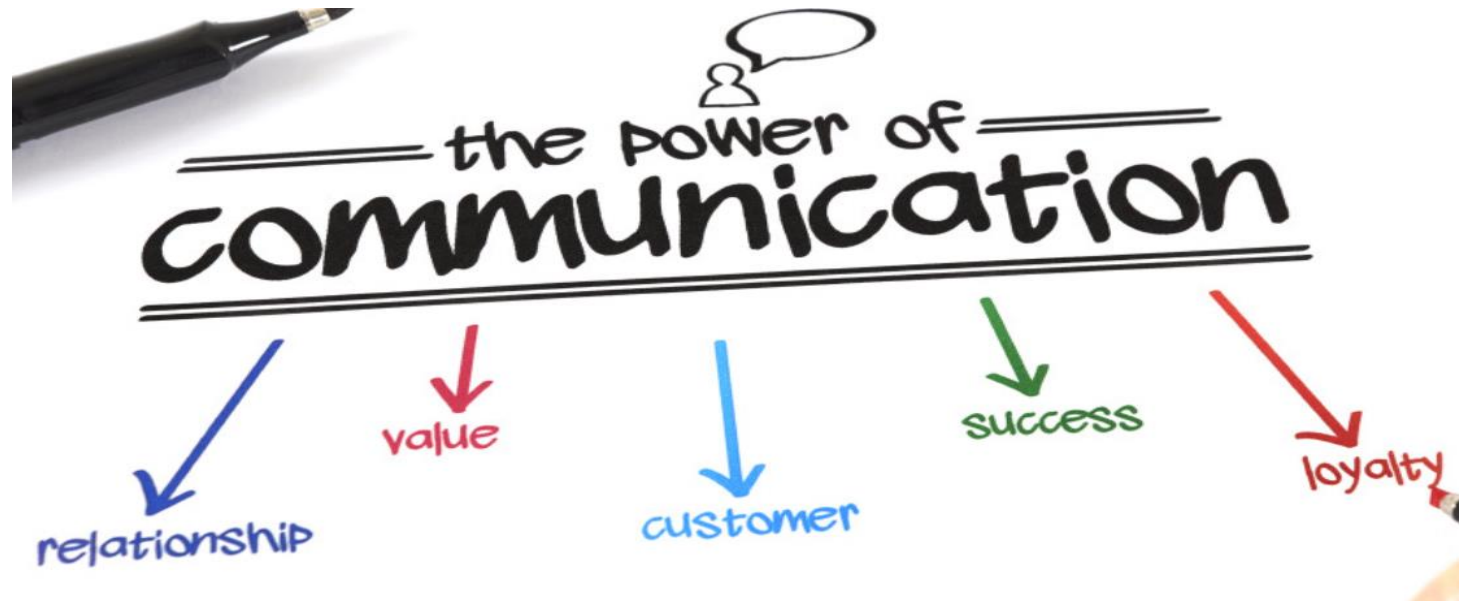


# Communication for Leaders



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# Outline

1. Importance of communication for leaders
2. Steps and types of communication
3. Listening Skills and how to improve it
4. Risk Communication
5. Self Assessment Exercise to monitor progress
6. Take Home Messages

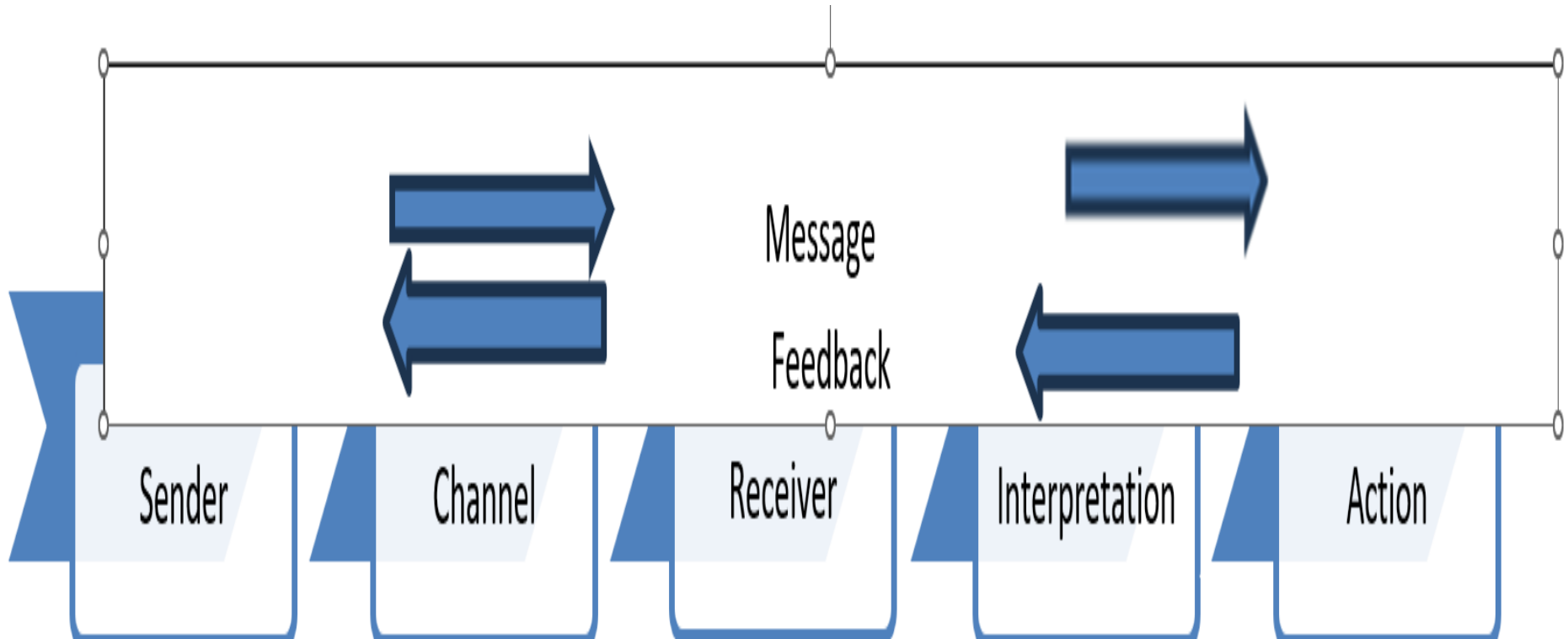
# Communication

- An important part of life of all living beings
- Process that involves two or more individuals or groups – sender(s) and receiver(s)
- Receiver must understand the message in the way that sender intended. Otherwise it may create misunderstanding, confusion & problems
- To be an expert communicator, leaders need to understand various aspects of communication

# What is communication??

- Message is sent to another person
- The person processes the message and sends the message back or take intended action
- If the message is not received, it is not communication

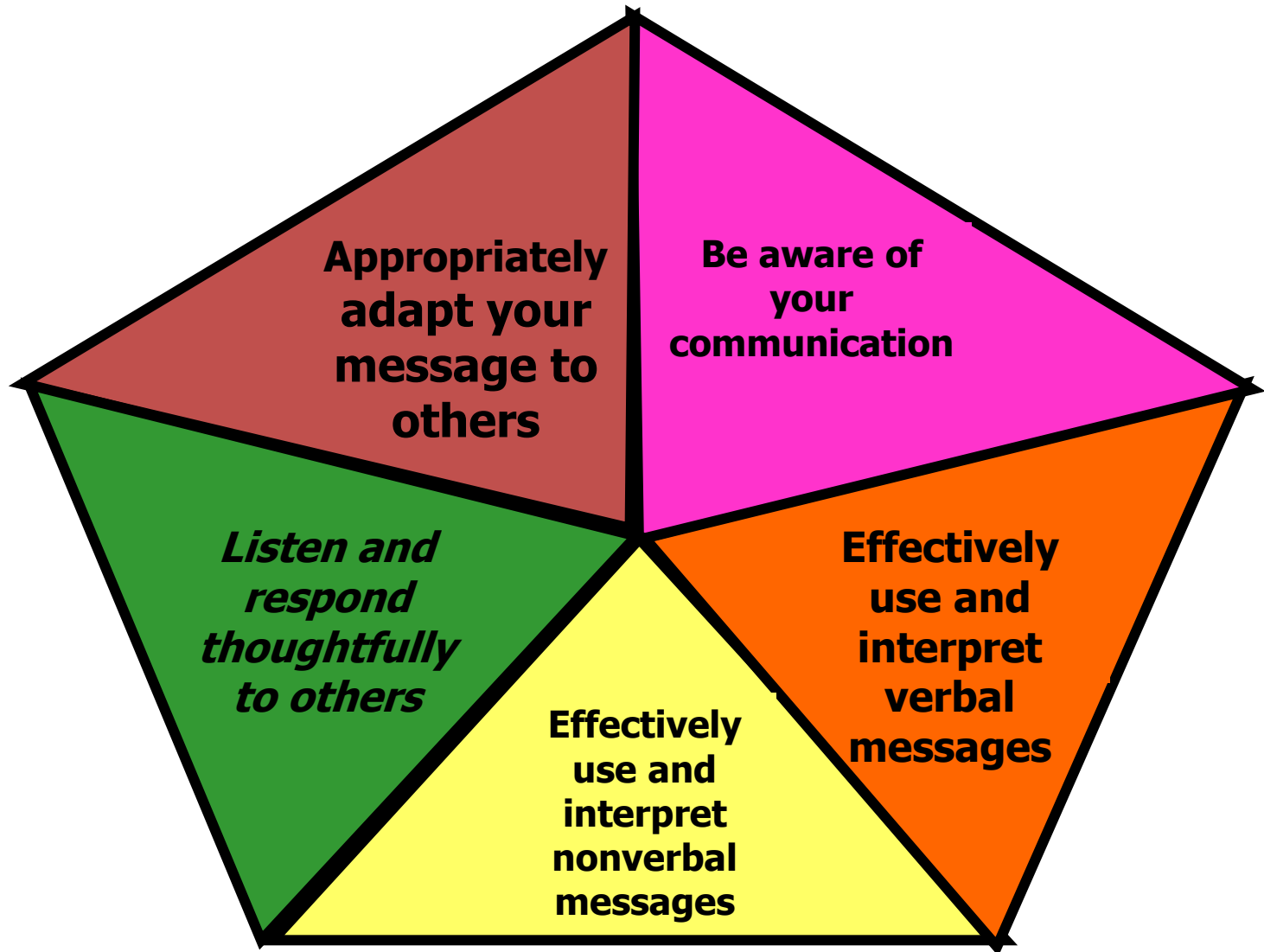
# Steps in Communication



# Five Modes of Communication



# 5 Principles of Communication



# Why Communication for Leaders?

## Everyone

- To inform
- To influence
- To improve outcomes
- To learn and teach
- To reassure
- To give feedback
- To comfort
- To increase job satisfaction, moral & Confidence

## Leaders

- To lead change
- To make smart decisions
- To convey, mission, vision & values
- To tell staff/teams what is expected of them
- To build rapport & trust
- To improve team work
- To persuade employees to face challenges and take up stretch assignments
- To mentor leaders



# Planning Communication



# Ancient Wisdom: Always speak truth to maintain credibility and gain trust

*Satyam bruyat priyam bruyat, na bruyat satyam apriyam.  
priyam ca nanrutam bruyat, esha dharmah sanatanah.*

*-Manusmriti 4, 138 (2<sup>nd</sup> Century BCE- 3<sup>rd</sup> Century CE) and Skandh Puran 6.88 (8<sup>th</sup> Century)*

Speak the truth, speak it pleasantly, Do not speak the truth in an unpleasant manner.

Even if pleasant, do not speak untruth, This is the path of eternal righteousness.

establishing a rapport with listeners, conveying authentic vigor, and leveraging silence and pacing to enhance your words' emotional impact.

# **Ancient Wisdom: Be careful about what you speak**

*Yadheechchasi Vasheekartu jagadeken Karmana,  
Paraapavaadashstreebhyo Gaam Charanteem  
Nirvaarya - Chanakya Neeti 35*

If you want to overpower the entire world by just one action, then put restraint over your tongue speaking ill of others

# Effective Speaking

1. Conquer your nerves
2. Know the person(s) you are talking to
3. Body language should be same as what you speak
4. Establish a rapport with listeners
5. Be authentic
6. Present with vigor
7. Leveraging silence
8. Pacing to enhance your words' emotional impact.
9. Be brief and specific

# Types of Communication

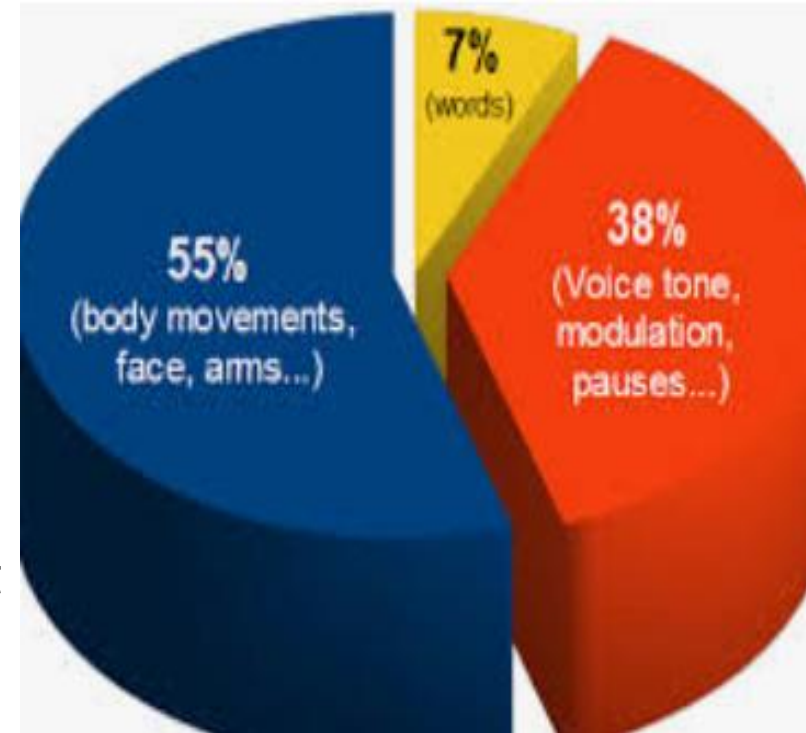
Type	How to make it more effective
<b>Verbal</b>	<ul style="list-style-type: none"><li>Strong, convincing voice</li><li>Active Listening</li><li>Avoid Filler words</li><li>Avoid jargons</li></ul>
<b>Non Verbal</b>	<ul style="list-style-type: none"><li>Intentional non verbal communication</li><li>Practice effective non verbal communication</li><li>Notice how your emotions feel physically</li></ul>
<b>Visual</b>	<ul style="list-style-type: none"><li>Consider your audience</li><li>Use visuals only if they add value</li><li>Easy to understand</li><li>Ask others before you add these</li></ul>
<b>Written</b>	<ul style="list-style-type: none"><li>Simple, concise &amp; clear</li><li>Review what you have written</li><li>Review it for effectiveness</li></ul>

# Communication: Verbal & nonverbal

- Communication:
  - 7% verbal
  - 93% non-verbal
- Non-verbal comprises of
  - body language (55 percent) and
  - tone of voice (38 percent).

Professor *Albert* Mehrabian, Book *Silent Messages*, 1971

These proportions are disputed but it conveys the importance of nonverbal communication

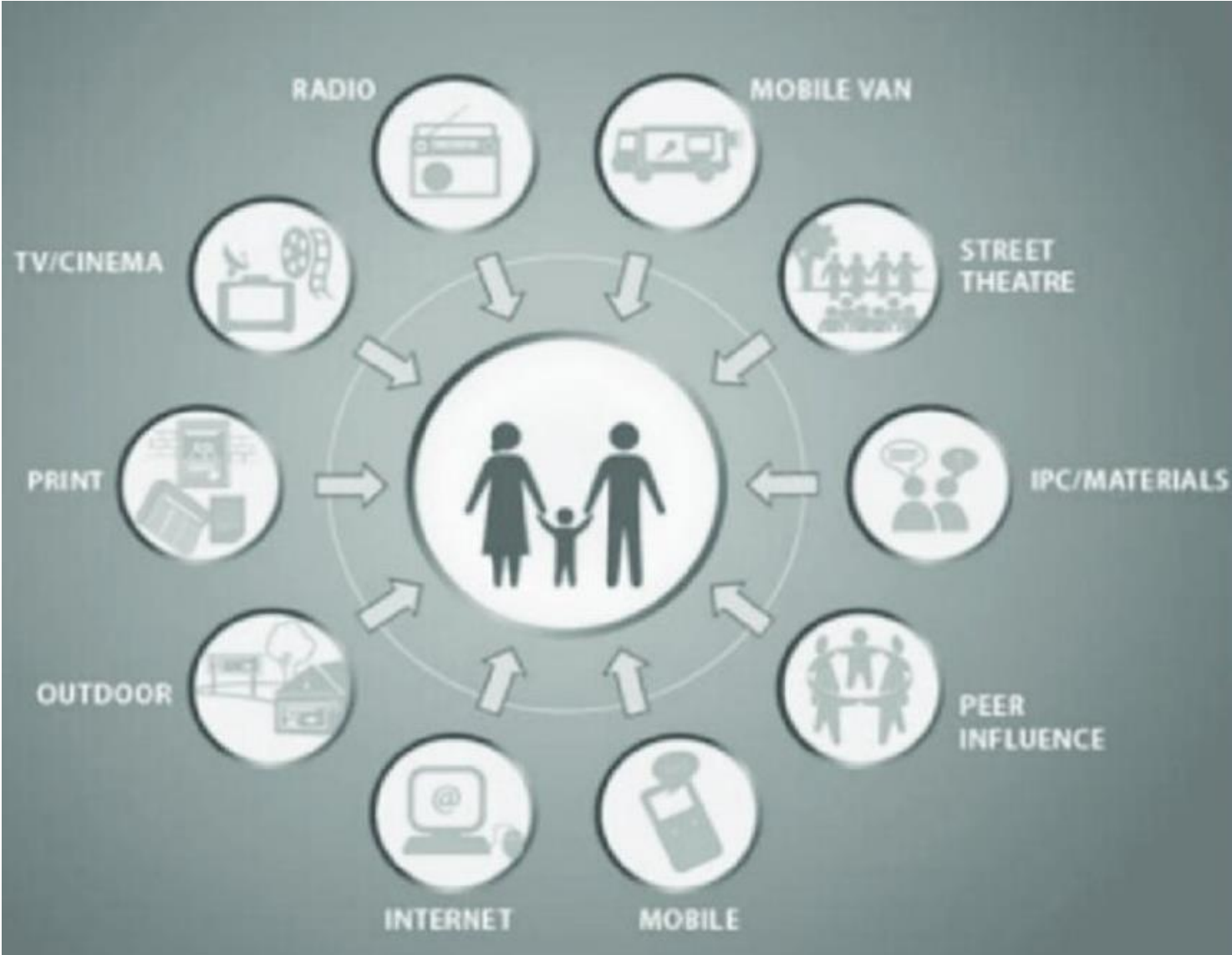


# Peter Drucker on Communication

- The most important thing in communication is **hearing what is not said**
- Listening is a discipline. All you have to do is **keep your mouth shut**
- While communicating, the first question, “**is this communication within the recipients' range of perception? Can he receive it?**”



# 360 Degree Communication in Health care





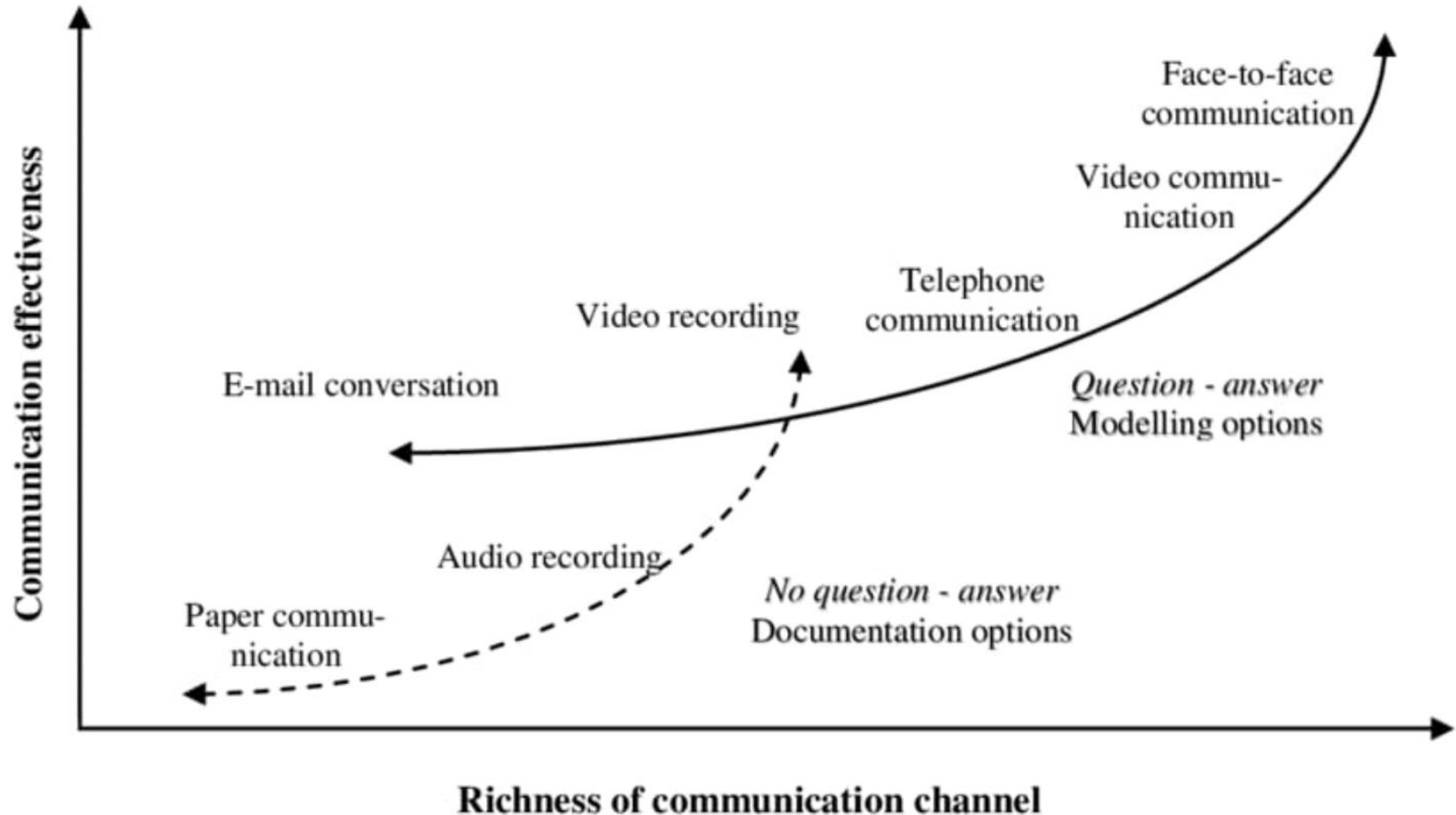
# Interpersonal Communication

- IPC is a face-to-face exchange of information, messages, feelings, knowledge and beliefs between two or more persons
- Conversation is the most common way of communicating with an individual or a small group
- Keep in mind cultural and language differences between the service providers and the patients
- Values and beliefs are found to be most resistant to change and could be a cause of miscommunication

# IP & Mass Media Communication

Characteristic	IPC	Mass Media
Nature	Personal	Impersonal
Reach	Very slow	Very fast
Audiences	Specific	General
Message	Focused	Generalized
Purpose	Helps in taking decisions	Create awareness/sensitized
Cost	Very expensive	Cheap
Feedback	Instant	Delayed
Support of other Media	More effective	Supplements each other
Retention	For a long time	Short time

# Effectiveness of various Channels



# Richness of a Medium

(Daft & Langel 1988)

"The more learning that can be pumped through a medium, the richer the medium."

Richness is a function of following factors:

- Ability to handle multiple information cues simultaneously
- Ability to facilitate rapid feedback
- Ability to establish a personal focus
- Ability to utilize natural language

# Listening Skills

*The most basic of all human needs is the need to understand and be understood. The best way to understand people is to listen to them* -Ralph Nichols

*Effective listeners remember that “words have no meaning – people have meaning”* - Larry Barker



# Listening vs. Hearing

- **Hearing**- the process in which sound waves strike the eardrum and cause vibrations that are transmitted to the brain
- **Listening** occurs when the brain reconstructs these electrochemical impulses into a representation of the original sound that gives them meaning



# Why Active Listening for Leaders



Why we listen:

- obtain information
- understand
- for enjoyment
- to learn

How well you listen has a major impact on your

- job effectiveness
- the quality of your relationships with others
- Effectiveness of your leadership

# Listening process



- **Receiving**: paying attention to a certain stimulus
- **Understanding**: when we make sense of the message we heard
- **Evaluating**: what does it mean to me
- **Remembering**: what we actually remember of the message that we heard
- **Responding/ Feedback**: give feedback to the person who sent the message



# Thinking is faster compared to listening

Listen about 125 words/min

Think about 2,500 words/min

If you do not make an active effort to listen, your mind will wander away

# Selective Listening



# 10 Barriers to listening

1. Effort – its hard to stay focused
2. Message overload – too much at once
3. Rapid thought – 600 wpm vs 140 wpm
4. Psychological noise – personal concerns
5. Physical noise – distractions (fatigue)
6. Hearing problems – frustration
7. Faulty Assumptions - “heard it all before”
8. Talking has more advantages = > who interrupts more?
9. Cultural Differences
10. Media influences – MTV, sound bytes, radio, TV

# 10 Simple ways to enhance listening

1. Face the speaker.
2. Maintain eye contact
3. Minimize external distractions.
4. Respond appropriately
5. Focus solely on what the speaker is saying
6. Minimize internal distractions.
7. Keep an open mind.
8. Avoid telling the speaker how you handled similar situation.
9. Even if speaker is complaining, wait until he finishes.
10. Engage yourself fully

# Remember how much we remember

Retention

- Best listeners get 50%

Long term

- another 50% loss in 7/8 hours

Recapitulate

- Lack of time or simply lazy

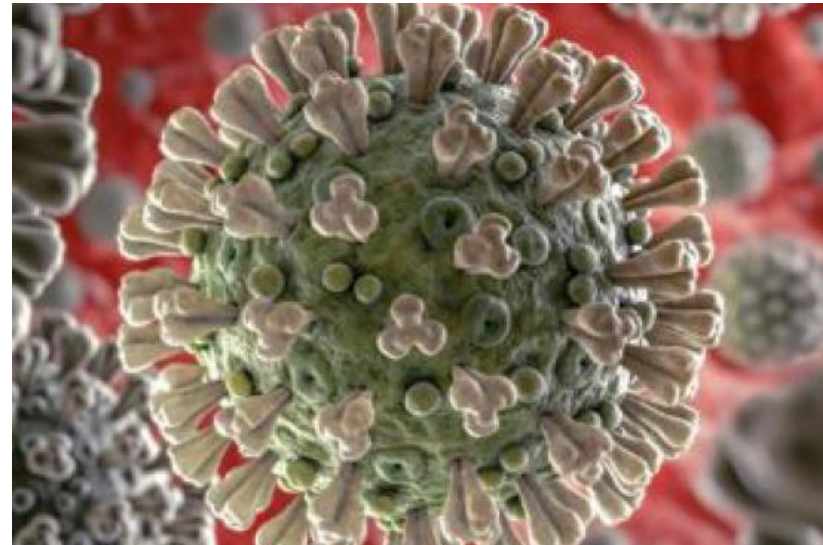
# What is Risk Communication?

In public health emergencies: Risk communication includes the

- Preparedness
- Response
- Recovery phases of a serious public health event

Encourage

- (i) informed decision making,
- (ii) positive behavior change and
- (iii) maintenance of trust



# Risk communication refers to

- Real-time exchange of information
- Advice of experts and People who face a threat to their survival, health or economic or social well-being.

Purpose is that everyone at risk is able to take informed decisions to prevent and/or mitigate the effects of the threat such as a disease outbreak and take protective and preventive action.



# Risk Communication Needed More Now than Ever

## History of deadly plagues, epidemics and global pandemics

Major outbreaks

Before 1300

Plague of Athens  
430 BC  
Estimated deaths:  
**100,000**

Antonine plague  
165 - 180  
**3.5 - 7 million**

Japanese smallpox  
735 - 737  
**1 million**

Plague of Justinian  
541 - 542  
**25 - 100 million**

After 1300

Black death  
(Bubonic plague)  
1347 - 51  
**25 - 50 million**

Great plague  
of London  
1665 - 66  
**100,000**

Smallpox  
(in Mexico)  
1520  
**8 million**

Great  
plague of  
Marseille  
1720 - 23  
**40,000**

Cocoliztli  
(possibly typhoid,  
Mexico)  
1545 - 48  
**15 million**

Cocoliztli  
1578  
**2 million**

Russian plague  
1770 - 72  
**100,000**

Spanish flu  
1918 - 19  
**50 million**

Russian flu  
1889-90  
**1 million**

Asian flu  
1957-58  
**1.1 million**

Hong Kong flu  
1968 - 70  
**1 million**

HIV  
1981-  
**32 million+**

COVID-19  
2020-  
**75,000+**  
as of Apr 7

Ebola  
2014-16  
**11,300**

MERS  
2012 -  
**850**

Swine flu  
2009 - 10  
**151,700-  
575,00**

SARS  
2002 - 03  
**770**

\*Toll estimates vary  
according to different  
sources

● 1 million or more deaths\*  
● Less than 1 million

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Source: [livescience.com/cdc.gov/tjdonline.com/britannica.com/ph.ucla.edu/history.com/ncbi.nlm.nih](https://livescience.com/cdc.gov/tjdonline.com/britannica.com/ph.ucla.edu/history.com/ncbi.nlm.nih)



# Risk Communication techniques and results of failure

- Requires an understanding of stakeholder perceptions, concerns, beliefs, knowledge and practices.
- Must identify and manage rumors, misinformation and other communications challenges early \*
- It involves media, social media, IPC, communications with stakeholder and community engagement.

\*Kumar N, Kumar S. COVID Infodemic is turning public into Covidiots: What can be done?. Indian J Community Health. 2021 Jun. 30 (2):236-8.

## Results of failed risk communication



- Frustrated scientists, regulators, and industrialists think the public makes irrational or ignorant judgments.
- The public thinks that risks are underestimated to serve someone else's purposes, not their own.

# Learning from Communication in Industry

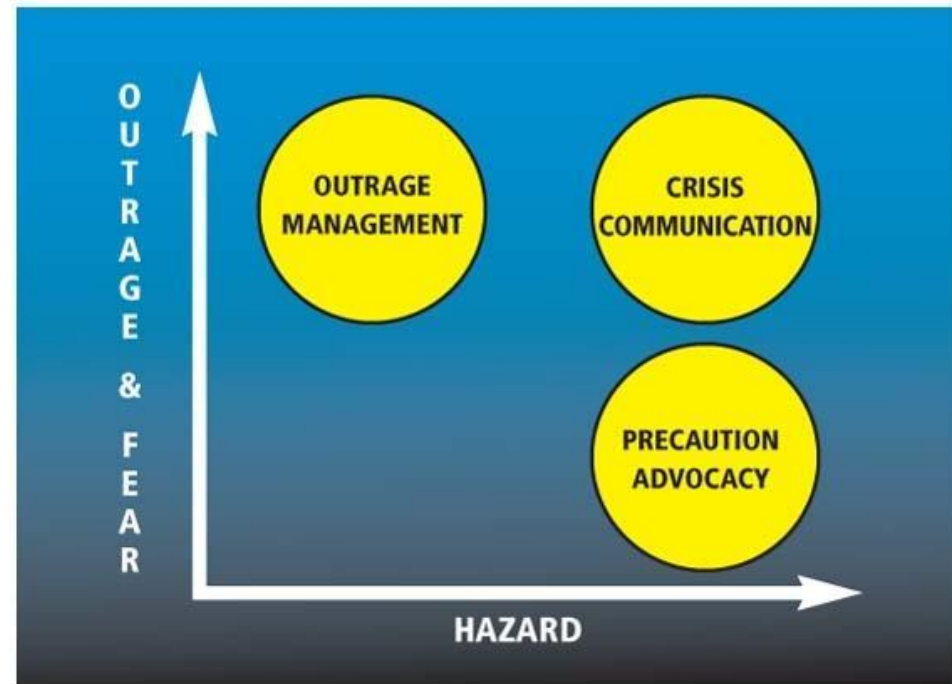
Peter M. Sandman, April 2003 issue of *The Synergist*, pp. 26–27.

**Industry Communication looks at two aspects:**

**1. Hazard:** technical component of risk, the product of probability and magnitude.

**2. Outrage:** Public perception of hazard. It is nontechnical component, an amalgam of voluntariness, control, responsiveness, trust, dread, etc.

outrage is a determinant of perceived hazard.



# Communication in Industry in Crisis

## 1. **Public Relations:** High Hazard, Low Outrage.

Means an apathetic audience. It is difficult to get public to act.

## 2. **Stakeholder Relations:** Moderate Hazard, Moderate Outrage.

Reduce audience outrage by listening, acknowledging, apologizing, sharing control and credit, etc.

## 3. **Outrage Management:** Low Hazard, High Outrage.

The medium is in-person dialogue. Barriers include the audience's outrage, your own outrage and complicating presence of the media.

Build on their concern

## 4. **Crisis Communication:** High Hazard, High Outrage.

Heavy use of mass media, television or social media etc.

# Talking to politicians and bureaucrats

A one-minute message includes:

1. The statement of **the issue**
2. **Evidence** to support the issue
3. **An example of the problem**
4. The **desired policy action**

Ideally, **only one main point** should be communicated (or, if that is not possible, two or three points at the most)

# Take Home Messages

1. Communication skills are vital for effective leadership
2. Listening is not a natural process
  - It requires effort. Effective listening is an active rather than a passive activity.
  - Good listeners are like poor boxers: they lead with their faces.
  - When you find yourself drifting away during listening, change your body position and concentrate.
3. Risk Communication is vital in dealing with public health emergencies

# Thank You

## Stay in Touch

1. Blog:

<https://drsanjivkumar.wordpress.com/>

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