

Effective Communications for Important Outcomes

**Virginia Bankers Association
Executive Leadership Institute**

April 14-16, 2021

Expectations

- Level of listening - Olympic listening
- You may have had some of this...timing, repetition, and experience change the learning
- Adults learn by participating

Expectations

- Discussion of change for yourself, not others
- No one is broken... this is about taking a step that other successful people take

Expectations

- “I am a Beginner.” Be curious - don’t critique/judge/assess what is happening – that is how smart people fail to succeed at continuous improvement or new ways of thinking. (It’s not wrong, it’s just not useful.)

Expectations

- Confidentiality
- Respect
- Being present
 - All sessions
 - Video turned on all the time
 - Cell-phone / e-mail silenced
 - Fully engaged

Expectations

- We are a laboratory for the work we are talking about it. For example, you are our partners for meeting the objectives.
- *Others?*

Objectives

- To identify areas that are challenging in the realm of communication – and ways to overcome those challenges
- To explore new ways of communicating that achieve outcomes and also preserve/improve relationships
- To build skills that will result in more efficient, effective conversations, meetings, emails, and presentations

Why Does Candor Matter?

Why Do These Matter?

- Leadership
- Focus
- Velocity of results
- Improved relationships
- *Others?*

“Conflict is inevitable, but combat is optional.”

~ Max Lucade

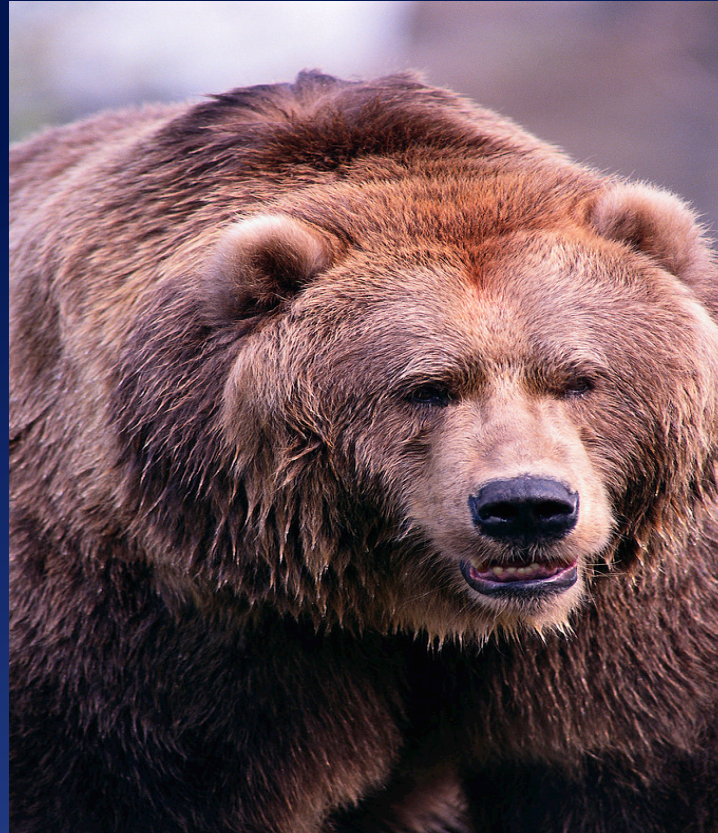
Definition

Conflict:

A state of disagreement and disharmony

Our Origins Dictate

- Fight
- Flight
- Freeze



In Today's World

- Still react physiologically with
 - Fight
 - Flight
 - Freeze
- Current words for these may be
 - Confront
 - Concede
 - Avoid

What Happens

- Confront
- Concede
- Avoid

Confront

- Things may get worse
- May be rejected or attacked
- Hurt others in a way you didn't intend
- Relationship may suffer
- *Others?*

Concede or Avoid

- Taken advantage of
- Feelings fester
- Wonder why you didn't stick up for self
- Rob others of opportunity to improve
- *Others?*

A Different Approach

- Treat it like a Learning Conversation
- Rather than Confront, Concede or Avoid
.....Seek to Clarify

A Different Approach

Confront

Clarify

Concede



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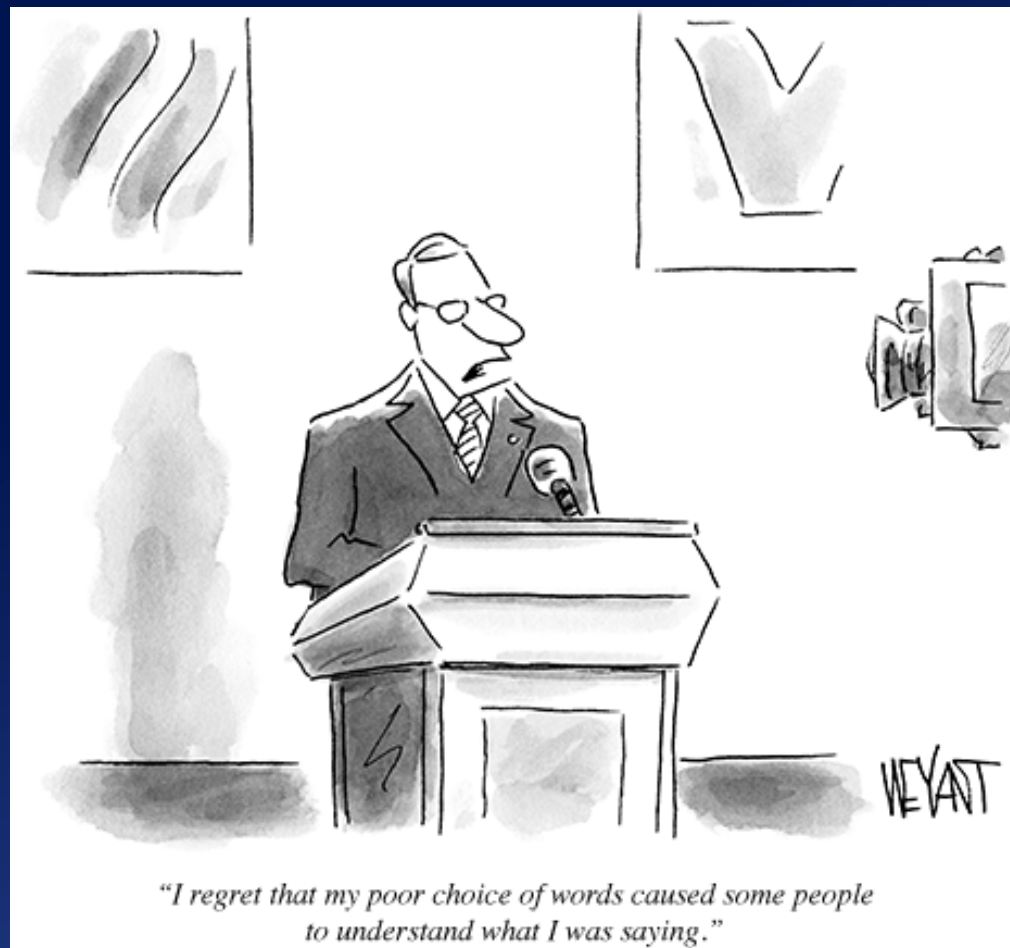
“Would you please elaborate on ‘then something bad happened’?”

“Conflict is the beginning of consciousness.”

~ M. Esther Harding

Clarify

- Requires getting the “wrong” out
 - I’m to blame
 - You’re to blame
- Requires getting the emotion out
 - Fear
 - Anger
 - Worry



Candor Quiz

Survey Says....

Score of 0-3: Candor Challenged

You find yourself struggling to be candid at times when you or others desire candor. Aim to be more candid more of the time.

Score 4-7: Candor Capable

You are capable of candor. In some cases it comes naturally; in others you may find yourself challenged. Work on being more consistently candid.

Score 8-10: Candor to the Core

Congratulations! You are consistently candid. Now, strive to create a culture of candor.

“A great deal of talent is lost to the world for the want of a little courage.”

- Sydney Smith

How Can Leaders Cause Candor?

5 Ways to Cause a Culture of Candor

How Can Leaders Cause Candor?

1. Be vulnerable

How Can Leaders Cause Candor?

2. Remind others to be forthright

How Can Leaders Cause Candor?

“I am a firm believer in the people. If given the truth they can be depended upon to meet any national crisis. The great point is to bring them the facts”

- Abraham Lincoln

How Can Leaders Cause Candor?

3. Move from “No Mistakes” to “No Surprises”

How Can Leaders Cause Candor?

4. Ask for feedback...and listen

How Can Leaders Cause Candor?

5. Say “I don’t know” more often when it is the truth.

Communications

Communicating With Purpose and Power

Setting Purpose and Power

Meeting Tool:

The Six Thinking Hats by Edward de Bono

Key Elements with Candor

- Listen
- Remove judgment
- Be intentional about our objectives and purpose

MLK's Letter from a Birmingham Jail

Read by Friday's Session

Listening

The Art Of Listening

“When people talk, listen completely. Most people never listen.”

~ Ernest Hemingway

PEANUTS CLASSICS By Charles M. Schulz



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2 Minute Drill

Choice Map

Conversations

What Are Difficult Conversations For You?

What Keeps Important Conversations From Happening?

What Would Be Ideal?

When Do You Have Very Direct Conversations?

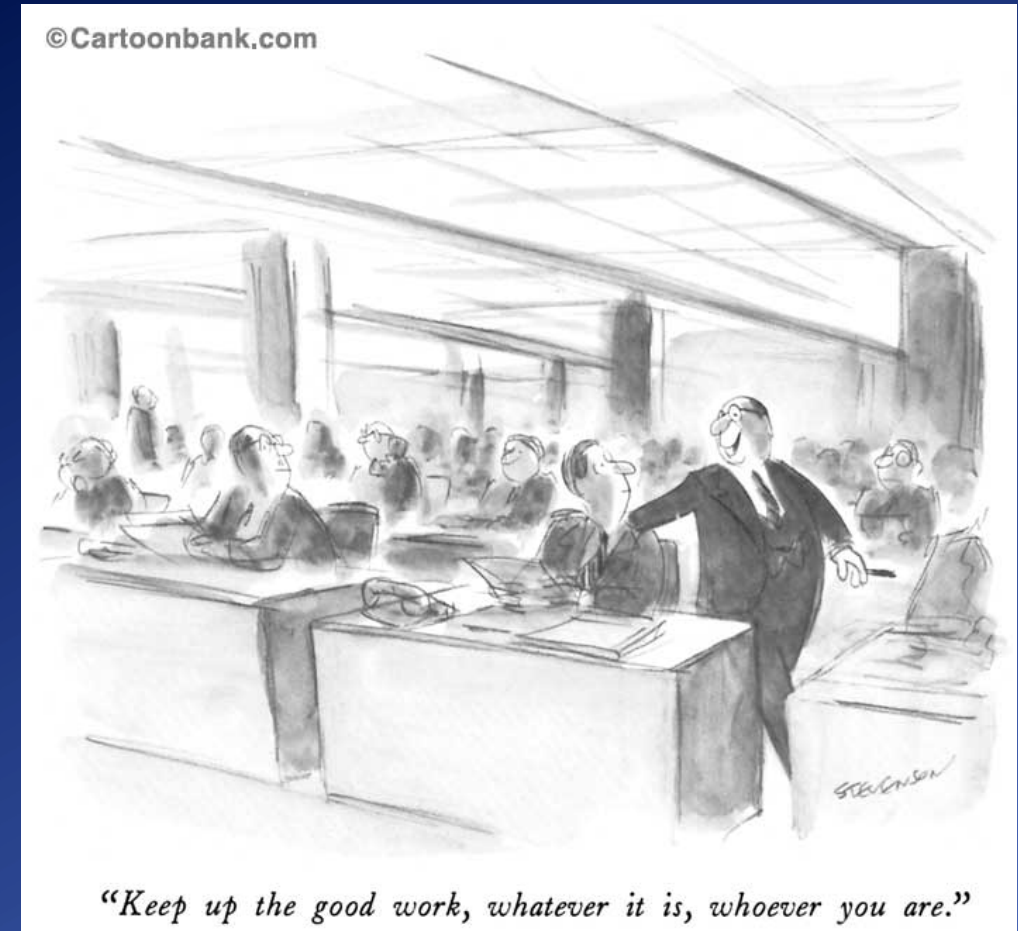
Partner Exercise

It Will Get Clearer As You Practice

Try New Thinking

The DIRECT Model

- Committed to their success – authentically



The DIRECT Model

- Stick with the facts
- Prepare and practice
- Provide context
- Ask what they've heard
- Share your fears/vulnerabilities

The DIRECT Model

- Don't let the idea of “not having enough time” get in your way
- Take out the “judgment” and the wrong...
- Bring forth your contributions
- Get complete

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

~ George Bernard Shaw

The Power Of Preparation

Setting Objectives

Rather than what is “true” – focus on what is important

Setting Objectives

- *Gettysburg*

Giving Scenario Feedback

EARN the Right to Correct P-Q-P

- P-raise
 - Specific
 - Enthusiastic
- Q-uestions
 - Self-correction
 - What about, what if...
- P-olish
 - Earned the right to correct

“The power of curiosity is this ability to make you more humble in the face of what you don’t know. To mitigate fear, if you approach something from the perspective of curiosity, you’re not afraid of what you don’t know.”

~ Dr. Shannon Minifie

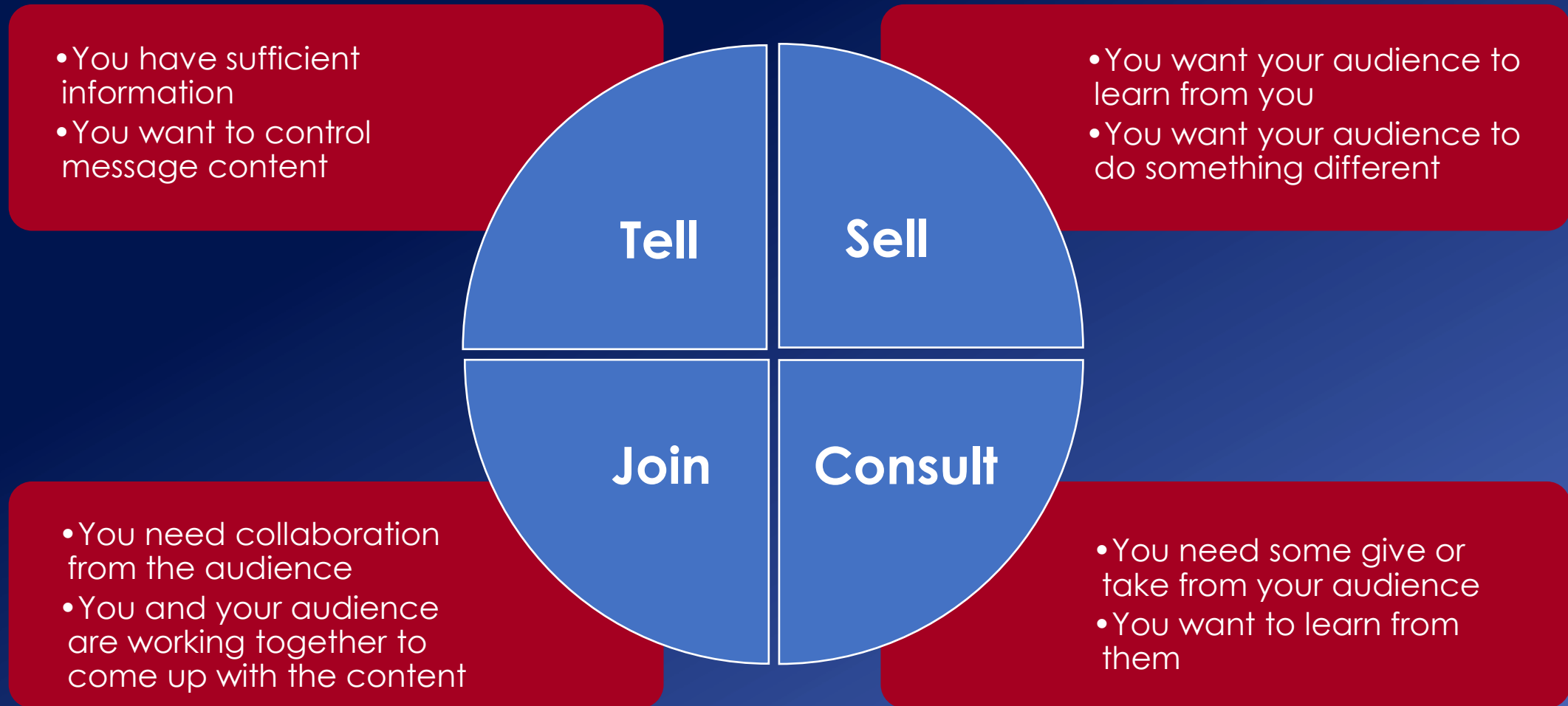
Scenarios and Debriefs

Scenarios #1 through #9

Effective Writing and Speaking

Communication Objectives

adapted from Munter and Hamilton, *Guide to Managerial Communication*, 2012



What Matters?

- Writing - Macro :
 - Set objective (s)
 - Know your audience: WIIFT
 - BLUF
 - Less is more
 - E-mail subject line is most critical

Adapted from : Munter, M. and Hamilton, L., Guide to Managerial Communication, Pearson, 2014

Strengths and Weaknesses of WriteTypes

<i>Type</i>	<i>IS:</i>	<i>IS NOT:</i>
ST Technical	<i>Accurate, Logical, Concise</i>	<i>Warm, Conceptual, Creative</i>
SF Correspondent	<i>Warm, Accurate, Concise</i>	<i>Logical, Creative, Conceptual</i>
NF Creative	<i>Warm, Conceptual, Creative</i>	<i>Accurate, Logical, Concise</i>
NT Strategic	<i>Logical, Creative, Conceptual</i>	<i>Warm, Accurate, Concise</i>

What Matters?

Writing - Micro :

- Spelling and grammar check
- Read the content from end to beginning
- Find/Replace for errors you know you make
- Change font and reread

Bad E-mail Example

MLK's Letter from a Birmingham Jail

What Matters Most

Cialdini's *Science of Persuasion*

What Matters?

- ORGANIZATION

- Clear opening that grabs audience attention
- Clear main ideas and supporting points
- Supporting evidence to the main points
- Logical flow of ideas and concepts
- Uses effective transitions between topics
- Clear and effective summary of presentation
- Strong, memorable ending

What Matters?

- 60 - 80 % nonverbals
 - Use of space
 - Voice/tone
 - Gestures/engagement
 - Lead-in and wrap-up

What Matters?

- Your speaking:
 - Primary and recency effects
 - Continuous engagement
 - Perceive it as a conversation

MLK's *I Have a Dream* speech

PRESENTATION SKILLS

What Matters?

- VISUAL AIDS
 - Easy to read and understand
 - Appropriate quantity
 - Relevant to presentation
 - Maintain professionalism of words, fonts and pictures, yet light moments
 - Add impact to presentation

PRESENTATION SKILLS

- Your speaking:
 - Volume matters
 - Tell them what you will do, then do it, then remind them
 - Disclose what you considered and discarded and why

CAPSTONE EVALUATIONS

ORGANIZED PRESENTATION

- Clear opening that grabs audience attention
- Clear main ideas and supporting points
- Supporting evidence to the main points
- Logical flow of ideas and concepts
- Uses effective transitions between topics
- Clear and effective summary of presentation
- Strong, memorable ending

CAPSTONE EVALUATIONS

CONTENT

- Accurate and well-thought-out assessment of current situation
- Solid strategy for 3 -12 months
- Clear explanation of the strategy to Board Members/panel
- Plans well-defined and within acceptable timeframes
- Clear communication to all important members of team and within the bank
- Expected accountability/results stated
- Structures in place to guarantee results
- Decisions are strategic

CAPSTONE EVALUATIONS

VISUAL AIDS

- Easy to read and understand
- Appropriate quantity
- Relevant to presentation
- Maintain professionalism of words, fonts and pictures, yet light moments
- Add impact to presentation

CAPSTONE EVALUATIONS

DELIVERY OF PRESENTATION

- All members of team participate
- Preparation evident
- Establish and maintain eye contact
- Variety of vocal tones
- Respectful, attentive body language
- Language appropriate to group
- Use appropriate pauses to ensure understanding (minimal “ahs, okays”)

CAPSTONE EVALUATIONS

- What was most impressive about this team's presentation?
- If you could make one improvement to the team's overall effort, what would you suggest?

PRACTICE, PRACTICE, PRACTICE

Next Steps

- Complete Capstone presentation
- Prepare for Conversations for Completion, and for graduating each other
- Coaching 1:1, **optional**
- Hot Button Quiz: <https://www.leadershiptraction.com/hbas.html>
- May Session:
 - Wed: Practice Capstone, receive feedback
 - Thursday: Team Problem-Solving Simulation, Conversations for Completion
 - Friday: Capstone Presentations and Graduation

Evaluation