



# MASARYK UNIVERSITY FACULTY OF ECONOMICS AND ADMINISTRATION

## Basic communication skills

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07/03/2016

## Topics today:

- Nonverbal communication
- Active listening and Art of asking questions
- Questions & practice

## Nonverbal communication

[https://www.youtube.com/watch?v=\\_h\\_-X9hnYps](https://www.youtube.com/watch?v=_h_-X9hnYps)

# NONVERBAL COMMUNICATION

## - WORDLESS SIGNALS

- Goal: Making subconscious observations explicit
- What are some examples of nonverbal communication?

# NONVERBAL COMMUNICATION

## - WORDLESS SIGNALS

- Goal: Making subconscious observations explicit
- Distance
- Eye contact
- Facial expressions
- Tone of voice
- Gestures
- Posture
- Physical contact
- Motion & Intensity
- Dress/dress code

## DISTANCE

### ○ I. zone – private, 0 - 45 cm

- ✎ Intimate communication (partners, parents and children, close friends)

### ○ II. zone – personal, 45 - 100 cm

- ✎ Greetings, shaking hands, family dinner, friends at lunch)

### ○ III. zone – social, 100 - 360 cm

- ✎ Meetings in the store, shop, post office, bank, meetings, offices etc.

### ○ IV. zone – public, 360 cm and more

- ✎ Lectures, theatre etc.

# EVALUATING NONVERBAL SIGNALS

- **Eye contact**

Is eye contact being made? If so, is it overly intense or just right?

- **Facial expression**

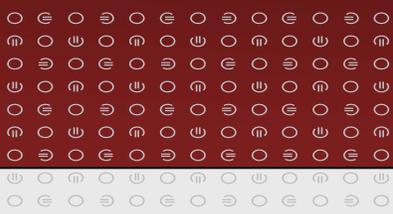
What is their face showing? Is it masklike and unexpressive, or emotionally present and filled with interest?

- **Tone of voice**

Does their voice project warmth, confidence, and interest, or is it strained and blocked?

- **Posture and gesture**

Are their bodies relaxed or stiff and immobile? Are shoulders tense and raised, or slightly sloped?



## EVALUATING NONVERBAL SIGNALS

- **Physical contact**

Is there any physical contact? Is it appropriate to the situation? Does it make you feel uncomfortable?

- **Motion & Intensity**

Do they seem flat, cool, and disinterested, or over-the-top and melodramatic?

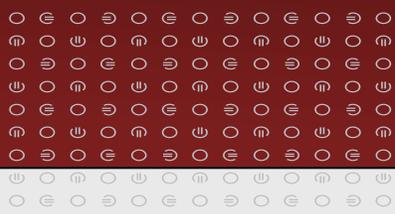
- **Timing and pace**

Is there an easy flow of information back and forth? Do nonverbal responses come too quickly or too slowly?

- **Sounds**

Do you hear sounds that indicate caring or concern?





[https://www.youtube.com/watch?v=D5hMN\\_XkPQA](https://www.youtube.com/watch?v=D5hMN_XkPQA)

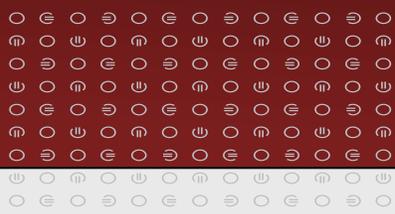


## FEEDBACK FOR EFFECIVE NONVERBAL COMMUNICATION

- Observe the reaction of the listener
- Pay attention to the level of interest/no interest of the audience
- Adjust the content and form to your audience

## THE ART OF LISTENING

- **Listening** means *understand*, not only hear
- **Passive listening** – just accepting the voice signals without any effort to understand them and decode them, does not involve the context or situation
  - Non-listening - making no effort to listen
  - Marginal listening - is easily distracted
  - Evaluative listening - focuses on content but disregards the speaker's feeling
  - Active listening - pays close attention and gives verbal and non-verbal feedback.
- **Active listening** - sensitive perception of the partner, connected with empathy, sympathy, the context and nonverbal behaviour is taken into account



# Why is active listening important?



## Why is active listening important?

- managers will be able to **prevent misunderstanding** caused by overhearing important information;
- managers will be able to understand their colleagues' needs and problems, to know their opinions, experience and attitudes, i.e., to **gain important information**;
- this will help managers to **establish a relationship** with their colleagues;
- managers will be able to judge the personality and the current mental state of the persons they are speaking to and **choose an effective way of negotiating** accordingly.

| Goal . . .                 | Through . . .   | By asking or saying . . .   |
|----------------------------|---|---|
| <p><b>To encourage</b></p> | <p>Choosing neutral words, varying intonation, encouraging the other person to keep talking</p> | <p>Can you tell me more?<br/>           What else can you remember?<br/>           What a good idea! You thought of a different way to...</p> |
| <p><b>To clarify</b></p>   | <p>Asking for clarification, more or different information</p>                                  | <p>Are you saying that...?<br/>           What else can you tell me about...?</p>   |

| Goal . . .               | Through . . .   | By asking or saying . . .  |
|--------------------------|---|--|
| <p><b>To restate</b></p> | <p>Showing that you are listening and understand what is being said</p> | <p>I thought I heard you say...<br/>                     So, you need to know why I am asking you to share?<br/>                     This is a tough one. We may need to think about it.</p> |
| <p><b>To reflect</b></p> | <p>Showing understanding of the other's feelings and body language</p>  | <p>This is really important to you. You seem worried about this. How proud you must feel!</p>  |

| Goal ...            | Through ...  | By asking or saying ...  |
|---------------------|--|--|
| <b>To summarize</b> | Reviewing the conversation, deciding what to do next                     | So it is about...<br>Let me make sure that I understand what you mean...   |
| <b>To validate</b>  | Acknowledging and appreciating the issues, effort and feelings discussed | I know how hard you have worked to help me understand.<br>Thank you for staying calm while you helped me learn why you were so confused. |
| <b>To build</b>     | Continuing the discussion, asking questions or offering ideas.           | What would happen if we...?<br>Have you thought about...?<br>What else could we try?   |

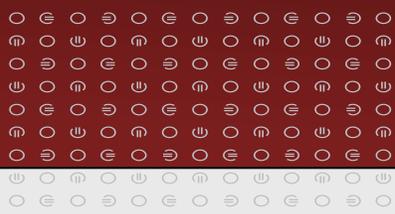


## TASK -Active listening, Cca 6 minutes in total

- Create pairs, in them describe your future job plans
- **Be a bad speaker.** Nervous, stopping, forgetting, jumping from one topic to another
- Your partner uses the mentioned techniques to **be a good listener**

|   |  |  |
|---|--|--|
| I thought I heard you say...<br>So, you need to know why I am asking you to share?<br>This is a tough one. We may need to think about it. | Can you tell me more?<br>What else can you remember?<br>What a good idea! You thought of a different way to... | So it is about...<br>Let me make sure that I understand what you mean...<br>What would happen if we...?<br>Have you thought about...?<br>What else could we try? |
| This is really important to you.<br>You seem worried about this.<br>How proud you must feel!  | Are you saying that...?<br>What else can you tell me about...?   | I know how hard you have worked to help me understand.<br>Thank you for staying calm while you helped me learn why you were so confused.                         |





# Functions of questions:



## Functions of questions:

- questions **establish a relationship** as they are an indication of interest;
- a good choice of questions will **control the speech** of a talkative or silent communication partner;
- by questions we can **control the negotiation** naturally (topics of conversation are not given by those who answer but those who ask).

## Asking questions

- Open and close ended questions
  - Open-ended questions: **"what", "how", "when", "why"**
  - Open-ended questions are very useful when: you need to gain maximum information, especially about a conversation subject you are not much familiar with; you need to create a good atmosphere and build rapport; you do not know your communication partner and for a successful negotiation you need to learn about their character as much as possible.
  - Generally, open-ended questions are mainly suitable at the beginning of a meeting.

## Group exercise: Talk, Ask, Observe

- Create groups of 3 people
- One is talking about his/her area of expertise, hobby, project. Attention is at **good nonverbal communication.**
- Second person asks questions, with goal of either learning or hiring. Important is **to keep the conversation going.**
- Last person **observes BOTH**, and **gives feedback** after cca 4 minutes.
- Then change within group.

- How to have better comm skills
- [https://www.youtube.com/watch?v=D5hMN\\_XkPQA](https://www.youtube.com/watch?v=D5hMN_XkPQA)
- <http://www.youtube.com/watch?v=4kyvjEpXuPg>
- <http://www.skillsyouneed.com/present/presentation-nerves.html>