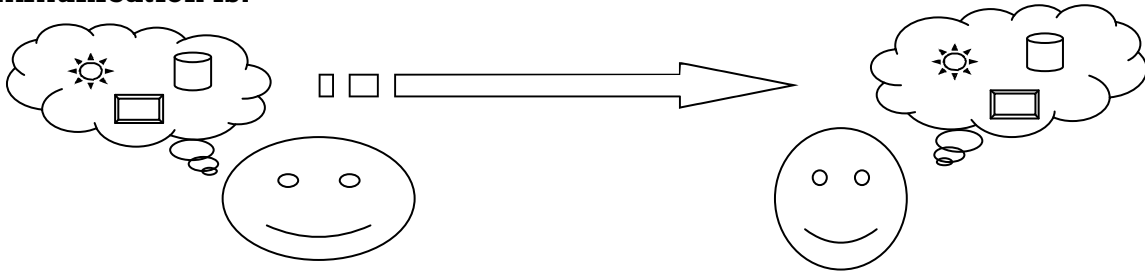


# Effective Communication

## 1. Communication is:



## 2. Good communication requires good communication skills.

- Ability to overcome barriers and distractions.
- Avoid Communication Toxins (Criticism, Contempt, Defensiveness, and Stonewalling)
- Clear verbal message.
- Feedback.
- Nonverbal communication that matches the intended message.
- Active listening.

## 3. Your intrapersonal communication affects your interpersonal communication.

- The importance of being open to influence.
- The danger of assumptions.
- Emotional Intelligence in good communication.

## 4. Formal discussion outline.

### Purpose/Opening.

- What do you want to accomplish?
- What qualities do you want to bring to the conversation?
- Developing and maintaining the relationship is always part of the purpose.

### Listen, Learn, and Share.

- Set all assumptions and preconceptions aside and listen for understanding.
- Share information clearly without trying to “win.”

### Develop solutions.

- Start with coming up with as many relevant questions as possible.
- Brainstorm solutions without limitations.
- Discuss options in terms of what is best for the group, team, or organization.

### Agree.

- End the discussion with an agreement and summary.
- Actions/goals must be SMART (specific, measurable, attainable, relevant and time-bound).

### Close.

- Check the relationship.
- Express confidence in the agreement and the participants.

# Communication Toxins

## **Criticism.**

- Bullying.
- Harsh start-up.
- Chronic criticalness.
- Domination.

## **Contempt.**

- Cutting others down.
- Hostile gossip.
- Undermining.
- Disrespect.
- Sarcasm.

## **Defensiveness.**

- Not open to influence.
- Deflection (“never my fault”).

## **Stonewalling**

- Not open to influence.
- Avoidance.
- Uncooperativeness.
- Passivity.
- Disengagement.
- “Yes Man” agreement.

# Antidotes

## **Criticism.**

- Keep feedback objective by using CAR (circumstance/action/result) format.
- Use a soft start-up.
- State desired positive actions rather than focusing on current negative action.
- Be curious.

## **Defensiveness.**

- 2% question—Mine for the 2% of the other person’s position with which you can agree.
- Be curious.

## **Stonewalling.**

- Remember that you are one of the team’s resources and that you add value.
- Do some psychological self-soothing.
- Warm up by asking questions.

## **Contempt.**

- Focus on being respectful.
- Keep feedback objective by using CAR format.
- Remember that hurtful words damage trust and can never be taken back completely.
- Be curious.