

Managing for Maximum Performance
UCSD Extension Business & Technology
Chapter 3 – Developing Comms. Skills – Fall 2007



Developing Communication Skills

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December 6th, 2007

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 **Definitions**

- Communication - the act of exchanging information.
- Interpersonal Communication - an interactive process between individuals that involves sending and receiving verbal and nonverbal messages.



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Type of Communication

- Typically, managers engage 75-80% of their time in written or oral communication.
- Ineffective communication is very expensive!

According to the National Commission on Writing –

- ♦ American businesses spend \$3.1 billion annually just training people to write.
- ♦ 2/3 of salaried employees in large American companies have some writing responsibility.
- ♦ > 80% of the companies assess writing during hiring.

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Barriers to Communication

Individual Barriers

- ♦ **Conflicting or inappropriate assumptions**
- ♦ **Emotions either preceding or during communication**
- ♦ **Credibility about the subject**
- ♦ **Reluctance to communicate**
- ♦ **Poor listening skills**

Organizational Barriers

- ♦ **Semantics**
- ♦ **Perceptions**
- ♦ **Status or power differences**
- ♦ **Noise**
- ♦ **Overload**

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Some facts about Communication

- **People remember:**
 - 10 percent of what they read
 - 20 percent of what they hear
 - 30 percent of what they see
 - 50 percent of what they see and hear
 - 80 percent of what they say
 - 90 percent of what they say and do
- **If you tell 100 people something without repetition:**
 - After 24 hours, 25 percent have forgotten it
 - After 48 hours, 50 percent have forgotten it
 - After 72 hours, 75 percent have forgotten it
 - After one week, 96 percent have forgotten it

From a survey of 480 companies and public organizations conducted by the National Association of Colleges and Employers in 1999.

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Learning to Communicate

- **Understanding the Audience**
- **Developing Good Listening Skills**

“Who speaks, sows; Who listens, reaps”
-Argentine proverb
- **Feedback**
- **Understanding the Importance of Nonverbal Communication**



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Listening

- Who are the people it's easiest to listen to?
- Who are the people you listen to least?

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Are we listening?

- A good question to ask ourselves is -- are we really listening or simply waiting for our turn to talk?
- If we think about our reply before the other has finished, then we are actually not listening...

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Why is communication an important management skill?

Because managers must

- give direction to the people who work for them
- be able to motivate people
- be able to convince customers that they should do business with them
- be able to absorb the ideas of others
- be able to persuade other people



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Why is it crucial in business organization?

- “In business, communication is everything.” -- Robert Kent (former dean of Harvard Business School)
- Communication provides the critical link between core functions.
- Economy globalization -- organizations buy/sell overseas, consider join ventures, and adapt products for international markets. All these involve communication.

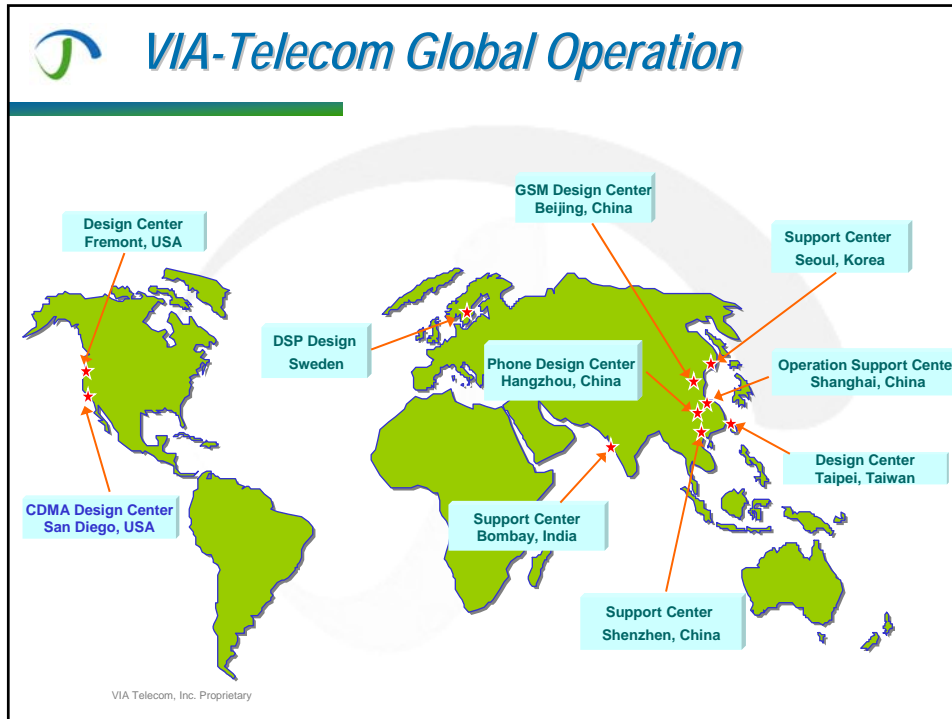
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Communication within the Organization

Communication in Organizations
Basic Skills and Conversation Models
Rose T. Van der Molen and Yvonne H. Gramling-Hoogland

- Grapevine: informal channels of communication within an organization.
- E-mail
- The Internet
- Intranets

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Communication within the Organization - Grapevine

- Penetrate even the tightest security!
- Research shows that 75% to 95% of grapevine information is accurate!
- 80% of grapevine information is oriented toward the individual while 20% concerns the company! (Peter J. Nofel)



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Other Communication Channels within the Organization

- What are the business communication trends you're seeing nowadays?
- When communication using electronic transmitters such as telephone, TV, radio or PC, we call it **Telecommunication.**

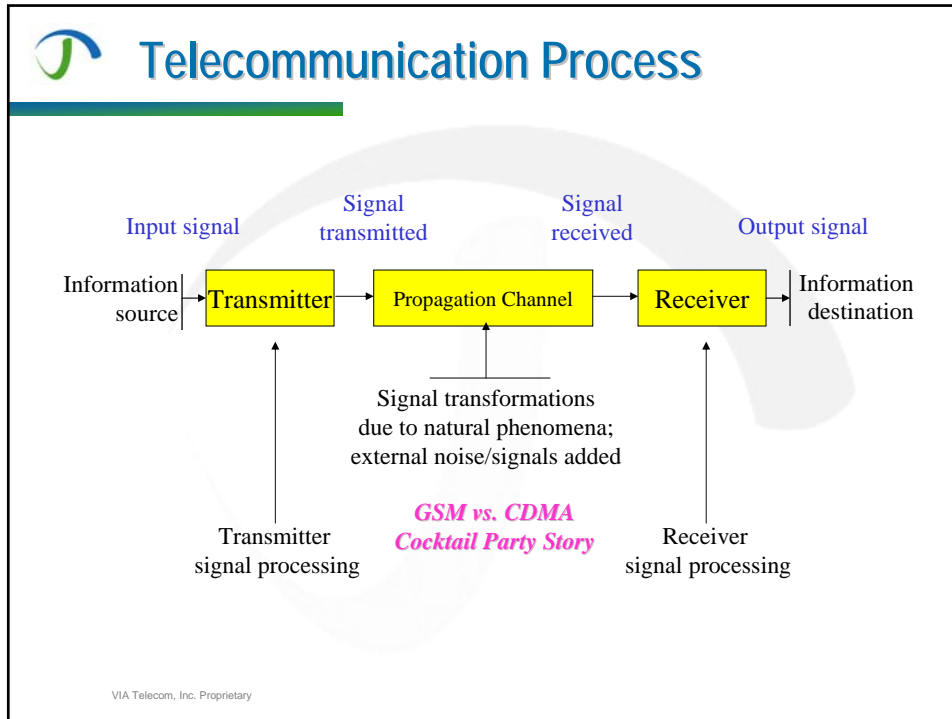
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- ### Why is Telecommunication important?
- *On a macroeconomic scale* → good telecommunication infrastructure links to economic growth (Lars-Hendrik Röller and Leonard Waverman)
 - *On a microeconomic scale* → good telecommunication helps companies build global empires
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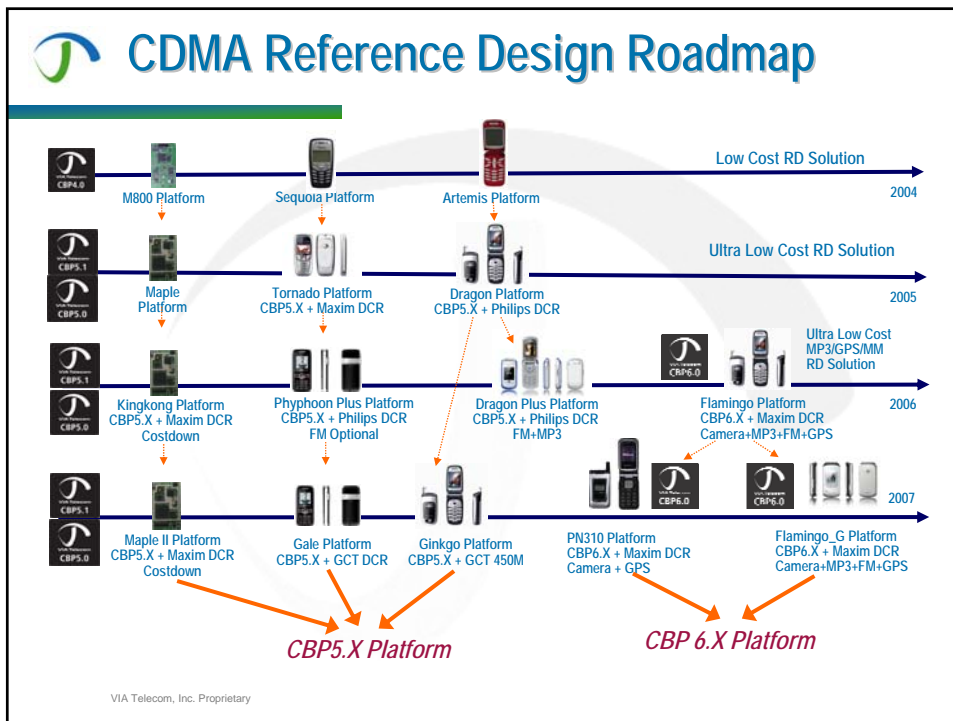
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 Improving your Telecommunication 'Skills'

- Equip yourself with the best telecommunication 'weapons'!
- Take some specialized training in planning and managing them.
- Microsoft unified communications -- "will enable fundamental advances in the way people communicate and collaborate at work." (Bill Gates)
- (3G) -- video and TV services; (4G) -- "anytime-anywhere"

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