

Communication is considered to be a meta-competency – an 'overarching' skill / ability that is relevant to a wide range of work scenarios, which facilitates adaptation and flexibility and enables greater success in unknown settings.

Definition of **effective communication** as a competency:

- Conveys ideas, facts and information consistently, appropriately and clearly in using a language the audience will best understand; handles discrepancies and conflicts in a constructive manner:
  - Chooses a communication which is most appropriate for the situation and target group
  - Purposefully uses multiple channels or means (meetings, mail, conference calls) to ensure an efficient and 2-way information flow
  - Actively distributes clear information appropriately
  - Listens actively and asks questions to avoid misunderstandings
  - Integrates other more quiet team members into discussions
  - Respectfully addresses discrepancies & conflicts, focuses on the situation, not the person



Communication is about **building trust** and trust is a crucial precursor to positive engagement & leadership. This is required in all communication situations:

- *One-to-one*: engaging, showing empathy, open questions, listening, dialogue, integrating ideas, using appropriate body language
- *Group settings*: leading discussions, facilitating outcomes, integrating all members, summarizing, agreeing actions / next steps
- *Formal presentations*: professional style / body language, focusing on key messages, clear structure, appropriate use of slides / tools, enthusiastic, inspiring, authentic.

“No one is born with all the skills to deal with the challenges of life and the people we encounter, yet we can all keep learning to do better” Paul McGee, author of “How to Succeed With People”

## Must Knows

- Effective communication is a competency that employees are expected to demonstrate
- Leaders must excel as role models
- Communication skills can be developed

## Must Do Actions

- Focus on key message, audience relevant, inspiring
- Question & listen
- Engage all parties
- Integrate new ideas
- Be empathetic

## Impacts

- Trust
- Influence
- Alignment and direction
- Engagement
- Openness to speaking up and contribute further
- Motivation