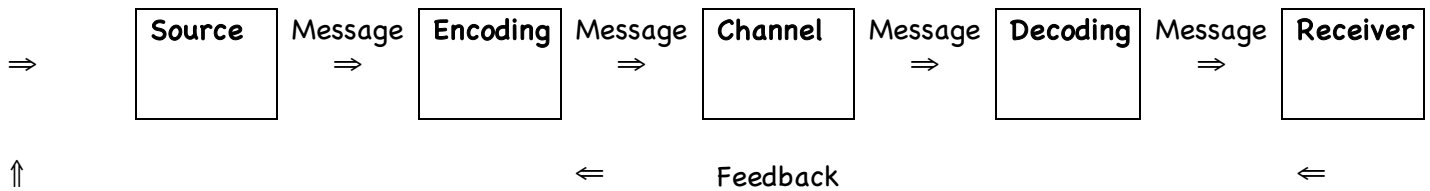


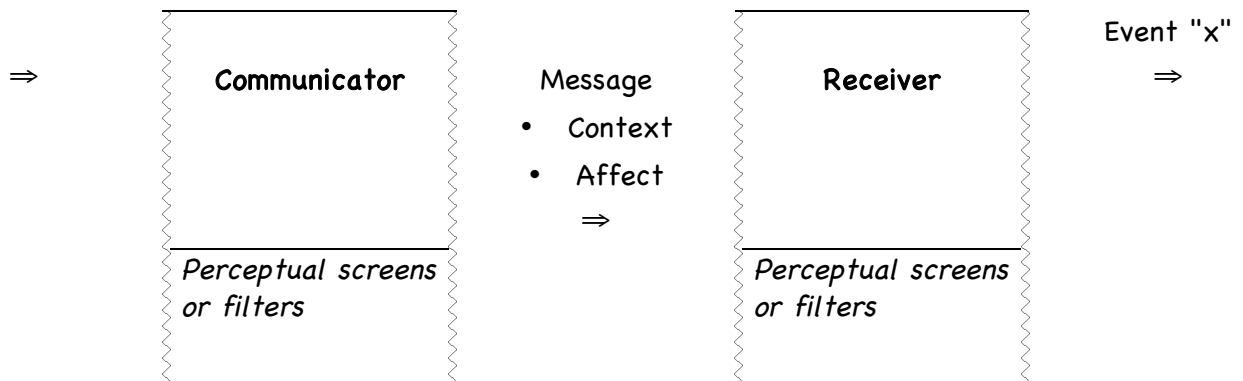
COMMUNICATION, LISTENING AND FEEDBACK: Models and Tools

The models and tools presented here are not intended to thoroughly cover the fields of Communication, Listening and Feedback. A few frameworks are presented here for group reference and to support better communication.

Two Models of the Communication Process



Taken from Organizational Behavior by Stephen Robbins



Taken from Organizational Behavior by Nelson and Quick

What is (Effective) Listening

- Understanding what is around you through sound, visual cues, etc.
- Interpretation, drawing conclusions based on this input from your surroundings and senses
- Consciousness
- Putting your own agendas on hold
- Checking back to assure understanding
- An active effort to find meaning
- Reacting - showing the other you are listening and interested, with body language, posture, eye contact, expression, concentration (this varies from person to person)
- Making an effort to understand
- Focusing
- Taking in the environment
- Taking in words and non-verbal information as well
- Input/receiving/active reception

What is Effective Feedback

- A message that is received as you intended it to be received
- Not offensive; doesn't close people down
- Use clarification as a technique
- When the channel you use to send a message matches the message itself
- One technique is to repeat back what the sender said
- Timing is important
- When it validates the sender
- Direct -- as opposed to going through others
- Honest and sincere (as possible)
- Framed considering the audience
- When the person giving the feedback takes responsibility for the message

Common Barriers to Communication and What to Do About It

Barriers to Communication	What to do about it
Knowledge Base - uneven	<ul style="list-style-type: none"> • share all information • know where others are in any given topic • perform questionnaires, surveys to learn • explain in their terms • training sessions that are formalized • check with the supervisors about the user needs • feedback to Kathy on needs for knowledge
Impatience due to work load	<ul style="list-style-type: none"> • be open • manage your own expectations • compromise for the sake of others' needs
Time (as separate from impatience)	<ul style="list-style-type: none"> • organize and prioritize • set objectives • research on what applies before communicating • beware of drop-in meetings when you are not prepared or the other person is not clear or prepared • formalize the communication, using a variety of formats and be consistent in their implementation
Drop In conversations/questions	<ul style="list-style-type: none"> • check for preparedness • ask "How can I help?/What is the need?" etc. right up front • set time limits up front • clarify the purpose of the meeting/conversation -- understanding, exploration, action, problem solving, agreement, etc. • do not have them if you or other is not focused • beg out graciously "I need time to .../May we ..."
Lack of Focus or clarity	<ul style="list-style-type: none"> • don't meet unless you are clear on the desired outcomes and these outcomes are shared by all the parties meeting • have a plan and ground your communications in that plan
Distractions	<ul style="list-style-type: none"> • commit to listening actively • move or go where the distractions are fewer • answer the question, are the distractions in me or the surrounding and plan/act accordingly

Language Frameworks for Communication

Model A builds personal responsibility into the language we use. In response to another's comments, you can follow this four-part feedback method:

- It appears to me that ...OR... I see that... OR... I hear you saying that...
- And I think...
- And I feel...
- And I wish or I need/need to know....

Model B builds respect into the language we use without giving in on our own opinions, looking for Win-Win.

- I appreciate that you.....
- I also think....feel...need...
- I am wondering if we both might want/need....

Model C builds an affirmation of active listening into our language. Use the steps below in the order given. Before moving to the next level, make sure you are successful at the first level of feedback. Success is evaluated by the person to whom you are listening.

- What I hear you saying is ____ (verbatim) Is this correct?
- What I hear you saying is ____ (verbatim) and it appears you feel? Is this correct?
- What I am hearing is ____ (interpretive) and you feel _____. Is this correct?
- (Same as above plus) I remember when _____ and I felt _____. Is this similar to your experience? (This is a higher level of interpretation and personal storytelling and should be used sparingly.)