

The Art of Effective Communication

Sample Communication Model

Communication is multidimensional; it has levels as well as range. The range goes from information through understanding to acceptance or rejection.

1. **Encoding:** creating the message
2. **Sending:** delivering the message
3. **Decoding:** receiving the message

Personality Style Communication Preferences

Extraverts: Show energy and enthusiasm; respond quickly; allow “thinking out loud”

Introverts: Ask “What do you think?”; have more one-to-one activities; don’t assume disinterest

Sensors: Show evidence; be practical and realistic; work out plans and details in advance

Intuitives: Present large schemes; give details only when requested; indicate challenges, possibilities, and differences

Thinkers: Be brief and logical; list pros and the cons of each alternative

Feelers: Get to know the person before discussing business matters; be personable; demonstrate empathy

Judgers: Present a timetable; provide warning of changes and time to prepare

Communication Filters

Filters are present in everyone’s communication system and have a profound impact on how messages are encoded and decoded. Some common filters people use are:

- Age
- Race and Ethnicity
- Culture
- Gender

Internal Dialogue

Internal dialogue: how you describe yourself, others, and the world; it frequently determines how you act or react. It consists of:

- **Assumptions:** an evaluation of behavior, thoughts, and motivation; frequently based on own values/beliefs
- **Values:** beliefs held by a person; tend not to change
- **Undiscussable topics:** subjects groups don’t explore or bring up

Origins of Power

Power relationships influence the messages we send and receive. Power can originate from:

- **Position:** position or job title
- **Association:** group membership
- **Influence:** who listens to whom
- **Credibility:** reputation
- **Knowledge:** learning
- **Resources:** staff, equipment, funds

Building Rapport

Rapport: harmonious relationship with another; it involves understanding, as well as feeling compassion or empathy. Three communication skills are fundamental to rapport building:

- Active listening
- Reflective or summary statements
- Encouraging statements

Conflict Communication Styles

- Defensiveness and provocation in communication
- Askers and tellers
- Using humor and quick comments
- Being assertive, not aggressive
- Making feelings explicit in communication