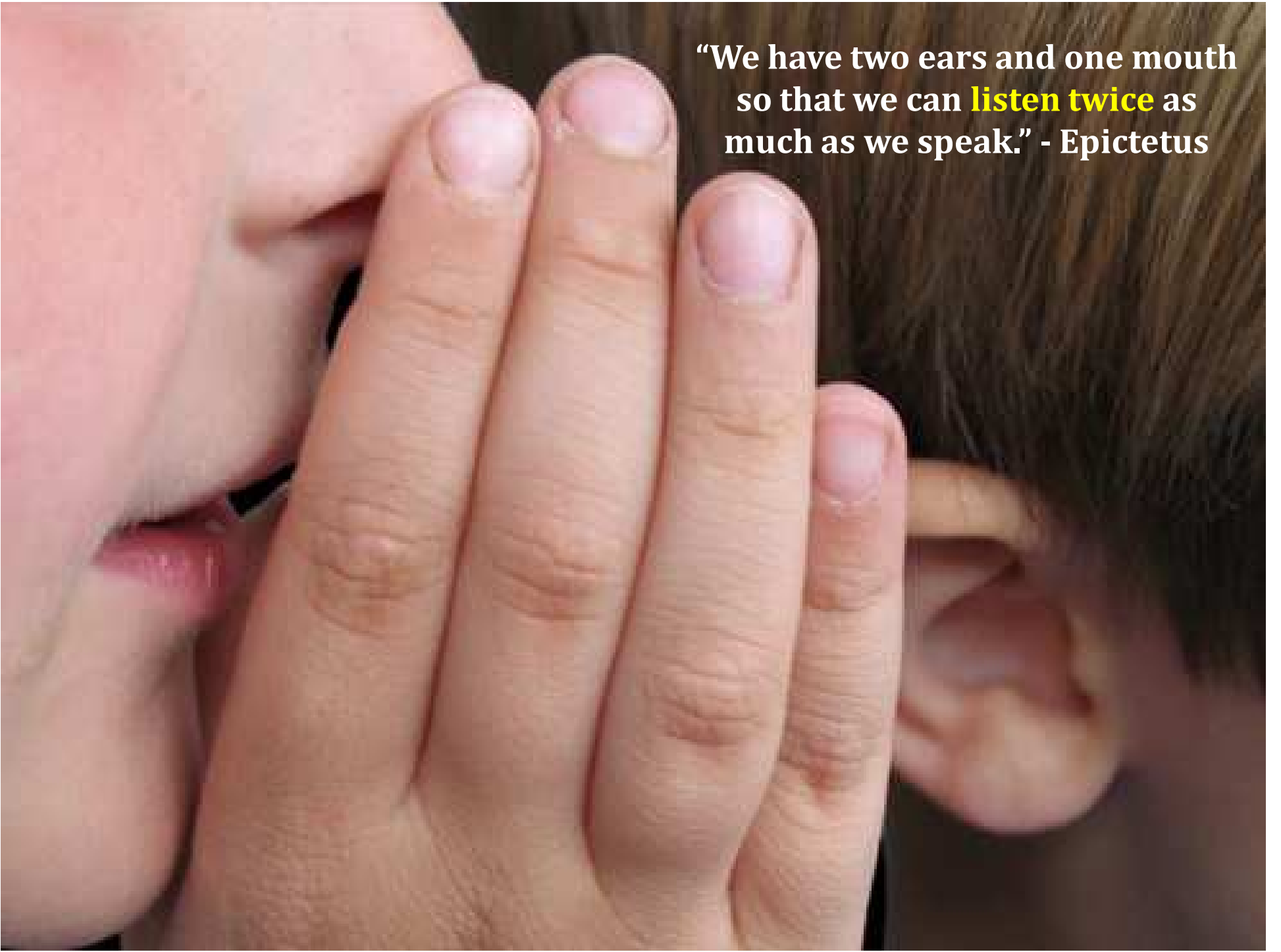


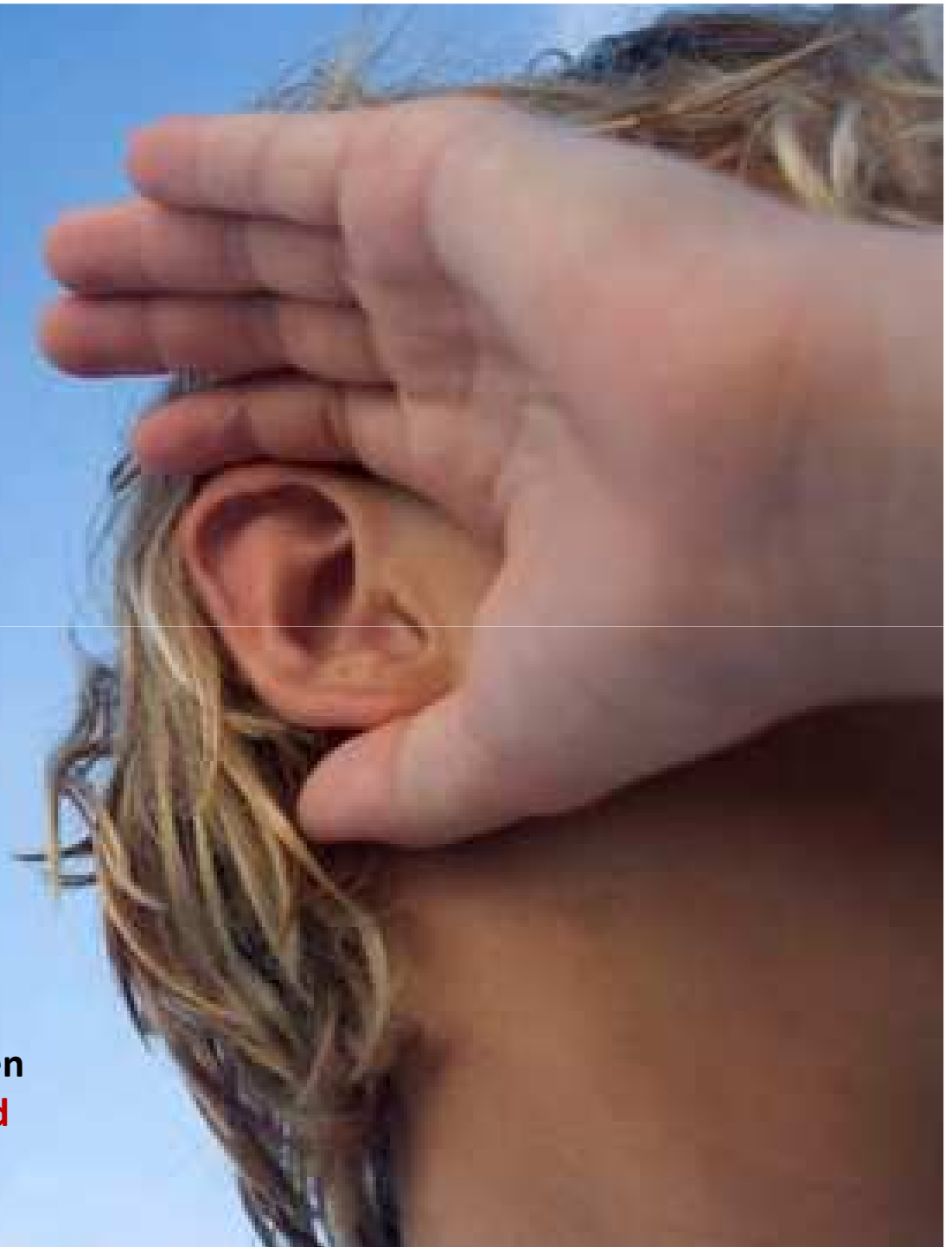




“We have two ears and one mouth
so that we can **listen twice** as
much as we speak.” - Epictetus

Some leaders think they
have communicated once
they told someone to do
something, “I don't know
why it did not get done.
I told Jim to do it.”

More than likely, Jim misunderstood
the message. A message has NOT been
communicated **unless it is understood
by the receiver.**



How do you know it has been properly received? By **two-way communication** or **feedback**. This feedback tells the sender that the receiver understood the message, its level of importance, and what must be done with it.



Communication is **an exchange**, not just a give, as all parties must participate to complete the information exchange.

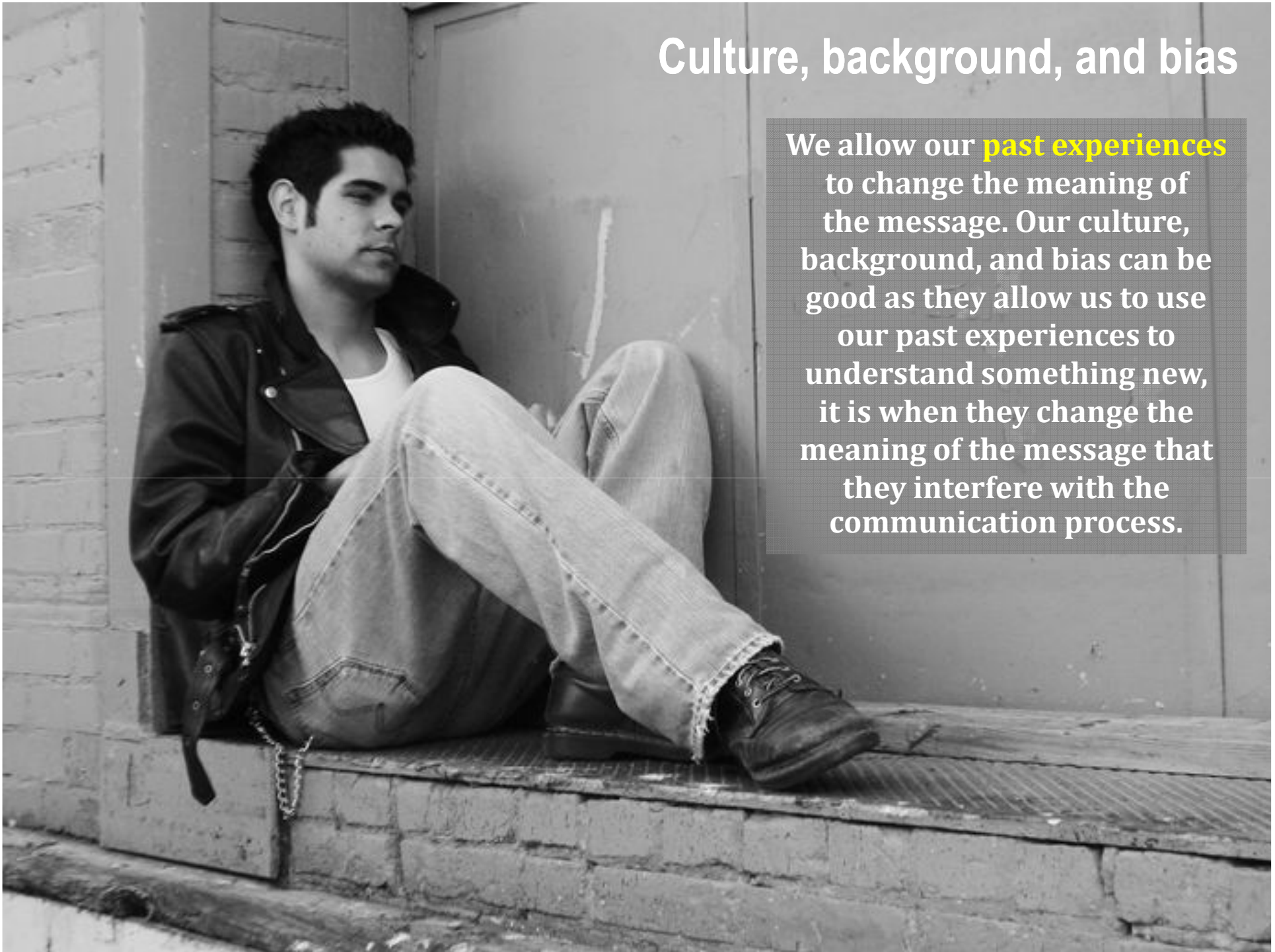


Anything that prevents
understanding of the
message is a barrier
to communication.



Culture, background, and bias

We allow our **past experiences** to change the meaning of the message. Our culture, background, and bias can be good as they allow us to use our past experiences to understand something new, it is when they change the meaning of the message that they interfere with the communication process.



A photograph of a woman in the foreground, looking distressed and covering her ears with both hands. In the background, a large commercial airplane is taking off from a runway. Green, jagged lines representing sound waves emanate from the plane's engines and spread across the scene. The overall image illustrates the concept of noise as a communication barrier.

Equipment or environmental noise impedes clear communication. The sender and the receiver must both **be able to concentrate on the messages** being sent to each other.

Noise

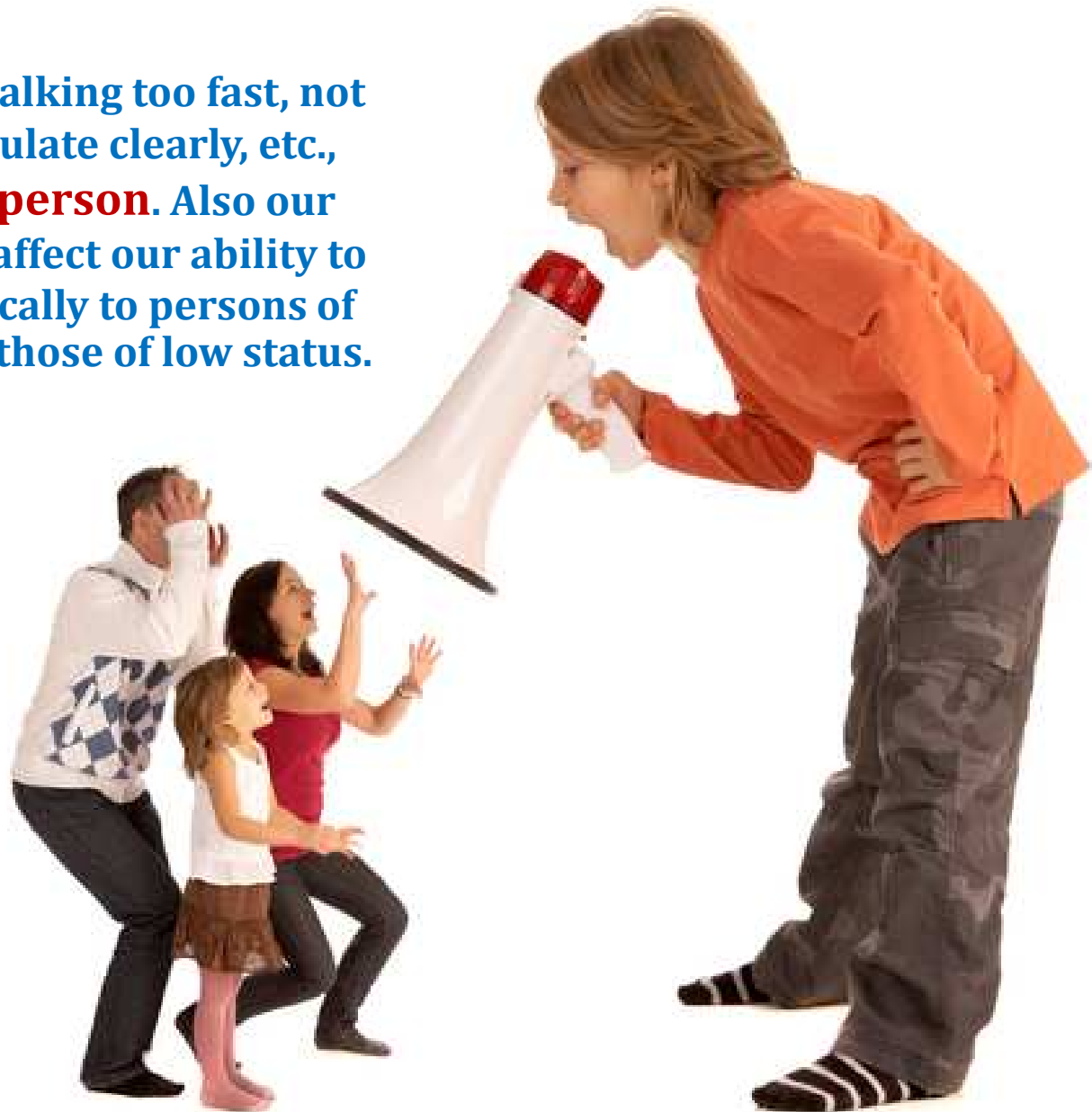
Focusing on ourselves, rather than the other person can lead to confusion and conflict. **The “Me Generation” is out when it comes to effective communication.** Some of the factors that cause this are defensiveness, superiority, and ego (we feel we are the center of the activity).



Ourselves

Perception

If we feel the person is talking too fast, not fluently, does not articulate clearly, etc., **we may dismiss the person.** Also our preconceived attitudes affect our ability to listen. We listen uncritically to persons of high status and dismiss those of low status.



Distractions happen when we focus on the facts rather than the idea. Our educational institutions reinforce this with tests and questions. Semantic distractions occur when **a word is used differently than you prefer**. For example, the word chairman instead of chairperson, may cause you to focus on the word and not the message.



Bright lights, an attractive person,
unusual sights, or any other stimulus
provides **a potential distraction.**



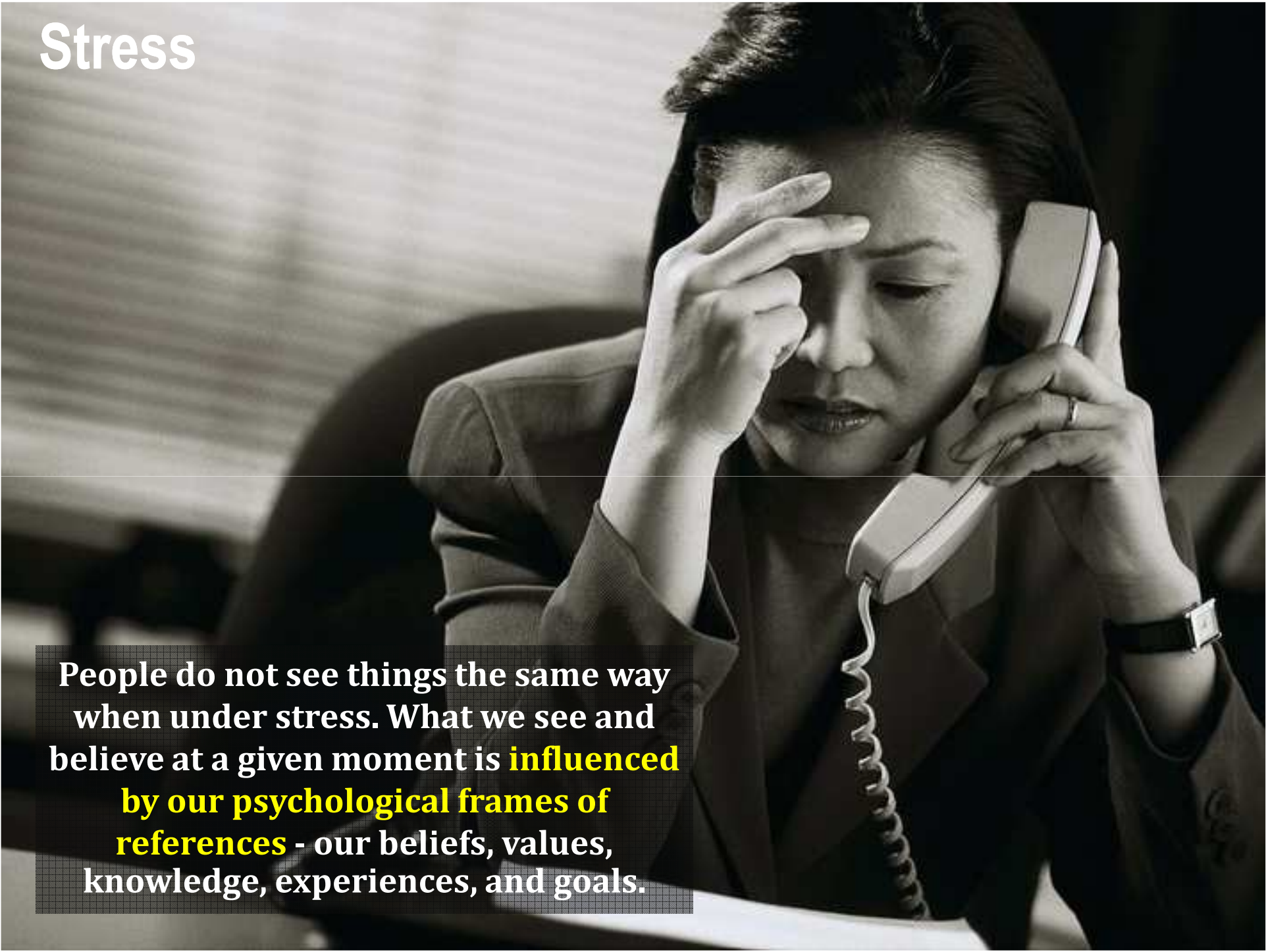
Environmental

Smothering

We take it for granted that the impulse to send useful information is automatic. Not true! Too often we believe that certain information has no value to others or **they are already aware of the facts.**



Stress

A black and white photograph of a woman in a business suit sitting at a desk. She is holding a telephone receiver to her ear with her left hand and has her right hand pressed against her forehead, suggesting stress or frustration. The background is blurred, showing office equipment.

People do not see things the same way when under stress. What we see and believe at a given moment is **influenced by our psychological frames of references** - our beliefs, values, knowledge, experiences, and goals.

Hearing and listening
are not the same thing.

Hearing is the act of
perceiving sound, while
Listening is a selective
activity which involves
**decoding the sound
into meaning.**



Active listening involves **listening with a purpose**. It requires that the listener attends to the words and the feelings of the sender for understanding.



A black and white photograph showing a young girl on the left and a woman on the right, both looking towards the center. The girl has long hair in two braids and is wearing a light-colored shirt. The woman has long dark hair and is wearing a dark top. They appear to be in an outdoor setting. Overlaid on the right side of the image is a block of text in white and yellow.

It takes the same amount or more energy than speaking. It requires the receiver to **hear the various messages, understand the meaning, and then verify the meaning by offering feedback.**

We must be **aware of biases**. We all have them. We need to control them. Never daydreams or become preoccupied with their own thoughts when others talk.



Do not dominate the conversations. Spend more time listening than talking. Do not finish the sentences of others. Do not answer questions with questions. Let the other speakers talk.

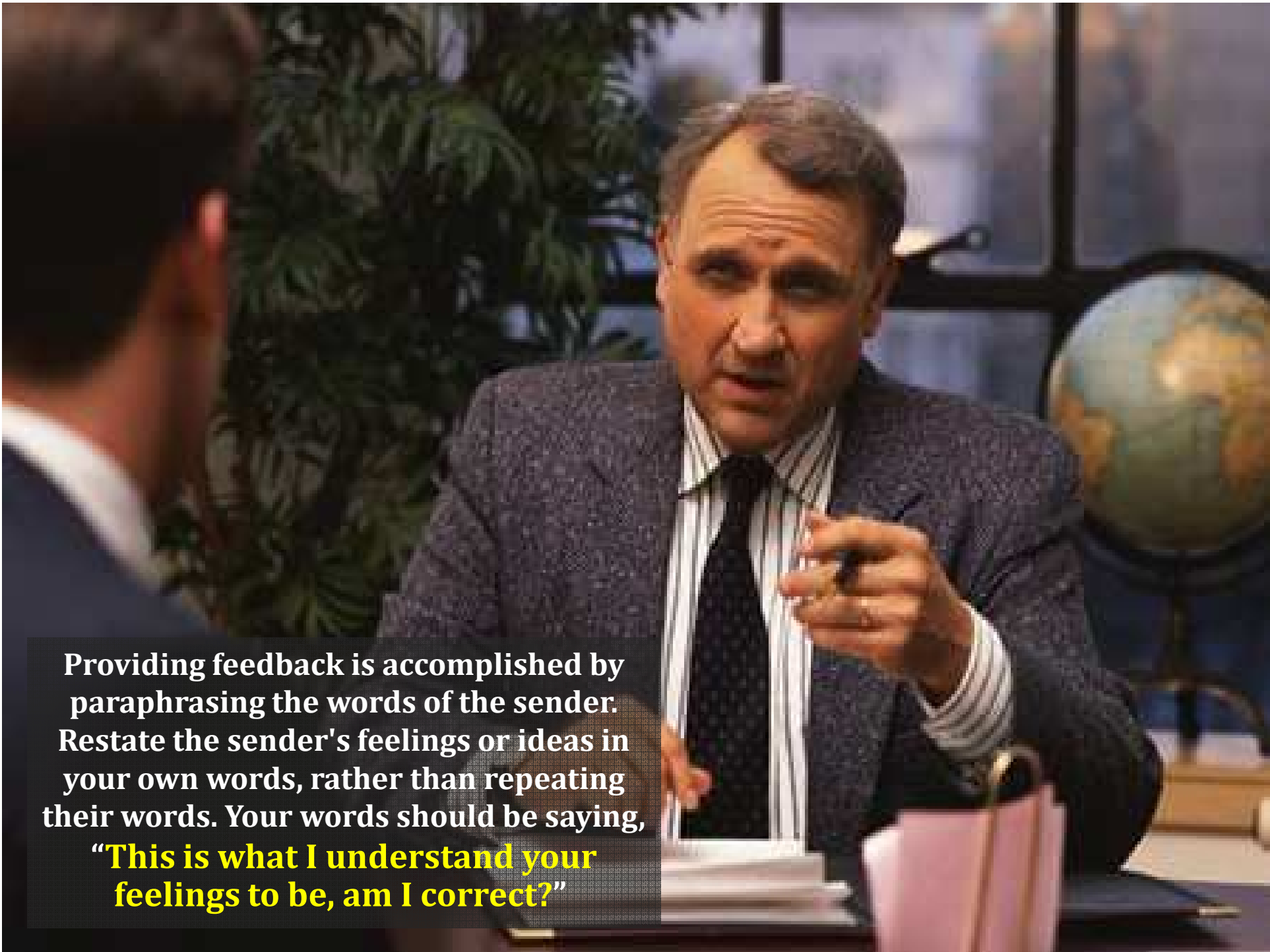




Plan responses after
the others have finished
speaking, **NOT while
they are speaking.**
Provide feedback,
but do not interrupt
incessantly.

Analyze by looking at all the relevant factors and asking open-ended questions. Walk others through by summarizing. **Keep conversations on what others say, NOT on what interests them.**

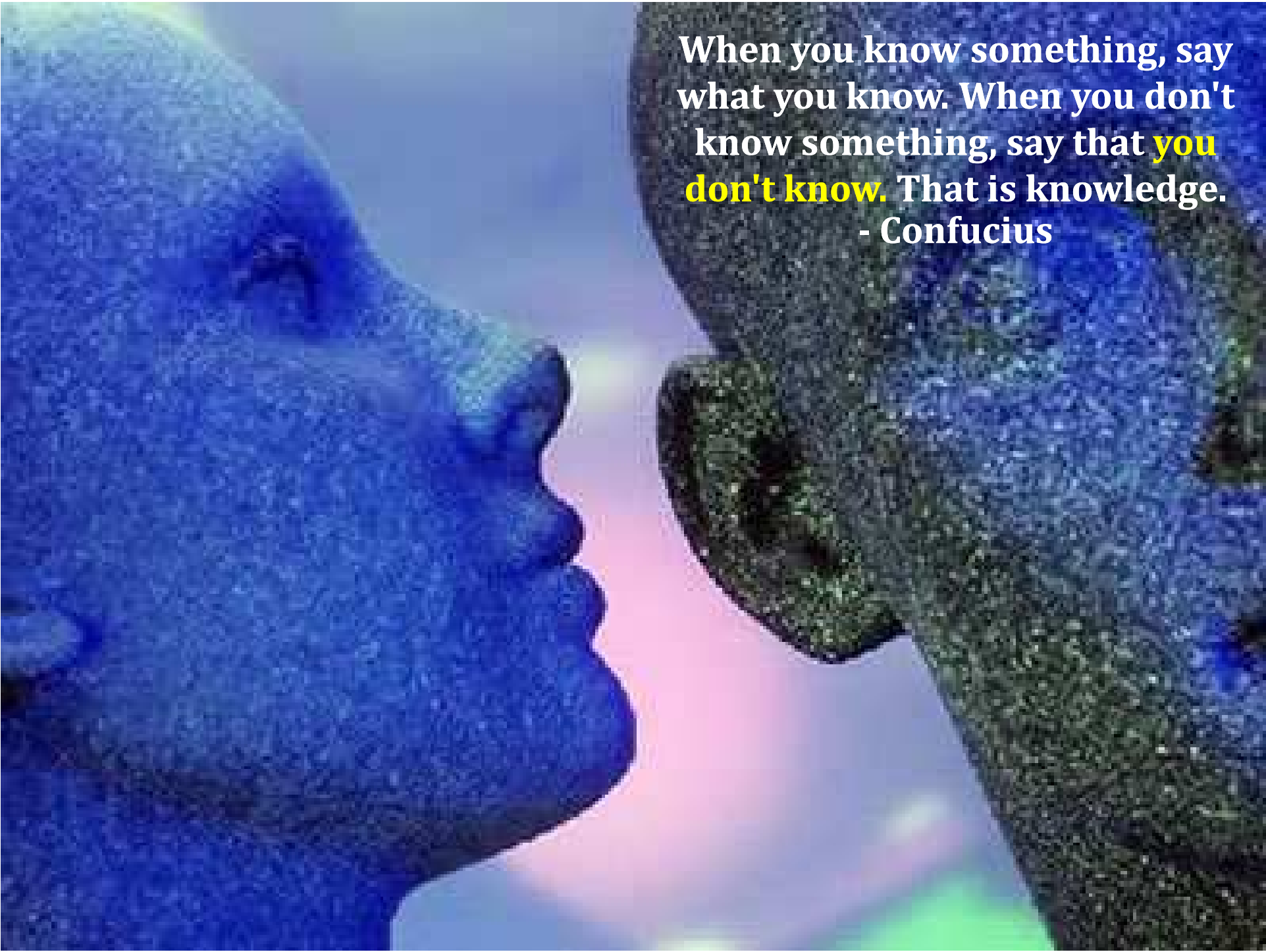


A man in a grey suit and striped shirt is sitting at a desk, pointing his right index finger towards the left. He has a serious expression. In the background, there is a large potted plant and a globe on a stand. The scene appears to be from a television show or movie.

Providing feedback is accomplished by paraphrasing the words of the sender. Restate the sender's feelings or ideas in your own words, rather than repeating their words. Your words should be saying, **“This is what I understand your feelings to be, am I correct?”**

It does not only include verbal responses, but also nonverbal ones. Nodding your head or squeezing their hand to show agreement, dipping your eyebrows shows you don't quite understand the meaning of their last phrase, or sucking air in deeply and blowing it hard shows that you are also exasperated with the situation.





When you know something, say
what you know. When you don't
know something, say that **you**
don't know. That is knowledge.
- Confucius

Imagine how much better daily communications would be if listeners tried to **understand first**, before they tried to evaluate what someone is saying.



**Thank You Very Much
Sompong Yusoontorn**