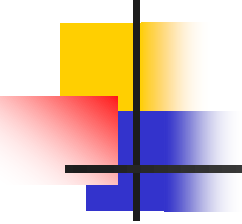
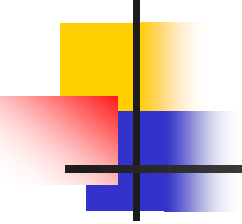


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- 
2. Policies and procedures, memorandum or office circulars
  3. The management team
  4. Whom to see about what and of course, it goes without saying that these persons should always be available.



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Employees should also be made aware of their responsibilities, accountabilities and the expectations/standards of the organization.



# INSTRUCT

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The word to instruct means to teach, inform or direct.

- its force lies in the exact identification of who will do it and the detailed information of the desired action. In its absolute form, it specifies the who, what, where, how and why information.



# INSPIRE

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Employees need to be encouraged to perform actions that are personally and organizationally advantageous.

They need messages which will strengthen their:

- a. sense of belonging and pride in themselves and in their organization
- b. Sense of purpose and importance to the organization



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**As a supervisor, you must not forget to give credits to whatever they accomplished in your unit.**

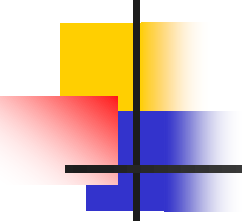


# INTEGRATE

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Employees need to coordinate their efforts to achieve increased understanding greater synergy and higher productivity.

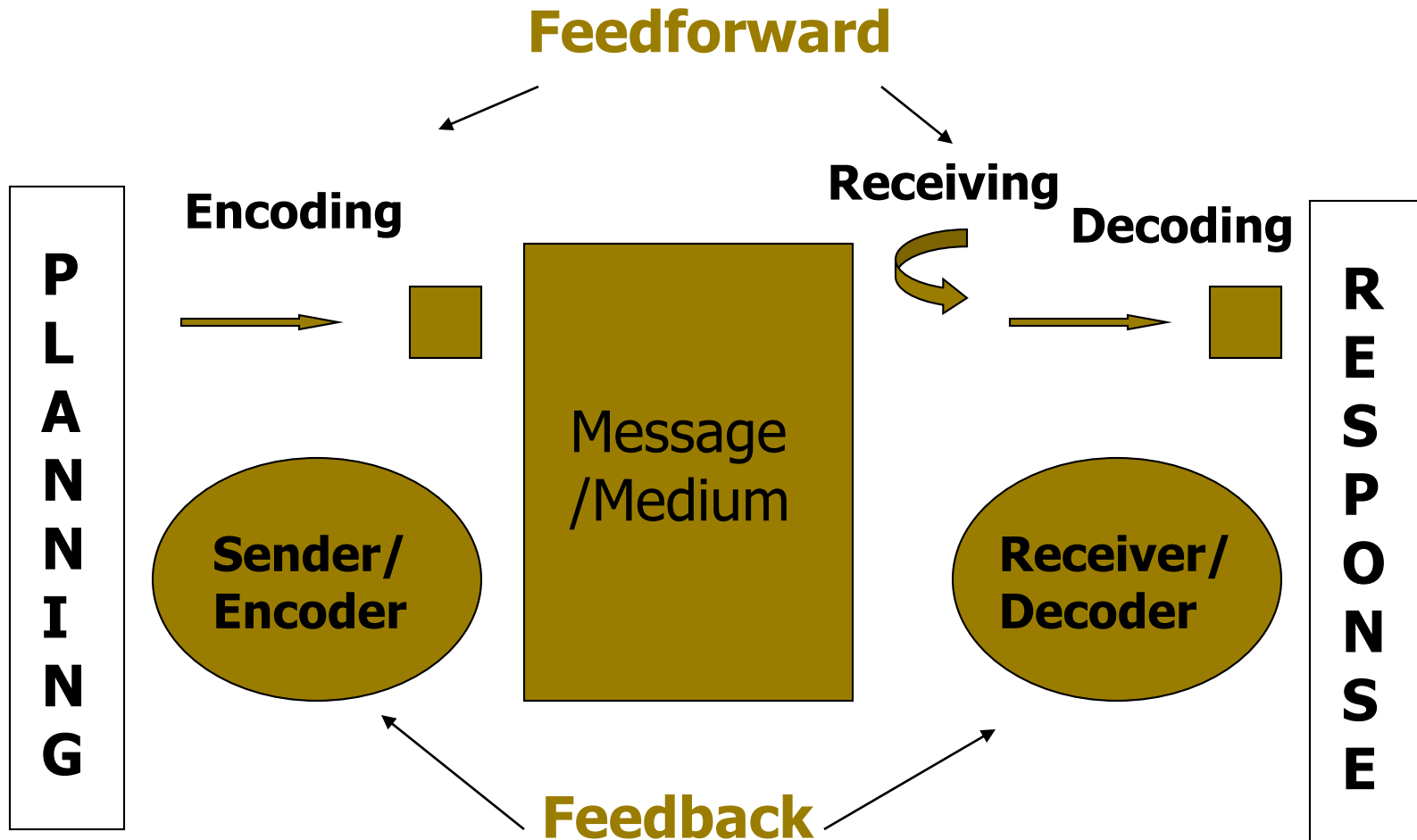
Employees must have opportunities to communicate fully and frequently not only with each other but with management.



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An organization must have a philosophy of communication which will provide guidance to everyone on what is to be communicated, how much is to be communicated and how and by whom it is to be communicated.

# 7 Steps in the COMMUNICATION PROCESS





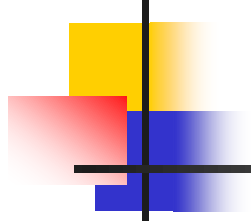


# **7 Steps in the COMMUNICATION PROCESS**

## **Step 1 Planning of Communication Process**

**Before communicating anything important, ask yourself these questions:**

- **What am I trying to say and why?**
- **Do I really need to say it?**
- **How can I say it more clearly?**
- **How can I say it more convincingly yet tactfully?**



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**Remember, clear thinking  
precedes clear expression and  
clear expression precedes clear  
reception.**



# 7 Steps in the COMMUNICATION PROCESS

## Step 2 Encoding

- the mental “wrapping” of the communication message.
- selection of the medium/technique through which to communicate.
- Purpose, receiver and content determine best medium.
- Methods-Verbal, written, pictorial



# **7 Steps in the COMMUNICATION PROCESS**

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## **Step 3 Physical Transmission of the Message Through Medium**

- **Actual physical transmission by speaking, writing, etc.**
- **Channel and proper timing are crucial factors**



# 7 Steps in the **COMMUNICATION** **PROCESS**

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**The timing of a message should take into account such factors as:**

- 1) Prevailing organizational situation or current work demands and pressures.
- 2) Personal circumstances involved when message is sent and received or other activities competing for attention.
- 3) Period immediately preceding or following the sending and receiving of the communication.



# 7 Steps in the **COMMUNICATION** **PROCESS**

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4) Spacing of messages and frequency of recent communication.

- space messages to avoid avalanche of information.  
(e.g. Vacation or Peak work periods)
- pick the best time of the day; usually mid-morning or mid-afternoon and steer clear of early morning and late evening.
- try to deliver your message Tuesday-Thursday and avoid, if you can, Monday morning and Friday afternoon.



# 7 Steps in the **COMMUNICATION** **PROCESS**

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**Channels of communication run in two (2) directions:**

1) VERTICAL

- upward
- downward

2) LATERAL

- horizontal
- outward



# 7 Steps in the **COMMUNICATION** **PROCESS**

---

## **Step 4 Receiving of the Communication**

- initial physical reception of message: hearing, seeing, feeling, sensing, etc.





# 7 Steps in the COMMUNICATION PROCESS

## Steps 5 & 6 Decoding and Response

- Decoding is the receiver's interpretation of the message.
- Response is the verbal/ non-verbal reaction that the listener makes after decoding the message. It is also the effects in the receiver or the action the receiver takes.



# 7 Steps in the **COMMUNICATION** **PROCESS**

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## **Effects are of four main types:**

- Change in knowledge/information
- Change in attitude/value
- Change in behavior
- Change in self-esteem/self-image



# 7 Steps in the COMMUNICATION PROCESS

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## Steps 7 Feedback

- Integral part of the communication process which is most often neglected.
- is a set responses to a message which allows communicators (the sender) to assess the effect and improve the quality of their communication.



# 7 Steps in the **COMMUNICATION** **PROCESS**

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**Feedback** serves these functions:

- 1) Allows communicator/s to check or confirm understanding of a message.
- 2) Allows the communicator/s to check/ validate their reactions with the reaction of others.
- 3) Encourages the communicator/s either to continue or to further clarify their communication



## 7 Steps in the **COMMUNICATION** **PROCESS**

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- 5) Stimulates interaction among the participants in a communication process.
- 6) Allows the listener to compare his/her perception of the messages with the perception of other listeners.



# 7 Steps in the **COMMUNICATION** **PROCESS**

As a supervisor, you must:

- Use a system to verify that all important communication sent is actually received.
- Make a provision for verifying that the content of all messages is understood.
- Make a provision for getting reactions to new practices and changes before and after following their implementation.
- Solicit ideas and suggestions for improving the work unit and related systems/procedures.



# 7 Steps in the COMMUNICATION PROCESS

## Effective Feedback is...

- Given with care
- Given with attention
- Invited by the recipient
- Directly expressed
- Fully expressed
- Unclattered by evaluative judgments
- Well-timed
- Readily actionable
- Checked and Clarified



# 7 Steps in the COMMUNICATION PROCESS

## **5 COMMANDMENTS OF AN EFFECTIVE COMMUNICATION**

- 1) Employees should feel they could communicate frankly and openly.
- 2) Employees should feel they're listened to and treated as important.
- 3) Employees should know whom to see about what and these persons should be readily available.
- 4) Employees should get fast and frank answers.
- 5) Employees should have full information about key elements of their organization.





# Fault lines

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of

Organizational  
Communication

# 6 FAULTS

that hinder  
EFFECTIVE ORGANIZATIONAL  
COMMUNICATION

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# FAULTS

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# Faulty Transmission of Information

This barrier in the organizational communication refers to the change a message goes through as it travels along the hierarchy.

This occur because of the careless use of words, reliance on wrong words to convey a meaning or receiver- sender deficiencies and differences.

The communication process is influenced significantly by the context and climate of the work team/ organization.

A healthy working atmosphere is essential to effective communication.

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# KEY FACTORS THAT CAN LEAD TO FAULTY TRANSMISSION

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- Organizational culture
- Group morale
- Individual job satisfaction
- Interpersonal relationship and trust
- Physical setting
- Other recent important events

# **A**ctive Grapevine

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## WHAT IS GRAPEVINE?

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**GRAPEVINE** is an informal communication channel that moves in several directions with no regard for chain of command

**Flow of messages is uncontrollable by the formal authority structure.**

# **GRAPEVINE is...**

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**FAST**

**EFFICIENT**

**RELATIVELY ACCURATE**

An indication of an unhealthy  
working environment.



# Grapevine exists in the Organization:

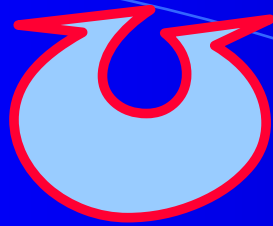
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- ❖ Fill-in information vacuums and gaps
- ❖ Explain an event, occurrence, situation or anticipated future development
- ❖ Discuss personal issues and concerns.

# As a supervisor you need to make appropriate use of the grapevine:

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- ❖ You should learn who the “liaison” people in the informal network.
- ❖ You should have access or “tap on” to the grapevine.
- ❖ Information from the grapevine will also help you assess the needs of your employees.



# Undesirable Bypassing

This is also called shortcutting of  
Channels

It happens when someone is  
dropped out of the communication  
chain or if someone is ignored in the  
communication chain.

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An indication of a problem  
with you and your employees.

Top management talks  
directly to staff

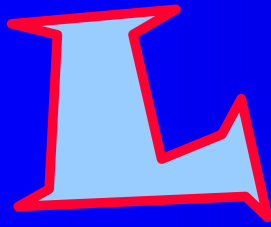
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Not Bypassing

Supervisor directly give instructions/ directions to other people/ staff in other units/ section/ divisions.

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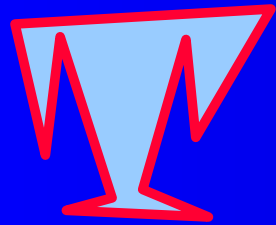
Bypassing



# Lack of Managerial Commitment to Two- Way Communication

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Managers who do not believe in two-way communication or have a “know it all attitude” will fail to maximize the upward flow of communication.



# Too Many Organizational Levels

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The more links there are in the communication chain and the farther the receiver is from the sender the harder for the message to be effectively transmitted.

This happens when the subordinate or supervisor is continuously engaged in interpreting and misinterpreting the words, attitudes and actions of his superior or subordinate.



## **Other specific problems related to Organizational levels are:**

- Distance between levels
- Status
- Relationship
- Lack of understanding of the organization
- Specialization of tasks
- Information ownership

Specialization of tasks or Job specialization may result in ineffective communication among levels in the organization due to lack of understanding, about the pressures, priorities and constraints of other jobs.

Information ownership. When greater value is placed upon achievement by position or knowledge rather than achievement by cooperation, there will be an attitude of information ownership.

An appropriate response facilitates high  
quality communication

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High quality communication promotes  
organizational cooperation

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Organizational cooperation improves  
employee morale

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High morale increases job commitment

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Job commitment leads to peak productivity

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# Achieving Purposeful & Productive Listening



# Achieving Purposeful & Productive Listening

**LISTENING** is a powerful yet neglected communication skill.



# Achieving Purposeful & Productive Listening

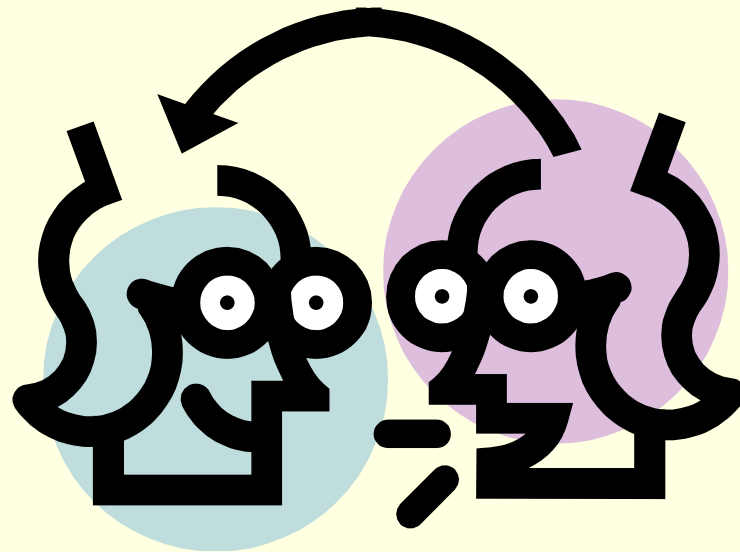
**LISTENING** is  
more than  
hearing.





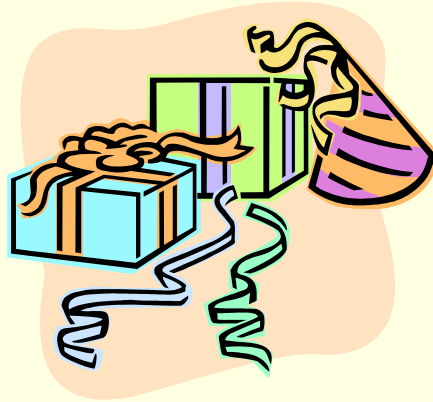
# Achieving Purposeful & Productive Listening

**LISTENING** is the accurate perception of what is being communicated.



# Achieving Purposeful & Productive Listening

**LISTENING** is caring.



**It is a gift of a person's time and attention.**

# Achieving Purposeful & Productive Listening

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**LISTENING** is not a passive process.

It is a dynamic process in motion.

# Achieving Purposeful & Productive Listening

## The Crucial Levels of an Effective Listening Process

**RESPONSE**



**ASSIGNMENT OF MEANING**



**PERCEPTION**



**RECEPTION**

# Achieving Purposeful & Productive Listening

## Six Versions of a Message:

- 1) What I wanted to say.
- 2) What I actually said.
- 3) What you think I said.
- 4) What I think you think I said.
- 5) What you think I think I said.
- 6) What you actually heard.

# Achieving Purposeful & Productive Listening

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## 3 Types of LISTENING:

- Listening in spurts
- Hearing sounds and words, but only half-listening
- Active Listening

# Achieving Purposeful & Productive Listening

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- 1) **T** - To listen well, open your eyes, use your brain, your heart and your intuition.
- 2) **F** - Hearing is the first step, but you must also interpret, evaluate and respond.
- 3) **F** - Facts are only part of most messages. Good listeners listen for opinion, emotion and distortion, as well.
- 4) **F** - Listening is anything but passive. You are responsible as the speaker for successful communication. Your eyes dilate, your palms perspire and your body is erect.

# Achieving Purposeful & Productive Listening

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- 5) **F** - Many people pride themselves in being able to “multi-task”, but the more you try to do, the more you scatter your attention.
- 6) **T** - Your body and mind and spirit listen together.
- 7) **F** - Paying attention is important, but you must also be able to understand the message, and you must care about the person and/or the message.
- 8) **T** - Most can, but not all. If you are distracted, mention it, move or do something about it. When that doesn't work, ignore it!



# Achieving Purposeful & Productive Listening

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9) **F** - Yes, memory is an “overlay” of listening, but you may need to remember something for only a short time. We can’t consciously remember everything we heard in the past, but if we were able to listen and act on the information effectively at the time, we were listening.

10) **F** - If the speaker says something you do not understand, interrupt politely and ask for clarification. Otherwise, you will lose the meaning of what follows. Taking notes help.

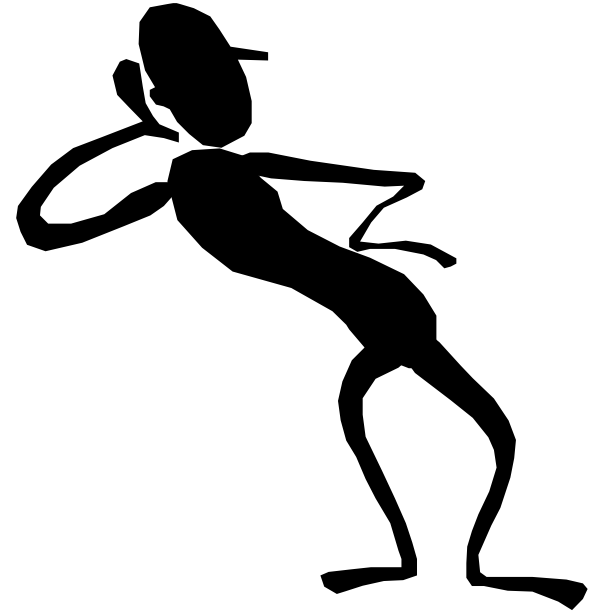


**THANK YOU!**



# **TAKING STOCK OF LISTENING BENEFITS**

**Effectiveness at work and listening are inseparable.**



**People do their best when they know someone is listening.**

**Effective communication in the workplace is a 2-fold task: active listening and effective sharing of information.**



## **Supervisors who LISTEN...**

**L** - lessen tension


**I** - improve rapport

**S** - stimulate creativity

**T** - trim down behavioral problems

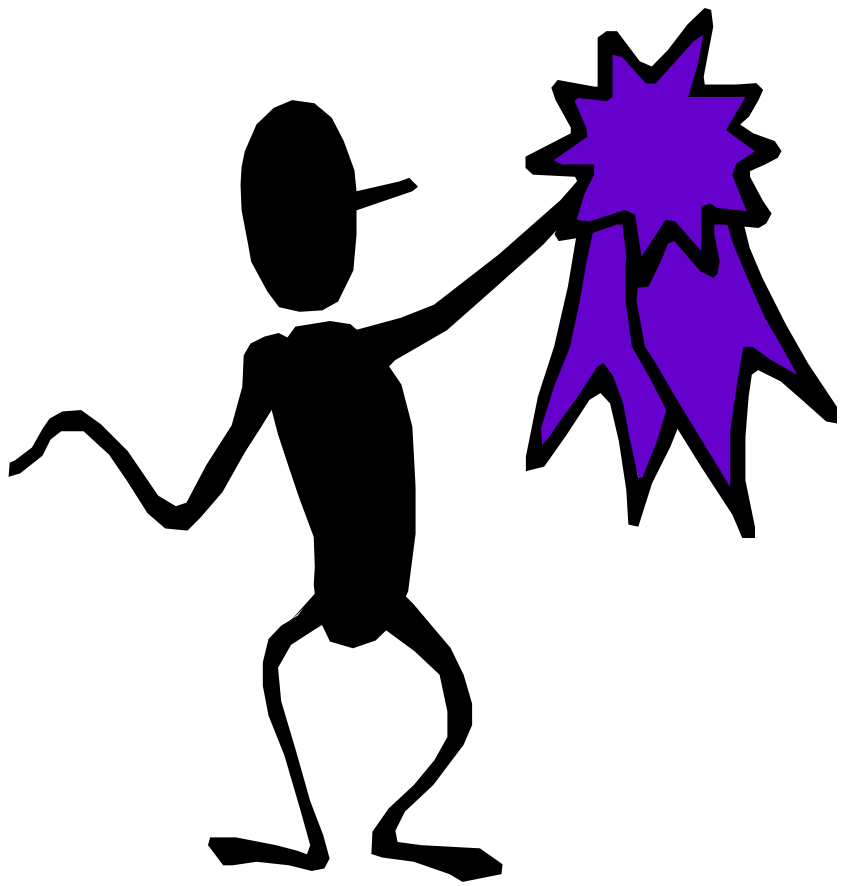
**E** - encourage openness

**N** - nurture positive working environment

- 
- What did you learn about listening?
  - What did you learn about yourself as a listener?
  - How can you improve your listening skills?



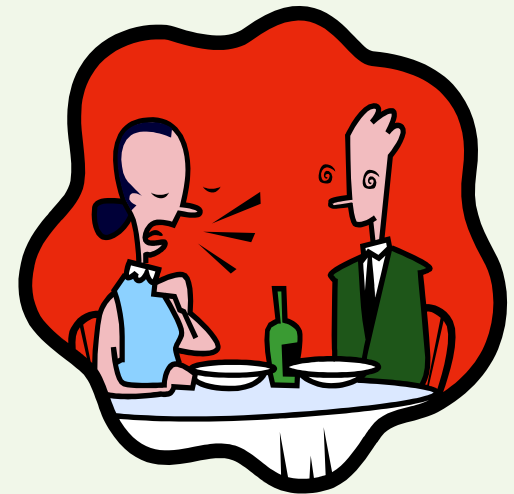
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# Recognizing Blocks and Barriers to Effective Listening

“The more you talk, the less you listen. The more you talk, the less others will listen.”



# Recognizing Blocks and Barriers to Effective Listening

**B** - blind Spots


**L** - language

**O** - outside Distractions


**C** - competence & Credibility of Speaker

**K** - know-It-All Attitude

**S** - speed of Thought



**To develop your listening skills, there are some tips or techniques that you should follow to become an **EFFECTIVE** listener.**





**E** -nsure an open mind

**F** -ind areas of

**F** -ocus on key ideas and central themes by listening through the words

**E** -mpathize with the feelings of the listener

**C** -heck and clarify with the speaker


**T** -une out distractions

**I** -nvolve the listener in the conversation


**V** -alidate observation on non-verbal cues



**E** -xercise your mind





## **Attitudes and actions that will help others listen to you more easily and frequently:**

- I am interested in the thoughts and opinions of others.
  - I am interesting to talk to.
  - I tell the truth.
  - I avoid “bigshotitis” and name-dropping.
- 

- 
- I am my authentic self.
  - I am conscious of timing and preliminary tuning.
  - I get to the point.
  - I am sensitive to my listener's needs.
  - I use my listener's name regularly.
  - I use good eye communication.
- 

## Ensure concentration by:

- Planning your listening.
- Know how to handle distractions
  1. Ignore the distractions
  2. Identify the distraction and make adjustment.
  3. Call “time out” when you are too tired to listen
  4. Don’t use distractions as a convenient excuse




To be an effective listener, you should be a  
**TOTAL** listener.



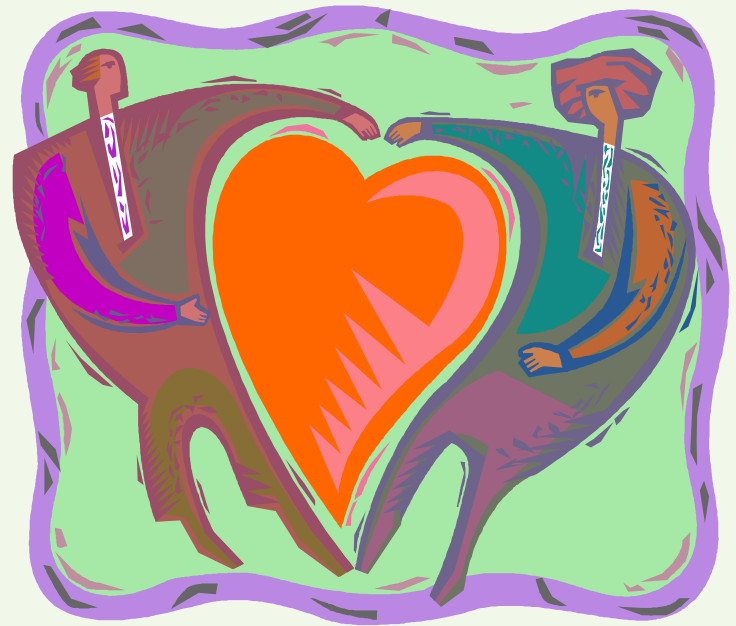




A whole body listener tunes in by:

- Conveying a positive encouraging attitude
  - Sitting in an attentive posture
  - Remaining alert but comfortable
  - Nodding in acknowledgement of the speaker's words
  - Making good eye contact
  - Listening between the lines
  - Looking like a listener.
- 

**In order to be a total listener, you have to involve your HEAD, HEART, BODY and HANDS.**



**BODY** – Listen by reaching physically with appropriate gestures and nods.



**HANDS** – Listen by taking down notes.



**HEAD** – Listen to what is said.  
Ask questions. Clarify and clear  
up doubts and confusions.

**HEART** – Listen to how  
things are said and what isn't  
said.

