

**ENBIS Workshop:
Statistical Consulting and
Change Management**
Section 4
What is Effective Communication
Newcastle, United Kingdom
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4.1

**Now that you can recognize
some forms of resistance, how
do you deal with it?**

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4.2

How do you find out what you need to Know?

- Effective interview
- Observing
- Applying your past experiences
- Hearing is not listening. Listening is making sense out of what we hear.

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4.3

Understanding Other's Communication

- Good understanding involves:
 - Observing (what one does)
 - Hearing (what is said and how it is said)
 - Feeling (what they are feeling)
 - Sensing (what is not said)

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4.4

Characteristics of Good Understanding

- Being aware of the major aspects of communication
- Make use of the information
- Avoid imposing your situation on others
- Assume nothing



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Major Aspects of Communication

- Nonverbal behavior
- Recognizing types of nonverbal behavior
- Recognizing verbal quality



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4.6

Using Effective Communication

- **Nonverbal Behavior:**
 - Eye Contact
 - Postural position
 - Verbal quality
- **Verbal Behavior:**
 - Response Types:
 - » Continuing
 - » Leading

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4.7

Eye Contact

- **Eye contact:** Most powerful way you convey that you are paying attention
 - Good eye contact consists of looking at someone when you are talking
 - If you are uncomfortable with eye contact, look at the bridge of their nose
 - Poor eye contact is never looking at them, staring blankly, and looking away as soon as they look at you

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Body Position

- Good postural position is sitting facing another person, spontaneous facial expressions
- Poor postural position includes head and body not facing the other, rigid body, restless fidgeting, being preoccupied with with notes, etc.



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Verbal Quality

- Good verbal quality includes pleasant tone, affect appropriate of message, etc.
- Poor verbal quality includes a flat tone of voice, irrelevant responses, excessive use of jargon, etc.



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Response Types

- Continuing Responses:
 - MmHm
 - Content
 - Affective
- Leading Responses:
 - Influencing
 - Advice Giving
 - Questioning
 - » What kinds of questions

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Listening

- Avoid imposing you own thoughts
- Let them finish talking before you offer a solution
- Active listening

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Assume Nothing

- Distinguish between what has happened and what really happened
- There may be discrepancy between perceptions and what really occurred
- There may be a motivation to mislead you
- They don't know what information you need

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Workshop

Interviewing for information

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Examples

- You have neighbors who consistently play loud music. This has started to interfere with your sleep.
- You have a co-worker who spends more time on the phone than doing work. You frequently have helped them out, but you are becoming resentful.
- Your connection at the bank you are consulting with does not return your phone calls in a timely manner. This is making it difficult for you to get ready for your time at the bank.
- You are organizing a conference. The participants don't get requested information to you in a timely manner.
- The company you consult with consistently pays you 30-60 days beyond the time agreed upon in your contract. This is causing some difficulty because you pay your expenses up front.
- You suspect a team is "fudging" data in their projects.
- On evaluations of your training, you consistently get complaints about things you cannot control. They are really under the control of the organizer from the company. You don't want to alienate your customer.
- You have a colleague who you believe is "padding" their bills.

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