

Reference Card for Effective Management Communication Skills

	Skill	Definition	Effect	When to Use	When Not to Use
Coaching	Pinpointing	Selecting and describing a specific observable behaviour	Strong trigger for kick starting desired performance	To identify specific desired and undesired performance	Some everyday conversations
	Positive Feedback	Pointing out the specific desired behaviours of a person	Encourages (PIC) and maintains desired performance	To increase and encourage desired performance	Undesired performance
	Guidance Feedback	Providing information on (a) the undesired behaviour and (b) the alternative desired behaviour in a caring manner	Discourages undesired performance and replaces it with desired performance	To decrease and discourage undesired performance	Desired performance
Listening	Active Listening	Attending to what is being said by the talker	<ul style="list-style-type: none"> • Calms the speaker down • Shows understanding 	<ul style="list-style-type: none"> • Want speaker to open up • Want to reduce emotional level of speaker 	<ul style="list-style-type: none"> • When you don't have time • Chronic complainer
	Wait-Time	Waiting for 2 seconds after the speaker has finished before you talk	<ul style="list-style-type: none"> • Allows thinking time in conversations • De-escalates volatile conversations 	<ul style="list-style-type: none"> • In meetings • Volatile conversations • "Thinking" conversations 	Some everyday conversations
Assertion	Assertion	Calmly stating your needs/wants in pinpoint language without being volatile or violating rights of others	<ul style="list-style-type: none"> • Increases likelihood of compliance • Provides a NIC for manipulation • Decreases your emotional level 	<ul style="list-style-type: none"> • Dealing with an unliked event or manipulative criticism • Emotional needs are high 	Emotional needs are low
	Broken Record	Calm and persistent repetition of your needs/wants	<ul style="list-style-type: none"> • Increases likelihood of compliance • Provides a NIC for manipulation and avoidance 	Dealing with manipulation when other person is trying to avoid your request	Most everyday conversations
	Fogging	Calmly accepting manipulative criticism in principle	<ul style="list-style-type: none"> • Allows you to receive criticism without anxiety • Provides NIC for manipulative criticism 	<ul style="list-style-type: none"> • Dealing with unwarranted or manipulative criticism • Emotional needs are low 	Emotional needs are high
	Negative Assertion	Acknowledging errors sympathetically without apologising	Allows you to analyse your errors without anxiety	When you have made an error	When criticism is unwarranted or manipulative