ICAB Leadership Group Retreat

Friday, February 20, 2015
Crystal City Gateway Marriott
Alexandria, Virginia, USA
Workshop Outline

• Leadership and Communication Style
• Effective Communication
• Gathering Information
• Active Listening
• Rituals of Leadership
• Assertiveness Training
LEADERSHIP AND COMMUNICATION STYLE

Leslie Raneri
Activity: Stand by Your Quote
8 TYPES OF LEADER

VISIONARY

FOLLOW ME!
Ooh, wait,
a shiny new thing

OPERATOR

SORRY, OUR
PLAN DOESN'T
SPECIFY BATHROOM
BREAKS

COMPROMISER

MAYBE WE
SHOULD JUST TAKE A VOTE

DRILL SERGEANT

WHEN I SAY JUMP, YOU SAY HOW HIGH

CHEER LEADER

YOU GUYS WANT PIZZA?

PARROT

OUR STRATEGY IS WHOEVER I TALKED TO LAST

WIND BAG

BLAH BLAH BLAH BLAH BLAH BLAH BLAH BLAH

COACH

PLAY HARDBALL AND GIVE IT 110%
Relater or Harmonizer

• Values acceptance and stability
• Dislikes change
• Relationship oriented network builder
• Easy-going good listener
• Concerned for others feelings
• Friendly and sensitive
Expresser or Entertainer

• Values enjoyment for everyone
• Full of ideas
• Talkative and open
• Flexible, bored with routines
• Intuitive, creative and spontaneous
• Celebration oriented
Analyzer or Assessor

• Values accuracy
• Plans thoroughly before acting
• Prefers to work alone
• Quick to think but slow to speak
• Organized, cautious, and logical
• Idea oriented
Driver or Commander

- Values getting the job done
- Decisive risk taker
- Take charge delegator
- Private
- Fearless
- Competitive and efficient
- Results oriented
DEVELOPING EFFECTIVE COMMUNICATION SKILLS

Steven Mphonda
Activity: Peanut Butter and Jelly
TRUE LOVE
Communication

• The act or process of using words, sounds, signs, or behaviors to express or exchange information or to express your ideas, thoughts, feelings, etc., to someone else.

• It is a complex two-way process that can involve several iterations before mutual understanding is achieved.
Communication

• The ability to communicate is an essential life skill and one that can be continually developed.

• Individuals who are good communicators find it easy to develop empathy and trust with others.

• These people adapt their style of communication to suit the audience and situation they are presented with.
Goals of Communication

• **To inform** – you are providing information for use in decision making

• **To persuade** – to reinforce or change a belief about a topic

• **To build relationships** – some messages that you send may have the goal of building good will between you and the other person.
Types of Communication

• Verbal: Communication through language
• Nonverbal: Communication other than through spoken language
  – Body language and posture
  – Eye contact
  – Mannerisms
  – Proxemics
• Paraverbal: How you say it.
  – Voice qualities/voice tone/volume
  – Rate of speech (how fast or slow one talks)
  – Rhythm of voice/inflection
Types of Communication.....

• Most communication is a combination of these elements.
• By understanding how to use these elements effectively you can improve the way you communicate and achieve the best outcome for any situation.
Basic principles of communication

• Whether speaking formally or informally, addressing a meeting, or writing a report, the basic principles of communication are as follows.
basic principles of communication

Know your audience

• Communication should always be packaged to suit the listener’s level of understanding.

Know your purpose and topic

• Make it clear whether you are delivering specific information, requesting information, or being social.

• Be aware of all the facts and details.
basic principles of communication

Anticipate objections and present a complete picture

• Objections often arise due to misunderstandings.
• Communicate the benefits for both parties.
• Support your statements with evidence (e.g. statistics or testimonials).
Communicate a little at a time, then check the listener understands

• Pause, ask questions, and give the listener an opportunity to ask questions.

Present information in several ways

• What worked for one listener/reader may not work for another.

Develop practical, useful ways to get feedback

• Feedback is the best way to evaluate the effectiveness of your communication.
Active Listening + Talking & Responding in equal parts creates Communication
Barriers to Communication

• Problems with communication occur when the way in which we express ourselves is not fully understood and appreciated by those we want to communicate with.

• Some of these differences are within our control, others are not, and being forewarned about such obstacles influences how successful your communications will be.
Barriers to Communication

Communication Barriers distort or destroy your message
Barriers to Communication

• One person has no interest in the conversation.
• You are not able to participate in the discussion due to lack of knowledge on the subject.
• Jumping to conclusions without waiting for the whole message.
• Fear of offending the other person by expressing your opinions.
Barriers to Communication

• You not feel comfortable sharing your feelings with the other person
• Messages do not come across to the listener in the way you intended.
• Not listening to the other person by allowing thoughts to wander, listening only to what you have to, filtering out what is not important to you, planning a response before the other person has finished speaking.
Barriers to Communication

• Spending more time arguing or debating along with put-downs and sarcasm.
Communication Failures Cause

- Inefficiencies
- Lowered productivity
- Poor coordination and cooperation
- Damaged personal image
- Frustration, hostility
Communication Failures Cause

• Dissatisfaction with others
• Lowered morale/team spirit
• Conflicts and arguments
• Lower self esteem and confidence
• Loss of relationships
Ways to Improve Communication

• Encourage feedback - Listen to what others have to say, good or bad

• Listen - Make an effort to listen to what the other person is saying

• Reduce misunderstandings – *Meanings are not in words, but in people* – consider the message in relation to its source. *Different words mean different things to people. Keep this in mind when communicating with others.*
Ways to Improve Communication

• Understanding is the KEY to communication.
• Understanding requires *active listening*. 
Communication is a two-way process

Success is attained when

ALL parties involved have the SAME understanding of what has been communicated
THANK YOU
GATHERING INFORMATION

Marie Theunissen
Activity: Draw Like Me
Communication Trilogy

Mutual Respect

Gather Good Information

Give Good Information
Gather Good Information

• Explore by asking questions
• Affirm to show you’re listening
• Reflect your understanding
• Silence, listen some more
<table>
<thead>
<tr>
<th>Closed Ended</th>
<th>Open Ended</th>
</tr>
</thead>
<tbody>
<tr>
<td>When did that happen?</td>
<td>What led up to that?</td>
</tr>
<tr>
<td>Was your trip successful?</td>
<td>What did you manage to accomplish on your trip?</td>
</tr>
<tr>
<td>Did you like the candidate?</td>
<td>In what ways do you think that candidate meets our needs</td>
</tr>
</tbody>
</table>
Probing Questions

• Can you be more specific?
• Can you give me an example of that?
• What happened then?
• For instance?
• How does this affect you?
• What might cause that, do you think?
6 C’s of Giving Good Information

- Clear
- Concise
- Correct
- Complete
- Courteous
- Concrete
Give Good Information

- Use precise, memorable and powerful words
- Support your words with visual aids
- Give demonstrations
- Provide examples
- Use the other person’s language
Principles for Cooperative Communication

• Soften the you’s or change them into I to avoid sounding pushy
  – Instead of: “You’ll have to” say “Could you” or “Would you be able to.”

• Focus on the solution, not the problem
  – Instead of: “We’re out of skim” say “I will go to the shop for some milk.”
Principles for Cooperative Communication

• Turn can’ts into cans
  – Instead of: “We can’t do that until next week”, say “We’ll be able to do that next week.”

• Take responsibility – don’t lay blame
  – Instead of: “It’s not my fault”, say “Here’s what I can do to fix that.”
Principles for Cooperative Communication

• **Say what you want**, not what you don’t want
  – Instead of: “Don’t drive too fast”, **say** “Drive carefully.”

• **Focus on the future**, not the past
  – Instead of: “I’ve told you before not to”, **say** “From now on”

• **Share information** rather than argue or accuse
  – Instead of: “No, you’re wrong”, **say** “I see it like this.”
ACTIVE LISTENING

Ernest Moseki
Steps to Effective Listening

• Face the speaker and maintain eye contact.
• Be attentive, yet relaxed.
• Keep an open mind to the speaker’s message – try to feel what the speaker is feeling.
Steps to Effective Listening

• Listen to the words and try to picture what the speaker is saying.
• Do not interrupt and do not impose your "solutions."
• Wait for the speaker to pause to ask clarifying questions - ask questions only to ensure understanding of something that has been said.
Steps to Effective Listening

• Give the speaker regular feedback, e.g., summarize, reflect feelings, or simply say "uh huh."

• Pay attention to nonverbal cues -- to feelings, tone of voice, inflection, facial expressions, gestures, posture.

• Be aware of potential barriers that impact your ability to listen effectively.
Barriers to Listening

• Past experiences that influence our reaction to the speaker or the message
• Worry, fear, anger, grief and depression
• Individual bias and prejudice
Barriers to Listening

• Semantics and language differences
• Noise and verbal "clutter"
• Preoccupation, boredom and shrinking attention spans
Active Listening

Questions active listeners ask themselves:

1. What key point is the speaker making?
2. How does this fit with what I know from experience?
3. How can this information benefit me?
Non-Verbal Communication

• Turn your body and tilt your face toward the speaker.
• Maintain good eye contact
• React to the speaker by nodding your head.
Acknowledgement

• Listen and acknowledge what you hear the speaker saying.
• Acknowledging the speakers thoughts and feelings does not mean that you agree with the speaker’s opinions.
• Your ability to acknowledge allows the speaker to feel a sense of satisfaction of being understood.
Reflecting

• Paraphrase and reflect back what you've heard the speaker say.
• Affirming to the speaker and elaboration.
• Meaningful exchanges are built on feedback.
• To accurately feedback a person's thoughts and feelings, you have to be consciously listening.
• Try to experience what the speaker is describing,
THE EIGHT RITUALS OF LEADERSHIP

Ujwala Kadam
Activity: Leaders You Admire
Manage by Mind, Lead by Heart

• Visionary leaders deeply connect with one’s followers
• Let your humanity shine at work, treat people with courtesy and kindness
• The practices:
  – Promise-keeping
  – Aggressive listening
  – Truth telling
Reward Routinely, Recognize Relentlessly

• Be a great teacher and a great coach
• Reward and recognize regularly, give genuine appreciation
• The practices:
  – hunt for good behavior
  – create and sustain symbols of victory and team traditions
Surrender to Change

• Develop the discipline of managing the unexpected
• Champion constant intellectual development and skills improvement
• Believe there is joy in change
• The practices:
  – become massively competent
  – move from learning to doing
  – inspire positive attitudes to the opportunities that change presents
Focus on the Worthy

• The secret of personal effectiveness is concentration of purpose
• The art of getting things done lies in knowing what things need to remain undone
• If you do not lead your time, it will lead you
• If your priorities do not get scheduled into our planner, other peoples’ priorities will get scheduled into your planner
Leader Lead Thyself

• All leadership begins within
• We see the world not as it is but as we are
• Never settle for mediocrity when you can attain mastery
• The practices:
  — personal renewal
  — abundant knowledge
See What All See, Think What None Think

• Create a workplace that liberates a natural endowment
• Shed the shackles of outdated ways of thinking and discover smarter ways of doing what you do
• Allow people to take risks and fail freely
• The practices:
  – create spontaneity and reward original thinking
  – make your workplace fun, create a playground of ideas
  – engage in creative questioning
Link Leadership to Legacy

• Focus on leaving a footprint and making a difference

• Leadership greatness comes by beginning something that does not end with you
ASSERTIVENESS

Sandra Boyd
Assertiveness

Assertiveness is the ability to express ones feelings and assert ones rights while respecting the feelings and rights of others.
Assertive Communication

• Assertive communication is appropriately:
  – Direct,
  – Open and honest
  – Clarifies ones needs to the other person.

• Natural to some, but can be learned.

• People who master assertiveness greatly reduce the level of interpersonal conflict
Aggressiveness vs Assertiveness

• Both types of behavior involve:
  – Standing up for one’s rights
  – Expressing one’s needs
• Individuals behaving assertively express themselves in ways that respect the others
• Assertive individuals assume the best about people, think win-win and try to compromise
Aggressiveness vs Assertiveness

- Individuals behaving aggressively will tend to employ tactics that are disrespectful, manipulative, demeaning, or abusive.
- Aggressive individuals make negative assumptions, think in retaliatory terms, or don’t think of the other person’s viewpoint.
- Create unnecessary conflict.
Being Passive

• Passive individuals don’t adequately communicate feelings and needs to others
• Fear conflict
• Let their needs go unmet and keep feelings secret in order to keep the peace
• They let others win while they lose out
Scenario 1: Grocery Shopping
Scenario 2: Telephone Call
Benefits of Assertiveness

• Have fewer conflicts in their dealings with others
• Get their needs met and help others get their needs met
• Having stronger, more supportive relationships
Disadvantages of Aggressive

- Alienates others and creates stress
- Often avoided
- Tend to have a string of failed relationships and little social support
- Don’t understand it’s related to their behavior
- They often feel like victims
Disadvantages of Being Passive

• Avoid conflict by avoiding communication about needs and feelings
• Behavior damages relationships
• They feel like victims
• Become increasingly angry until become aggressive with other party
• Leads to hard feelings and weaker relationships
Activity: Navigating the Mine Field
BECOMING ASSERTIVE: Skills for Developing Assertiveness

Cheryl D. Cokley
Overview

Assertiveness Skills

Building Outline

• Human Rights
• Building Self Esteem
• Personal Problem Profile
  – Identify Problem Areas
  – Skills to Improve Assertiveness
Becoming Assertive

Assertive behavior is based on the belief that the person have the same rights, responsibilities and personal self-worth as other people.
Human Rights to All

The right to...

• ask for what we want (realizing that the other person has the right to say 'No')
• express our feelings, opinions and beliefs
• make our own decisions and to cope with the consequences
Human Rights to All

The right to:

• say 'yes' and 'no' for ourselves
• change our minds
• say "I don't understand"
• choose whether or not to get involved in the problems of someone else
Human Rights to All

The right to...
• make mistakes
• be alone and to be independent
• privacy
• be successful and to acknowledge it
• change ourselves and be assertive people
Building Self Esteem

• Self Respect
  – Acknowledge your strengths and recognize that you’ve done well

• Giving and Taking Compliments
  – Learn to accept your positive aspects and then acknowledge those aspects with others by accepting compliments.
Building Self Esteem

• Taking Risks
  – The more risks we take, the more our self-esteem increases
Personal Problem Profile
Identifying Problem Areas

In which particular situations or activities we would like to be more assertive?

– Friends of the same sex
– Friends of the opposite sex
– Intimate relations/spouse
– Authority figures
– Colleagues and subordinates
– Strangers
– Sales personnel/garage mechanics
– Waiters
– Neighbors
Building the Necessary Skills
Step 1: Broken Record

• The art of persistence is one of the most important aspects of being verbally assertive.
  – Be clear
  – Repeat over and over again
  – Stay calm
  – Be persistent
Step 2: Negotiation

Negotiation is about empathizing with the other person and coming to a workable compromise that jeopardizes neither your rights nor self-respect, or those of the other person.
Step 2: Negotiation

**EMPATHIZE** - try to really understand what it feels like to be in the other person's shoes. If they are showing any feelings acknowledge that you are aware of them

– ex: "I understand that:'
– "I can see this is important to you:'
Step 2: Negotiation

CLARIFY - make sure that you fully understand the other person’s reasoning, their position and their needs. If not, ASK.

KEEP CALM - if possible use anxiety management techniques to help prepare for difficult situations.
Step 2: Negotiation

**BE PREPARED** - do your homework thoroughly and be aware of any facts and figures that support your case.

**BE SPECIFIC** - don't get side-tracked by irrelevant issues or fall for 'red herrings'. Use the broken record to bring the discussion back to the main theme.
Step 2: Negotiation

COMpromise - don't be stubborn and wait for the other person to 'give in' first.
Step 3: Scripting (Preparation)

- Consider all aspects of the situation
  - the other person's feelings, wants and needs, their motivation and behavior.

- Plan what it is we want, what we want to say, how the other person might respond and how we would deal with any potential difficulties.
Step 3: Scripting (Preparation)

• Four Components of Scripting

  1. Explanation: briefly explain situation as you see it using facts
  2. Feelings: acknowledge and take responsibility for your own feelings while emphasizing with the feelings of others
Step 3: Scripting (Preparation)

Four Components of Scripting continued....

3. Needs: clearly express your needs towards resolution

4. Consequences: outline what will happen with successful co-operation or with unsuccessful co-operation
Step 4: Coping with Criticism

• Listen to the criticism
• Decide on the truth
• Respond assertively
Step 4: Coping with Criticism

• Put-downs are subtle forms of personal attack often disguised with humor which serves to confuse us about the real message being put across.
  – "You're a good driver for a woman!“
  – “That's pretty good for you!“
  – "You're very young to be a manager"
Step 4: Coping with Criticism

• Challenge the put down
  – Disclose your feelings about their comment
    • "I feel really hurt/offended about that remark"
  – Ask them what they mean
    • "I'm confused by what you said. Please explain"
  – Make a positive personal statement
    • "Yes, I am young to be a manager. I believe I've done well in my career"
Activity: Reach Out and Touch Someone
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