

Communication

Foreman's Development Series



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Berlitz Video

- We are Sinking!

Encabulator Video



Activity

Pass It On

Obtain 4 volunteers for this exercise.
Keep one with you and send the other three out of the room with your assistant stationed at the door.

(Do not change slides until the other three have left the room)



Video



Objectives

1) Discuss why communication is important.

2) Explore the common barriers to good communication and how to resolve them.

3) Apply proven techniques to improve
• your daily communication.

4) Learn how to navigate through conflict situations and difficult conversations.





Effective Communication

- Effective communication can enhance crew performance by providing a clear sense of direction.
- Foreman's primary duties are to communicate and lead.
- You are now a Manager of people first, you are a Wireman second.



Why is Communication Important?

- Most problems that come up on a Project can be tied back to communication. Some examples are:
 - **T**ools
 - **I**nformation
 - **M**aterial (example)
 - **E**xpectations
 - **R**ecognition
 - **S**afety

Communication
is the most
important skill
for a Foreman.



Communication Basics

- Know when to speak and when to remain silent.
- Communication is the basis of all relationships.
- Communication skills are critical for achieving success as a Foreman.

Common Problems in Communication



I need to walk into town
and find a bathroom

I'm dying
a s



Communication
Barriers



Common Problems in Communication

Lack of Consistency

Preconceived Notions/The Way We Feel

Communication Barrier





Listening Statistics

- During a typical business day we are in communication with another person 7 out of every 10 minutes.
 - 45% of this time is spent listening
 - 30% talking
 - 16% reading
 - 9% writing
- Less than 2% of all professionals have been taught any listening skills.
- Numerous tests confirm that we are bad listeners.



Is your Mind wandering?

Have you ever found yourself thinking of something else while someone was talking to you?

- We remember only about 25% of what we hear. Why?
- We talk at a rate of 125 words per minute, but we can think at a rate of 500 words per minute.

We get distracted and our mind wanders



Listening – Our most important skill?

When another person is speaking we're usually listening on only one of 4 levels:

- 1) Ignoring – not really listening at all.
- 2) Pretending – “yeah, “uh-huh”, “right”.
- 3) Selective listening – hearing only parts.
- 4) Attentive listening – focusing and paying attention only to the words and preparing our reply.

We are not really listening!



Communication?

Because we tend to listen from our own point of view we usually respond by:

- We evaluate what they are saying: we agree or disagree
- We probe: ask questions from **our own** frame of reference
- We advise them and give them counsel based on **our own** experiences
- We interpret what they are saying: trying to figure people out –**but**– based on **our own** point of view.

We are not really listening!



Train yourself to Listen

If we have really good listening skills, we can use this extra time more effectively by thinking about what we are hearing:

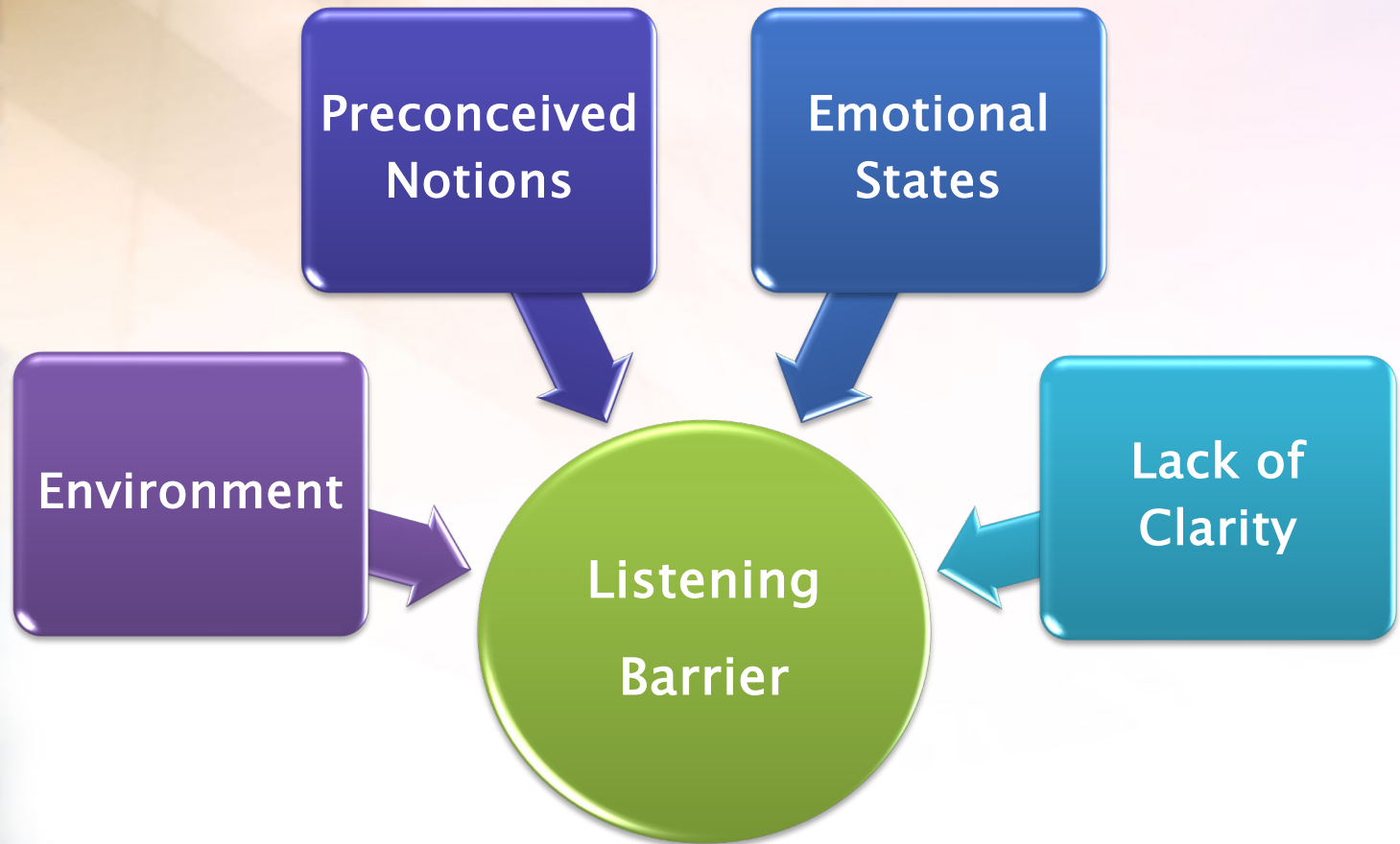
- Try to anticipate the talker's objectives
- Think critically about the points that they are trying to make.
- Mentally review and summarize what they are saying
- Listen between the lines for what is not being put into spoken words.

Active Listening

- Saves time.
- Allows you to assess the situation.
- Involves both listening and observation.
- Helps foster relationships.
- Creates an atmosphere of approachability.



Barriers to Active Listening





How to Overcome Listening Barriers

- Avoid distractions
- Acknowledge your emotional state
- Set aside prejudice and opinion
- Get involved (be active)
- Acknowledge points in conversation
- Respond to questions

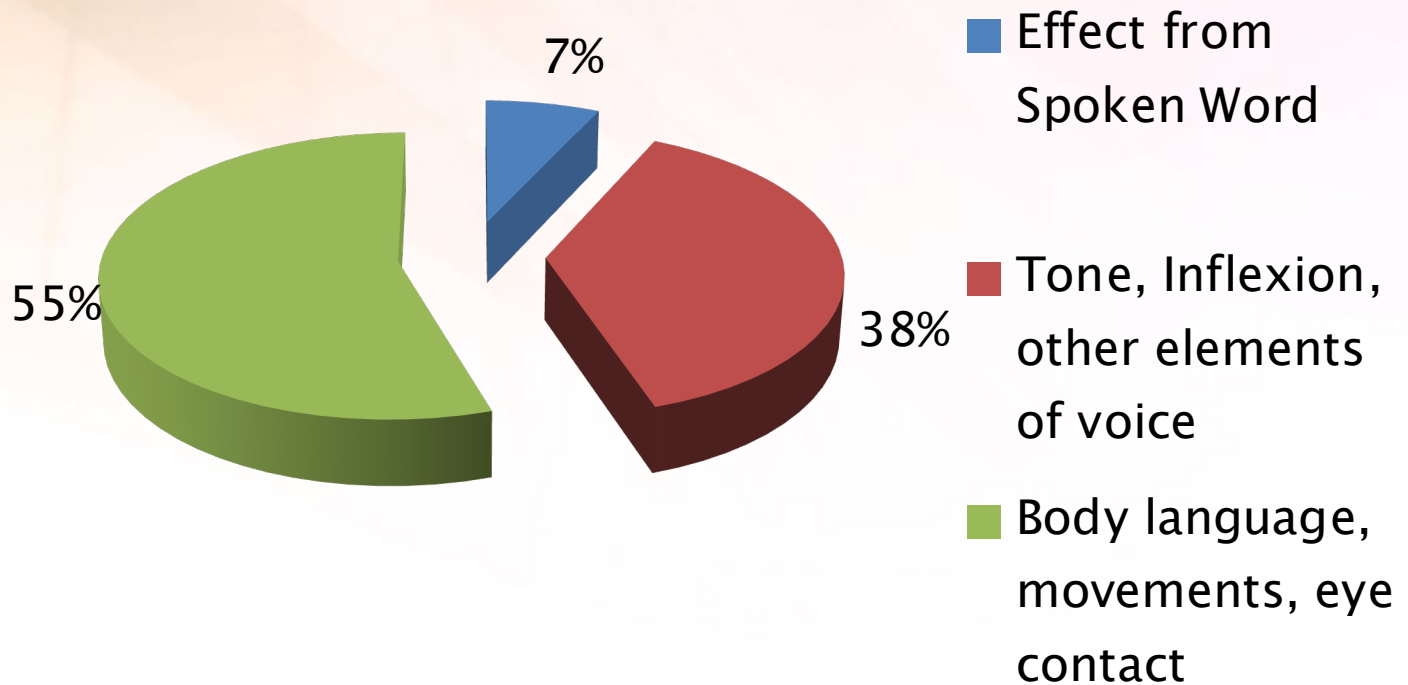


Daily Plan Activity #1

- Get 7 students to deliver a daily plan.
- Using the hard paper cards, each person will get a role to play.
- Do not share your roles with other team members or the rest of the class.

Communication Basics

Verbal Communication



Based on Professor Albert Mehrabian's Communications Model Research

What is Body Language?



What is Body Language?

IT'S WHAT YOU **DON'T SAY** THAT COUNTS!



LEARN TO **READ AND INFLUENCE** PEOPLE THROUGH **NONVERBAL COMMUNICATION.**



Communication Mistakes

DON'T SAY – “I know how you feel”.

- Don't shift the conversation to you and your experiences
 - Concentrate on what they are saying!

3 Question Rule

- Don't ask a question and then in response, start talking about yourself
- Ask a question and then follow it up with 2 more.

Who Does a Foreman Communication With?

- How many of the people that an
offeror from one group will work
daily basis.

The Crew

P.M./P.A.
Supt.

General
Contractor

Subcontractors

The Owner

Vendors/
Suppliers



Communication With Your Crew

- One of the best ways to improve communication with your crew is to get to know them.
- It is important to be aware of the demographics that comprise your crew.
- Know their experience level and any knowledge gaps so you can place them appropriately.



Crew Communication Tips

- Be Clear – Think before you speak
- Be Concise – Just enough information
- Be Assertive
- Confirm – Make sure the crew member gets it
- Make Eye Contact
- Get Feedback



I Don't Want Any Surprises

Miscommunication occurs because people aren't clear about what information should flow upward.

Examples:

- Give me advance notice of any potential problems.
- Let me know of any mistakes that were made before someone else tells me.

I Don't Want Any Surprises

- Remember if you want people to come to you with their problems:
- Don't blame when they do!

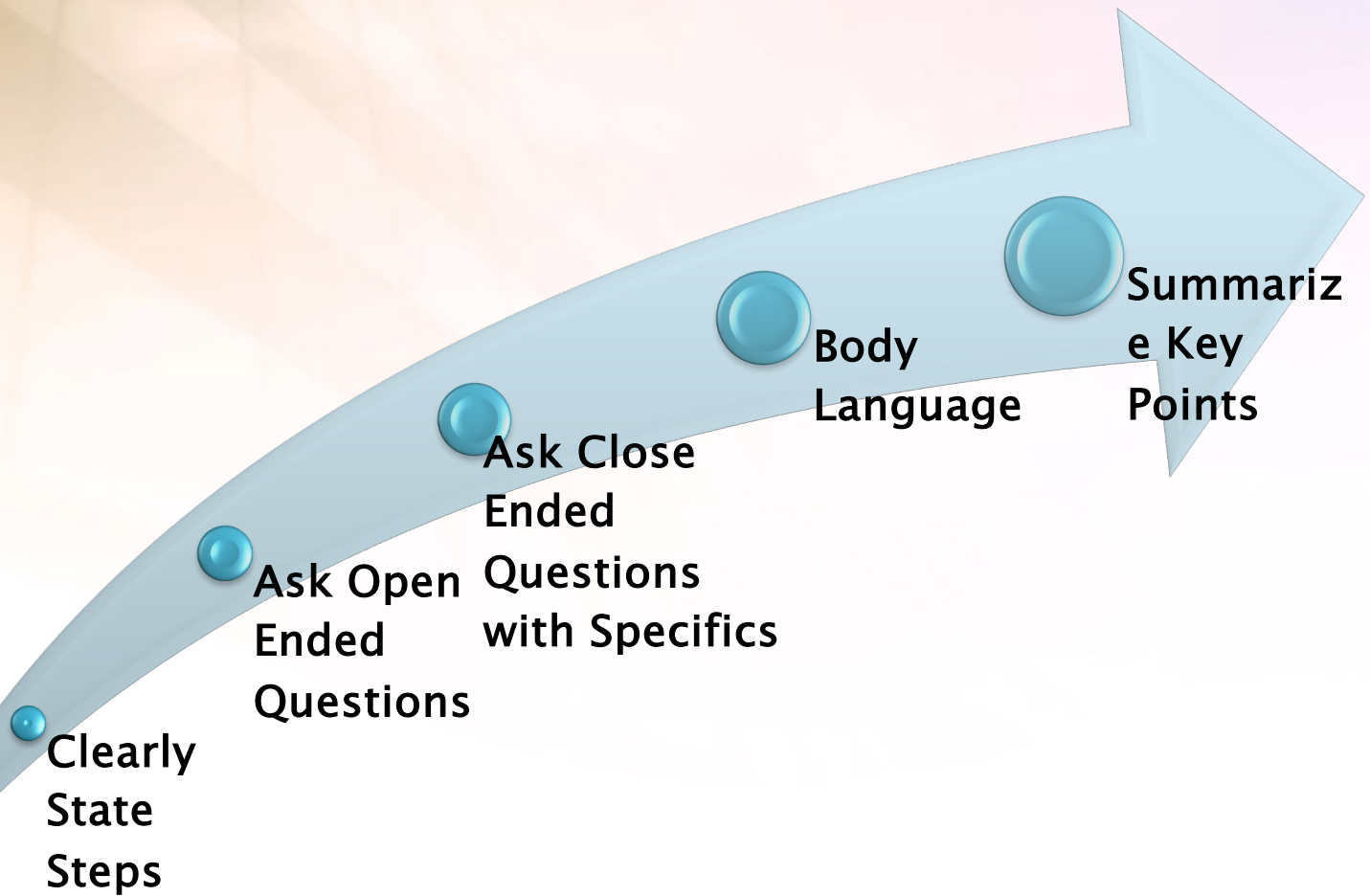




Positive Feedback

- Positive reinforcement is a powerful motivator.
- This is the “R” in T.I.M.E.R.S – “Recognition”
 - It is good for team building and group morale.
 - People are more motivated in the long term when they feel appreciated.
 - Be specific when giving positive feedback.

Daily Plan





Difficult Conversations

What might be some examples of a difficult conversation?

- Performance Issues
- ROFs and Terminations
- Admitting mistakes you've made

“Most Foreman are really bad at having a Difficult Conversation”



Dealing with Conflict!

Having a Difficult Conversation:

- Balance your Reason and Emotions
 - Flight or Fight Response
- Separate Facts from Opinions
 - Avoid editorializing
 - Use specific examples

Difficult Conversations - 7 steps



Role Playing Activity #2

Using the scenario provided demonstrate how you would handle the situation.

- Discuss scenario as a group.
- Pick people to demonstrate.



Summary

- As a Foreman, communication is one of the most important skills you can develop.
- Active Listening is a key part of good communication skills.
- Use both positive and constructive feedback when communicating with your crew.
- When dealing with conflict remain calm.