Communication Skills SAMPLE
Delegate Manual

ABC
TRAINING SOLUTIONS

COURSE OUTLINE

9.30   Welcome and Setting the Scene
          Overview of the Day
          Knowledge/Skill Checklist
          Communication Exercise

          Communication Skills – the benefits
          Car Wars Exercise

11.00   BREAK

11.15   Assertiveness, Aggression and Passivity
          Recognising Behaviours Exercise
          3 Steps to Assertive Behaviour
          Assertive Skill Practice
          Broken Record
          Self Disclosure

12.45   LUNCH

1.30   Email as a Communication Method
          Dos and Don'ts of Emailing

          Listening Skills Exercises
          Listening Tips and Tactics

3.00   BREAK

3.15   Question Detective Exercise
          Open and Closed Questions
          The T.E.D. Model
          Funnelling Technique
          Skill Practice in Questioning

          Summary
          Knowledge/Skill Checklist
          Thoughts on Action Planning

5.00   CLOSE

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CAR WARS EXERCISE

Consider whether your behaviour in this situation is – **Aggressive, Passive** or **Assertive** and tick the appropriate box:-

Aggressive ☐

Passive ☐

Assertive ☐

Consider these typical responses from people, and again rate what type of behaviour you think they represent by ticking the appropriate box:

RESPONSE	Aggressive	Passive	Assertive
1. You shout out 'Oi' loudly, and say to yourself *"I don't bloody well believe it."* After giving the driver a dirty stare, you drive on.			
2. You get out of your car, and walk over to the driver's car. He winds down his window, and you say *"Hello there. I appreciate that you may not have seen me there, but I was about to reverse into that parking space. As I was here first, I'd appreciate it if you could move."*			
3. You wind the window down and shout *"You ****** ******, that was my parking spot."* Give him the 2 finger gesture (believe me it's not the victory sign), and drive off.			
4. You say to yourself 'that's life' and drive off			
5. You get out of your car, and walk over to the driver's car. He winds down his window, and you say *"Excuse me, mate. I was about to reverse into that parking space."*			

ABC TRAINING SOLUTIONS

Communication Skills - SAMPLE
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ASSERTIVE, AGGRESSIVE AND PASSIVE BEHAVIOURS

Passivity is all about:
- Not rocking the boat
- Not speaking up
- Giving in to other people's requests
- Never saying NO
- Running yourself down

Quotes from <u>passive</u> people
- *"Sorry to take up your valuable time but I've got a little problem I need some help on"*
- *"It's only my opinion but I don't think you're entirely right"*
- *"If you say so, we'll go to your mum's for lunch"*
- *"Would you be upset if we cancelled our drink tonight"*
- *"I hope you don't mind if I borrow your stapler"*

Assertiveness - Summary

Assertiveness - I clearly express that we both have rights and needs

Aggressiveness - I boldly insist that my rights and needs prevail

Passivity - Others rights and needs take precedent over mine

"Seek first to understand, then to be understood."
STEPHEN COVEY

RECOGNISING BEHAVIOUR

Complete the box by indicating whether the Response is **Aggressive, Assertive** or **Passive**.

Situation	Response	Agg., Ass. or Pass
1. It's 5.30pm and one of your staff is just putting on his coat and making his way towards the office door. You ask him to hang on for a minute, so that you can discuss a matter of some concern with him.	**He says:** *"I can see you want to chat, but if I don't go now I'll miss my train. Can we discuss it tomorrow – first thing?".*	
2. You are interviewing for a job in the department, and ask one of your experienced staff to show the candidate around.	**She says:** *"I'm afraid that I don't know very much about Head Office myself but if you really want me to take them around, I suppose I can".*	
3. A customer rings you to complain about being given incorrect information.	**You say:** *"I'd like to help but I don't know the background. What if I get the person who did talk to you, to ring you back in a few minutes time?"*	
4. A staff member from another department rings up to complain that a report hasn't arrived in the internal mail.	**You say:** *"It's not my job to handle delivery queries".*	
5. The date is set for the next meeting. You are keen to attend but the proposed date accepted by everybody else means you cannot attend. The Chairman says *"Is that O.K. for everyone?".*	**You say**: *"Well, all right, as it's convenient to everyone else".*	
6. A colleague asks you for a lift home. It's inconvenient to you, as you're already late and the drive will take you out of your way.	**You say:** *"I'm about 20 minutes late so I won't be able to take you home. If it helps I can drop you off at the nearest bus stop".*	

WRITTEN VERSUS SPOKEN COMMUNICATION

> Written communication is.....
> * Good for **information** and **confirmation**
> * Not good for **discussion** and **emotion**

* Written communication (e.g. email; memo; notice board item) is good for conveying facts, figures, procedures and instructions. It is also good when you want to confirm agreement of a previous conversation. For example, you may write stating: *"Thanks for the meeting yesterday. Just to confirm, we agreed the following actions with timescales........"*

* Written communication is *not* good for situations where we need to convince, persuade, empathise or deliver news that won't be welcome. All of these require a degree of emotion in the way we use our voice and body language. These are two things that are absent from written communication. Words on a page are flat and virtually bereft of emotion

* The golden rule is never to send bad news via email if it can be avoided. It might avoid a difficult situation however it leaves the Customer feeling cold, disrespected and uncared for. It was once described as 'a coward's way out'

* Written communication is also not good when we need to discuss a problem and gain agreement. Using email for example, prolongs the process and wastes time as we have to wade through reams of forwarded messages with other people's opinions, reactions and potential solutions

> "Nothing can stop the man with the right mental attitude from achieving his goal; nothing on earth can help the man with the wrong mental attitude."
> **THOMAS JEFFERSON**

EMAIL GUIDELINES

When sending:

- Double check addressees before sending. Sending a message to the wrong recipient can be both damaging and embarrassing

- Never e –mail in anger. Calm down first, or consider an alternative method – email isn't good with emotion. Face to face can be a much more effective way of getting how you feel across to an individual

- If you classify all your emails as urgent, people may gradually stop treating them as such

- Consider posting written material on the intranet/shared drives/internet rather than email as an attachment. These can slow down systems- typically anything more than 1Mb. Perhaps consider taking out pictures to reduce the size

- Give attachments meaningful names to the Customer. If sending more than one attachment, make sure the recipient is aware of what the files are and, if appropriate, what order they should be read in

- Signature block for external emails should, as a minimum, state

  - your full name
  - company name
  - company registration number
  - telephone number
  - fax number
  - website address

When reading:

- Deal with email at set times of the day only – if your organisation doesn't have guidelines, then twice a day is a good guide. The tendency is to open email as soon as it arrives. If it was that urgent to reply, the sender would have picked up the phone

- Organise your emails into a filing system for quick retrieval, by creating folders with meaningful names. Using the 'Rules' wizard, create rules which automatically file the mail by specified criteria, making the process easier to manage

- Turn off the automatic 'incoming e mail alert' facility

> "The only place where success comes before work is in the dictionary."
> **VIDAL SASSOON**

OPEN QUESTIONS

What are Open Questions?

Questions that do not attract answers YES or NO. They can start with:

- What
- Why
- Where
- When
- Who
- How

(It has been called the 5 W's and the H method).

Examples of Open Questions:

- *What went well?*
- *What were you particularly pleased about?*
- *What could have gone better?*
- *What do you think you'd like to set as a target for this year?*
- *What projects would you like to be involved in this year?*
- *What extra responsibilities would you like?*
- *What coaching can we offer you?*
- *What equipment have you got at the moment?*
- *When can we come and demonstrate the product*
- *How did you find out about us?*
- *How may I help you?*
- *Who will make the final decision?*
- *Why did you use us?*
- *What uses will the equipment be put?*
- *When do you need it done by?*
- *Where exactly do I get that from?*
- *Why do you think she said that?*
- *Why is it important to do it like that?*

"A pessimist sees the difficulty in every opportunity;
An optimist sees the opportunity in every difficulty."
SIR WINSTON CHURCHILL

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FUNNELLING SKILL PRACTICE

Role play the funnelling technique to your partner using the following trigger questions:

- Tell me about a situation in which you were particularly pleased with the way you performed

- Tell me about a situation in which you **weren't** particularly pleased with the way you performed

After each role play, get some feedback from your partner as to how effective your use of funnelling was.

> "Good communication is characterised by providing employees with information which they want and getting information to them quickly and through the channels they prefer."
> **LOUIS I. GELFAND**

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PERSONAL PLEDGES FORM

NAME:		COURSE DATE:	

Answer the simple questions: What will you **start** doing? What will you **stop** doing? What will you **continue** doing more of?

START	STOP	CONTINUE
1.		
2.		
3.		
4.		
5.		

GOOD LUCK WITH YOUR PERSONAL PLEDGES!

"Training that brings about no change is as effective as a parachute
that opens on the first bounce."
ANON