

COMMUNICATION SKILLS TRAINING

Context

We work for Decathlon and we found communication problems between managers and their employees : information does not circulate properly. Employees feel that they are left out and that they do not have enough information within the company. We decided to intervene to train our management teams on internal communication. We are going to develop their communication skills to have a better circulation of information.

Through this training, we want to make you aware of the benefits of good communication and help you resolve the problems encountered with your teams. Before I start, let me remind you why we need to communicate in our business.

Why do we need good communication in our company ?

To introduce the subject, we will start with a small activity.

We are going to say different words to you, and ask you to write what these words mean to you. Please write your answers directly in the chat.

Perception questions :

- Short delay
- Soon
- How fast is "going fast" for you ?
- Being tall

As you can see the perception of words is very different from one person to another as we have just seen. It is important to be as clear as possible so that communication is as effective as possible.

How important is communication for the company ?



Good relationship
within the team



Climate of trust and
a sense of loyalty



Reduction in
employee turnover

Communication has several advantages : maintaining good relationships within the team, creating a climate of trust and a sense of loyalty within the team, reducing employee turnover.



Improve
productivity



Better coordination
between services



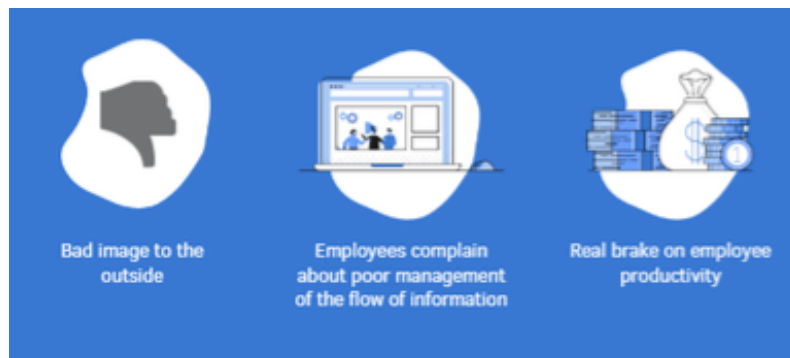
Better
responsiveness



Real competitive
advantage

Knowing how to communicate is an essential skill to take advantage of everyone's skills, improve productivity and optimize the organization of the company. Good internal communication allows better coordination between the departments or subsidiaries of a group. In addition, in the event of a crisis or merger, it plays a key role in the company's responsiveness and mobilization capacity. Internal communication is a tool that brings a real competitive advantage (added service value to help the company stand out against competing companies).

Current observation in our company



However today this essential skill is badly exploited in our structure. On many forums, employees complain about poor management of the flow of information. They feel they receive no recognition and therefore also convey a bad image to the outside. The lack of communication skills is in this case a real brake on employee productivity.

According to a study here are the stakes of internal communication :

- First of all a loss of money : \$26,041 is the average loss, per employee per year, caused by a lack of productivity due to communication problems. That's enough money to buy a new car.
- And also a waste of time: a company of 100 people spends about 884 hours a year clarifying its communication. That's how long it takes to drive from Washington DC to Los Angeles 22 times !

Communication typologies



Verbal
communication -
By words - 7%



Non-verbal
communication -
By gestures - 55%



Para-verbal
communication -
By voice - 38%

There are 3 types of communication :

- Verbal communication
- Non-verbal communication
- Para-verbal communication

The verbal communication, or by words, it can be oral or written. The words must represent approximately 7%. What marks oral communication above all is its spontaneity: speech is alive, recorded in time, without possible modification at the time when the dish. What marks above all written communication is the concern to be understood by recipient, to whom it will not always be possible to explain a second time the message we want to convey to him.

The non-verbal communication, or by gestures, doesn't use words but body language. Body language should represent approximately 55%.

The para-verbal is a component of non-verbal communication that allows consider what relates to the voice, while excluding a semantic analysis. Studies dealing with the para-verbal focus on tone, intonation, rhythm of a statement. But also at breaks, that is to say the periods of latency between the words. The voice should represent approximately 38%.

How to improve your voice ?

To be heard you have to work :

- The range (the height of the voice: find the right height so as not to get tired)
- Intensity (the sound volume which must be adapted to the distance of the caller)
- The articulation (it is the will, the commitment to be understood by his interlocutor)

To be listened to you must :

- Modulate your voice (intonation to pass on advice, orders, suggestions...)
- The sound volume
- The flow

Methodology and advice to be a good communicator

1. Limit the excessive use of communication tools

The main part of managerial communication is based on the quality of dialogue and exchange. The massive use of new technologies, especially electronic messages, does not lead people to communicate more, but often leads to a profusion of information online.

2. Play on relational communication

You must respond to the aspirations of your employees by listening to them, developing their autonomy and involving them as much as possible. You must be able to value individual and collective successes and be able to answer questions during changes of any kind.

3. Show the effectiveness of daily internal communication

You identify what your communication costs (time, energy), but you do not see what it can bring you or how it can help solve problems. You can use a very simple dashboard to launch a communication as to follow: the number of meetings, the topics discussed, the decisions made, adjustment, evolution of productivity and absenteeism.

Examples :

Problem posed : You are often worried about constant changes and strategic directions. You have difficulty relaying information to your teams that you do not necessarily agree with.

Possible solutions : A question box or an internal chat intended to collect questions from managers. A commitment from management to answer the questions asked. Write arguments to translate the guidelines into clear language accessible to all. Involve managers in the drafting and validation of these messages.

Problem posed : managers are caught in a system of double constraints. The company asks them to do everything at once: increase production, reduce working time but also take time to communicate and create a good atmosphere within the teams...

Possible solutions : seek the support of senior management to develop a culture of communication and exchange. Create information points as close as possible to the work teams. Write clear messages that are accessible to all. Prioritize information.

The loss of information



This schema represents pattern of information loss.

It is important to adapt to our audience and to vary the tools used to respond to all types of memory channels: Visual, auditory, kinesthetic. Because as the pyramid below shows us, receivers only retain 20% of the information and only 10% is reflected.

Conclusion

Thanks for your attention and, as Coco Chanel said: "You don't get a second chance to make a good first impression", you always have to be careful with your oral presentation and communication.

Communicating well is the key to personal and professional success, provided that communicators know how to exploit both skills fundamental : listening, and speaking. By communicating well, you can argue, succeed in your sales, intervene, educate, inform and even motivate your team.

EVALUATION

To make sure that you are going to be on top of your communication game, we would like you to answer 4 small questions :

- 1 - What kind of communication doesn't exist? (Verbal, Non - verbal – Paraverbal - Intraverbal)
- 2 - To be listened to you have to : modulate your voice – yell - speak quickly
- 3 - In verbal language, words represent what percentage share ? (7% - 15% - 50%)
- 4 - How much percentage of a communication do we retain? (10% - 20% - 50%)