

The Well-Practiced

Manager



**Professional Development
Resource for
Boston College Managers
and Supervisors**

Everyone thought the early Monday morning meeting to plan a fundraising event had been productive and the project was well under way. But by Friday, Mary was upset that Jack hadn't finished a proposal for the caterer and Jack was annoyed that Mary didn't like the list of vendors he'd worked on all week.

Despite all the talk in the meeting, there had been significant miscommunication. As a result, expectations had not been met and the project had fallen behind. In addition, team members were annoyed with each other and finding it difficult to work together.

Teams often talk about how to approach projects, but it's less common that they talk about how they communicate.

"Human communication is an amazing thing and there are great opportunities to learn how we can do it well, which can lead to more positive interactions," said Jeannette Gerzon, an organizational development consultant who presents workshops on the topic for the Office of Employee Development.

Most people speak at a rate of 125 words per minute. However, we can process up to 400 words per minute. That leaves room for a lot of thoughts to compete with the words we're hearing. Additionally, people have different communication styles that can make it even more difficult for us to truly hear one

another. For instance, Mary tends to be deliberate, direct and open as she talks while Jack is fast-paced and process oriented. Being aware of those different styles can make it easier to find ways to connect.



