

CHAPTER 10

Communicating for Results

Project

- **Questions?**

Quotes

- You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere.

Lee Iacocca

- In the last analysis, what we are communicating far more eloquently than anything

we say or do. *Stephen Covey*

Lesson Objectives

- **Apply the concepts of transmitting and encoding to successful relationship building.**
- **Differentiate the appropriate use of verbal, non verbal, written and visual communication as a leader.**
- **Explain the difference between feedback and various forms of response.**

Relationships

- **What impact can positive relationships have on leadership effectiveness?**
- **What connections exist between positive relationships and effective communication?**

Communication

- **Communication is the process of transmitting information and meaning.**
- **Organizational communication takes place between organizations and between an organization's divisions, departments, projects, and teams. Interpersonal communication takes place between individuals.**

Communication Process

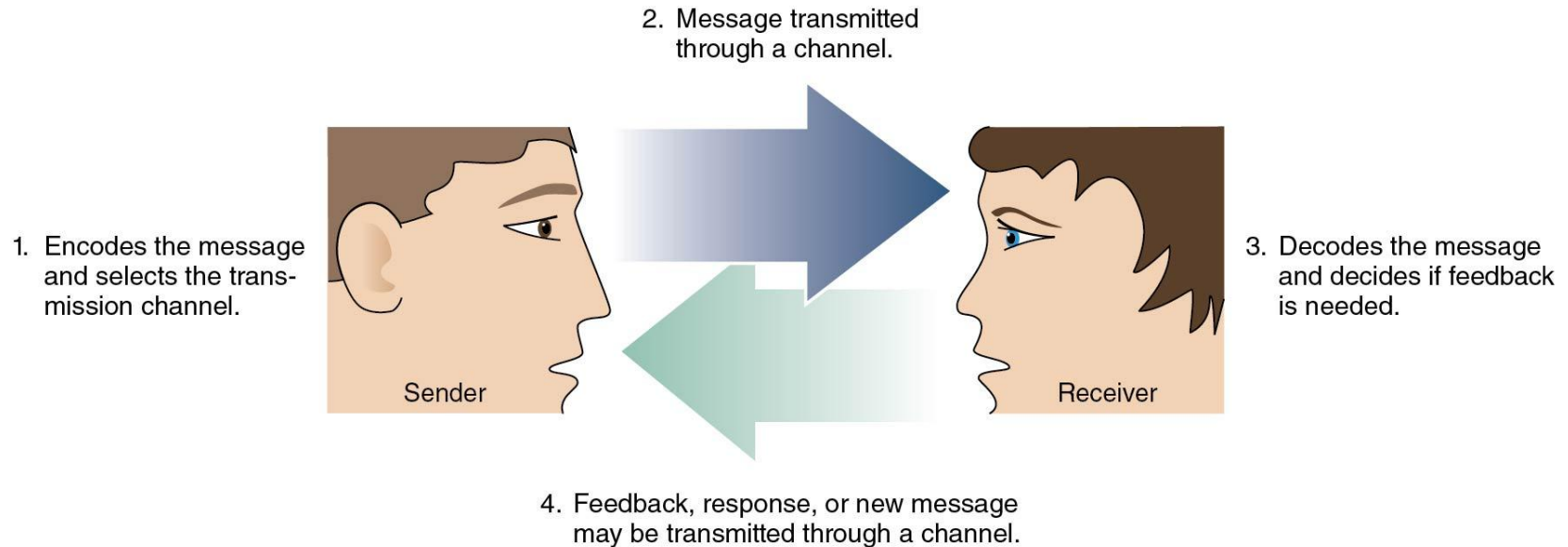
1. **The sender (the person doing the communicating) encodes the message (puts it into a form the receiver of the message will understand).**
2. **The sender transmits the message (by talking, phoning, e-mailing, etc.) to the person or group receiving it.**
3. **The receiver decodes the message (interprets it).**
4. **The receiver may (or may not) give feedback.**

Encoding and Decoding Issues

Consider:

- **Sender & receiver frame of reference - how do they feel about the information being shared?**
- **Context of the situation**
 - **Do both parties have the same amount of knowledge about the situation?**
- **What role do emotions play when sending & receiving?**
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Figure 10.1 The Communication Process



The sender and receiver may continually change roles as they communicate.

Table 10.1 Channels for Transmitting Messages

Nonverbal	Oral	Written	Visual
Facial expressions (smile, frown; eye contact)	Face to face	Memos	Television
Vocal quality (emotional, emotionless, loud, quiet)	Meetings	Letters	Posters
Gestures (hand and body movements)	Presentations	Reports	Websites
Posture (sitting up, slouching)	Telephone	Bulletin boards	Skype, Zoom
Setting	Voice mail	Newsletters	FaceTime
		Electronic means (texts, IM, emails, faxes, posts, tweets)	Snapchat, Instagram, YouTube

Media Richness - What's most effective?

Media richness is the amount of information and meaning that the channel can convey. The more information and meaning, the richer the channel.

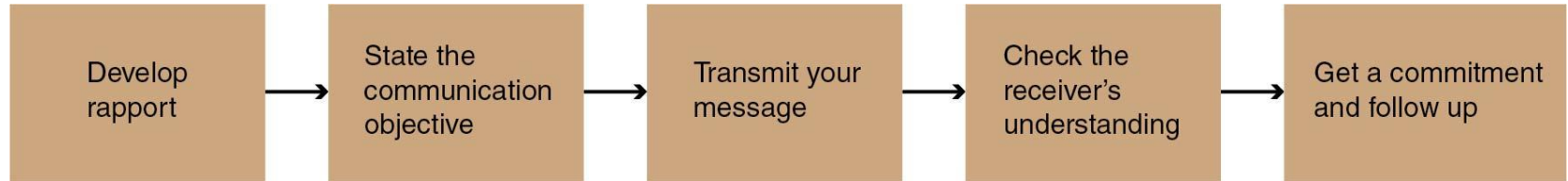
- **Face-to-face talk is therefore the richest channel because the full range of oral and nonverbal communication is used.**
- **Phone calls are less rich than face-to-face meetings because many nonverbal cues are lost.**
- **Written messages can be rich, but they must be very well written to qualify.**

Case in point - in-person classes or “virtual” classes?

Feedback

- **Feedback literally feeds back to the sender the original information, meaning, and intent transmitted in the message.**
- **Questioning, paraphrasing, and soliciting comments and suggestions are all ways senders can check understanding through feedback.**
- **Requiring feedback from receivers motivates them to achieve high levels of performance and improves their attention *and* their retention.**

Figure 10.3 The Message-Sending Process



Barriers That Block Communication

- The words we choose
- Information overload
- Logic and order
- The channel “shoe” doesn’t fit
- Trust and credibility
- Failure to listen
- Emotions
- Distortion

Effective Communication Process

1. **MODEL - Listen, analyze, check for understanding.**
2. **Take time to understand:**
 - a. **What is the 30,000 ft view (systemic impact) of the information or situation?**
 - b. **What is the view of the situation from the weeds?**
 - c. **Perception of the person you are communicating with.**
 - d. **Does this information inflict certain emotions in the person?**
 - e. **Does this information inflict certain emotions with me?**
3. **Teach your people to think this way about all communication.**
 - a. **Make it apart of your organizational culture.**

Quiz

Tuesday -

Same set up as before.