JMU Training and Development Competencies

**Communication** - workshops are designed for individuals, teams or departments that would like to increase awareness and understanding of both effective and ineffective communication practices.

1. **Listens effectively**
   a. **Fundamental**
      i. Listens without interrupting or judging
      ii. Listens more than talks
   b. **Intermediate**
      i. Practices attentive listening and paraphrasing
      ii. Restates or summarizes the message accurately
   c. **Advanced**
      i. Uses active and empathic listening techniques to gain understanding
      ii. Listens to a question and anticipates impact of decision before answering

2. **Uses questions appropriately**
   a. **Fundamental**
      i. Understands the difference between open, closed, probing, and hidden-message questions
      ii. Responds directly and thoroughly to questions
   b. **Intermediate**
      i. Asks questions or requests more information to further understanding
      ii. Asks appropriate questions to gather necessary information
   c. **Advanced**
      i. Asks probing questions in order to assess a situation or determine root causes
      ii. Anticipates the readers' needs and answers the questions in advance

3. **Clearly conveys information through a variety of communication modes**
   a. **Fundamental**
      i. Understands the basics of communicating verbally, non-verbally and in writing
      ii. Understands communication mode differences
   b. **Intermediate**
      i. Establishes processes for clear communication
      ii. Anticipates others' communication needs
   c. **Advanced**
      i. Demonstrates expertise with multiple modes of communication
      ii. Alters communication approach, as needed, for different audiences

4. **Effectively communicates through writing, including email and social media**
   a. **Fundamental**
      i. Uses appropriate formats and structure for written communication
      ii. Uses punctuation appropriately
      iii. Uses correct grammar and spelling
   b. **Intermediate**
      i. Reviews work for correctness
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ii. Intended meaning of written message is clearly understood by audience
iii. Creates effective visual aids

c. Advanced
i. Writes clearly, logically, effectively, and with brevity eliminating unnecessary details
ii. Expresses facts and thoughts in writing in a clear and organized way
iii. Ensures communication mode and medium are appropriate for message and audience

5. Effectively communicates verbally including face-to-face and telephone
   a. Fundamental
      i. Understands how non-verbal communication impacts verbal communication
      ii. Displays consistency between verbal and non-verbal communication
   b. Intermediate
      i. Uses appropriate grammar and syntax when speaking
      ii. Expresses self verbally in a clear and organized way
      iii. Message is articulated so the intended meaning is clearly understood by audience
   c. Advanced
      i. Maintains effective delivery of critical or volatile information even in the face of intense scrutiny or opposition
      ii. Maintains composure, reframes hostile remarks and refocuses attention on critical issues

6. Effectively uses non-verbal communication
   a. Fundamental
      i. Understands how non-verbal language impacts communication
      ii. Recognizes common non-verbal signals
   b. Intermediate
      i. Is aware of and avoids personal distracting mannerisms
      ii. Uses non-verbal communication to better convey context, content, and intended meaning of verbal behavior
      iii. Displays consistency between verbal and non-verbal messages
   c. Advanced
      i. Aware of and sensitive to subtle cues in non-verbal communication that may differ from the spoken word
      ii. Adjusts own non-verbal language as appropriate for audience

7. Appropriately articulates message
   a. Fundamental
      i. Relays information and expectations clearly to others
      ii. Identifies fact versus opinion
   b. Intermediate
      i. Conveys messages clearly and concisely using appropriate vocabulary and tone
      ii. Provides opportunities for others to speak and ask questions
   c. Advanced
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8. Appropriately acknowledges, retains and uses feedback
   a. Fundamental
      i. Understands the benefit of feedback
      ii. Welcomes unsolicited feedback
   b. Intermediate
      i. Actively seeks constructive feedback
      ii. Modifies behavior in light of feedback when appropriate
      iii. Shows timeliness and prompt feedback in all forms of communication
   c. Advanced
      i. Responds to positive and negative feedback in an open and sensitive manner
      ii. Uses feedback for personal and professional growth

9. Communicates properly according to context
   a. Fundamental
      i. Understands different communication styles
      ii. Understands that audience, message and communication mode impact communication
      iii. Understands the impact that setting plays in communication
   b. Intermediate
      i. Displays confidence and poise when communicating to different audiences
      ii. Uses knowledge of communication styles to vary own communication style based on audience
      iii. Chooses the most appropriate time and venue to hold a conversation
   c. Advanced
      i. Assesses the audience’s knowledge of topic and uses appropriate language and terminology
      ii. Adjusts language, behavior and communication mode as appropriate for audience and message
      iii. Pays special attention to confidentiality, sensitivity and data integrity issues

10. Respects and seeks to understand audience
    a. Fundamental
       i. Understands what respect means and what it consists of
       ii. Communicates openly and honestly
    b. Intermediate
       i. Communicates with tact and respect
       ii. Listens to and responds to the ideas of others
       iii. Shows patience in order to ensure what is communicated is understood
    c. Advanced
       i. Shows an ability to communicate with a multitude of diverse populations with different communication styles and backgrounds
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ii. Considers how different audiences are likely to respond and chooses the best method of communicating to each audience

iii. Demonstrates empathy when communicating

11. Knowledgeable of subject being communicated

a. Fundamental
   i. Shows basic technical and functional understanding of communication related terminology, principles, policies and procedures
   ii. Keeps informed about current developments in communication within organization

b. Intermediate
   i. Shows working understanding of most technical and functional communication terminology, principles, policies and procedures
   ii. Applies knowledge to communicate effectively

c. Advanced
   i. Shows comprehensive and advanced technical and functional expertise in communication area
   ii. Possesses or gains thorough knowledge of subject matter; is sought out as a resource