

Today's Objectives

By the end of the session today you will

- Understand the fatal assumptions we make about people and how these can effect communication.
- Identify and remove barriers to effective communication.
- Formal and informal communication channels in the workplace.
- Develop a multi approach to communication – one style does not fit all situations.
- Experience Interpersonal and interdepartmental communication in a problem solving situation
- Identify opportunities for employee engagement within your hotels culture.
- Understand the powerful effect your own approach to communication has on your employees.
- Understand how to communication effectively even in conflict situations.



Manager as Communicator

- The Essence of your Job
- Channel or Gulf?
- Messenger or Masseur?

The Need to Communicate

- Employees need to know how they are performing
- Employees should be told how the hotel is performing

How to Involve Employees

- Matching their Wants and Needs
- Listening to Them
- Speaking their Language
- Motivating Them
- Putting their Interests at Least Equal to Yours
- Understanding and Acknowledging their Feelings

Communication is like WATER!



Barriers To Effective Communication

- Your Style
- Preparation & Presentation
- Lack of Clarity & Consistency
- Lack of Credibility
- Timing
- Culture
- Pace
- Size & Structure
- Physical Environment
- The Grape Vine

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Fatal Assumptions

- Openness & Trust
- Relevance
- Motivation
- Non Verbal Communications
 - Listening
 - Silence

How we Communicate

7% of meaning is in the words that are spoken.

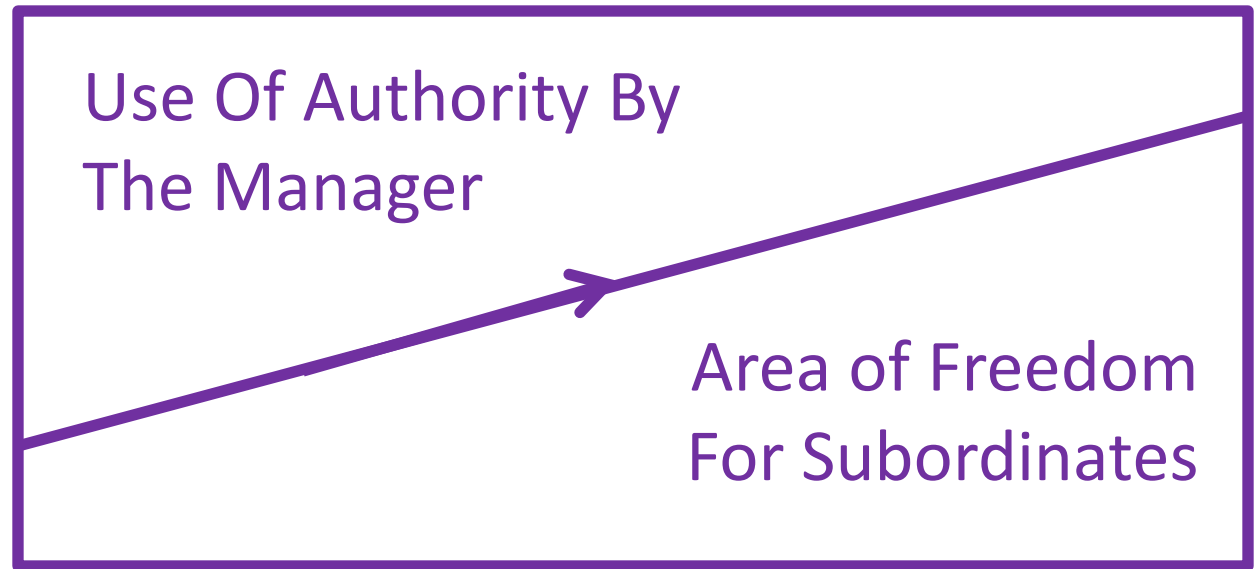
38% of meaning is paralinguistic (the way that the words are said).

55% of meaning is in facial expression.

Rapport

- Smile when Appropriate
- Establish Eye Contact
- Use the Other Person's Name
- Make Time For The Other Person
- Give the Other Person Your Undivided Attention
- Mirror Body language & Match Speech
- Make the Other Person Feel Valued & Respected

Tannenbaum & Schmidt Continuum



Psychological Contracts

- Define the Task
- Select the Individual or team
- Assess Ability
- Explain Reasons
- Consider Resources Required
- Agree Deadlines
- Support & Communicate
- Feedback Results



Adams' Equity Theory

Calibrated Scales



What I put into
my job

What I get from
my job



We can communicate in one of three states

- As a Parent
- As a Child
- As an Adult

The state used would be based on past experiences

The Parent State

controlling,
disciplining,
restricting

Using words like:

- Right / wrong
- Good / bad
- Never / always
- You should / shouldn't...

nurturing,
helpful, caring,
loving

Using words like:

- What a shame.
- Take care
- Remember to...
- I'll help you...
- It won't take me long to..

The Adult State

all facts, logic, common sense

- The mature and deliberating part of personality.
- Actions and words are sensible and well-considered.
- Collects information, evaluates it, works out possibilities, takes and resolves problems in a logical, calm way.
- Concentrates on facts; not feelings and prejudices.



The Child State

free child

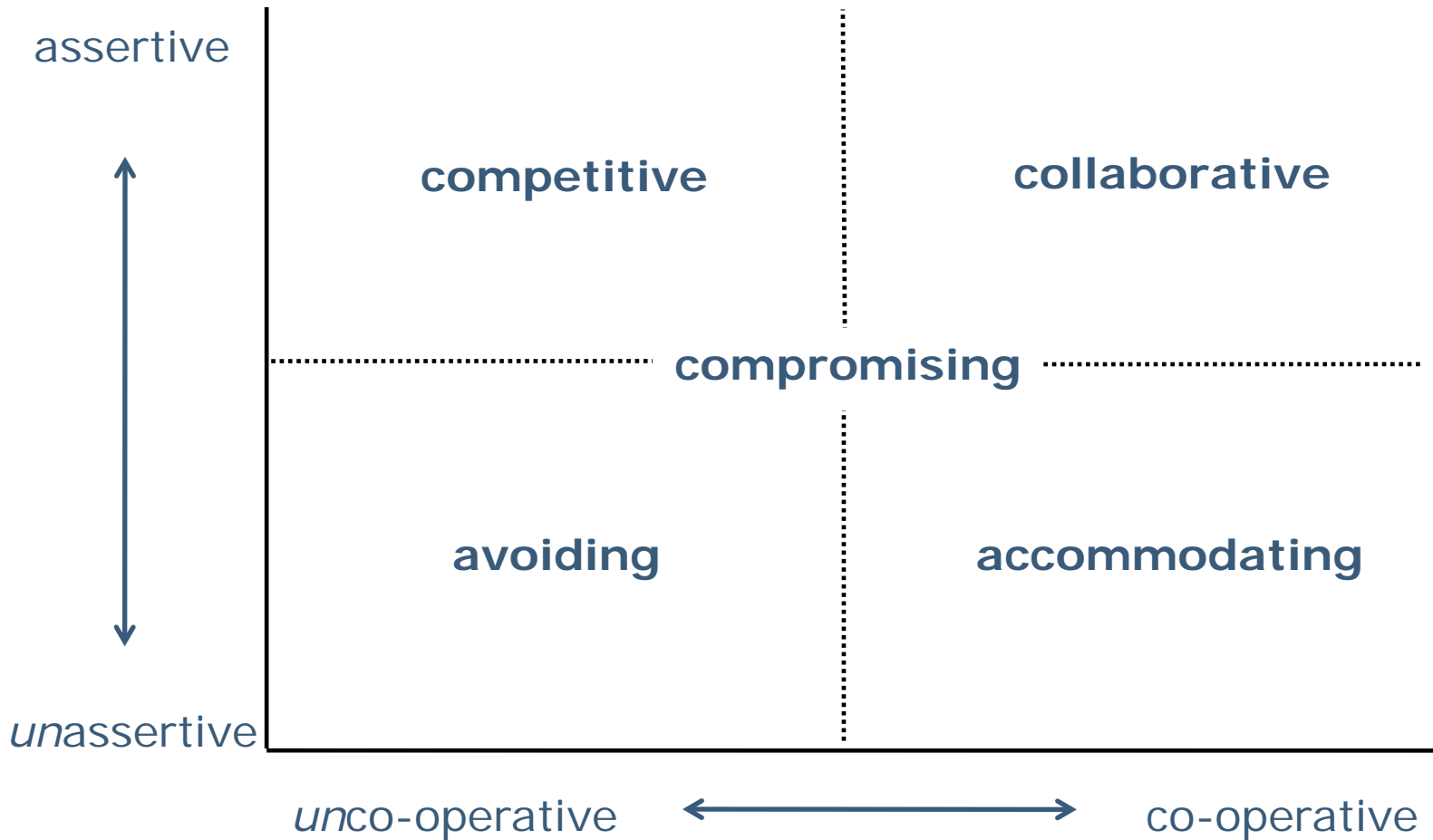
- Impulsive.
- Instinctive.
- Undisciplined.
- Demanding.

adapted child

Carrying the influences of our upbringing, e.g., “Doing as we are told”. Gives rise to:

- Guilt.
- Rebellion.
- Obedience.
- Compromise.

Conflict Management Approaches



Assertiveness

- Aggressive
- Assertive
- Submissive

Fight, Flight or Friendship?

- Avoid
- Accommodate
- Compromise
- Compete
- Collaborate

Don Miguel Ruiz's Code For Life

- **Agreement 1**

Be impeccable with your word

- **Agreement 2**

Don't take anything personally

- **Agreement 3**

Don't make assumptions

- **Agreement 4**

Always do your best