



Communication

FLS

Revised 05.22

Tom Ross



- What is the communication process?
- How can communication be improved?
- How does perception influence communication?



“What if, and I know this sounds kooky, we communicated with the employees.”



BASICS

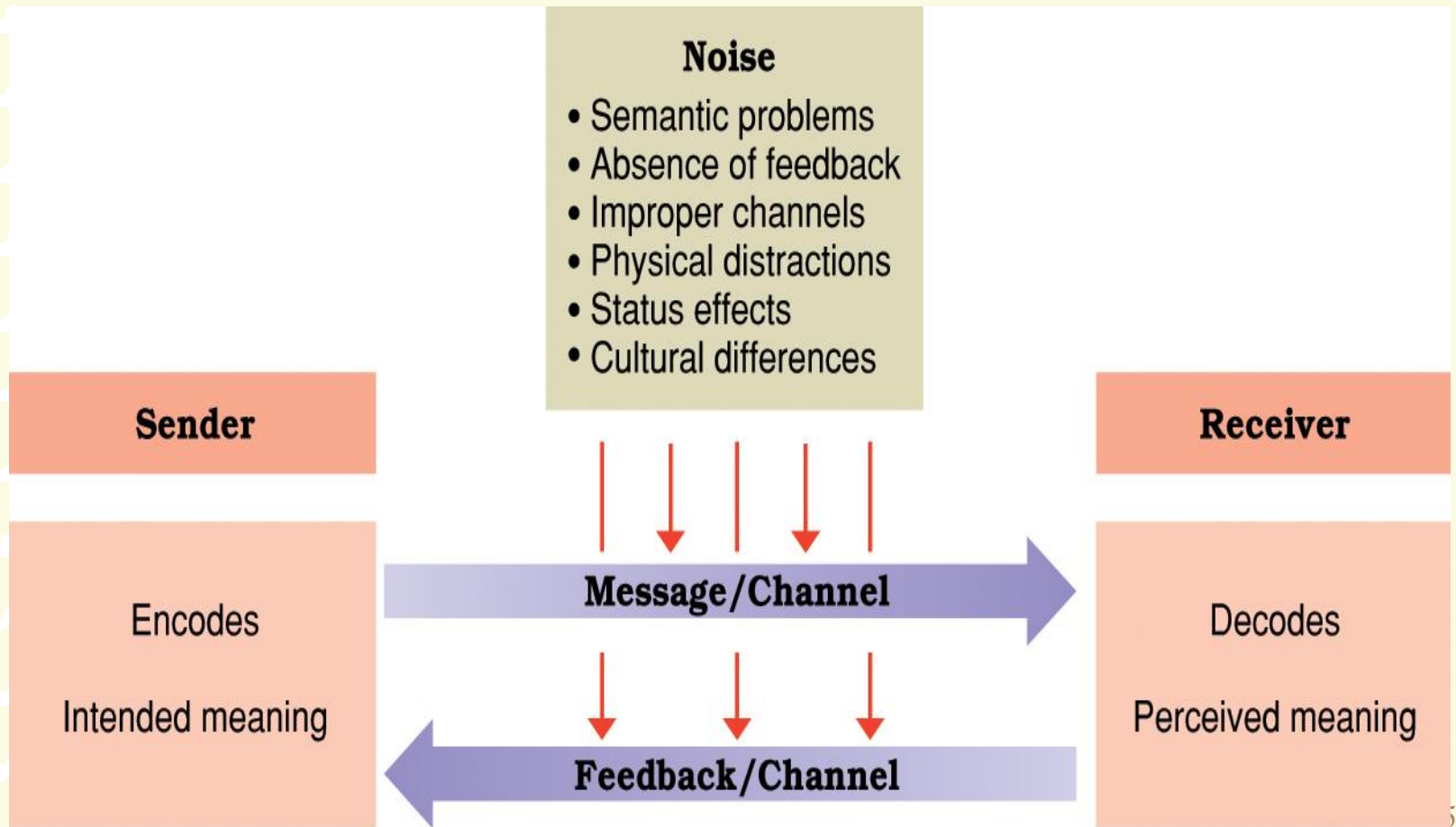
➤ Communication.

- An interpersonal process of sending and receiving symbols with messages attached to them.
- Effective communication means **GETTING THE MEANING ACROSS**

➤ Key elements of the communication process:

- Sender.
- Message.
- Communication channel.
- Receiver.
- Interpreted meaning.
- Feedback.

Encode, Transmit, Decode, Feedback*



Encode, Transmit, Decode, Feedback*

- Encode = To PREPARE the information
- Transmit = To DELIVER CLEAR information
- Decode = To UNDERSTAND the message

FEEDBACK



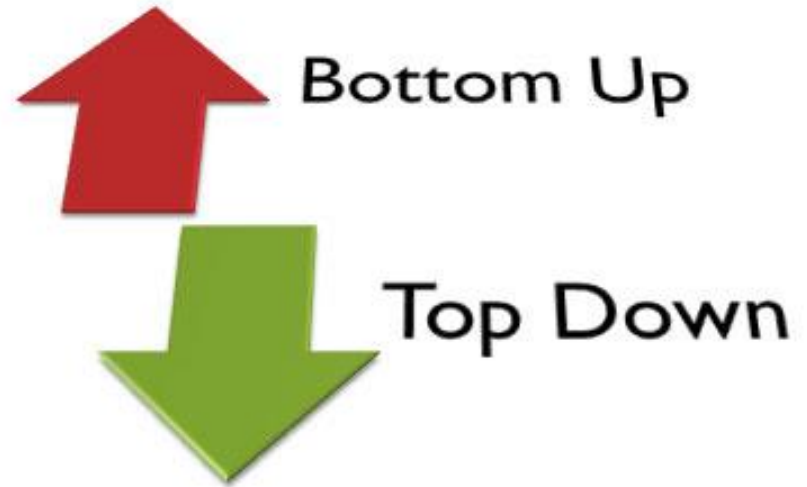
➤ Feedback.

- The process of telling others how you feel about something they did or said, or about the situation in general.

➤ Constructive feedback guidelines:

- Give it directly.
- Make it specific.
- Give it when the receiver is willing/able to accept it.
- Make sure it is valid.
- Give it in small doses.

Patterns



➤ Top – Down

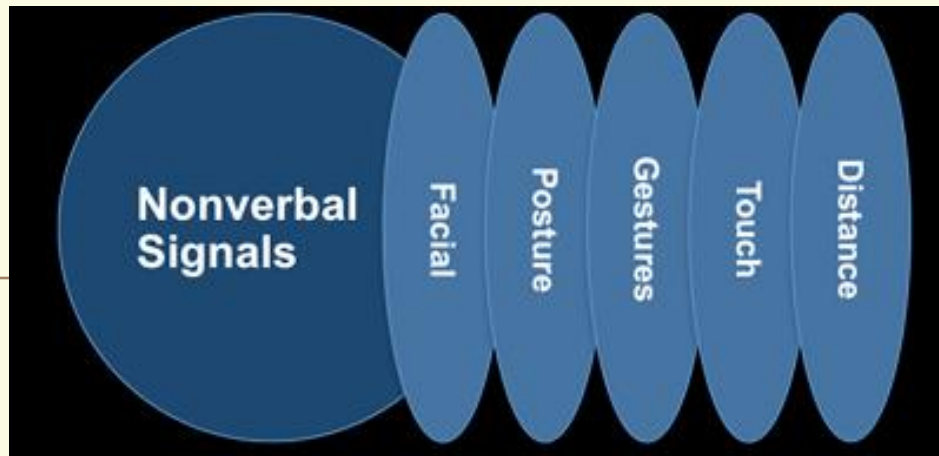
- When compliance is **IMPERATIVE**
- Feedback is **NOT** wanted
- Orderliness is **SIGNIFICANT**
- Speed is **IMPORTANT**

➤ Bottom – Up

➤ Horizontal Communication

➤ Which Channels?

- Choose the channel that works best.
- **Written** channels work for messages that:
 - Are simple and easy to convey.
 - Require extensive dissemination quickly.
 - Convey formal policy or authoritative directives.
- **Spoken** channels work best for messages that:
 - Are complex or difficult to convey where immediate feedback is needed.
 - Attempt to create a supportive, even inspirational, climate.



- Failure to recognize **nonverbal signals***.
 - **Nonverbal** communication takes place through:
 - Gestures, facial expressions, body posture, & eye contact
 - Use of interpersonal space
 - Para-language:
 - Tone of voice
 - Pitch, inflection, rate of speech
 - Mixed messages occur when a person's words and nonverbal signals communicate different things.

➤ **Physical distractions.**

- Include interruptions from **telephone calls**, **drop-in visitors**, a lack of privacy, etc.
- Can interfere with the effectiveness of a communication attempt.
- Can be avoided or at least minimized through proper planning.

Status Effects

- Occur when an organization's hierarchy of authority creates a barrier to effective communication.
- Proper respect – but not ROYALTY



Status effects include:

Filtering — the intentional distortion of information to make it appear favorable to the recipient.

Subordinates acting as “yes men.”



ACTIVE LISTENING

- Active listening.
 - **The act of intentional listening* (2 ears / 1 mouth)**
 - The process of taking action to help someone say exactly what he or she really means.
- Rules for active listening:
 - Listen for message content.
 - Listen for feelings.
 - Respond to feelings.
 - Note all cues, verbal and nonverbal.
 - Paraphrase and restate.

Show that you are listening.

Use your own body language and gestures to convey your attention.

- Nod occasionally.
- Smile and use other facial expressions.
- Note your posture and make sure it is open and inviting.
- Encourage the speaker to continue with small verbal comments like, “yes, and uh huh.”

A spiral-bound notebook with a cream-colored page and a dark brown cover. The spiral binding is on the left side. A thin horizontal line is drawn across the page, just above the main text.

E-MAIL

E-Mail

➤ Technology utilization.

- Information technologies facilitate communication.
- The electronic grapevine speeds messages and information from person to person.
 - Functional if information is accurate and useful.
 - Dysfunctional if information is false, distorted, or based on rumor.
- E-mail privacy.
- Agency policy on personal e-mail.
- Don't assume that e-mail privacy exists at work.



*"Hi. My name is Barry, and I check my E-mail
two to three hundred times a day."*

Advantages of E-mail

- Messages quickly formed, edited, sent, and stored
- Needs little coordination
- Random information access
- Fewer social status barriers

Problems with E-mail

- Information overload
- Flaming
- Interpreting emotions (Lacks empathy or support)
- FOIA & Subpoenas



“Dirty Dozen” E-Mail Tips

1. If you want somebody to do something, make them the only recipient. Otherwise, you have diffusion of responsibility. Give a concrete request/task and a deadline.
2. If you really want somebody to do something, **CC someone powerful. Don't use “blind CC”**
3. Write it, draft it, but DON'T send it when mad.
4. Print them out – mark for follow up.

5. Never leave subject line blank (10 words or less please)

6. Less is more. If the email is too long, or is bad news - make a phone call instead.

7. Don't share secrets – FOIA, Discovery, can be forwarded to who knows?

8. No email should **CONTAIN ALL CAPITAL LETTERS**. Stop shouting! It's unprofessional and condescending.

9. Don't use emojis-----please 😊

10. Remember the "one !" per email" rule!!!
Anything more can come across as rude!

11. Don't be cute. Written humor can go wrong on so many levels. It's best to leave it out unless you know the recipient very, very well.

12. If you want to make a demand, change it to a request. Starting an email with "Would you be willing to help me with..." is so much different than "I need you to give me..." or "I want you to stop..., " Ask gently.

Don't Be "That Guy"

- E-mail works for **ME** !
- They're lucky I check it all all
- I check my email only 2 times a day
 - At the beginning of shift
 - Right before I go home
- Sends all responses on their way out the door
- "If it's important, they will hunt me down"
- Keeps people waiting for a response

Texting

- Shorter
- If it's too long.....call or send an email
- DISCOVERABLE / FOIA
- Who is in the group chain?
- Careful about jokes, thumbs up, emojis
- **In criminal cases, preliminary information looks different

A spiral-bound notebook with a cream-colored page and a dark brown cover. The spiral binding is on the left side. A thin horizontal line is drawn across the page, just above the word 'MEETINGS'.

MEETINGS

Meetings & Communication

- Meetings are BIG time wasters.
- Meetings are a necessary evil; distractions from one's regular work.
- Try to say 'No' to a meeting where you are not absolutely required.
- The agenda should be definite. Every one should receive the agenda and relevant papers well in advance ("packet" via email). Link to google docs? (then take down –FOIA)



GROUND RULES

- Start on time – End on time (60 min?)
- Agenda
 - No Surprises or “Gotcha”
- Pre-meetings (build support)
- Respect
- Courteous Conversation
- Encouraging full participation
- No checking email / texts (rude)
- Round the table once
- Only 1 war story per meeting

Meetings - Relationship Building

- Communication is key
- Trust
- Go to task force meetings
- Go to County/Regional Chiefs meetings
- Professional
- Business cards
- Dress the part
- Introduce people, or make sure they know each other
- Who is in your phone?
- Be considerate of day-off groups & overnight workers when scheduling

Meal Meetings

- Time constraint – natural ending
- Out of the office
 - Breakfast meetings
 - Lunch meetings
 - After work for 1 or 2 before going home

Chain of Command

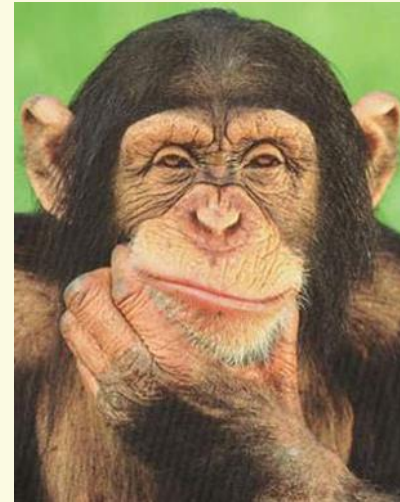
Span of Control

Unity of Command



150

- “Dunbar’s Number” (Oxford University)
 - 1993 by British anthropologist Dr. Robin Dunbar
- The number in your social network
 - Christmas card list /Facebook friends
 - Hunter-gatherer groups
- Military “company” level
- Amish communities,
- 18th century British Villages
- Up on a chair – “We can’t hear you!”
- “Tipping Point” book, Gore-Tex, Weather-tech, lots of small buildings, 150 workers, parking , etc..



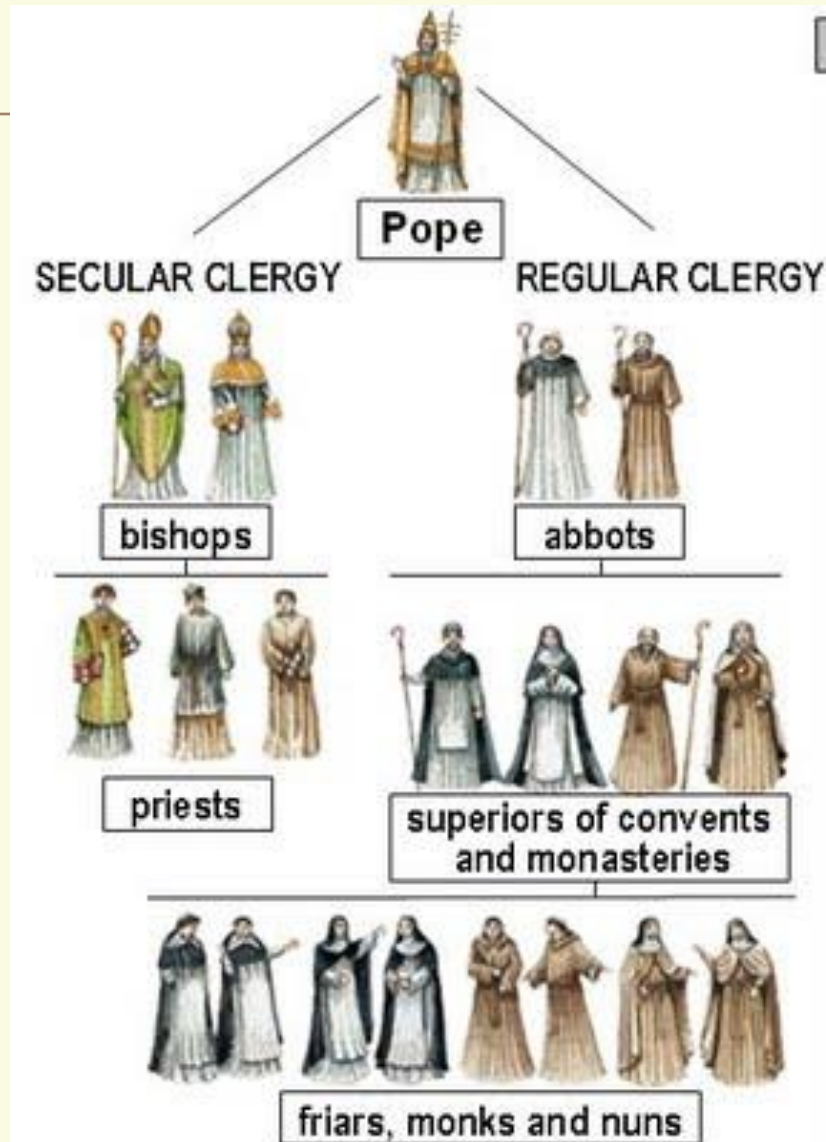
Northwestern University

Professor of Psychological Anthropology

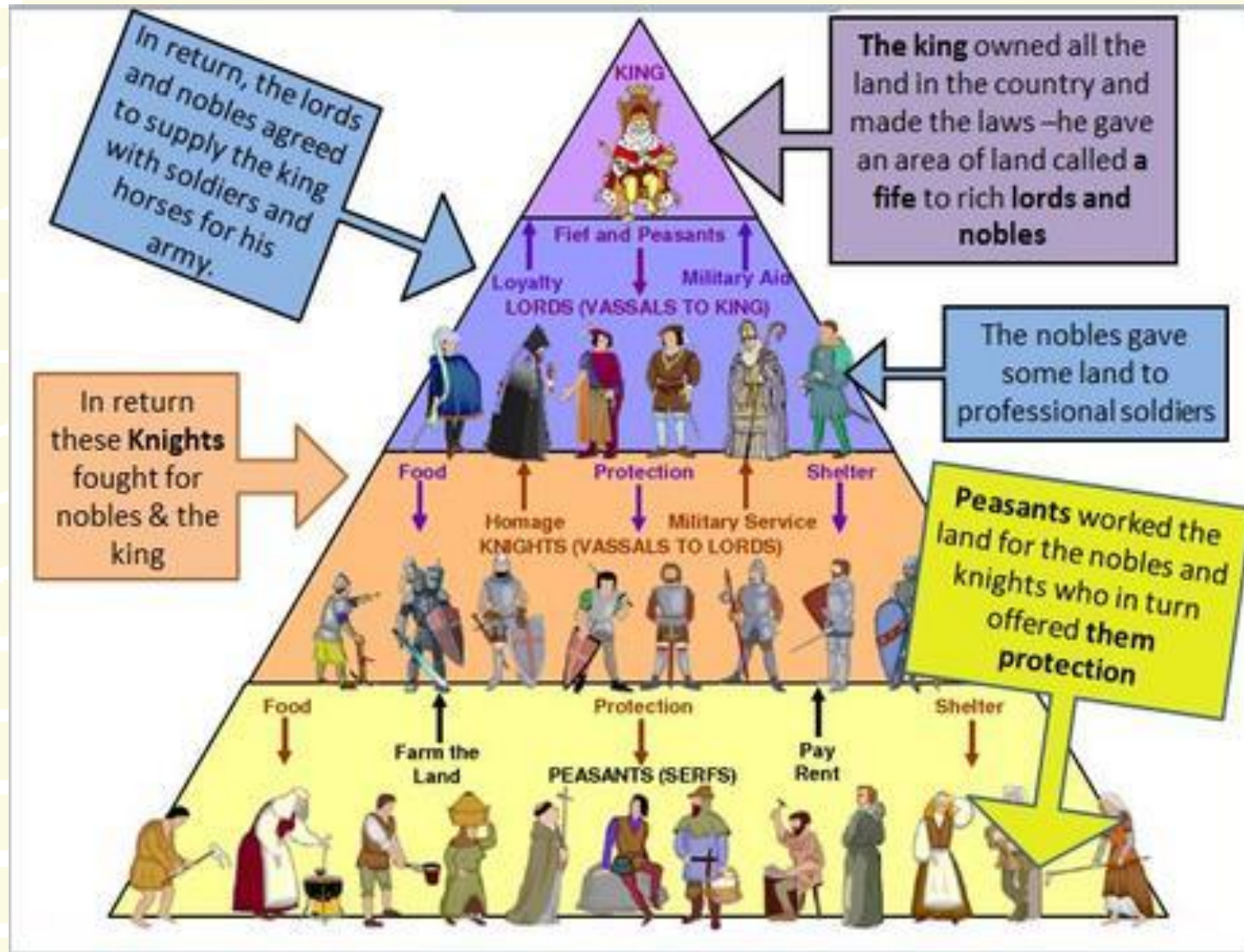
Dr. Helen B. Schwartzman PhD

- It's simple human nature.
- Some people want to lead, and most people will voluntarily follow.
- Hierarchies in human groups are inevitable.
- Researchers have found **no** group where all members have equal status.
- When they observe people in families, meetings, clubs, or other organizations – the pecking order always emerges in work or play.

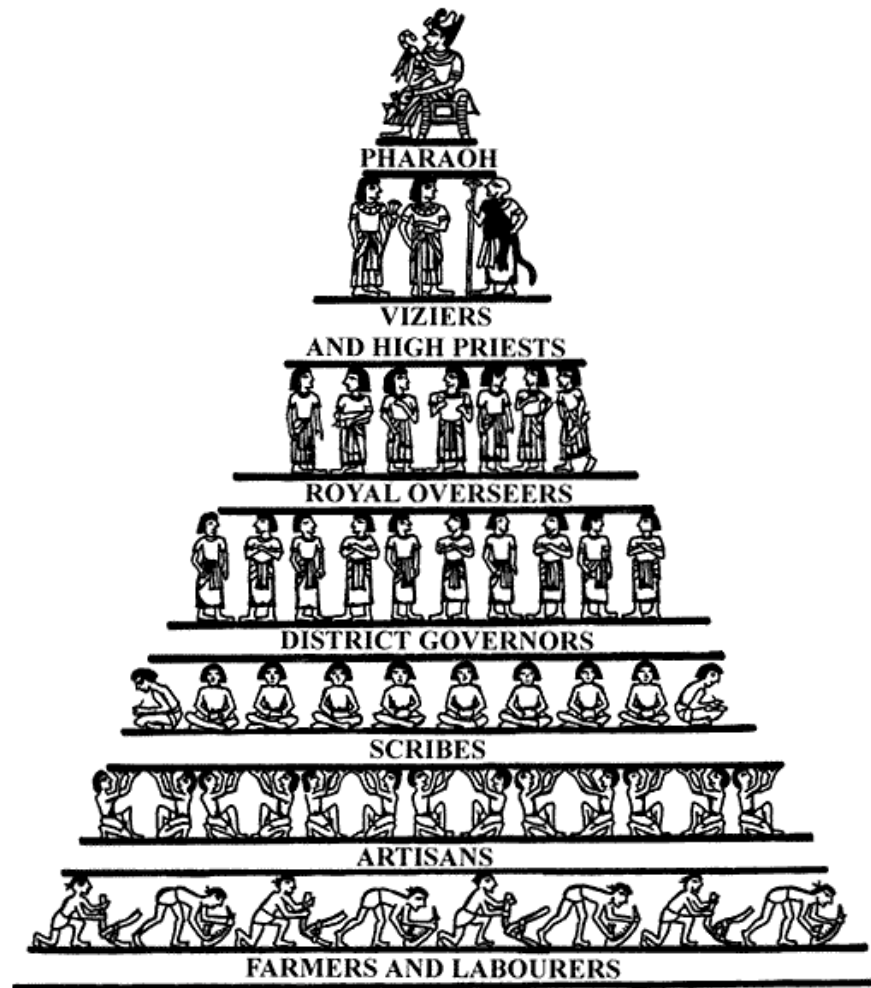
The Catholic Church



Feudal Kings

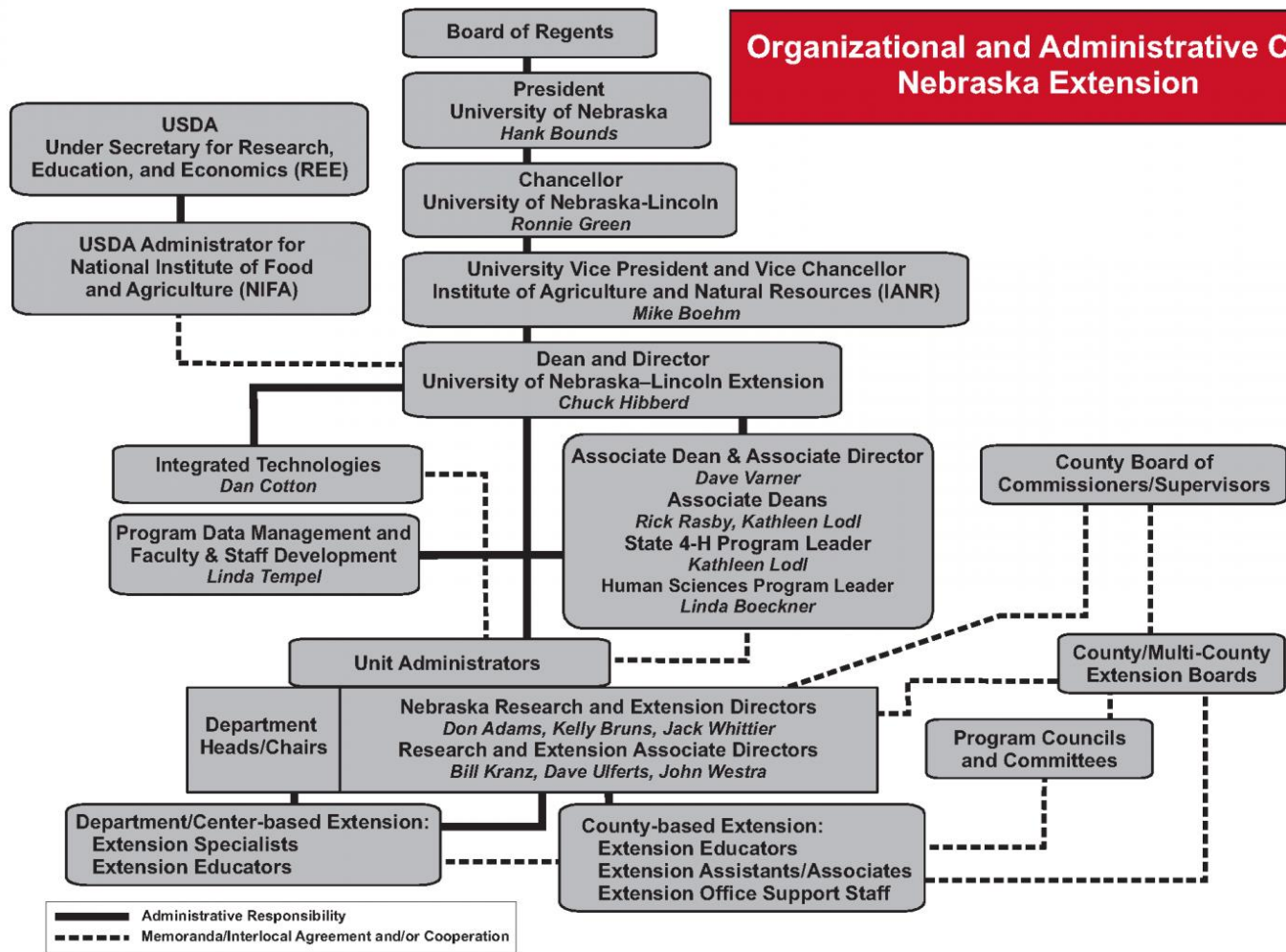


Ancient Egypt

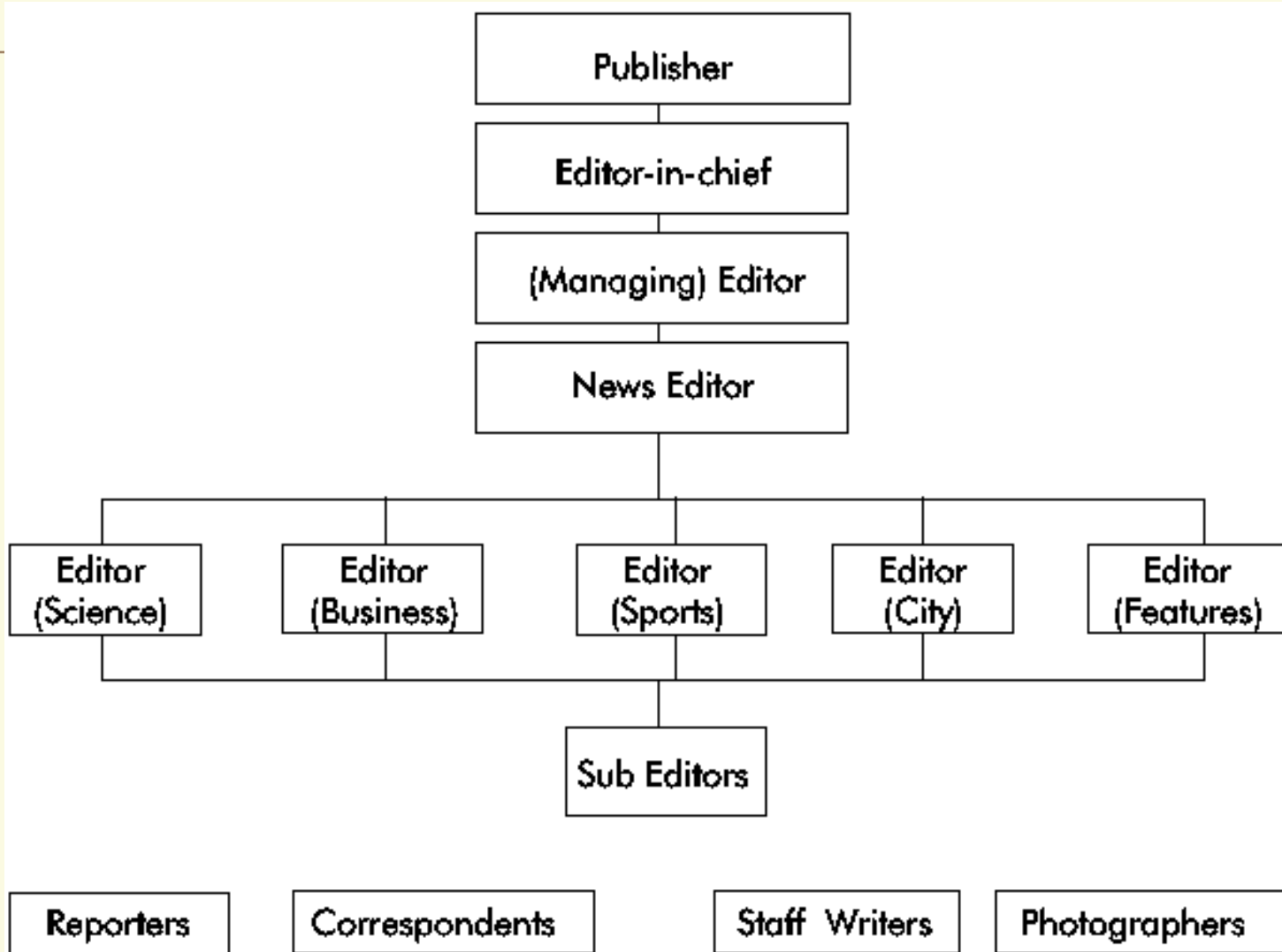


University

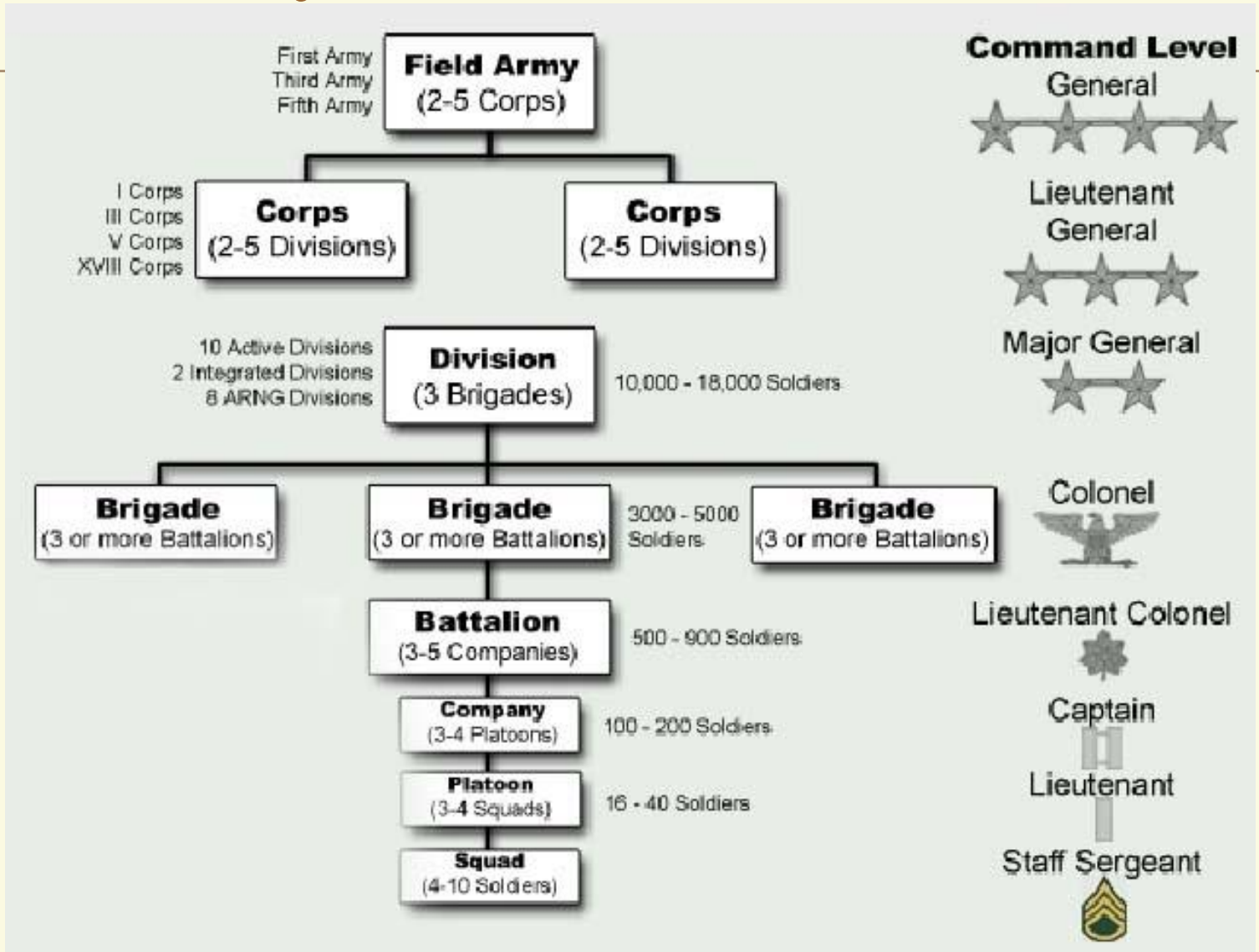
**Organizational and Administrative Chart
Nebraska Extension**



Newspapers

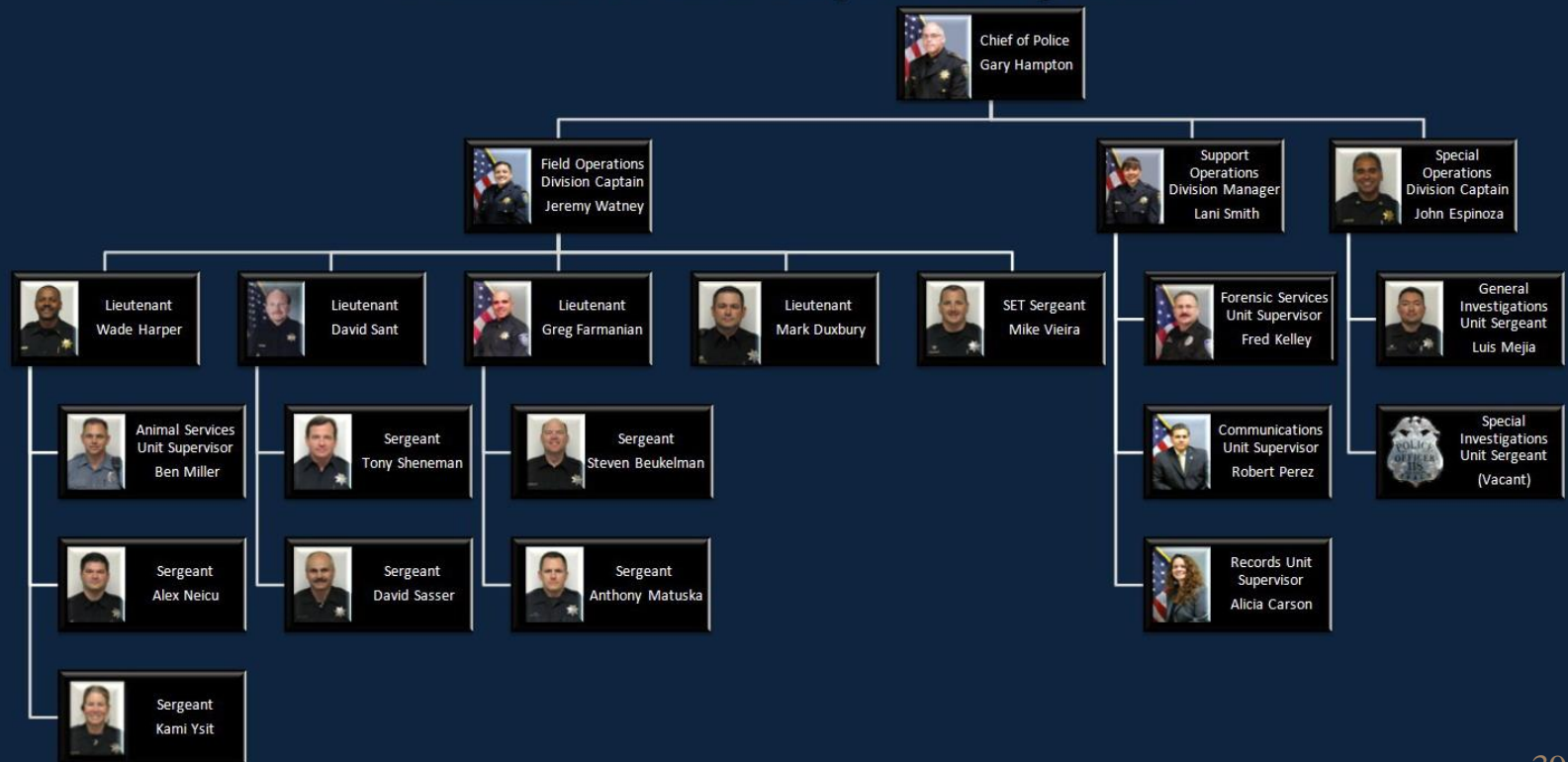


US Army



Police Department

TRACY POLICE DEPARTMENT Command and Supervisory Staff





PIO

Press Conference Clips

Boulder Colorado Whole Foods

03/22/21

<https://www.youtube.com/watch?v=ZgpHxtCOEwg>

49:30

Not great, afraid of the microphone

1:00:45 wrap up bad

https://www.youtube.com/watch?v=lrX-lt_b8UM

(* Prep for first 4 minutes)

<https://www.youtube.com/watch?v=Yr6owZU3ovw>

https://www.youtube.com/watch?v=b9S_5hTztHw

<https://www.youtube.com/watch?v=FGwO-SyX56M>

<https://www.youtube.com/watch?v=9S8BA1XD5ew>

<https://www.youtube.com/watch?v=6g7d29U9hA0>

Press Conference

1. Prepare for the weather

Have a plan B if the weather doesn't look good. If you are planning to have it outdoors, rain or strong winds can cause a lot of problems, not only for your set-up and backdrop, but for your Chief's hair, and clothing.

2. Pick the right time

Thank you for being here. 5 minutes, 2 minute warning, cell phone ringers off, police radio off, ready-ready-ready – can everybody hear/see me ok?

Mic. Check 1,2,3 ok, starting in 30 seconds (for those going live)

Reporters typically get their assignments for the day at a morning production meeting and become available around 10 a.m. Typically, the ideal times for press conferences are Tuesday, Wednesday or Thursday between 11 a.m. and 1 p.m.

3. Have a good backdrop

A professional backdrop big enough so a tight shot of the speaker will show the backdrop images clearly, including a “step and repeat” pattern, which means the logo and other visual images are stacked like stairs across the banner so that no matter at what angle the photo or video is captured, multiple visuals are included in the shot.

Police cars, the crime scene, make sure you know what will be in the camera frame. Beware of background noise. (people laugh when nervous)



4. **Introduce and spell all titles & names**

Have a paper sheet to hand out and/or post on twitter/facebook

5. **Script the speakers and the event**

All speakers should be prepared with talking points.

Questions only AFTER everyone has spoken

6. **Take photographs**

You don't want to look back a few weeks after the event and realize you don't have any photos from the event. You will also need photos to send to local media, especially newspapers, TV and online journalists.

7. **Capture B-roll of the event** (live stream on youtube or facebook?)

While photos are great, video is even better. B-roll is often requested by TV media when they want to report on a story but need more video content so they can read their script while the video plays on the screen.

8. **Press kits.**

Prepare a press kit that includes fact sheets, bios and other background information to distribute to journalists. Make still photos, booking photos & video available to the press. (manilla envelope, email, up on site)

9. **The logistics.**

Before reporters arrive, set the microphone volume and height, check the PowerPoint and its remote control, new fresh batteries. Prepare any water bottles, and review any other details. Provide for gang box, microphone stand. Check 2 X

10. **Comfort**

Safe area, food (restaurants), bathrooms, and a “play pen” press area.