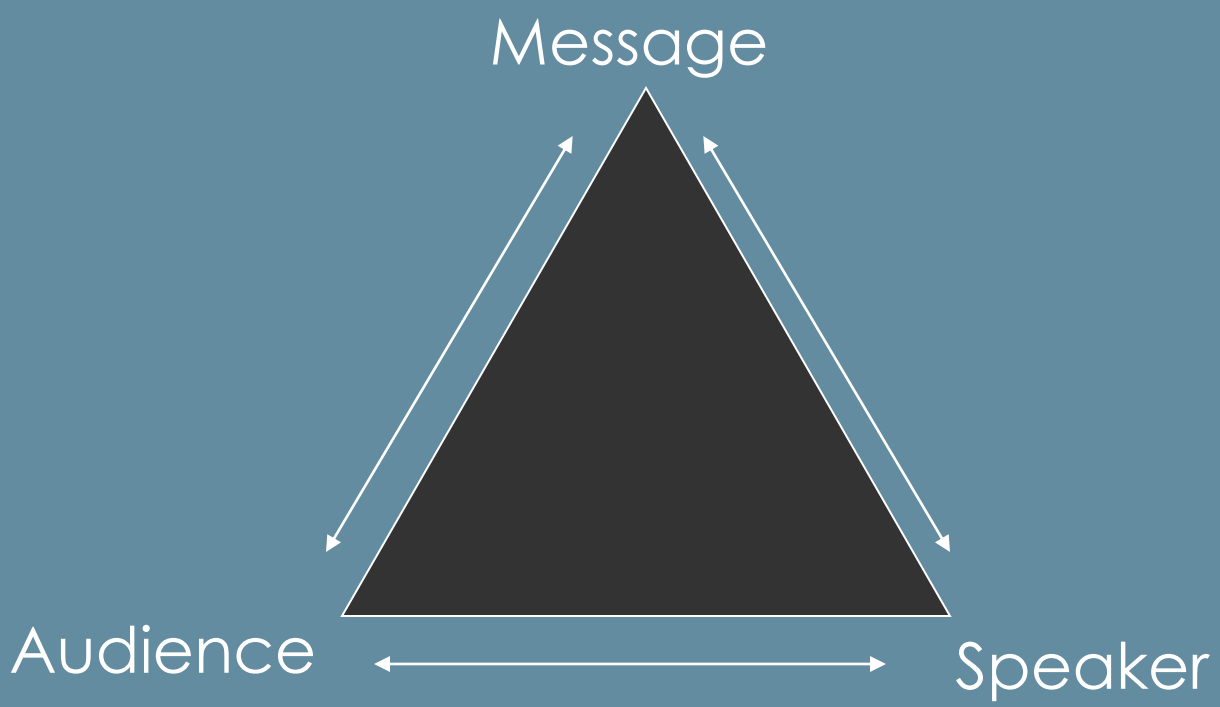
Effective Communications



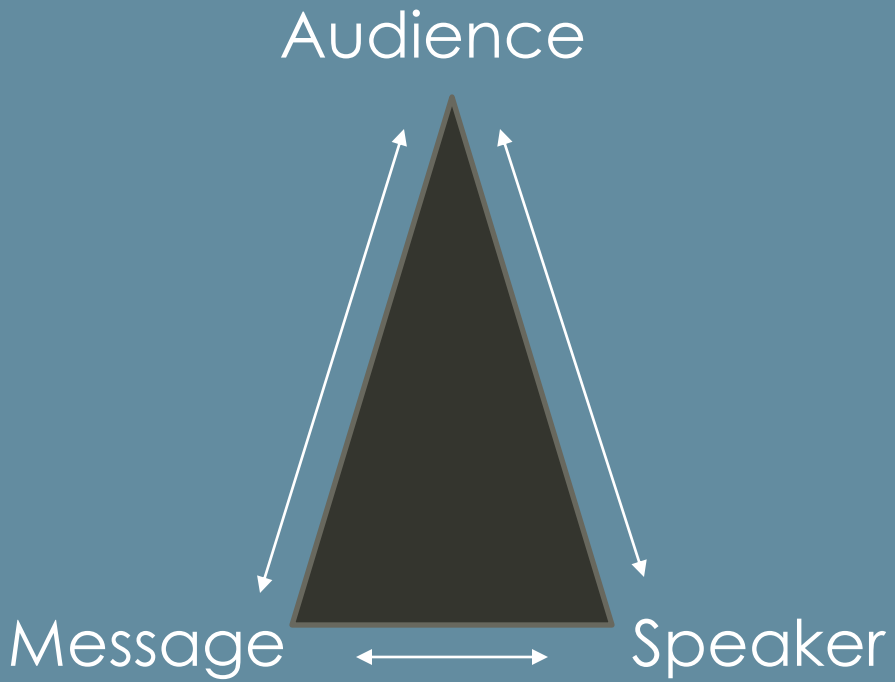
What if . . .



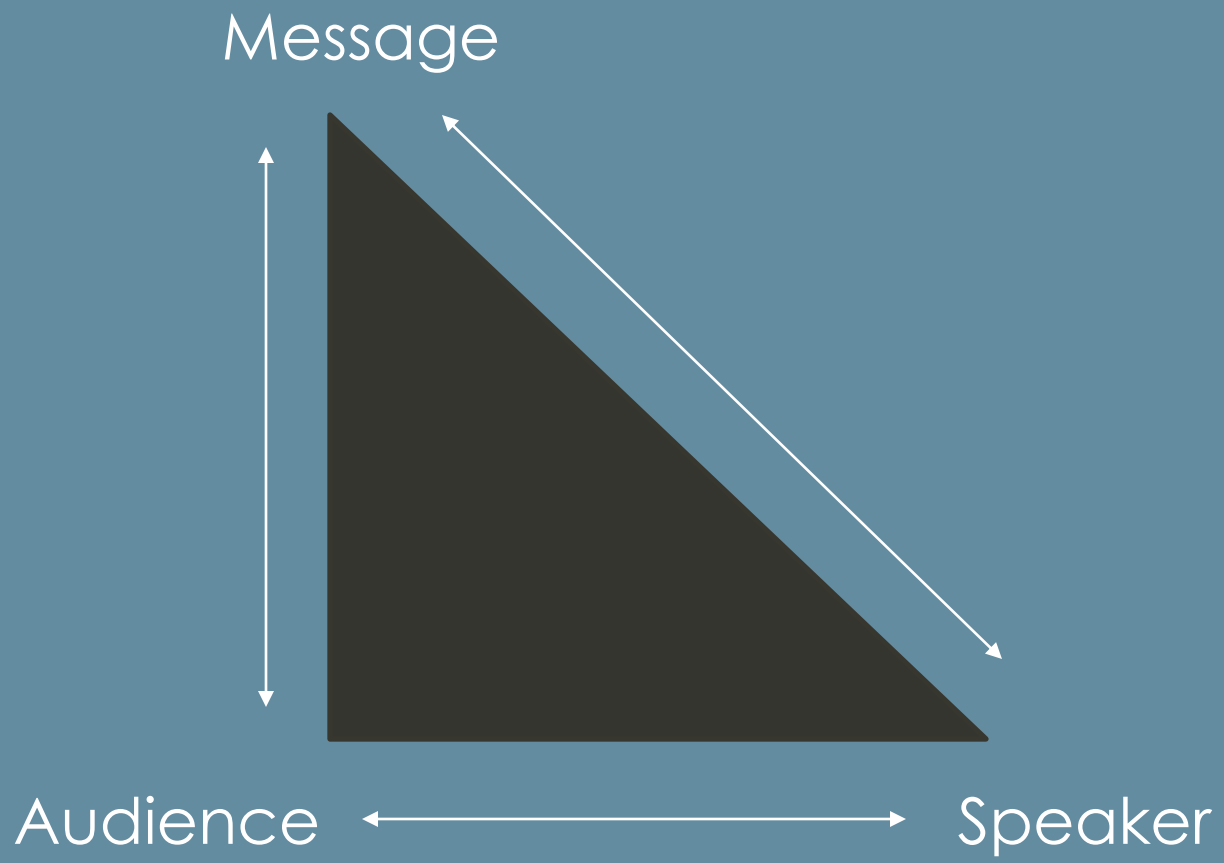
Rhetorical Triangle



What Happens Here?



And Here?



Audience

- What do they need to know?
- How much do they already know about your subject?
- What do they expect to see?
- What prejudices/preconceptions might they have?
- What's on their agenda?

Speaker

- What do you want the audience to remember?
- How will you show your credibility?
- How will you demonstrate you are an authority on the subject?
- What do you have in common with your audience to create a bond?

Message

- What are you trying to achieve?
  - Inform
  - Express
  - Persuade (that's always the case)
  - Is it necessary?

Effective Communication …

- Most powerful tool for personal and/or professional success.
  - Empowers you to influence others.
- Is challenging day-to-day with co-workers, family and friends.
  - One of the quickest ways to alienate yourself from other people is to communicate unsuccessfully.

80% of problems in the workplace are communication related.

What is Communication?

Communication is the giving and receiving of feedback between individuals and/or groups for the purpose of exchanging information.

What is Business Communication?

Business communication is the giving and receiving of feedback between individuals and/or groups for the purpose of exchanging information *and altering performance in the workplace.*

Factoid

The average employee receives about 190 communications a day by paper, voicemail, email, phone, etc.

--from Pitney-Bowes survey

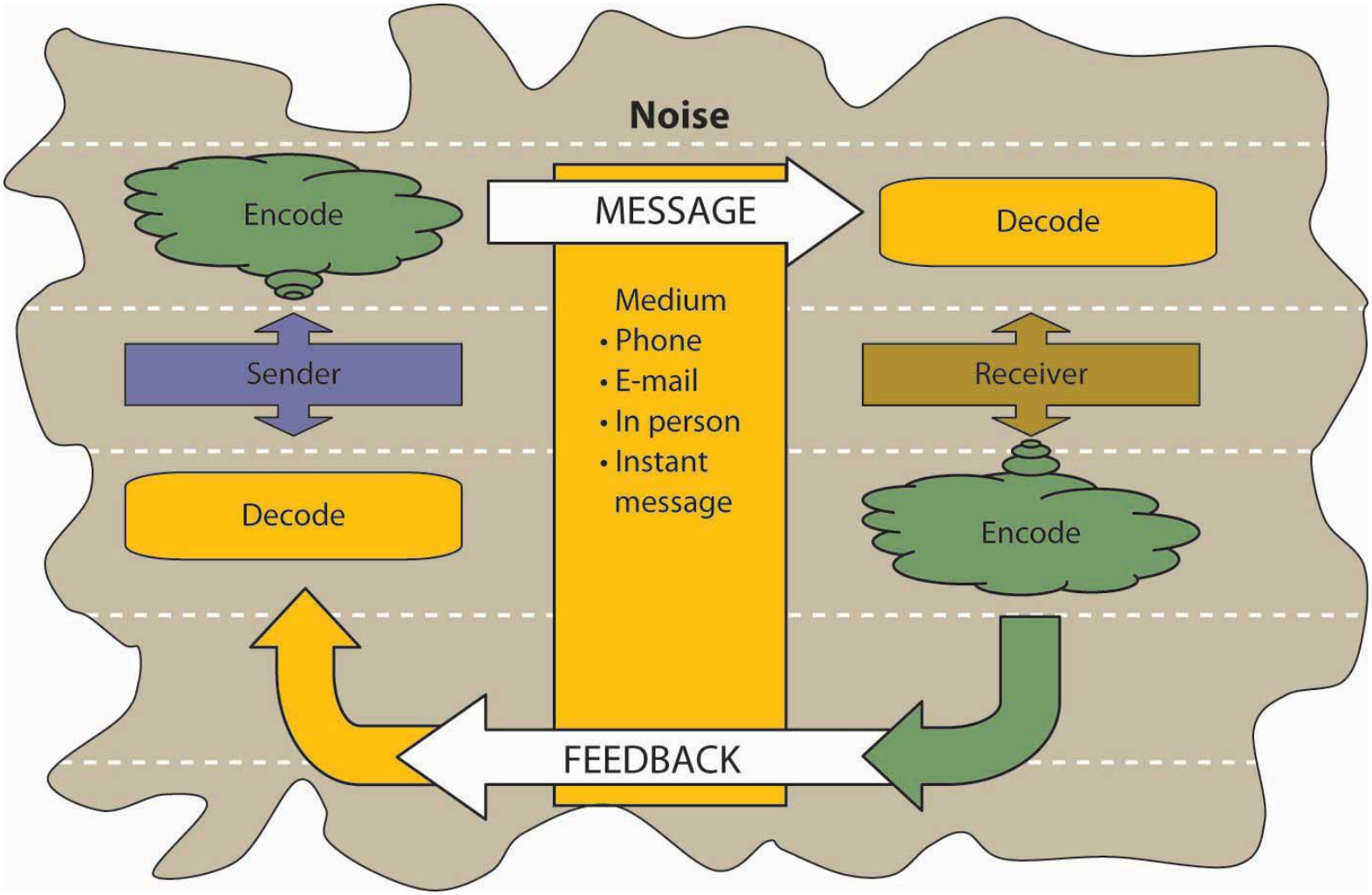
Factoid

2 hours and 10 minutes …

… amount of time people waste each day at work …

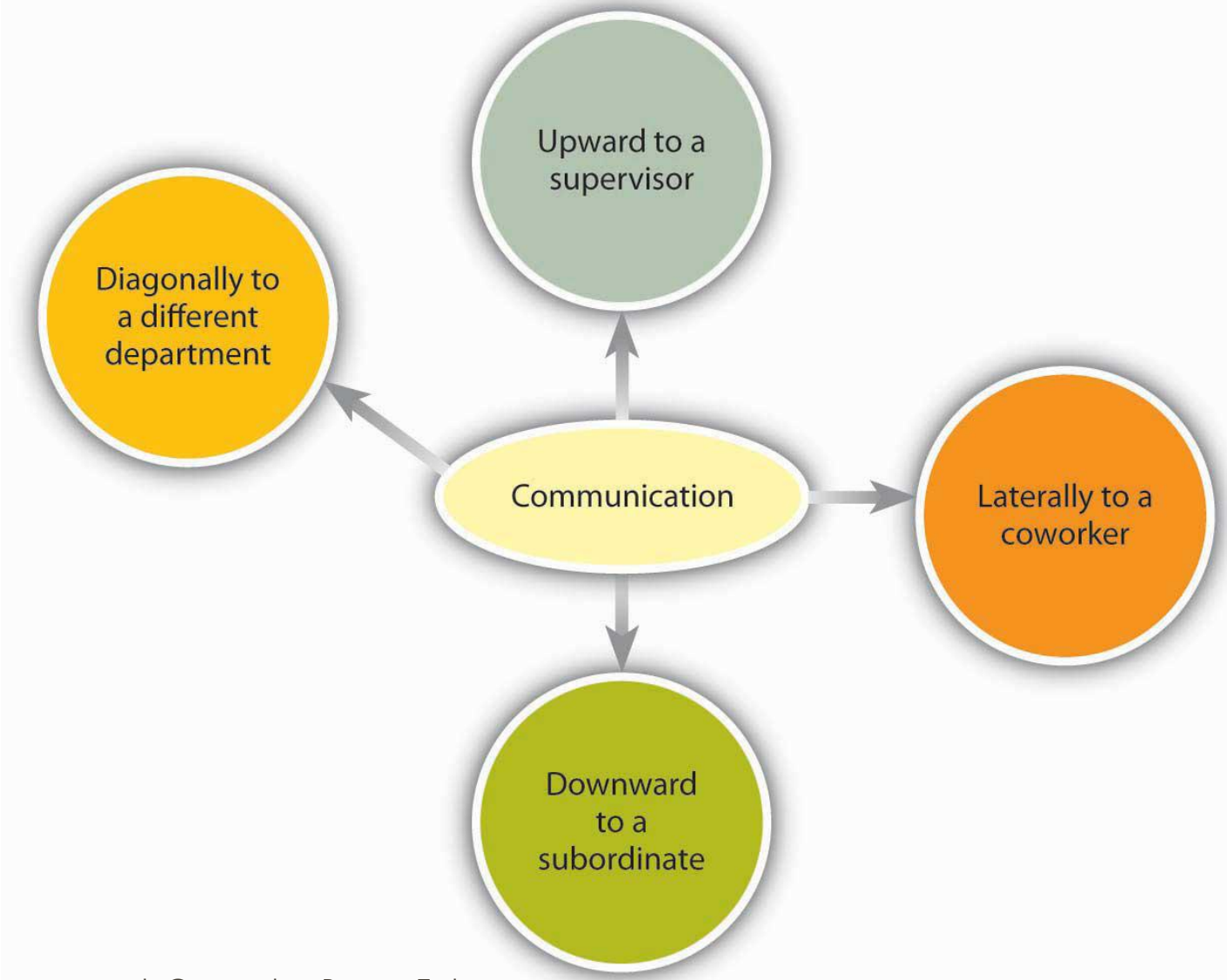
… of which 1 hour and 38 minutes was due to ineffective communication practices.

Process Model of Communication



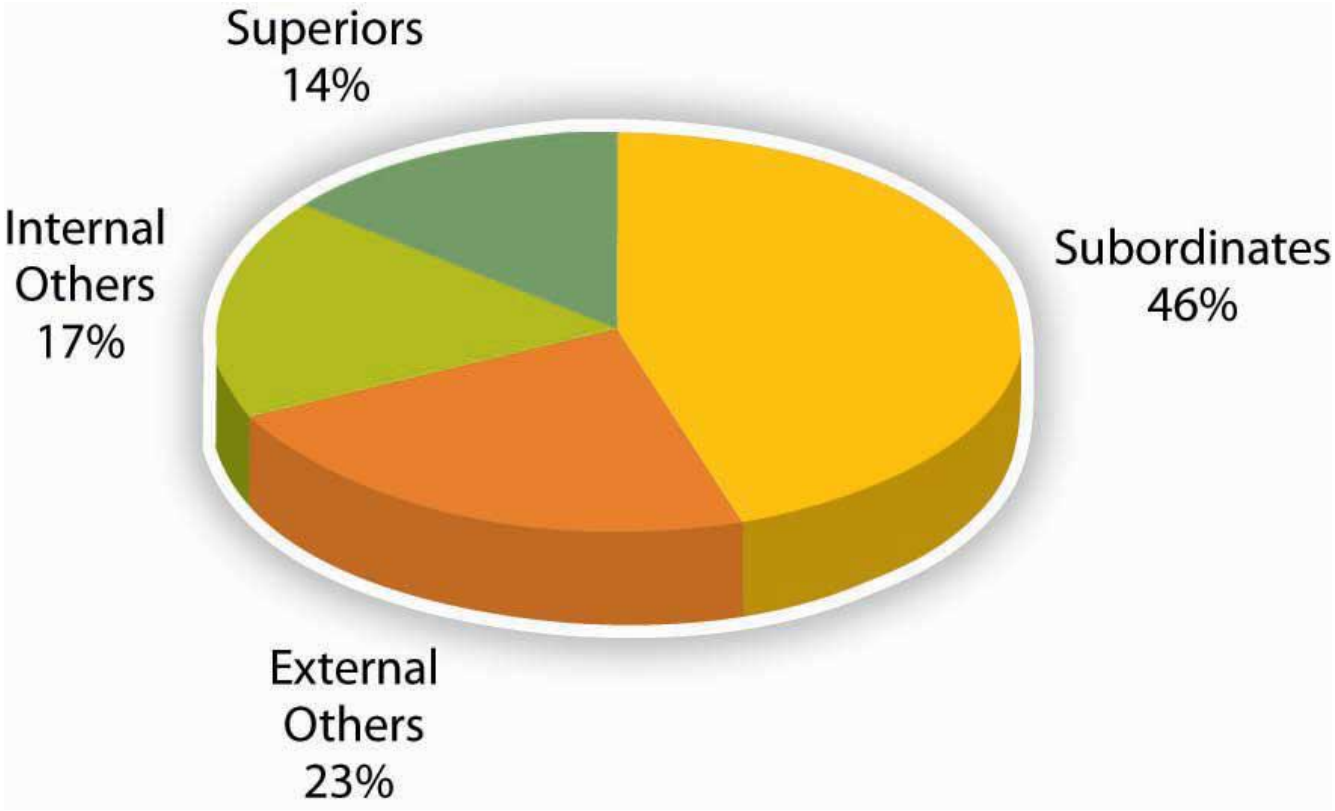
Principles of Management, Carpenter, Bauer, Erdgon

Communication Flow in an Organization



Principles of Management, Carpenter, Bauer, Erdgon

Who Managers Spend Time with at Work



Principles of Management, Carpenter, Bauer, Erdgon

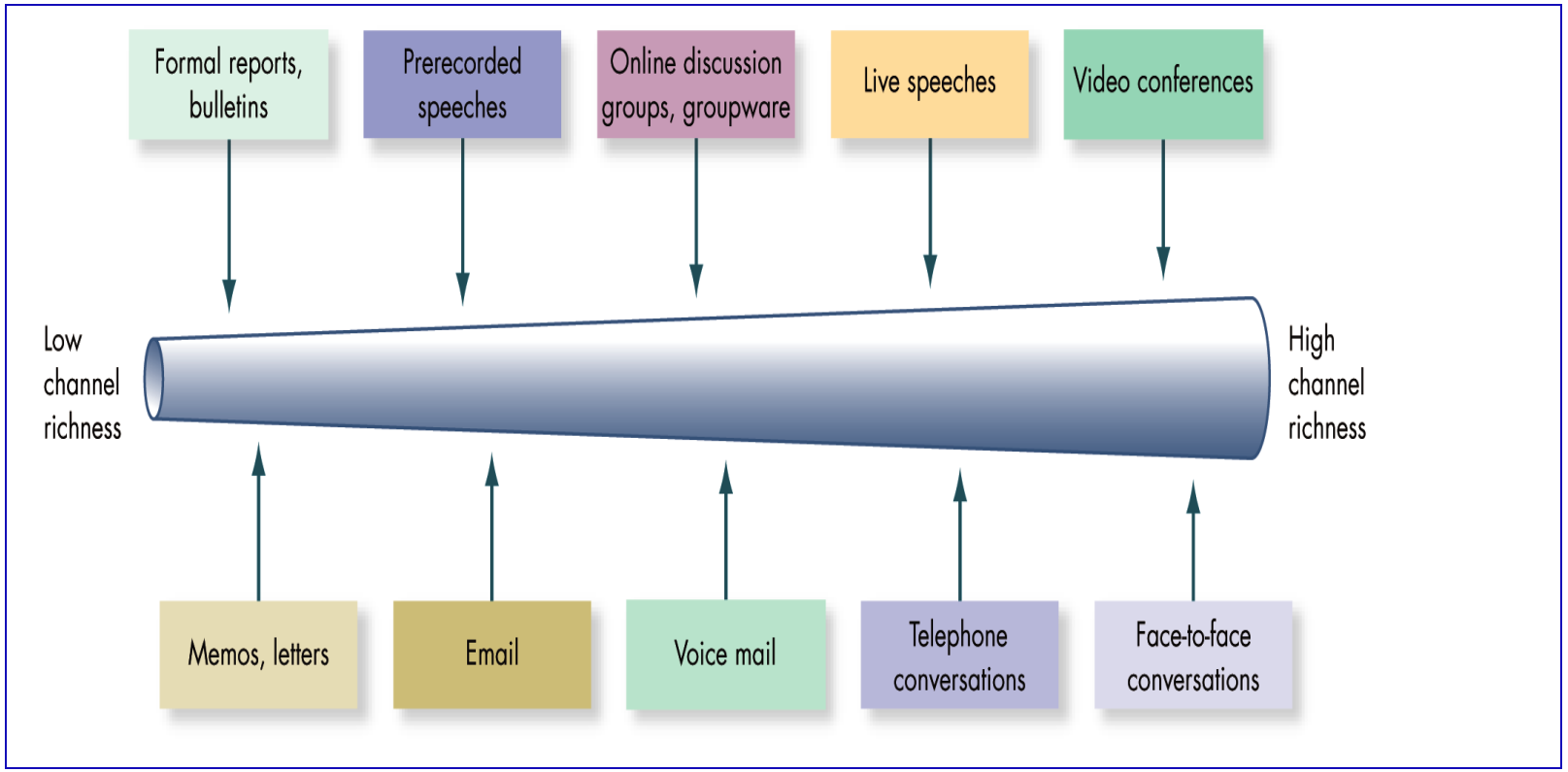
Factoid

Studies have shown that up to 90% of a manager's time is spent on some form of communication.

Types of Communication

- Face-to-Face
- Meetings
  - (In-person, Video)
- Written
- Electronic
  - Email, Texting, IM
- Telephone
  - Voicemail

Information Channel Richness



Source: Based on R. H. Lengel and R. L. Daft, "The Selection of Communication Media as an Executive Skill," *Academy of Management Executive*, August 1988, pp. 225-232; and R. L. Daft and R. H. Lengel, "Organizational Information Requirements, Media Richness, and Structural Design," *Managerial Science*, May 1996, pp. 554-572. Reproduced from R. L. Daft and R. A. Noe, *Organizational Behavior* (Forth Worth, TX: Harcourt, 2001), p. 311.

Face-to-Face

Most people prefer to get information face-to-face, especially from their immediate supervisor.



Benefits Face-to-Face

- Opens two-way communication.
- Allows for immediate response to questions, misinterpretations, feedback, etc.
- Takes advantage of voice and body language.

Guidelines Face-to-Face

- Use in-person communication when you have to share information that will affect the audience.
- Use for performance evaluations and feedback.
- Use when the information being communicated needs immediate attention.
- Be prepared to answer questions directly and immediately.

Effective Face-to-Face

Speaker Credibility

- DO give people honest, direct, and comprehensive information.
- DON’T answer phone or take call when someone is in your office.
- DON’T wait too long to ask for (or to give) feedback, gather information immediately.

Effective Face-to-Face

Audience Consideration

- DO give people your undivided attention: listen, really listen, give full attention.
- DO treat people's ideas and concerns as critical and serious: EMPOWER THEM.
- DON'T make the conversation one way. Invite responses, discuss and debate.

Communication is not over when you finish delivering your message.

Types of Meetings

- Executive Briefing
- Informational
- Meeting with a Stakeholder
- Staff Meeting
- Team Building
- Informal
- Others...



Why Meet?

The primary reason for meetings is to share or brainstorm information or to develop action steps toward accomplishing a goal.

Effective Meetings

Speaker Credibility

- Make an agenda and stick to it. Send it out before the meeting, if possible.
- Be clear about the reasons for and goals of the meeting.
- Have a facilitator – ask someone at the meeting to step into this role.

Effective Meetings

Audience Consideration

- DO add humor, allow for laughter, have fun.
  - Makes for a much more productive meeting.
- DO allow for conflict but deal with it immediately.

Meeting “Killers”

- Poor Preparation
- Ignored agenda
- Poor time management
- Lack of participation
- Strong personalities
- Lack of leadership
- Lack of humor and fun
- No/poor closing

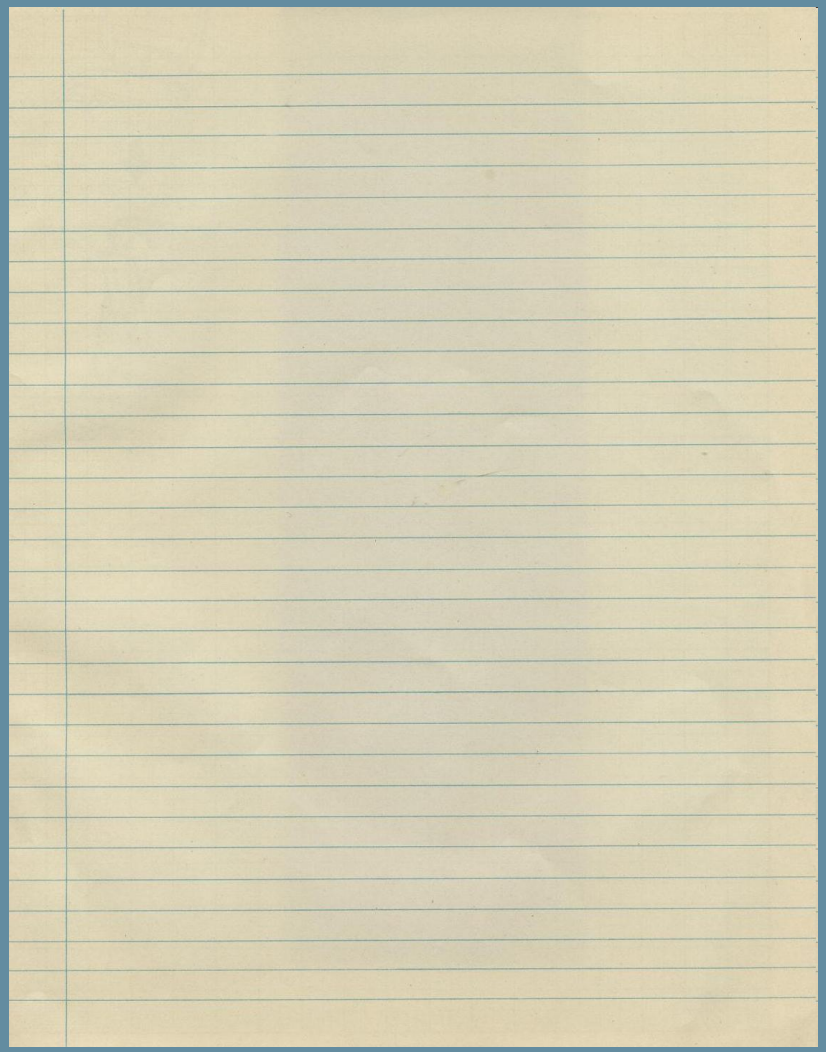
The only thing worse than a bad meeting is a great presentation that could have been sent as a memo.

Written Communication

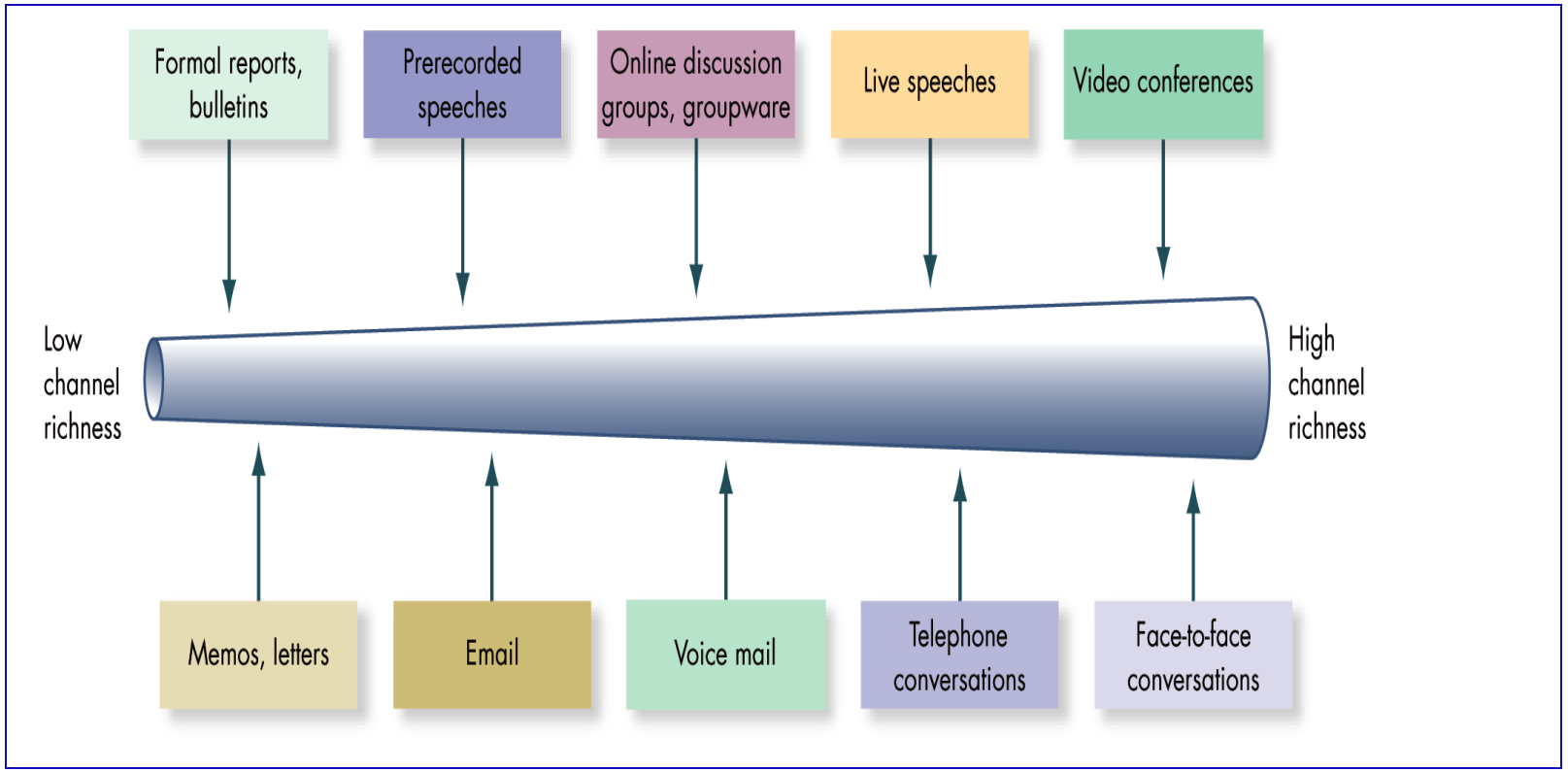
- Memos
- Reports
- Bulletins
- Letters
- Policy
- Email
- Handwritten notes
- PowerPoint



Snow Flake?



Information Channel Richness



Source: Based on R. H. Lengel and R. L. Daft, "The Selection of Communication Media as an Executive Skill," *Academy of Management Executive*, August 1988, pp. 225-232; and R. L. Daft and R. H. Lengel, "Organizational Information Requirements, Media Richness, and Structural Design," *Managerial Science*, May 1996, pp. 554-572. Reproduced from R. L. Daft and R. A. Noe, *Organizational Behavior* (Forth Worth, TX: Harcourt, 2001), p. 311.

Benefits Written

Speaker Credibility

- Creates a permanent record.
- Allows you to store information for future reference.
- Easily distributed.
- Consistency is quality – All recipients receive the same information.
- Necessary for legal and binding documentation.

Challenges of Written

- Written communications are usually not read right away.
- May seem extremely formal.
  - Use handwritten notes when personal touch is needed.
- Must be well-written, straightforward, and concise.

Factoid

Many people use **10** words when they could use **3.**

For Example

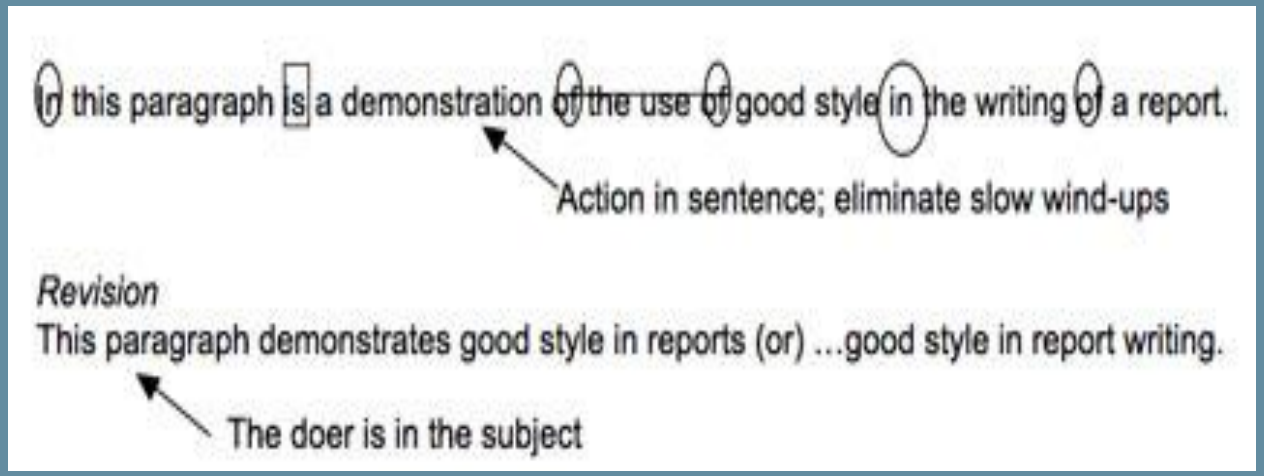
He gave $25,000 of his own money to charity.

How about ...

He gave $25,000 to charity.

Paramedic Method (Richard Lanham)

1. Circle the prepositions (of, in, about, for, onto, into).
2. Draw a box around the "is" verb forms.
3. Ask, "Where's the action?"
4. Change the "action" into a simple verb.
5. Move the doer into the subject (Who's kicking whom).
6. Eliminate any unnecessary slow wind-ups.
7. Eliminate any redundancies.



http://owl.english.purdue.edu

Effective Written

Speaker Credibility

- DO assess writing skills, if poor, get help.
- DO make sure that there is enough time to draft, even email (fill send later).
- DO proofread very carefully, even email.

Effective Written

Audience Consideration

- DO make sure there is enough time to receive and digest.
- DO reduce unnecessary language.
- DON’T use, if time sensitive.
  - If immediate feedback is necessary – face-to-face or phone.
  - If written record desired, follow-up with email.

What's your target?

In written communication, most problems are caused by the speaker failing to be specific.

Always think of audience.

Make it clear, brief, and concise.





The problem with communication is “the illusion that it has been accomplished.”

George Bernard Shaw

Email

Email is now the dominant method of communicating in business.

It is quick, inexpensive, flexible and convenient.



But it could be overload



Daily Corporate Email

Business Email	2010	2011	2012	2013	2014
Avg. # of Emails Sent/Received per User/Day	110	112	115	117	119
Average Number of Emails Received	*74*	*75*	*77*	*79*	*80*
Average Number of Legitimate Emails	*61*	*62*	*63*	*65*	*65*
Average Number of Spam Emails	13	13	14	14	15
Average Number of Emails Sent	36	37	38	38	39

Radaciti, Sara, “Email Statistics Report, 2010

Benefits Email

- Messages can be saved and stored.
- Convenient for communicating with people in different places and different time zones.
- Excellent mechanism for follow-up or action items after a meeting.

Challenges of Email

Style

- Etiquette -- no standards -- people make up own styles, can be very confusing.
- Tone is difficult to control.
- Sent without proofreading and other standards applied to written communications. We press the send button too soon…

Challenges of Email

Content

- Lack of confidentiality.
- Time management.
  - Strictly budget time spent on email overall, and on specific types of emails – newsletters, quick response emails, emails that call for elaborate replies, etc.
  - Turn notifications off.
- Incorrectly used to avoid confrontation.
- DON’T put anything in an email that you don’t want the WORLD to read.

Effective Email

Speaker Credibility

- DO write clearly and briefly.
- DO end your email with brief sign-off such as “Thank you,” followed by your name and contact information.
- DO pick up phone after two rounds of problem-solving on email.

Effective Email

Speaker Credibility

- DON'T be blunt. Email is the coldest form of communication. Watch the tone. Be friendly, but polite.
- DON'T use CAPS for emphasis in the body of the email. It looks and 'sounds' angry.

Effective Email

Audience Consideration

- DO write brief, clear reference to your topic in subject line.
  - Use subject line for whole message *Meet 10:00 10/30 Okay?* END.
- DO use subject-line protocols to speed communication.
  - No reply needed – *NRN*.
  - Need response by date and time – *NRB 10/30 3:00 pm*.

Effective Email

Audience Consideration

- DO make your request in the first line of email and if that's all you need to say, STOP. Limit email to 1-10 sentences.
- DO copy emails to others BUT only if they really need the information.
- DO let others know if you received an email in error.

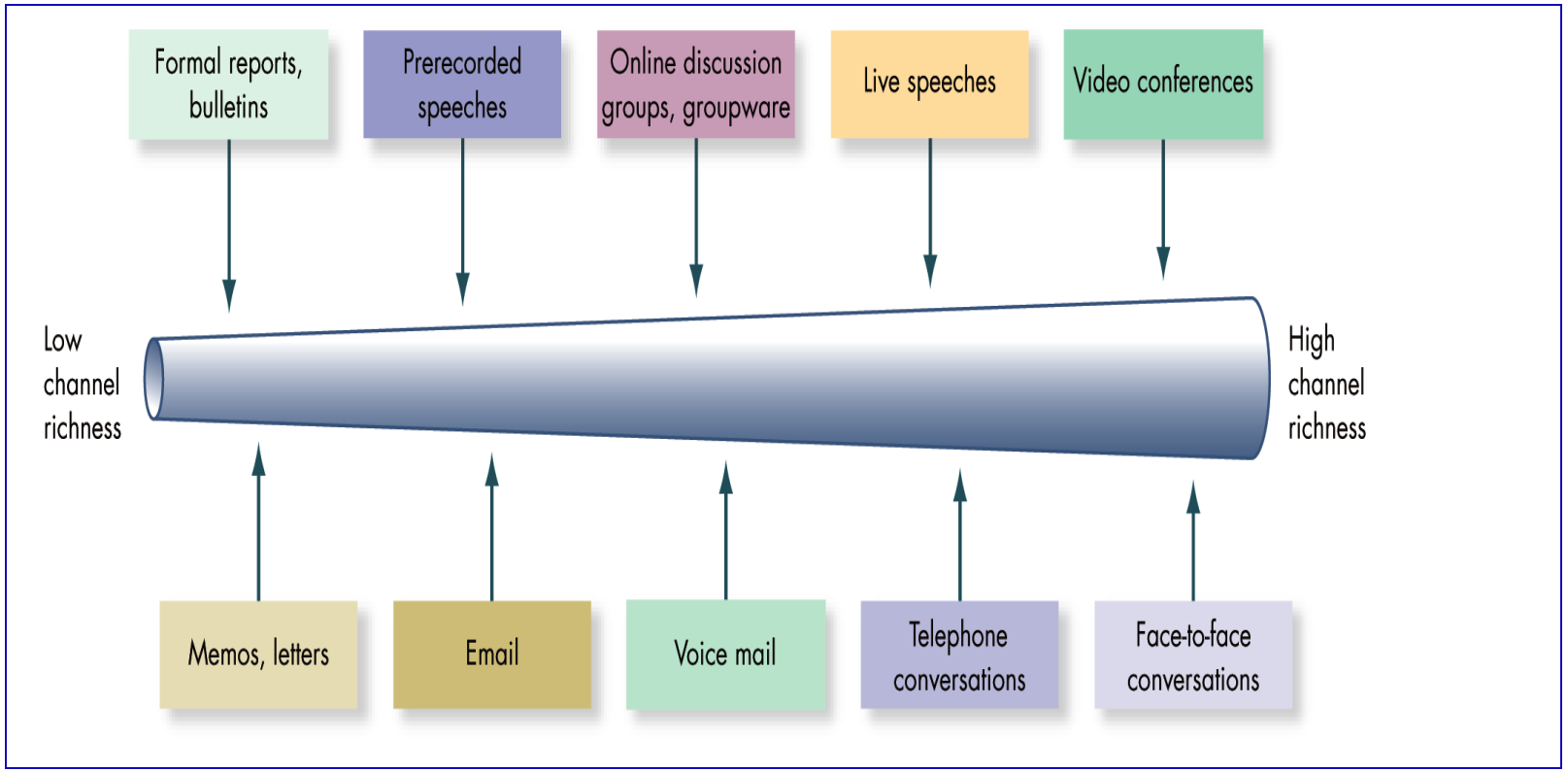
Effective Email

Audience Consideration

- DO consider the purpose of the email: why is it being written in the first place?
- DO consider the order of the recipients : be sensitive to organizational hierarchy.
- DO limit the number of attachments.
- DON’T deliver bad news in an email message. If it's urgent, pick up phone.

The biggest difference in the quality of your email messages is made by you.

Information Channel Richness



Source: Based on R. H. Lengel and R. L. Daft, "The Selection of Communication Media as an Executive Skill," *Academy of Management Executive*, August 1988, pp. 225-232; and R. L. Daft and R. H. Lengel, "Organizational Information Requirements, Media Richness, and Structural Design," *Managerial Science*, May 1996, pp. 554-572. Reproduced from R. L. Daft and R. A. Noe, *Organizational Behavior* (Forth Worth, TX: Harcourt, 2001), p. 311.

Instant Messaging (IM) and Text Messaging (TM)

Instant Messaging (IM) and Text Messaging (TM)

- Rapidly gaining popularity in business.
- Fast and inexpensive way for managers to stay in touch with employees and peers with each other.
- IM is better for short messages that will be quickly deleted.

Despite exponential growth in usage, IM and TM are not likely to replace email.

- Email is better for long messages that need to be saved.
- There are additional security fears in using IM/TM
  - More easily intercepted.



Telephone and Voicemail

- Medium that allows feedback but needs to be concise like written.
- Don’t forget FOIA with Voicemail





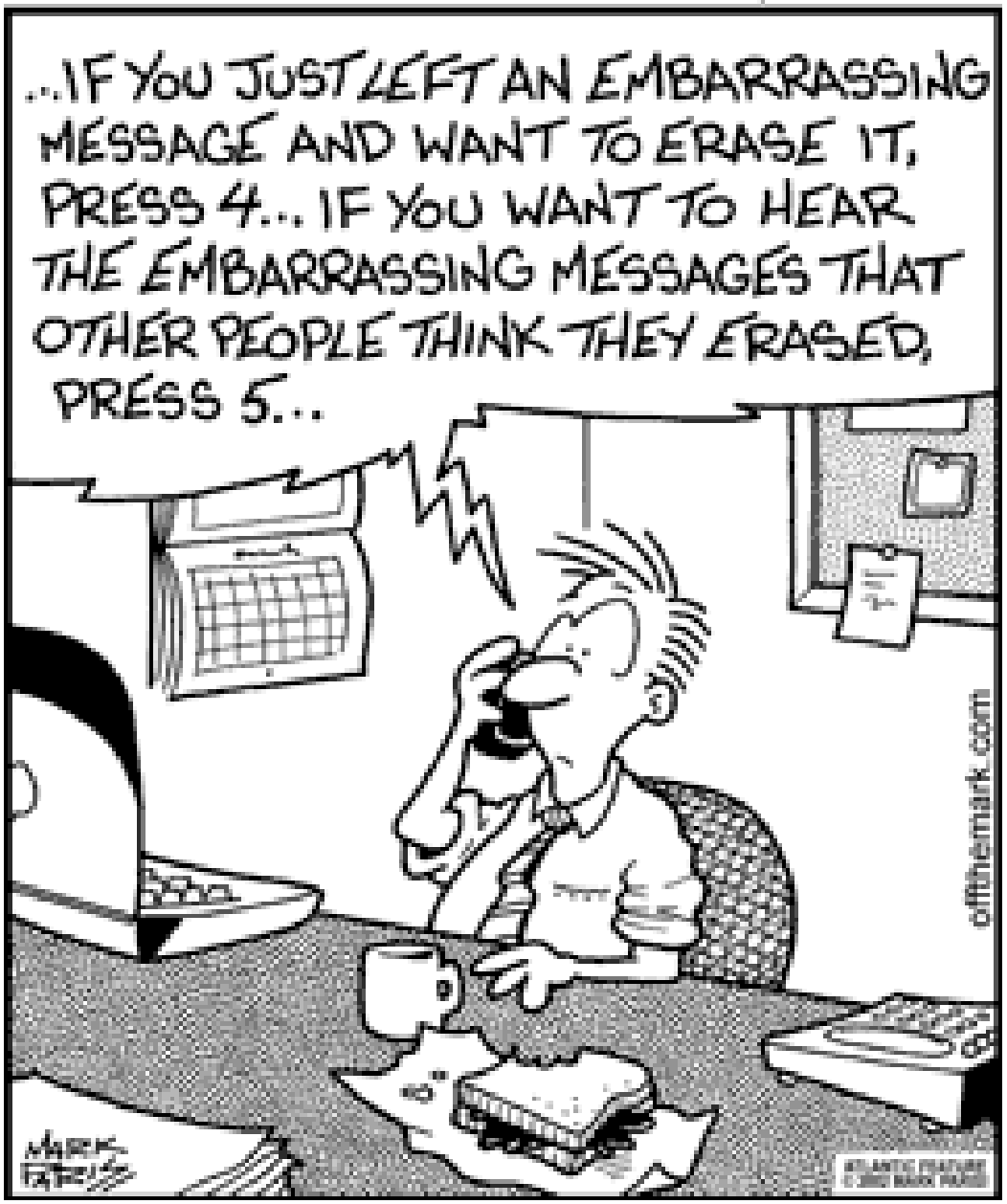
Benefits Telephone and Voicemail

- Immediate access to audience.
- Communication is direct and timely.
- Takes advantage of tone of voice and language.
- Allows for immediate response to questions, feedback, etc.

Challenges Telephone and Voicemail

- Too spontaneous, might not be ready to have a conversation.
- Not prepared when a call is received but take it anyway.
- Can’t reach party in time to relay information.
- Not everyone has voicemail.

off the mark.com by Mark Parisi



Effective Telephone and Voicemail

Speaker Credibility

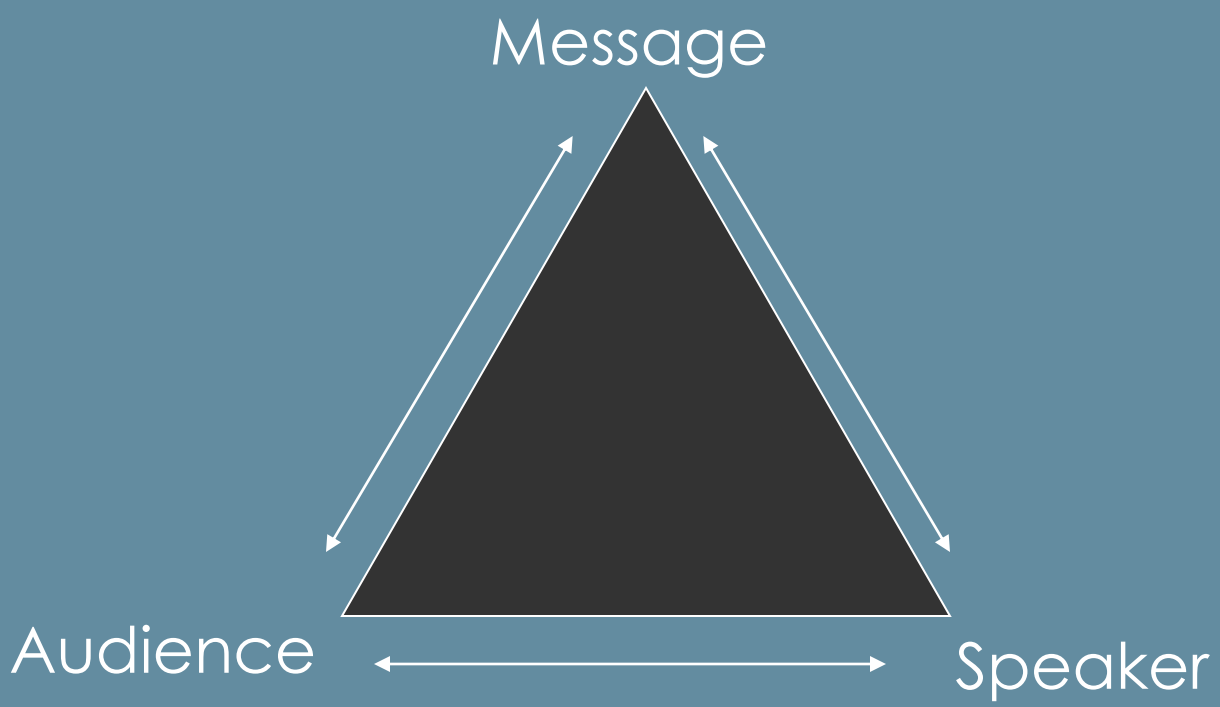
- Let your voicemail speak for you.
  - Don’t have someone else record your message.
  - Record a daily or out-of-office greeting.
  - Let callers know when you are available.
- Before placing a call, write key points you want to cover.
- Return calls immediately.
- Avoid calling when angry, be friendly and helpful.

Effective Telephone and Voicemail

Audience Consideration

- Leave your name and phone number at the beginning of the voicemail, not at the end.
- When leaving a voicemail, tell the person what you want and how they should reply to you.
- Give undivided attention when speaking on the phone.

Rhetorical Triangle



Self Appraisal



Final Thoughts

A person's competence and a person's effectiveness are based on their ability to communicate effectively.

Competence isn't the problem --
how you Communicate is.

Questions



Resources

Seymoure & Shervington, "Essential Managers, Maximizing Performance" DK Publishing, Inc.

Boylan, "What's Your Point?" Adams Media Corporation

Ivy Sea Online, "Interpersonal Communication Quick Tips." http://www.Ivysea.com

Radaciti, Sara, "Email Statistics Report, 2010, http://www.radicati.com/wp/wp-content/uploads/2010/04/Email-Statistics-Report-2010-2014-Executive-Summary2.pdf

Writing Professional E-Mail Messages. compositioncafe. http://www.compositioncafe.com

Vivian Buchan, "Make Presentations with Confidence." Barron's

Maureen Bauer, "Learning Tips for Effective Communication at Work." Click10.com

Langston, Robbins, Judge, Organizational Behavior, Fifth CDN ed.

Paramedic Method, An exercise in writing concisely. http://owl.english.purdue.edu