

Mastering Effective Communication



***Management Academy Workshop /
Fall 2018***

presented by Dr. Dianne Van Hook, Chancellor | 9.19.2018



Management Academy

Mastering Effective Communication

Workshop

Today We Will Focus On:

- Understanding the Importance of Effective Communication—*the* Cornerstone of Effective Leadership
- The Importance of Feedback and Follow-Up in Effective Communication
- Understanding the Different Types of Communication
- Developing Your Message for Optimal Communication
- Identify ways to Incorporate “People Skills” to Enhance Effective Communication

Understanding the Importance of Effective Communication Skills

THE CORNERSTONE OF EFFECTIVE LEADERSHIP



Defining Communication

The following definitions best describe the function of communication:

- *“Communication is the process of shared meaning through symbolic interaction.”* D. Fabun
- *“Communication is the process by which we understand others and in turn are understood by them.” (It is dynamic and constantly changing in response to the total situation.)* M. Anderson
- *“Communication involves the conveyance of something to someone else – our ideas, our aims, our wants, our values, our very personalities.”* Robinson and Lee

If you cannot communicate effectively, you cannot lead. The art of communication is the language of leadership.

5



~ James Humes

Communication: The Language of Leadership

- Communication is one of the most critical aspects of leadership.
- Great leaders are also exceptional communicators.
- Communication skills enable leaders to transfer ideas, align expectations, inspire action, and spread the vision.

Leaders are Expected to Be Effective Communicators

To Persuade and influence, leaders must be able to communicate frequently and easily with others.

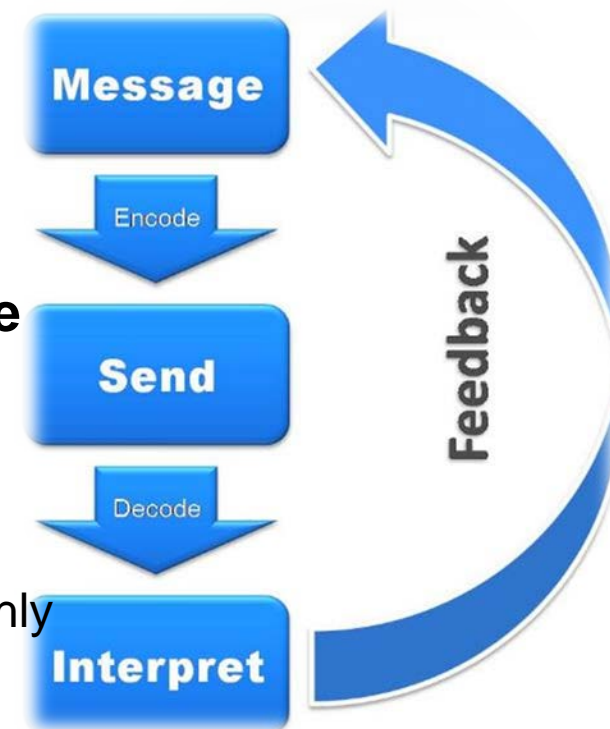
- Leaders must possess exceptional communication skills and the ability to:
 - ✓ Listen with ability to elicit information by good questing
 - ✓ Build rapport quickly and effectively
 - ✓ Develop good, strong relationships with others (peers & subordinates)
 - ✓ Get their point across in formal presentations, informal meetings and casual conversations.
 - ✓ Read people by sensing moods, dynamics, attitudes, values and concerns
 - ✓ Adapt accordingly without missing a beat

Effective Communication

The “Make or Break” Workplace Skill

Effective Communication

- Helps create a *human* connection between colleagues.
- Becomes essential to a **productive workplace** by:
 - ✓ Allowing employees to work cohesively and professionally
 - ✓ Helping to make the workplace run more smoothly
 - ✓ Reducing false starts and mistakes
- Encourages & invites engagement.



What is “Effective Communication Anyway?”

Effective communication happens when

- The person giving the information (sender) provides
 - ✓ Clear context and frame of reference
 - ✓ Relays and explains information in a clear, concise manner in terms understood by the person(s) in front of him/her.
- The person receiving the information (receiver)
 - ✓ Understands the message the way it was intended.
 - ✓ Can get to work immediately using the information precisely as it was given with no need to repeatedly ask for clarification and/or additional information.

***Communication is a process;
there is no beginning and there is no end.***

***Referring to the
ongoing, continuous,
dynamic sense of
relationships existing in
all communications.***

The Seven Clues for Effective Communication

Be:

- Clear
- Concise
- Concrete
- Correct
- Coherent
- Complete
- Courteous
(or Civil)



The 7 C's of Effective Communication

Be Clear

- **Be crystal clear *and* minimize the number of ideas in each sentence.**
- **Ensure that the receiver understands the *meaning* (different generations may have varying definitions for the same topics).**
- **Say what you mean - Don't make people “read between the lines”**

The 7 C's of Effective Communication

Be Concise

- Keep it brief.
- Stick to the point.
- Don't use 6 sentences when 3 will do.
- Finish those 3 sentences *before* moving on to the next thought...don't be a pachinko machine!



Finish a sentence before going off on another tangent otherwise, your audience hears this!

The 7 C's of Effective Communication

Be Concrete

- **Paint a clear picture of what you are describing.**
- **Ensure there are solid details (but not too many!)**
- **Include vivid facts, and specific examples.**



The 7 C's of Effective Communication

Be Correct

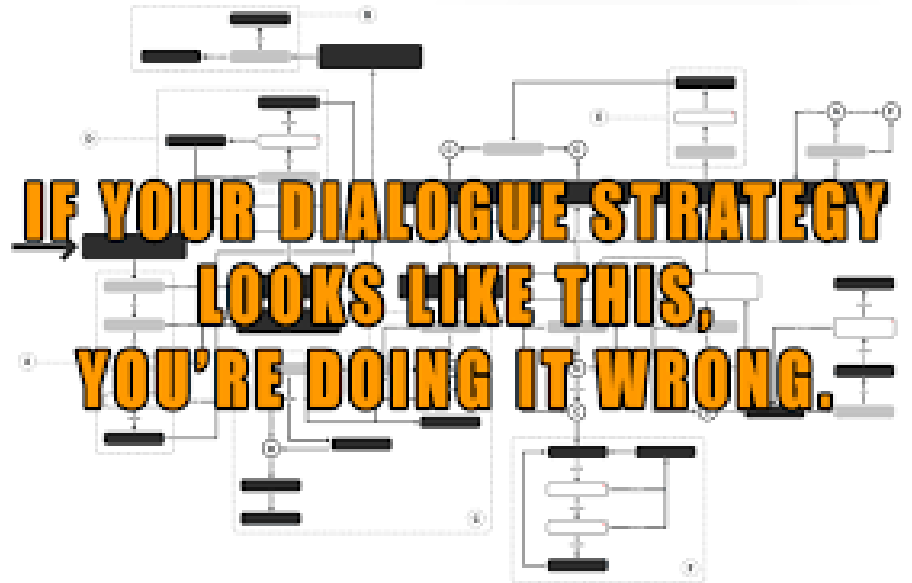
- Use the language that fits the audience.
- Include only verifiable & accurate facts (don't “wing” it).
- Choose non-judgmental expressions.



The 7 C's of Effective Communication

Be Coherent

- Ensure the communication *is logical*.
- Check that all points are connected and relevant to the main topic.
- Double check that tone and flow of communication is consistent.



The 7 C's of Effective Communication



*Being incomplete while communicating is like asking someone to finish a puzzle— **when you already know piece is missing!***

Be Complete

- **Include all relevant information—who, what, when, where, why, how.**
- **Don't leave room for the listener to fill in the blanks.**
- **Include a call to action to make it clear what you want.**
- **Include context for the statement(s).**

The 7 C's of Effective Communication

Be Courteous (or Civil)

- Be sure your communications are friendly, open and honest
- Forgo hidden insults or passive-aggressive tones—you only undermine *you*.
- Keep the *audience's* viewpoint in mind.
- Ensure that you're empathetic to the target audience.



Treat everyone
WITH POLITENESS,
even those who
are rude to you
not because
they are nice
but because
YOU ARE NICE.

How to Avoid Barriers to Effective Communication

- **Do Not Use Deliberate Deception-** some people provide misleading information about others for personal or professional gain.
 - ✓ Omissions, exaggerations, expanded information (add-ons), out of context.
- **Be Mindful of Perception** – the manner in which we assign meaning, value, significance and usefulness to elements in our environment.



*What is your perception of this drawing? What do **you** see?*

A Note on Perception

We spend our entire lives communicating our perceptions of what we think our world is like, what is happening in it and what we are doing about it.

- Perception therefore is the process of selection, organizing, and interpreting information. This process affects our communication because we respond to stimuli differently, whether they are objects or persons, based on how we perceive them.

Check Your Perception Activity

Activity #1 *Check Your Perception* Handout

Purpose: To give you a chance to check your perception.

Activity #2 *Count the Squares* Handout

Purpose: To Compare your perception with the perception of others, and to see how others can teach you to perceive.

The Four P's of Perception

Effective communication skills can help us bridge our innate differences. But, we can only share perceptions in so far as we are able to hear and understand the other person's perspective. When we communicate we share our perception of the world.

There are three ways of observing a situation:

Your way, My way and of course the Real way.

Some reasons for the differences in the perception process include:

- **Physiological Factors**
- **Psychological Factors**
- **Position in Space**
- **Past experiences**

(See Handout for Definitions)

How to Avoid Barriers to Effective Communication

- **Avoid Becoming Emotional**—Unsteady emotions cause others to doubt if you know what you're talking about or if you're the right person for the project/job.
 - ✓ They are *your* emotions...keep 'em steady!
- **Do Not Be Too Eager to Respond**—Do *not talk over other people!* Let the other person finish and *then ask* if they are open to ideas.
 - ✓ Over eagerness signals “Hey, that’s great, but my idea is better!” (In other words, “I don’t care what you have to say!”)



***Where the motto is:
My idea is better than yours!***

How to Avoid Barriers to Effective Communication

- **Avoid Using Closed Words-** Words like “never,” “ever,” “we always” may leave the impression that you are not open to compromise.
- **Don't Make Snap judgments-** Gather more information before casting judgements about others. Too often, off-the-cuff assessments are incorrect and waste time!

How to Avoid Barriers to Effective Communication

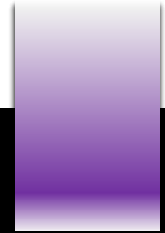


- **Don't Judge and Don't Gossip!** —The surest way to shut down someone's hearing.
 - ✓ Do ***you*** want to hear *anything* from someone who thinks lesser of you?
- **Watch your Verbal and Non-Verbal Gestures – Do not Attack the individual** — Guaranteed to turn off the ears and turn on the “fight or flight” mechanism.

The Ultimate Barrier to Effective Communication is Not Listening

Barriers to Listening...

- **Already Knowing the Answer** – Listener believes he already knows what the speaker wants to say, before she actually finishes saying it. You might then impatiently cut her off or try to complete the sentence for her.
- **Trying to Be Helpful** – interferes with listening because the listener is thinking about how to solve what he perceives to be the speaker's problem.
- **Treating Discussion as Competition** – Listener feels compelled to challenge every point the speaker makes, even though inwardly the listener agrees. Discussion then becomes a contest, with a score being kept for who wins the most points by arguing.



The Ultimate Barrier to Effective Communication is Not Listening

Barriers to Listening...

- **Trying to Influence or Impress** – A person who has an agenda other than simply to understand what the speaker is thinking and feeling will not be able to pay complete attention while listening.
- **Reacting to Red Flag Words** – Words can provoke a reaction in the listener that wasn't necessarily what the speaker intended. When that happens the listener won't be able to hear or pay full attention to what the speaker is saying.
- **Assuming words are universally understood** – An assumption that words that are clear to one person are clear to another.

The Ultimate Barrier to Effective Communication is Not Listening

Barriers to Listening...

- **Mixing Up the Forest with the Trees** – Sometimes people pay such close attention to detail, that they miss the overall meaning of context of a situation and they lose their audience!
- **Over-Splitting or Over-Lumping** – Some speakers (Splitters) tend to pay more attention to how things are different. While others (Lumpers) tend to look for how things are alike. If the speaker and listener are on opposite sides of the splitter-lumper spectrum, the different mental styles can cause confusion or lack of understanding



How can we improve our ability to listen?

6 Steps to Better Listening

Steps to Better Listening

Employ 6 Basic Steps

Step 1. Decide to Listen

- The commitment to listen is at the heart of being a better listener



Step 2. Get your body ready to work

- Remember that listening is work!
- And it's important to get ready to do work by having:
 - ✓ An erect posture;
 - ✓ Being located close to the speaker; and
 - ✓ Creating some inner tension to combat the tendency to relax and daydream.

Steps to Better Listening

Employ 6 Basic Steps

These steps underlie the different types of listening skills!



Step 3. Create a supportive climate

- Reduce or eliminate environmental distractions.
- Avoid statements or actions likely to create defensiveness.

Step 4. Put the other person first

- Focus on understanding what he/she has to say and use your brain's free time to that end.
- Give the other person your full undivided attention.

Steps to Better Listening

Employ 6 Basic Steps

These steps underlie the different types of listening skills!

Step 5. Listen “Actively”

- Pay attention
- Show that you’re listening
- Defer judgment
- Respond appropriately



Step 6. Communicate that you *are* listening: Being a better listener is only half the job;

- You must also let the other person know that you are listening through:
 - ✓ eye contact
 - ✓ facial expressions
 - ✓ body posture
 - ✓ feedback

You *Can* LEARN to Listen Better!

Because listening is a learned skill, changes won't occur overnight. Yet -

- As with any skill, “practice makes perfect”
- With the desire to become a better listener, knowledge of listening skills and a willingness to work, major improvements can be made.
- Then, no one will say to you, “You never listen to me!”

Group Activity: Do You or Don't You (Listen)?

Handout

Please answer the **True or False** questions
on your hand out,
as objectively as possible.

Discuss at your table

The Importance of Feedback



"I want you to put me in touch with reality, but be ready to break the connection *fast*."



The Importance of Feedback

The Purpose Of Feedback is to improve performance.

- Yet, most managers do not give team members enough feedback to help the individuals improve their performance
- The specifics of how this plays out vary from manager to manager, but most fall into one of three categories
 - ✓ Those who **excel at giving positive feedback** but don't provide framework for "how" staffers could do better
 - ✓ Managers who are very comfortable giving critical feedback but **don't give praise as well**
 - ✓ Managers **who don't give much feedback** of either sort, positive or negative

Type #1

Gives Positive Feedback; Withholds Constructive Feedback

Managers who excel at giving positive feedback but don't talk nearly as much as they should about what staff members *could* be doing to do their jobs better.

- Managers in this category are **guilty of sitting on critical feedback way too long**, if they ever give it at all.
- Usually it's because **giving critical feedback can be hard** – it feels like a tough conversation to initiate and they are often worried about just how to present it and what the person's reaction will be.

Type #1

Feedback Examples



- While this usually **stems from a place of good intentions-- wanting to be kind--**it results in teams and employees are aren't performing at the level they could be.
- And at its worst, it can result in employees being blindsided by negative performance evaluations, low raises, lack of advancement or even being let go.
- **Good managers ensure that information on performance reviews is never a surprise.**

**People are comfortable giving critical feedback
*but don't regularly give praise, as well.***

- This can be a particularly toxic combination, because staff members being continuously criticized have nothing to balance the negative feedback.
- If all you hear from your boss are the things she'd like you to do differently, *it's easy to conclude that you're doing a poor job.*
 - ✓ Managers in this category are frequently surprised that their employees and colleagues conclude they're doing a poor job;
 - ✓ This manager thinks their people "know" they're doing well without being told.

Type #3

40

Managers who don't give much feedback of either sort – *positive or negative.*

- These individuals are abdicating one of their basic responsibilities as managers:

- ✓ Evaluating and providing input to staff members on
 - what's going well
 - what could be going better
 - how they can develop professionally

Ironically, this type of manager often has a number of complaints about their staff but doesn't funnel them into actionable feedback.



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As a result, the teams of Type #3 slog through the day without much direction.

Which Manager Type are YOU?

“If You Spot it, You’ve Got It”

- When you’re unhappy about an aspect of a staff member’s performance, **how long does it take you to talk** to them about it?
 - ✓ By the time you have the conversation, have you let yourself grow frustrated?
- Is there anything you think **staff members do particularly well** that you haven’t told them about?
- Do you have any **concerns about staff members’ performance** that you haven’t discussed with them?

Where Feedback Fits into the Critical Communication Skills Toolkit

We all *need* feedback

- Without it, you cannot be sure that people have understood your message and you won't know if you are working in the same direction.
- Sometimes feedback is verbal, but sometimes the best feedback is non-verbal, i.e., body language
- By watching facial expressions, gestures and posture of the person with whom you're communicating you can spot
 - ✓ Confidence levels
 - ✓ Defensiveness
 - ✓ Agreement
 - ✓ Comprehension (or lack thereof)
 - ✓ Level of interest
 - ✓ Level of engagement with the message
 - ✓ Truthfulness

Where Feedback Fits into the Critical Communication Skills Toolkit

As a speaker, understanding your listener's body language can give you an opportunity to adjust your message

- Make it more understandable or interesting
- Cut it short [always keep an eye on your allotted time!]
- Add illustrative stories to underscore the key points

As a listener, body language can show you more about what the other person is saying. You can then ask questions to ensure that you have, indeed, understood each other.

In both situations, you can better avoid miscommunication.

GROUP ACTIVITY

Which Manager Type are You?

- Do **YOU** fit the profile of Manager type 1, 2 or 3?
- When was the last time each person on your staff heard **specific praise from you** about something they had **done well**?
- When was **the last time you talked to each person on your staff** about something they could do better?

**Resolve to give more feedback to your team
this month and see how it goes!**



The Importance of Follow-Up



Why Does Follow-Up Matter?

- It is a critical communication skill!
- This simple action helps individuals, divisions and institutions stand out from everyone else
- Why does it matter?



Consistent Follow-Up...

- Demonstrates integrity – you did what you said you were going to do
- Sets you apart from everyone else
- Makes you memorable
- Keeps you top-of-mind with the people with whom you followed up
- Sets a great example as a coach or mentor

A photograph of a piece of white paper with handwritten text in black ink. The text is written in a casual, slightly slanted cursive style. The word 'YOU' is underlined with two horizontal lines. There is a small signature or mark at the bottom right of the text.

it Doesn't
matter what
others are Doing.
it MATTERS what
YOU are doing.
ss

Following Up *aka “Closing the Loop”*

When you consistently follow up, you solidify your reputation as a “super communicator” simply by abiding by some basis “rules.”

- Every day, we are faced with multiple opportunities to set ourselves apart from everyone else in our fields of expertise by **implementing a single step into our daily repertoire.**
- That single step? ACTING on your promise to “touch base” after a meeting, a casual conversation or other encounter. You actually DO IT.
- Following up consistently earns you a reputation of “super communicator,” which makes *you* the person “who never drops the ball” or the one who “always comes through.” Not a bad rep to have!

Following Up *aka “Closing the Loop”*

Complete the Conversation by...

Following up with a person, organization or group can be as simple as

- **Crafting and emailing a letter/short note** with the information discussed while expressing your pleasure about speaking with him/her; ***email messages are delivered instantly!***
- Providing information **face to face**, i.e., *walking to the person’s office and sharing information; or being prepped, ready to share that information at the same event you will both be at on Friday.*



The rare “Face-to-Face” method of communication may often be observed at the information desk in the CHCS lobby.

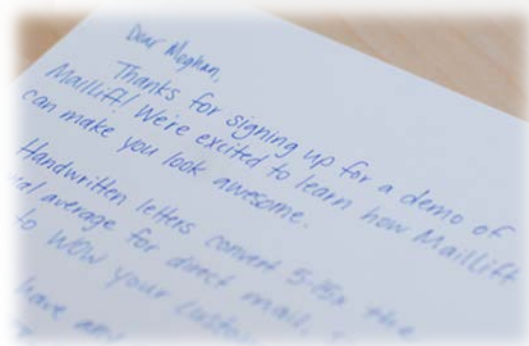
Following Up *aka “Closing the Loop”*

Complete the Conversation by...



The Handwritten note – The handwritten note is nearly a lost art, and, as such, people tend to view them as an extra-special gesture, one that could solidify or improve a relationship.

- Select personalized stationery either toward the recipients' interests or toward something you have in common
- Along with the handwritten note or letter, *send the catalog or information that was requested for added impact;*
- *Other items that could be mailed include:* magazine and/or newspaper articles that pertain to the topic that was discussed; a print out of a blog; the annual report or catalog you discussed.



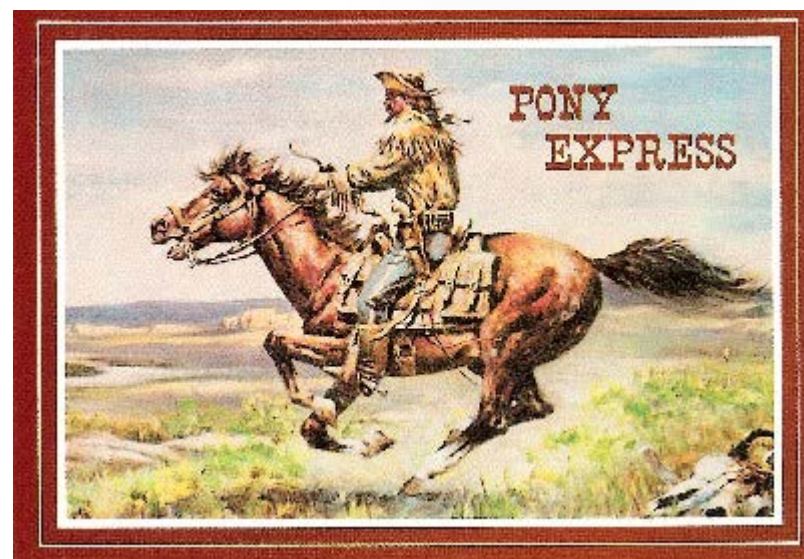
Follow-Up

A Critical Communication Skill

Consistent and prompt follow-up habits are essential parts of communication.

Too often communication occurs, but follow-up doesn't.

- Ensure all decisions and actions from the meeting are recorded (in short - take notes).
- Identify deliverables or follow-up tasks.
- Ensure responsibility for, and commitment to, action is obtained.
- Follow-up to ensure tasks and commitments have been carried out.



For the greatest impact, ensure that your follow-up is prompt and consistent with the meeting or conversation!

GROUP ACTIVITY

Let's Share!

What's YOUR Story?

- Share a story about a successful (or unsuccessful)
 - communication experience
 - (yours or someone you've observed)
- Share a tip (something that did or didn't work for you)
 - Share what you need to learn to do better

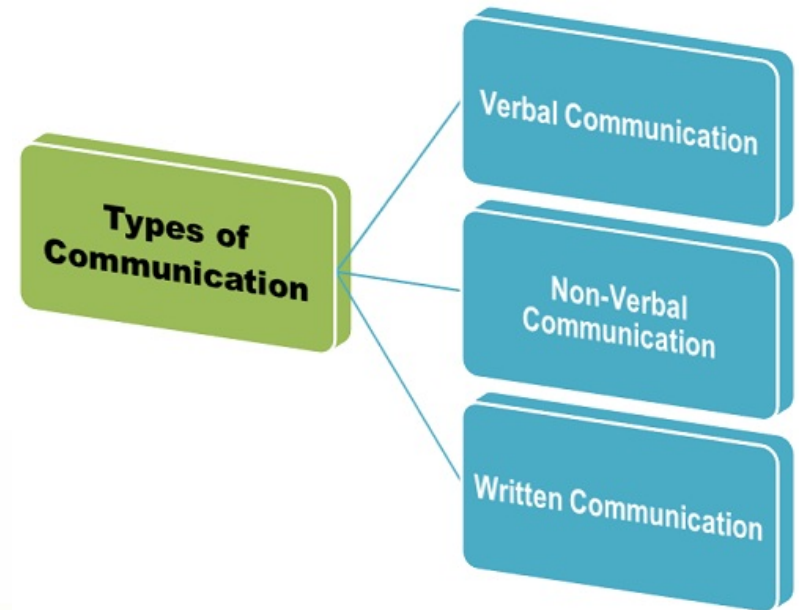


Now that you are aware of the importance of effective communication in the workplace, consider how your own workplace communication impacts your team, your job satisfaction, and the level of trust you have earned among your teammates and with your manager.

Ask yourself again:

“Am I communicating effectively?”

Understanding the “Types” of Communication



Understanding the Types of Communication


Did you know?

Communication is *any* method of transferring a message or information from one person to another.

There are three distinct types of communication?

- Written
- Verbal
- Non-Verbal





**“You can have brilliant
ideas,
but if you can’t get
those ideas across,
they don’t do anybody
any good”**

~Lee Iacocca

3 Types of Communication: Written Communication

When it comes to Written Communication, **take the time to ensure that what you write will be perceived the way you intend.**

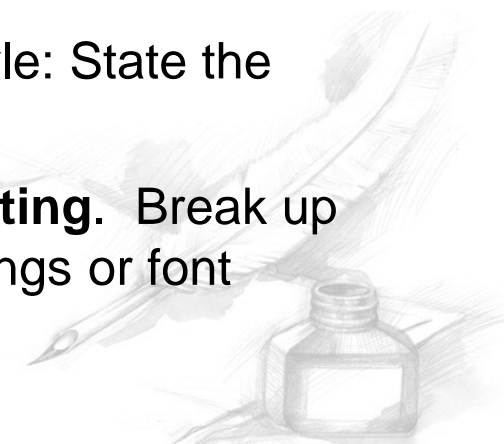
This is important!

Written communication can be permanent, allowing your message(s) to reach larger audiences via memos, letters, notes emails, reports and so much more. Each of these mediums may be forwarded or handed off.

Are you sure you want “just anyone” to see what you wrote?

Prior to releasing your written communication:

- **Review your style or “voice:”** Is it appropriate for the audience?
- Ensure that what you’re written is **concise, informative & easy to read.**
- **Use plain English** – So long buzzwords, text-talk, trite phrases, industry jargon and pretentious prose.
- **Implement the “inverted pyramid”** writing style: State the most important details upfront!
- **Make content easy to digest through formatting.** Break up large blocks of text with bullet points, subheadings or font treatments.



Written Communication Includes *Spelling, Grammar & Punctuation*

Do you think spelling, grammar and punctuation aren't critical?
Think Again!

- More than two-thirds of managers agree: one or two resume errors could be enough to knock a job candidate out of contention.
- Frequently making sloppy mistakes damages your credibility.
- Readers *form an opinion of **you*** based on content and presentation.

Proofread & Polish Your Written Word

- Read your work aloud before hitting “send,” increasing the likelihood of catching an inconsistency with your “ear.”
- Utilize the auto-correct feature on your word processing software.
- Double-check your work, and *then* have a colleague proofread it for accuracy and clarity. Every writer needs an editor, even you.

Written Communication

Make it Memorable

Once you know you have the basics correct, add some creative flair and thought-provoking facts to make your written communications more meaningful.

Try different tacks, such as adding:

- Interesting and meaningful quotes that support the overall message;
- Statistics: *“90% of college students....”*
- Questions to challenge and engage the recipient(s): *“What is the greatest challenge facing your department today?”*
- Current news items: *“According to today’s Wall Street Journal...”*


3 Types of Communication: Verbal Communication, *Planning the Message*

The goal in verbal communication is to inform, persuade, influence and enlighten, so **before you start talking**, take a moment to **determine what you want to say *and why***.

- Don't waste time conveying unnecessary information
- Don't just keep talking (*and talking*).
 - ✓ Using more words does not mean you've mastered the subject nor covered every detail.
 - ✓ In fact, Career Builder discovered in 2010 that with more than 40% of workers reporting to a younger boss, **brevity is key**.
 - In short: Get to the point.

Verbal Communication

Tips from the Pros!

- **SPEAK UP!** A strong voice is associated with:
 - Confidence
 - Passion
 - Excitement
 - Enthusiasm
 - Commitment
- 



Verbal Communication

Planning the Message

- Learn as much as you can about your audience in advance and tailor the message to demographics, interests or subject matter.
- Think about questions you may be asked and answers you may need to give.
- Be prepared for awkward questions and situations or having to explain something in a different way.



Verbal Communication

Developing Your Speaking Style

- **Be yourself** –Strive to be genuine and natural, this is true across all demographic groups.
- **Be passionate** – Speak from your heart and leave no doubt as to where you stand!
- **Maintain a natural, conversational feel** – Remain comfortable and confident.
- **Engage & connect with your audience** –Understand who they are and involve them early and often.
- **Be effective vs. perfect** –It's more important to get the message across v. getting it "right" (the right clothes, the right set up, the right room).

Keep it Short. | Keep it Focused. | Keep it Relevant!

Verbal Communication

Tips from the Pros!

- Make a deliberate effort to slow down.
- Articulate your thoughts.
- Eliminate verbal tics “um, ah, like, yeah, ya-know.”
- Eradicate disclaimers such as “basically” or “to be honest with you” from your vocabulary: *the former is a time filler while the latter makes people wonder... “does that mean you’re dishonest with me the rest of the time?”*



Part of being a great communicator is eye contact

3 Types of Communication:

Non-Verbal Communication

Non-verbal describes communication that is neither spoken nor written. It's what we know as "body language" and

- Is, quite possibly, the most important part of communication;
- Relays messages without uttering a word;
- Can augment verbal communication (stomping of a foot or the rolling of the eyes);
- Can contradict verbal communication (convey support yet back away).
- Can quickly replace verbal communication (asking for directions through gesturing in a foreign country).



*Awkward moments aplenty
peppered the second 2016
presidential debate!*

See Handout

Bottom Line: Body Language Speak Volumes!

Developing Your Message

***FOR OPTIMAL
COMMUNICATION***



A person is standing on a beach, looking out at the ocean under a cloudy sky. The person is seen from behind, wearing a dark jacket and light-colored pants. The ocean is visible in the distance, and the sky is filled with soft, white clouds. The overall mood is contemplative and serene.

**DON'T WASTE TIME
MAKING EMPTY PROMISES
INVEST YOUR TIME AND
BOOST YOUR CREDIBILITY
BY DELIVERING REAL VALUE
TO YOUR WORDS**

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Knowing Your Audience

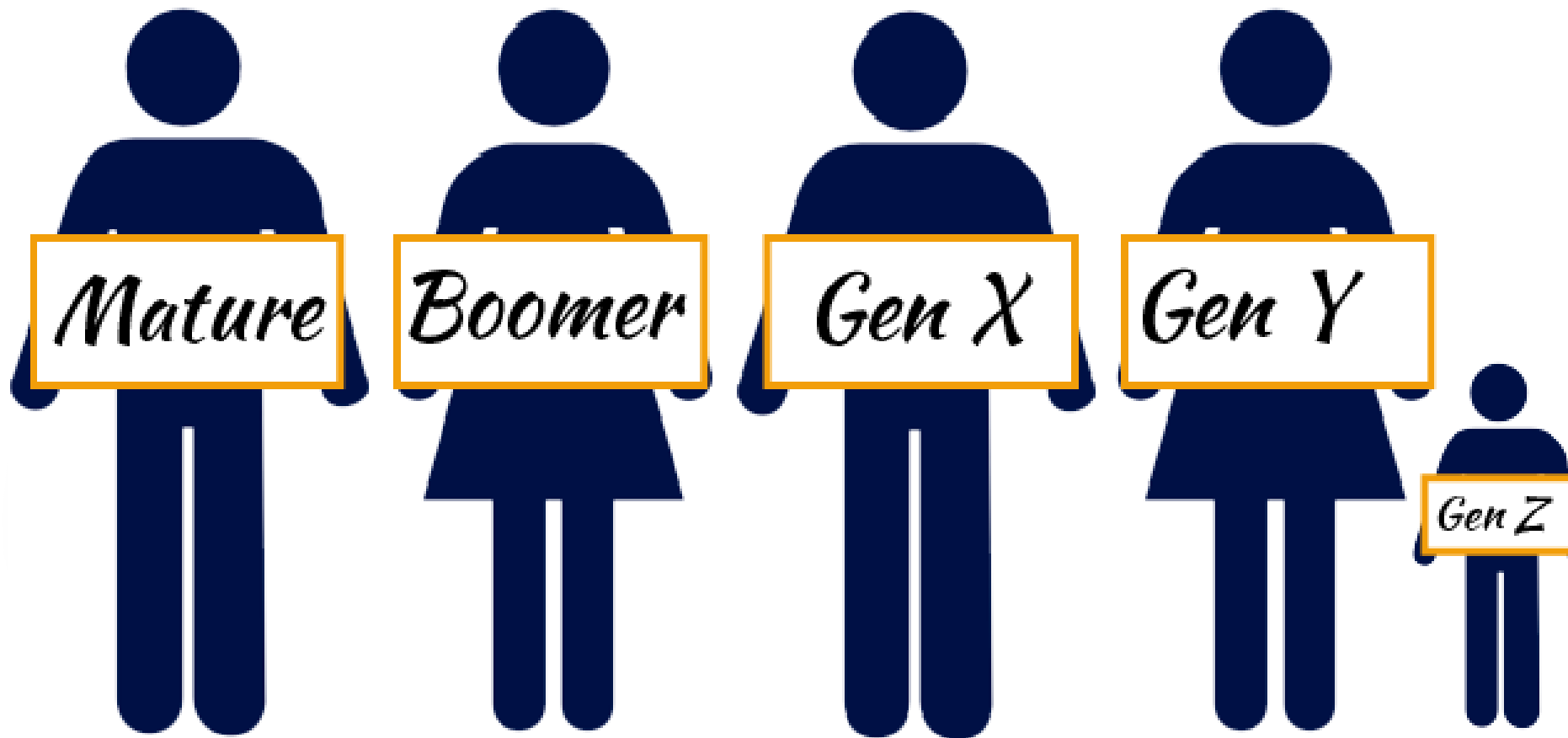
The Key to Crafting Effective Messages

Understanding your audience is critical to effective verbal and written communication.

- **THINK** before you say it or write it. How does the listener need or want to hear or read the message?
- Be aware of the intended audience and approach them on an appropriate level.
- Avoid delivering messages that can be misunderstood; choose language that will be understood by the majority of your recipients.
- Consider the audience's reaction to the message. If you expect a volatile reaction, change the wording accordingly (unless, of course, that's what you want!).

To help you understand the audience, you first need to understand the generational differences (See Handout)

Generations – how are we different...



Multi-Generational Communication ...

...*Understanding the Nuances*

- Leaders must apply their communication skills in a variety of situations and environments.
- People from different generations will think and react differently to your message. This requires adjusting your delivery style accordingly.
- “Bridging the gap” between generations is an effective way to “reach out and touch” your audience.



Did You Know?

Right now, in 2017, we have **FOUR** generations working side by side w/a fifth starting to trickle in.

In **THREE** short years, an unprecedented **FIVE** generations will be in workplace, *simultaneously.*

The Generations at a Glance

There s some dissension among statisticians
on where Y ends & Z begins!

Traditionalist Born 1925 – 1945	Baby Boomers Born 1946 – 1964	Gen X Born 1965 – 1980	Xennial Born 1977-1983	Gen Y “Millennial” Born 1981 – Early 90s	Gen Z “iGeneration” Born mid 90s – Early 2010s
					
Ages Today: 71-91	Ages Today: 52-70	Ages Today: 36-51	Age Today: 34-40	Ages Today: 18-34	Ages Today: 14-22
GENERAL TRAITS <ul style="list-style-type: none"> •Team Players •Indirect In Communicating •Loyal To The Organization •Respect The Authority •Dedication And Sacrifice •Duty Before Pleasure •Obedience •Respond Well To Directive Leadership •Seniority And Age Correlated •Adherence To Rules 	GENERAL TRAITS <ul style="list-style-type: none"> •Big Picture/Systems In Place •Bring Fresh Perspective •Do Not Respect The Titles •Disapprove Absolutes and Structure •Optimism •Team Orientation •Uncomfortable with Conflict •Personal Growth •Sensitive To Feedback •Health And Wellness 	GENERAL TRAITS <ul style="list-style-type: none"> •Positive Attitude •Impatience •Goal Oriented •Multi-tasking •Thinking Globally •Self-reliance, Self-sufficient •First latchkey kids •Just a Job •Give Them A Lot To Do and Freedom To Do Their Way •Question Authority 	GENERAL TRAITS <ul style="list-style-type: none"> •A micro generation born during the cusp of Gen X and Millennials •Analogue childhood •Digital adulthood •Used floppy disk •thought call waiting was the technological advancement of a generation •Gen X cynicism •Millennial optimism and drive 	GENERAL TRAITS <ul style="list-style-type: none"> •Confidence •Sociability •Morality •Street Smarts •Diversity •Collective Action •Heroic Spirit •Tenacity •Technological Savvy •Lack Of Skills For Dealing With Difficult People •Multitasking •Need Flexibility 	GENERAL TRAITS <ul style="list-style-type: none"> • Comfortable with technology; “hang out” with peers online • Feel generally unsettled • Independent • Entrepreneurial mindset • Conservative & money oriented • Self-identify as loyal, compassionate, thoughtful, open-minded, responsible, determined

Too Young for Gen X and Too Old for Millennial



- “Xennial” bridges the gap between Gen X and Millennial
- Most of their childhood was spent without computers and internet
- Came of age during the dot-com era

- Enjoy the tech age (social media, selfies, smart technology)
- Digital Entrepreneurs
- Instant Communication (text messages, IM, email)





Introducing Gen Z

[2:41 mins.] <https://youtu.be/K1HyDn7dZ1o>

Generational Communication Styles

How to Communicate with

Traditionalists

Do:

- Use respectful words and tone of voice.
- Ensure words and sentences are grammatically correct.

Don't:

- Use slang or profanity.

Baby Boomers

Do:

- Ask about mutual interests such as family.
- Get each others' input and link the message to the team or individual vision, mission and values.

How to Communicate With



Gen X

Do:

- Send an email or leave a voicemail that states clearly what you want when you want it.
- When leaving a voicemail, say your number SLOWLY.

Don't:

- Use business speak.

Do:

- Get right to the point; deliver the message quickly with as few words as possible
- Provide opportunities to learn in a hands on, practical manner, i.e., they want to engage with and apply the content

Don't:

- Be pessimistic – this “new” generation maintains a positive outlook!

Gen Y

Do:

- Tie the message to their personal goals or the team goals.

Don't:

- Be condescending and avoid cynicism and sarcasm.

Gen Z



Are you Gen X or Gen Y...Or Somewhere in Between?

[2:03 minutes]

Generational Communication:

Tips for Motivating & Communicating

Traditionalists

Do:

- Show respect & value their experience.
- Use good manners and etiquette.
- Communicate face-to-face.
- Take special care in training in technology.
- Articulate the need for changes in terms of overall organizational goals.

Baby Boomers

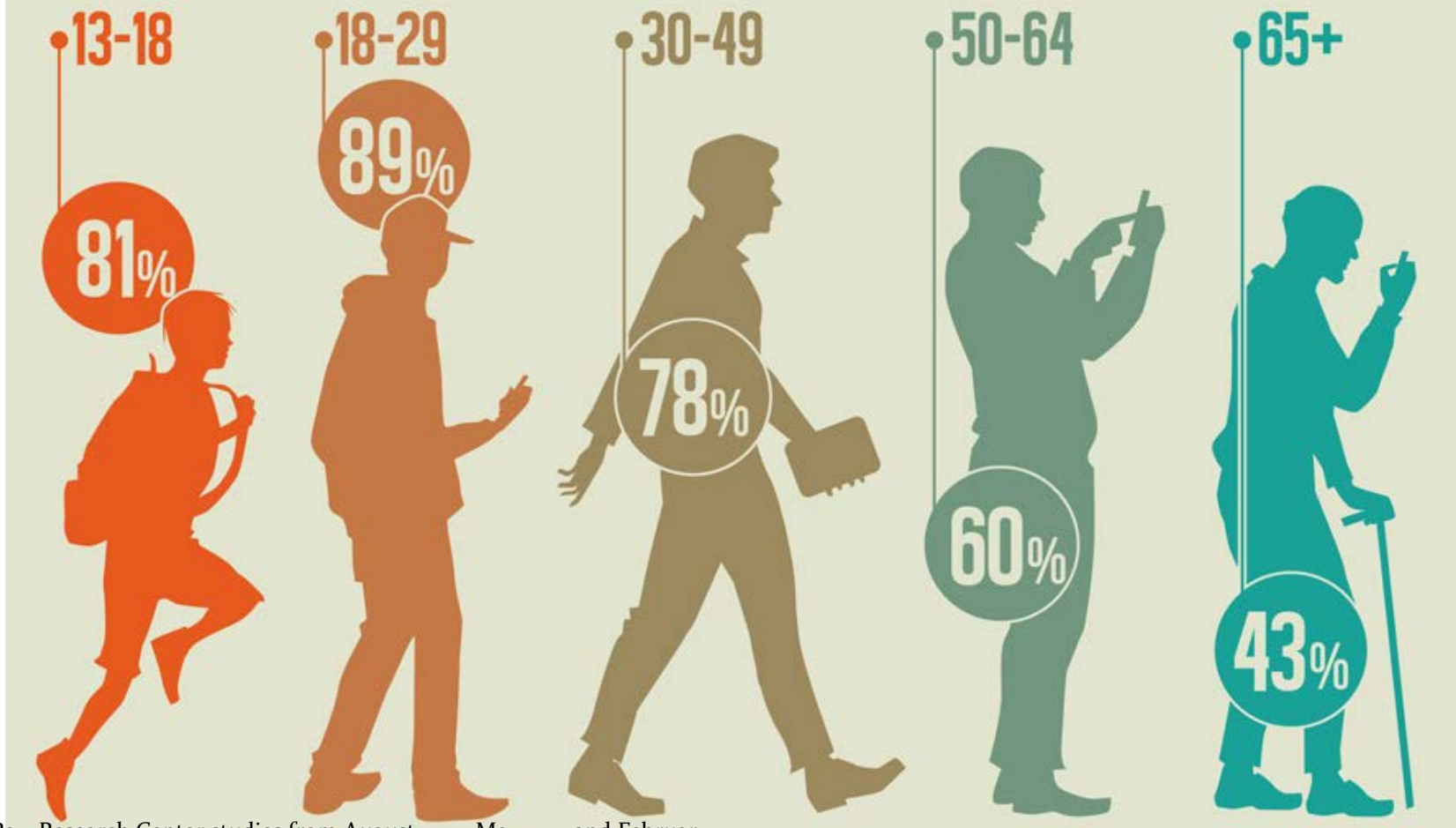
Do:

- Let them lead, follow, but get out of their way.
- Acknowledge their worth & accomplishments.
- Give public recognition.
- Involve them whenever possible.
- Ask them, don't tell them
- Believe in their dreams.

Understand Your Audience:

If you want to use social media to communicate, make sure you know how your target audience uses it (if they do) and plan accordingly.

AGE BREAKDOWN (OF SOCIAL MEDIA USERS)



Source: Pew Research Center studies from August 2013, May 2013 and February 2013.

Tips for Motivating and Communicating

Gen X

Do:

- Give them freedom for how the work gets done.
- Demonstrate competence.
- Be a co-worker until they need a boss.
- Create a fun, flexible work environment.
- Provide the best technology you can.
- Question the boss.
- Let them demonstrate competence.

Gen Y

Do:

- Allow them to use texting for business purposes.
- Spend extra time on orientation and training.
- Promote and champion their diversity.
- Help them work in teams.
- Implement mentoring/coaching opportunities.
- Respect them in the workplace (their generation officially outnumbers Xers and is gaining on Boomers!)

Tips for Motivating and Communicating

Do:

Generation Z

- Give them the freedom to use their smartphones in the workplace; this is a digital generation.
- Provide them with instant access to the information they need for their jobs.
- Offer them dream positions, this generation thrives on opportunity. Show them that their dream job is within your sphere of influence and help them work toward getting there.

Don't:

- Be pessimistic – this “new” generation maintains a positive outlook!
- Hold back on training- ***Gen Z may need more training than others in the area of interpersonal and communication skills.***
- Forget that 30 million Gen Z workers will be our students and/or will be in the workforce by 2019 – only 2 short years from now!

Effects of Technology on Communication

- All forms of technology have both a positive and negative impact, and the impact of technology on the communication process also comes as mixed baggage.
- Cell phones and the Internet have become basic necessities these days.
 - ✓ A majority of us would feel something missing in life, if there were no cell phones or Internet (Agreed?)
- Technology has bettered the communication process and has done negligible harm
- The positive points of the technological advancements outnumber the negative points

Technology's Positive Impact

Technology has transformed the once big and far world into a tiny global village. Thanks to technology, we now have the power to communicate with anybody on the other side of the world. Technology has introduced these benefits.

- No Barriers
- Strengthened relations, i.e., more frequent contact
- Better access to solutions
- E-schools to get a CTE or college degree or continue your education

How Texting Changes Communication

- According to the PEW Foundation
 - ✓ 72% of teenagers text regularly
 - ✓ 1/3 send more than 100 texts per day
- In many ways, making contact is easier by texting
- Avoid long unpleasant phone conversations by making a quick “hello” much easier
- Texting is rapidly changing the ways people communicate by using rapid fire exchanges instead of meaningful conversations

Technology's Negative Impact

The most prominent negative effect of technology?: The charm of the good old world is missing.

Letters, and lengthy face-to-face conversations have vaporized, only to be replaced by texting or chatting. This phenomenon has had an:

- Impact on interpersonal communication
- Effect on nonverbal communication
- Impact on creating a “close and yet so far” sense of being
- The Disasters auto-correct can cause.

Incorporating “People Skills”



88

***INTO YOUR
COMMUNICATION
TOOLBOX***



People Skills Defined

People Skills address how to best interact and work with others so you can build meaningful work relationships, influence others' perception of you and your work, and motivate their actions.

Soft Skills

People Skills

“People skills” encompass your ability to

- Communicate with others
- Skillfully present in public
- Effectively manage meetings
- Facilitate a variety of situations
- Obtain buy-In
- Exhibit leadership skills
- Mentor/coach others
- Manage upward
- Self promote
- Deal with difficult personalities
- Deal with difficult /unexpected situations
- Handle office politics with savvy
- Influence
- Negotiate
- Network

People Skills

Communication Skills

Being able to actively listen to others and articulate your ideas in writing and verbally to any audience in a way where you are heard and you achieve the goals you intended with that communication.



How to Develop Your People Skills

- People skills can't be learned by reading about them
- Making the effort can have dramatic effects on everything that you do!
- You must **go through the process of change** that can be uncomfortable and difficult at times

Learning and incorporating people skills into your routine is a process that can be done on an individual basis or in groups; it can be completed internally or with an outside facilitator; practice may be done at work or at home

Remember, it is a process and can take time...but it's worth it!

Conclusion



Putting Communication Skills to Work for YOU!

- By learning the **necessary skills of good communicators**, you can learn how to share ideas clearly and effectively while understanding more of the information being conveyed by others.
- As either a speaker or a listener, or as a writer or a reader, you're responsible for making sure that the message is shared **accurately** and **as intended, on a consistent basis**.

Putting Better Communication Skills to Work...*Today!*

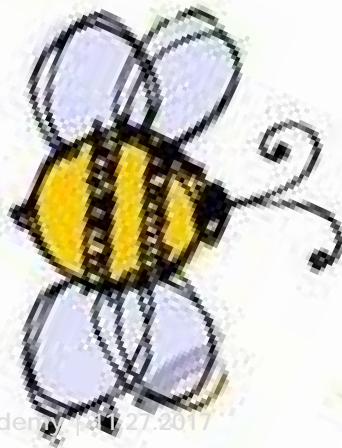
Successful communication *is critical* in business!

And there has never been a more important time to master exceptional communication skills.

- People who possess exceptional communication skills maintain a distinct competitive advantage in securing the best jobs.
- “Communication/interpersonal skills” are rated as highest attributes by corporate recruiters and the businesses where they hire.
- **By far, the one skill mentioned most often by employers is the ability to listen, write, and speak effectively.**

What Will *YOU* Do Next?

- Do you know your strengths and weaknesses as a communicator?
- What one step will you take today to be a better communicator?
- What is your plan for overall improvement?





Any questions?

**Dr. Dianne Van Hook
Management Academy
September 19, 2018**