

The Six Skills of Microtraining In Face-To-Face Communication

1. **Basic attending skills** to help involve the employee in the discussion. These include:
 - a. A slight, but comfortable, forward lean of the upper body and trunk
 - b. Maintaining eye contact
 - c. Speaking in a warm but natural voice
 - d. Using sufficient encouragers (e.g., head nods, saying yes and us-huh)
 - e. Staying on the topic

2. Feedback

- a. Providing clear and concrete data
 - b. Using a nonjudgmental attitude
 - c. Using timely, present-tense statements (e.g., John, I just made some suggestions for how you can present your ideas more clearly. But you don't seem interested. How can I help you improve your presentations?" As opposed to, "your last four presentations were disasters. I won't tolerate another one.")
 - d. Providing feedback that deals with correctable items over which the employee has some control
3. **Paraphrasing** a concise restatement, in your own words, of what the employee has just said. Paraphrasing helps clarify the issue, lets the employee know you understand what has been said, and encourages him or her to continue. Paraphrases should be nonjudgmental and matter-of-fact.
 4. **Reflecting of feeling** reinforces the employee for expressing feelings and encourages open communication. Identifying and recognizing an

- employee's feelings can help the supervisor establish a closer rapport.
5. **Open and closed questions** to support your purpose. (Questions that begin with how, would, could, or why is a good way to start open questions.) Closed questions could begin with did, is, are or how many. They invite a response of a few words that can be used to clarify, identify specific points, and speed the discussion.
 6. **Focusing** helps identify potential areas of organizational difficulty (person, problem, context, other, and self) and ways to deal with each.

Resource:

Kikoski, J.F. & Litterer, J. A. (1983). Effective communication in the performance appraisal interview. *Public Personnel Management Journal*, 12, pp. 33-42.

Found at: <http://www.LeadershipSuccess.net>