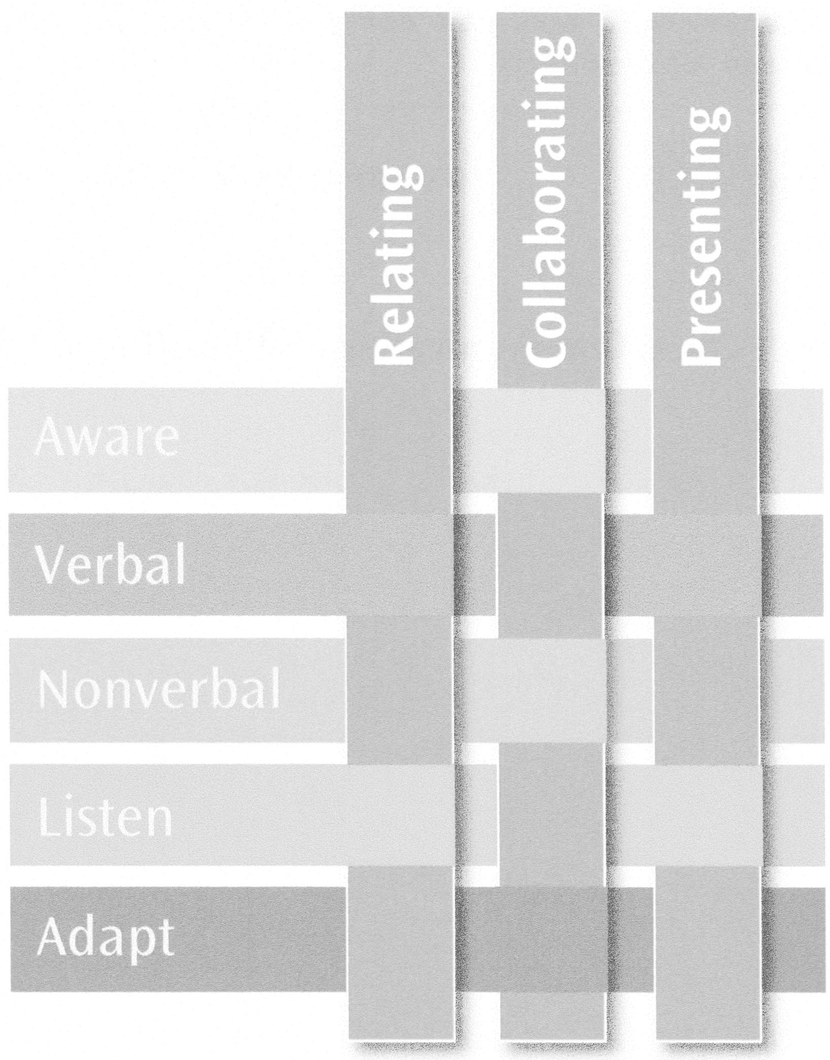
In the workplace, you communicate—make sense and share sense with others—to achieve specific work objectives. You achieve those objectives through three sets of communication skills:

- *Relating to others* Communication in the interpersonal context helps develop and manage workplace relationships.
- *Collaborating with others* Communication in the team context allows people to collaborate, or work cooperatively, with others.
- *Presenting messages to others* Communication in the public context takes place through effective business and professional presentations, such as presenting a progress report to a higher management team.

Although each context is different, the communication principles remain the same. As you see in Figure 1.2, you use the same five principles to develop and manage relationships as you do to make effective sales presentations to potential customers. What's different is how the communication principles are applied. You will see how the five communication principles are woven throughout the three contexts (interpersonal, team, and public) and how the context determines how the principles are applied to achieve communication goals as you assume leadership roles.

Figure 1.2: Communication Principles for a Lifetime



Recap

Communication Principles for Leadership

Communication Principle	Application
Principle One: Be **aware** of your communication with yourself and others.	Be mindful of your communication and conscious of what motivates you and others to communicate.
Principle Two: Effectively use and interpret **verbal** messages.	Select appropriate symbols to clearly communicate messages to others, and decode others' messages carefully.
Principle Three: Effectively use and interpret **nonverbal** messages.	Use unspoken symbols to communicate the emotional and relational aspects of your message.
Principle Four: **Listen** and respond thoughtfully to others.	Actively listen to others, using responses to ensure and demonstrate that you have understood the message correctly.
Principle Five: Appropriately **adapt** messages to others.	Customize messages to enhance message clarity; consider the personal, social, and cultural characteristics of listeners.

Summary: Communicating and Leading at Work

1.1: Review how communication skills determine leadership qualities.

Communication principles and skills are beneficial to any professional or career but especially to any career that involves leading others. To be effective in the workplace, you need to be able to communicate effectively and appropriately to influence others in positive and ethical ways.

1.2: Recognize that communication occurs only when it reaches the desired audience.

Human communication is the process of making sense out of the world and sharing that sense with others by creating meaning through the use of verbal and nonverbal messages. People who communicate effectively do well on the job.