



# Cátedra Nissan

-PROTHIUS-

## Modelos de Organización en Obra y Empresa: Técnicas de comunicación

*Rubén Rami*

D-15/2011

*Departamento de Organización de Empresas*

Universidad Politécnica de Cataluña

**Publica:**

Universitat Politècnica de Catalunya  
[www.upc.edu](http://www.upc.edu)



**Edita:**

Cátedra Nissan  
[www.nissanchair.com](http://www.nissanchair.com)  
[director@nissanchair.com](mailto:director@nissanchair.com)

# Técnicas de Comunicación

---

MOOEE



**DOE**

Departament  
d'Organització  
d'Empreses

# Objetivo sesión

---

- Rol de Facilitador
- Creación de equipos de trabajo
- Reuniones efectivas

# ¿Qué es la comunicación?

---

- **La comunicación es la manera en que las personas se relacionan entre sí y conjugan sus esfuerzos.**

@ Es la transferencia de información de persona a persona.



# Aspectos relacionados con la comunicación

---

- **Información: lo que se trasmite en el mensaje.**
- **Estilo: la manera en cómo se transmite el mensaje.**
- **Intencionalidad: el objetivo del mensaje.**

# What is Facilitation?

---



**DOE**

Departament  
d'Organització  
d'Empreses

# What Does A Facilitator Do?

---

- **Takes a neutral position**
- **Manages and supports problem solving and discussion process of the team**
- **Creates synergy among the team and sets the momentum towards accomplishment of task**
- **Supports to maximize the output of the team**

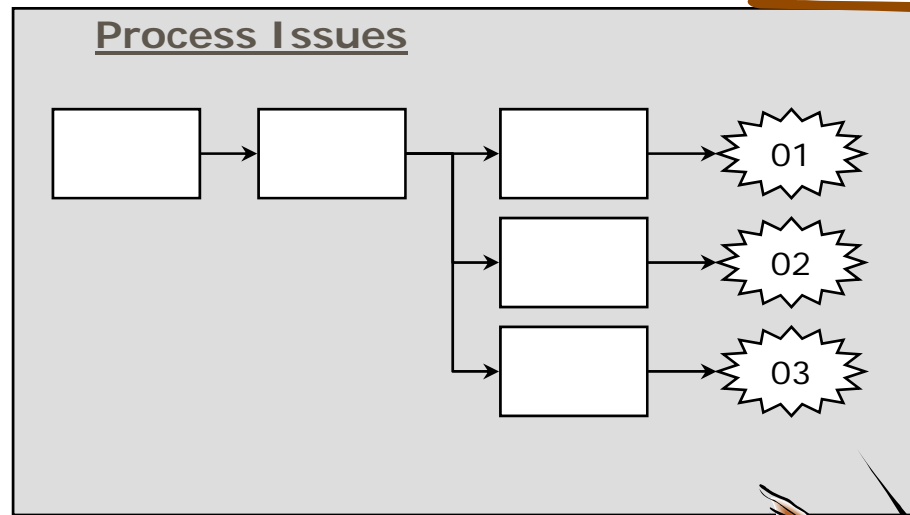
# Facilitator's Behaviors and Competencies

Presenting

Speaking

Focus

Listening





# Guidelines for Facilitating a Discussion

---

- **Active listening is the single most critical skill for a facilitator**
- **Observe and manage the process**
  - **Is the team working towards the goal?**
  - **Is every member participating actively?**
  - **How is the team doing time-wise?**
- **Record the discussion on flipcharts and Post-its**
- **Draw out consensus**
- **Present appropriate tools for discussions**
- **Intervene when you notice inappropriate behaviors and comments**

**Get the crew to help you!**

# Purposes of Active Listening

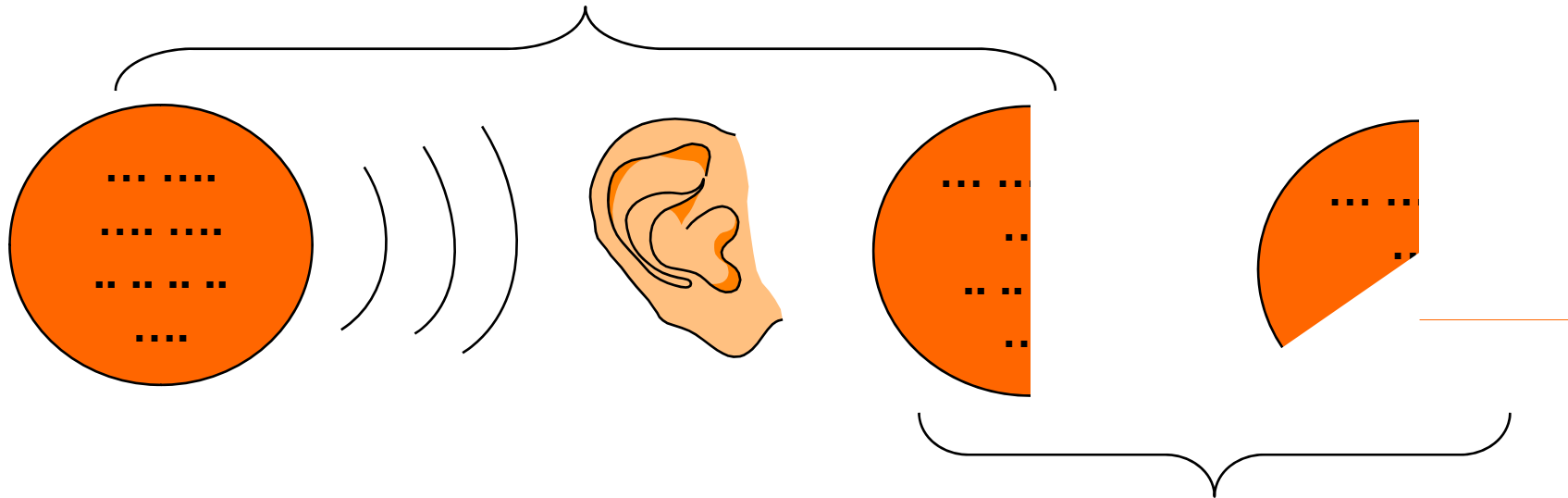
---

- **To focus completely on understanding the other person while not evaluating or judging**
- **To help the other to express openly their needs, will, motivation, concerns, and problems**
- **To help recognize the other's underlying thoughts**
- **To help come up with alternative courses of action**
- **To help the other make firm decisions**

# How Well do you Listen?

- **Research suggests we spend about 45% of our waking hours listening.**

We **retain about 50%** of what we hear immediately after hearing it.



We **lose about 25%** of what we originally remember after a short time.

# Rules for Better Listening

---

- **Stop talking**
- **Put the person at ease**
- **Show the speaker you want to listen**
- **Remove distractions**
- **Go easy on argument and criticism**
- **Ask questions**
- **Pick up on non-verbal cues**
- **Restate, in your words, what you understand the speaker said to show you understand**
- **Nod or show understanding nonverbally**
- **Stop talking**

# Listening Tools Can Help Us Identify Issues

## Reflect

Confirm understanding by repeating the speaker's exact words.

**S:** I believe we should stop the project

**L:** So, you think we should stop the project.

## Paraphrase

Rephrase, using your own words to confirm the speaker's meaning.



**S:** There are no better bananas than those grown in Hawaii.

**L:** So, you are saying Hawaiian bananas are the best in the world.

## Perception Check

Check out your belief about what the speaker feels or thinks.

**S:** Last month's revenues were worse than ever before.

**L:** It sounds like you are disappointed?

## Open-ended Questions

Probe for info by asking questions requiring more than a 1-2 word answer.

**L:** Where have you seen the problem arise? Or ... What are your ideas for tracking errors? Or...Tell me more; help me understand what you mean

## Body Language

Increase speaker's comfort level by using your body congruently with your words.

i.e., eye contact, leaning forward, open palms when asking for input

## Visualization

Simplify concepts with visual images; especially useful for level-setting different communication styles and languages

**L:** How can we draw a picture of this?

# Why Use Flipcharts?

---

- **Enables the participants to focus on the subject visually**
- **Using Post-its makes the job of organizing and rearranging opinions easy**
- **Content of discussions can be recorded on the spot**
- **Encourages participation**
- **Opinion proposed by an individual becomes an opinion from the whole meeting**
- **Increases sense of accomplishment**

# Team Building Efficiency

---



**DOE**

Departament  
d'Organització  
d'Empreses

# Create a Team



## Have the right skill set:

- **Process experts**
- **Technical experts**



## Have the right level of influence :

- **Decision makers at the right level**
- **Managers / Directors involved**



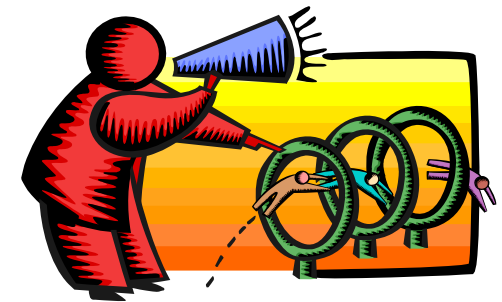
## Have the right people :

- **Cross functional**
- **Countries concerned**
- **HQ / Regional offices**
- **Support functions / operations**



## Have the right profiles :

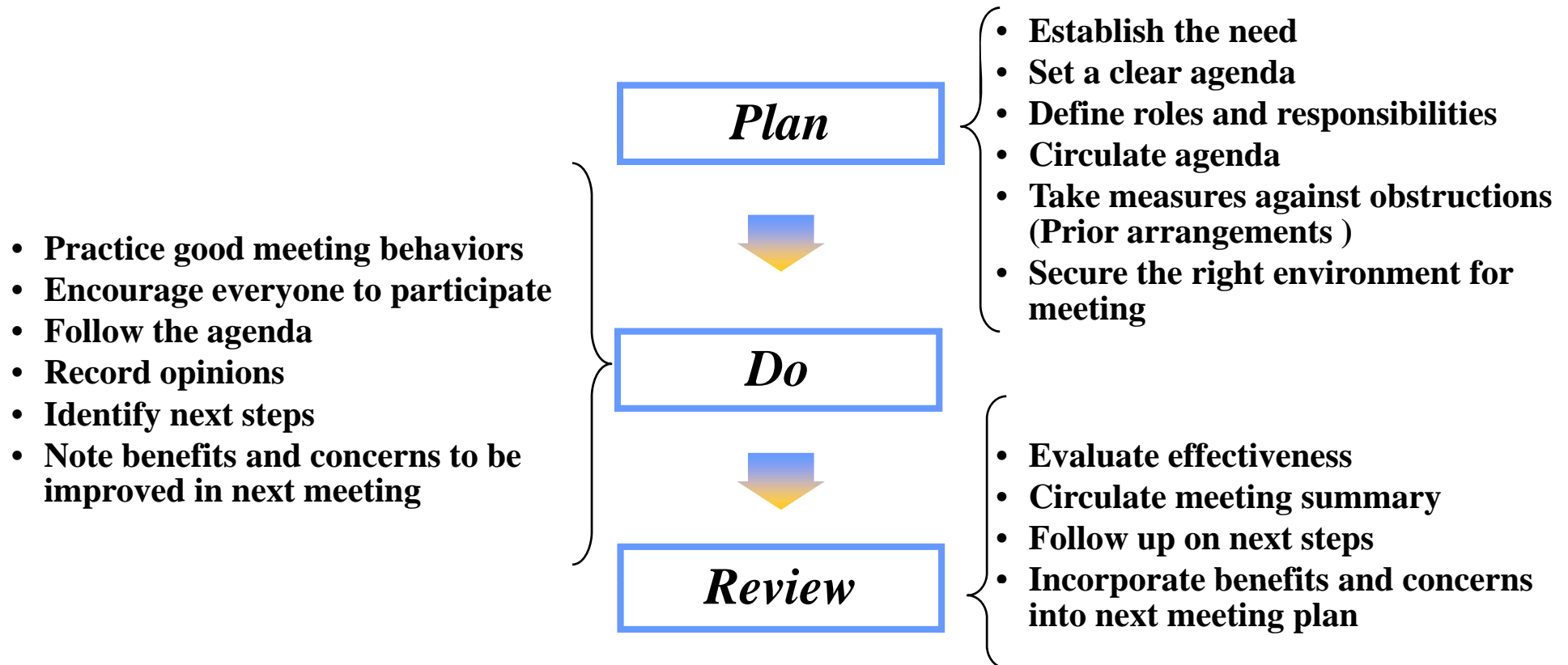
- **Extravert / Introvert**
- **Achievers, pushers and doers**
- **Friends / « no choice »**
- **Analytical scrutinisers**
- **Creative / Active**





# Effective Meeting Management

- Follow the steps below for an effective meeting management.

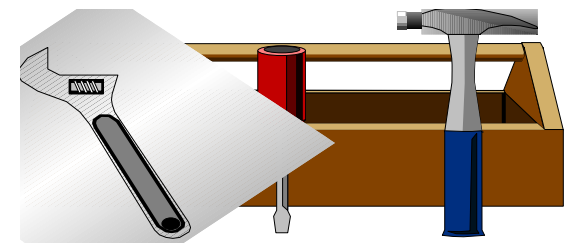


*What is a successful meeting? It is a meeting where the intended output is achieved.*

# Meeting Tools and Techniques

---

- **Icebreakers** - quick exercises that help new meeting participants get comfortable with each other
- **Parking Lot** - a list of issues that came up and should not/could not be addressed at that time
- **Action Item List** - who, what, when, resources needed
- **Roles and Responsibilities**
  - ◆ **Sponsor** (not necessarily attending)
  - ◆ **Leader**
  - ◆ **Facilitator**
  - ◆ **Timekeeper**
  - ◆ **Recorder/Scribe**
- **Miscellaneous:**
  - ◆ **Flip charts, markers, masking tape**
  - ◆ **Yellow stickies** - used for polling, brainstorming, etc.
  - ◆ **Blank overheads, overhead pens**



# Preparing for the Meeting

---

- **The day before the meeting:**
- **Confirm day, time, place with attendees**
- **Confirm number of participants**
- **Check all materials**
- **Gather supplies:**
  - ◆ **flip charts, markers, yellow stickies, masking tape, name tags, etc.**
  - ◆ **Beamer, ...**
- **Confirm site suitability**
  - ◆ **room-set up**
  - ◆ **Tables**
  - ◆ **equipment in working order**
  - ◆ **wall space**
  - ◆ **location of outlets**
  - ◆ **closest phones and restrooms**
- **Confirm refreshments (if any)**



# Closing the Meeting: Evaluation

---

- **Did the meeting have a clear, communicated purpose?**
- **Did the meeting achieve its purpose?**
- **Were the right people at the meeting?**
- **Was there an agenda?**
- **Were appropriate times allocated to the agenda items?**
- **Did the meeting stay focused on the agenda?**
- **Was the Code of Conduct followed?**
- **Did everyone actively participate?**
- **Were people with special knowledge brought in when necessary?**
- **Was the physical environment appropriate for the meeting?**
- **What could be done differently next time?**

# Teambuilding Techniques

---

**It is not unusual for attendants to be hesitant to actively participate during the beginning of the meeting**



- **Conducting creative introductions. (self-introduction or introducing one another)**

- **Sessions on “expectations exchange” and/or “anxieties exchange”**

***All of these techniques have an ice breaking effect by providing each member with the opportunity to share opinions for the first time.***

# (Reference) Setting Ground Rules

## Ground Rules (Example)

1. Do not take up agendas not in the plan
2. Do not exhibit authoritative attitude
3. Listen actively
4. Speak actively
5. Be on time
6. Use constructive expressions like, “How to ...”
7. Smoking is allowed only during breaks
8. Safe shelter\*

Important

Important

Important

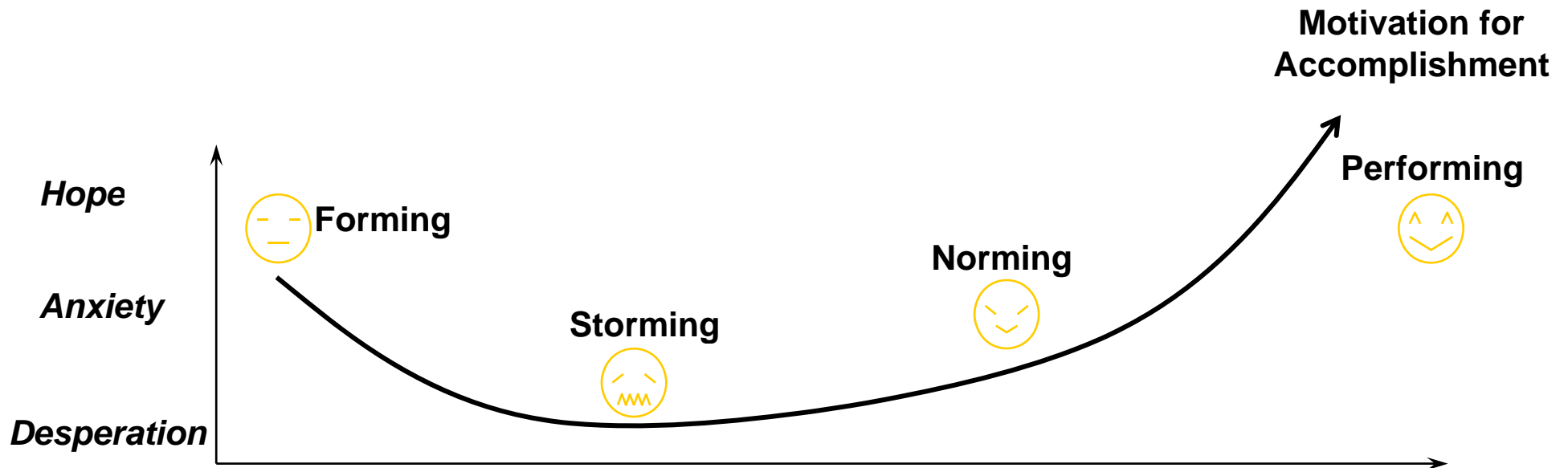
Important

Always include the important items in the ground rules

*Come back to the rules, when there are violations during the meeting.*

The feelings of the team members change through discussions.

They are likely to follow the “emotional curve” below



*It is important to generate constructive atmosphere and feelings among the members at the “formation” stage, before you go into discussion.*

# Pay attention to Interpersonal Relationship

---



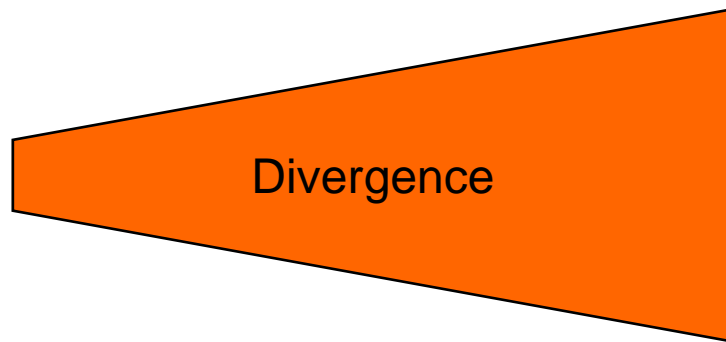
## ◆ Managing people requires specific attention

- **Create a good atmosphere and motivate**
- **Be prepared to manage Team Development stages**
- **Understand diversity and build on differences**
- **Do not exhibit an authoritative attitude**
- **Install mutual trust (Commitment, Safe shelter, Walk the talk)**
- **Address the interpersonal issues (with external resources, if needed)**
- **Communicate**



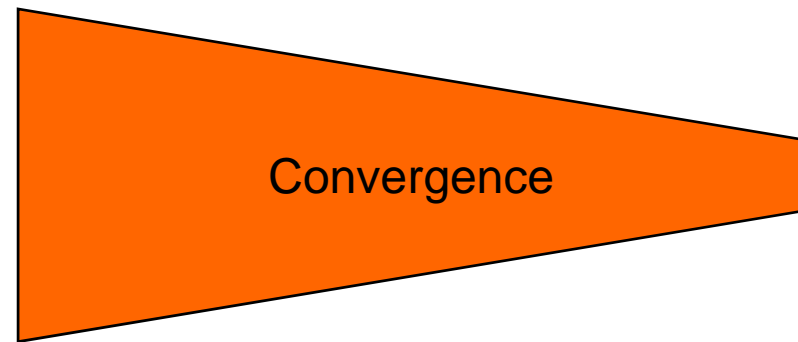
# Idea generation and consensus seeking

## ■ Key phases of a meeting



Explore any possibility  
Make breakthrough  
Listen to any opinion and stakes

*Requires initiative and skills to pass through mental barriers*



Define solutions accepted by all people  
Conclude evaluating solution to take a decision, on time  
Define action plans  
Prepare next steps

■ Length and shape of these phases are specific to each meeting and are a matter of experience

# Overcoming Resistance to Change

---

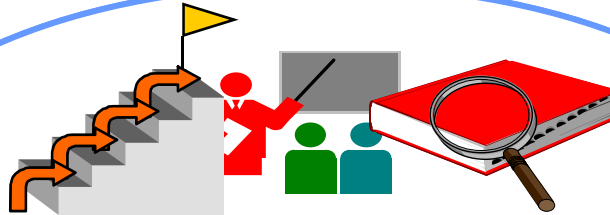
## *Why do People Resist Change?*



- **Rule #1 Resisting change is a natural reaction**
  - People more or less feel nervous or uneasy when trying something new or going some place new.
- **Rule #2 Resistance to change is expressed in many ways**
  - Resistance to change is expressed in many forms, such as no reaction, anger, and depression, disinterest, etc.

# Three kind of resistance

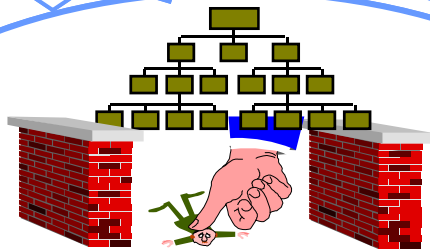
## *Rational*



**Customs and inertia**

- Imprinting of past success stories
- Inaccurate understanding of the facts
- Lack of information

**Customs and inertia**



- Fearing the curtailment of one's authority
- Threat to one's ambitions
- Fearing a drop in one's reputation

## *Political*



- Fear for the unknown
- Fear that one's ability will become useless
- Past experiences of failure

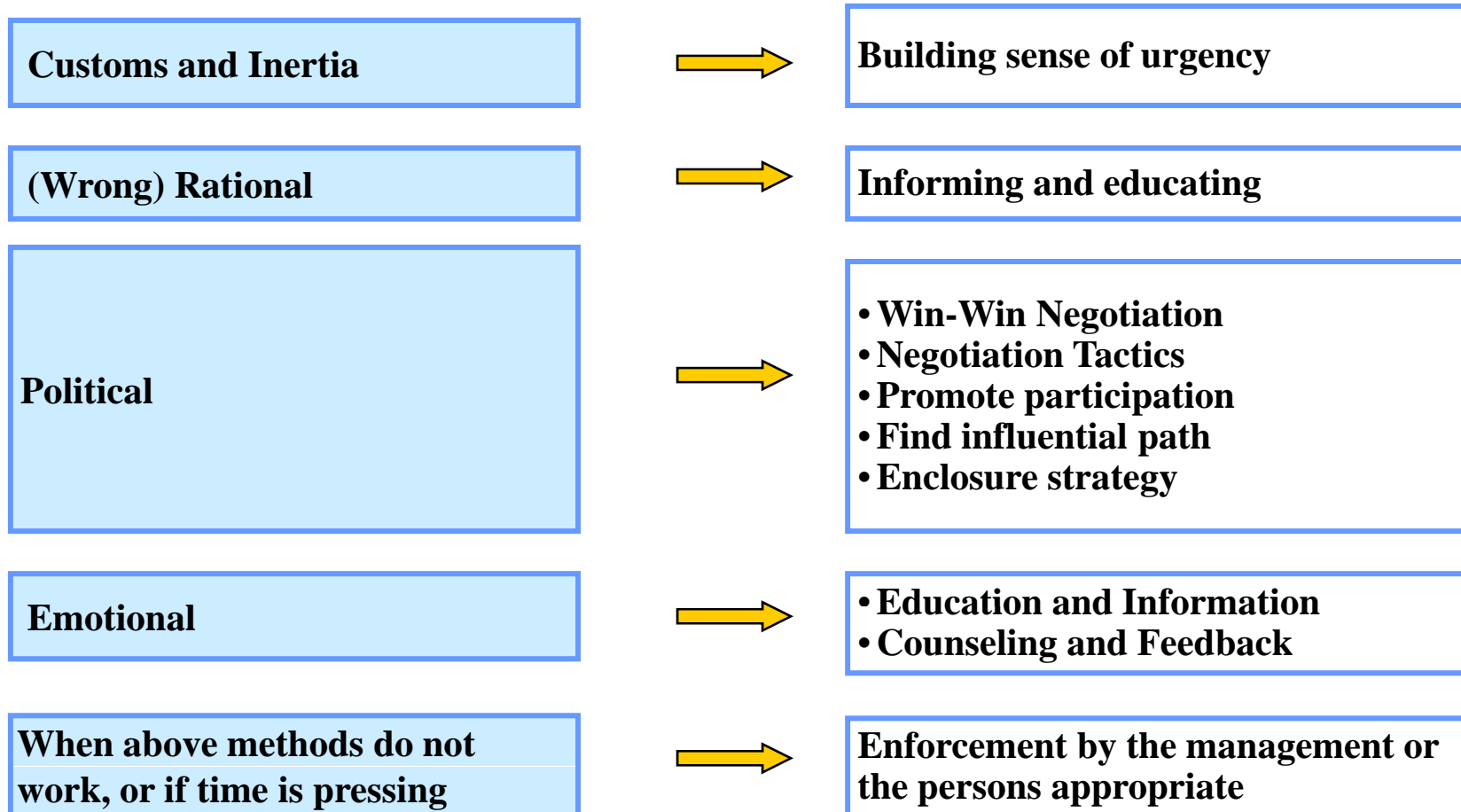
## *Emotional*

**Customs and inertia**

***There are three kinds of resistance: rational, emotional, and political.***

# Handling Resistance (advanced)

Simply showing sympathy towards resistance and listening to what the resisting persons have to say, in many cases, is enough to ease their resistance. However if a serious underlying reason for resistance is revealed, take the following remedial actions according to the types of the reasons.



# Exercise: Creating Groundrules for Team meetings

---

- **Select someone to act as facilitator**
- **Agree on the type and purpose of meetings**
- **Brainstorm a list of possible groundrules for these meetings**
  - **balancing group dynamics with task issues**
- **Prioritize and select key groundrules**