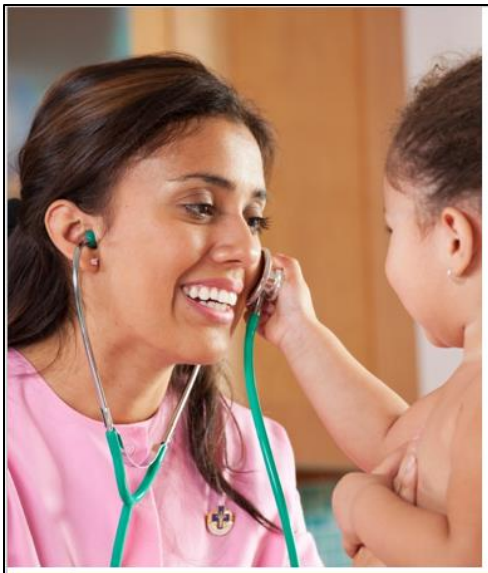


HUMAN SERVICES DEPARTMENT

SESSION M12 – CS 101:TAILORED ENGAGEMENT FOR YOUR CUSTOMERS

SHAWN RILEY, QUALITY ASSURANCE SUPERVISOR

INVESTING FOR TOMORROW, DELIVERING TODAY.

THE BIRDS SURVEY

Please rank the number that describes you best regarding the questions below.

1 = Not at all like me 2 = Somewhat like me 3 = Occasionally like me 4 = Usually like me 5 = Very much like me

1. When in a group, I tend to speak and act as the representative of that group.	1	2	3	4	5
2. I am seldom quiet when I am with other people.	1	2	3	4	5
3. When faced with a leadership position, I tend to actively accept that role rather than diffuse it among others.	1	2	3	4	5
4. I would rather meet new people than read a good book.	1	2	3	4	5
5. Sometimes I ask more from my friends or family than they can accomplish.	1	2	3	4	5
6. I enjoy going out frequently.	1	2	3	4	5
7. It's important to me that people follow the advice that I give them.	1	2	3	4	5
8. I like to entertain guests.	1	2	3	4	5
9. When I am in charge of a situation, I am comfortable assigning others to specific tasks.	1	2	3	4	5
10. I often go out of my way to meet new people.	1	2	3	4	5
11. In social settings, I find myself asking more questions of others than they ask of me.	1	2	3	4	5
12. I often find myself playing the role of leader and taking charge of the situation.	1	2	3	4	5
13. I truly enjoy mixing in a crowd.	1	2	3	4	5
14. When I see that things aren't going smoothly in a group, I usually take the lead and try to bring some structure to the situation.	1	2	3	4	5
15. I make friends very easily.	1	2	3	4	5
16. Other people usually think of me as being energetic.	1	2	3	4	5
17. I am a verbal person.	1	2	3	4	5
18. I try to be supportive of my friends, no matter what they do.	1	2	3	4	5
19. I seldom find it hard to enjoy myself at a lively party.	1	2	3	4	5
20. When in a Leadership position, I like to clearly define my role and let followers know what is expected.	1	2	3	4	5
21. I consider myself to be good at small talk.	1	2	3	4	5
22. I am very good at persuading others to see things my way.	1	2	3	4	5
23. I can usually let myself go and have fun with friends.	1	2	3	4	5
24. I do not prefer the simple, quiet life.	1	2	3	4	5

For questions 25 – 30, please write the letter representing your response in the boxes on the answer sheet.

25. You are in a conversation with more than one person. Someone makes a statement that you know is incorrect, but you are sure the others didn't catch it. Do you let them know?

A. Yes
B. No

26. After a hard day's work, I prefer to:

A. Get together with a few friends and do something active.
B. Relax at home and either watch TV or read.

27. When planning a social outing with a small group, I am most likely to:

A. Be the first to suggest some plans and try to get others to make a decision quickly.
B. Make sure everyone has a say in the planning and go along with what the group decides.

28. You have just finished a three-month project for which you have sacrificed a great deal of your free time and energy. To celebrate, are you more likely to:

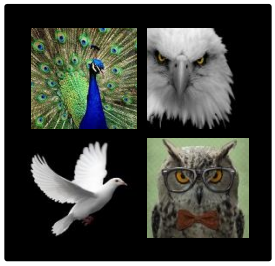
A. Invite some of your friends over and throw a party.
B. Spend a quiet, peaceful weekend doing whatever you wish, either by yourself or with a special friend.

29. If I feel that I am underpaid for my work, I'm more likely to:

A. Confront the boss and demand a raise.
B. Do nothing and hope the situation improves.

30. I think that those around me see me as primarily:

A. Gregarious and outgoing.
B. Introspective and thoughtful.



ANSWER SHEET

To score your Communication Survey:

On numbers 25 – 30:

If you answered A, give yourself 5 points.

If you answered B, give yourself 1 point.

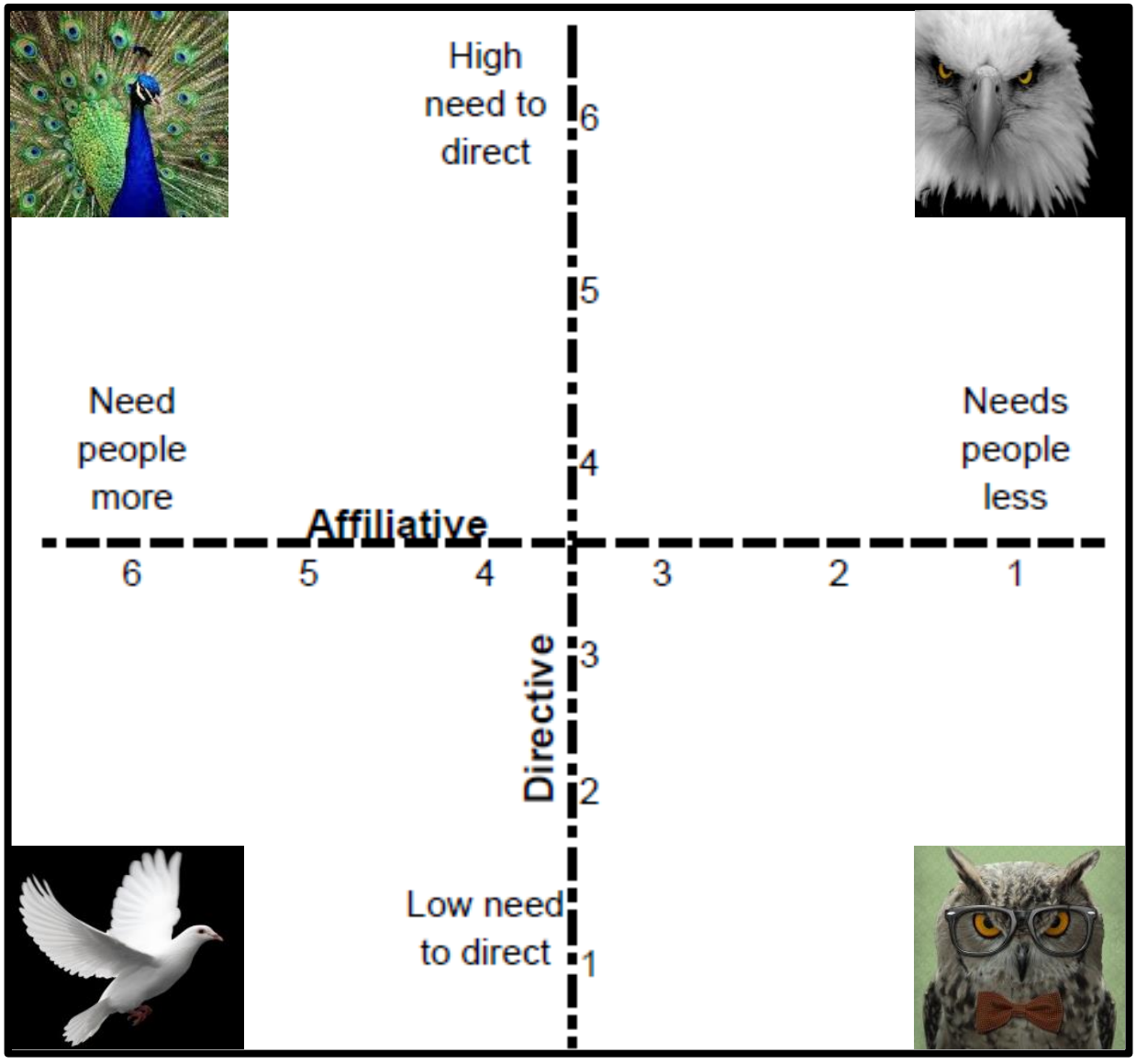
Then total each column.

1.	2.
3.	4.
5.	6.
7.	8.
9.	10.
11.	12.
13.	14.
15.	16.
17.	18.
19.	20.
21.	22.
23.	24.
25.	26.
27.	28.
29.	30.
Total:_____ **DIRECTIVE**	Total:_____ **AFFLIATIVE**

PLOTTING THE AREA

Total Directive Score:_____ **Total Affiliative Score:_____**

If you scored from:	Give yourself a:
15-21	1
22-33	2
34-44	3
45-56	4
57-68	5
69-75	6



COMMUNICATION STYLES

- People have different communication styles.
- People receive information based on their communication style, not yours.
- Your goal is to determine their communication style, so you can communicate with them based on how they receive information.
- NOT necessarily on how you feel most comfortable giving them information.

To be an effective communicator, you must recognize the communication style of the person you are communicating with.

Recognizing the ….*THE EAGLE*

Visual Traits	Verbal Traits	Vocal Traits
Firm Handshake	Tells more than asks	More forceful tone
Steady Eye Contact	Talks more than listens	Communicates readily
Display impatience	Makes emphatic statements	High volume, fast pace
Fast Moving	Blunt, direct, to the point	Challenging quality

Communicate with an EAGLE…	They prefer others to be…
Get right to the point.	Decisive
Be formal and task oriented.	Efficient
Focus on business.	Quick
Make it worth their time.	Assertive

The Eagle Style – *Phone/remote conference: Be formal, business-like and task-oriented. Don't socialize, get right to the point by showing that you can deliver bottom-line results. In person: To get a meeting with an Eagle, you must provide sufficient and enough of an incentive to deserve the meeting. Eagles take pride in being incredibly busy, so you will have to let them be involved in setting a meeting time.*

To achieve balance, Eagles need to practice active listening. They also could benefit by trying to relax, using patience and being more sensitive when communicating with other Bird Styles.

Recognizing the ….*THE DOVE*

Visual Traits	Verbal Traits	Vocal Traits
Intermittent eye contact	Asks more than tells	Steady, warm delivery
Gentle Handshake	Listens more than talks	Diplomatic
Exhibits patience	Reserves opinions	Less forceful tone
Warm and reliable	Less verbal communication	Slower speech

Communicate with a DOVE…	**They prefer others to be…**
Use relaxed, warm tone	Mutually supportive
Focus on feelings	Empathetic
Focus on relationships	Caring
Build Trust	Not Assertive
Cooperation	

The Dove Style – *Phone/remote conference: Calls should be anchored to the person that referred you to them. Strive to be polite and easily liked. In person: Relax and speak warmly and informally. Ask questions about their family and co-workers. Focus on feelings, relationships and building trust.*

To achieve balance and better flexibility in communicating with other Bird Styles, Doves need to learn to say NO. AT times, they must reach beyond their comfort zone and complete tasks regardless of feelings.

Recognizing the ….*THE OWL*

Visual Traits	Verbal Traits	Vocal Traits
Few facial expressions	Fact and task oriented	Little inflection
Non-contact oriented	Limits sharing of feelings	Few pitch variations
Perceived as aloof	More formal and proper	Slow, cautious delivery
Highly organized	Focused conversation	Low volume speech

Communicate with an OWL…	**They Prefer others to be…**
Get to the point.	Organized
Not overly social.	Professional
Speak concisely.	Credible
Give facts.	Logical
Be task oriented.	Unemotional

The Owl Style – *Phone/remote conference:* Be considerate of their time constraints. Tell them what you will cover in the meeting so they will know what to expect. In person: Show them logical proof like statistics or data that documents your quality, track record and value. Verify your credentials on paper. Speak slowly and concisely. Get to the point, don't bother to be sociable, be courteous and task oriented

To achieve balance and better flexibility in communicating with other Bird Styles, Owls need to openly show concern and appreciation of others. They should occasionally try shortcuts and time savers.

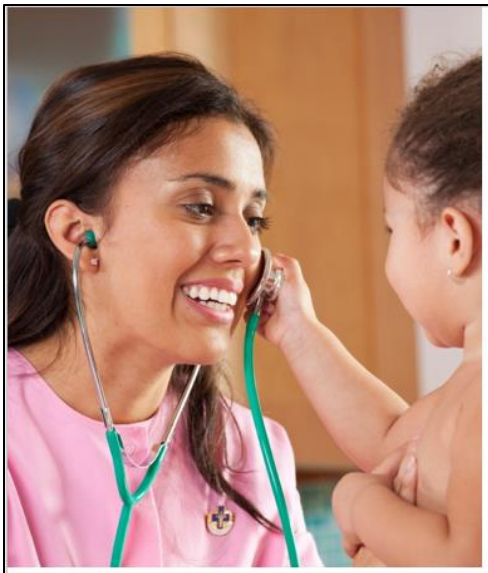
Recognizing the ….*THE PEACOCK*

Visual Traits	Verbal Traits	Vocal Traits
Animated expressions	Tells stories	Lots of voice inflection
Lots of gestures	Shares personal feelings	Dramatic
Lots of contact	Expresses opinions readily	High volume
Spontaneous actions	Digresses from the conversation	Fast speech

Communicate with a PEACOCK	They prefer others to be…
Show great interest	Lively
Let them talk	Spontaneous
Speak lively/ have fun	Uninhibited
Guesstimates are ok	Involved

The Peacock Style – *Phone/remote conference: Calls should be upbeat and friendly as well. Flatter them and thank them for taking the time out to talk to you. In person: Treat them as a V.I.P. Show great interest in them and let them talk by asking "how did you get into this business?" Peacocks want to be friends first, so plan to have as many meetings as necessary to build the relationship.*

To achieve balance and better flexibility in communicating with other Bird Styles, Peacocks need to control their time and emotions. They should work on focusing on task and spend more time organizing.



HUMAN SERVICES DEPARTMENT

SESSION M12 – CS 101:TAILORED ENGAGEMENT FOR YOUR CUSTOMERS

SHAWN RILEY, QUALITY ASSURANCE SUPERVISOR

INVESTING FOR TOMORROW, DELIVERING TODAY.

FURTHER COMMUNICATION STYLES

Assertive

"I have rights and so do others" or ***"I value your opinion"***

Effects: Increased self-esteem and self-confidence, increased self-esteem of others, feel motivated and understood, others know where they stand.

TRAITS	NON-VERBAL CUES
Effective, active listener.	Open, natural gestures.
States limits, expectations, observations.	Attentive, interested facial expressions.
Expresses self directly, honestly, and as soon as possible about feelings.	Direct eye contact.
Checks on other's feelings.	Confident, relaxed posture.
Non-judgmental.	Appropriate volume, expressive.
Trusts self and others.	
Open, flexible, decisive.	

Aggressive

"Everyone should be like me" or ***"I am never wrong"***

Effects: Provokes counter aggression, alienation from others, waste time and energy, fosters resistance, defiance, forming of alliances.

TRAITS	NON-VERBAL CUES
Closed minded.	Point, Shakes finger

Poor listener.	Frowns
Difficulty seeing other's points of view	Glares
Interrupts, Monopolizes.	Stares
Domineering, Bullying	Rigid posture
Patronizing, Condescending	Critical, loud, yelling tone
Bossy, know-it-all	Squinting eyes

Passive

"Don't make waves" or ***"Don't express your true feelings"***

Effects: Avoids confrontation, withdraws, sullen and silent. Agrees externally, disagreeing internally. Expends energy to avoid conflicts that are anxiety provoking

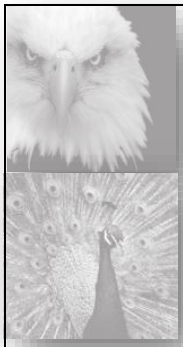
TRAITS	NON-VERBAL CUES
Indirect, always agrees.	Fidgets.
Doesn't Speak up.	Sighs a lot.
Apologetic, self-conscious.	Smiles, Nods in agreement.
Complains instead of taking action.	Downcast eyes.
Allows others to make decisions.	Low volume speech.
Sits on both sides of the fence.	Slumped Posture.
Avoids Conflict.	
Clams up when feel treated unfairly.	

Asks permission unnecessarily.	

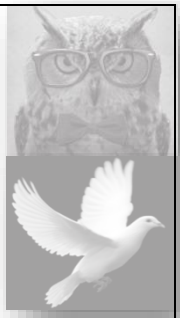
Passive - Aggressive

"I was only joking" or *"I forgot to let you know"*

TRAITS	NON-VERBAL CUES
Procrastination.	Leaving notes as opposed to face-to-face contact.
Carrying out tasks inefficiently intentionally.	Using sick days during important projects or on mandatory days.
Do "sneaky" things.	Justifying their behavior, "I was only joking."
"Forgetting" to do things as an excuse not to do things.	Gossip.



Tailor your message.



Tailor these messages into each of the four Bird styles. Keep in mind that you are rewriting to better suit each of the four Bird Styles including your own.

1. You were late today and have been late to work three times this week. Is there a reason for this that can explain this attendance issue?

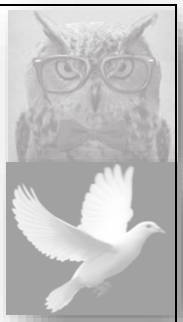
PEACOCK:

EAGLE:

DOVE:

OWL:

Tailor your message.



Tailor these messages into each of the four Bird styles.
Keep in mind that you are rewriting to better suit each of the four Bird Styles including your own.

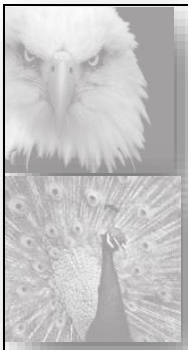
2. You seem to have difficulty in achieving your goal. You have only completed 8 cases out of 30 for the month. The rest of the team is feeling the added pressure.

PEACOCK:

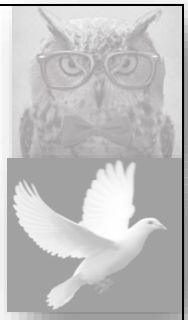
EAGLE:

DOVE:

OWL:



Tailor your message.



Tailor these messages into each of the four Bird styles. Keep in mind that you are rewriting to better suit each of the four Bird Styles including your own.

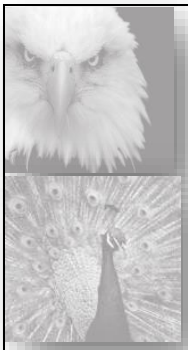
3. Your clothing is unacceptable for the office and violates our dress code policy. I need you to change that outfit into one that is policy appropriate.

PEACOCK:

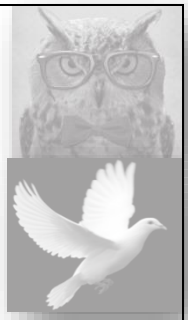
EAGLE:

DOVE:

OWL:



Tailor your message.



Tailor these messages into each of the four Bird styles. Keep in mind that you are rewriting to better suit each of the four Bird Styles including your own.

4. You have not turned in a report as was asked of you yesterday. This late information could greatly impact our office and we need to immediately get this report.

PEACOCK:

EAGLE:

DOVE:

OWL:

COMMUNICATION

Deal with it

DEFENSIVE

LEADER (DOVE): You have asked an employee to meet with you in your office to discuss their performance. You had an issue with this employee in the past being insubordinate and wanted to tell them what a great job they have been doing lately and to keep up the good work.

EMPLOYEE (PEACOCK): Your County Director asked to meet with you briefly in their office. The last time you met with them they reprimanded you. You arrive at their office with arms crossed and stand in the doorway not feeling like being told how you aren't cutting it.

STRATEGIES:

- Greet the employee warmly and put them at ease.
- Invite them to sit down.
- Eliminate the physical barrier of your desk, come around and sit in front of it and next to your employee.
- Discuss a common interest or a project the employee is doing well on.
- Use open gestures and smile warmly to communicate support.

COMMUNICATION

Deal with it

EXPECTED TO OBJECT

LEADER (DOVE): You have asked your team to keep a telephone log for an entire week. You know this is going to be a time-consuming nuisance, but it is necessary as your Regional Operations Manager needs the call volume for your office. You didn't get many details why, but you asked an employee who is good with numbers to do it.

EMPLOYEE (OWL): You were just asked to compile a phone log that you feel is a complete waste of time. You have many other projects that require your attention and this task takes away from them. You can't understand what they need with only one week's data. You feel this is arbitrary and have complained as such.

STRATEGIES:

- Analyze your feelings and recognize that employees might not share them.
- To get buy-in, design a clear message explaining the "why" of the study.
- Be aware that your body language doesn't contradict your spoken words of support of the program.
- If they object, use reflecting, probing, supporting and advising to gain buy-in.

COMMUNICATION

Deal with it

EMOTIONAL REACTOR

LEADER (DOVE): You have received word that you have to undertake some serious cost-cutting measures that will affect your employees. You decided to post this information on the office bulletin board so that the message will get out immediately. You will follow up with more information at the meeting tomorrow.

EMPLOYEE (EAGLE): You just saw that a new notice was posted to the bulletin board by your County Director. According to the bulletin, overtime will be stopped until further notice. You had volunteered to work it for the next two weeks to save some money. No one notified you about this and you are upset and want to yell.

STRATEGIES:

- Before the meeting, design a clear, concise message about the change.
- Prior to the meeting, identify what personal barriers that may interfere with the message.
- Meet and explain policy with employees. Back up spoken word with written explanation of the change.
- Get feedback from the team. Ask them for recommendations on how to distribute the information.

COMMUNICATION

Deal with it

JUMPS TO CONCLUSIONS

LEADER (PEACOCK): You are presenting a new idea to your employee who continually interrupts you and doesn't agree with most of your ideas. Their response was to tell you, "We've tried that before, and it didn't work."

EMPLOYEE (OWL): Your boss has called a meeting to discuss some new ideas for changing some of the office procedures. You have been at this office longer than this Line Manager and you know that the last time you tried these approaches it was a waste of time. You tell them to help come up with other ideas that will work

STRATEGIES:

- Be sure your presentation flows logically and includes facts and figures.
- Supplement your oral presentation with something written as well.
- Anticipate the employee's objections and be prepared to answer them.
- Ask the employee to hold judgment until after you have finished your presentation.
- Use active listening to probe for objections and reflect the employee's point of view.

COMMUNICATION

Deal with it

PERSONAL PROBLEM

LEADER (EAGLE): You have an employee whose performance has dropped sharply in the last two weeks. They have been visibly upset at work and you saw them crying in their car at lunch yesterday. You know something big is going on in their personal life.

EMPLOYEE (DOVE): You have been fighting with your spouse at home for the last two weeks. The fight has been so bad that you are having a hard time concentrating at work. You have been considering divorce but don't know how you could make it through it. You spend your lunch breaks yelling on the phone and crying.

STRATEGIES:

- Meet privately to communicate that you care. Make it clear that you are committed to excellence on the job.
- Probe to see how the employee foresees work being effected by the situation.
- Reflect on what you think the employee must be feeling.
- Find out what support will be the most useful.
- Leave the responsibility for problem solving with the employee.

COMMUNICATION

Deal with it

IGNORING

LEADER (OWL): You have an employee who seems to disregard policy. They often take "short-cuts" that do not necessarily follow policy and you are uncomfortable with this. You want to impress the importance of following policy as well as help this employee stay on track to be successful. You call them to a meeting.

EMPLOYEE (EAGLE): Your boss has been "preaching policy" at you again and doesn't see how the little changes you have made speed up your work. You feel that if your boss were working the "front-lines" they would see the value. You think they have forgotten what is like at the working level. You were called to meet your boss.

STRATEGIES:

- Have the employee research the policy and present their understanding.
- You review the policy yourself in anticipation of possible questions.
- Discuss consequences from failure to follow policy and share the consequences.

COMMUNICATION

Deal with it

HEAR WHAT THEY WANT

LEADER (OWL): You need to address a miscommunication centered on your employee who often gets information mixed up. You need to clarify that you implemented mandatory overtime for this weekend. This employee will be required to work to meet the office's deadline this weekend.

EMPLOYEE (PEACOCK): You bought tickets to get away this weekend to a hotel that you have been excited to visit. It is out of town and you look forward to staying at this new hotel your friends told you about. Your boss has asked to meet with you concerning some overtime that you can't do this weekend.

STRATEGIES:

- Impress upon the employee the impact of the misunderstanding on the team.
- If appropriate, give an oral warning.
- Ask the employee to suggest ways to avoid any similar occurrences.
- In future communications, ask for feedback; have them summarize the conversation.

COMMUNICATION

Deal with it

INATTENTIVE

LEADER (PEACOCK): You have an employee who seems upset and acts very distracted when you explain what you need to have done before the end of the day. You can tell that something is on their mind and you worry that they have missed some of the details of the assignment you just gave them.

EMPLOYEE (PEACOCK): Your Line Manager just gave you another assignment that needs to be completed by the end of the day. You understood most of the details and you know that you can get it done after lunch. The death of a family member has you really upset.

STRATEGIES:

- Ask for feedback to check to see if your message is getting across.
- Ask probing questions to determine the reasons for their behavior.
- Reflect your understanding of the employee's concerns to verify your understanding.
- If possible, reschedule the meeting for a better time for the employee.

COMMUNICATION

Deal with it

LONG – WINDED

LEADER (EAGLE): You are pressed for time as you have a meeting with your manager. You need to meet with your employee to get a report on the current progress of your team's goal prior to this meeting with your manager.

EMPLOYEE (OWL): You were just asked to report on the progress of your team's goal on very short notice. You feel very uncomfortable due to the amount of time to research the current progress and prepare the report.

STRATEGIES:

- Use lag time to mentally summarize what they said so far.
- Visualize the people and the events described by the speaker.
- Eliminate distractions by closing the door & ignoring the phone.
- Use questions to move the employee's story along without cutting them off or showing disinterest.

PUT THOSE SKILLS TO WORK

This activity is our final exercise and is designed to give you practice in carrying out the Skills you learned in today's training. You will be presenting to the class your best way of dealing with the situations presented in the scenario in a role-playing presentation.

Instructions for the Leader:

- Your objective is to fill out the action plan to deal with the employee in your scenario. Use your assigned scenario to complete the form on the following page. Follow the outline that you prepare as you work towards developing your employee.

Instructions for the Employee:

- Your objectives are to stay as true to the scenario as possible. Try not to be too creative as to make it overly difficult for the Leader by adding new elements to the situation. But try to keep it as genuine as possible.

Instructions for the Observer(s):

- Your objectives are to check off of the skills as they are presented. Give positive and constructive criticism. Focus on what the Leader did well. Keep critique relevant so they reinforce the skills we covered today. Give feedback in a manner that communicates effectively to the Leader.

NOTES:

Scenarios

Discuss your assigned scenario in your group. Decide what roles each member will be and be ready to present how you would handle this situation in a role-playing presentation.

1. You are a Line Manager and have an employee who has complained to you concerning the behavior of one of their co-workers. You have investigated the behavior and found that there is not a clear policy violation. You do, however, discover that the behavior is unwelcome to more than a couple of your employees. You decide to have a meeting with your employee and privately counsel them concerning their behavior and for the next three months it seems to improve. After about three months, the employee who made the initial complaint asks you why nothing was ever done to the employee they complained about. This employee feels that the unwelcome behavior wasn't addressed because the person with the unwelcome behavior wasn't reprimanded in their witness. Their feelings are that the issue wasn't dealt with as the employee with the behavior problem is still employed and that they had asked fellow employees if they had any complaints about the same person.

2. A 17 year veteran employee works for a new County Director who recently took over the care of an office less than a year ago. The veteran employee makes sarcastic and aggressive statements behind the new County Director's back; though acts supportive and willing to cooperate in front of the County Director. The veteran employee has a group of people that are loyal to them in their office (a clique) and often mimic the behavior of the veteran employee by voicing opinions that demean the County Director's new office procedures. The County Director is struggling to improve productivity at this office and is concerned about improving office morale. Assume you are this County Director and you have an upcoming office meeting with all of your staff, how do you both address the secret critics and maintain morale? How can you use the veteran employee to your advantage?

3. You have an employee whom you suspect is sharing confidential information and is behaving in a manner that that you consider unprofessional on Twitter. There have been multiple disparaging comments made about the people that HSD serves and possibly other inappropriate comments about an employee as well. Your investigation reveals that there is no formal policy regarding social websites. The employee who feels targeted by the comments on Twitter now has said that they now feel bullied in the work place. Besides addressing the lack of professionalism concerning this behavior, how do you address this with the employee?

ACTION PLAN WORKSHEET

Using the questions below, apply the skills we worked on in today's session. Make this a proactive approach, rather than a reactive approach. Always put a time line for the initial action and follow-up.

1. **Describe your Objective.** What do you want to accomplish using behavioral, measurable objectives? In other words, what action do you want to see accomplished? The objective must be fact-based and attainable by the employee.

2. **Describe how you will create a climate of open communication.** Is your climate - Reliable? Open? Accepting? Dependable?

3. **Describe your message using a clear, concise statement.** Remember to use short words, short sentences, specific terms, and commonly understood words. Be certain to design your message in the interest of the receiver (Bird Style).

4. **Describe how you will manage your non-verbal behaviors.** Be aware that your nonverbal behaviors may convey a different message than your verbal actions.

5. **Describe how you will listen to communicate.** Be sure to use feedback when you receive a message and gather feedback when you deliver a message. Don't forget to reflect, probe, support, and advise.

6. **Describe the method(s) you plan to use to deliver the message.** Are you going to conduct the meeting in a group or individually? Are you going to present the message orally, written, or in a presentation?

7. **Describe how you plan to evaluate whether or not the receiver understands your message.** Think about what questions you want to ask in order to get feedback from the receiver. Be aware of the nonverbal behaviors the receiver gets**.**

OBSERVER'S FORM

Use this form to record your observations of the Leader's application of the **Essential Skills of Leadership.**

Essential Skills of Leadership:

Maintained or Enhanced Team Member Self-Esteem…… ☐

Focused on Behavior…… ☐

Encouraged Team Member Participation…… ☐

Essential skills of Communication:

Created a Climate of Open Communication…… ☐

Designed Clear, Concise Meassages…… ☐

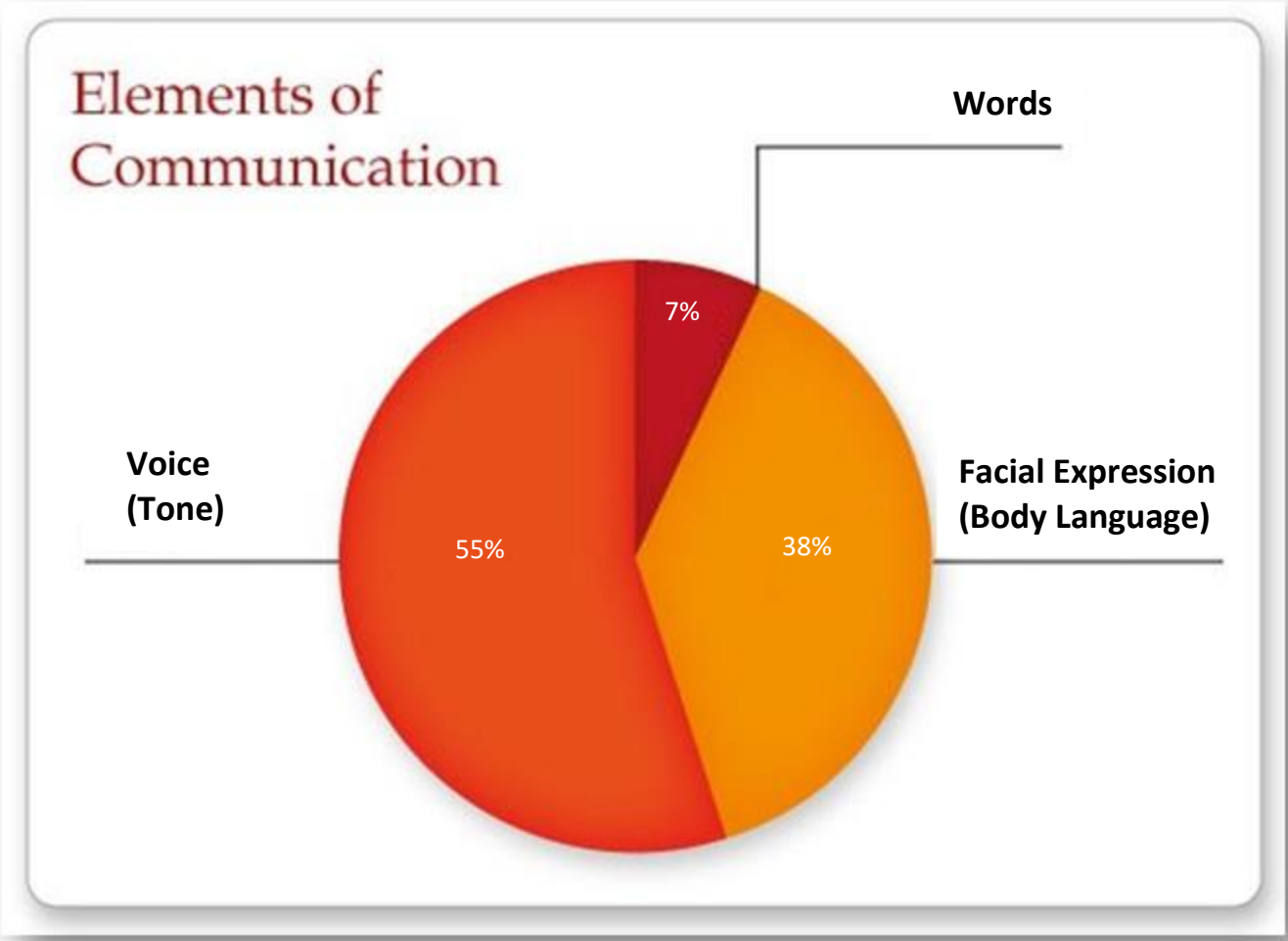
Managed Nonverbal Behaviors…..…… ☐

Listening: Reflected ☐ Probed ☐ Supported ☐ Advised ☐

Did Leader give Feedback?..... ☐

Additional Notes

VERBAL AND NON-VERBAL COMMUNICATION



NON-VERBAL COMMUNICATION

Facial Expression:

Do you ever roll your eyes? Do you scowl? Do you smirk or smile inappropriately?

You want to keep your facial expression calm, concerned, sincere and interested. Don't smile while someone expresses anger as it can make them feel like you aren't taking them serious.

Body Posture:

Do you slouch or loll at your desk or work area?

Show that you are attentive by standing or sitting up straight. Slouching may seem that you are inattentive or disinterested.

Gestures:

Do you often have your arms crossed while standing or sitting? Do you hold your head up with your hands?

Crossed arms suggest that you are closed or unwilling to listen. Uncross your arms and give indications that you are willing to listening with an open mind.

Touching:

Are you a hugger? Back patter?

Avoid touching an upset person. Especially when any signs of violent tendencies are apparent as you might set them off.

Chewing gum or eating:

Chewing gum or eating can be annoying and could send aggravate an upset employee into an irate employee.

Sighing:

Sighhhhhhhhh!

Sighing is almost always interpreted as negative. It often suggests that you are annoyed or impatient to your employee.

Cursing:

You bleepitty bleep bleep!

Even if they start cursing, there is no excuse for cursing. You are a both a Leader and a Professional. It is a sign of strength to maintain composure and to remain calm and respond with patience to the cursing employee.

Vocal tone:

Employees respond more to how you say something than what you actually say.

If your tone of voice sounds annoyed, impatient or condescending, you can aggravate your employee. Sounding confident inspires confidence in what you are saying.

COMMUNICATION BARRIERS

Barriers are things that hinder communication. For example, one barrier to communication might be background noise. Removing this barrier can greatly help your message to be clearly understood by your Employee. To remove this barrier you could start by moving your conversation to a quieter location or picking a time to have it when the background noise is minimal.

What communication barriers do you have in your office?

How would you overcome these barriers?

List strategies you would employ to increase your success in communication.

THE SOFTEN FORMULA

How do you show your employees that you are listening? Assure that your nonverbal communication tells your employees that you are listening.

Smile
Open Posture
Forward Lean
Territory(space)
Eye contact
Nodding(listening)

FIGHTING WORDS

Rule #1: Don't Get Personal

Can't you understand a simple procedure? _____
You filled out the form wrong. _____

Rule #2: Use "I" Language

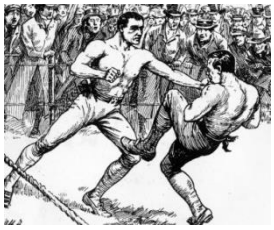
You do understand this, don't you? _____
You're confusing me. _____

Rule #3: Avoid Giving Orders

Do it this way. _____
Wait here. _____

Rule #4: Take Responsibility

I can't… _____
It's not my job. _____

Rule #5: Avoid Causing Defensiveness

You filled this out okay, *but*… _____
You *never* do it right. _____