

Excellence and Effective Communications

“Inspiring Executive Excellence Beyond the Pace of Change”



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Syntesis Global™ LLC

- Specialized Management Consulting firm
- Global expertise working with top Fortune 50/100/500 organizations within the public and private sectors
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- Industries served: Aerospace, Energy, Technology, Utilities, R&D, Pharma/BioTech, Manufacturing, Financial, Healthcare
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Webinar Objectives

By the end of this session you will take-away:

- Principles on increasing organizational excellence by polishing your communication process.
- Augment leadership excellence by overcoming barriers to effective communications.
- C.A.P.T.U.R.E.® the Excellence of Communication Model.
- Sink into a deeper understanding of Personality and Social Styles.



“Thinking Around the Corner”

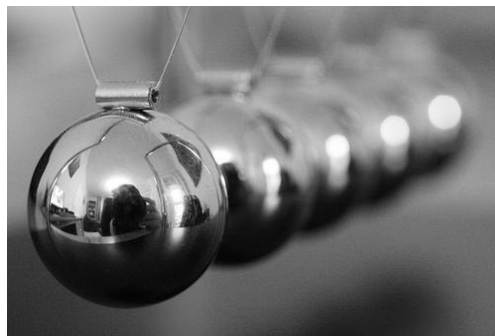


Don't MSU!

Thought for the day...

“The problem with communication is the ILLUSION that it has been accomplished.”

- *George Bernard Shaw*



Business Communication

50 % of a manager's time is spent on communication – and that communication competency is related to a manager's performance.

14% of each workweek is wasted on poor communication.

- 2015 conference-board.org/data/productivity



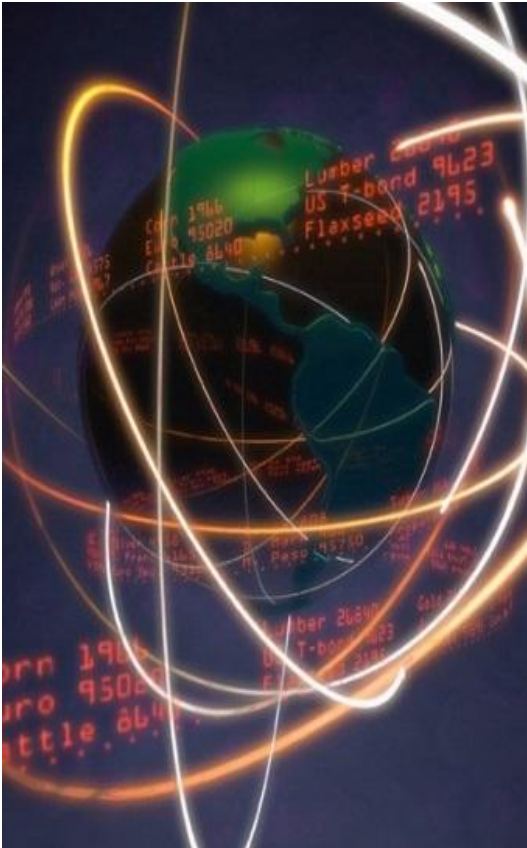
Effective Communication: a Definition

“Effective Communication is the art and process of meaningfully interacting with another human being, by transmitting information, ideas and attitudes to produce intended or desired results.”

- Effective communication is a two-way process – sending the right message and to the right person.
- It is important to know the psychology of the people you are interacting with for communication to be effective and for greater mutual understanding.
- For communication to be effective, acute listening skills are an asset to the communicator.
- Effective communication includes all aspects of visual, auditory and kinesthetic language to convey the meaning within a message and appeal to the listener.



Why is Effective Communication Important in the Business Setting?



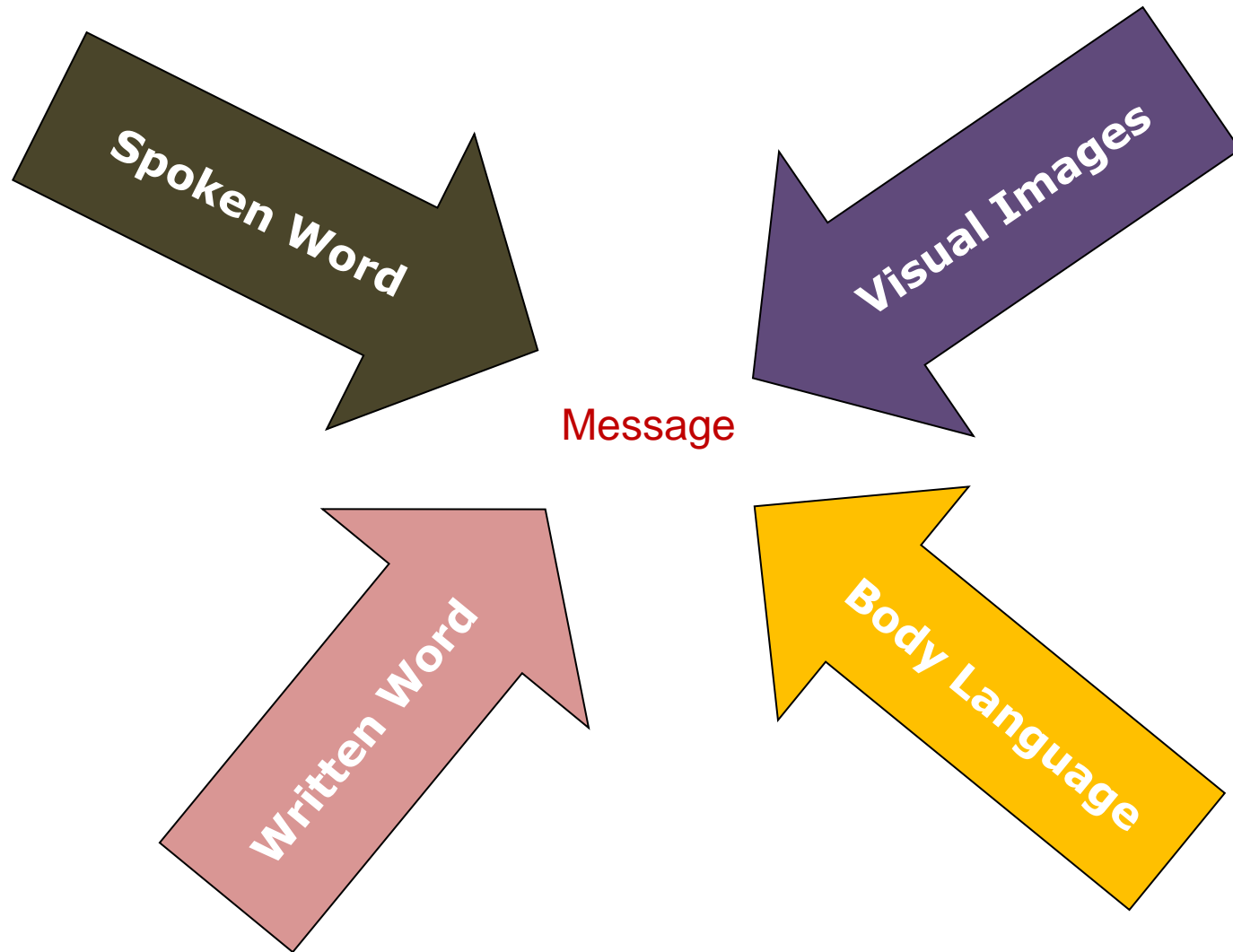
- Assists in the Accomplishment of Goals & Objectives
- Builds Work Relationships
- Contributes Toward a Positive Work Environment
- Clarifies Expectations Which Improve Job Satisfaction

Functions of Communication

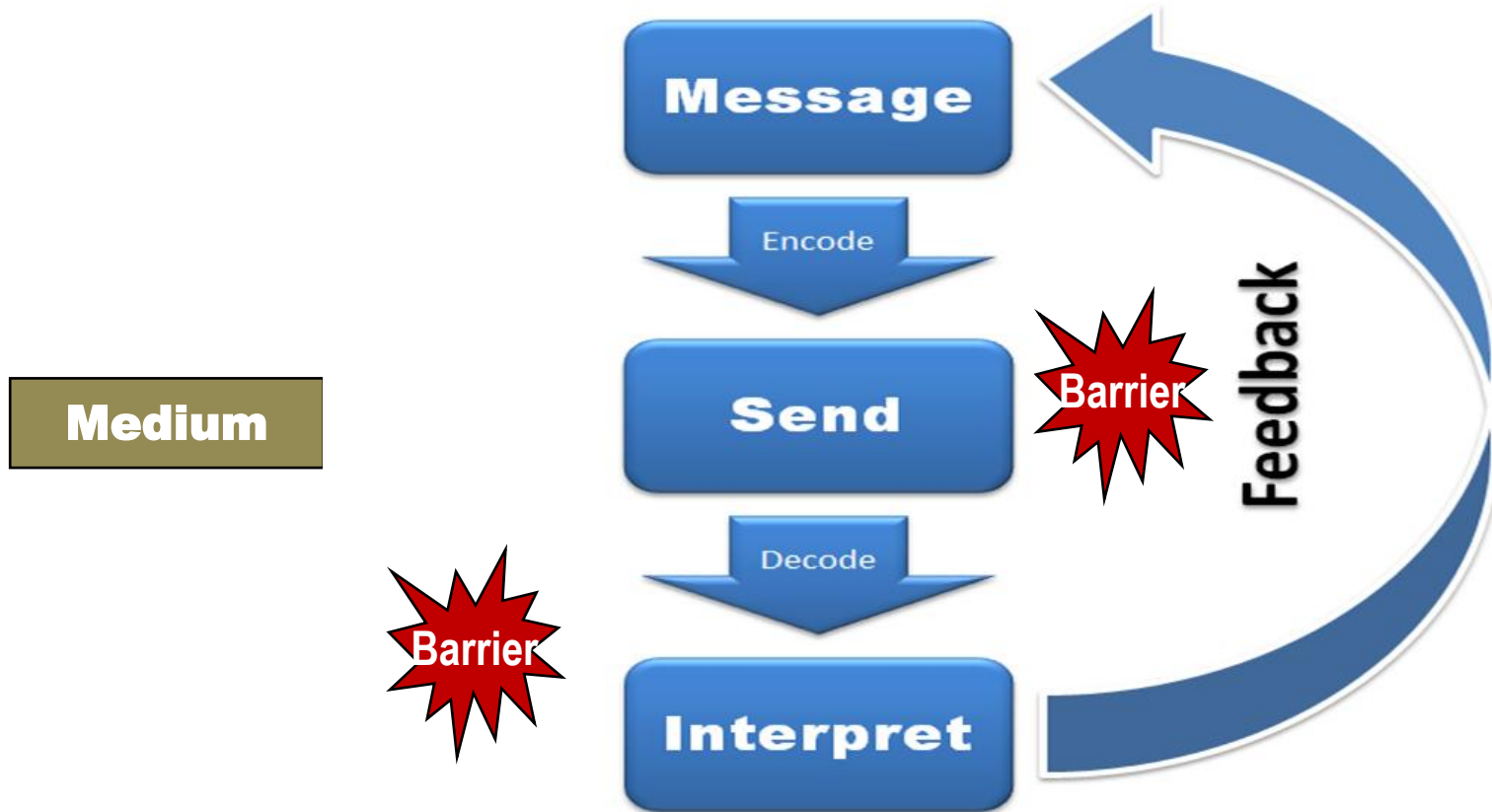
- Generate understanding
- Give instructions or direction
- Share our ideas and opinions
- Give/Get information from others
- Provide feedback to others
- Gain power and influence
- Develop social relationships
- Emotional expression



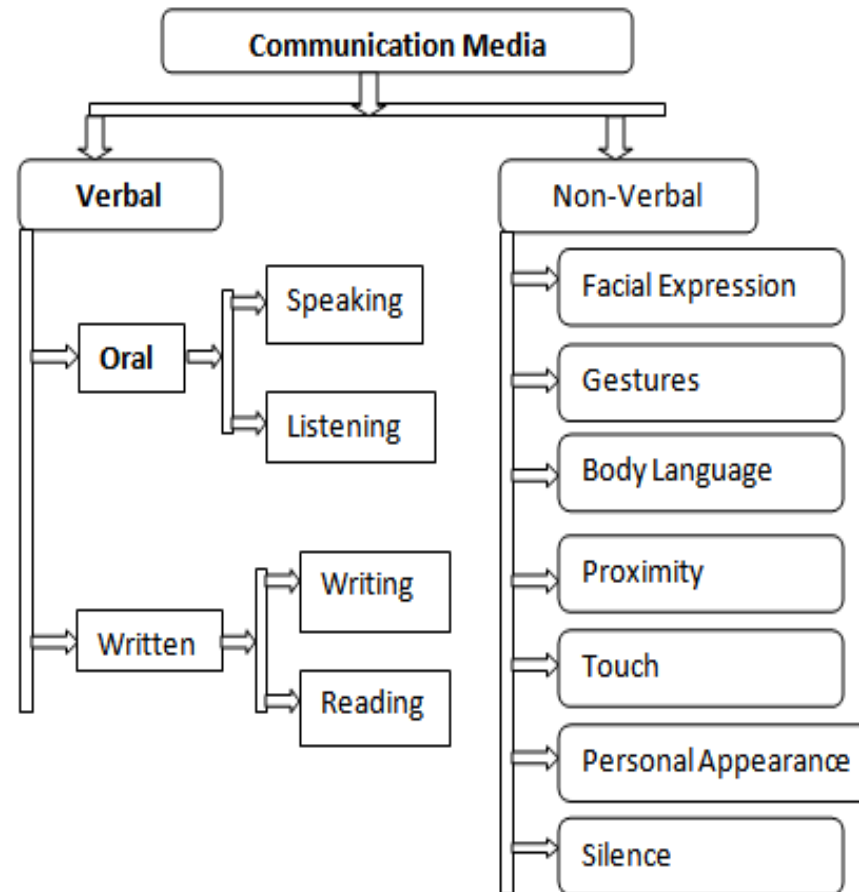
Common Ways We Communicate



The Communication Process



Communication Mediums



Verbal Communication

The Differences

Oral

- ▶ Dynamic
- ▶ More immediate
- ▶ Lower retention
- ▶ Less precise
- ▶ Simpler
- ▶ Worked on - before
- ▶ Non-verbal communication
- ▶ In one ear...
- ▶ "Reading" the audience - adjustments
- ▶ Fewer points covered
- ▶ Catchy intro

Written

- ▶ Static
- ▶ Less immediate
- ▶ Higher retention
- ▶ More precise
- ▶ More sophisticated
- ▶ Worked on - before and during
- ▶ Words only
- ▶ Re-Reading
- ▶ Reader reaction - not known immediately
- ▶ More points covered
- ▶ A complete thesis statement

Nonverbal Communication

- Facial expressions
- Body language
- Eye contact
- Dress and physical appearance
- Gestures



When our words send one message and our nonverbal cues send another message, people almost always believe our nonverbal cues.

Communication Sources

“Audience”

Body

Voice

Words

- Gestures: How you look when saying it
- Eye contact, expressions, proximity
- 55% of the message (nonverbal cues)
- Tone: The way you say it
- Volume, pitch, speed
- 38% of the message
- Word choice
- What you say; phrasing, filler words
- 7% of the message

Common Barriers

1. Personal values and expectations
2. Emotions
3. Information Overload
4. Personality differences
5. Hierarchy
6. Disruptive behavior
7. Culture and ethnicity
8. Generational differences
9. Gender
10. Historical inter-professional and intra-professional rivalries
11. Differences in accountability, payment, and rewards
12. Selective perception
13. Assumptions/Misconceptions
14. Filtering
15. Socio-psychological
16. Differences in language and jargon
17. Differences in schedules and professional routines
18. Varying levels of preparation, qualifications, and status
19. Differences in requirements, regulations, and norms of professional education
20. Fears of diluted professional identity
21. Emphasis on rapid decision making
22. Inappropriate medium
23. Poor listening skills
24. Noise & distractions



Choosing Your Medium

- To determine the best medium for your message determine:
 - What you as the *sender* need to achieve
 - What the *receiver* needs to know. What the *receiver* wants to know
 - How detailed, important, and or personal the *information* in the message is
 - Which *behavior* you want to influence and how



Communication Methodology

- Depending upon the situation, one method of communication may be better than another.
 - Interpersonal: one-to-one
 - In person: meetings, small groups,
 - In person: presentations, large groups, forums
 - Letter
 - Memo
 - Note
 - Email
 - Voice mail
 - Text
 - Marketing / Advertising
 - Social Media



Communication: Aggressive Style

- Communication Skills
 - Closed minded
 - Poor listeners
 - Cant see others point of view
 - Interrupts/Monopolizes conversation
- Beliefs
 - “Everyone should be like me”
 - “I am never wrong”
- Characteristics
 - Achieve goals at other’s expense
 - Bully
 - Patronizing and sarcastic
- Behaviors
 - Put down
 - Do not think they are wrong
 - Bossy
 - Overpowers
 - Know it all
 - Doesn’t show appreciation
- Feelings
 - Angry
 - Hostile
 - Frustrated
 - Impatient
- Nonverbal Cues
 - Point fingers
 - Frown
 - Glare
 - Loud tone rigid posture
- Verbal Cues
 - “You must”
 - “Just do it”
 - Verbally abusive
- Problem Solving Mechanisms
 - Must always win a argument
 - Operates in a win/lose paradigm

Communication: Passive Style

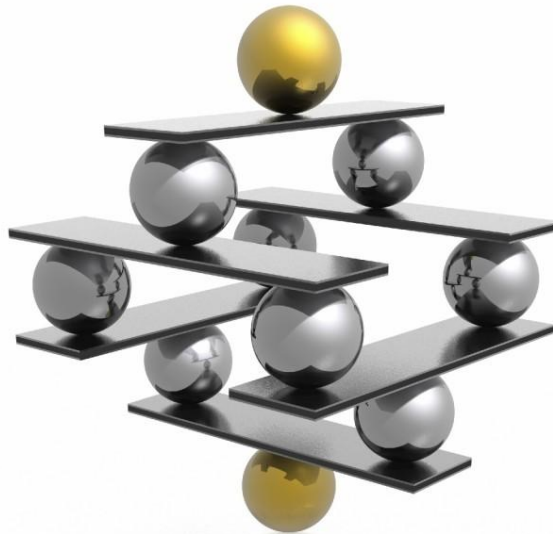
- Communication Style
 - Indirect
 - Always agrees
 - Doesn't speak up
 - Hesitant
- Beliefs
 - "Don't express true feelings"
 - Don't make waves"
 - Don't disagree"
 - "Other have more rights"
- Characteristics
 - Apologetic
- Behaviors
 - Avoid conflict
 - Asks permission unnecessarily
 - Complains instead of taking action
 - Have difficulty implementing plans
- Feelings
 - Powerlessness
 - Wonder why they do not get credit for good work
 - Others are better
- Nonverbal Cues
 - Fidgets
 - Nods head often and smiles
 - No eye contact
 - Low volume
- Verbal Cues
 - Monotone voice
- Problem Solving Mechanisms
 - Avoid and ignore the problem
 - Withdraw from the situation

Communication: Active Style

- Communication skills
 - Effective, active listener
 - States limits/sets expectations
 - Does not judge
 - Considers other's feelings
- Beliefs
 - Believes all are valuable
 - Handle all situations as best as possible even if they do not win
 - All have rights and opinions
- Characteristics
 - Self aware
 - Trust themselves and others
 - Open and flexible
 - Proactive
- Behaviors
 - Fair/consistent
 - Action oriented
- Feelings
 - Enthusiastic
 - Even tempered
 - Positive
- Nonverbal Cues
 - Open and natural gestures
 - Direct eye contact
 - Relaxed
 - Vocal volume appropriate
- Verbal Cues
 - Use "I" statements
 - Ask for options
- Problem Solving Mechanisms
 - Negotiate, bargain and trade
 - Confronts problems as they happen
 - Do not let negative feelings build up

Communicator Preparation

Know Yourself



Understand Your Audience

I SPEAK YOUR LANGUAGE

Feeler Style

- ⦿ Focus on human interaction, values
- ⦿ Seeks and enjoys others
- ⦿ Relates experiences to the past
- ⦿ Values communication that sounds personal

Thinker Style

- ⦿ Logic, reason, very systematic
- ⦿ Steady and tenacious
- ⦿ Emphasizes facts, specifics
- ⦿ Values organized, fact-based logical communication

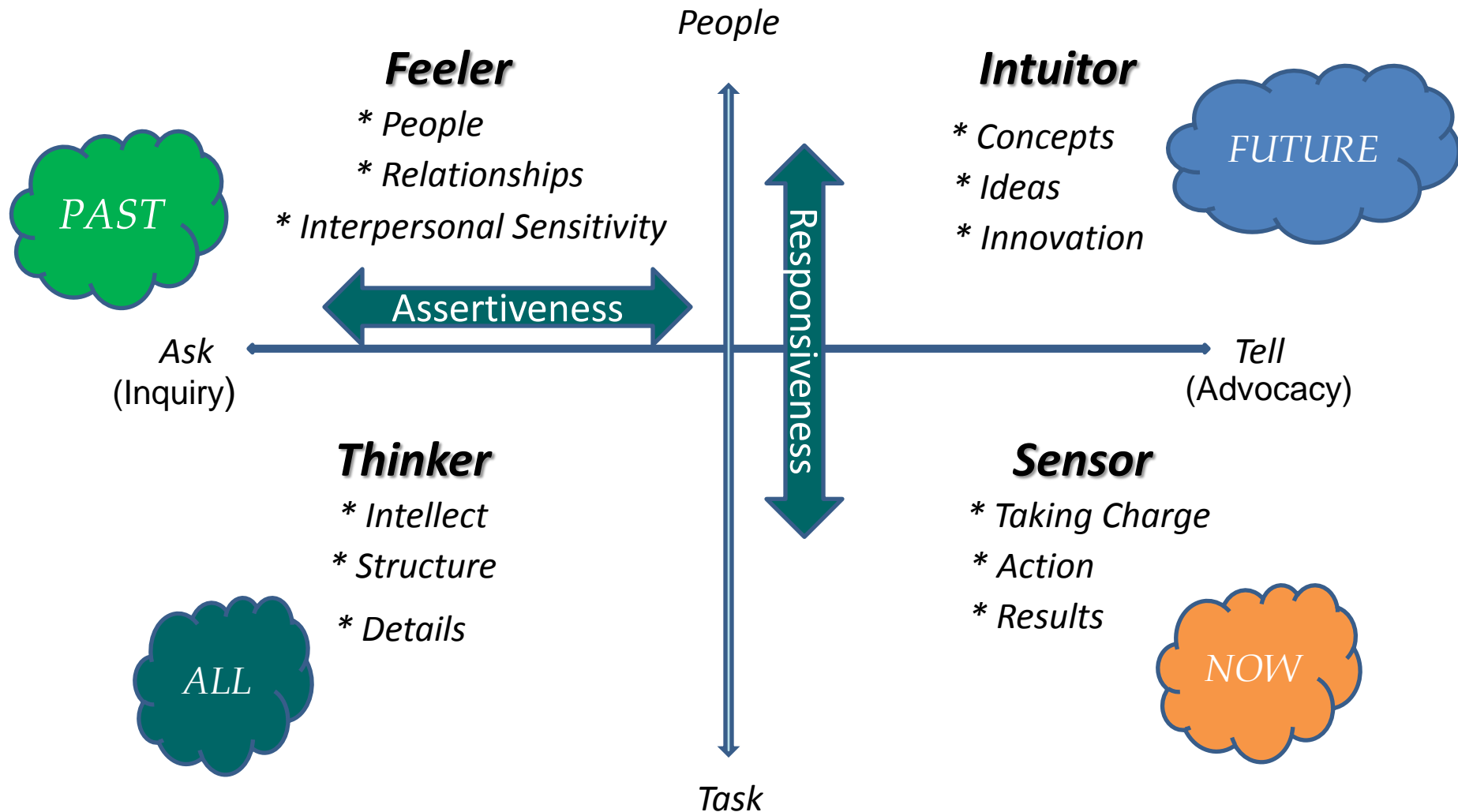
Intuitior Style

- ⦿ Ideas, innovation, long-range
- ⦿ Future-oriented
- ⦿ Long on vision, short on action
- ⦿ Values “out of the box,” creative communication

Sensor Style

- ⦿ Focus on action, results, tangibles
- ⦿ High energy, gets action from others
- ⦿ May be driving force in company
- ⦿ Values specific, pragmatic and bottom-line communication

I SPEAK YOUR LANGUAGE



C.A.P.T.U.R.E.® the Excellence™

COMMUNICATION MODEL

CLARITY

"Big Picture"
Outcome

AUDIENCE

Who, What,
When, Where,
How, Why?

PRIDE OF OWNERSHIP

Accountability

TIME

Metrics

UNDERSTANDING

Listening

RESPECT

Elevate Others

EMPOWERMENT

Build Trust

Verbal Communication Awareness

- Positive Intent
- Choose Precise Words
- Consider Your Audience
- Take Control of Your Tone
- Check for Understanding
- Be Results/Solution Oriented

Communication Choices

Use Written Communication When:

Use Verbal Communication When:

conveying facts

conveying emotion and feelings

the message needs to become part of a permanent file

the message does not need to be permanent

there is little time urgency

there is time urgency

you do not need immediate feedback

you need immediate feedback

the ideas are complicated

the ideas are simple or can be made simple with explanations

Effective Written Communication

1. Do Sweat the small stuff

2. Intent & Meaning

3. Consider the Nonverbal aspects of your Message

4. Review, Reflect & Revise

5. Trim the DEADWOOD

Techniques for Improvement

- IMPROVE CHOICE OF LANGUAGE
- IMPROVE PRONUNCIATION
- WORK ON VOICE MODULATION
- WORK ON BODY LANGUAGE
- 2:1 Rule: LISTEN TWICE AS MUCH
- DO NOT SPEAK TOO FAST
- USE SIMPLE VOCABULARY
- BUILD CREDIBILITY
- KNOW YOUR AUDIENCE



Effective Communication – Do's

- Always think ahead about what you are going to say.
- Use simple words and phrases that are understood by every body.
- Increase your knowledge on all subjects you are required to speak.
- Speak clearly and audibly.
- Check twice with the listener whether you have been understood accurately or not
- In case of an interruption, always do a little recap of what has been already said.
- Always pay undivided attention to the speaker while listening.
- While listening, always make notes of important points.
- Always ask for clarification if you have failed to grasp other's point of view.
- Repeat what the speaker has said to check whether you have understood accurately.

Effective Communication – Don'ts

- Do not instantly react and mutter something in anger.
- Do not use technical terms & terminologies not understood by majority of people.
- Do not speak too fast or too slow.
- Do not speak in inaudible surroundings, as you won't be heard.
- Do not assume that every body understands you.
- While listening do not glance here and there as it might distract the speaker.
- Do not interrupt the speaker.
- Do not jump to the conclusion that you have understood every thing.

The Art of Communication Influence

- 1) Head: What do you want your audience to think? To influence thinking, provide facts and data. Use logic. Ask thought-provoking questions.
- 2) Heart: What do you want others to feel? To influence feeling, tell compelling stories. Ask others to imagine a vivid scene. Disclose how you feel.
- 3) Hands: What do you want others to do? To influence doing, model the desired behavior, or show what not to do. Encourage practice. Call for action.

Summary

Expanding Spheres of Influence

1. **Increase your visibility**
2. Model mastery (presence)
3. **Focus on the future**
4. Lateral Power: Shift emphasis from transactional to relational
5. Get input from stakeholders
6. Build networks: Trust; Confidence; Composure
7. Language—appeal to heart as well as the mind
8. **Ask compelling questions. Question assumptions.**
9. Shift from being problem-spotter to problem-solver
10. **Essence vs form**
11. **Sell Solutions** (*compelling “story”*)




Conclusion

- ◎ Think “*Big Picture*”
- ◎ Know your audience (EQ)
- ◎ Build credibility & trust
- ◎ Remember:
 - Authenticity
 - Develop critical listening skills
 - Value Proposition
 - Positive Intent

2017 Leadership Webinar Series

Upcoming Events:

- February 22nd – The Power of Influence
- March 30th - Effective Communications
- **April 20th - Adapting to New & Demanding Roles**
- May 25th – Thinking Strategically
- July 27th – Building Relationships with Key Stakeholders
- August 31st – Executive Decision Making
- September 28th – Driving Accountability
- October 26th – Driving Change and Executing Plan
- November 30th – Conflict Resolution



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Thank You!

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It's not about doing different things, but about doing things differently
– Syntesis Global