

Communicating with Purpose



**"The basic building block of good communications is the feeling that every human being is unique and of value."
— Unknown**

Agenda

Project Leadership Communication:

Talking

Listening

Engaging

Bonus: Project Leadership Tip

“We have two ears and one mouth so that we can listen twice as much as we speak”. Epictetus

TALK!

- Communication CPR: Context, Purpose, Results
- For best results, be clear about your:
 - **Purpose** (why)
 - **Content** (what)
 - **Medium** (who and how)



The *Goldie Locks* Zone

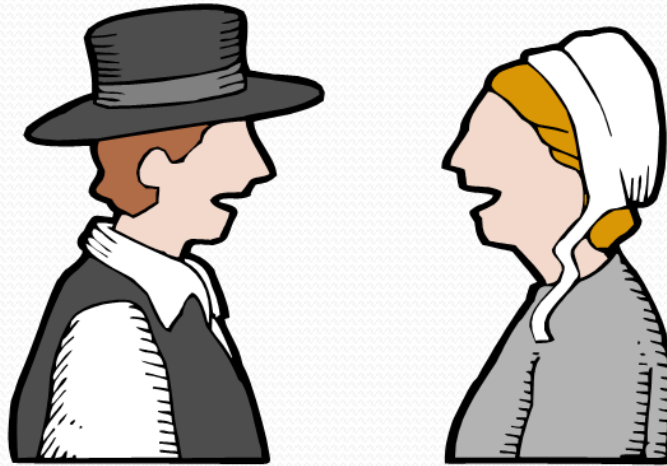
Want to be heard? Communicate Just Right!

- Too much (unclear, irrelevant) – wastes precious time, adds stress
- Too little – ‘keeps us in the dark’, adds stress, insecurity, lack of trust, low morale



People rarely bite!

- Do discern issues requiring a “human moment”



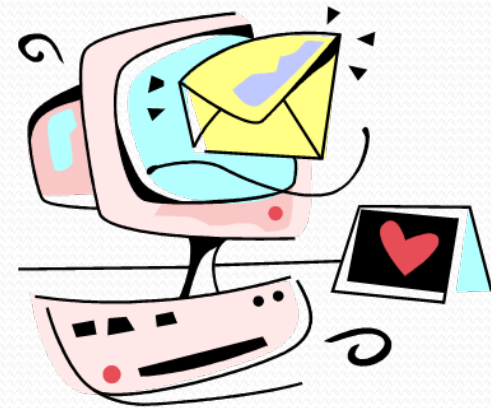
- Don't use technology to *avoid* human interaction!

F2F & FB: When, How and Why

- Electronic communication is best when_____
- Face-to-face communication is best when_____



OR



Your team can't read your mind! (would you really want them to?)

Do you believe 'at their level you should not have to tell them, hold their hand'?

Do you want to be right or have it done right?



LISTEN!

- Why is listening so **challenging**?
- Why listen? WIIFM?
 - Listening is an act of superior leadership
 - For clients and employees,
being heard = caring
 - Listening is a powerful tool when
solving problems with your team, clients

Are you listening or just waiting to talk?

- It's not *only* about you!
- Misconception: communication="what *I* have to say"



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LISTENING IS AN ACT OF SUPERIOR LEADERSHIP

- Supports **coaching, mentoring**, relationship development (and the #1 and #2 enemies of effective listening are...?)
- Essential for performance feedback and **partnering** to improve performance
- Prompts to confirm **“we are on the same page”** or to clear up potential misunderstandings



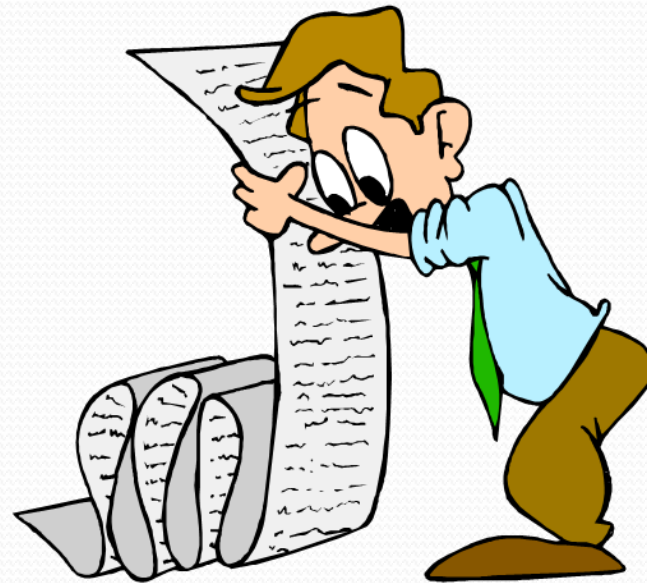
How to Listen: Do's and Don't's

- Do **suspend judgment**
- Do **restate** what you heard in your own words
- Do **listen with curiosity** - gain trust, confidence of clients, employees, colleagues
- Do **test your understanding**, don't be afraid to ask!
Check out your assumptions



How to Listen: Do's and Don't's

- **Don't** multitask ('yes of course I am listening!')



- **Don't** devalue the other's ideas, wants and concerns

What To Listen For

- Viewpoints
- Text, context, subtext:
 - **Words** (content)
 - **emotions** behind the words
 - **key points** that may need further explanation, probing
- Value in what you're hearing
- Body language



Obstacles To Listening

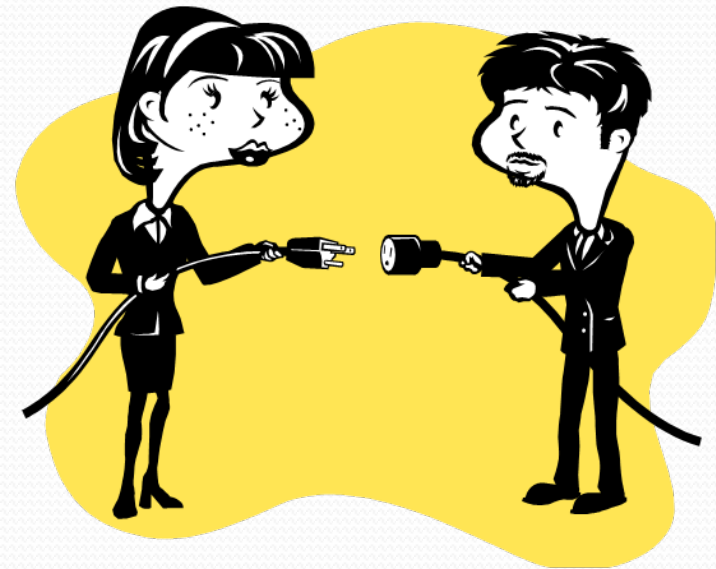
- **Advising:** “I think you should...”
- **Diverting:** “That reminds me of the time...”
- **Shutting down:** “Cheer up. Don’t feel so bad.”
- **Interrogating:** “Why didn’t you...”,
- **Judging and criticizing:** “You are dead wrong!”
- **Deflating:** “Is that really necessary?”

- Hearing what you want to hear

- Failing to listen to the whole message

ENGAGE!

- Engage **verbally and non-verbally** (probing questions, eye contact, etc.)
- **Connect** before launching into content:
 - To build trust and respect
 - To engage with people whose thinking, communication styles differ from yours



Engage Your Team!

- Create an environment that unlocks their **wisdom and knowledge**
- Ask “how can **we** best implement...”
 - Keep asking until team arrives at a solution
- Inquire with openness and curiosity
 - Welcome input
 - Acknowledge value



Engage Your Team!

- Engaged teams = **accountable teams**
- Beware of management capabilities getting in the way of leadership effectiveness
- Model learning, risk taking and professional growth



A Bonus Project Leadership Tip

Question: What is the antidote to “What have I accomplished today?”

Answer: Practice regularly noticing, acknowledging, celebrating wins - your own and your team's!



Communication 101: Mini Practice

- *What (one thing) did you find most valuable in this presentation?*
- *What did you find most challenging in this presentation*
- *Why is that so?*

Practice leadership communication skills:

- **Reflect** in your own words what you heard
- **Inquire** while encouraging telling
- **Tell** while encouraging asking questions
- **Listen** with intent to understand

Program Debrief

What - What did we do?

So What - What did I learn about myself?
(Reactions? Feelings? Thoughts?)

Now what - How will I apply this?



"Developing excellent communication skills is absolutely essential to effective leadership. The leader must be able to share knowledge and ideas to transmit a sense of urgency and enthusiasm to others. If a leader can't get a message across clearly and motivate others to act on it, then having a message doesn't even matter."
— *Gilbert Amelio - President and CEO of National Semiconductor Corp.*