

Leadership Foundations

Leadership Training for Managers

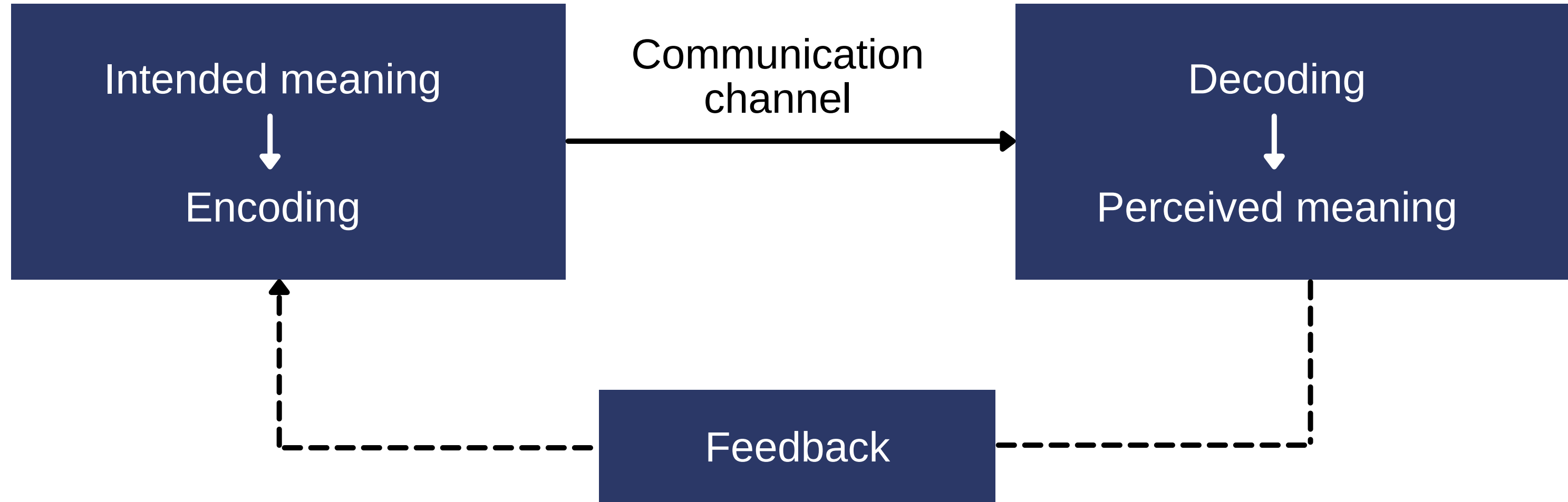
Dickerson Consulting

SESSION 2: EFFECTIVE COMMUNICATION

Learning Objectives

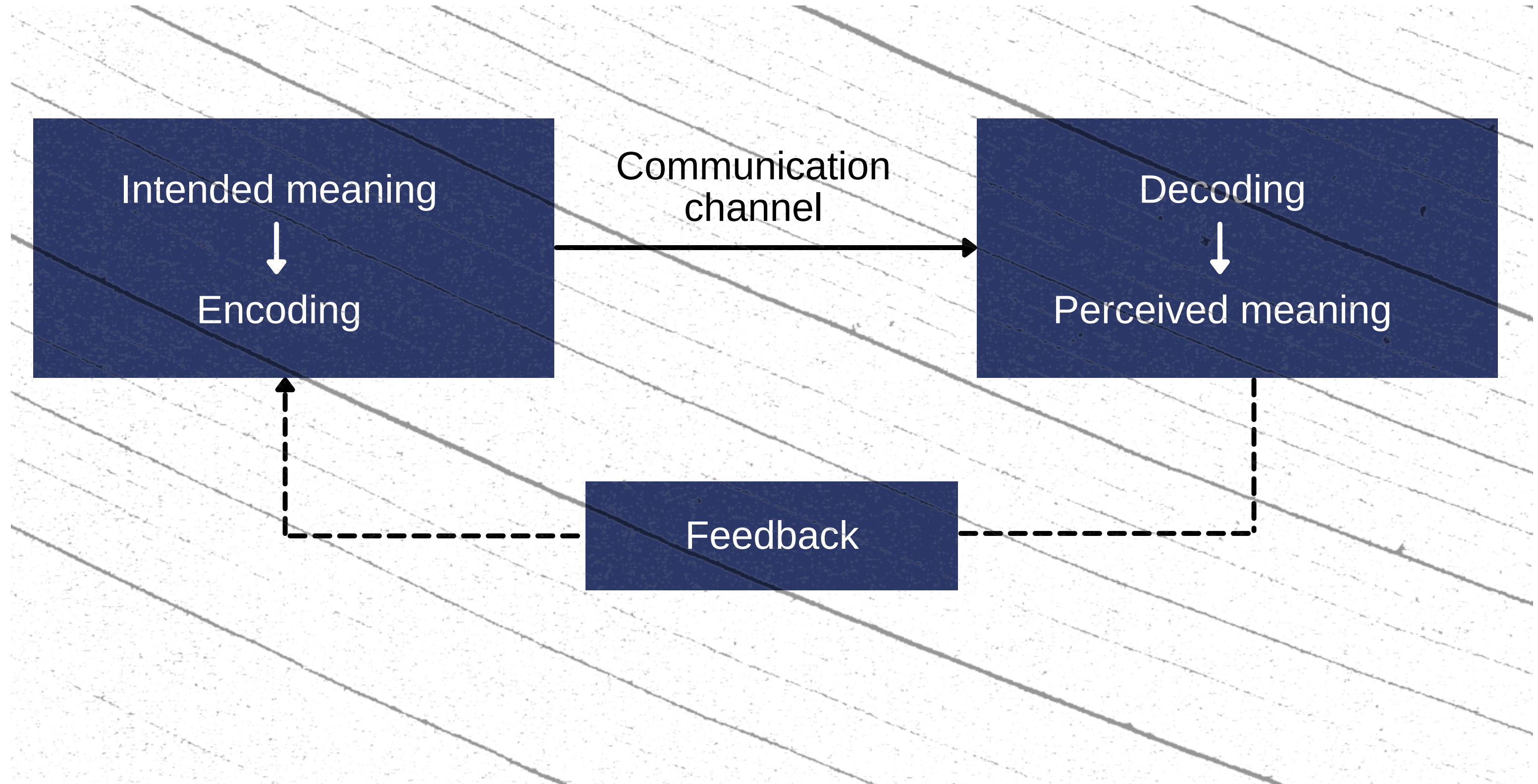
- Learn the pitfalls of communication
- Match the medium to the message
- Encourage upward communication
- Understand the role of emotional intelligence and perspective taking in communication
- Improve feedback

The Communication Process



NOISE

The Communication Process



Perceptual Errors



- Filtering
- The Mum Effect
- Fundamental attribution error
 - assign internal attributions to our own successes and other's failures
 - assign external attributions to others' successes and our own failures

Media Richness Theory

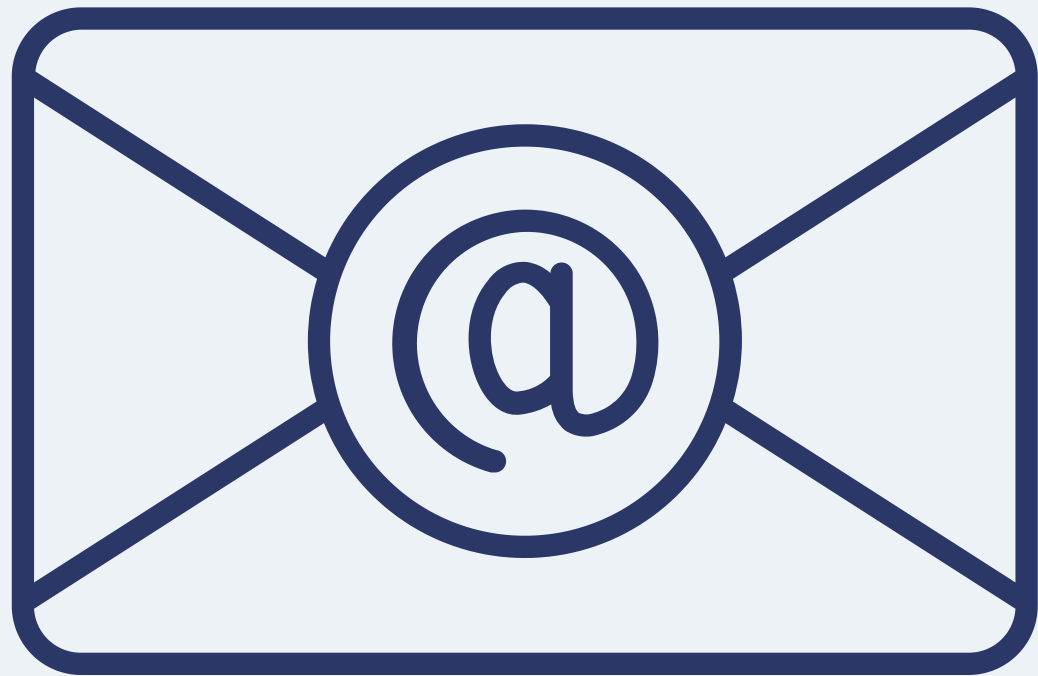
Criteria

- the availability of instant feedback
- the capacity of the medium to transmit multiple cues
- the use of natural language
- the person focus of the medium

The medium is the message



E-mail Communication



Communicate effectively

- Make good use of subject lines
- Keep messages clear and brief
- Check your tone
- Send clear instructions

Avoid information overload and save time

- Try an email management system (e.g., Sanebox)
- Check email 2 - 3 times per day
- Use shortcuts

Reflection

Explore these questions and set goals

Errors in Communication

- When have I made the errors of filtering, mum, or the fundamental attribution error?
- How can I encode and decode more effectively?
- How can I reduce the noise that might be limiting my communication?

Media

- When have I made appropriate choices about a communication medium?
- When could I have chosen a better communication medium?
- What steps can I take to have face-to-face conversations when they are necessary?

Direction of Communication

Downward

Challenges:

- information overload
- lack of openness
- filtering

Recommendations:

- consider the medium
- overcommunicate in times of crisis
- use emotional intelligence

Upward

Opportunities:

- managers gain information
- employees feel empowered
- downward communication is facilitated

Recommendations:

- try management by walking around
- don't shoot the messenger
- use active listening

Emotional Intelligence

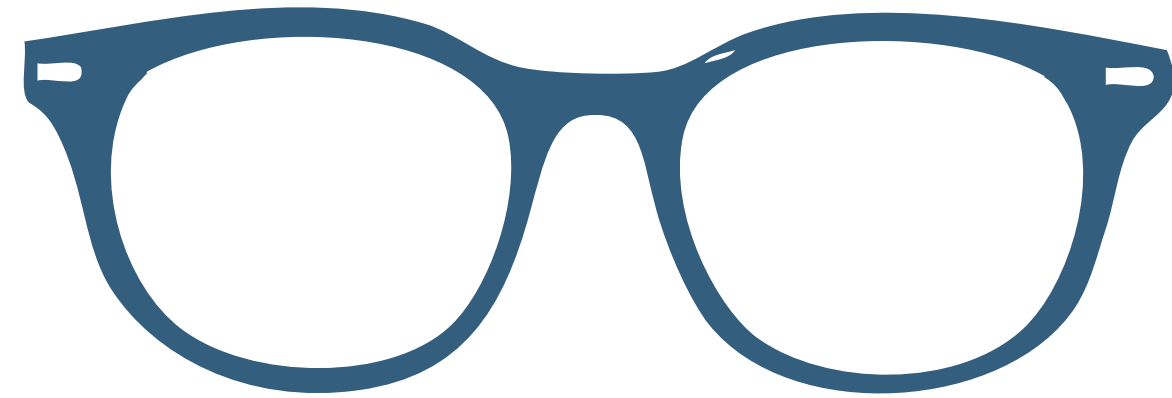
Self-Awareness

Self-Management

Empathy

Social Skills

Take the Emotional Intelligence assessment here: <https://www.mindtools.com/pages/article/ei-quiz.htm>



Perspective Taking

The ability to understand how a situation appears to another person and how that person is reacting cognitively and emotionally to the situation (Gehlbach, 2004)

Feedback Matters

60% of employees want weekly feedback

69% of employees would work harder if they felt their efforts were recognized

92% of employees believe negative feedback (if delivered appropriately) can improve performance



<https://www.linkedin.com/business/talent/blog/talent-strategy/employee-feedback-stats-you-need-to-see>



Effective Feedback

- Ask questions first
- Focus on the behavior, not the person
- Don't use words like "always" and "never"
- Be constructive
- Work together to set goals

Your Homework

#1: Take the emotional intelligence assessment to see where you are

#2: Review your role as a manager and ask

- Do I engage in perspective taking?
- Can I give more effective feedback to my subordinates?
- What is one change that I can make to improve upward and downward communication?