

Select styles

Formal

- Path follows the authority chain
- Messages relate to professional activities

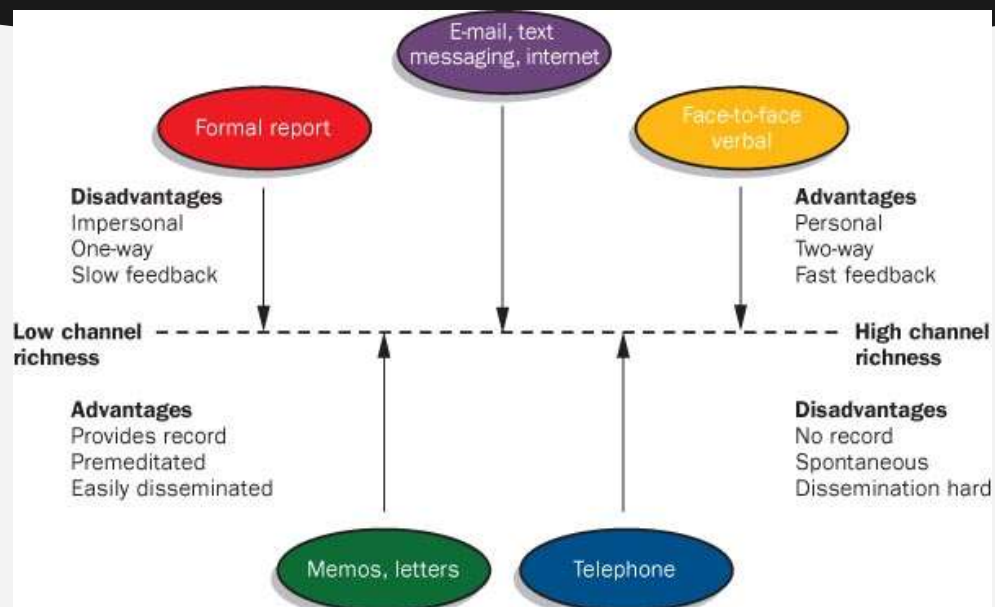


Informal

- Spontaneous channels from individual choice
- Messages often personal or social



Select channels



Active listening

LISTENING is different from HEARING.

Active listening = REFLECTING BACK TO THE SPEAKER A STATEMENT OF WHAT YOU THINK YOU HEARD.

Example:

If I understand you correctly, you don't believe that...?

In other words, your main problem is....?

Active listening allows the speakers to endorse or deny your understanding of their message; and show them that you're interested in the what they're saying.



Effective meeting flowchart

EFFECTIVE MEETING FLOWCHART

1. Plan before meeting
2. Make Agenda
3. Define Decision making system
 4. Define Process
 5. Exchange
 6. Brainstorm
 7. Decide
8. Make Action plan
9. Summarize and record
10. Follow up after meeting

Meeting skills: PROPOSING

Meeting is productive when ALL PARTICIPANTS are responsible for PROPOSING

Types of proposals:

- Process proposal:

Example:

- Let's get all of our ideas on flipchart
- I will take note

- Content proposal

Example:

- I suggest we introduce the quality circle into the project
- My proposal is that we cut down the overtime



Meeting skills: BRINGING IN OTHERS

INFLUENCE SKILLS

The chairperson should encourage and regulate the participants' contribution, by:

Bringing in others

- General:
 - "Now does anyone has any ideas on this point?"
- Specific:
 - "Clara, I'd be interested in hearing your opinion on this problem."



Meeting skills: BUILDING

Building:

Developing the ideas of another participant

Example:

- "Janet, what you said about using new techniques made me think that"



Meeting skills: SUPPORTING

Supporting:

Going out one's way to express agreement, empathy or compassion.

Example:

"I agree with Jim. We need to train our staff on Quality control."

"I know how you felt Emily, the same thing happened to me when I took this job."



Meeting skills: BLOCKING

Blocking:

Controlling dominant participant or get meeting back to track.

Example:

"Mark, can we stick to taking turns like we agreed earlier?"



Meeting skills: DEFLECTING

In many meetings, tempers run high. The most productive meetings are those in which aggressiveness, personal attacks or timewasting questions are dealt with by

Deflecting:

Defusing potential aggression or timewasting by deflecting questions to others.

Example:

"I take your point Tim. What do the rest of you think?"



Meeting skills: REFRAMING

A very difficult yet highly effective way of influencing a meeting is the

Reframing:

Getting meeting participants look at an idea from a different angle.

HELICOPTER:

-“If you look at it that way...yes. But from this viewpoint, ...”

PRO/CON:

-“Yes, I agree with the advantages, but have you thought that it would also mean...”



Meeting skills: SUMMARIZING

To ensure that everyone know exactly what have been agreed, ALL participants should feel responsible for summarizing the conclusions.

Summarizing:

When you summarize, always seek to build on common ground.

Example:

“Let me summarize here. If I’ve understood properly, we disagree on XYZ, but where we are all in agreement is on the proposal to ...”



03
EMAIL

Email challenge

Email changed the working way of all the world! Email is so useful.

However, email also has a number of limitations:

- Easy to misinterpret
- Should not be used for negative messages
- Overused and overwhelms
- People are emotionally disinhibited
- Privacy concerns

Therefore we should pay most attention in writing the effective emails.

Basic etiquette

DO and DON'T.

DO

- Use e-mail to set up meetings, to recap spoken conversations, or to follow up on information already discussed face-to-face.
- Keep e-mail messages short and to-the-point. Many people read e-mail on handheld devices, which have small screens.
- Use e-mail to prepare a group of people for a meeting. For example, it is convenient to send the same documents to a number of people and ask them to review the materials before the meeting.
- Use e-mail to transmit standard reports.
- Act like a newspaper reporter. Use the subject line to quickly grab the reader's attention.

Basic etiquette

DO and DON'T.

DON'T

- Use e-mail to discuss something with a colleague who sits across the aisle or down the hall from you. Take the old-fashioned approach of speaking to each other.
- Lambaste a friend or colleague via e-mail – and especially don't copy others on the message.
- Use e-mail to start or perpetuate a feud.
- Write embarrassing contents in in an e-mail. E-mail with sensitive or potentially embarrassing information has an uncanny way of leaking out.

Basic etiquette

Be concise and to the point

I have received your letter of the 15th day of this month.

Thank you for your letter, dated November 15th.

Active vs. passive

Your order will be processed today. (formal)

I will process your order today. (personal)

Follow the tone of the sender's message

Formal / informal

Read and reply within 24 hours

Do not write only in CAPITALS

Avoid too many fancy details: underline and italics

Try not to use abbreviations:

LOL, OMG, TTYL

Take care with emoticons: *^ ^* ☺

Structure, Layout, Style

LETTER:

Contact info: Yours followed by the receiver's

Salutations

Dear Sir or Madam

Attention: Mr. Simon

Opening: State the purpose

As you requested,

Per your request,

I am writing about...

Structure, Layout, Style

Body : Give details

With reference to your phone call this morning

- Use short paragraphs.
Long paragraphs are not going to be read.
- Use blank lines between each paragraph
- When making points, number them or mark each point as separate

Structure, Layout, Style

Closing: Talk about future actions

I look forward to hearing from you soon.
I look forward to discussing these issues further.

Signature:

Yours faithfully,
Sincerely yours,
Best Regards,

Closing: Talk about future actions

Please contact me again if I can be of any assistance.
I look forward to hearing from you soon.

Signature:

Yours faithfully,
Sincerely yours,
Best Regards,

Attachment

Please find attached the report you requested.
Sorry, I forgot to attach the file on my previous e-mail.

Signature

Proofreading before sending

Check the following items. All should be YES.

ADDRESS

Send list:

Is the Send list appropriate (adequate, yet no spam)?

If the email is calling for action from one person, the SEND list should include only that person?

CC list:

Is the CC list include adequately the people who should know the topic?

FORMAT

Are the fonts used consistently?

Are there double space between paragraphs?

Are the indentations (tab) necessary?

Proofreading before sending

Check the following items. All should be YES.

CONTENTS:

Subject: Is it brief and informational?

Tone: formal / informal

Salutation: Is it appropriate?

Is the opening paragraph focused, brief and clear?

Is the purpose clearly described?

Are the details clarified in the body?

Is the called action clear in the ending?

Are the files attached as needed?

Proofreading before sending

Check the following items. All should be YES.

ACCURACY:

- Is capitalization proper?

mr bush's Visit (incorrect) / Mr. Bush's visit (correct)

- Are the punctuation correct?

Before going to the airport I will stop by the office. (incorrect)

Before going to the airport, I will stop by the office. (correct)

- Is spelling correct?
- Are the names spelled correctly?
- Are the articles (the, a/an) used correctly?

Sample emails		
No polite	Objection	Polite
<p>Subject: Hi</p> <p>To Hank,</p> <p>What's up? The weather is so nice. I hope your business will prosper.</p> <p>You said I should work on a new project. I can't do that. I have too much work to do.</p> <p>Anyway, how is your wife doing?</p> <p>Reply to me soon – Karl Bush</p>		<p>Subject: New project</p> <p>Dear Hank,</p> <p>Thank you for considering me for the new project. Unfortunately, my current workload is too high for me to start another project.</p> <p>Again, thank you for your consideration and I hope I will be able to work with you on another occasion.</p> <p>Best regards, Karl Bush</p>

Sample emails		
No polite	Objection	Polite
<p>Everyone!</p> <p>You remember next week's meeting. Everyone must be at the meeting. If you cannot go, let me know.</p> <p>It will be on Monday, November 16th. Time is 1. Place is the conference room.</p> <p>You have to come! Binh Nguyen</p>		<p>Deal all,</p> <p>The next Marketing Meeting will be held in the Conference Room at 1300 hours on Monday, 16 November.</p> <p>Follow-up items from our last meeting are: New Brochure (Kevin Park) Annual Dinner with Customers (Mandy Kim)</p> <p>If you wish to add any further items to the agenda, please let me know before 8 November.</p> <p>Yours sincerely, Binh Nguyen</p>