



Danapur Village, Hospet Taluk, Bellary District, Karnataka

Gaining Competitive Edge with Communication Skills

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INTRODUCTION

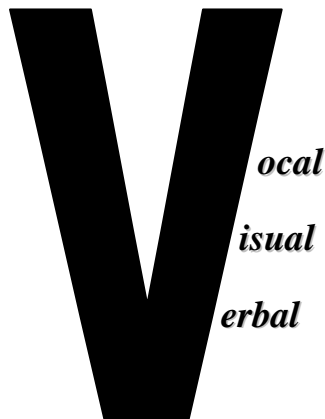
Have you ever felt you just weren't getting your ideas across to a co-worker? Have you ever found your mind wandering as someone spoke with you? If either of these situations sounds familiar, you've experienced a breakdown in communication. Communication is the successful exchange of information from one person to another. **It is a combination of effective speaking and listening.** The good news is that anyone can learn to communicate better. Communication is a skill. Like all skills, good communication too requires practice.

After reading this segment, you will be able to:

- ☒ Communicate effectively
- ☒ Listen strategically
- ☒ Handle situational Communication
- ☒ Greet and indulge in small talk effortlessly
- ☒ Handle Group Discussions
- ☒ Keep discussions from turning in to arguments
- ☒ Disagree politely, but assertively.

1. HOW TO COMMUNICATE EFFECTIVELY

Three 'V's of communication:



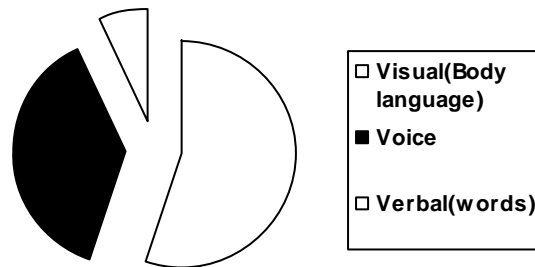
Non-verbal Communication

Nonverbal communication consists of the vocal and visual elements. That is, nonverbal communication is **how** we say something (vocal and visual), not **what** we say (verbal).

At the Seasons Inn . . . Mary tells Lucy, a cook's helper, that she is short of a dishwasher for the lunch shift. When Mary asks her to fill in, Lucy looks upward and says in an irritated voice, "Sure. No problem." As she fills the dish machine, Lucy bangs pots and pans around and slams them on the counter. She also breaks several plates and saucers.

If Mary reads Lucy's nonverbal communication correctly, she would realize that Lucy was probably upset about filling in for the dishwasher. Though she told Mary, she was glad to help, Lucy's vocal and visual communication give a different message. If Mary doesn't want to lose Lucy and wants to avoid more broken dishes, she should speak with Lucy. Her angry actions may be related to something that happened outside of work, but Lucy needs to know that her behavior is unacceptable. Mary should approach Lucy immediately and discuss the difference between what she said and how she's acting. For example, Mary might say, "Lucy, you said you'd have 'no problem' washing dishes. Now you seem upset. What's the matter?"

The Impact of Nonverbal Communication



The above results indicate that when a person speaks, 55% of the information we get comes from his body language, 38% from his voice and only 7% from his words!

To make non-verbal communication work for you, let's look at the two elements of non-verbal communication – **vocal and visual**.

A. VOCAL

People make judgments about you just by listening to your voice. It isn't only the words you use, but how you say them that can make a difference. When people see you (face-to-face communication), the impact of your voice is approximately 38% of the overall impression you make—the "picture." Over the phone, it jumps to 85%—since there are no visual cues.

There are certain things you can do to have a more pleasing voice:

- **Have an appropriate expression**

Sound enthusiastic, or, when appropriate, alter your tone to fit the conversation (sounding sympathetic when talking about sad news, etc.)

- **Speak at the right tempo.**

Speak slowly enough that people understand you easily, yet not so slowly that you are taking too long to complete a thought.

- **□Pause**

By pausing, you give people enough time to take in what you are saying. When you finish a thought, think of adding a period (.) by counting to three in your mind. If it would be a colon (:), count to two, and if it is a comma (,), count to one. In other words, don't run your words together.

- **Eliminate fillers**

Avoid "uh," "um," "OK" and "you know."

- **□Speak loud enough to be easily heard**

Speaking in a whisper is non-assertive and annoying. If people ask you to speak up or to repeat yourself, this is a clue that you need help in this area.

- **Speak soft enough to avoid shouting and screaming**

If people are asking you to "shh" or lower your tone, that's a clue, too.

- **Tone of voice:**

A flat tone of voice says to the customer, "I don't like my job and would rather be elsewhere." Slow pitch and presentation say, "I am sad and lonely – do not bother me." A high pitch, rapid voice says, "I am enthusiastic and excited!" A loud voice says, "I'm angry and aggressive."

- **Inflection**

Inflection is what happens when you read a book to a child.

You can improve your inflection by:

- Practicing to stress certain words/phrases
- Regulating your breathing – make each breathe deep and slow
- Exaggerating your tone of voice
- Changing around the phrases you use – repetition equals monotony
- Smiling when on the phone – this causes face muscles to contract, creating a more positive tone.

- **Watch your diction**

Completing words makes you sound smarter. Things like saying the "ing" ending can make a difference ("going" not "gonna," "doing," not "doin"). Avoid also dropping the beginning of words ("them," not "'em").

- **Control your breathing when you get nervous or excited**

It helps to lower your pitch, making you sound more credible.

- **Keep your hands away from your mouth when speaking**

In addition, don't swallow words or let your voice trail off with any thoughts.

- **□The power of your voice is the sum of its vocal quality and the words you choose.**

You must not take either for granted to ensure that your speaking formula is a winning Combination

B. VISUAL

Examples of Body Language

NONVERBAL BEHAVIOR	INTERPRETATION
Brisk, erect walk	Confidence
Standing with hands on hips	Readiness, aggression
Sitting with legs crossed, foot kicking slightly	Boredom
Sitting, legs apart	Open, relaxed
Arms crossed on chest	Defensiveness
Touching, slightly rubbing nose	Rejection, doubt, lying
Rubbing the eye	Doubt, disbelief
Hands clasped behind back	Anger, frustration, apprehension
Locked ankles	Apprehension
Rubbing hands	Anticipation
Sitting with hands clasped behind head, legs crossed	Confidence, superiority
Open palm	Sincerity, openness, innocence
Tapping or drumming fingers	Impatience
Patting/fondling hair	Lack of self-confidence; insecurity

Tilted head	Interest
Stroking chin	Trying to make a decision
Looking down, face turned away	Disbelief
Biting nails	Insecurity, nervousness

Top Ten Body Language Tips

- **Eye Contact**

Eye contact is one of the most important aspects of dealing with others, especially people we've just met. Maintaining good eye contact shows respect and interest in what they have to say.

- **Posture**

Posture is the next thing to master, get your posture right and you'll automatically start feeling better, as it makes you feel good almost instantly. Next time you notice you're feeling a bit down, take a look at how you are standing or sitting. Chances are you'll be slouched over with your shoulders drooping down and inward. This collapses the chest and inhibits good breathing, which in turn can help make you feel nervous or uncomfortable.

- **Head position**

Head position is a great one to play around with, with yourself and others. When you want to feel confident and self-assured keep, your head level both horizontally and vertically. You can also use this straight head position when you want to be authoritative and what you're saying to be taken seriously. Conversely, when you want to be friendly and in the listening, receptive mode, tilt your head just a little to one side or other.

- **Arms**

They give away the clues as to how open and receptive we are to everyone we meet and interact with, so keep your arms out to the side of your body or behind your back. In general, the more outgoing you are as a person, the more you tend to use your arms with big movements. The quieter you are the less you move your arms away from your body. So, try to strike a natural balance and keep your arm movement's midway. When you want to come across in the best possible light, crossing the arms is a no, no in front of others.

- **Legs**

Legs are the furthest point away from the brain; consequently, they are the hardest bits of our bodies to consciously control. They tend to move around a lot more than normal when we are

nervous, stressed or being deceptive. So it is better to keep them as still as possible in most situations.

- **Body Angle**

Angle of the body in relation to others gives an indication of our attitudes and feelings towards them. We angle toward people we find attractive, friendly and interesting and angle ourselves away from those we don't, it's that simple! Angles includes leaning in or away from people, as we often just tilt from the pelvis and lean sideways to someone to share a bit of conversation.

- **Hand Gestures**

Hand gestures are so numerous it's hard to give a brief guide but here goes. Palms slightly up and outward is seen as open and friendly. Palm down gestures are generally seen as dominant, emphasizing and possibly aggressive, especially when there is no movement or bending between the wrist and the forearm. This palm up, palm down is very important when it comes to handshaking and where appropriate we suggest you always offer a handshake upright and vertical, which should convey equality.

- **Distance**

Distance from others is crucial if you want to give off the right signals. Stand too close and you'll be marked as "Pushy" or "In your face". Stand or sit too far away and you'll be "Keeping your distance" or "Stand offish".

- **Ears**

Yes your ears play a vital role in communication with others, even though general terms most people can't move them much, if at all. However, you have two ears and only one mouth, so try to use them in that order. If you listen twice as much as you talk you come across as a good communicator who knows how to strike up a balanced a conversation without being me, me, me or the wallflower.

- **Mouth**

Mouth movements can give away all sorts of clues. We purse our lips and sometimes twist them to the side when we're thinking. Another occasion we might use this movement is to hold back an angry comment we don't wish to reveal. Nevertheless, it will probably be spotted by other people and although they may not know the comment, they will get a feeling you were not to please. There are also different types of smiles and each gives off a corresponding feeling to its recipient

C. VERBAL COMMUNICATION IN ACTION

Mary must talk with Feroz about a dinner she will be serving to a small party. Below, in the left column, you will find what Mary said to Feroz. In the right column is an explanation of how Mary followed the six vocal communication guidelines:

“Feroz, you have a small party to set up for as soon as your shift begins today.

“A group of 14 will arrive at 6 p.m. They’ve asked for a ‘U – shaped’ table arrangement. We’ll put it in the Bay Room, just as we set up for the Book Club luncheon yesterday.

for a ‘U-shaped’ table arrangement.” She did not bury the idea in confusing language such as, “In dialogue with our guests, I identified that a conversational arrangement is a high – priority item. Therefore, a ‘U – shaped’ table composition will facilitate their interaction.”

“I wanted to let you know about This party, Feroz, so you could set Up early before guests start arriving- and you really get busy.

“It’ll make it a lot easier to set it up as your shift begins, so you’re ready when the group arrives. Thanks, Feroz.

“Do you have any questions?”

Keep it simple.

In this single sentence, Mary stated the main point she wanted Feroz to remember.

Explain. Provide an Example.

Here, Mary explained what she meant by “small party” and “set up” and gave Feroz an example (Book Club luncheon)

Use Clear, Direct Words.

Notice that Mary used clear, Direct words: “They’ve asked

Respect Your Listener.

Notice that Mary and Feroz’s interests in mind. She told him how setting up Early would benefit him. In addition, Mary used his name to personalize her message.

Repeat Your Main Idea.

Before Mary finished, she repeated the main point she wanted Feroz to remember.

Check for Understanding.

Finally, Mary gave Feroz the opportunity to get more information if he needed it.

2. HOW TO LISTEN STRATEGICALLY

We can communicate on one or all of four different levels at any given time:

1. **Facts**
2. **Meaning**
3. **Feelings**

4. Intention

“The house is burning” is a simple, straight-forward statement. But those four words – depending on how they are said – may mean:

- ☐ ☐ “A residential structure is being consumed by flames.” (Facts)
- ☐ ☐ “The house we are in is on fire.” (Meaning)
- ☐ ☐ “Ahhhhh!!!!!!” (Feelings)
- ☐ ☐ “Run for your life.” (Intention)

Sometimes we do not understand other people because we are not listening, or we are not listening well. We are distracted or simply are not paying attention. But sometimes we do not understand them because we are not hearing what they want to communicate. We are not listening to the right level. We may hear the facts for example but miss the feelings.

Level 1: The Facts

- | | |
|-----------------|--|
| People want to | <input type="checkbox"/> <input type="checkbox"/> Convey Information |
| Your task is to | <input type="checkbox"/> <input type="checkbox"/> Listen to details and clarify |
| You need to ask | <input type="checkbox"/> <input type="checkbox"/> “Who?” “What?” “Where?” “Why?” “When?” “How?” |
| Your goal is to | <input type="checkbox"/> <input type="checkbox"/> Picture the situation as the person is describing it |

Level 2: Meaning

- | | |
|-----------------|--|
| People want to | <input type="checkbox"/> <input type="checkbox"/> Make themselves understood |
| Your task is to | <input type="checkbox"/> <input type="checkbox"/> Listen to the big picture, summarize and paraphrase |
| You need to ask | <input type="checkbox"/> <input type="checkbox"/> “Am I understanding you correctly?” “Is this what You are getting at?” |
| Your goal is to | <input type="checkbox"/> <input type="checkbox"/> Understand what the person means, and make the other person feel understood. |

Level 3 –Feelings

- | | |
|-------------------------|---|
| People want to | <input type="checkbox"/> <input type="checkbox"/> Connect on emotional level |
| Your task is to | <input type="checkbox"/> <input type="checkbox"/> Listen with empathy, pay attention to body language and tone of voice |
| You need to ask feeling | <input type="checkbox"/> <input type="checkbox"/> “How does it make you feel?” “It sounds to me like You are ...” |
| Your goal is to feel | <input type="checkbox"/> <input type="checkbox"/> Recognize how the person is feeling and make the Other person connected |

Level 4 :Intention

- | | |
|-----------------|---|
| People want to | <input type="checkbox"/> <input type="checkbox"/> Get their needs met |
| Your task is to | <input type="checkbox"/> <input type="checkbox"/> Listen to wants and needs, focus on solutions, action |

Exercise. Before you continue reading, take some time and write down the ways in which you would like to improve your communication and interaction with others. For example, what are some situations you would like to change with new communication skills?

Fourth, we help our listeners understand the role that we want them to play in the conversation: fellow problem solver, employee-receiving instructions, giver of emotional support, and so on.

These are very different roles to play. Our conversations will go better if we ask people to play only one conversational role at a time.

B. EXPRESSING YOURSELF MORE CLEARLY AND COMPLETELY

Exercise: Exploring the Five Messages using ‘I’ statements. Re-tell the story of some of your conflicts, frustrations and delights using the five-message format. Write one Five Messages statement a day in a journal or notebook. Here are some suggestions for expressing each of the Five Messages more clearly:

The Five Messages	express:	Example (Team leader to a Team member)
seeing, hearing...	Avoid blaming the other person	“Kumar, when I see you delaying your work,
and feeling	Avoid words which indicate other person’s actionI feel really upset...
because I...	Avoid “YOU”	...because I imagine that you are going to lose credibility with your co-workers,
and now I want...	Avoid ‘YOU DID, SAID, ETC.	...so I want you to ensure me right now that you will pace up your work...
so that...	What positive results will that action, information or commitment lead to in the future? (no threats)	...so that you can finish the design in time and I can stop worrying about the team dynamics”

C. TRANSLATING COMPLAINTS AND CRITICISMS INTO REQUESTS

Translate your (and other people's) complaints and criticisms into specific requests, and explain your requests. In order to get more cooperation from others, whenever possible ask for what you want by using specific, action-oriented, positive language rather than by using generalizations, "why's," "don'ts" or "somebody should's." Help your listeners comply by explaining your requests with a "so that...", "it would help me to... if you would..." or "in order to..." Also, when you are receiving criticism and complaints from others, translate and restate the complaints as action requests.

Specific action requests help to focus your listener's attention on the present situation.

Focus on the actions you want to take and the actions you want others to take in the present and future. (For example, use verbs and adverbs, such as "meet our deadlines regularly.") Avoid proposing changes in a person's supposed character traits (nouns and adjectives, such as "slow worker" or "bad team player"). "How can we solve this problem quickly?" will generally produce much better results than, "Why are you such an awful slow-poke?" In the latter kind of statement, you are actually suggesting to your conversation partner that the behavior you want changed is a fixed and perhaps unchangeable part of their personality, thus undermining your own goals and needs.

Explanatory clauses can move people to cooperate. Research in social psychology has revealed that many people respond more positively to explained requests than to unexplained requests, even when the supposed explanation is obvious or doesn't actually explain much of anything. Notice the difference between the following two ways of expressing requests:

"Will you please open the window?"

"May I please have a glass of water?"

AND...

"Will you please open the window so that we can get more fresh air in here?"

"May I please have a glass of water? I'm really thirsty."

For many people the second form of the requests is much more inspiring.

D. ASKING OPEN-ENDED QUESTIONS

"Well, honey, do you want to go ahead and rent that apartment we saw yesterday?"

AND...

"Well, honey, how do you feel about us renting that apartment we saw yesterday?"

The first version suggests a "yes" or "no" answer, favors "yes" and does not invite much discussion. A person hearing such a question may feel pressured to reach a decision, and may not make the best decision. Both versions imply a suggestion to rent the apartment, but the second question is much more inviting of a wide range of responses. Even if our goal is to persuade, we

can't do a good job of that unless we address our listener's concerns, and we won't understand those concerns unless we ask questions that invite discussion.

Exercise: Asking Open-ended questions.

Translate each of the following "yes-no" questions into an "open-ended" one. What problems can you imagine arising from each of the "yes-no" versions?

"Are you comfortable with Plan B?"

"Can I modify this proposal to meet more of your requirements?"

"Is it OK with you if we move the office to Jabalpur?"

E. EXPRESSING MORE APPRECIATION

In order to build relationships that are more satisfying with the people around you, express more appreciation, delight, affirmation, encouragement and gratitude.

Using I-statements for Appreciation

1. When I saw/heard...	2. I felt...	3. because I...(need, want, interpret, associate, etc.)	
"When I saw you stay up for this file last night...."	"I felt really relieved & happy..."	"Because I interpret your commitment to be very valuable for our team's progress."	

4. GREETING & SMALL TALK

A. Greeting

1. Extend a confident handshake as you make eye contact.

- Offer entire hand, web-to-web, shake lightly and release
- Talk to the person whose hand you are shaking; a simple “Nice to meet you” or “Good to see you again.
- Never introduce yourself by your title
- Keep your right hand free

2. Eliminate trendy words from your vocabulary.

3. Know whom to introduce first.

- Junior to senior
- Fellow worker to client

4. Turn a social gaffe into a positive experience.

- Don’t say, “I’m sorry” automatically.
- Thank you for your comment!”
- “Thank you for the feedback!” ☐
- “Thank you—you’ve given me something to think about!” ☐

5. Handle name lapses gracefully.

6. Use a last name unless invited to do otherwise.

7. Manage business card exchanges flawlessly

- Always have a supply of cards
- Present a single business card; follow the lead of a higher-ranking person, rather than asking for his or her business card.
- Present card face up
- Take time to look at received card
- NEVER turn down an offered card
- Be selective when distributing cards

B. Small Talk

Three parts to a Small Talk:

Small Talk -Openers

- Individuals
 - Compliment, weather, food, current event
 - “I love your _____. Is it a family heirloom?”
- Group
 - Topic pertaining to everyone
 - “How do all of you know each other?”
 - “Will you be traveling this summer?”
- Casual acquaintances
 - General comments
 - “How has your year been?”

Small Talk -Middle

- Safe topics

- Sports, books, movies, theater, art, travel
- Questions
 - Ask, listen, share similar experiences, Ask again
- Be more interested than interesting

Small Talk Break-Away

- Stay no more than 10 minutes in one place
- Break-away lines
 - “I don’t want to monopolize you.”
 - “I’m going to circulate.”
 - “I see someone I must meet.”
- Tell them you enjoyed speaking with people you interacted.
- Discuss next steps
 - Going for food, to next person, etc.

Six Common Mistakes That Spoil Conversations

Our own mistakes are so habitual, so well-intentioned, they easily escape our notice Here are six of the most common ones

1. Blabber mouthing

Talking too much, way out of balance. Going on and on without giving the other(s) their turn

2. The "take-away" and "me-too" syndrome

A talker begins a topic and the listener grabs it away and opens a me-centered monologue. You say, "I saw a great movie last weekend . . ." and the listener-soon-to-be talker says, "Oh? I saw one, too . . ." and begins to describe their experience

3. Unsolicited advice

Some people are quick to give advice as soon as the other person mentions a problem. "Have you thought of . . .?" "Why don't you . . .?" erupt quickly from their overflowing volcanoes of counsel

4. Interrupting

This means butting in before your partner has completed the thought. Usually this is done because the interrupting people are impatient and are afraid of not getting their thoughts expressed

5. Contradicting

This is the ultimate conversation-blocker. Although great in structured debate, direct disagreement is not helpful in conversation, which is at its best when its mutual and collaborative

6. Stingy contributors

This describes the people who listen, take and receive, but don't give. They contribute little enthusiasm, information, self-disclosure, acknowledgement, compliments or other elements that lift a conversation

5. GROUP DISCUSSIONS

Dos & Don'ts

- Be as natural as possible. Do not try to be someone you are not. Be yourself.
- Take time to organize your thoughts. Think of what you are going to say.
- Seek clarification if you have any doubts regarding the subject.
- Don't start speaking until you have clearly understood and analyzed the subject.
- Your body language says a lot about you - your gestures and mannerisms are more likely to reflect your attitude than what you say.
- Language skills are important only to the extent as to how you get your points across clearly and fluently.
- Be assertive not dominating; try to maintain a balanced tone in your discussion and analysis.
- Don't lose your cool if anyone says anything you object to. The key is to stay objective: Don't take the discussion personally.
- Always be polite: Try to avoid using extreme phrases like: 'I strongly object' or 'I disagree'. Instead try phrases like: 'I would like to share my views on...' or 'One difference between your point and mine...' or "I beg to differ with you"
- Brush up on your leadership skills; motivate the other members of the team to speak - "Raghu, let us hear your views". Be receptive to others' opinions and do not be abrasive or aggressive.

6. HOW TO KEEP DISCUSSIONS FROM TURNING INTO ARGUMENTS

The only way you can make sure you never lose an argument, to paraphrase Dale Carnegie, is to avoid getting into one in the first place.

Tips to keep discussions from turning into arguments:

1. Do not argue.

Refuse to get drawn into an argument. Be civil. Respect the other person as much as you honour your own values. Be assertive without resorting to aggression.

2. Seek areas of agreement.

Often we agree with people in principle but disagree with them in practice (we want the same thing but have different ideas of how to accomplish it). Find those areas of agreement. Make them clear. Try always to make the other person a fellow problem-solver, neither an opponent nor a friend.

3. Focus on interests, not positions.

An issue is what we want or need. A position is a way of achieving it. Avoid getting attached to your positions so that you do not lose sight of your interests. It is often easier to negotiate and compromise around interests than around positions.

4. Try to see things from the other person's point-of-view.

There is a reason why other people act and think the way they do – however how illogical, wrong-headed, or misguided as it may seem to you. If you criticize them or show disapproval for their reasoning, they will only harden in their resolution. They will resent and resist you. Seek, instead, to discover their hidden reasons, and you will find the key to their motivation.

5. Ask clarifying questions.

Ask open-ended questions. Closed questions – like “Do you agree with my proposal?” – limit people’s ability to express themselves. Open-ended questions – like “How do you feel about my proposal?” – give them freedom and give you more information.

6. Listen.

Spend more time listening than speaking (you can not get yourself into trouble by listening, but you sure can start a brawl by speaking). Listen with your body, your eyes and your mind as well as with your ears. Try to understand what people mean, without getting caught up in the exact words they say. Make them feel understood, and they will be much more likely to try to understand you.

7. If you are wrong, admit it.

There is nothing wrong with changing your opinion, once you have gained new information or perspective. As a matter of fact, it is the sign of wisdom and maturity. Remember that you have been wrong in the past even when you thought you were right, and admit that you might be wrong this time.

8. If you are right, allow the other person to save face.

You are trying to win people’s cooperation, not to prove them wrong. Your kindness will do more to gain their goodwill than anything else.

7. HOW TO DISAGREE ASSERTIVELY

1. The Affirmative Statement

- This is simply saying 'YES'.
- You are using 'yes' to prepare them for what you are going to say.

2. The Softening Statement

- Most people's views are influenced by their background, experience or profession.
- 'As an engineer I can understand why you take such a position'
- 'As a developer whose prime responsibility is for output, I can understand your position makes a great deal of sense'
-

3. Indicate Process

This explains to the person the process you will use to outline your position or your reasons for the stance that you have taken.

- 'If I may, I would like to say something about that ...'
- 'Let me give you my reasons'
- 'Can I tell you how I have arrived at my viewpoint ...?'
- 'Let me outline briefly my position and the reasons for it ...'

4. State Reasons

- Here you simply give the reasons or justification for your position.

5. Disagree

Do not apologize unless it is a situational requirement.

- 'So I cannot agree with you'
- 'So I must disagree'
- 'So I think you are mistaken'

6. Compromise

- This is optional, but helpful if there is little or no cost to you.

Example

- **Position: 'I want you to resolve this error tonight'**
- | | |
|----------------------|--|
| Affirmative | 1. 'Yes, I can understand that' |
| Softening | 2. 'We have been short staffed all week and I know it has been difficult' |
| Indicate | 3. 'But I have to tell you something' |
| State | 4. 'I have not seen my children very much this week and tonight I promised to spend time with them.' |
| Apologize & Disagree | 5. 'So I am sorry and I cannot work overtime tonight' |

Compromise

6. 'Would it be helpful if I stayed tomorrow?'

8. FINAL TIPS

- Pay attention to your body language, it can communicate more than you think.
- Do not try to get too many messages across. People do not retain more than three ideas from a discussion.
- ☐ Use face-to-face communication as much as possible as people generally prefer that type of communication.
- ☐ Be aware of the danger of misinterpretation or misunderstanding while communicating in a multicultural environment. You can visit **<http://www.windowontheworldinc.com/countryprofile/index.html> for some useful tips on different cultures.**
- ☐ Effective communication is timely and open.
- Share the thinking not just the conclusion.
- ☐ If there are no bad news or issues, it does not mean there is nothing to communicate.
- ☐ Communication is a process not a product (information needs interaction).

Finally,

YOU ARE ON STAGE!

When you're communicating, you're constantly on a stage...



Do you understand the play?

Are you dressed for the part?

Do you know your lines?