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KEY ACTION 2 – ADULT Cooperation Partnership in Adult Education

RAISE YOUR VOICE

RYV

Unit 10: Boost Communication Efficiency

PROJECT CODE: 2021-1-DE02-KA220-ADU-000033634



TOPIC 10: BOOST COMMUNICATION EFFICIENCY

Objective of the learning module:

- To introduce learner with effective communication concept
- To provide tangible tools and methods to develop skills in effective communication
- Raise awareness in communication
- Share exercises and activities to train effective communication

Skills to be acquired:

- Effective communication
- Framing-reframing
- Train physical and mental skills and competences to communicate effectively
- Giving constructive feedback



Keywords:

- Effective communication
- Sensory acuity
- Reframing
- Rapport
- Feedback

STRUCTURE OF THE ARGUMENT AND CONTENTS

INTRODUCTION



Effective communication is essential for success in many areas of life, including personal relationships, professional settings, and public speaking engagements. The capacity to clearly articulate thoughts and ideas, empathise with others, and negotiate conflicts with finesse is critical for obtaining great outcomes in a variety of situations. In today's interconnected and fast-paced world, effective communication is critical for establishing understanding, collaboration, and meaningful connections.

Learners considerably improve their employability and general success by learning and practicing communication skills. Effective communication is a basic prerequisite in the workplace, and companies value employees who can speak with clarity, empathy, and confidence. This course aims to empower learners by providing them with the knowledge and skills they need to improve their communication efficiency in job interviews, professional encounters, and networking opportunities.

The advantages of improving communication efficiency go beyond professional settings. In human interactions, the capacity to communicate clearly and empathetically can result in stronger bonds, better dispute resolution, and a more peaceful environment. Furthermore, developing communication skills in public speaking can increase an individual's impact, influence, and capacity to connect with a wide range of audiences.

By digging into the ideas and practices of effective communication, this course gives adult learners practical tools for navigating various communication obstacles, increasing employability, and fostering success in both personal and professional settings. Communication efficiency is important for adult learners because it can lead to new possibilities, improve relationships, and contribute to overall personal and professional success.

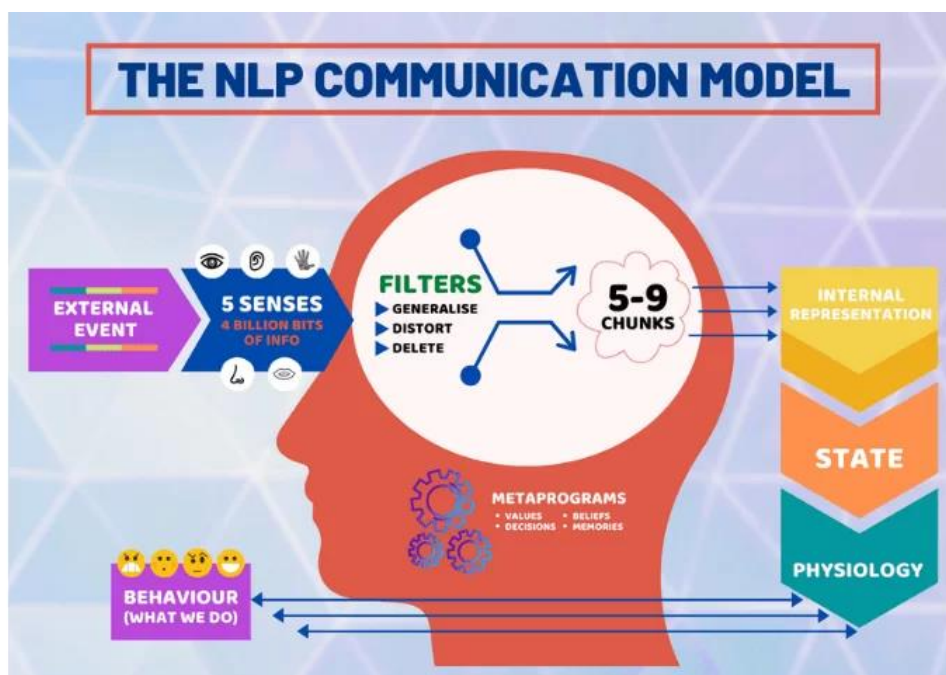




Figure 1: NLP Communication Model, Source: <https://www.linkedin.com>

NLP & Effective Communication

Every communicator and speaker should be interested in the field of communication and the theme of empowerment, as well as devote time to understanding communication and why it frequently falls short.

Studying Neuro-Linguistic Programming (NLP) is a crucial step towards improvement. NLP has been quite useful in making communication more precise for many people and preventing gaps or misunderstandings. It's crucial to highlight that NLP isn't the only strategy for clear and successful communication, but it's worth exploring to improve both professional and personal connections.

Improving communication using Neuro-Linguistic Programming (NLP) entails learning and applying NLP strategies to improve your capacity to connect, persuade, and influence people. Here are some steps and examples to help you get started.

1. **Establish rapport:** Mirror the other person's body language, tone of voice, and speaking patterns. For example, if they speak slowly and frequently utilise visual language ("I see what you mean"), adjust your communication approach accordingly.
2. **Practice active listening** by paying full attention and reacting empathetically. For example, if someone expresses frustration, answer with, "I understand why you're frustrated. Tell me what's bothering you."
3. **Use sensory-rich language** to make your conversation more vivid and relatable. Instead of stating, "I understand your point," say, "I see what you're saying, and it sounds like a great idea."
4. **Reframe negative beliefs.** Identify and reframe negative beliefs to create more positive, empowered ones. For example, if you believe that "I'm terrible at public speaking," reframe it as "I'm improving my public speaking skills with each opportunity."
5. **Anchor confidence:** Make an anchor for confidence by recalling a previous situation in which you felt extremely confident. Recall a time when you aced a presentation and utilise a specific hand motion (such as tapping your index finger) to reinforce your confidence. Then, perform the motion before future presentations.
6. **Calibrate feedback:** Pay attention to the other person's nonverbal clues and adapt your conversation accordingly. If someone appears uneasy when you're discussing a subject, pause and ask, "Is there anything specific that's unclear? I want to ensure you're following."
7. **Modell Success:** Find someone who has great communication abilities and emulate their behaviour and language patterns. Observe how a great negotiator handles objections and apply similar methods in your own discussions.
8. **Use Meta-Programs:** Recognise and adjust to the other person's meta-programs, which are cognitive filters that influence their preferences and decision-making. Example: If someone is "options-oriented," present various solutions to an issue; if they are "procedures-oriented," provide a step-by-step strategy.



Remember to utilise NLP techniques ethically and with respect for others. Adapt these procedures and examples to your individual communication goals and situations, and practise them on a regular basis to improve your communication abilities.

What is the NLP Communication Model?

Richard Bandler and John Grinder established the NLP model of communication. It explains how we receive and absorb information from the outside world, as well as how it determines how we communicate with and respond to others.

Neurological Constraints

Each of these senses has limited neural capacity. For example, consider our hearing sense. Bats make sounds, but we can't hear them because they're ultrasonic, which means they're at frequencies higher than what humans can hear. These brain restrictions are the major cause of our inability to fully perceive reality. Because neurological restrictions prevent us from seeing the world for what it is and limit the information we can receive, we rely on societal and individual constraints to make sense of and navigate the world efficiently.

Social and Individual Constraints

Social limitations are the conditioning that we go through as a result of being a member of a given society or following a specific culture. This training influences, among other things, our views, values, how we comprehend language and words, our actions, and so on. Individual restrictions, on the other hand, include our preferences, dislikes, hobbies, abilities, strengths, and shortcomings. These limits set us apart from others, including those who share our culture or society.

As a result of these limits, we develop specific filters that help us make sense of the world and prepare for the various scenarios that arise in it.

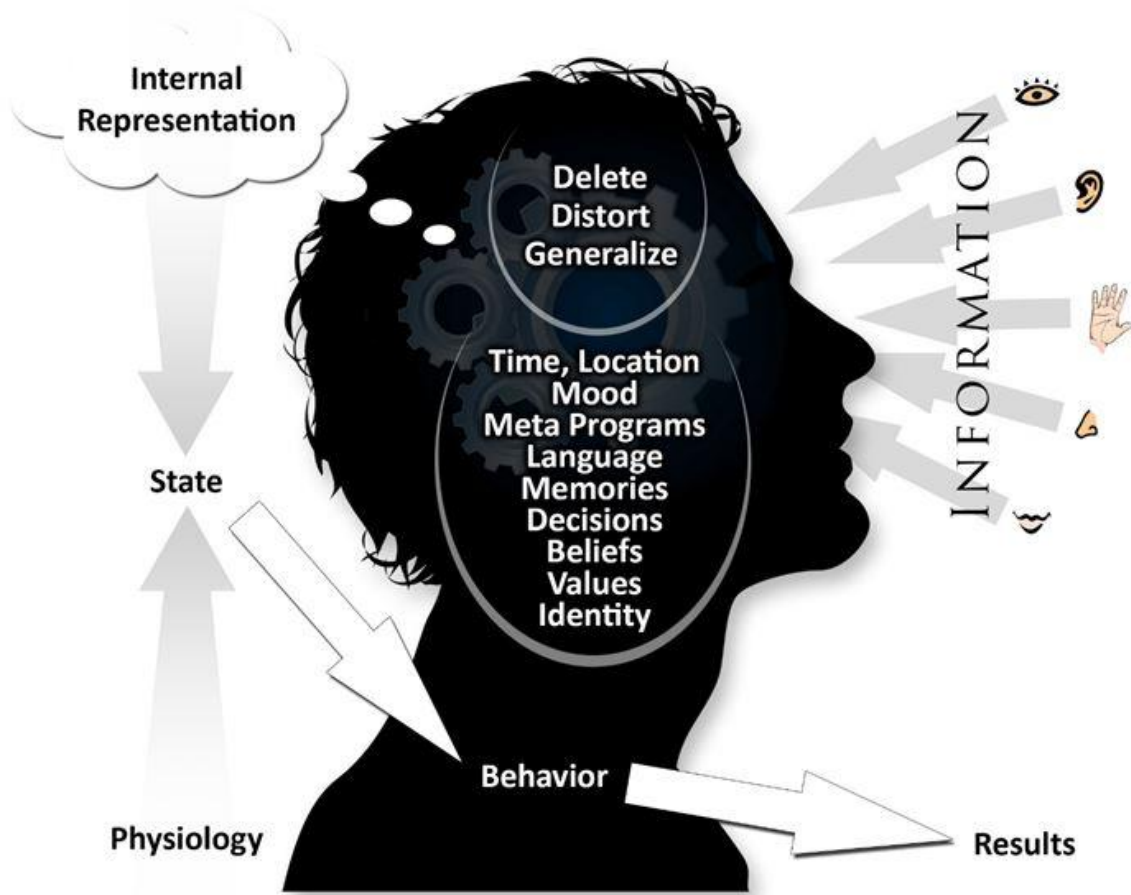


Figure 2: NLP filters, Source: transformdestiny.com

Primary Filters

1. Generalizations
2. Deletions
3. Distortions

What are Generalisations?

Generalisation is the process of taking a single concept and applying it more broadly. For example, I've met a couple of crooked politicians, and based on my experience, I conclude that all politicians are corrupt. Another example. Assume I attended a few interviews but was not selected. I may make the assumption that I always fail in interviews. Later on, the generalisation may become larger, and I may begin to believe that I am failing at everything.

Remember that generalisations contain terms such as always, every time, everyone, no one, never, and so on. Make a list of at least three generalisations in your workbook. It may be a good idea to pause the film while you write down the generalisation.

When we make generalisations, we structure our lives around them and hence try to hang onto them even when opposing evidence exists. So, in order to refute any conflicting evidence, our system



deletes or distorts the material so that we either ignore it or interpret it in such a manner that the new interpretation is consistent with the generalisation.

Deletions

It is the process by which we selectively focus on certain aspects of our experience while excluding others. For example, when we are watching a movie and a tiny child is crying in the audience, many of us can block out the noises of the child and concentrate on the movie, whilst others can block out the sounds of the movie and concentrate on the weeping child.

Distortions

It is the process by which we change our perceptions and thus our experience of sensory input. In general, these distortions are used to provide an interpretation of the information received, ensuring that the interpreted information is consistent with our generalisations or assumptions. So, if I generalise that I am unable to find work, when I do, I may conclude that I was simply fortunate. This interpretation permits me to keep to my generality, something I am not capable of.

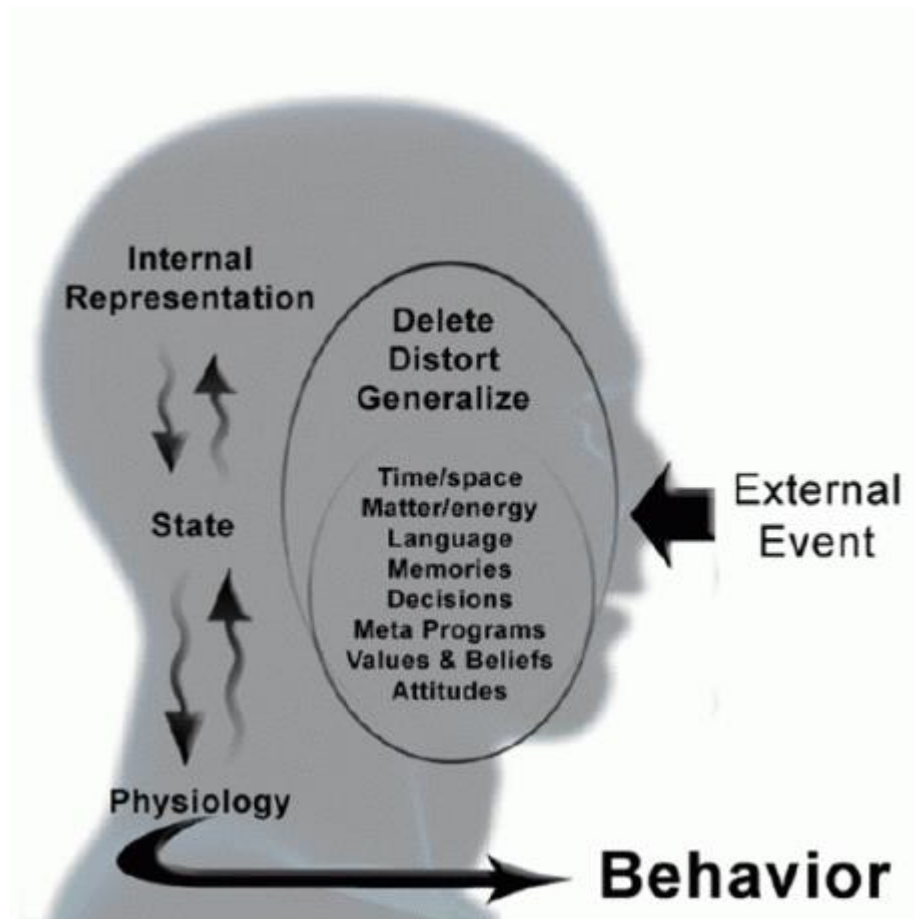


Figure 3: NLP Communication Model: reality, Source: <https://instituteofclinicalhypnosis.com>

Subjective vs Objective Reality

When people describe their difficulties, they usually believe they are talking about objective reality, but what they are really talking about is their subjective reality. In other words, most of the problems



we believe we have are not rooted in reality, but rather in our perception. If the map is distorted, isn't it likely that my view of the situation is distorted as well?

Is it... correct?

Let us use an example to better grasp this: suppose I assume that no one likes me. Now one day, I observed a friend strolling down the street. I called out his name. As I took his name, I noticed him walk faster away from me. What I didn't notice was that the guy was wearing earphones (so couldn't hear me) and rushing to catch a bus (so began walking faster). Based on what I saw and my assumption that others dislike me, I read this as him attempting to ignore me.

For several days, I wondered why he avoided me. Was it something I did that made him upset, or something he did that made him unable to face me? Though I believed there was a problem, it was only on my map and not in reality.

So as communicators, we are not really helping the audience create a change directly in their reality but in their understanding of the reality. Now that is another thing that once the understanding changes, the client's ability to see the reality improves.

NLP Rapport Building



Figure 4: Rapport, Source: <https://nlpsure.com>

Establishing Strong Connection: Rapport

You must have experienced it at some point. You immediately had a click with someone and you could talk for hours about all kinds of different topics. A wonderful feeling for both of you. You will also have experienced that you met someone you could not go through one door at all, where communication was very difficult and you wanted to get out of the situation. But in most cases it is



useful if you are able to connect with someone. And so it is beneficial in public speaking to have your audience on the same page as you, to keep engaged til the end and build connections over the presented topic.



Figure 5: Rapport: mirroring, Source: <https://nlpsure.com>

Mirroring / matching: the most obvious way

The most obvious way to make rapport is 'matching'. Make sure you do the mirroring ingeniously (matching), instead of simply imitating the other person (mirroring). If the other is scratching, you don't have to scratch for rapport. It could be more subtle. Let's start with 4 ways the experienced programmers do this. Here are the four main principles for subtle mirroring:

Only mirror the **energy level** (mood) of the other, and not literally the behaviour of the other. In fact, this is the best way to flip. Rapport = empathy, so also mirror the emotional state.

You can also mirror extra discreetly by doing it **with a delay**. When it is your turn to talk, you only change position or make the other person's gestures, and you do that while talking.

Cross over flip. If someone is fumbling with their hair, you do that with your pants. Are his legs crossed? Then cross your arms. In the situation where you want to calm someone who is hyperventilating, you can match the rhythm with your hands.

Mirror the large movements of the client by translating them into **micro-muscle movements** yourself. When the other person lifts their arm, you lift your arm muscles very slightly, without this being visible. This way you stay out of the conscious attention of the other.

To practice rapport, follow up exercises in "Activities" section.

Don'ts When Building Rapport



1. Some people want to use 'listening techniques' by asking **too many questions** so that they no longer answer the questions of the client themselves. Answer with a fact, a personal note and only then do you bounce the question back or ask a new question. For example, "What did you do this weekend?" "I've been gardening (fact), that always relaxes me (personal note), what did you do this weekend? (only now comes a question) "
2. **Be too nice.** Still keep telling them if they do something that you don't find acceptable. So keep on conditioning them.
3. **Trying too hard.** Go along with the natural rhythm.
4. **Too badly wanting something**, for example a salesman. The solution is rapport fractionation: immediately after building a rapport, you can remove the rapport and break it again. You repeat this a few times.
5. **No rapport with yourself.** So don't be congruent in yourself before trying to make another rapport. So be genuinely interested with accompanying body language.
6. **The rapport is not broad enough**, but focuses on just one topic of conversation. The solution is to start on more topics of conversation on which to build your rapport.

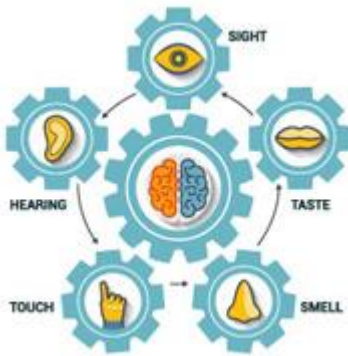


Figure 6: Sensory acuity, Source: <https://nlpgreece.gr>

Sensory acuity and physiology

Thinking is directly linked to physiology. People's thinking processes affect their bodily status. Sufficient sensory acuity allows a communicator to fine-tune their communication with a person in ways that go beyond linguistics.

Calibration requires monitoring a person's physiology while we engage with them. We can carefully monitor what is occurring to the other person while we talk by paying special attention to details such as posture, respiration, muscle tone, skin colour, and pulse.

What happens when a person gets nervous? In our daily lives, we frequently get the feeling that someone is nervous, but what exactly gave you that idea? Was there sweat on his brow or upper lip? Did she fidget or shake? Was there tremors in his voice? Did her voice get higher and squeaky? If they were extremely upset, their colour changed. It could be useful to note whether it turned red or if the colour drained. How did you know they were nervous?



Consider relaxing. Observe someone while they unwind. If they had bulging veins in their neck, you could see them descend below the skin's surface and change colour as they did so. If their eyes were bulging, you would notice that the muscles surrounding them had relaxed, and the eyes did not protrude beyond their sockets. The muscles that kept their lips tight and thin begin to relax, allowing the lips to expand, grow fuller, and gain colour.

Calibration allows you to compare a person's physiological condition to another. Calibration occurs when the evidence of a person's physiological state in one environment is compared to the evidence of another.

Incongruities are discrepancies between what a person says and what their body does. Calibration, or sensory attention to the specifics of physiological change, enables us to detect mismatches and alerts us to potential issues with what they are stating.

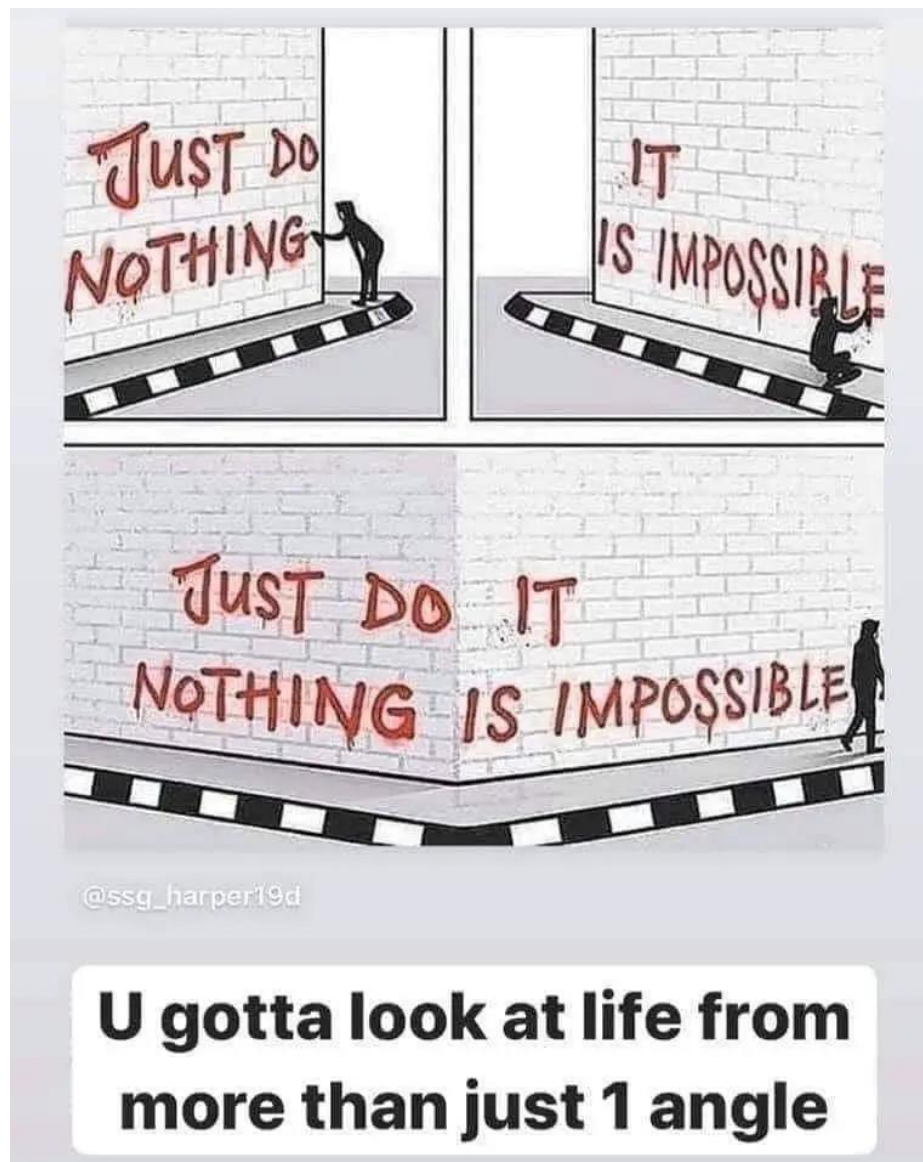


Figure 7:Framing, Source: <https://happyrubin.com>



Reframing occurs in life and is a typical method for creating and losing meaning in a variety of situations, either intentionally or unintentionally.

Frames provide context or emphasis for your ideas and activities. Just as a picture frame limits what you can see in a picture, the frames of reference you choose based on your beliefs about yourself and others, your perceived role in life, your perceived limitations in skills/abilities, and so on can limit or open up a world of possibilities. You (and, if you let them, others) are constantly imposing time constraints, boundaries, and limits on what you can and cannot achieve, sometimes without considering the repercussions or if the limitations are accurate.

Changing the perspective of an experience can have a significant impact on how you perceive, understand, and respond to it. When you are given one hour to finish a task, your emotional state, approach, and work quality will most likely differ from when you are given a week to complete the same assignment. This demonstrates how a shift in perspective can have a big impact on the decisions you make. The goal of reframing is to assist a person see their actions, the influence of their beliefs, and so on from a different perspective (frame), potentially allowing them to be more resourceful or have more control over how they behave.

Questions that are useful to ask when reframing content are:

“What else could this mean?”

“In what way, could this be positive or a resource?”

There are two basic forms of reframes – **content** (or meaning) and **context reframes**. Content Reframe: The content or meaning of a situation is determined by what you choose to focus on. An electrical power failure can be viewed as disruptive, a major disaster given all you have to get done. Or it can be viewed as an opportunity to spend some intimate time with your spouse or to have fun with your children finding innovative ways to manage the situation. Context framing is giving another meaning to a statement by changing the context you first found it in. You literally take the problem to another place where it doesn't mean the same thing anymore. A context reframe leaves the meaning of the behaviour the same and shows how the meaning will appear different when placed somewhere else.

Examples:

- “I'm not good enough ...” “I think it's really good of you that you say that about yourself! Just because you say that about yourself means that you are a good person.”
- “I am a quitter and a weakling.” “You are a great go-getter because you believe in it so much!”
- “It takes too much energy for me to exercise.” “Doesn't it take you a lot more energy not to exercise?”
- “Saying mean things means you are a bad person.” “Don't you think it's mean that you say this?” Or, “Bad people always tend to see only the bad in others.”
- “Being late means you don't care about me.” “Someone who really cares about someone, sometimes overlooks a bit of lateness.”

Calibration



Simply put, calibration is noticing what is actually going on, so concretely observable, in other people. You first measure how the person was first by means of a 0 measurement, and then you can observe the differences. You pay very specific attention to changes to the face or body, or the physiology, of the other. You link that to a state of mind, or state, that you know that the other person is in at that moment. One of the NLP principles is that the body and mind form a unity. If your body changes, your feelings can change with it.

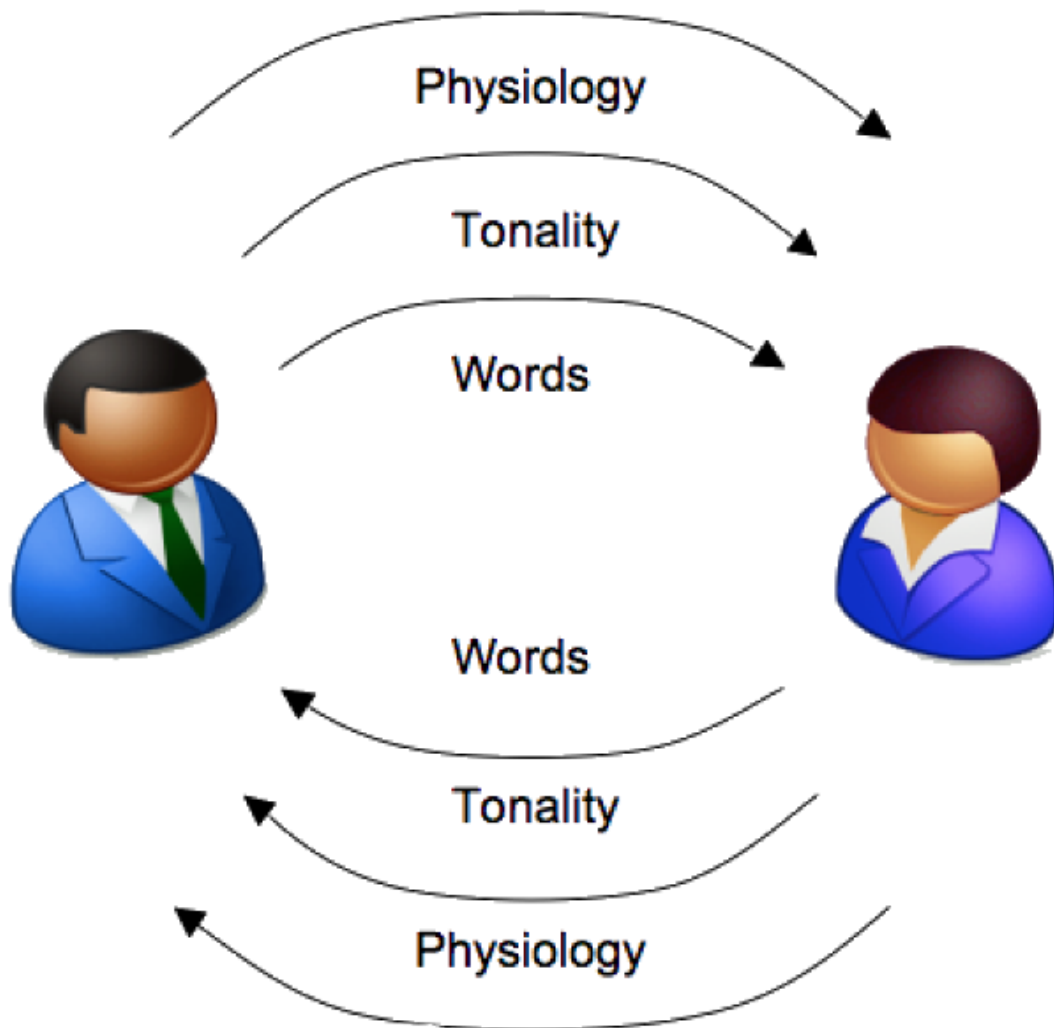


Figure 7: Framing, Source: nlpacademy.co.uk

Calibration of other people's moods, and what goes on inside them, largely determines how effective your communication with them will be.

What can you pay attention to when calibrating

Visual cues:



- Skin color
- Perspiration
- The degree of sensory glow on the face
- Changes in the lower lip (size, thickness, color, wrinkles, tightness ...)
- Facial expression, eyebrows, jaws, mouth
- Facial lines
- Other changes to the face, such as the cheeks, forehead, or mouth
- The position of the corners of the mouth
- The vibration of the eyelids
- The moisture of the eyes
- The energy of the eyes: alert scanning or sleepy ...
- Pupil dilation / enlargement of the eyes
- More or less blinking
- Degree of eye contact
- Symmetrical face becomes asymmetrical or vice versa
- Otherwise swallow
- Breathing changes: location, speed, depth
- Heart rate changes
- Softening or hardening of the muscle tension
- Neck and head movements
- The position / angle of the head / body
- Changes in micro muscle movements
- Auditory cues:

Volume

- Show Intonation Speed / pace Breaks
- Rhythm
- Words
- Mistakes and hesitations
- Emphasis and strength on certain words, or weakness in pronouncing certain words

Gestures and body:

- Position of the legs
- Movement of the legs
- Movements in hands and fingers
- A change in the position of the spine
- Fewer or more movements
- The person's overall energy
- Acceleration or deceleration in reflexes
- Self-touch, for example at the throat
- Other involuntary movements



Feedback Sandwich

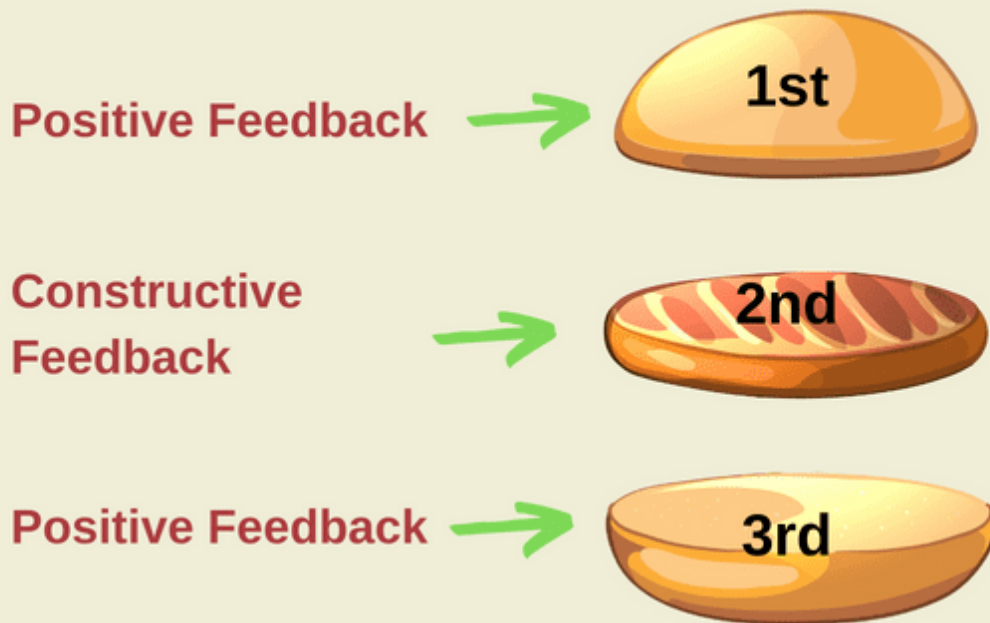


Figure 8: Feedback Sandwich, Source: coachingyoungathletes.com

Sandwich Feedback Model

The sandwich feedback technique is a popular three-step procedure for providing corrective feedback. The sandwich feedback method starts with praise, followed by corrective feedback, followed by more praise. In other words, the sandwich feedback method consists of dispensing corrective feedback that is “clamped” between two layers of praise.

How exactly does this method work?

1. Start with something positive

State something positive about what you are giving feedback on.

2. Explain what could be improved

Give a recommendation to improve something.

3. End with something positive

End your feedback with something more positive



Feedback Cheat-Sheet

How to give feedback and have a positive impact

Intention	Define the objective of the conversation.
Fact	Prepare and discuss facts only.
Feeling	Always talk about yourself. "I feel, I saw, I understood, ..."
Consequence	Explain clearly the consequences now and for the future
Acknowledgment	Make sure you're understood by asking questions: "How did you experience it? Did you notice?"
Wish	Bring solutions! What would you like for the future?
Action plan	What are the next steps we can take?

ameliebeerens.com

Figure 9: Feedback, Source:ameliebeerens.com

Feedback in Third Person

Using the third person in feedback is starting each comment with "Tod didn't complete..." or "Sarah felt..." rather than using I-statements. By starting each comment in this manner, it removes any perceived personal feeling or bias. It can be intimidating to give feedback to professionals on their performance. Third-person feedback reduces the concern that the learner will feel attacked and allow them to speak objectively from the perspective of the self. "I felt offended or upset when..." can come off as a personal judgement. The job of the simulated participant is to remain neutral while offering the patient's perspective. This allows the learner to see the interaction through the eyes of the patient, which stimulates reframing and encourages learning.

Imagine you got some performance feedback related to your ability to communicate upward and it upset you, as you've always thought of yourself as a good communicator. Here are two examples on how you might internalise that feedback.



Self-immersive example: “The one point of feedback I heard was I’m not a good communicator. I really need to work on how I communicate upwards. I need to do better at providing an executive summary instead of diving into all the details for my boss. I’m not really a great communicator, and I’m probably sound clueless when I do that.”

Self-reflective example: “Why was my distanced self feel so angry about that feedback? You know that you are a good communicator, and your feedback really pointed out an area that you could work on, executive summary. You have a great grasp on details and in order to get to the next level in your career, being able to break those details down to someone in chunks is a great way to level up. You have a lot of great strengths, and now you have a place to focus your energy and try new things for the next few months.”

In these two examples, contextualising feedback and not take it personally is highlighted by the self-reflective example, taking the positive or reflective approach and using “you” in a more coach-like demeanour with yourself. Being able to focus more on insights to gain from performance feedback helps with emotional regulation.

Additional research demonstrates the idea of being a “fly-on-the-wall” visually when you reflect helps people reflect without ruminating (Kross et al, 2014). These two methods enhance your ability to emotionally regulate the event during a reflection, and can reduce the overall stress of the performance management process.

ACTIVITIES

Rapport Exercise 1 – Making a Click

Do this assignment with your practice partner or find someone you don’t know yet. Consider telling that person that you are doing a homework exercise and that both of you should be actively doing your best. The assignment is:

Make a click / connection with each other.

You get 1 minute.

Rapport Exercise – 2 Similarities and 2 Differences

Talk to your practice partner. Find 2 similarities and 2 differences between you.

You get 5 minutes.

Rapport Exercise – 2 Dispute on the content, while maintainng rapport in the form

Being receptive to one another does not necessarily mean agreeing with another’s opinion. Now that you know how to make rapport, you can use it in a discussion.



Person A and B are discussing a topic. They don't give in to each other and always go against each other.

Person B matches her body and voice, while they disagree. Person A is just herself and holds her position.

Person A will feel that it is impossible not to go to some sort of compromise, because person B matches. What is happening here is as they say in English: agree to disagree. There is a kind of vibe of peace and friendship, although the two of you completely disagree.

Example of the topic of conversation: A huge shopping center is being built in your neighborhood.

B: "I think it's a good idea"

A: "I don't think so, there is a lot of extra traffic which is unsafe for the children"

B: "There will indeed be some extra traffic, which makes it a bit less safe for the children (B has paraphrased here, which serves as the perfect moment to subtly take over the posture, voice characteristics and other things from A) but they have thought of that"

A: "There will be traffic jams"

B: "There will indeed be traffic jams, but that will bring extra income"

Etc.

Content Reframing

Content reframing technique can be useful where we see our behavior to the event as a mistake or a disadvantage. Here is the brief NLP Content reframing technique process we can use.

Step 1 – Select the behavior to work on Select the pattern of behavior to work on, try to select the pattern which occurs regularly.

Step 2 – Identify the parts involved. What are two or more contradicting perceptions? Give a name to that part.

Step 3 – Find positive intention. Every behavior has a positive intention; find the positive intention of yours for this type of behavior.

Step 4 – Identify the frame. What frame is around the intention and behavior? To identify the frame, observe the presuppositions and generalizations you have while thinking of this behavior or the event.

Step 5 – Defame the part. You can ask yourself what else this could mean to me? Here expand the perspective of yours about this event or behavior. You can also ask what this behavior and intention mean to you, see for the modalities and submodalities involved.

Step 6 – Reframe the behavior and the intention. Find the way that enables you to revert to this part, behavior, or intent positively. The reaction can be slight also.

Step 7 – Reframe the usefulness in terms of the event. Ask yourself how this behavior can actually be helpful in some other events? The behavior may need to take a different form or may cease to exist. Connect with this, how you can feel good about this part in another situation?

You can also find the underlying motivation for this behavior and can learn to use this motivation in other events.

Step 8 – Accept and integrate the reframe Allow yourself to use this new reframe for other events or part in another situation. As it highlights the positive aspect, you may find ways to connect with other situations.

Step 9- Test At last, test the reframe, and think how do you feel now when you think of this behavior or event? You must be feeling the change in your perspective, self-esteem, and less conflict with the



event. If not, do the NLP content reframing technique one more time. What would be better? If you find ways to utilize those underlying motivations to your advantage for other events.

Calibration Exercise

Calibrate a practice partner on two states of mind: one where he thinks about someone he likes very much, and one where he thinks about someone he doesn't like at all. After you have calibrated, ask questions such as: who is older, who lives closest, etc. and your practice partner does not give a verbal answer: you can know who he is thinking through calibration.

You can also train only on the auditory cues by not seeing each other (by sitting with your backs to each other). Your practice partner talks substantively about something neutral while thinking about one person, and then while thinking about the other person. You guess who he thinks by paying attention to the auditory cues.

Variation: do the same but with food. Person A thinks about something he likes and then thinks about something he doesn't like. B and C both calibrate states. Then they name random foods and check, by means of calibration, whether A likes them or not. This way, you can come up with all kinds of variations in which you can cold read your practice partner. For example, with activities he likes or dislikes doing.

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