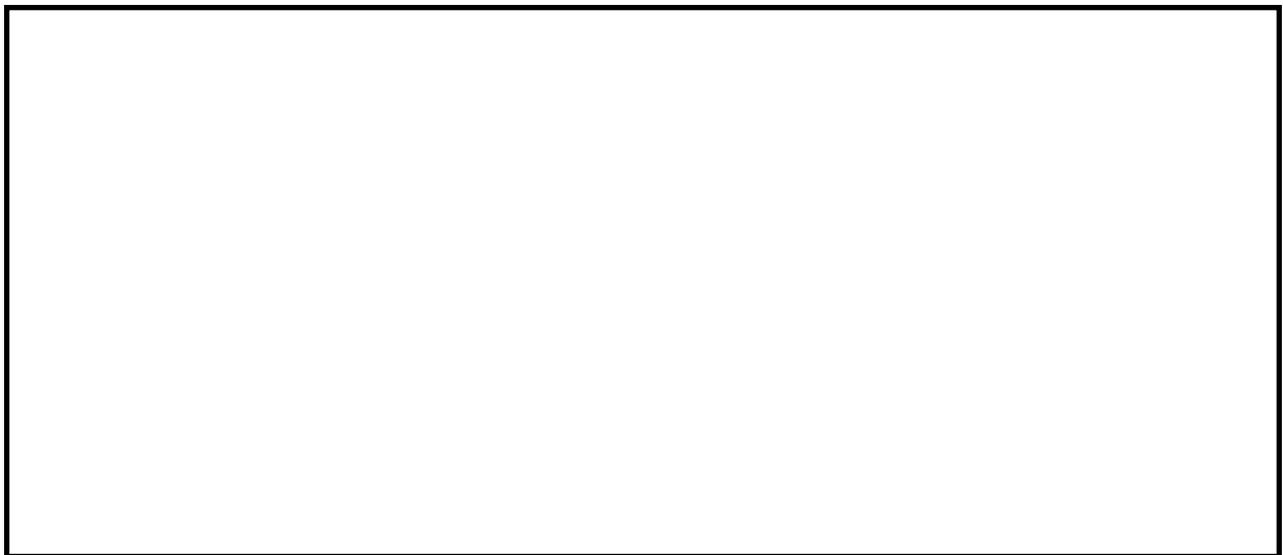


# Goals for Today

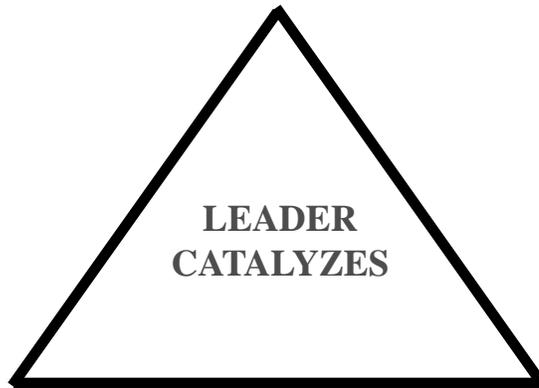
- 1. Learn a professional communication model and how to apply it to work & life
- 2. Learn 10 optimizing tactics to improve professional communication
- 3. Learn to use modern communication tools for meetings, coaching, teambuilding, etc..

## WHY?

A large, empty rectangular box with a black border, intended for the user to write their reasons for pursuing the goals listed above.

# The Leadership Triad

Direction



Inspiration

Cohesion

STRATEGIC ACTIONS

OPTIMAL PROBABILITY OF DESIRED RESULTS

DIRECTION	INSPIRATION	COHESION
Clear Vision	Champion Attitude	Active Commitment
Clear Mission	Honorable Behavior	Strategic Communication
Aligned Goals	Unselfishness	Team Standards
Tactical Decisions	Courage in Actions	Team Identity
Smart Delegation	Consistency	Focus on Purpose

## What Are You Catalyzing?

- Courage to Risk
- Results Through Others
- Pride in National Park Service
- Motivation to Persist
- Team Cohesion

List Others Below:

## Start with Internal Programming

### PRINCIPLE

# The Human Mind is a Programmable Bio-Computer



How we communicate

### INTERNALLY

Affects our level of

Motivation and

Courage

S                      T \_\_\_\_\_

I                      I \_\_\_\_\_

How we communicate

### EXTERNALLY

Affects the Energy

and Cohesion of our

Divisions

V \_\_\_\_\_

Non-V \_\_\_\_\_

# BENEFITS OF OPTIMIZING COMMUNICATION SKILLS

- 1. Improved Customer Relations
- 2. More Harmony With Colleagues
- 3. Greater Team Cohesion
- 4. Better Performance Review Experiences
- 5. Greater Efficiency - Less Wasted Time

Other Benefits?

# Communication Modes Quiz

- T F 1. Communication is 50% verbal and 50% non-verbal
- T F 2. One of the problems with email is try to read intent.
- T F 3. Reading the subtleties of body language requires training.
- T F 4. Listening well is considered a vital communication skill.
- T F 5. Fatigue will have no impact on our ability to listen, process and respond.
- T F 6. There are 2 major domains of learning and processing in humans.
- T F 7. Dissonance can occur between words and body language.
- T F 8. When it comes to technology, most people prefer to be shown how rather than just told how.
- T F 9. Having a sophisticated vocabulary is generally important.
- T F 10. It is a mistake to be “body-language ignorant”.

# Communication Methods/Tactics

## Person-to-Person or Person-to-Group

Biggest Advantages:

Biggest Disadvantages:

## Third Party Messenger

Biggest Advantages:

Biggest Disadvantages:

## Phone, Tele-Conference, VoIP

Biggest Advantages:

Biggest Disadvantages:

## Video Tape, Audio Tape

Biggest Advantages:

Biggest Disadvantages:

## Email

Biggest Advantages:

Biggest Disadvantages:

## Instant Messaging

Biggest Advantages:

Biggest Disadvantages:

## Webcam, Web Video Conferencing, DL

Biggest Advantages:

Biggest Disadvantages:

## Written letters, notes, cards, etc...

Biggest Advantages:

Biggest Disadvantages:

# LEARNING DOMAINS

## COGNITIVE

A. \_\_\_\_\_

B. \_\_\_\_\_

C. \_\_\_\_\_

## AFFECTIVE

A. \_\_\_\_\_

B. \_\_\_\_\_

C. \_\_\_\_\_

## TACTILE

A. \_\_\_\_\_

B. \_\_\_\_\_

C. \_\_\_\_\_

# KNOW THYSELF

What do you think your learning style is? Circle your dominant style.

**COGNITIVE      AFFECTIVE      TACTILE**

**What are my reflexive behaviors?**

When Dealing With People?

When Stressed?

When In Conflict?

**Recommendation: Use Semi-Quantitative Inventory Tools Annually**

Meyers Briggs

DiSC

Platinum Rule

Thomas Kilmann

360 Assessments

# Website Resources for Personal Inventories

## **Thomas Kilmann**

[www.bluffton.edu/courses/BCOMP/301sup/thomas.htm](http://www.bluffton.edu/courses/BCOMP/301sup/thomas.htm)

[www.etax.byu.edu/Pullins/killman.htm](http://www.etax.byu.edu/Pullins/killman.htm)

## **Meyers-Briggs**

[www.personalitypathways.com/type\\_inventory.html](http://www.personalitypathways.com/type_inventory.html)

[www.knowyourtype.com](http://www.knowyourtype.com)

## **DiSC**

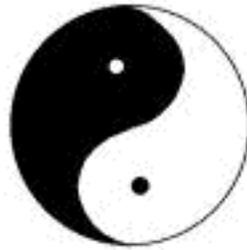
[www.axiomsoftware.com/disc/principles.asp](http://www.axiomsoftware.com/disc/principles.asp)

## **General Source for Testing Materials**

[www.cpp.com](http://www.cpp.com)

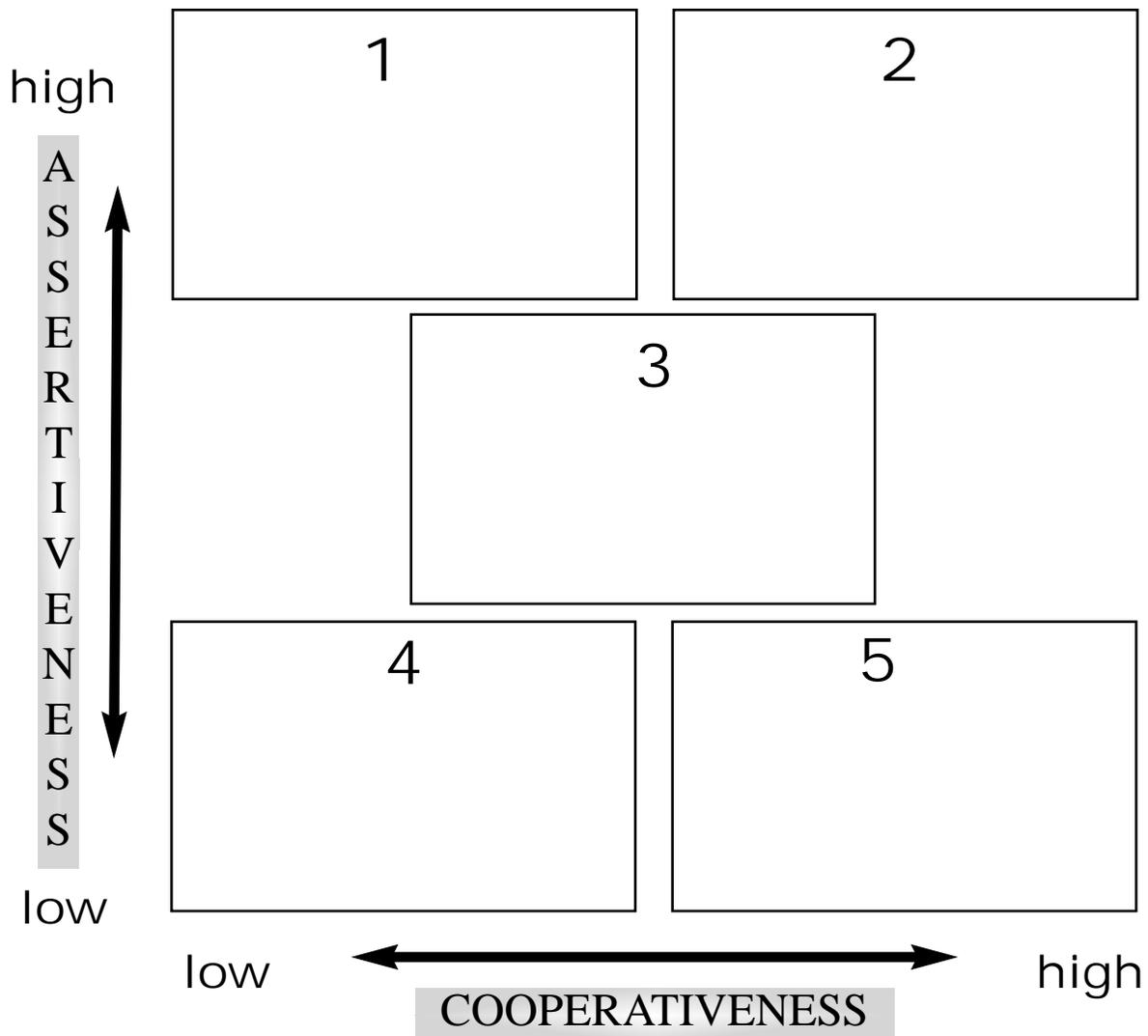
# UNDERSTANDING CONFLICT

MY NEEDS  
(Assertiveness)



YOUR NEEDS  
(Cooperativeness)

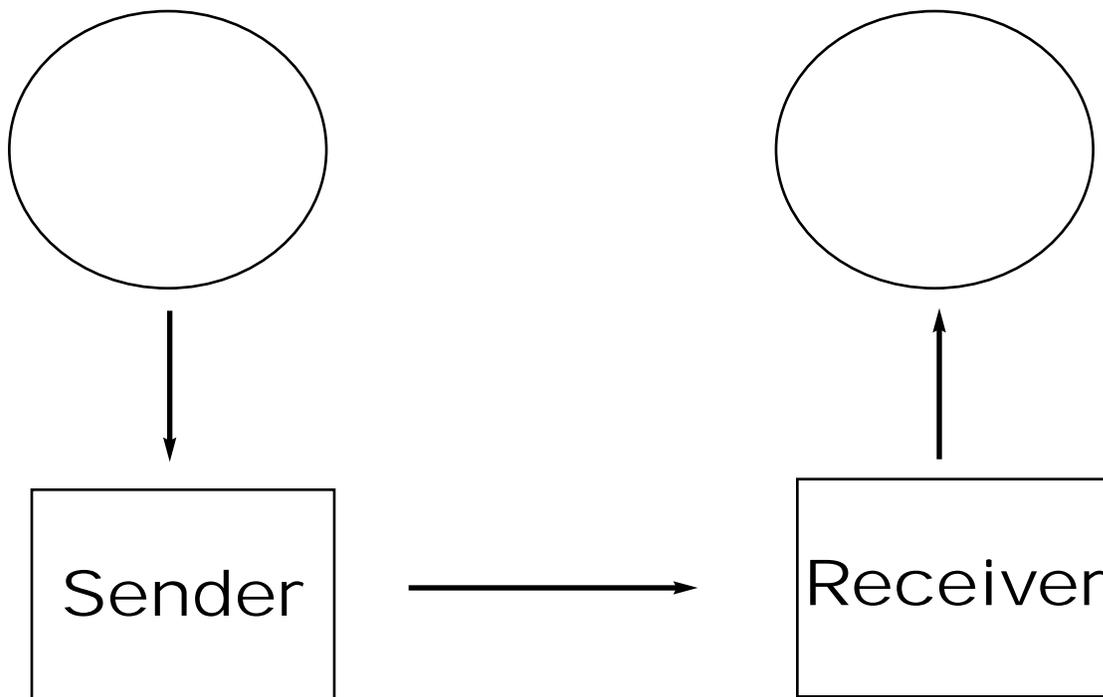
## Conflict Management Modes: Thomas-Kilmann Approach



# PROFESSIONAL COMMUNICATION

## **A Practical Communication Model:**

Functions Regardless of the Mode Used



# 5 Internal Obstacles to Effective Communication

Scoring:      1 = I really struggle with this      5 = Not an issue for me

Poor control of emotions	1	2	3	4	5
Under-developed listening skills	1	2	3	4	5
Under-developed “sending” skills	1	2	3	4	5
Under-developed clarifying skills	1	2	3	4	5
Lack of technology savvy	1	2	3	4	5

Remember, a person in **Champion mode**, is able to honestly admit when a skill is under-developed. He or she will actively seek new knowledge and polish that skill. The result will be professional growth and more success, individually and as a team member.

Areas of communication growth potential for me identified above:

---

---

---

---

# Communication Tactic 1

## Increase Emotional Intelligence

Read  
“Emotional Intelligence”  
Dr. Daniel Goleman

### What is This?

Emotional intelligence is the ability to manage and optimally channel emotions and emotional energy in daily decision-making, human-to-human interactions and the management of stress, challenge and resistance.

#### Four Key Elements of Emotional Intelligence

- Self-Awareness
- Sele-Management
- Social Awareness
- Social Skills

Goal: Use the worksheet to develop focus points for increasing E.I.

# Communication Tactic 2

## Listening Objectively

### What to do:

#### Sincerely Attentive

1. Be quiet & focused
2. Minimize un-needed body movement

### What to avoid:

- \_\_\_\_\_ Lack of eye contact
- \_\_\_\_\_ Doodling
- \_\_\_\_\_ Appearing impatient
- \_\_\_\_\_ Reading newspaper, email, mail, etc..
- \_\_\_\_\_ Looking at watch frequently
- \_\_\_\_\_ Heavy sighs, boredom expressed
- \_\_\_\_\_ Shuffling papers and grunting

#### Empathetically Responsive

Acknowledge hearing with head movement and verbal cues

- \_\_\_\_\_ Finishing sentences
- \_\_\_\_\_ Correcting grammar/words
- \_\_\_\_\_ Holding side conversation
- \_\_\_\_\_ Walking away while listening
- \_\_\_\_\_ Disagreeing with everything said
- \_\_\_\_\_ Interrupting
- \_\_\_\_\_ Zoning out while appearing to listen
- \_\_\_\_\_ Changing the subject abruptly

#### Seek Clarity

Confirm what you have heard by asking: "So what I heard you say...is that accurate?"

- \_\_\_\_\_ Assuming without asking
- \_\_\_\_\_ Being reflexively emotional
- \_\_\_\_\_ Being reflexively judgmental

# Listening Awareness Inventory

To see how effective you think you are in practicing good listening techniques, answer these questions about yourself. Remember: Be ruthlessly honest with yourself!

Listening Characteristic	Almost Always	Usually	Seldom	Never
1. Do you let people finish what they are trying to say before you speak?	4	3	2	1
2. If the person hesitates, do you try to encourage him/her...rather than start your reply?	4	3	2	1
3. Do you withhold comments about the person's idea until he/she is finished expressing the idea?	4	3	2	1
4. Can you listen even though you think you know what he/she is about to say?	4	3	2	1
5. Can you listen non-judgementally, even if you do not like the person who is talking?	4	3	2	1
6. Do you stop what you are doing and give your full attention when listening?	4	3	2	1
7. Do you give the person appropriate eye contact, head nods & non-verbals to indicate you are listening?	4	3	2	1
8. Do you listen fully regardless of the speaker's manner of speaking (grammar, accent, words, etc...)	4	3	2	1
9. Do you question the person to clarify his/her ideas more fully?	4	3	2	1
10. Do you restate/paraphrase what is said and ask if you got it right?	4	3	2	1

**TOTAL SCORE** \_\_\_\_\_

36-40 Outstanding Listener

30-35 Good Listener - put more effort into attention and suspending judgement

26-29 Need Work - what pay-off would you get from improving

0-25 Ask if you were really serious about taking this test. What can you gain by improving

## Communication Tactic 3

# Polish Sending Skills

1. Use “I”-messages not “You”-messages
2. Focus on issues, not personalities
3. Describe behavior, do not add interpretations or assign motives
4. Be consistent with verbal and non-verbal language
5. Be specific and give clear examples

# Communication Tactic 4

## Use Clarifying Language

### The Concept:

Use I-messages to reflect back what was heard, ask for verification, and/or validate agreed-upon follow up.

### Specific Clarifying Language

What I am hearing you say is that you are angry with Mr. Jones because he was late and he was unwilling to explain to you why.

If I am understanding you correctly, you are considering leaving your position because you feel unappreciated?

So what we have agreed to do is meet next wednesday at 4 pm at Grinder's to discuss your goals for the next quarter. Is that correct?

Based on what I heard you just say, are you feeling confused by my letter?

**Communication Tactic 5**  
**Become Techno-Savvy**

**Let's Talk Technology**

# 5 External Obstacles to Effective Communication

Scoring:      1 = I really struggle with this      5 = Not an issue for me

Being Non-Systematic	1	2	3	4	5
Lack of Appropriate Frequency	1	2	3	4	5
Lack of Follow-Through	1	2	3	4	5
Lack of Access to Technology	1	2	3	4	5
Other People's Internal Issues	1	2	3	4	5

Remember, a person in **Champion mode**, is able to honestly admit when a skill is under-developed. He or she will actively seek new knowledge and polish that skill. The result will be professional growth and more success, individually and as a team member.

Areas of communication growth potential for me identified above:

---

---

---

---

# Communication Tactic 6

## Be Systematic

# WHY?

### 3 Good Reasons:

People Like Understandable Structure

Demonstrates Leadership

Helps People to Plan

- 
- Meetings
  - Email
  - Performance Reviews
  - Newsletters
  - Planning Procedures

# Communication Tactic 7

## Use Strategic Frequency

MOTIVATION

CRITICAL INFORMATION

CREATING BUY-IN

# Communication Tactic 8

## Follow-Up Urgently

WHEN?

HOW?

TO WHOM?

WHAT FORM?

**Communication Tactic 9**  
**Work With What You Have -**  
**Plan For What You Want**

**Communication Tactic 10**  
**Serve Your Cause - Not Personalities**

- Listen to those who are informed and reasonable
- Communicate with everyone
- Build consensus the best you can
- Take action, inform on progress regularly
- Publicly & privately praise those who help

# POWER CHECKLIST

- I will increase my Emotional Intelligence.
- I will improve my ability to listen objectively.
- I will polish my “sending skills”.
- I will learn to use clarifying questions.
- I will become more Techno-Savvy.
- I will become more systematic with my communication.
- I will use communication frequency more strategically.
- I will follow-up more urgently.
- I will work with what I have and plan for what I want
- I will focus on my cause and not personalities

## 20 Recommended Resources for Evolving Professionals

Compiled by Michael J. Dunphy, Ph.D., The Mike Dunphy Group, [www.mikedunphy.com](http://www.mikedunphy.com)

1. **The Seven Habits of Highly Effective People: Powerful Lessons in Personal Change.** Stephen R. Covey. Fireside Press, 1990 (ISBN 0-671-70863-5)
2. **The Power of Focus.** Jack Canfield, et al. : HCI Publications, 2000 (1-55874-752-4)
3. **A Passion for Excellence: The Leadership Difference.** Tom Peters and Nancy Austin. Warner Books, 1989 (ISBN 0-446-38-639-1).
4. **Emotional Intelligence.** Daniel Goleman. Bantam Books. 1995. (ISBN 0-553-09503)
5. **Time Management from the Inside Out.** Julie Morgenstern. Owl Books, 2000 (ISBN 0805064699).
6. **Executive EQ: Emotional Intelligence in Leadership & Organizations.** Robert Cooper and Ayman Sawaf. Grosset/Putnam Publishers, 1996. (ISBN 0-399-14294-0).
7. **What to Say When: A Complete Resource for Speakers, Trainers & Executives.** Lilly Walters. McGraw Hill, 1995. (ISBN 0-07-068038-8).
8. **How to Win Friends and Influence People.** Dale Carnegie. Pocket Books, 1998 (ISBN 0-671-02703-4).
9. **Raving Fans: A Revolutionary Approach to Customer Service.** Ken Blanchard and Sheldon Bowles. Morrow Publishing, 1993. (ISBN 0-688-12316-3).
10. **Effective Meetings: The Complete Guide.** Clyde Burleson. Wiley Publications, 1990. (ISBN 0-471-50844-6)
11. **Organized to Be Your Best,** 2nd Edition. Susan Silver. Adams Hall Publications, 1991. (ISBN 0-944708-23-4)
12. **Failing Forward.** John C. Maxwell. Nelson Publishing, 2000, Nashville (0785274308)
13. **Verbal Judo: The Gentle Art of Persuasion.** George Thompson and Jerry Jenkins. Quill Publishing, 1993. (ISBN 0-688-13786-5)
14. **Body for Life.** Bill Phillips and Michael D'Orso, Harper Collins Press. 1999
15. **Strictly Business Body Language: Using Non-Verbal Communication for Power & Success.** Janet Hargrave, Kendall/Hunt Publishing. 2001 (ISBN 0-7872-8477-7)
16. **Love 'Em or Lose 'Em: Getting Good People to Stay.** B. Kaye & S. Jordan-Evans, BK Books, San Francisco, 1999 (1-57675-073-6).
17. **The OZ Principle.** R. Conners, et al., Prentice Hall Pub, NY, 1997 (0-73520043-2)
18. **The FIVE Dysfunctions of a TEAM.,** .Patrick Lencioni, Jossey-Bass Publishers, 2002, (0-7879-6075-6)
19. **The Wisdoms of Teams.** Jon Katzenach and Douglas Smith., Harper Collins Publishers, 2003, (0-06-052200-3)
20. **The Power of Full Engagement.** Jim Loehr and Tony Schwartz. Free Press. 2003.

Bits & Pieces: [www.bp-mag.com](http://www.bp-mag.com) (ragan Publishing)