

Six Operating Guidelines for More Effective Communication

1) Operate in a caring way

Focus on the issue, situation, and/or the task, not the person.

Treat everyone like a customer

- Do not use put-down humor
- Counsel in private
- Have fun!

2) Do Not Withhold Useful Information

Take responsibility

- When communicating say “I” not “we”

Focus on the specific not the general. Be -CANDID

- Tell it like I see it; what it means to me; what I know; what I believe.

3) Criticize Without Blame

Use “I” statements rather than “you” statements.

- When you _____, I feel _____

Listen, listen, listen

- Suspend disbelief

4) Change Is An Absolute Guarantee

Successful change is most likely if there is a Model, Motivation and Method

- Model—a vision of the future
- Motivation—to overcome inertia, fear and other obstacles
- Method—a way to get from “here” to “there”
 - In order for things to change, I must change
 - In order for things to get better, I must get better

Agreement is not necessary for successful change. What is necessary is Understanding, Acceptance, and Support

- Understanding—why change is needed
- Acceptance—that the decision has been made fairly and with the best intentions
- Support—your energy will be devoted to making the change successful not fighting it.

5) Check It Out

Ask non-directed questions.

- “How do you feel about this?”
- “What does this mean to you”

6) Communicate Verbally. Confirm In Writing

Written word is not very effective at communicating when discussing

- new ideas
- controversial issues
- any issues with emotional content (most have some)

Written word is essential to confirm previously items discussed

- Shows that you are serious
- Keep it short and to the point
- Encourage feedback