



# Communication in Organisation

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# Communication >> imp..? How imp?


❖ ***‘The ability to communicate effectively may be the Number One Management Quality’***

*{impact of communication skills on ability of managers and leaders to succeed or fail is huge (Chris Martin, earlier Director of Display Marketplace, Yahoo)}*

❖ ***“Communication is the GLUE or LIFE BLOOD of an Organisation”***

❖ ***“Gears that lubricate the machinery of the Organisation”***

**Key to effective and persuasive communication:  
demonstrate zeal and enthusiasm in what and  
how you communicate**



Major founding attributes of persuasive communications  
and effective presentations

■ A

awareness

■ B

belief

■ C

Committment

■ D

diligence

■ E

enthusiasm

Six Key action ingredients –take off from ABCDE..

- One of the A's-> Awareness is a repeat and the very foundation of everyone of our actions ACT properly and you will be an ACE ..!
- ACT/ACE
  - ❖ Awareness (Attitude-"want to do"..passion)
  - ❖ Choice (Communication-"what to do?")
  - ❖ Tenacity (Etiquette-"how to do?")

Be Sincere, savour the moment and give it the best from within

## ❖ **MOJO ?**

- ✓ ***“Mojo is that positive spirit towards what we are doing now that starts from the inside and radiates to the outside”***

***( Marshall Goldsmith-Mojo-How to get it, keep it, How to get it back if you lose it)***

# Contrasting the Positive and the Negative

## MOJO

Take responsibility

Move forward

Run the extra mile

Love doing it

Appreciate opportunities

Making the best of it

Inspirational

Grateful

Curious

Caring

Zest for life

Awake

## NOJO

Play the victim

March in place

Satisfied with the bare minimum

Feel obliged to do it

Tolerate requirements

Endure it

Painful to be around

Resentful

Uninterested

Indifferent

Zombie-like

Asleep

# Key Pointers- Two things for Lawyers

- *Attitude is everything ..” Develop on attitudes”..*

*Mojo: Practice on a subject that you are passionate about !*

*Lawyers : Law Schools teach lawyers on speaking to Judges, Jury, Adjudicators ...Yes **Communication is a very important skill** that Lawyers and people in the Legal Profession need*

*Two Very Important Communication Skills that Lawyers need to have, not taught and trained enough: ( Cindi Crawford, Independent Lawyer..eg of her uncle receiving formal letters from her lawyers)*

***Communicating with Clients*** ( beyond sending formal documents to client, understanding their issues reassuring them, building confidence and trust)and ***Listening Skills-***

***[2 Videos: Cindi Crawford, Legally Speaking and Listening: I’m listening what did you say...!?!]***

***Reflective Listening : Maintain Eye Contact, Do not Interrupt, Paraphrase***

***Importance of 3 key high lights : Memory span-Words vs. Brain speed, PM’s eg.***

# An example of effective verbal & non-verbal communication

*PM Narendra Modi's campaign success factors:*

NINE pointers :

- 1 Spontaneity ( rehearsed and purposeful)
- 2 Connecting with right 'mood' and 'words'  
( Governance & Development)
- 3 Focus on long- term Commitments (Vision)
- 4 Focus on Audience Action ( give me two terms -10 years)
- 5 Lead the Presentation, involve the Team
- 6 Choosing the right Time ( 9 pm prime-time slot)
- 7 Aligning Body to Mind and Heart ( Body Language)  
( "*vikas*"- raise two fingers, "*hum sab*"- closed fist-united, "*acche din*" with smile-response "*aayenge*"")



## Example of effective verbal & non-verbal comm....contd

- 8 Using the power of Voice Modulation( tone & delivery)-evoking passion, power & drive
- 9 Focussing on 3 key game changing points
  - ' *Hamara Desh* ' of others to "*Mera Bharat*" ; Nehru-Gandhi dynasty' to "*woh platform par chai bechne wallah bachcha aaj aapke saamne khada hai*" ; 'Unity of India' of others to "Development of India" ... Highlight 3 things

NEPAL : **Infoway, Highway, Transway**

US: 3 Ds Strength of INDIA : **DEMOCRACY, DEMOGRAPHIC DIVIDEND & DEMAND**

shifted the 'battlefield' and the "*sava sau karode*" army shifted with him


Founded on a strong belief and ...

**"Connect with the *"Inner Self"* (authenticity)**



# Key Communication Skills

- Listening Skills
- Feedback Skills
  - >>> (to others and 'feed forward from others)
- Presentation skills



## {Feed forward Skills –relating and getting support ( emotional-unbundling) and inputs from others}

- **Focus on specific behaviours**
- **Keep feedback impersonal**
- **Keep feedback goal oriented**
- **Make feedback well timed**
- **Ensure understanding**
- **Direct feedback toward behaviour that is controllable by the recipient**
- ( mini exercise.... 5 min)

## Issue: Basic Communication Skills

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<i>Order</i>	<i>Learned</i>	<i>Extent Used</i>	<i>Extent Taught</i>
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*Listening*

*First*

*First*

*Fourth*

*Speaking*

*Second*

*Second*

*Third*

*Reading*

*Third*

*Third*

*Second*

*Writing*

*Fourth*

*Fourth*

*First*

## *Remembering and Forgetting*

### ➤ 7 Levels of Listening:

- Not Listening
- Pretend Listening
- Partially Listening
- Focussed Listening
- Interpretive Listening
- Interactive Listening
- Engaged Listening

### ➤ Laws of Remembering and Forgetting



# ➤ **Laws of Remembering and Forgetting** Remembering and Forgetting

## ➤ **Remembering Law :**

## ➤ **Recently, Frequently, Impact and Application**

## ✓ **Laws of Forgetting :**

- **We forget 50% of what we hear immediately; 75% within two months and of the 25% we remember, only 60% is correct ; plus we add things that were never said in the first place...rumours and grapevine!**



## Top 10 Fears among Americans( relates to other countries)

- ❑ **Public Speaking**
- ❑ Heights
- ❑ Insects
- ❑ Financial Trouble
- ❑ Deep water
- ❑ Sickness
- ❑ Death
- ❑ Flying
- ❑ Loneliness
- ❑ Dogs

# ❖ Inter and Intrapersonal Skills and Body language : an important element of work place communication Impact of Words, Tone of Voice and Body Language

✓ **W: 7%, Tone : 38% Body Language : 55% ...**

video exercise : kinesthetics-> [(2 min)-body language-credible &

✓ approachable this pen will last you for a lifetime and its easy to use]

✓ **Smile : does not Cost anything**

✓ **Show appreciation**

✓ **Listen actively and reflectively: RASA**

❑ **Receive, Appreciate & Acknowledge, Summarise and Ask**

✓ **Support team efforts : *Put "We before I"***

✓ **Show a sense of humour:**

❑ ***Be Sincere , Not Serious !***

*(practical importance : you often need to be patient and suffer fools!)*

❑ ***Respond ..do not react !***

❑ ***mind 😊 vs. heart ☹***



# Success (Albert Einstein) and Communication.....

- *“If A is success in life, I would say the formula is  $A=X+Y+Z$   
 $X = \text{work}$  ;  $Y = \text{play}$  ...Einstein was asked what is  $Z$  ??*
- ***Answer : ‘keeping your mouth shut’ !...listen more talk less***
- *What is success, fulfillment and happiness as a component of a wholesome communication process within and beyond?... Pointers: learn to let go...spend at least 30 min every day reflecting in solitude..it helps reduce the pace of thoughts and focus... “ indeed excessive thinking is often our enemy”..*



**Switzerland in the  
the spring**

**Canada in the  
the fall**

# Presentation Skills

## Effective Delivery

- ❖ Be active - move
- ❖ Be purposeful - controlled gestures
- ❖ Variations – vocal (pitch, volume, rate)
- ❖ Be natural
- ❖ Be direct – don't just talk in front of the audience *'engage and talk to them'*



# Presentation Skills

## Sensitivity to the audience

- ❖ “see” the audience
- ❖ Take non-verbal feedback
  - congruent and incongruent body language
- ❖ Modify to meet audience needs
- ❖ Don't just make it as a presentation



# Presentation Skills

## Handling Questions

- ❖ Do not get confused
- ❖ You are not supposed to know everything
- ❖ Anticipate and keep answers ready
- ❖ Sometime questions themselves give you a lead to highlight your point of view

## Presentation to an audience: key points

- **Eye Contact-** *Engage, Engage and Engage*
- **Body Language-** *Strong, Confident, Open Posture , No fidgeting*
- **Filler Words-avoid** – *look out...”um”..; “ah”; “you know”..review performance on video to avoid /eliminate distracting fillers..Awareness more than 90% of the solution!*
- **Vocal delivery:** *vary the volume and inflection of your voice hold the attention of the audience...”let the presentation breathe!”*
- **Energy :** *vibrant, enthusiastic, passion in voice, bounce in step, smile on face ...Energy -> closely related to “likeability” -> key ingredient in ‘persuasive communications’*

## Steps to rehearsing “Off the cuff” remarks

2009 US Presidential elections-New York Senate seat vacated by Hillary Rodham Clinton ( as she became US secretary of State)-Caroline Kennedy filed her nominations for the seat..could not overcome her use of filler words ..”off the cuff remarks..”**Um...**”**you know**” !! more than 30 times in a two minute interview..media highlighted this tendency of Kennedy appeared in blogs and radio talks..Caroline Kennedy withdrew her name..same with Sarah Pallin ( VP vs Joe Biden)

### Steps to eliminate fillers:

>Ask for feedback( feed-forward approach will help !)

>Tap the glass

- Record yourself and play it back in the presence of others)
- **Practice, Practice, Practice**

# Pillars of a Successful Communication Process

- 
- ✓ Trust
  - ✓ Reflective Listening skills
  - ✓ Verbal and Non-Verbal Communication skills
  - ✓ Conflict Resolution skills

**Authenticity, Relationships and Networking...**

**Principles of reflective listening-a) Maintain Eye Contact ; b) Do Not Interrupt and c) Paraphrase**



## PUBLIC SPEAKING TIP

**Tell what you have to say; Tell it;  
Repeat what you said... (Highlight  
and recap 'Three Things')**

**["Triad Principle" 3x3]**

## 8 fold tips-Managing Self through Conscious Communication

- **Set an Example--**
- **Love What You Do** Bhagavad Gita-Ch.3-21.docx
- **Discover the Self-Esteem** ( avoid internalizing-a common malady)
- **Care For the People** (benign care, duty v/s sanctity of work)
- **Duty v/s Rights**
- **Sanctity of Work**
- **Make People feel They are Understood**
- **Personal Management** ( recognise and manage your anger)

Silent  
Prayer:

Lord give me that composure, serenity and poise in dealing with situations objectively  
*" God give me the Courage to change what I can; the Strength to bear what I cannot and the Wisdom to know the difference..."*

*video : Communication Skills ( Hindi)*

# Communication Tips

So to conclude :

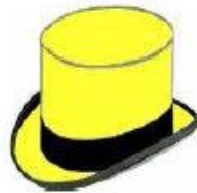
- ✓ Prepare and Practice (to overcome handicaps..use feed forward technique)
  - ✓ Be Sincere not Serious, Respond do not React
  - ✓ Interact and relate with your audience (*Listen reflectively*)
  - ✓ Video: TED Talks : Julian Treasure: How to Speak so that people want to listen—  
7 deadly sins of speaking : Gossiping, Judging, Negativity, Complaining, Excuses, Exaggeration and Dogmatism(facts vs. opinions—my way only)
- 4 Positives for good Public Speaking : HAIL
- Honesty ( Be clear &straight),Authenticity(be yourself) Integrity (Do what you say) & Love (Wish everybody well)

# Towards Effective Communication through use of the Six Thinking Hats-Edward Debono

## The Six Hats:



**The White Hat:**  
calls for information known or needed.  
"The facts, just the facts."



**The Yellow Hat:**  
symbolizes brightness and optimism. You can explore the positives and probe for value and benefit



**The Black Hat:**  
signifies caution and critical thinking - do not overuse! Why something may not work



**The Green Hat:**  
focuses on creativity, possibilities, alternatives and new ideas. It is an opportunity to express new concepts and new perceptions - lateral thinking could be used here



**The Blue Hat:**  
is used to manage the thinking process. It ensures that the 'Six Thinking Hats' guidelines are observed.



**The Red Hat:**  
signifies feelings, hunches and intuition - the place where emotions are placed without explanation

***“ Parallel Thinking, Divergent Views ”***