

Communication: Creating Alignment Up, Down and Across



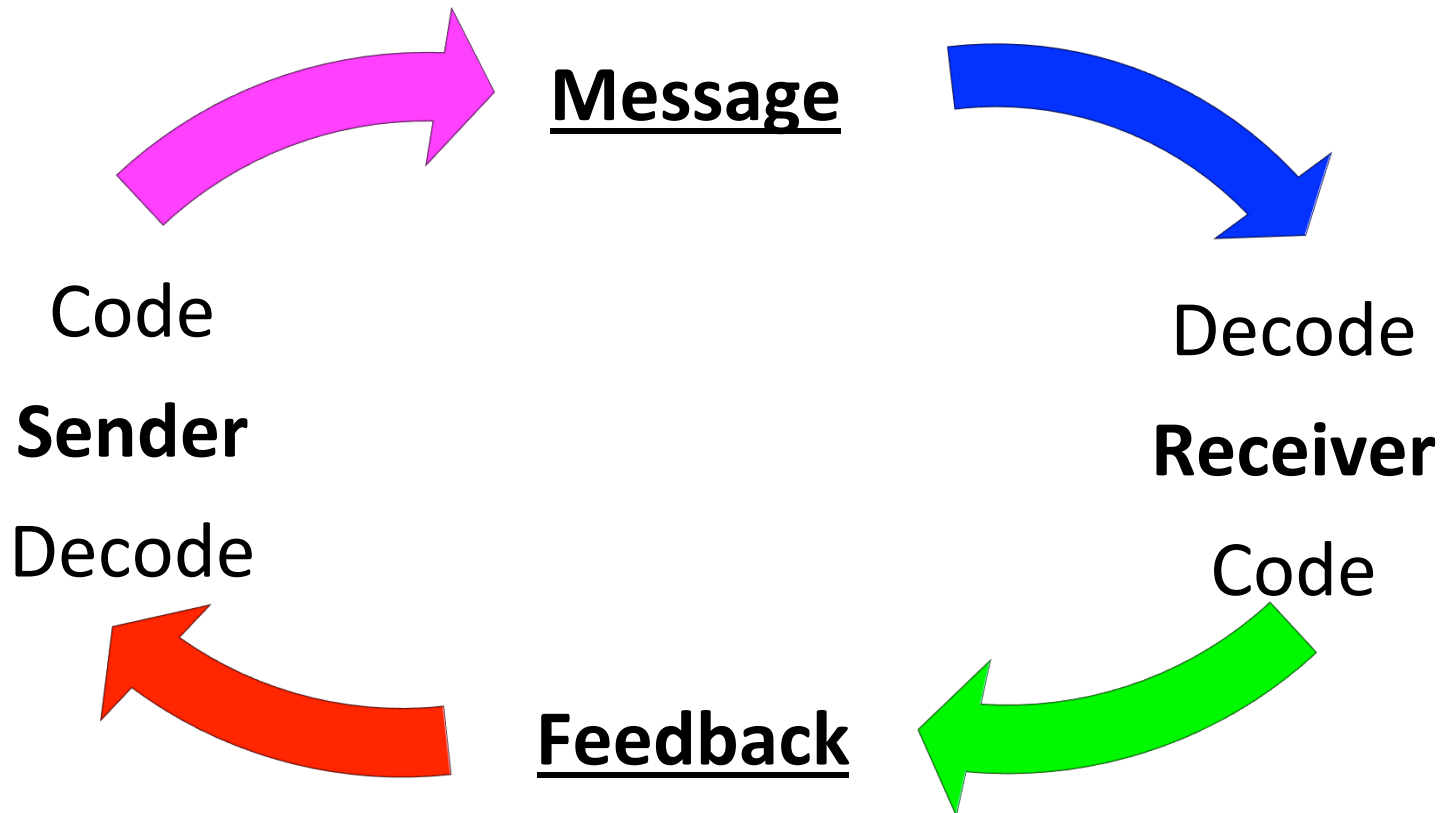
Why Do We Communicate?

To keep or build respect (usually always present), plus...

- To give or get information (vs. emotions)
- To cause action (what? _____), and/or to feel *potent* or *powerful*
- To vent (be heard, understood, and accepted)
- To cause excitement (end boredom), or distract from something
- To avoid discomfort, like awkward silence, or a painful awareness, conflict and/or confrontation



What is Effective Communication?



Shared Meaning



Insight's Engagement Style Inventory™



Insight Strategies Engagement Style Inventory™

Instructions

Read all the statements listed below. Put a check mark next to the statements that are true for you.

Section	Statements
A.	<input type="checkbox"/> Lead with the words "I think" <input type="checkbox"/> Driven by facts and data <input type="checkbox"/> Believe in analytical data, processes and systems <input type="checkbox"/> Take time to review and process information <input type="checkbox"/> Linear in thinking <input type="checkbox"/> Usually visual learner – see it <input type="checkbox"/> Think through all "what if" scenarios <input type="checkbox"/> Need to know the who, what, why, where, when & how
B.	<input type="checkbox"/> Leads with the words "I feel" and "we" <input type="checkbox"/> Driven by consensus, collaboration, connection <input type="checkbox"/> Believe in harmony <input type="checkbox"/> Pictures in office of family <input type="checkbox"/> Understand people before problems <input type="checkbox"/> Concern for team issues/relating <input type="checkbox"/> Personal/social relationship <input type="checkbox"/> Need to know "How will this affect the team?"
C.	<input type="checkbox"/> Leads with the words "me" or "I" <input type="checkbox"/> Driven by control and competition <input type="checkbox"/> Believe in impacting others <input type="checkbox"/> Want my stamp on things <input type="checkbox"/> Like the spotlight <input type="checkbox"/> Opinionated <input type="checkbox"/> Goal oriented—possible fast tracker <input type="checkbox"/> Need to know "How will this impact me? My goals?"
D.	<input type="checkbox"/> Lead with the words "want it now" (or yesterday) <input type="checkbox"/> Driven by results <input type="checkbox"/> Believe in completion of tasks- the finish line <input type="checkbox"/> Goal oriented <input type="checkbox"/> Enthusiastic- have high energy <input type="checkbox"/> High risk- not afraid to make mistakes <input type="checkbox"/> Everything is an "A" priority <input type="checkbox"/> Need to know just the what and when, not the how



Insight's Engagement Styles™

Engagement Style	Commonly Used Words	Driven By	Believes In	Information Needed
Logic	"I Think"	Facts & Data	Processes	Who, what, when, where, why and how
Relationship	"I Feel"	Consensus	Harmony	How will this affect the team?
Power	"I"	Competition	Winning	How will this bring visibility to me? To my department?
Doer/Action	"I Need It <i>Now</i> "	Results	Task Completion	What, when, <i>not</i> how
Detail/Perfection	"Do Over"	Quality	Getting it Right	What's the research and work done prior?
Visionary	"Bigger Picture"	Innovation	Impact	Wants to know the "why" – what is the greater meaning?

Insight's Engagement Styles™



LOGIC



RELATIONSHIP



POWER



ACTION-DOER

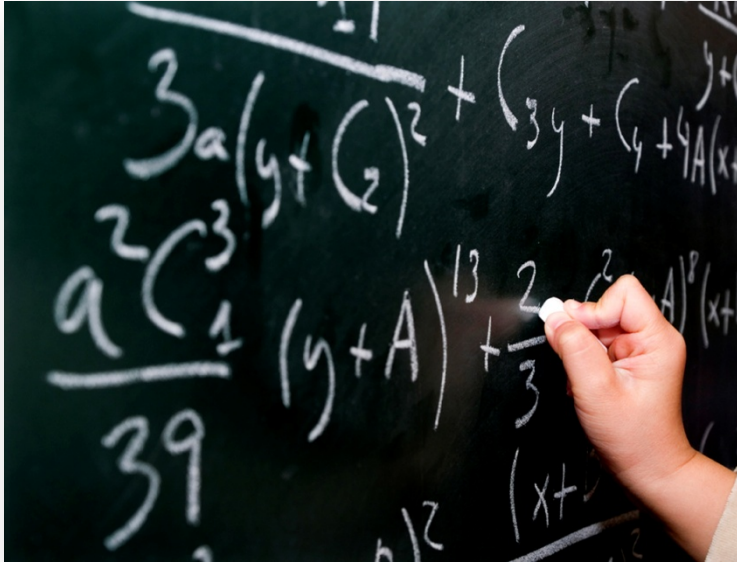


DETAIL-PERFECTION



VISIONARY

Insight's Engagement Styles™: Logic



- **“I think”**
- **Facts & Data**
- **“Process,” “Systems”**
- **Who, What, When,
Where, Why, How**

Insight's Engagement Styles™: Relationship



- **“I feel”**
- **Consensus**
- **Harmony**
- **How will this affect the team?**

Insight's Engagement Styles™: Power



- “I”
- **Competitive**
- **Driven**
- **Goal oriented**
- **Their stamp**

Insight's Engagement Styles™: Action-Doer



- **“Want it now”**
- **Results**
- **Task focused**
- **Everything is an “A”**
- **What, when, not how**

Insight's Engagement Styles™: Detail-Perfection



- **“Do over”**
- **Critical eye**
- **Low risk**
- **Concern for quality**
- **Less tolerant of failure**

Insight's Engagement Styles™: Visionary



- **Big picture**
- **High risk**
- **Possibly random**
- **Top / Bottom Line**
- **What, *not How***

Insight's Engagement Styles™: Questions

1. What does a person with your style value?
2. How should a person prepare when meeting with you? What should be the first thing a person says?
3. During the meeting, what approach would one take to influence and gain buy-in with your style? (i.e., word choice, body language, setting, energy, etc.)
4. How would a person resolve conflict with someone of your style?
5. What are your style's "Absolute Don't's"?

The 3 V's: Visual, Vocal and Verbal



VISUAL _____
55%



VOCAL _____
38



VERBAL _____
7%

Candidate #1



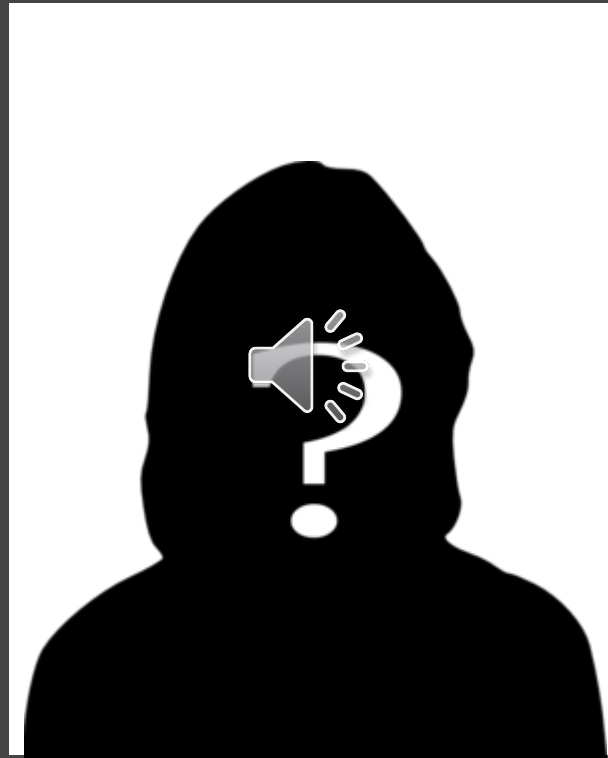
Candidate #2



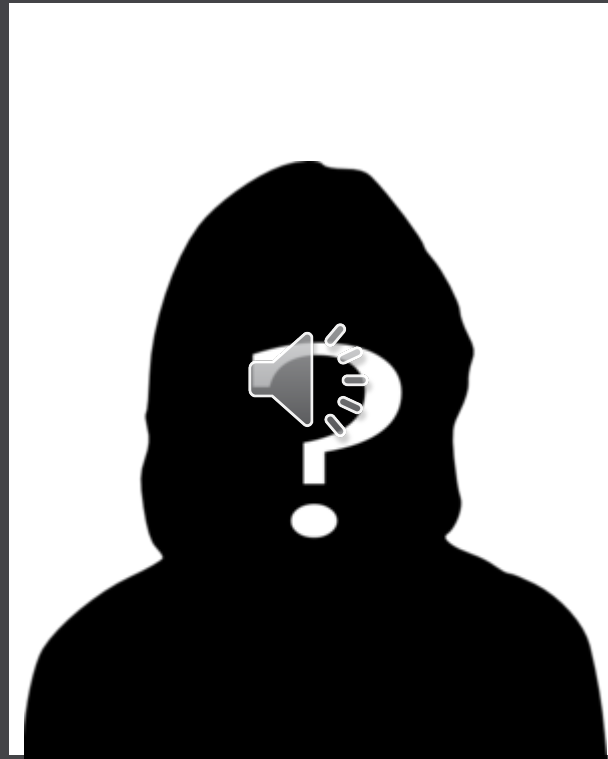
Who would you vote for?



Candidate #3



Candidate #4



Who would you vote for?



Listening

- Hearing is with the ears, but listening is with the whole mind
- Listening is active
- Important part of the Communication Cycle
- Good listeners hear not only the content of the message but the emotions behind it as well
- **75% of what we hear “goes out our ears!”**
 - Most people speak at 125-140 words per minute
 - The human ear can hear 400 words per minute
 - The human brain can process 1,000-1,400 words per minute

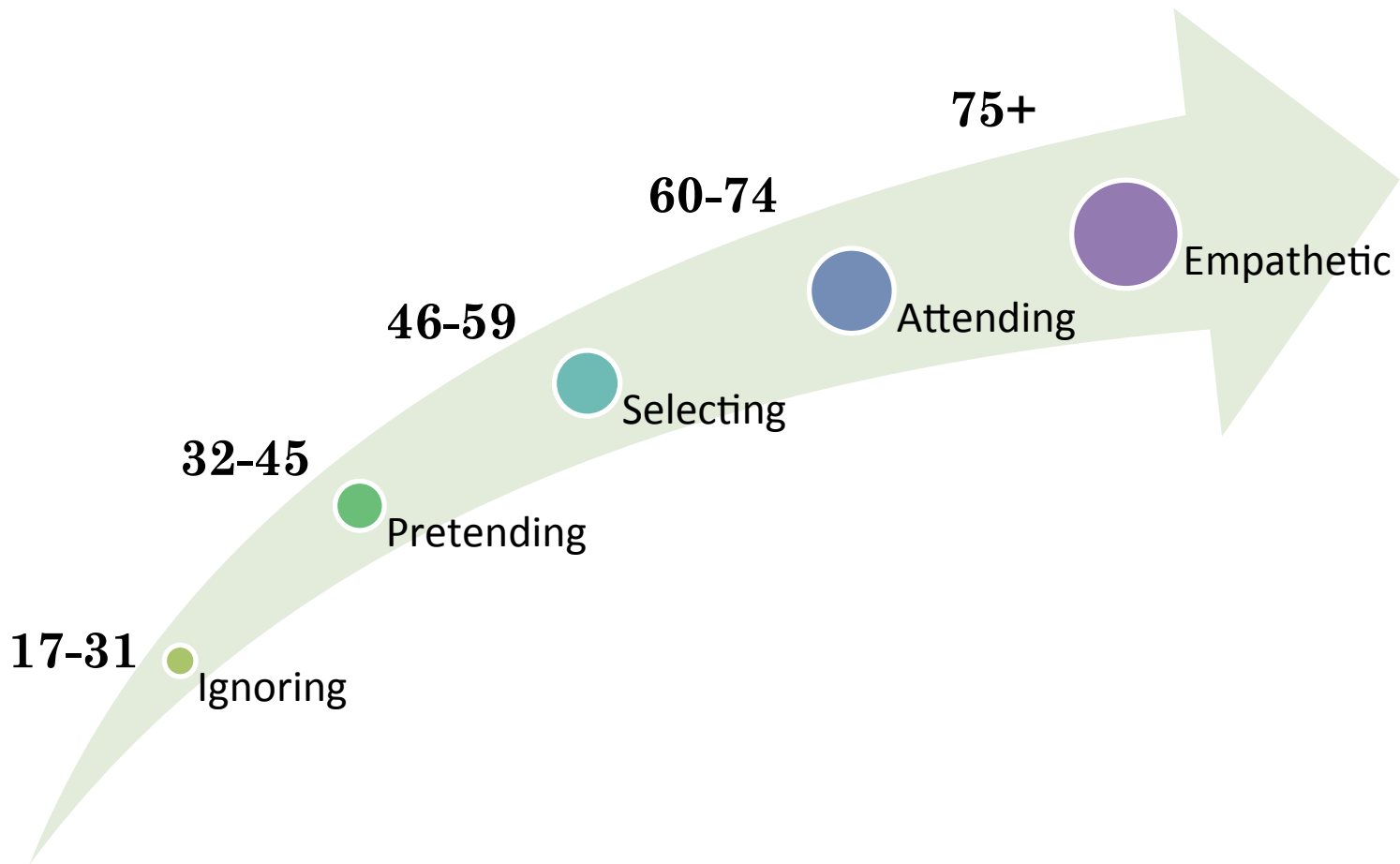


Listening Blocks

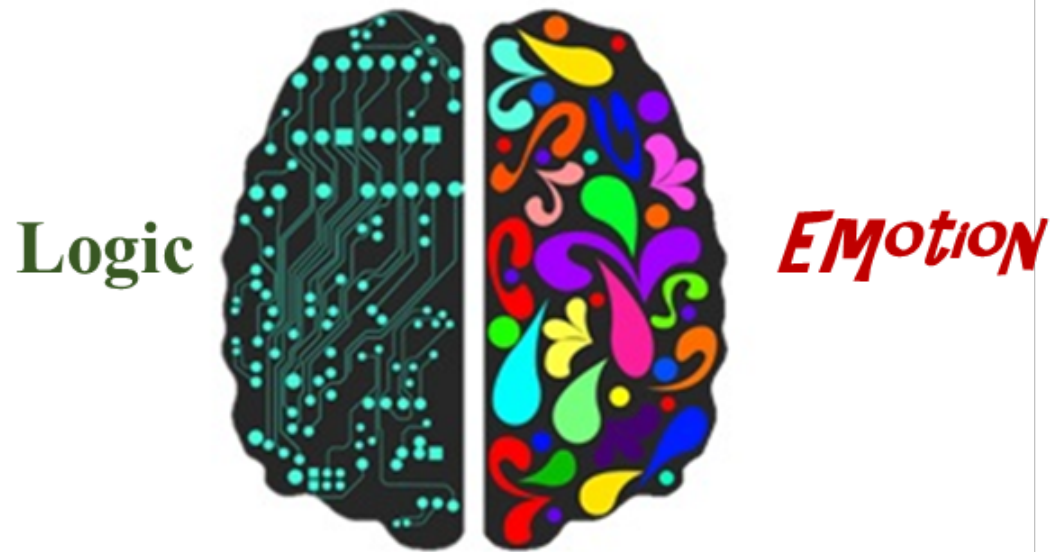
- Comparing
- Mind Reading
- Rehearsing
- Advising
- Filtering
- Judging
- Dreaming
- Identifying
- Sparring
- Being Right
- Derailing
- Placating



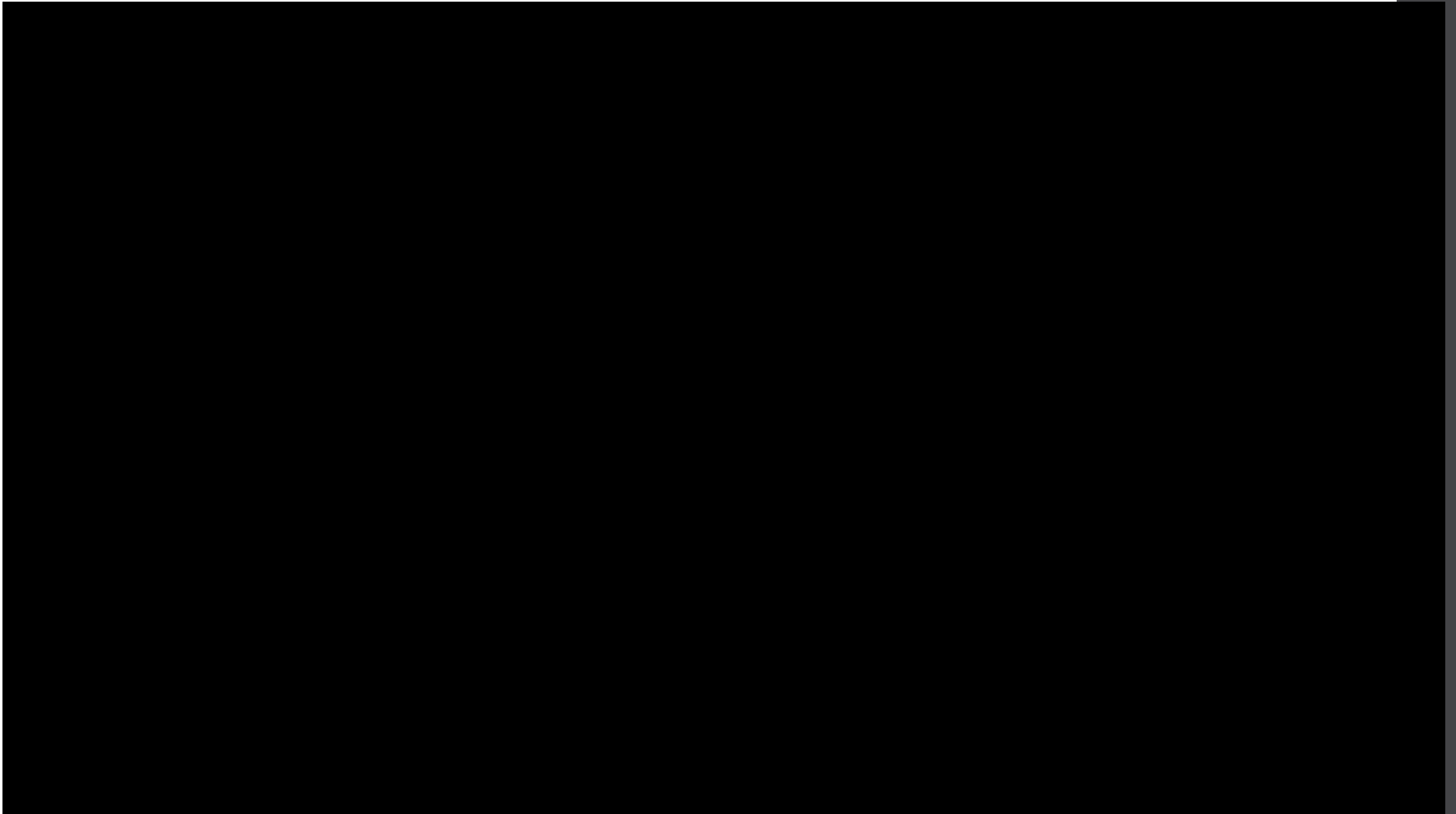
Listening Continuum



Whole Brained Listening



Video: “It’s Not About the Nail!”



7 Techniques to Achieve Whole-Brained Listening

1. **Be present – are you in a mental place to truly listen?**



7 Techniques to Achieve Whole-Brained Listening

2. Acknowledge and Empathize

- What are ways to acknowledge someone while you are listening?



7 Techniques to Achieve Whole-Brained Listening

3. Paraphrase and Reflect

- What is the difference between paraphrasing and repeating?



7 Techniques to Achieve Whole-Brained Listening

4. Ask Clarifying Questions – Open and Closed Ended

- What is the difference between “open-ended” and “closed-ended” questions?



7 Techniques to Achieve Whole-Brained Listening

5. Take Note of Body Language and Facial Expressions



7 Techniques to Achieve Whole-Brained Listening

6. Listen for what's NOT being said



7 Techniques to Achieve Whole-Brained Listening

7. Avoid Giving Solutions

- *Explore solutions together*



7 Techniques to Achieve Whole-Brained Listening

- 1. Be Conscious of what you have to do**
- 2. Acknowledge and Empathize**
- 3. Paraphrase and Reflect**
- 4. Ask Clarifying Questions- Open and Closed Ended**
- 5. Take note of Body Language and Facial Expressions**
- 6. Listen for what is NOT being said**
- 7. Avoid Giving Solutions!**

Tips On Effective Communication

1. Repeat important information- the rule of 3
2. Send the message in the Receiver's frame of reference- communication styles
3. Ask for feedback and/or clarification of your message
4. Observe the non-verbals you receive from others- whole brained listening
5. Disagree with comments and questions in an exploratory way versus a critical way
6. Let go of the need to construct answers while the person is talking
7. Set aside defensiveness and expectations
8. Appreciate the differences in each person and each person's style
9. Model the behaviors you want to see in others
10. Be authentic and transparent when communicating with others

Communication: Creating Alignment Up, Down and Across

