

COMMUNICATION PART 11

Remember the article on the communication technique of just/merely commenting on the behavior seen? That means you do not verbally embellish the observed behavior—just what comes into your view. Let the person then respond and tell you what they are doing and why they are doing the behavior you observe. It is a great way for a leader to help understand what that person understands about their expected job behavior without you, as a leader, drawing judgment on their behavior. It will tell you if the person understands their expected job behavior—their job description. And I do hope you, as a leader of others have a job description(s) for people under your direction so they know what to do to be successful! If you need to write a job description, go to my website at leadershippoweronline.com—sixth article down on the right. Even though the website article is written for nurses, the concepts are the same for every leader. Show your leadership prowess by writing your job descriptions according to the known academic principles of leadership expertise.

The Halo Effect: The Halo Effect is a cognitive bias in which a person's total traits are influenced by a pervasive attitude about one or a few stated positive traits. Individual reviewers would not see another person with mixed normal characteristics (good and bad). But, because of a previously established positive mindset of even one positive trait, the person is considered totally wonderful. These total positive traits belonging to another person are determined by a person's verbal or nonverbal communication as a personal bias.

The Devil or Horns Effect: In reverse, the Horns/Devil Effect is a cognitive bias in which a person's total traits are influenced by a pervasive attitude about one or a few stated negative traits. Individual reviewers would not see another person with mixed normal characteristics (good or bad). But, because of a previously established negative mindset or even one negative trait, the person is considered totally bad. These total negative traits belonging to another person are determined by a person's verbal or nonverbal communication as a personal bias.

This happening is sometimes seen in a job interview. When a person is considered for a job, it is not uncommon for the overall first impression (good or bad) to determine whether they are hired. The contrast is: Where the Halo Effect is an outcome of just a mention of a shared previously established positive impression of a person, the Horns/Devil Effect is an outcome of just a mention of a shared previously established negative impression of a person. The problem is that a group's influence from just one person's comment (positive or negative) can influence and determine a final decision and change outcomes for potential employment.

The Power of "Yes": When you first respond to a statement by someone else, try starting your response with "yes." It gets the other person's attention, and they feel you are listening to what they have said or want to say. There are a thousand ways to continue the conversation once the word "yes" has been stated.

Examples:

1. "Yes, I hear what you are saying: however,-----."
2. "Yes, tell me more about _____."

Remember: You, as the leader, are to be the “smart” person in the conversation. Use your communication skills to your advantage. Stop and listen to what the other person is saying or implying. You might recognize all sorts of hidden messages that were not intended to be revealed to you as the leader!

MY DESK MOTTO: STUDY THE SITUATION, THEN SAY WHAT NEEDS TO BE SAID TO SUPPORT YOUR VALUES.

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