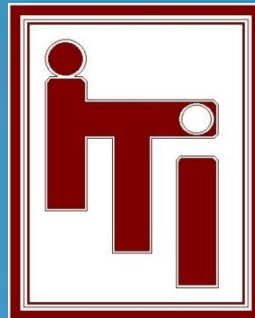


Communication Skills

Soft Skills Unit



Agenda

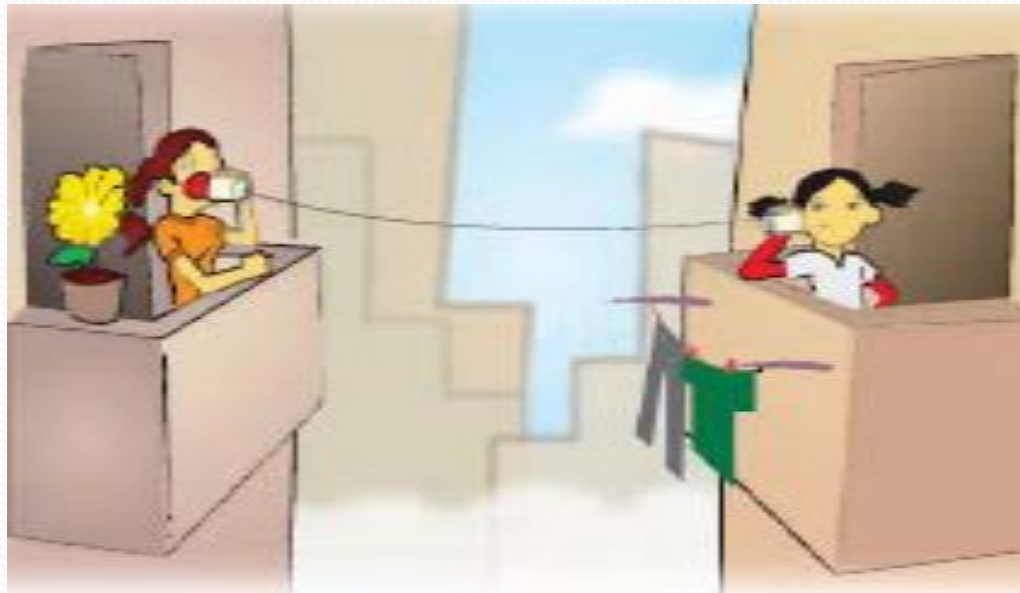
- What is communication?
- Functions of Communication
- ABC's of Effective Communication
- Communication Process
- Distortions in Communications
- Communication Methods
- Types of Communication
- Types of Noise
- Barriers to Communication
- Organizational Communication
- Art of Questioning
- Listening
- Perception

What Is Communication?

- 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.

Interpersonal Communication

In its simplest form



It is the process of exchanging & understanding messages between two or more people.

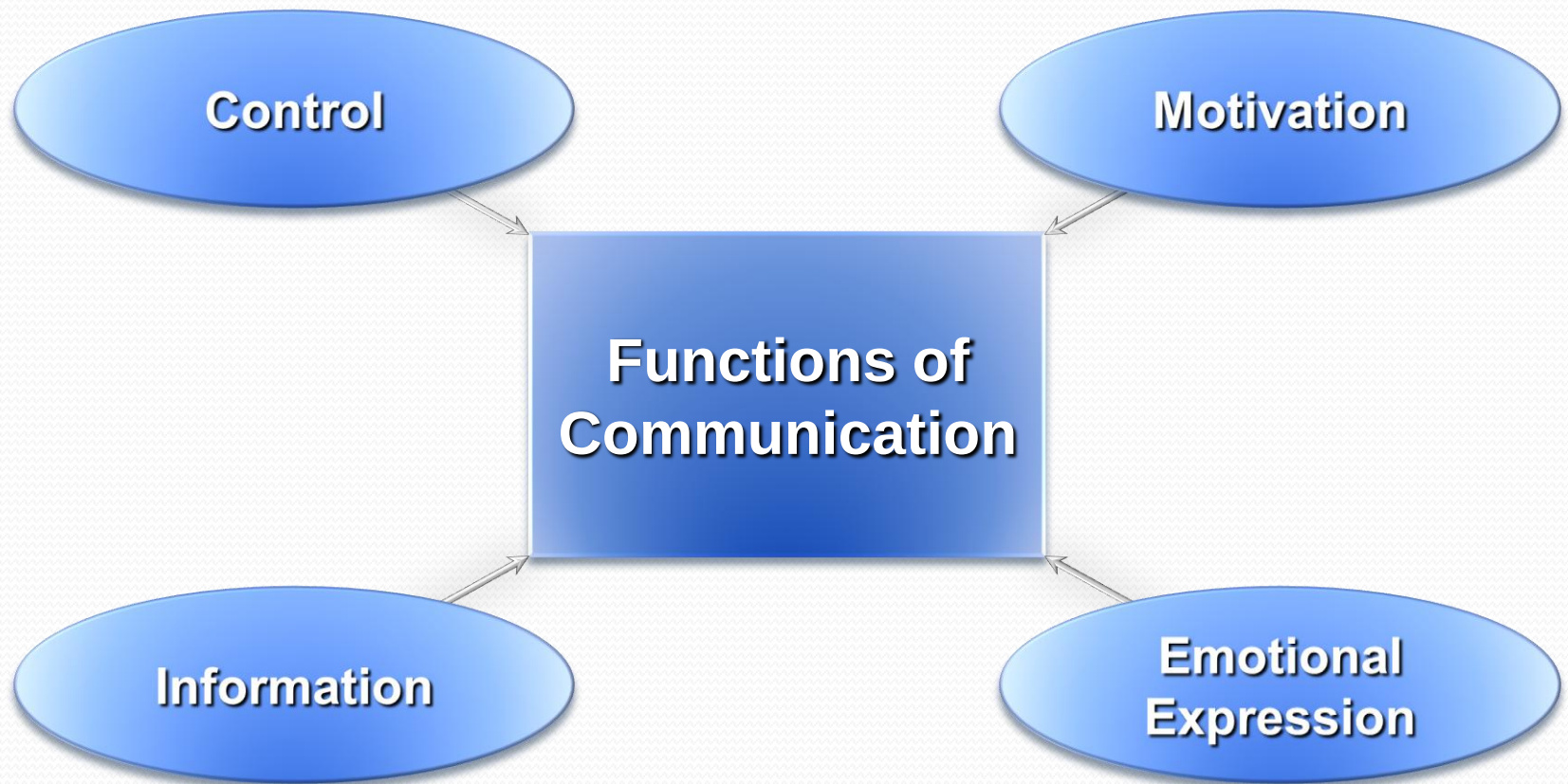
Intrapersonal Communication

- Communicating with yourself
 - 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.

Organizational Communication

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

Four Functions of Communication



Functions of Communication

- 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.

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Functions of Communication

- 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.

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ABC's of Effective Communication

A	Always
B	Be
C	Courteous

A	Always
B	Be
C	Clear

A	Always
B	Be
C	Concise

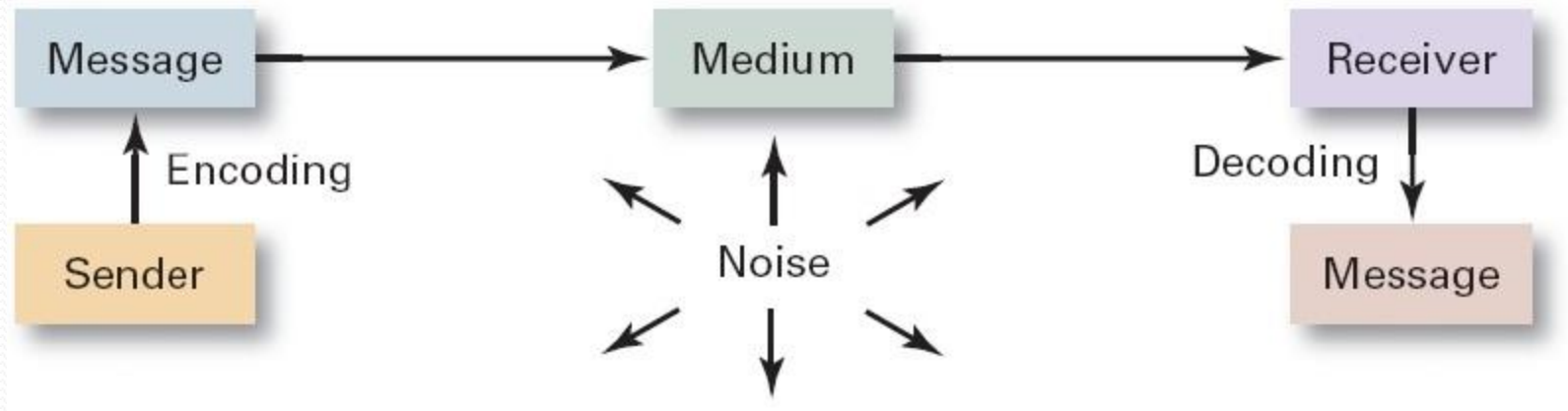
A	Always
B	Be
C	Complete

What is Communication?

“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”

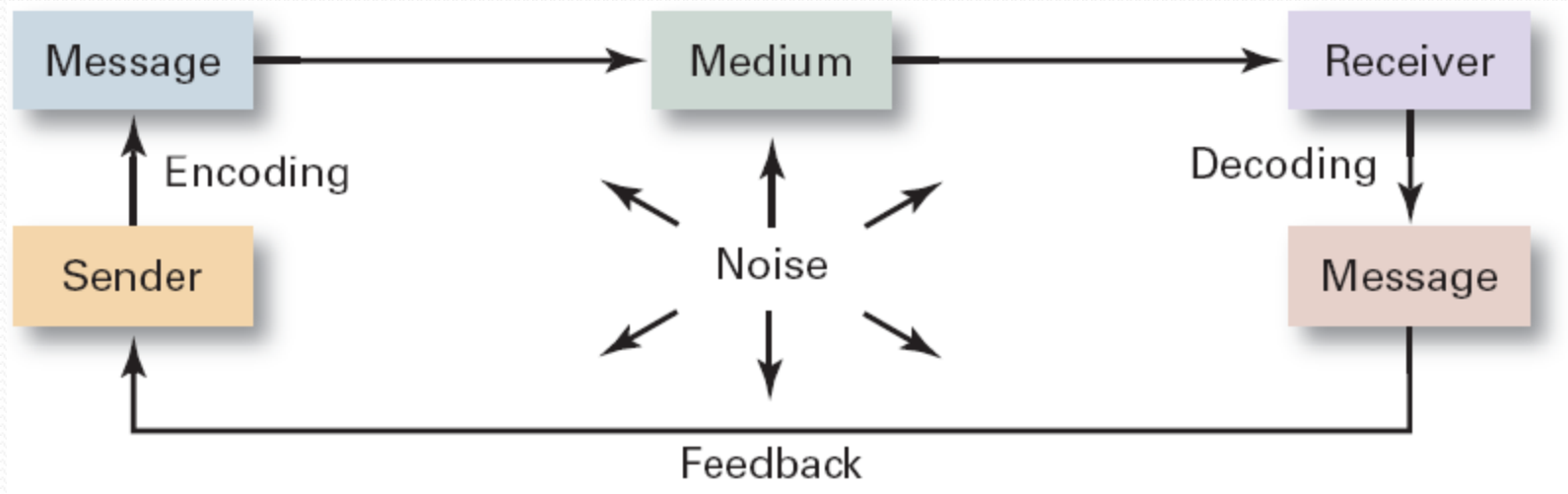
Joseph Devito, Communicology, 1978

Basic Communication Process



The Interpersonal Communication Process Diagram

Basic Communication Process



The Interpersonal Communication Process Diagram

Basic Communication Process

- 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

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Distortions in Communications

- Message Encoding
 - The effect of the skills, attitudes, and knowledge of the sender on the process of encoding the message
 - The social-cultural system of the sender
- The Message
 - Symbols used to convey the message's meaning
 - The content of the message itself
 - The choice of message format
 - Noise interfering with the message

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 - The sender's choice of the appropriate channel or multiple channels for conveying the message
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 - Communication channel distortions affecting the return message from receiver to sender

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Communication Methods

Communication Methods

Face-to-face



Communication Methods cont'd

Telephone



Communication Methods cont'd

Group meetings



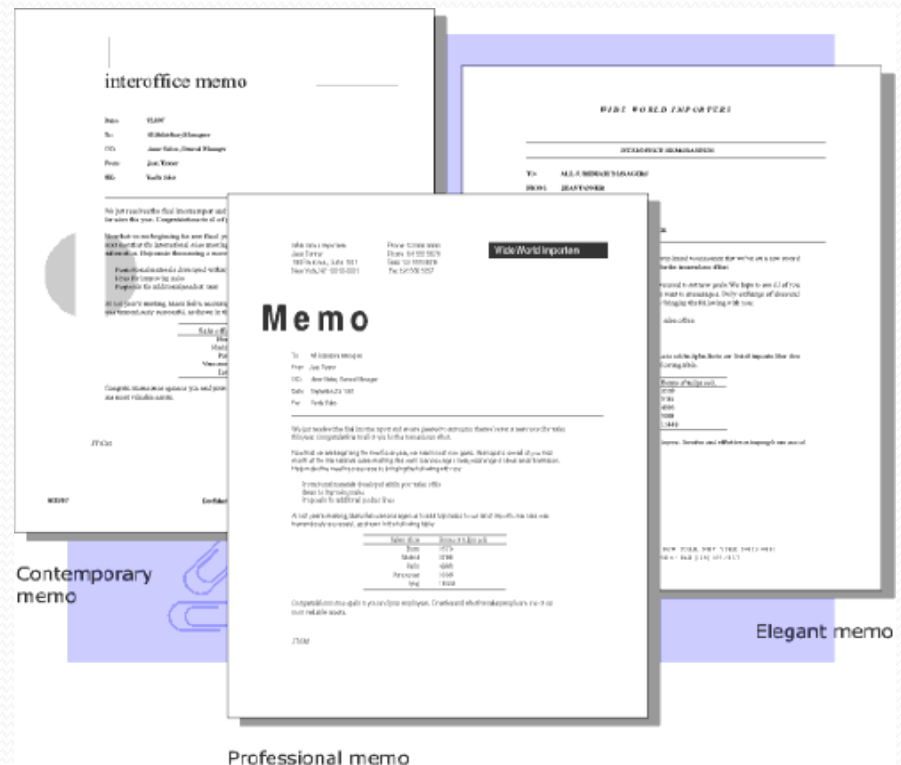
Communication Methods cont'd

Presentation



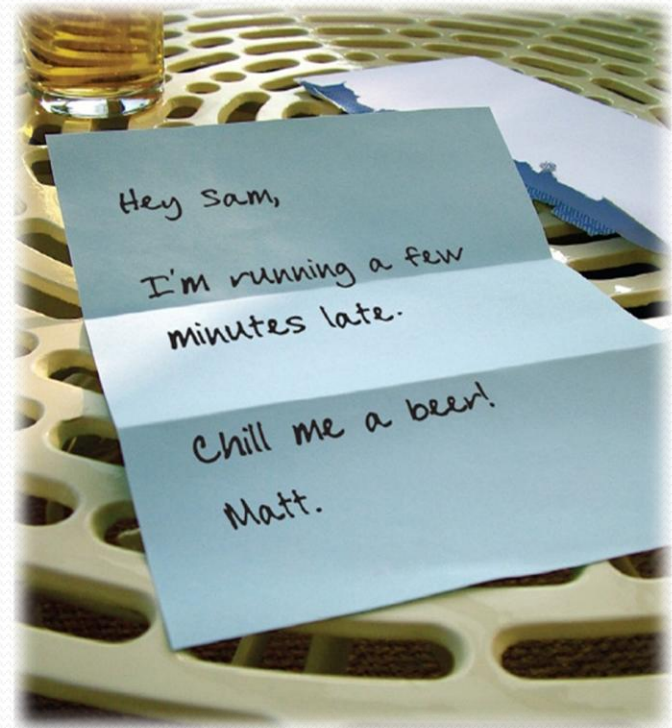
Communication Methods cont'd

Memos



Communication Methods cont'd

Traditional Mail



Communication Methods cont'd

Fax machines



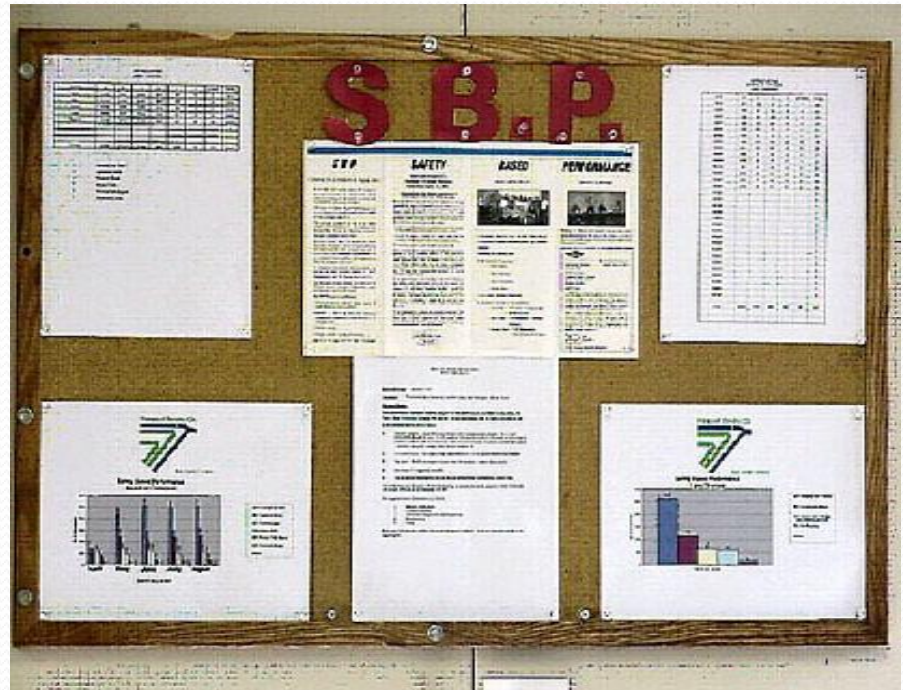
Communication Methods cont'd

Employee publications



Communication Methods cont'd

Bulletin boards



Communication Methods cont'd

Audio and videotapes



Communication Methods cont'd

Videoconferences



Communication Methods cont'd

Teleconferences



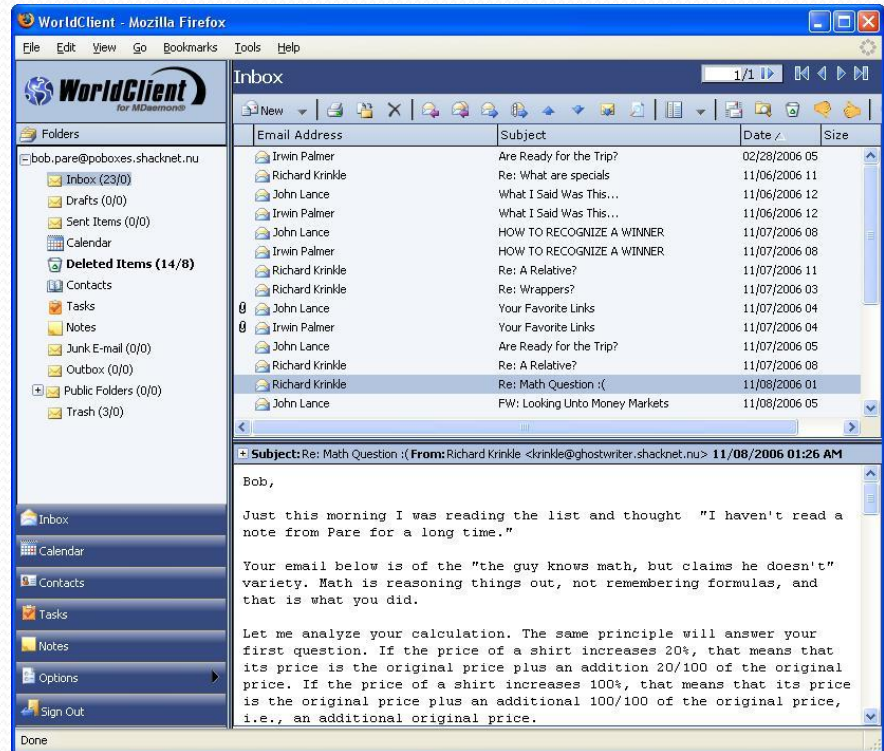
Communication Methods cont'd

Computer
conferencing



Communication Methods cont'd

E-mail



Communication Methods cont'd

Voice mail



Communication Methods cont'd

Hotlines



Communication Methods

- ? Face-to-face
- ? Telephone
- ? Group meetings
- ? Formal presentations
- ? Memos
- ? Traditional Mail
- ? Fax machines
- ? Employee publications
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- ? E-mail
- ? Computer conferencing
- ? Voice mail
- ? Teleconferences
- ? Videoconferences



Types of Communication

- 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

- Written communication

- Examples: letters, memos, reports, e-mail and fax
- Advantages: decrease misinterpretation and precise
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 1. Sounds with specific meanings or warnings
 2. Images that control or encourage behaviors
 3. Situational behaviors that convey meanings
 4. Clothing and physical surroundings that imply status
 - **Body language:** gestures, facial expressions, and other body movements that convey meaning.
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Types of Noise

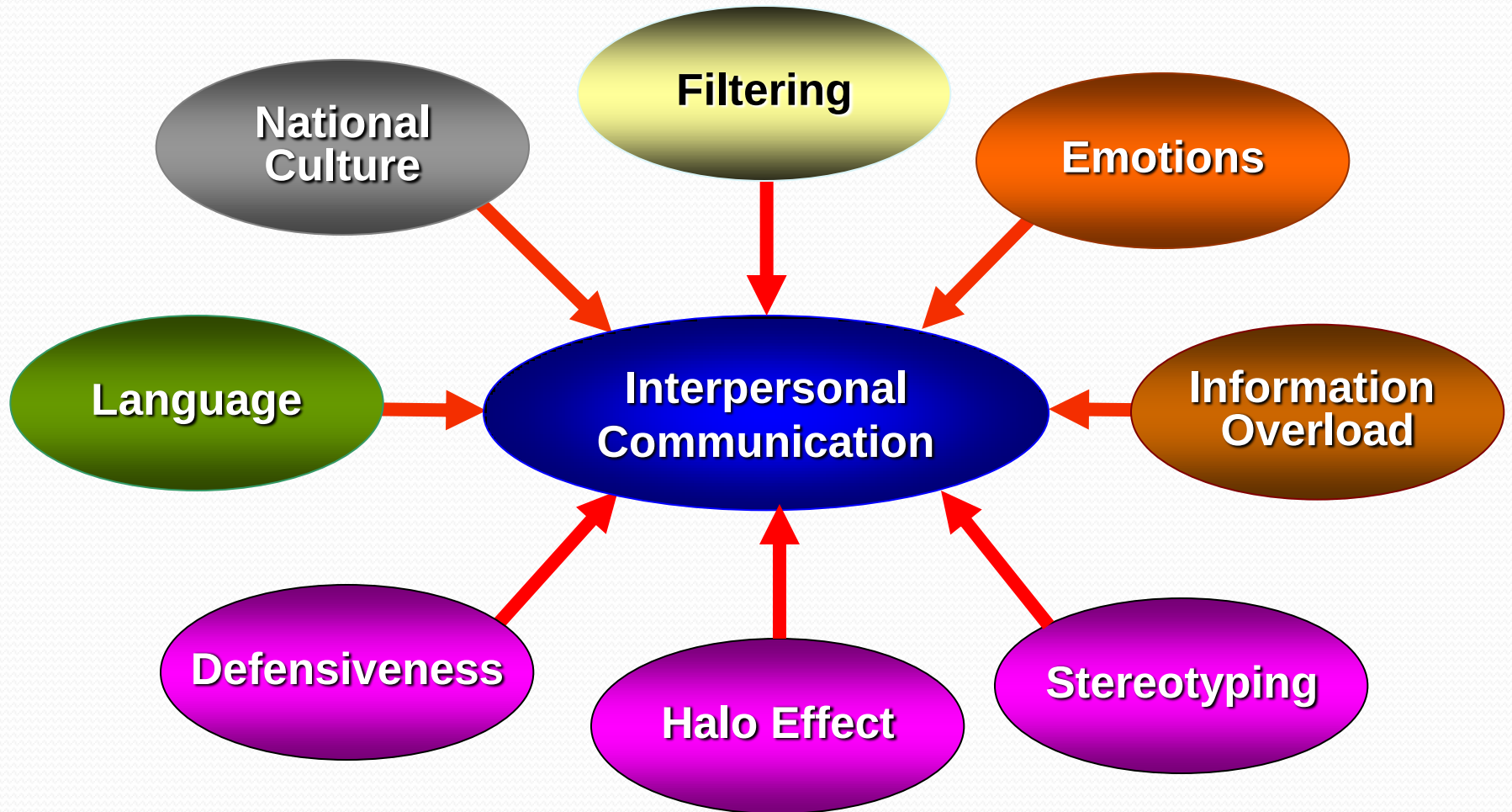
Noise

Psychological

Physical

Linguistic

Barriers to Communication



Barriers to Communication

- 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.

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 - Generalizations, or assumptions, that people make about the characteristics of someone or something.
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Overcoming the Barriers to Effective Interpersonal Communications

1. Use Feedback
2. Simplify Language
3. Listen Actively
4. Constrain Emotions
5. Watch Nonverbal Cues





Organizational Communication

Organizational Communication

- All the patterns, network, and systems of communications within an organization
- Formal Communication
 - Communication that follows the official chain of command or is part of the communication required to do one's job.
- 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.

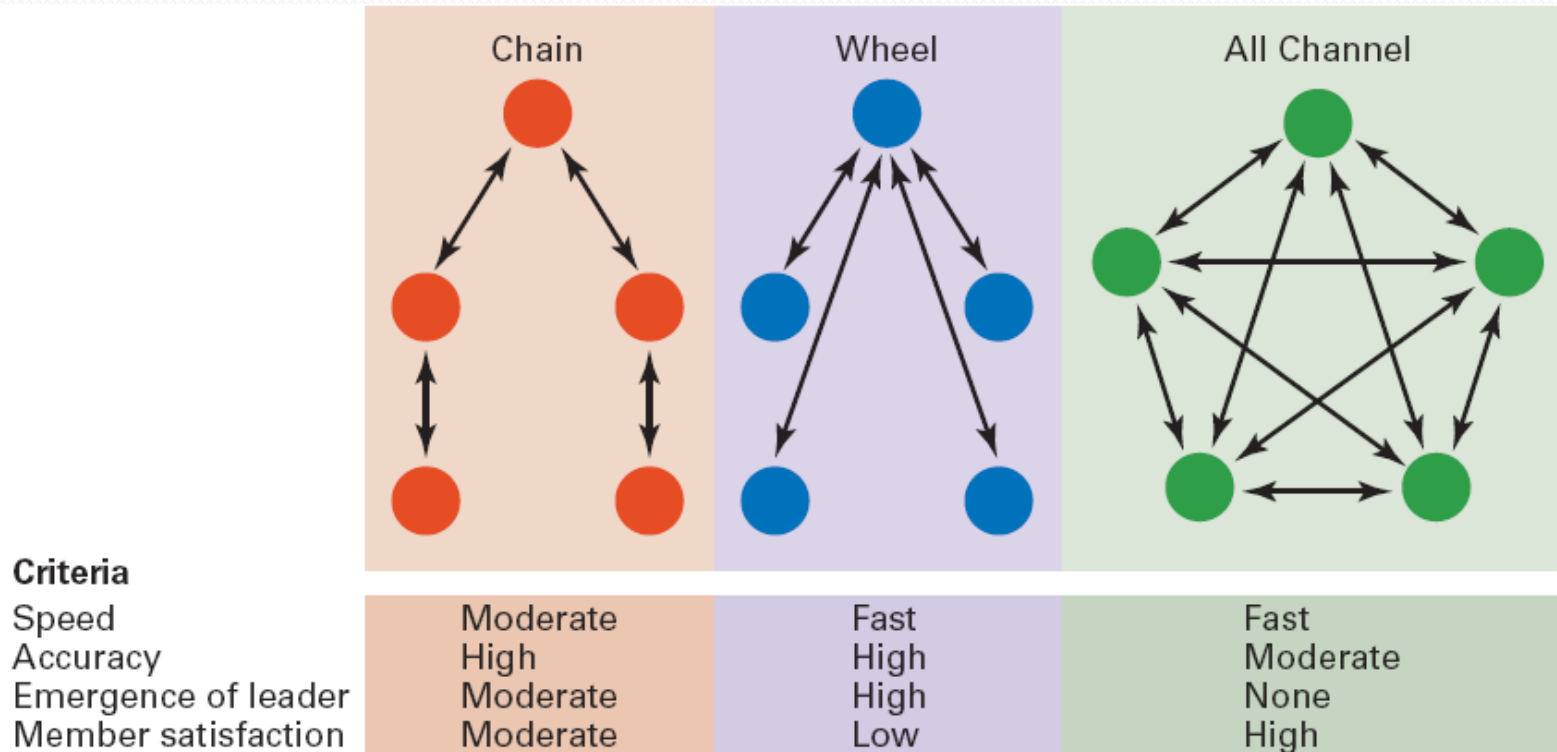
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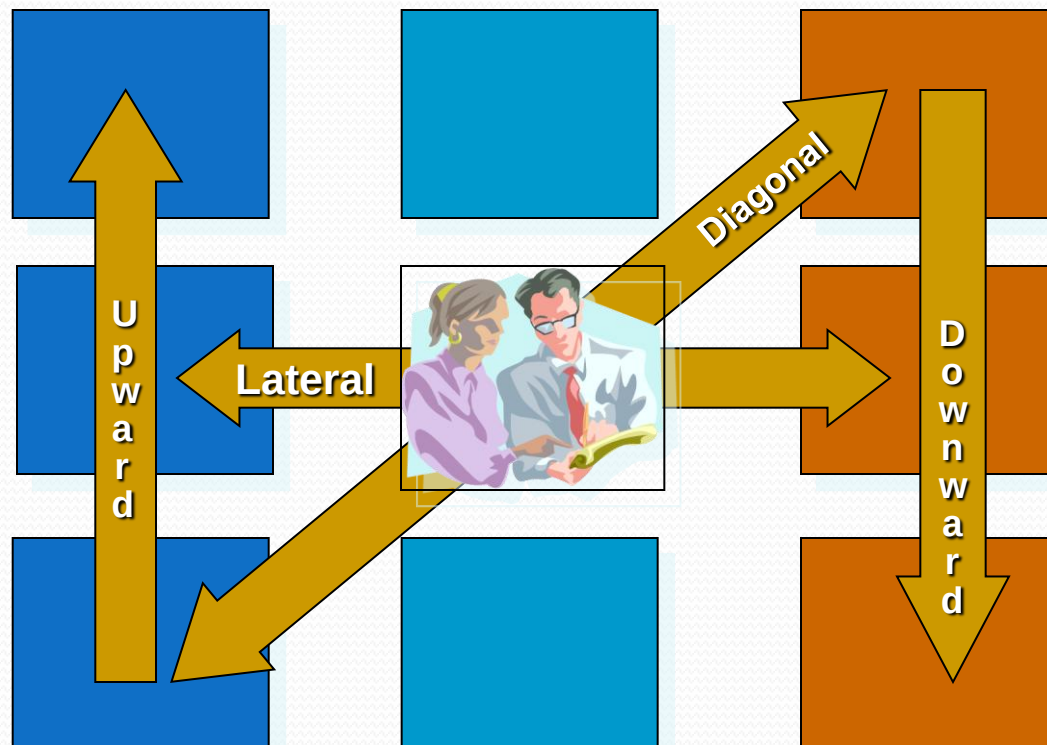
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Organizational Communication Networks



Communication Flows



Direction of Communication Flow

- Downward
 - Communications that flow from managers to employees to inform, direct, coordinate, and evaluate employees.
- Upward
 - Communications that flow from employees up to managers to keep them aware of employee needs and how things can be improved to create a climate of trust and respect.

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Direction of Communication Flow (cont'd)

- Lateral (Horizontal) Communication
 - Communication that takes place among employees on the same level in the organization to save time and facilitate coordination.
- Diagonal Communication
 - Communication that cuts across both work areas and organizational levels in the interest of efficiency and speed.

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Art of Questioning

- How old are you?
 - 32 years old.
 - I'll be turning 12 by next August.

Closed Ended Questions

- How was the instructor?
 - I think, but; moreover; however,.....!@%*!!?

Open Ended Questions

Why Do We Ask Questions

- Get information
- Gain & maintain control
- Handle complaints
- Establishing trust
- Sarcasm
- Create emotional involvement
- Acknowledge or confirm a statement
- Gain Time

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.

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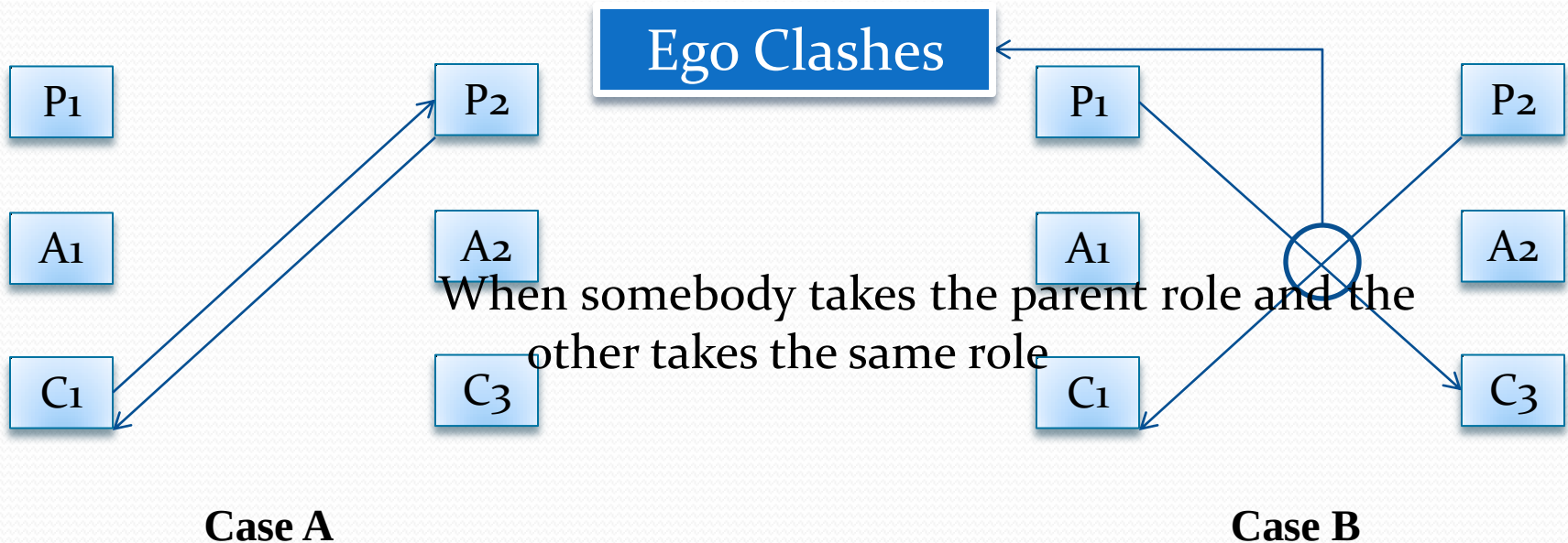
Active Listening Behaviors



Source: Based on P.L. Hunsaker, *Training in Management Skills* (Upper Saddle River, NJ: Prentice Hall, 2001).

Transaction Analysis

Dr Ahmed Okasha	Sigmund Freud	Eric Burn
النفس المطمئنة	Super Ego	Parent
النفس اللوامة	Ego	Adult
النفس الأمارة بالسوء	ID	Child





Credibility & Trust

Types of Credibility

Initial Credibility:

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

Types of Credibility (cont'd)

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'

Types of Credibility (cont'd)

Terminal Credibility:

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

Credibility

I. Competence :

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

II. Character:

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

III. Personality

- Pleasing personality people are often believed.
- Negative and “unpleasant personalities” are less believed

Credibility (Cont'd)

IV. Intention :

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

V. Dynamism:

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



Look at the chart and say the COLOUR not the word

YELLOW	BLUE	ORANGE
BLACK	RED	GREEN
PURPLE	YELLOW	RED
ORANGE	GREEN	BLACK
BLUE	RED	PURPLE
GREEN	BLUE	ORANGE

Left – Right Conflict

Your right brain tries to say the colour but your left brain insists on reading the word.



The image features a graphic with the words "Teach" and "Learn" in a 3D, blocky font. "Teach" is in a light tan color and "Learn" is in a light blue color. They are positioned one above the other, with "Learn" appearing to be a reflection or shadow of "Teach". The text is set against a dark blue background that has a lighter blue oval shape behind the letters. The entire graphic is framed by a white border with a blue wavy line at the top.

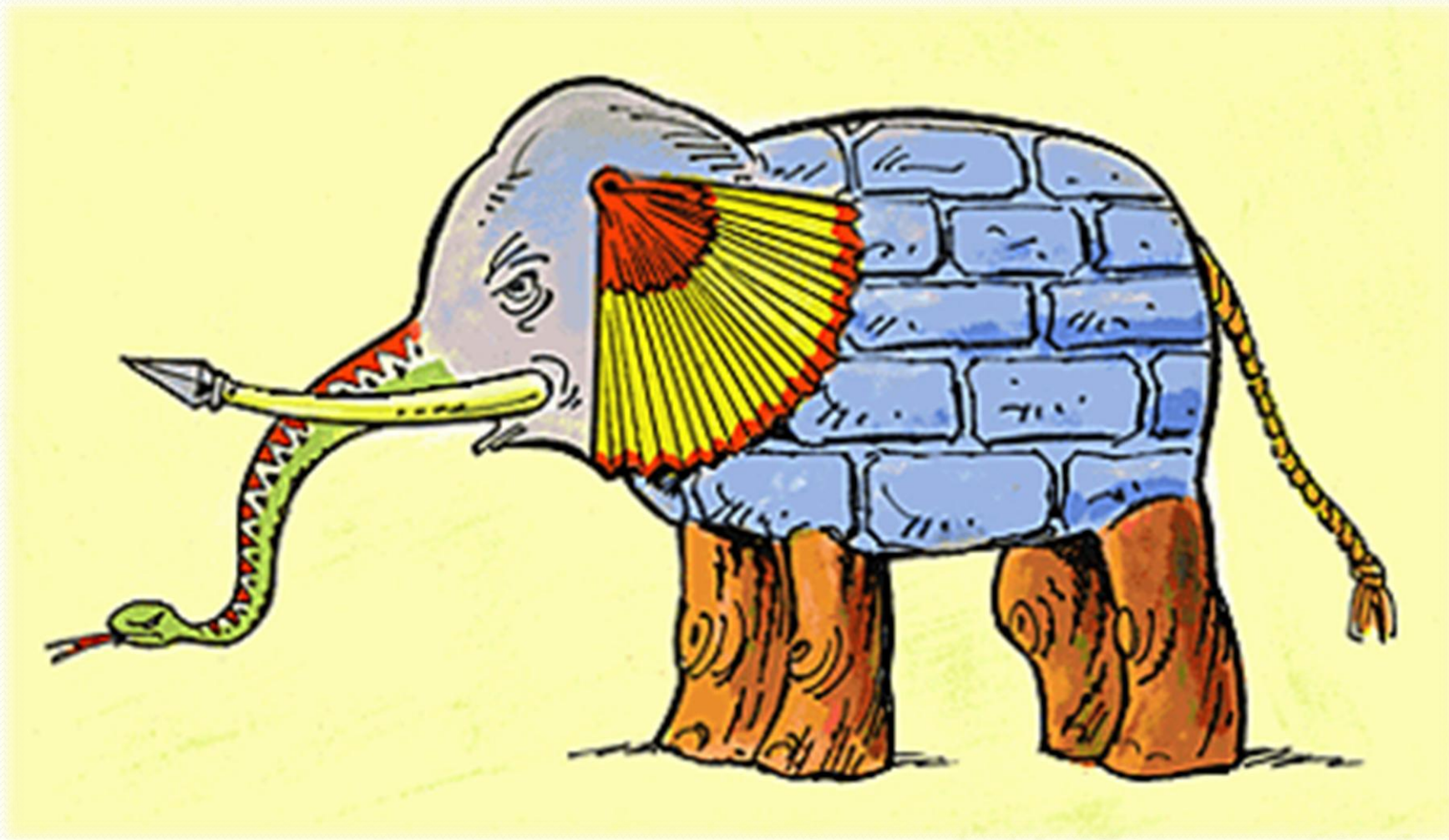
Teach
Learn

Perception

- The process of interpreting the environment using my senses.
 - See
 - Hear
 - Touch
 - Taste
 - Smell

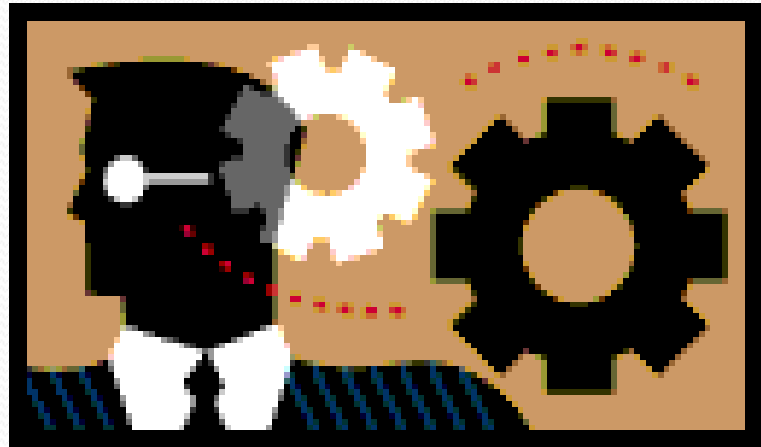






Perception Quality

- Factors affecting the quality of perception
 - Experience
 - Motivational state
 - Emotional State
 - Ambiguity
 - Social status
 - Culture
 - Education



Perception Checking

- Observation
- Interpretation
- Clarification



















Enhance Relationships

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1. Smile.
2. Give sincere appreciation.
3. Don't criticize.
4. Be a good listener.
5. Talk in terms of the other person's interests.

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Enhance Relationships (Cont'd)

6. Avoid arguments.
7. Show respect for the other person's opinion.
8. Be sympathetic.
9. Go to the extra mile.
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Communication Styles

Two Keys to Understanding People

1- Assertiveness:

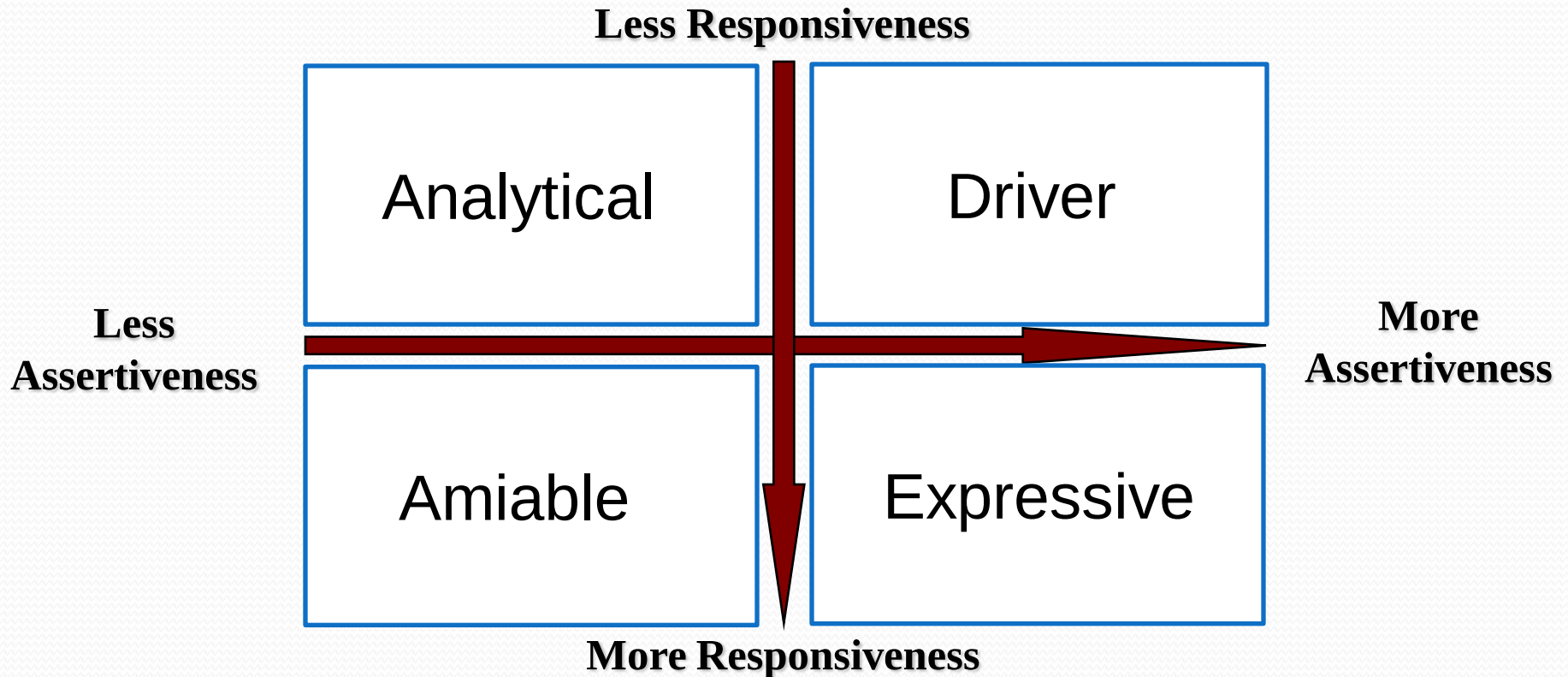
- Degree to which one's behavior is seen directive or forceful
- More assertive doesn't mean Aggressive (use of style)
- Less assertive is not submissive

Two Keys to Understanding People

2- Responsiveness:

- Degree to which one's behavior is seen showing his or her emotions and demonstrate awareness of others feelings
- More responsive doesn't mean (Let it all hang out)
- Emotionally controlled doesn't mean they don't have emotions. (J.P. Morgan)

Styles



Drivers

- Very result-focused / Goal-oriented
- Action-takers (even if they are just 55% sure)
- Amazingly, they tend to change their minds fast
- Self motivated
- Close follow up on people
- Very serious facial expressions
- Tend to hide their feelings
- Their style tends to intimidate people
- Strong eye contact may provide discomfort to others

Expressive

- The most energetic
- Like to be the center of attraction
- They don't like to spend too long in one place
- Always use nonverbal communication and gesture
- Relate easily to strangers
- Prefer working with people
- They are dreamers and enjoy high imagination
- They hate details, look at the big picture instead

Expressive

- Impulsive and spontaneous (act then think)
- Last-minute approach at deadlines
- Fun-seeker, playful
- They might turn people off by their one-sided conversation
- Think out loud
- Great story tellers
- People-oriented
- Very opinionated

Amiable

- Team players
- Encourage others to expand on their opinion
- Very generous in their time
- People-oriented
- Tend to build relationships more easily
- Security is their main concern
- Sensitive to other people's feeling
- Perform best if you identify to them their role
- They might get distracted from work by relating more to people's problems

Amiable

- When risk is involved, they delay taking decisions
- Very patient with people
- When angry, very slow to forgive and forget
- Warm voice, low volume, speak slowly
- Dislike conflict so much
- As manager, they are very tolerant to employees' inadequate performance
- They avoid using authority at work

Analytical

- Most perfectionist
- Set very high standards
- Seek to achieve and exceed standards
- Pay much attention to details
- Very systematic and well-organized
- Very task oriented
- They want to be certain before taking decisions
- Like to be alone and prefer working alone

Analytical

- Dress conservatively
- Body language is very low: speak slowly, less eye contact and facial expression
- Lean back on chair when making decision
- They are the quietest, think before speak
- Very slow on deadlines, because they seek perfection and certainty
- Focus on analysis than taking decisions
- Break points into, first, second, third...etc
- Talk about the facts than the feelings

When Driver style is

Used Well	Over Used
Mover	Autocratic
Independent	Poor Collaborator
Result Oriented	Impersonal
Candid	Abrasive
Pragmatic	Shortsighted

When Expressive style is

Used Well	Over Used
Spontaneity	Hard to work with
Articulate	Poor listener
Fast -Paced	Impatient
Visionary	Impractical
Fun - loving	Distracting

When Amiable style is

Used Well	Over Used
Diplomatic	Conflict avoider
Supportive	lenient
People oriented	Inattentive to task

When Analytical style is

Used Well	Over Used
Prudent	Indecisive
Painstaking	Nitpicky
Task - oriented	Impersonal
Systematic	Bureaucratic

Effective Communication

- Think carefully about what you want to achieve before starting any communication
- Maintain rapport
- Listen carefully to what is said
- Block any biases that may hinder your listening or evaluation of the other party
- Learn to empathize
- Be tactful
- Be aware of body language
- Be assertive when you need to be!
- Sympathize with others.

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Thanks 😊