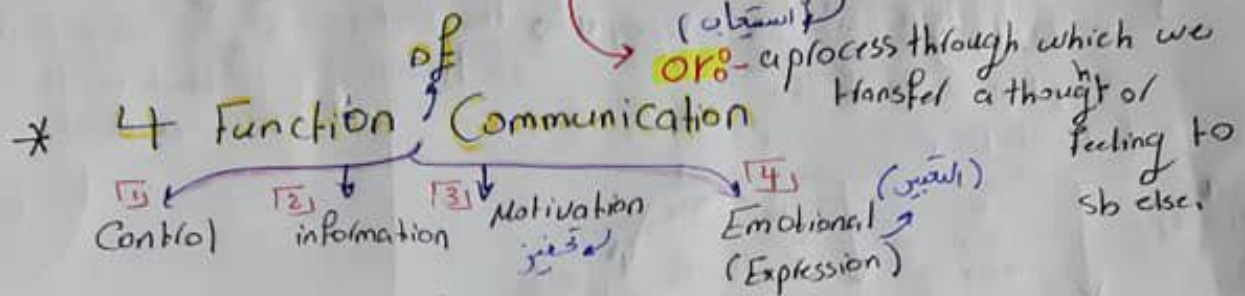
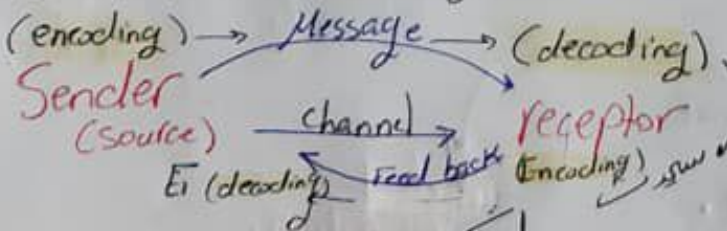
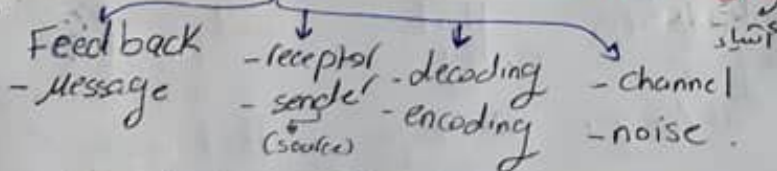
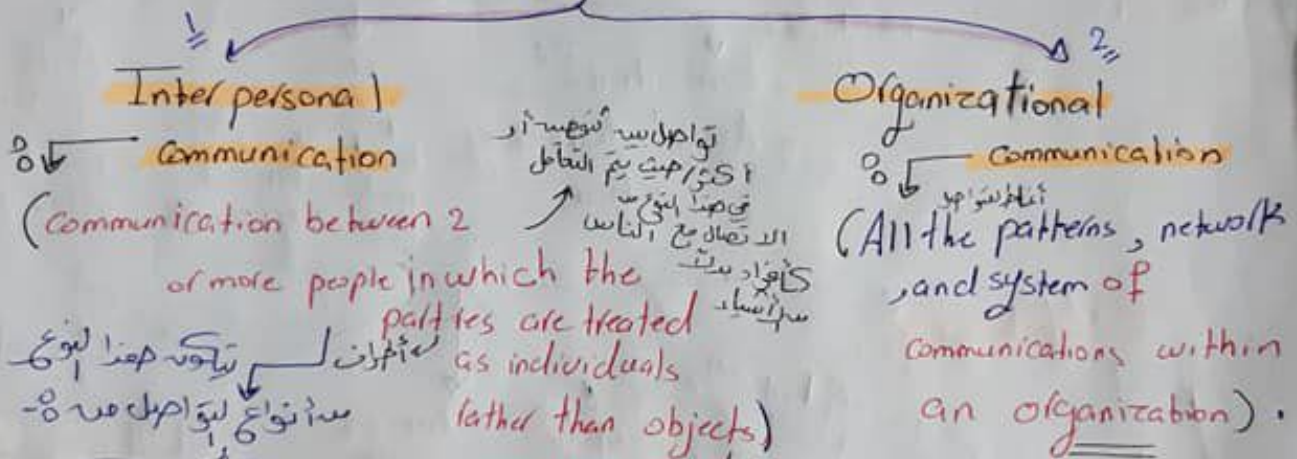


Communication Skills

* **Communication** - It's the process in which (information, feeling or idea) are expressed as messages, sent, received and comprehended.



* Communication -



Message - sender's intended meaning.

Encoding - symbolic form of the message.

Decoding - The receiver's retranslation of the message.

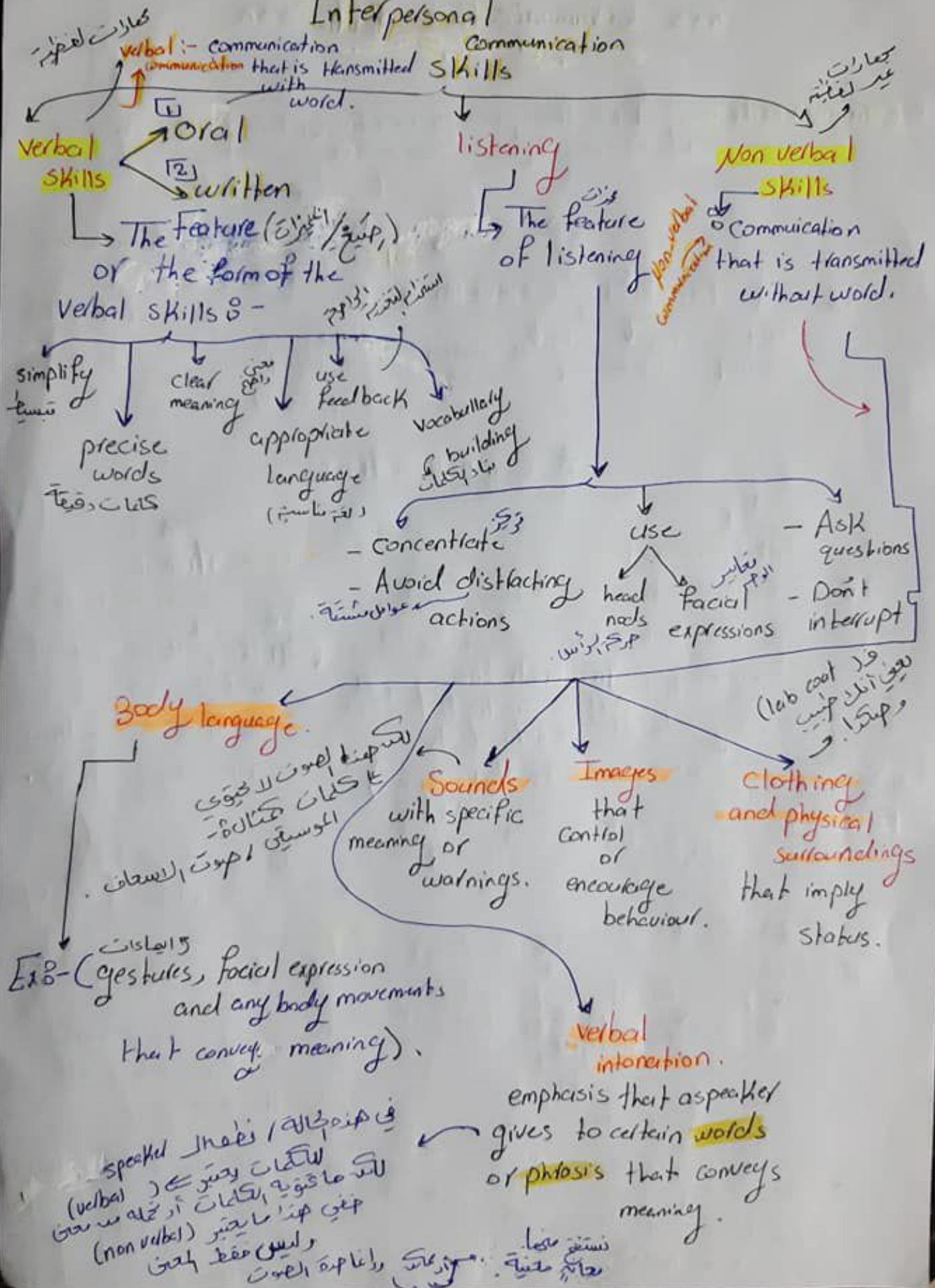
Channel - The medium through which the message travels.

Noise - Disturbances that interfere with the communication.

noise

Interpersonal

Communication Skills



* Interpersonal Communication (composition of communication process)

Encoding

* [The conversion of the message into some symbolic form]

* The process of transferring the information (you want to communicate) into a form that can be sent and correctly decoded at the other end.

Why is it important? Because

Encoding eliminates sources of confusion.

Source Confusion

* Cultural issues
mistaken assumptions
missing information

Decoding

* The receiver's retranslation of the message.

Effective decoding requires some procedure to happen like

- listen actively
- Read information carefully.
- Ask questions for better understanding
- Avoid/reduce confusion

Channel

- written
 - letters
 - report
 - presentation
 - E-Email
 - SMS text
 - Tweets
- verbal (oral)
 - Meeting
 - Telephone conversation
 - video conferencing



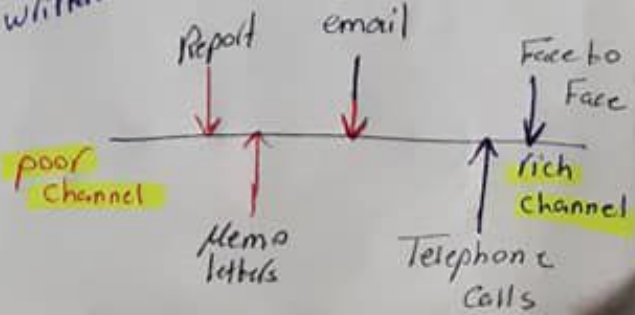
Receiver

2 Factors will influence the receiver's understanding of the message

Prior knowledge
The surrounding disturbances

check accuracy of what has been communicated

Feedback
Verbal (oral)
non verbal
written
positive (+)
negative (-)



Active listening :- Listen for the full meaning of the message without making premature judgment of interpretation - or thinking about what you are going to say in response.

* لخص (استمع) فقال علينا :-

* Signs of

Active listening :-

① smile

② eye contact

③ remembering

④ questioning

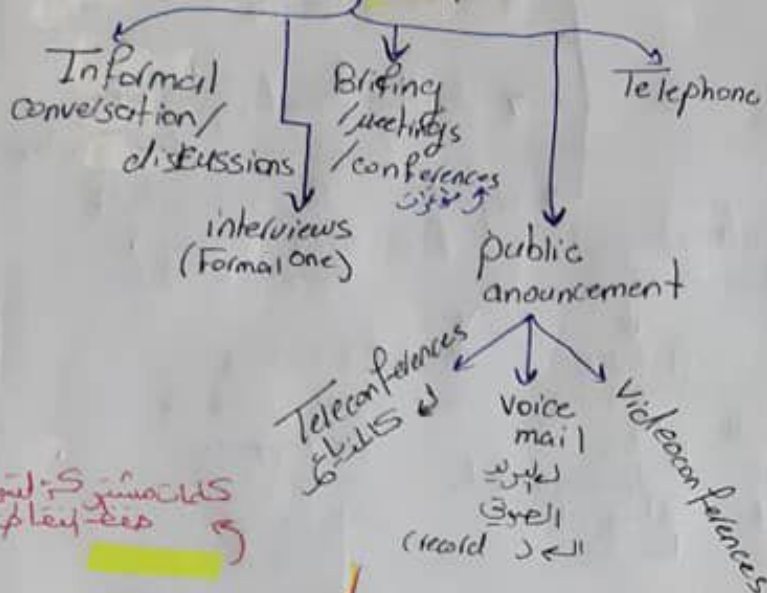
* تواصل البصر (make eye contact)
* عرض الإعجابات وتقدير الوهم المناسب
* تجنب (الأمور المشقة أو انفعال تقاير الملل)
↓
gesture

* اسأل
* لخص أو قم بصياغة الكلام بطريقة
إيجابية

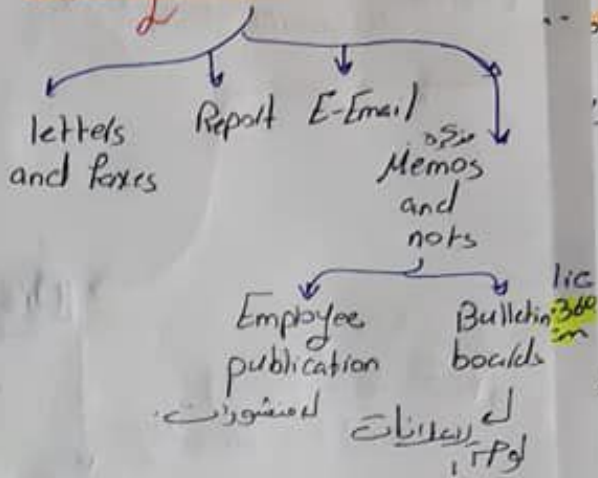
First Verbal communication

Oral communication

For examples:-



Writing communication



Advantages

* Direct and immediate

* Immediate feedback

Good

It's often good for one-one (c.)
It's good for simple message.

Misunderstanding (M.A.)

(M.A.) can be collected at the time.
Body language help to understand the message.

More human, sociable and persuasive

possible useful discussions and arguments.

Disadvantages

Time

Can waste time meetings
if many people are involved, it can take time to organize.

message & information

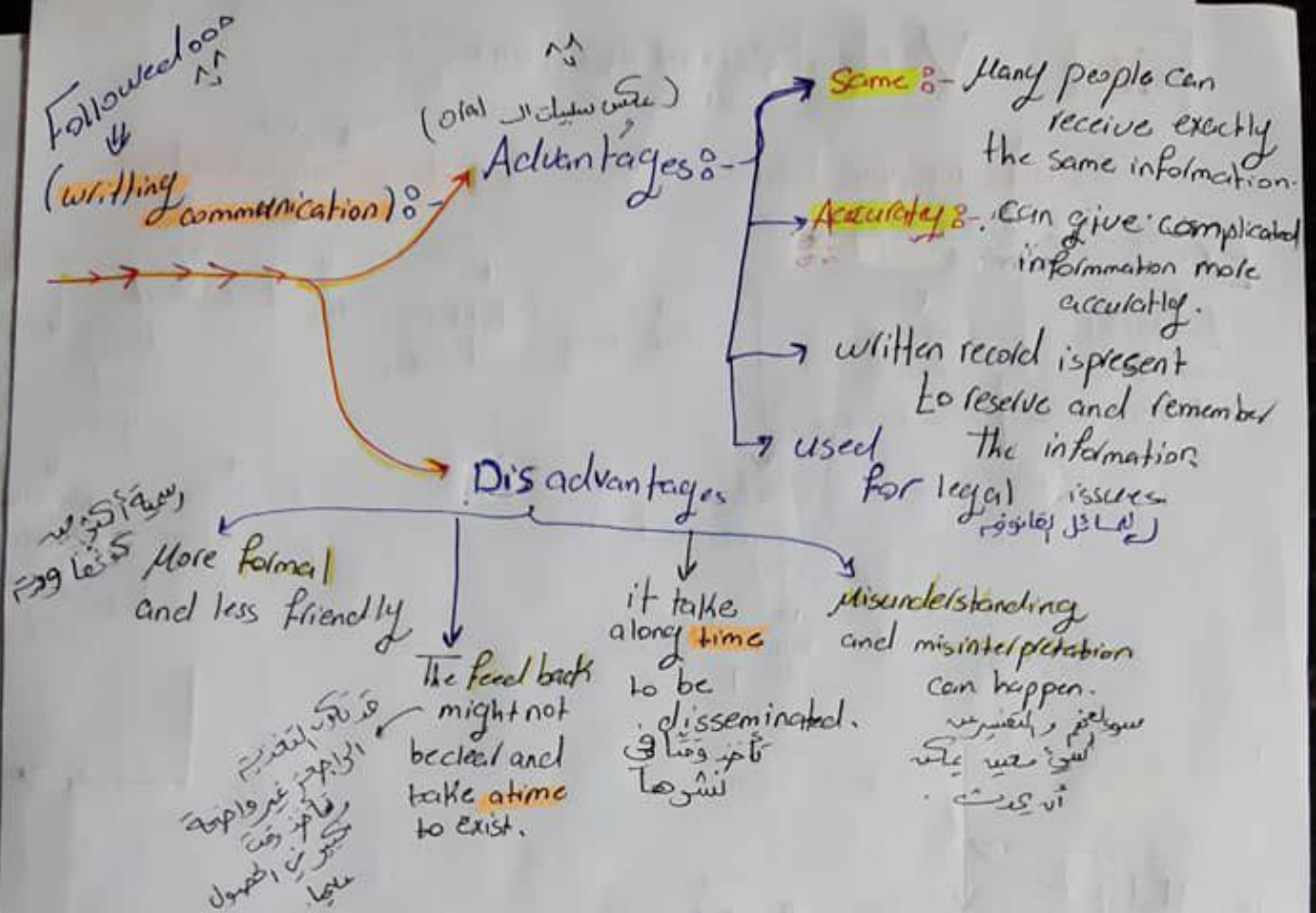
It's not suitable for complex message

No record, information can be forgotten.
less accurate, difficult to control.

less planned

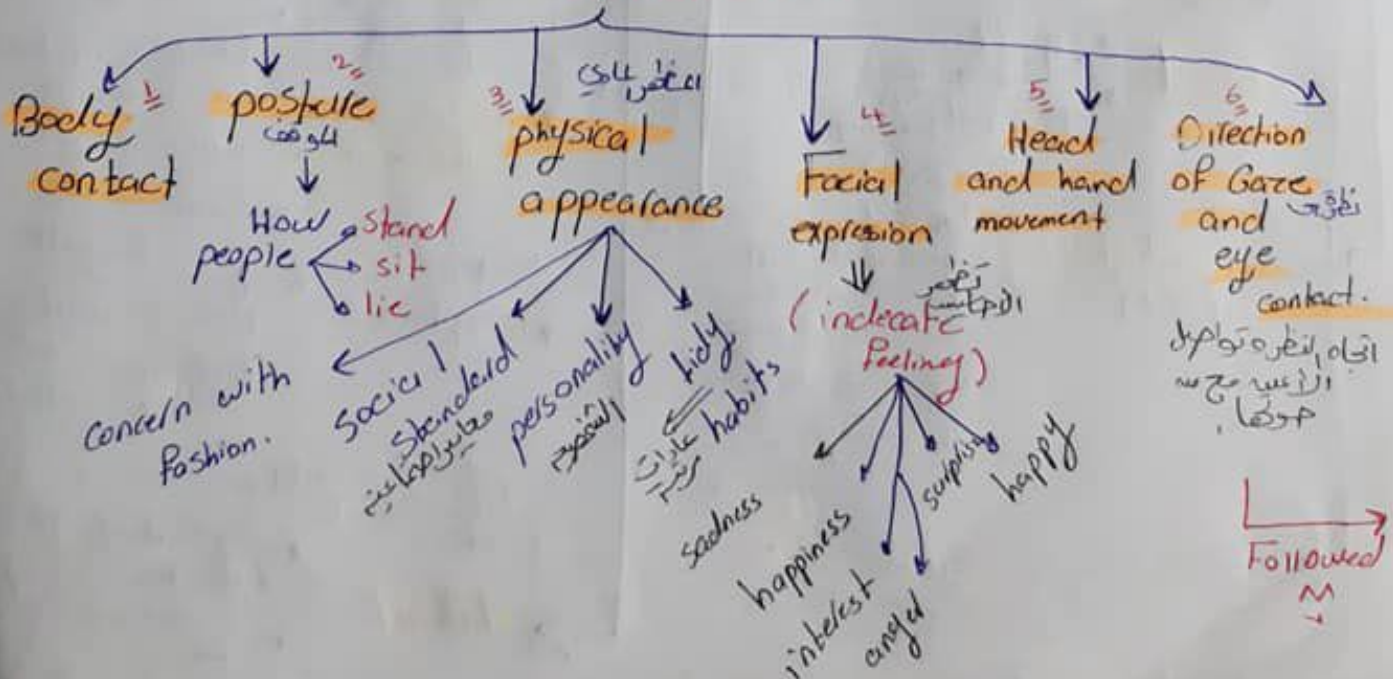
different

people may give different versions of what was said.



Second ^{ثاني} - non-Verbal communication ^(اتصال غير لفظي)

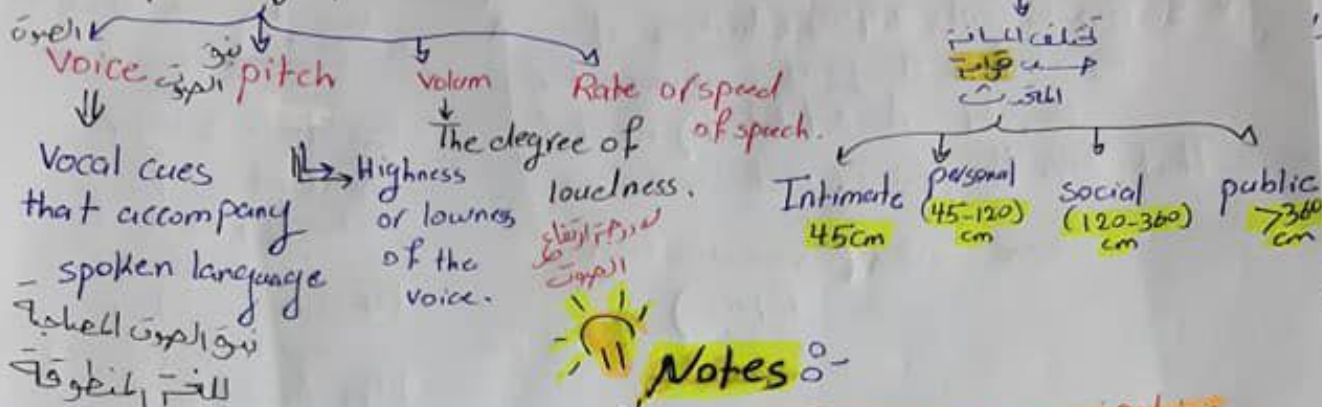
8 Type of non-Verbal communication



Followed.

(7/8) type of nonverbal communication

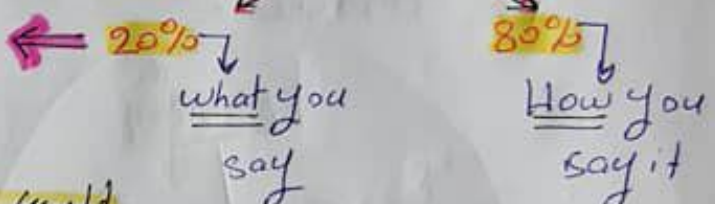
Non-verbal aspects of speech:-



Notes:-

Effective Communication

* It's not what you say But the way you say it → That's what gets result.



* Steps of the Effective Communication process:-

Objective (goal)

Best senders & receivers

How send the message properly

(Send → check if it's comprehended of receiver)

Achieve object:

[1] decide the objective of your communication.

[2] decide who are the best senders and receivers

[3] decide How to send the message so that the receiver's understands it properly

[4] Send the message

[5] Check the message has been received and comprehended

[6] Achieve objective

في بعض الأحيان نواجه اعتبار
 الـ (communication) عبارة عن
 إذا حدث خطأ أو فشل في التواصل
 أو في حال كذا، التواصل غير فعال.
 مثال -

* Sentinel events 2455 (Analysis of
 reported to the joint commission for
 Hospital Accreditation) revealed
 that 70% the primary root cause in
 over was (communication
 failure)

* * Barriers to Effective

(الحواجز
 التي تواجه
 التواصل)

1 different perception
 language accents culture education religion
 view point

can
 exactly
 imation.
 implicated
 more

2 stress & anger
 3 Resistance to
 change + lack of
 attention.

4 Environmental
 conditions (noise)

4 disabilities

5 Expectations
 & prejudices

6

* TQM (Total quality management)

إدارة الجودة الشاملة



* عناصر
 الـ (performance)
 الأداء

To avoid
 these barriers
 there is
 some of skill
 may help
 as:-

استعمال انتقال - Active listening

11 هي عملية إعادة صياغة مشاعر وكلمات المتكلم
 المتكلمون لكي نتمكن من أن نفهمهم بشكل أفضل
 الرسالة، ونتفهمها مع مواصلة
 الحديث

process of paraphrasing & restating
 both the feelings & words of the speaker
 to show speaker that you doing your best to
 understand the message and encourage
 them to continue.

توضيح - clarification
 التحقق من صحة فهم المستقبل
 والتأكد من صحة الفهم

التفكير - Reflection

وعنا لمحة إلى
 شئنا بارتباك أو ليس!

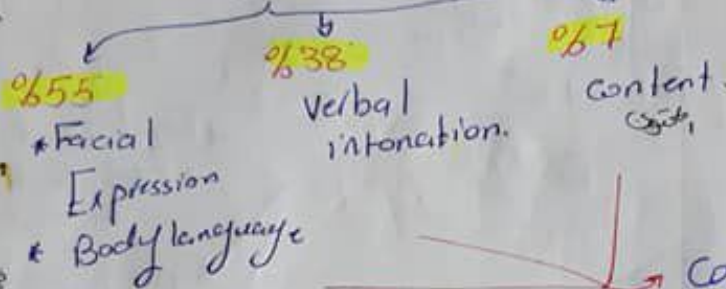
* The main purpose of Communication is to send the message and check that has been received and comprehended in a certain way. (understanding)

Notes

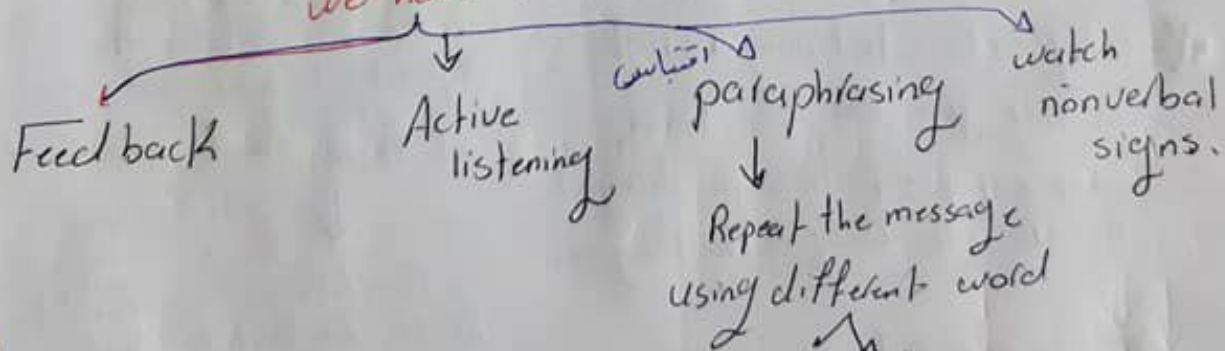
* well documented study in communicating verbal message show that

* Animals respond to how we say sth rather than to what we say. Apparently people are not much different.

دراسة مؤثرة
في دور
العوامل
التي
تؤثر
على
الرسالة
التي
نرسلها
في
الوقت
الذي
نرسلها
في
الوقت
الذي
نرسلها
في
الوقت
الذي
نرسلها



* To overcome communication Barriers we have to have



* why many of us are poor listeners. Too often we don't listen at all? Because listening is difficult, it's usually more satisfying to be a talker.

7Cs of Communication

1. Completeness

Message is complete when (All) facts the reader or receiver needs for the reaction you desire.

So ↓

- ① provide all necessary information.
- ② Answer all question asked.
- ③ Give sth extra when desirable.
- ④ Check for 5Ws & on H
(who - when - why and how)

2. Conciseness

- * Avoid long explanation unnecessary repetitions
- * Eliminate wordy expressions

wordy: AT this time.
conise: now.
wordy: Due to the fact
conise: Because the fact.

3. Consideration

preparing every message with the message receiver in mind.

- Try to put your + self in their place.
- * Don't lose your temper & accuse without facts.
- * Focus on you not (I/we) positive & pleasant words.

4. Concreteness

Being specific and definite rather than vague and general

Ex: Vague & general: student score higher.
specific & definite: In 2013, the score averaged 600; by 2014 they had risen to 610

5. Clarity

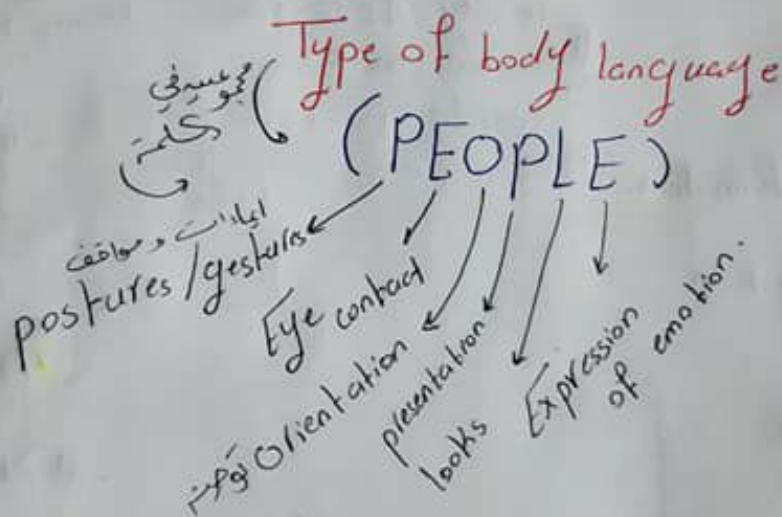
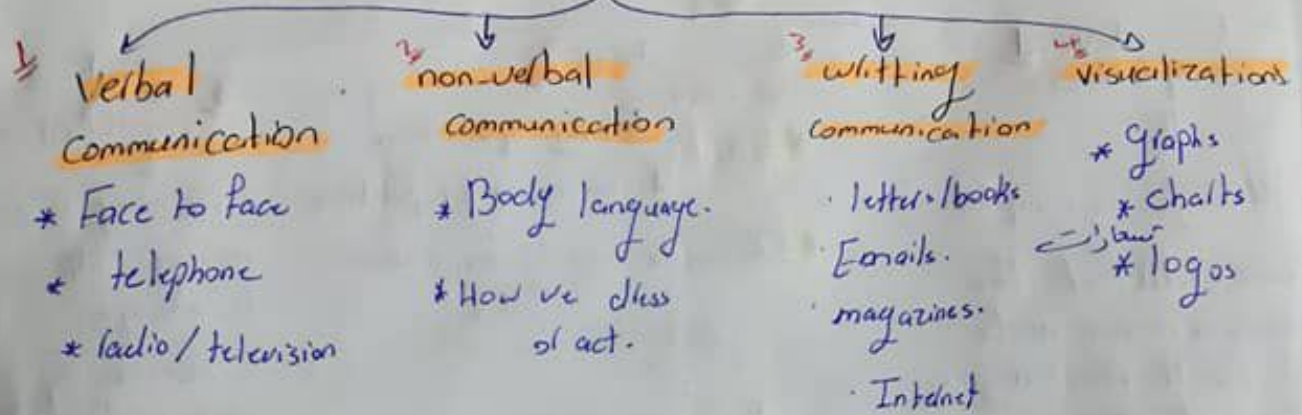
word - short familiar conversational.

ASO: example illustrations visual aid

* Being aware not only of the perspective of other but also their feeling

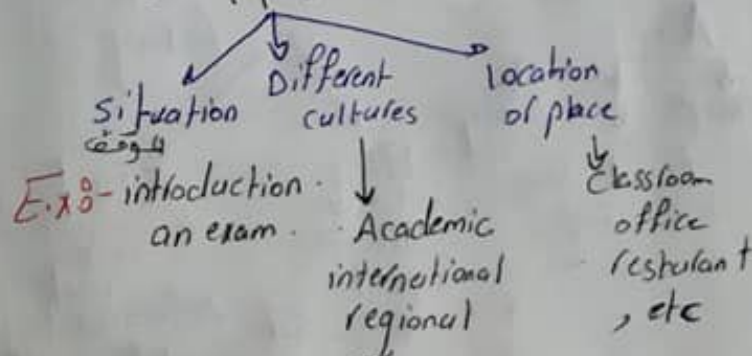
- Be: sincere, polite, thoughtful, appreciative
- Avoid Expression that: hurt, irritate, insult

نقاط Categories of communication



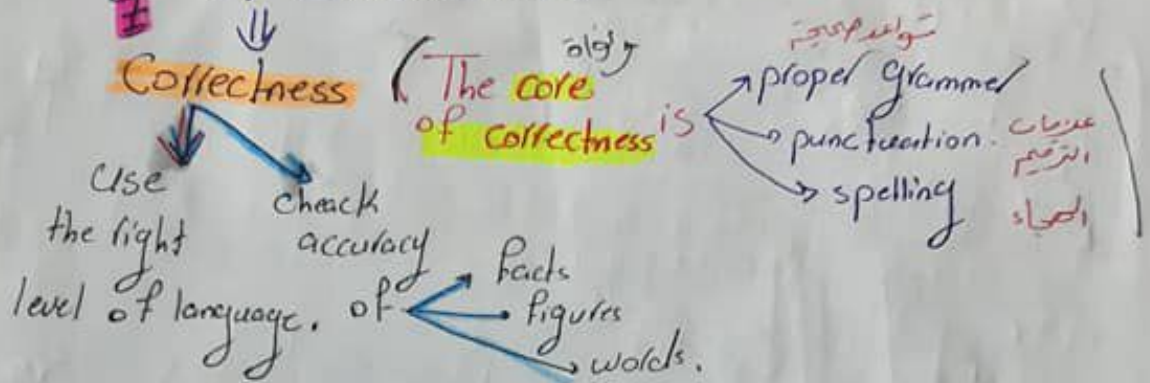
* Context :-

السياق (القائمية) :-
 يحتاج المرسل
 إلى توصيل لسياقه بطريقة مناسبة
 لإخبار المتلقي بوضوح أفضل
 وذلك في عملية الإدخال السليمة
 وهذا يتحقق بما يلي :-



Followed

The seventh Cs
of communication:-



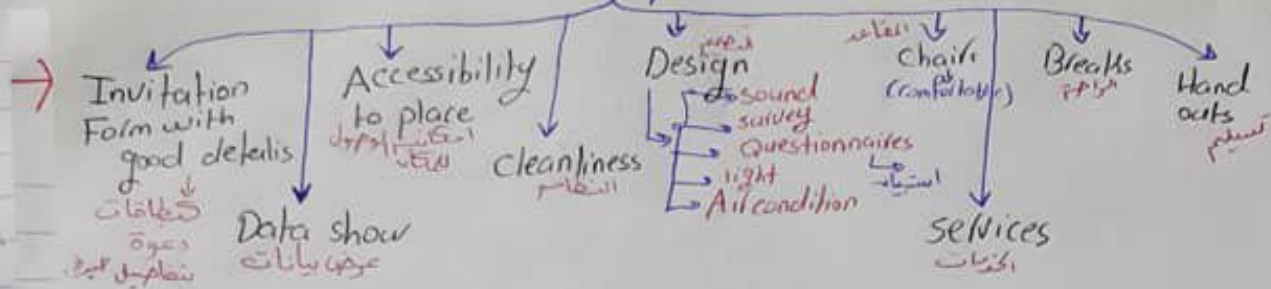
Time management

The ability to use one's time effectively or productively especially at work.

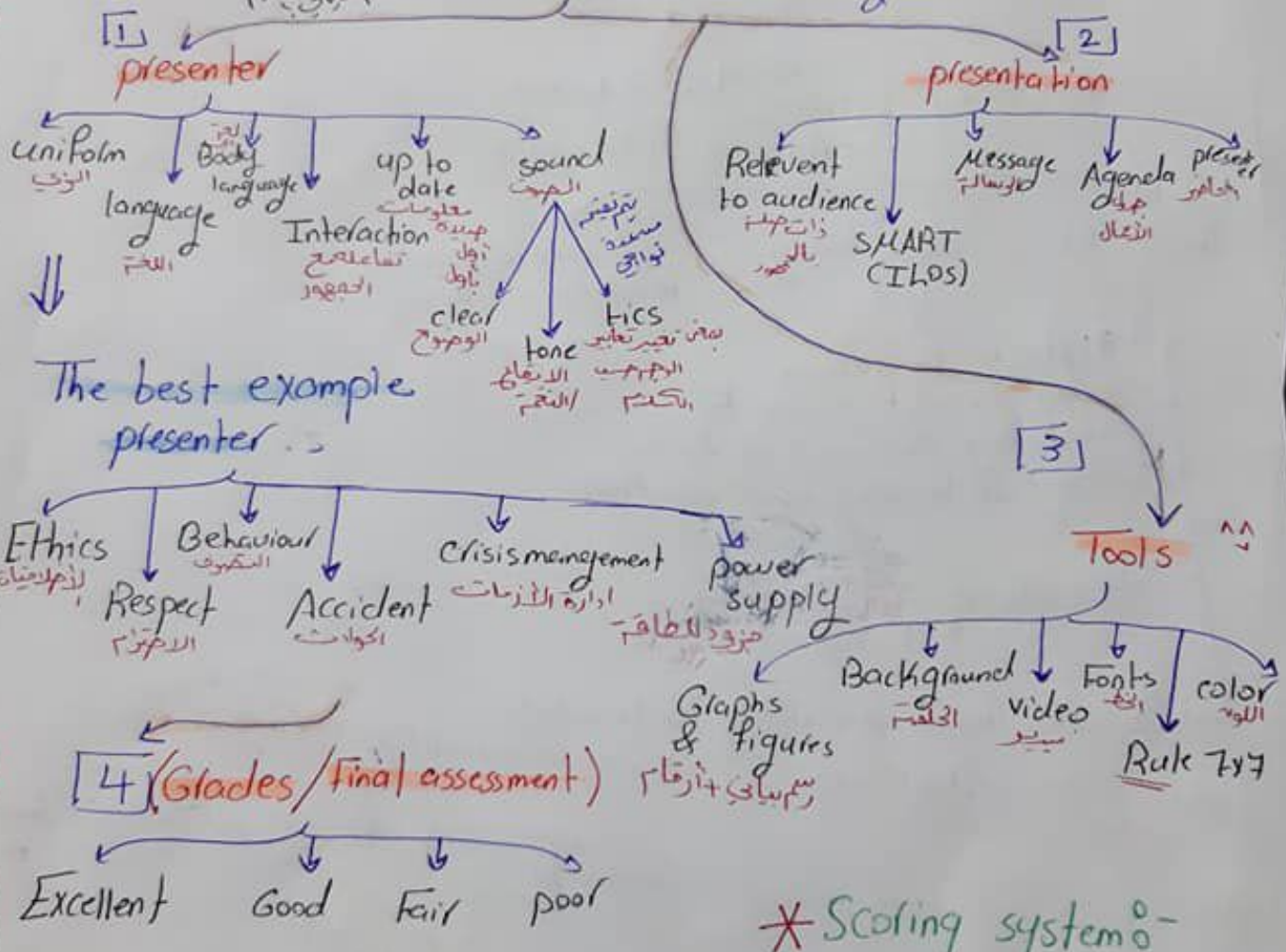
Setting priorities:-

	urgent	non urgent
important	I Crises pressing problem	II preparation prevention
Not important	III Interruptions Some phone calls Some mail popular activities	IV Trivia Time wasters Escape activities.

physical facilities of presentation



How can we evaluate the -- or from any side?



* Scoring system :-

Excellent : 4
 Good : 3
 Fair : 2
 poor : 1

on people.

From where the leader takes the power? ^{very important}
 legitimate leadership

Leadership - The art or process so that they will influencing people strive willingly towards the achievement of a group goal.

"فد أو علقهم حيث تؤمنون على الناس ليسوا
 بغيرهم معكم نحو حقيقة هدف إغوي أو
 المجموعه"

In past (history)

It's the ability to get followers.

هي التي تصنع أو تاتي بالتابع

In present

It's the ability to get leaders.

هي التي يصرح أو تاتي بتابع

Leadership involves 3 sets of variables or Factor. ^{* العوامل التي تشكل القيادة}

[1] The leader

القائد

[2] Those being led

من يقاد

[3] The circumstances in which leadership is exercised.

الظروف التي تمارس فيها القيادة

[1] he is the person who can persuade people to do what they don't want to do or what they are too lazy to do, and like it.

[2] s/he is a dealer in hope.

تاجر في الأمل

[3] s/he have the ability to translate vision into reality ^{خلق الرؤية} creating vision

قادر على تحويل الرؤية إلى شيء حقيقي الواقع

Notes -

* Barak Obama (2008) said (Yes we can)

* Martin King (1961) said I have a dream.



From where the leader takes the power?

[1] Legitimate power
(سلطة شرعية / سلطة)

Power gained from authority.

It alone doesn't create leadership.

[2] Expert power
(الخبرة)

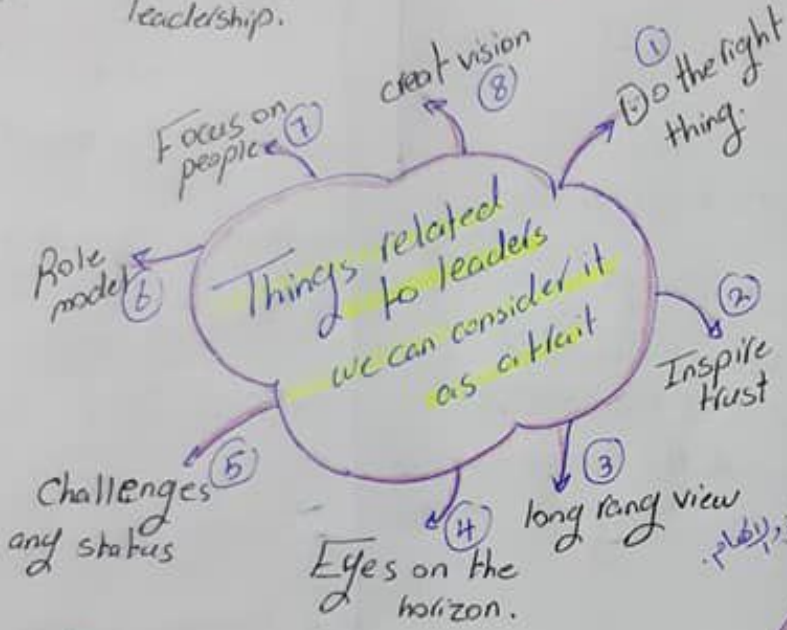
Influence from abilities, knowledge, skills and experience.

(القدرات / المهارات / المعارف)

[3] Referent power
(charismatic power)
(الطاقة الجاذبة)

It derives from personal magnetism & charm.

* Comes from (leader traits.)



* A leadership is strongly motivated to excel & succeed.

(الدافع لقوى النجاح / الدافع / التفوق)

(multiple choice) => leadership theories

Traits theories

style theories

situational theories

Decision making style

Motivation style

people - task orientation style

contingency theory

Path-goal life cycle theory.

كيف لا يتصرفنا أي شيء

Leadership has

Traits

1. Adaptable + Dependable
2. (Assertive + cooperative + Decisive)
3. physical (age, height, width)
4. (Dominant + self confident + Energetic + persistent)
5. Alert to social environment
6. Ambitious & achievement orientated.
7. willing to assume responsibility.
8. Tolerant of stress.

Skills

competencies & capabilities that a leader possesses.

- (Intelligence + Creativity)
- (conceptual Administrative social)
- Knowledge about task.
- Fluency in speaking
- Diplomacy and tact
- Judgment + problem solving.
- Emotional balance
- persuasiveness

Leadership styles (Decision style)

Autocratic Decision system

one person (or small group) makes the decision alone.

consultative Decision system

one person (or small group) makes the decision alone after listening to the opinions of other

Democratic Decision system.

The decision is decided by vote.

* Leadership styles (Decision style)

* It's a mechanism for making choices at each step of the problem-solving process

First - Autocratic style

* when to use?

* is part of problem solving and occurs at every step of the problem solving process.

1 Quick decision

قرارات سريعة

2 In times of crisis

في وقت الأزمات

3 when only the decider knows enough to take the decision

عندما لا يعرف أحد غير المدير القرار

4 lack of knowledge or experience of subordinates

نقص في المعرفة والخبرة لدى المرؤوسين

5 operational & routine decision

قرارات روتينية أو عملية

6 when other decision styles fail

عندما تفشل أساليب القرارات الأخرى

7 when there is a great conflict and too many differences in opinions

عندما يكون هناك نزاع كبير واختلاف كبير في الآراء

This kind of styles has

Advantages

1 speed

2 consistency

(Things don't change all the time & different decisions fit with each other)

(الأمور لا تتغير كل الوقت)

3 decisions are made quickly

(تتخذ القرارات بسرعة)

Disadvantages

1 Quality of the decision depends only on quality of decider

جودة القرار تعتمد فقط على جودة المقرر

2 people may not agree to the decision because they didn't contribute

لا يوافق الناس على القرار لأنهم لم يساهموا في اتخاذه

3 can lead to corruption or abuse of power

قد تؤدي إلى الفساد أو إساءة استخدام السلطة

4 Isn't a suitable style if

1 The decision concerns important change

2 has important effect on other people

Secondo - consultative style :-

Followed
3000

* when to use ?

when the subordinates have skills or knowledge or experience.

when the decision is complicated, will make important changes or will affect a lot of people.

This kind of styles has

Advantages

1. The decider uses the of other.
Knowledge
Skills
experience

2. There is more chance that people will agree on the decision.

Disadvantages

1. There is no certainty that deciders will pay enough attention to

advice and information from subordinates.

2. Take longer time

3. It's often used as "trick".

(The manager only pretends to listen to keep people happy)

* Notes

Consensus - الإجماع

Selecting the action that all team members can support, and no member will oppose.

لإختيار حدث أو إقرار الذي رعى الفريق
بأكمله أو رضى عنه
حيث لا يعترض أي عضو عليه.

change

other/ people

Decision styles (Decision style) * making choices at step of the problem-solving process

Third - Democratic style -

when to use?

- 1 when people have equal power
- 2 when the decision directly affects a lot of people
- 3 when a lot of people have a high skills knowledge experience
- 4 when the organizational culture demands this style

This kind of styles has

Advantages

- 1 Quality of decision can be high because people with many opinions contribute
- 2 (skills/knowledge/experience) of different kinds of people are used to help make decision
- 3 The minority may disagree with the decision, there is a good chance they will accept it.

Disadvantages

- 1 It's not certain that the majority's opinion is better than the minority's
- 2 people in the minority may be unhappy
- 3 It can cause people to split into 2 groups, and this may lead to more conflict.

لذا، نفضل التوافق والانسجام
سواء في العمل أو في الحياة

X

Problem Solving

problem solving is a set of activities designed to analyze a situation systematically and generate, implement and evaluate solution.

It's not a problem that we have a problem. It's a problem if we don't deal with a problem.

Six Stages in the Problem Solving process

1. Identify and Define the problem

2. Analyze the problem

3. Generate alternative solutions

4. Evaluate alternative solutions

5. Select a solution

6. Implement the solution

(Realizing problem)

1. Triple constraints principle

suggests that sth is a problem if it makes you late

2. it increases costs

3. it degrades performance

How to realize that there are problem

observation - Interviews - prediction

the situation isn't as it should be. it could be better to achieve our goals & targets.

Problem Definition

Don't include causes of solution

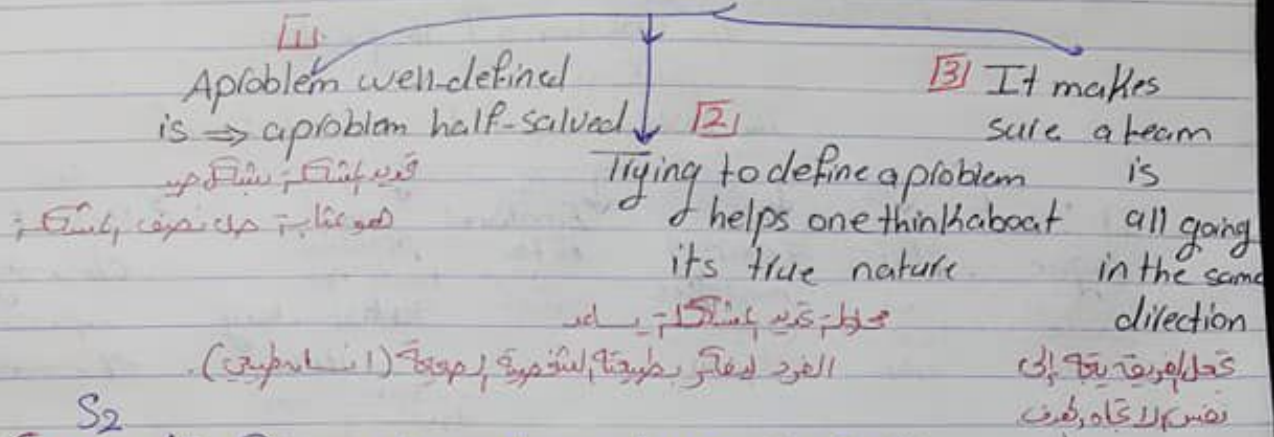
Problem statement (A few carefully chosen, concise & precise words) describing the actual situation

لا تشمل أسباب أو حلول

الوضع الفعلي الذي نواجهه، وليس أسبابه أو حلوله.

[C] purpose of step 1 :-

There is three purpose here and it's

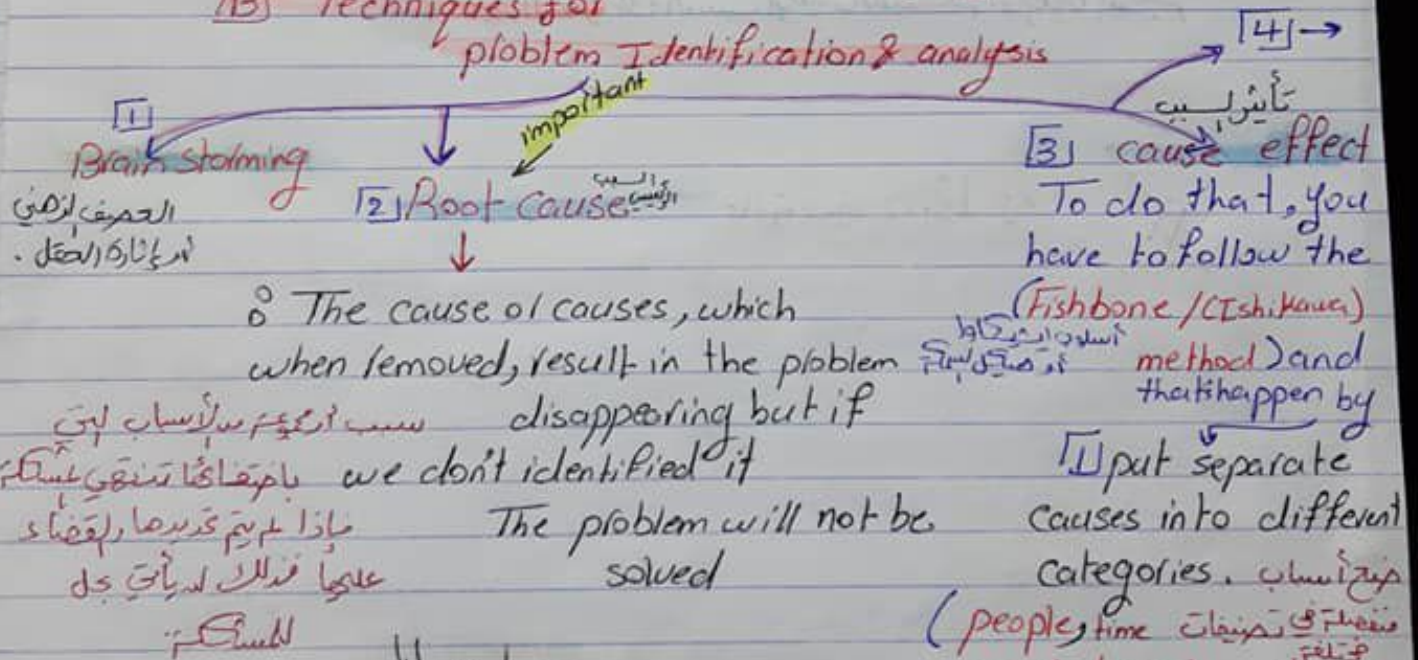


S2 Second :- Discover and analyze causes :-

[A] objective (purpose) of this steps? اكتشاف وتحليل الأسباب

- 1 To find all possible causes (الأسباب المحتملة)
- 2 To find root causes (معرفة السبب الجذري)

[B] Techniques for problem identification & analysis



Notes :-

1 For one problem, there is almost always more than one true root cause

2 The solution will be different for each cause. (الحلول قد تكون مختلفة لكل سبب)

2 For each category of causes find causes.

لكل تصنيف من الأسباب (أنظر إلى أمثلة الأسباب)

Followed

10

- ④ Pareto diagram
- ① a special type of bar graph which ranks related measures.
 - ② It's used in determining



The relative frequency of importance of different problems or cause

A focus on the critical issues by ranking them in terms of significance.

التردد النسبي لأهمية المشكلات أو أسبابها المختلفة (بعض المشكلات أهم من الأخرى)

التركيز على القضايا الجوهرية (أهم) وتمييزهم في جدول ترتيب الأهمية كما في شكل أدناه

- ③ why do we use the Pareto diagram.

It helps determine how often a specific event or issue occurs.

It lists the frequency of an event by importance.

يساعد في تحديد عدد مرات حدوث حدث معين

يذكر التردد حسب الأهمية

Third Step: I identify possible solutions:-

- ① Thoughtful thinking and brain storming to list all possible solution

التفكير المدروس والعصف الذهني لوضع جميع الحلول الممكنة في قائمة

- ② Eliminate solutions to reduce the number of possible solutions.

إلغاء الحلول (غير اللائقة) لتقليل عدد الحلول الممكنة

- ③ Develop a short list of tentative solutions.

إنتاج دمج مختصر من القائمة كما الحلول المؤقتة

Include

Fourth S4 :- Select the Best Solution. →

(اختيار الحل الأفضل)

Each solution is evaluated & compared with other according to preset criteria

كل حل يتم تقييمه ومقارنته مع باقي الحلول بمعايير محددة مسبقاً.

* The critical Factor :-

A factor having the greatest solution influence in selecting.

عامل له أكبر تأثير على الحل

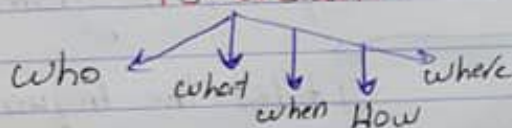
It might be time, availability of human resources, cost

الوقت، توفر الموارد البشرية، التكلفة

Fifth S5 :- Make an Action plan :-

(مخطط العمل)

The action plan is about



Sixth S6 :- Implement, Monitor and evaluate :-

(تنفيذ / مراقبة / تقييم)

* Implement of the solution isn't the end.

التنفيذ

* Monitor & evaluate are necessary to make sure that implementation results are consistent with the desired.

المراقبة / التقييم

المراقبة، التقييم هما للتأكد من التنفيذ مستقيم الخطة المطلوب.

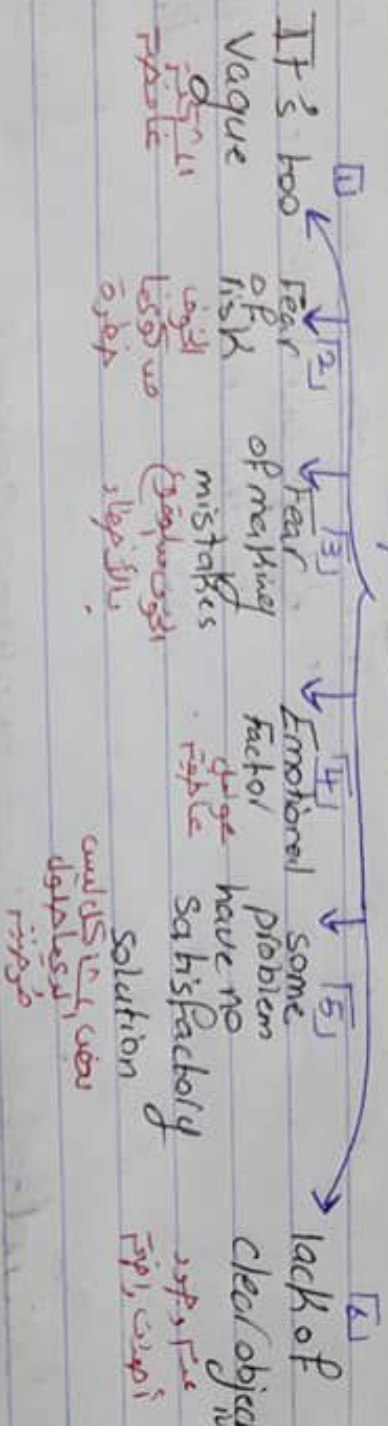
⇒ Problem Solving is a continuous process.

Some problem

prevent From Accessibility to the solution of the problem.

أول طريقة نالت

The problem is not well defined



7- قد لا يوافق الناس على أن تكون المشكلة مختلفة حول ما هي المشكلة

8- المشكلة ليست واضحة بوقتها، الناس

الذين يعانون من المشكلة يريدون تحليل المشكلة

9- من الصعب النظر في المسبب الرئيسي للمشكلة أو حلولها

عالية فية رتبها ٨٥