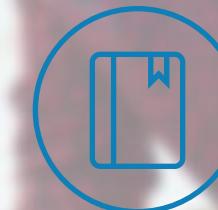
POLICIES AND PROCEDURES



ORGANIZATIONAL GOALS AND STRATEGIES



WORK ASSIGNMENTS



# Organizational Communication

( 2 of 5 )



## Employee Development



Job role/responsibility



Performance appraisal



Constructive criticism

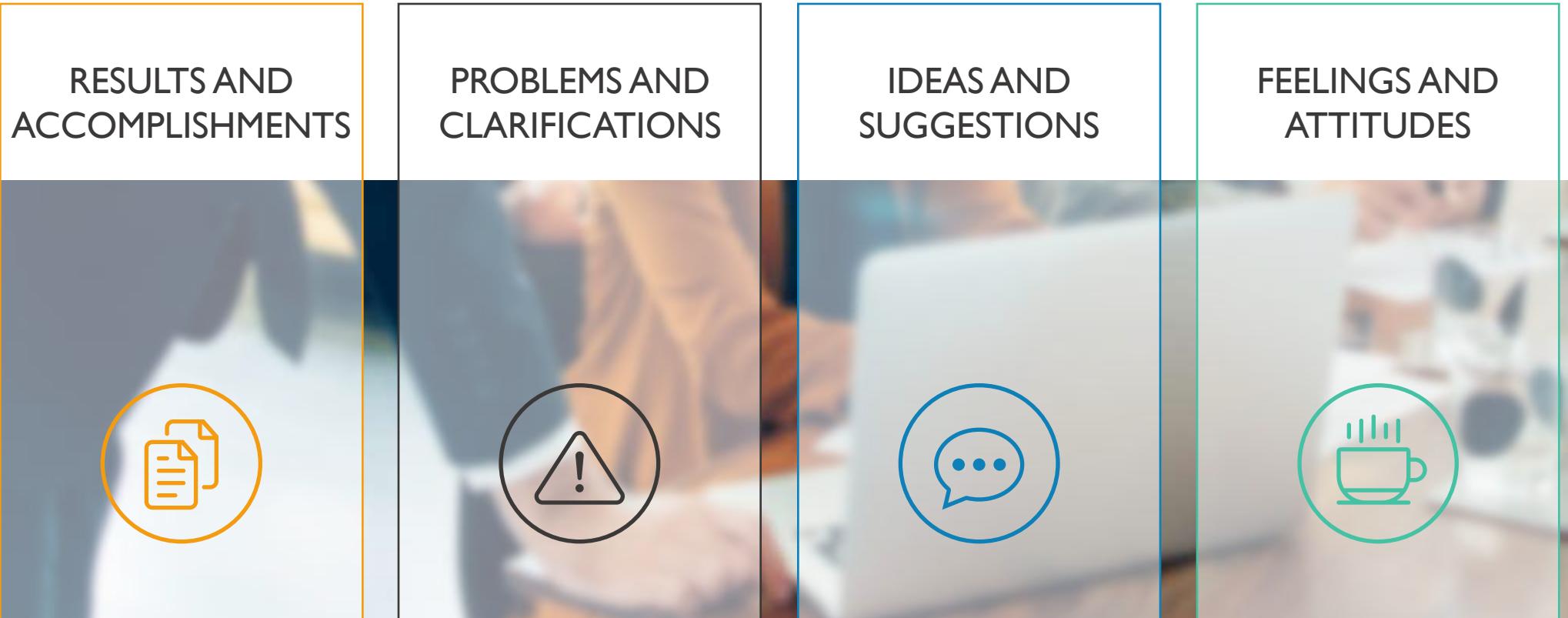


Praise and recognition

# Organizational Communication

( 3 of 5 )

Upward Communication: Communication from employees to upper management



# Organizational Communication

( 4 of 5 )

## Horizontal/Lateral Communication:

COORDINATION  
OF INTERRELATED  
ACTIVITIES



PROBLEM-SOLVING  
EFFORTS



# Organizational Communication

( 5 of 5 )



Internal Communication: The communication and exchange of ideas within the organization

External Communication: The communication that goes from the organization to the public, often in order to promote business

# WORKPLACE COMMUNICATION



# Workplace Communication

( 1 of 6 )

Why is communication so important in the workplace?

Managers need to communicate goals effectively in order to get things done.



Employees want to be informed.



Transfer of work-related information is almost constant.



# Workplace Communication

( 2 of 6 )



Stakeholders, customers, clients, suppliers, and investors want to be informed about the organization.

The workplace can involve some delicate situations that require diplomacy and tact.

# Workplace Communication

( 3 of 6 )

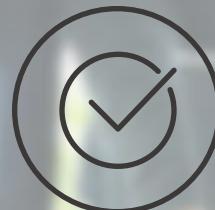
Effective communication benefits the workplace in many ways.

Internal communication benefits include:

INCREASED  
PRODUCTIVITY



BETTER PROBLEM-  
SOLVING



BETTER DECISION-  
MAKING



# Workplace Communication

( 4 of 6 )



Improved collaboration.



More information transfer.



Clearer objectives and goals.



Higher morale.



Better work relationships.

# Workplace Communication

( 5 of 6 )

Effective communication benefits the workplace in many ways.

External communication benefits include:

Better promotions  
through the media.



Better relationships  
with other  
organizations.



Improved  
reputation/image.



# Workplace Communication

( 6 of 6 )

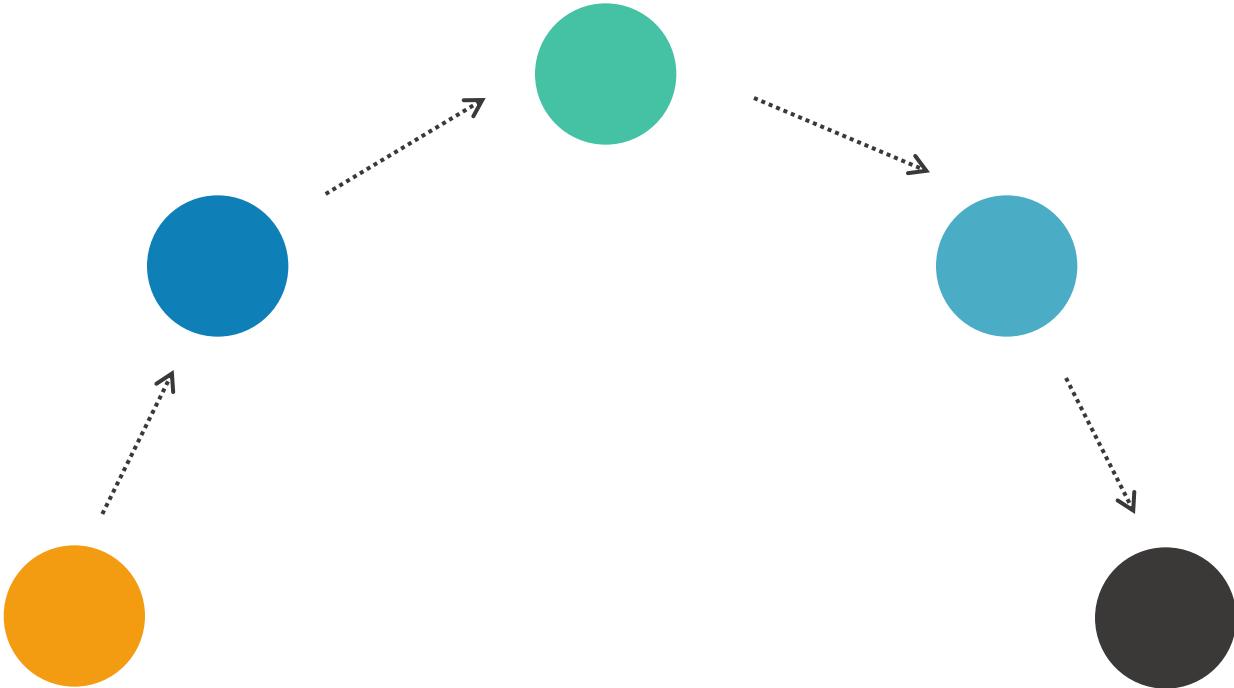


More potential customers.

More information for the public.

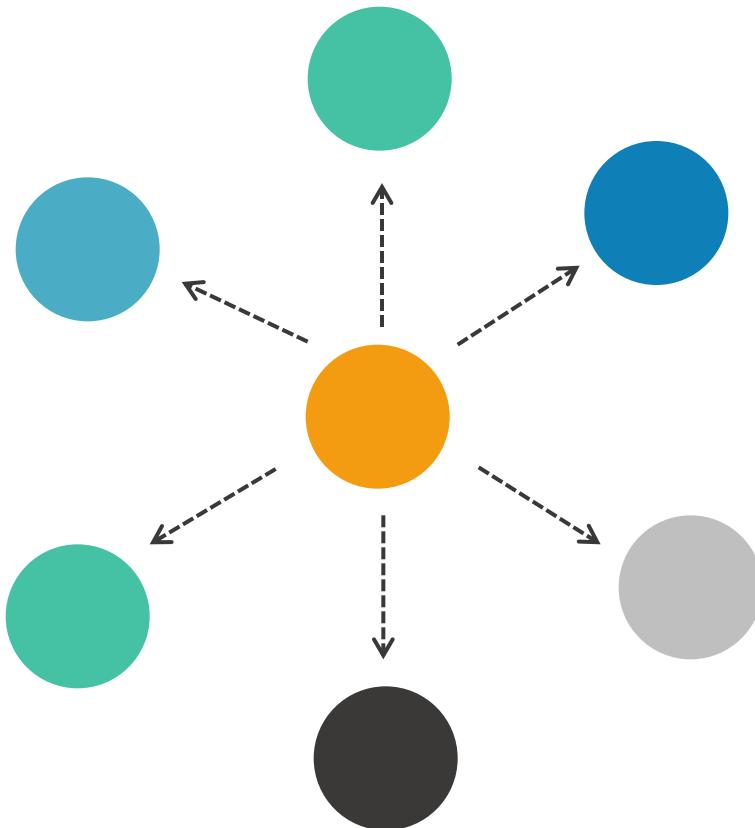
# Chain Formations

( 1 of 3 )



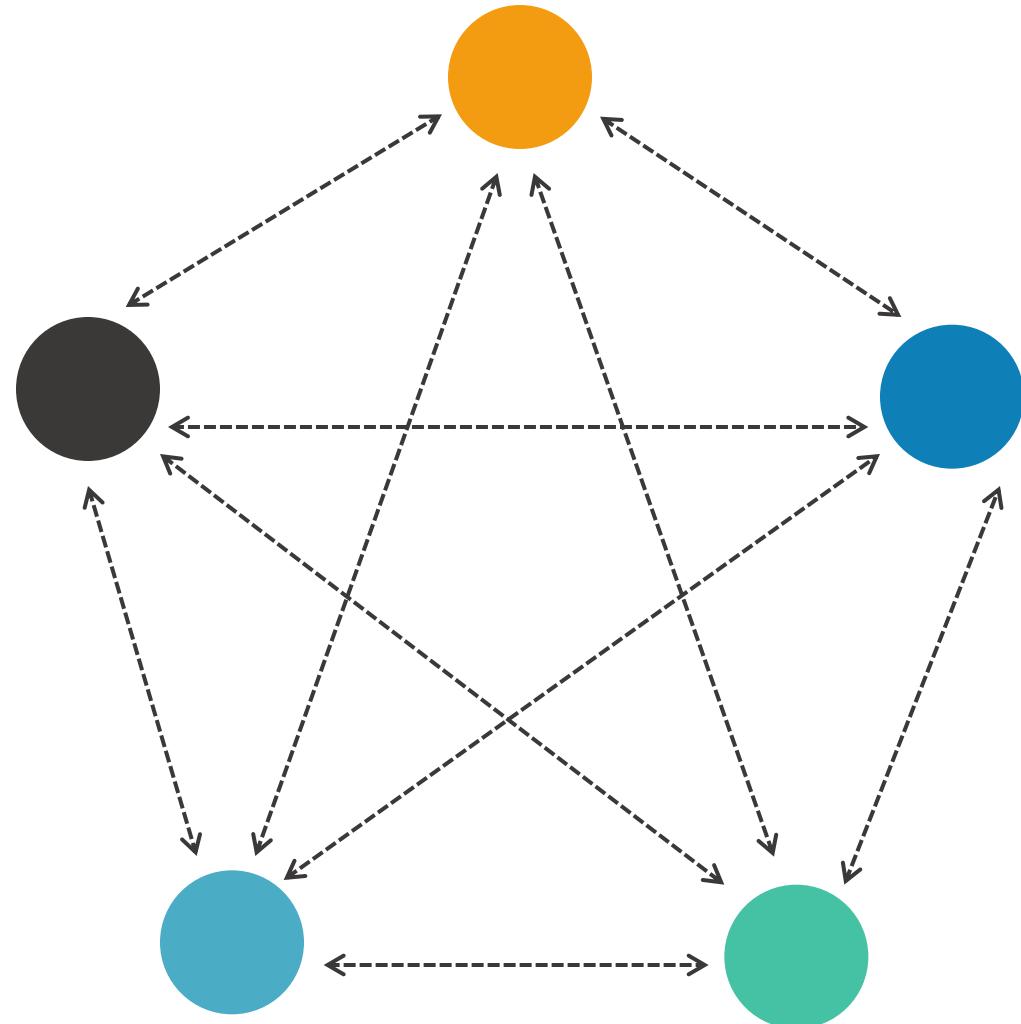
# Chain Formations

( 2 of 3 )



# Chain Formations

( 3 of 3 )



# VERBAL vs NONVERBAL

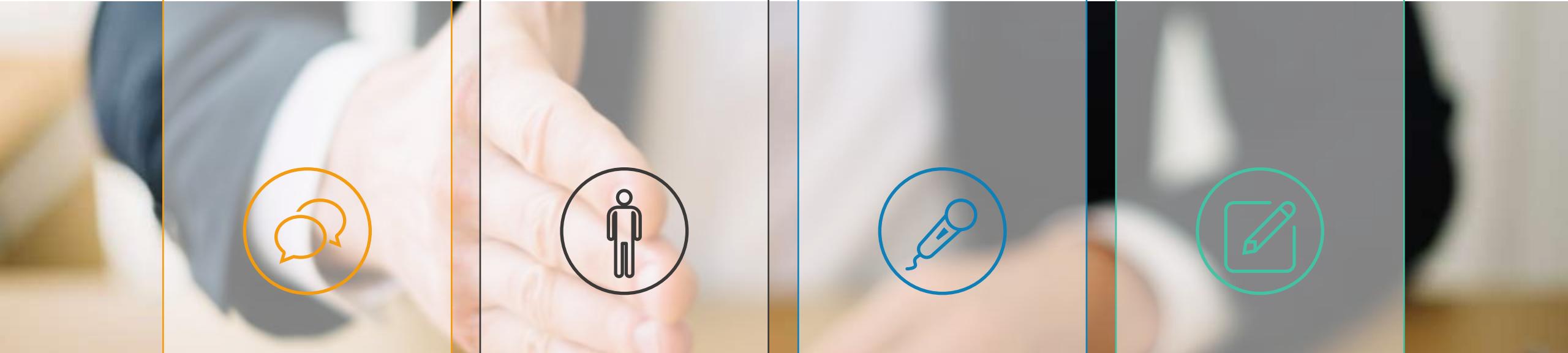


# Verbal vs Nonverbal

( 1 of 3 )

According to Mehrabian:

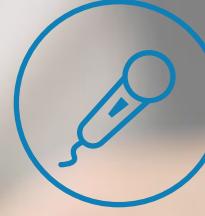
Only **7%** of communication is through speech!



**55%** is through body language.



**38%** is through elements of voice

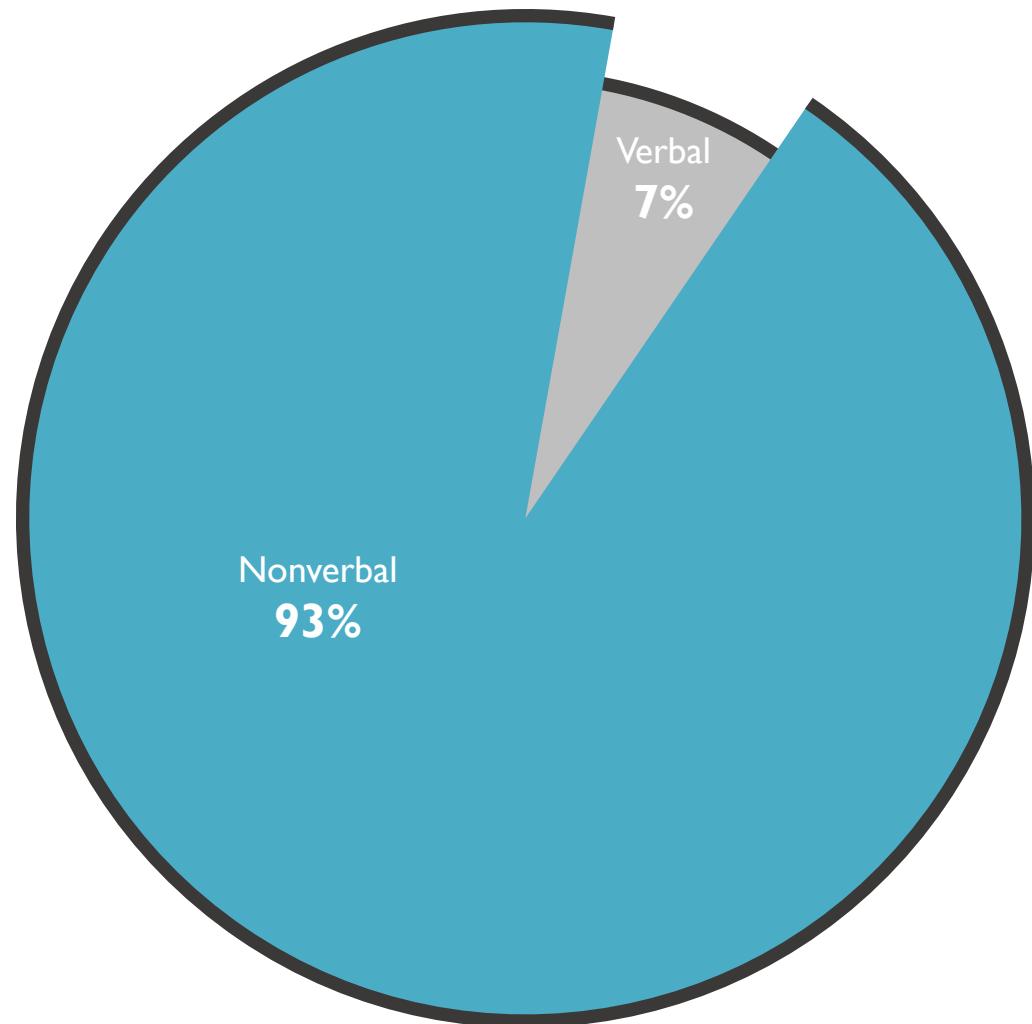
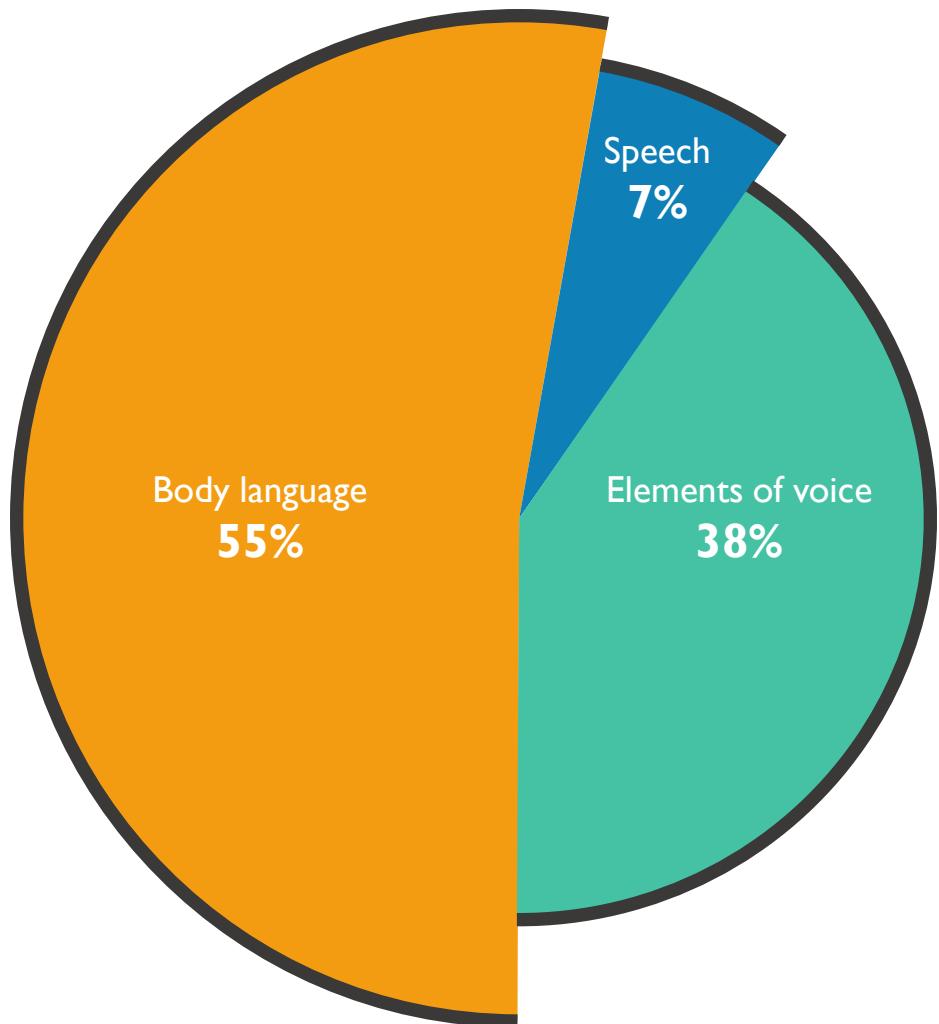


This means that **93%** of communication is nonverbal!



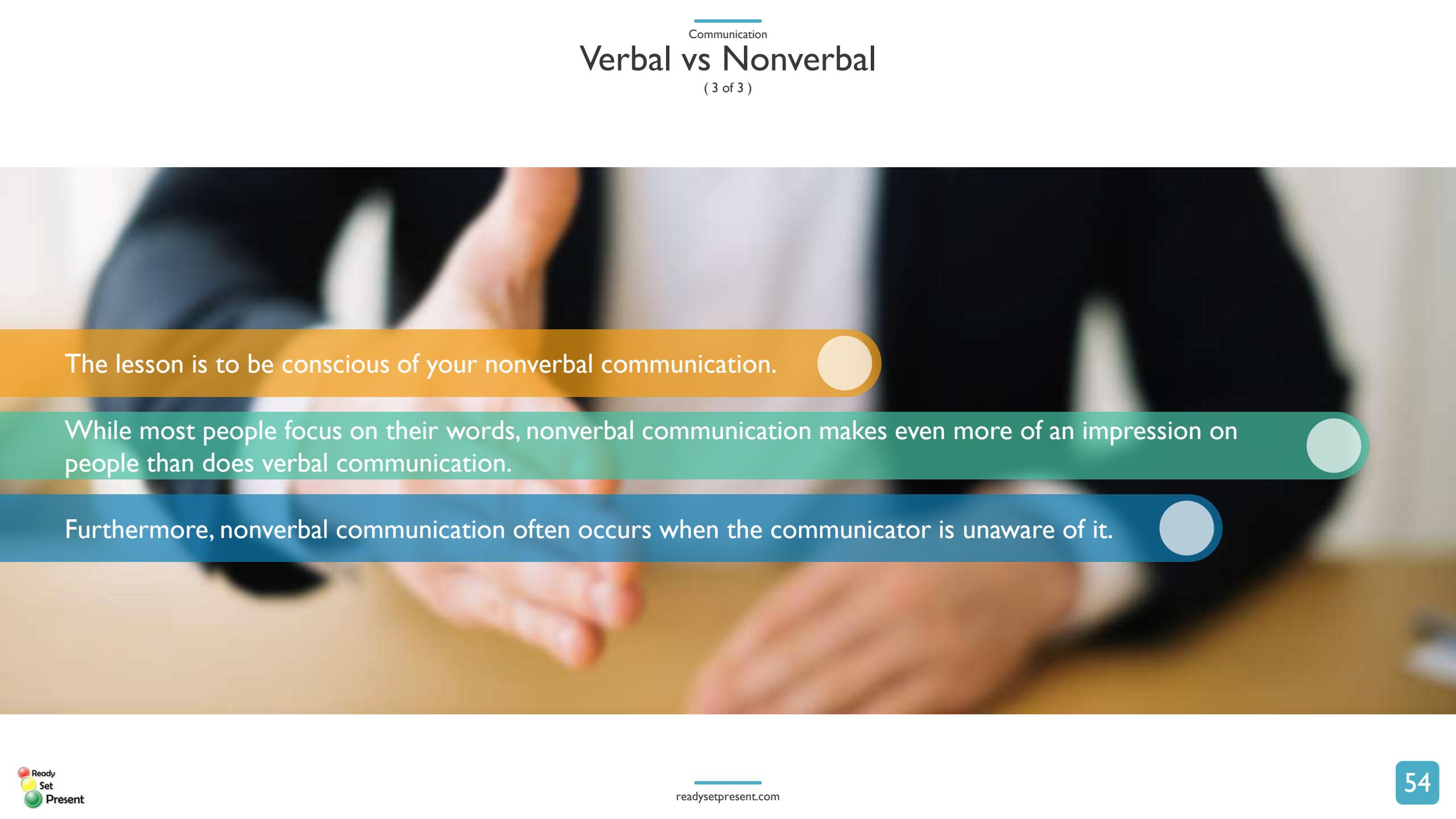
# Verbal vs Nonverbal

( 2 of 3 )



# Verbal vs Nonverbal

( 3 of 3 )

A blurred background image shows a person's hands gesturing, suggesting a presentation or communication scenario.

The lesson is to be conscious of your nonverbal communication.

While most people focus on their words, nonverbal communication makes even more of an impression on people than does verbal communication.

Furthermore, nonverbal communication often occurs when the communicator is unaware of it.

# Methods of Communication

## ONE-WAY

Memo, fax, email,  
voice mail, letter

## TWO-WAY

Phone call, in-person

## COLLABORATIVE

Team meetings,  
consulting,  
consensus, decision-  
making, group  
problem-solving

# Communication Advantages

Increase productivity

Reduce stress

Better understand what others are saying

Better understand how to get your message across

Enhance relationships

Save time and money



# Who is Responsible



**THE COMMUNICATOR**

**How Much Is The Communicator Responsible?**

**60 PERCENT!**

A photograph showing a person's hands holding a white tablet computer. The screen displays a news or social media feed with various articles and images. The person is wearing a grey long-sleeved shirt. In the bottom right corner of the image, there is a white cup of coffee on a saucer. The background consists of light-colored wooden planks.

Face-To-Face

Mirror and Match

# Mirror and Match

Sentence structure

Tone of voice

Key words

Style of speech

Enhance relationships

Rhythm of speech



# Establish Common Goals



Think about the other person and his/her goals.



Build the bridge from the other side.



If you don't know, ask. Then listen, and sincerely care.



Help by asking questions to clarify the other person's goals.



Frequently restate the goal/s.

# Communication Points



Verbal Agenda.



Set the pace based upon the audience.



Encourage feedback (open-ended).

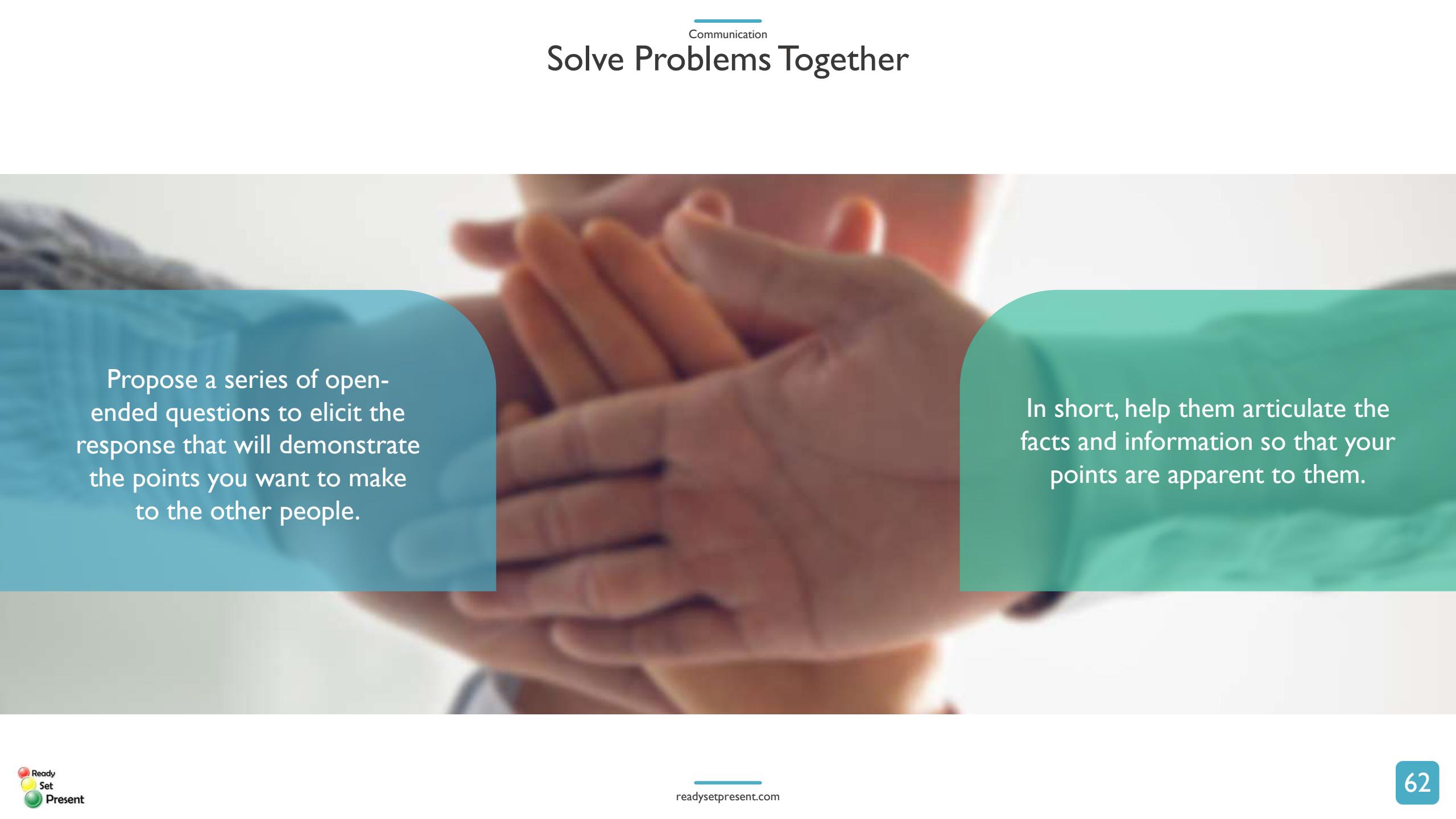


Offer no biases.



Smile or present just the facts.

# Solve Problems Together



Propose a series of open-ended questions to elicit the response that will demonstrate the points you want to make to the other people.

In short, help them articulate the facts and information so that your points are apparent to them.

# ASKING vs. TELLING

A professional woman with curly hair, wearing a white blazer and dark pinstripe pants, stands in front of a whiteboard, gesturing with her hands as she speaks to an audience. The audience members are visible from behind, showing their heads and shoulders. The background is a light blue gradient.

# Asking vs. Telling

(1 of 2)



Telling is parental.



It breaks down rapport and creates a feeling of being pressured or pushed.

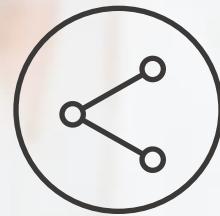
# Asking vs. Telling

(2 of 2)

Asking elicits thought and suggests a credible, thinking adult.



It builds relationships and shows that you care enough to show respect.



Also, it elicits a response so the audience can hear what you would really like to say in their own words.



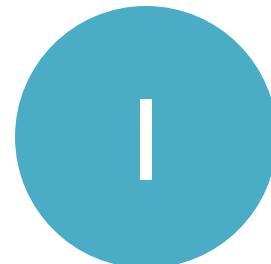
# KEYS



# Effective Listening

10 keys

## Find Areas of Interest



**Ineffective**  
Tunes out dry subjects

**Effective**  
Seizes opportunities and asks, “What’s in it for me?”

# Effective Listening

10 keys

Judge Content, not Delivery

2

**Ineffective**

Tunes out if delivery is poor.

**Effective**

Assesses content and skips over delivery errors.

# Effective Listening

10 keys

Hold Your Fire

3

**Ineffective**

Tends to enter into arguments.

**Effective**

Doesn't judge until comprehension is complete.

# Effective Listening

10 keys

Listen For Ideas

4

**Ineffective**  
Listens for facts.

**Effective**  
Listens for central themes.

# Effective Listening

10 keys

Be Flexible

5

**Ineffective**

Takes intensive notes using  
only one system.

**Effective**

Takes fewer notes and uses 4-5  
different systems, depending on speaker.

# Effective Listening

10 keys

## Work at Listening

6

### Ineffective

Shows no energy output, and attention is faked.

### Effective

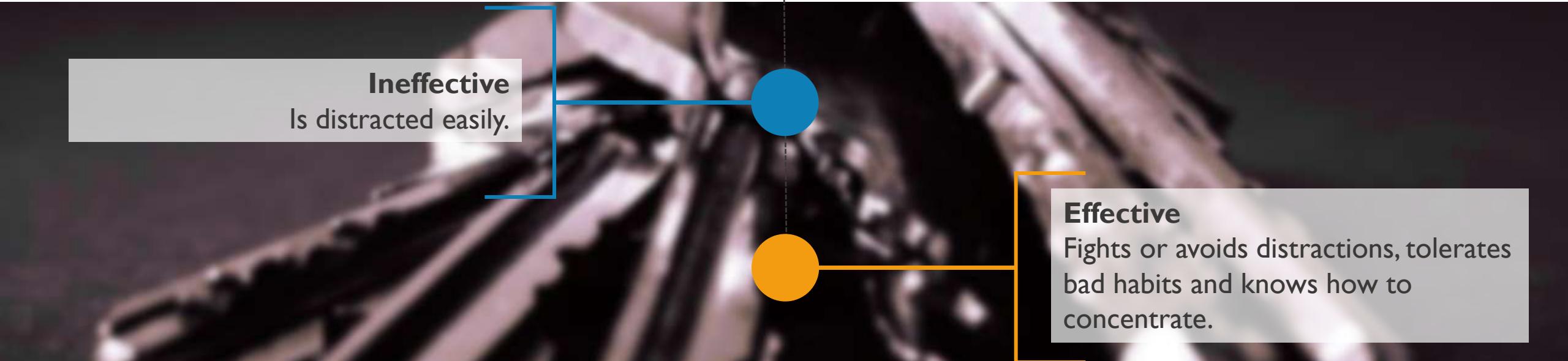
Works hard and exhibits active body state.

# Effective Listening

10 keys

## Resist Distraction

7

A close-up photograph of a person's hands holding a smartphone horizontally. The hands are positioned in the center, with fingers gripping the edges of the device. The background is dark and out of focus.

**Ineffective**

Is distracted easily.

**Effective**

Fights or avoids distractions, tolerates bad habits and knows how to concentrate.

# Effective Listening

10 keys

Excercise Your Mind

8

**Ineffective**

Resists difficult expository material  
and seeks light, recreational  
material.

**Effective**

Uses heavier material as an exercise  
for the mind.

# Effective Listening

10 keys

Keep Your Mind

9

**Ineffective**  
Reacts to emotional words.

**Effective**  
Interprets color words, yet does not  
get hung up on them.

# Effective Listening

10 keys

Thoughts Are Faster Than Speech

10

**Ineffective**

Tends to daydream with slow speakers.

**Effective**

Challenges, anticipates, mentally summarizes, weighs the evidence, and listens between the lines to the tone of voice.

# TEN BARRIERS AND GATEAWAYS



# Ten Barriers And Gateways

## I. Difficulty of Absorbing Information

Adjust to the communicator

Adjust to the subject

Adjust to the environment

Adjust to faked attention



# Ten Barriers And Gateways

## 2. Varying Perceptions Due to the Past

Recognize that disagreements may result from different perceptions.

Recognize that when someone disagrees with you, they are not inept.

Discover the cause for the differing viewpoints.

Understand the other person's "frame of reference."

# Ten Barriers And Gateways

## 3. Varying Perceptions Because Of Bias and Emotion

Recognize your own bias.

Take your own emotions into account.

Take other people's emotions and biases into account.

# Ten Barriers And Gateways

## 4. Subjective Character Judgments

Recognize the difficulty in making objective judgments.

Discuss observable behavior and performance.

Be conscious of subjectivity regarding someone's traits.

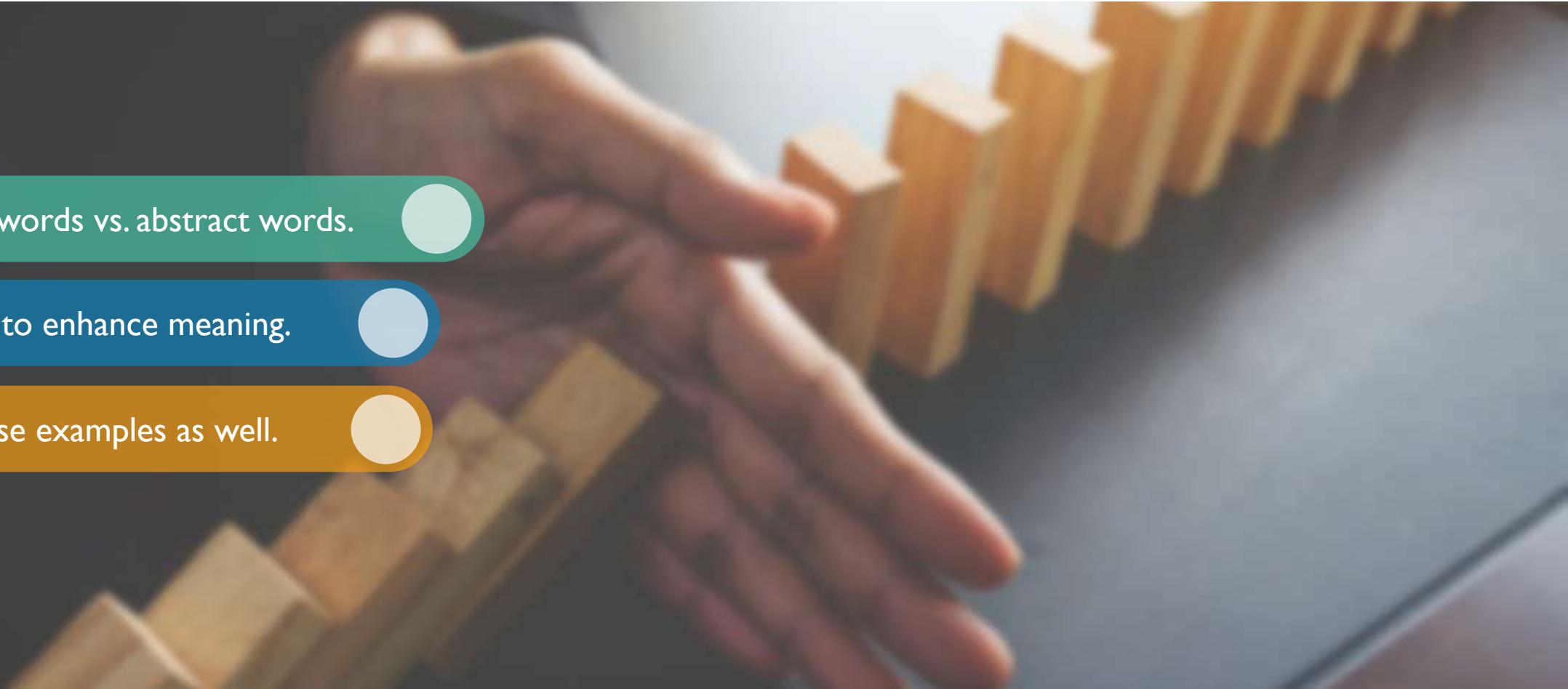
# Ten Barriers And Gateways

## 5. The Symbolic Character Of Words

Use concrete words vs. abstract words.

Use examples to enhance meaning.

Have others use examples as well.



# Ten Barriers And Gateways

## 6. Stigmatic Words

Hold off on judgments.



Avoid stereotypes.

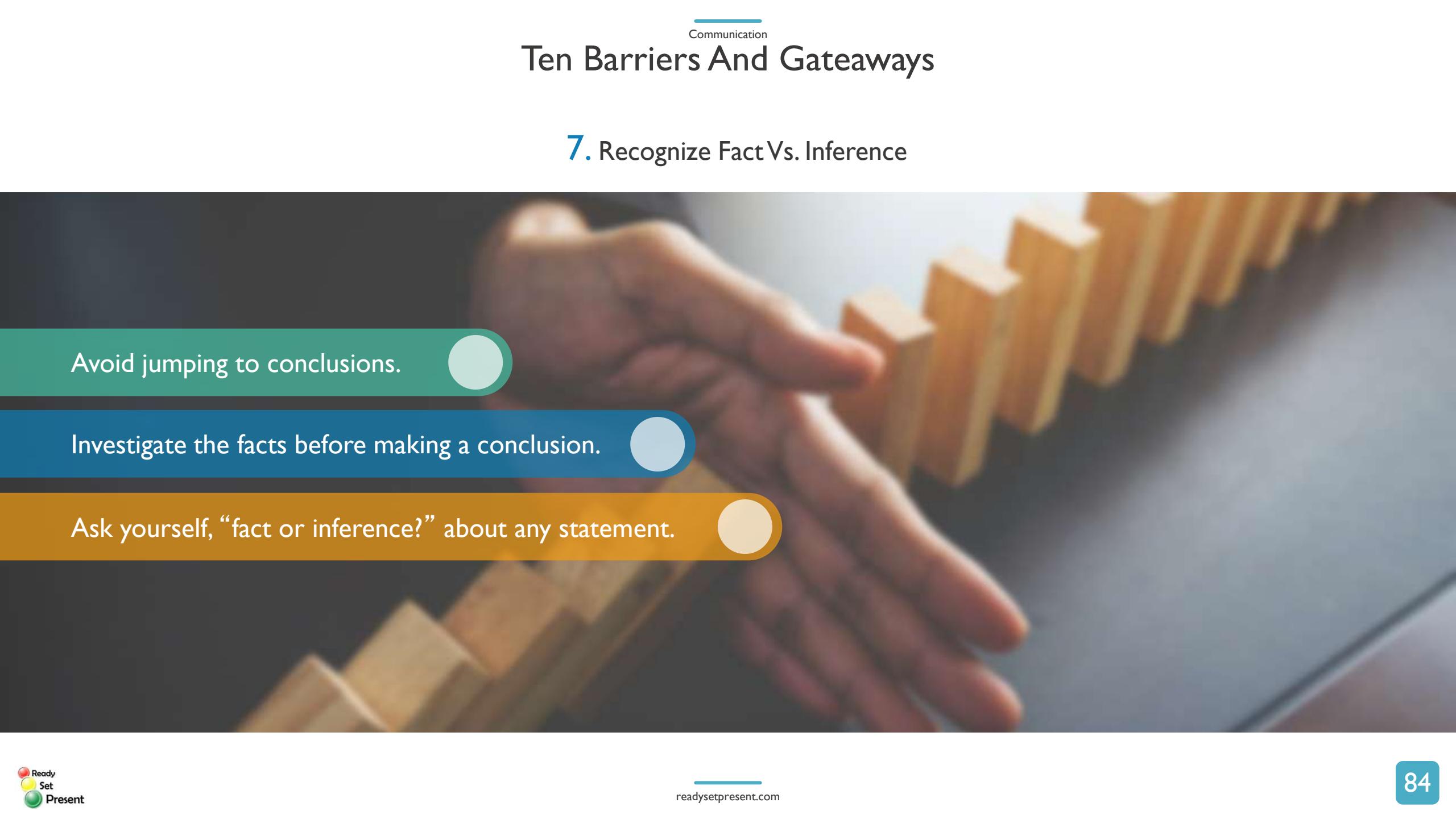


Avoid name-calling.



# Ten Barriers And Gateways

## 7. Recognize Fact Vs. Inference

A close-up photograph of a person's hands interacting with several light-colored wooden blocks. One hand is reaching towards another hand that is holding a block, suggesting a game of dominoes or a similar stacking activity. The background is dark and out of focus.

Avoid jumping to conclusions.

Investigate the facts before making a conclusion.

Ask yourself, “fact or inference?” about any statement.

# Ten Barriers And Gateways

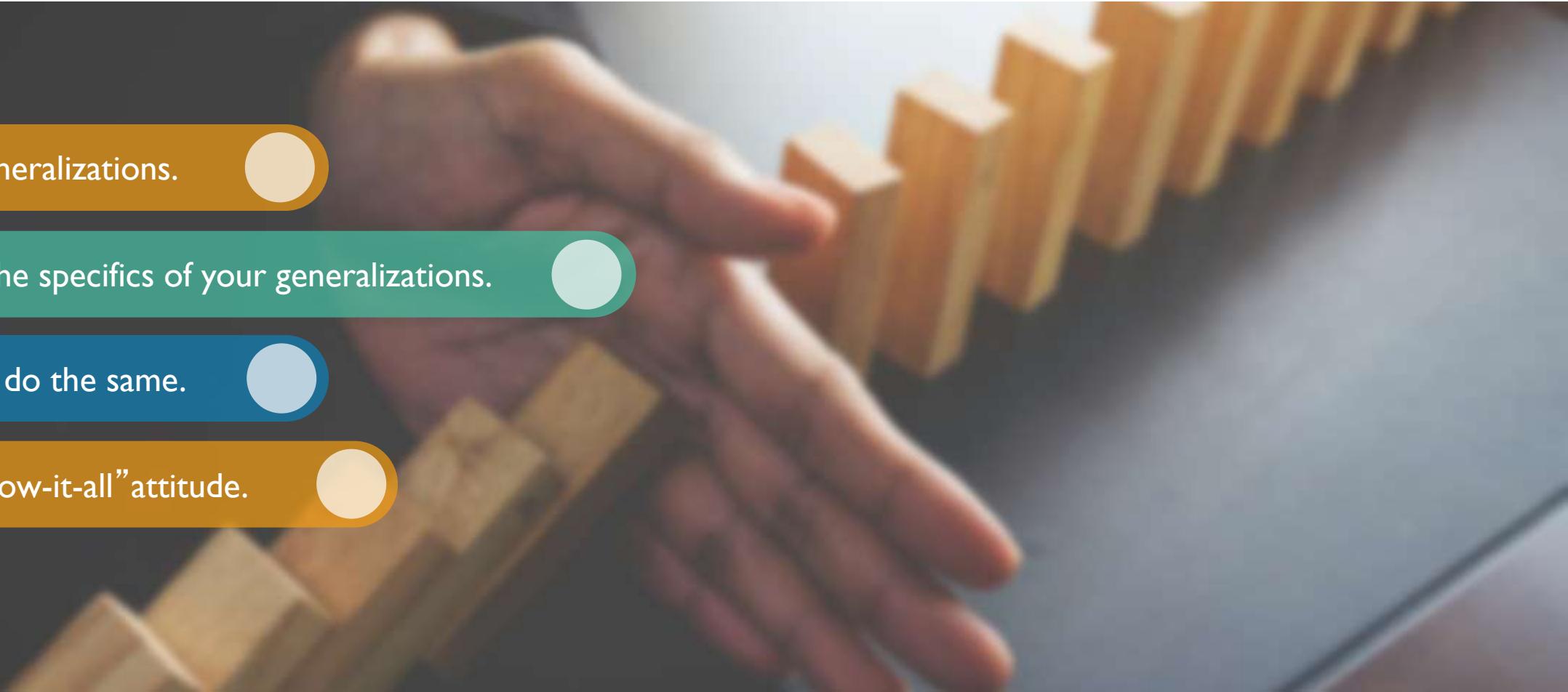
## 8. Generalizations Based Upon Limited Information

Be wary of generalizations.

Ask yourself the specifics of your generalizations.

Ask others to do the same.

Avoid the “know-it-all” attitude.



# Ten Barriers And Gateways

## 9. Loss and Distortion

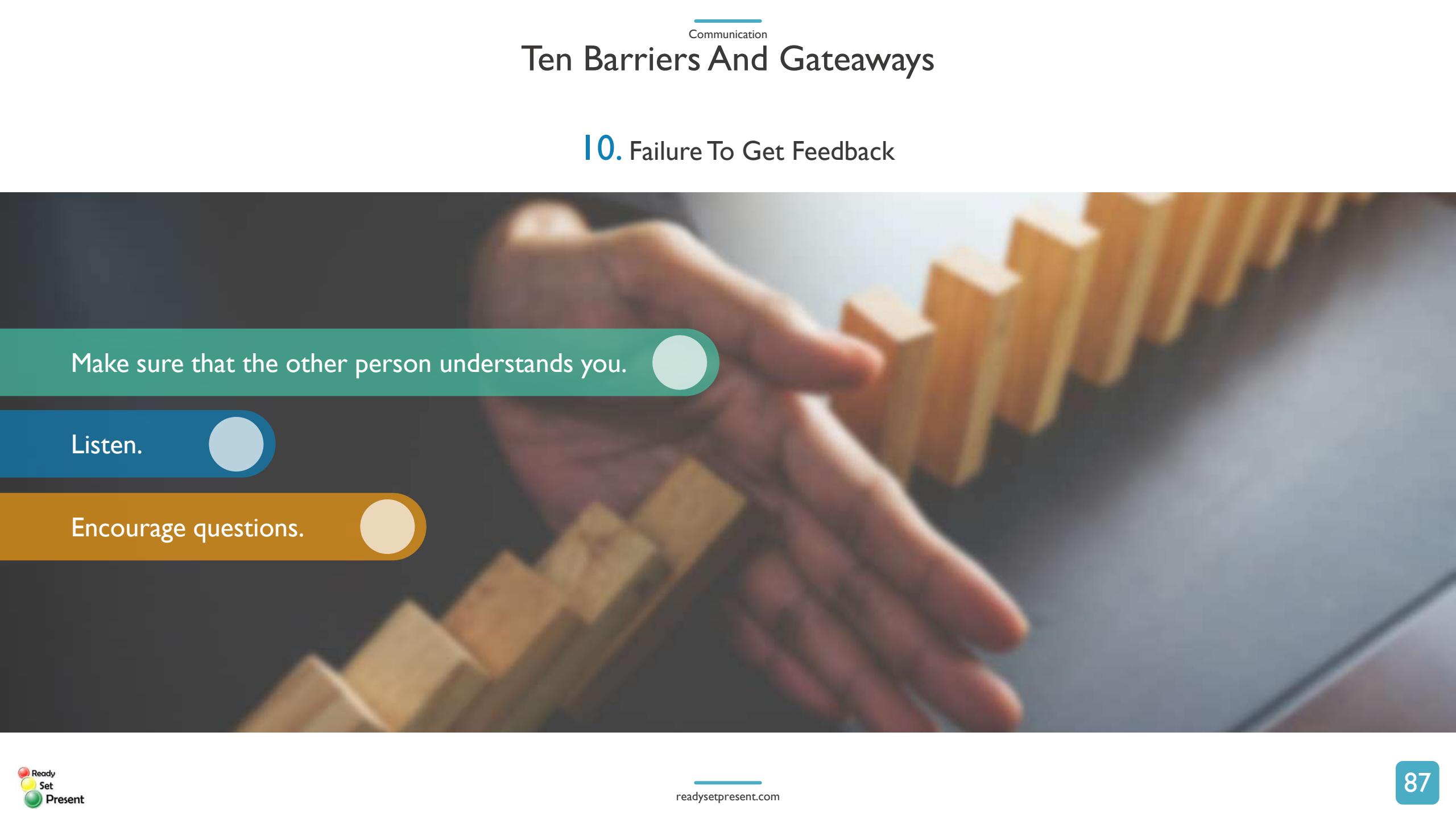
Check authenticity of second-hand accounts.

Be aware of problems arising from:

- Re-transmittal.
- Bias.
- Personal Motivations.
- Emotional Style

# Ten Barriers And Gateways

## 10. Failure To Get Feedback

A close-up photograph of two hands reaching towards each other from opposite sides of the frame. They are positioned over a row of light-colored wooden blocks, possibly building blocks or dominos, which are partially visible at the bottom. The hands are slightly blurred, suggesting movement. The lighting is soft and focused on the hands and the blocks.

Make sure that the other person understands you.

Listen.

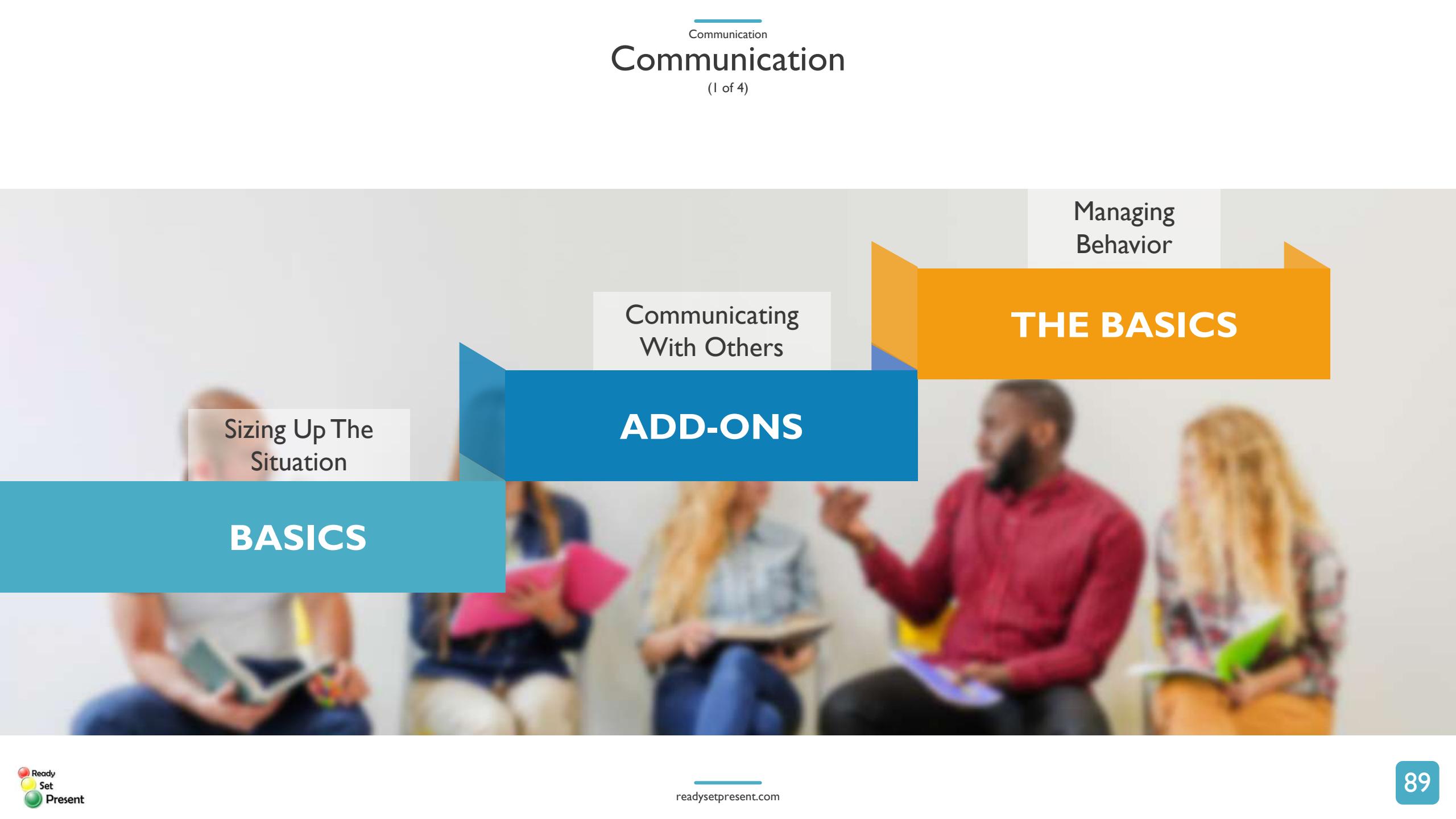
Encourage questions.

# COMMUNICATION



# Communication

(1 of 4)

A blurred background image shows several people sitting in a row, facing right, engaged in a group discussion or presentation. They are holding papers and looking towards the right side of the frame.

Sizing Up The  
Situation

**BASICS**

Communicating  
With Others

**ADD-ONS**

Managing  
Behavior

**THE BASICS**

# Communication

(2 of 4)

A blurred background image shows several people in what appears to be a classroom or meeting room setting, with one person in the foreground gesturing while speaking.

Managing  
Behavior

Communicating  
With Others

## THE BASICS

- Request
  - Handling
  - Making
  - Reinforcing

## ADD-ONS

- Responding
- Asking Questions

## BASICS

Sizing Up The  
Situation

- Positioning
- Posturing
- Observing
- Listening

# Communication

(3 of 4)

## Positioning

- Distancing.
- Facing squarely.

## Posturing

- Standing erect
- Eliminating distracting behaviors and barriers
- Inclining slightly forward and looking directly at the person.

# Communication

(4 of 4)

## Observing

- Looking at behavior and context.
- Making inferences about feelings and relationships.
- Deciding if situations are usual or unusual.
- Deciding to intervene or not to intervene.

## Posturing

- Suspending judgment.
- Picking out key words.
- Identifying mood and intensity.

# The Add-ons

## Communicating With Others



# Responding to Content

Assures the individual that you have heard them.

Encourages the individual to talk openly.

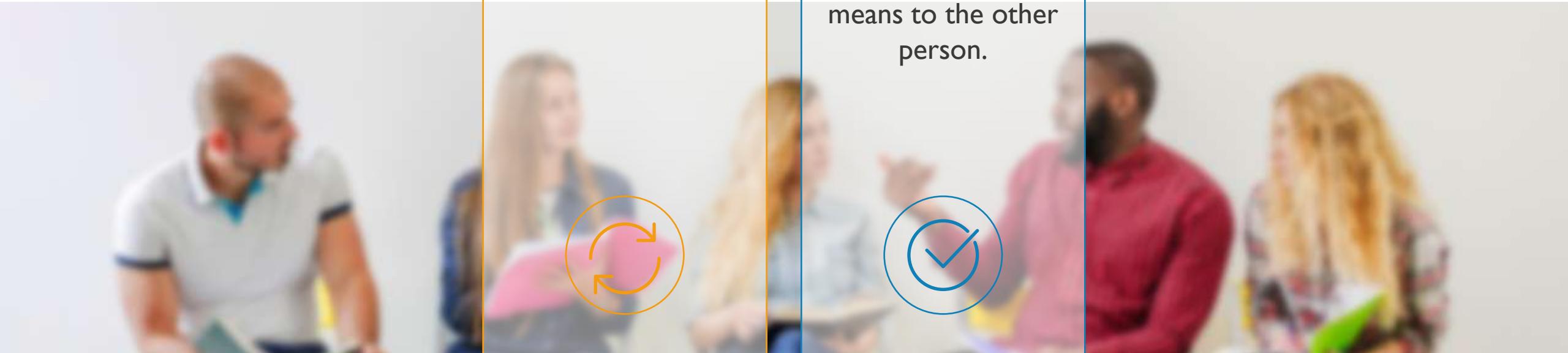
## POSTURING

Defuses negative feelings.

Reinforces positive feelings.

Clarifies feelings for the other individual.

# Responding To Feeling & Meaning



Combines content  
and feeling.



Shows real  
understanding of  
what the situation  
means to the other  
person.



# COMMUNICATION AND CULTURE



# Communication and Culture

(1 of 12)

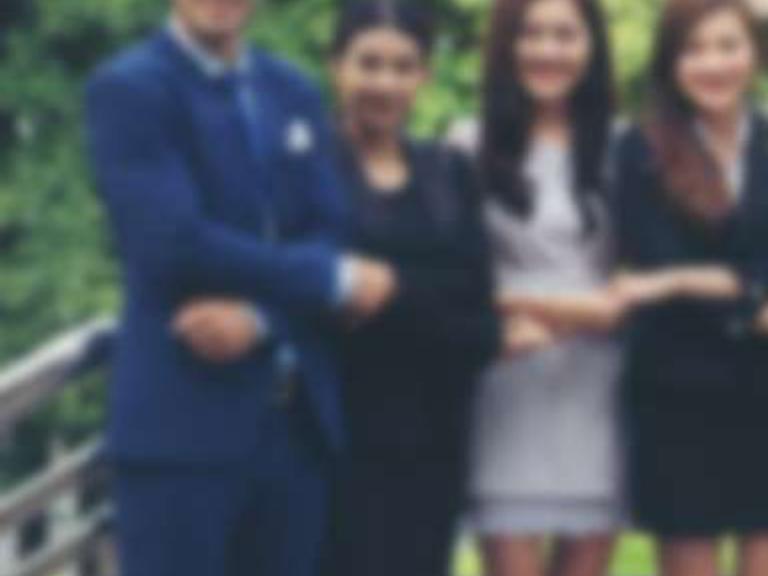


Members of every culture vary in the ways that they communicate, so it is important to be mindful of cultural differences...

# Communication and Culture

(2 of 12)

## High Context Vs. Low Context Cultures:



High context cultures focus on group norms, values, decisions, and responsibilities. High context cultures are conformist.



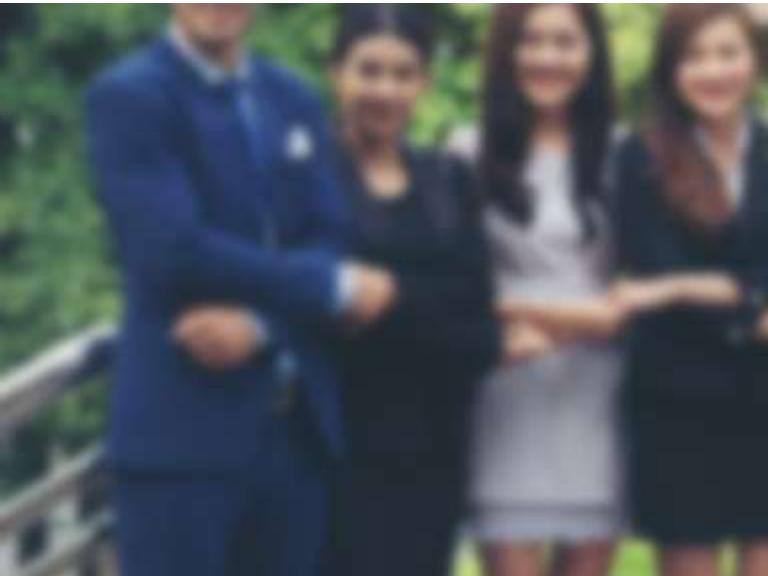
Low context cultures focus on individuality, personal goals, personal achievements, and self-expression. Low context cultures are individualist.



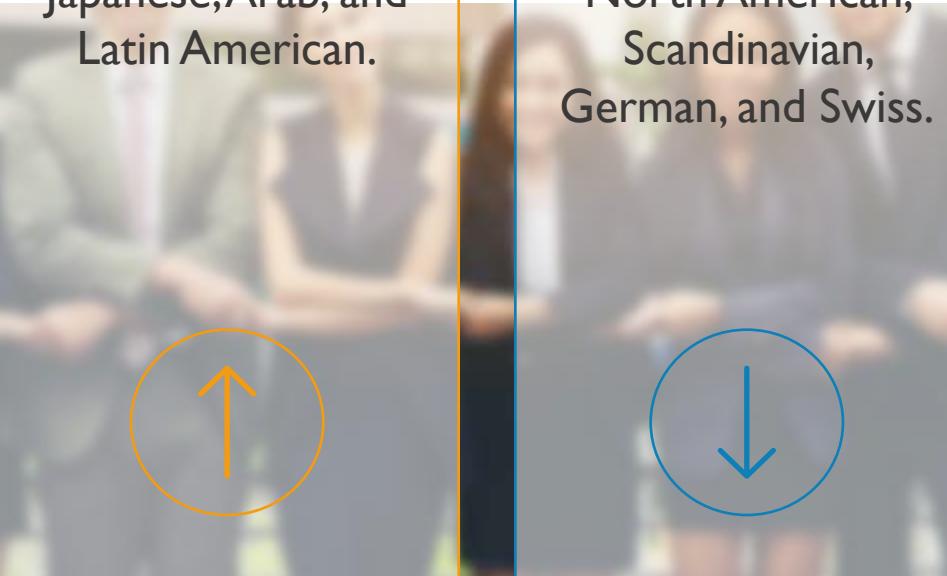
# Communication and Culture

(3 of 12)

## High Context Vs. Low Context Cultures:



Some high context cultures include: Japanese, Arab, and Latin American.



Some low context cultures include: North American, Scandinavian, German, and Swiss.



# Communication and Culture

(4 of 12)

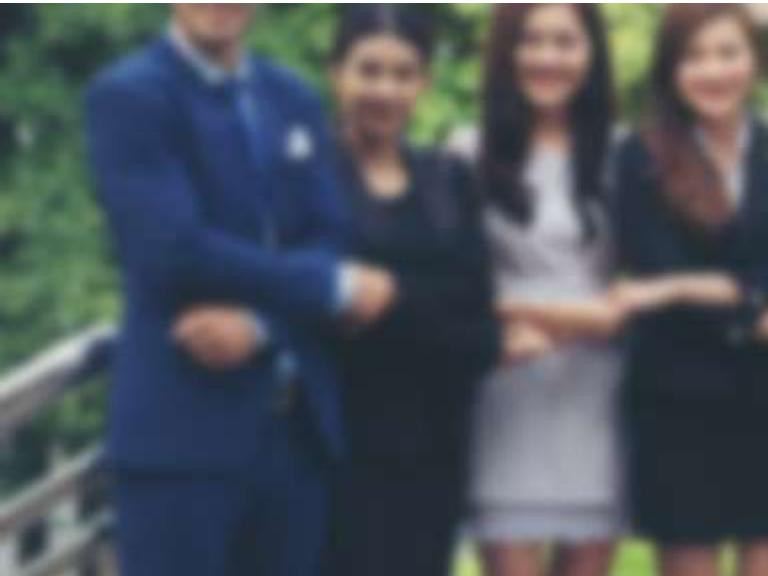


When high context and low context cultures interact, it is important for each to be mindful of conformism or individualism in order to better understand communication.

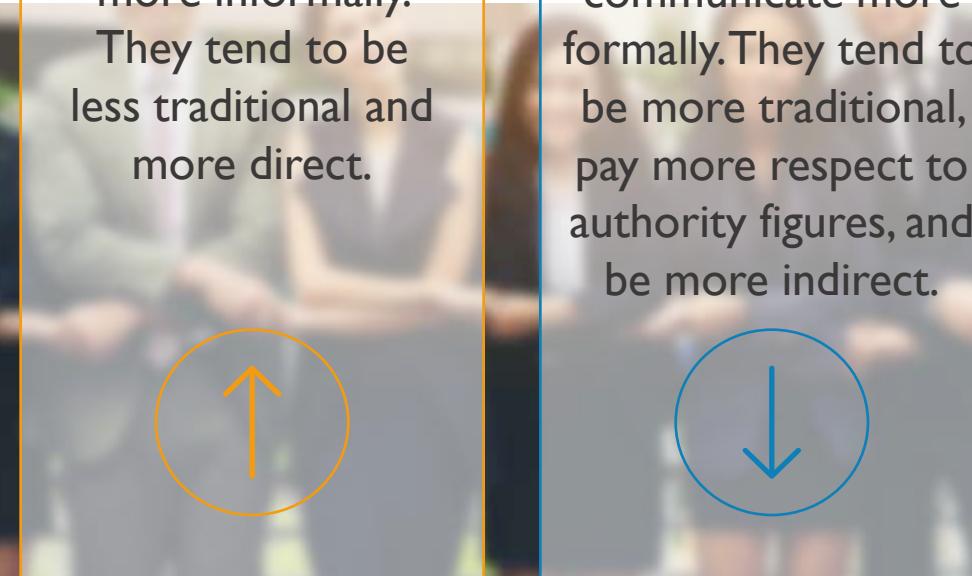
# Communication and Culture

(5 of 12)

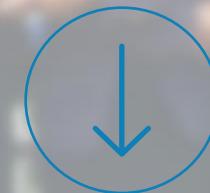
## High Context Vs. Low Context Cultures:



North Americans often communicate more informally. They tend to be less traditional and more direct.



Japanese people and Indian people tend to communicate more formally. They tend to be more traditional, pay more respect to authority figures, and be more indirect.



# Communication and Culture

(6 of 12)

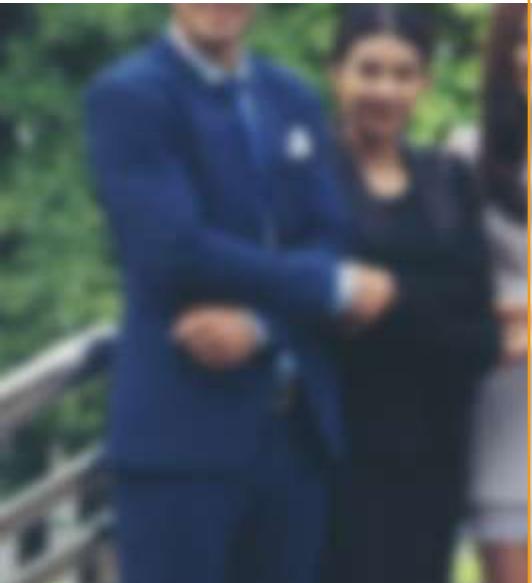


While high context cultures are very concerned with manners and social norms, low context cultures tend to be more straightforward, literal, and direct.

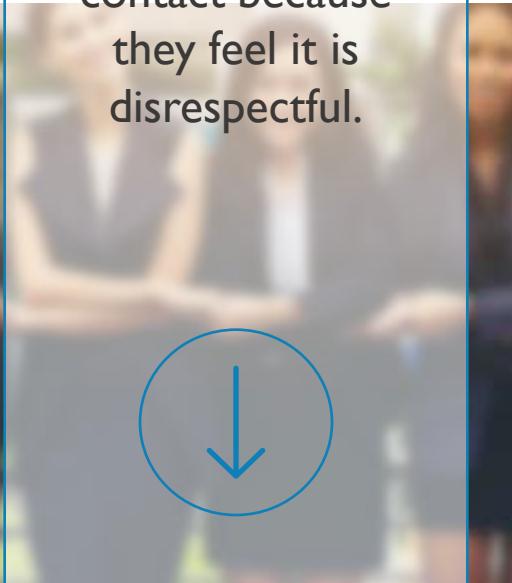
# Communication and Culture

(7 of 12)

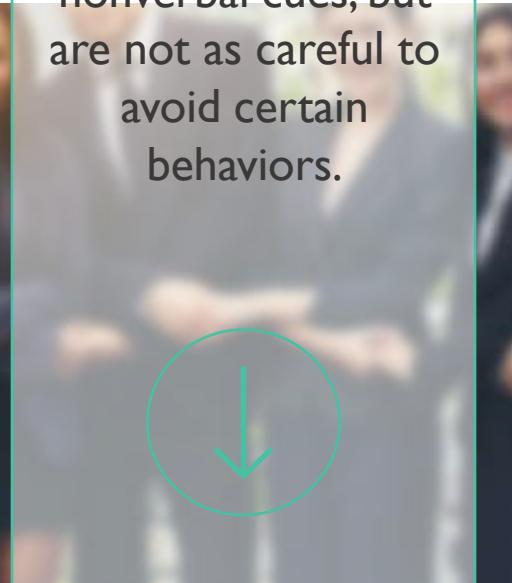
## Nonverbal Cues



High context cultures also tend to pay more attention to nonverbal cues.



Asian cultures tend to avoid making eye contact because they feel it is disrespectful.



Low context cultures pay attention to nonverbal cues, but are not as careful to avoid certain behaviors.



# Communication and Culture

(8 of 12)

## Which is Right? High context or Low Context?



Neither is right.

While high context cultures may see low context cultures as insensitive and impolite, high context cultures may see low context cultures as conformist and timid.

# Communication and Culture

(9 of 12)

## How to Communicate Effectively with People of Other Cultures Verbally

Speak clearly and slowly, without appearing to be condescending.



Focus on clear pronunciation.



Emphasize one point at a time.



# Communication and Culture

(10 of 12)

## How to Communicate Effectively with People of Other Cultures Verbally

Look for feedback that indicates confusion.



Rephrase and restate if you are not being understood.



Clarify to ensure understanding.



# Communication and Culture

(11 of 12)

## How to Communicate Effectively with People of Other Cultures Verbally

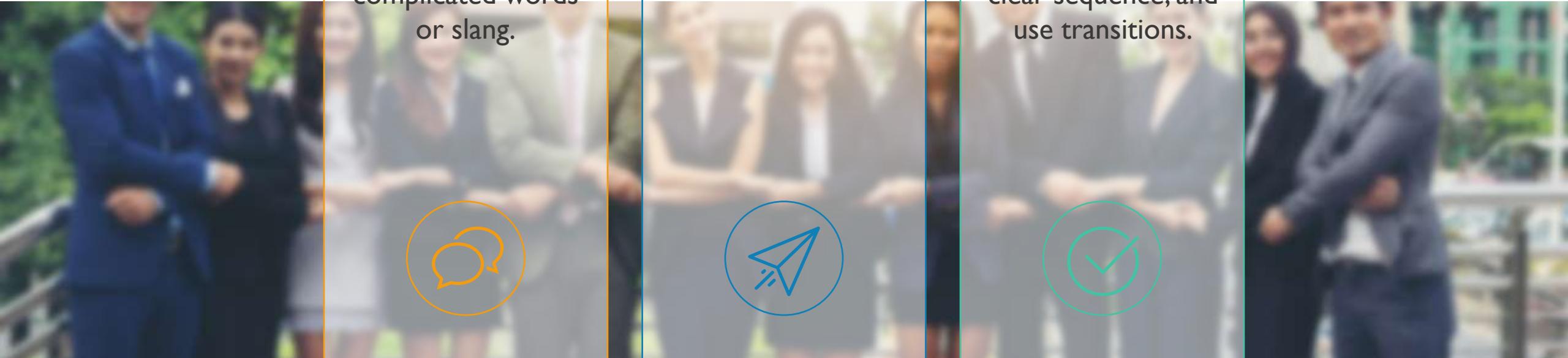
Use simple English without overly-complicated words or slang.



Be specific and clear.



Separate each point, keep everything in a clear sequence, and use transitions.



# Communication and Culture

(12 of 12)

## How to Communicate Effectively with People of Other Cultures Verbally

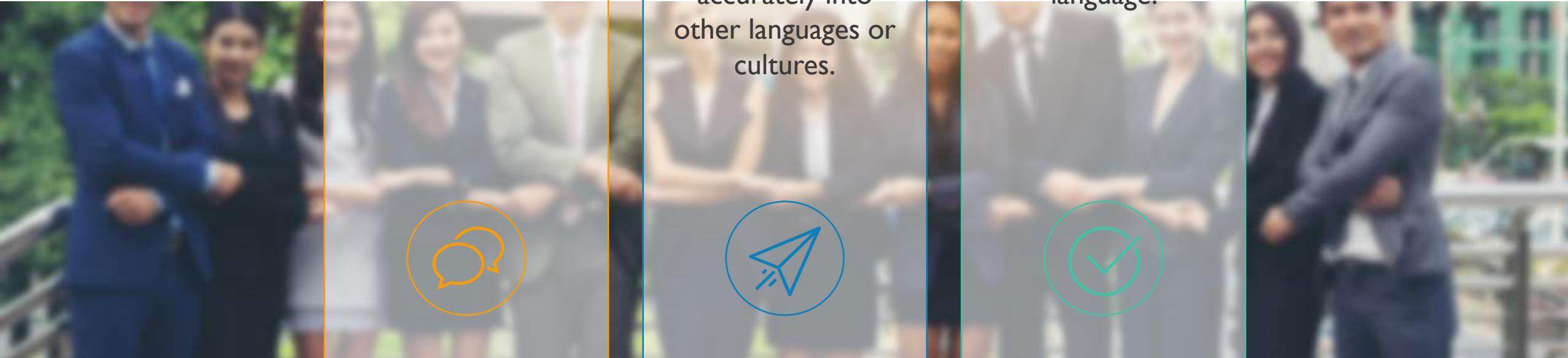
Be brief.



Avoid sayings that may not translate accurately into other languages or cultures.



Do not use condescending language.



# ASKING QUESTIONS

A professional woman with blonde hair, wearing a dark blue blazer over a white shirt, is gesturing with her hands while speaking. She is looking towards the left. To her left, a man in a dark suit and tie is partially visible, looking towards the same direction. The background is bright and slightly blurred.

# Asking Questions



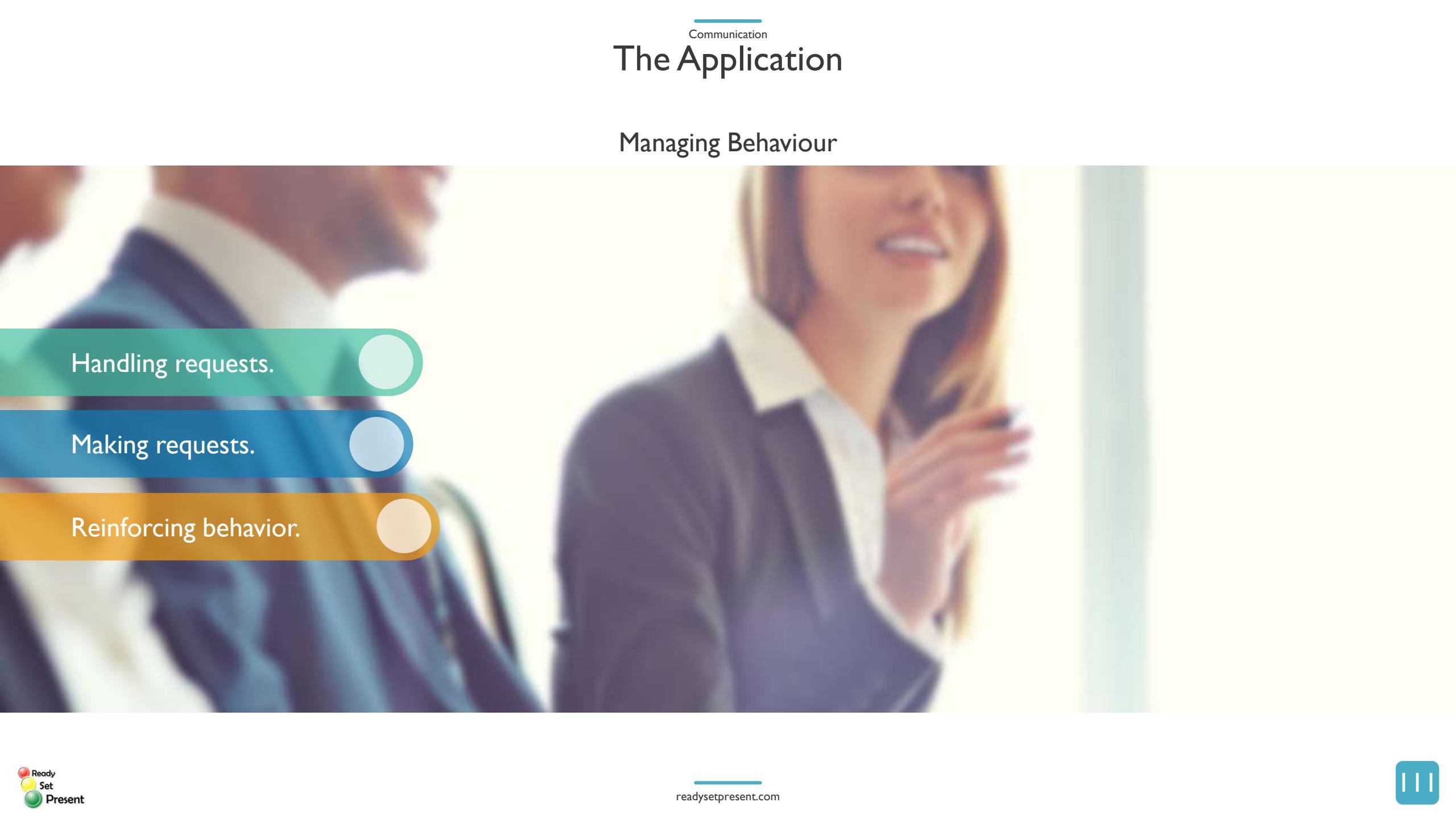
Use an open format.

Evaluate the answer.

Combine with a response.

# The Application

## Managing Behaviour

A blurred background image of a woman in a business suit, smiling and gesturing with her hands, suggesting communication or presentation.

Handling requests.

Making requests.

Reinforcing behavior.

# Handling Request

Check things out.

Respond with a reason.

Select an appropriate format.

Use quick responses.

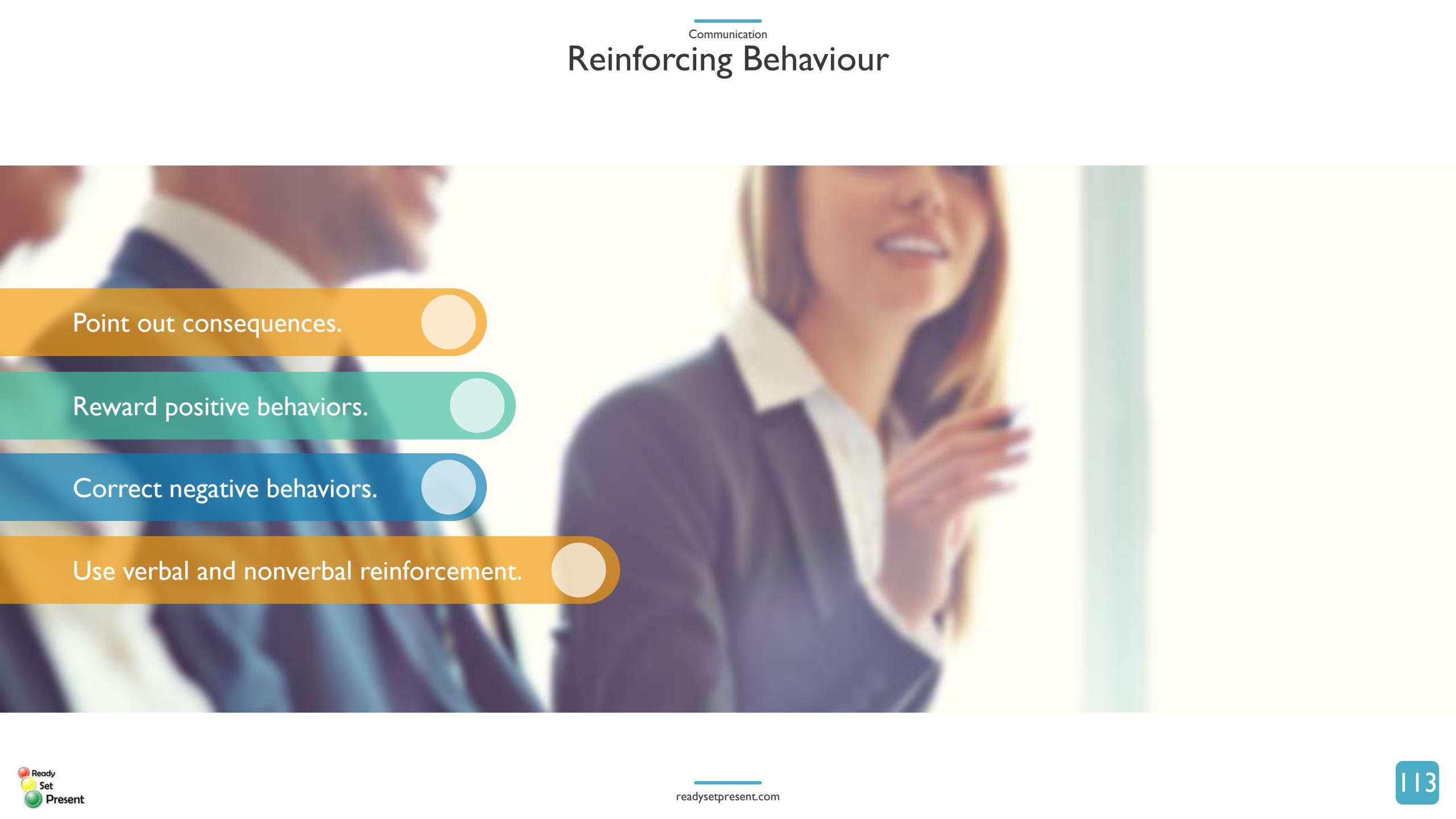
Be specific.

Be brief.

Solicit feedback.



# Reinforcing Behaviour



Point out consequences.

Reward positive behaviors.

Correct negative behaviors.

Use verbal and nonverbal reinforcement.

# BUSINESS COMMUNICATION



# Business Communication

(1 of 7)

## Completeness

Answer all of the questions that are asked.

Give something extra when desirable.

Check for five W's (Who, What, Where, When, and Why) along with any other essentials.



# Business Communication

(2 of 7)

## Breavity

Shorten or omit wordy expressions.



Include only relevant statements.



Avoid unnecessary repetition.



# Business Communication

(3 of 7)

## Consideration

Focus on “I” and “We” for verbal communication.

Focus on “You” for written communication.

Show the reader the benefit they can receive, or at least show them sincerity.

Emphasize the positive and pleasant facts.

Apply integrity and ethics.

# Business Communication

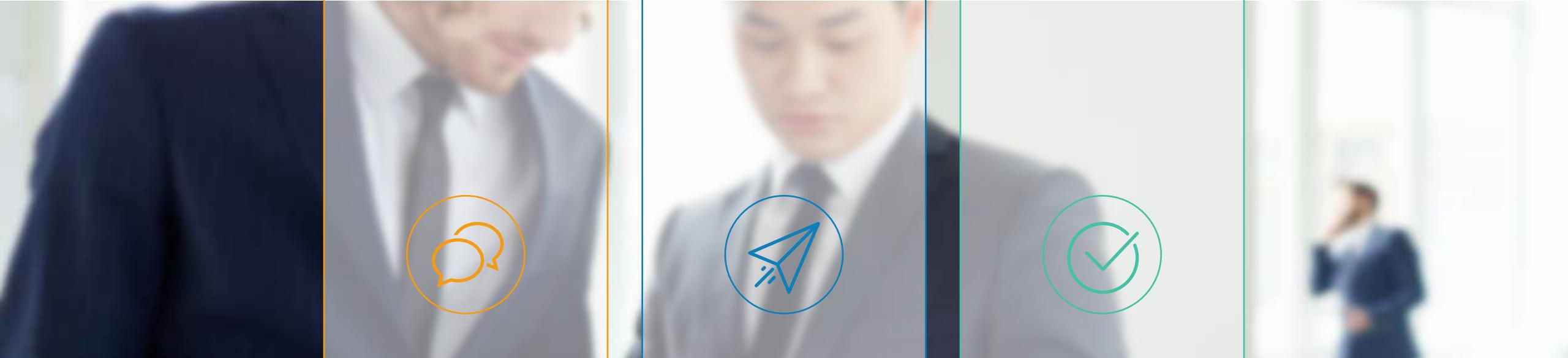
(4 of 7)

## Concreteness

Use specific facts  
and figures.

Emphasize  
action in your  
verbs.

Choose vivid, image-  
building words.



# Business Communication

(5 of 7)

## Clarity

Choose short, familiar conversational words.

Construct effective sentences and paragraphs.

Achieve appropriate readability and “listenability.”

Include examples, illustrations, and other visual devices when desirable.

# Business Communication

(6 of 7)

## Courtesy

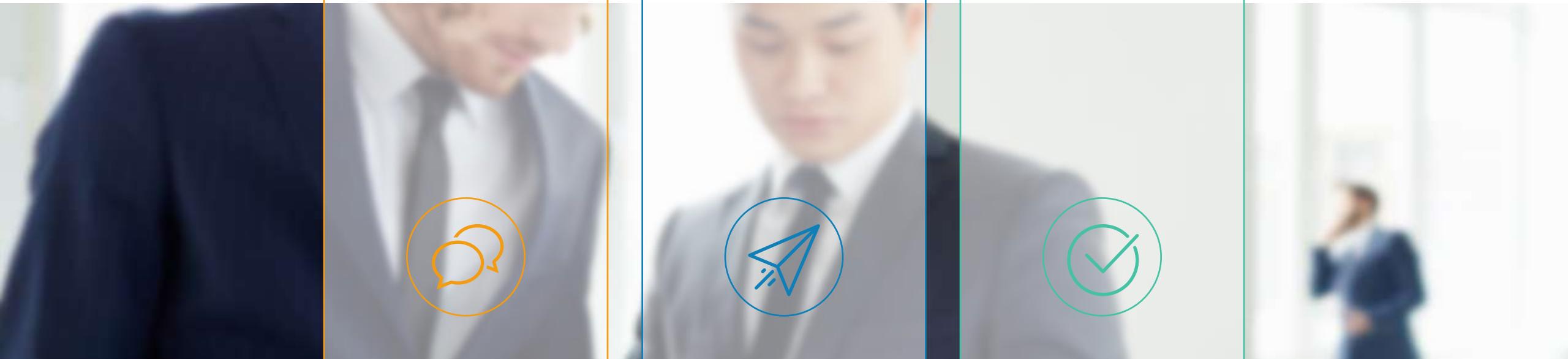
Be sincerely tactful,  
thoughtful and  
appreciative.



Omit expressions  
that irritate, hurt  
or belittle.



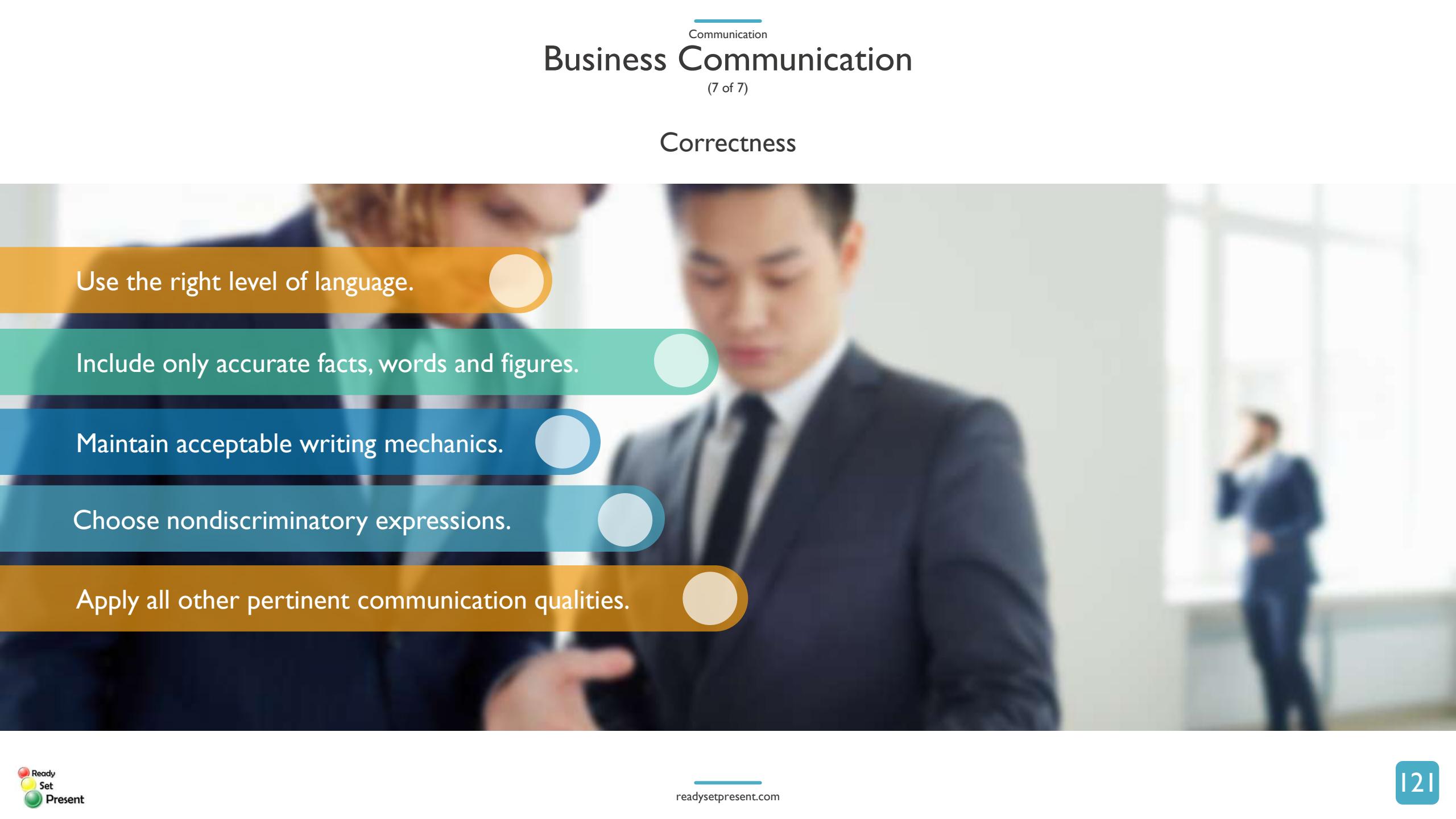
Grant courtesy, and  
apologize good-  
naturedly.



# Business Communication

(7 of 7)

## Correctness



Use the right level of language.

Include only accurate facts, words and figures.

Maintain acceptable writing mechanics.

Choose nondiscriminatory expressions.

Apply all other pertinent communication qualities.

# One Essential Skill

## Courtesy

Seek to be understood.



This precept is paramount in interpersonal relations!



To understand someone, you must first understand where he/she is coming from.



A close-up photograph showing two pairs of hands being held together. One hand is light-skinned and the other is dark-skinned, representing diversity. The hands are positioned in the center of the frame, with fingers interlocked. The background is blurred, showing what appears to be a person's face and shoulders.

ONCE UNDERSTANDING IS MET FOCUSE ON  
INFLUENCING OR PROBLEM SOLVING

A close-up photograph of a person's hands holding a small, light-colored dog's head. The dog is wearing a virtual reality headset, with its eyes visible through the lenses. The background is blurred, showing what appears to be a dark-colored VR controller.

## BEWARE OF THE RIGHTEOUS

In communicating your own righteousness, you could become isolated and ineffectual.

# EFFECTIVE LISTENERS



# Effective Listeners

(1 of 2)



Do not interrupt.



Do not judge.



Think before answering.



Face the speaker.



Remain close enough to hear.

# Effective Listeners

(2 of 2)

Look for feelings  
and basic underlying  
assumptions.



Concentrate on  
what is being  
said.



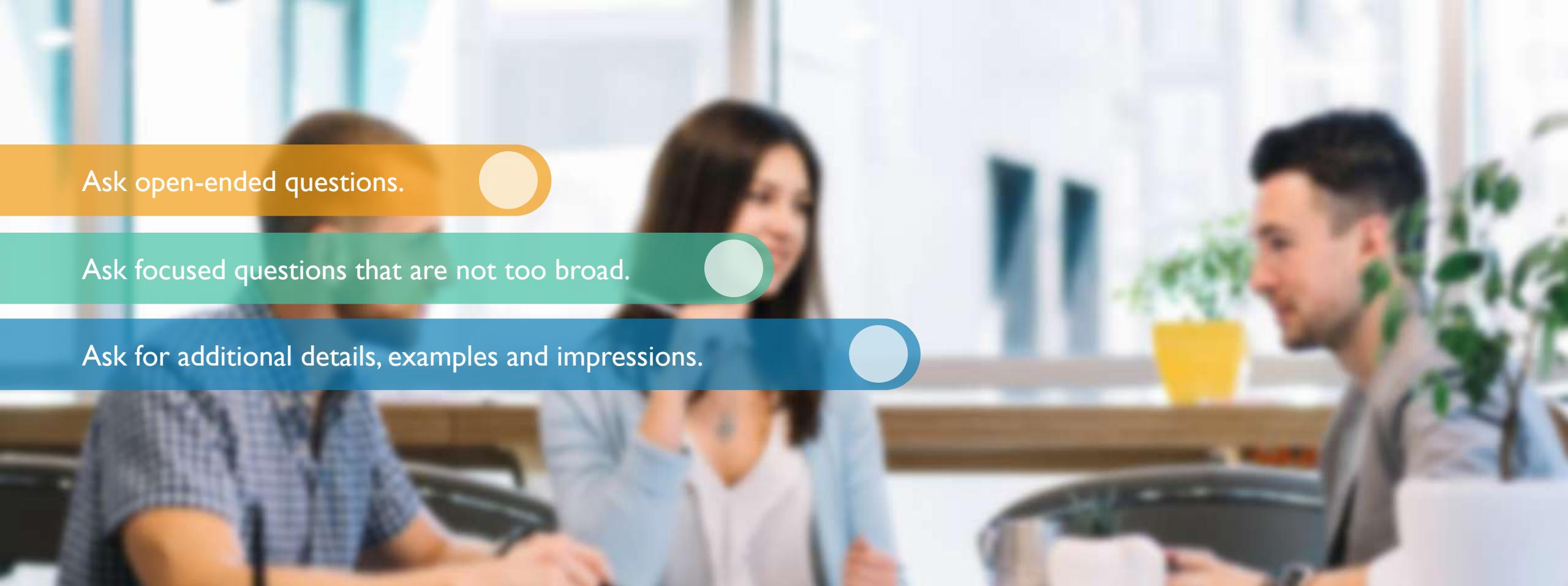
Avoid rehearsing  
answers while the  
other person is talking.



Never insist on  
having the last word.



# Other Skills



Ask open-ended questions.

Ask focused questions that are not too broad.

Ask for additional details, examples and impressions.

# Giving Feedback

Praising.

Paraphrasing.

Perception checking.

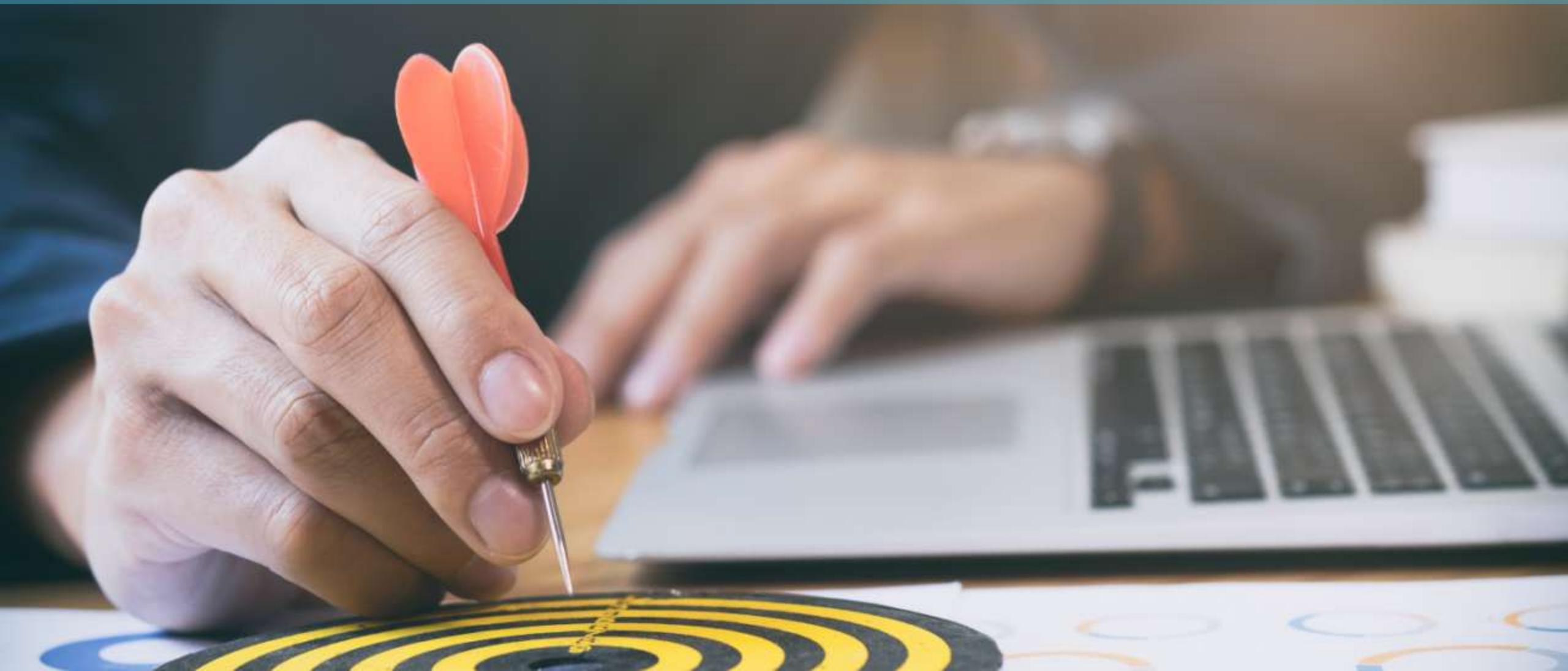
Describing behavior.

Using I-messages.

Asking for additional details, examples and impressions.



# ENHANCE RELATIONSHIP



# Enhance Relationships

Vision (missions and goals).

Humor (humanizing).

Accessibility (remove barriers).

Team building skills (performance management or motivation).

Genuine praise (sincere praise).

*All of the above can help to create a positive emotional climate.*

# CRITICIZING



# Criticizing

(1 of 2)

Extend a personal, casual invitation for a meeting.

Make an outline of what you are planning to say.

Find a place to meet away from “upper management territory.”

Never talk to anyone with anger.

Begin the discussion with praise or compliments.



# Criticizing

(2 of 2)

State how you feel in “I” terms as specifically as possible.

Share inside information.

Ask for feedback.

Brainstorm a solution.

Arrive at a mutually satisfactory agreement.



# Listening Skills

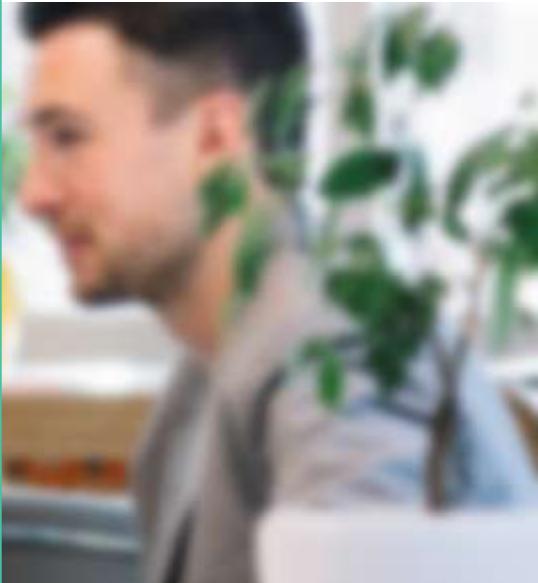
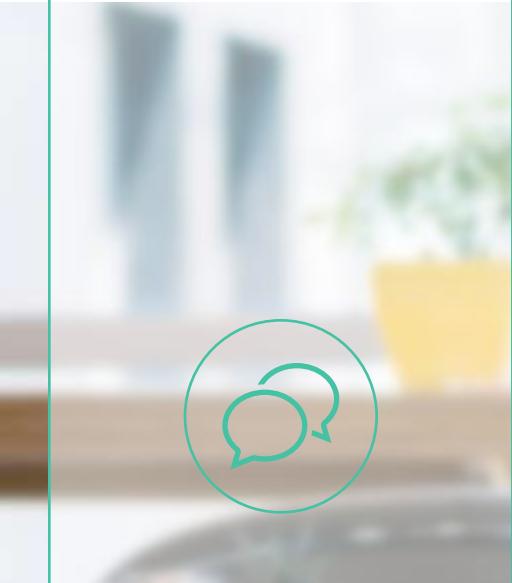
Understand the words people use.



Understand the different meanings words can have for people.



Understand people's feelings and actions as well as their words.



# Purpose of Listening

Understand what a person is saying.



Understand what a person is thinking.



Understand what a person is feeling.



# Purpose of Listening

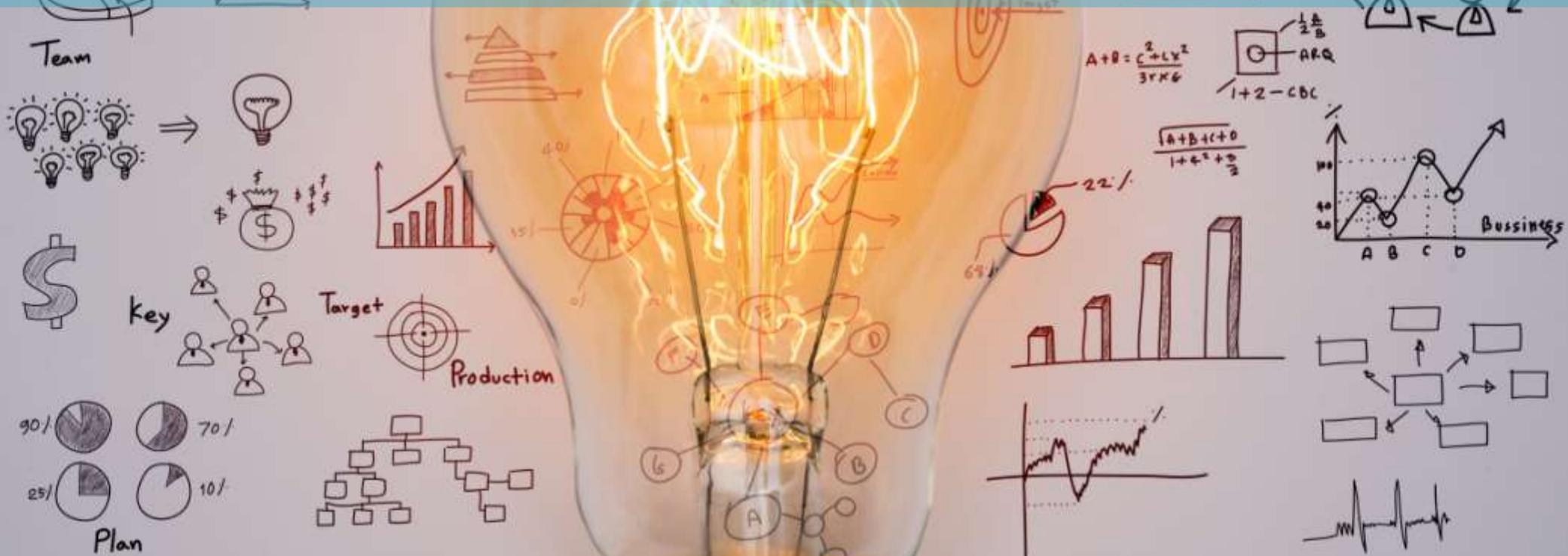


Help a person understand himself or herself better.



Offer a person the opportunity to change his or her own attitudes and behavior.





# Techniques For Listening

(1 of 2)



Demonstrate interest in what the speaker is saying.



Be aware of both the speaker's feelings and words.



Remain positive or neutral.



Summarize points of agreement.

# Techniques For Listening

(1 of 2)



Listen for group consensus.



Avoid personal evaluations.



Do not be placed on the defensive.



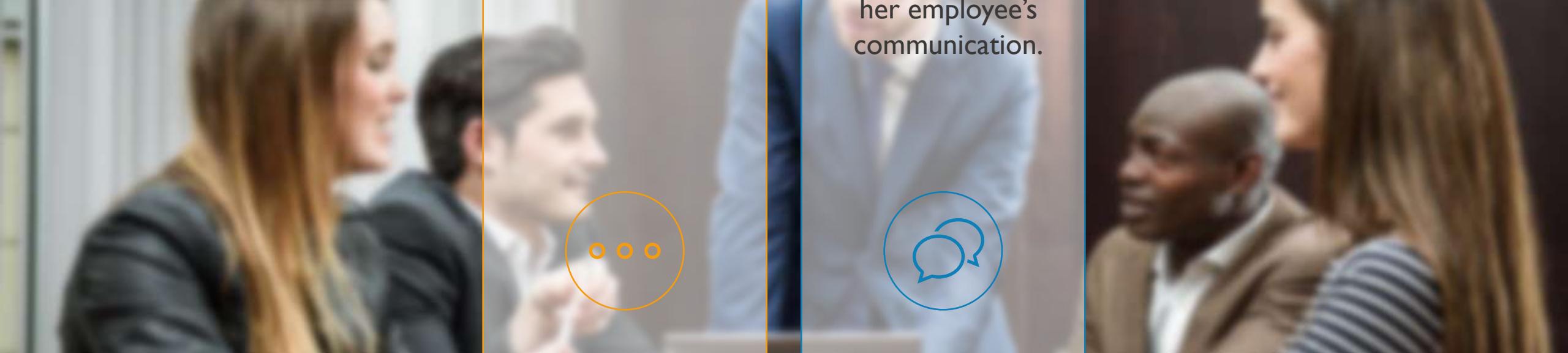
Do not be a partial listener.

# ATTENDING



# Attending

(1 of 6)



A fundamental communication skill.



Implies concern of a manager with all aspects of his or her employee's communication.



# Attending

(2 of 6)

Attending includes



Listening to verbal content.

Hearing and observing verbal and nonverbal cues to the feelings that accompany the communication.

Communicating back to the employee the fact that the manager is paying attention.

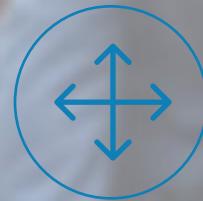
# Attending

(3 of 6)

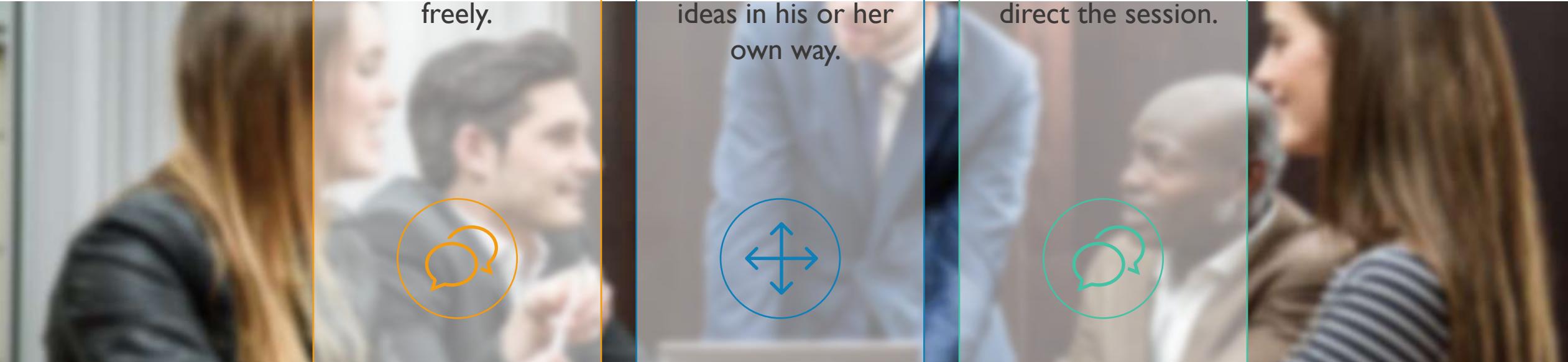
To encourage the employee to express feelings freely.



To allow the employee to explore feelings and ideas in his or her own way.



To provide the employee with the opportunity to direct the session.



# Attending

(4 of 6)



To provide the employee with a sense of responsibility for what is going on throughout the meeting.



To allow the employee to be relaxed and comfortable throughout the entire session.



# Attending

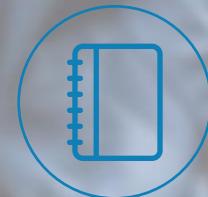
(5 of 6)



To contribute to the employee's trust and respect of the manager as well as the employee's sense of security.



To enable the manager to draw more inferences about the employee.



# Attending

(6 of 6)

Effective attending has two major components:

LISTENING AND  
OBSERVING.



COMMUNICATING  
TO THE EMPLOYEE  
THAT LISTENING  
AND OBSERVING IS  
GOING ON.



# Listening and Observing



Always listen with full attention that conveys to the employee that you understand where he/she is coming from.

Much is communicated through nonverbal gestures.

Therefore, be sure to give considerable attention to observation in order to better understand the employee.

# Communicate Attentiveness

The manager communicates attentiveness through the following three methods:



EYE CONTACT

POSTURE

ACCURATE VERBAL FOLLOWING

# EYE CONTACT



# Eye Contact

(1 of 2)

The manager must initiate and maintain eye contact.



Strong impressions are formed depending on eye contact.



Eye contact is also considered a common courtesy in social interaction.



# Eye Contact

(2 of 2)

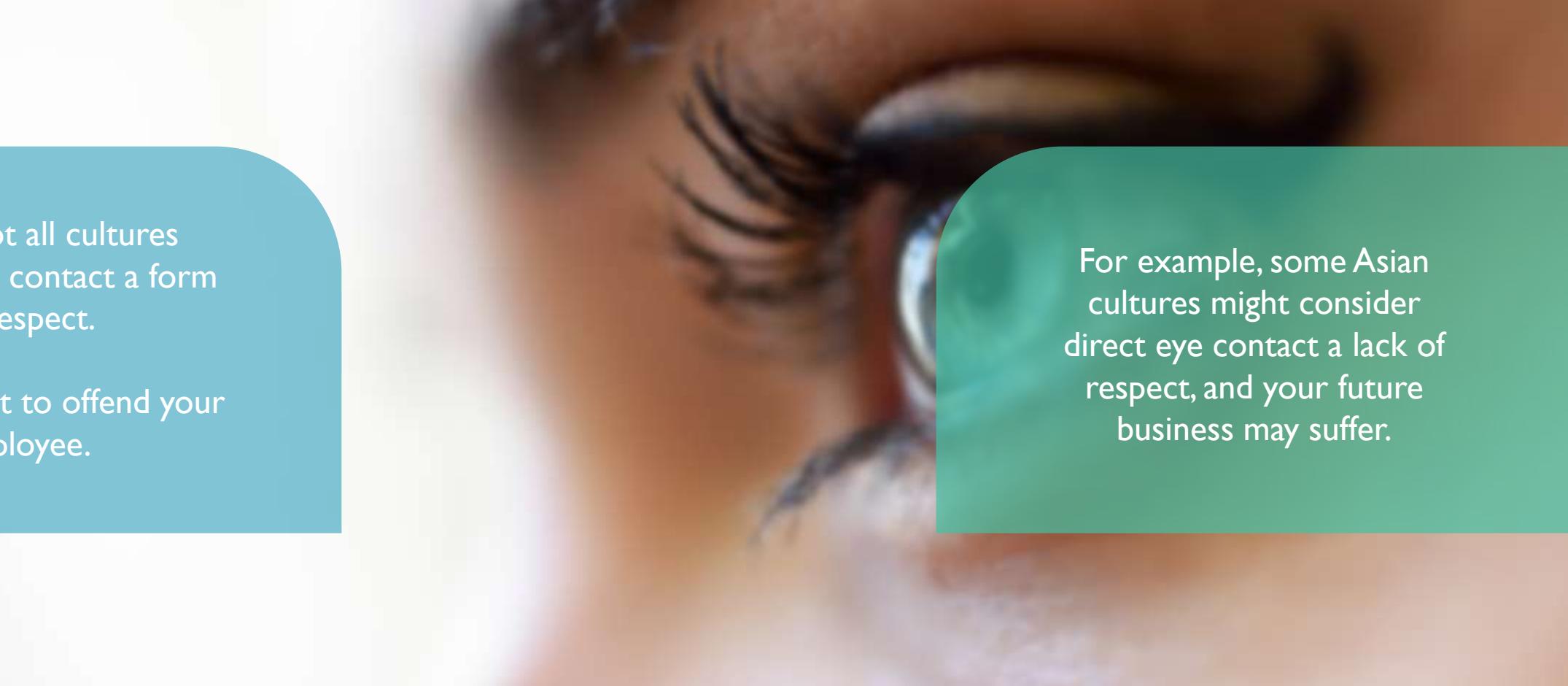
Varied use of eye contact is best. Too much direct eye contact will make the employee uncomfortable.



Natural behavior on your part will best put the employee at ease.



# Eye Contact Disclaimer



**Note:** Not all cultures consider eye contact a form of respect.

Be careful not to offend your employee.

For example, some Asian cultures might consider direct eye contact a lack of respect, and your future business may suffer.

# POSTURE



# Posture

(1 of 2)

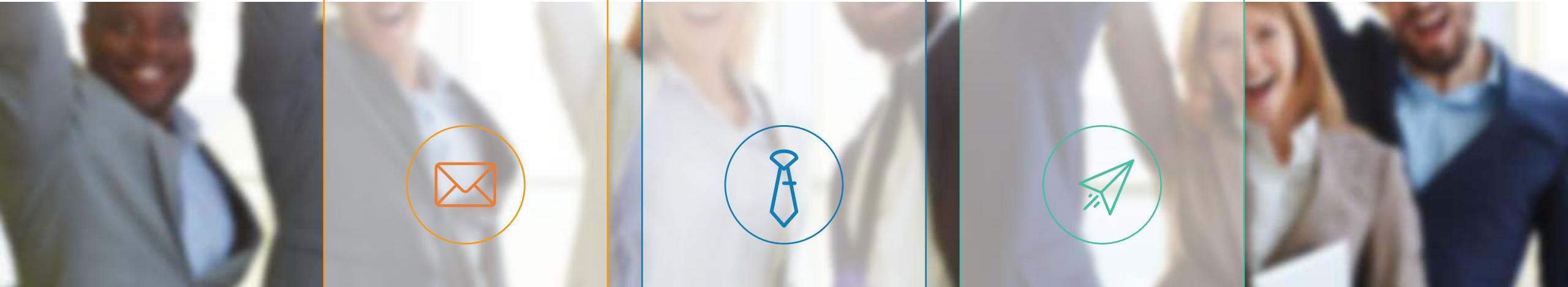
Posture and gestures convey distinct messages.



A manager needs to convey interest in employees with posture.



An upright seated position with a slight forward upper body lean usually conveys attentiveness.



# Posture

(2 of 2)



In addition to an attentive posture, the manager will also want to convey a relaxed posture.

Remember, a relaxed position is specific to each manager and needs to change depending on comfort level.

# Posture Disclaimer



As with eye contact, certain postures may not be appropriate when communicating with people of certain cultures.

For example, certain cultures consider sitting too close a threatening gesture.

# ACCURATE VERBAL FOLLOWING



# Accurate Verbal Following

(1 of 3)



Along with eye contact and posture, verbal following is a major component of attending.

A manager must communicate to employees with verbal responses so that employees know they are being heard.

# Accurate Verbal Following

(2 of 3)

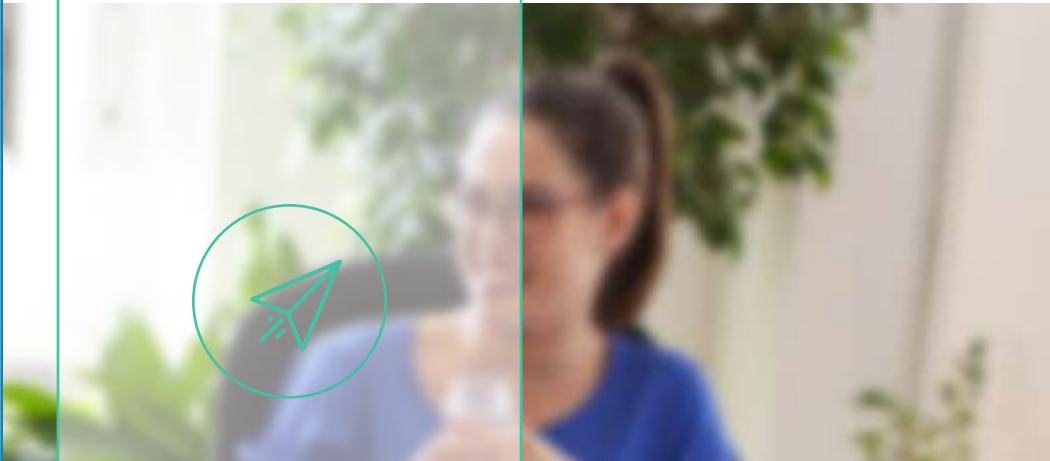
Utilize responses that relate directly to what the employee is speaking about.



Do not jump to new topics or interrupt the employee. Instead, follow what he or she is saying.



Take cues of what to say from the employee's verbal and nonverbal communication.



# Accurate Verbal Following

(3 of 3)

Some examples of standard verbal following are:

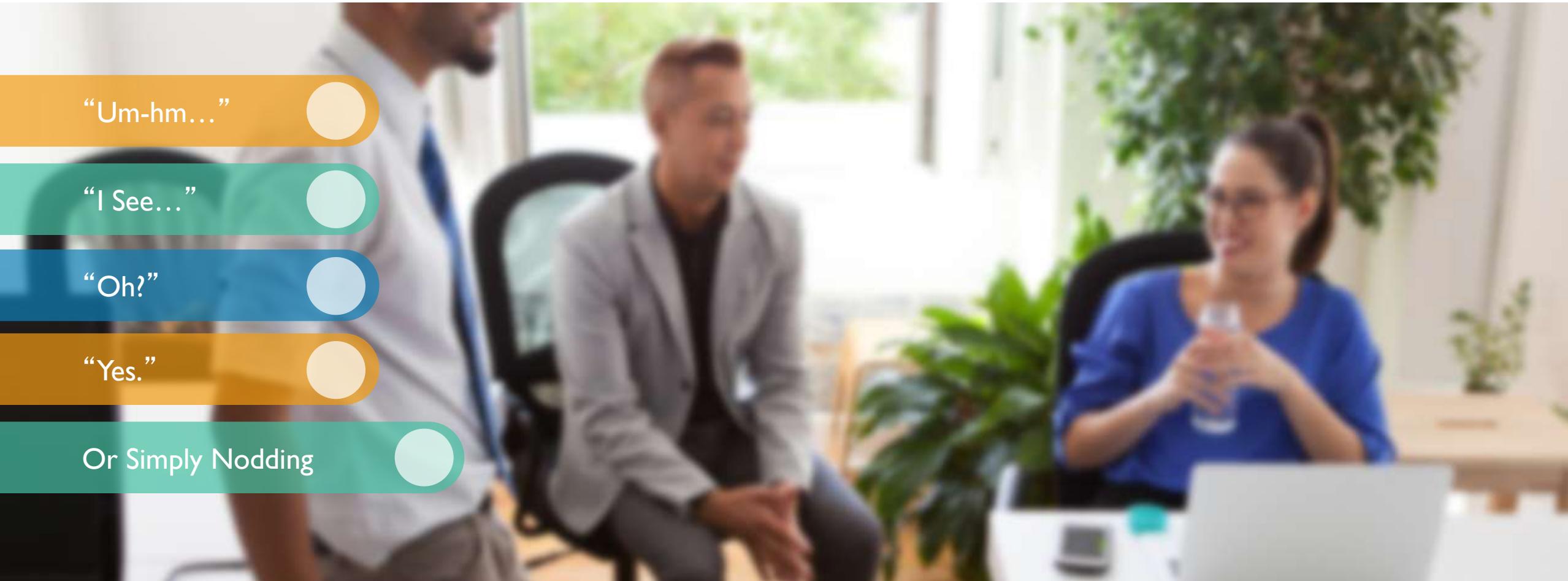
“Um-hm...”

“I See...”

“Oh?”

“Yes.”

Or Simply Nodding



# Summary Of Attending

DIRECT EYE  
CONTACT.



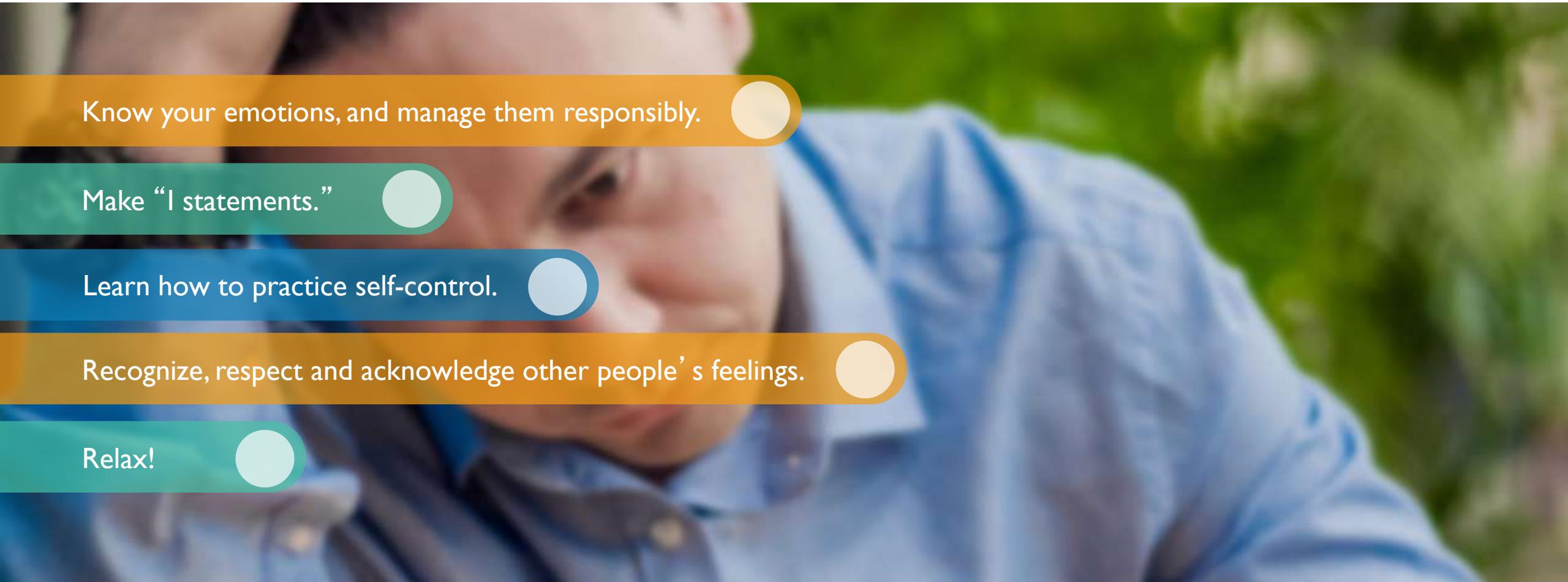
RELAXED BODY  
POSTURE.



ACCURATE  
VERBAL  
FOLLOWING.



# Emotion Blocks Communication



Know your emotions, and manage them responsibly.

Make “I statements.”

Learn how to practice self-control.

Recognize, respect and acknowledge other people’s feelings.

Relax!

# Nonverbal Cues

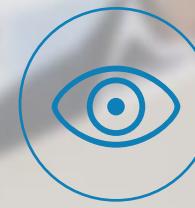
## SPATIAL

Intimate, personal,  
social, public.



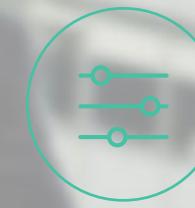
## VISUAL

Facial, eye contact, the  
body, personal  
appearance.



## VOCAL CUES

Volume, pitch,  
rate, tone, pauses.



# To Improve Nonverbal

Monitor your own behavior.



Experiment with behaviors.



Look for patterns.



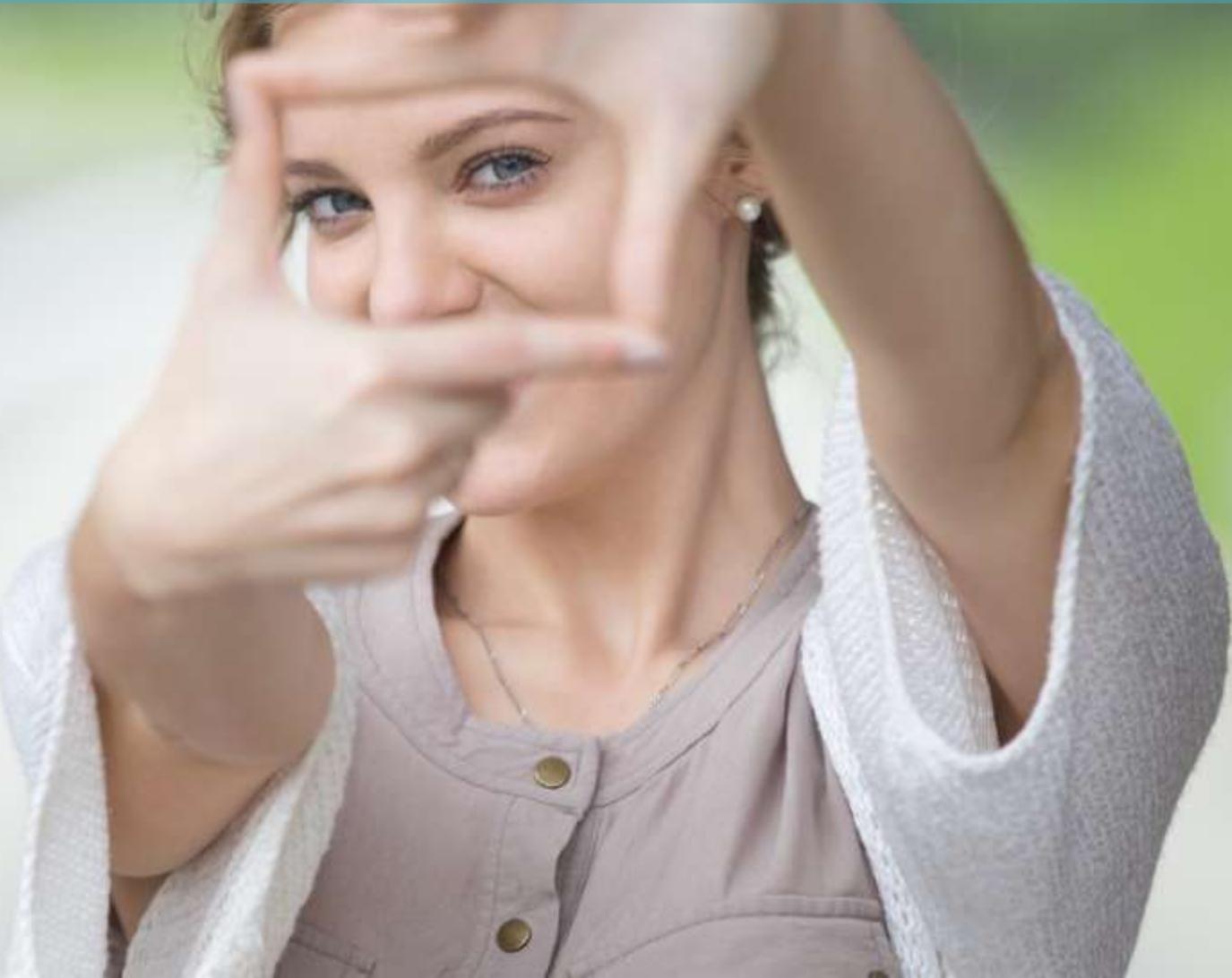
Question your perceptions.



Convey your feelings.



# EYES CAN COMMUNICATE

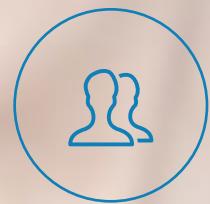


# Eyes Can Communicate

The pupils of your eyes will dilate or constrict according to your emotions.



Beware of crafty negotiators who watch for this!



# Too Much Information

Don't burden employees with information they don't need.

Make pertinent information easily accessible.

Beware of miscommunication due to poor penmanship, excessive jargon or poor grammar.

# LANGUAGE BARRIERS



# Language Barriers

(1 of 3)



Differing professions often express doubt or enthusiasm in varying ways.



Stock up on professional attitudes, and always ask for clarification.

# Language Barriers

(2 of 3)

Differing cultures often have different hand signals. Your ‘OK’ sign may actually bear insult to someone else.

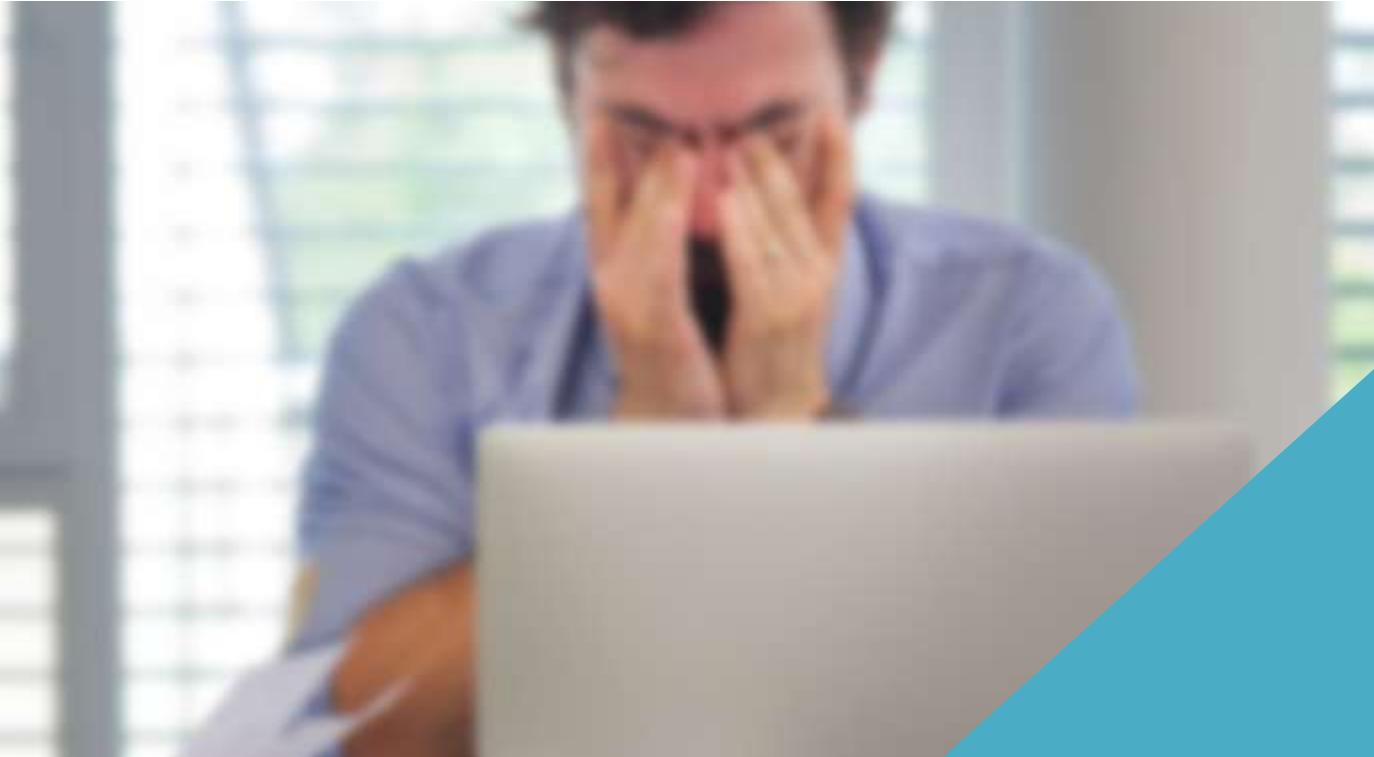


Be safe; stick with the thumbs-up sign.



# Language Barriers

(3 of 3)

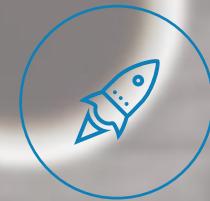


Good communication requires  
a common language, not  
necessarily English.

Remember that high-tech communication gear is only as good as its user.

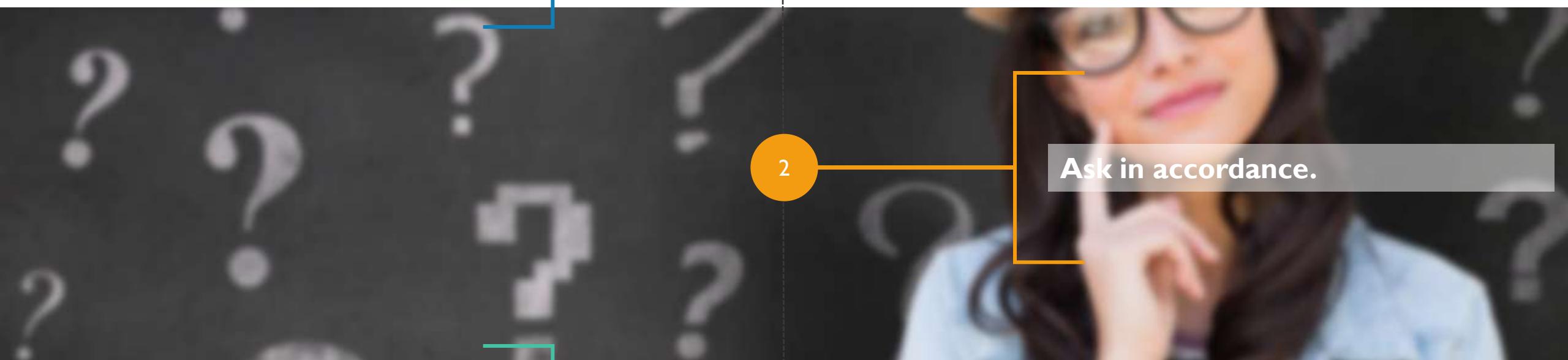


Machines may improve the speed and efficiency of communication, but they don't alter the information transmitted.



Communication

# The Key To Smart Questions



Define your goal.

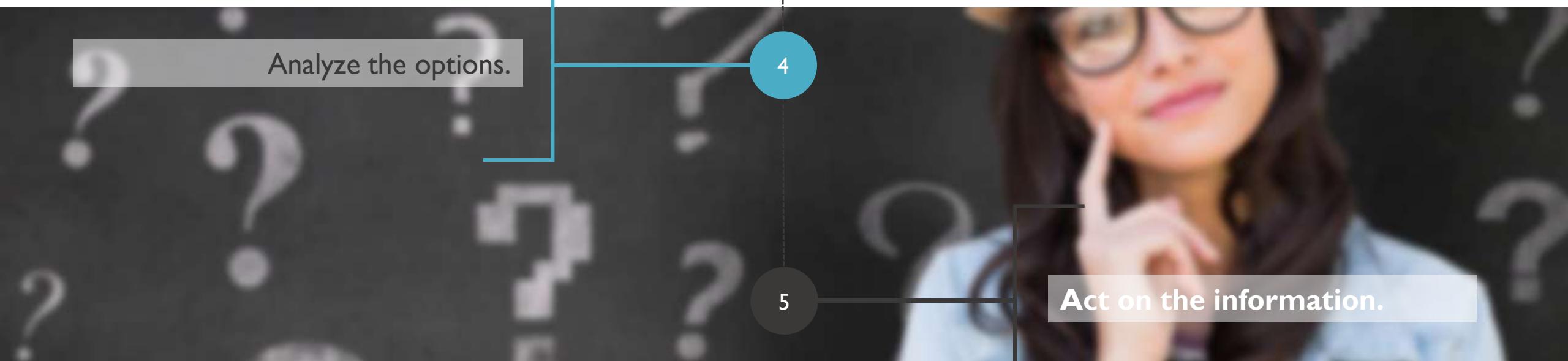
1

Evaluate.

3

Ask in accordance.

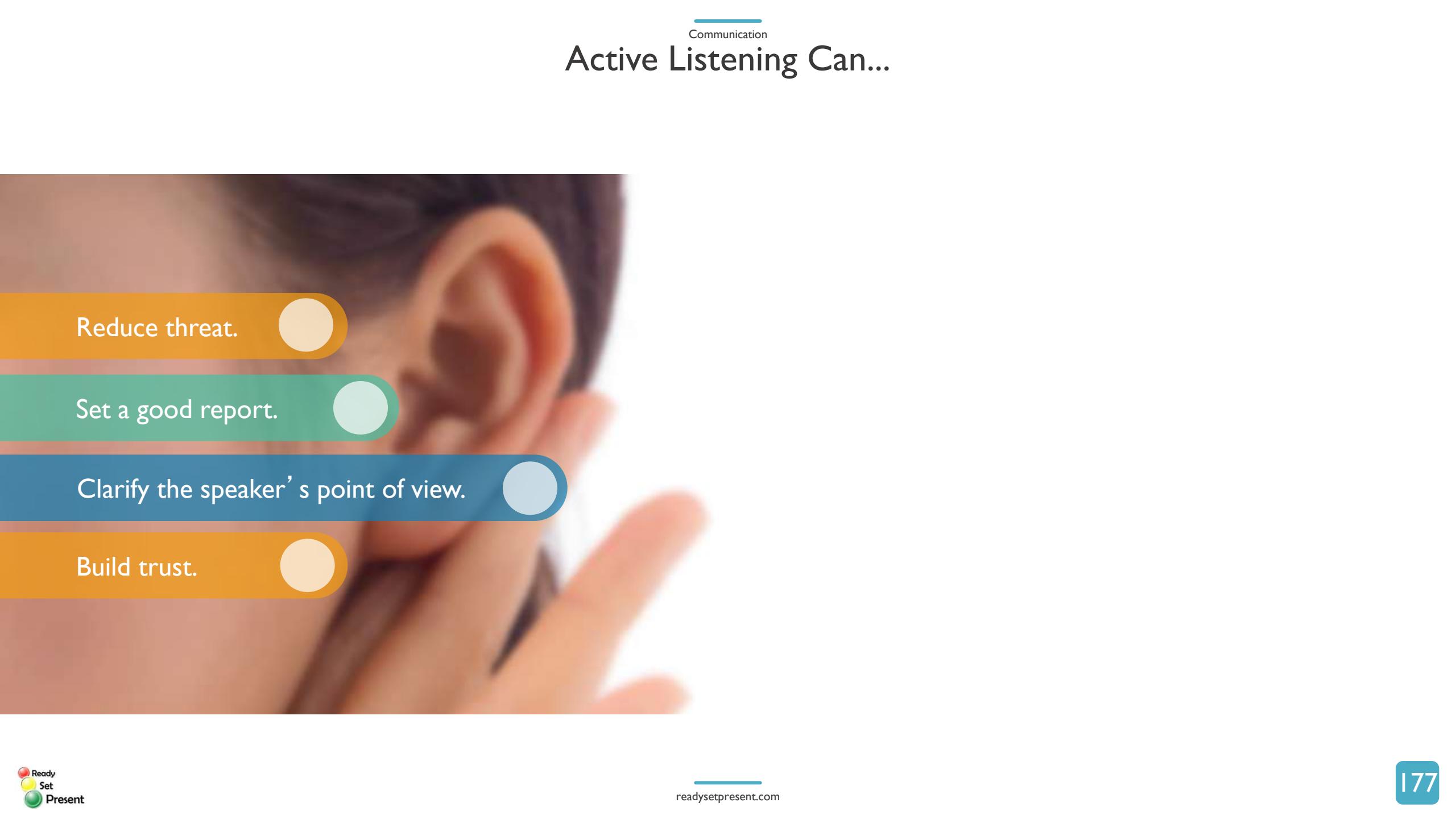
# The Key To Smart Questions



# Improve Your Listening Skills



# Active Listening Can...



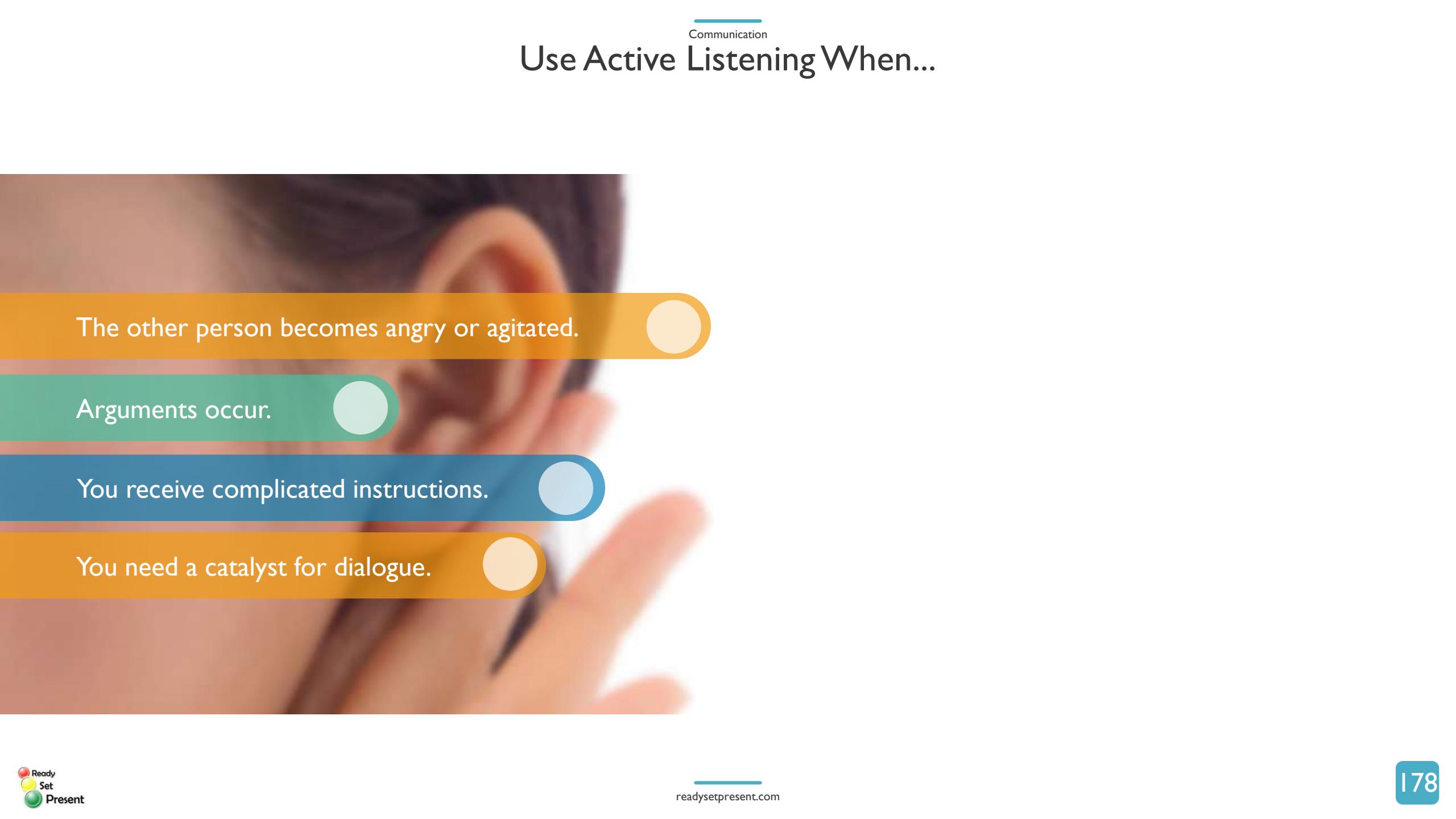
Reduce threat.

Set a good report.

Clarify the speaker's point of view.

Build trust.

# Use Active Listening When...

A close-up, slightly blurred photograph of a person's ear and fingers, serving as the background for the slide.

The other person becomes angry or agitated.

Arguments occur.

You receive complicated instructions.

You need a catalyst for dialogue.

# INTERRUPTIONS ARE POSITIVE



# Interruptions Are Positive

When They:

CLARIFY

REINFORCE

ENCOURAGE

REFOCUS



# Interruptions Are Negative

When They:

Correct.



Put-down.



Jump to conclusions.



Anticipate.



Refute.



Judge.



Change the subject.



# Hearing Is...

The act of  
perceiving audible  
sounds.

Passive.

Capable of being  
devoid of  
information.



# Listening Is...



An active pursuit.

Acquired through practice and skill.

A technique for increasing awareness of ourselves and how we think.

Done to receive meaning and feeling.

# To Improve Your Perception



Keep openness and skepticism balanced.

Listen and ask for feedback.

Become a detached observer.

Convey feelings as well as content.

Be flexible.

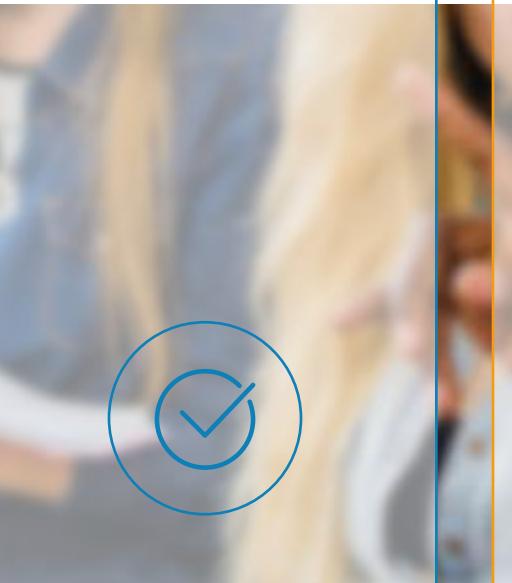
# When We Perceive



We limit the quantity of accepted stimuli.



We relate stimuli to information already held.

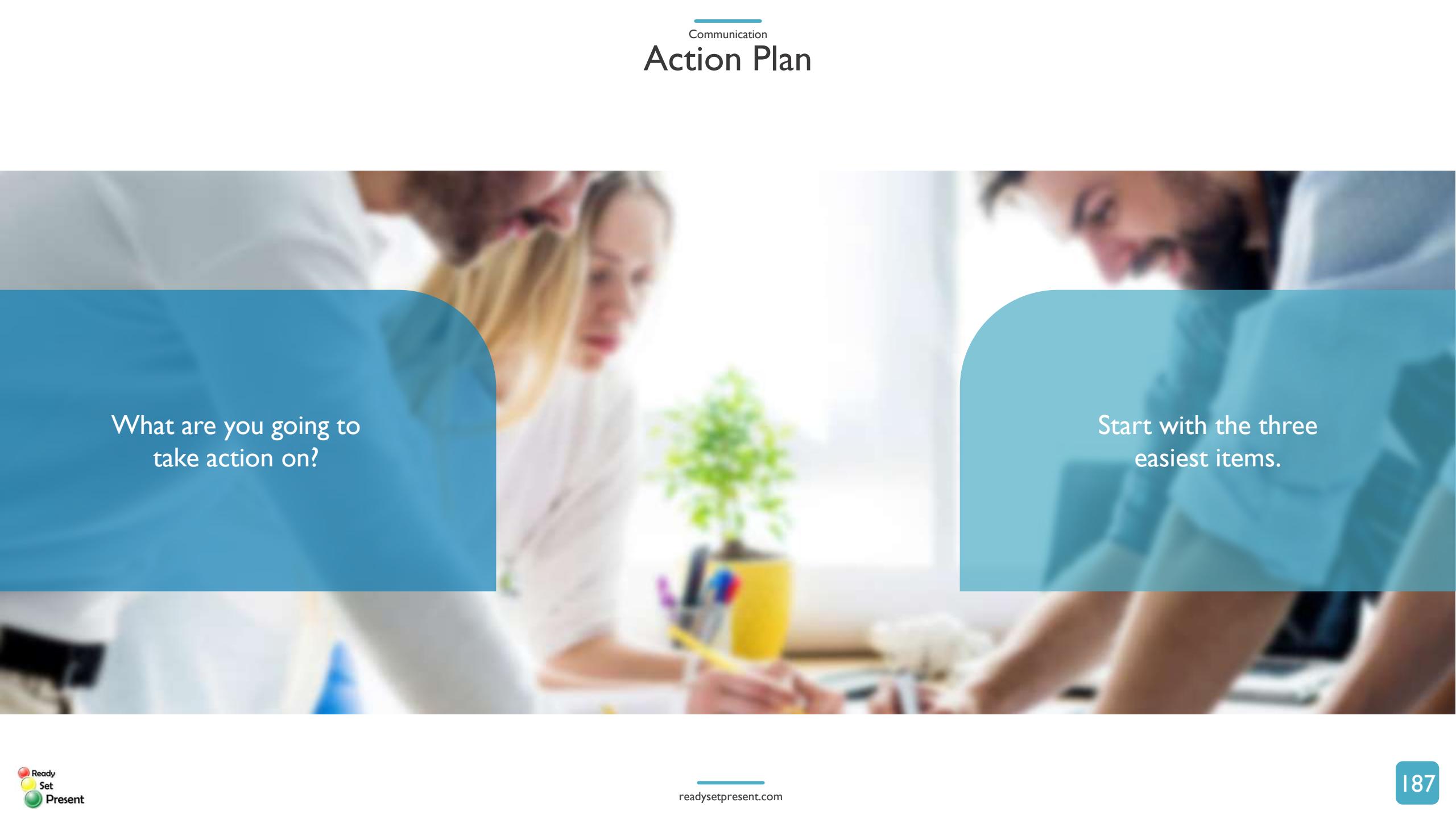


We assign meaning to stimuli based on previous information.

# WHAT IS YOUR NEXT STEP



# Action Plan

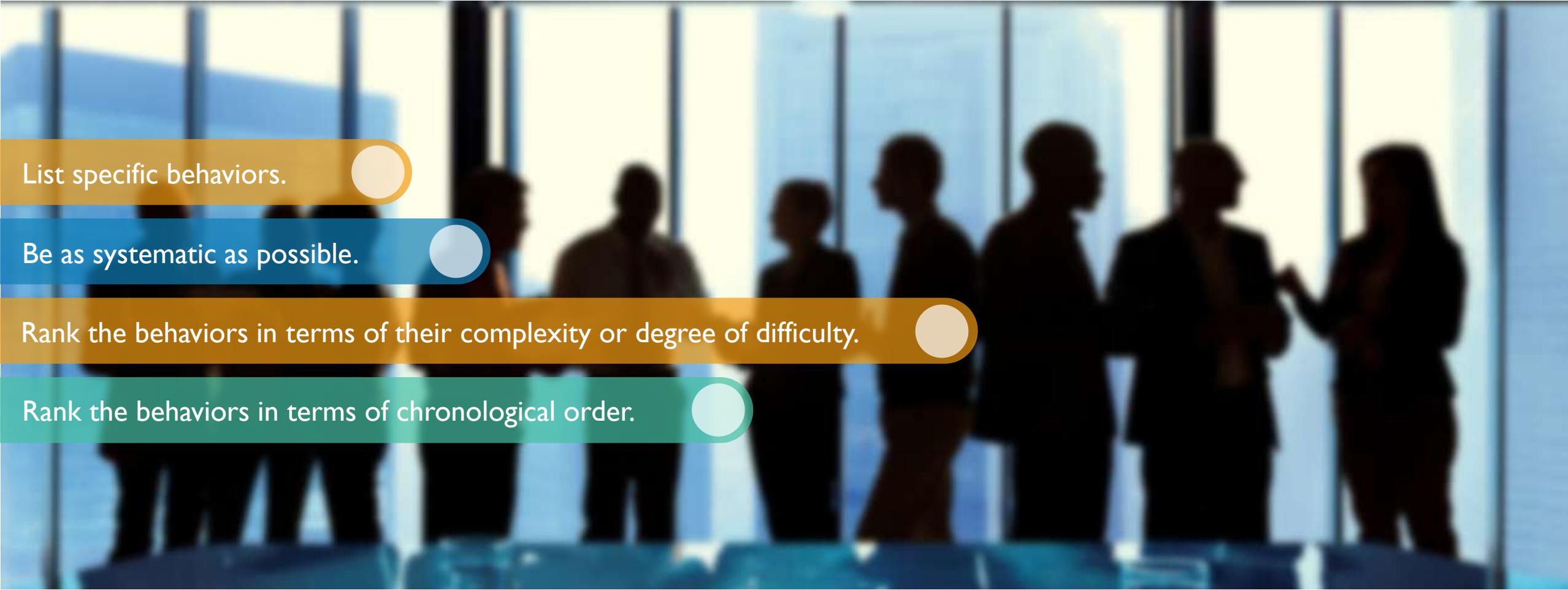


What are you going to take action on?

Start with the three easiest items.

# Action Steps

( 1 of 4 )



List specific behaviors.

Be as systematic as possible.

Rank the behaviors in terms of their complexity or degree of difficulty.

Rank the behaviors in terms of chronological order.

# Action Steps

(2 of 4)



Begin with the least difficult behavior.



Advance to a more difficult behavior.



Break difficult behavior down into several smaller behaviors.



Attach time limits to each behavior.



# Action Steps

( 3 of 4 )

A blurred background image showing several silhouettes of business people standing in an office environment, possibly a hallway or near a window, engaged in conversation.

Repeat specific behavior until mastered.

Review all previous behaviors.

Advance to next most difficult behavior.

Measure and evaluate.

Keep records (preferably visual).

# Action Steps

( 4 of 4 )

A blurred background image showing several people in business attire standing in front of a large window, possibly in an office or conference room setting.

Reinforce through reward and punishment.



Use visual reminders (pictures, charts, etc.)



Remember: "A small goal is enough!"



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