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## Effective Communication 2



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TIME	CONTENT	NOTES
9.00	Intro & activity Overview Importance of communication Communication competence Communication process, barriers & distractions, anxiety, compliance-gaining, persuasion	<i>Activity:</i> Common communication challenges?
10.45	Listening	<i>Activity:</i> Examples of barriers & filters? <i>Activity:</i> Examples of compliance-gaining?
11.00	Communication Effectiveness Profile: Empathising Receiving Clarifying Understanding	<i>Activity:</i> Identify empathetic behaviours <i>Activity:</i> Extraverts & Introverts
12.30	Reading non-verbal cues Feedback giving and receiving Transmitting your message	<i>Activity:</i> Conversations incorporating empathy, receiving, clarifying, understanding <i>Activity:</i> Describe nonverbal messages <i>Activity:</i> Share positive and negative experiences <i>Activity:</i> Identify how to improve workplace scenario
1.30	Review Crucial conversations Modelling effective communication	<i>Activity:</i> Review
3.15	Case studies	<i>Activity:</i> Case studies
3.30	Case study presentations & debrief Workplace projects discussion	<i>Activity:</i> Discuss project ideas and development
5.00	Finish	

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### **WELCOME the group.**

You may choose to use a short icebreaker or mixer exercise to get the session started, but don't let it go too long. Rather than have people introduce themselves around the room, encourage them to do this during exercises and breaks.

As this is a communication course, one option here would be to let people spend say 5 minutes exactly going around the room and to collect 3 key facts about other people before moving on to the next. The first to finish can even be given a small prize to keep things moving. An alternative would be to form the group into pairs and have each pair spend 2-3 minutes interviewing each other before then introducing their partner to the group in terms of key highlights learned when talk to them.

Both of these simple exercises highlight the importance of good communication before the workshop commences.

Once this exercise has been done move to the next slide.

**What are some of the most common interpersonal communication challenges you face at work?**

***ACTIVITY***

*Ask the group to reflect individually first, and then to share with two others, the most common interpersonal communication challenges they face at work. Each group of 3 should generate a list to share with the rest of the participants. Look for the most frequently occurring issues and highlight these.*

*You can follow up the activity and feedback by identifying the most commonly occurring challenges and ask “why” these present challenges common to most.*

## Throughout this session:



**Think about  
ideas for a  
workplace  
project on this  
topic area**

As we go through this effective communication workshop, make notes, underline ideas you have that could be potential projects. We will ask for input on these at the end of today's workshop. In the short term, take a couple of minutes to make a note of a few early ideas about what you would like to discuss in terms of relevant topic areas or where you may like to explore possible project ideas.

(Facilitators may like to ask for one or two possible project ideas to be shared if a couple of participants are willing to share them).

## Overview

- “ The importance of effective communication
- “ What is communication?
- “ The communication process and challenges
- “ Communication anxiety
- “ Listening – the neglected communication skill
- “ Principles of persuasion
- “ Communication Effectiveness Profile Competencies
- “ Case Studies and Applications



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Before coming here today you completed the Communication Effectiveness Profile and we'll be looking at each of its 7 dimensions today. But before doing that we need to reflect on:

- “ The importance of effective communication in organisations
- “ What communication is . it's a complex and diverse field
- “ The communication process and challenges
- “ Anxiety in communication . an often overlooked reality
- “ Principles of persuasion . because so much of our work relies on our ability to persuade others
- “ We'll revisit listening skills too . listening is often called %be neglected communication skill+yet it's crucial to our effectiveness
- “ Then we'll explore the dimensions of the profile . things like empathising, reading nonverbals, giving and receiving feedback, etc.
- “ And of course we'll also look at some applications of the learning so that we can put the principles we look at into action.

## The importance of effective communication

**“In a very real sense, effective management is effective communication; the business of leading and managing is accomplished largely through communication activities. A manager’s communication skills may well be his or her most potent tools for improving both individual and organizational performance”**  
(Brownell, 1994).



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Most of us consider ourselves to be pretty good communicators, but sadly most employees consistently rate their managers' communications skills far lower than the managers rate themselves. We have all felt let down by others' poor communication. And, if we're honest, we've probably let others down by communicating poorly or inadequately.

In a very real sense, effective management is effective communication; the business of leading and managing is accomplished largely through communication activities. A manager's communication skills may well be his or her most potent tools for improving both individual and organizational performance+  
(Brownell, 1994).

Communicating+is what we do in the contemporary workplace. And the more responsible our roles become the more communicating we do: meetings, discussions, performance reviews, interviews, coaching, presentations, proposals, and of course the constant stream of email and informal conversations that are so important to organisational life.

Other researchers (Oliver, 2000) report that up to a quarter of middle managers do not feel free to express themselves fully because they do not have confidence in their organizational communication culture. To be effective in their communication, Oliver asserts, organizations must be aware of how perception affects interpretation of messages. This reminds us that as organisational leaders . at all levels . we have a responsibility to model effective communication and to encourage healthy communication practices. Good communication doesn't just happen+.

## Key Management Communication Competencies

- “listening and responding
- “overcoming reticence
- “being open and frank
- “establishing and sustaining smooth patterns of interaction
- “Assertiveness
- “Questioning
- “understanding people from the "stories" they tell
- “negotiating and resolving conflict
- “interpreting nonverbal behavior and
- “adapting communication behavior to suit varying circumstances



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Significant organisational communication research by More and Irwin found, not surprisingly, that employers want those they hire as managers to be competent communicators. Based on industry research they stated that of 16 qualities and attributes considered important to career success and management function, communication skills were ranked first in terms of importance. Irwin and More also identified 10 key management communication competencies:

- “listening and responding
- “overcoming reticence
- “being open and frank
- “establishing and sustaining a smooth and easy pattern of interaction
- “Assertiveness
- “Questioning
- “understanding people from the "stories" they tell
- “negotiating and resolving conflict
- “interpreting nonverbal behavior and
- “adapting communication behavior to suit varying (including cultural) circumstances+

ASK: are there others that you would add to this list?

ASK the participant to identify from the list:

- “Which are current personal strengths
- “Which are current personal areas for development
- “Which are the most urgent needs for development within their teams

This list also reminds us of some of the typical ways in which we communicate and of the various pressures, expectations and influences that surround and affect communication in organisations.