

# Effective Communications

Every leader or manager, to be effective, must be able to communicate.

However, many leaders and managers don't know what is meant by communicating. They say or write something and assume they have been successful in their effort.

## Real Communication

Real communication is the passing of information between two or more people in such a way that those receiving the information will understand it.

## Influencing Others

Actually, when we communicate, we wish to do more than just pass information. The real reason is to get others to understand exactly what we said, and to influence behavior.

Now let's look at the technique of communicating.

## Ask

First, a manager must learn to ask. That is, he or she must call on other people for information. He or she does

not wait to be told, but ask his or her people for suggestions, comments and advices.



## Tell

Second, he or she must learn to tell. He has to be able to tell others what he or she has in mind. This can be information to his or her boss or it can be information to team members. Regardless, he or she must be able to "tell it the way it is," if he or she expects to be understood.

## Listening

Finally, the most difficult of the communicating process - that of listening. If we can

learn to listen, we are well on the way to receiving and understanding what is being transmitted to us.

Unfortunately, many times we appear to be listening, when in actuality, we are rehearsing what we are going to say next.

## Barriers to Communications

There are many barriers to successful communications. Probably the worst situation is the case

where the manager doesn't realize he or she needs to communicate. He or she may not see any reason to tell his or her people or his or her boss about a specific incident and yet such information might be of the utmost importance.

Another bad situation is the casual attention we give to the other people when he or she is talking. (This can also occur when we only glance through reading material and don't give it our full attention.) As a result, misunderstandings run rampant.

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*Continuation ...*

The words we use can cause difficulty because the same word may mean different things to different people. And, sometimes, certain words acquire unique meanings to some people that may impair their real meanings.

These barriers we have mentioned are not all the barriers by a long shot, but they represent some of the more important ones, and illustrate how easily misunderstandings can occur when the transmitter does not have the proper skills.

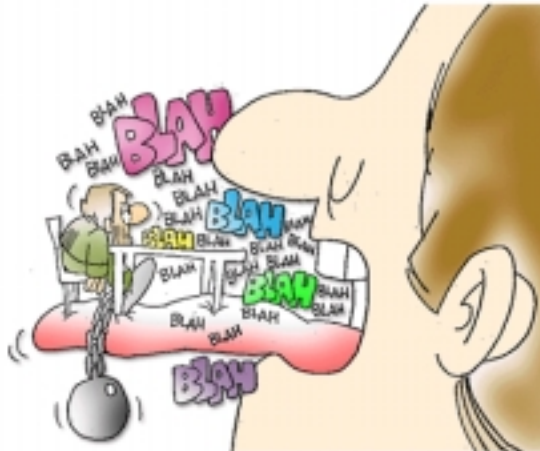
One last thing about commu-

nications - the leaders and manager must not forget that communications technologies

use those tools to get his or her ideas across.

In organizations where distributed work is a part of the operations, it is even more important to make sure leaders and managers communicate well.

Ask yourself this question: Should all communications lead to influencing the behavior of another person?



like email, voice mail, faxes, cell phones also affect the way they communicate. And one must learn to effectively