


Communication Skills

Triona Fortune

1



Learning outcomes

The surveyor should understand

- the principles of effective communication
- interview skills
- conflict management
- self-awareness
- role of team leader

2

Definitions

Communication

- “the transmission of information and understanding, through the use of common symbols, from one person or group to another”

Ivancevich & Matteson 2002

Organisational communication

- “is the process by which entities exchange information and establish a common understanding”

Wood et al 2004



3



Planning, organizing, leading, and controlling
all involve communicative activity
The glue that holds the world together

4

Common sources communication

Media	Richness	Example	Benefit
Face-to-face	Very high	Ask supervisor for a raise.	Ability to adjust message according to real-time feedback.
Telephone conversation, video conference	High	Meeting with virtual group members.	Efficient, less costly, and less time-consuming than traveling to central location.
Memos, letters, faxes, personalized e-mail, voice mail	Low	Communicate a customer service policy to customer.	Efficient and cost-effective way to communicate routine information.
General e-mail, financial reports, flyers, bulletin boards, computer reports	Very low	Annual report to shareholders.	Standardized information for large audience.

5



Remember non-verbal communication

6

When we don't communicate

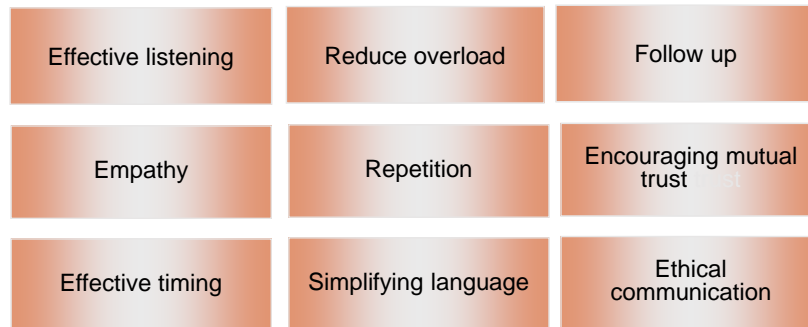


7



8

Techniques to improve communication skills



9

Cultural diversity

Eye contact

- Confidence in west
- Disrespectful in Asia / ME

Hand shake

- Soft in Asia
- Strong in the west
- Not acceptable between opposite sex ME

Gestures

- Nodding your head means yes in the west
- Indians shake head from side to side in agreement

10



Role play

- Mrs Fortune is a patient awaiting a right knee replacement. Its her second admission for the same procedure as she had to be sent home 6 weeks ago as there was no bed. Today she's been told she may not have the operation as he HgB is 8.0, which is the same as it was on the last admission.
- Mrs Fortune, is other wise well, and has agreed to speak with the two HCAC surveyors.
- Volunteers

11



Interview skills

- Be prepared
 - Know your target
 - Know your group
- Connect with group or individual before you start
- Listen
- Practice bias suspension- Power of forgetting yourself
- Conversation rather than inspection / exam mode
- Time management
- Conclude and close

12

HBR

WHAT GREAT LISTENERS ACTUALLY DO

JACK ZENGER, JOSEPH FOLKMAN

1 ASK QUESTIONS THAT PROMOTE DISCOVERY and INSIGHT

TWO WAY DIALOG → CONSTRUCTIVE

2 INTERACTIONS THAT BUILD SELF ESTEEM

CREATE A SAFE ENVIRONMENT

TO OPENLY DISCUSS ISSUES/DIFFERENCES

3 A CO-OPERATIVE CONVERSATION

FEEDBACK FLOWS IN BOTH DIRECTIONS

CHALLENGE/DISAGREE WITHOUT MAKING OTHER PERSON DEFENSIVE

4 MAKE SUGGESTIONS SKILLFULLY

↓

THAT OPEN UP ALTERNATIVE PATHS

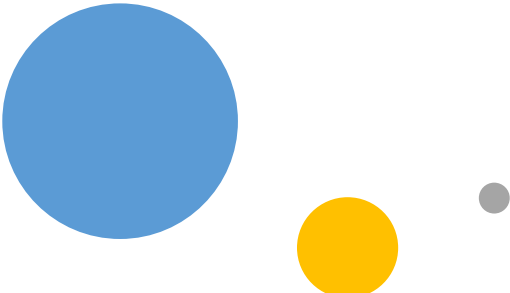
GOOD LISTENER IS NOT A SPONGE THAT ABSORBS BUT A TRAMPOLINE TO BOUNCE IDEAS OFF!

LEVELS OF LISTENING

- 1** CREATE A SAFE ENVIRONMENT TO DISCUSS
- 2** CLEAR AWAY DISTRACTIONS AND MAKE EYE CONTACT
- 3** UNDERSTAND THE SUBSTANCE ASK QUESTIONS, CONFIRM
- 4** OBSERVE NON-VERBAL CLUES
↳ 80% OF COMMUNICATION
- 5** UNDERSTAND EMOTIONS & FEELINGS ABOUT TOPIC
↳ EMPATHIZE
- 6** HELP OTHER PERSON TO SEE ISSUE IN DIFFERENT LIGHT

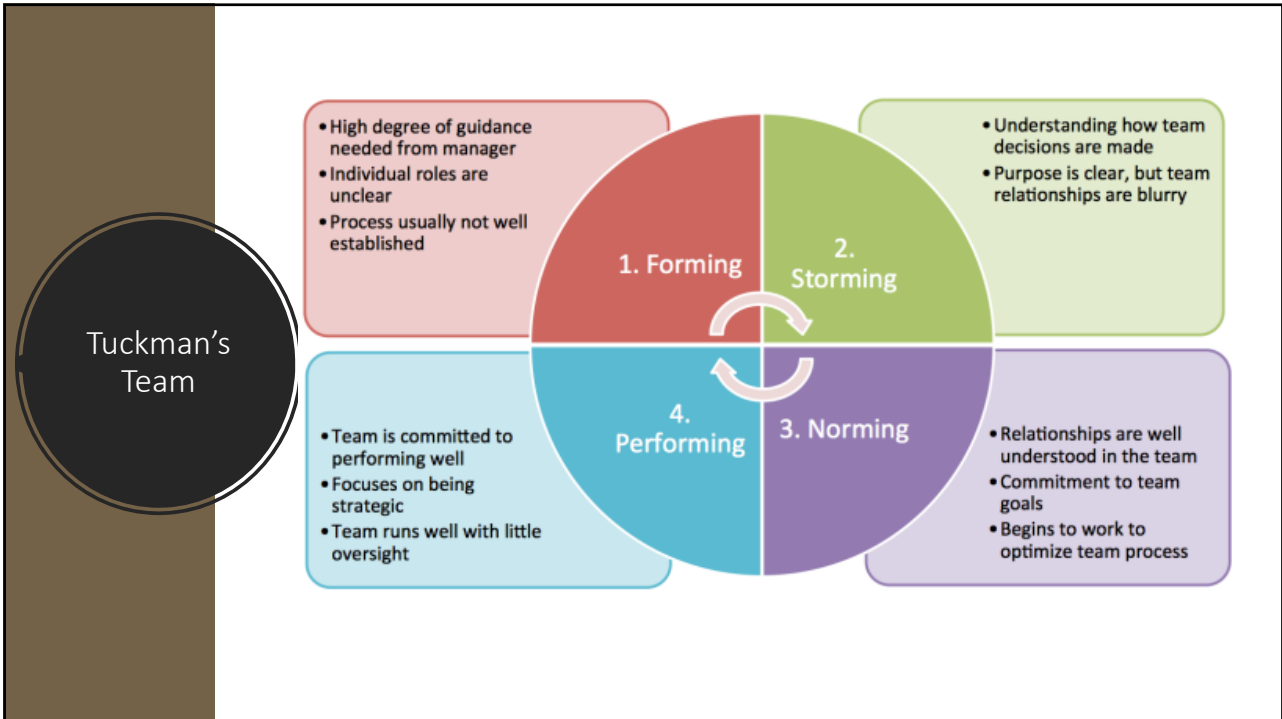
Sketchnote by: Tanmay Vora | @tnvora | QAspire.com

13



Understanding Team Dynamics

14



15

HCAC Team

- Stick to the schedule
- Agree outcome
- Give useful feedback
- Understand your own bias
- Learn from each other

16



Conflict management

17



18

Self-awareness



19

What do think the role
of the team leader
involves?

20

Role of the team leader

- Allocates specific questions
- Responsible for time management
- Identify additional information to be gathered
- Drive decisions and recommendations
- Negotiate differences / conflicts
- Give feedback at conclusion of site visit
- Editor & Chief of report

21

Key challenges associated with external surveying: assessing evidence, discussing variances, managing emotions and resolving differences, 2014.

Greenfield, D.¹ and Hogden, A.²

¹ Australian Institute of Health Service Management,
University of Tasmania

² Australian Institute of Health Innovation, Macquarie
University

22

Communication skills

- Communication skills should be excellent - written and spoken. Listening skills, should be able to listen, hear and reflect, then clarify. Interpretive skills, should be flexible and able to use standards.
- Objectivity, [surveyors] must be able to differentiate between their own values and the principles being considered. Negotiation skills, often crucial to finalising ratings and recommendations & feedback skills, must be honest and fair.”

Survey coordinator, focus group, 2014

23

Swamping the team

- “... there is now a need to develop really tight-focused interviewing skills and techniques, which for some of us might be quite unsatisfying, but which are critical in order to get through the amount of evidence and the verifying which we have to do ...”

Survey coordinator, focus group, 2014

24

Where is the prove

- "... I have often, the arguments around the survey table with other surveyors, that I've said please tell me where in this documentation it says this organisation should do that, oh well it's just out there, or it's just, so I think - that sort of behaviour influences inter-rater reliability."

Survey coordinator, focus group, 2014

25

Snapshot in time



Surveying is akin to a sailing a yacht, you maybe aware of the organisation, your fellow surveyors and the HCAC standards, but how they all combine on a given day, under particular circumstances, can never be known until you set out.

26



Conclusion

- Principles of effective communication
 - Listen
 - Self-awareness
 - Give useful feedback
- Interview skills
- Team leader

27

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28