



Effective Communication for Employees

FY2010

Icebreaker and Introductions

- Birthday line-up
 - Line up by your birthday (month and day)
 - You may not talk
- Introductions



Ground Rules

- Share the air time
- No cell phones, pagers, Blackberries, etc.
- Return from breaks on time
- Be open to new ideas
- Everyone's opinion and perspective counts
- Maintain confidentiality

Agenda

- Introductions and Overview of the Day
- Personal Communication
 - Elements of Communication
 - Filters
 - Communication Styles
 - Nonverbal Communication
 - Active Listening
- Messaging
 - Complete and Clear Messages
 - Conflict Resolution
 - Difficult Conversations
 - Giving and Receiving Constructive Feedback
 - SBI Model

Workshop Objectives

At the end of this workshop, employees will become more aware of how they communicate and learn and apply tools and strategies to communicate more effectively.

PERSONAL COMMUNICATION

Self Assessment

- Fill out the assessment
- Assessment is private – participants will not need to share results

Elements of Communication

1. What you say – content needs to be clear and provide all relevant information
2. How you say it (tone, body language)
3. Intent

Communication is about what a person hears, reads, observes, says, writes, or does

What Gets in the Way of Effective Communication

Small group activity:

- Discuss what factors impact how we communicate
- One person take notes
- Groups to report the factors they identified

Filters and Communication Style

- Beliefs
- Background (culture and upbringing)
- Experiences
- Assumptions
- Perceptions
- Individual differences
- Disabilities

Filtering Scenario

Ask yourself:

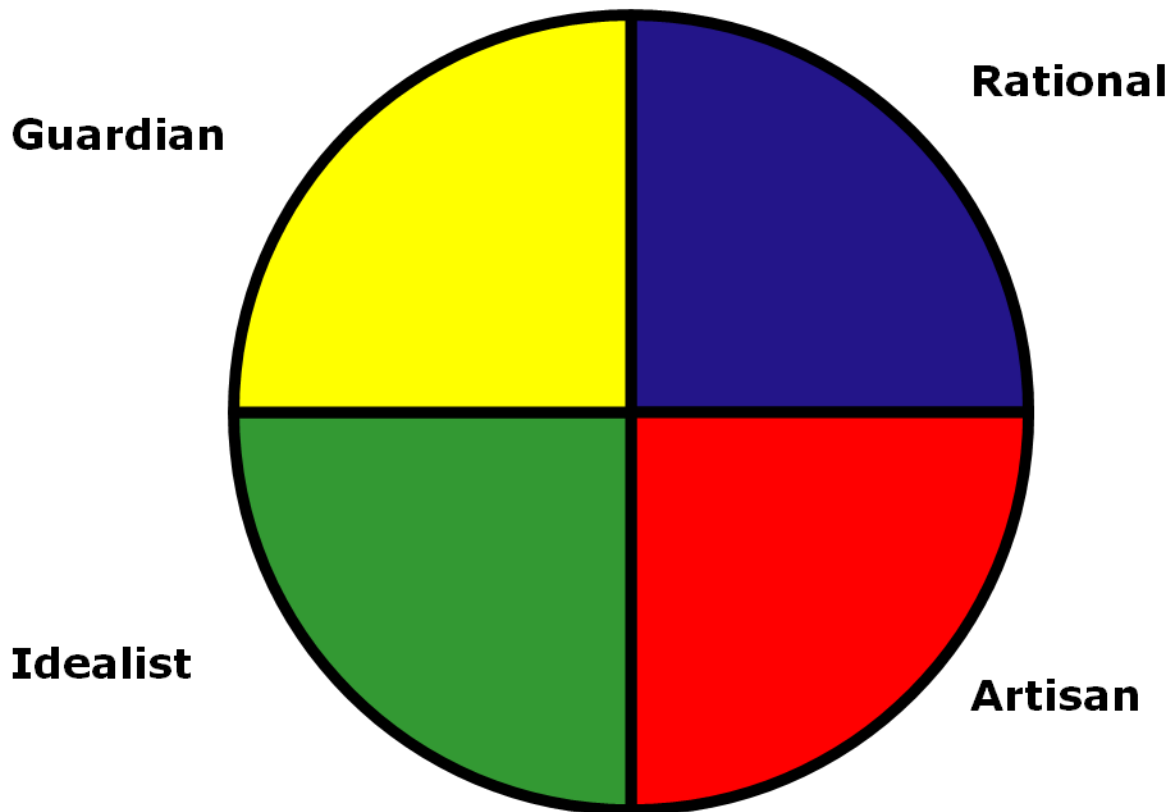
- What did I actually hear or observe?
- What were my conclusions?
- Were my conclusions based on facts?
- Are there alternatives to my interpretation?

Filtering Scenario: Key Points

- Verify what you have observed
- Confirm or correct your interpretation
- Adjust your conclusions, as needed
- Take appropriate action, as needed

Impact of Behavioral Styles

Keirsey's Four Temperaments



Myers-Briggs Dichotomies

	MBTI Elements – Jung’s Psychological Types	Meaning
E	Extraverted	Expressive
I	Introverted	Reserved
S	Sensory	Observant
N	Intuitive	Introspective
T	Thinking	Tough-minded
F	Feeling	Friendly
J	Judging	Scheduling
P	Perceiving	Possibility

Please Understand Me II: Temperament, Character, Intelligence, Keirsey, David

Nonverbal Communication: What is it?

- Gestures
- Eye contact or movement
- Posture
- Facial expression and physiological
- Touching
- Movement and personal space
- Clothing



Impact of Nonverbal Communication

A study by Mehrabian found that communication is:

- 7% verbal
- 38% vocal
- 55% facial

Wikipedia.org

Self Reflection

Write a response to each question on the provided handout.

- What types of nonverbal communication are triggers for me?
- What nonverbal messages might I send?
- What filters do I bring to conversations with my peers, staff, and management?
- To what extent could those filters be impacting how I give and take in information?

Active Listening

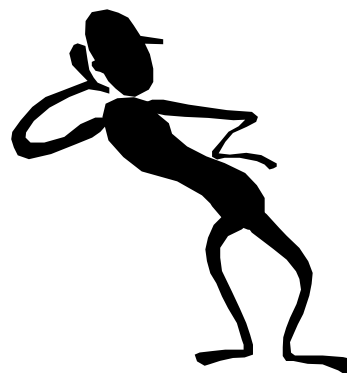
What does it look like when we are actively listening?



Active Listening

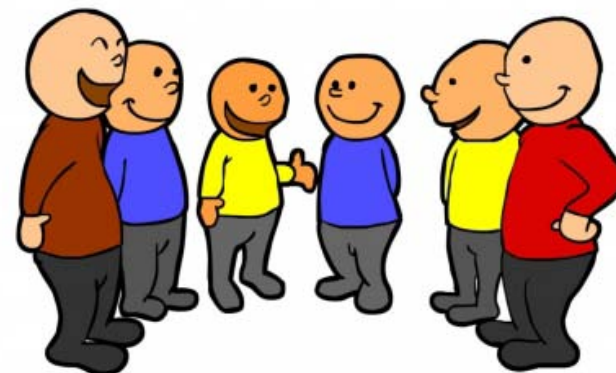
- Make a conscious decision to pay attention
- Show your understanding
- Ask questions
- Check your understanding (paraphrase)

Be engaged!



Conventional Listening

- Used to make contact
- Available in a pleasant, social way
- Examples include:
 - Varying eye contact
 - Allowable interruptions



Reactive Listening

- Used to defend or counter a position
- Selectively listening
- Examples include:
 - Interrupting
 - Rehearsing internally your next statement
 - Blaming or calling for justification, often with “why” questions

Active Listening: Body Language

- Squarely face the person
- Open posture (no crossed legs or arms)
- Lean forward
- Eye contact
- Relax

Active Listening: Ask Questions

- Ask open questions designed to lead to more info
- "How" or "what" is better than "why."
- "Tell me more." "What else?"

Active Listening: Paraphrasing

- Why?
 - Indicates you are listening
 - Encourages the speaker to elaborate
 - Allows time for confirmation
 - Allows you time to calm down and process the information
- How?
 - So what I hear you saying is...
 - You are upset because...

Active Listening Activity: Dream Vacation

- Person 1: think of your dream vacation. Answer questions describing the activities, climate, food, etc. without specifically stating a location.
- Person 2: ask open ended questions to try and determine the location of your partner's dream vacation.



Group Discussion

- What did you learn from this activity?
- As a Dreamer:
 - How well did your partner listen to you?
 - What was significant about the way he or she listened?
 - Did your partner ask engaging questions?
- As a partner:
 - What non-verbal cues were significant?
 - How well do you think you listened?
 - How did you show you were engaged?
 - How is this different from your normal experience of listening?

Active Listening: Key Points

- Show interest with eye contact and body language
- Encourage dialogue by paraphrasing
- Be engaged



MESSAGING

Are You Clear and Complete?

- How do you know if you are being clear and complete?

5 Ws and 1 H

- Who ?
- What?
- Where?
- When?
- Why?
- How?

Exercise

One of the COs has come to you and says the National Office needs background information for a case you processed last year.

What questions should you ask to gain clarification?

Conflict

- Is conflict a bad thing?



Conflict Definition

- Controversy or quarrel, such as conflict between two people
- Incompatibility or interference, as of one idea, desire, event or activity, such as conflict in your schedule
- Mental struggle arising from opposing demands or impulses, such as conflict between eating dessert and sticking to a strict diet

Dictionary.com

Benefits of Conflict

- What are the benefits of conflict?

Benefits of Conflict

- Raise awareness of issues
- Motivate people to engage and recognize individual differences
- Team development phases of *form*, *storm*, *norm* and *perform*

Challenges with Conflict

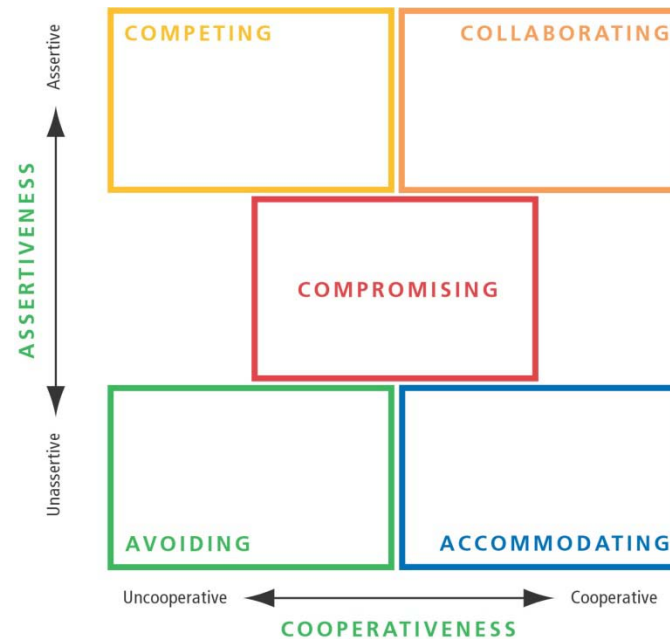
- When not properly handled, conflict can lead to:
 - Hurt feelings
 - Lower morale
 - Lower productivity
 - Additional conflict
 - Inappropriate behaviors, such as fighting

Causes of Conflict

- Poor communication
- Surprises
- Not understanding rationale for decisions
- Lack of resources
- Unclear roles and responsibilities
- Personal disagreement
- When others are not accountable for their actions
- Not resolving prolonged issues
- Passing the buck

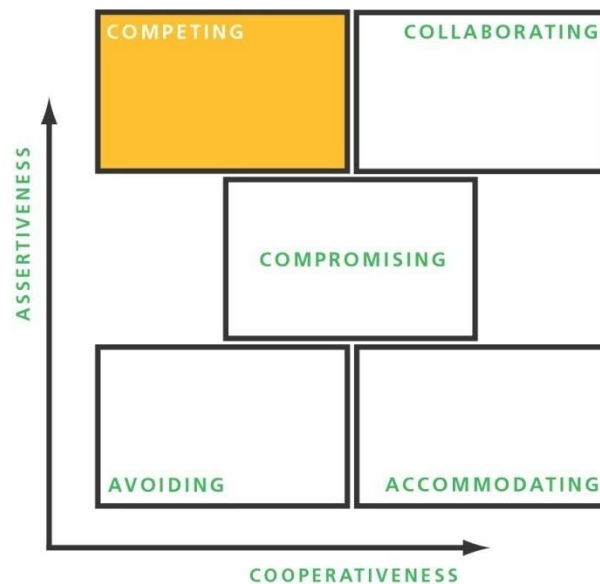
Managing Conflict

- Thomas and Kilmann identified five main styles to managing conflict. Each varies in the degree of cooperativeness and assertiveness:



Competing

- “My way or the highway”
 - Taking quick action
 - Making unpopular decisions
 - Standing up for vital issues
 - Protecting yourself
- Competing Skills
 - Arguing or debating
 - Using rank, position or influence
 - Asserting your opinions and feelings
 - Standing your ground
 - Stating your position clearly

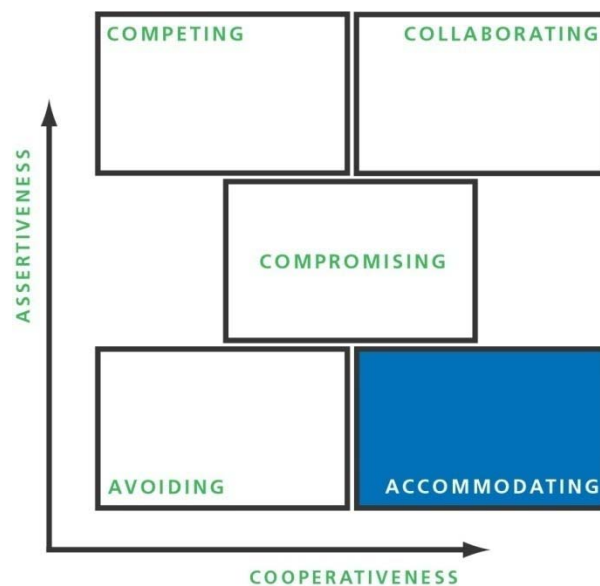


Competing

- Overuse
 - Lack of feedback
 - Reduced learning
 - Low empowerment
 - Surrounded by “yes people”
- Underuse
 - Restricted influence
 - Indecision
 - Delayed action
 - Withholding of contributions

Accommodating

- “It would be my pleasure”
 - Showing reasonableness
 - Developing performance
 - Creating goodwill
 - Keeping peace
 - Retreating
 - Maintaining perspective
- Accommodating Skills
 - Forgoing your desires
 - Selflessness
 - Obedience
 - Ability to yield

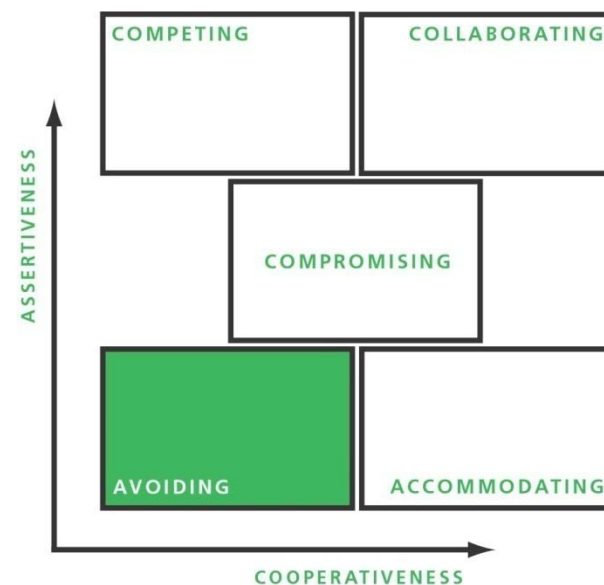


Accommodating

- Overuse
 - Overlooked ideas
 - Restricted influence
 - Loss of contribution
 - Anarchy
- Underuse
 - Lack of rapport
 - Low morale
 - By-the-book reputation
 - Inability to yield

Avoiding

- “I will think about it tomorrow”
 - Leaving unimportant issues alone
 - Reducing tensions
 - Buying time
 - Knowing your limitations
 - Allowing others ownership
 - Recognizing issues as symptoms
- Avoiding Skills
 - Withdrawing
 - Sidestepping
 - Sense of timing
 - Ability to leave things unresolved

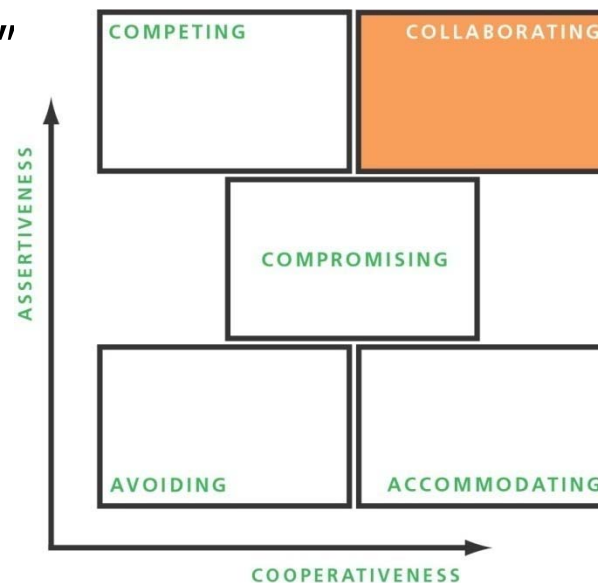


Avoiding

- Overuse
 - Lack of input from you
 - Decisions made by default
 - Festering issues
 - Climate of caution
- Underuse
 - Hostility/hurt feelings
 - Work overload – too many causes
 - Lack of prioritization/delegation

Collaborating

- “Two heads are better than one”
 - Integrating solutions
 - Learning
 - Merging perspectives
 - Gaining commitment
 - Improving relationships
- Collaborating Skills
 - Ability to listen, understand and empathize
 - Nonthreatening confrontation
 - Input analysis
 - Identifying underlying concerns

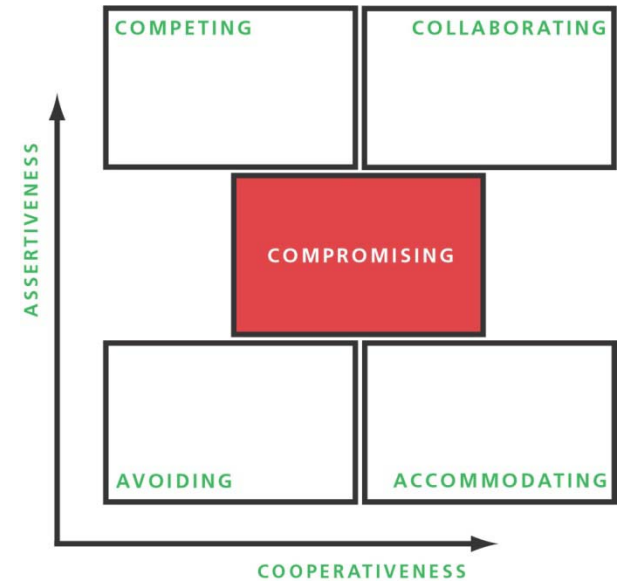


Collaborating

- Overuse
 - Too much time on trivial matters
 - Diffused responsibility
 - People who take advantage
 - Work overload
- Underuse
 - Mutual gains deprivation
 - Lack of commitment
 - Low empowerment
 - Loss of innovation

Compromising

- “Let’s make a deal”
 - Resolving issues of moderate importance
 - Reaching resolution with equal power and strong commitment
 - Creating temporary solutions
 - Dealing with time constraints
 - Backing up competing/collaborating
- Compromising Skills
 - Negotiating
 - Finding middle ground
 - Making concessions
 - Assessing Value



Compromising

- Overuse
 - Loss of big picture perspective
 - Lack of trust
 - Cynical climate
- Underuse
 - Unnecessary confrontations
 - Frequent power struggles
 - Inability to negotiate effectively

Conflict Resolution Assessment

- Work in pairs
- Answer the following questions:
 1. Which of the five ways to handle conflict do you use most frequently?
 2. Which of the five ways to handle conflict do you use most infrequently?
 3. What technique would you like to improve most?
 4. What has held you back from using this technique? Is there a hidden payoff from avoiding this technique? A hidden cost?

Difficult Conversations

- Examples:
 - Giving or receiving feedback
 - Making requests
 - Delivering bad news
 - Revisiting past conversations that did not go well
- Reframe situations:

Truth

Accusation

Blame

Judgment or characterization

What is wrong with you?



Different Stories

Intentions and impact

Contribution

Feelings

What is going on?

Difficult Conversations

- Work in small groups
- Discuss the following questions:
 1. What are the challenges of giving feedback?
 2. What are the challenges of receiving feedback?
 3. What are some strategies to deal with giving or receiving feedback?

What is Constructive Feedback?

- Purpose
 - Provide information to others about how their actions/inactions or behaviors affected you
- Who gives constructive feedback in the workplace:
 - Peer to Peer
 - Employee to Manager
 - Manager to Employee

Giving Feedback

- Types of feedback:
 - Constructive
 - Praise
- Characteristics of effective feedback:
 - Helpful
 - Action oriented
 - Timely
 - Non-judgmental

Receiving Feedback

- Actively listen
- Ask questions
- Paraphrase
- Keep an open mind
- Do not assume bad intentions
- Wait until the other party has finished before reacting

Remember, constructive feedback is not a personal attack.
Allow time to move past an initial reaction and approach
feedback with an open mind

SBI Model*

- The Center for Creative Leadership has developed a model called the SBI: situation – behavior – impact. This is used to provide feedback so that the recipient clearly understands what actions to take to improve performance or change a behavior.
 - Situation: capture and clarify
 - Behavior: describe
 - Impact: relay the impact the behavior had on you

Practicing SBI at CNPC

- Step 1: Describe the situation: what is the context?
- Step 2: Describe the behavior
- Step 3: State the impact of the behavior on you, other staff or the CNPC
- Step 4: Find out the other person's perspective
- Step 5: State the desired outcome
- Step 6: Agree on Action Plan
 - Work with other person to develop an action plan
 - Document steps and action plan

Exercise: Giving and Receiving Feedback

- Form pairs
- Take two minutes to think through how you will respond using the skills we have discussed (active listening, SBI, nonverbal communication)
- Role play:
 - In vignette 1, one person will play him/herself, the other will play Jeff
 - In vignette 2, switch so that the person who played Jeff now plays him/herself

SBI Exercise Debrief

- Describe how your partner demonstrated active listening skills
- Did the person playing him/herself provide specifics, describe the behavior, and explain the impact?
- What might the person have done differently in the exercise? What might the person playing Jeff or Jill have done differently in the exercise?

REVIEW

Workshop Review

- Filtering
- Nonverbal communication
- Active listening
- Complete and clear messages: 5Ws and 1H
- Conflict Resolution
- SBI Model
- Giving and Receiving Feedback

Self Reflection

- Actions speak louder than words!
 - Are you modeling the behaviors you expect from others?
 - Pick one thing you plan to do differently going forward.

Workshop Closeout