



Communication Skills

A managerial perspective

Nariman Dorafshan, 2024

Nariman Dorafshan

- PMIS Developer 1399-present
 - Project Scheduling and Control 1393-present
 - .NET Programmer 1390-1398
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Licenses and Certificates:

- Licensed Trainer and Facilitator of Agendashift's Leading with Outcomes
- Kanban Management Professional (KMP)
- Flight Levels Data-Driven Improvement (FL-DDI)
- Professional Scrum Master II & I, Professional Scrum Facilitation Skill (PSFS)

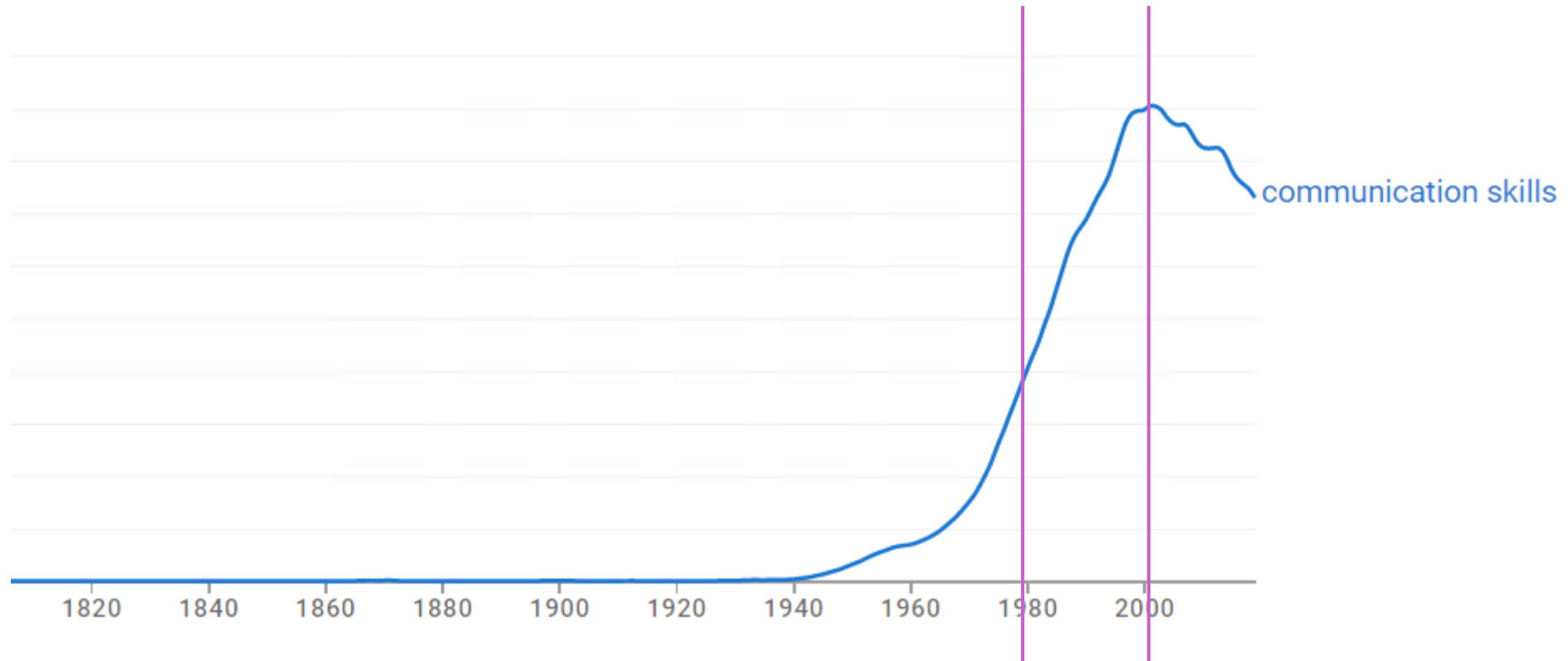
Part 0

Introduction

Question:

Do we really need communication skills?

How the frequency of its usage has been changed?

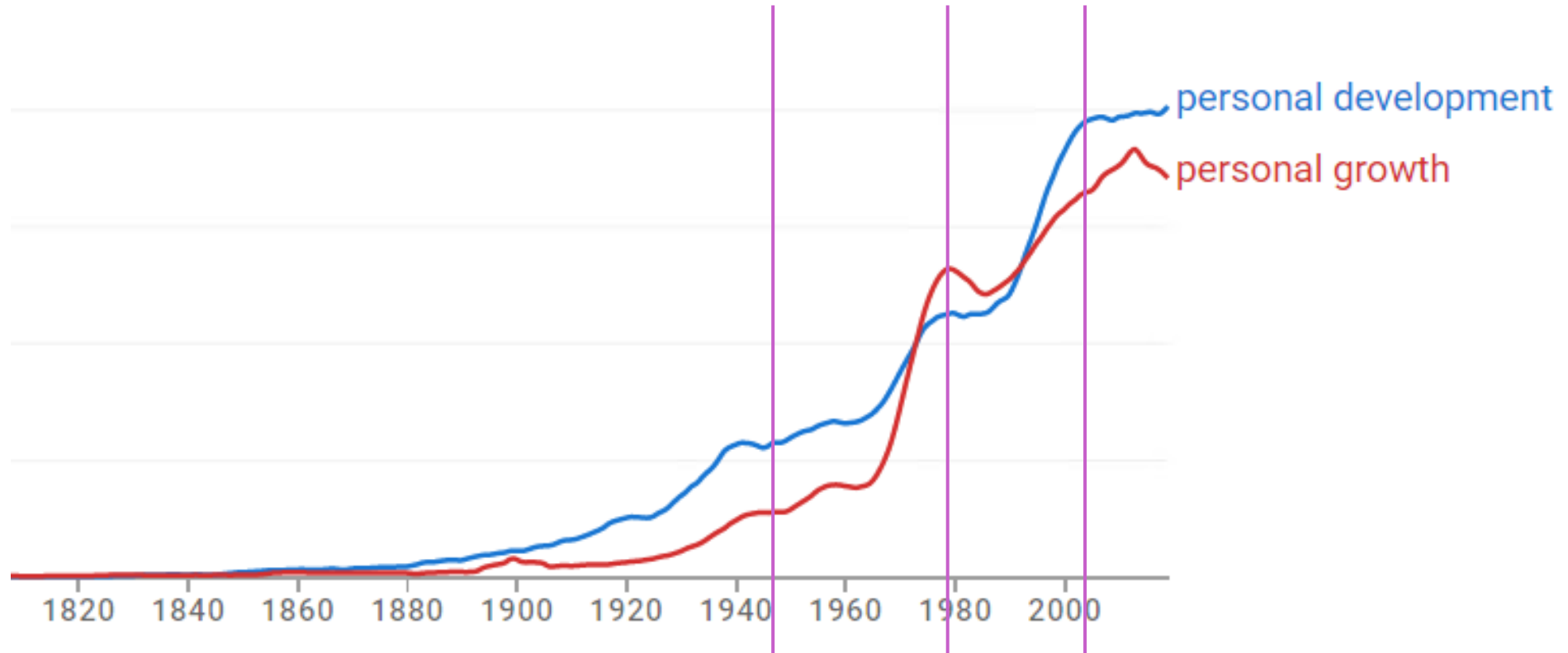


Google Books [Ngram](#) Viewer, Retrieved on Jan 2024

Question:

Why do we hear personal development more and more?

How the frequency of its usage has been changed?

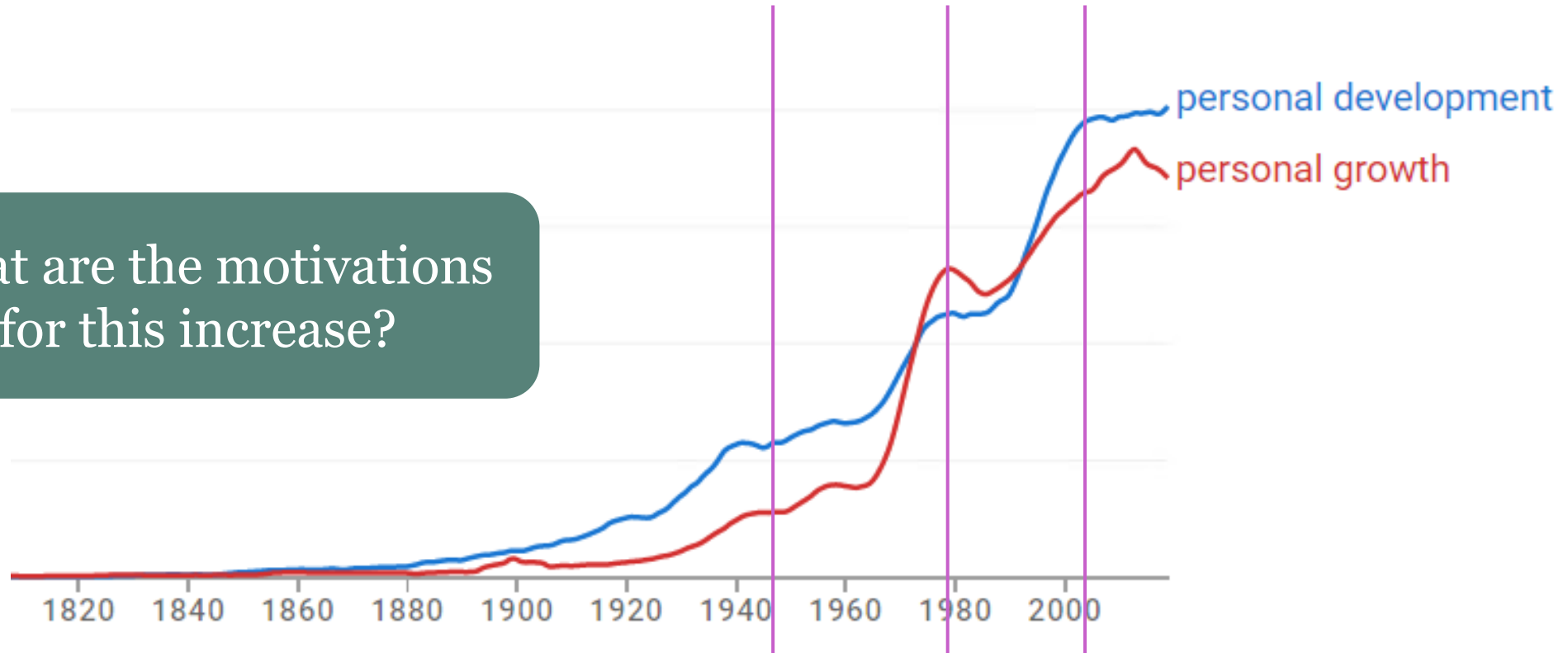


What are the motivations for this?

Google Books [Ngram](#) Viewer, Retrieved on Jan 2024

How the frequency of its usage has been changed?

What are the motivations for this increase?



Google Books [Ngram](#) Viewer, Retrieved on Jan 2024

Motivations for Personal Development (1/4)

1) Change in Expertise

- Transition from **Manual Workers** to **Knowledge Workers**
 - What has changed in **expertise** in the last century?
 - Fast **Technological Changes** (Digital and Technological Literacy, Digital Divide)
 - Are the managers **the-know-it-all** of era before?
- **Consequence:** The need for **Life-long Learning**,
the transition from **Labor Society** to **Learning Society**

Motivations for Personal Development (2/4)

2) More Physical and Digital Connectivity

- Easier Relocation and Migration
- Globalization
- Internet Spread and Ease of Access to Online Resources
- Remote Working
- **Consequence:** More Competition

Motivations for Personal Development (3/4)

3) More Emphasis on Soft Skills

- Why would a medical doctor need to know
 - Negotiation? Persuasion? Emotional Intelligence?
- Cause: ?
- Consequence: ?

Motivations for Personal Development (4/4)

4) New Trends in Business and Way of Working (WoW)

- Entrepreneurship,
- Freelancing,
- Gig Economy

- Cause: ?
- Consequence: ?

Question:

What is Construction Communication?



- World Economic Forum
- May 2023

<https://www.weforum.org/publications/the-future-of-jobs-report-2023/>

Top 10 skills of 2023



- | | |
|--|--|
| 1.  Analytical thinking | 6.  Technological literacy |
| 2.  Creative thinking | 7.  Dependability and attention to detail |
| 3.  Resilience, flexibility and agility | 8.  Empathy and active listening |
| 4.  Motivation and self-awareness | 9.  Leadership and social influence |
| 5.  Curiosity and lifelong learning | 10.  Quality control |

Type of skill

 Cognitive skills  Self-efficacy  Management skills  Technology skills  Working with others

Source

World Economic Forum, Future of Jobs Report 2023.

Note

The skills judged to be of greatest importance to workers at the time of the survey

Top 10 skills on the rise

- | | |
|---|---|
| 1.  Creative thinking | 6.  Systems thinking |
| 2.  Analytical thinking | 7.  AI and big data |
| 3.  Technological literacy | 8.  Motivation and self-awareness |
| 4.  Curiosity and lifelong learning | 9.  Talent management |
| 5.  Resilience, flexibility and agility | 10.  Service orientation and customer service |

Type of skill

 Cognitive skills
  Self-efficacy
  Management skills
  Technology skills
  Working with others
  Engagement skills

Source

World Economic Forum, Future of Jobs Report 2023.

Note

The skills judged to be increasing in importance most rapidly between 2023 and 2027

Businesses' top 10 skill priorities for 2027



- | | |
|--|--|
| 1.  Analytical thinking | 6.  Curiosity and lifelong learning |
| 2.  Creative thinking | 7.  Technological literacy |
| 3.  AI and big data | 8.  Design and user experience |
| 4.  Leadership and social influence | 9.  Motivation and self-awareness |
| 5.  Resilience, flexibility and agility | 10.  Empathy and active listening |

Type of skill

 Cognitive skills  Self-efficacy  Technology skills  Working with others

Source

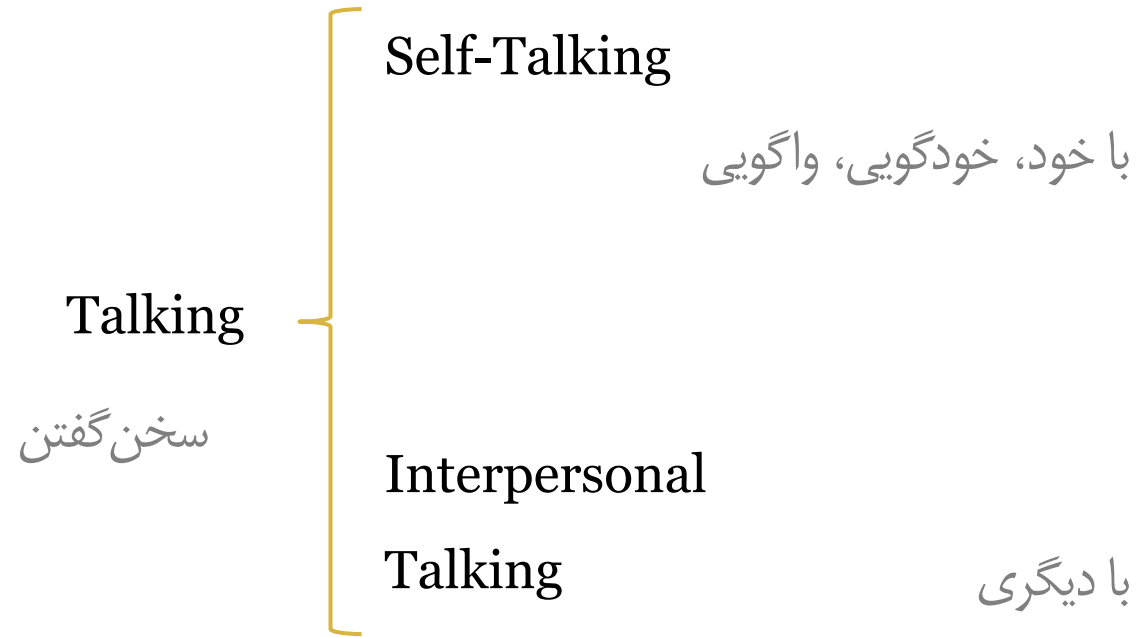
World Economic Forum, Future of Jobs Report 2023.

Note

The skills which organizations will prioritize in workforce development initiatives from 2023 to 2027

Course Structure

Who am I talking to?



Self-Talking

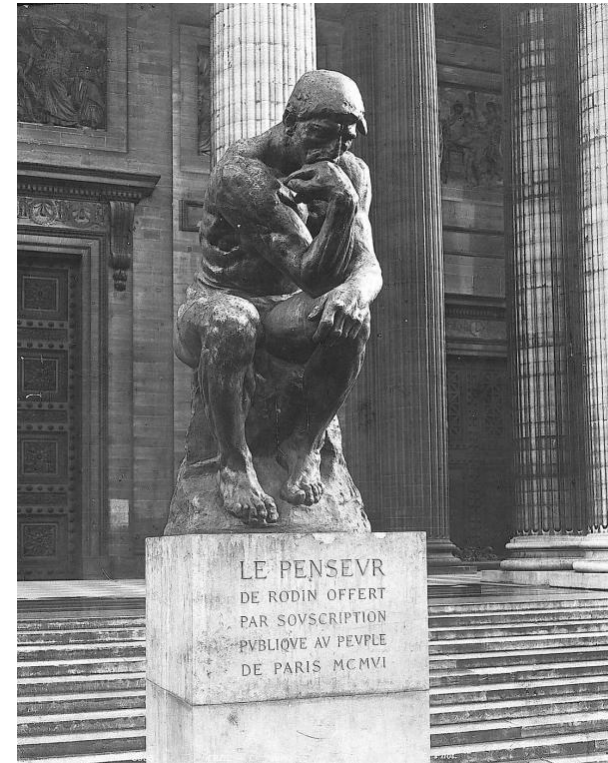
- Communicating with oneself or **self-to-self communication**
- Has different forms, like:
 - A purely internally exchange within one's mind;
 - Types of self-to-self communication mediated through external means, like writing a diary, free-writing, etc.

Intrapersonal
Communication

Inner Dialogue

Inner Speech

Auto-communication



“The Thinker” Sculpture
Auguste Rodin, 1904

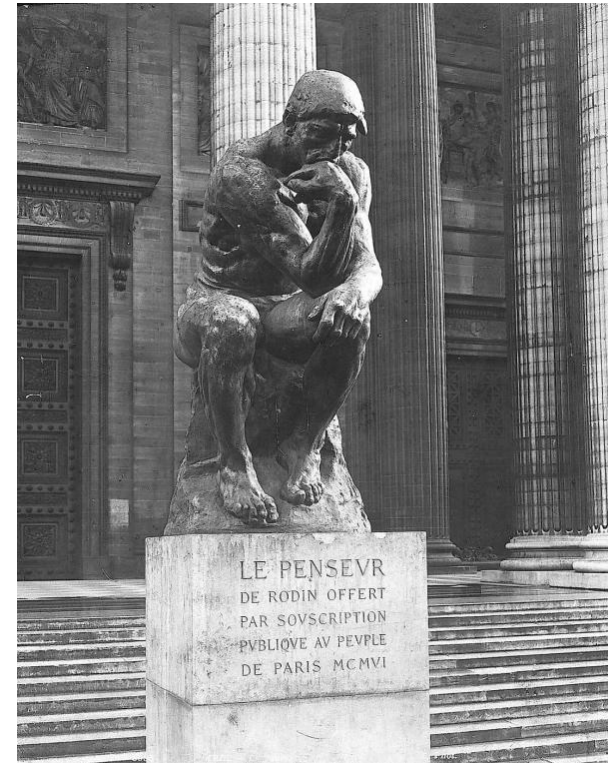
Self-Talking – As a Psychological Phenomenon

- How do I communicate with myself? Verbally or Non-verbally?
- How I talk to myself?
 - How I encourage myself? *“You can do better next time”*
 - How I criticize myself? *“Oh, you good-for-nothing...!”*
- Plays a key role in **mental health**, specifically in relation to **positive and negative self-talk**
- Also related to the “**self-concept**”,
how a person sees themselves, their self-esteem, evaluation of their abilities and characters, etc.

Self-Talking – Related to other fields

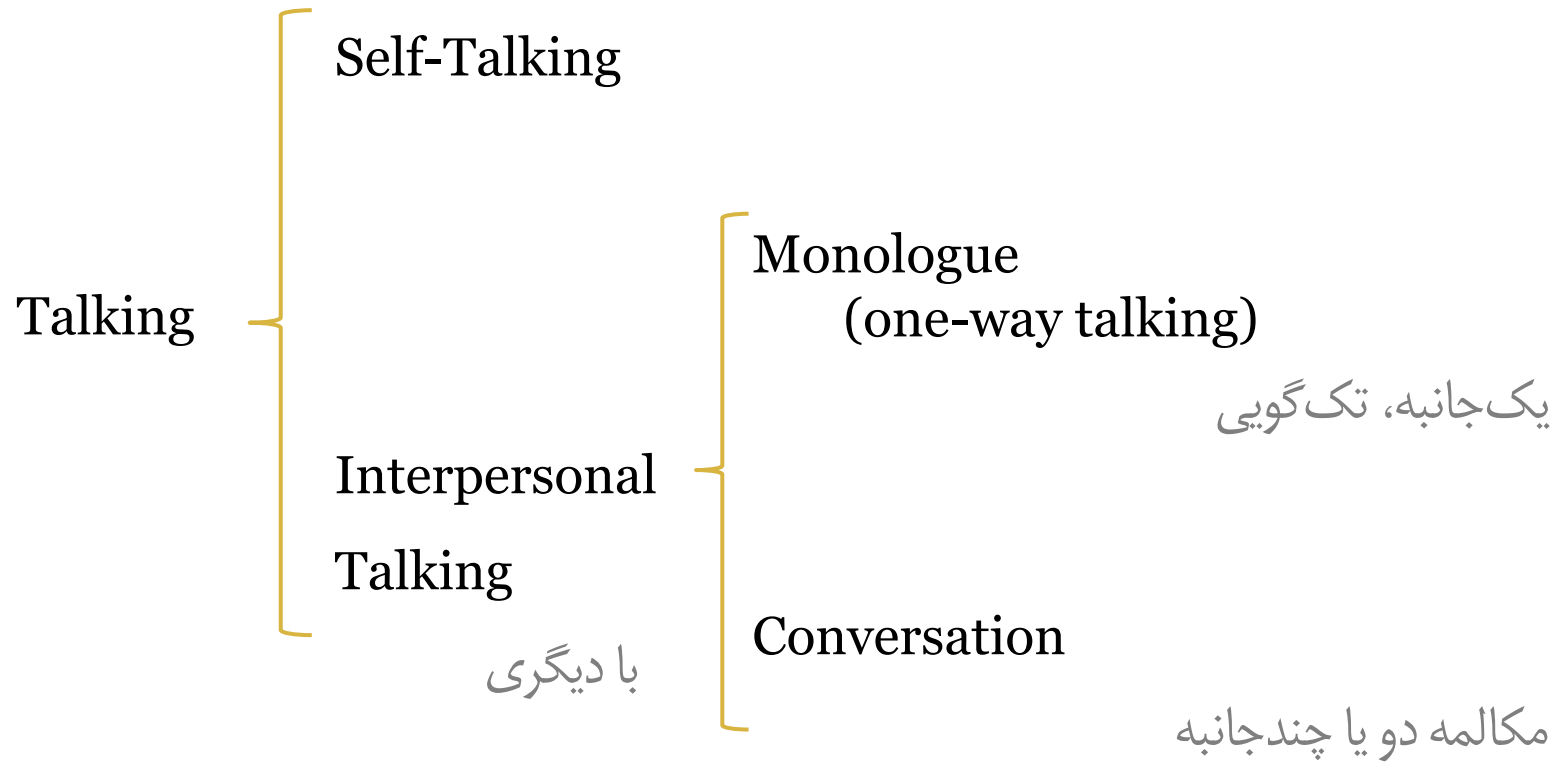
- Related to other fields and activities like:
Planning, Problem-Solving, Decision-Making, Perception, Reasoning, Self-Persuasion, Introspection, Meta-Cognition, Dreaming, etc.
- A topic of interest for fields like psychology, linguistics, social studies, and **communication studies**.

Not discussed in this course, just mentioned sporadically.



“The Thinker” Sculpture
Auguste Rodin, 1904

Is the talking one-way or not?

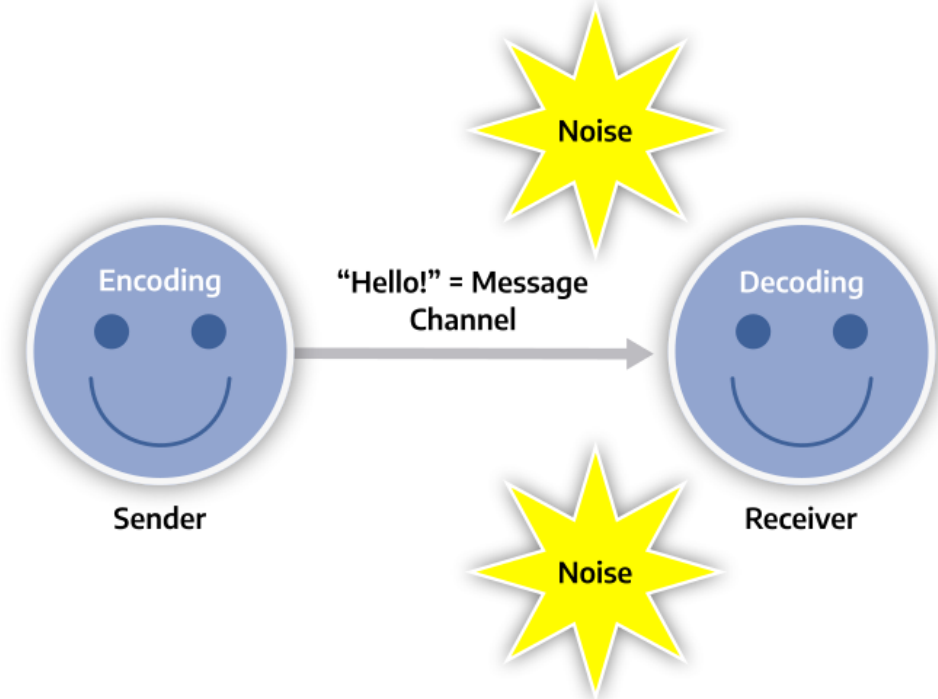


One-Way Communication

- One party is the sender
- The other party is just a receiver
- These roles don't change

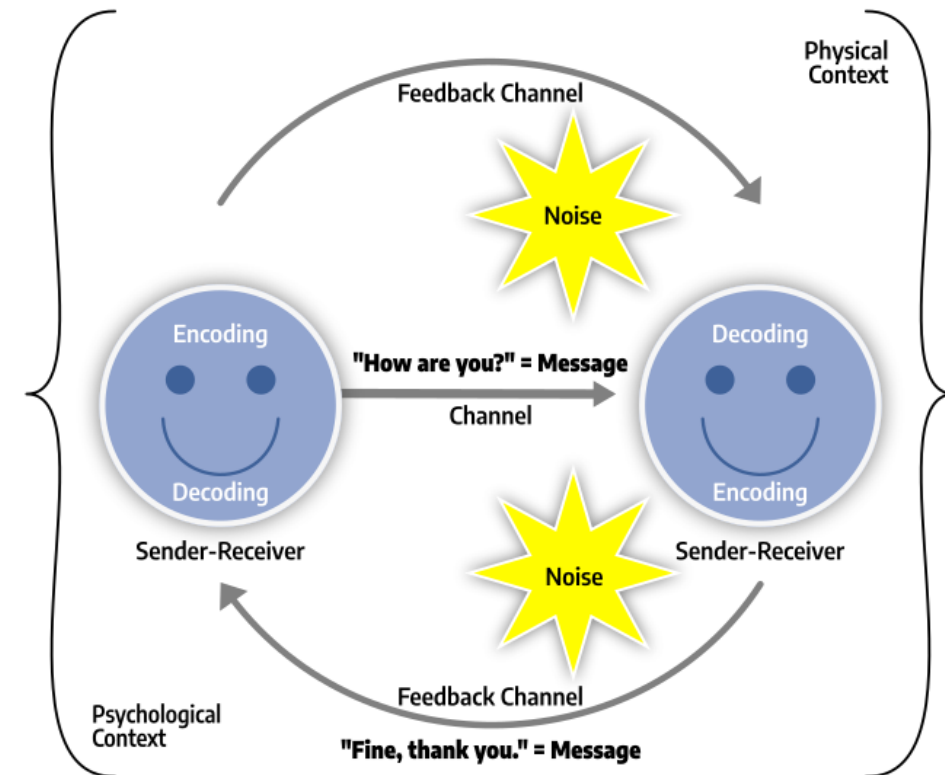
- Examples

- | | | |
|-----------------------------|--|----------------|
| - Lecture | | خطابه، سخنرانی |
| - Conventional Teaching | | تدریس سنتی |
| - Status Meeting, Reporting | | گزارش دهی |

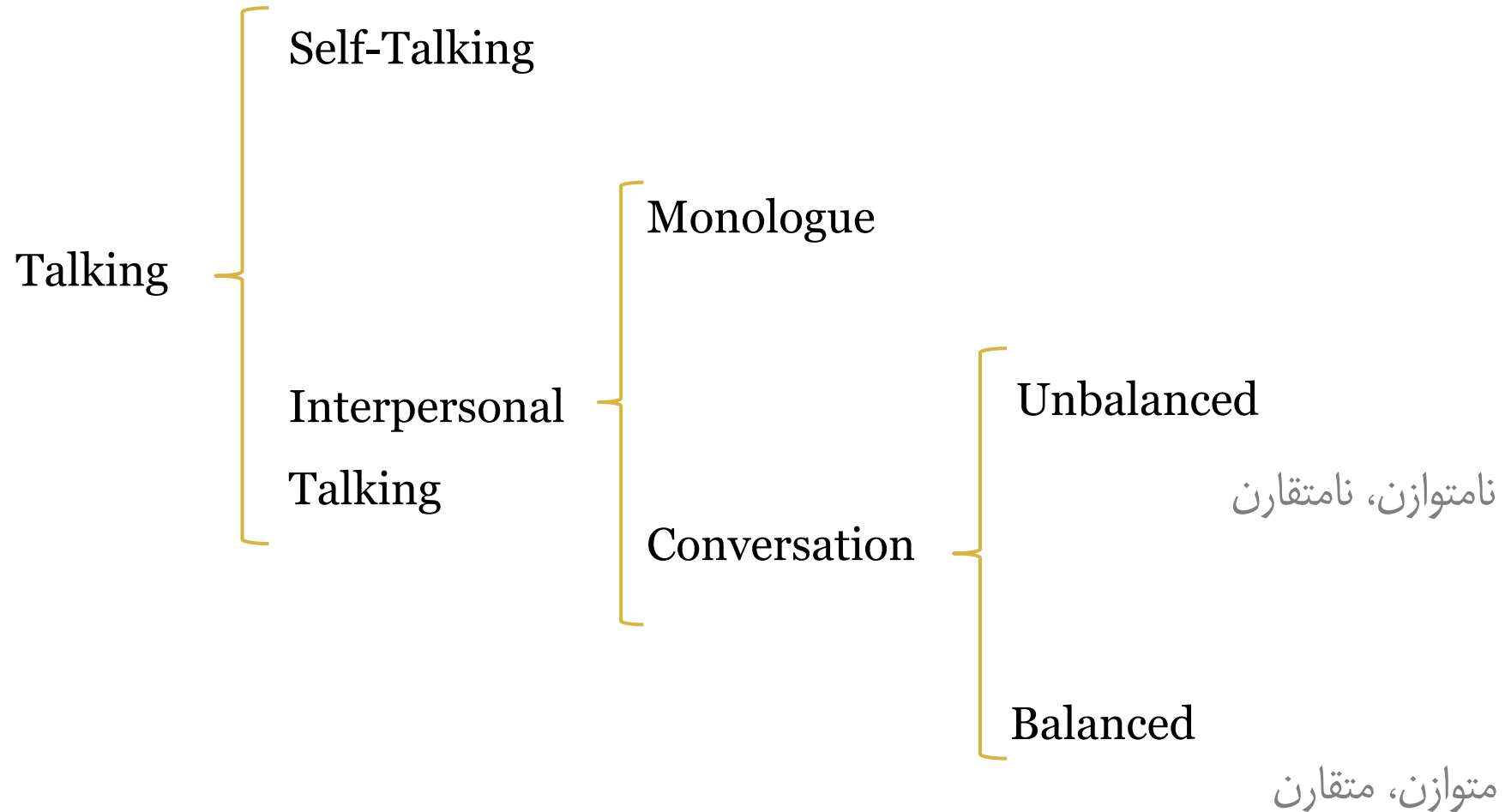


Conversation

- There is **interaction**, a two-way process
- the participants in communication alternate the positions of sender and receiver,
 - upon receiving a message, a new message is generated and returned to the original sender as a form of feedback.
 - adds more complexity to the model since the participants are both senders and receivers and they alternate between these two positions.



How is the Power Balance of parties?



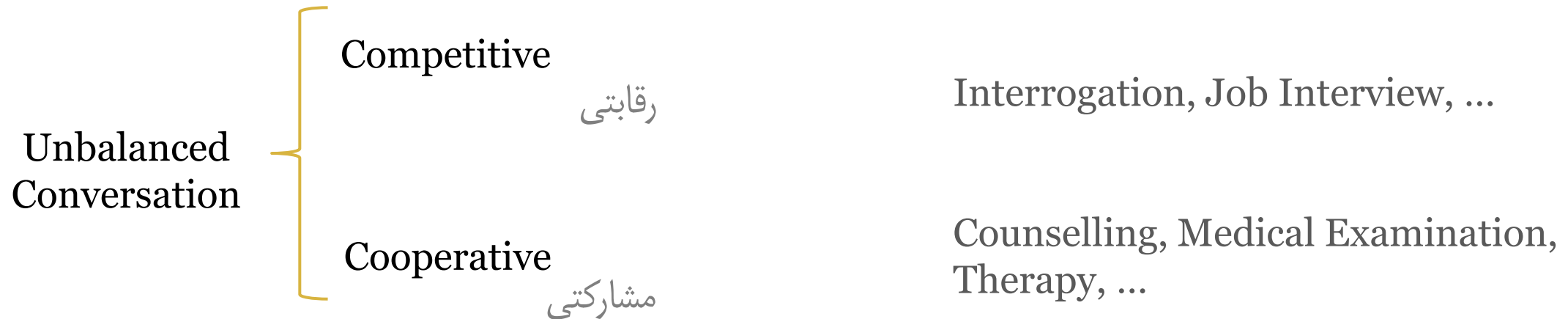
Unbalanced Conversation

- One party **wields more power** than the others
- This power may come from influence, authority, or other sources.

- What are examples of an unbalanced conversation?

Unbalanced Conversation

- One party **wields more power** than the others
- This power may come from influence, authority, or other sources.



How to categorize by purpose?

Balanced Conversation

- Both parties wield nearly the same power

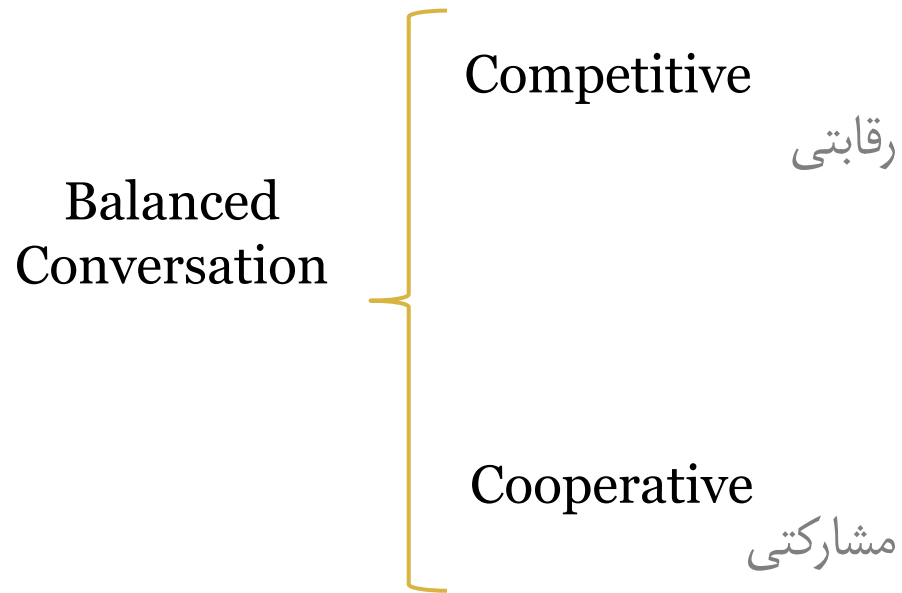
- A Side Note:

Role Space and Personal Space

- What are examples of an unbalanced conversation?

Balanced Conversation

- Both parties wield nearly the same power



As an act of Personation: Discussion

As a Business Act: Negotiation

As an act of Defending Position: Debate

As an act of Leisure

As an act of Thinking Together: Dialogue

As an act of Descaling Conflict: Compromise

As a Social and Leisure act: Chatting

Talking

Self-Talking

Interpersonal
Talking

Monologue

Conversation

Unbalanced

Balanced

Competitive

Cooperative

Competitive

Cooperative

Who am I
talking to?

Is it one-way or
no?

What is the
power balance?

What is at
stake?

Course Structure

Personal
Perspective

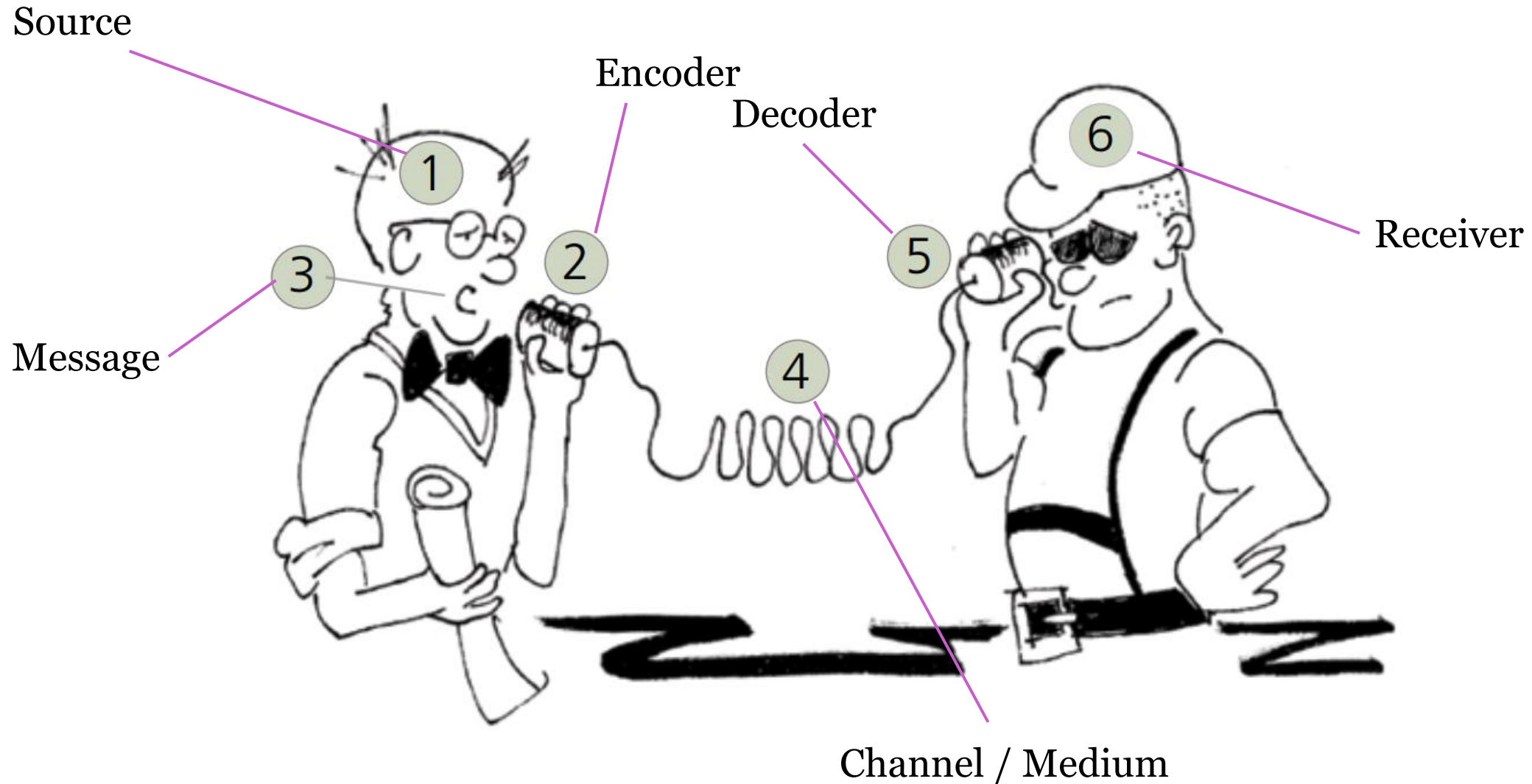
Cultural
Perspective

How to Communicate?

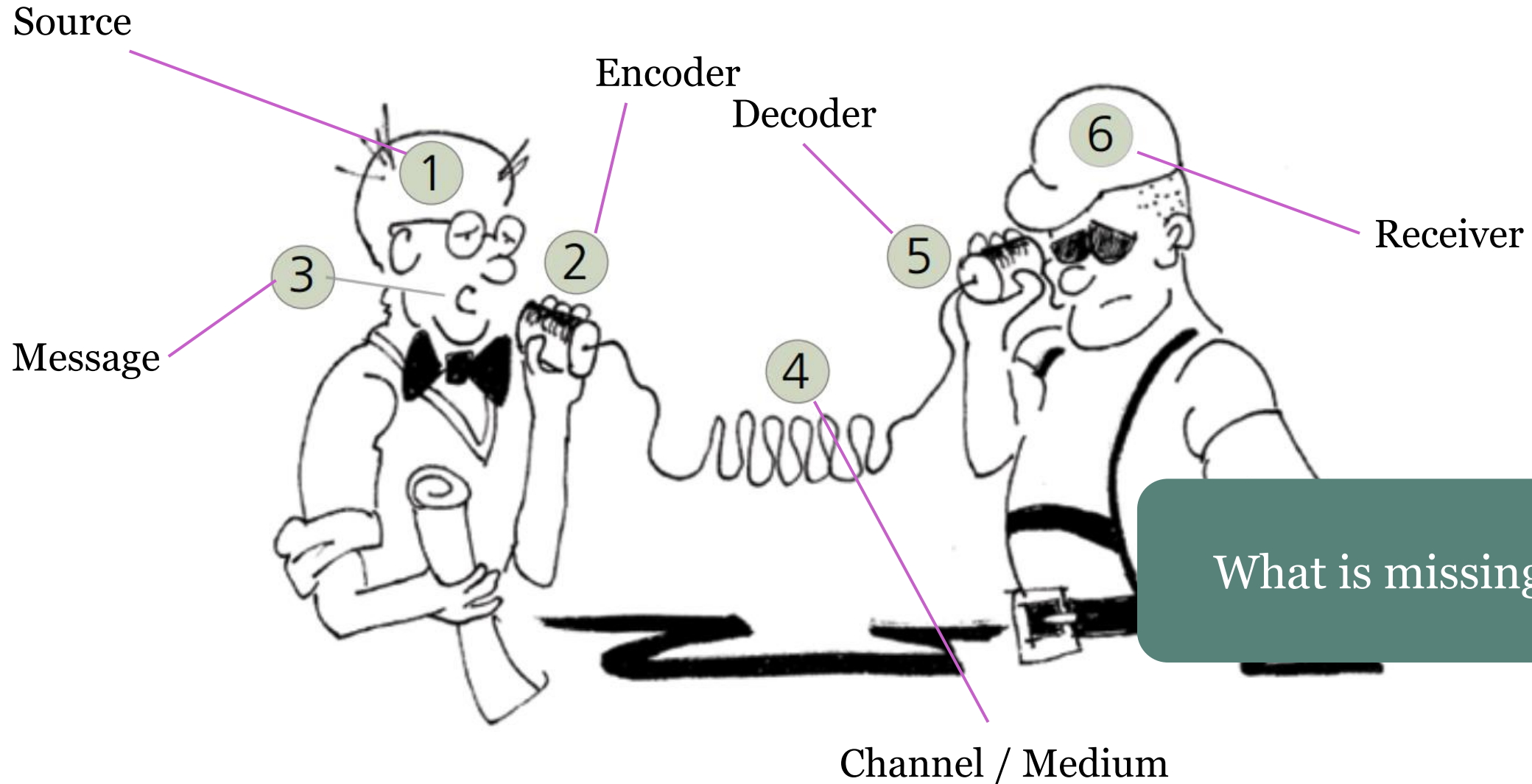
Group
Perspective

Organizational
Perspective

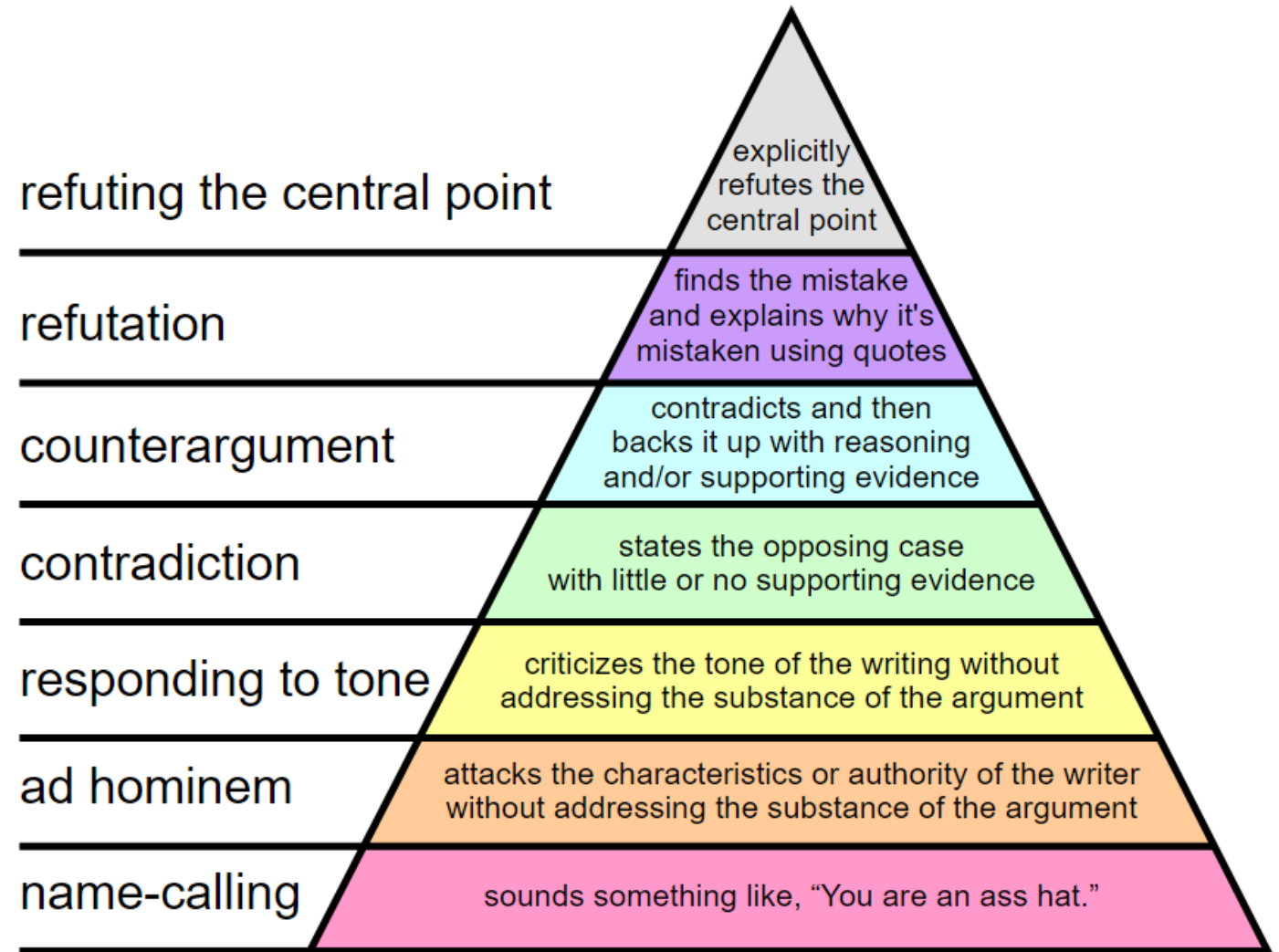
6 Elements of Communication



6 Elements of Communication

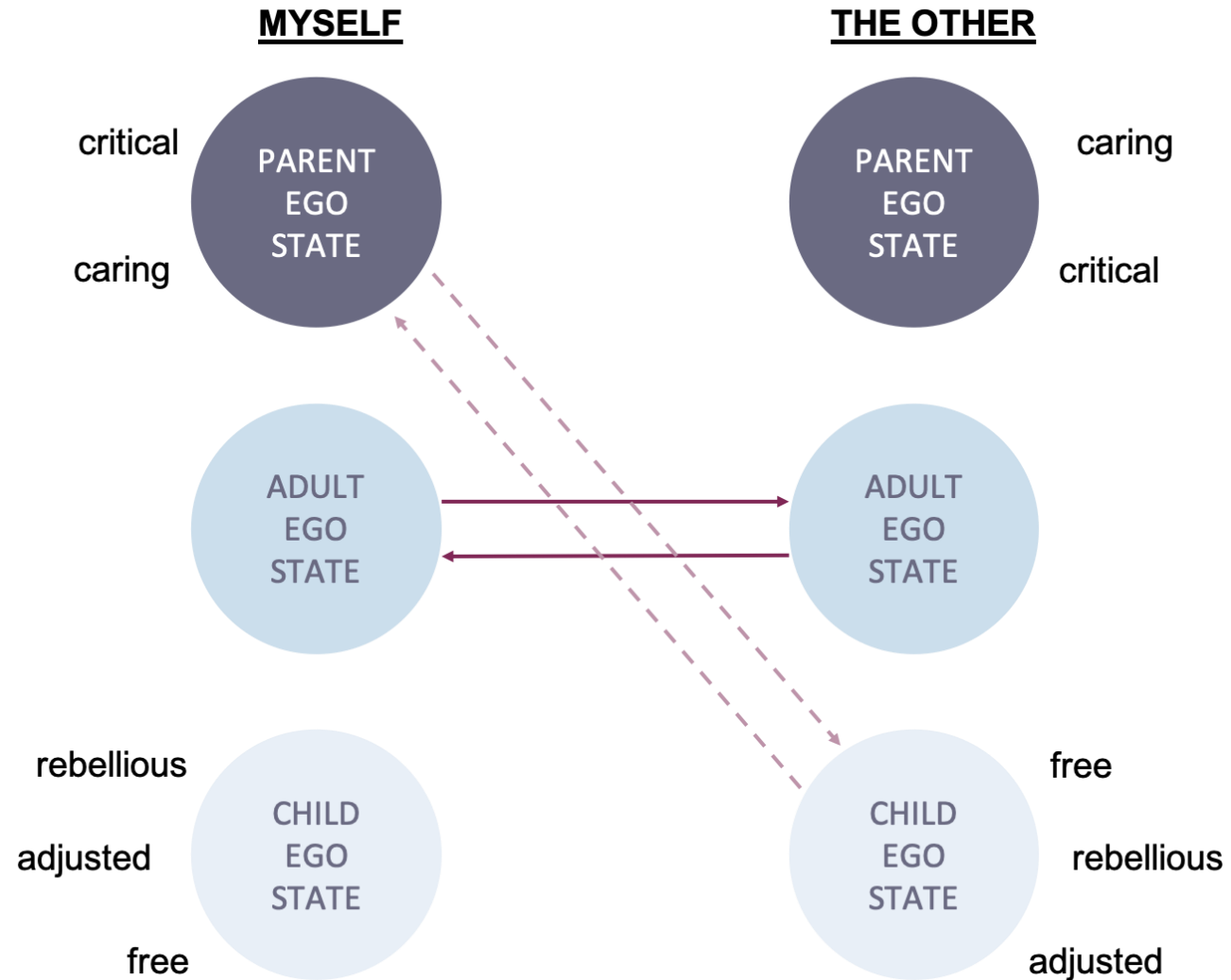


Hierarchy of Disagreement

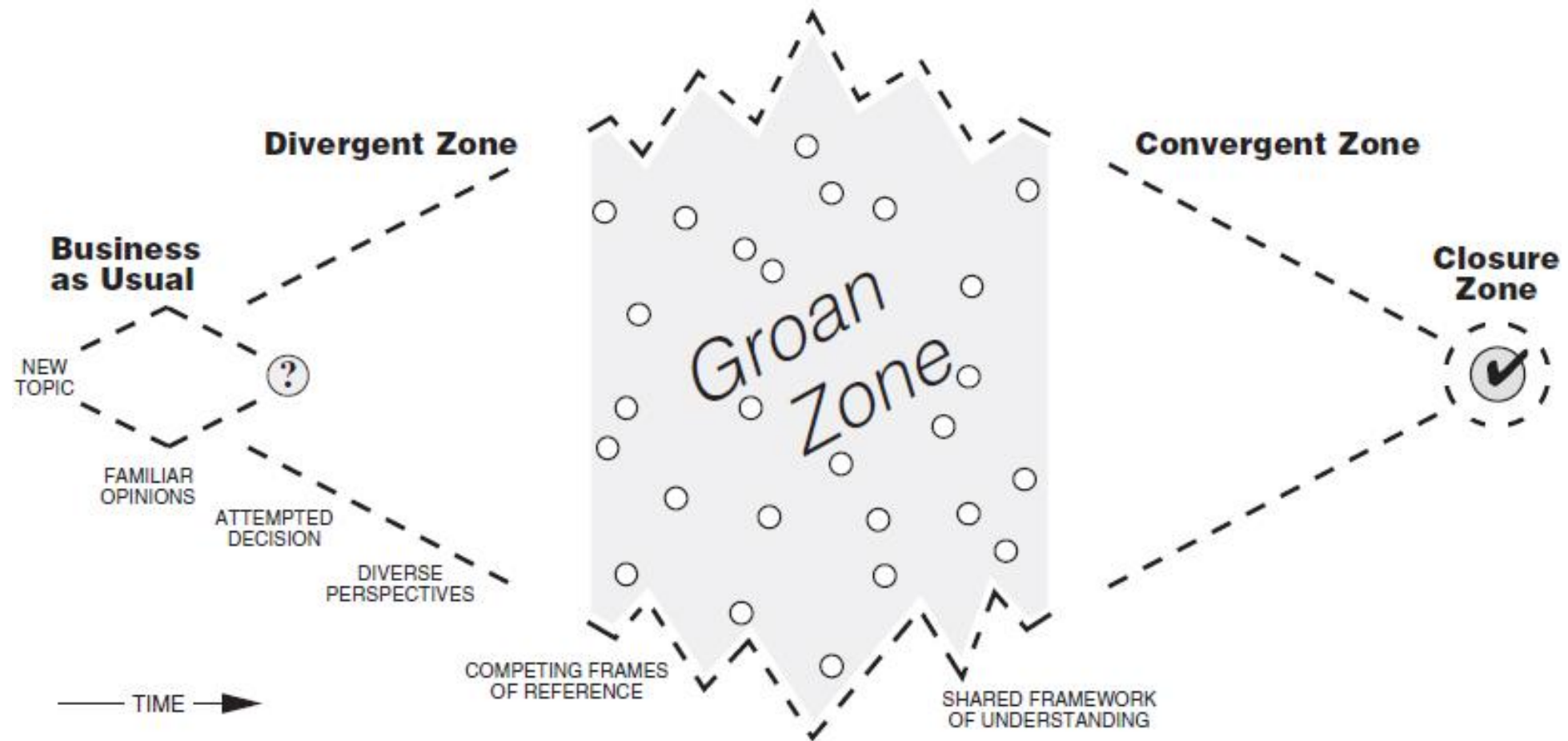


Paul Graham, "How to Disagree, 2008"

transaction analysis



Passing the Groan Zone



Team Work Agreement

Let's make one!

An opportunity for wonder

The pleasure of finding things out

~ Richard Feynman

Part 1.1

Active Listening

An Introduction

What is Active Listening?

- What is the **opposite** of listening? گوش کردن
- Hearing as a physiological phenomenon
- Listening as a Cognitive Activity

Practice (1/3)

- In this practice, we will take turns to share a personal story while the other person listens with full attention;
- 1) Individually and in silence,
think of a situation or a time **when you felt NOT heard, seen or respected.**
- avoid picking the biggest one — pick the one that **stings the most**;

2 min

Practice (2/3)

- 2) Pair Up

1 min

- 3) In pairs, each person has 4 minutes to share their story.

The other person listens with **full, undivided attention** and **doesn't ask *any* questions;**

8 min

Just say “**Ok, can you tell me more?**”, “**What else?**”, and in the end “**Thanks for sharing**”.

Practice (3/3)

- 4) In their pairs, partners share the experiences of listening and storytelling:

5 min

“What did it feel like to tell my story; what did it feel like to listen to your story?”

- Using 1–2–4–ALL, participants are invited to reflect on the stories and identify patterns.

10 min

What do these patterns mean to this group?

(How could HSR or other Liberating Structures be used to address the challenges revealed by the patterns?)

Practice Debrief

HSR Technique

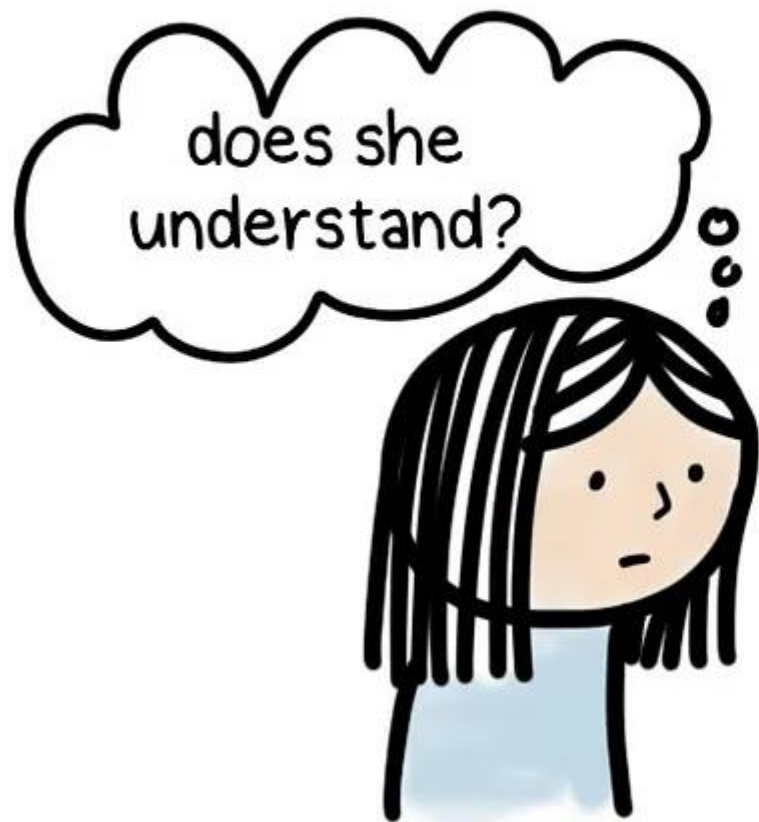
Heard, Seen, Respected



Two Modes

- Analytical Mode
- Receiving Mode

What's the difference?
When to use what?



10 minutes



AWKWARD!



Purpose of HSR

- 'Heard, Seen, Respected' is all about building **empathy** and **compassion**.
- It does so by inviting us to share a story of a time when we felt not heard, seen or respected.
- But also, by inviting us to **actively listen to the story of another person**.
- This structure was created by Henri Lipmanowicz and Keith McCandless, inspired by earlier work by Mark Jones.

How to create a safe environment?

Purpose

- To create a safe environment for speaking your feelings, with less considerations
- Others just listen, they postpone judgment
- Can be used occasionally to share experience and feelings

A small set of rules

1. Sessions are not recorded. Stop recorder, Guarantee it for everyone
2. We don't have permission to reference them later, or quote them
 - If there is something we guess that can be useful as an example, or we have information about it, tell explicitly
3. Respect all the time
4. No one is addressed during the meeting, we just tell our experiences and feelings

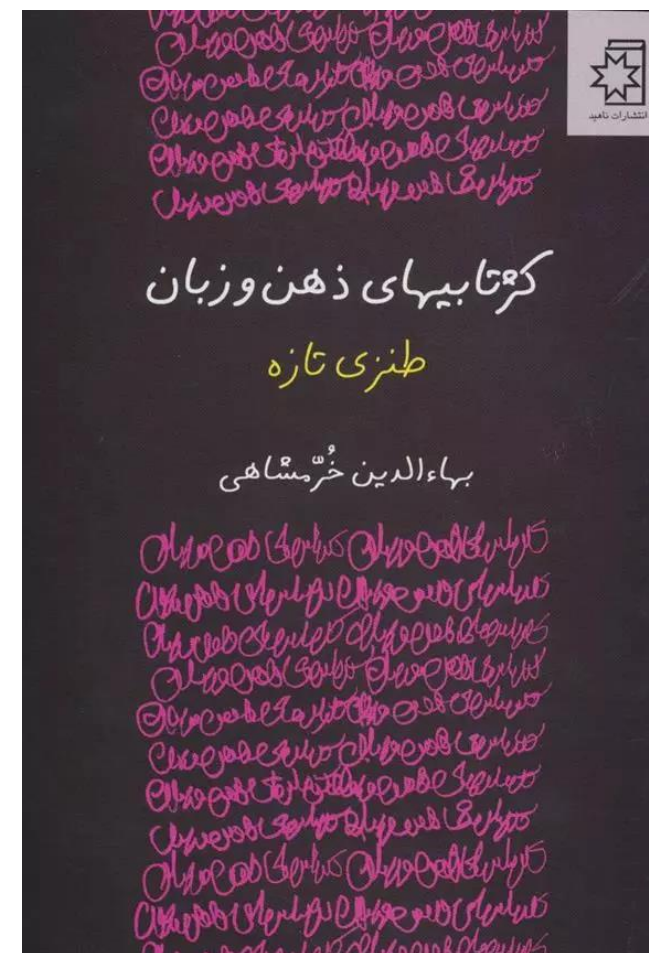
Part 1.2

Better use of phrases

An Introduction to correct use of language

رفع کثرتابی زبانی

- حسن تا برادر کوچکش را دید، دکمه‌اش را بست
- او با پدر و مادر بیمارش آمد
- خانم وزیر بهداشت
- زنان معاون رئیس جمهوری
- معاون زنان رئیس جمهوری
- او خود را تنها خادم ملت می‌داند



رفع کثرتابی زبانی

ابهام در مرجع ضمیر

- حسن تا برادر کوچکش را دید، دکمه‌اش را بست

- او با پدر و مادر بیمارش آمد

فشرده‌گویی

- خانم وزیر بهداشت

- زنان معاون رئیس جمهوری

- معاون زنان رئیس جمهوری

تنها + اسم

- او خود را تنها خادم ملت می‌داند

