

Communication: The Key to Leadership Success

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Chancellor
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Today, we'll focus on two main topics

I. The Essence of Leadership

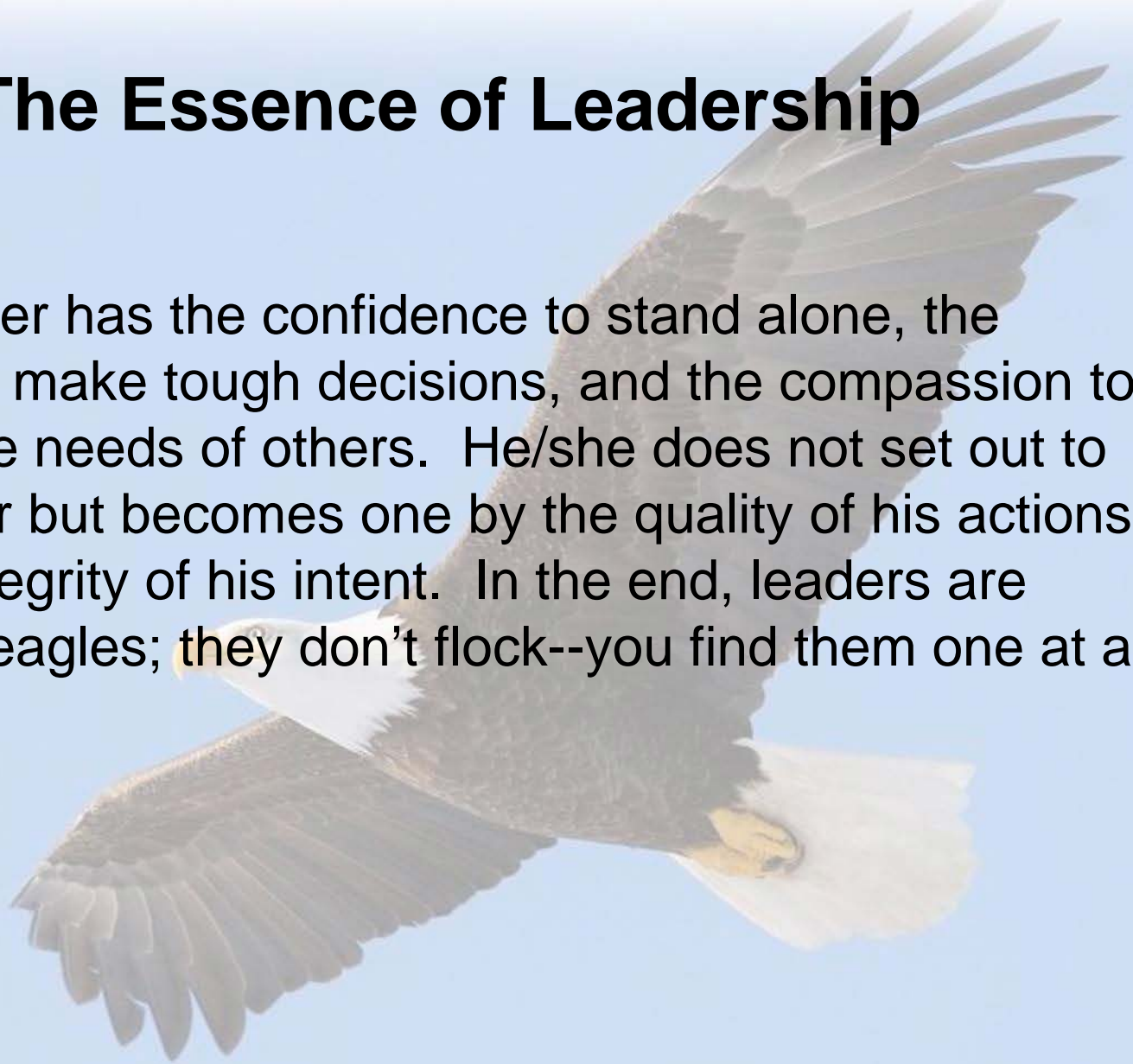
- Expectations of Leaders
- Developing Leadership Qualities
- Behaviors that Leaders Exhibit
- Managing Conflict
- Influencing and Developing relationships

II. Communication: The Language of Leadership

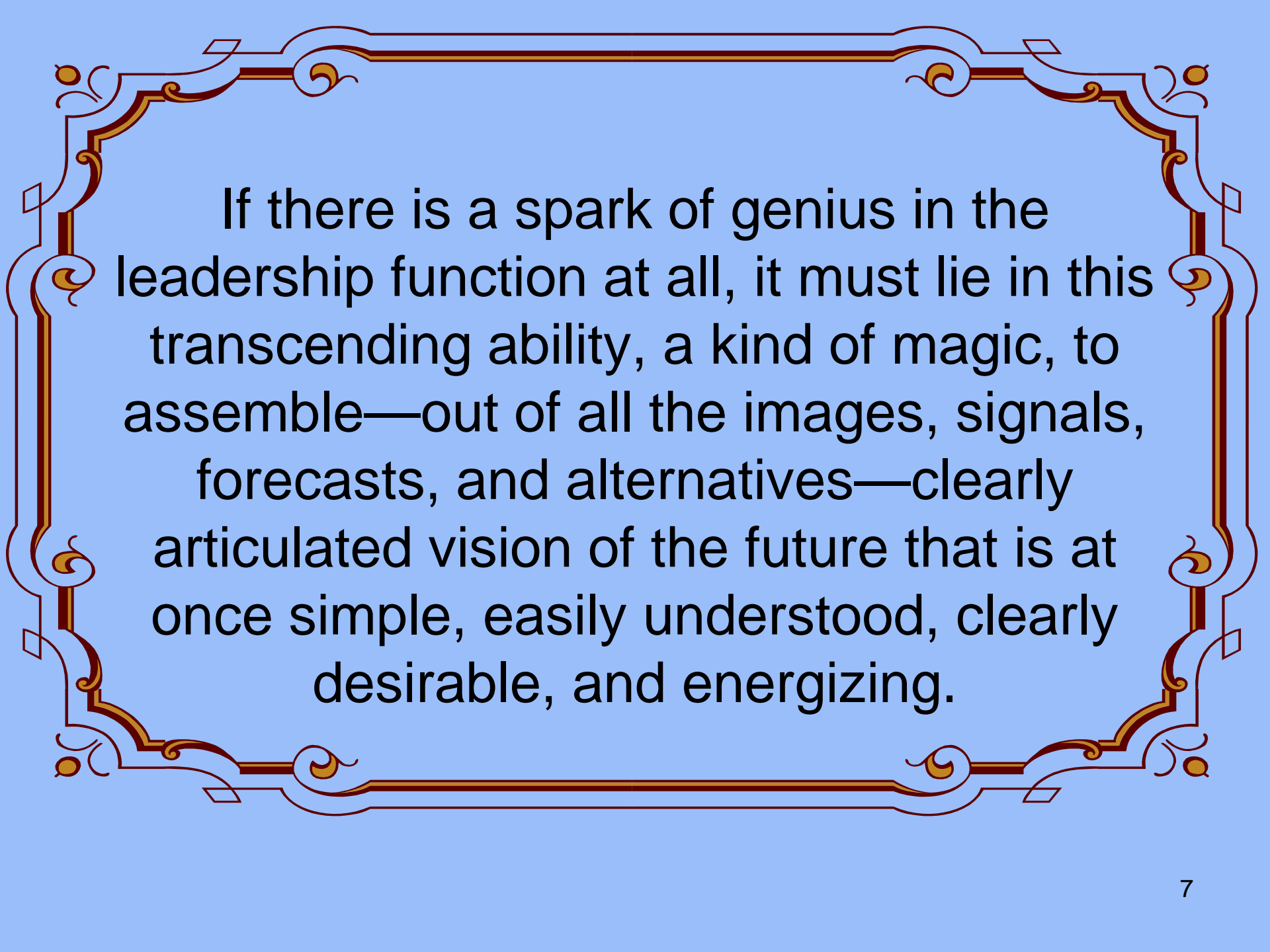
- Key Principles of Effective Communication
- Communication Skills
- Understand Your Audience
- Verbal Communication
- Non-Verbal Communication
- Written Communication
- Develop your message
- Feedback
- Follow-up

The Essence of Leadership

A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He/she does not set out to be a leader but becomes one by the quality of his actions and the integrity of his intent. In the end, leaders are much like eagles; they don't flock--you find them one at a time.



Expectations of Leaders



If there is a spark of genius in the leadership function at all, it must lie in this transcending ability, a kind of magic, to assemble—out of all the images, signals, forecasts, and alternatives—clearly articulated vision of the future that is at once simple, easily understood, clearly desirable, and energizing.

DID YOU KNOW?

2013

José Esteves



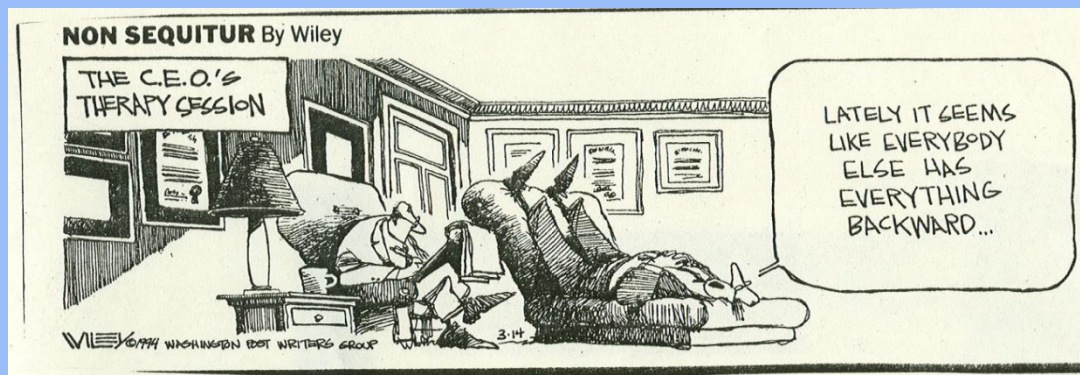
ShiftHappens



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Leaders

- Know what they want;
- Know they have a right to get it;
- Are articulate, logical and concise;
- Are sensitive, listen and hear what others say;
- Invite credibility; work hard to build “believability” and “trustworthiness;”
- Know how to deal with opposition;
- Know how to ask for, and go after, what is wanted;
- Know how to motivate;
- Know how to obtain resources, sell the mission, and promote excellence, responsiveness, and change;
- Understand that change processes are employee-driven; and
- Set tone for establishing partnerships in the local communities we serve.



Leadership Demands That Those Who Lead...

- Communicate constantly and forthrightly so people understand.
- Understand the culture of our colleges.
- Respect and preserve the good of the past.
- Lead in shaping the present and planning for the future.
- Understand when and where to change.
- Interpret the organization's culture and become a part of it.
- Help to clarify goals/standards/expectations on an ongoing basis.

Leadership Demands That Those Who Lead...

- Identify resources and barriers/constraints
- Provide the impetus to overcome barriers and constraints.
- Make a commitment to get it done.
- Persist until they succeed.

In other words, **LEAD!**

What Are The Most Important Functions of Leadership?

The ***main functions of leadership*** are to contribute to the achievement of the group goal and to help hold the group together.

- Envision and plan.
- Manage conflict.
- Inspire and empower others.
- Create alignment on goals and objectives.
- Develop relationships.
- Build trust and cooperation.
- Strengthen the organization.
- Encourage and facilitate learning.
- Obtain necessary resources and support.
- Develop and empower people.
- Initiate change.
- Follow through.

Leadership: Envisioning and Planning

Leaders possess vision that:

- Transforms purpose into action.
- Commits people to action.
- Drives a stake in the ground.
- Becomes a rallying point.



Leadership: Envisioning and Planning

Leaders plan to establish goals, identify resources and create goal-related tasks.

- Prioritize goals and tasks.
- Generate assignments and timelines.
- Establish evaluation methods.
- Identify courses of action.



Leadership: Inspiring and Empowering Others

Leaders work to inspire others.

- Work as a catalyst.
- Know that inspiration seldom comes from “one thing”.
- Allow you to employ various techniques.
- Give you “role power”.



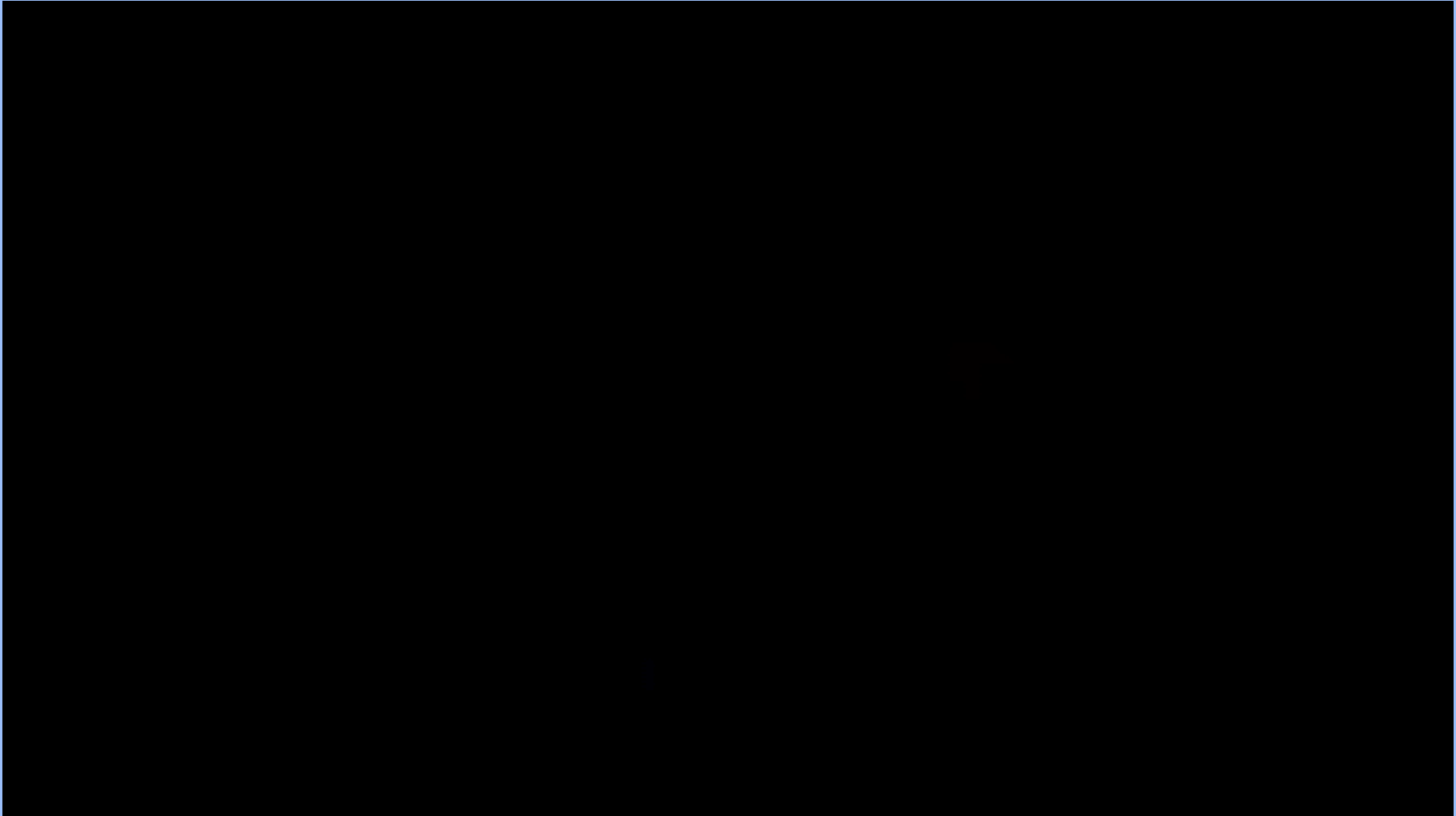
Leadership: Inspiring and Empowering Others

Leaders empower others by being an advocate, being present and communicating to the team its goals.

- Take an active role in helping to define the goals of the team.
- Use their skills to complement the skills of other members of the team.
- Take responsibility for the progress of the team.
- Willing to play the role of “devil’s advocate” when necessary.



Taking Non-traditional Pathways



Managing Conflict

Leaders Manage Conflict Every Day!

Leaders manage conflict and encourage others to understand different perspectives. Leaders:

- Are able to handle difficult people and tense situations tactfully.
- Are able to spot potential conflicts and help to de-escalate the situation.
- Encourage open discussion.
- Work for a win-win solution while maintaining high standards.

Types of Conflict

Many kinds of conflicts can occur. Conflicts can generally be classified into one of the following seven categories:

- Content
- Decisional
- Material
- Role
- Judgmental
- Expectancy
- Ego

“I” Message

Use I-messages as a dispute-resolution technique that can be used to state how one sees things and one would like things to be, without using inflaming language.

- Substituting the word “I” for the word “you” can improve communication.

I-messages are:

- Often used with the intent to be assertive without putting the listener on the defensive.
- A way to take responsibility for one’s feelings and express them without blaming someone else.

Barriers to Conflict Management

Some barriers to managing conflict in a productive way are:

- **Avoidance** – As was mentioned at the outset, people tend to have a negative attitude about conflict and therefore tend to avoid dealing with conflicts once they are perceived, hoping that the conflict will simply go away.
- **Non-assertiveness** – Not being willing to speak your own mind and allow others the same opportunity increases frustration and distorts communication.
- **Misanalysis** – Buying into someone else's conflict or failing to analyze what is actually in conflict causes inappropriate behavior and may cause us to apply the wrong management strategy. Not being able to correctly determine who owns the problem is also an example of misanalysis.
- **Escalation** – Becoming defensive and thereby escalating the situation to an ego conflict produces disastrous effects.
- **Dirty fighting** – Using strategies associated with nonassertive, passive-aggressive, or aggressive behavior promotes poor communication and leads to escalation.
- **Competing** – Failing to recognize that interpersonal conflict management requires cooperation and good will between the parties generally brings about competition among the individuals involved in a conflict. Rather than cooperatively seeking a “win-win” solution, people go after a “win-lose” answer and ultimately everyone loses.

Managing Conflict Requires:

- A desire to understand different perspectives until a solution emerges.
- Good listening skills and self-control
- An ability to:
 - ✓ Handle difficult people and tense situations tactfully;
 - ✓ A knack for spotting potential conflict and helping to de-escalate the situation;
 - ✓ Encourages open discussion; and
 - ✓ Working for win-win solutions while maintaining high standards.



Influencing and Developing Relationships

Developing Relationships

Leaders develop meaningful relationships.

They:

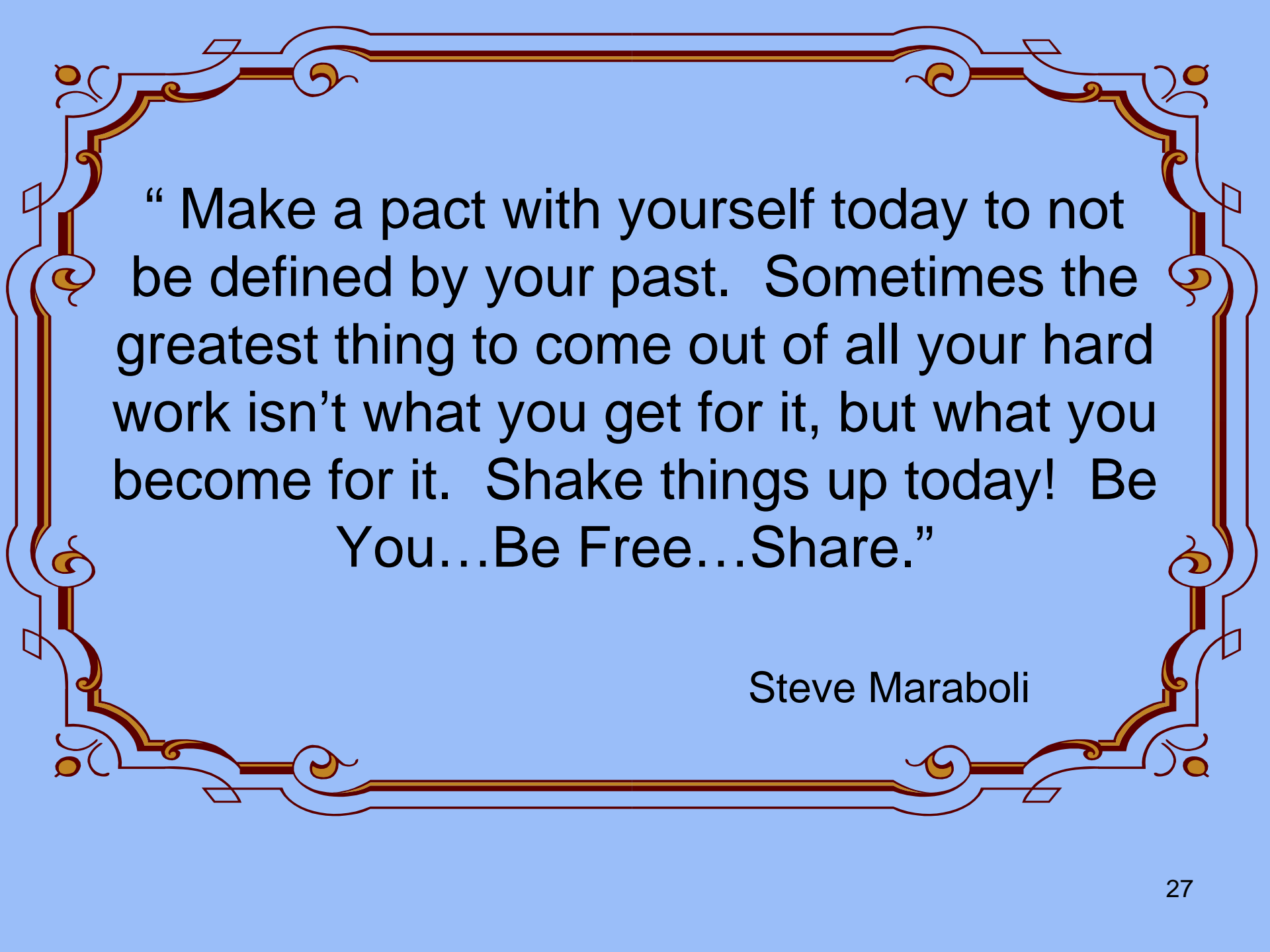
- Help others understand what we do and what is in it for them.
- Build bridges and connections.
- Help us leverage what we have with what others have.
- Enable the team to create something greater than either of us could do alone.
- Help to connect with others who share interests.



Influencing Leaders and Developing Others

- Leaders influence others to create alignment on goals and objectives. They:
 - Skillfully win people over by listening and networking with them.
 - Are willing to use a variety of strategies to build support.

- Leaders develop and empower people. They:
 - Invest time and effort in developing others by mentoring, coaching, and offering tasks that challenge and foster a person's skills.



“ Make a pact with yourself today to not be defined by your past. Sometimes the greatest thing to come out of all your hard work isn't what you get for it, but what you become for it. Shake things up today! Be You...Be Free...Share.”

Steve Maraboli

Leaders Build Lasting Relationships



Start where you are. Distant fields always look greener but the opportunity lies right where you are. Take advantage of every opportunity of service.

- Robert Collier

**Leaders Understand That
Success Is Built On
Relationships**

Why is the Ability to Build Lasting Relationships Important?

- Building relationships can play a pivotal role in your success.
- Relationships can lead to important introductions to potential partners, future hires and lifetime advisors.
- Nothing ventured – nothing gained!



Relationships Can...

...be built, strengthened and maintained through a series of simple steps:

1. **Be helpful.** In a professional setting, people like to have relationships with those that can help their career or business. Developing relationships builds your network and helps you get stronger.
 - Offer relevant and mutually beneficial introductions
 - Provide advice, expertise or feedback
 - Share information such as events, articles or research that may be helpful
 - Promote your contact's work by sharing it with others



Relationships Can...

2. Keep people informed and check for understanding.

- Send updates about what you're learning and accomplishing and ask your contacts to do the same.
- Ask question to ascertain that you are on the same page.



Relationships Can...

- 3. Keep in Touch.** You don't want to go extended periods of time without being on someone's radar. Make sure to always stay in touch!
- Ask people to join you for coffee or invite them to an event you're attending or organizing.
 - Always find ways to cultivate your relationships.



Relationships Can...

4. **Be Visible.** Make it easy for people to see you and know what you're doing online.
- Maintain a strong online presence on relevant social network sites like LinkedIn or Twitter.
 - Talk about what you are doing and providence will follow.



Relationship Management is the glue that holds it all together...

The most important ingredient in enhancing resources is relationships!



How to Build Relationships

- Build one at a time
- Be friendly
- Make a connection
- Ask questions
- Listen
- Go places and do things
- Enjoy people
- Communicate openly
- Extend yourself
- Always follow-up
- Keep your word – follow through!



Some relationships take time to build. It is an essential part of your profession to help maintain and grow your relationship base. Keep planting those seeds!

How to Have Good Relationship Management Skills

You must:

- Develop open, honest, trusting, relationships
- Have self-respect and show it to others
- Employ good communication skills including listening, checking for understanding, assertiveness, and conflict management
- Work to understand what a change process entails and be willing to lead both yourself and others
- Be a good team member and encourage collaboration

Ask Yourself: Why Would Someone Want to Form a Relationship With Me?

Do people/businesses/entities trust you/your organization?

- Are you a person of integrity?
- Do you play fairly (no surprises)?
- Are you genuine and straightforward in your intent?
- Do you follow through?
- Can you be counted on to help in the relationship on both good and less than stellar times?
- Can you admit your mistakes, take responsibility for them, and then move on?

If you can't or don't, your relationships won't thrive because people can't count on you to be consistent, honest, and fair; and therefore, they can't depend on you.

How to Sustain Your Relationship

Remember, all relationships are important...work to invite communication

- Invite communication
- Find things in common
- Be honest
- Keep your word
- Show sincerity
- Be reliable
- Have a sense of humor
- Admit when you are wrong
- Meet face-to-face
- Stay active
- Touch bases frequently – email, write a note, make that call
- Be prompt with inquiries and responses – let people know the status of commitments and progress
- Remember to always listen, listen, listen!

What Not to Do While Building Relationships

- Discount a connection you make
- Ask only for what you want
- Only talk about yourself and not listen
- Fail to do your homework
- Fail to invest the time
- Stop talking
- Lack perceptivity
- Say one thing and do another
- Be a hypocrite
- Rely on technology



Building and sustaining relationships is at the heart of organizing communities. The strength of community lies in the strength of the connections that we have with each other. With strong connections, people have the power to make real change. **Building these connections takes time; but it is worth it.**

Where do you start?

What fuels relationships?

Communication!!

The Effects of Technology on Building Relationships

- All forms of technology have both a positive and negative impact, and the impact of technology on the communication process also comes as mixed baggage.
- Cell phones and the Internet have become basic necessities these days.
 - ✓ A majority of us would feel something missing in life if there were no cell phones or Internet (agreed?)
- Technology has bettered the communication process and has done negligible harm
- The positive points of the technological advancements outnumber the negative points

Lesson learned: Don't rely on technology alone!

The Effects of Technology on Building Relationships: The Positive Effects

Technology has transformed the once big and far world into a tiny global village. Thanks to technology, we now have the power to communicate with anybody on the other side of the world. Technology has introduced these benefits:

- No barriers
- Strengthened relations, i.e., more frequent contact
- Better access to solutions

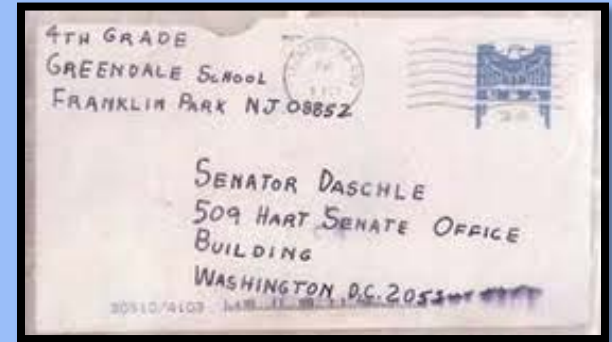


The Effects of Technology on Building Relationships: The Negative Effects

The most prominent negative effect of technology – the charm of the good old world is missing. The letters, and lengthy face-to-face conversations have gone away, and have been replaced by texting or chatting.

This replacement has had an:

- Impact on interpersonal communication
- Effect on nonverbal communication
- Impact on creating a “near yet far” sense of being [?]



Leadership Qualities

What qualities are expected in leaders?

- They are pioneers, not followers
- They have a record of long-term success and results
- Whether flamboyant or low-key, they are deeply dedicated to inspiring others to their highest levels of employment and performance.
- They are doing things radical enough to say, that takes guts!
- What they are doing can be replicated to help other businesses succeed
- They run organizations in which people would want to work in.

What does it take to do all of the above?

Leadership Qualities

- **Communication Skills (listening, verbal, written).** By far, the one skill mentioned most often by employers is the ability to listen, write, and speak effectively. Successful communication is critical in business.
- **Honesty/Integrity/Morality.** Are valued more now than ever, especially in light of the many recent corporate scandals.
- **Teamwork.** Since so many jobs involve working in one or more work groups, you must have the ability to work with others in a professional manner while attempting to achieve a common goal.
- **Interpersonal Abilities.** The ability to relate to your co-workers, inspire others to participate, and mitigate conflict with co-workers is essential given the amount of time spent at work each day.
- **Dedication/Hard-Working/Work Ethic/Tenacity.** People who love what they do and will keep at it until they solve the problem and get the job done inspire others. They are not entitled.

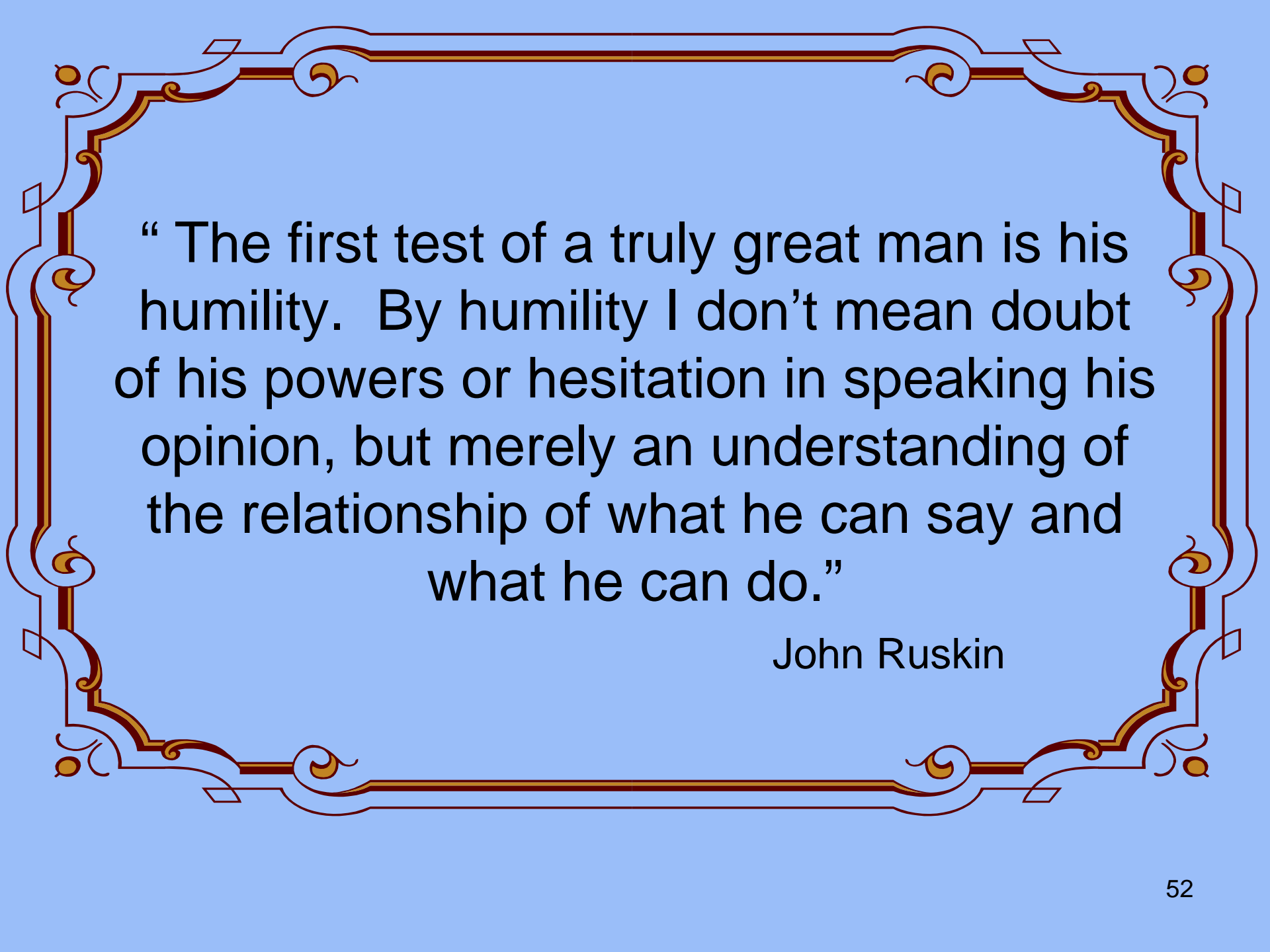
Leadership Qualities continued...

- **Positive Attitude/Motivation/Energy/Passion.** Having drive and passion and demonstrating this enthusiasm through words and actions.
- **Flexibility/Adaptability/Managing Multiple Priorities.** This includes your ability to manage multiple assignments and tasks, set priorities, and adapt to changing conditions and work assignments.
- **Analytical/Research Skills.** Deals with your ability to assess a situation, seek multiple perspectives, gather more information if necessary, and identify key issues that need to be addressed.
- **Self-Confidence.** If you don't believe in yourself, in your unique mix of skills, educations and abilities, why should anyone else? Be confident in yourself and what you can offer those who you lead.
- **Planning/Organizing.** This is your ability to design, plan, organize and implement projects and tasks within an allotted timeframe. Also involves goal setting.

Top Ten Qualities that Leaders Possess

- Communication Skills (verbal & written)
- Honesty/Integrity
- Teamwork Skills
- Interpersonal Skills
- Strong Work Ethic
- Motivation/Initiative
- Flexibility/Adaptability
- Analytical Skills
- Confidence
- Organizational Skills





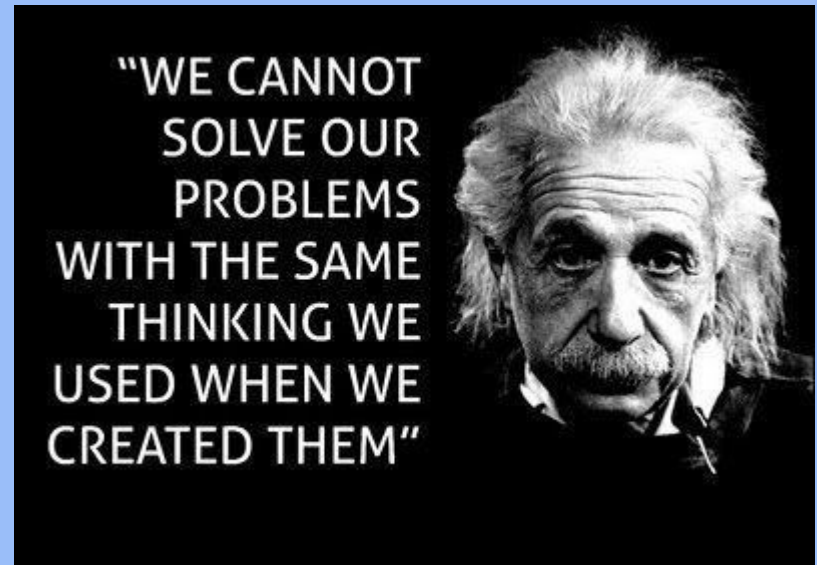
“ The first test of a truly great man is his humility. By humility I don't mean doubt of his powers or hesitation in speaking his opinion, but merely an understanding of the relationship of what he can say and what he can do.”

John Ruskin

Behaviors that Leaders Exhibit

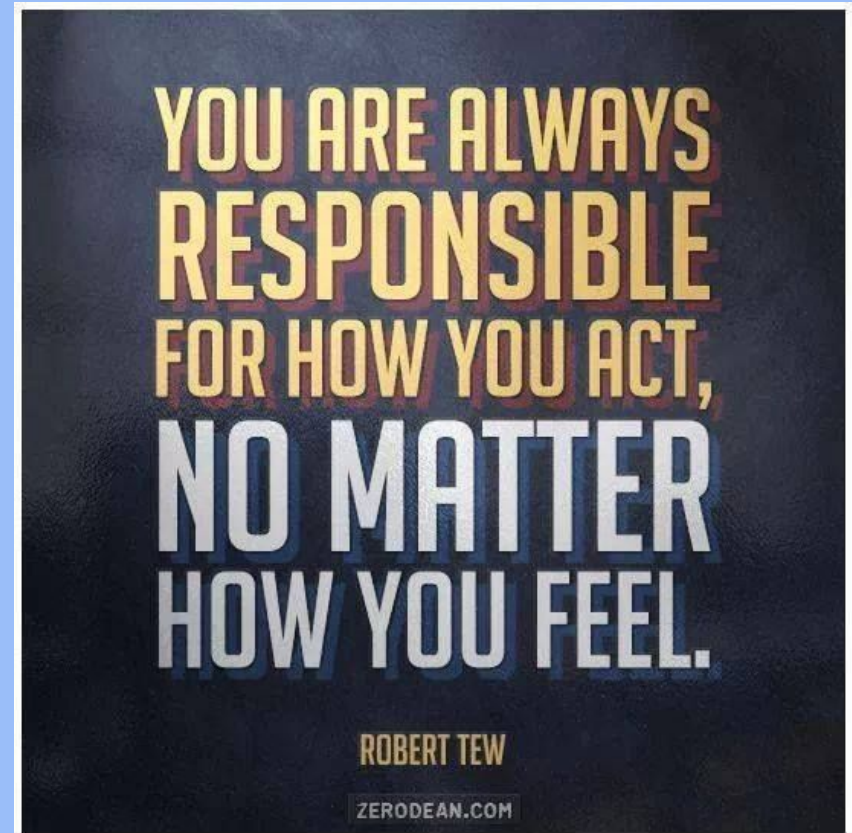
Adaptability/Flexibility

- Leaders are open to new ideas and concepts, to working independently or as a part of a team and to carrying out multiple tasks or projects.



Dependability, Reliability and Responsibility

- There is no question that people who arrive at work every day, on time and ready to work, and who take responsibility for their actions garner our regard.



Loyalty


- Those who will have a strong devotion to what they are a part of.
- They don't give up.
- They are resilient.

**INDIVIDUAL COMMITMENT
TO A GROUP EFFORT -
THAT IS WHAT MAKES
A TEAM WORK,
A COMPANY WORK,
A SOCIETY WORK,
A CIVILIZATION WORK.**

- VINCE LOMBARDI -

Professionalism

- Acting in a responsible and fair manner in all your personal and work activities, a sign of maturity and self-confidence is rare today.

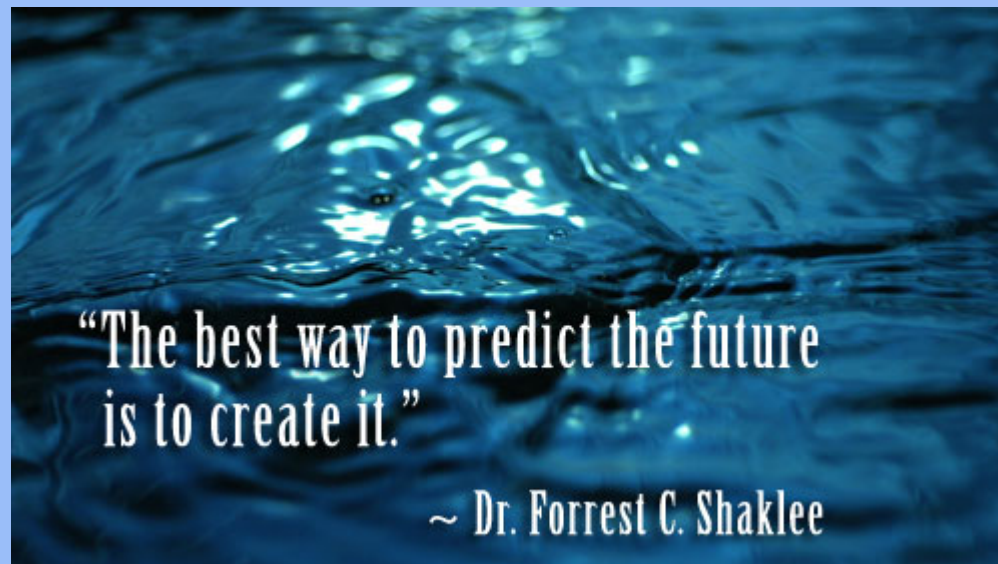


"Maturity comes
when you stop
making excuses and
start making
changes."

-PowerPlug!

Self-Motivated/Ability to Work with Little or No Supervision

- While teamwork is always mentioned as an important skill, so is the ability to work independently with minimal supervision. You must get yourself started.



Willingness to Learn

- No matter your age, no matter how much experience you have, you should always be willing to learn a new skill or technique.
- Jobs are constantly changing and evolving, and you must show an openness to grow and learn with that change.



Entrepreneurial Spirit

It is critical to view yourself as an entrepreneur.

- Challenge yourself to be creative, persistent, determined and to recognize that change is constant.
- Remember that success means taking ownership of and identifying opportunities in a dynamic economy and society, and most important, success is a personal responsibility, regardless of the variable beyond our control.
- Everyone needs to act to create and sustain our own success.
- Entrepreneurship nurtures creative thinking.



Communication: The Language of Leadership

If you cannot communicate effectively, you cannot lead!

“The Art of Communication is the Language of Leadership”

- James Humes

The Language of Leadership

- Communication is one of the most critical aspects of leadership.
- Great leaders are exceptional communicators.
- Good communication skills enable leaders to transfer ideas, align expectations, inspire action, and spread the vision.



Key Principles of Effective Communication

Key Components of Effective Communication

In order to persuade and influence, leaders are expected to communicate frequently and easily with others.

- Key Components of Effective Communication are:
 - Creating Trust
 - Being Clear, Honest, Accurate & Complete
 - Considering Time, Place and Manner
 - Being Inclusive & Connecting
 - Listening



Creating Trust

Leaders must possess the ability to develop good, strong relationships with others and to establish respect and trust. People open up to and are willing to invest time and take risks for those they trust.

➤ As you Create Trust, Ask Yourself:

- Are you a person of integrity?
- Do you play fairly (no surprises)?
- Are you genuine and straightforward in your intent?
- Do you follow through? Do you do what you say you will do?
- Can you be counted on to help in the relationship on both good and less than stellar times?
- Can you admit your mistakes, take responsibility for them, then move on?



Avoiding Defensive Communication

Leaders must be aware of and attempt to steer communication away from becoming defensive. A defensive communication style harms the individual and the organization in many ways. Defensive communication must be diffused before it compromises the conversation's credibility and effectiveness.

➤ Be Aware of Defensive Communication Characteristics

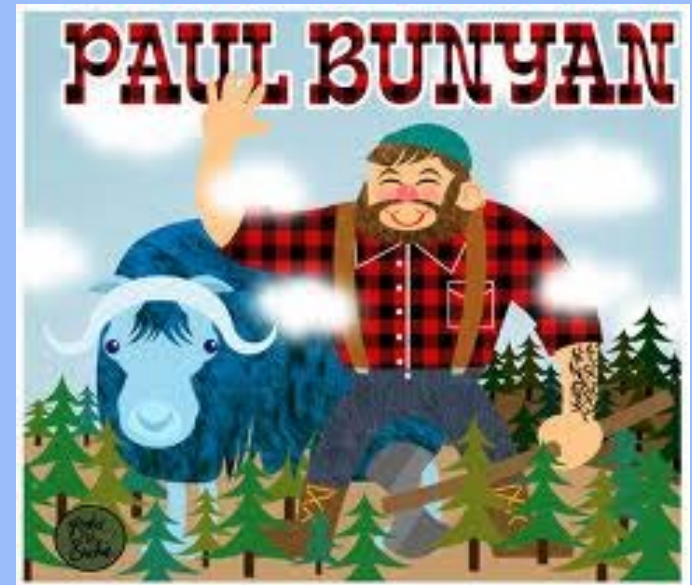
- Elevated Speech
- Imposing Control
- Changing or Avoiding topic
- Indifference in the topic
- Superiority Complex
- Focus on winning Arguments vs. Solving Problems



Clarity, Honesty & Accuracy

Communicate with clarity, honesty and accuracy

- Simple and concise is better than complicated and confusing.
- Ensure your communications are honest and accurate by:
 - Including all relevant information
 - Being truthful and sincere - avoiding language that manipulates, discriminates, exaggerates, or deceives
 - Avoiding obscure information
 - Avoiding stating opinions as facts
 - Portraying data fairly
 - Avoiding the use of words to influence others' behavior
 - Maintaining candor
 - Behaving consistently
 - Being direct – do not ambush!
 - Have Courage!



When communicating, accuracy is better than a tall tale.

Being Complete v. Select

Ensure your communications :

- Include **all** the facts
- Include the context and relevant information
- Tell the whole story, not just the parts that make their case

Can you think of a time when you communicated in an incomplete way? Why did you do so?



Being complete is just as important in communication as it is on tests.

Consideration of Time, Place & Manner

- Timing IS everything in communication. Communicate sooner rather than later. Don't wait for problems to occur. Halt them before they develop.
- People are more receptive at some times compared to other times.
- We tend to forget this: but we get upset when we don't get the reactions we want.
- Consider the other person -- state of mind, emotions, time schedule to assess whether it's a good time to talk about a particular subject. (Do this before approaching the other person.)
- If you get an unexpected negative reaction during the conversation, think about whether the other person is simply not ready to hear what you're saying.
 - If that's the case delay the conversation to another time.
- Timing is particularly important with emotional or tough conversations.
- Not sure whether it's a good time to talk with someone? Ask!
 - "I'd like to talk to you about [topic]. Is it a good time now?"

Connecting – Being Inclusive v. Exclusive

Our similarities far outweigh our differences, so there is a distinct advantage in making the diverse mix work. Inclusiveness is about equity and opportunity, about celebrating differences so that talented people are recognized.

- Celebrate differences and create inclusiveness by:
 - Adjusting preconceived structures and notions and options
 - Involving and cooperates
 - Inviting others in vs. lets them float by
 - Creating opportunities for personal transformation
 - Paying attention to the members
 - Taking advantage of and uses talents of all
 - Connecting with and serves diverse groups
 - Motivating a wide range of people
 - Helping encourage others to support your cause

Listening v. Telling

Really listening is the ability to accurately receive messages in the communication process.

- Listening is not the same as hearing
 - Listening is paying attention to the message and how it is told – the use of language and voice.
- It is being aware of both verbal and non-verbal messages.
- In order to be a good listener, you need to:
 - Stop talking
 - Prepare yourself to listen
 - Put the speaker at ease
- Good listeners can expect to have fewer mistakes, move creative and productive teamwork forward, more and better friends, and improved self-esteem and confidence.

“You can learn a lot more from listening than you can from talking. Find someone with whom you don’t agree in the slightest and ask them to explain themselves at length. Then take a seat, shut your mouth, and don’t argue back. It’s physically impossible to listen with your mouth open.”

- *John Moe,*
“Conservatize Me”

What is Empathy

➤ Empathy is the ability to:

- Place yourself in someone else's shoes;
- To see the world as another person;
- To imagine how they feel, what they need, what they are concerned about
- What their emotional state may be.



- Being empathetic requires good listening skills and/or strong imagination.
- Empathy is a selfless act: It enables us to learn more about people and relationships with people.
- Empathy is not sympathy: it is to see circumstances as someone else does.



Types of Listening

Listening is not just a single activity; rather it is a series of steps relating to a specific goal—what we wish to pay attention to. Just as there is more than one thing to which we can pay attention, there is more than one type of listening. For our purposes, listening can be classified into the following five types:

- Listening for enjoyment
- Listening for details
- Listening for main ideas
- Listening for overall understanding
- Listening for emotional undertones

“The word ‘listen’ contains the same letters
as the word “silent.”

~*A. Brendel*

Steps to Better Listening

- **Decide to Listen.** Obviously, the commitment to listen is at the heart of being a better listener.
- **Get your body ready to work.** Remember that listening is work. So it's important to get ready to do work by having an erect posture, being located close to the speaker, and creating some inner tension to combat the tendency to relax and daydream.
- **Create a supportive climate.** Reduce or eliminate environmental distractions. Avoid statements or actions likely to create defensiveness.
- **Put the other person first.** Focus on understanding what he/she has to say and use your brain's "free time" to that end.
- **Select the appropriate type of listening.** Determine what your goal should be and focus on the appropriate part of the other person's message. Is the most important element your own feelings, the other person's details, main ideas, overall meaning, or underlying emotions?
- **Communicate that you are listening.** Being a better listener is only half the job; you must also let the other person know that you are listening through eye contact, facial expressions, body posture, and feedback.

Communication Skills

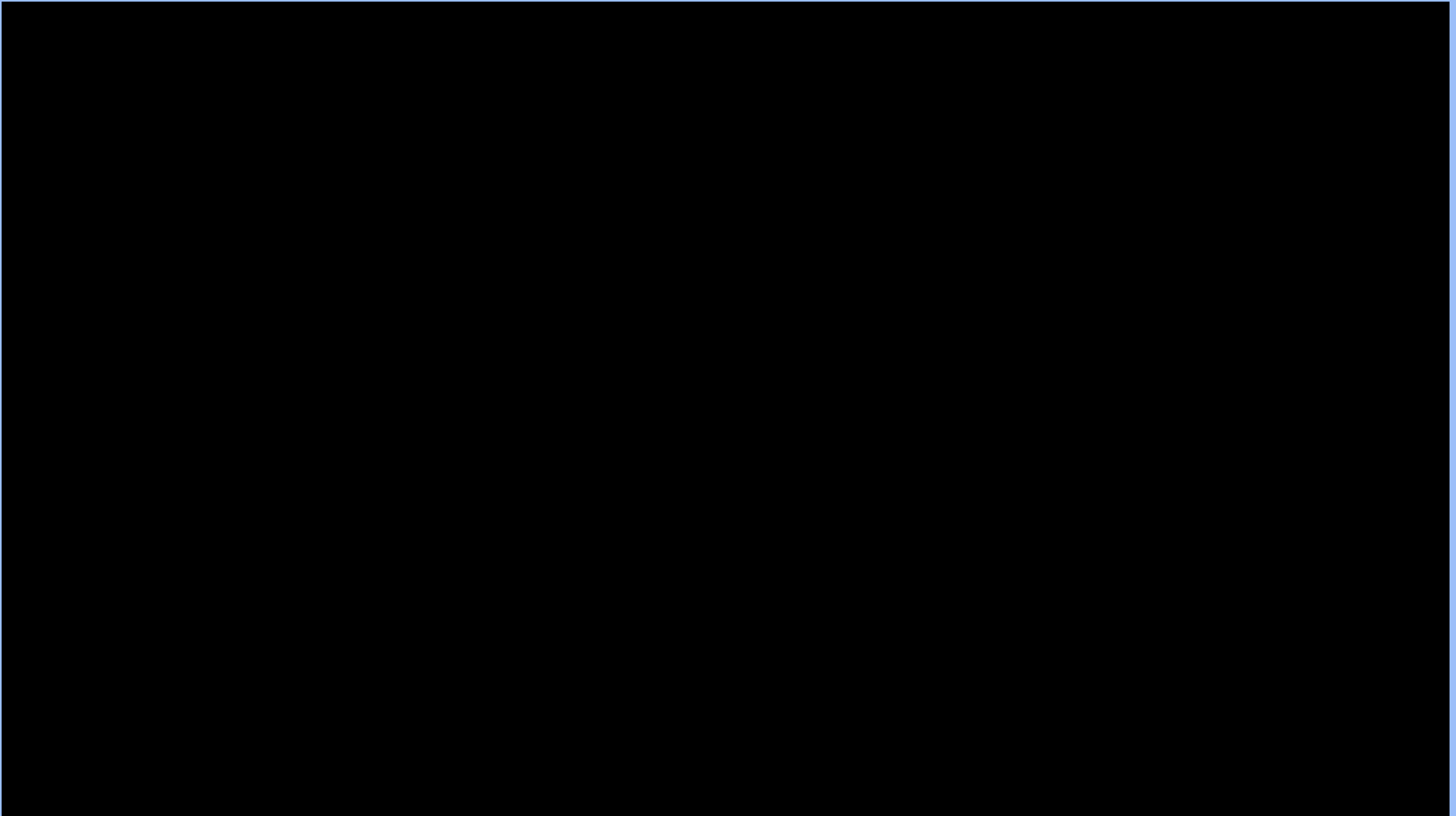
Effective Communication Skills = Professional Success

There has never been a more important time to master exceptional communication skills. Successful communication is critical in business!

- People who possess exceptional communication skills maintain a distinct competitive advantage in securing the best jobs.
- “Communication/interpersonal skills” are rated as highest attributes by corporate recruiters and businesses where they hire.
- By far, the one skill mentioned most often by employers is the ability to listen, write, and speak effectively.

Understanding Your Audience

Newfangled Ideas



Understand Your Audience

Understanding your audience is critical to effective verbal and written communication.

- Before you say it or write it, think about the listener and reader. How do they want to hear it and read it?
- Become aware of the intended audience and approach them on an appropriate level.
- To avoid having messages misperceived, misconstrued, or misunderstood, choose a language that will be understood by most of your recipients.
- Consider the audience's reaction to the message.

Audience Analysis

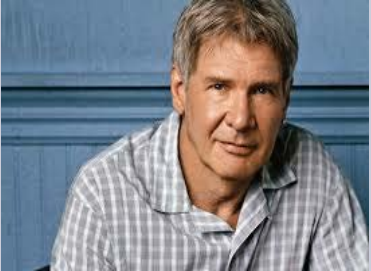



- Does the Audience know you?
- Did they come just to hear you?
- Are there other speakers?
- Is there a printed program?
- Is there a speaking stand or not?
- Are you to sit or stand?

Intergenerational Communication

Who is your audience?

- Differences can enhance communication and can lead to cooperative, collaborative, and a more balanced team.
- For leaders, the differences intergenerational teams brings to the workplace can be transformed into a powerful asset, create an exchange of varied ideas, and a source of innovation.

The Generations at a Glance

Traditionalist Born 1925 – 1945	Baby Boomers Born 1946 – 1964	Gen X Born 1965 – 1980	Gen Y “Millennial” Born 1981 – after
 <p data-bbox="98 594 430 629">Ages Today: 69-89</p>	 <p data-bbox="556 594 888 629">Ages Today: 50-68</p>	 <p data-bbox="991 594 1323 629">Ages Today: 34-49</p>	 <p data-bbox="1435 594 1767 629">Ages Today: <34</p>
<p data-bbox="185 668 421 696">GENERAL TRAITS</p> <ul data-bbox="98 711 504 1225" style="list-style-type: none"> •Team Players •Indirect In Communicating •Loyal To The Organization •Respect The Authority •Dedication And Sacrifice •Duty Before Pleasure •Obedience •Respond Well To Directive Leadership •Seniority And Age Correlated •Adherence To Rules 	<p data-bbox="629 668 865 696">GENERAL TRAITS</p> <ul data-bbox="542 711 948 1272" style="list-style-type: none"> •Big Picture/Systems In Place •Bring Fresh Perspective •Do Not Respect The Titles •Disapprove Absolutes and Structure •Optimism •Team Orientation •Uncomfortable with Conflict •Personal Growth •Sensitive To Feedback •Health And Wellness 	<p data-bbox="1078 668 1313 696">GENERAL TRAITS</p> <ul data-bbox="991 711 1377 1272" style="list-style-type: none"> •Positive Attitude •Impatience •Goal Oriented •Multi-tasking •Thinking Globally •Self-reliance, Self-sufficient •First latchkey kids •Just a Job •Give Them A Lot To Do and Freedom To Do Their Way •Question The Authority 	<p data-bbox="1522 668 1758 696">GENERAL TRAITS</p> <ul data-bbox="1435 711 1841 1272" style="list-style-type: none"> •Confidence •Sociability •Morality •Street Smarts •Diversity •Collective Action •Heroic Spirit •Tenacity •Technological Savvy •Lack Of Skills For Dealing With Difficult People •Multitasking •Need Flexibility

Generational Communication Styles

Traditionalists

Do:

- Use respectful words and tone of voice.
- Ensure words and sentences are grammatically correct.

Don't:

- Use slang or profanity.

Baby Boomers

Do:

- Ask about mutual interests such as family.
- Get each others' input and link the message to the team or individual vision, mission and values.

Generational Communication Styles

Gen X

Do:

- Send an email or leave a voicemail that states clearly what you want when you want it.
- When leaving a voicemail, say your number SLOWLY.

Don't:

- Use biz speak.

Gen Y

Do:

- Tie the message to their personal goals or the team goals.

Don't:

- Be condescending and avoid cynicism and sarcasm.

Generational Communication: Tips for Motivating and Communicating

Traditionalists

Do:

- Show respect & value their experience.
- Use good manners and etiquette.
- Communicate face-to-face.
- Take special care in training in technology.
- Articulate the need for changes in terms of overall organizational goals.

Baby Boomers

Do:

- Let them lead, follow, but get out of their way.
- Acknowledge their worth & accomplishments.
- Give public recognition.
- Involve them whenever possible.
- Ask them, don't tell them
- Believe in their dreams.

Generational Communication: Tips for Motivating and Communicating

Gen X

Do:

- Give them freedom for how the work gets done.
- Demonstrate competence.
- Be a co-worker until they need a boss.
- Create a fun, flexible work environment.
- Provide the best technology you can.
- Question the boss.
- Let them demonstrate competence.

Gen Y

Do:

- Spend extra time on orientation and training.
- Promote their diversity.
- Help them work in teams.
- Implement mentoring/coaching opportunities.

Generational Communication: Tips for Motivating and Communicating

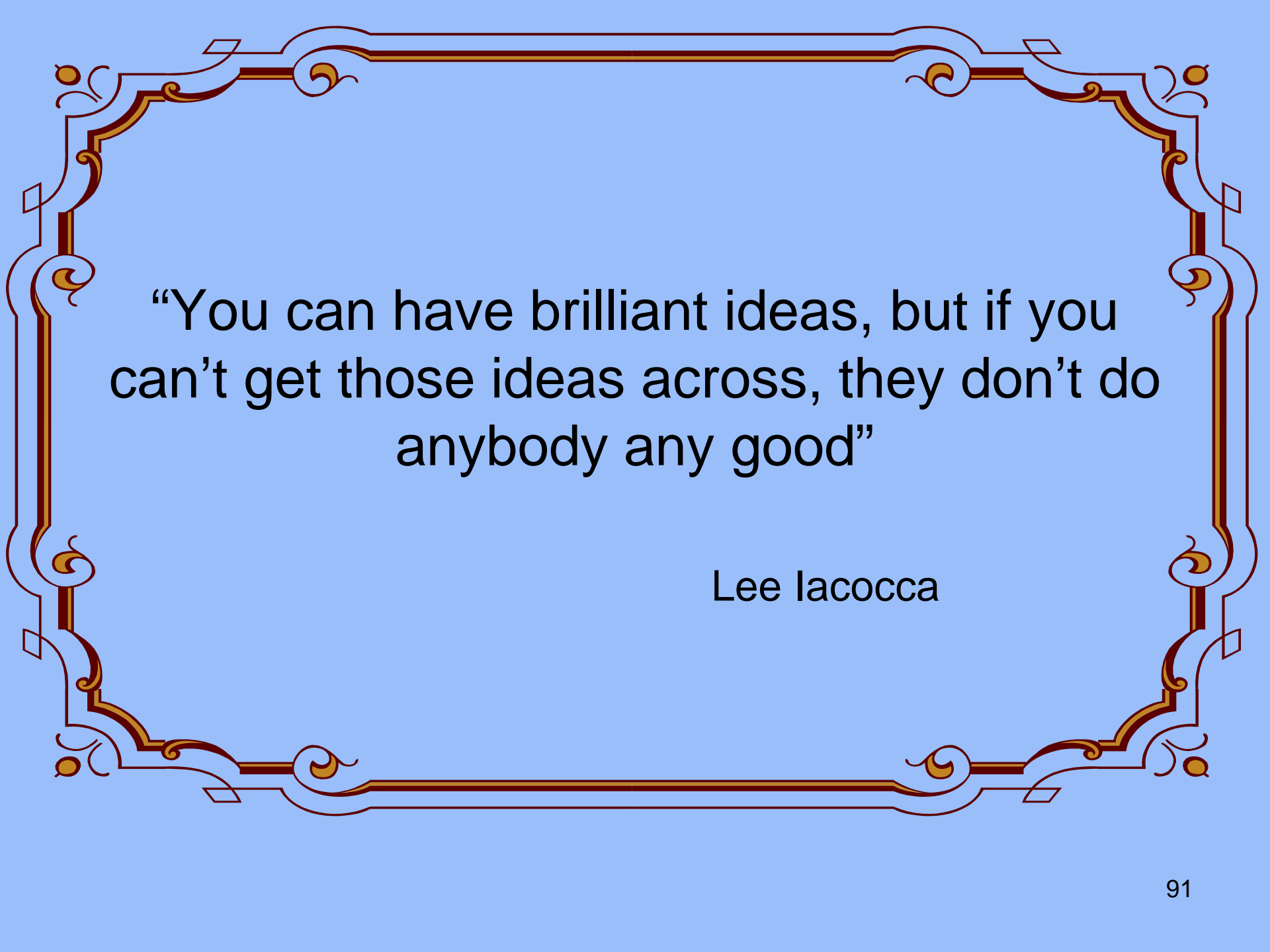
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Verbal Communication

A decorative border with intricate scrollwork and floral patterns in shades of brown and gold, framing the central text.

“You can have brilliant ideas, but if you can’t get those ideas across, they don’t do anybody any good”

Lee Iacocca

Prepare to Speak

Your goal is not to overwhelm, but to inform, persuade, influence and enlighten.

- Think about words.
 - Too many words will bore your listener.
 - Don't use words that people don't understand!
- Learn as much as you can about your audience.
- Think about questions you may be asked and answers you may need to give.
- Be prepared for awkward questions and situations - you may need to explain something in a different way.

Develop Your Speaking Style

Build your speaking style based on your natural strengths. Strive to be genuine and natural – BE YOURSELF!

- Be effective vs. perfect - Being perfect does not equate to being effective. Being effective has to do with what happens to listeners as a result of who you are being with them.
- Be passionate about your topic, speak from your heart, and leave no doubt as to where you stand!
- Engage and connect with your audience – Involve them early and often.
- Maintain a natural, conversational feel – Remain comfortable and confident.

Ensure Your Message is Heard

The average adult “undivided attention span” is 15 to 30 seconds.

- Work to reengage, reengage and reengage.
- Most people will forget 95% of what you say within minutes of hearing your message.
- If you want your message to be heard and remembered:
 - Keep it short.
 - Keep it focused.
 - Keep it relevant.

Tap Your Voice Potential

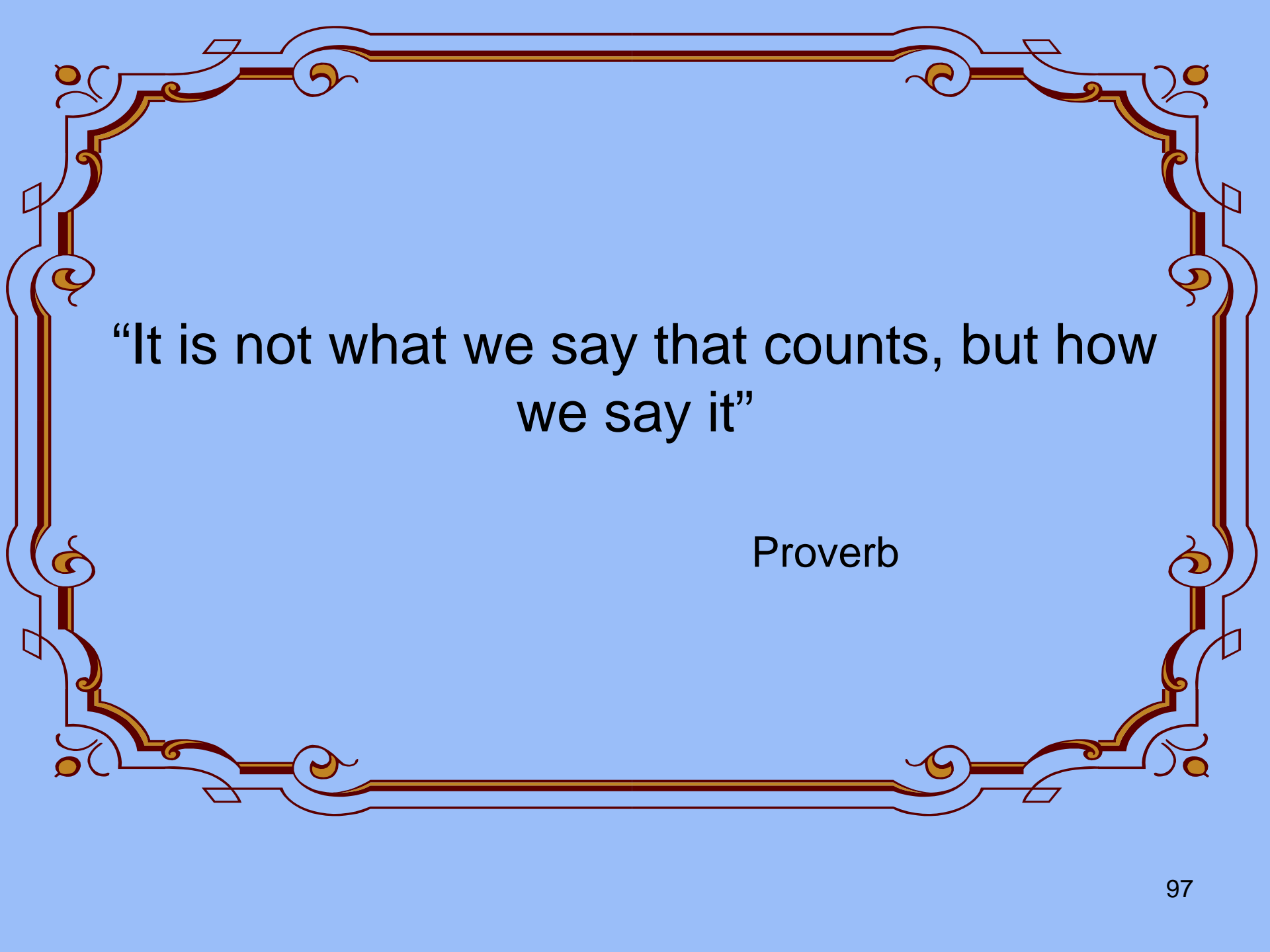
People associate a strong voice with confidence!

- Don't scream. Don't yell. Just SPEAK UP!
- A dynamic voice reflects passion, excitement, enthusiasm, confidence and commitment.
- A monotone voice shortens attention spans.
- Make a deliberate effort to slow down.
- Take your time to articulate your thoughts.
- Eliminate “verbal graffiti” including: “um,” “like,” “you-know,” “basically,” “to be honest with you” – similar words people say when they're thinking of what to say next.

Get Personal & Engage

The more engaging the conversation or presentation is, the more effective it will be.

- Turn your body and focus toward your listener and maintain eye contact.
- Share a funny story to break the ice.
- Ask open-ended questions and encourage your listeners to share their experiences – draw them into conversation.
- Use a person's name once or twice after you learn it.

A decorative border with intricate scrollwork and floral patterns in shades of brown and gold, framing the central text.

“It is not what we say that counts, but how
we say it”

Proverb

Non-Verbal Communication

Non-verbal Communication

Non-verbal is the communication outside of spoken or written words. Non-verbal communication is quite possibly the most important part of communication.

- Relays messages from individual to individual or from object to individual.
- Can augment verbal communication (stomping of a foot).
- Can contradict verbal communication (convey support yet back away).
- Can replace verbal communication (asking for directions through gesturing in a foreign country).

Non-verbal Communication

Nonverbal communication is broken down into the following areas:

- Physical environment
- Proxemics (distance)
- Paralanguage/Vocal Cues
- Body Movements and Gestures
- Physical Appearance

Non-verbal messages may:

- Repeat
- Contradict
- Compliment
- Accent

Physical Environment

Environment and surroundings can control and influence the outcome of communication. Speakers need to be especially alert to the way a space is organized. Consider the following variables:

- Size of space
- Furniture arrangement (seating arrangements, props, podium, blackboard)
- Sounds and temperature
- Lighting (amount, source and color)
- Wall color



Proxemics

Proxemics is the way people use distance/space while communicating and can have a major impact on communication. How important is personal space?

➤ **Intimate distance** - from actual touching to eighteen inches.

➤ **Personal distance** from eighteen inches to four feet.

This is the distance of interaction of good friends or to discuss personal affairs such as grades, conduct, private problems, etc.

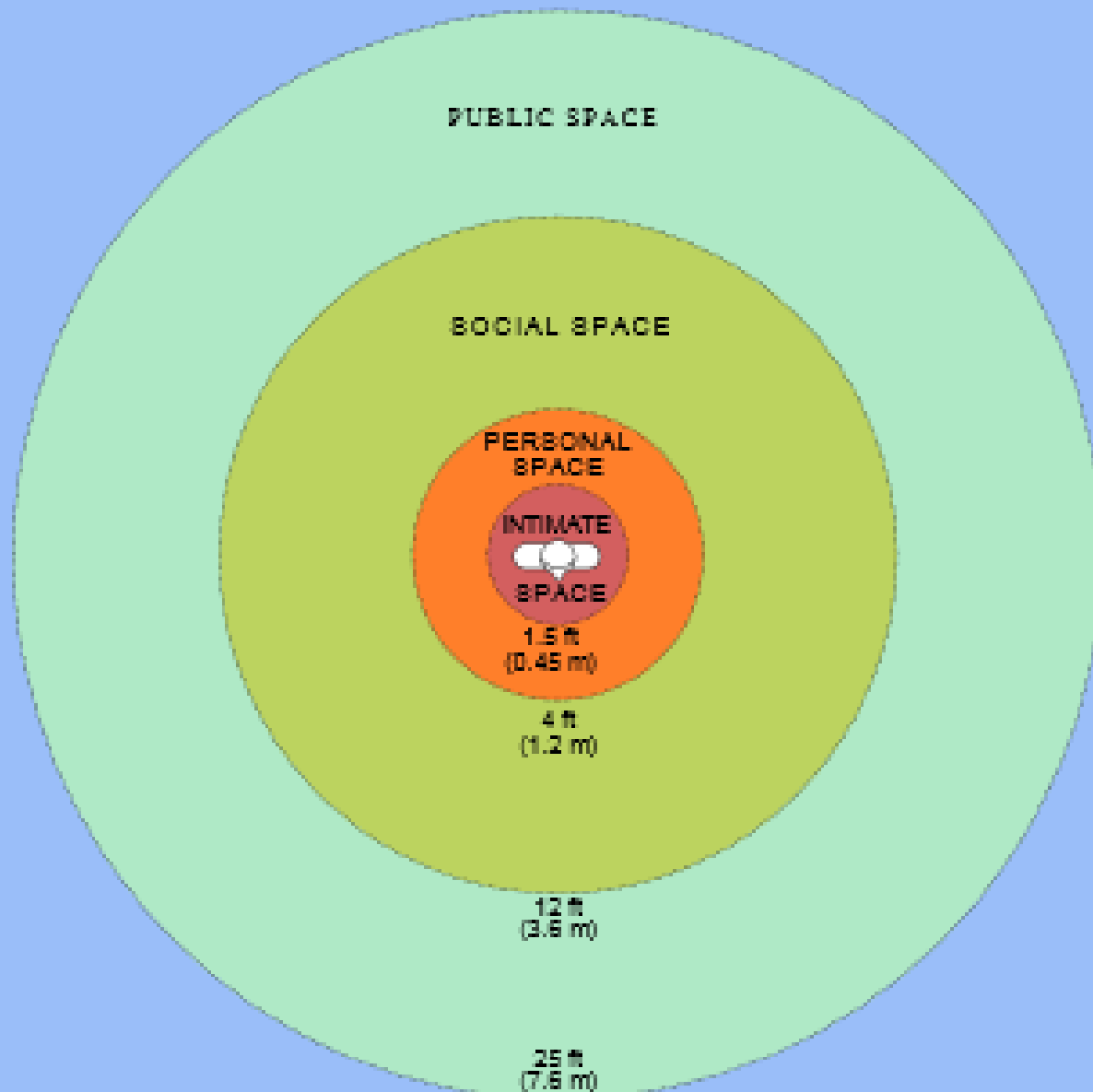
➤ **Social distance** exists from four to twelve feet.

Appropriate distance for casual friends and acquaintances to interact.

➤ **Public distance** outward from twelve feet a speaker becomes formal.



Personal Space (Proxemics)



Proxemics



A humorous example of a non-verbal violation

Paralanguage/Vocal Cues

Vocal cues and other non-speech sounds indicate how persuasive the message is and account for almost 40% of our delivered messages.

- Tone of voice
- Loudness of voice
- Tempo of voice
- Monotone voice
- Laughter in voice
- Friendliness in voice

Body Movements & Gestures

Body movements, gestures, postures can greatly support or reject the spoken word and are indicators of self-confidence, attitudes, moods, approval, and/or status.

➤ Body movements:

- Posture
- Walking, standing or sitting
- Slouching vs. leaning forward and sitting erect



➤ Gestures:

- Nod of the head
- Thumbs-up
- Crossing arms
- Waving

Physical Appearance

Physical appearance is an often disregarded part of communication and presentation skills.

- When you are speaking in public, you may be representing your organization as well as yourself.
- First impressions are very important – they can be about attitude as well as dress.
- Visual impact is at least as important as verbal impact and plays a large role in:
 - Creating credibility
 - Creating perception (military uniform, nursing uniform, graduation robe, etc.)
- Distracts from credibility (appropriateness)
- Draws attention
- Communicates a “type”

Written Communication

Written Communication

- Enables the ability to express yourself clearly in writing.
- Allows communication to reach larger audiences.
- Must be concise, informative and easy to read.
- Correct grammar, punctuation and spelling are key!
- Embrace plain English - Avoid buzzwords, jargon and pretentious prose.
- Provide the most important details upfront. You risk losing people if they have to endlessly sift or scroll to unearth your main message.
- Make content easy to digest through formatting. Break up large blocks of text with bullet points or subheadings.

Spelling, Grammar & Punctuation

Think spelling, grammar and punctuation aren't critical?

- Seventy-six percent of managers agree that just one or two resume errors would be enough to knock a job candidate out of contention.
- Frequently making sloppy mistakes will damage your credibility.
- Readers will form an opinion of you, the author, based on content and presentation. Errors are likely to lead them to form a negative impression.
- Proofread & Polish
 - Re-read your work out loud before sending to print or hitting "send".
 - Double-check your work and have it proof-read by somebody else.

Developing Your Message

Follow Structure & Make sure your Message Flows

In order to build an effective message, it is important to structure your message:

- Begin with a “purpose” – Identify most relevant information
- Define goal/objective
- Outline issues, concerns, expectations
- State consequences of taking or not taking action
- Call to action: What are next steps?

In order to ensure the receiver understands the flow of ideas:

- Be clear and concise - provide complete instructions
- Ensure your thoughts are clutter-free and directional – make your point!
- Cover all relevant material
- Transition smoothly from topic to topic
- Finish strong!

Add Creative Touches

Now that you've become more proficient at structuring your message, try some creative ways to make it impactful by adding a variety of the following:

- Quotes
- Statistics: *“90% of ...”*
- Questions: *“What is the greatest challenge facing your organization today?”*
- Current news items: *“According to today’s Wall Street Journal...”*
- *Photos/Pictures*

Get Feedback

A decorative border with a repeating pattern of stylized, ornate scrollwork in shades of brown and gold, framing the central text.

“Feedback is the breakfast of champions”

Kenneth H. Blanchard

Feedback...It's a Gift!

Feedback communication is the avenue to performance greatness.

- Giving and receiving feedback is some of the most important communication you can engage in with members of your team.
- Employees have to know what they are doing well and not so well.
- Giving feedback is a skill, it takes practice.



The Purpose of Feedback

The purpose for giving feedback is to improve performance.

- Before giving feedback, remind yourself why you're doing it:
 - Discuss performance
 - Introduce suggestions for improvement
 - Talk about goals for the future
- You won't accomplish improving performance by being harsh, critical or offensive.
- You'll get more from people when your approach is positive and focused on improvement.



Delivering Feedback

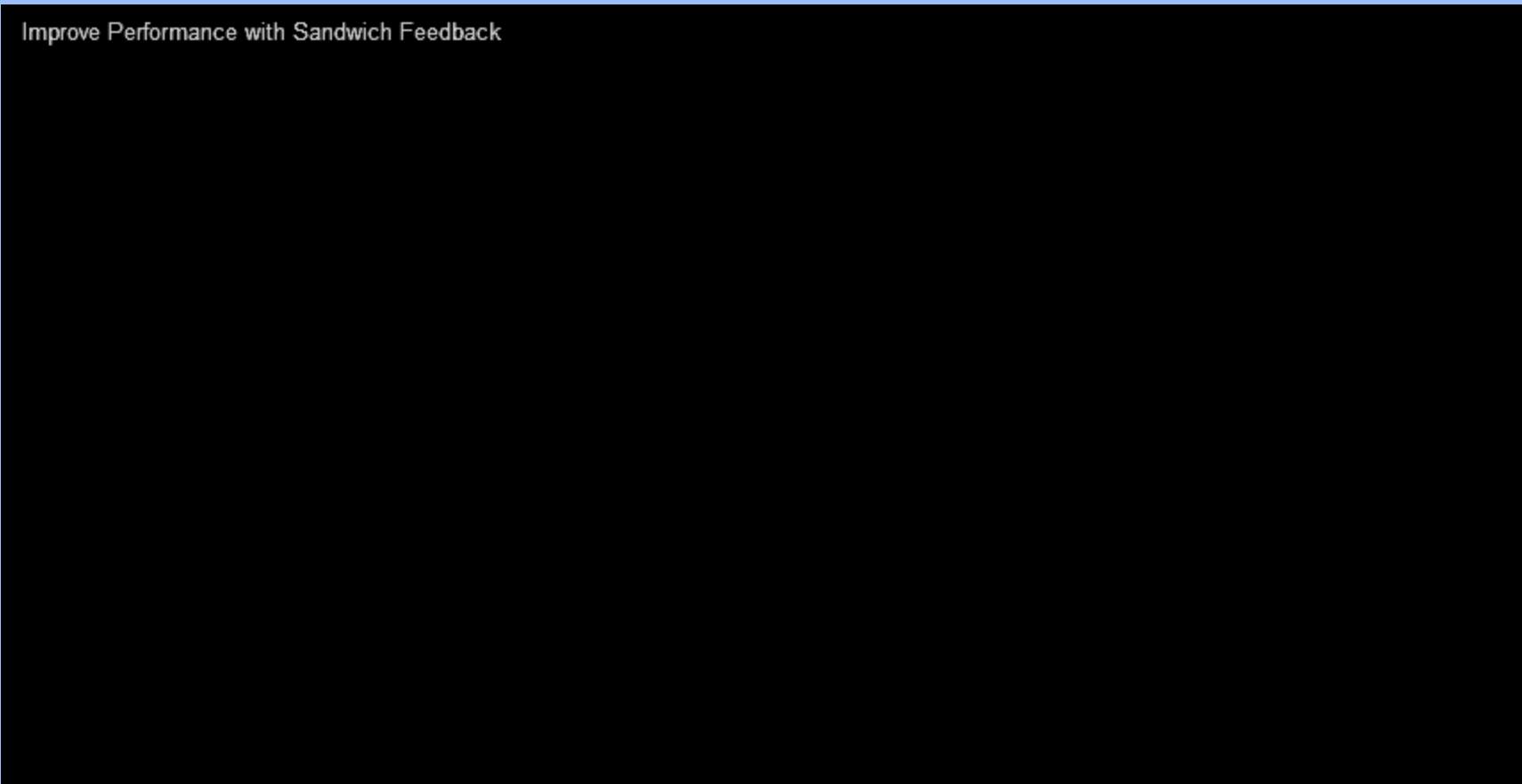
Frequent and effective feedback increases productivity and team harmony. Use these strategies to improve how you give feedback.

- Address issues as they occur so they don't get out of hand
- If a situation is highly emotional, wait until everyone has calmed down
- When something needs to be said, say it. People will know where they stand at all times with no surprises!
- Be specific – explain exactly what needs improvement
- Limit your focus – Discuss no more than two issues to avoid recipient feeling attacked.
- Start with something positive – Puts recipient at ease; allows them to “see” what success looks like and right steps to take next time.
- Establish a private, safe place to talk – where you won't be interrupted or overheard.

Shape Your Feedback

It can be tough to talk to people about their job performance. If you're careful about how you structure feedback, it can be more positive and effective. Watch the video to find out more about shaping feedback.

Improve Performance with Sandwich Feedback



Follow-up

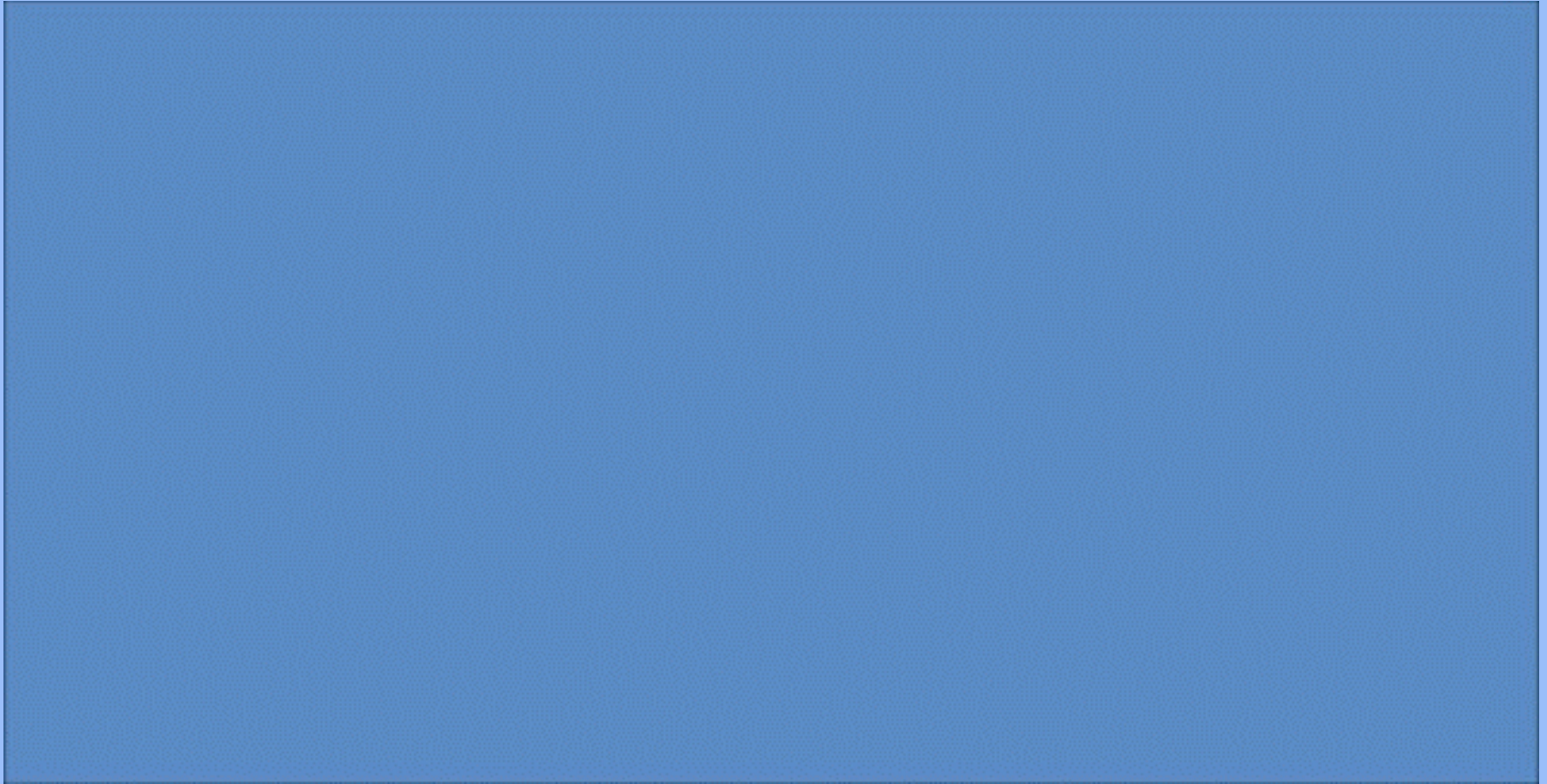
Follow-up: A Critical Component

Consistent and prompt follow-up habits are essential part of communication. Too often communication occurs, but follow-up doesn't.

- Ensure all decisions and actions are recorded (take notes).
- Identify deliverables or follow-up tasks.
- Ensure responsibility for, and commitment to, action is obtained.
- Follow-up to ensure tasks and commitments have been carried out.



Communications-What could possibly go wrong??



Watch the video for a comical look at communication failures in work and life!

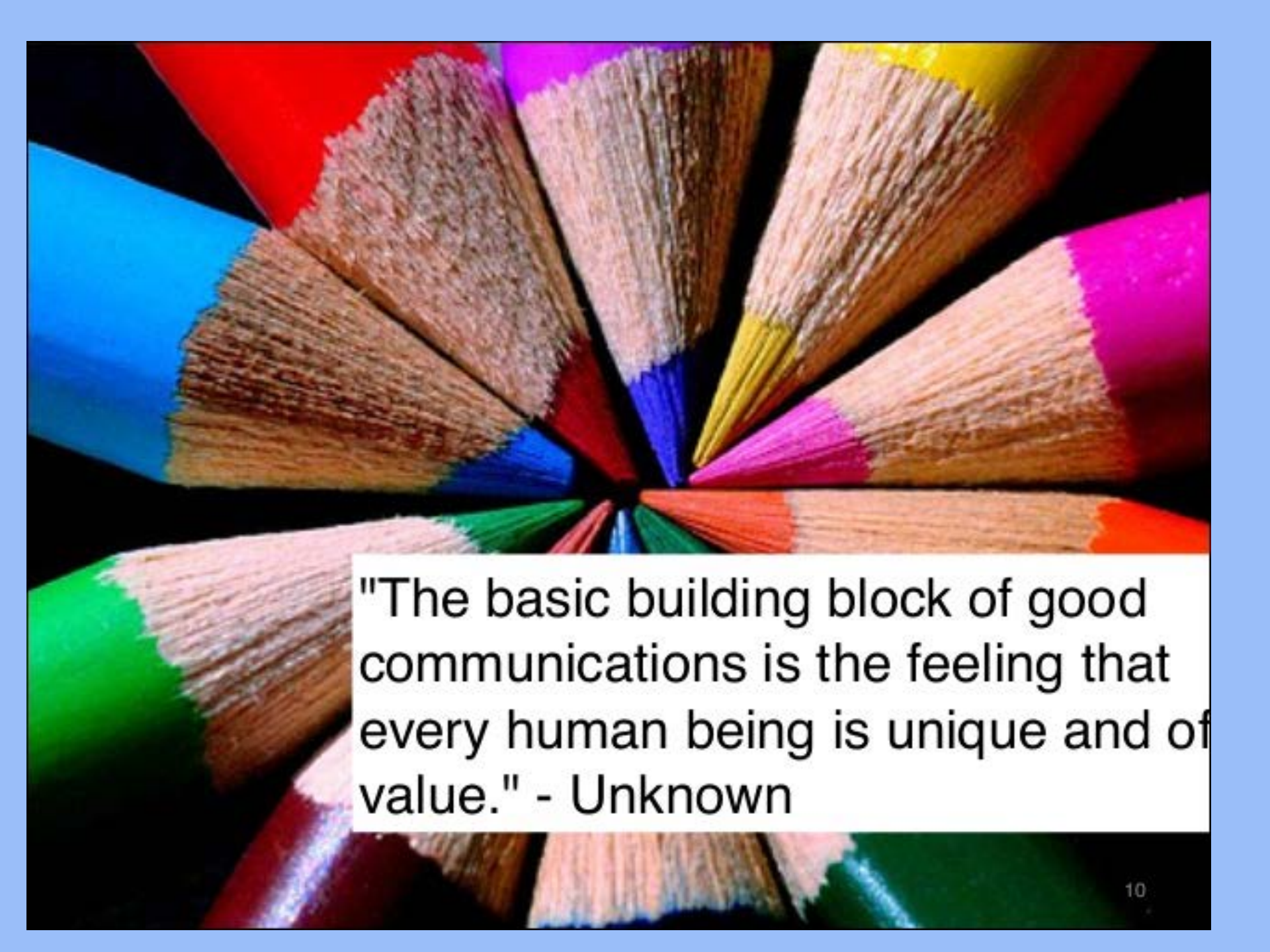
Remember:

- Communication is behavior.
- The behavior you exhibit is how people perceive you.
- Hold yourself accountable for outcomes – you will get out of something what you put into it. You are responsible for your own behavior.
- Behave like you're in business for yourself – don't wait to be told what to do. Initiate and clear the path to lead others.

DARE TO BE DIFFERENT!

Make your communication count!

Words don't mean – people do!



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

Questions

