COMMUNICATION

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Common communication mistakes or failures include:

- Assumptions
- Failure to check for understanding
- Failure of knowledge of others' needs
- Failure to take into account others' communication needs
- Lack of preparation
- Failure to understand how we are perceived

For communication to be effective, the sender should take into account the message, its receiver, and possible issues with decoding.

Noise	Communication preferences
Communication differences	Biases

COMMUNICATION PROCESS

Encoding of Message

Message is sent

Message is received

Message is decoded

Feedback is given

Noise will affect the communication process through every step. The key to reducing noise is awareness of ourselves and our communication partner(s) and the way we all perceive and approach communications.

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Nonverbal Communication

We know that nonverbal cues make up most of how someone reads our communication. Reflecting on that, what impressions or messages would you take away from the following signals in a conversation?

Furrowed (scrunched) brow _____

Lack of eye contact _____

A lot of eye contact _____

Hunched shoulders _____

Frowning _____

Leaning forward over the table or desk _____

Tardiness _____

Crossed arms _____

Blushing/red cheeks or neck _____

Looking at the door _____

Loud tone _____

Quiet tone _____

Sigh _____

Smile _____

Wide/large hand gestures _____

Leaning back in the chair _____

Taking notes _____

Rubbing forehead _____

Glancing at watch _____

HURIER MODEL of LISTENING

Hearing

- Do not multi-task when listening—focus entirely on the speaker
- Eliminate distractions; Position yourself where it is easy to hear
- Postpone listening if you cannot concentrate
- Be prepared to listen

Understanding

- Restate to ensure that you have understood completely
- Ask questions to clarify intentions
- Distinguish details from the speaker's main points
- Refrain from interrupting the person speaking

Remembering

- Quickly identify good reasons to remember what you hear
- Stay calm and focused—stress interferes with memory
- Learn short and long term memory techniques

Interpret

- Observe and consider the speaker's nonverbal cues
- Listen for emotional messages as well as words
- Take the context of the communication into account
- Encourage the speaker
- Recognize and account for individual differences

Evaluate

- Listen to the entire message before responding
- Apply guidelines of sound reasoning in making judgments
- Distinguish emotional from logical appeals
- Recognize the influence of your personal bias and values
- Differentiate between the ideas presented and the person speaking

Respond Appropriately

- Be aware of your unintentional nonverbal communication
- Recognize how your response influences the speaker's decisions
- Distinguish among different types of response—judgments, empathy, opinions, and questions
- Expand your behavioral flexibility—make choices based on the needs of the situation rather than your habits and comfort level
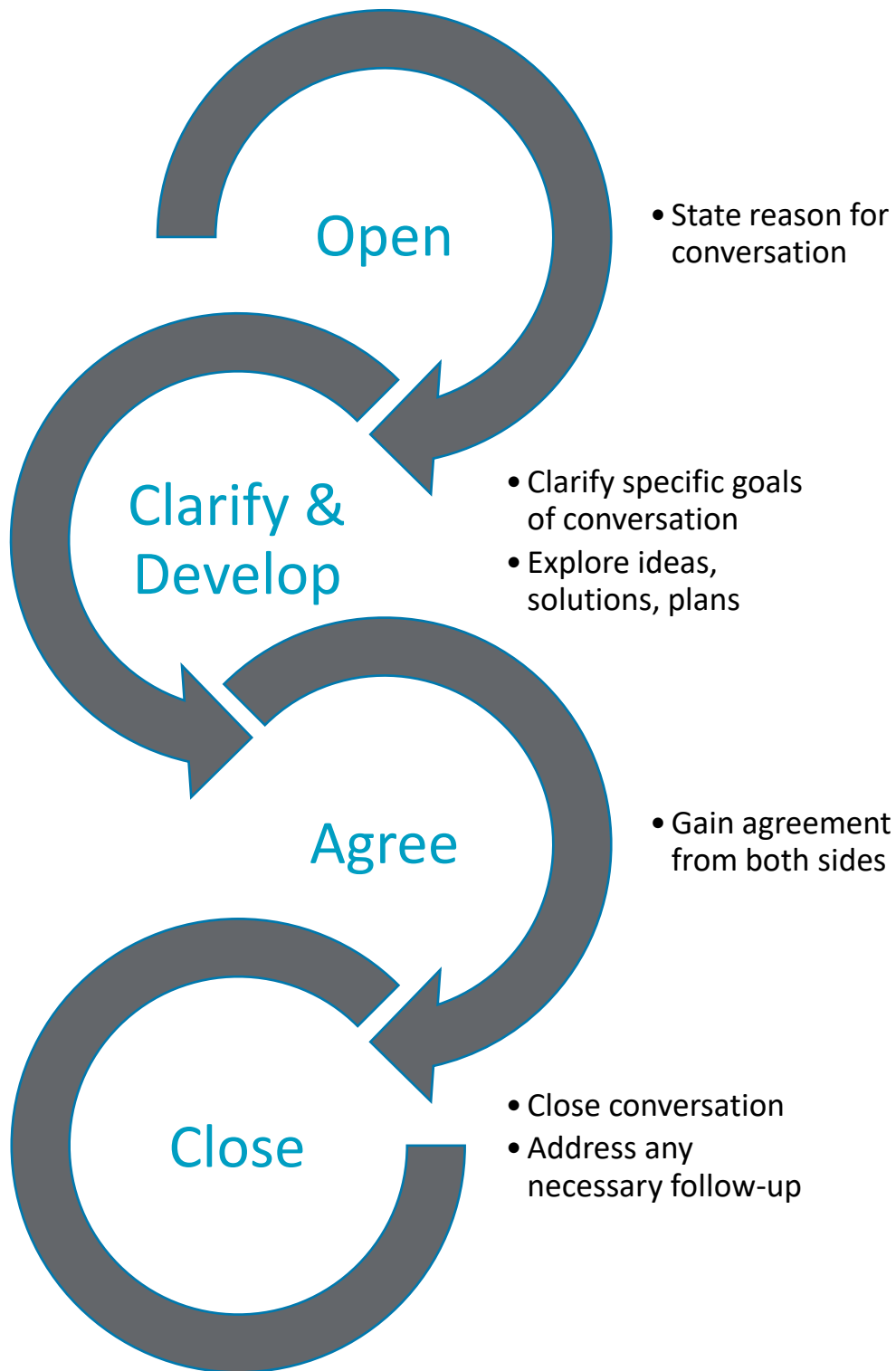
HURIER ROADBLOCKS

Hearing

Understanding

Remembering

Interpret

Evaluate

Respond Appropriately

Open
- State reason for conversation

Clarify & Develop
- Clarify specific goals of conversation
- Explore ideas, solutions, plans

Agree
- Gain agreement from both sides

Close
- Close conversation
- Address any necessary follow-up

DISCUSSION PLANNER

Discussion with: _____ Date: _____

Topic/Issue to discuss: _____

PERSONAL NEEDS	MY APPROACH

PERSONAL NEEDS

- ☐ *Esteem*
  - Be specific and sincere

- ☐ *Empathy*
  - Describe facts and feelings

- ☐ *Involvement*
  - Unleash ideas with questions

- ☐ *Share*
  - Disclose thoughts and insights to build trust

- ☐ *Support*
  - Specify the level of support you'll provide

MY APPROACH

What are my objectives for this discussion?

How will I know whether I've accomplished these objectives?

What personal needs of the person/team do I need to consider?

INTERACTION GUIDELINES

☐ * *1. OPEN*

Describe purpose of discussion
Identify importance

☐ *2. CLARIFY & DEVELOP*

Seek and share information about the situation
Identify issues and concerns; seek and explore ideas

4. AGREE & CLOSE

Specify actions, including contingency plans
Confirm how to measure progress

REFLECTION

What did I say or do to use the skills effectively?

What could I say or do to use the skills more effectively next time?

COMMUNICATION BREAKDOWN

Reflect on the last communication issue that you've had. Where in the communication process was the breakdown?

What were some of the things you think contributed to the problems/failures in the communication?

What would you do differently?