



Mastering Effective Communication

Dr. Dianne Van Hook | Management Academy | 10.21.16

Management Academy Workshop | Fall 2016

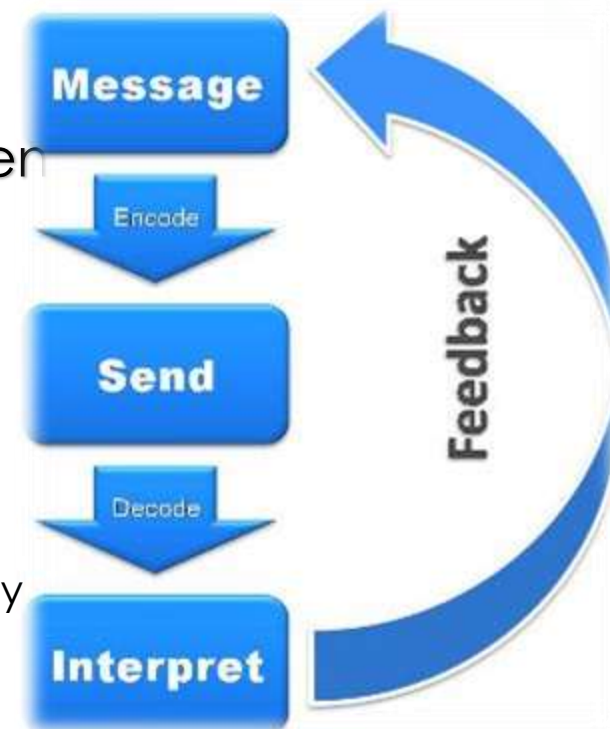
presented by Dr. Dianne Van Hook, Chancellor | October 21

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.



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

***But in the process,
relationships form!***

Effective Communication Allows for the

- ❖ Sharing of “the vision”
- ❖ Transferring of ideas
- ❖ Aligning expectations
- ❖ Inspiring action

The most **effective communicators** **provide clear, concise detail and context** resulting in a noticeable increase of the above actions and behaviors in individuals and the team.

To Further Understand How Effective Communication Influences Performance

Today We Will Focus On:

- ✓ Understanding the Importance of Effective Communication—*the* Cornerstone of Effective Leadership
- ✓ Developing Your Message for Optimal Communication
- ✓ Understanding the Different *Types* of Communication
- ✓ Understanding and Incorporating “Soft Skills” to Enhance Effective Communication
- ✓ Incorporating Feedback into Your Skill Set
- ✓ Getting In The Habit: The Importance of “Follow-up”

Understanding the Importance of Effective Communication Skills

THE CORNERSTONE OF
EFFECTIVE LEADERSHIP

Speech is civilization itself.

The word, even the most contradictory
word, preserves contact.

It is silence which isolates.

-T. Mann

What is “Effective Communication”?

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.

We all need to understand and incorporate
“**The Seven Cs for Effective Communication**”
to our daily routine



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

The 7 Cs of Effective Communication

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).**
- ✓ **Don't make people "read between the lines"; *simply say what you mean.***

The 7 Cs of Effective Communication

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 Cs of Effective Communication

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.



effective communication skills

the 7 Cs

Correct

- ✓ Use the right level of language for the audience.
- ✓ Include only verifiable & accurate facts (don't "wing" it).
- ✓ Choose non-discriminatory expressions.

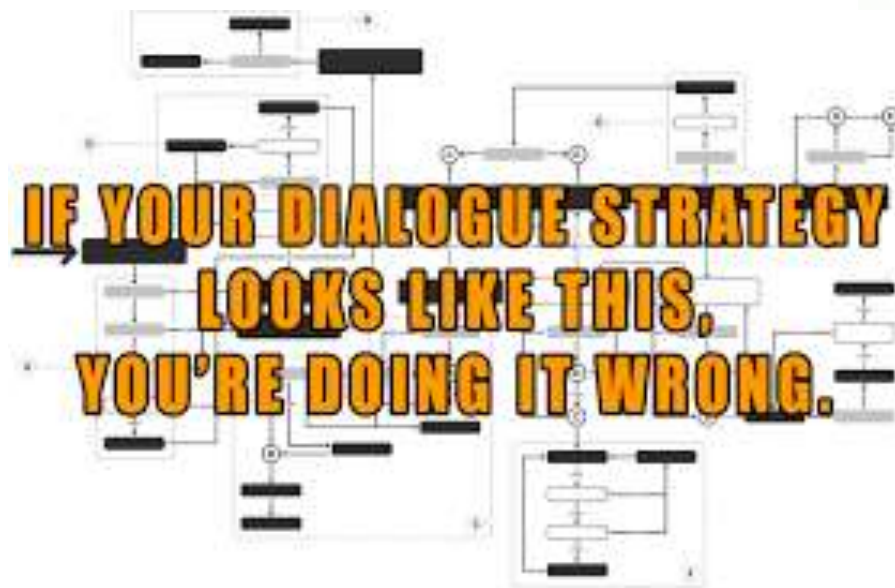


effective communication skills

the 7 Cs

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.



effective communication skills

the 7 Cs



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

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).

effective communication skills

the 7 Cs

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.

Be Sure to Avoid Barriers to Effective Communication

Common Barriers are:

- **Deliberate deception**-some people provide misleading information about others for personal or professional gain.
 - ❖ Omissions, exaggerations, expanded information (add ons), out of context.
- ✓ **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?*

The Importance of Perceptual Awareness

Example

If you were in a shoe store and asked the salesperson for a pair of black cowboy boots in a size 8, and the individual returned with a pair of calf-skin loafers in size 9, you might think that that the sales person was not listening.

It may be that he *did* hear you but flashed on “calfskin” when you said “cowboy,” perceiving that you preferred loafers and though that a size 9 might be more comfortable fit for you.

This kind of misperception occurs often in our interactions with others,. It happens because we think that everyone sees the world the same way we do. But they don't. Just as each of us different fingerprints or a unique voice print, a person's perceptions likewise carry a unique code.

The importance of perceptual awareness

This kind of misperception occurs often in our interactions with others. It happens because we think that everyone sees the world the same way we do. But they don't.

Just as each of us different fingerprints or a unique voice print, a person's perceptions likewise carry a unique code.

There are four key factors responsible for our individual perceptions of the world that determine how we select, organize and interpret our experiences into a meaningful picture of the world around us.

Four Ps of Perception

- ✓ Physiological factors
 - ✓ Position in space
- ✓ Psychological factors
 - ✓ Past experiences

Be Sure to...

Avoid Barriers to Effective Communication

- ✓ **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!
- ✓ **Being 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!”

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

Be Sure to...

Avoid Barriers to Effective Communication

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

Be Sure to...

Avoid Barriers to Effective Communication



- ✓ **Judging**—The surest way to shut down someone's hearing.
 - ❖ Do **you** want to hear *anything* from someone who thinks you are (or another is) “less than”?
- ✓ **Verbal or Non-Verbal Attacking the individual**—Guaranteed to turn off the ears and turn on the “fight or flight” mechanism.

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



~ James Humes

Avoiding the Ultimate Barrier to Communication – Listening (Or Not!)

Do You or Don't You (Listen)?

Before answering that...ask yourself these **True or False** questions, objectively.

1. Listening is an easy, natural, passive behavior
2. Good listeners are liked better than bad listeners
3. Hearing and listening are essentially the same thing.
4. Sometimes when listening, the words get in the way.
5. The single most neglected communication skill is listening

Do You or Don't You (Listen)?

Before answering that...ask yourself these
True or False questions, objectively.

6. Pretending to listen is better than admitting that we're not interested or don't have the time.
7. Good listeners get sweaty palms.
8. Good listeners are born, not made.
9. To be a really good listener, you have to get inside the other person' head.
10. There is no way to *make* someone listen to you.



Steps to Better Listening

With the barriers just discussed at every turn, how can we improve our listening?

Steps to Better Listening

Step 1. Decide to Listen

- ✓ Obviously, 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.

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.

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.
- ✓ 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!”

Can You Hear Me Now?

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GROUP ACTIVITY

Are YOU Listening?

(See handout)



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:

“Are you communicating effectively?”

Developing Your Message

FOR OPTIMAL
COMMUNICATION

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

kushandwisdom.tumblr

Knowing Your Audience

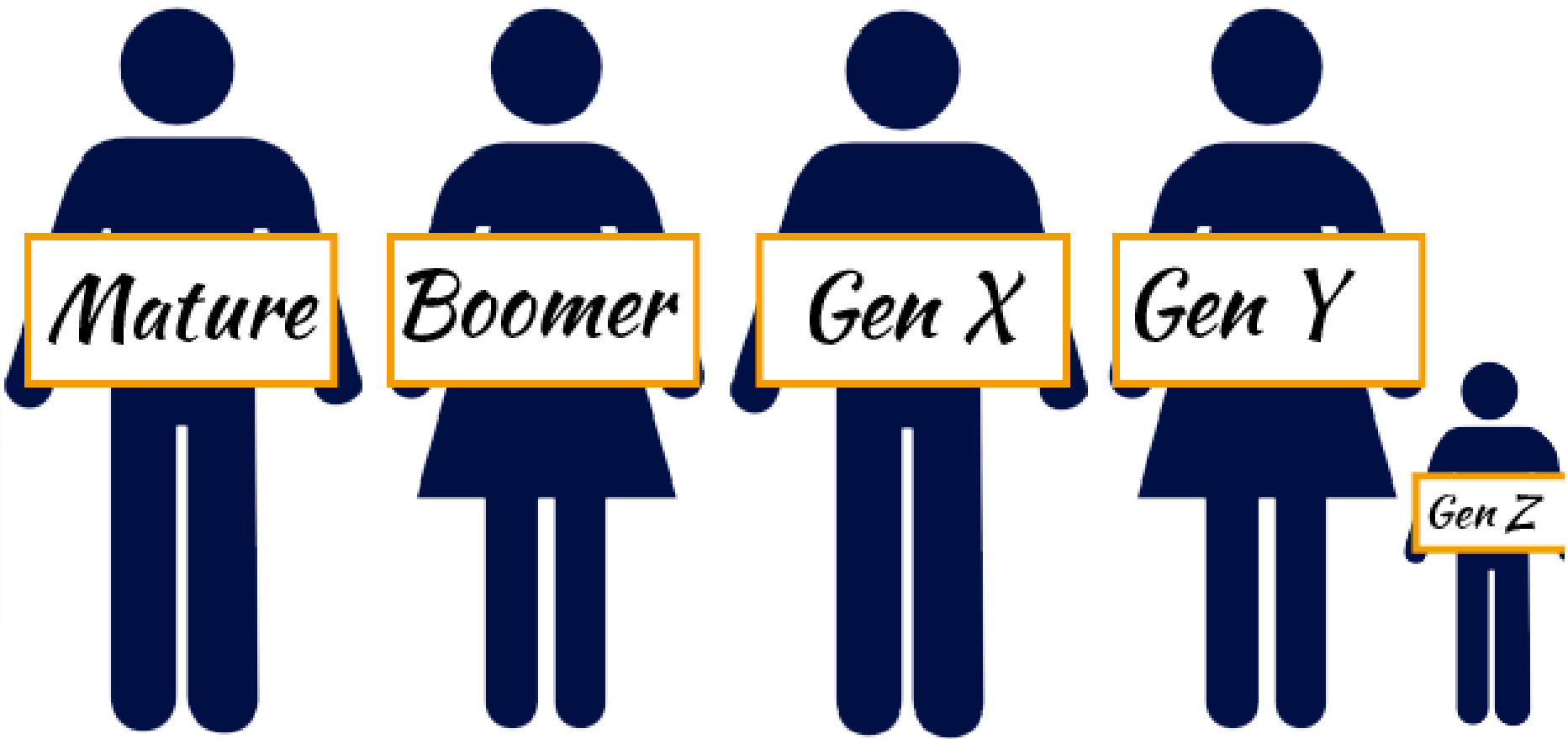
The Key to Crafting Effective Messages

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 ...

Generations - how are we different...



Multi-Generational Communication ...

...*Understanding the Nuances*

- ✓ Each generation has different ways to receive and understand information reminding speakers take great care when working with various demographic groups.
- ✓ For instructors and leaders, the differences intergenerational teams brings to the workplace or classroom can be transformed into a powerful asset.
- ✓ These teams bring a supply of ideas filtered through different life experiences that stimulate an exchange of rich, sometimes disparate ideas, which can work together as a valuable source of **innovation**.

Did You Know?

Right now, in 2016, 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

Traditionalist Born 1925 – 1945	Baby Boomers Born 1946 – 1964	Gen X Born 1965 – 1980	Gen Y “Millennial” Born 1981 – Early 90s	Gen Z “iGeneration” Born mid 90s – Early 2010s
 <p data-bbox="156 729 403 761">Ages Today: 71-91</p>	 <p data-bbox="498 729 751 761">Ages Today: 52-70</p>	 <p data-bbox="840 729 1087 761">Ages Today: 36-51</p>	 <p data-bbox="1182 729 1435 761">Ages Today: 18-34</p>	 <p data-bbox="1522 729 1775 761">Ages Today: 14-22</p>
<p data-bbox="195 782 370 799">GENERAL TRAITS</p> <ul data-bbox="125 815 434 1258" 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 	<p data-bbox="533 782 709 799">GENERAL TRAITS</p> <ul data-bbox="469 815 778 1258" 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 	<p data-bbox="877 782 1052 799">GENERAL TRAITS</p> <ul data-bbox="813 815 1122 1258" 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 	<p data-bbox="1219 782 1394 799">GENERAL TRAITS</p> <ul data-bbox="1155 815 1464 1258" 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 	<p data-bbox="1561 782 1736 799">GENERAL TRAITS</p> <ul data-bbox="1497 815 1806 1222" 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
<p data-bbox="125 1360 819 1392">Dr. Dianne Van Hook Management Academy 10.21.16</p>			<p data-bbox="1213 1322 1758 1376">There's some dissension among statisticians on where Y ends & Z begins!</p>	

Introducing Gen Z

[2:41 mins.]

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.

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.

Gen Y

Do:

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

Don't:

- ✓ Be condescending and avoid cynicism and sarcasm.

Do:

Gen Z

- ✓ 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!

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

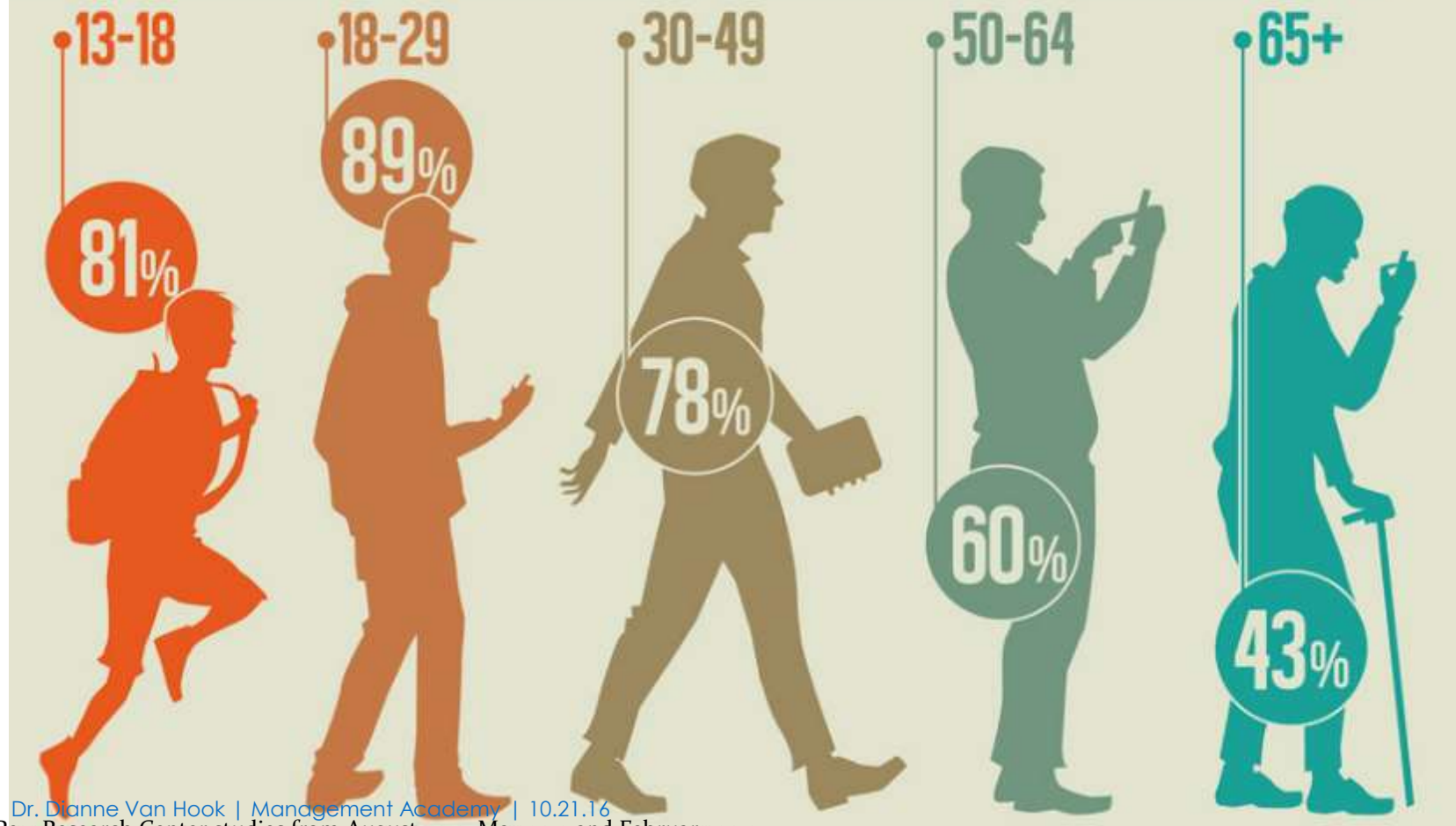
Do:

- ✓ 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)



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

Generation Z

Do:

- ✓ 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 3 short years from now!

Understanding the “Types” of Communication

AND HOW THEY WORK
TOGETHER!

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

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.



Millennial Alert: Remember The 140 RULE!

If you're communicating with Millennials (ages 18-33 or **33%** of the workforce) be sure to check your character count. Exceed 140 characters & you've likely lost them.

The tip above is 139 characters. Whew! 😊

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."
- ✓ Double-check your work *then* have it a colleague proofread it for accuracy and clarity. Every writer needs an editor, even you.

She was fascinated with words. To her, words were things of beauty, each like a magical powder or potion that could be combined with other words to create powerful spells.

142 CHARACTERS!

Dean Koontz

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...”*

Let's Talk About It: *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.



A stellar example of using word fluff, the essay from the '80s movie *Summer School* –
<https://youtu.be/NvVuKu4bv1c>

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.

Awkward moments aplenty peppered the second 2016 presidential debate!

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!

✓ **SPEAK UP!** A strong voice is associated with:

- ❖ Confidence
- ❖ Passion
- ❖ Excitement
- ❖ Enthusiasm
- ❖ Commitment



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

A monotone voice shortens the attention span of everyone in the audience.
In a word: boring!

66



Source: "Ferris Bueller's Day Off"

It's All Physical: 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).

FAST FACT

Our brain relies on snap judgements to categorize another person and predict whether they are trustworthy, threatening, competent, likeable, and so on.

Bottom Line: Body Language Speaks Volumes!

IT'S WHAT YOU **DON'T SAY** THAT COUNTS!

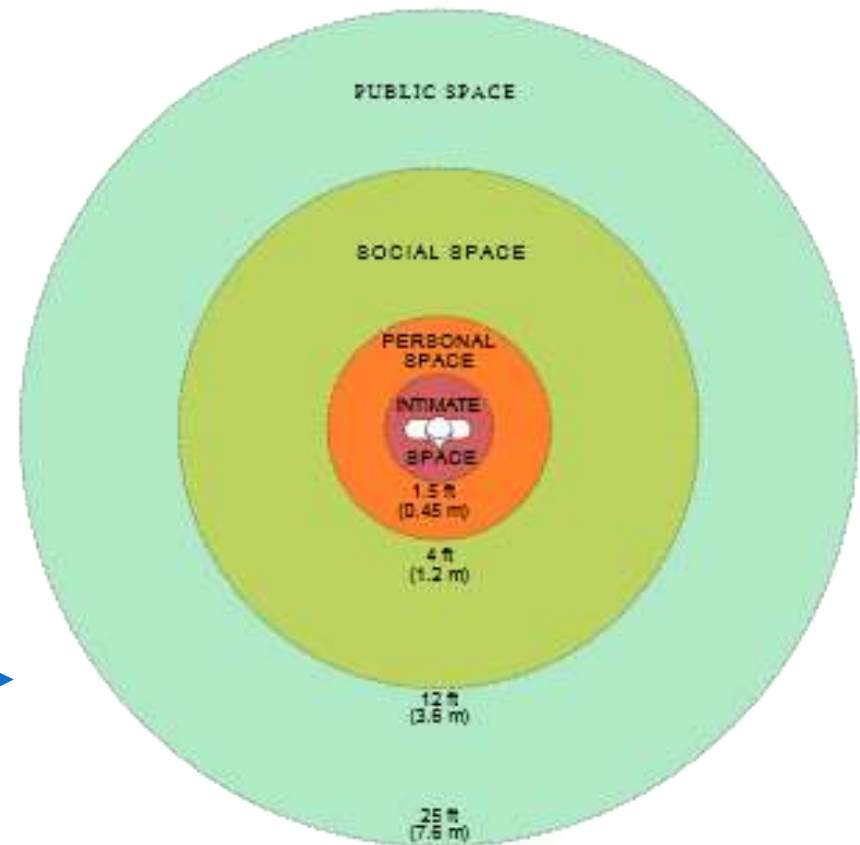


LEARN TO **READ AND INFLUENCE** PEOPLE THROUGH
NONVERBAL COMMUNICATION.

Non-Verbal Communication

the five aspects of non-verbal communication

1. **Physical environment** - environment and surroundings can control and influence the outcome of communication.
2. **Proxemics (distance)**-In other words, are you in a person's personal or intimate space? Are you a "close talker" or do you keep an acceptable social distance?



The five aspects of non-verbal communication

- 3. Paralanguage-**Vocal cues and other non-speech sounds indicate how persuasive the message is and accounts for almost 40% of our delivered messages.
- 4. Body Movements and Gestures-** Gestures and postures can greatly support or reject the spoken words and indicators of self confidence, attitudes, moods, approval and/or status

5. Physical Appearance-Visual impact is at least as important as verbal impact and plays a large role in creating credibility and creating perceptions, i.e., military uniform, nursing uniform, grad robe, etc.





In the Language of Proxemics...What Space is Being Violated?

Understanding and Incorporating “Soft Skills”

INTO YOUR
COMMUNICATION
TOOLBOX

The Importance of Soft Skills

<https://youtu.be/yKzQYQNtYts?t=11s>

[2:17 minutes]

What are “Soft Skills” Anyway?

What typically comes to mind when you hear the word “skill” are the technical skills needed to interview well and “do” a job.

while

Soft skills are the personal abilities that improve human performance and facilitate effective interactions among people.

The only thing you need in order to learn soft skills is the *willingness* to do so!

Why are Soft Skills Important?

Soft skills help us do our jobs!

- ✓ They improve the way we interact with our bosses, co-workers and clientele.
- ✓ They permit us to get our work done on time.
- ✓ They influence how we feel about our ability to do the work of our positions, and how others perceive us.
- ✓ Your soft skills are vital to the organization's ability to function effectively.



Your ability to effectively listen, communicate, and solve problems is extremely valuable in any organization

What Makes a Skill Soft?

For an ability to be considered a “soft skill,” it needs to have three characteristics:

- ✓ Rules to mastering it are **not black and white**
 - ❖ Unlike hard skills, like math, where the rules for doing something perfectly is always the same, however effective you are at a soft skill changes depends on your emotional state, external circumstance and the type of people with whom you interact
- ✓ These skills are **portable and valuable** to any job/career
 - Because soft skills are about your inner strength and interpersonal effectiveness, as long as you work with people, these skills are valuable to your career

Mastering soft skills is an ongoing journey:

You can reach a level of competency in any area, but you can always encounter new situations or people who will test your soft skills and push you to learn more!





Soft Skills ...

- ✓ Involve other people
- ✓ Are anything we might call persuading, influencing, problem solving, teamwork, leadership or managing
- ✓ Increase or devalue the hard skills we bring to the table
- ✓ Are used in any job that requires interaction with other people; the job is going to be affected by the soft skills of others



Soft Skills are Divided into Two Types

Self -Management
Skills



People Skills

Self-Management Skills

how you perceive yourself and others, manage your personal habits and emotions and react to adverse situations are **Soft Skills** that are considered **Self-Management**


In other words, having strong mental focus and even-keeled emotional foundation will help you succeed in your career.

Soft Skills Type “#1

Self-Management Skills

There are many abilities considered to be self-management soft skills:

- ✓ **Growth Mindset-** Looking at any situation, especially difficult situations, as an opportunity for you to learn, grow and change for the better, Focusing your attention on improving yourself instead of changing others or blaming anyone.
- ✓ **Self-Awareness-** Knowing and understanding what drives, angers, motivates, embarrasses, frustrates and inspires you. Being able to of service yourself objectively in a difficult situation and understand how your perceptions of yourself, others and the situation are driving your actions.

A woman in a white tank top and green pants is captured in mid-air, jumping joyfully in a lush green field under a clear blue sky. She is holding a long, flowing green fabric aloft with her right arm, which is spread wide. The fabric is caught in the air, creating a dynamic, flowing shape. The overall scene conveys a sense of freedom, happiness, and achievement.

"Low self-confidence isn't a life sentence. Self-confidence can be learned, practiced, and mastered--just like any other skill. Once you master it, everything in your life will change for the better." - Barrie Davenport

Self-Management Skills

- ✓ **Emotion Regulation** – being able to manage your emotions, especially negative ones, at work (e.g. anger, frustration, embarrassment) so you can think clearly and objectively and act accordingly.
- ✓ **Self-Confidence** – Believing in yourself and your ability to accomplish anything. Knowing that all you need is within you now. “Those who believe in themselves have access to unlimited power” – *wisdom from Kung Fu Panda*
- ✓ **Resilience** – Being able to bounce back after a disappointment or set back, big or small and continue to move onward and upward.

A silhouette of a tree bending in the wind against a cloudy sky. The tree is on the right side of the frame, leaning towards the left. The sky is filled with soft, white clouds, and the overall tone is somewhat somber and dramatic.

Do You Bend or Break?

RESILIENCE

Self-Management Skills

- ✓ **Stress Management** – Being able to stay healthy, calm and balanced in any challenging situation. Knowing how to reduce your stress level will increase your productivity, prepare you for new challenges and supports your physical and emotional health all of which you need for a fulfilling successful career.
- ✓ **Ability to Forgive and Forget-** Being able to forgive yourself for making a mistake, forgive others that wronged you and move on without “mental” or “emotional baggage.”



Free your mind from the past and focus 100% of your mental energy on your near and long-term career goals.

Self-Management Skills

- ✓ **Persistence and perseverance** – Being able to maintain the same energy and dedication in your effort to learn, do and achieve in your career despite difficulties, failures and oppositions.
- ✓ **Patience** - Being able to step back in a seemingly rushed or crisis situation so you can think clearly and take action that fulfills your long-term goals.

Self-Management Skills

- ✓ **Perceptiveness** – Giving attention to the unspoken cues and developing cognitive or emotional empathy of other people's situation and perspective.

Often times, we are too busy thinking about ourselves and what we are saying.

We leave little room to watch and understand others' action and intentions.

IMPORTANT NOTE!

If you misinterpret others' intentions or don't try to put yourself in their shoes you can easily encounter difficulties dealing with people and not even know why.

**Self Confidence Can be Cultivated by Doing the Very Thing that Terrifies You...and
Being Successful In Doing It!**

"20 Seconds of Courage"

Dr. Dianne Van Hook | Management Academy | 10.21.16

[46:45 secs]

Self Management activity Soft Skills

ROLE PLAYING

Volunteers Please!

- ✓ We will pass around role playing scenarios
- ✓ Each table will have a different scenario and Self Management Soft Skill to use
- ✓ You will have 3 mins to discuss the scenarios and soft skill as a group before we will ask for 2 sets of volunteers...using different scenarios and skills to come to the front of the room and role play for up to 5 minutes.



Losing Soft Skills? - “Young Workers & Their Ability to Communicate”

Soft Skills “Type #2” People Skills

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 “Type #2” 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-the Overview

- ✓ **Manage Upwards-Proactively** managing your relationship with your boss, his expectations of your work, and his perception of your performance. Whether you are challenged, given opportunities, or recognized at work heavily depends on your ability to communicate, manage expectations and build a good relationship with your boss.
- ✓ **Self-promote** – Proactively and subtly promoting your skills and work results to people of power or influence in your organization and network. It is not enough that your boss knows you do great work. You need to subtly build your reputation with all key people that can influence your performance review. This is because hard work alone does not guarantee success.

People Skills-the Overview

- ✓ **Deal with difficult personalities** – Being able to still achieve the work results needed while working with someone whom you find difficult.



People Skills-the Overview

- ✓ **Handle Office Politics with Savvy** – Being able to understand and proactively deal with the unspoken nuances of office and people dynamics so you can protect yourself from unfairness as well as further your career. Office politics is a fact of life. If you don't choose to play, it can play you.
- ✓ **Deal with difficult/unexpected situations** - Being able to stay clam and still are effective when faced with an unexpected of difficult situations. This includes being able to think on your feet and articulate thoughts in an organized manner even when you are not prepared for the discussion or situation you are in.

Meeting Management Skills - How are YOURS?



People Skills-the Overview

- ✓ **Influence (or persuade)** – Being able to influence perspectives or decision making but still have the people you influence thinking they made up their own minds.
- ✓ **Negotiate with skill**- Being able to understand the other side's motivations and leverage, and reach a win-win resolution that you find favorably, satisfies both sides, and maintains relationships for future interactions
- ✓ **Network skillfully** – Being able to be interesting and interested in business conversations that motivate people to want to be in your network. The bigger and stronger the network you have, the more easily you can get things done (find the information you need, assemble a team, find project partners, secure funding)

People Skills #1

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.



“I hope everyone that is reading this is having a really good day.

And if you are not, just know that in every new minute that passes you have an opportunity to change that.”

~ Gillian Anderson

PEOPLE SKILLS | Soft Skills Activity

ROLE PLAYING

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- ✓ **Volunteers Please!**
- ✓ We will pass around role playing scenarios
- ✓ Each table will have a different scenario and PEOPLE SKILL Soft Skill to use
- ✓ You will have 3 mins to discuss the scenarios and soft skill as a group before we will ask for 2 sets of volunteers with different and skills to come to the front of the room and role play for up to 5 minutes.

How to Develop Your Soft Skills

- ✓ Soft 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



Get Motivated to Change – Start Building Your Soft Skills Today

Motivation – the Power of Change.

<https://www.youtube.com/watch?v=NcEcJb7FFY0> | 4:21

Learning and incorporating soft skills into your routine is a process 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!

It's Up To You

https://youtu.be/Ymz2_s2y9we

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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
 1. Those who excel at giving positive feedback but don't provide framework for "how" staffers could do better
 2. Managers who are very comfortable giving critical feedback but don't give praise as well
 3. Managers who don't give much feedback of either sort, positive or negative

Where Feedback Fits in the Critical Skill Toolkit

You need feedback

- ✓ Without it, you cannot be sure that people have understood your message.
- ✓ 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

Big Bang Theory Clip Positive Reinforcement (1:30 mins)

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Where it Fits in the Critical Communication Skill Toolkit

Feedback can be formal

- ✓ If you're communicating something really important, it is worth the time to ask questions of the person to whom you are speaking, i.e., did they fully understand the message?
- ✓ If you are receiving formal feedback, repeat it in your own words back to the giver to ensure you have fully understood the message

Where it Fits in the Critical Communication Skill 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.

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



- ✓ 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.* ¹¹⁴

Type #2

- ✓ 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

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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.



© Scott Adams, Inc./Dist. by UFS, Inc.



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

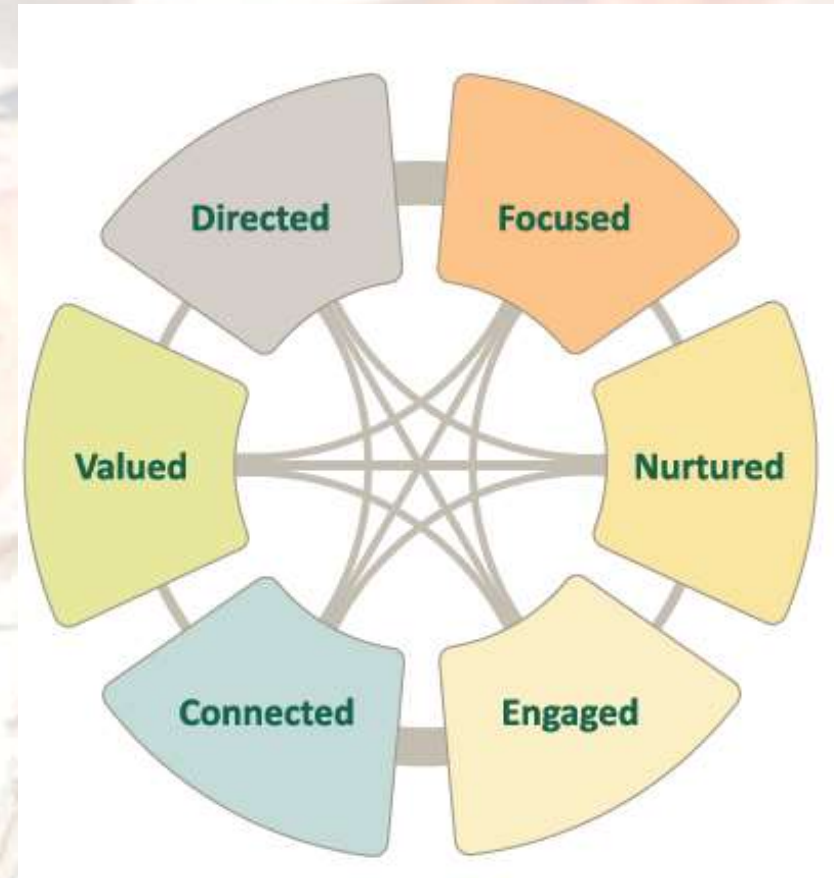
Which Manager Type are YOU?
“If You Spot it, You’ve Got It”

- ✓ 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?

Six Success Factors that Support Achievement

The RP Group Study of Student Success

1. **Directed**- person has a goal and knows how to achieve it.
2. **Focused** – individuals stay on track, keeping their eyes on the prize
3. **Nurtured** – individuals feel somebody wants and helps them to succeed
4. **Engaged** – individuals actively participate in class/office as well as in extra curricular /after hours activities
5. **Connected** – individuals feel like they are part of the college or work community
6. **Valued** – individuals' skills, talents, abilities and experiences are recognized; they have opportunities to contribute and feel their contributions are appreciated

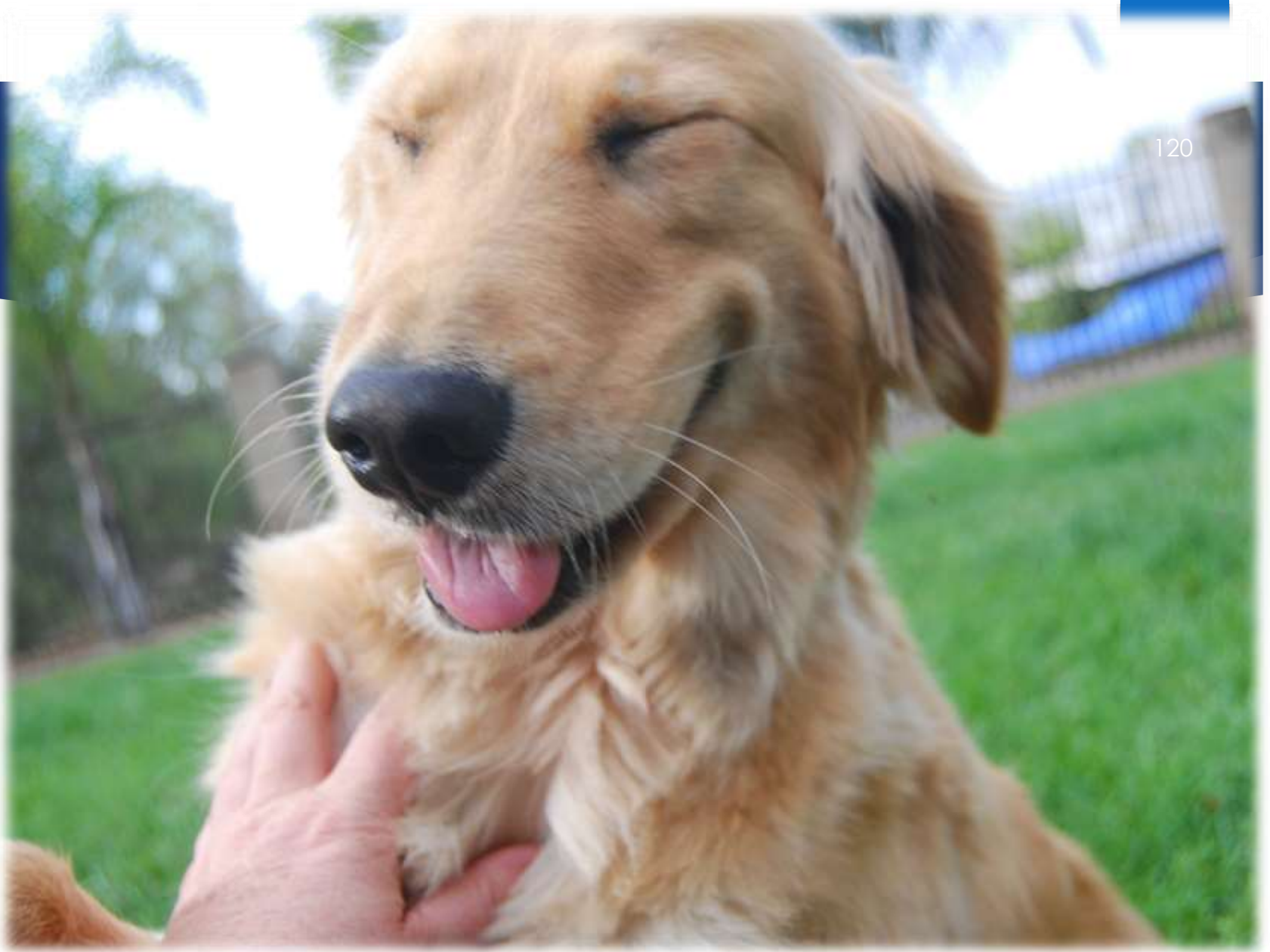


GROUP ACTIVITY

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which manager type are you?!

- ✓ Do **YOU** fit the profile of Manager type 1, 2 or 3?
- ✓ When was the last time each person 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!

Getting in the Habit: *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

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!

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.



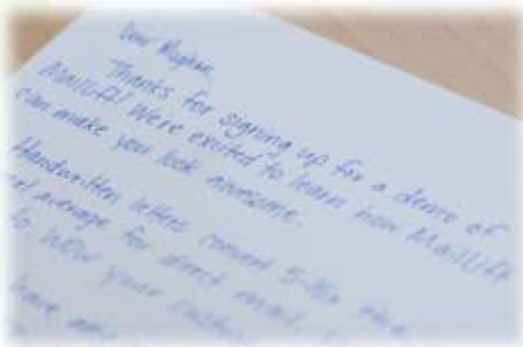
The rare "Face-to-Face" method of communication may often be observed at the information desk in the CHCS lobby.

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.



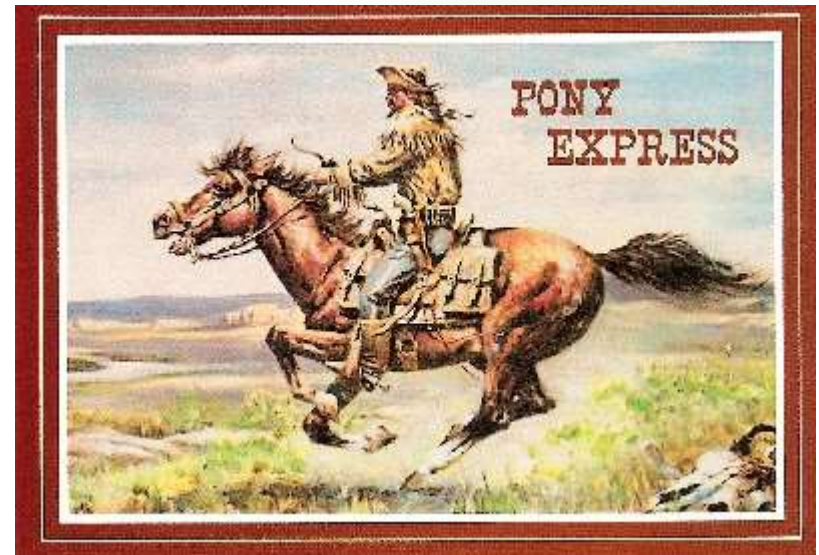
Follow Up

A Critical Communication Skill

Consistent and prompt follow-up habits are essential part 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)

**YOU'LL BE AMAZED TO SEE HOW
MUCH TRYING EVEN A TINY BIT MORE
CAN GIVE YOU AN ABUNDANT
AMOUNT OF RESULTS.**

*#bossbabe*TM



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?



A vibrant, stylized illustration of a globe. The globe is green and blue, with various national flags and people holding them. The flags include the United States, Japan, Brazil, China, and others. The background is a dark blue space with a crescent moon and stars. The text is overlaid on the globe.

**Information is giving out;
Communication is
getting through.
~Sydney Harris**



Any questions?

**Dr. Dianne Van Hook
Management Academy
October 21, 2016**