**COMMUNICATION SKILLS TRAINING**

The “Big Picture”

* Organization Objective is to accomplish Mission
* Core Components used to manage Operations includes Information – gives Direction
  + Mission, Vision, Values
  + Tasks, Plans, Priorities
  + What, Why, When, How, Who
* Communication:
  + Process of Moving & Multiplying Information
  + Maintaining & Fine-Tuning Direction
  + Cost Effective Asset
  + Requires Good Information at the Right Time
  + Communication is Important because Information is Important
* Why not do Communication first?
  + Create Perspective to Understand Value of Communication
  + Clear Organization Objectives & How Communication Supports Objectives

How do we Communicate?

* Information enters Mind through the Five Senses
* Focus on Seeing & Hearing
* Written Language – Words & Pictures
* Body Language
* Oral Language – Speaking & Listening

Objectives & Outcomes of Communication

* Move &/or Multiply Information & Knowledge
* Invoke Positive Emotions & Attitudes
* Accomplish a Job – Do Something
* Minimize Confusion
* Minimize Negative Feelings
* Maximize Performance

General Communication Pointers

* Honest Truthful Information
* Have Clear Objectives & Expectations
* Consider the Receiver’s Point of View
  + Understand the Audience
  + Know what is Important to Them
  + Anticipate their Reactions
  + Impact on Motivation
* Select the Right Channel – Written, Face to Face, Phone, Meeting
* Location with Minimum Distractions
* Consider Timing & Frequency
* Written Message when Appropriate
  + Complex Information
  + Record Needed
* Formulate Message with the Right Words
* Be aware of Tone
* Earn & Give Respect & Trust
* Remember Body Language
  + Eyes
  + Facial Expressions
  + Hands & Arms
  + Posture
* Maintain your Professional Bearing
  + Stay focused on the Objective
  + Don’t take it Personal
  + Keep you “Cool”
  + Stay Optimistic & Positive
  + Be Humble whenever Appropriate

Listening Pointers

* Focus on the Speaker
* Keep an Open Mind
* Take Notes
* Don’t form an Opinion too Soon
* Don’t Interrupt
* Ask Questions – Open Ended
* Respect Opinions
* Recognize Assumptions
* Acknowledge what you Learned
* Confirm what is Next

Speaking Pointers

* Think Before you Speak
* Have Objective
* **Think Before You Speak**
* Understand Audience and what is Important to Them
* **THINK BEFORE YOU SPEAK!**
* When in Doubt, stay Quiet
* Direct to Person is Best
* Message – Simple, Precise, Concise
* Anticipate Concerns
* Develop Credibility with Experience & Evidence
* Get Confirmation

Common Problems & Barriers

* Too Much Information
* Disorganized Information
* Unclear Expectations
* Too Many Links in Chain
* Rumors
* Generational Differences
* Fear of Change
* Sender Disregards Point of View of Listener
* Poor Listening & Selective Hearing
* Noise & Timing

Delivering Bad News

* Straight Forward
* Prompt
* Give Reason
* In Perspective
* Something Positive

Criticism

* In Private
* Focus on Behavior
* Praise Sandwich
* Specific Changes
* Clear Expectations
* Document
* Witness

Conflict

* If possible, choose right Place & Time
* Let them Vent
* Keep your Cool
* Take Time to Calm Down – Return Later
* Stay focused on Objective & Issues at Hand
* Return to an Agreed Upon Point – Common Ground
* Find the Crux of Issue
* Separate Opinions & Assumptions from Fact
* Agree to Disagree

Resistance to Action

* Anticipate Resistance to Message
* Formulate “Argument”
* Recognize Opposing “Arguments” & Opinions
* Recognize Problems
* Respect Other Views

Difficult Employees

* Listen to Their Issues
* Follow their Behavior
* Communicate Corrective Actions
* Document Everything
* Inform next Supervisor & Human Resources

Running Meetings

* Be Prepared
* Have clear Objectives – Outcomes
* Have an Agenda – in advanced if possible
* Stay on Time, but be Flexible
* Consider a “monitor”
* Have accurate Information – Up-to-Date
* Use Technology as appropriate
* Consider breaks for longer meetings
* Invite the right People and introduce if appropriate
* Good Location, space, light, hearing, temperature
* Positive Atmosphere – Light if appropriate
* Leave with clear “Next Steps & Responsibilities”
* Use “Parking Lot” for good, but unrelated ideas
* Consider all other Communication points
* Ways to get people engaged – Decision Matrix, etc.
* Learn basics of Robert’s Rules of Order
* Take minutes and notes
* Follow-Up as appropriate
* Begin and End with prayer

What to Do When?

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