



Communication Mistakes Managers & Supervisors Make





Introduction

- Good communication and interpersonal relationships are imperative to overall business performance and sustainability. Yet their importance tends to be neglected.

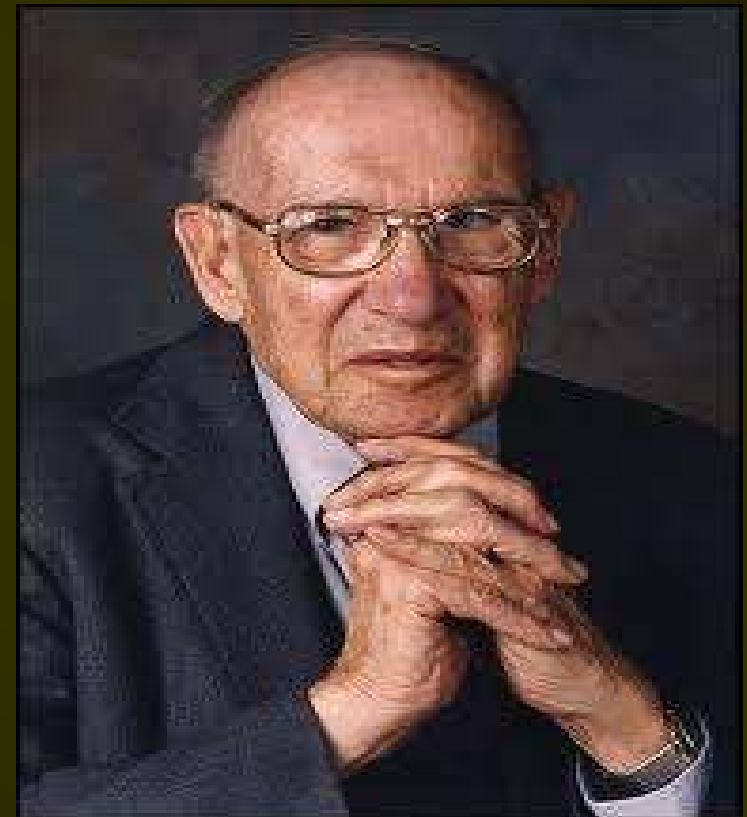




Communication

Peter Drucker

- Peter Drucker, the father of modern management, once said that 60% of all management problems are the result of poor communication.





Avoid Controversial Announcements Without Doing Groundwork First

- Any controversial decision can engender rumors, anxiety, and resistance.
- So rather than announcing a controversial decision to an entire group, prep people one-on-one. Learn who will object, and why.
- Decisions about change are the most charged - reorganizations, changing goals, and the departure of key employees create uncertainty, and uncertainty generates anxiety.





Lying

- Some lies or partial truths are well-intentioned.
- Certain topics must remain confidential while they're under discussion. But be careful how you keep secrets. If people know you've lied, you will lose their trust forever.
- Rather than lie, train yourself to respond, "I'm not free to comment" or "I can't answer that fully right now," when asked about confidential or sensitive topics.





Ignoring The Realities of Power

- Surprised that you never hear bad news until it's too late? Don't be.
- The more power you have, the less you'll hear about problems.
- It's human nature: problems are filtered and softened as they ascend the corporate hierarchy.





Ignoring The Realities of Power

- Conversely, messages are magnified as they travel down the hierarchy.
- Put a lid on rumors by using plain, simple language. End meetings by reviewing your reactions and next steps.





Underestimating Your Audience's Intelligence

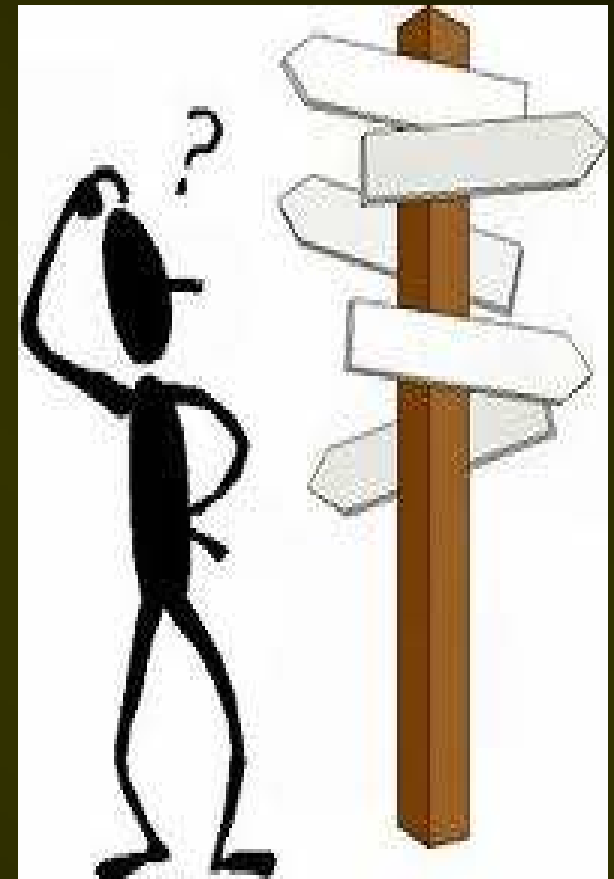
- If you think your people won't understand something, remember it's your job to explain it to them.
- Many managers like to gloss over problems when motivating their teams. But if things aren't going well, those teams are probably well aware of the problems.





Confusing Process With Outcome

- In goal-setting, compensation, and evaluation, it's easy to confuse process with outcome.
- Your hard work was process, and you promised them an outcome.
- You want them to appreciate how hard you tried, but they wanted a specific result. Since they didn't get it, they can't see past that fact.





E-mail is great for conveying Information, but don't use it for emotional issues

- E-mail messages are too easy to misconstrue.
- If you're squirming while reading an e-mail, leave your computer and deal with the situation in person or by telephone.
- At the same time, phone calls and face-to-face meetings are inefficient ways to disseminate information, but great for discussing nuanced issues.





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