The Art of Communicating

Objectives

1. To explain the dynamics of effective communication between people.
2. To present the underlying emotional component of communication.
3. To provide ways to improve communication skills.

The skills presented in this book will help you develop professional effectiveness.

Your personal impact will make a difference in how you get along with and work with others and how well you present yourself and your ideas.

Many of the ideas are just common sense and some are new.

Communicating is a skill. It is learnable. You will have to work at it, but you will experience results. And you might have some fun along the way!

Introduction:

Important Objectives

Excellence in interpersonal communications is a complex process comprised of several basic skills.

It is critical to each of us in work and at play.

We are going to work on some of these basic interpersonal skills the first half of the semester.

We will find out why each is important and we will practice them. There will be checklists, exercises in class, self tests, and you will assess yourself and your classmates.

Goals

1. Understand the nine basic behavioral skills of effective interpersonal communications.
2. Practice new techniques that I learn every day.
3. Increase my effectiveness in personal communications by working to change one communication habit each day.
4. Learn to recognize the differences between factual and emotional communications and react accordingly.
5. Observe the basic signals of behavior to better understand what “body language” is really saying.
6. Encourage practical feedback to ensure what I am learning is effectively applied.
WE communicate interpersonally whenever we interact with others.
How effectively we do this ultimately determines how successful we become.
The good news is these skills can be learned and we can improve them ourselves with
conscious effort.

Here are some communications situations where interpersonal skills are applied.
Add some others.

Interpersonal skills are used during:

A job interview
A business meeting
A dinner speech
A candlelight dinner
A marriage proposal
A press conference
A departmental meeting
A cocktail party
A stockholder’s meeting
A coffee break
A play
A conversation with a friend
A teaching assignment
A training program

Why interpersonal communication is an art.

It is not a science –regimented set of precise and exacting procedures.
There are specific principles that have reason, but thousands of variations.
“Thus it is an art to use your skills and capabilities to best advantage within the
framework of the principles” you will learn.

Before a painter becomes a true master, he or she must first learn the basic brush strokes
and techniques of the art.
We will work on the brush strokes of your communications arts.
A Living, breathing resume.........

Persuasive Communication

The most important type of communication is when you are face-to-face with another person. When we are persuading others: communicating about --or actually even selling-- our ideas, our products, or ourselves.

- A new business must be able to effectively sell a business plan to obtain financing or credit.
- A supervisor must be able to clearly communicate the goals of the organization to employees.
- A student must be able to express ideas in presentations and work well with others in a group!

Some people seem to be born with a natural talent for speaking and working confidently with a lot of energy. And others must work at it.

But, all of us can learn and improve our abilities to needed to lead and succeed in school, our careers, and in our personal lives.

It just takes some consistent and conscious effort with the help of some honest feedback.

Where these skills can be applied:

Within an organization:
Interviews, meetings, coffee breaks, staff meetings, telephoning, performance reviews, company meetings, hallway conversations, working together on a project, job interviews, lunch breaks, project reviews, negotiating a raise, etc.

To customers or the public:
Customer service, selling, telemarketing, reception desk, association meetings and conventions, TV appearances, telephoning, promoting, negotiating, etc.

In Personal life:
Family meetings, church groups, parties, telephoning, sports events, pot luck dinners, discussions with your parents, relationships with boyfriends and girlfriends.

As a student:
Art of Communicating 02

What really counts in interpersonal communications?

The key ingredient to effective communicating is BELIEVABILITY

Believability of presenter is critical to success of presentation

A person has to be credible and believed in communication, otherwise no matter what their message, no one will bother to pay attention or take it seriously.

VERBAL? VOCAL? VISUAL?

Professor Albert Mehrabian of the University of California Los Angeles, an expert in personal communications, did a study on the relationships b/t these three elements of communication:

He measured the difference between the believability of the verbal, vocal, and visual elements of our messages.

- Verbal –the message itself
- Vocal –your voice: the intonation, projection, and resonance that carry the words.
- Visual --what people see, what they see of your face and your body.

“The degree of inconsistency between these three elements was the factor that determines believability.”

A consistent message:
The exciting and interesting message that is spoken is supported by a strong and enthusiastic voice and a confident manner shown in good posture and eye contact.

An inconsistent message:
As when nervous or feeling awkward, we speak less fluently without clarity, With a jolted or shaky voice
Looking down at the floor, hands clasped in front in “fig leaf position” showing inhibition.

- What is your estimate of which element carries the most believability when you are speaking to others to persuade a listener?

Verbal ____________%  
Vocal ____________%  
Visual ____________%  
Total: 100%
The author of The Art of Communicating gives a good analogy of the issue of consistency among these three:

He says, **imagine a rocket delivery system.**
You have the payload (the rocket ship you want to send up to the space station) 
And a large booster rocket engine to launch it all into orbit.

You must have a super rocket because no matter how well designed and made your rocket ship is, it won’t get there if the rocket isn’t powerful enough.

- **What is the analogy to interpersonal communication?**
  - Our payload is the message we want to deliver to the heart and mind of our listener/s
  - If there is pressure and nervousness, our delivery system will breakdown and our payload won’t be delivered.

- Some in business
  - Like a cannon ready to fire: great rocket system, but no payload.
  - Great delivery, but no content

- But many, give inconsistent messages
  - Great content, lousy delivery
  - Wonderful ideas that are based on hard work and consistent data, but they block the ability to get the message out to the people that should hear it.

- **Another interesting point that the writer makes:**
  - “We are all public speakers. The only ‘private speaking’ that really goes on is in the privacy of our minds where our ideas bounce back and forth like ping-pong balls.”

- The things we will learn in these exercises apply to all our “presentations” we give daily when presenting our ideas and ourselves to others:
  - Formal and informal presentations
  - “People are continuously judging our convictions and abilities”
The Personality Factor

- George Gallup: a poll for all the US presidential races since JFK vs. Nixon to Clinton vs. Dole two months before the US presidential election.
- Asked for voters’ preference in three areas: issues, party affiliation, and likability (“personality factor”)

<table>
<thead>
<tr>
<th>Areas</th>
<th>Reagan</th>
<th>Mondale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Issues</td>
<td>42%</td>
<td>42%</td>
</tr>
<tr>
<td>Party affiliation</td>
<td>28%</td>
<td>42%</td>
</tr>
<tr>
<td>Personality factor</td>
<td>42%</td>
<td>26%</td>
</tr>
</tbody>
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Seemed too close to call, but Reagan won by 18% of the popular vote, due to the “personality factor”.

But it is not only in politics where personality makes a major difference.

- It contributes a lot to the success of any one’s interpersonal relationships in their lives
  - personal
  - social
  - or professional

- And, according to this author, personality can be altered and adapted to help improve your interpersonal skills.

- Just by becoming aware of how you interact will make a big difference.
  - Soon you will be able to improve your speaking presence to become a dynamic speaker.

The Stanford Study

The author cites:

Professor Thomas W. Harrell of the Stanford Graduate School of Business completed a 20-year study concerned with career success. Author said, “while there were no ‘certain passports to success,’ Harrell found there were three consistent personal qualities that appeared to have a positive affect on the careers of those studied. These included:

1. An outgoing, ascendant (positive) personality
2. A desire to persuade, to talk, and work with people
3. A need for power
That ‘personality factor’ is wrapped within the first two. The third doesn’t necessarily help interpersonal skills. But author cites Harrell’s conclusion:

“The consistent variable found which related to management success was the personality trait of social extroversion or sociability. This variable was consistently related to success throughout a twenty year career.”

- This really all depends on you and what your goals and aims are for your future careers, but it can all start now, while you are still students.
- This is the ideal environment (especially this class) to try new things, experiment with yourself and your true abilities.
- The most important thing to me is that you make a serious concerted effort to improve your interpersonal abilities and achieve success in your effort
- It will help you succeed in this class and others.

**Speak to the First Brain First**

- Connect at the emotional brain level to connect well
- People “Buy on emotion and justify with fact”
  - The First Brain:
    - Directs our thinking brain ‘new brain’
    - Physically and unconsciously
  - Look at chart
    - Limbic system and brain stem (First Brain)
    - Primitive, primal, very powerful
    - Operates on unconscious level
  - The New Brain
    - All conscious thought here
    - Language
    - Creativity
    - Decision-making
- Sensory input (sight, sound, touch, taste, and smell) goes through the First Brain first then is forwarded to the New Brain for interpretation.
  - If First brain not very stimulated, then messages stand less chance of making it to the New Brain for consideration.
    - No movement, visuals
    - Flat monotone voice, etc.
What are some things you noted in your essays about good communicators that our first brain needs in order to be stimulated?

Think of the difference of being in a lecture where professor stands at podium, doesn’t look at the class, speaks in a monotone—maybe even reading from the text—and one where the professor is animated, writes things on the board, interacts with the students, changes tone of voice, etc. Which do you respond to more?

Effective communication:

- Appeal to the First Brain of your listener
- Make an emotional connection to be heard

First brain also controls and triggers other emotions

- Based on the information is picks up unconsciously, distrust can be dissolved, anxiety released, or indifference lifted.
- “Your mind’s gatekeeper”
- Intuitive impressions
  - Love at first sight
  - Immediate uncomfortable feeling when meeting someone
  - Quick intuitive judgments by First Brain decide what info gets to move on to the more developed reasoning New Brain
Art of Communicating 03

Behavioral Objective:
To look sincerely and steadily at another person
- Individual communications, normal eye communication should be 5-15 sec.
- Individuals in group: 4-5 sec.

Improving your eye communication

- Most important skill in your “personal impact toolbox”
- More than just ‘eye contact’

Intimacy, Intimidation and Involvement
- The 3 “I’s”
- Intimacy and intimidation
- Looking at another person for a long period –10 seconds to a minute plus.
- Involvement:
  - 90 % of our personal communications calls for involvement.

Five Seconds for More Effectiveness
- When excited and enthusiastic and talking to someone, we usually look at them for five to ten seconds before looking away.
- Natural in 1:1
- Strive for this in all situations 1:1 or 1:1,000
- Listeners are comfortable with five seconds in most situations
- Meet their expectations

Beware of Eye Dart
- When under pressure, we tend to glance at anything but our listener.
- Dart all over the place “like a scared rabbit”
- Expresses nervousness and undermines our credibility
- The only way to solve this problem is to look at the person we are talking to.
- Otherwise our listener/s just become more and more uncomfortable.

Beware of Slow Blink
- Equally annoying
- Keeping eyes closed for up to 2-3 seconds.
- Expresses, “I really don’t want to be here.”
- Author, “Usually, your listeners won’t want to either.”
Eye Communication and Television
  o This is the video age –most likely you will end up on TV at some point.
  o Perhaps in this class!?
  o Need to have steady eye communication with the interviewer and others
    the camera can see.
  o Don’t look directly at the camera.
  o TV audience is observing you through the means of the camera
  o Treat the camera as an observer –another member of the audience.

Angle of Eye Incidence
  ▪ 1:1 this is high, but in a large group or huge audience can be low –less eye
    contact with individuals
  ▪ However, still and moreso very important.
  ▪ Still have eye contact with various individuals, b/c many people around
    that person will think you are talking just to them.

Application to Business
  ▪ Except when talking on the phone, or writing email/chatting, you use your
    eyes to communicate 90% of the time.
  ▪ As you communicate to the people you encounter, concentrate on how you
    look at them.
  ▪ Visualize how you look when you are angry or happy.
  ▪ Notice eye patters of others during different situations
  ▪ Apply your awareness to more effective and confident eye patterns of your
    own.

  ▪ Practice the following exercises daily
  ▪ Might seem awkward or embarrassing at first.
  ▪ But these are learned behaviors, so with practice you will improve.
Art of Communicating 04

Improving Your Posture and Movement

- How you hold yourself physically can reflect how you hold yourself mentally
- How you hold yourself is usually how others regard you.
- People tend to treat you exactly as you ask to be treated.

Stand Tall
- Slumping reflects poor self-esteem.
- People will see it that way until they learn enough to know otherwise.
- Outdated habit: men who grew too fast as teenagers
- Others never considered good posture important

Watch your lower body
- This also gets neglected
- You can lose your message by inappropriate body language
  1. Going back on the hip “I don’t want to be here” literally distancing yourself
  2. Rocking side to side
  3. Going back and forth on your heels and toes
  4. Pacing

Use the “Ready Position”
- Communication rides on a horse of energy
- Weight forward so you can bounce on the balls of your feet, knees slightly flexed
- Like in athletics when ready to move in any direction
- Communications rides on a horse of energy

Move
- Use your natural energy in a positive fashion
- Move around --out from the lectern: remove the physical barrier
- In a group meeting --stand up is can, perhaps with your own part of the presentation
- When sitting, lean forward, use hand gestures

- Movement adds energy, reflects confidence and adds variety
- Don’t overdo it, but do move with in your natural energy level

Your Own Style
- Adapt movements to your own personal style
- No absolute right or wrong way
- Concepts that work:
  1. Stand erect
  2. Keep your energy forward

Do: 2. Walk away from the wall
Art of Communicating 05

“Perception is reality in the eyes of the beholder”

Improving Your Gestures and Facial Expressions

- Communication reflects energy—or lack of it.
- Can become aware of and increase our energy.
- Shown through facial expressions and posture.

Find out your habits

- How do you look to others under pressure?
- Feedback from others and video tape.
- Find out what you do that looks unnatural and then do what looks natural.

Find your nervous gestures

- Do anything but that—concentrate on that
- Eventually arms will fall at sides when relaxed, not explaining something.
- And when you want to express enthusiasm, it will come naturally.

You can’t over-exaggerate

- Author promises that very very few people exaggerate facial expressions and gestures too much
- Push yourself.
- Try to exaggerate your positive gestures.
- You will be surprised how natural they actually look.

Smile

- 1/3 of people in business have open and smiling faces
  - Be perceived as open and friendly
  - More open to your ideas
  - You can convey bad news more readily than others.
- 1/3 neutral faces which can readily go from a smile to a serious and intense look.
  - Flexibility.
- 1/3 serious and intense faces, whether they think they are smiling or not.
  - Need to work on it
  - May be smiling on inside, but face may reflect doom and gloom
  - You communicate this.—who wants to work with that energy?
- “Perception is reality in the eyes of the beholder”

Remember the Personality Factor

- Gestures and facial expression ---are you open and close or distant?
- If you look friendly, easier to have friends.
- If people like you, easier to persuade them.
- ‘Interpersonal communications means connecting with another person on an emotional level, not just an intellectual level.”
The art of communication I like that phrase. Because communicating is an art. When we're attempting to get our message out to others, it's as though we start with a giant blank canvas and we then begin to paint a picture, any picture we desire. Now, most people assume that when painting a picture, they have only a few basic brushes at their disposal. But the advanced artist knows there are many tools available to create their masterpiece, and they use each to their advantage. The same is true with communication. The Art of Communicating. 88 Pages · 2013 · 668 KB · 2,421 Downloads · English. by Thich Nhat Hanh. The first edition of Systems Thinking was the first book to develop a working concept of systems Steels: Metallurgy and Applications, Third Edition. 1998·19.53 MB·41,553 Downloads·New! STEELS provides a metallurgical understanding of commercial steel grades and the design Materials for High Temperature Power Generation and Process Plant Applications.