

Human Resource Management

Human Resource Communication

- **Communication** is key to a successful career as a human resource manager (HRM) or as a manager.
- One major way companies communicate with employees is through the use of meetings.
- One of the most important aspects to good communication is **emotional intelligence**.

Emotional Intelligence (EI)

There are five main aspects or domains to EI:

- 1. Knowing your emotions**
(impacts our body language as well as our verbal communication)
- 2. Managing your emotions**
- 3. Motivating yourself**
(the key not only to career success but also to personal success)
- 4. Recognizing and understanding other people's emotions**
- 5. Managing relationships**

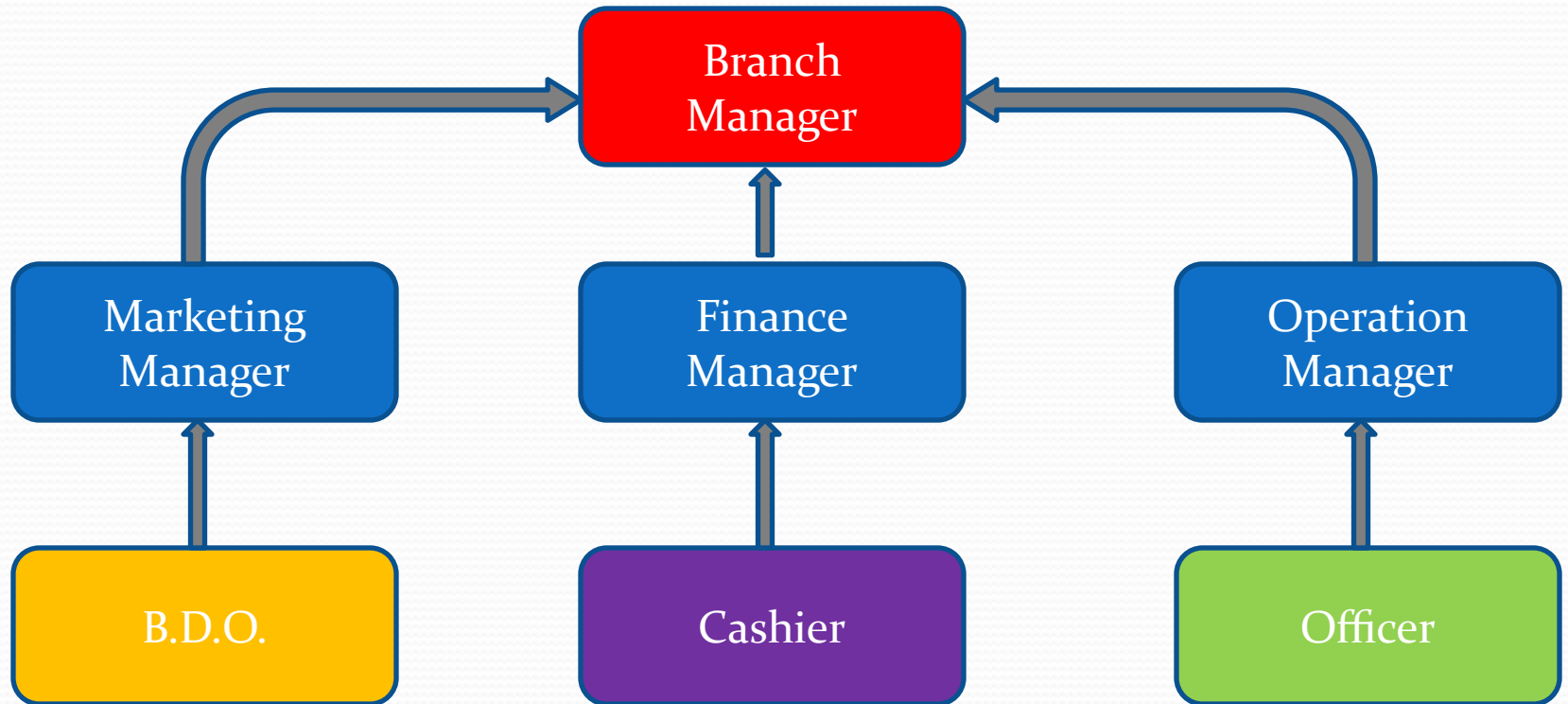
Communication directions

- Those companies who communicate well with their employees end up with **more loyal and motivated workers.**
- Those that don't communicate well, though, see **increased turnover, absenteeism, dissatisfied customers, higher product defect rates, lack of focus on business objectives, and lack of innovation.**

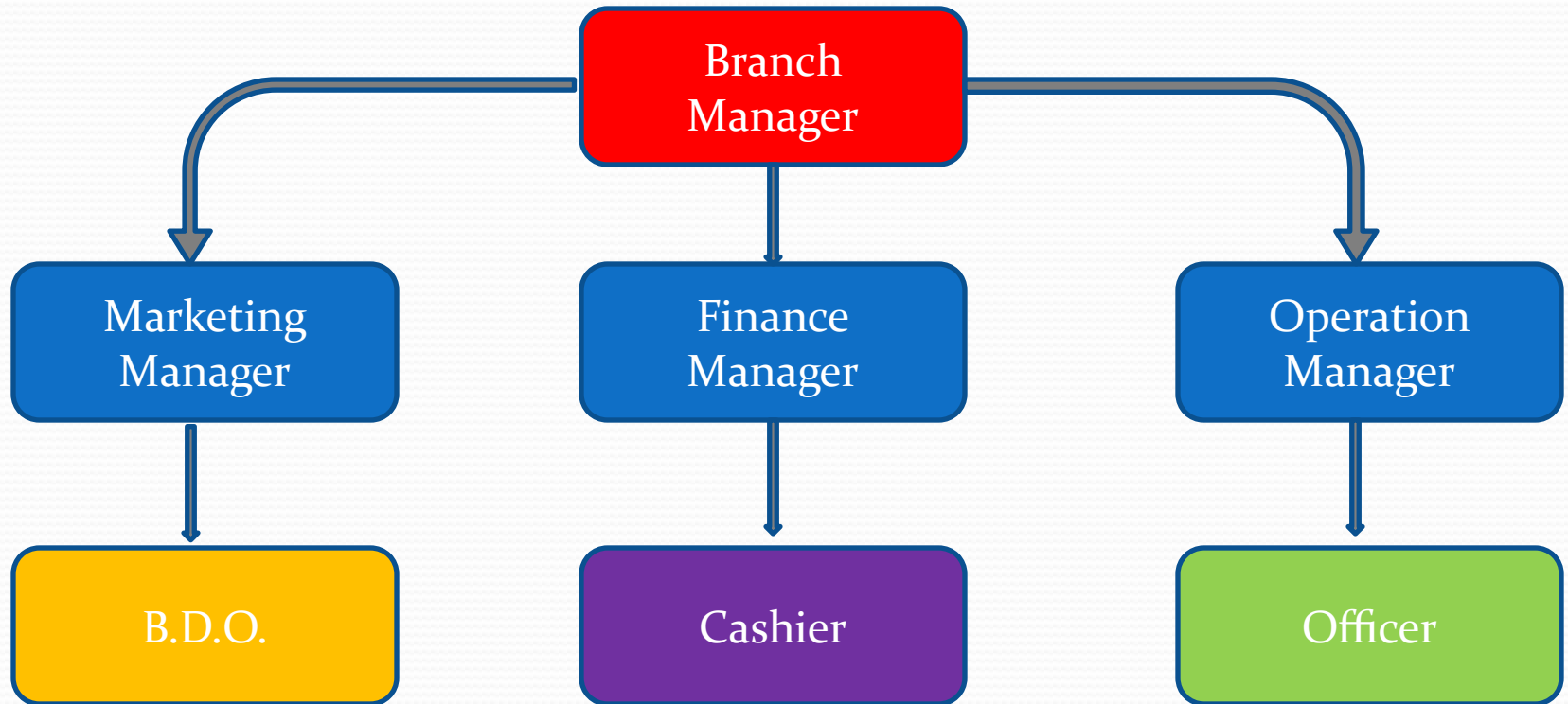
Four Main Types of Communication

- **Upward communication** is when the lower levels of an organization communicate with the upper levels of an organization.
- **Downward communication** is the opposite of upward communication, in that the communication occurs from the upper levels of an organization down to the lower levels of the organization
- **Diagonal communication** is when interdepartmental communication occurs with people at different levels of the organization.
- **Horizontal communication** occurs when people of the same level in an organization, for example, a marketing manager and a human resource manager, communicate usually to coordinate work between departments.

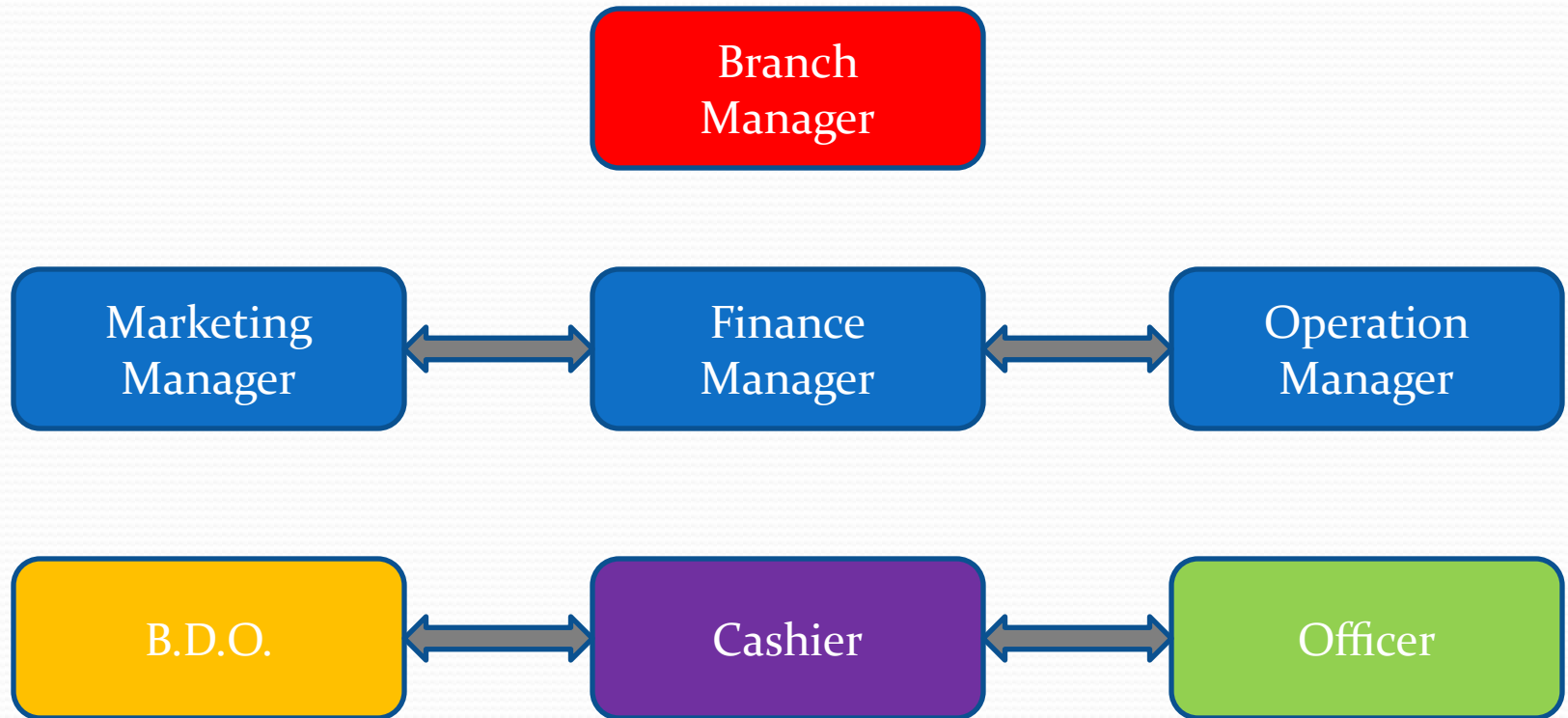
“Upward” Communication in a Bank



“Downward” Communication in a Bank



“Horizontal” Communication in a Bank



Communication Styles

There are four main types of communication styles:

1. Expresser
2. Driver
3. Relater
4. Analytical

Expresser

- People with an expresser communication style tend to get excited. They like challenges and rely heavily on hunches and feelings.
- These people are easily recognized because they don't like too many facts or boring explanations and tend to be antsy if they feel their time is being wasted with too many facts.



Driver

- People with a driver style like to have their own way and tend to be decisive.
- They have strong viewpoints, which they are not afraid to share with others.
- They like to take charge in their jobs but also in the way they communicate.
- Drivers usually get right to the point and not waste time with small talk.



Relater

- People with relater style like positive attention and want to be regarded warmly.
- They want others to care about them and treat them well.
- They value friendship, a good way to communicate well with them is to create a communication environment where they can feel close to others.



Analytical

- People with an analytical communication style will ask a lot of questions and behave methodically.
- They don't like to be pressured to make a decision and prefer to be structured.
- They are easily recognized by the high number of questions they ask.



Let's discuss an example

Relater: What are you doing this weekend? I am going to my son's baseball game. It is supposed to be hot – I am looking forward to it.

Analytical: That's great. OK, so I was thinking a start date of August 1st for this project. I can get Kristin started on a to-do-list for the project.

Relater: That would be great. Kristin is a really hard worker, and I'm sure she won't miss any details.

Analytical: Yes, she's OK. So, your team will need to start development now with a start day coming up. How are you going to go about this?

How do these two personality styles walk away from this conversation?

Other Communication Styles

- **Passive** – communication style in which you put the rights of others before your, minimizing your own self-worth. Ex: my feelings are not important, I don't matter, I think I am inferior
- **Assertive** – communication style in which you stand up for your rights while maintaining respect for the rights of others. Ex: we are both important, we both matter, I think we are equal
- **Aggressive** – communication style in which you stand up for your rights but you violate the rights of others. Ex: your feelings are not important, you don't matter, I think I am superior

Nonverbal Communication

- Nonverbal language can include **facial expressions, eye contact, standing or sitting posture, and the position of our hands.**
- **Our tone of voice, loudness or softness, and gestures** can also be part of body language.
- The better we can get at knowing what our own body language is telling others and reading others' body language, the better we can get at communicating well with others.

Strategic HR Communication Style

- Other digital forms of communication, such as email and text messaging using “smiley” icons which make communication clear. People often cannot detect sarcasm and other nonverbal communication cues.
- If you have something important to communicate, it is better to communicate most of the time in person or via phone, so you can hear tone and see facial expressions.

Listening

Listening is obviously an important part of communication. There are three main types of listening.

1. **Competitive or combative** listening happens when we are focused on sharing our own point of view instead of listening someone else.
2. In **passive listening**, we are interested in hearing the other person and assume we hear and understand what the person says correctly, without verifying.
3. In **active listening**, we are interested in what the other person has to say and we are active in checking our understanding with the speaker.

Questions?

