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Effective Communication



Gregory A. Hepner, Ph.D.
Jerry L. Turner, Ph.D.
Licensed Educational Psychologist
(Lic# 2966)

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Presentation Outline

Communicating with

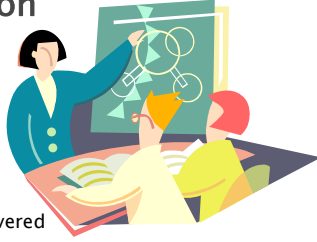
- ▶ Right Motivation
- ▶ Right Method and Mode
- ▶ Right People
- ▶ Right Solution



Right Motivation

▶ Why People Listen

- Self-interest
- Respect for speaker
- How message is delivered



Right Motivation

Fight or Flight

- ▶ Feeling of ambush results in defensive or withdrawal attitude
- ▶ Neither is productive and both block communication



Right Motivation

Mitigating Fight or Flight in Ourselves

- ▶ Awareness of fight or flight response
- ▶ Refusal to give into instinct
- ▶ Focus on message, not response
- ▶ Paraphrase



Right Motivation

Mitigating Fight or Flight in Others

- ▶ Choose appropriate time and setting
- ▶ Specific about issues and outcomes
- ▶ Speak as ally, not adversary
- ▶ Listen
- ▶ Paraphrase



Right Motivation

Fundamental Attribution Error

- ▶ The tendency to apply:
 - External causes to own failures
 - Internal causes to other's failures
- ▶ Reversing tendency leads to:
 - Greater responsibility for actions
 - More compassion toward others



Right Motivation

- ▶ Accept responsibility for what you are responsible
- ▶ Reject inappropriate responsibility
- ▶ Accepting inappropriate responsibility creates dysfunction

Right Method

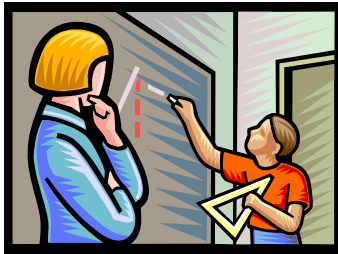
- ▶ Tone
- ▶ Volume
- ▶ Cadence

- ▶ Demonstrates
 - Confidence
 - Control
 - Professionalism



Right Method

- ▶ Body Language
 - Posture
 - Attentiveness
 - Facial expression
 - Eye contact



Right Method

- ▶ Para-verbal
 - How we say what we say

- ▶ Personal Space
 - Gender
 - Culture
 - Size
 - Role



Right Method

- ▶ Listen to other's message
- ▶ You paraphrase message heard
- ▶ Other person clarifies your paraphrase
- ▶ Speak your message



Right Method

- ▶ Message and Paraphrase contain
 - Information delivered
 - Emotional content
 - Desired behaviors
 - Desired actions
 - Desired outcomes



Right Method

- ▶ Paraphrasing validates other's information, emotion, and desired outcomes
- ▶ Clarifies message was correctly received
- ▶ Slows conversation to allow processing
- ▶ Opens dialogue
- ▶ Allows move to resolution



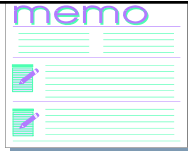
Right Method

- ▶ Paraphrasing helps to
 - Eliminate anticipation of what will be heard
 - Seeks information, instead of confirmation
 - Encourages a positive instead of negative message



MisCommunication

- ▶ From CEO to Vice President:

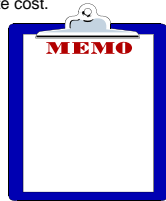


Today at 11 o'clock there will be a total eclipse of the sun. This is when the sun disappears behind the moon for two minutes. As this is something that cannot be seen every day, time will be allowed for employees to view the eclipse in the parking lot. Staff should meet in the lot at ten to eleven, when I will deliver a short speech introducing the eclipse, and giving some background information. Safety goggles will be made available at a small cost.

MisCommunication

- ▶ From Vice President to Supervisors:

The CEO will today deliver a short speech to make the sun disappear for two minutes in the form of an eclipse. This is something that cannot be seen every day, so staff will meet in the car park at ten or eleven. This will be safe, if you pay a moderate cost.



MisCommunication

- ▶ From Supervisor to staff:

Some staff will go to the car park today to see the CEO disappear. It is a pity this doesn't happen everyday.



Right Mode

- ▶ Text message
- ▶ Email
- ▶ Phone call
- ▶ Meeting

- ▶ Factors:
 - Complexity of issue(s)
 - Level of emotional investment



Right People

Organizational Culture

- ▶ Transparency vs Hoarding
- ▶ Group vs Individual Decisions
- ▶ Responsibility and Respect vs Blame and Shame



Right People

- ▶ Know the organization and how it functions
- ▶ Know who Needs to Know
 - Policy
 - Operations
 - Impacts beyond organization
 - Clients
 - Regulators



Right People

- ▶ Systemic Thinking/Approach
 - Interconnections
 - Critical Hand-offs
- ▶ Understand the organizational functions 1 or 2 levels above and below self



Right Solution

- ▶ Generalized Communication
 - Demoralizing
 - Difficult to develop goals
 - Does not motivate
- ▶ Specific Communication
 - Clear expectations
 - Encourages growth
 - Goals developed
 - Improves relationships and outcomes



Right Solution

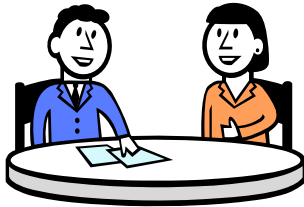
- ▶ Single and Simple
- ▶ Stay Focused
- ▶ Use an Agenda

- ▶ Argument = Loss of Purpose
- ▶ Blame = Loss of Purpose



Right Solution

- ▶ Clear Goal
 - What a goal looks like:
 - Product
 - Quality
 - Quantity
 - Behavior
 - How will the person change, grow, etc. . .
- ▶ Focus on Goal
 - Winning an argument = poor goal
 - Clear communication encourages “buy in”



Right Solution

- Taking Notes
- ▶ Always
or
 - ▶ Not at All



Right Solution

- ▶ Mindset Effects Delivery
 - Used by teachers, actors and salespersons

- ▶ Was the Message Received?
 - Learning
 - A change in behavior/outcome



Effective Communication Results

- ▶ Effective communication creates mutual respect

- ▶ Mutual respect creates appropriate and professional relationships

- ▶ Appropriate and professional relationships create organizational excellence



The End



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