Course Objectives

Upon completion of this course, you’ll be able to:

- Recognize how assumptions contribute to miscommunication
- Describe a three-step process for communicating effectively
- List the characteristics of a clear message
- Identify body language that supports your message
- List skills needed to speak assertively
- Identify ways to build rapport with others
- Explain how to de-escalate emotions when communicating in a conflict
What Is Communication?

We communicate in many ways: with words, tone, eyes, and gestures, to name a few.

*Think about the following questions:*

- What is your *definition* of communication?
- What is the *purpose* of communication?
- What are the main *components* of communication?
The Art and Science of Communication

Chapter One: Introduction to the Communication Model
Three Steps of Communication

Communication is composed of three basic steps:

1. Prepare yourself and the other person
2. Send your message
3. Check for understanding

- The preparation, sending, and understanding cycle happens numerous times in a single interaction (when facial expressions, dress, gestures, vocal characteristics, word choice, and context are considered).

- The message not effective unless receiver understands it the same way the sender meant it.
Three-Step Model: Step One

1. Prepare Yourself and Your Listener
   - Know your goal
   - Practice positive intent
   - Uncover assumptions, values, beliefs (yours and theirs)
Preparing yourself before communicating will make your message much more effective. Know in advance what you want to say, and why you want to say it. This sounds obvious, but it isn’t always apparent to the listener.

There are three general purposes for communication:

- **To inform**: “Mark, I need you to summarize the first quarter marketing strategy for the rest of the team.”

- **To persuade**: “Michelle, I think if we add sound to the presentation, it will hold people’s attention better and they’ll learn more.”

- **To inquire**: “Karen, what do you think about the new software system?”
Determine what outcome you want the conversation to have:

- What reaction do you want from the other person?
- What do you want them to remember?
- What do you want them to do as a result of your conversation?

You can plan, but you cannot control the other person’s reactions, so remain open and flexible.
One way to help the conversation go the way you want is to be sure the person that you are talking to is ready to hear you.

If you are unsure if the person is ready, ask questions like these:

- “Is this a good time to talk?”
- “Can we discuss something I’ve been thinking about?”
- “Would now be a good time, or should I come back later?”
Another aspect of the first step of the model, preparing yourself, is to practice positive intent. Positive intent is an attitude that is reflected in your communication. It’s assuming that other people have good reasons for doing and saying the things they do.

Behaviors or feelings, no matter how strange they seem, have some useful and important positive purpose.
Positive Intent: Practice

Here’s an example of using positive intent.
Your manager is taking you off your current project team and putting you on another one. You enjoy the project team you’re on now and have no wish to change. Your knee-jerk reaction is to be upset and mad at your boss.

Using positive intent, think of a reason why your boss would have done that...

Possible answer: Perhaps your boss is trying to create a better overall balance among project teams and knows he can count on your cooperation.
Understanding Assumptions

Assumptions are present in everyone’s communication system and have an impact on how messages are delivered and received. Our upbringing, life experiences and current circumstances all contribute to the assumptions we make. The key is knowing when we are making an assumption, and checking it out with the other person.

For example, a co-worker glances at his watch while talking to you. What might you think?

He’s bored?
He’s concerned about his next meeting?

Without verifying what you saw, you may make an incorrect assumption. Sometimes assumptions are so ingrained that they become a “fact” to that person.
How to Avoid Harmful Assumptions

- **Treat each person individually**
  What is true for one person may not be true for another.

- **Listen before “jumping” into the conversation**
  Try to detect clues about assumptions the other person may be making.

- **Avoid sweeping statements**
  “Always,” “never,” “every,” “no one” are sweeping generalizations that can contribute to unhelpful assumptions.

- **Consider positive intent**
  Remember that people usually have a good reason for what they say and do.

“A great many people think they are thinking when they are really rearranging their prejudices.”

- Edward R. Murrow
Psychologists tell us that we talk to ourselves at a rate of 1,300 words per minute, and that most of our self-talk is negative. Look at examples of how you can transform negative self-talk into a positive or neutral statement.

<table>
<thead>
<tr>
<th>Negative thought</th>
<th>Positive statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>“My boss is a jerk.”</td>
<td>“My boss is having a bad day.”</td>
</tr>
<tr>
<td>“I don’t get paid enough to put up with this.”</td>
<td>“This is a temporary problem that will pass.”</td>
</tr>
<tr>
<td>“That was the dumbest mistake I’ve ever seen.”</td>
<td>“We caught the mistake in time and no permanent damage was done.”</td>
</tr>
</tbody>
</table>
Three-Step Model: Step Two

2. Send your message

The second step of the communication model is sending your message. Look at this picture and think about how you would describe it — not only what you literally see, but also the “backstory” — what you think is going on in the picture.

If you described this picture to someone else, how closely do you think the picture in their head would match the actual photo?

It can be difficult to send a clear message.
Characteristics of a Clear Message

A clear message has leaves no room for misunderstanding. This can be accomplished in several ways.

- The first is through **Direct Language**: Talk about what you need with confidence. Be careful not to back down too quickly if you are discussing something that is important to you. Be considerate of others’ ideas, but don’t hastily abandon your own.

- Use **“I” statements**: State what you need or want in terms of yourself, rather than in terms of the other person. Describe the situation and how it affects you.

  *Wrong way*: “Are you sure you want to choose that one?”
  *Right way*: “I think you should choose that one.”
More Characteristics of a Clear Message

- Use facts and details clarify your point: Be able to back up your statements with facts that are clear and relevant.

- Use a calm, non-critical tone of voice: If you are correcting another person’s behavior, make sure that you are objective and composed.

- And finally, use repetition: Conversations can easily get off track. Don’t be afraid to restate your purpose several times during an interaction.
Three Styles of Communication

Your communication style is an important element of sending your message. There are three general styles of communication:

<table>
<thead>
<tr>
<th>Passive</th>
<th>Aggressive</th>
<th>Assertive</th>
</tr>
</thead>
<tbody>
<tr>
<td>You put the rights of others before your own, minimizing your own self worth.</td>
<td>You stand up for your rights but violate the rights of others.</td>
<td>You stand up for your rights while maintaining respect for the rights of others.</td>
</tr>
<tr>
<td>Verbal clues: Soft or tentative voice, indirect requests, apologetic, always agrees, doesn’t speak up.</td>
<td>Verbal clues: Monopolizes and interrupts, sarcastic and condescending, poor listener, blaming others.</td>
<td>Verbal clues: States expectations without labels of judgments, honest and direct, checks on others’ feelings, effective listener.</td>
</tr>
</tbody>
</table>
Assertive Communication

Assertive communication gives equal consideration to your rights and others’. It is characterized by honest and direct conversations, stating expectations without labels or judgment, checking on others’ feelings and being an effective listener. If you send your message using an assertive style, you will boost the chances of the message being heard the way you intended – successful communication!

Click the page image at right to open the P/A/A comparison chart in PDF format.
Body Language Speaks Volumes

Body language plays an extremely important part of sending an effective message. A famous study found that 93% of a message is conveyed through body language and tone of voice.

People will believe the non-verbal message you send more than the words you say.

Be sure your words and body language say the same thing so you don’t send mixed messages.

Words (7%)

Tone of Voice (38%)

Body Language (55%)
Inconsistent Signals

Common expressions and gestures that may cause inconsistency in your message:

- Leaning your head to the side
- Inappropriate smiling
- Poor eye contact
- Speaking too softly or loudly
- Unsuitable humor or lack of humor
3. Check For Understanding

Verify with receiver that message was understood. Ask proactive questions, like these...

- “What do you think about what I just said?”
- “Let’s recap what we have said so far.”
- “Tell me what you’re thinking.”
- “Let’s make sure we’re on the same page. Tell me what you’ve heard.”
- “Does that make sense?”
- “What questions do you have?”
Active Listening

Goes beyond waiting for the other person to finish talking

- Does not involve giving answers, directions, or taking control of a conversation
- Requires 100% attention: Must eliminate distractions in order to concentrate on the speaker
- Requires proof of respect: Must let the other person know you take his/her views and/or opinions seriously
- Requires proof of understanding, not just proof of listening
Listen With Compassion

Compare the differences between poor listeners and skillful listeners.

<table>
<thead>
<tr>
<th>Poor Listeners</th>
<th>Skillful Listeners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Glance at watch, tap foot, drum fingers</td>
<td>Make eye contact, occasional nodding, words of encouragement</td>
</tr>
<tr>
<td>Interrupt, finish people’s sentences, make assumptions</td>
<td>Are patient, concentrate on other person, clarify, summarize</td>
</tr>
<tr>
<td>Focus on their own response</td>
<td>Paraphrase speaker’s words</td>
</tr>
<tr>
<td>React emotionally</td>
<td>Remain non-defensive</td>
</tr>
<tr>
<td>Talk more than they listen</td>
<td>Listen more than they talk</td>
</tr>
</tbody>
</table>

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Paraphrasing

Summarizes the content and feelings of the speaker

Confirms what has been expressed rather than move forward

Must be done sincerely so as not to feel fake or “technique-y”

Does NOT mean repeating word for word

If you have misunderstood, the speaker will correct you
Paraphrasing: Examples

<table>
<thead>
<tr>
<th>Speaker says:</th>
<th>Your response:</th>
</tr>
</thead>
<tbody>
<tr>
<td>“I keep trying to talk to her but she just keeps getting angry.”</td>
<td>“It sounds like you’re feeling misunderstood.”</td>
</tr>
<tr>
<td>“Just once I wish people around here would listen to the people who do the work.”</td>
<td>“So you have some ideas about how to improve the way the work is done, and you want to know that someone is actually hearing your input?”</td>
</tr>
<tr>
<td>“It’s unfair that some of the employees have Wednesday off and others of us don’t.”</td>
<td>“I understand you have a question about perceived lack of equity.”</td>
</tr>
</tbody>
</table>
Things that improve communication:

- Building rapport
- Sharing a common goal
- Active listening
- Clarifying assumptions
- Using an assertive style
- Congruent words and body language
- Paraphrasing
- Summarizing
Obstacles to Communication

- Making assumptions or judgments
- Conflicting values or beliefs
- Incongruent words and body language
- Using a passive or aggressive style
- Not listening
Greg: “Sara, do you have a few minutes to talk about the budgeting process?”
Sara: “Sure, now is a good time. What’s up?”
Greg: “Don’t you think it could be faster? It could be so much better than it is. Do you follow me?”
Sara: “Not really.”

Which step of the communication model did Greg leave out?

<table>
<thead>
<tr>
<th>Step</th>
<th>INCORRECT</th>
<th>CORRECT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepare yourself and the listener</td>
<td>- Greg prepared Sara by asking if she had a few minutes to talk about the budgeting process.</td>
<td>- Greg’s message was not clear. Specifically, he used indirect language instead of direct, “I” messages, and he didn’t include any facts or details.</td>
</tr>
<tr>
<td>Send the message</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Check for understanding</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**INCORRECT - Greg checked in with Sara by asking, “Do you follow me?”**
Chapter Two: Increasing the Effectiveness of Each Interaction
Building Rapport

Now that you know the basic process of communicating, there are many things you can do to enhance the effectiveness of every interaction. One of those things is building rapport. It involves mutual understanding and acceptance, as well as feeling compassion or empathy for the other person.

There are many ways you can build rapport:

- Be friendly: be the first to say “hello”
- Give the other person your full attention
- Listen carefully and avoid interrupting
- Be sincere and genuine
- Use appropriate humor
- Make your words golden
Encouragement is the other factor in building rapport. The more specific the expressions of encouragement, the more meaningful they are.

**Examples:** Praise or recognition for work well done, asking for input from an employee and then acting on it, bringing an employee coffee or lunch — any gesture that lets the employee know you value him or her.

- How do people you know like to be encouraged? How do you like to be encouraged?
Receptive Body Language

Methods for building rapport are sometimes subtle, and sometimes not so subtle. Connecting behaviors and comfortable distance for communicating also vary by culture. Here are some tips for making the most of your body language:

<table>
<thead>
<tr>
<th>Voice</th>
<th>Connecting</th>
<th>Distance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volume</td>
<td>Project, but don't shout</td>
<td>Moving closer</td>
</tr>
<tr>
<td>Pitch</td>
<td>Aim for your middle range</td>
<td>Appropriate touch</td>
</tr>
<tr>
<td>Rate</td>
<td>Too fast implies anxiety; too slow implies you're slow or overly cautious.</td>
<td>Eye contact</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Nodding</td>
</tr>
</tbody>
</table>

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Mirroring Nonverbal Messages

- The nonverbal aspect of rapport building is physically mirroring how a person sits, stands, and uses their body.

- Remember: People enjoy spending time with people like themselves. Mirroring is the art of making the other person feel comfortable by matching his or her communication style.

- **Example:** Match the other person’s rate of speech. Someone from New Orleans is likely to speak more slowly than someone from Manhattan.
More Nonverbal Messages

- The interruption gap is the amount of silence after asking a question or making a statement. Length of time varies by culture.

- Typically, Americans are uncomfortable with any silence while Japanese are much more comfortable with periods of silence.

- Respond to a quiet talker more gently. Meet a shouter with a bit more volume than usual.

- Mirror the “loudness” of a person’s energy and body gestures — up to a point.
1. No news isn’t always good news — the absence of praise can mean criticism to some people.

2. Distinguish between praise and flattery — flattering comments focus on what someone has no control over, praise focuses on commendable character, performance, or behavior.

3. Notice opportunities to praise — to improve your working relationships, take notice of praiseworthy effort, performance, and results.

4. Consider subtle behavior worthy of praise — sometimes it’s what people don’t do that deserves praise.
5. Award your superiors with praise. Bosses usually dish out praise to their staff, but that doesn’t mean they wouldn’t benefit from kind, sincere words from others.

6. Praise with no expectations. Get in the habit of praising people when you don’t want anything.

7. Follow with a question. To lessen an awkward moment, follow your compliment with a question. The other person can focus on answering your question.

**Example:** “Great job handling that customer. Have you worked with her before?”
8. Use third-party praise occasionally. Third-party pass-ons build morale because they are even more believable when delivered as “fact” to someone else.

**Example:** Consider what happens when Jim isn’t present at the staff meeting and his manager says, “Jim’s taking care of a crisis with a customer. He’s really skilled at calming down upset customers.” Someone’s bound to pass on the information to Jim.
Building Credibility

- **Credibility** increases rapport. A speaker who has credibility with the listener can build rapport more easily.

- Credibility is an *invisible currency* in communications. When we hear a statement made, we check the source and interpret the message based on our assessment of the source’s credibility. Credibility is what makes us believable.

- Do you have credibility with people in *power* in your company? Does your communication *increase* or *decrease* your credibility? What can you do to increase or enhance your credibility?
Tips for Building Credibility

- Be **trustworthy**: Keep your word, be dependable and reliable.
- Demonstrate **expertise** without arrogance: Be certain of your facts before speaking up.
- Be **sincere**: Speak candidly and honestly, but without being blunt. Always be respectful.
- Credibility must be **earned**: It comes from actions that match your positive words and intentions.
In most business settings, effective communication is direct and clear while also being diplomatic and tactful.

Some tips:

- Get more information before making a statement:
  
  **Raw**: “That’s never going to work.”
  **Polished**: “Can you tell me more about what you’re proposing? I’m having a difficult time seeing how it will improve the situation.”

- Check out any assumptions you might be making:
  
  **Raw**: “You’re keeping me out of the loop.”
  **Polished**: “I’m sensing you feel I shouldn’t be on this project.”
Being Direct: More Examples

- Keep everyone focused on the goal and intention:
  
  Raw: “You’ll never make the client happy with that approach.”
  
  Polished: “I know we all want to make certain the client is satisfied, and I have some concerns about the approach you’re proposing.”

- Know the difference between coercion and persuasion:
  
  Raw: “I think you’re mistaken, and my suggestions will work better.”
  
  Polished: “I understand your viewpoint, and I’d like to share mine with you now.”
Nothing undermines rapport more than using the word “no.” You’ll quickly lose your influence with someone if you’re constantly negative.

<table>
<thead>
<tr>
<th>Instead Of</th>
<th>Try This:</th>
</tr>
</thead>
<tbody>
<tr>
<td>“No”</td>
<td>“Here’s what I can do”</td>
</tr>
<tr>
<td>“I can’t”</td>
<td>“I can”</td>
</tr>
<tr>
<td>“We won’t”</td>
<td>“We can”</td>
</tr>
<tr>
<td>“It’s not our policy”</td>
<td>“Here’s how we handle that”</td>
</tr>
<tr>
<td>“It’s not my fault”</td>
<td>“Let’s fix this problem”</td>
</tr>
<tr>
<td>“Calm down”</td>
<td>“I understand your frustration”</td>
</tr>
<tr>
<td>“I don’t know”</td>
<td>“Let me find out”</td>
</tr>
</tbody>
</table>
People tend to remember stories more than facts and data.

- A good story touches people in some way. It doesn’t have to be profound, but a good story should move the listener and make him/her laugh, think, and ponder it afterward.

  - A good story has to have substance
  - A good story needs conflict and resolution
  - A good story creates vivid images
Scenario: Greg continues his conversation with Sara about the budget process.

Greg: “I’ve worked on fixing the budget process at other organizations and I really know what I’m talking about.”

Sara: “You may think so, but what works at one place doesn’t necessarily work at another.”

Sara’s response was negative and closed-minded. What could Greg have said instead to increase his effectiveness and encourage Sara to be more receptive to Greg’s ideas?
| Incorrect: | Greg shares a common goal (make the process as efficient as possible), but doesn’t provide any opportunity for input from Sara. |
| Correct: | Greg shares a common goal (make improvements where we can) and encourages a positive response from Sara. |

**Question 1**

“I’d really like to put my years of experience to work to help make this process as efficient as possible.”

**Incorrect:**

“I know you feel comfortable with the current budget process; however, would you agree we should always be working to make improvements where we can?”

**Incorrect:**

“I have an idea for a new process that I’m certain would work better than the current system.”

**Incorrect:**

While Greg has eliminated his “know-it-all” attitude, he is not leaving any room for Sara’s ideas and input.
The Art and Science of Communication

Chapter Three: Communicating in Difficult Situations

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You may not be at your best as a communicator when faced with conflict.

- Be scrupulous about separating who someone is from what the person did or said.
- It is essential that people not feel attacked personally. Instead, indicate that what they are doing doesn’t work in this situation.

Say something like:

- I want to talk about your work
- When (this) happens, it affects my work or me in this way
- You want (this) to happen. Let’s see if we can do some things differently that will help.
Positive Intent

Keep the conversation on the right track by assuming the best and expressing your willingness to cooperate.

- Look for areas of agreement
- Acknowledge others’ viewpoints
- Restate what you’ve heard
- Offer an apology if appropriate
- Focus on behavior, not personality
- Express a concern for mutual gain
Bill was upset when he found out that a manager in another department had borrowed one of his employees for a six-month project without even talking to Bill. Bill’s department is now short-handed and people are being forced to work more overtime than ever.

Furious, Bill walked in to Angela’s office and screamed, “How dare you steal one of my employees and wreck my department’s productivity?”

**Positive intent:** “I’m concerned about the productivity in my department and I know there must be some way we can work this out for both of us.”
Avoid these behaviors:

- Interrupting or arguing
- Telling others to calm down
- Giving advice
- Faking understanding
- Belittling, condescending, or minimizing
- Jumping to conclusions
De-escalate Emotions: Things to Do

Embrace these behaviors:

- Give them plenty of time
- Listen attentively
- Use short responses
- Use an even-tempered voice
- Break the tension
- Remain calm
Detached Responsibility

The concept of detached responsibility may be new to some people. Have you ever had the opportunity to mediate a conflict for other individuals? Detached responsibility involves using that same mindset in your own conflict situations.

Detached responsibility is the ability to separate negative emotions from the issue in dispute. It has three components:

1. **Desire**: To collaboratively achieve a mutually beneficial outcome
2. **Discipline**: To address unpleasant or uncomfortable situations
3. **Dedication**: To allow time for the process to work
Detached Responsibility: Example

Charles is in Maria’s office, screaming about the fact that she missed her deadline on their project, and now they both look stupid. Which of the following behaviors indicate Maria is using detached responsibility?

1. Maria screams back at Charles and says the reason he looks stupid is because he is stupid.

2. Maria rushes from the room crying, telling Charles she’s getting transferred off this team.

3. Maria gives Charles plenty of time to vent, being certain not to interrupt or argue.

4. Maria acknowledges his frustration and agrees that the situation needs fixing.

If you guessed that the first two statements are inappropriate, and the second two are good examples of detached responsibility, you were correct.
Keys to Handling an Angry Person

- Deal with it as soon as possible. Don’t let it fester.
- Move to a private location if at all possible
- Respond to emotions first
  - Acknowledge feelings, and then paraphrase
  - “I know we both have strong opinions about this issue. I want to understand your view.”
- Let them vent
  - Don’t interrupt
  - Probe for more
More: Keys to Handling an Angry Person

- Use “self-preservation” tactics if necessary
  - Disrupting questions: “When did you begin thinking that?”
  - Computer mode: Avoid “I” or “you” statements and use neutral statements instead. Example: “Many people think that…” or “That’s an interesting viewpoint…”

- Find agreement about something
  - “I think we agree that we don’t want this issue to affect other projects we’re working on.”
Keys to Dealing with Denial

- Use perception checking to confirm behavior you believe was confrontational.

- Allow time for reflection and silence.
  - Silence on your part demonstrates acceptance, promotes a safe environment, and encourages a less defensive reaction.
  - Some people need time to reflect and process information.
Uncovering Hidden Agendas

- Refuse to talk about an issue unless the people directly involved are included
- Refuse to spread rumors or speculate
- Ask direct questions, such as “Do you agree with this decision?”
- Break down the conflict into sub issues to expose specific concerns
- Clarify facts and perceptions
Symptoms of Hidden Agendas

- Information isn’t shared
- Decisions are delayed
- Rumors are rampant
- One or the other party is unable to focus on the issue at hand
- The conflict escalates
- Agreements aren’t carried out
Hidden Agendas: Practice

Here’s an exercise to help you deal with hidden agendas:

1. Click the page image to open the PDF-based document.

2. Allow several minutes to complete the exercise.
Giving Negative Feedback

While giving positive praise is generally easy to do, delivering negative feedback is often uncomfortable.

- Practice positive intent: Examine your reasons for giving criticism and make sure it’s in the best interest of the other person.

- Focus on behavior, not the person: One way to do this is to use adverbs (which describe actions), rather than adjectives (which describe characteristics).

- Be specific: Explain why the behavior is a problem and give examples.
Giving Negative Feedback: More Tips

- Acknowledge his or her feelings and point of view
- Get input from the receiver on how and what to change
- Focus on the future: Reiterate the benefits of changing behavior
- Include credit as well as criticism
- End sessions with encouragement
You may be on the receiving end of negative feedback. Some tips to keep in mind:

- Avoid defensive reactions
- Listen to the entire message before responding. Take notes if necessary.
- Ask questions to get specific examples (if not given) and to buy time to overcome defensive feelings
- Be sensitive to the speaker's feelings and point of view
- Summarize what the other person said and clarify any misunderstandings
- Assess the criticism in two ways: Is it valid? Is it important?
Scenario: Greg and Sara are having a heated discussion about revamping the budget process.

Sara: “What’s wrong with the current system? I say if it ain’t broke, don’t fix it.”

Greg: “Why are you so opposed to change? What are you afraid of?”

Sara: “Quit pushing me. Get over it and move on to something else.”

Sara’s last statement showed her frustration and solved nothing. What could she have said instead to de-escalate the conversation and move toward a constructive resolution?
"I can tell this is very important to you, but I don’t think either one of us is in a problem-solving state of mind. Let's meet tomorrow when we’ve cooled off."

Correct: Sara acknowledges Greg’s feelings and offers a step toward problem solving.

"Taking your frustration out on me serves no purpose."

Incorrect: While Sara made an effect to de-escalate the conversation, she didn’t say anything that indicated she wanted to resolve the situation.

"I’m not afraid of anything. I just want to focus on what is most important, and I don’t think changing the budgeting process is most important."

Incorrect: While Sara didn’t continue to escalate the conversation with this response, it doesn’t do anything to meet Greg’s needs and solve their differences.
Conclusion

Review Course Objectives

You should now be able to:

- Recognize how assumptions contribute to miscommunication
- Describe a three-step process for communicating effectively
- List the characteristics of a clear message
- Identify body language that supports your message
- List skills needed to speak assertively
- Identify ways to build rapport with others
- Explain how to de-escalate emotions when communicating in a conflict