

Selected Learning Materials

Communication Skills

AIM OF THE MODULE

- To introduce and practice essential communication skills to manage people as the first-level manager at the company, creating awareness of successful communication and its importance within a company.

ASSESSMENT FORM

- During the acquisition of the module, the learner researches the importance and functions of the communication process in the manufacturing company, identifying the main influencing factors. At the end of the module, the learner presents the developed work.
- During the acquisition of the module, the learner performs a case study in a manufacturing company regarding the communication and contacting processes, describing all communication processes and identifying problems and their causes. Based on the performed analysis, proposals for process improvement are developed. At the end of the module, the learner presents the analysis of communication processes in the selected manufacturing company.
- During the acquisition of the module, the learner organises a communication plan meeting in the selected structural unit of the manufacturing company. According to the respective assignment, the learner analyses the necessity for and logic of changes in communication. At the end of the module, the learner presents the results (conclusions) on the communication channels of the company and the need for changes in the selected manufacturing company, providing proposals for improvement of the overall communication process.

TARGET GROUP

Wide range of learners of various profiles and scales of woodworking and furniture manufacturing companies, as well as different levels of responsibility and competence - from employees directly involved in production technological processes to a medium-sized woodworking plant manager.

WORK-BASED-LEARNING

The implementation of the project is based on the allocation of fields of responsibility based on the area in which their company works, or personal interest. Work based learning is following all the models from the beginning to the end of the studies.

All the topics have been chosen to be relevant to the working environment in a wood processing or furniture company, and all the discussions and case studies have been related to a real work environment, including practical, drafting, layout, planning work. This is also reflected in the Methods and ideas for learning process and Assessment of acquired learning outcomes (optimal level).

READING LIST

- Encyclopedia of Communication Theory. Editors: S. W. Littlejohn, K. A. Foss. Sage, 2009. 1174 p.
<https://teddykw2.files.wordpress.com/2013/10/encyclopedia-of-communication-theory.pdf>
- International Journal of Marketing & Business Communication. ISSN: 2277-484X.
<http://manuscript.publishingindia.com/index.php/IJMBC>
- Journal of Business Communication. Published by Sage Publications. ISSN (printed) 0021-9436. ISSN (electronic) 1552-4582.
- Communication Models and Theories.
http://www.praccreditation.org/secure/documents/APRSG_Comm_Models.pdf
- Journal of Personality and Social Psychology. American Psychological Association (APA) Print ISSN: 0022-3514. Online ISSN 1939 - 1293. <http://search.ebscohost.com/>
- Social Psychology Network. <https://www.socialpsychology.org/>

The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

CONTENTS

- 1. EFFECTIVE COMMUNICATION** (*Kristīne Tjarve*)
- 2. EXTERNAL AND INTERNAL COMMUNICATION** (*Inese Pabērza*)
- 3. FIRST IMPRESSION AND SELF-PRESENTATION** (*Kristīne Tjarve*)
- 4. WORKSHEET INTERACTION WITH STAFF** (*Kristīne Tjarve*)
- 5. PRACTICAL WORK** (*Kristīne Tjarve, Inese Pabērza*)

Topic:

“EFFECTIVE COMMUNICATION”

Author

Kristīne Tjarve

The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Effective communication

Kristīne Tjarve,
16/10/2020

Today's plan

- 3 things to take away from class yesterday?
- A discussion on the concept of "communication"
- Effective communication

Communication without words

Communication is much more than

It starts long before the first word is spoken and can be completely wordless. People around us are observant and they read our body language



Communication as a continuous process

Communication cannot be avoided - it is a continuous process that happens all the time



**Human Behavior -
INSTRUCTION
how to treat him**

Pair discussion

- What are the typical patterns of behavior when your team members are happy?
- What are typical behavior patterns when your team members are angry with a colleague?
- What are the typical behavior patterns when your team members are angry about a personal problem that is not work related?
- How do you usually react in each of these situations?
- What would be the most successful way to deal with this emotion to achieve better work results?

The communication process in brief

- Everyone struggles in their life for the sake of others attention - for the hearing ears of another
- The key to achieving this goal is the MESSAGE
- Brief about the process: **inform, influence, support**

In the workplace, communication purposes could be

- Get the information you need,
- Convince a colleague and make them work for you or your organisation
- Change a colleague's mind
- Maintain collegial relations, etc.

What might be typical questions from a manager if something goes wrong?

- Why don't they listen to me?
- They don't understand me!
- It's that simple!

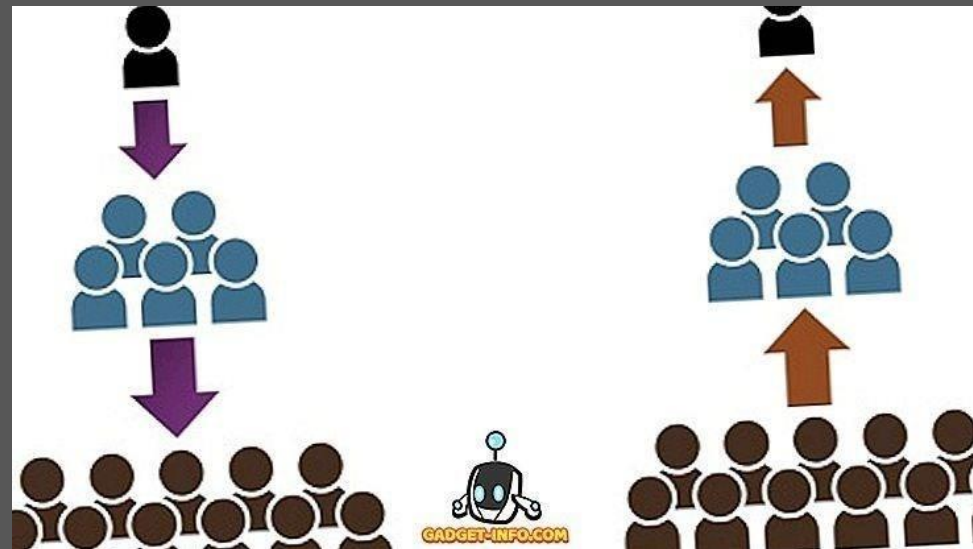
The key is how the listener or audience understands the brand/organisation/my message, not what you wanted to say

Directions for communication

Communication can happen:

- downwards – from superiors to subordinates - hierarchical
- upwards – from subordinates to superiors
- it can be horizontal - between employees at the same level
- it can be parallel - a combination of the previous

Which communications directions most often occur in your daily life?



VARIOUS REQUIREMENTS RELATING TO THE INFORMATION

Usefulness of information

- The usefulness of information is a key characteristic of business communication
- Useful information is information that is necessary or required by the communication partner
- If one of the communication partners accuses the other of deviating from the topic, this means that the information presented is not useful in his/her understanding

Timeliness of information

- **Information must be timely (up-to-date, timely)**
 - Care must be taken to ensure that the state of the object about which the information is provided does not change during the transmission and processing of the information (this applies in particular to written communication) This attribute relates to the time at which information becomes obsolete
 - On the one hand, such a system is mutually convenient. On the other hand, there is the possibility of making mistakes when assessing a candidate on the basis of the (outdated) information available.

Availability of information

Information must be accessible!

- There is no point in reprimanding a staff member for breaching internal rules if he/she does not have the opportunity to read the rules for him/herself
- Similarly, it will not be possible to discuss the views of staff members on a problem unless the conditions are right for them to be expressed
- If all the necessary information is not available, the information may be considered incomplete

SOME OBSTACLES TO EFFECTIVE COMMUNICATION

Obstacles

- Poorly formulated idea that we want to convey to our interlocutor
- Insufficient preparation for the conversation
- Possible "slippery" spots - interrupting, distracting, distracting
 - Voice intonation and tone,
 - Inappropriate environment
 - Poor use or lack of technical resources
 - Non-verbal communication
- Insufficient listener motivation (distraction, news confusion, mental block, listener not interested)
- Interpretation of the message or prejudice and bias
- Distortion and distortion of the message, incomplete delivery of the message

**HELP IN FORMULATING QUESTIONS FOR
EFFECTIVE COMMUNICATION OR TO
ACHIEVE WHAT YOU WANT OR SOLVE A
PROBLEM**

SEV

- Why do you think that is?
- When have you encountered it?
- Where did it happen to you - at home, at work?
- Would you be surprised if it turned out differently than you think?

Other people/team

- Does anyone else have the same opinion as you?
Who?
- Is there anyone who sees it differently? Who?
- Do they have the same arguments as you?
- Do those who think differently have anything in common with you?
- Is it always like this or only in certain situations?

Facts

- Who have you spoken to?
- Maybe you haven't spoken to anyone who might know something about this?
- Have you read anything about it?
- What do you know about it now and what do you think about it?

Clarification

- You have checked a lot of things, but you need more information on some points.
- Which ones do you think they should be?
- You say..., does that mean...?
- You see the following arguments. Could there be others?

Events

- What else could you check?
- Do you think John should check?
- How will you get him to do it?
- Oh yes, today you will do it, tomorrow.... and when you know more about it, you will do it.. and then what will you do?

CRITICS

Room for reflection

- Think about how you usually react when someone criticizes you:
 - If you are criticized by your spouse
 - If your boss criticizes you
 - If you are criticized by a friend
- Think back to a time when you criticized someone, how they reacted:
 - If you criticized a spouse
 - If you criticized a subordinate
 - If you criticized friends
- What would be your 3 suggestions for how to criticize without offending the other person?

How to accept criticism?

- If you are criticized, stay calm and show your partner that you are listening. Even if you disagree with what they say, don't start a discussion until they have said what they want to say.
- Look directly at the person who is speaking to you. This will show that you are open and positive to criticism.
- Don't try to find fault with the person criticizing you (for example, don't interrupt them if they make a grammatical mistake)
- Don't show your partner that you are shocked by the criticism

We accept criticism (2)

- Don't undermine criticism. Don't object to what hasn't been said. Don't exaggerate criticism
- Stick to the point
- Don't try to tell yourself that the person criticizing you has so-called ulterior motives. If you want to discuss with your interlocutor the motives for their criticism, you should do so at another time
- Make it clear to the person who is criticizing you that you have understood the criticism. This is best done by repeating the criticisms in your own words

Tips on how to criticize

- Only criticize the person you want to criticize, not against other people
- Do not criticize in front of other people
- Do not compare the person criticized or their results with other people - he won't listen to you anymore
- Criticize when the time is right. If you postpone this the moment, it will be more difficult for yourself
- Don't repeat the criticism!
- Criticize only what can be changed
- Try to criticize only one thing at a time

Expressing criticism (2)

- Don't start criticizing by telling the person being criticized, that you are going to criticize them
- Don't apologies for criticism that you think is justified
- Avoid irony
- Avoid disquisitions on the motives of the person criticized
- Avoid the words ALWAYS and NEVER(exaggerations will not help)
- You have to praise people, otherwise they won't listen to you and treat you positively during criticism

Tuning yourself before criticism

- Be tolerant of your interlocutor, avoid unnecessary emotions
- Formulate your own ideas about your partner self-esteem, values, skills and abilities.
- Choose the right place and time, or make up your own appropriate situation
- Take into account your partner's emotional state
- Choose the right behavioral tactics and strategies
- Find a place away from the eyes of others or unnecessary distractions

Common mistakes when criticizing

- Unjustified generalization: 'It's always the same, you can never get the job done on time'
Lesson: "Today you were 15 whole days late."
- Self-respecting people arrive on time
- On time for your meeting "Total condemnation: "Your job is crap. It goes absolutely nowhere"
- Unreasonable interpretation: "You are often late in meetings, you probably don't respect the team anymore"
- Speculative reference to others: "Everyone thinks you are capable of better results"

Questions?

The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

See you soon!

Kristīne Tjarve

LMT 29296617

e-pasts: kristine.tjarve@interact.lv

<https://www.linkedin.com/in/kristinetjarve/>

Topic:

“EXTERNAL AND INTERNAL COMMUNICATION”

Author
Inese Pabērza

The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Inese
Fabērza

External and internal communication

How are you?

Inese
Pabērza





Your questions

Daily plan



9.00-11.00 Employees as a target group

11.00-12.00 Organizational culture

12.00-13.00 Lunch

13.00-14.00 Strategically managed internal communication

14.00-15.00 Planning, managing internal communication. Communication for Change.

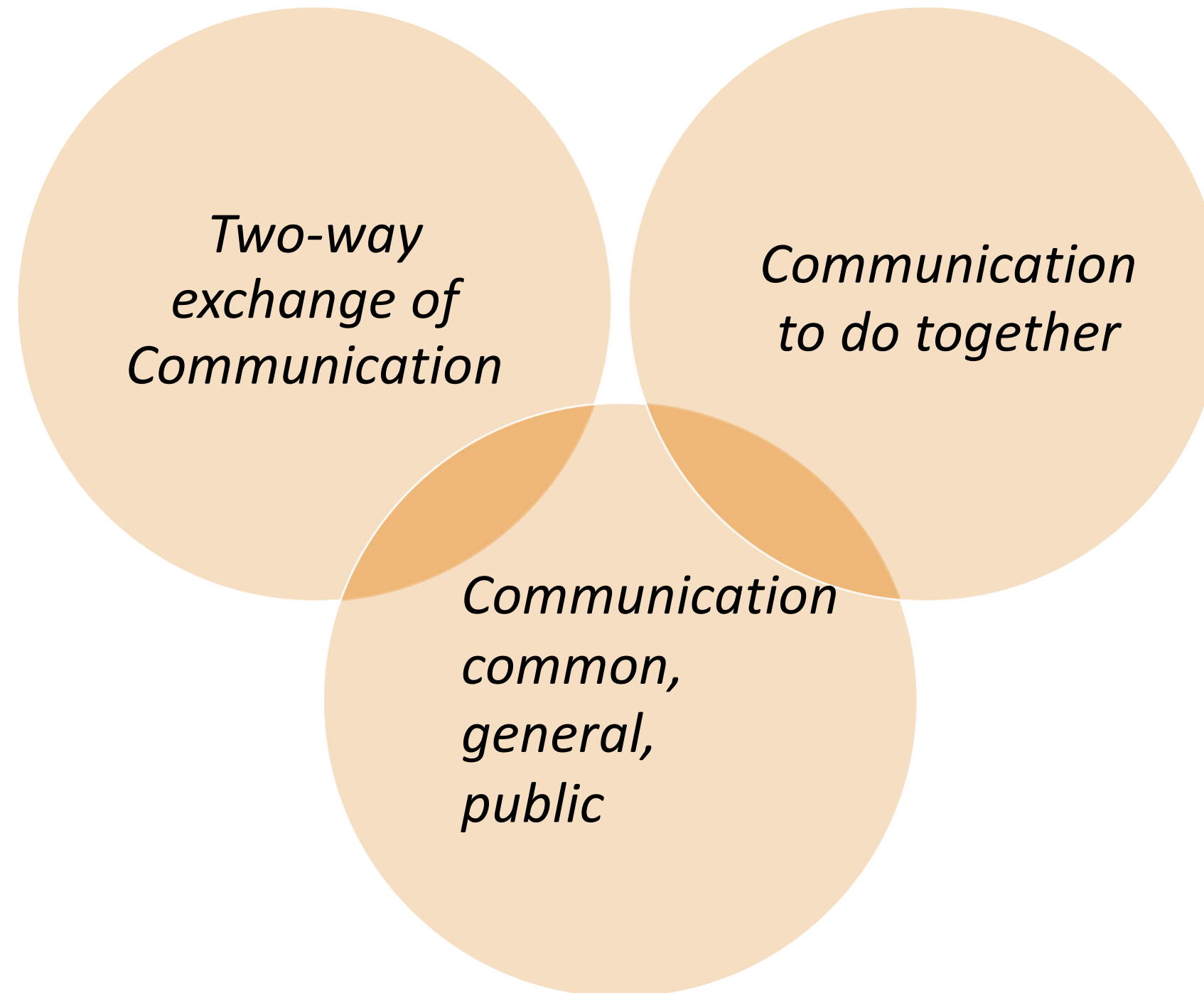
15.00-16.00 External communication SUCCESS SESSION

Methods

-
- Theory
 - Discussion
 - Situation play/group work
 - Test



What is communication?



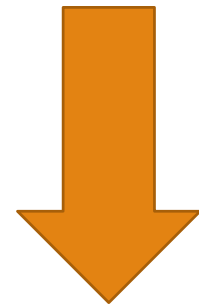


Communication
is emotional
contact!



WHAT'S
GOING ON?

REPUTATION



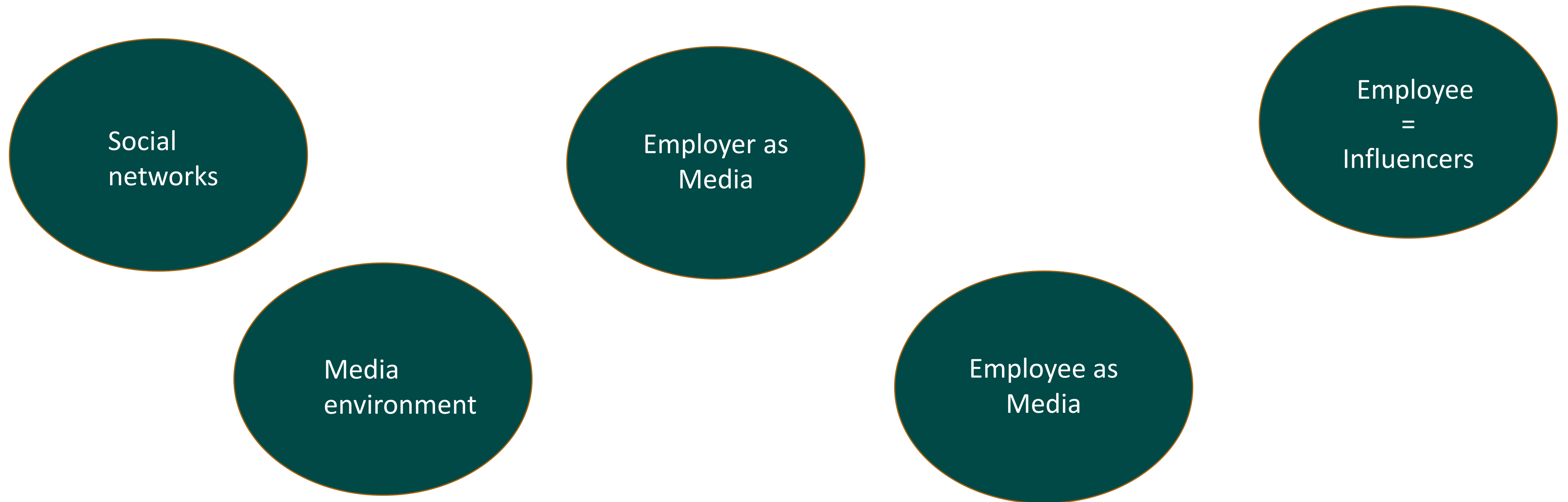
EXTERNAL PROCESS

INTERNAL CULTURE



INTERNAL PROCESS

-
- Internal and external communication in organizations is currently blurred.
 - External reality and internal reality cannot be created in isolation.



THE EMPLOYEE IS
TRUSTED NO MORE PR



The higher up the career ladder you go, the more communication!

It is no longer a luxury for a manager to be a communicator!

Effective external communication is possible when internal communication is in place.

Corporate communication is the overall communication activity that is conducted by the company to achieve the organization's objectives.

(Jackson)

Corporate communication is an integrated approach to all communication generated by an organization and directed to all key audiences. *(Blauw)*

Corporate communication is more of an art than a science.

(Goodman)

At a time when traditional sources of competitiveness (processes, technologies) are losing their relevance, the role of ensuring competitiveness is how a company people stay in a company.

Employees as a target group

- Several theorists consider that employees are one of the most important target groups for PR and internal communication.
- In contrast, a large number of managers consider the communication process and public relations to be communication with journalists or media relations.
- But nowadays, employees expect more from their employer than just a salary. Employees want to be involved in the planning process, in improving performance, but they cannot do so if they do not know what they are doing and why. Consequently, efficiency does not improve.
- Planned internal communication is a motivational tool.

Employees as a target group

- Employees who are dissatisfied with communication are also dissatisfied with their workplace and even with the whole organization/institution/company.
- Dissatisfied employees are more likely to be ill, work less efficiently and perform less well.
- We are living in the age of the employee.
- Internal communication facilitates the transfer of knowledge and information.

Employees as a target group

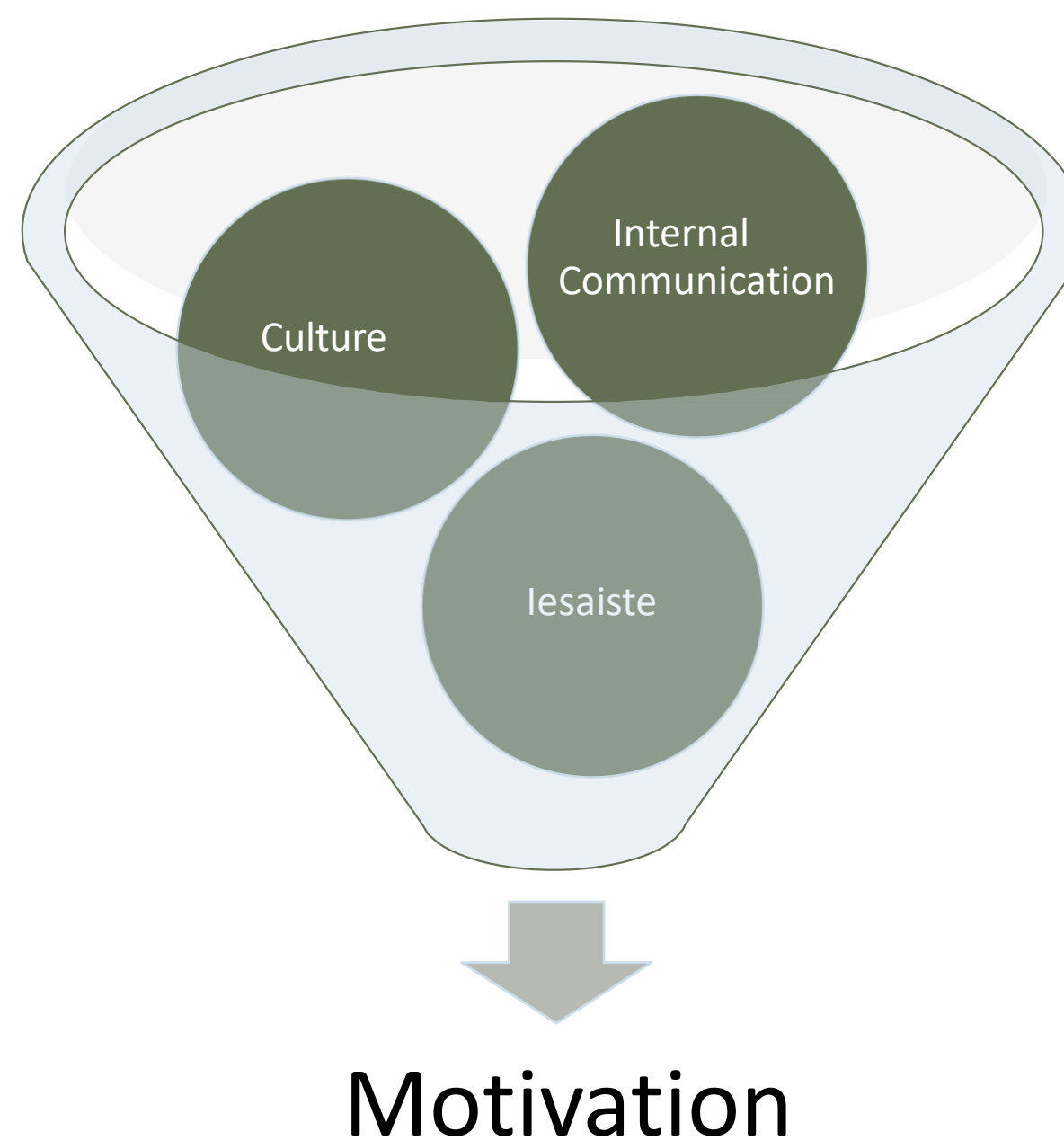
- Change cannot happen without the participation of employees.
- Employees play a key role in the change process.
- Successful internal communication also works externally. Helps to test new ideas before sharing them with the wider public.



The multifaceted role of
internal communication

Employees as a target group

- One of the most pressing issues in HRM is employee engagement.





INTERNAL COMMUNICATION

*Just because we call something something, doesn't mean it
is.* (I.Zaumane)

Internal communication has several interpretations - internal public relations, internal relations, internal corporate communication, internal marketing, internal employee relations, etc.

Internal communication

Internal public relations

- Communicating messages to staff, organizing events.
- Employees as audience.
- Employees need to be informed.
- No minimum requirement for feedback and dialogue.
- Manager expects his internal image to be built.
- Positive content predominates.
- Communication of bonuses and benefits.

Internal communication

Internal marketing

- Internal communication is managed from the marketing department.
- The employee is the brand ambassador/internal customer, and this is embedded in the marketing strategy.
- Creates awareness of brand values and elements as an external customer.
- Equivalent to public relations at corporate level, helps to achieve objectives.

HOMework

Conversation/Discussion

*WHAT INTERNAL COMMUNICATION EXISTS
IN YOUR COMPANY?*



Internal communication

- **Internal communication** is a complex and interdisciplinary field.
- **Internal communication** is strategic.
- **The focus of internal communication** is not on broadcasting messages, but on engaging and building relationships at all levels of the organization, resulting in trust. This enables a quality working environment and results.

Internal communication

- **Internal communication** is a process of inspiring, engaging and building trust.
- **Internal communication** is part of an organization's culture, enabling a comprehensive exchange of ideas.
- **Internal communication** is NOT just passing orders or information in one direction (top-down) and reacting in the other (bottom-up).
- **Internal communication** is the exchange of thoughts, ideas, opinions and feedback in all directions and dimensions.

Internal communication

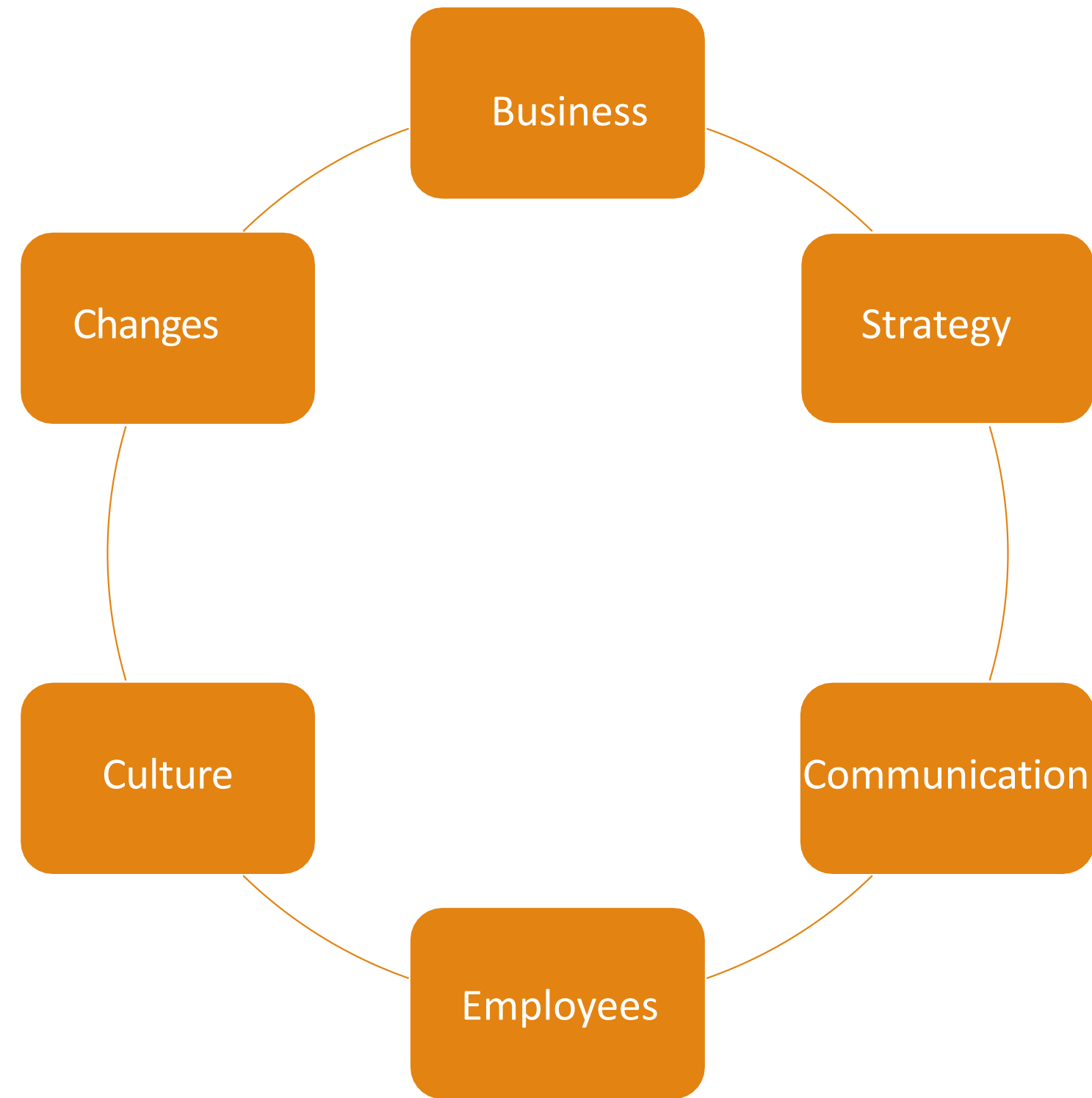
- Every organization relies on internal communication processes.
- Each organization's communication has its own characteristics, linked to a combination of people with different socio-psychological characteristics.

<u>Strategic internal communication -</u> managing and involving staff in joint projects	<u>Creative communication -</u> creating the necessary knowledge and competences.	<u>Functional communication</u> <u>Activities –</u> to support management and productivity processes.	<u>Formative or educational communication -</u> to disseminate the competences needed in the organization.
---	--	---	--

Levels of internal communication

- CORPORATE LEVEL (internal PR, internal marketing).
- INTERNATIONAL LEVEL (managerial function, regularly informed of objectives, activities, decisions, objective: dialogue).
- TEAM COMMUNICATION LEVEL (building trust to achieve objectives; no one can do anything if the team leader is not present).
- PROJECT TEAM LEVEL (multidimensional communication, project implementation models).

Internal communication concepts/competences



INFORMATION FLOWS



Information flow



- An organization is a system that processes different types of information, which in turn forms a communication network.
- Information is the basic raw material in a team that enables it to function successfully.

Information flow

FORMAL	INFORMAL
<p>All the "official" information that comes out - decisions, updates, crisis communications.</p> <p>Controlled and regulated information flow.</p> <p>One-way/feedback.</p>	<p>Any "unofficial" information that accidentally comes into the possession of employees/management.</p> <p>Rumors. Not controllable, regulatable. But it can be determined by the culture of the organization.</p> <p>Unidirectional.</p>

INFORMATION FLOW

Vertikal Channels

- Used by management to channel the information needed by all employees.
- Basically professional information needed both to achieve objectives and to fulfil job responsibilities.
- Controlled by management.



Horizontal Channels

- Communication and information exchange within the same employee level. Difficult to control, as both professional and everyday information flows in this environment.
- The quality of information depends on the general atmosphere in the team. The informal leader and his mood play a big role. A skillful leader can exploit this flow of information.

HOMework

Conversation/Discussion

*PLEASE NAME THE FORMAL, INFORMAL AND
VERTICAL, HORIZONTAL INFORMATION EXAMPLES*





The role of
organizational
culture in internal
communication

Internal communication and organizational culture

- Organizational culture is closely linked to the existing communication network.
- Definitions of organizational culture vary, but most authors recognize that culture is the lifeblood of an organization, the set of employee values, perceptions, values and norms that are formed in the course of adapting to the external environment and integrating the internal environment to solve problems.
- Organizational culture is often a counterweight to stress, pessimism, conflict, demotivation and other organizational problems.
- Depending on the culture of the organization, internal communication can be defined and also defined by internal rules and/or strategies/agreements, e.g. how long we take to respond to emails from employees, that we always call back a colleague as soon as possible, that rumors are not acceptable to us, etc.

Organizational culture

Management style in the organization

The socio-psychological climate in the organization

Relationships between people

Organization design (incl. employee dress)

Speaking

Rituals, traditions

TASK - EXCHANGE OF EXPERIENCE




- Are the values of the collective defined?
- Are you aware of the team's values?
- Are team values/internal culture discussed and debated at all?

Organizational culture

- *Individual anatomy* - the level of responsibility, autonomy and initiative of employees.
- *Structuring* - the level of regulation of the work process.
- *Support* - the extent to which managers at different levels support the efforts of their staff and the relationships between them.
- *Identification* - the extent to which employees identify themselves with the organization, are committed and motivated to achieve goals.
- *Reward* - the extent to which employee performance is rewarded and incentivized.
- *Conflicts* - how often conflicts exist in the organization between employees, with managers, what is the attitude towards different opinions/beliefs.
- *Degree of risk-taking* - how employees are incentivized to be innovative, assertive.

Organizational culture

- A relatively new concept in organizational communication, psychology and sociology.
- The Latvian organizational culture has been shaped in a totalitarian society, so the development of organizations is relatively slow.



ORGANISATIONAL CULTURE
=
THE PERSONALITY OF THE
ORGANISATION

Organizational culture

- Environmental design (in line with the values of the organization); changes in the environment are an important process in the process of changing the culture of an organization;
- When designing/changing the environment, not only the priority values of the company as a whole, but also the specificity of the work at the individual team level must be taken into account.
- When making changes to the organization's culture and working environment, sufficient attention must be paid to the change management process.

Organizational culture

High culture:

- dynamic, strong will to act, quick to react;
- striving to be as close as possible to the customer, ideas for improving products, services;
- freedom for employees to make decisions;
- a management style based on self-control, delegation;
- training, further training;
- creative, collaborative environment.



Low culture

HOMework

Test/Conversation



Strategically managed internal communication

- A set of internal communication activities that are aligned with the organization's strategic purpose and goals.
- Its main ambassador is the senior manager and his/her team.



Why do you need
internal
communication
strategy?

(Zaumane, 2020)

Strategically managed internal communication

- Organizations with effective internal communication see an increase in employee engagement and productivity of more than 30%.
- Money can be saved on pointless/worthless internal communication activities that have nothing to do with the operational vision.

(Zaumane, 2020)

Strategically managed internal communication

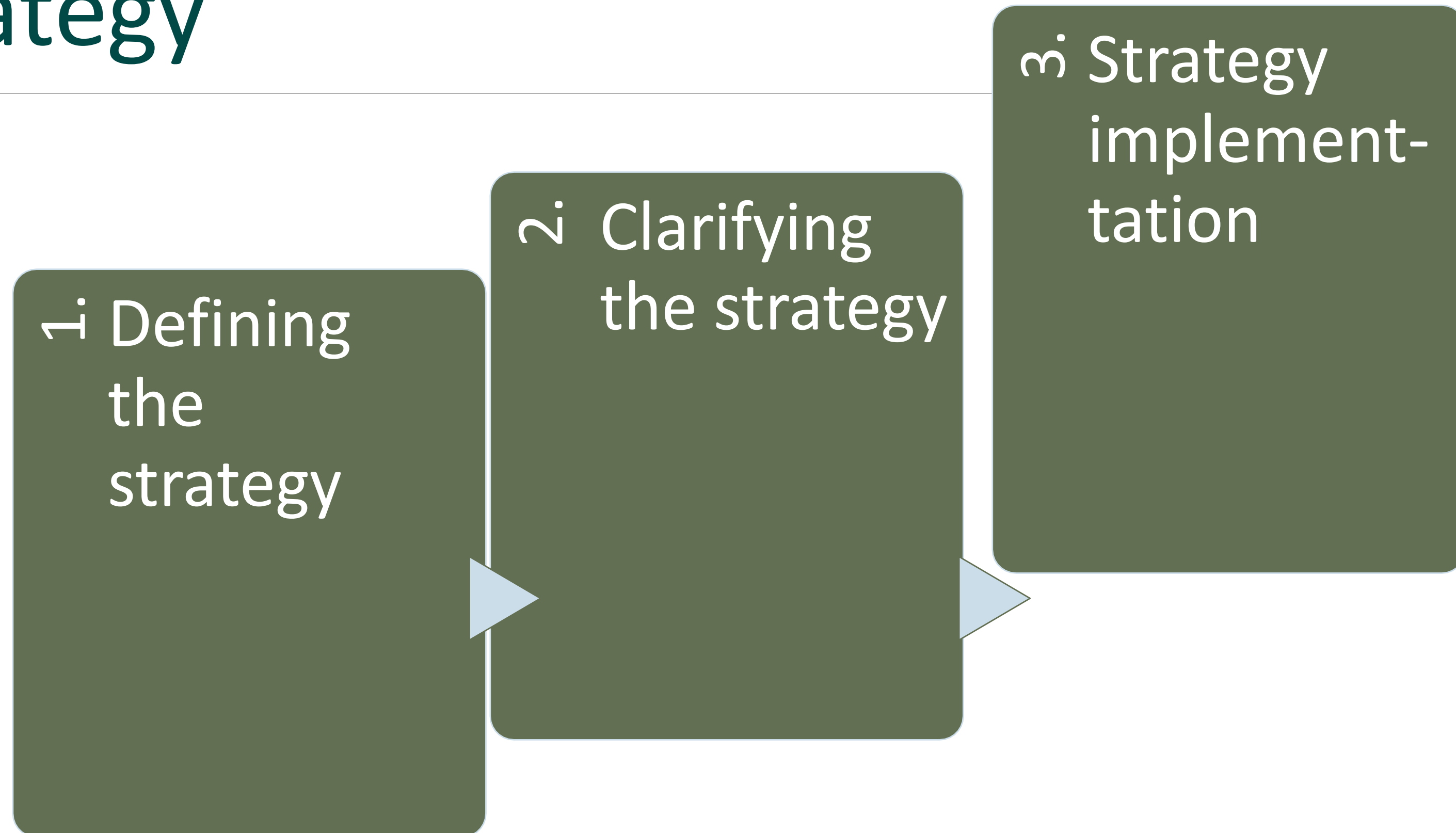
Internal communication strategy:

- Builds links between departments;
- disseminates good practices or builds reputation;
- ensures performance improvement;
- motivates staff and reinforces their loyalty;
- improves the culture of the institution;
- contributes to attracting and/or retaining staff.

Communication planning

- To start building internal communication, we need to start by asking what we mean by internal communication.
- To be successful, effective and targeted, as in any field, it is important to set objectives.
- Why do we need to know? What do we want employees to say, to think?
- If we know what we want to achieve with communication, we are more likely to achieve it.

Internal communication strategy



How to develop an internal communication strategy



Internal communication objectives

INFORM to inform/educate.

Internal communication may initially aim to inform employees as a priority. Informing promotes the feeling of being involved in the information chain, of being paid attention to.

In the first phase, inform.

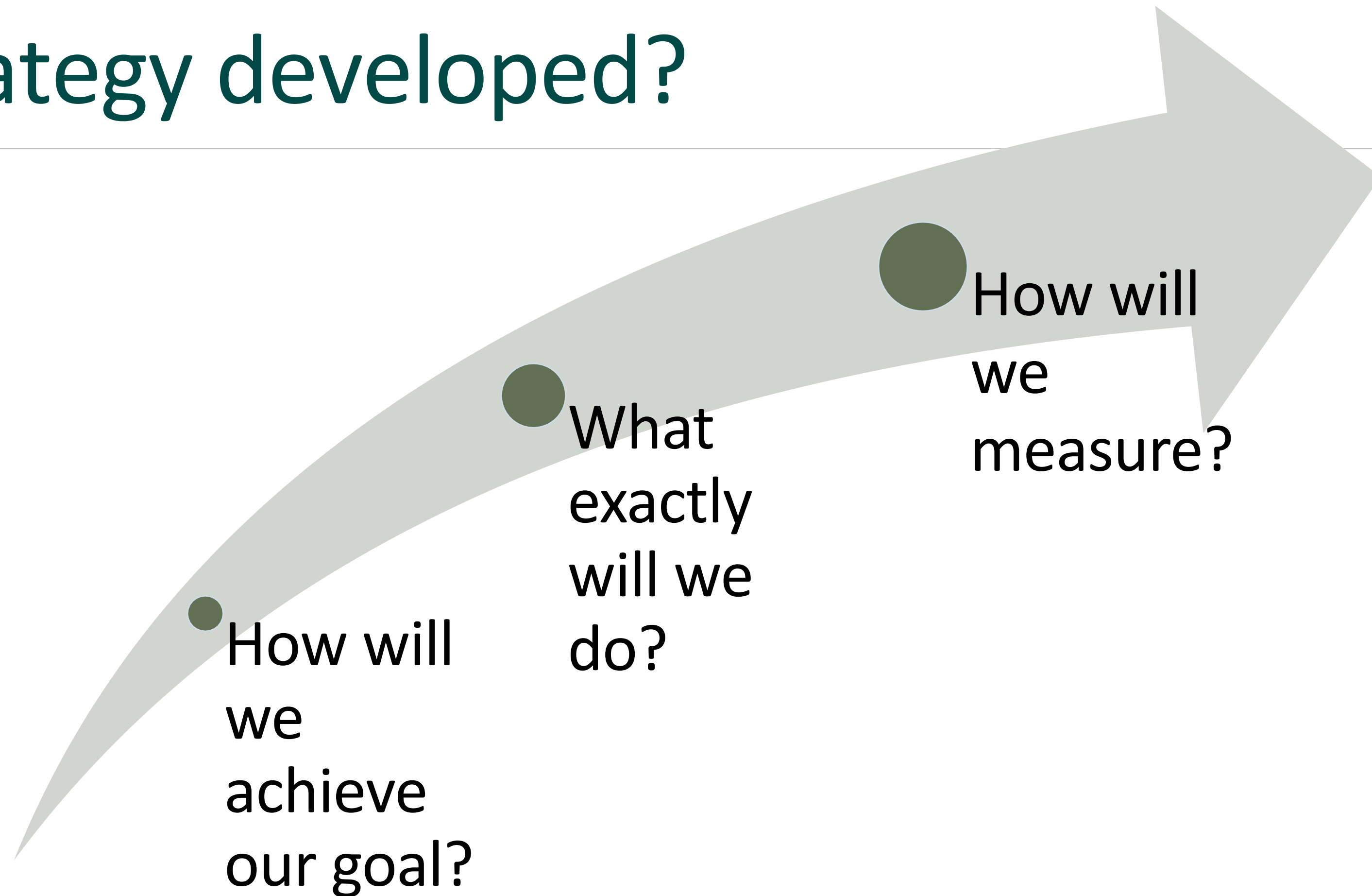
In the following phases, to 'sell' the desired information.

PERSUADE

MOTIVATE

Creating a **DIFFERENT RELATIONSHIP** with differently minded groups of employees.

How is an internal communication strategy developed?

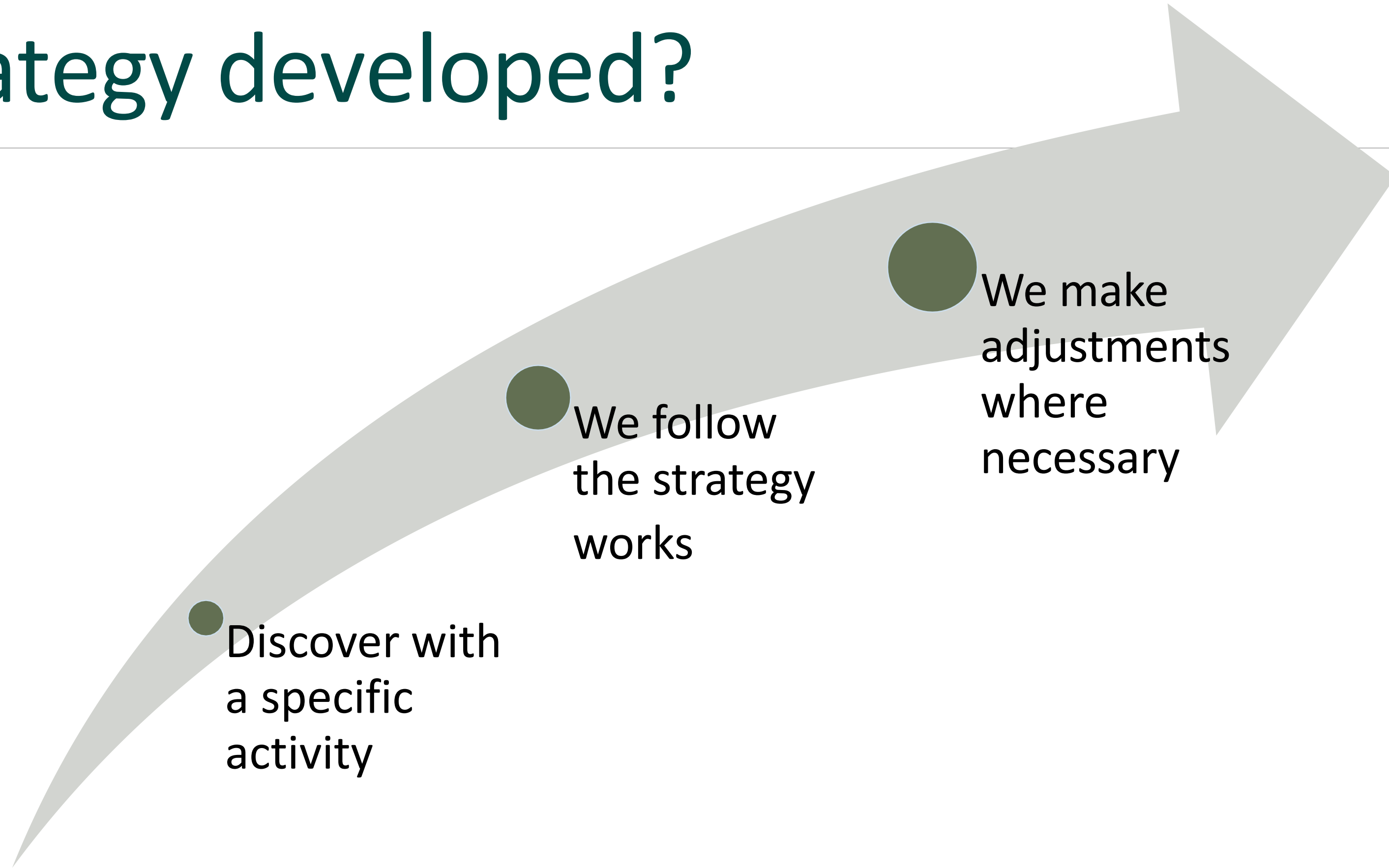


(Zaumane, 2020)

How is an internal communication strategy developed?

1. Creating/preparing channels
2. Preparation of activities
3. Mutual coordination
4. Organization
5. Involvement of all responsible
6. Ensuring senior management understanding

How is an internal communication strategy developed?



HOMework



1. *Define one team/company IC problem*
2. *Why does it need to be solved?*
3. *What is the target?*
4. *How will you achieve it?*
5. *What will you do?*
6. *How will you evaluate?*

PLANNING AND MANAGING INTERNAL COMMUNICATION



Internal communication

- Internal communication is a management function, not a PR or HR function.
- Internal communication is the responsibility of managers at all levels.
- PR/HR specialists are communication experts, not "communicators".
- Internal communication is part of leadership.
- Internal communication reflects the values of leadership, of the organization.
- Internal communication can help facilitate and improve management/operational processes.

Who owns internal communication?

Internal communication belongs to no one, but to everyone. (I.Zaumane)

Who owns internal communication?

- It doesn't matter who, but it is important that someone is delegated this function in the first place.
- There must be credibility from the team, good psychological knowledge and communication skills, the ability to sense the mood of the team and of each individual.
- Advocate for the employer and the employee.
- Ability to explain management objectives and the need to achieve them.

Perspectives on internal communication management

- Public relations/communications unit (internal communication one area, may lack strategic approach, manager may lose control of internal communicator as his/her direct employee).
- Human Resources Management Unit (may lack communication expertise, strategy, internal communication as a bonus)
- Marketing department (employees = marketing ambassadors, employees=customers)
- Interdisciplinary unit (internal communication manager is only one of the team, internal communication involves managers at all levels, forming an interdisciplinary team).

Internal communication failures

- There is no purpose - why we do what we do.
- Activities are one-off, spontaneous.
- There is no consistency.
- There is no development.
- No senior management involvement. No planning. No resources.
- Implementation is not delegated to anyone in particular. One message is not for all staff.
- How to reach all employees? Who talks about good news and who talks about bad news? Who speaks at all?
- Rumors outpace information.
- One-way communication.

Internal communication failures

- Lots of channels but empty, or when the employer has nothing to say.
- "Working" with informal leaders.
- Bad news with bad news, or the mood of the manager.
- ATR as a process of change and change of values - identity, image.

Internal communication failure

Doing what you do, but employee engagement is decreasing/not increasing...

- The internal communication manager is not to blame (read: senior and middle management should take responsibility).
- Employees are dissatisfied with the working environment.
- Organization culture and prevailing principles.
- Prevailing communication practices.

What to do?

Ask employees!



Internal crisis communication

What is a crisis?

- **A crisis** is an event that happens suddenly, often unexpectedly, and requires a quick solution.
- **Crises** interfere with daily routines and cause stress.
- **Crises** can be caused by natural phenomena, such as an earthquake or storm, or by human error, such as an explosion, scandal, conflict or robbery.
- **A crisis** is a situation where your organization's values or programmed are publicly judged (condemned) and/or evolve in a (not) predictable way.
- **Any crisis** threatens the reputation of the organization's leadership, the reputation of its employees, and the reputation of the organisation as a whole.
- **Crisis communication** should play an equally important role in crisis prevention in organizations.

Risk or crisis?

RISKS	CRISIS
<p>Risk = the possibility of something unpleasant happening.</p> <p>Risk can be predicted and avoided becoming a crisis through targeted action.</p>	<p>Crisis = the unpleasant thing that already happened.</p> <p>Crises can be overcome, but it must be borne in mind that they can cause great damage, including reputational damage.</p>

The role of internal communication in a crisis

- Managers will never be prepared for bad news.
- Include clear criteria in the message and stick to them.
- Don't be afraid of emotions.
- An 'external enemy' strategy can be used.
- Inform employees in good time.
- Give time.
- Provide psychological support.
- Give tools/information on how to proceed.

Messages

- The message - the information provided.
- Messages provide an overview of the basic content of communication activities elements.
- When developing messages, it is best to make them vivid and use simple language.
- A message is a concise and easily understandable formulation of the problem, the solution and the arguments for why and what action is needed.
- Basic and additional messages.
- Messages are the core of communication content and are used in a variety of communication materials.
- The message is the core, and the more it is repeated, the better the target audience will remember and understand what we are trying to say

Messages

- In internal communication, messages are shaped by issues.
- To clarify them, they need to be explored and analyzed.
- Not all issues can be solved by internal communication.
- Not only external communication messages but also internal communication messages need to be produced.

HOMework

Define the message for your team

Management has decided to reduce remuneration between 10-15% from 2021!

How will you communicate this to your employees?

What channels will you use?



Practical pre-crisis advice

- Train your staff (especially the spokesperson) to deal with the media and other audiences.
- Devise messages, target audiences for different crisis situations.
- Make sure every staff member knows his/her role.
- Discuss PR issues in meetings, promote internal awareness about the job, the sector, etc.
- Make press releases etc. available to the media for all employees, e.g. by sending them first to employees and then to the media, etc.

Crisis communication

- In times of crisis, it is best for an organization to be open and honest. It is important to make every effort to provide the public with the information they need.
- In a crisis, the media will write and broadcast information about the crisis with or without your knowledge.
- It is in your interest to participate in this news - even negative news - and to ensure that your position is represented and correctly reported.
- Your organization's reluctance to speak out will only increase suspicion and rumors.
- Complete the chain of communication - define the spokespersons, inform the rest of the team, the organization.
- The presence of a leader builds credibility and shows that the organization is serious about addressing the issue.
- Inform the internal public about the crisis, thus avoiding unnecessary rumors. Employees can also be a source of information others. It is not good for employees to hear about what is happening in the organization from the media.
- Communicate with internal audiences by email or in meetings.

Practical advice for the post-crisis period

- Evaluate the actions, responsibilities and effectiveness of the crisis plan of all staff involved.
- Refine the crisis plan according to the new experience and situation.
- Organize a crisis drill or simulation.
- Fix the problems so that the crisis never happens again.

HOMework

Discussion

*CRISIS IN YOUR EXPERIENCE
THROUGH THE PRISM OF INTERNAL
COMMUNICATION*





Toolbox for internal communication

Internal communication tools

Internal communication is not just about keeping staff technically informed. Reduce information, increase working together, which shows care and interest in colleagues.

Internal communication tools

- Intranets;
- Newsletters;
- News pages;
- FTP server;
- Facebook group;
- Congratulations (round, half-round, monthly, birth, marriage etc.);
- Recognition of staff;
- Events (brunch, lunch together, annual, sports, etc.)
- Socially responsible behavior and involvement in events (blood donation day, fundraising, charity campaign, etc.);

Internal communication tools

- Live broadcasts, video conferencing, skype meetings;
- Eliciting staff views (surveys, etc.)Relay as a first source;
- General staff meetings;
- Meetings;
- Message boards;
- Internal campaigns (for stress reduction, computer work, innovation oretc.);
- Video instructions;

Internal communication tools

- Hobbies (exhibitions, andeles, haggling, etc.)
- Rallying activities - drills (careful with form);
- Joint training activities;
- Internal newspapers;
- Wall newspapers;
- Integration of new employees;
- (onboarding);
- Open door policy;
- Internal employee shadowing;

Internal communication tools

- Parsnips;
- Exercise (or other health-promoting activities);
- Third parties as reliable sources of information, knowledge, etc;
- Podcasts;
- Online radio;
- Online TV;
- etc.

Measuring results

- How much do staff know about the strategic objectives (long-term, medium-term, annual)?
- Staff satisfaction with working conditions, motivation?

INVITATION!

Internal communication must be measured. And not by measuring the satisfaction of information exchanges, but by the content that managers communicate to employees on a daily basis, how they do it, and whether it promotes understanding among employees on critical, important issues!

Measuring results

- Surveys
- Interviews
- Behavior, traceability of tools
- etc.

Internal communication trends

- **Change** (technology, new processes, efficiency, change, values)
- **Many communicating with many** (in the work environment, communication is no longer just between management and employees; employee network analysis; managed internal communication).
- **Employees as advocates** (employee-generated content on social networks; each employee as a medium; planned activities).
- **Non-standard solutions** (not thinking in terms of channels and messages; authenticity for the organization).



Homework

- What do we mean by internal communication?
- What is the vision and purpose?
- What is the organization's culture and communication practices?
- What do employees expect?

Action

Homework (2)

The key ambassador is the senior manager and his team; the primary audience for communication are the employees.

(Zaumane)

~~Plan A~~
~~Plan B~~
Plan C

Communication
for change

Communication for change



- The power of change management lies in the manager's ability to analyze and detail the change at a very early-stage process.
- In this detailing phase, the readiness of the employees and the organization to change is a major focus.
- This includes qualitative listening to uncover the drivers and inhibitors of change, to identify allies and opponents of change.

PRETOŠANĀS FORMAS (LEWIS, 2019)

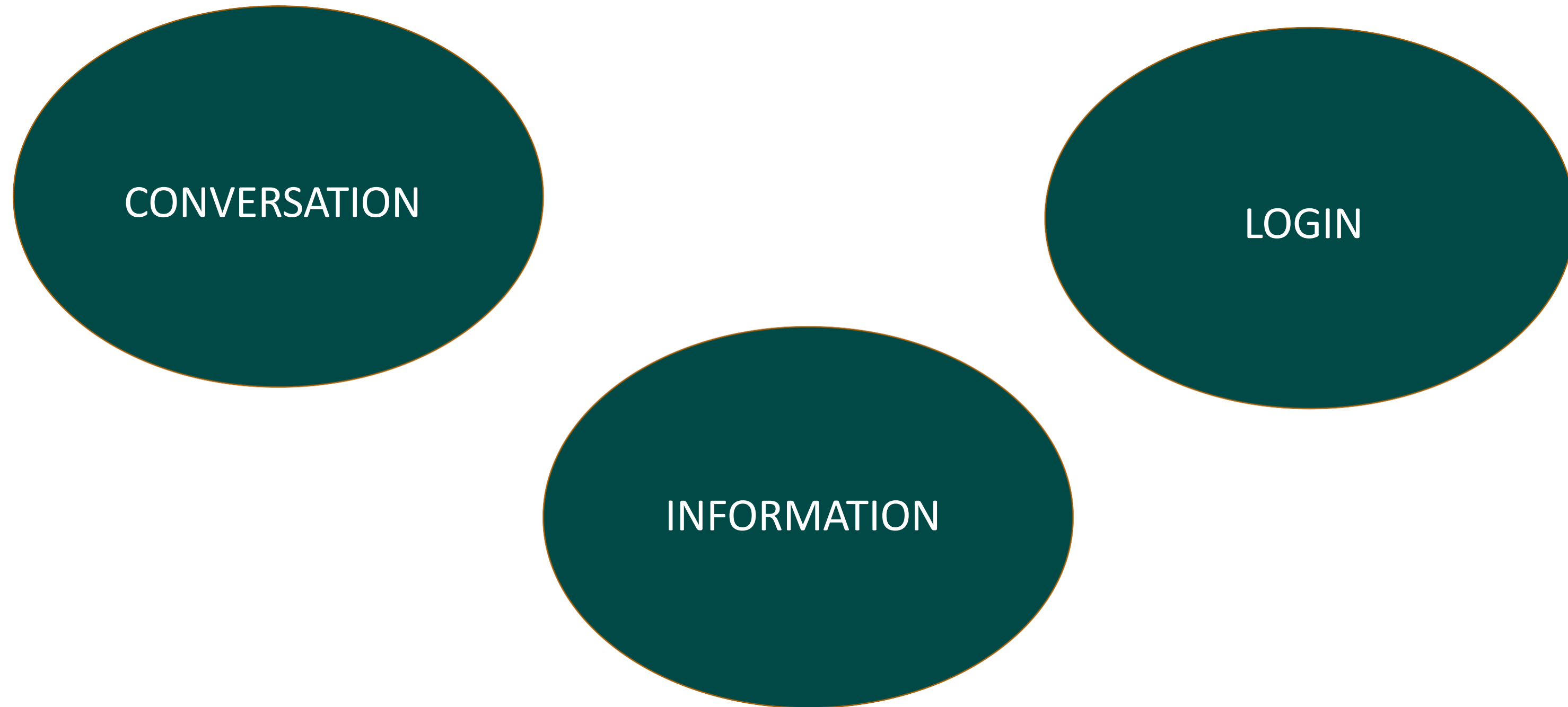


What does change mean for employees?



- *COGNITIVE* - what does the person think about the change situation?
- *EMOTIONAL* - how the person feels when thinking about the change (joy, anger, fear, numbness etc.).
- *ACTION* - what does the person do? (Discuss, sabotage, strike, resign?). Real resistance occurs at the level of action, where the employee does or does not do something to maintain the status quo.

Communication prerequisites



The role and importance of leadership in change management

- MANAGING CHANGE
- MANAGING COMMUNICATION
- MAIN COMMUNICATIONS
- PERSON

If an organization has entered a phase where employees are blatantly sabotaging change, then the question needs to be asked: "What have we missed?"

(Zaumane)



EXTERNAL COMMUNICATION

Media relations



- Publicity, or getting the right information out there to reach a large audience of readers, viewers or listeners
- You can talk about yourself, your organization's or company's achievements, current events in the industry or even products and services. The only condition is that the information must be valuable, well prepared and well presented.
- Information in media relations is not advertising.
- A professional media relationship is content + relationship.

THE MULTIPLICITY OF COMMUNICATION CHANNELS TODAY

Inese
Pabērza

- Media events (conferences, media breakfasts, presentations, etc.)
- Infographics
- Photos
- Social media
- TV
- RADIO
- Podcasts
- Press releases
- Websites
- Interviews, opinions
- Fact sheets
- etc.

What is a press release?



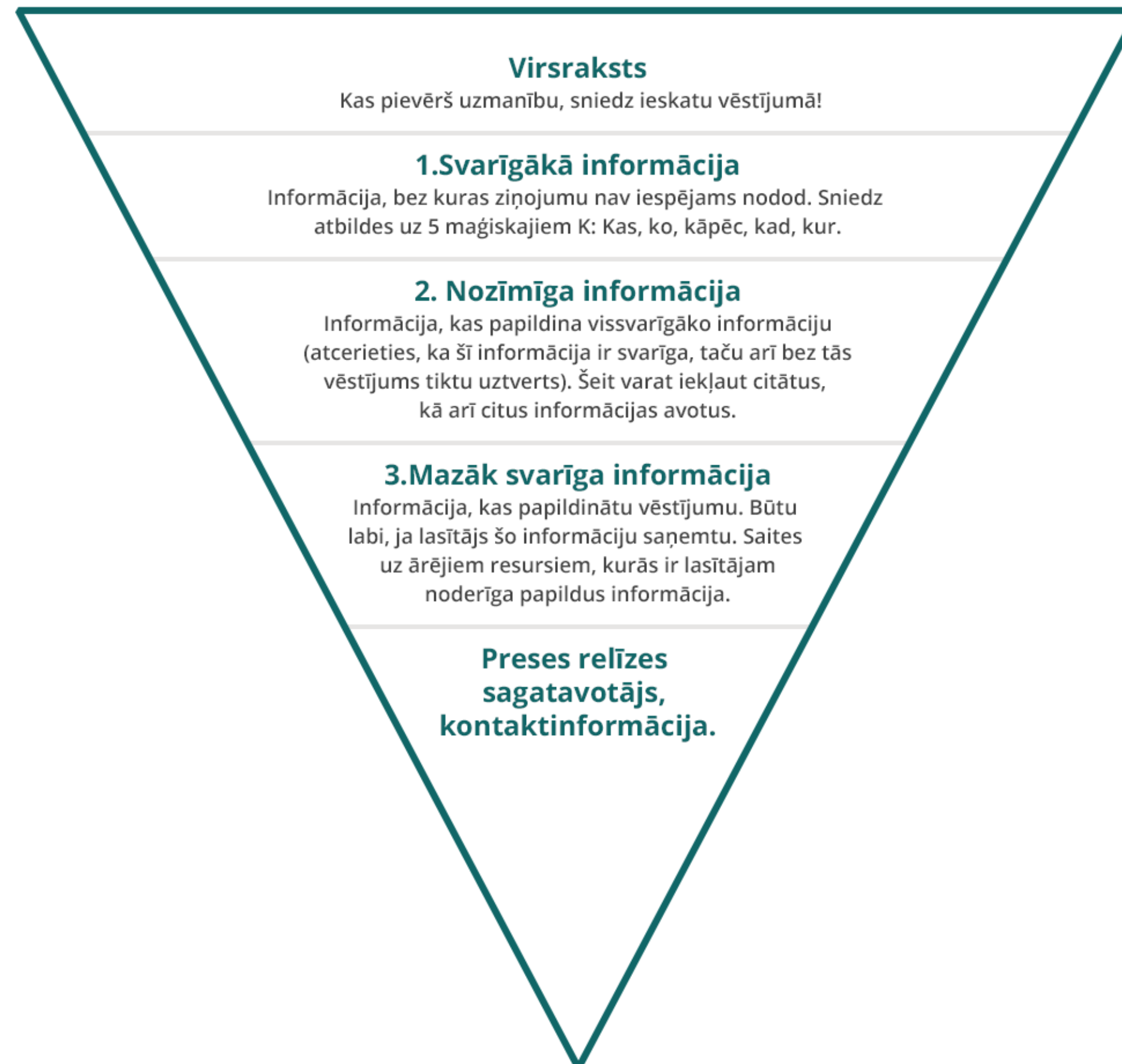
- Written information of an official nature containing news about current events.
- A press release is the easiest way to start communicating. Press releases contribute to about 30% of news and most content on portals.
- A special document for media staff containing information for rapid publication and distribution.
- The main purpose is to inform journalists, ensuring that a wide readership is aware of an upcoming event, occurrence or other information message.

Purpose of a press release



- Inform
- Convince
- Motivate
- Involve
- Build mutual understanding...
- A press release is the easiest way to start communicating with a journalist.
- Press releases help to shape about 30% of news and most content on portals.
- Create interesting content for journalists.

Structure of a press release



Content of the press release



- Success, aspirations, business ideas, new services or products.
- Events, activities, awards, news, press events.
- Performance, financial results, investments, new markets, change of management.
- Information on the unique and interesting.
- Crisis response, response to accusations, criticism.
- Expert advice, trend information, experience.
- Opinions, surveys, research.
- Information on developments.
- Asking for donations, support, involvement.

Press release design



STANDARD PRESS RELEASE

CONTACT INFORMATION:

[Company Name]

[Contact Name]

[Phone Number]

[Email Address]

RELEASE DATE:

[Date]



[MAIN PRESS RELEASE HEADLINE (*ALL CAPS*)]

*[Optional Subhead (*Upper and Lowercase / Italicized*)]*

[Dateline: CITY, STATE, Month Date] — [Lede: Briefly and explicitly state the information you need to share. Include who, what, when, where, why, how and lead with the most important information.] Lorem ipsum dolor sit amet, consectetur adipiscing elit. Mauris sodales tempor nisi ac finibus. Fusce sed lacus ac massa ornare lacinia non a sem. Praesent convallis quam ut augue maximus vestibulum. Maecenas id facilisis quam. Quisque vehicula fermentum ligula. Sed non mattis dui. Nam varius ligula id imperdiet pretium.

[Body paragraphs: Background information, rich quotes, etc.] Etiam quis lorem tempus velit laoreet feugiat quis at massa. Donec tempus diam et nibh feugiat finibus. Curabitur id nisl pellentesque, efficitur nulla non, blandit urna. Vestibulum ante ipsum primis in faucibus orci luctus et ultrices posuere cubilia Curae; Proin fringilla risus felis, a ullamcorper velit auctor vitae. Aliquam eget felis ac magna maximus eleifend.

Ut ut gravida mauris, et iaculis magna. Donec id lorem gravida nulla malesuada tincidunt. Etiam semper, mi sed dignissim auctor, enim felis ultrices est, sit amet sagittis turpis justo eu ligula.

[Boilerplate]

[Call to Action]

###

SOUTHSIDE •CYCLING•

Media Contact:

Name

Title

Phone:

Email address:

Southside Cycling Receives Grant to Open Third Store in Chicago

Use a subhead that expands upon the information shared in the headline.

CITY OF ORIGIN, DATE OF RELEASE - Your press release should read like a news story, broken into several paragraphs. Provide information about your organization, products, services, or events that will entice a journalist or editor to write a story. Put the most important information in the first paragraph, including the "who, what, when, where, and why" of your announcement.

Use the second and subsequent paragraphs to dive into more detail and set up the story for the reader. Incorporate a quote (or quotes) from you or another leader in your organization. Always write in the third person, and avoid using words like "I", "me", and "you."

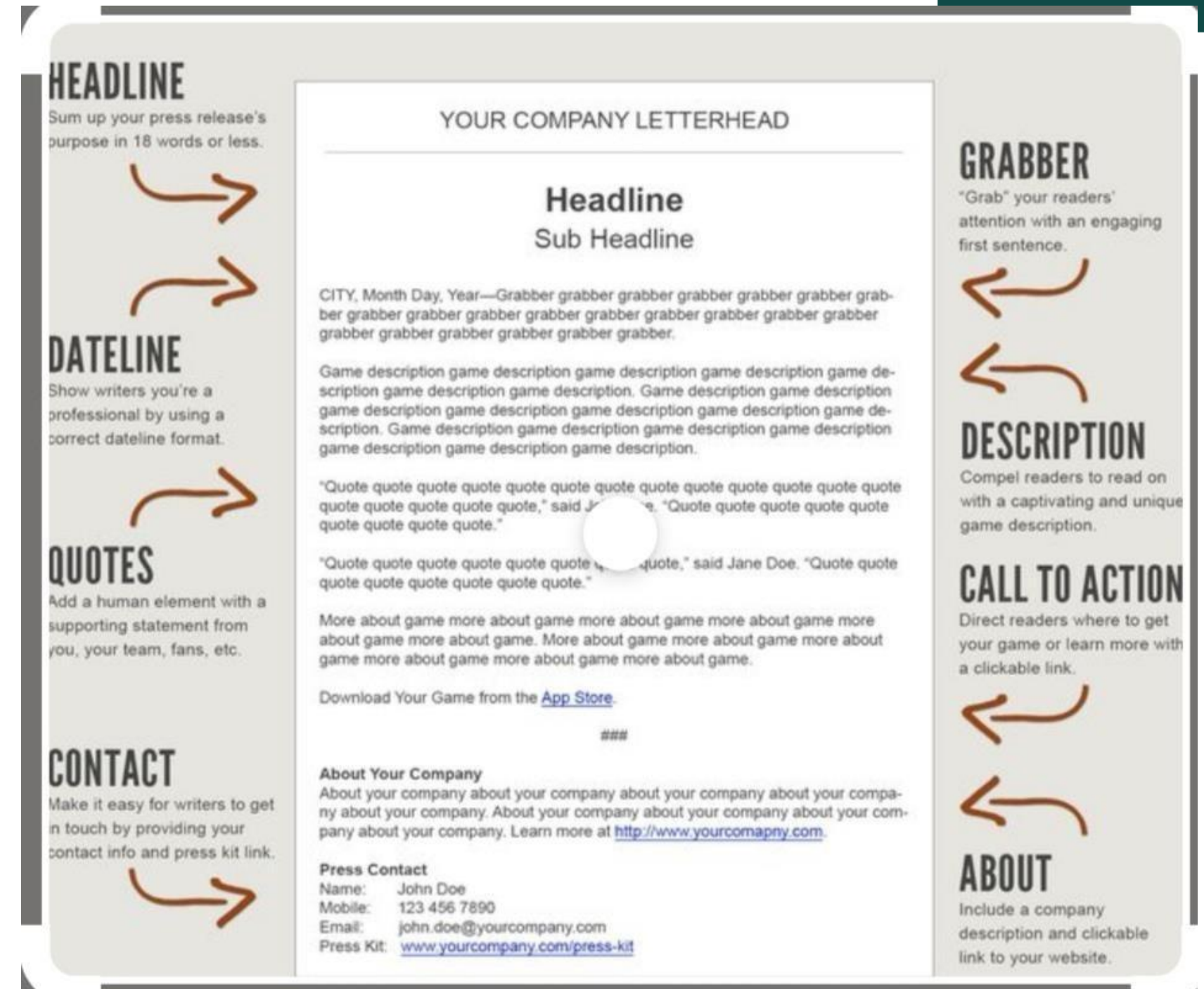
Here's an example: Southside Cycling, a leading cycling and sporting goods retailer, is pleased to announce a new store in The Great Mall of Chicago. The brand new store will be stocked with reputable brands of bicycles, tires, helmets, and more, with a wide price range to fit all consumer budgets. "We're excited to welcome a great company to the assortment of storefronts at The Great Mall!" said Jackson Smith, Chief Operating Officer of The Great Mall.

About (Your Company Name)

Include a short paragraph about your company. Provide details such as: when your company first opened, recent achievements or awards, other store locations, and social media links.

Content of the press release

1. Date
2. Exact title
3. Introduction
4. Cite
5. Basic text, facts
6. Information about the organization
7. Contact details
8. Annexes



Date



- Indicate the date of preparation.
- Use the option to indicate the date of publication.

Title



- Attention-grabbing, but to answer the question of what the message will be about.
- No longer than 5-8 words, preferably including a verb.
- It is preferable not to use abbreviations, but if used, a transcript should appear in the lead (introduction).
- Bold.

Introduction



- An introduction with key facts that expand or "decode" the title (20-35 words or 2-3 sentences). It should clearly state what the press release is about and answer the 6W questions: what? what does it do? where? when? how? why?.
- What is the most unique or important or unusual thing that has happened?
- Who is involved - who acts or has a say?
- Is there a telling word or dramatic phrase that could be included?
- What is the subject of the sentence and what verb might best involve the reader in the event that follows?
- If you use any abbreviations that are important for the rest of the text, it is advisable to decipher them in the lead.

Citation



- Preferably by a third party, expert, industry professional, client, user, etc. the words of a third party, a third party expert, a third party professional, a third party expert, a third party expert, a third party professional, a third party expert, a third party expert, a third party professional, without repeating what is said in another part of the release.
- Full name, job title required.
- In general, it is preferable to use 1-2 quotations, 1-2 sentences each.
- Adapt to the speaker's style!

Basic text or discussion



- 2-3 paragraphs of other relevant information (facts to support the statements in the title and introduction + a call to action).
- Length of a paragraph - up to 50 words on average, about 4 concise sentences each.
- I will intersperse with quotations.
- Use emphasis points to structure clearly!

Message



- *The message* - the information provided.
- Messages provide an overview of the basic elements of the content of communication activities.
- When developing messages, it is best to make them vivid and use simple language.
- A message is a concise and easily understandable formulation of the problem, the solution and the arguments for why and what action is needed.
- Messages are the core of communication content and are used in a variety of communication materials.
- The message is the core and the more it is repeated, the better the target audience will remember and understand what we are trying to say.

Conclusion or background information



- Background information on persons involved, organizations, previous similar events.
- Information provider (name, position).
- Contact details.
- Contact details for source of additional information.

Design recommendations



- No more than 1 A4 page.
- Use the organization form.
- Use social media accounts in the contact area or in the design of the form.
- Use #.
- Use hyperlinks.
- In the contact area, offer the possibility to communicate on WhatsApp, Zoom, etc.

Annexes



- Attach a prepared photo or visual material (in appropriate formats) with the author or reference "Publicity photo" or "Publicity material", etc.
- It is much easier to understand the message if a photograph is attached.

Sending a press release



- We only send press releases to journalists/editorials that are really interested.
- Constant contact with journalists, editors and regular updating of the media list is the key to success in order to produce the kind of message the media wants to receive.
- Don't clutter up the journalist's email space.
- There is a right moment for every message.
- Friday is not a holiday.
- Holiday news.
- Special media features.

Impactful press release



- + Clear objective

 - + New

- + Interesting

 - + 6 W

- + Correct,
precise

- + Right time

How to reach the media?



- Assess the relevance and impact of the novelty!
- Tailor content!
- Do your research!
- Suggest topics!
- Suggest experts!
- Allow adequate time for press release preparation!
- Write before the event, not just after!
- Don't be intrusive!
- Be accessible!

Press release -Your personal brand



A news release is your organization's calling card, giving journalists an idea of your company and the professionalism of your work.

(Dīters Herbsts)

*We are responsible for what we say, not how others say it
perceived.*

(Inmargo)

Media relations tools - not just press release. Creative solutions.



- Press conferences
- Breakfast
- Events
- Excursions
- Opening
- Unique discoveries, products
- "Premieres"
- Innovations



Press release in a different format

Website message length is 500-1000 characters.

Each social network has a different format and specifics for publishing content, so posts should be tailored individually to each of them, considering best practice recommendations, experience, target audience, industry specificities and communication style.



WHY COMMUNICATE ON SOCIAL NETWORKS?

SPEED

- in publishing
- In feedback

OPTIONS

- in emotions
- in opinion
- in the audience

SEARCH, FIND ABILITY

General rules for communication on social networks

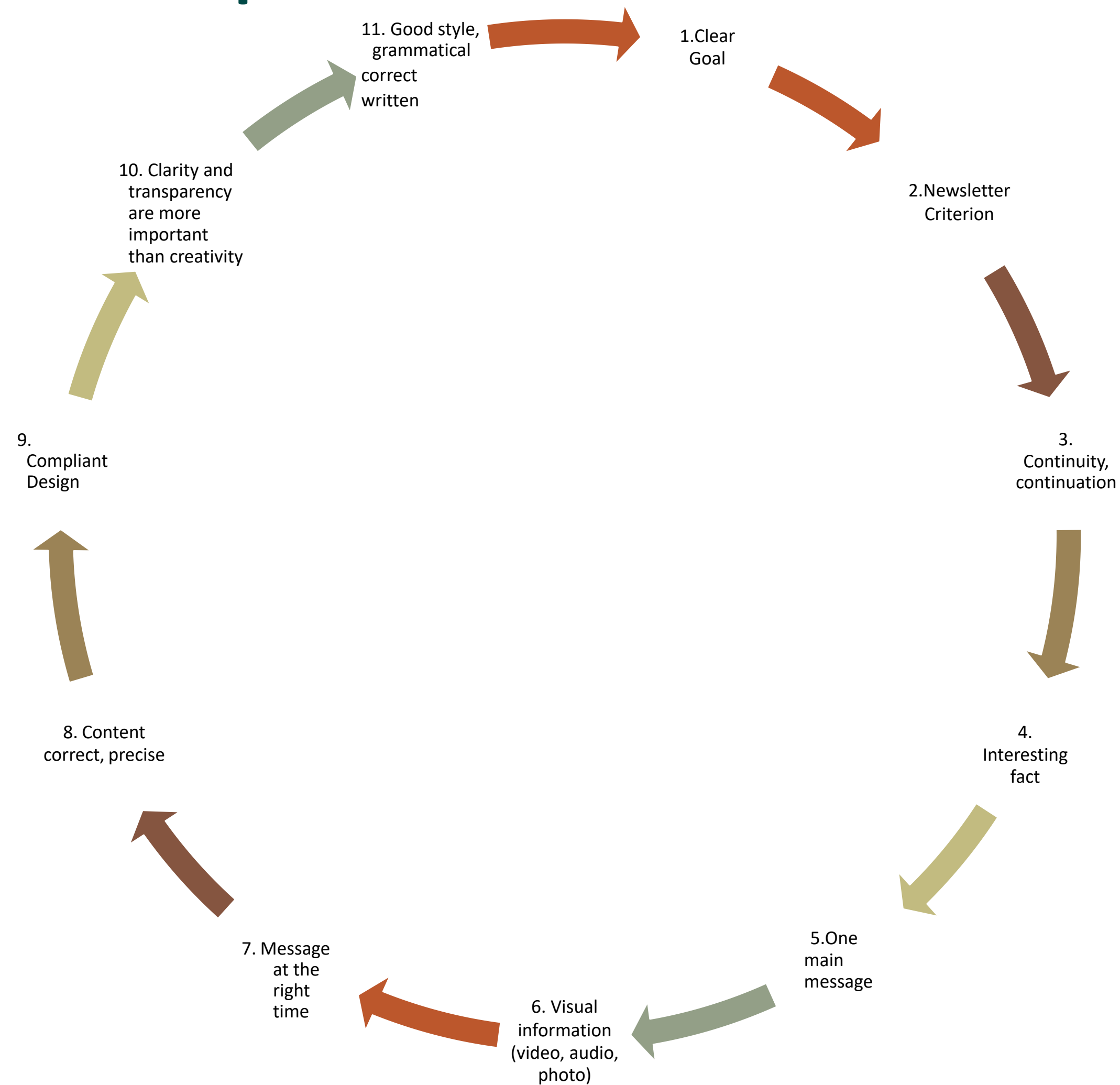


Facebook	Instagram	Twitter
<ul style="list-style-type: none">•Exchange of views, experiences•Information•Supporters•Emotions	<ul style="list-style-type: none">•Lifestyle•Aesthetics•Feelings•Emotions	<ul style="list-style-type: none">•Information•Contact•Provocation

Press release in another form



Checklist for press releases



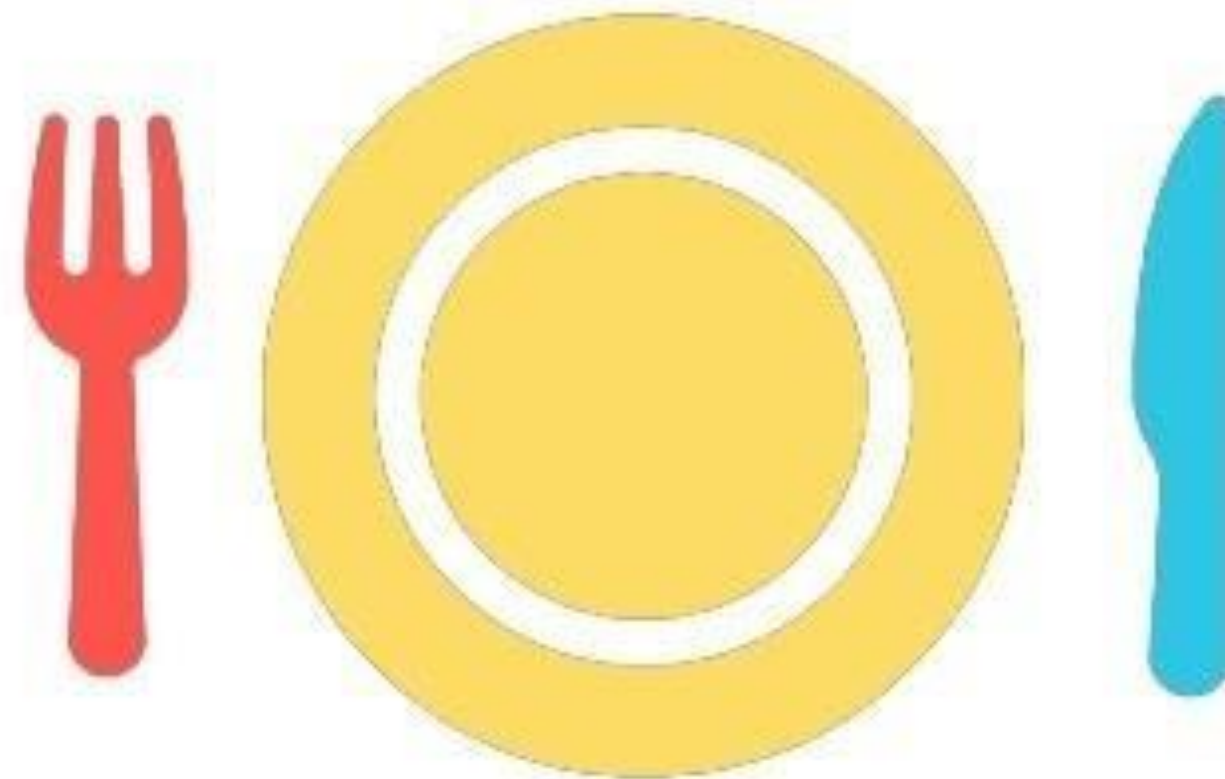
HOMework



*WHAT WILL YOU DO IF YOU GET
A CALL FROM A JOURNALIST?*

CLOSING CONVERSATION

Atgriezeniskā saite –
čempionu brokastis





Latvijas
Lauksaimniecības
universitāte

Co-funded by the
Erasmus+ Programme
of the European Union



The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Dari labu un runā par to!

G. Folkmārs

inese.paberza@gmail.com

26418755



Inese
Paberza

Topic:

“FIRST IMPRESSION AND SELF-PRESENTATION”

Author

Kristīne Tjarve

The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

First impression and self- presentation

Kristīne Tjarve,
13/11/2020

FIRST IMPRESSION AND SELF-PRESENTATION

First impression

- Formed in the first 7 seconds and will take several meetings to change after that
- What we say at the first meeting, makes up only 7% of the first impression, but the most important factors are body language and tone - 55% (visual) and 38% (aural) respectively



Body language



**Visual
appearance**

Audial effect



Be confident and posture

- The creation of self-confidence begins even before meeting
- How you feel is closely linked to how you present yourself
- you want to be confident, act confident!
- Don't sit and surf your Facebook page while waiting in line for a job interview or a meeting with a business partner, but rather stand with your arms at your sides, or at least in a position where you take up as much space as possible
- Your presence should be visible

Body posture

- If you have the right posture, you'll feel better yourself
- Because the way you sit or stand has an impact on your mood and feelings
- When you speak, make sure you know what posture you are in
- Your body posture in relation to your interlocutor indicates the attitude towards the other
- We usually turn to our interlocutor when we are interested in a conversation, turn away when we don't like the other person (or the conversation)

Orator outside

- A posture that radiates calm and confidence - open posture
- Legs shoulder width apart
- One leg slightly forward
- Toes slightly spread
- Centre of gravity - more on the leg that is forward
- Shoulders relaxed, back straight, arms free
- Gestures wide, palms visible
- Gaze parallel to the floor towards the audience
- Hands - better not to hold anything

Smile

- It sounds very American and corny, but the emotions you bring into a room will give others a lot of information about you before you can say anything
- Purely psychological - smiling people always leave a positive and friendly impression
- If your own smile seems fake, you can learn to smile at home in front of the mirror
- By practising, you can think of yourself as friendly and pleasant person, so there's no reason why others would think differently
- The other person will smile back - trust

Speak on behalf of the newcomer

- Since specific words are not so important for making a first impression, it is useful to memorise the name of the person you meet and speak to them in it, because names are important to everyone
- You may be in a room with other people, but you will hear and listen if someone mentions your name When introducing yourself, try to remember the other person's name immediately - The easiest way to do this is to immediately repeat their name: "Hi, I'm Andris." "Hi, Andris, nice to meet you!"
- You will stand out if you keep the name in mind and use it later in the conversation, especially if the other person has a name that is difficult to remember

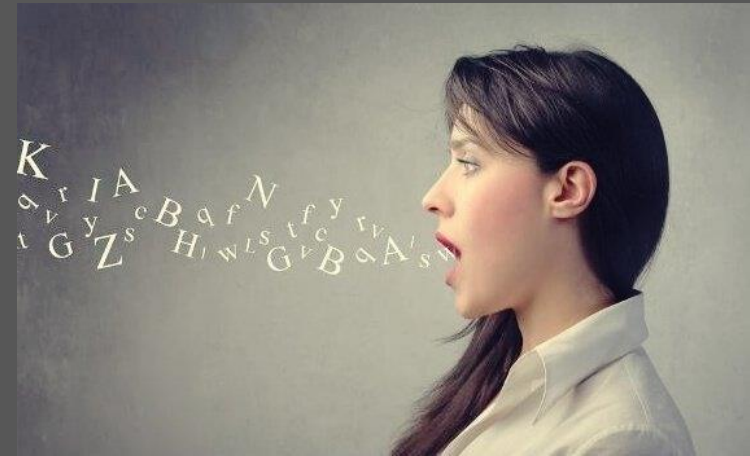
Maintain eye contact

- Nothing indicates insecurity and nervousness like not looking into the eyes of your interlocutor
- Good eye contact doesn't mean you have to look at each other - just look for at least three seconds
- It means that you can trust the other person
- Be careful not to cause the other person discomfort - can't look too long



Speak calmly and in a lower voice

- When we're excited, we usually rush
- If we want to sell our service, we need to make a conscious effort to slow ourselves down and pause between sentences
- Pauses leave space for dialogue
- And, as research shows, the lower your tone of voice, the more confident you sound



Visual image

- Appearance + clothing + hygiene
- There's nothing more unpleasant than inadequate clothing
- Be aware of the situation is appropriate
- There is an opinion, that if a person dresses or looks good, then one is a good person



Keep a firm grip on the handshake

- A firm handshake always indicates that you are confident and proactive
- However, you shouldn't overdo it with the handshake
- during a job interview/meeting , where several people are in the room, shake hands with each of them



Non-verbal communication is also important

- What our environment looks like



Audial factor

- Speak monotonously – slowly
- Aggressive
- Pace is also important - whether you fall asleep or speak so fast that you can't keep up with your thoughts
- Loudness - quiet or loud



https://www.youtube.com/watch?v=NkLIMFfB_1Y

How to start a business conversation?

- When you arrive at a business meeting - start the conversation with a task or non-meeting conversation, e.g. about what's going on in the country, a beautiful event, a celebration, etc. (make friends with the interlocutor, relax, build trust)

Verbal mirroring

- During the conversation, to build trust, establish a level playing field - the same words used by the interlocutor (creates a feeling of equality)

LIFTA RUNA

Conditions

- Pay attention, you have 4-5 sentences in which you have to say the most important thing and make it so that the interlocutor or the audience understands and remembers what you have said
- During the elevator speech, you should say the following:
 - Who you are
 - What values you hold
 - Who are your target customers
 - What outcome are you delivering
 - Over what timeframe is this outcome achieved
 - How exactly is it achieved
 - What obstacles are overcome

Examples of elevator speeches

- My name is Agnese Bērziņš. I am a certified fitness trainer. I help overweight people to get the shape and volume they want, getting rid of, on average, 20 kg in 6 months. The result is achieved by specially designed exercises without complicated diets and self without any unnecessary dieting or restriction, and without changing your normal lifestyle.
- My name is Edgar Untal. I am a certified business and NLP coach. I help my clients - sales professionals to increase their sales, on average, by 48% within 6 months after the training. The result is achieved by implementing a unique sales system and sequential activities, without losing focus on the essentials and existing cash flow.
- My name is Jānis Bērziņš. I am a certified Google Adwords expert. I help my clients - small and medium-sized businesses to significantly improve their online marketing communications, increasing customer traffic by 42% on average within 2 weeks. The result is achieved through SEO optimization and implementation of advanced digital tools without unnecessary marketing expenditure.

Elevator speech 30 sec and shorter

Hi, my name is Aija and I am a trainer at Runas Rāmis". I have found a solution to the unpleasant situation that about a month after a great employee development training, the inspiration has run out and the knowledge is not being applied.

Using improvisational theatre techniques, the training creates real, new skills. The investment results in long-term improved productivity. After 20 years of improvisation theatre, I can say that it helps leadership, cooperation and communication in particular.

XXX

Hi, my name is Aija Iesalniece and I help improvisational theatre and the business environment to come together so that during training, employees develop real, new skills to improve their professionalism and productivity.

Viesturs Meikšāns on public speaking



https://www.youtube.com/watch?v=1mVW_qz57mQ

Task

- Create an elevator speech about you as a representative of a specific company
- Take the questions in turn and work as follows:
 - Put a 1-minute time countdown on the phone (with a tone at the end)
 - Speak your answer to the question in full in 1 minute
 - Restore the timer, this time for 30 seconds
 - Say the answer to the same question again, this time discarding the one that seems less important. Fit it all into 30 seconds (don't try to do it faster)
 - Reset the timer to 15 seconds
 - Answer the same question again, discarding even more
 - From your last answer, make just one sentence (or a few words) that answers the question.
- Write the result on the sheet - one speech for 30 sec and the other a shorter version

Questions

- Who are you?
- What do you do?
- What do you do brilliantly?
- How can your "brilliant" be useful to me?
- What do you want?
- Time to complete the exercise 15 minutes

COMPANY MARKETING PRESENTATION

Visual content

- Because 65% of us remember information visually
- Colourful content material encourages us to delve into its content 80% more
- Purchase of a product or service will increase by 85% because potential buyers have watched its video
- 93% of all communication is visual, so we pay more attention
- Posts with pictures get 180% more engagement
- Our brains take in visual information 60 thousand times faster than text

<https://venngage.com/blog/marketing-psychology/>



















Questions?

The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

See you soon!

Kristīne Tjarve

LMT 29296617

e-mail: kristine.tjarve@interact.lv

<https://www.linkedin.com/in/kristinetjarve/>

Topic:

“WORKSHEET INTERACTION WITH STAFF”

Author
Kristīne Tjarve

Worksheet: Interaction with staff

1. **Replica:** Worker: "I don't get enough support at work"

Leader:

2. **Replica:** Employee: 'My shift workers are not as good as John's, so I can't execute the plan as fast as he can'

Leader:

3. **Replica:** Employee: 'Most of my working day is taken up with writing reports'

Leader:

4. **Replica:** Employee: "You always talk about increasing production, but it's the quality of the working conditions that counts!"

Leader:

5. **Replica:** Employee: 'Our products are too expensive, so nobody buys them'

Leader:

Informal dating

10 years in the timber industry	I like dogs	I like getting up early in the morning	Fishing in my free time
Sleeping longer at weekends	Believe that good relationships are the foundation of everything	Have managed a team of at least 10 people	Can't wake up without coffee
Brown eyes	The father of a daughter	I like cycling	I have been reading a book all night
Cat owner	Facebook feels like a fish in water	Follow the performance of Latvian athletes in the NBA	Interested in retro cars
Have volunteered for an NGO	Have planted a forest	Adore the smell of freshly sawn wood	I like being a sofa commentator

Topic:

“PRACTICAL WORK

Author

Kristīne Tjarve, Inese Pabērza

HOMEWORK FOR THE COURSE

COMMUNICATION

Plan for working with a team

1. Prepare and submit by 28 November (inclusive) a plan for working with your team to improve communication in your company.

Recommended starting point:

Describe one communication problem or challenge in the team/company (this can be your shift or a larger problem with management/owners)

Why does it need to be addressed?

What is the goal you want to achieve with your activities?

How will you achieve improvement?

What will you do to improve communication and interaction and deal with the problem?

How will you evaluate that you have achieved the objective and improved the communication process?

2. Scope: unlimited (can be in a word document, can use any form of presentation (power point, canva, powtoon), can be video and narrated, can be a poster or visual material).

3. 27 November presentation in person or remotely in free form.

4. Assessment.

We believe you will succeed! 😊