

Communication in Leadership

TUNDE WALE-TEMOWO

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Outline

Introduction

- **Session Objectives**
-

Skilful Listening

Expressing Yourself

Feedback

Interpersonal Skills

Developing Good Interpersonal Skills

Personality Types

Conclusion



Objectives

At the end of this presentation, the participants would be able to:

- Have an awareness of their communication tendencies
- Express themselves in a clearer and concise manner
- Develop good interpersonal skills
- Understand the different personality types





Introduction

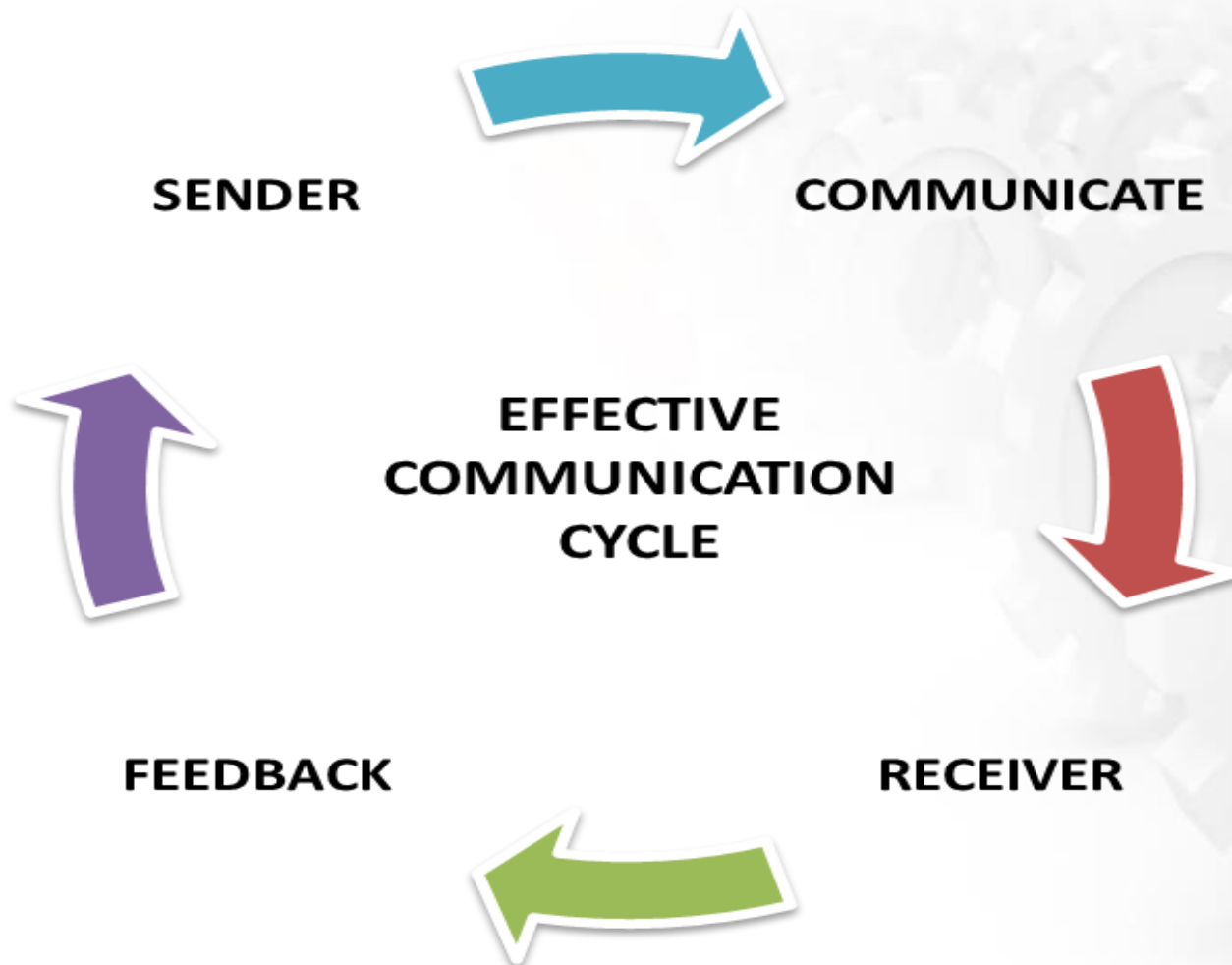
- Communication is the lifeblood of organisations. It takes many forms, and its purpose is always to convey a message to recipients;
- Organizations are built on a foundation of communication;
- Communication is the physical and mental network that ties everyone—both within and without the organization—together;
- It is the oil that keeps the organization running smoothly;
- In this session, we will focus on **INTERPERSONAL COMMUNICATION SKILLS**



Introduction - cont'd

- Most people are challenged by the many day-to-day interactions with co-workers, family, and friends.
- Emotion, communication and conflict are present in all human interactions and affects each of us in different ways.
- Everyone manages emotion, communication and conflict from habit - patterns and styles developed early in life and over time.
- One of the quickest ways to alienate yourself from other people is to communicate unsuccessfully.
- Effective communication empowers you to influence others.
- Your capacity to communicate is often seen as an indicator of your ability and intelligence.
- 80% of problems in the workplace are communication related.

Introduction - cont'd



Importance of Good Communication Skills

- Effective Communication leads to:
 - ✓ Smooth coordination between teams, units and divisions.
 - ✓ Growth as an individual in the company - helps you to express yourself, share your concerns and give feedback.
 - ✓ Increases Visibility.
 - ✓ Saving time and unnecessary discomfort by directly addressing issues with the concerned persons.
 - ✓ Building trust and ensuring a comfortable working environment.
- Effective communication increases the Productivity, Efficiency and Loyalty of employees.



Skilful Listening - 9 Steps

1. Face the speaker and maintain eye contact.
2. Be attentive, yet relaxed.
3. Keep an open mind to the speaker's message - try to feel what the speaker is feeling.
4. Listen to the words and try to picture what the speaker is saying.
5. Do not interrupt and do not impose your 'solutions'.
6. Wait for the speaker to pause to ask clarifying questions - ask questions only to ensure understanding of something that has been said (avoiding questions that disrupt the speaker's train of thought).
7. Give the speaker regular feedback, e.g., summarize, reflect feelings, or simply say "uh huh."
8. Pay attention to nonverbal cues -- to feelings, tone of voice, inflection, facial expressions, gestures, posture.
9. Be aware of potential barriers that impact your ability to listen effectively.



Skilful Listening (cont'd) - Good Listening (Non-Verbal Communication)

Good Listening

- Turn your body and tilt your face toward the speaker.
- Use other parts of your body besides your ears to receive the message:
 1. Look at the speaker to pick up nonverbal signals or cues
 2. Your eyes will also send signals to the speaker
 3. When the speaker sees a receptive audience, they are motivated to work harder to communicate their message
- React to the speaker by nodding your head.





Skilful Listening (cont'd) - Good Listening (Non-Verbal Communication)

Acknowledgement

- Listen and acknowledge what you hear the speaker saying, even if you don't agree with it. At this point do not express your point of view.
- Acknowledging the speaker's thoughts and feelings does not mean that you approve of or agree with the speaker's opinions or actions.
- Your ability to listen and then acknowledge what the speaker said allows the speaker to feel a sense of satisfaction of being understood.





Skilful Listening (cont'd) – Active Listening

Active Listening

- Stay active by asking mental questions.
- Some questions you can ask yourself as you listen are:
 - ✓ What key point is the speaker making?
 - ✓ How does this fit with what I know from experience?
 - ✓ How can this information benefit me?





Skilful Listening (cont'd) - 10 Barriers to Effective Communication

1. Physical Barriers

- Inadequate Equipment

2. Attitude

- Objectivity
- Emotional Noise

3. Language

- Different Languages
- Generational Differences
- Slang/ Professional Jargons

4. Physiological Barriers

- Ill Health
- Poor Eyesight
- Pain

5. Problem with Structure and/or Design

- Bad Information System
- Lack of Supervision
- Employee Training

6. Culture Noise

- Cultural Background

7. Lack of Common Experience

- Shared Knowledge & Experience

8. Ambiguity and Oversight of Abstraction

9. Information Overload

- Too many Details can Overwhelm

10. Jumping to Conclusion

- Making Assumption

Skilful Listening (cont'd) – Ingredients of Good Communication



1. Clarity

- Make your Point Clearly

2. Brevity

- Make your Point Quickly

3. Context

- Make your Message Relevant

4. Impact

- Make your Message Memorable

5. Value

- Make your Message Valuable



Expressing Yourself

Communication Format

An effective structure for passing your message across will include:

1. What do you want to talk about

- Introduction to the message
- Objective of the message

2. Talk about it:

- Provide details of what you want to communicate
- Express yourself effectively
- Provide facts/supporting details

3. What have you spoken about

- Recap
- Confirm understanding
- Demand Action





Expressing Yourself

First Impression Matters

PEOPLE SEE YOU FIRST, HEAR YOU SECOND

Looking good at work and your appearance should fit the work you do.

WEAR APPROPRIATE CLOTHING FOR THE WORK YOU DO.

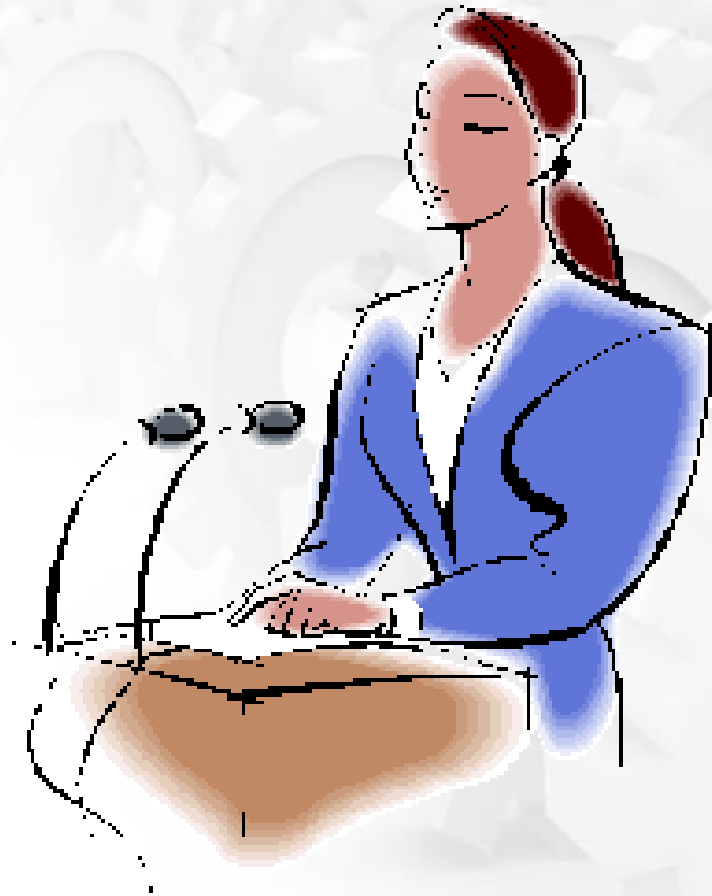
Wear the type of clothing that fits the personality of your business. Always lean towards dressing conservatively if you are unsure of what is suitable to your job.

MAKE SURE YOU ARE WELL- GROOMED

This means your hair and fingernails are clean and groomed; your face, body, and teeth are clean; your clothes are clean and well-pressed; your shoes polished, your hair is properly styled; and your over-all image is professional. Put all that together and you present a groomed look.

MAINTAIN A RELAXED AND OPEN DEMEANOR

Hold your head high and keep your facial expressions friendly. Make eye contact when talking to someone. Smile as often as appropriate; smile often. A smile goes a long way, both personally and interpersonally. When you smile, you feel better. When you smile, you make others feel better.





Giving and Receiving Feedback

What do we know about giving feedback?

- Constructive feedback should be timely & done in the right place

An approach for delivering feedback

- Seek...
 - ✓ Permission
 - ✓ Person's own perspective
- Offer...
 - ✓ View of the observed action [specific example]
 - ✓ Outcome [impact on you, on others-felt and observed]
- Outline...
 - ✓ A better way
 - ✓ How you can help
- Notice progress



What are Interpersonal Skills?

- Interpersonal skills are the behaviors and tactics a person uses to interact with others effectively.
- In the business world, the term refers to an employee's ability to work well with others.
- Interpersonal skills range from communication and listening to attitude and comportment.



How do I recognize someone with good Interpersonal Skills?

Someone with good interpersonal skills may be able to:

- Speak so people listen
- Decode body Language
- Negotiate easily
- Be highly charismatic
- Have high empathy
- Be socially assertive
- Read facial expressions
- Be more likeable

People with strong interpersonal skills such as negotiating, problem solving, and knowledge sharing often:

- Work well in a team
- Are very good with verbal and written communication
- Dependable
- Responsible
- Have Empathy



Interpersonal Skills

Verbal Communication

Closed Questions

- Closed questions have only 'yes' or 'no' answers.
- There are also 'alternative' questions where a person has to choose between two different options e.g., where would you like to work? is an open question. But "would you prefer the audit or T & R division?", is a closed alternative type question.
- Closed questions also enable the questioner to:
 - ✓ Verify some information or facts
 - ✓ To ask for agreement
 - ✓ Control the flow of information



Interpersonal Skills - cont'd

Verbal Communication

Open questions begin with:

What.....?

When.....?

How.....?

Why.....?

Who.....?

Where.....?

Open-ended questions:

- are the best questions to get people to talk; to draw them out and encourage a full response
- require people to become engaged mentally
- produce high-value information



Interpersonal Skills - cont'd

Verbal Communication

Benefits of Open-ended Questions

- Increase talk time of the other person
- Produce high quality information
- Expose underlying issues
- The other person does more of the thinking



Personality Types

- **Introvert / Extrovert**
 - Which is your most favored energy source?
- **Sensors / Intuitive**
 - How do you perceive/take in information?
- **Thinkers / Feelers**
 - How do you make your decisions?
- **Judgers / Perceivers**
 - How do you organize your information?
 - How do you communicate with others ?



Personality Types - cont'd

Sanguine

Strengths

- sociable
- charismatic
- outgoing
- confident
- warm-hearted
- pleasant
- lively
- optimistic
- a fun lover
- spontaneous
- a preventer of dull moments
- a quick apologist
- an easy friend maker

Weaknesses

- impulsive
- chronically late
- shamless
- forgetful
- a compulsive talker
- too loud
- sometimes too happy
- distractible
- not interested in following through with tasks that are boring
- self-absorbed
- an exaggerator
- someone who appears unauthentic

Choleric

Strengths

- ambitious
- passionate
- leader-like
- focused
- efficient
- practical
- good at planning
- good at problem solving
- confident
- motivating
- a delegator
- usually right
- great in an emergency

Weaknesses

- aggressive
- domineering
- inflexible
- impatient
- rude and tactless
- argumentative
- unable to relax
- uncomfortable around emotion
- low on empathy
- discouraged by failures
- too busy for people
- intolerant
- a leader who demands loyalty

Phlegmatic

Strengths

- relaxed
- quiet and calm
- content with themselves
- kind
- consistent
- a steady and faithful friend
- accepting
- affectionate
- diplomatic
- peacemaking
- rational
- curious
- observant
- an easy friend maker

Weaknesses

- sometimes shy
- fearful of change
- prone to laziness
- stubborn
- passive-aggressive
- indecisive
- permissive
- not goal oriented
- unenthusiastic
- too compromising
- undisciplined
- sarcastic
- discouraging
- non-participative

Melancholic

Strengths

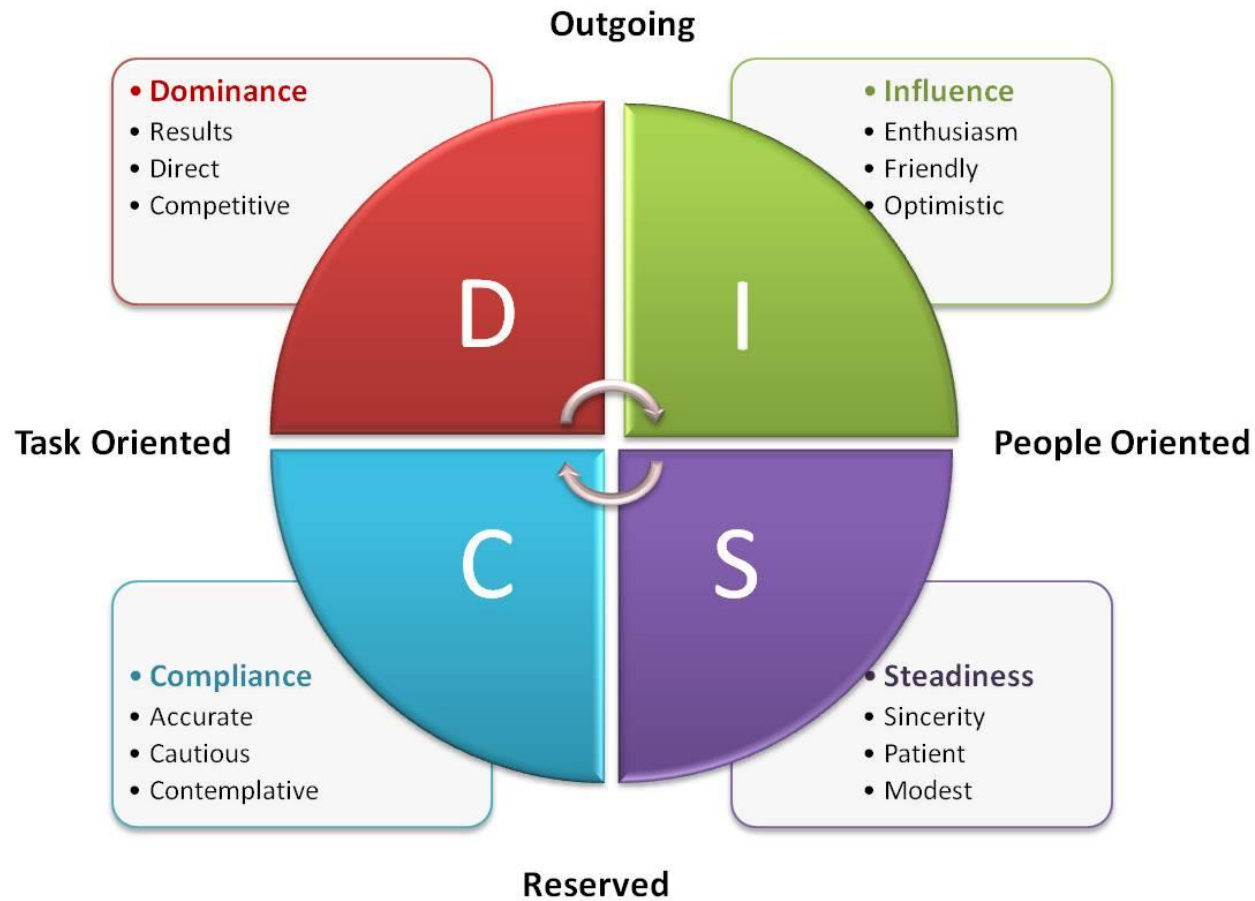
- thoughtful
- considerate
- cautious
- organized
- an excessive planner
- schedule oriented
- detailed
- highly creative in poetry, art and invention
- independent
- good at preventing problems

Weaknesses

- obsessive
- too cautious
- prone to depression
- prone to moodiness
- perfectionistic
- pessimistic
- difficult to please
- deeply affected by tragedy
- a person with tunnel vision
- sometimes a procrastinator
- discontent with themselves and others
- prone to play the martyr

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Personality Types - cont'd





Conclusion

Think about this -

"A major criteria for success in life is your ability to communicate effectively"

and

The No.1 rule of building great interpersonal skill is:

*Seek first to understand then to be understood -
for people don't care how much you know until they
know how much you care*



Thank You...

Any question ???

