Communication

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“I know that you believe you understand what you think I said, but I am not sure you realize that what you heard is not what I meant!”

Quote from a U.S. government official

“Perception” is reality.”

SO WHAT?

- EFFECTIVE COMMUNICATION
- FOSTERS RELATIONSHIPS
- OPPORTUNITIES FOR A PRODUCTIVE WORK ENVIRONMENT
EFFECTIVE Communication

We only notice when we don’t have it

“Red Tape Holds Up New Bridge”

Why is Effective Communication so Important?

Professional lives
Personal Lives

How Do We Communicate?

7% of what we communicate is based on vocabulary
38% of what we communicate is based on voice inflections
55% of what we communicate is based on nonverbal behavior

“Lawyer Says Client is Not That Guilty”
Communication Styles
How do you communicate?

“Used Cars: Why go elsewhere to be cheated. Come here first. ”

Communication Styles
• One dominant; one strong second
• Personal reflection
• Communication between similar and dissimilar styles
  • “Speak the language” of others
• Strengths and weaknesses
• Under stress, styles may change!!!

Feelers
Dynamic, stimulating, and “warm”
Reads non-verbal clues well
Shows sensitivity to needs and wants of others
Effective in anticipating the way others may respond to change
Values personal experience and harmony
Understanding and attentive to others
Notices subtle changes in other’s mood
“Counselor”
**Feelers**

Over-personalizes situations  
Relationships can cloud judgment  
Too much socializing  
Can manipulate

**Sensors**

Energetic and action oriented  
Direct  
Works on wide variety of tasks at once  
Demonstrates incredible attention to detail  
Often asks “will it work”, “how”, “who will do what”?  
Assesses growth and progress in specific and measurable terms  
High value placed on action, thrive on getting things done  
“Surgeon”

**Sensors**

Overly competitive  
Impatient  
Aggressive  
Poor listeners
Intuitors

Enjoys tasks and situations that demand a long-term view
Accepts that disorder and chaos are inevitable
Places a high value on ideas, innovations, and concepts
Other perceive them as hard to pin down
Tend to challenge
Probes and asks lots of questions
“Professor”

Intuitors

Absent minded
Long on vision, short on action
Hard to read
May come across as arrogant

Thinkers

Relies on observations and rational principles, avoiding emotionalism
Valued for prudent and thoughtful analysis
Very objective
Skeptical – wants to sleep on it
High value on logic, objectivity, and systematic inquiry
“Accountant”
Thinkers

Overly cautious
Can hurt others’ feelings
May not give positive feedback
Too slow

What happens to our communication style when we are STRESSED OUT?

Good Morning
Let the Stress Begin...

Break

IT WOULD BE FUN
THEY SAID
Using Your Communication Style for Leadership

Leadership Speeches

The Communication Model

The Sender

4 Steps to Creating Effective Communication
1. Identifying the message
2. Preparing the message
3. Delivering the message
4. Confirming the message
Step 1: Identifying the Message

Purpose:
What do you want them to know?
How do you want them to feel?
What do you want them to do?

Building a communications strategy as a team
Part of a choir, not a soloist

Consider the intended and unintended impact of message
Choose Your Words *Carefully*

1. Use "I" NOT "YOU" messages
2. Use factual descriptions instead of judgments
3. Avoid exaggerations
4. Express thoughts, feelings, and opinions reflecting ownership

**Compare the following:**

"You always interrupt my stories!"
"I would like to tell my story without being interrupted."

**Compare the following:**

"He makes me angry." (Denies ownership of feelings)
"I get angry when he breaks his promises." (Assertive and owns feelings)

**Compare the following:**

"This is sloppy work."
"The pages in this report are out of order."

**Compare the following:**

"You never are on time!"
"You were 15 minutes late today. That's the third time this week."
Step 2: Preparing the Message

Know Your Audience
• Demographic
• Psychographic
• Situational
• Don’t Assume
• Appreciate different perspectives

Know Your Situation
• Friendly
• Neutral
• Hostile

Tailor your message to your specific audience and situation

Step 2: Preparing the Message

Establishing Trust and Relationships with Honesty Using Six I's of Credibility*
• Ideation
• Information
• Influence
• Integrity
• Impact
• Ignition

*By Scott Schwertly on August 19, 2013
Step 2: Preparing the Message

Matching Messages with Channels of Communication

- Face-to-Face
- Private or in a Group
- Media
- Mobile (Voice mail)
- Written
- Electronic/Email
- Formal Letter
- Post it Note
- Facebook

Is the message accurate?

Step 3: Delivering the Message

Types of Communication
1. Informative
2. Demonstrative
3. Persuasive
4. Entertaining
Step 3: Delivering the Message

- Rule of 3 x 3
- Focus on Performance, Not Personality
- NEVER use Extreme Words
- It's Not at All About You
- Use Questions to Give You Leverage
- Be Supportive
- Leaders are Always in Training

Killer Phrases

- You can't do it that way.
- You don't understand what I'm saying.
- You take this project over for me.
- I totally disagree.
- All you gotta do is .........

Igniter Phrases

- I have a suggestion...
- Let me try to explain another way...
- I need some help...
- I think we should try....
- Let me see if I can help you...

Verbal Communication

- Voice Speed
- Tone
- Emphasis
- Pronunciations
  Mispronunciation Will Get You in Trouble
Using Your Tone

Assertive
Aggressive
Non-assertive

EMPHASIS

I didn’t say he stole money.
I DIDN’T say he stole money.
I didn’t SAY he stole money.
I didn’t say HE stole money.
I didn’t say he STOLE money.
I didn’t say he stole MONEY.

Pronunciations and Enunciations

1. Going       1. Goin’ or gonna
2. Athlete     2. Ath-el-ete
3. Would you   3. Woodja
4. Probably    4. Prob-ly
5. Candidate   5. Can-uh-date
Step 3: Delivering the Message

1. Facebook
2. Twitter
3. Youtube
4. LinkedIn

Social Media and Relationships
Government and Social Media

Step 4: Confirming the Message

Using Questions—Did the receiver/audience receive the message you intended?
1. Yes or No
2. Closed Information
3. Open Information
4. Open Ended

Step 4: Confirming the Message

Responding to Questions and Challenges
Prepare thoroughly to handle questions
When challenged:
• Restate the objective
• State your position
• Offer support for your position
• Indicate the significance of your rebuttal
Maintain control of the situation
THE RECEIVER... *Listening ≠ Hearing*

Make sure you are ready to listen.
Maintain eye contact.
Demonstrate interest by "advancing" the conversation.
Actively seek understanding by asking questions.
Use a variety of questions.

Listen for facts, beliefs, and feelings.
Listen with empathy.
Withhold immediate judgment and evaluation.
Manage your own filters and barriers.

Factors that Impact Effective Communication
Filters and Barriers

Filters--“rose colored glasses”
  • Perception of information

Barriers--“blinders”
  • Blocks the message

Barriers

Physical Barriers
Inattention
Emotions
Assumption
Jumping to Conclusions (Presumption)
Individual Differences
Lack of Feedback

Filters...

How long is “a little while”?
How much does a “nice” car cost?
Describe an apple:
If you turn the air conditioner down, the temperature goes?
If a woman has short hair, how long is it?
How much money do you have to have to be rich?
When you ‘write me up’, do you ‘write it down’?
Sender and Receiver--Other Factors
Impact Effective Communication:

Your personality/attributes
We speak at a rate of about 150 words per minute (wpm).
But we can hear at a rate of about 1,000 wpm.
This gives us a lot of extra time! What do we do with this time?

Your professional image
Your voice
Your message structure
Your "non-verbal" signals

Sender and Receiver—Listen up!
Beyond the Message is **Dialogue**

Suspend Judgment
Suspend Decision Making
Suspend Status
Listen for Understanding
Look for Common Ground
Search for and Disclose Hidden Assumptions
The Laws of Remembering

- Recently
- Frequently
- Impact
- Application

The Laws of Forgetting

We forget 50% of what we hear immediately.
We forget 75% of what we hear within two months.
Of the 25% we do remember, only 60% is correct, plus we add things that were never said in the first place!

Public vs. Private Communication

PRIVATE COMMUNICATION DOES NOT EXIST!!
Non-Verbal Communication

Eye Contact

Facial Expressions and Head Movements

Gestures and Body Movements

Posture and Proximity
How does your ability to communicate impact your relationship with citizens?

Does it matter? Why?

Using Effective Communication to Your Advantage

Use the media to portray your technical competence
Use the media to increase understanding
Bring understandable images to an audience
Reduce rumors by providing the facts
Be PREPARED for the media

How Has Technology Impacted Our Ability to Communicate?

The more elaborate our means of communication, the less we communicate.
- Joseph Priestley
Resources

Association County Commissioners of Georgia  
• http://www.accg.org/default.asp
National Association of Counties  
• http://www.naco.org/Pages/default.aspx
Carl Vinson Institute of Government  
• http://www.cviog.uga.edu/

Well Said! by Darlene Price, AMACOM, 2012

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