

Communication

“**Communication** is the life blood that flows through the veins of organizations”

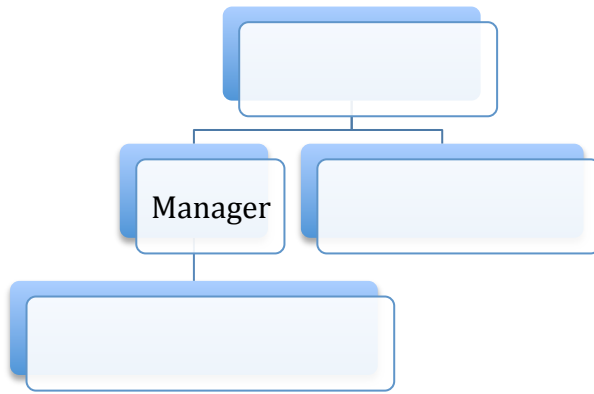
- Communication helps employees **I**_____ **n** the skills relevant to the organization
- Communication is one of the critical competencies that a Hospitality manager needs to be successful
- Good interpersonal skills: *listening skills, face-to-face communication skills, oral communication*
- **As the Hospitality industry is people-oriented:**
 - Managers need to deal with guests, employees & suppliers
 - A manager may spend up to **80%** of their time communicating with others
 - This could determine the *success* or *failure* as a manager

Managers are always communicating:

- **Rec**_____
- **Inte**_____
- **Tr**_____
- **Mot**_____
- **Ev**_____
- **Coaching**
- **Couns**_____
- **Le**_____
- Interacting with **em**_____ and **cu**_____

True or false? Write T or F

1. “We only communicate when we want to communicate”
2. “Words mean the same to both speaker and the listener”
3. “We communicate chiefly (mainly) with words”
4. “Communication is a one-way street between **active speaker** and **passive listener**”
5. “The message we communicate **is the** message that the listener receives”
6. “There is no such thing as too much communication”



Communicating in the workplace:

<i>Upward (how to)</i>	<i>Downward (how to)</i>	<i>Lateral (how to)</i>
You message should be:	Maintain an open-door policy	Ensure information flows your way
Communicate both g _____ and b _____ news	L _____ to your employees' concern and contributions	Get to know as many managers in the organization
Communicate reg _____	Don't shoot the messenger!	View peer relationships as 'win-win'
Present a problem, suggest a so _____	Be sure that your employees know that you c _____ about their opinions and suggestions	<i>Share information:</i> no one wants to talk to people who don't share information
Don't go above your boss's head!		Give <i>sincere</i> and <i>positive</i> feedback when asked
		Work for a day or two in another department to help you understand some of the problems and issues

Barriers to effective communication:

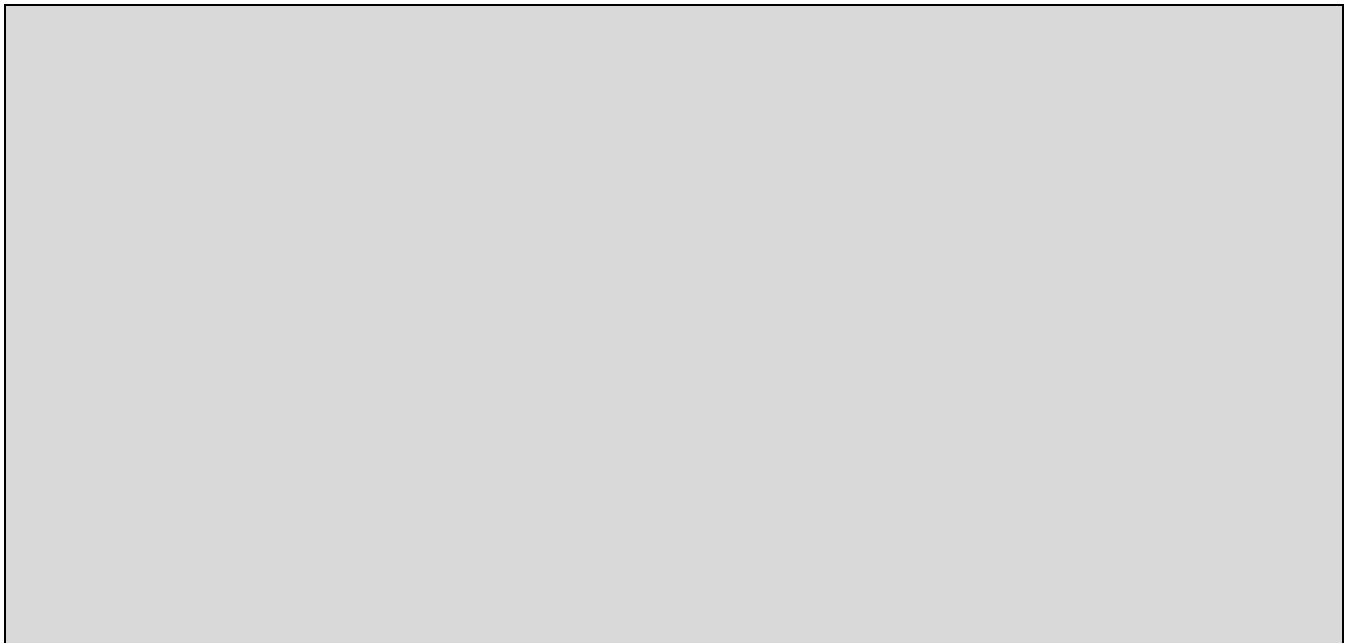
- **Misinterpretation –**
 - People receiving the message must interpret the message and the intent of the sender
- **Evaluation of sender –**
 - ‘Halo effect’ - if we like someone, we are more likely to listen him or her and believe him or her. Also, we often judge people based on how similar they are to us.
 - ‘Devil’s horn effect’ – this is the **opposite** to the above
- **Projection –**
 - Projecting your own attitudes assumptions and beliefs onto other people. “I know how you feel”
- **Stereotyping –**
 - Preconceived opinions based on ethnicity, gender, age, national origin, class, sexual orientation
- **Arrogance and superiority –**
 - Dominating conversations and interrupting people
- **Defensiveness –**
 - Some people have insecurities and become protective
- **Inarticulateness –**
 - Not all people can express themselves clearly
- **Hidden agendas -**
 - May be seen as deceptive
- **Status –**
 - Differences between manager and employee. Obligation to listen, or ‘same old story’
- **Environment –**
 - Noisy, hot, cold. Distracting environment can make it difficult to communicate
- **Differences in backgrounds –**
 - Education, experience, age, knowledge and other variables
- **Poor timing –**
 - Best communication is when both speaker and listener are ready
- **Personality conflicts –**
 - People can be complex. There can be personality conflicts. Therefore the message is influenced by dislike for the other person

Other barriers to effective communication:

Interrupting others	Talking too much Talking too little	Allowing others to interrupt	Arguing
Blaming others	Over-generalizing	Pretending to understand	Using sarcasm
Thinking of what to say before the speaker finishes	Having no interest in the subject	Speaking, listening or writing poorly	Commenting or judging too soon

Non-verbal communication:

- It is estimated that **90%** of communication is **non-verbal**:
 - **Body language** – is expressed through our
 - **Facial expressions** – consider telephone conversations and QQ/MSN. Poker players
 - **Eyes – eye contact**. People who won't make eye contact are insincere (dishonest) or nervous.
 - **Posture** – consider how your posture affects your language...
 - **Gestures** – playing with a pen or biting your lip...
 - **Body movement** – stepping forward or backwards...
 - **Non-verbal communication** is easily misunderstood
 - Involve the other person in active listening
 - **Verbal and non-verbal** communication can easily send mixed signals
 - *Match* the verbal and non-verbal signals
- Maintain **positive** body language
 - Some forms of body language send different messages in different cultures
 - Diverse workforces and international guests mean being aware of your body language.



Summary of worksheet	Summary of worksheet in Chinese

In your opinion, what is the most important thing to remember?

What are the keywords from this worksheet?

English:	Chinese translation:

