

## Communication Skills, Descriptions and Results

<b>SKILL</b>	<b>DESCRIPTION</b>	<b>PURPOSE</b>
<b>1. Initiating</b>	Introduces ideas, directions; calls for action	To increase productivity, include expertise, and pace the group process
<b>2. Questioning</b>	Asks for ideas, analysis and exploration; seeks participation	To generate information, stimulate thinking, and increase overall participation
<b>3. Interpreting</b>	Offers explanations for self- and other verbalizations and behaviours	To provide expanded perspective and clarify meaning
<b>4. Suggesting</b>	Offers ideas, advice, information, and tentative direction	To provide group directions and explore alternatives
<b>5. Facilitating</b>	Asks for participation; reminds of agenda and goals; organizes group activities	To promote effective participation among group members and stimulate good problem solving
<b>6. Evaluating</b>	Appraises and critiques ideas and group process	To stimulate quality decisions/solutions and promote effective group processes
<b>7. Giving Feedback</b>	States reactions to ideas and group processes	To open the communication process and develop self-awareness of others
<b>8. Clarifying</b>	Attempts to explain messages for maximum understanding at both the feeling and thinking levels	To improve message understanding for entire group
<b>9. Summarizing</b>	States all important elements of the group process	To give overall direction and facilitate group process
<b>10. Terminating</b>	Brings a group session to a close	To finalize decisions, summarize disagreements and agreements, and establish follow-up responsibilities.
<b>11. Active listening</b>	Attends to verbal and non-verbal communication and feeds back to speaker a summary of what was understood	To seek understanding and clarify meaning for self and others
<b>12. Confronting</b>	Challenges others to eliminate discrepancies between words and actions, produce ideas, or manage personal behaviour	To promote critical evaluation of ideas, open honest communication, eliminate destructive behaviour, and encourage participation
<b>13. Positive blocking</b>	Stops counterproductive individual or group behaviours	To provide for effective overall group process and good problem solving
<b>14. Modeling</b>	Demonstrates through personal behaviour desired group behaviours	To give examples of effective behaviours for others to follow
<b>15. Reflecting feelings and supporting</b>	Communicates understanding of feelings and encourages and reinforces participation	To develop trust and an atmosphere in which all feel free to participate and disagree
<b>16. Empathizing</b>	Verbally identifies with the frame of reference of others	To develop trust and encourage group understanding of similarities and differences

*“If Management fails in accurately identifying the communication needs of employees and react proactively to it, their efforts of keeping employees informed and motivated to share their knowledge, views and needs with management and to make a meaningful contribution to organisational effectiveness and growth will be without substance and credibility.”*

*“If Management fails in the effective communication of information required by employees to optimally function in the organisation, they will fail in their efforts to unleash employee potential to establish trust and win the credibility required to manage the organisation effectively and productively.”*

*Dr. D.S. Molapo - DML Associated – Amplats HR Conference,  
18 – 20 November 1998.*