

# Avoiding Cloudy Communications

Best Practices in Email, IM, Social Media and other Electronic  
Communications

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# Objectives

- ▶ Discuss Components of Communication
- ▶ Compare and Contrast Channels of Communication
- ▶ Drill down into the anatomy of Email
- ▶ Evaluate Effective Communication–Multiple Scenarios
- ▶ Describe and Implement Best Practices

# Background

- ▶ Effective communication has multiple variables:
  - Management Style
    - Risk Management
      - Perceptions
    - Implementation/Rollout Plans
  - Personality Style
  - Prior Experience/Seasoning
  - Tools
  - Communication channel of preference.....

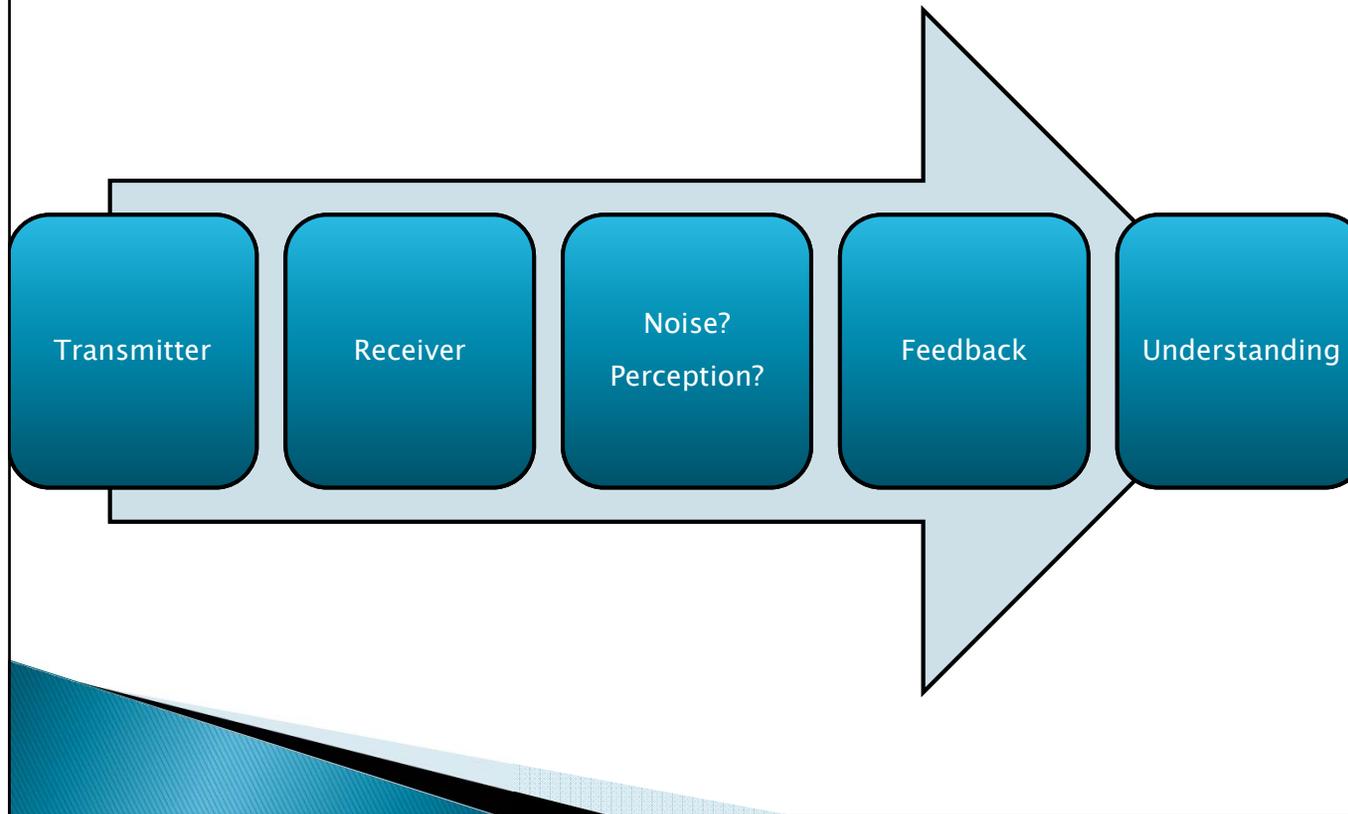
# Definitions

- ▶ Communication
  - the act or process of transmitting information
  
- ▶ Electronic Communication
  - A particular type of transmission

When in the context of Management.....

Want to influence decision & activities

# Basic Components of Communication



# Channels of Communication

	Words	Visuals	Voice	Face	Body Language	Presence
F2F	X	X	X	X	X	X
Video & Web Conferencing	X	X	X	X	X	
Telephone	X	X*	X			
Texting	X	X				
Email	X	X				
Social Networks*	X	X	*	*	*	
Snail Mail	X	X				
* Depends on type of phone						

\*can have embedded content with "\*" variables

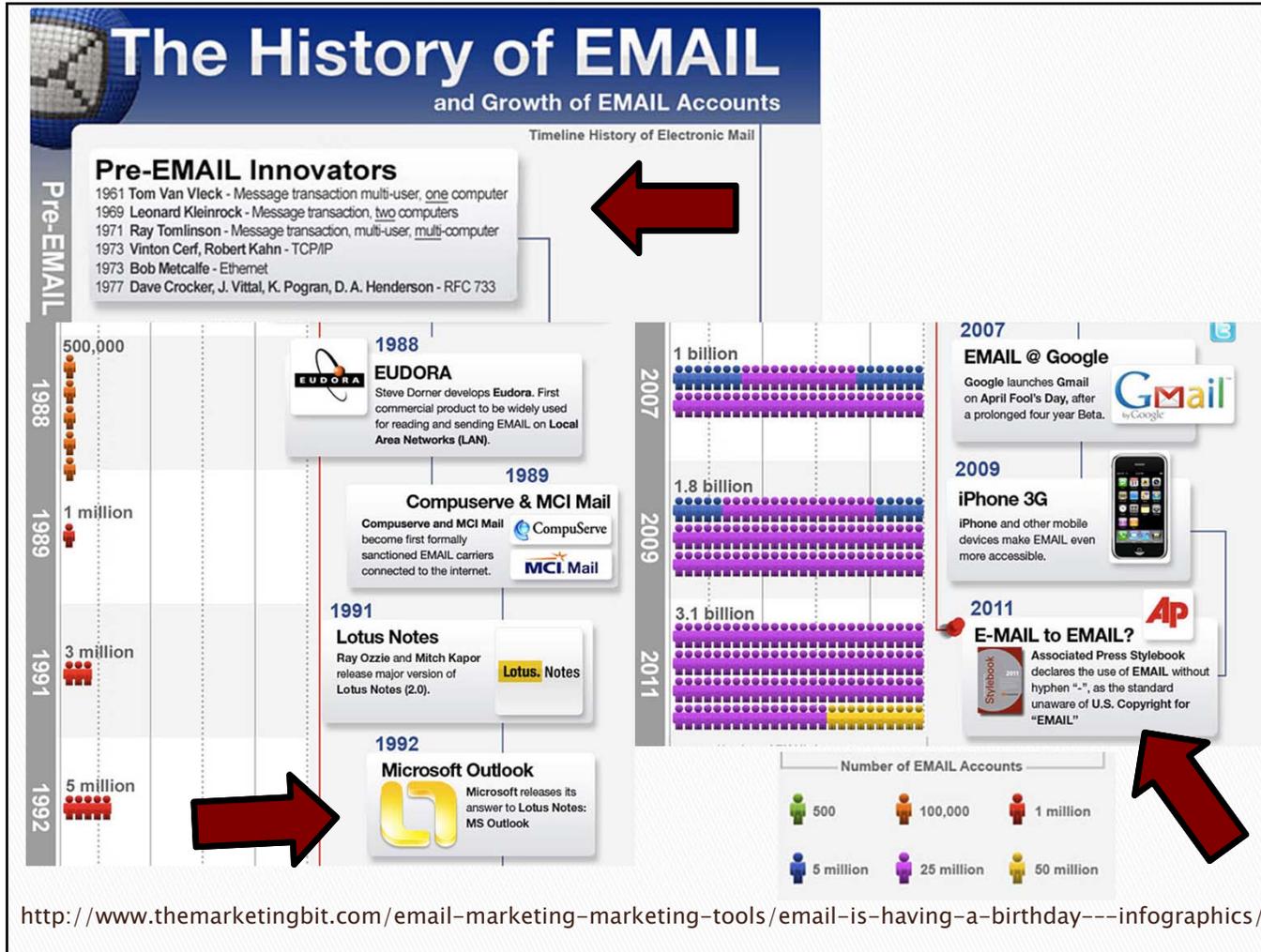
<http://www.people-communicating.com/face-to-face-communication.html>

# Email-SMS-IM

	Pros	Cons
Email	<ul style="list-style-type: none"> <li>Established in business</li> <li>Universal</li> <li>Provides record</li> <li>Archivable</li> <li>1 message to many</li> </ul>	<ul style="list-style-type: none"> <li>Inefficient</li> <li>1 message to many</li> <li>Spam vector</li> <li>Malware vector</li> </ul>
SMS	<ul style="list-style-type: none"> <li>Instant across phones/devices</li> <li>Point to Point</li> <li>Some provide record of recent IM's</li> </ul>	<ul style="list-style-type: none"> <li>Cost involved</li> <li>Records are fleeting</li> </ul>
IM	<ul style="list-style-type: none"> <li>Instant (within organization)</li> <li>Point to Point</li> <li>Single app/organization</li> <li>Conversational/Brief</li> </ul>	<ul style="list-style-type: none"> <li>N/A for 3<sup>rd</sup> party communications</li> <li>Intrusive</li> <li>Proprietary</li> <li>Records (but not as efficient as email)</li> <li>Spam/Malware (but not to level of email)</li> </ul>

[http://www.pcworld.com/article/248142/email\\_vs\\_im\\_vs\\_sms\\_choosing\\_the\\_right\\_one.html](http://www.pcworld.com/article/248142/email_vs_im_vs_sms_choosing_the_right_one.html)

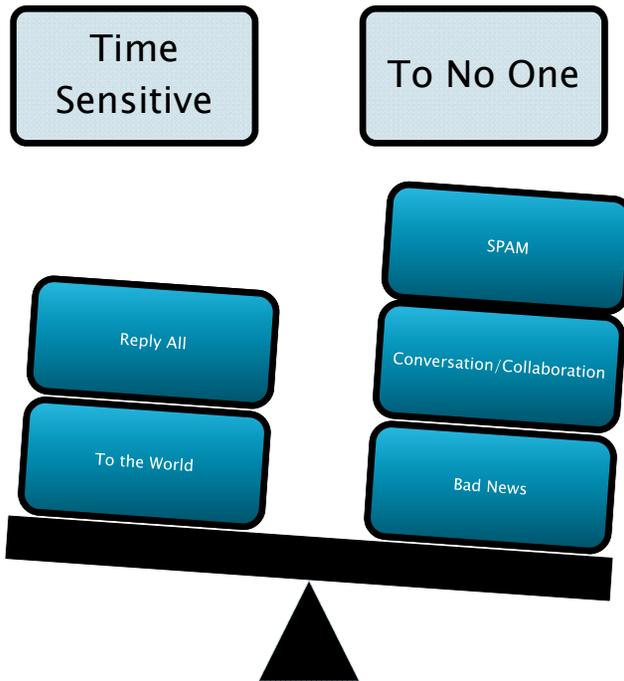
SMS vs IM: <https://www2.deloitte.com/content/dam/Deloitte/au/Documents/technology-media-telecommunications/deloitte-au-tmt-short-messaging-services-versus-instant-messaging-011014.pdf>



# Anatomy of an Email

- ▶ To
- ▶ Cc
- ▶ Bcc
- ▶ Title
- ▶ Body
- ▶ Signature
- ▶ Grammar

# Managing Emails



See also:

- <http://apps.protrans.com/wt/orientation/email/examples.html>
- <http://www.storyboardthat.com/articles/education/writing/email-etiquette>
- [And http://www.kevinhogan.com/communication-influence-persuasion.htm](http://www.kevinhogan.com/communication-influence-persuasion.htm)

## Assume Recipient.....

- ▶ Has <2 minutes of free time

AND

- ▶ Even less time in terms of attention span

## Scenario 1 –Time Sensitive email

- ▶ Request from Director of Small Laboratory
- ▶ Email sent at 1130 AM
- ▶ Clear Requests for Manager of Ops to work with peer in Finance by EOB on Budgeting deadline

BUT....

## Time Sensitive Email SWOT

### STRENGTHS

Clear Concise Request

### WEAKNESSES

Assumes Recipient monitors email frequently and is on site and will see and be able to reprioritize in desired time frame

### OPPORTUNITIES

Immediate communication of a prioritized request

### THREATS

Reprioritization will not occur in desired time frame by sender

# Scenario 1 Follow Up

## ▶ Manager 1

- Follows up with Email explaining Situation when they get back?
- Follows up F2F with Finance to evaluate situation
- Respond to submitter with Action (versus explanation)

## Scenario(s) 2–Reply to All

- ◆ Receive good bye from coworker and sent to a bazillion people
- ◆ Receive email applicable to only some of the recipients
- ◆ Receive broadcast to which only response is “keep going” or “ok”

# Reply to All SWOT

## STRENGTHS

Attempt for 1 to Many communication

## WEAKNESSES

Recipients react to the single message with multiple responses

## OPPORTUNITIES

Peers notified by single consistent message

## THREATS

Email accounts fill up with non value add responses

## Scenario 2 Follow Up

### ▶ Transmitter

- If a “Good Bye”....
  - Then manage content by ending w/personal contact information and “sign off”, reducing probability of multiple “Reply to All”
  
- If “Applicable to a few”...
  - Then only send that email to those few.
  - Original email can be sent as an “FYI” at a later date to a larger group of people (maybe w/follow-up from those few)
  
- If only response is “Keep Going” or “OK” from Receivers...
  - Then either don’t send at that time (and wait for data driven update) or
  - Send as “FYI only”

## Scenario 3

### Conversation/Collaboration

- ▶ Emails that begin with clear objective sent to 1–5 individuals, but drifts so expected actions is unclear
  - Could be for:
    - Opinion
    - Action
    - Regulatory Interpretation (something to avoid)

## “Conversation/Collaboration” SWOT

### STRENGTHS

Attempt for 1 to Many communication

### WEAKNESSES

Recipients react to the single message with multiple responses

### OPPORTUNITIES

Peers notified by single consistent message

### THREATS

Email accounts fill up with non value add responses

Transmitter loses credibility

## Scenario 3 Follow Up

- ▶ Transmitters:
  - Follow up original email with short meeting to ensure timely (and desired) response
  - Call a meeting if the interpretation gets out of hand and opinions start to be included
  - Consider calling out separate individuals in separate paragraphs

## Scenario 4: Team Management

- ▶ Staff Meeting by Email Proxy
- ▶ One on One Meetings
- ▶ One on One Coaching
  
- ▶ Subject Field can be misinterpreted
  
- ▶ Staff Meeting Version will have multiple individuals in the subject field.
  
- ▶ Long explanation in body of email that takes multiple screen scrolls to get through

## Scenario 4: Team Management

### STRENGTHS

Attempt to elicit response

### WEAKNESSES

Subject Unclear  
Too much text, opinions, commentary  
Leader "Absent"

### OPPORTUNITIES

Facilitation

### THREATS

Lack of F2F Leadership

## Scenario 4 Follow Up

- ▶ Effective Team Management

- Can use email as facilitator
  - Should have consistent approach/tools to reflect your management style
- Always follow up with:
  - Team and/or 1:1 Formal Meetings

# Tools for Writing

- ▶ Bloom's Taxonomy verbs

- [http://www.clemson.edu/assessment/assessmentpractices/reference materials/documents/Blooms%20Taxonomy%20Action%20Verbs.pdf](http://www.clemson.edu/assessment/assessmentpractices/reference%20materials/documents/Blooms%20Taxonomy%20Action%20Verbs.pdf)

- ▶ Keller's ARCS Model (Motivation & Instructional Design Model)

- <http://edutechwiki.unige.ch/en/ARCS>
- Provides approaches for the design of effective communication

# Keller's ARCS Model

Instructional Design, Marketing and General Communication....

- ▶ Attention
- ▶ Relevance
- ▶ Confidence
- ▶ Satisfaction

<b>Attention</b>	<b>Relevance</b>	<b>Confidence</b>	<b>Satisfaction</b>
<p><b><i>Perceptual Arousal</i></b></p> <p>Provide novelty and surprise</p>	<p><b><i>Goal Orientation</i></b></p> <p>Present objectives and useful purpose of instruction and specific methods for successful achievement</p>	<p><b><i>Learning Requirements</i></b></p> <p>Inform students about learning and performance requirements and assessment criteria</p>	<p><b><i>Intrinsic Reinforcement</i></b></p> <p>Encourage and support intrinsic enjoyment of the learning experience</p>
<p><b><i>Inquiry Arousal</i></b></p> <p>Stimulate curiosity by posing questions or problems to solve</p>	<p><b><i>Motive Matching</i></b></p> <p>Match objectives to student needs and motives</p>	<p><b><i>Successful Opportunities</i></b></p> <p>Provide challenging and meaningful opportunities for successful learning</p>	<p><b><i>Extrinsic Rewards</i></b></p> <p>Provide positive reinforcement and motivational feedback</p>
<p><b><i>Variability</i></b></p> <p>Incorporate a range of methods and media to meet students' varying needs</p>	<p><b><i>Familiarity</i></b></p> <p>Present content in ways that are understandable and that related to the learners' experiences and values</p>	<p><b><i>Personal Responsibility</i></b></p> <p>Link learning success to students' personal effort and ability</p>	<p><b><i>Equity</i></b></p> <p>Maintain consistent standards and consequences for success</p>

[http://en.wikipedia.org/wiki/Instructional\\_design#The\\_ARCS\\_Model\\_of\\_Motivational\\_Design](http://en.wikipedia.org/wiki/Instructional_design#The_ARCS_Model_of_Motivational_Design)

# Best Practice Guidelines

The subject line is the hook.

Salutations trip up many senders.

Avoid content that is murky, dense, and/or tedious vexes recipients. (...ARCS?....Blooms Taxonomy?..others?...)

Capitalize and punctuate correctly.

Use proper sign offs.

Proof before sending.

<http://www.labmanager.com/leadership-and-staffing/2014/07/email-etiquette#.VHITL7pnU0>

# Best Practices–Implementation

## Identify Action

- ◆ FYI
- ◆ Input Requested
- ◆ Low Priority
- ◆ Identify Timelines

## Make it easy for Receiver

- ◆ Bulleted List
- ◆ **Bold/Underline Actions Requested**
- ◆ Identify any actions in progress by the transmitter

## Summary

- ▶ Email & other electronic communication are figure heavily in daily laboratory operations
- ▶ Effective email translates to effective communication management
- ▶ Best Practices regarding effective communication by email should leverage a consistent approach (e.g. Keller's ARC's Method, Bloom's Taxonomy, etc)

## Assessment-Question 1

- ▶ Sending an email to multiple individuals would work best for:
  - A) Requiring a response from a Single Person
  - B) Requiring a time sensitive response
  - C) A General Broadcast/FYI to a large group of people
  - D) All of the above

## Assessment-Question 2

- ▶ Opinions in emails:
- ▶ A) Drive to a focused response to the receiver
- ▶ B) Can contribute to noise and reduce effectiveness of the communication
- ▶ C) Should always be included to promote collaboration by email
- ▶ D) None of the above

## Assessment–Question 3

- ▶ Time Sensitive requests for action
- ▶ A) Can be addressed solely by email with effectiveness
- ▶ B) Should be avoided, but when necessary, should include another channel of communication (e.g. phone, F2F) to reduce the risk of failure
- ▶ C) Should never be transmitted by electronic communication routes
- ▶ D) None of the above

# Q&A

**THANK YOU!**

