Effective Communication Skills

Skills House

Course Duration	**12 Hours**
Course Assessment	• **10% Attendance** • **90% Class Participation**
Corrective Assessment	• **Written Exam**
Recommendations	**N/A**

Effective Communication Skills

Agenda

- What is Communication?
- Classifications & Functions of Communication
- Basic Communication Process
- Communication Channels
- Types of Communication
- Barriers to Communication
- Active Listening
- Techniques of Communication
- Credibility
- Perception
- Ladder of Inference
- Organizational Communication
- Personality Types

What is Communication?

Transfer and understanding of meaning.

Transfer means the message was received in a form that can be interpreted by the receiver.

Understanding the message is not the same as the receiver agreeing with the message.

Classifications of Communication

Classifications of Communication

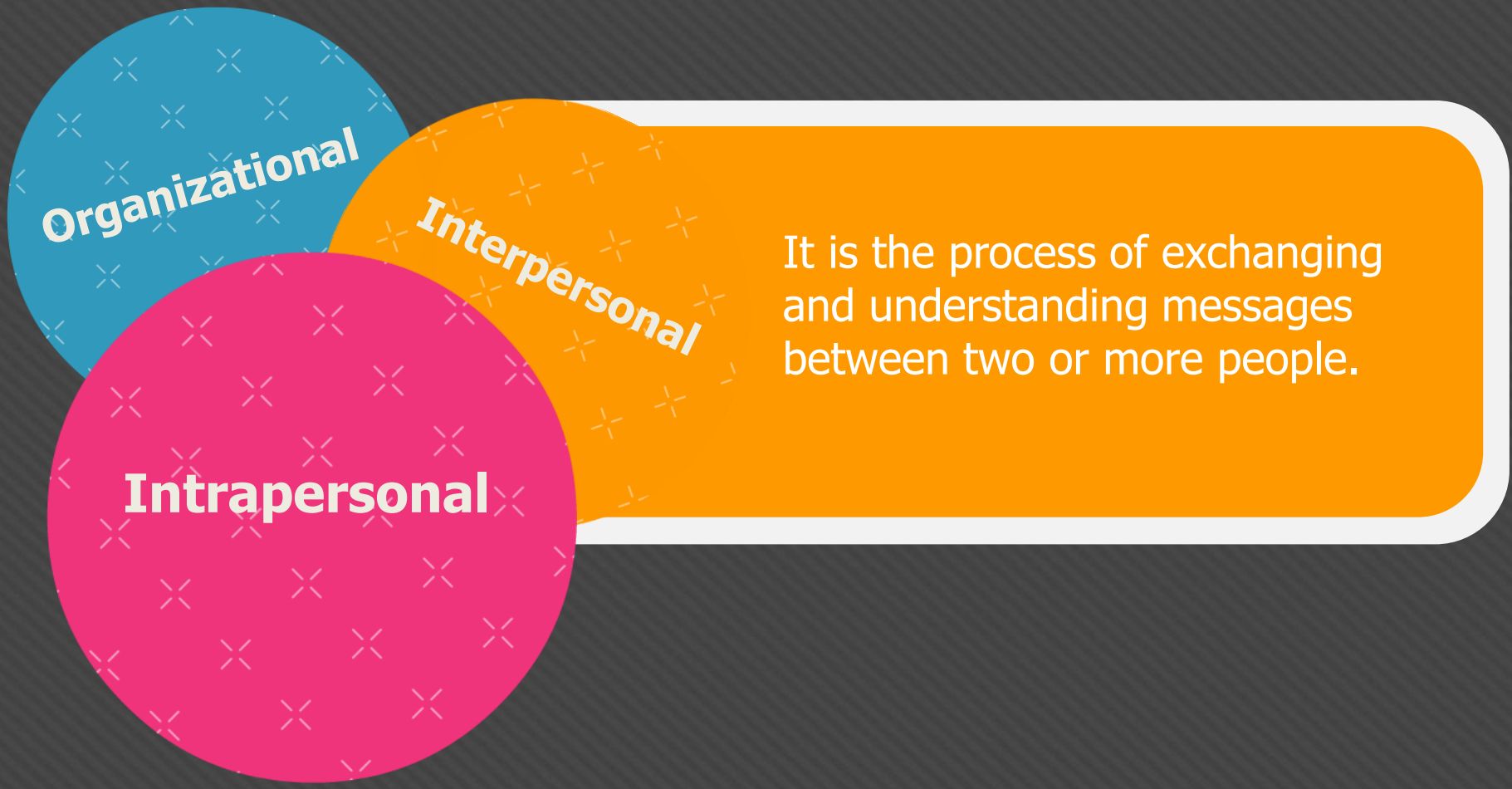
Cont'd

You must be able to communicate with yourself before you can communicate with others.

People cannot read your mind, you are the one that must translate the things you think so that the other people can understand you.

Classifications of Communication

Cont'd

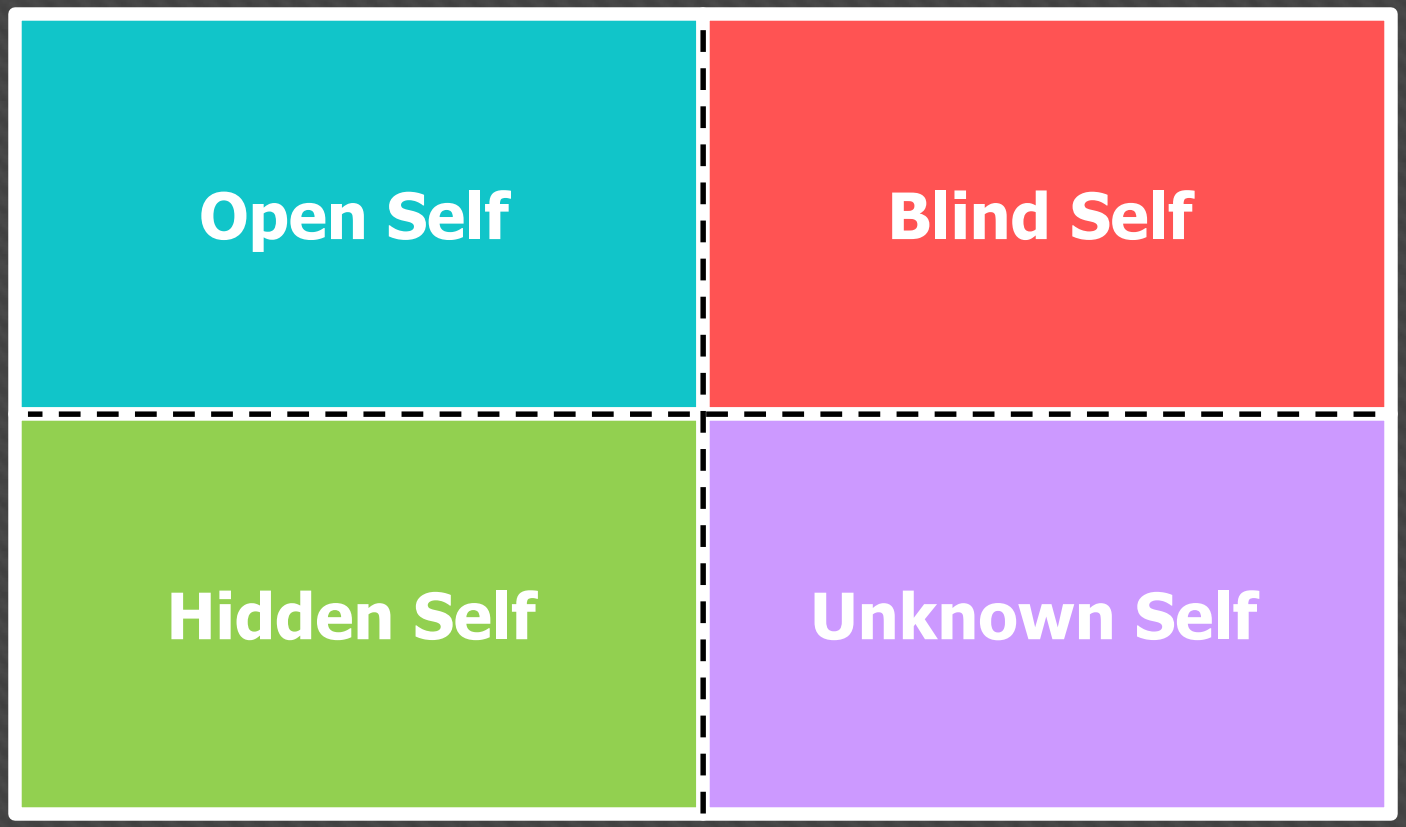


Classifications of Communication

Cont'd

All the patterns, network, and systems of communications within an organization

JOHARI Window



Joseph Luft & Harrington Ingham, 1955.

JOHARI Window

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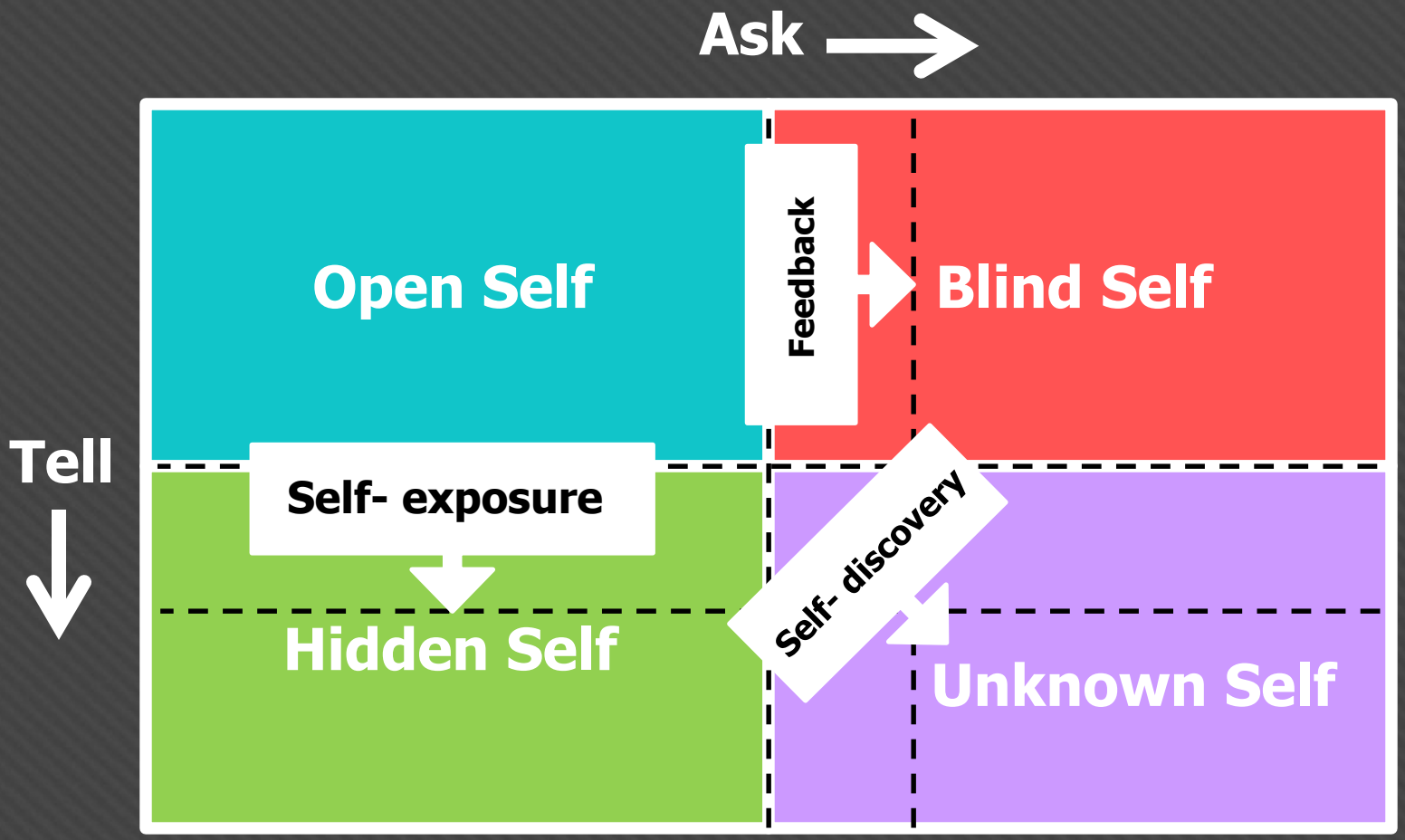
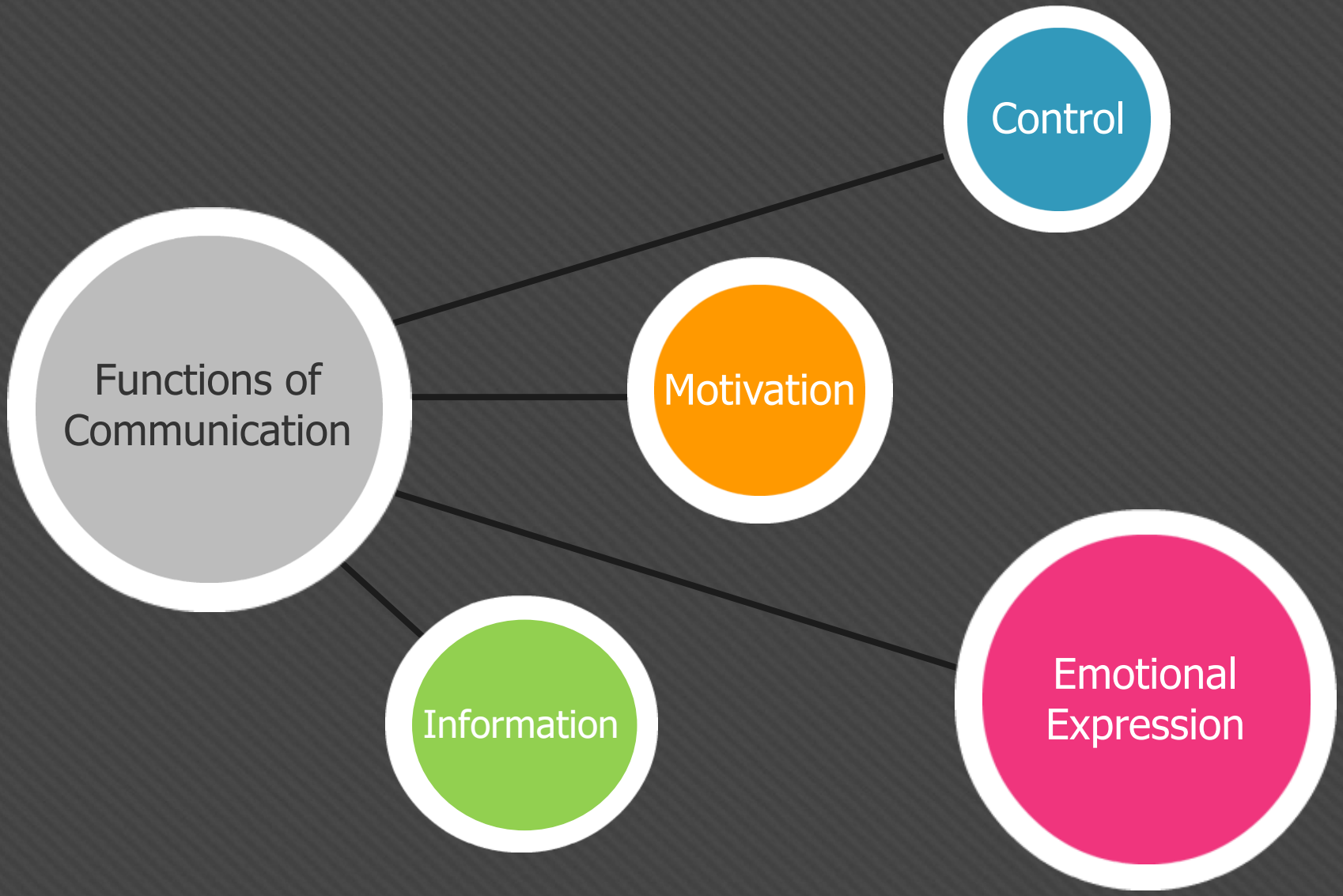


Joseph Luft & Harrington Ingham, 1955.

Four Functions of Communication



Four Functions of Communication

Cont'd

Control — Formal and informal communications act to control individuals' behaviors in organizations.

Motivation — Communications clarify for employees what is to be done, how well they have done it, and what can be done to improve performance.

Emotional Expression — Social interaction in the form of work group communications provides a way for employees to express themselves.

Information — Individuals and work groups need information to make decisions or to do their work.

4 Cs of Effective Communication

"The Little Prince", *Antoine de Saint Exupery*

4 Cs of Effective Communication

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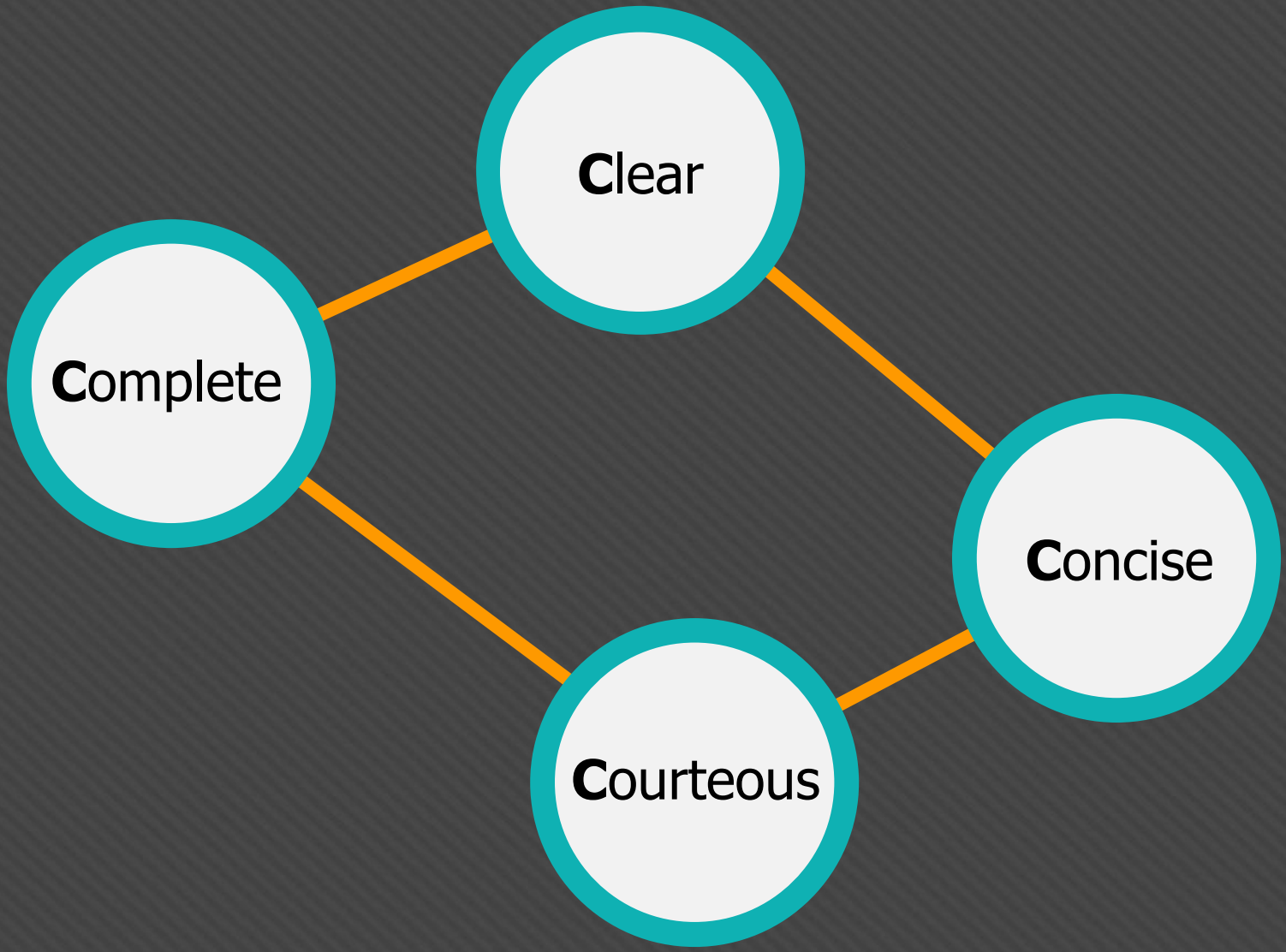


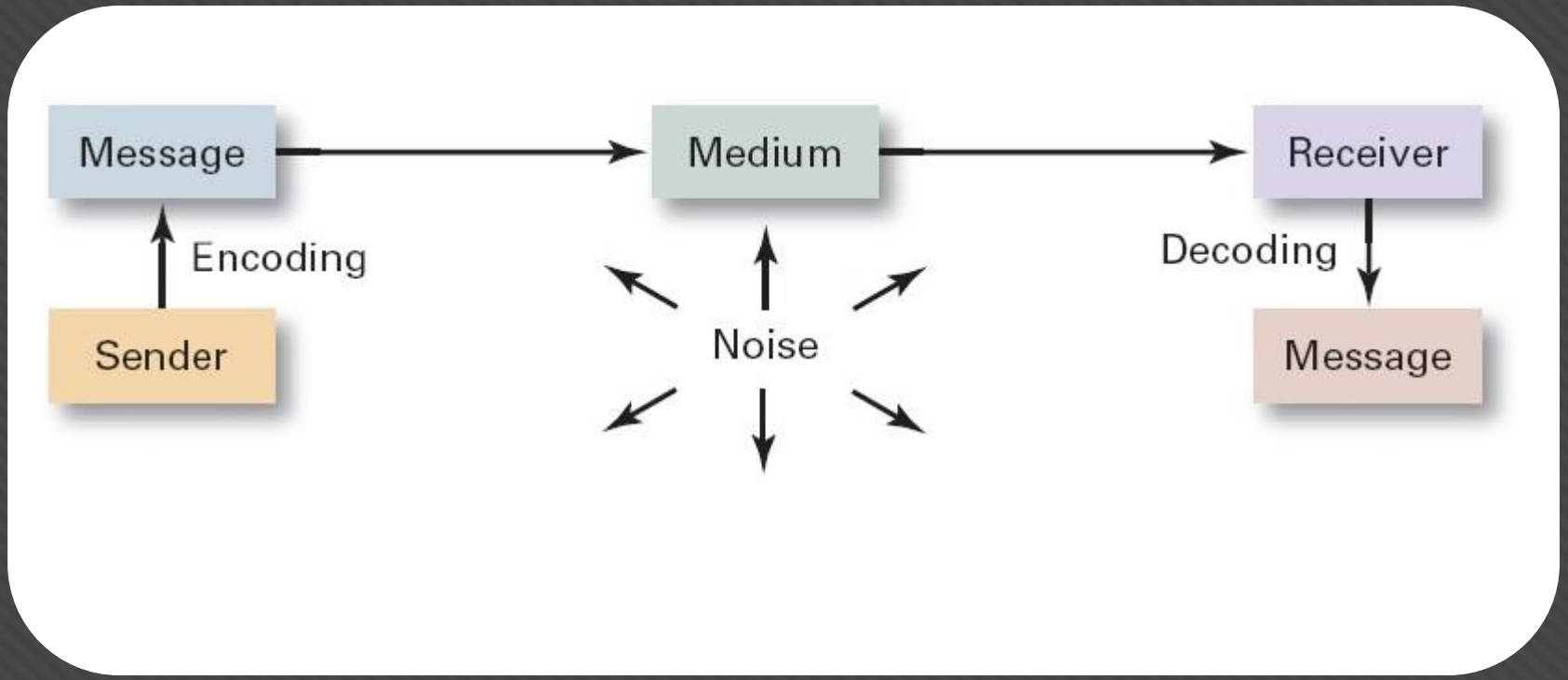
Basic Communication Process

“ Communication refers to the act by one or more persons of sending and receiving messages – distorted by noise- with some effect and some opportunity for feedback ”

Joseph Devito, “ Communicology ”*,* 1978

Basic Communication Process

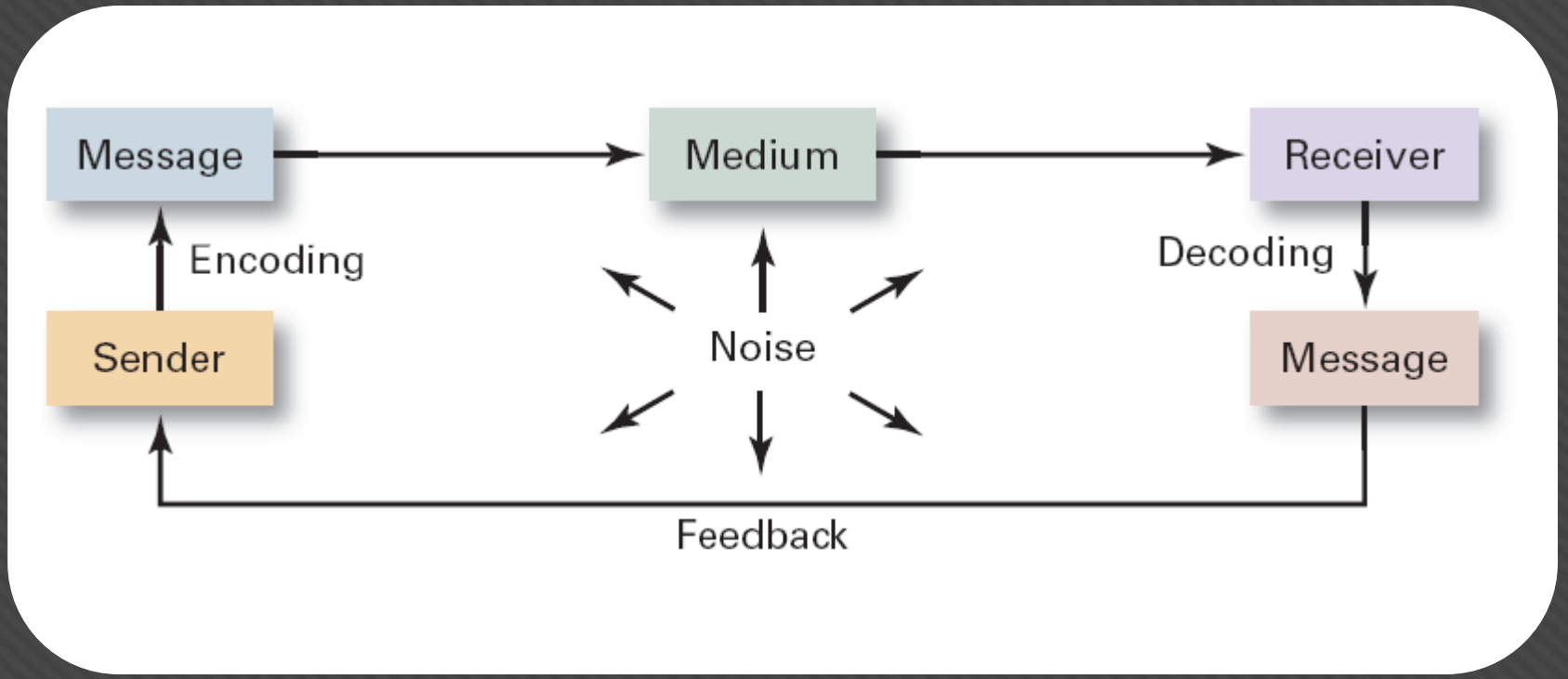
Cont'd



The Interpersonal Communication Process Diagram

Basic Communication Process

Cont'd



The Interpersonal Communication Process Diagram

Basic Communication Process

Cont'd

Message

- Source: sender's intended meaning

Encoding

- The message converted to symbolic form

Channel

- The medium through which the message travels

Decoding

- The receiver's retranslation of the message

Noise

- Disturbances that interfere with communications

Activity

What is your Metaphor?

Communication Channels

Communication Channels

Face-to-face

Meeting

Presentation

Telephone

Communication Channels

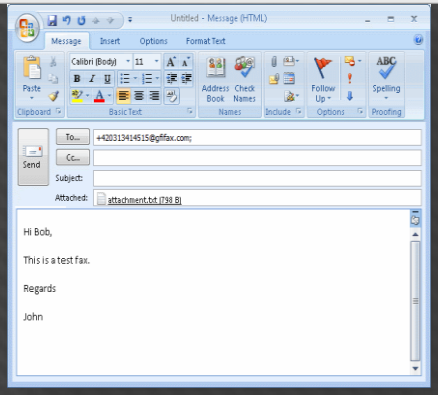
Cont'd

Videoconference

Fax

Bulletin Board/ Memo

E-mail



Types of Communication

A- Verbal Communication

Oral Communication

- **Examples:** Conversation, speeches, telephone calls and videoconferences
- **Advantages:** Vivid, stimulating, difficult to ignore, flexible and adaptive
- **Disadvantages:** Transitory and subject to misinterpretation

Types of Communication

Cont'd

A- Verbal Communication

Written Communication

- **Examples:** Letters, memos, reports, e-mail and fax
- **Advantages:** Decrease misinterpretation and precise
- **Disadvantages:** Precision loss in translation, inflexible and easier to ignore

Types of Communication

Cont'd

B- Nonverbal Communication

Communication that is transmitted without words

- Sounds with specific meanings or warnings
- Images that control or encourage behaviors
- Situational behaviors that convey meanings
- Clothing and physical surroundings that imply status

Types of Communication

Cont'd

B- Nonverbal Communication

Communication that is transmitted without words

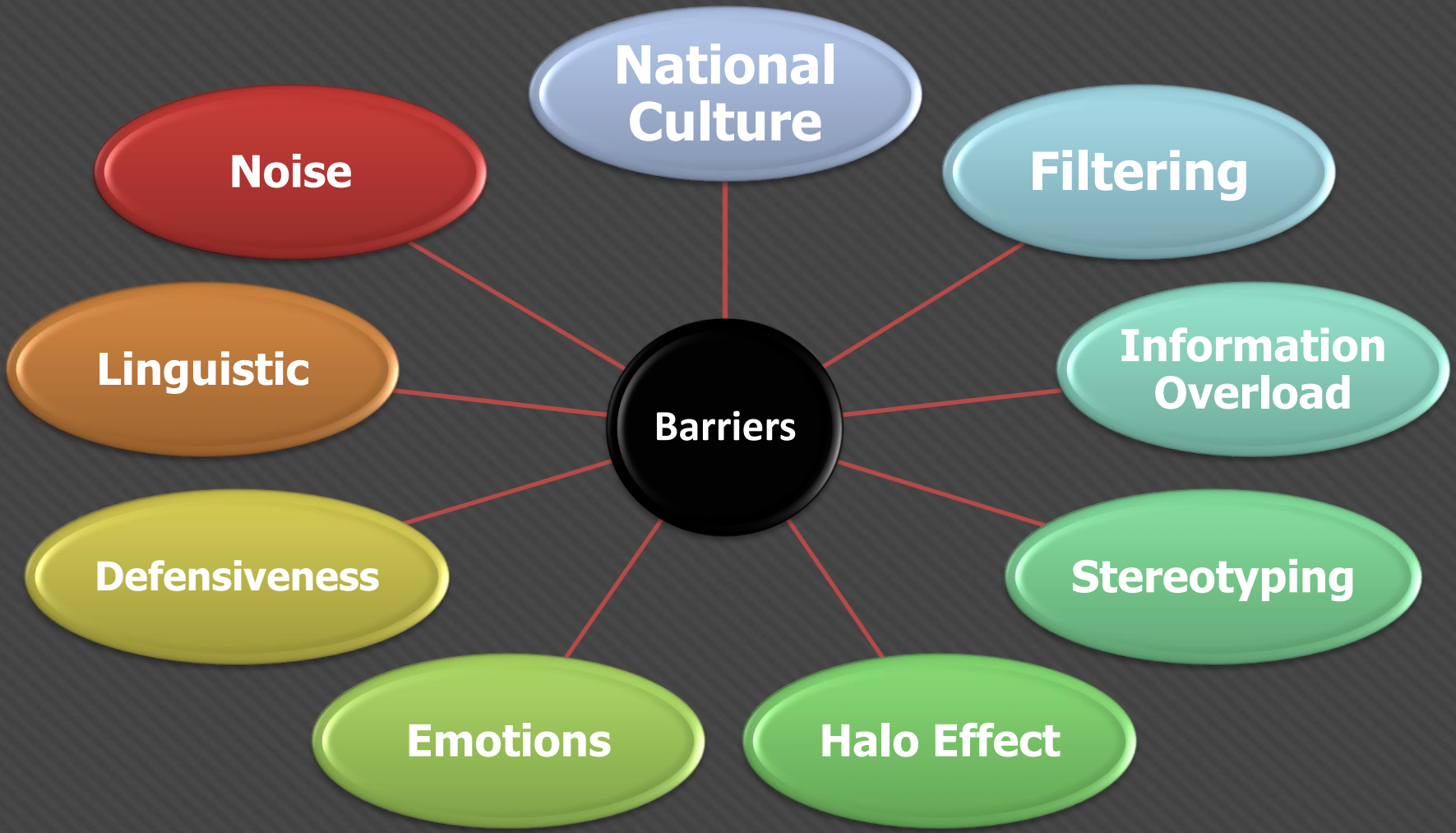
- **Body Language:** Gestures, facial expressions, and other body movements that convey meaning.
- **Verbal Intonation:** Emphasis that a speaker gives to certain words or phrases that conveys meaning.

Activity

What is your Birthday?

Please Use
Illustrations
Demonstrations
Easy Language
Suitable Proverbs
Metaphors

Barriers to Communication



Barriers to Communication

Cont'd

Filtering

The deliberate manipulation of information to make it appear more favorable to the receiver.

Emotions

Disregarding rational and objective thinking processes and substituting emotional judgments when interpreting messages.

Information Overload

Being confronted with a quantity of information that exceeds an individual's capacity to process it.

Barriers to Communication

Cont'd

Defensiveness

When threatened, reacting in a way that reduces the ability to achieve mutual understanding.

Linguistic

The different meanings of and specialized ways (jargon) in which senders use words can cause receivers to misinterpret their messages.

National Culture

Culture influences the form, formality, openness, patterns and use of information in communications.

Barriers to Communication

Cont'd

Stereotyping

Generalizations, or assumptions, that people make about the characteristics of someone or something.

Halo Effect

The halo effect is a cognitive bias whereby the perception of one trait (i.e. a characteristic of a person or object) is influenced by the perception of another trait (or several traits) of that person or object.

Physical Noise

Is the kind of noise that is caused by some physical objects.

Active Listening

Active Listening

What is the difference between hearing and listening?

There are three levels of listening:

- Hearing but not listening
- On & off
- Physically & emotionally involved

Active listening

Techniques of Communication

Increasing the Effectiveness of Communication

1- Art of Questioning
2- Effective Word

1- Art of Questioning

Closed Ended Questions

- How old are you?
- What is the temperature for today?
- How many continents in the world?

Open Ended Questions

- How was the instructor?
- What is your opinion about work-life balance?
- How can we save energy?

Credibility

Types of Credibility

Initial Credibility:

Often is derived from the person's title or position.

Derived Credibility:

- Based on what takes place during the communication.
- Evolves around the way we present information, attitude, honesty.
- Believable people are those who share *'common grounds with us'.*

Terminal Credibility:

- Follows the communication process.
- Is a product of the initial and the derived credibility.

Dimensions of Credibility

1. Competence

- The more intelligent or knowledgeable a person the more credible he/she appears
- Competence is subject-centered

2. Character

- Believable people possess 'high moral' characters – those we can trust

3. Sociability

- Pleasing personality people are often believed
- Negative and "unpleasant personalities" are less believed

Dimensions of Credibility

Cont'd

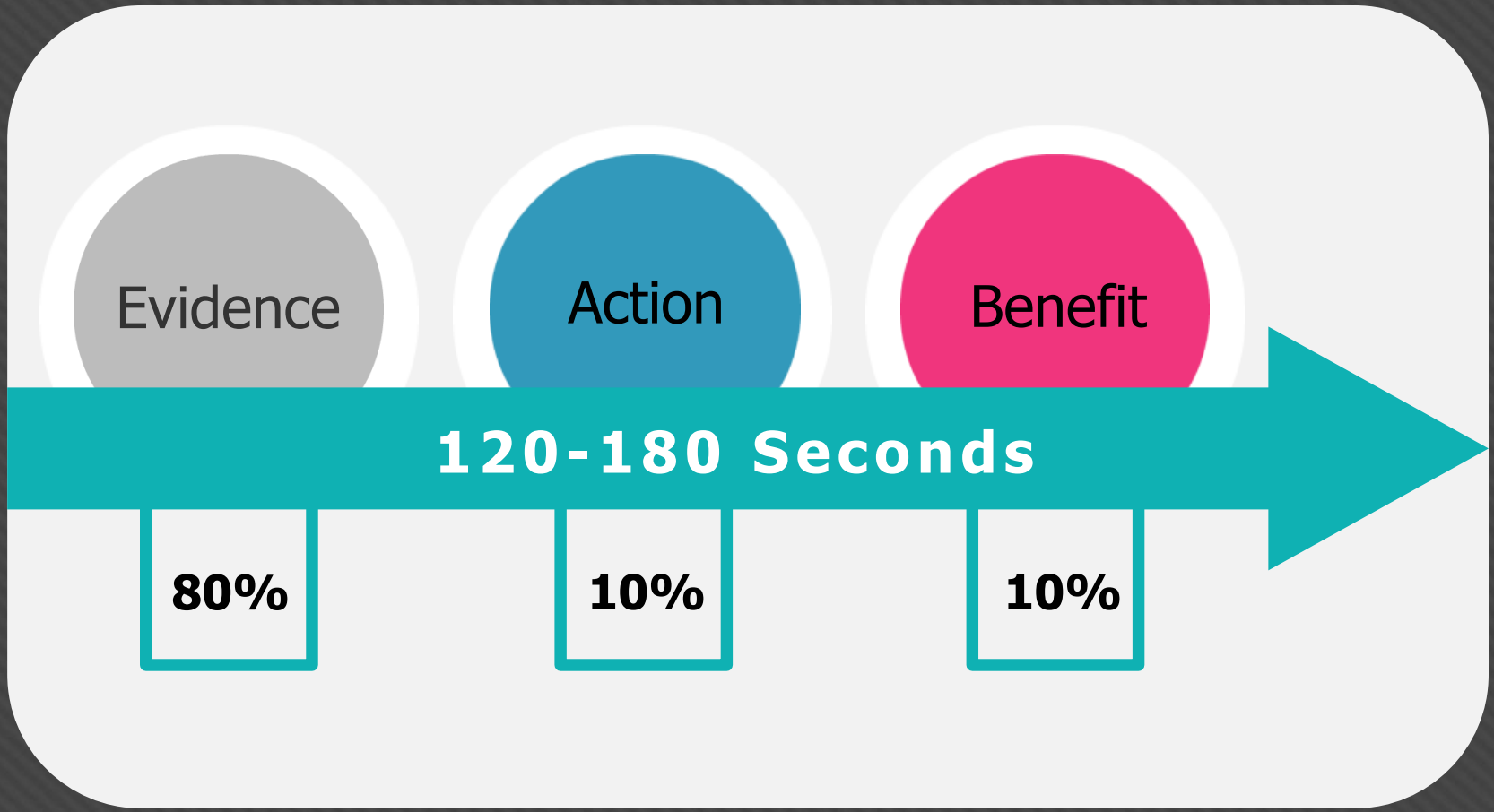
4. Intention

- Motives are important in determining credibility
- Salesperson's attempts are often doubted because intentions are perceived as 'selfish'

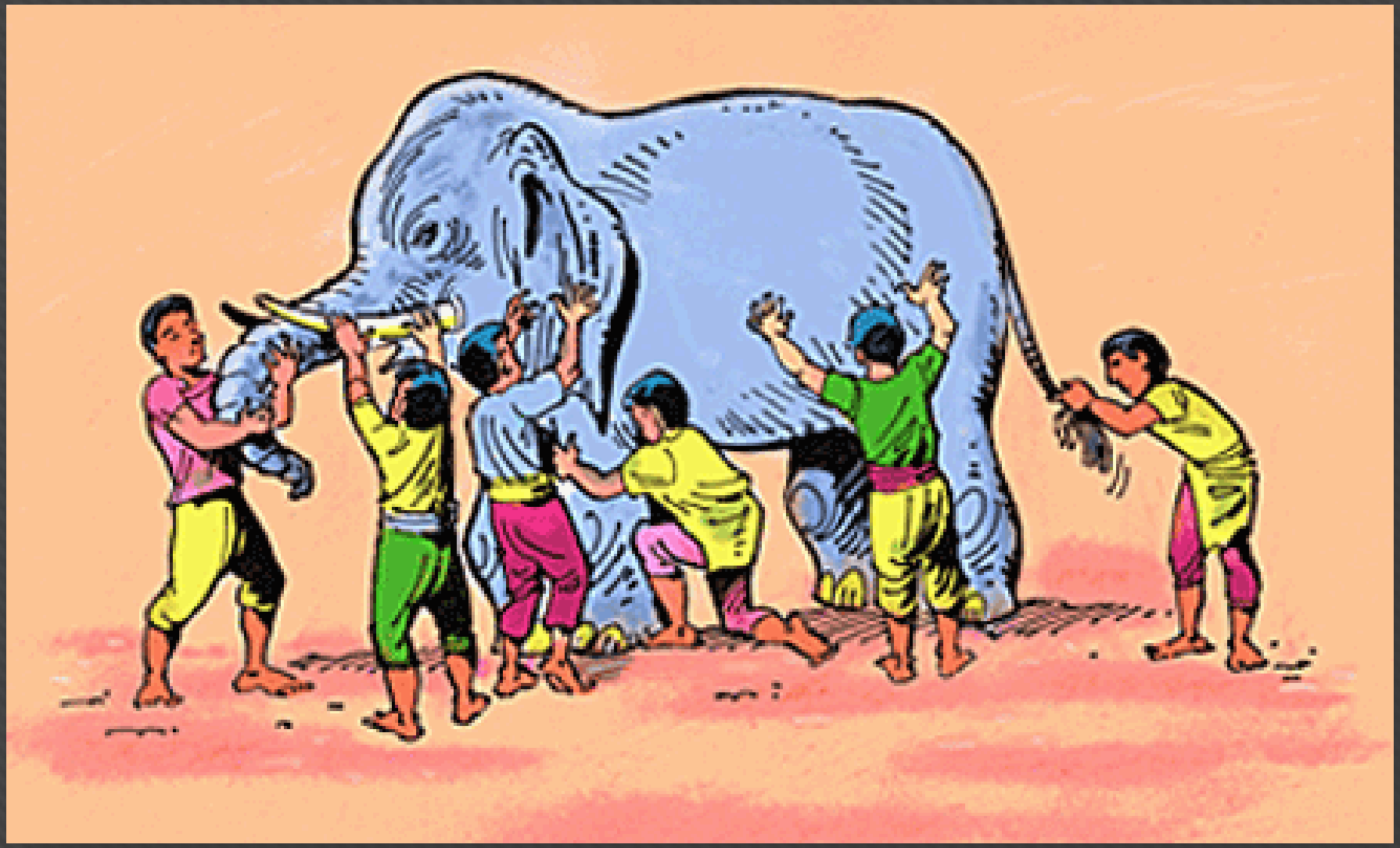
5. Dynamism

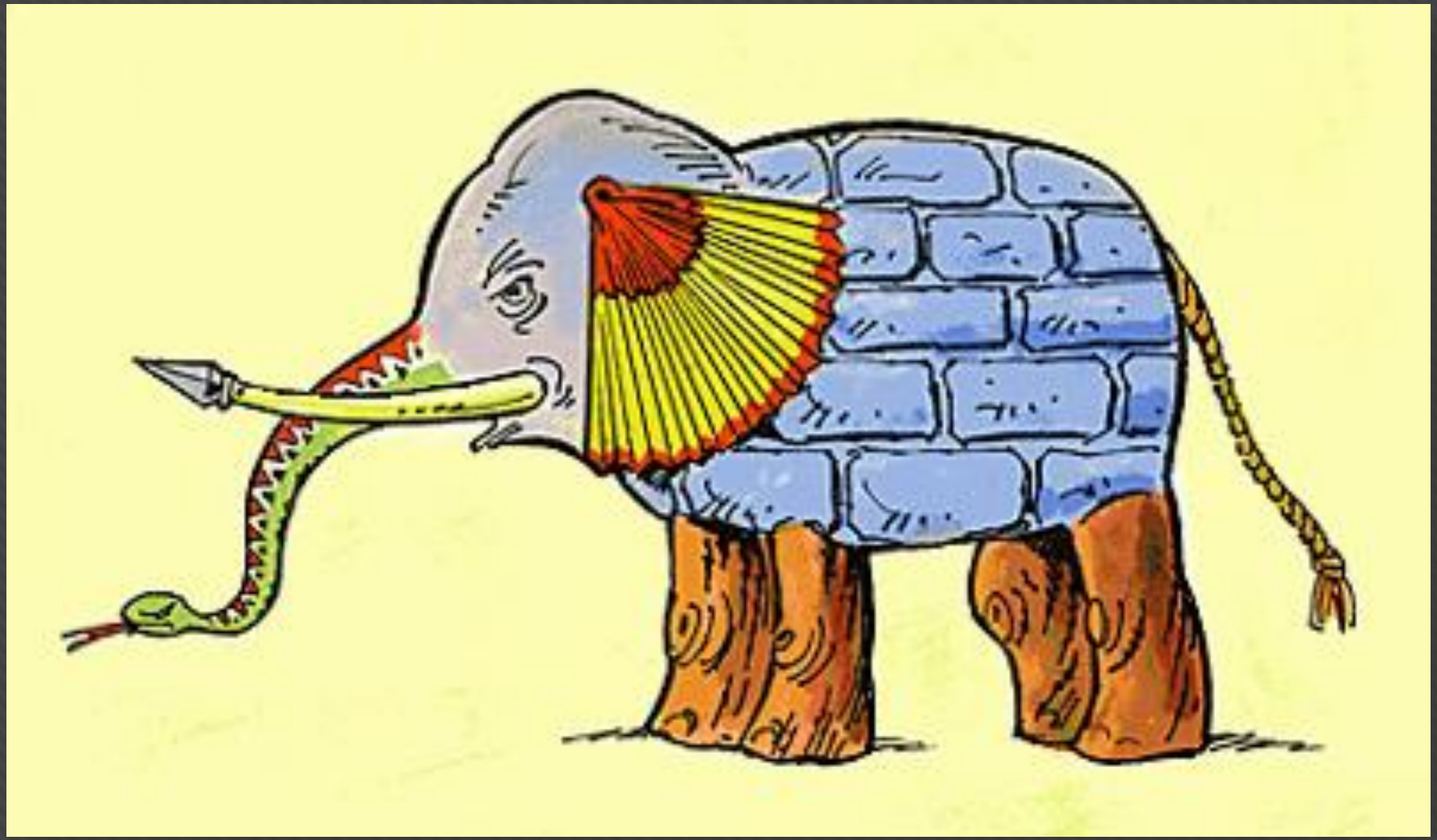
- Shy, introverted people are less credible
- General Perception : Dynamic people express their opinions openly and honestly

2- Effective Word



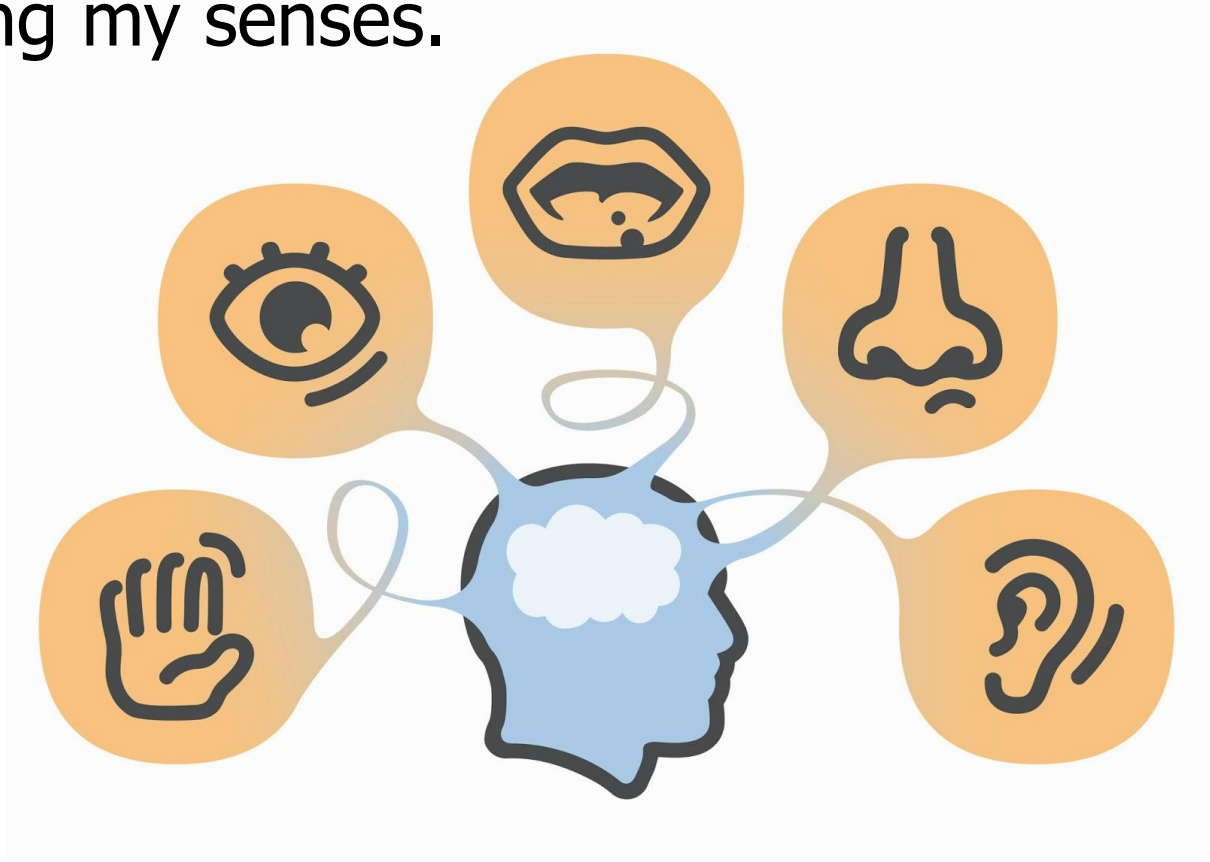
Perception



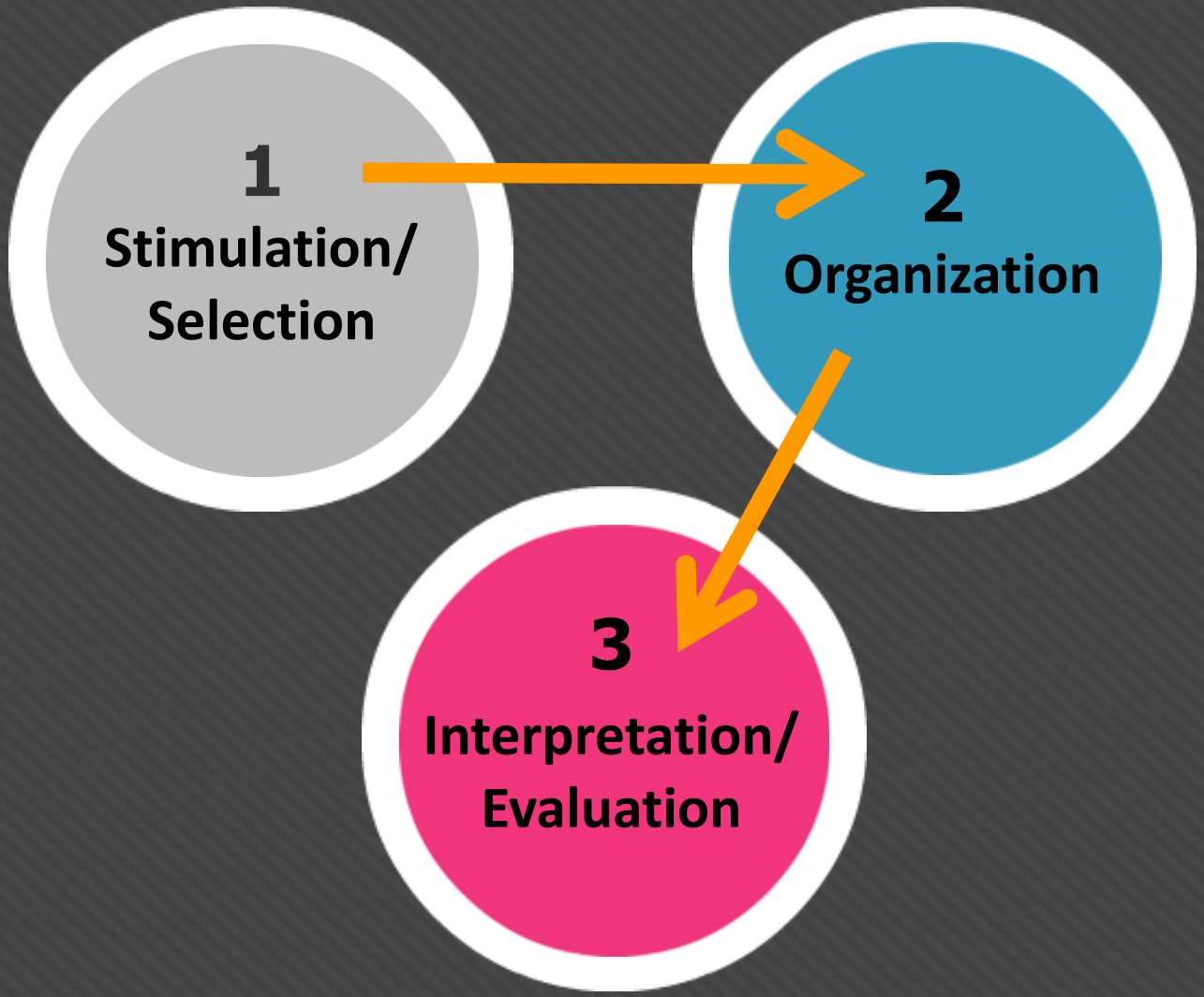


Perception

The process of interpreting the environment using my senses.



Stages of Perception



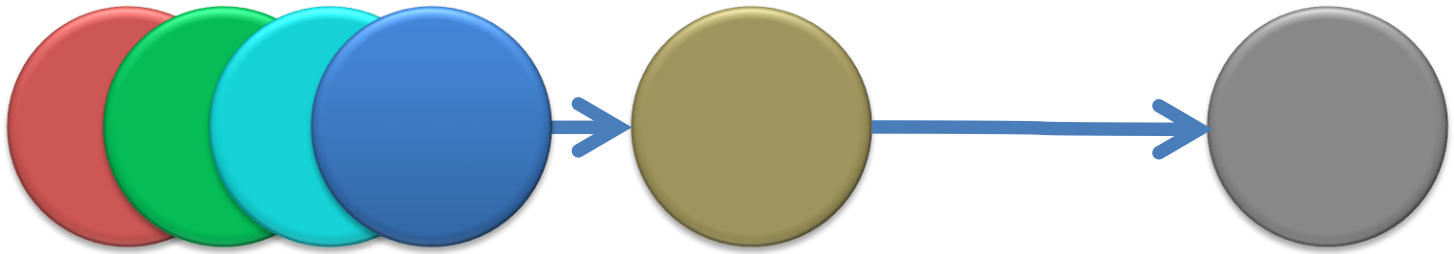
Perception Quality

Factors affecting the quality of perception:

- Experience
- Motivational state
- Emotional State
- Ambiguity
- Social status
- Culture
- Education

Perception Checking

Observation . . . . Evaluation **Clarification**



Ladder of Inference

Ladder of Inference

I am standing before the executive team, making a presentation. They all seem engaged and alert, except for *Larry*, at the end of the table, who seems bored out of his mind. He turns his dark, morose eyes away from me and puts his hand to his mouth.

He doesn't ask any questions until I'm almost done, when he breaks in: "I think we should ask for a full report." In this culture, that typically means, "Let's move on." Everyone starts to shuffle their papers and put their notes away. *Larry* obviously thinks that I'm incompetent - which is a shame, because these ideas are exactly what his department needs. Now that I think of it, he's never liked my ideas. Clearly, *Larry* is a power-hungry idiot. By the time I've returned to my seat, I've made a decision: I'm not going to include anything in my report that *Larry* can use. He wouldn't read it, or, worse still, he'd just use it against me. It's too bad I have an enemy who's so prominent in the company.

Ladder of Inference

Cont'd

I take actions based on my beliefs

I adopt beliefs about the world

I draw conclusions

I make assumptions based on these meanings

I add meanings

I select some of this to focus on

I observe actions and speech

Our beliefs affect the data we select next time

Figure.. *Ladder of Inference. Based on Ross (1994) p. 243)*

Organizational Communication

Organizational Communication

All the patterns, network, and systems of communications within an organization.

1. Formal Communication
2. Informal Communication

Formal Communication:

- Communication that follows the official chain of command or is part of the communication required to do one's job.
- *Examples?*

Organizational Communication

Cont'd

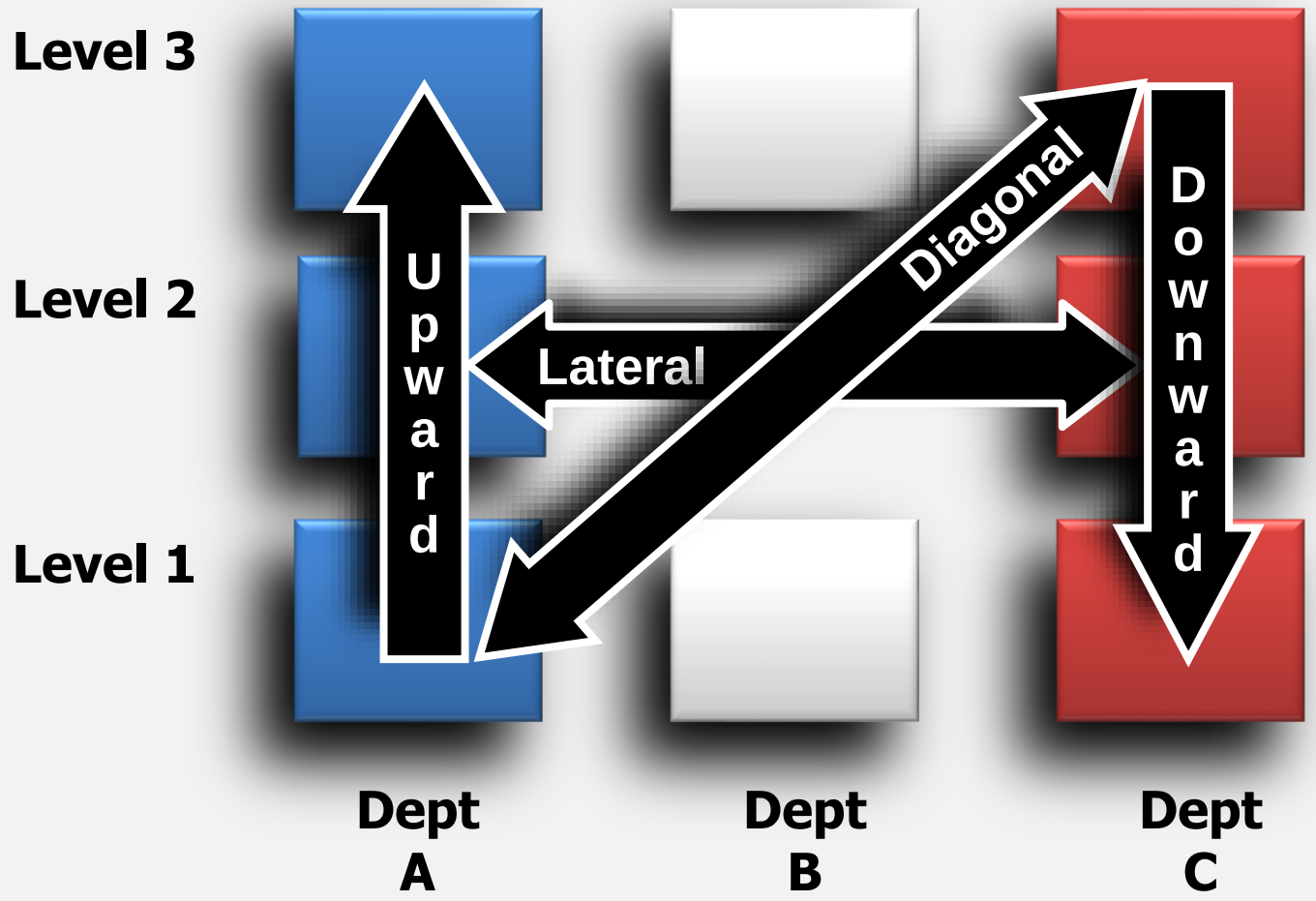
All the patterns, network, and systems of communications within an organization.

1. Formal Communication
2. Informal Communication

Informal Communication:

- Is communication that is not defined by the organization's hierarchy.
- Permits employees to satisfy their need for social interaction.
- Can improve an organization's performance by creating faster and more effective channels of communication, especially in case of emergency.
- *Examples?*

Organizational Flows



Personality Types

Personality Types Theories

Activity

1. **MBTI,** *[The Myers & Briggs]*
2. **Type A and Type B personality theory**
3. **Social Style Theory,** *[Janice & Joseph Lukas]*
4. **The Nine Enneagram Personality Types**
5. **Holland's Six Personality Types** *[John Holland's theory]*

THANK YOU