

COMMUNICATIVENESS

competency



Difficulty



Communicativeness

Effective performers recognize the essential value of continuous information exchange and the competitive advantage it brings. They actively seek information from a variety of sources and disseminate it in a variety of ways. They use modern technologies to access and circulate information, even across great distances. They take responsibility for ensuring that their people have the current and accurate information needed for success.

Level	Performance Indicators and Behavioral Examples
4 Strategic	<ul style="list-style-type: none">• Holds organization accountable for maintaining effective communications. Champions a work environment where informal communications are welcome.• Establishes formal (e.g., town hall meetings) and informal (e.g., brown bag lunch get-togethers) structures that support informal information-sharing.• Creates corporate-wide systems that promote formal and informal communication.• Is instrumental in establishing sustainable organization-wide communication initiatives (e.g., best practice sharing, company forums, etc.).• Advocates information flow as a competitive advantage.
3 Advanced	<ul style="list-style-type: none">• Consistently and effectively communicates with a wide spectrum of people at all levels.• Implements sustainable communication procedures for their area of responsibility (e.g., regular meetings, newsletters, etc.).• Finds innovative ways to share knowledge (e.g., websites, chat rooms, net meetings, etc.).• Holds department or functional unit accountable for aggressive knowledge-sharing.• Proactively shares best practices with others to enable them to perform at higher levels.• Establishes communication vehicles and procedures to enhance team effectiveness.• Easily accessible, approachable and open; personal style encourages free flow of information.
2 Applied	<ul style="list-style-type: none">• Creates formal and informal venues for the team to share information. Consistently encourages and expects information sharing within team and direct reports.• Regularly solicits information from peers and external sources. Is easily accessible, approachable and open; personal style supports free flow of information.• Actively includes others in projects and decisions.• Uses a variety of forums for sharing information (e.g., e-mail, discussion groups, forums, other technology vehicles, etc.).• Schedules regular team meetings to ensure frequent and timely communications. Flags new information to teammates to ensure that everyone is on the same page.
1 Elementary	<ul style="list-style-type: none">• Is proactive in sharing important information; shares needed information in a timely manner.• Is easily accessible, approachable and open.• Supports free flow of information; responds to communications promptly and effectively.• Escalates needed information promptly up the chain of command.
0 Inadequate	<ul style="list-style-type: none">• Is isolated and uncommunicative; actively or passively withholds important information; does not input or forward information.• Does not differentiate when communicating (e.g., creates or forwards an overabundance of e-mails).• Spends more time communicating than working; gossips, shares information inappropriately.• Does not take advantage of available tools (e.g., e-mail) to communicate with others.• Fails to document work or make that documentation available to be accessed by others if needed.

Significance

Today's business climate is changing rapidly, and the pace is increasing daily. This dynamic context mandates active communications across all organizations to ensure the right information is in the right hands at the right time. Active communications are especially important in transnational organizations where cross-cultural barriers can sometimes hinder information transfer.

Best Ways To Develop

Learn to leverage communications and information technologies. It is essential that you learn to value the need to communicate and to communicate proactively! To improve your performance in this competency, you must become proficient across all the various communication competencies: informal, listening, writing and presentation.

Improving Your Capacity

Read: *The Business of Listening: A Practical Guide to Effective Listening* by Diane Bonet

Read: *Listening: The Forgotten Skill* by Madelyn Burley-Allen

Read: *Good Leaders Ask Great Questions* by John Maxwell

Read: *People Skills for Business* by Melissa Conteras

Read: *Can't Get Through: 8 Barriers to Communication* by Kevin Hogan

Read: *Just Listen: Discover the Secret to Getting Through to Absolutely Anyone* by Mark Goulston

Activity: Concentrate on initiating communication. Ask classmates and professors what information they would like to receive from you. Think about what you tend to avoid.

Activity: Regularly exercise all channels. Be the first to initiate communication with others.

Activity: Continually ask questions about both content and process.

Start Today

Create a casual situation for exchanging thoughts with those around you.

Identify an area of knowledge that you should be sharing with others; set up a method of communicating it regularly.

Prepare an information file for collecting and disseminating information.

Tips

- Prioritize information to avoid data dumping.
- Share your knowledge; don't hoard it.
- Maximize the use of technology to facilitate information exchange.
- Use technology to expand your world, not replace it.

Remember, the key to improving competency is not just learning about the skill but choosing a takeaway and developing an action plan to put new behaviors into practice until it becomes a natural response.

Development Action Planning Form

Step 1: Choose a competency area to develop.

Target Competency: _____

Step 2: Describe a positive outcome in the target area of competence; include your vision of a preferred future state.

Goal Statement: _____

Vision Statement: _____

Step 3: List the benefits of achieving your desired end state.

Benefits: _____

Step 4: Brainstorm the actions you might take to achieve your goal. For each, anticipate obstacles and options for overcoming them.

Action Steps	Obstacles	Options
1.		
2.		
3.		

Step 5: Finalize your action steps based on your brainstorming in Step 4. Now, list each action you must take to achieve your goal, including time frames and resources you will need.

Action Steps	Time Frames	Resources
1.		
2.		
3.		

Lipscomb's CORE Competency Development Program helps improve the competency areas that are critical to achieving your life and career goals. Through course materials, suggested practice opportunities and personalized coaching, competency-based education focuses on developing a new set of skills you can apply to daily life. Visit [Lipscomb Online](#) for more information on our Certificate, Undergraduate, and Graduate degree programs.