

Crash Foundation Course
for AIS/CCS Officers
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Effective communication
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Communication-some basics

- Communication is about other person not about you
- As boss- are you listening enough?
- As subordinate- is your boss listening enough?
- How frequently do you talk to colleagues?



Communication-some basics

- Be transparent about personal goals
- Be transparent about organisation goals
- Always be reviewing
- Discuss working style- results
- Remind why they are here
- Clarity on What, Why, when, where, by whom and How



Upward communication

- When ? estimates, proposals, complaints, reports, grievances, reports and appeals
- Helps understand how the policies/plans are working
- Should encourage
- Improves overall job satisfaction of those sending
- Less apprehensive- better upward communication



Upward communication

- No. 1 reason for leaving jobs is bad relationship
- Clear Concise and direct language
- How- in person, mail, telephone
- How- in detail, summarize
- Ask for clarity
- Active listening- understand, anticipate their needs
- Go with note book and record
- When- take appointment, do not barge in
- Avoid emotion



Upward communication

- Requires planning and preparation
- Based on the issue and its importance
- Face to face- what is the issue and what are the solutions
- Be sensitive to time
- If want to make big impact ask for time for presentation
- Non-verbal- eye contact (not wandering), assertive not aggressive (crossed arms, slumping shoulders)
- Mail- for leave, update on something- be precise (can lead to misunderstanding), proof read(spelling mistakes)



Listen, or your tongue will make you deaf.
-Native American Proverb



Diagnose before you prescribe

- Describe a time when someone **didn't listen to you** before prescribing an answer
- How did you **feel**?
- **When do you most often fail** to listen to others?
- **What gets in the way** of listening effectively?

One friend, one person who is truly understanding, who takes the trouble to listen to us as we consider our problem, can change our whole outlook on the world.

- Dr. Elton Mayo



Downward communication

- When? Upward-downward communication increases trust, support and frequency of interactions
- Benefits of downward- Better coordination, increased performance (intelligent participation), increased morale and increased client relation



Abundance or Scarcity Mindset

Abundance	Scarcity
I believe there is plenty out there for everybody	I believe there is only so much, and the more you get, the less there is for me
I am happy for the success of others, especially those closest to me	I am threatened by the success of others, especially those closest to me
I treat everyone with equal respect	I treat people with varying degrees of respect based on position or status
I find it easy to share recognition and credit	I have difficult time sharing recognition and credit
I have a deep inner sense of personal worth and security	I find my sense of self-worth from being compared and from competition



Balance Courage and Consideration

<p>High</p> <p>Courage</p> <p>Low</p>		
	Low	High

Courage : Willingness and ability to speak your thoughts and feelings
Consideration: Willingness and ability to seek and listen to others' thoughts and feelings with respect

Exercise: Pick one personal and one professional relationship, your typical interaction with them, rate yourself on the grid



Example of Win-Win Agreements

Example of Parent-Child

Desired Results	<ul style="list-style-type: none">• Homework done each day, better grades• Stop nagging
Guidelines	<ul style="list-style-type: none">• Can't watch TV or play computer until homework is done• Remember no more than once a day to do homework
Resources	<ul style="list-style-type: none">• Parents, tutor, after-school programs
Accountability	<ul style="list-style-type: none">• Parent signs off on homework every day, checks online for grades
Consequences	<ul style="list-style-type: none">• Positive- feel better about self, dinner and movie with parents• Negative- If unsuccessful- summer school

Draft a Win-Win Agreement



Build Win-Win Systems

Win-Win System	Win-Lose System
Grading on a standard in a class at school	Grading on a forced curve in a class at school
All sales people who achieve 110 % of their goal achieve President's Club	Top 5% of sales force achieve President's Club
Each child who achieves his or her GPA goal for the semester gets a night out with Mom	The child with the highest GPA each semester gets to choose where the family eats out
A performance management system based on both personal production and team contribution	A performance management system based only on personal production, not team-related issues



Build Win-Win Systems

- Systems need to support it- training, planning, communication etc
- Identify an area in your own life where you feel you may have created or supporting a win-lose system (family or work place)
- What is the one action you will take within your circle of influence to improve that system?



Lateral communication

- A coordinated flock of birds or a shoal of fish all maintain their relative positions, or alter direction simultaneously due to lateral communication amongst members; this is achieved due to tiny pressure variations.
- An ants, termites, bees nest is not coordinated by messages sent by the queen ant / bee / termite but by the lateral communication, mediated by scent trails of the ants. Its physical structure is an emergent property of the individual entities.



Lateral communication

- “Organizational Communication,” Michael J. Papa defines horizontal communication as “the flow of messages across functional areas at a given level of an organization” (Papa and Daniels 55).
- With this system people at the same level are permitted “to communicate directly without going through several levels of organization” (Papa and Daniels 55).



Lateral communication

- Given this elasticity, members within an organization have an easier time with “problem solving, information sharing across different work groups, and task coordination between departments or project teams” (Papa and Daniels 56).
- The use of lateral or horizontal communication in the workplace “can also enhance morale and afford a means for resolving conflicts (Koehler et al., 1981) (Papa and Daniels 56).[\[3\]](#)



Lateral communication

- **Problems with Horizontal Communication**
- Although this system of communication can be effective, problems can often ensue within organizations. According to Papa's book "Organizational Communication," "horizontal communication problems occur because of territoriality, rivalry, specialization, and simple lack of motivation."
- In addition to these problems and in general, "organizations that traditionally have functioned under rigid authority structures with fixed lines of communication may find that the values and expectations that members have acquired under such systems inhibit attempts at horizontal communication." (Papa and Daniels 56).



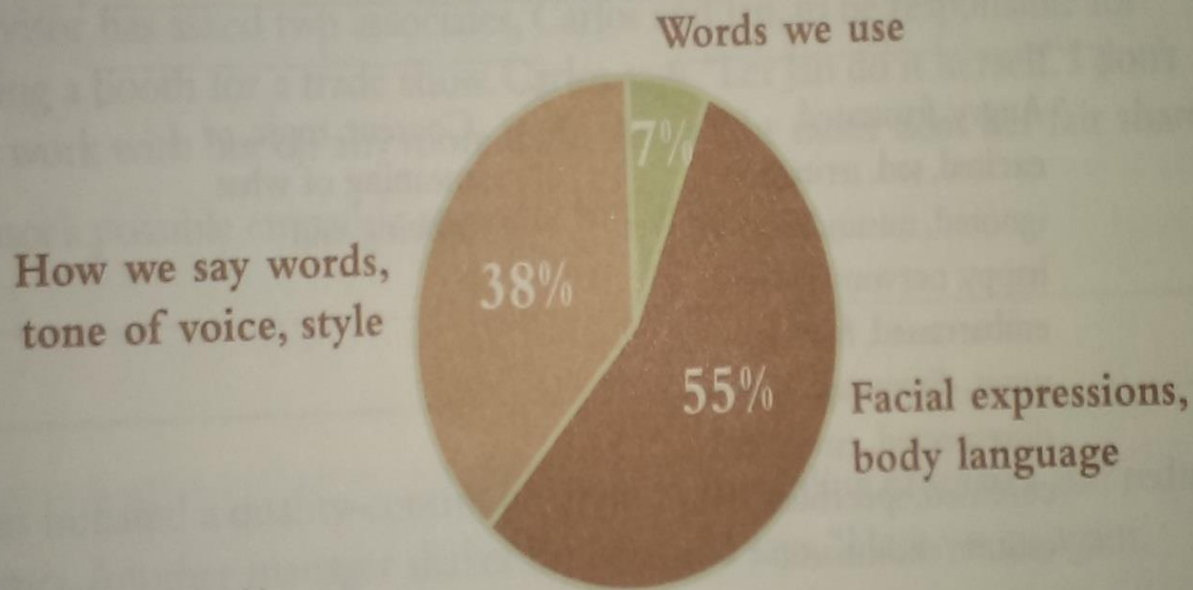
Lateral communication

- Other problems with this form of communication can happen between multinational corporations. “Horizontal communication between subsidiaries of the same multinational corporation (MNC) is a problem faced by staff as the demands for communicating across borders are pushed downwards in the organizational hierarchy.” (Mirjaliisa and Marschan-Piekkari 9).[\[5\]](#)



READING THE SIGNS

When we communicate face to face about our likes and dislikes, our body language, tone of voice, and feelings communicate more loudly than the words we use.



Source: Mehrabian, Albert. *Silent Messages*.

Watch the Signals

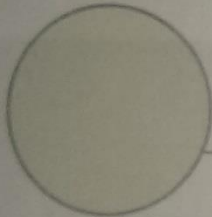




RED

Stop talking and listen empathically when:

- There is high emotion.
- You must get to the heart of an issue.
- You feel you don't understand.
- The other person doesn't feel understood.



YELLOW

Slow down. Watch and be ready to listen empathically.



GREEN

Go forward and seek to be understood when:

- The issue is clear and mutually understood.
- The conversation is casual and unemotional.
- You're asked to give counsel or advice.

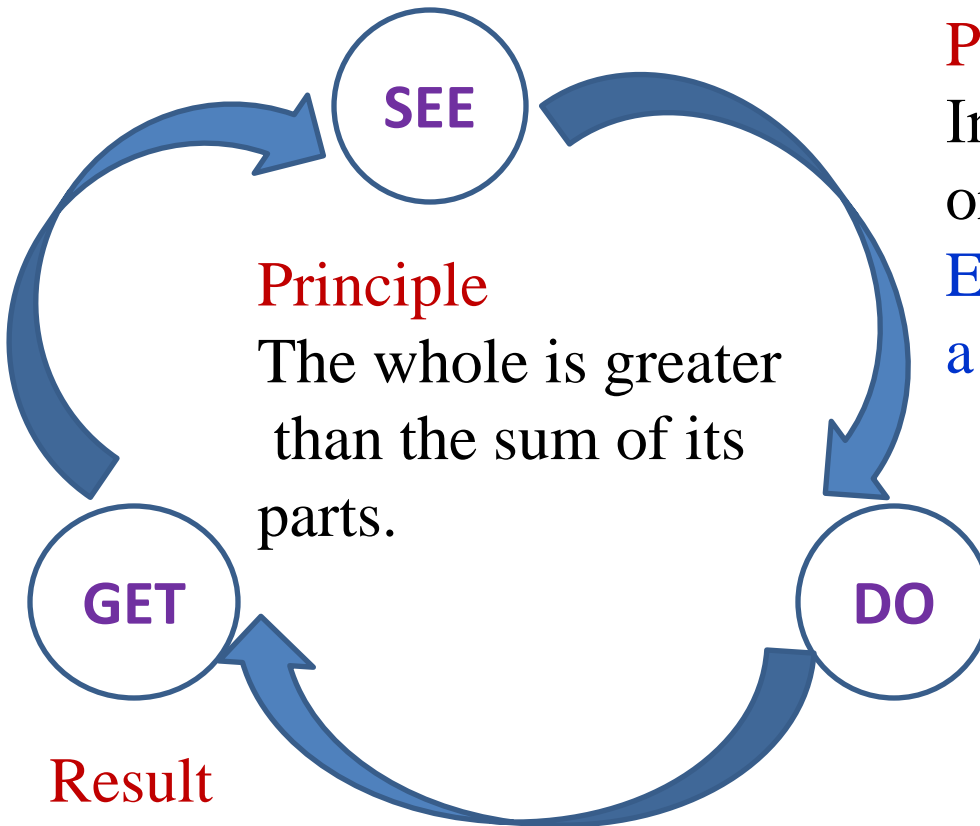


Benefits of effective communication

- Openness increases satisfaction
- Relationship maintenance- Personal friendship, professional relationship
- Strategies- informal interactions (non- office matters), formal interactions(politeness), impression (hesitate to give bad news), over enthusiasm, open discussion- (how you want to be treated)



Habit of Creative Cooperation



Paradigm

Ineffective: It's either your way or my way, or a compromise

Effective: Together we can create a better way, a higher way

Behavior

- Value and celebrate the differences
- Practice creative cooperation

Result

- Innovation and invention
- New and better solutions
- Transformed relationships
- Appreciation of diverse perspectives



Synergizing

Types of Interaction	Interaction result	Outcome
1.Synergy-Third Alternative	$1+1=3, 10, 100$	Transformation
2.Compromise	$1+1=1 \frac{1}{2}$	Transaction
3.Defensiveness	$1+1=1/2$	Contention
Hostility	$1+1=-1, -10, -100$	



If two people have the same opinion,
one is unnecessary.

-Stephen R. Covey



Some suggested readings

- 14 tips for improving your relationship with Boss- Jacquelyn Smith
- The best way for an employee to communicate with a Boss- Laurie Reeves, Demand Media
- List of Good communication methods to talk with a Boss- Gina Scot, Demand Media

