



## PRINCIPLES OF GOOD COMMUNICATION

### CHECKLIST:

- If you say nothing, don't think you are not communicating.
- It is better to communicate face-to-face than any other way.
- Never use "back-door" communication. eg *tell someone else in the hope it will get to the person you want to tell.*
- Keep people informed, even when there is little news.
- Be honest. If you don't know, say so (*and find out*).
- Never discuss staff members with others on the same level.
- Give lots of opportunity for group discussion.
- Accept feedback freely from staff.
- Don't react and defend.
- When giving feedback, always ask how the staff member sees the way they handled a situation, and how they might do it differently next time.
- Keep all your promises, however small.
- Let people own and solve their own problems.
- Support and encourage your staff.

## GAINING UNDERSTANDING AND MAKING YOURSELF UNDERSTOOD

### Are you generally PASSIVE, ASSERTIVE OR AGGRESSIVE?

How would others describe the way in which you communicate to make yourself understood?

*Let's compare the different communication styles:*

#### Passive

- Your style is such that people do not trust you or respect you.
- You might be described as a pushover or weak.
- You put others' needs ahead of your own.
- Others don't know where they stand with you.
- Others achieve their goals at your expense.

#### The Passive's Motto:

*"I should never make anyone else uncomfortable or unhappy, except myself."*

#### Aggressive

- Your style is such that people do not trust you or respect you.
- You might be described as righteous, superior and controlling.
- You make choices for others and set up win/lose situations in which you always win.
- You achieve outcomes at the expense of others.

#### The Aggressive's Motto:

*"I have to dominate others to protect myself"*

#### Passive/Aggressive

- Your style is such that people do not trust you or respect you.
- You might be described as manipulative, a user and dishonest.
- Initially others may achieve their goals at your expense, however, you will get even.

#### The Passive/Aggressive's Motto:

*"I'll let others have their way, but they'll pay for it."*

#### Assertive

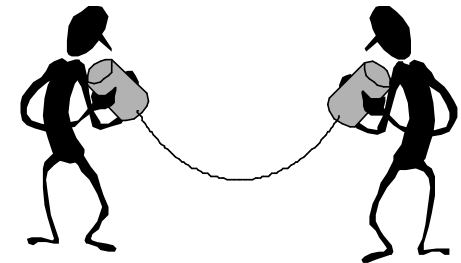
- Your style is such that people will respect and trust towards you because they know where they stand.
- You might be described as honest, direct and above-board.
- You will work towards meeting your needs and respect others in the process.

#### Assertive's Motto:

*"I respect others but not necessarily their actions or behaviours."*



## Getting Your Message Across Effectively



## Listening and Communicating

## COMMUNICATION

When employees are asked when to identify their biggest communication problems they say things like:

- People don't listen to what they're told.
- People won't take responsibility.
- People don't ask for help when they should.
- People don't take enough care in doing their jobs.



Effective Listeners ....

- Make eye contact.
- Show genuine interest in their voice and body language.
- Avoid distracting actions or gestures that suggest boredom.
- Asks questions at appropriate moments.
- Avoid interrupting the speaker.
- Don't talk over the other person.
- Act naturally.
- Clarify and summarise to ensure there is shared understanding.

## WHY LISTEN TO PEOPLE?

Listening to others is the best way to get your point across.

- You gather correct information.
- No mistakes
  - *Less time spent finding out what the real problem is.*
- You show the person you are interested in them.
- You help staff develop trust and confidence in you.
  - *This leads to acceptance of what you say.*
- Listening to people helps them hear what they are saying.
- Listening helps people de-fuse their own strong feelings.
- Listening helps people work out their own solutions rather than you having to:
  - *think of solutions*
  - *convince them to follow through*
- Listening helps build healthy supervisor/staff relationships.

## What prevents you from listening effectively?

- Don't know how to do it effectively.
- Don't believe it will be of benefit.
- Don't have the time to listen.
- Own agendas or assumptions get in the way.



## GETTING YOUR POINT ACROSS

**People will listen to you when you listen to them.**

1. Ordering, directing
2. Threatening, warning
3. Preaching (shoulds and oughts)
4. Advising, solving, suggesting
5. Lecturing, being logical
6. Judging, criticising, blaming
7. Name-calling, ridiculing
8. Teasing, sarcasm, diverting

(8 of the 12 communication blockers by Thomas Gordon)

Rather than fostering understanding, these responses can foster mis-understanding, resentment, mistrust. They can also foster an unhealthy dependency on you by inhibiting their problem solving ability.

**People use these responses 90% of the time when they are discussing a problem or a need.**