

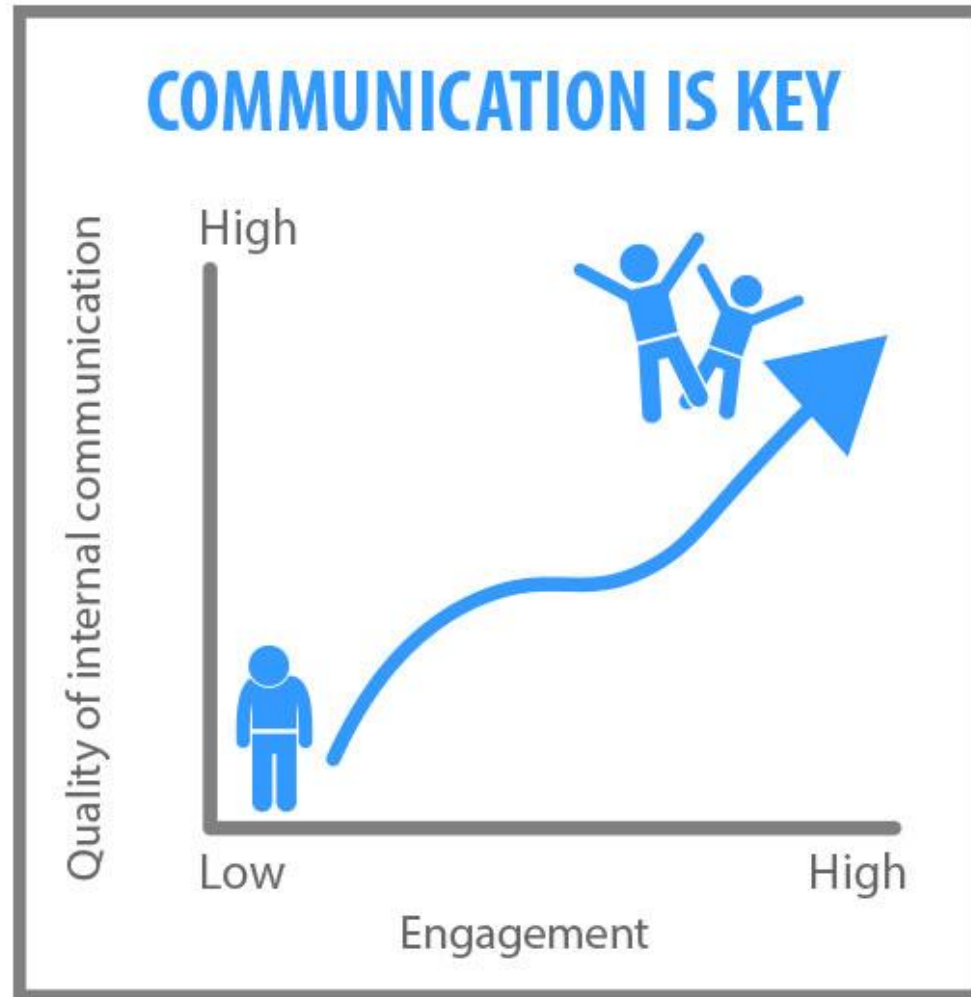
**APSE Facilities, catering and cleaning management
seminar 2017**

**Communicating with your
workforce**

Dr Mel Bull
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My brief

- The impact of communication on staff satisfaction
- Enthusiasing staff and the wider workforce in times of change
- The benefits to FM of positive staff engagement and feedback



Aims of the session

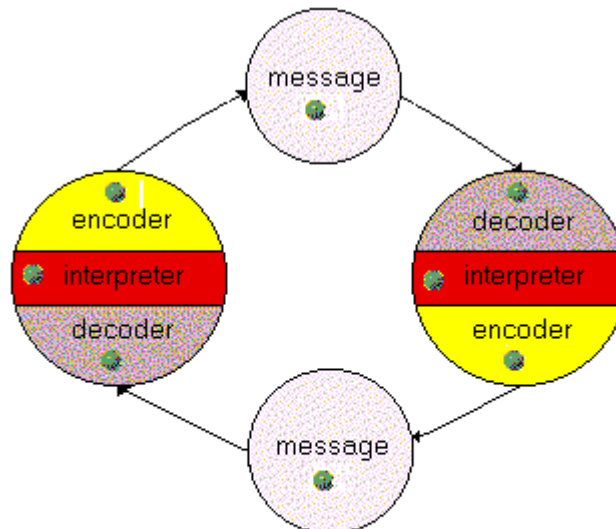
- Understand how we communicate
- Different methods and mediums of communication
- Communicating in times of change
- Storytelling in business

Communication Theory

Osgood & Schramm Circular Model (1954)

Encoder: Source

Decoder: receiver



The Osgood & Schramm Circular Model

Why don't people hear me?

SEMANTIC NOISE

- Distraction
- Differences in the use of the code
- Emphasising the wrong part of the message
- Attitude towards the sender
- Attitude towards the message

Non Verbal and Verbal Communication

- Bodily Contact
- Physical Proximity
- Orientation
- Bodily posture
- Gestures
- Head Nods
- Facial Expressions
- Eye Movements
- Appearance
- Non-linguistic aspects of speech
- Speech



Non Verbal and Verbal Communication

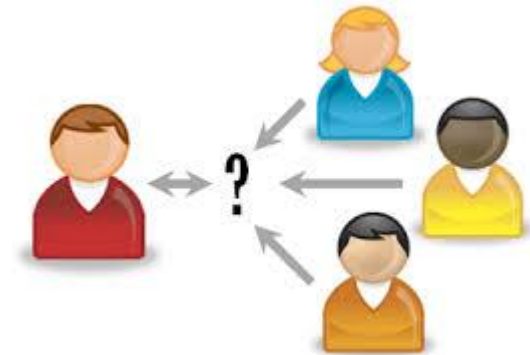
- Remember your body language – is your body matching what you are saying?
- People we communicate with will take away from us:
 - 7% of our words
 - 38% of vocal characteristics : tone, volume, inflection
 - 55% of body language and facial expressions

Communication Techniques

- One way - firing an arrow



- Two way - emphasis on the importance of feedback



Are you Hearing or Listening?
There is a difference.



Improving Internal Communication

4 step process

To ensure communication is a strategic tool it should be used to share knowledge and information, extract meaning and make decisions that add value.

1. Provide Content - people with data, information, ideas and concepts
2. Putting it into context - relevance, context, bigger picture
3. Having conversations - shared understanding
4. Gathering feedback - checking for understanding!

Without step 4 - there is NO true communication

Medium of Communication

What is an appropriate medium for communication?

- Use a 'rich' medium (such as face to face, or the telephone) where there is a higher risk for misunderstanding
- Use a 'lean' medium (such as email or a poster on noticeboards) where there is little risk for misunderstanding or the change is minimal

Developing a Communication Plan

- Analyse audience
- Set communication objectives
- Select communication approach
- Develop key messages and themes

Developing a Communication Plan for a Project or Change

The communication should answer the following:

- What is the change or the project, when will it happen and what will it entail?
- Why is it happening, what are the benefits, how does it relate to the wider management agenda?

Developing a Communication Plan for a Project or Change

- What are the implications and impacts of the changes/project? What issues will it create? Is there a process for feedback and responding to it?
- What lessons have been previously learned? How are these being incorporated?

The Power of Story telling in Business



Story telling in Business

- What is the "narrative" related to FM in your organisation?
- What stories could you tell to change perceptions - for your staff, end users, stakeholders?
- Where can you tell your stories?

Summary

- Be aware of your body language and non-verbal aspects of communication
- Always create a strategy/plan for the communication of each project
- Contextualise the message for the audience
- Remember to answer the "why"
- Ensure there is a process for feedback
- At the end of the project or change, don't forget to evaluate the effectiveness of the communication
- Think of innovative ways to share strategic and operational messages with staff through storytelling



**Any
Questions
or
Comments?**

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