

Slide 01: Welcome



Welcome to one of the most important lessons you will undertake during our Leadership and Innovation Program. It is all about effective communication, and one of the messages you will hear repeated many times during this course, over many different lessons, is the importance of good communication to effective leadership. Let's begin.

Slide 02: Learning objectives

- Gain insights on why effective communication is **important** for leaders
- Gain exposure to the **12 principles** to follow for effective leadership communication
- Explore **two important techniques**:
 - **Listening**, and why it matters as a leader
 - **Storytelling** as a powerful approach
- Learn more on leadership communication from a **case study**

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This lesson has four objectives:

First, we will take a look at the importance of effective communication by leaders.

Second, we will review 12 principles that help you with how to increase your impact in this area.

Third, we'll explore two important techniques for effective leadership communication: why listening to others matters just as much, if not more, than having others listen to you, and the power and impact of storytelling.

And, lastly, we'll look at a case study demonstrating a good example of effective leadership communication.

Slide 03: The 12 principles of leadership communication



Kevin Murray
Author of Communicate to Inspire

Leadership Communication

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Let's start by watching a video on the 12 principles of leadership communication by Kevin Murray, the author of Communicate to Inspire. We will explore these principles in more detail later in the lesson.

Slide 04: Leadership communication



Which one do you think is the most correct answer?

Leadership communication is about:

- Convincing audience to listen to your conveyed messages
- Delivering inspiring speeches and messages
- Making people feeling inspired and motivating them to act

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Just to get us going again after the video, let's have a fun quiz. What do you think is the most correct answer from these three choices?

Based on research by Kevin Murray, leadership communication is not just about you as a leader, but more importantly about the people who receive and understand your conveyed messages, who feel inspired and as a result, are willing to act upon them.

Slide 05: What is leadership communication

Leadership communication is:

- **inspiring and encouraging an individual or a group** by systematic and meaningful sharing of information
- Process that involves
 - **developing a strategy**
 - **defining and conveying** key messages, and
 - **obtaining feedback effectively to inspire** his or her audiences

Inspiring leadership communication is not about great oratory or great charisma; rather it is about getting others to believe in themselves and believe in your cause, and then achieve more than they thought was possible. — Kevin Murray

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And what is leadership communication? Is it different from typical communication? To some extent, YES, there is a difference.

Leadership communication is defined as inspiring and encouraging an individual or a group by systematic and meaningful sharing of information through use of excellent communication skills

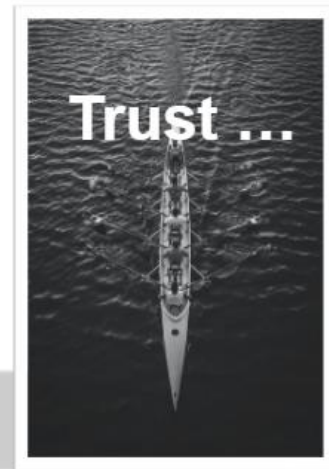
It is also a process which starts from developing strategy for communicating, defining and conveying key messages, and obtaining feedback effectively to inspire his or her audiences.

Again, you can notice that “inspiration” is the keyword or the main outcome of leadership communication.

One excellent quote from a leadership communication guru, Kevin Murray, has stated that it is not about you being a great orator or having charisma, but it is about the impact of your communication to make them believe in themselves and achieve more than they thought was possible.

Slide 06: Why leadership communication matters

- **Leaders are individuals who have followers**, and are typically considered as main source persons for external communication
- **Build and earn trust** from key stakeholders
- **Ability to plan, implement, and monitor effective communications** is critical to build and earn trust
- **Communication to encourage and inspire leaders' audiences**
- From employees' perspective, leadership communication is a key enabler to **build a high level of employee engagement**



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So next, why does leadership communication really matter?

Leaders are individuals who have followers, and are typically considered as main source persons for external communication.

When dealing with employees, a good leader is expected to be able to convey key messages, for instance about organizational vision, mission, and strategy, and make them believe and inspired to move. And it is also expected to show consistency between word and deed. If you want to convey a “responsive public service delivery” message as the critical success factor of your organization, then as a leader, your behavior should send a consistent message when you are interacting with the public, showing that you really care, listening and responding to public concerns. This is where trust is built, and inspiration is spread.

When you have built and earned trust from employees and colleagues, then you may expect to make your employees and colleagues more active, more engaged, and more productive.

Slide 07: What are the principles of leadership communication?



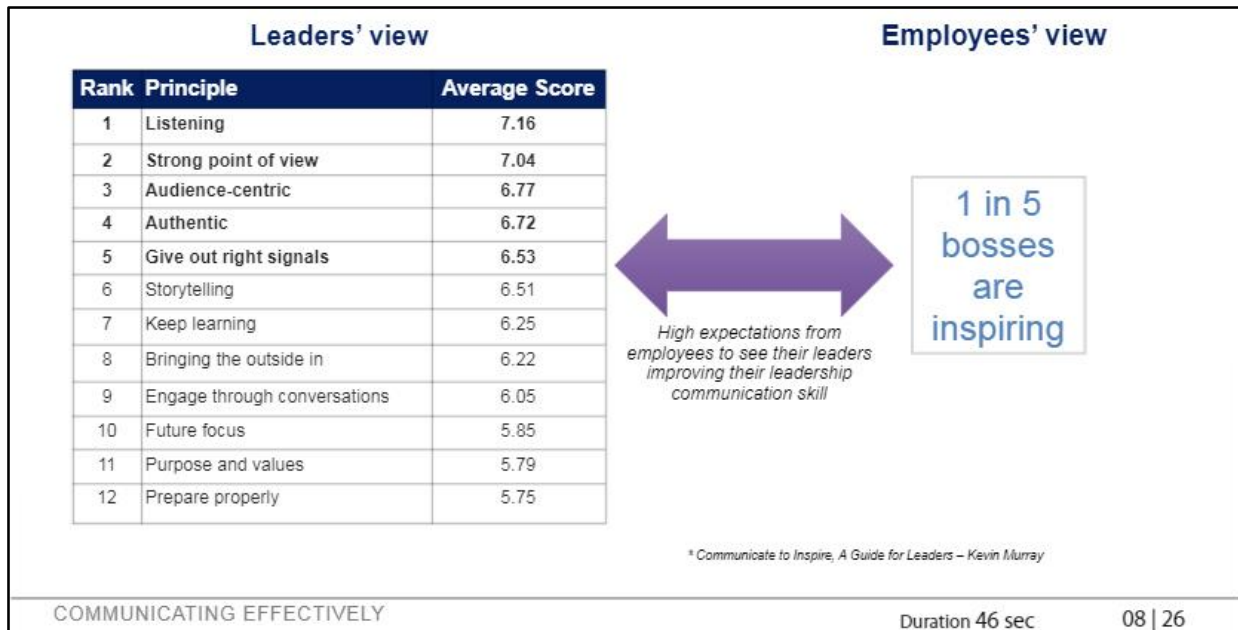
Research conducted by Kevin Murray, whom we saw in the video earlier in this lesson, has shown that there are 12 principles of leadership communication. These 12 principles were explained in the video clip earlier.

Let's refresh these 12 principles briefly, one by one.

1. Be authentic. Draw on your passion to inspire others. Others will only change their behaviors if you change the way they feel. You have to learn how to convey your feelings, so that others are inspired by the depth of your passion.
2. Have a strong sense of purpose and a clear set of values. Leaders focus on a strong sense of purpose that is shared by the organization, and this, in turn, can facilitate speedier decision making for others. Leaders also focus on ensuring their statements are authentic, and in line with their own values.
3. Be focused on the future. Leaders have a clear understanding of where the business is going. They use this future knowledge to manage the present.
4. Get outside. This principle means to "put yourself in other people's shoes" and always keep the outside world in mind. How does it feel to be a client? How does it feel to receive your service? Use this in your decision-making.
5. Engage. Engagement is the key aspiration of top leaders. However, you can only engage people if you're in constant conversation with them.

6. Be audience-centric. What is on the minds of the people you're speaking to? Show people you really value them, both your employees and your customers, by tailoring your communications to them and their concerns
7. Listen. When you listen first, and react with appropriate actions, you create enormous goodwill. Remember, we have two ears and only one mouth, so it is a good practice to listen twice as much as we talk!
8. Point of view. You need to have strong views if you want to influence people. Ideally, these views bring together your purpose and values and show why it is to everyone's benefit if they do things your way.
9. Use storytelling. Use the power of emotive storytelling to communicate. Often it's hard to explain your thoughts in a rational way, but stories have a way of getting to the heart of a problem and showing how it can be solved.
10. Give out the right signals. Inadvertent signals, like looking grumpy, can say more than a thousand words. Make sure you use positive body language. Look at people directly, don't be distracted when you are in meetings with them. Make sure you take a stance on issues such as bullying in the organization or workplace.
11. Be well prepared. Never try to wing it, it won't work. Some audiences (journalists for example!) like to pore over every word you utter.
12. Keep learning. Even the most experienced and successful leaders constantly strive to improve their ability to connect and communicate with people.

Slide 08: How do people see these principles in action?

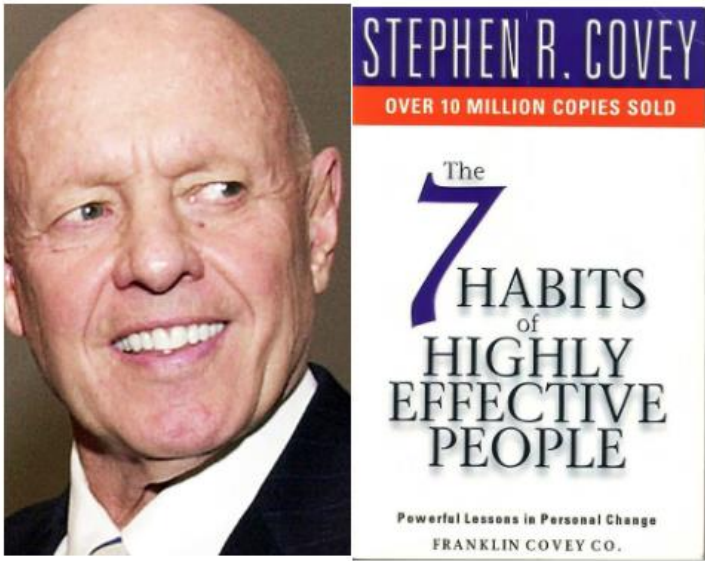


A survey undertaken by Kevin Murray posed questions to 350 top leaders. The results indicated that the top-five leadership communication principles are: listening, having a strong point of view, being audience-centric, being authentic, and giving out the right signals.

But when these same survey questions were asked to a sample of employees, results revealed that only 1 in 5 employees found their boss inspiring.

It is clear from this survey that there is a large gap between what leaders want to achieve in terms of their communications, and what employees actually receive. There are high expectations from employees to see their leaders improving their leadership communication skills.

Slide 09: The 7 habits of highly effective people

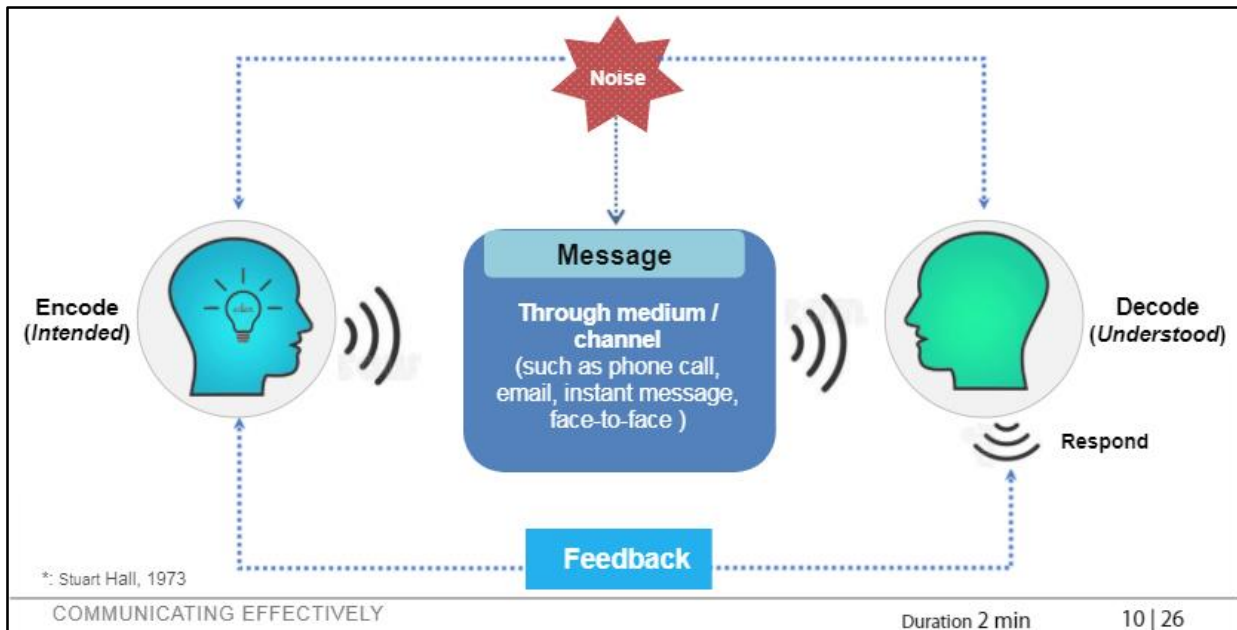


"Seek first to understand, then to be understood"
Stephen R. Covey

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One expert who has tried to advise others on how to be better at communicating as a leader is Stephen Covey, the author of *The 7 Habits of Highly Effective People*. He is a well known author on leadership, and advises "Seek first to understand, then to be understood". When he says this, he means that it is more important to understand the perspective of the other person first before you try to explain your point of view. Many times, when you are having a conversation with someone, you might find yourself not really listening at all. You are just waiting for a chance to interrupt so you can explain your point of view. This is not really listening, and will not lead to effective communication.

Slide 10: Effective communication is a two-way process



What does help lead to effective communication, however, is when we keep in mind it should be a two-way process between you, as the leader, and your followers - or, between the sender and receiver.

Effective communication is a match between the message intended and the message understood. The two-way communication happens when receiver responds back through a feedback channel. It is possible that a gap occurred, which is the intended message is differently understood, and then differently responded to, due to noise.

Noise does not mean loud noise, such as might result in you being unable to hear. It means a process of interference which stops you receiving the message as the sender has intended, for instance when the message is sent through many layers, or the proper channel is not used. It might be that a different language is used, or perhaps the receiver of the message is tired or in a bad mood. It is also your role as a leader to minimize the noise by keeping the messages as clear as possible, simplifying the layers, or using personal communication approaches as much as possible.

Leaders should decide what specific information people really need to know, and then state that information simply and clearly in an open and straight forward way, and then listen to their response back.

An effective communicator should be able to use various means of communication. This includes the ability to speak clearly in normal conversations so that one's point is gotten across. It also involves public speaking and the ability to persuade an audience with respect to desired outcomes. Body language and nonverbal cues are an additional component of effective communication. In this digital age with the use of emails and instant messaging, the value of written messages becomes even more

critical.

Overall, the ability to communicate clearly to create understanding between yourself as a leader and others is perhaps the most critical leadership competency to possess.

Slide 11: An example: Communication in action



Chinese Whisper Game

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However, this approach to effective communication is easier said than done sometimes. Let's practice our understanding on communication processes by assessing the following Chinese Whisper Game video which can demonstrate the challenges between receiving and giving information.

What can we learn from this video? What do you think the reasons why there are communication gaps and intended messages are understood differently? What can we do to minimize the gaps? How do you reflect this in your daily situations in your organization or workplace?

Slide 12: Listening really matters

- A study has indicated that **verbal communication is important** in organizations
- **Listening** is the most important communication, followed by **speaking**
- Listening is not only about **skills**, but also about **attitude** (be present and attentive, show you care, less talking)



Source: Adler, R., Rosenfeld, L. and Proctor, R. (2001)

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From the video, we can see that listening and taking in information is a very important communication skill. The communication gaps can be minimized when we listen better. A study has also shown that verbal communication is frequently used in organizations.

Listening is the most important communication, followed by speaking.

It is also interesting to know that listening is not only about skill, but also about attitude. Listening requires you to be present, to listen more than talk, to show that you care, and to reflect with your audience on what you have heard from them. So in the next few slides we will focus on different types of listening and how to practice them.

Slide 13: Spectrum of listening

1. **Inactive listening** → inefficient and unproductive, you hear words go in and go out
2. **Selective listening** → inefficient and unproductive, you hear what you want to hear
3. **Active listening** → not only hear the words but also listen for the complete message, use empathy and non-judgmental
4. **Reflective listening** → listen to the whole message, provide feedback, and reconfirm the message to reach mutual understanding



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While we may think we know what listening is, it's important to learn that there is actually a whole spectrum of listening practices.

Here, we will look at four different types:

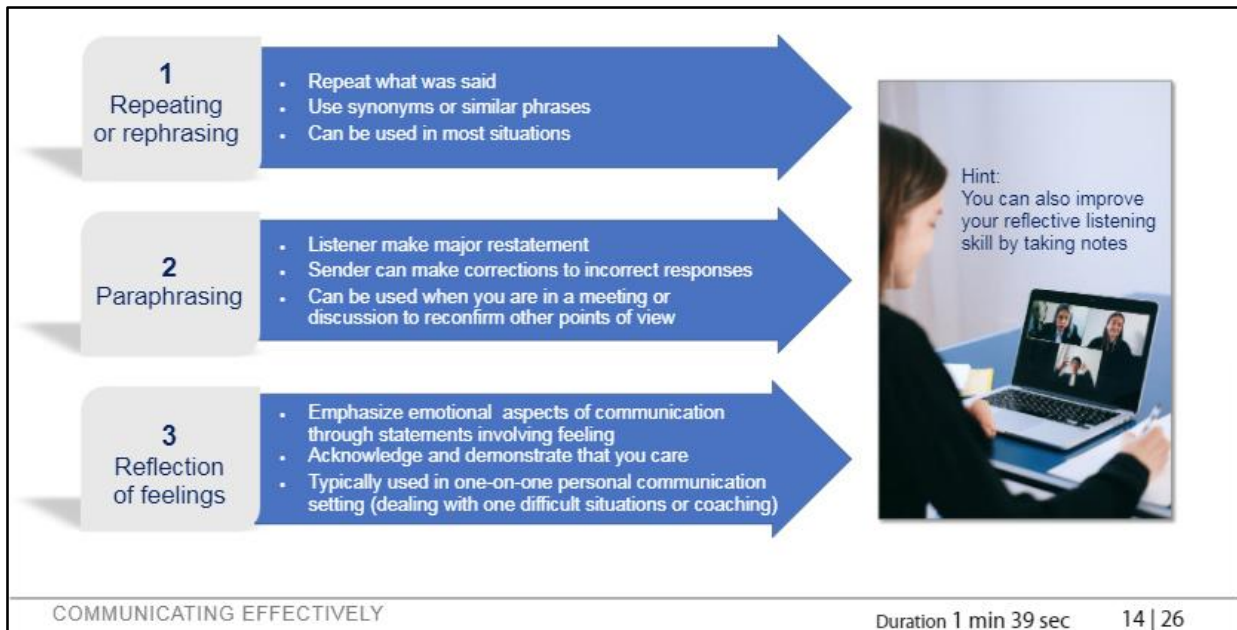
First, Inactive Listening. This is the kind of listening you want to avoid. It is inefficient and unproductive. It is when you only hear the words, and they go in one ear and out the other.

Second, Selective Listening. This kind of listening is probably the most common. It is when you hear only what you want to hear. You filter the message. Like Inactive Listening, it is also inefficient and unproductive.

Third, Active Listening. This is when you make a conscious effort to not only hear the words but also to listen for the complete message the speaker is sending. It takes into consideration the intent and the nonverbal communication (that is, the body language) of the speaker. Active Listening also uses empathy and is nonjudgmental.

Fourth and lastly, Reflective Listening. Like Active Listening, Reflective Listening listens to the whole message. However, it also attempts to provide feedback to the speaker. This is particularly important if you're dealing with a complicated issue or resolving a conflict. Reflective Listening is used to clarify what is being said and convey mutual understanding.

Slide 14: Three basic levels of effective listening



There are three basic levels of reflective listening

1. Repeating or rephrasing – the listener repeats what was said or substitutes synonyms (which means similar words) or similar phrases, staying close to the speaker’s statement. However, this does not mean simply parroting back to the person what they have just said.

2. Paraphrasing – the listener makes a major restatement of what they understood the speaker to say. When done carefully and accurately, paraphrasing both avoids the tendency to evaluate and helps the receiver understand the sender’s point of view. When the listener has misunderstood and paraphrased a faulty understanding of the sender’s ideas and feelings, the sender can then respond in a way that will clarify the incorrect response. This should lead to an improved understanding between them.

3. Reflection of feelings – the listener emphasizes emotional aspects of communication through statements involving feeling. This is probably the deepest form of listening. It is most applicable when someone talks to you in an emotional way, such as when they are unhappy, angry, happy, sad, etc. Generally, when people display these emotions, a subconscious desire exists for those emotions to be recognized and acknowledged by others. By reflecting those feelings back to them, you are acknowledging them and demonstrating that you care how they feel. Examples include: “You seem to be in a good mood today” or “it seems that really upset you.”

Slide 15: When to use reflective listening

- When you are in a coaching session and your coachee is facing challenging situations that affect his or her performance
- When you need clarity before acting on a request
- When you are in a meeting and feel you must disagree or challenge what someone has said
- When you are in a meeting and want to verify that you understand what someone has stated



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However, reflective listening is not intended to be used in all situations.

You would use reflective listening:

When you are in a coaching session and your coachee is facing challenging situations that affect his or her performance

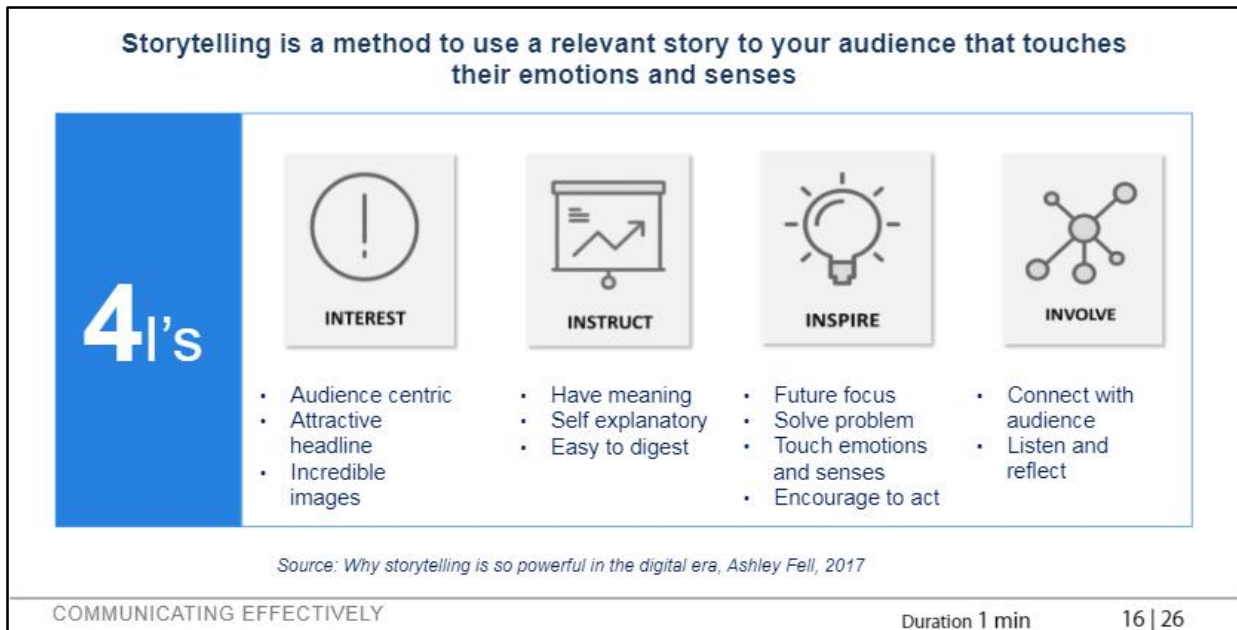
When you need clarity before acting on a request

When you are in a meeting and feel you must disagree or challenge what someone has said

When you are in a meeting and want to verify that you understand what someone has stated

Now that we have explored listening as a highly important communication technique, let's turn to look at another powerful communication technique: Storytelling.

Slide 16: Storytelling as a powerful method to enhance your communication



While there are differences in communication preferences, as human beings, there is a communication method that can appeal to any generation and generally people from any culture. It is the storytelling method.

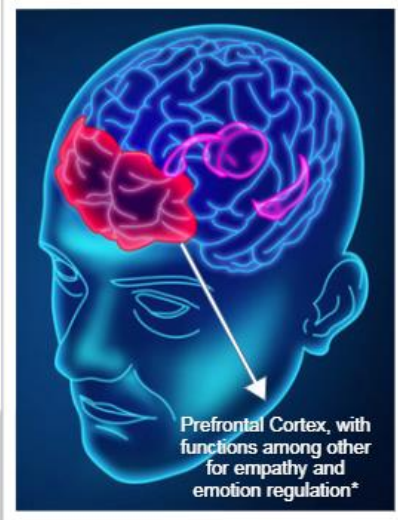
Storytelling is a method that uses a story relevant to your audience that touches their emotions and senses. It can be simply captured in what is called the "4 I's"

It has four dimensions:

1. It has interest, which is audience centric, have an attractive headline and use of incredible images
2. It can instruct, which is simple and self explanatory, has meaning, and is easy to digest
3. It can inspire, which is future focused with a story of solving problems, touching the senses and emotions so that they can encourage audience to act, and
4. It can involve, which is engaging the audience by connecting with them and listening to their responses

Slide 17: Why storytelling is popular

- When we communicate, it's important for our audiences to remember our key messages
- Relevant messages that our target audience care about are those most likely to be remembered
- Logical communication engages the language processing part of the brain
- Story-telling engages other parts of our brain that involve your senses and emotions (prefrontal cortex), and make your messages more memorable and remembered
- When the story is emotional and is about happiness, then your front brain will be engaged



* "Pocket Guide to Interpersonal Neurobiology" by Dr. Dan Siegel

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Why is storytelling a popular method, in particular with your role as a leader? Remember that, as a leader you need to communicate to engage and inspire others. This is where the storytelling method becomes useful.

It is important when we communicate, that our audiences remember our key messages

Relevant messages that our target audience care about are those most likely to be remembered.

Logical communication engages the language processing part of the brain (the right brain)

Story-telling engages also other parts of our brain that involve your senses and emotions, and make your messages more memorable.

When the story is emotional and is about empathy, emotion, and happiness, then your front brain will be engaged. When this stimulation happens in the brain, we are more likely to remember the key messages.

Slide 18: Where can we find such stories?



1. Find a story from your customers



2. Story about values and behaviors



3. Story about benefits experienced by your stakeholders



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Where can we find such stories? Where are they? See an example of a story in the video you see on your screen, which tells the story of the benefits of the new Financial Management Information System introduced in Indonesia. You will see that the video tells a great story about where they have come from, and the benefits of the new system for staff and members of the public.

After watching the video, let's reflect on some of these themes.

Find a story from your customers. What their pains are and what they need. In the context of public reform, you can have conversation with your public and listen to them about their real problems and possible solutions that they are thinking

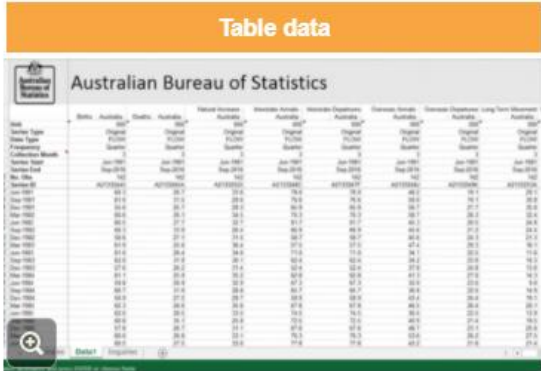
Story about values and behaviors. We can build a story for instance, from our employees or colleagues who live the organizational values and behaviors, and build a story how they are able to live with those values and benefits of living these values

Story about benefits experienced by your stakeholders. When your stakeholders, for instance, members of the public have experienced positive benefits of new services such as receiving services through their smartphones, we can build a story about how the improvement is able to bring positive impact to the day-to-day lives of community members.

Slide 19: An illustration of 4I framework of storytelling (1/2)

Which of these two pictures tell a better story? Why?

Table data



Infographic



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Let us have a small exercise to use the 4I framework in building our story.

Which of these two figures tell a better story? Why?

It is the infographic picture on the right. So, you can see that stories can be told in many ways, not just with words.

This picture is much more interesting and easier to read than the spreadsheet. It has a clear headline, and simple and credible images with color coding. It has a self explanatory icon and numbers.

It is also inspired, with clear future focused message that is simple so that it is easier to motivate people to act.

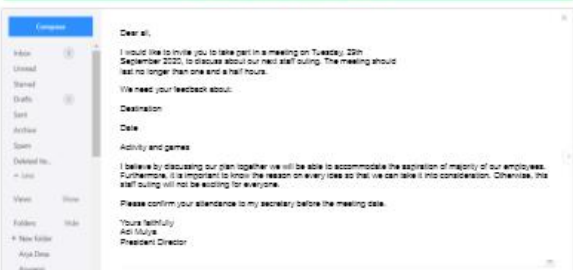
Slide 20: An illustration of 4I framework of storytelling (2/2)

You are asked to gather inputs from your employees about an upcoming company outing.

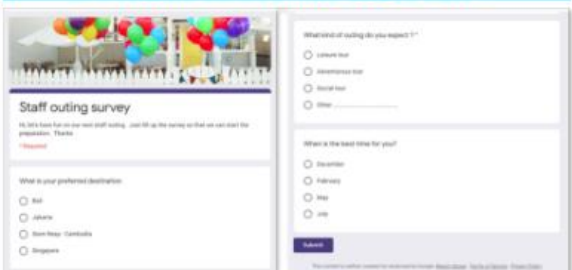
Which from these two messages are more communicative as part of a story?

Why?

Email from CEO



Survey invitation using Google Forms



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Another small exercise.

Supposed you are asked to gather inputs from your employees about an upcoming company outing. Which of these two messages are a more effective communication as part of a story? Why?

On the left you can see an email from the CEO inviting staff to a meeting to discuss the next staff outing, on the right you can see a survey inviting feedback in a Google form.

[Answer: The Google Forms survey invitation may make it possible to be more communicative with a very large number of employees to receive their feedback.

The form is straightforward and engages individuals more easily than them having to attend a meeting as invited in the email from the CEO. It also allows for feedback to be collated easily.]

Slide 21: A case study of leadership communication and use of technology (1/4)

Transformation of Jakarta, the Capital City of Indonesia (2012 – 2017)




- Area of 662 km² with 10.8 million of people
- Multi ethnic: Majority ethnics are Javanese (36.2%), Betawi or native Jakarta (28.3%), Sundanese (14.6%), Chinese (6.6%), and Batak (3.4%)
- Multi religions: Islam 83.4%; Christian 12.6%, Buddhist 3.7%, Hindu 0.2% and Confucianism 0.01%
- Economy size of USD 200 billion of GDP (in 2019)

- Basuki Tjahaja Purnama, or well known as Ahok
- 15th Governor of Jakarta (Nov. 2014 - May 2017). Previously Deputy Governor of Jakarta (Oct. 2012 – Nov. 2014)
- Well known for transparent, direct, straight-forward style of communication to public - (frequently using digital technology e.g. You Tube)

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Now, we would like to share a case study about Ahok, the 15th Governor of Jakarta. Jakarta is a megapolitan city, a city with 10.8 million people, with many ethnic groups and religions, mainly Muslim.

During his leadership from November 2014 to May 2017, he made a lot of changes to the way that local government served the public.

Slide 22: A case study of leadership communication and use of technology (2/4)



Ahok came from a minority background but he was able to lead Jakarta, among others, by using a well-planned communication strategy through transparency, engagement, and walking the talk. His engagement (such as having one-on-one problem-solving discussions at town halls every morning) and walking the talk approach, had made the public and internal staff involved and inspired to change.

Slide 23: A case study of leadership communication and use of technology (3/4)

 Every morning the governor would have one-on-one meetings with the public to solve their problems	 He was contactable through Whatsapp or SMS (he shared his name card with the public)	 He used social media to communicate with public (YouTube)	Sungai Ciliwung 2013 Before 2016 After Some examples of transformation in public facilities Kalijodo 2016 Before 2017 After
 He was in the field to support and led immediate actions (Management By Walking Around)	 He set up The Orange Squad: to maintain public facilities, infrastructure and keep the environment clean	 And also The Blue Squad: to keep the waterways clean including water tunnel	

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Giving out consistent signals on what he had conveyed was one of his strategy. For instance, he frequently did Management By Walking Around and set up special squads, Orange and Blue Squad cleaning teams, to send a clear message that the public is being taken care of. He also used digital technology to increase engagement of the public and to obtain feedback on service quality through the Qlue mobile application, which we will look at more in the next slide.

Slide 24: A case study of leadership communication and use of technology (4/4)

- Engaged public to participate in the improvement by using a mobile application, Qlue
- Qlue means “Keluhan” or the Indonesian word for “Complain”
- “Qlue” allowed public to report problems directly to the city government, with status of their follow up





Ahok! Foto objek yang ingin anda laporkan



Qlue encouraged both citizens and field officer to actively participate to report, respond and monitor the problems in the city. It only took five minutes to report

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In this Qlue application, the public can report complaints both in text and pictures about problems they have (for instance road damage) and they can track their complaint status (in color format, red, yellow, and green). Every public complaint, once it is in the system, will then be automatically assigned to the respective unit, team, and person to be followed up. There is a performance standard to be met, and it is linked with an individual incentive system (variable payment) within the local government.

Refer to this case study, by using the earlier 12 principles of Leadership Communication, how do you assess Ahok’s leadership communication against these principles?

Can you think of a particular leader in Cambodia who has a communication strategy similar to Ahok? What positive points would you think to pick up and apply in your workplace or institution?

Slide 25: To sum up

- Leadership communication is not about great oration but about memorable messaging and inspiring people to act
- Leadership communication is also needed to create trust in your organization
- 12 principles of leadership communication: Top-5 are listening, having a strong point of view, being audience-centric, authentic, and giving out the right signals
- Listening is a critical ability - it is a matter of skill and of attitude
- Being consistent with what you have conveyed determines how your audience can trust you and be inspired
- Advancing digital technology & global connections created both opportunities and challenges
- Storytelling method is frequently used to increase engagement and effective communication

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To close our learning, below are some key takeaways for you to keep in mind:

Leadership communication is not about great oration but about memorable messaging and inspiring people to take action

Leadership communication is also about creating trust in your organization

There are 12 principles of leadership communication, and the top-5 of them are listening, have a strong of point view, audience-centric, be authentic, and give out right signals

We can see that listening is a critical ability for a leader. It is not only a matter of skill but more importantly a matter of attitude.

Being consistent with what you have conveyed (or giving out the right signals to your audience) determines also how your audience can trust you and be inspired.

With advancements in technology and global connection (anytime and anywhere), digital era has created both opportunities and challenges in communication. Digital communication channels such as e-mail, instant messaging, and video conference tools have been significantly used, in particular with the impact of Covid-19

In this digital era, the storytelling method is now being frequently used to increase engagement and communication quality

We hope you have learned a lot from this learning session, and you can get insights to use the learning in your workplace or institution.

Slide 26: Thank you

The slide features a background illustration of two stylized human profiles facing each other, filled with various colored gears (yellow, orange, blue). The background also shows a faint image of people working at computers. The text is centered and reads: "You have finished this lesson. Please take the quiz for this lesson, then begin the next lesson." followed by "THANK YOU" in large blue letters and "សូមអរគុណ" in Khmer script. At the bottom, there are five logos: Australian Aid, European Union, a green diamond logo, the Ministry of Civil Service of Cambodia, and the World Bank Group Open Learning Campus logo.

You have finished this lesson.
Please take the quiz for this
lesson, then begin the next lesson.

THANK YOU
សូមអរគុណ

Australian Aid, European Union, រដ្ឋស្ថាប័នប្រតិបត្តិការ
MINISTRY OF CIVIL SERVICE, WORLD BANK GROUP
Open Learning Campus

We thank you for your participation in this e-learning lesson. We would like to ask you to complete a mini quiz of this lesson.

We will see you again in another lesson.

Quiz: Communicating Effectively

1. **Leadership communication is about:** *(Please select a correct answer)*
 - a. Convincing an audience to listen to your conveyed messages
 - b. Delivering inspiring speech and messages
 - c. Great power presentations to your audience
 - d. Making people understand your messages
 - e. Making people feeling inspired and motivating them to act

2. **A study conducted by Kevin Murray has shown that there are 15 principles in leadership communication** *(Please select true or false.)*
 - a. True
 - b. False

3. **Based on the survey conducted by Kevin Murray, the top 3 leadership communication principles include:** *(Please select all correct answers)*
 - a. Storytelling
 - b. Listening
 - c. Giving out right signals
 - d. Having a strong point of view
 - e. Being audience-centric

4. **What are the elements in the communication process?** *(Please select all correct answers)*
 - a. Encode
 - b. Decode
 - c. Message and medium / channel
 - d. Feedback
 - e. Noise (factors that may interfere with how message is understood & received)
 - f. All of the above

5. **Inactive listening means that you are not paying attention to the content or tone of the conversation, so the words just “go in one ear and out the other”.** *(Please select true or false.)*
 - a. True
 - b. False

6. **Selective listening means:** *(Please select a correct answer)*
 - a. you don't hear your audience
 - b. you hear what you want to hear
 - c. listen for the complete message, use empathy and non-judgmental
 - d. you hear words go in and go out
 - e. listen to the whole message, provide feedback, and reconfirm the message to reach mutual understandings

- 7. Active listening means you are listening for the complete message being given by the other person, using empathy, and that you do not try to provide advice or judge them. (Please select true or false.)**
- a. True
 - b. False
- 8. Reflective listening is: (Please select a correct answer)**
- a. you don't hear your audience
 - b. you hear what you want to hear
 - c. listen for the complete message, use empathy and non-judgment
 - d. you hear words go in and go out
 - e. listen to the whole message, provide feedback, and reconfirm the message to reach mutual understanding
- 9. Some reflective listening techniques include: (Please select all correct answers)**
- a. taking notes
 - b. repeating or rephrasing
 - c. using empathy
 - d. Paraphrasing (reflecting back what you hear, using your own words)
 - e. reflection of feeling
- 10. When are the best times to use reflective listening? (Please select all correct answers)**
- a. when we are in a crisis
 - b. when we are in a meeting and feel we must disagree or challenge what someone has said
 - c. when we are in a coaching session and our coachee is facing challenging situations that affect his or her performance
 - d. when we are presenting our monthly progress report
- 11. In the time of crisis or ambiguity, the proper communication method is (are) through. (Please select all correct answers)**
- a. Telegram / WhatsApp
 - b. Phone
 - c. Email
 - d. Video conference (such as Zoom or Webex)
 - e. Face to face meeting
 - f. Facebook
- 12. The framework in developing a story is 4I, which stands for: (Please select a correct answer)**
- a. Interest, Instruct, Inform, and Involve
 - b. Interest, Instruct, Inform, and Inspect
 - c. Inspect, Instruct, Inform, and Involve
 - d. Interest, Instruct, Inspire, and Involve
 - e. none of the above

13. What is the most popular communication method that can be used to various generations?

(Please select a correct answer.)

- a. presentation
- b. group discussion
- c. video conferencing
- d. storytelling
- e. survey

14. Why is storytelling powerful? (Please select all correct answers)

- a. a story is attractive with colorful images
- b. a story is easy to digest
- c. a story engages the emotions and sensory part of brain
- d. a story is self-explanatory
- e. none of the above

15. How can we develop a story? (Please select all correct answers)

- a. listen to your customers
- b. story about values and behaviors
- c. story from benefits experienced by your stakeholders
- d. problem solving of your customers issues
- e. all of the above