

1. COMMUNICATING FACE-TO-FACE

3 Types of behaviour: It's all about balance.

1

AGGRESSIVE behaviour involves going in with all guns blazing. It can also involve manipulation. It has the advantage that you won't be used as a doormat and you may get what you want, at least for a while. But behaving in this way will not earn others' respect or co-operation in the longer term.

2

SUBMISSIVE behaviour involves backing off, giving in and keeping quiet when we should speak up. While we may avoid conflict by doing so, we will neither earn respect nor stand any chance of getting what we want.

3

ASSERTIVENESS is a way of behaving that makes sure that we get the attention and respect of other people. It offers the best chance of getting what we want. It involves 'dealing honestly, openly and fairly with other people, which encourages them in turn to treat us in the same way'.

2. COMMUNICATING ON THE PHONE

- 1 **The 'verbal handshake'.** Answer phone within three rings, put a smile in your voice, introduce yourself and check if it is convenient.
- 2 **Controlling the call.** Get their name and use it, ask open questions, use active listening, record and repeat information.
- 3 **Closing the call.** Agree next steps and follow up, volunteer useful information.

3. COMMUNICATING IN WRITING

Writing tips:

- 1 Gather the relevant information.
- 2 Plan and identify the 'purpose of the document'.
- 3 Use the active voice and avoid business jargon.
- 4 Use short sentences and paragraphs.
- 5 Check and proof effectively.

4. DEALING WITH STRESS

There are 3 stages to stress:

ALARM REACTION:

An individual's defence mechanisms become active.



ADAPTATION:

The stage of maximum adaptation to a situation and hopefully a return to equilibrium for the individual.

All the various costs of stress together add up to around **5-10%** of Gross National Product per year.

EXHAUSTION:

When the individual's adaptive mechanisms break down.

According to the Health and Safety Executive (HSE), **40%** of people in the UK reported work-related stress at a level they believed was making them ill.

According to the UK NHS, there are 3 main ways to manage work stress:

- 1 **Learn to say no**
- 2 **Learn to speak out**
- 3 **Spot the signs of stress** (constant tiredness, irritability, isolation)

Source: National Health Service (NHS) UK

5. FINANCE AND BUDGETS

The budget is forward-looking and tells you both **where you are going** and **how to get there** (like a map).

A budget is **not just a forecast** (which is an estimate of what you might spend). A budget is a **commitment** to a plan or standard of performance upon which lots of other commitments depend.

The key to budgeting **success**: monitor it, consult it and control it.

The basic budgeting **failure**: writing a budget and not referring to it again.

6. MANAGING PROJECTS

43% of organisations have suffered a recent project failure.

Source: IT Magazine

POOR QUALITY CONTROL

35%

57%

BREAKDOWN IN COMMUNICATIONS

LACK OF PLANNING

39%

Survey of Project Managers found these reasons for project failure:

43%

3 steps to successful project management:

- **Define it**
- **Plan it**
- **Implement it**

7. MANAGING YOURSELF



Tips to saving time:

Know the difference between being efficient and being effective. Efficient means doing the job right. Effective means doing the right job.



Try to concentrate on a limited number of tasks and keep an eye on how long each one is taking compared to the estimate on the 'to do' list.



Finish one job before going on to the next. Are you familiar with the expression "A man who chases two rabbits catches neither"?

8. MEETINGS

Recent research commissioned by Cisco revealed that half of all UK office workers (**49%**) are wasting over three hours a week in unproductive meetings.

Tips for running a meeting:

- **PLAN**
- **PREPARE**
- **INFORM**
- **STRUCTURE & CONTROL**
- **SUMMARISE & RECORD**

51%

49%

9. NEGOTIATING

Negotiating styles

HARD - Hard negotiators see the situation as a pitched battle in which one side has to lose. They are determined that it will not be them!

SOFT - Soft negotiators find the whole process embarrassing and nerve-racking. They worry about falling out with the other party, and risk being walked all over-making too many concessions, yielding to pressure and accepting losses to save their relationships.

JOINT - Joint negotiators strive for 'win-win' outcomes. They are very clear about what they want from the negotiation and can be tough in sticking to that.

10. UNDERSTANDING BEHAVIOUR

'HELPING' BEHAVIOURS:

- Leaning forward with hands open, arms and legs uncrossed.
- Looking at the other person for approximately 60% of the time.
- When listening, nodding and making 'I'm listening' noises such as 'um', 'yes' and 'really'.
- Smiling.
- Sitting beside the other person or, if this isn't possible, at a 90 degree angle to them.
- Using the other person's name early on in the conversation.
- Asking the other person open questions.
- Summarising what you think the other person has said.

'HINDERING' BEHAVIOURS:

- Leaning away with hands clenched, arms and legs crossed.
- Looking at the other person for less than 50% of the time.
- Listening silently, with no continuity noises.
- Interrupting.
- Having a blank expression on your face.
- Sitting directly opposite the other person.
- Not using the other person's name.
- Not asking questions.