

Train the Trainer Award

MQF Level 5

Janice Ellul

April 2021

Introduction



Activity #1

ICE BREAKER

Learning Objectives



- 1 Understanding the importance of communication.
- 2 Understanding the process of communication.
- 3 Defining the types of communication.
- 4 The art of giving and receiving feedback.

Effective Communication



'The single biggest problem in communication is the illusion that it has taken place.'

- George Bernard Shaw

Why is communication so important?

MENTIMETER

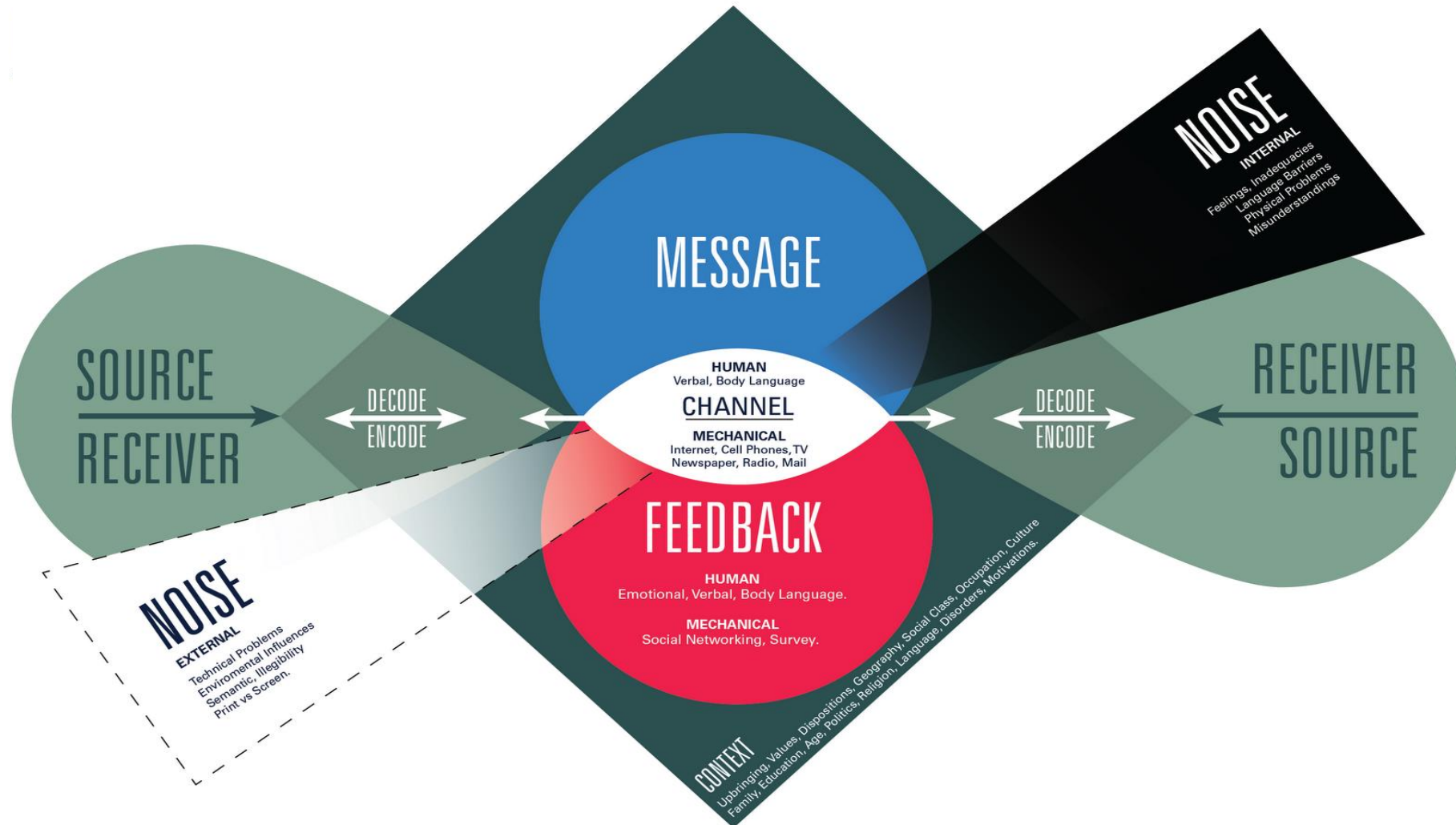
In your opinion, what makes someone a good communicator?

What is Communication?

- 1 Derived from the word 'COMMUNIS', which means to share or to participate.
- 2 Two-way process of reaching mutual understanding, in which participants not only exchange (encode-decode) information, ideas and feelings, but also create and share meaning.
- 3 A means of connecting people or places.
- 4 A key function of management – an organization cannot operate without communication between levels, departments and employees.



The Communication Process



Types of Communication

1 verbal

eg: Meetings, Skype Calls, Phone Calls.

2 Non-verbal

eg: Body Language, Eye Contact, Hand Gestures.

3 written

eg: Emails, Letters, Messages.

4 Visual

eg: Adverts, Charts, Animations.



Verbal Communication



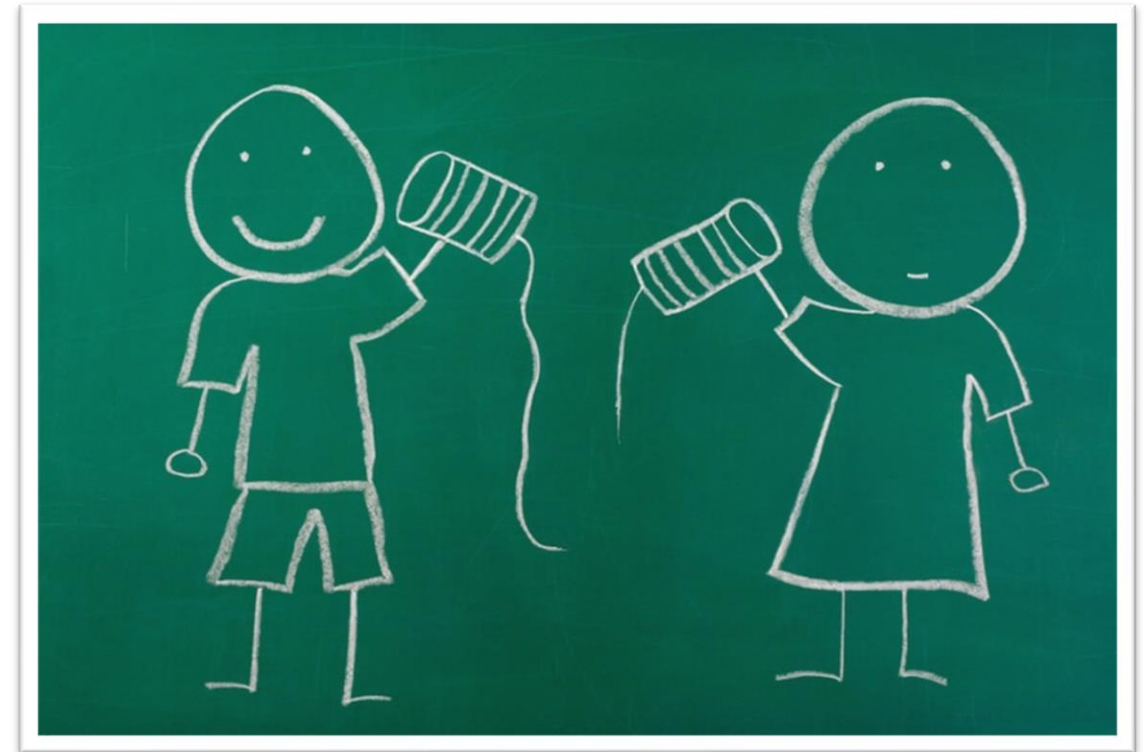
Common mistakes and how to avoid them:

- 1 Overuse of technical words
Use simple clear English and avoid jargon.
- 2 Speaking more and listening less
Use an active-listening attitude.
- 3 Using a negative tone
Focus on what can be done instead of what cannot be done.
- 4 Reacting not responding
Avoid reacting emotionally, respond calmly and think before you speak.
- 5 Transmitting message using too many channels
Go directly to the recipient.

Communication Failure

1

Charge of the Light Brigade



The Charge of the Light Brigade



- 1 The Charge of the Light Brigade was a charge by British Cavalry in the Battle of Balaklava during the Crimean War led by Lord Cardigan. The charge resulted from a miscommunication in the chain of command from the commander of British forces, Lord Raglan, all the way down to Lord Cardigan.
- 2 Lord Raglan, commanding officer for British forces in the battle, could see two batteries giving fire to his troops and ordered an immediate charge. He dispatched these orders to Brigadier Airey who drafted the order and proceeded to give it to Captain Nolan who in turn gave it to the Earl of Lucan, General George Bingham, commander of British cavalry. Already, you have four degrees of separation and ample opportunity for miscommunication.
- 3 When the order reached Lucan, it was so vague that Lucan had no idea in what battery he was actually ordered to attack. Lucan asked Nolan what battery he was to attack but Nolan had no idea as well and pointed to a set of batteries as the designated ones. The ones he pointed out however, only had one battery, not two as Lord Raglan had assessed.

The Charge of the Light Brigade



4

The Light Brigade proceeded to charge this battery, led by Lord Cardigan, through a valley of concentrated fire. What occurred was immortalized in history. The assault would end with massive casualties for the British while effectively no casualties for the Russians and continued fire from the designated battery.

5

Russian commanders were so dumbfounded at such a reckless charge that they actually believed the British to be drunk during the charge! The overall results of the charge were negligible but it did much to enhance the reputation of the British cavalry while simultaneously dragging down the reputations of its commanders. To this day, many study the Charge of the Light Brigade as an example of what military action with bad communication will result in.

Non-Verbal Communication

- ✓ Common mistakes and how to avoid them:
- ✓ Avoiding eye contact – Look at your audience so that you can build trust.
- ✓ Fidgeting with things – Avoid, as this sends a message that you are nervous.
- ✓ Passive stance – Stand up straight and avoid slouching.
- ✓ Arms folded – Use your hands when you're speaking to show confidence.



Q: What is the percentage of non-verbal communication that we use daily?



Communication Failure

Cultural Differences:

- 1 In USA, waving the hand vertically with the palm facing outward means “goodbye” but it can be misinterpreted as “come here” in Korea.
- 2 Americans value direct eye contact as a sign of honesty. On the other hand, lowering your eyes can be seen as a sign of respect in Asian cultures.
- 3 Making a circle with your thumb and forefinger means “OK” in many countries, but in Arabic countries it can mean a threat.



Written Communication



Common mistakes and how to avoid them:

- ✓ Delivering bad news by E-mail
Do this verbally and in-person and think carefully about how you can do it sensitively.
- ✓ Grammatical and Spelling Mistakes
Proofread your work, use dictionaries and do not solely rely on spellcheck.
- ✓ Making Assumptions
Make sure you give the full message and encourage people to respond with questions.
- ✓ Use of capital letters and exclamation points
Avoid as these might give the impression that you are using an aggressive tone.

Visual Communication

Common mistakes and how to avoid them:

- ✓ Too Busy
Provide a clear next step to help the user navigate through your content.
- ✓ Low quality images
Follow brand and social network guidelines.
- ✓ Forgetting the context
Analyze where, how and who will be seeing your content.



5 Tips to Improve Communication



Janice Ellul

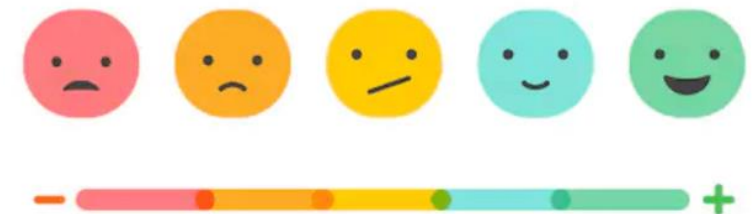
Giving Feedback

MENTIMETER

What are some good practices when giving feedback?

Giving Effective Feedback

- ✓ When done in the right way and with the right intentions, feedback can lead to outstanding performance.
- ✓ Employees have to know what they are doing well and not so well.
- ✓ For them to really hear your thoughts and suggestions on ways to improve, though, feedback has to be delivered carefully and frequently.
- ✓ Giving feedback is a skill. And like all skills, it takes practice to get it right.
- ✓ The next few slides contain some useful tips when giving feedback.



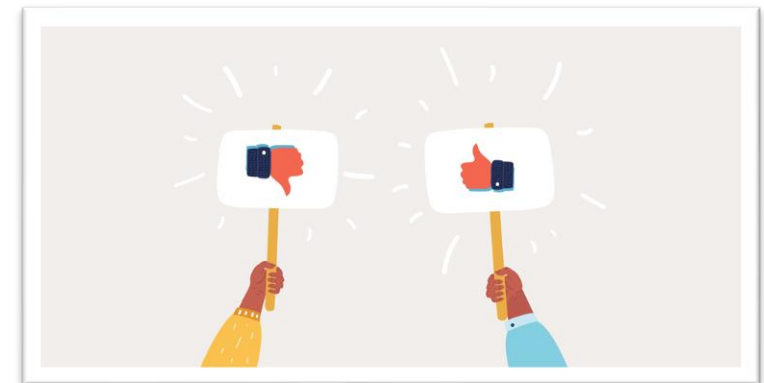
Giving Effective Feedback



- ✓ Giving feedback is also essential during training and educational development.
- ✓ It should come as no surprise to managers that employees await feedback.
- ✓ Good managers must learn to offer the right amount of motivation and honesty when discussing the successes and failures that are sure to be experienced along the path of developing new skills.
- ✓ The next few slides contain some useful tips when giving feedback.

Check your Motives

- ✓ Before giving feedback, remind yourself why you are doing it. The purpose of giving feedback is to improve the situation or the person's performance.
- ✓ You won't accomplish that by being harsh, critical or offensive.
- ✓ You'll likely get much more from people when your approach is positive and focused on improvement.
- ✓ That's not to say feedback always has to be good, but it should be fair and balanced.



Be Timely



- ✓ The closer to the event you address the issue, the better.
- ✓ Feedback isn't about surprising someone, so the sooner you do it, the more the person will be expecting it.
- ✓ Think of it this way: it's much easier to provide feedback about a single, one-hour job that hasn't been done properly than it is to do so about a whole year of failed, one-hour jobs.



Make it Regular



- ✓ Feedback is a process that requires constant attention. When something needs to be said, say it.
- ✓ People then know where they stand all the time and there will be few surprises. Also, problems don't get out of hand.
- ✓ It's not a once-a-year or a once-every-three-month event. Though this may be the timing of formal feedback; informal, simple feedback should be given much more often than this – perhaps every week or even every day, depending on the situation.
- ✓ With frequent, informal feedback like this, nothing said during formal feedback sessions should be unexpected, surprising or particularly difficult.

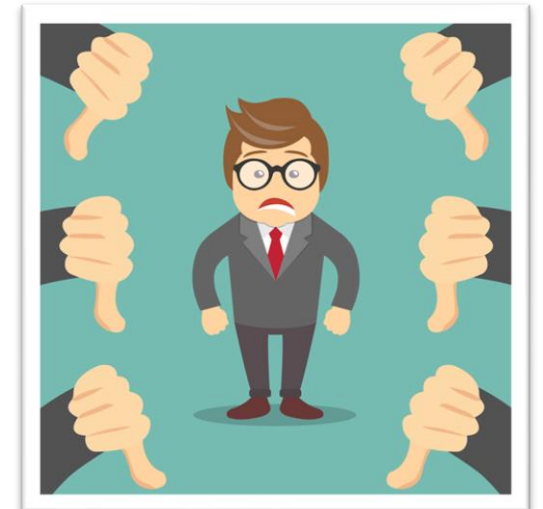
Be Specific

- ✓ Tell the person exactly what he needs to improve. This ensures that you stick to facts and there is less room for ambiguity.
- ✓ If you tell someone that she acted unprofessionally, what does that mean exactly? Was she too loud, too friendly, too casual, or too poorly dressed?
- ✓ Remember to stick to what you know first hand: you'll quickly find yourself on shaky ground if you start giving feedback based on other people's views.



Criticize in Private

- ✓ While public recognition is appreciated, public scrutiny is not.
- ✓ Establish a safe place to talk where you won't be interrupted or overheard.
- ✓ A feedback session should discuss no more than two issues. Any more than that and you risk the person feeling attacked and demoralized.
- ✓ You should also stick to behaviours he can actually change or influence.



Use "I" Statements



- ✓ Give feedback from your perspective . This way you avoid labelling the person.
- ✓ Say, "I was angry and hurt when you showed up late for the session" rather than "You were insensitive yesterday."
- ✓ Try not to exaggerate to make a point. Avoid words like "never", "all," and "always" because the person will likely get defensive.
- ✓ Always discuss the direct impact of the behaviour and don't get personal or seek to blame.

Talk about Positives Too

- ✓ A good rule is to start off with something positive. This helps put the person at ease. It will also allow her to "see" what success looks like and what steps she needs to take next time to get it right.
- ✓ Try to end on a high note, too. Otherwise, she may be left feeling despondent and worthless.



In a nutshell...



Receiving Feedback

Listen to Feedback Given



- ✓ This means not interrupting.
- ✓ Hear the person out, and listen to what they are really saying, not what you assume they will say.
- ✓ You can absorb more information if you are concentrating on listening and understanding rather than being defensive and focusing on your response.



Janice Ellul

Be Aware of your Responses

- ✓ Your body language and tone of voice often speak louder than words.
- ✓ Try to avoid putting up barriers.
- ✓ If you look distracted and bored, that sends a negative message as well.
- ✓ Attentiveness, on the other hand, indicates that you value what someone has to say and puts both of you at ease.



Be Open

- ✓ This means being receptive to new ideas and different opinions.
- ✓ Often, there is more than one way of doing something and others may have a completely different viewpoint on a given topic.
- ✓ You may learn something worthwhile.



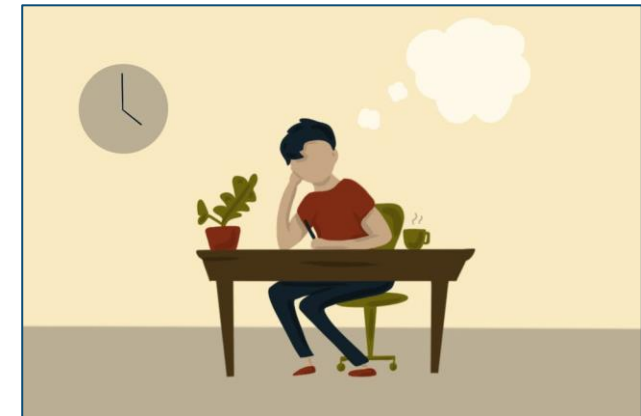
Understand the Message



- ✓ Make sure you understand what is being said to you, especially before responding to the feedback.
- ✓ Ask questions for clarification if necessary.
- ✓ Listen actively by repeating key points so that you know you have interpreted the feedback correctly.
- ✓ In a group environment, ask for others' feedback before responding. As well, when possible, be explicit as to what kind of feedback you are seeking beforehand so you are not taken by surprise.

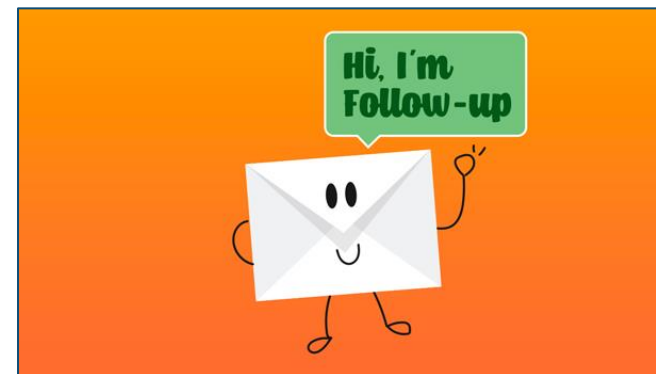
Reflect and Decide what to do

- ✓ Assess the value of the feedback, the consequences of using it or ignoring it, and then decide what to do because of it.
- ✓ Your response is your choice.
- ✓ If you disagree with the feedback, consider asking for a second opinion from someone else.



Follow Up

- ✓ There are many ways to follow up on feedback.
- ✓ Sometimes, your follow-up will simply involve implementing the suggestions given to you.
- ✓ In other situations, you might want to set up another meeting to discuss the feedback or to re-submit the revised work.



Questions?



That's all Folks!