

Welcome

Fundamentals in Practical Leadership for New & Emerging Leaders

Session 4: Communication Basics

"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.

Clarity, Conciseness and Civility!

How to ensure that your communications are the model **of clarity, brevity, and civility**. And, how to support others in achieving these communication goals? How do you **effectively communicate the message that you are being asked to communicate** by your organization? What is your role in terms of communication? Communication is an area that many organizations struggle to deliver effectively. **What can you as a leader do to advance this important area** within your organization?



- ✓ Are authentic
 - Find and use your own voice (use language and values that are your own)
- ✓ Respect people's time
 - Provide rationale/examples
 - Be clear and to the point
 - Be careful with jargon and TLAs
- ✓ Pay attention to non-verbal cues (yours and theirs)
 - Use cues as an opportunity to check-in (rather than make assumptions based on them)
- ✓ Spend more time listening than talking
 - Listen to hear
 - Talk to address their questions/concerns (not simply reiterate your point)
- ✓ Communicate often
 - Stay in touch with people and check-in regularly
 - Recognize that people need multiple communications on the same topic
- ✓ Tailor their approach
 - To the audience
 - To the message
 - To the situation
- ✓ Follow-up
 - Check in on how message was received
 - Report back on results
- ✓ Are models of civility
 - Set the tone for the organization
 - Credibility for when you need to follow-up with others on this issue



Lets look at two good examples from the current Pandemic...

www.PollEv.com/cfoe



- ✓ Are authentic
 - Find and use your own voice (use language and values that are your own)
- ✓ Respect people's time
 - Provide rationale/examples
 - Be clear and to the point
 - Be careful with jargon and TLAs
- ✓ Pay attention to non-verbal cues (yours and theirs)
 - Use cues as an opportunity to check-in (rather than make assumptions based on them)
- ✓ Spend more time listening than talking
 - Listen to hear
 - Talk to address their questions/concerns (not simply reiterate your point)
- ✓ Communicate often
 - Stay in touch with people and check-in regularly
 - Recognize that people need multiple communications on the same topic
- ✓ Tailor their approach
 - To the audience
 - To the message
 - To the situation
- ✓ Follow-up
 - Check in on how message was received
 - Report back on results
- ✓ Are models of civility
 - Set the tone for the organization
 - Credibility for when you need to follow-up with others on this issue



Authenticity
requires
vulnerability
transparency
& integrity.

Janet Louise Stephenson

Authenticity

- **Vulnerability**
 - Channel your “why” and the legacy you want to leave – use your own voice
 - Maintain deliberate calm and bounded optimism
- **Transparency**
 - Be real about certainties (or uncertainties)
- **Integrity**
 - State, and then follow-up on, expectations and accountabilities (for yourself and others)



Respect People's Time



- “I need 15 minutes of your time, is now ok?” (don’t underestimate how much time something will take)
- Know how long you have in a meeting to accomplish the tasks – stick to time allotted or ask for other things to be deferred as soon as you know you will need it.
- Stop an “offside” conversation and take it outside of the meeting afterwards.
- Consider what things need their own email, and where you can group items into one.
- Don’t “soapbox” – be aware of your “hot buttons”

Sample Email

Subject: New Policy

I have resolved the issue that you brought up at the last team meeting regarding inconsistency of referral form completion. Everyone on the team should let me know if you get an uncompleted referral form.

There is a new policy regarding slip and fall safety. They have decided this is necessary and everyone needs to read and sign it.

Also, please mark your calendars for an organization-wide meeting that has been scheduled for November 13th.

Please read the slip and fall policy and follow-it effective immediately. It is attached here, and you need to sign a confirmation that you reviewed it and put it in my mail slot.

Team Lead

Let's check in...

Sample Email - alternative

Subject: New Policy

I have resolved the issue that you brought up at the last team meeting regarding inconsistency of referral form completion. Everyone on the team should let me know if you get an uncompleted referral form.

There is a new policy regarding slip and fall safety. They have decided this is necessary and everyone needs to read and sign it.

Also, please mark your calendars for an organization-wide meeting that has been scheduled for November 13th.

Please read the slip and fall policy and follow-it effective immediately. It is attached here, and you need to sign a confirmation that you reviewed it and put it in my mail slot.

Team Lead



Subject: Action Required re. New Policy and Some Follow-up Items

Good morning all,

There have been a number of slip and fall incidents in the past couple of months. In review of the contributing factors, the Health and Safety Committee recommended a new policy and this is now available.

Action: *Review attached policy and sign the confirmation by July 15th*. The confirmation should be put in my mail slot. If you have any questions or concerns upon your review of the policy, please let me know.

Follow-up items:

Thank-you for the good discussion on referral form completion at the last team meeting. I have had a discussion with the Team Lead of the referral group and will be attending their meeting tomorrow to discuss the importance of full completion of the form. Please let me know if you get an incomplete form so that I can follow up.

Finally, please mark your calendars for an organization-wide meeting that has been scheduled for November 13th.

Thanks and have a great day!

Team Lead



Non-Verbal Cues

- Pay attention to yours (and theirs)
- Don't assume you know what the body language means
- Notice it as a means to check-in

Listen to Understand

- Don't listen to build your response – empty yourself – be present to what the other is saying
- Ask questions to confirm you understand
- Ask questions to confirm they understand
- Rephrase and repeat what they have said (so that they can correct you if not)
- Respond to what they have said (rather than just repeating your previous points)



COMMUNICATE OFTEN?



Refine and Repeat



People need to be exposed to a message 7 times to take it in

Audio messages – 6-20 (Microsoft study)



What is your Single Overriding Communication Objective?

Support it with up to three points (the compelling “why”) | Repeat

Refine the message as you go –how it was received



How do you determine when you are going to be communicating 7 times (and more) – what kinds of things?

Relational – belonging, important, your work matters

Strategy

Significant change

Issues of safety and risk

Let’s check in...

Tailor the Approach and Follow-up



Meet people where they are at



Make it a dialogue when and where appropriate



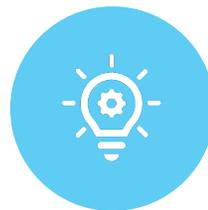
Think of formality, medium – different approaches for different audiences depending on forum



Where there is a task – how will you follow-up?



Where there is behavior change - how will you reinforce and support?



Making a plan can help think through the options and ensure you aren't missing anyone



Communication Planning

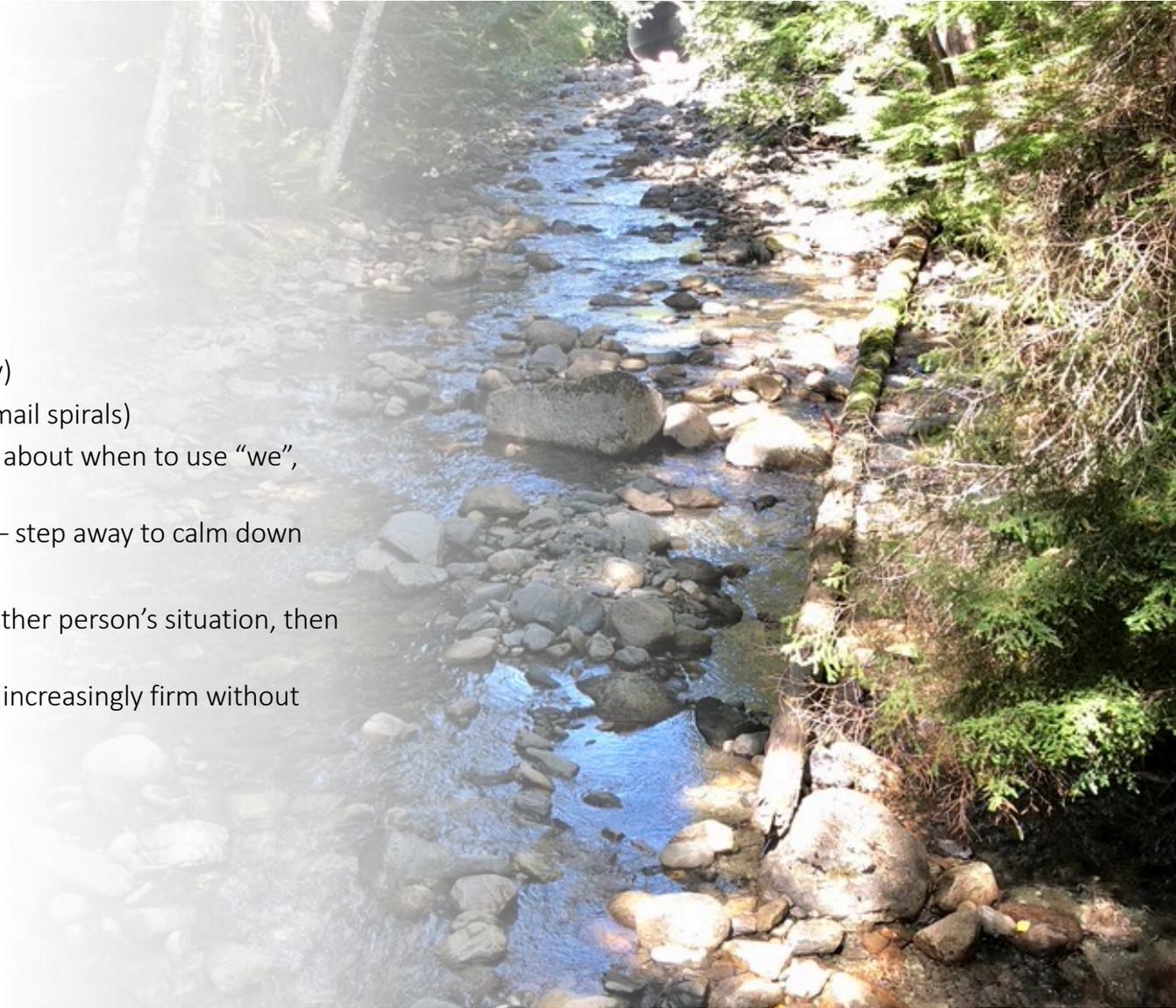
Pulling it all together



Civility

- Be a model of civility
- Assume the best of people
- Rely on facts
- Consistently challenge incivility (in a civil way)
- Move to a different media (avoid negative email spirals)
- Thoughtfully use “I” rather than “you”, think about when to use “we”, almost never use “they”
- Understand your own personal hot buttons – step away to calm down
- It’s good to be assertive
 - Empathetic assertion – recognize the other person’s situation, then express your needs
 - Escalating assertion – you can become increasingly firm without aggression
 - Practice!

[Resource: Effective Communication](#)



Reflection Questions

1. On the “great communicator” checklist, what are the areas that you excel at? Where would you like to focus to develop your skills?
1. In relationship to what was presented, what have you done during the last year to support great communication in your organization?
1. Complete the Communication Template provided for a current or upcoming message that you need to be sharing and/or imagine preparing for a key message you would need to share and complete the template from that perspective.

Thank you!

Maria Sánchez-Keane
maria@cfoe.ca
519.636.3887

Keri Selkirk
keri@cfoe.ca
519.282.9182



CENTRE FOR ORGANIZATIONAL
EFFECTIVENESS.