

Effective Communication



Interpersonal Communication

- ▶ The exchange of a message across a communication channel from one person to another
- ▶ Three problem areas
 - ▶ Intended message versus message sent
 - ▶ Message sent versus message received
 - ▶ Message received versus message interpreted

Sender

Receiver

**Encodes
Message**



**Sends
Message**



**Receives
Message**



**Decodes
Message**

*What I want
to say*

What I say

*I hear
her say*

*I think
she means*

Problem Area I: Intended Message Versus Message Sent

- ▶ Think about what you want to communicate
- ▶ Practice what you want to communicate
- ▶ Learn better communication skills



Problem Area II: Message Sent Versus Message Received

- ▶ Actual words used
- ▶ Communication channel
- ▶ Noise
- ▶ Nonverbal cues
- ▶ Paralanguage
- ▶ Artifacts
- ▶ Amount of information



Actual Words Used

- ▶ **The word “fine”**
 - ▶ to describe jewelry
 - ▶ to describe the weather
 - ▶ to describe food
- ▶ **The applicant was a:**
 - ▶ female
 - ▶ girl
 - ▶ babe
 - ▶ woman



Use concrete words and ask how the other person might interpret your message

► Avoid such words as:

- as soon as possible
- I'll be back soon
- I'll be out for a while

► Why not be specific?

- Avoid confrontation
- “test the water”
- Avoid being the bad guy (MUM effect)



Gender Differences in Communication (Tannen, 1986 & 1990)

▶ Men

- ▶ Talk about major events
- ▶ Tell the main point
- ▶ Are more direct
- ▶ Use “uh-huh” to agree
- ▶ Are comfortable with silence
- ▶ Concentrate on the words spoken
- ▶ Sidetrack unpleasant topics

▶ Women

- ▶ Talk about daily life
- ▶ Provide details
- ▶ Are more indirect
- ▶ Use “uh-huh” to listen
- ▶ Are less comfortable with silence
- ▶ Concentrate on nonverbal cues and paralinguage
- ▶ Focus on unpleasant topics

Going Hollywood



Men are from Mars, Women are from Venus

Communication Channels

► Oral

- in-person
- word-of-mouth
- answering machine

► Nonverbal

► Written

- personal letter/memo
- general letter/memo
- email



Noise

- ▶ Actual noise
- ▶ Appropriateness of the channel
- ▶ Bias
- ▶ Feelings about the person communicating
- ▶ Mood
- ▶ Perceived motives



Nonverbal Cues

- ▶ Are ambiguous
- ▶ Those that aren't, are called emblems
- ▶ Gender and cultural differences are common
- ▶ Nonverbal cues are thought to be 80% of the message received



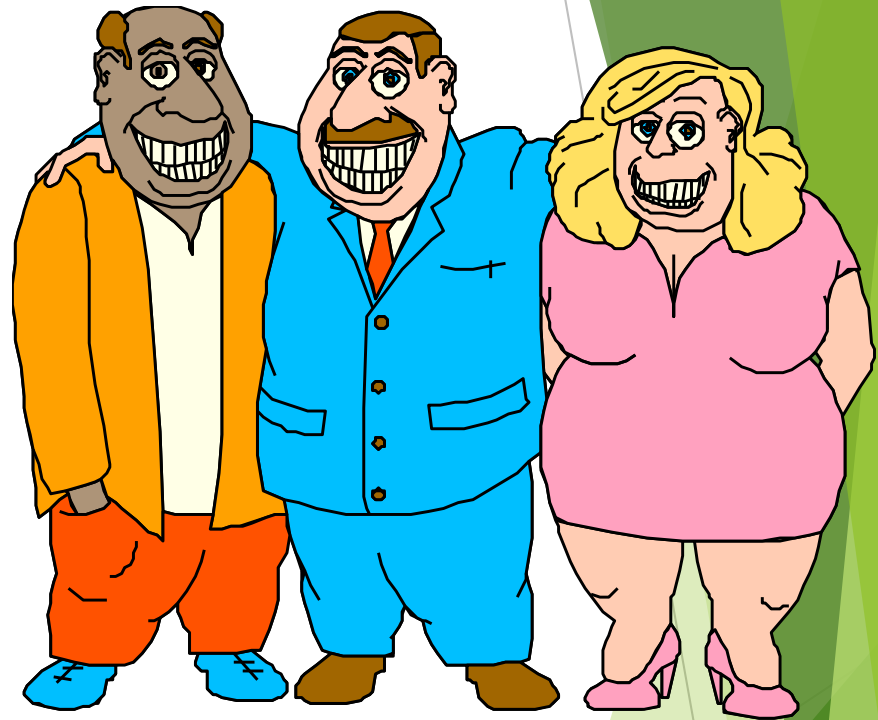
Nonverbal Cues Include

- ▶ Eye contact
- ▶ Expressions
- ▶ Micro-expressions
- ▶ Posture
- ▶ Arm and leg use
- ▶ Motion
- ▶ Touching



Use of Space

- ▶ **Intimacy zone**
 - ▶ 0 to 18 inches
 - ▶ close relationships
- ▶ **Personal distance zone**
 - ▶ 18 inches to 4 feet
 - ▶ friends and acquaintances
- ▶ **Social distance zone**
 - ▶ 4 to 12 feet
 - ▶ business contacts and strangers
- ▶ **Public distance zone**
 - ▶ 12 to 25 feet



Use of Time

- ▶ Being late
- ▶ Leaving a meeting early
- ▶ Setting aside time for a meeting
- ▶ Multi-tasking (working while talking)



Basic Assumptions About Nonverbal Cues & Paralanguage

- ▶ People are different in their use of nonverbal cues and paralanguage
- ▶ Standard differences among people reveal information about the person
- ▶ Changes in a person's style reveal new messages



Paralanguage

- ▶ Rate of speech
- ▶ Loudness
- ▶ Intonation
- ▶ Amount of talking
- ▶ Voice pitch
- ▶ Pauses



<http://www.youtube.com/watch?v=pjmkb5HCGLA>

The Importance of Inflection

- ▶ I did not say Bill stole your car.
- ▶ I **did not** say Bill store your car.
- ▶ I did not **say** Bill stole your car.
- ▶ I did not say **Bill** stole your car.
- ▶ I did not say Bill **stole** your car.
- ▶ I did not say Bill stole **your** car.
- ▶ I did not say Bill stole your **car**.

The Importance of Listening

- ▶ 70% of a manager's job is spent communicating
- ▶ Of that time
 - ▶ 9% is spent writing
 - ▶ 16% is spent reading
 - ▶ 30% is spent speaking
 - ▶ 45% is spent listening



Listening Skills

- ▶ Stop talking and listen
- ▶ Show the speaker you want to listen
- ▶ Empathize with the speaker
- ▶ Don't ask excessive questions
- ▶ Remove distractions

- ▶ Keep an open mind
- ▶ Use appropriate nonverbal cues
- ▶ Let the other person finish speaking
- ▶ Try to understand what the other person means

Listening Styles (Geier & Downey, 1980)

- ▶ Leisure
- ▶ Inclusive
- ▶ Stylistic
- ▶ Technical
- ▶ Empathic
- ▶ Nonconforming



Other Factors

- ▶ Emotional State
 - ▶ Anger
 - ▶ Fear
 - ▶ Anxiety
 - ▶ Excitement
 - ▶ Love
- ▶ Bias
- ▶ Cognitive Ability
- ▶ Drugs and Alcohol



Writing is easiest to read when it:

- ▶ has short sentences
- ▶ uses simple rather than complicated words
- ▶ uses common rather than unusual words



Comparison of Readability Scales

	Readability Index			
Method	Fry	Flesch	FOG	Dale-Chall
Average number of syllables per word	X	X		
Average sentence length	X	X		
Average number of words per sentence			X	
Average number of 3-syllable words			X	
Number of unusual words				X