

— WORKSHOP

# Effective Communication

*The important things we rarely think about.*

— CORE BELIEF

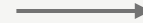
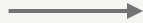
# **Social collaboration & empathy are built in.**

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An evolutionary echo of being human:

We can all find it within ourselves to empathize, and to communicate more effectively because of it.

# Communication is shared work.



## SENDER

Frames the message, chooses words, sets tone.

## MEDIUM

The channel that carries the message is often chosen, often non-critically.

## RECEIVER

Decodes, interprets, gives meaning to what arrives.

—QUESTION

# Who's responsible?

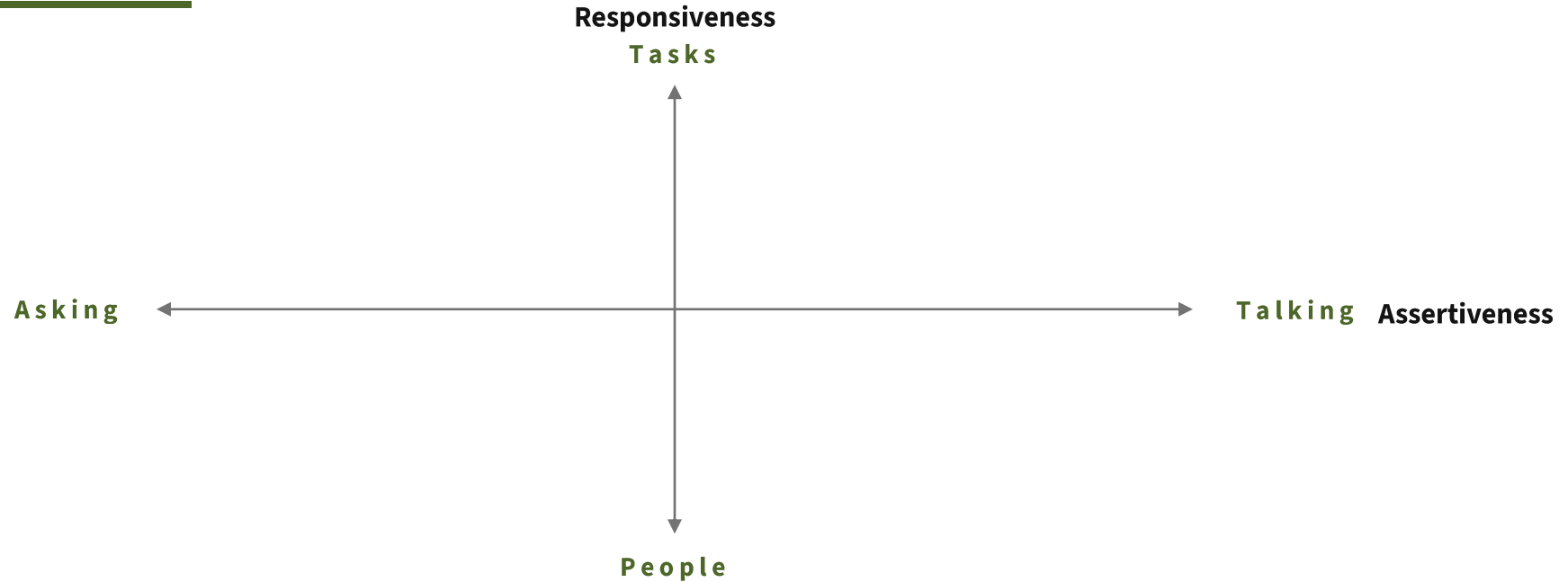
You

— INSTRUMENT FOR EFFECTIVE COMMUNICATION

# Styles of Behaviour

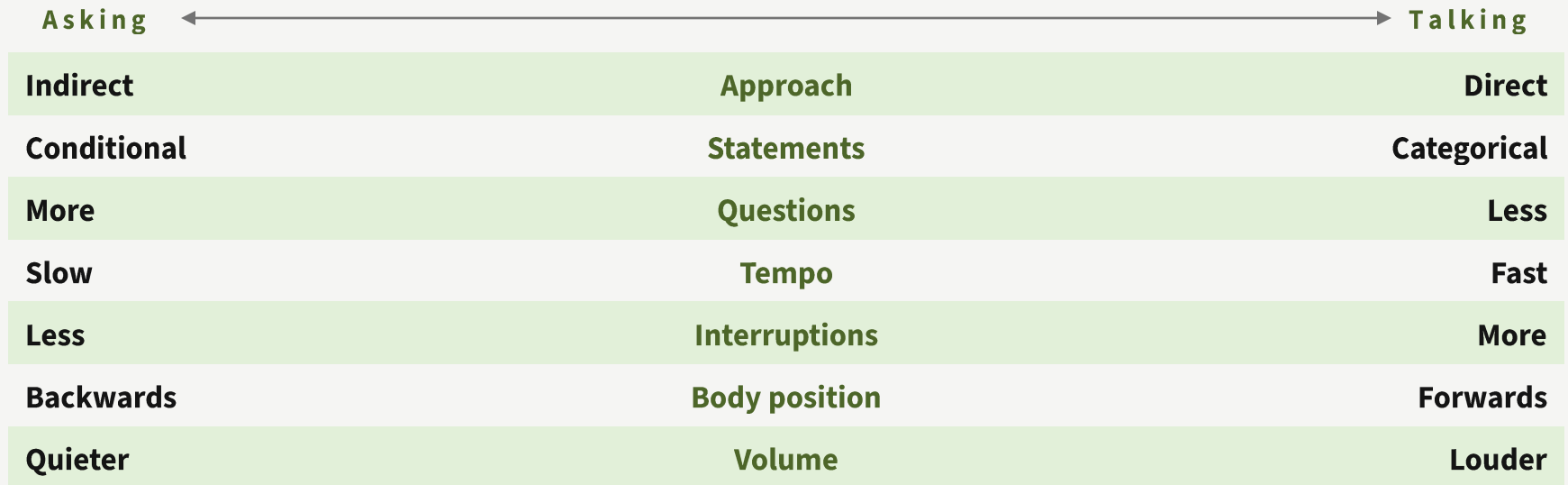
# Four Styles of Behavior

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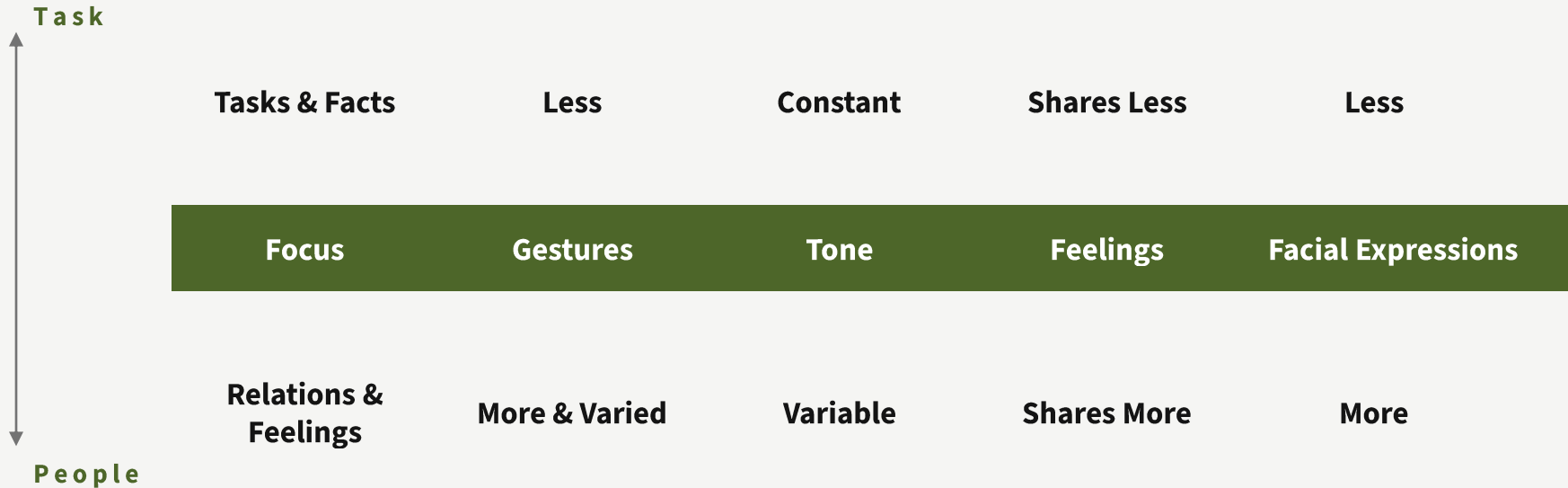


# Assertiveness (Influencing Opinions)

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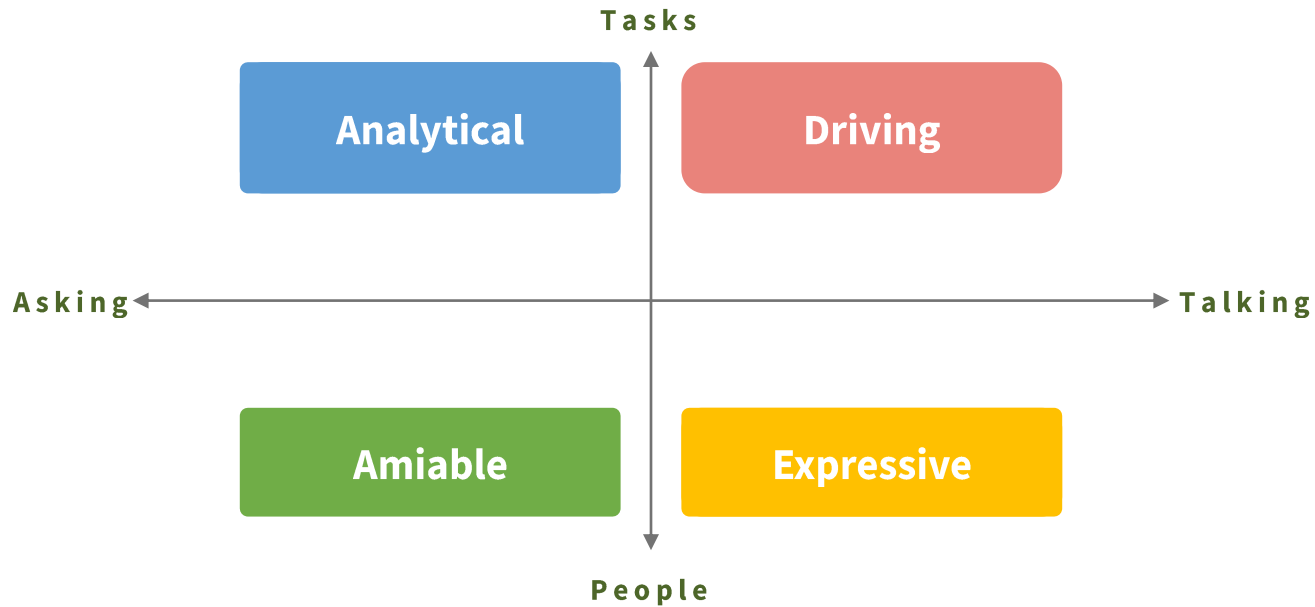


# Responsiveness (Expressing Feelings)



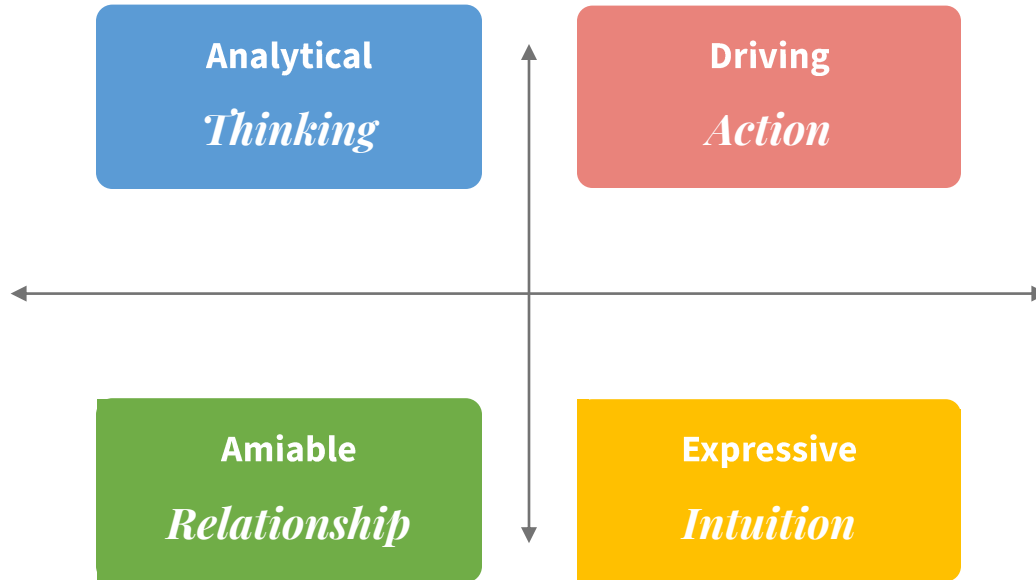
# Four Styles of Behavior

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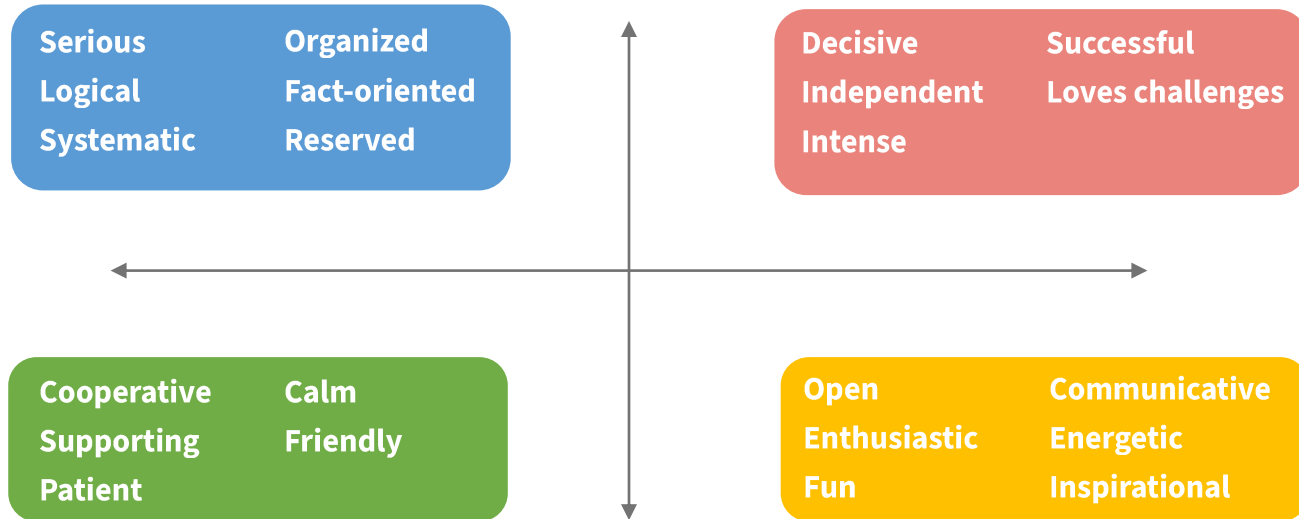
# Four Styles of Behavior: Keywords

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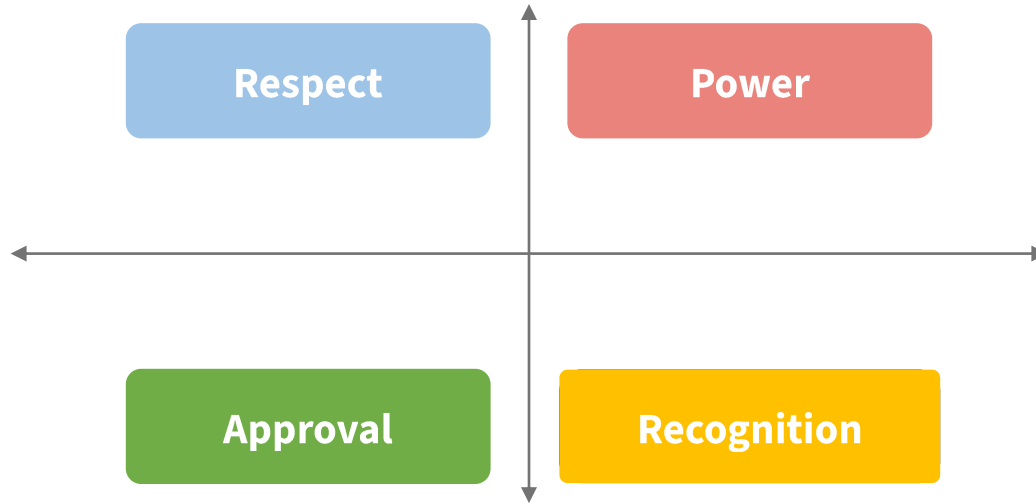
# Four Styles of Behavior: Characteristics

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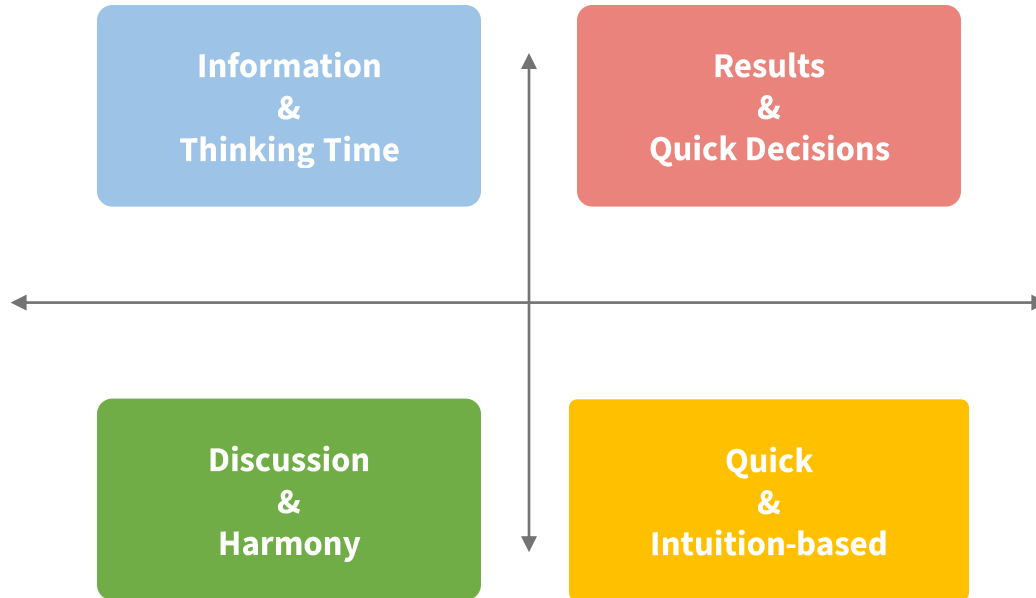
# Four Styles of Behavior: Needs

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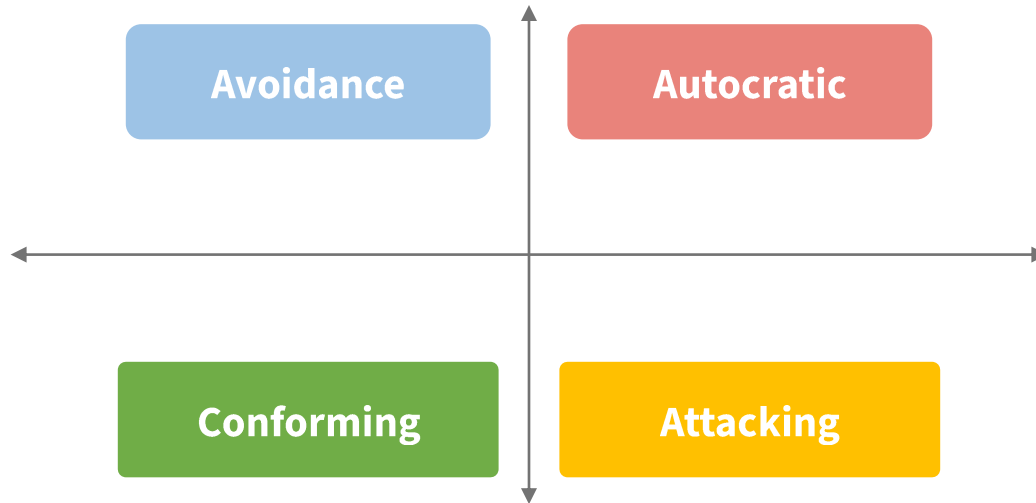
# Four Styles of Behavior: Problem-solving

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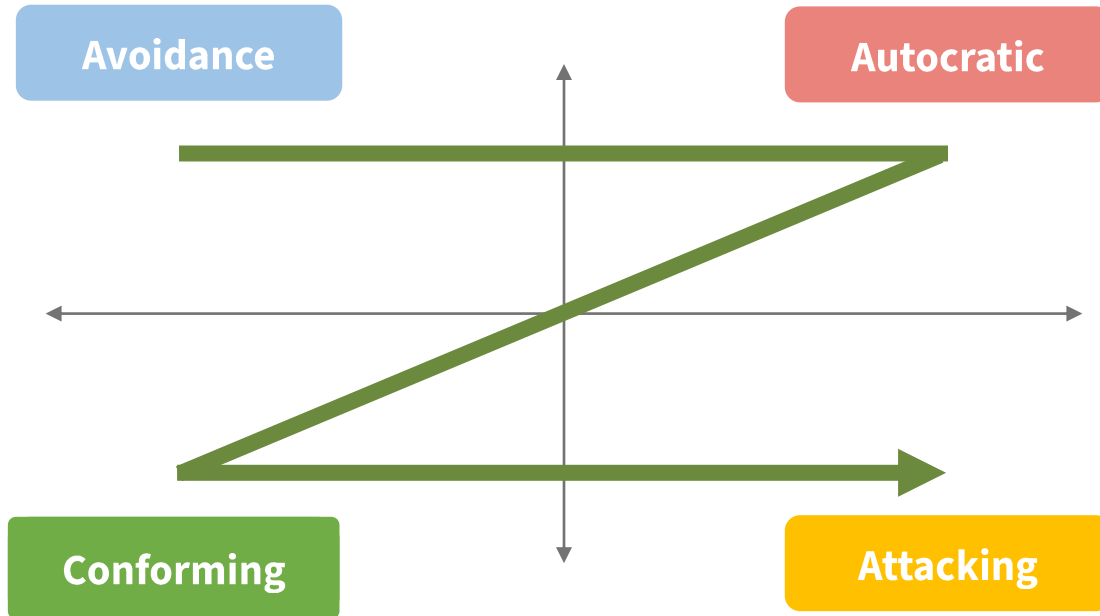
# Four Styles of Behavior: Defense Mechanism

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# Four Styles of Behavior: Model “Z”

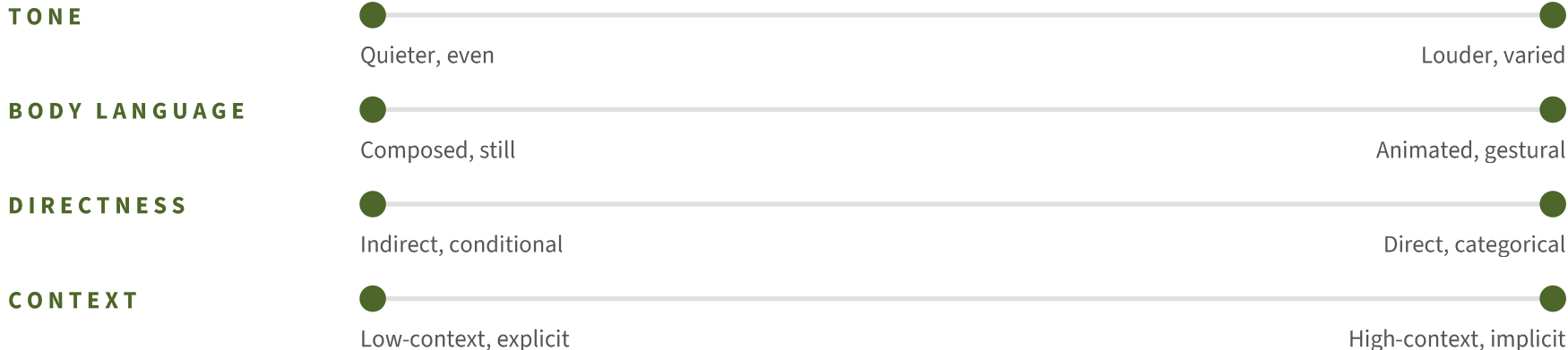
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—CORE SKILL FOR EFFECTIVE COMMUNICATION

# Adapt to understand & be understood.

Effective listening and effective speaking require adjusting the channel you broadcast on - verbally and non-verbally.



— TAKING ADVANTAGE OF THE ENVIRONMENT

# Medium selection

# Which channel best fits each scenario?

Document

E-mail

Chat

Phone call

Video call

In-person



A direct report has missed two consecutive delivery deadlines. Understand what's going on and what are the expectations.



Start planning a new vendor escalation procedure needed to land identically with 30+ account managers across 3 countries.



A vendor partner is asking you to confirm Q3 promotional volume, and both sides need the same record later.



A peer manager pings you mid-afternoon - should finance be looped into tomorrow's pricing review, yes or no?



A new team in another country is starting a joint logistics project with yours and you've never worked with them before.



A colleague's email about a customer licensing question is unclear. You need the answer before a call in 45 minutes.

# Intentional choice of medium

| CHANNEL           | BEST FOR                                           | TIMING                   |
|-------------------|----------------------------------------------------|--------------------------|
| <b>Document</b>   | Reference, policy, spec — permanent record         | Async · Low immediacy    |
| <b>Email</b>      | Asks, requests, summaries, light coordination      | Async · Medium immediacy |
| <b>Chat</b>       | Quick info, free-form discussion, low stakes       | Async · High immediacy   |
| <b>Phone call</b> | Resolving confusion, simple decisions              | Sync · Voice only        |
| <b>Video call</b> | Signaling trust, light negotiation, visual context | Sync · Voice + face      |
| <b>In-person</b>  | Conflict, sensitive topics, building rapport       | Sync · Full presence     |

*Default channels are convenient. Conscious channels are effective.*

# Meeting Tips

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- Determine if the meeting is necessary
- Define purpose, agenda and desired outcome clearly
- Select attendees critically
- Clarity on follow-up responsibility (minutes or summary)
- Support your message with visuals
- Set and apply rules (conduct, decision-making, tone, etc.)
- Use meetings to build relationships

# E-mail Tips

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- Double-check recipients
- Limit to one subject and use it as a label
- Summarize, elaborate, summarize
- Be clear on e-mail response time expectations
- Find time for a shorter, revised version
- Never write when angry, never promise when happy

— GETTING THE MESSAGE THROUGH

# Effective Communication

*“We literally only hear what we listen for.”*

Prediction is the primary function of the neocortex, so unless you consciously choose how to listen, you'll listen to confirm what you already believe about the speaker.

— David Rock, *Quiet Leadership*

# Active listening

## WHAT WE OFTEN LISTEN FOR

- A chance to cut in
- The information we already want
- Distractions around us
- Our own next thought

## WHAT WE SHOULD LISTEN FOR

- The message - fully heard
- Potential for growth
- Building rapport, both ways
- "What" and "how" - easy on the "why"

*Listening builds rapport - and rapport opens the door to being heard yourself.*

# Speak with intent.

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Be conscious of what you want the listener to understand. Then meet three conditions:

**01**

## Succinct

Cut what doesn't carry meaning. One thought, sharp.

**02**

## Specific

Names, numbers, examples. Vague kills attention.

**03**

## Generous

Speak in their words. Make sure your message arrives - not just leaves.

# Speak with Intent: Be Succinct

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*Introducing additional people on the project does not in any way guarantee or even facilitate faster delivery. In fact, we may complete our tasks even slower due to communication overhead, especially with the current team who are already wasting too much time on e-mails and chats.*

***Nine pregnant women cannot bear a single child in one month.***

# Speak with Intent: Be Specific

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*I like working with Richard.*



*Richard is pleasant company, an effective leader and pays attention to details.*

# Speak with Intent: Be Generous

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## *Succinctly*

Being generous is giving: of yourself.

# Speak with Intent: Be Generous

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## *Succinctly and Specifically*

Being generous is about speaking so that the other person relates to what you are saying, by using words they connect with, and doing everything you can to ensure they fully understand where you are coming from.

# Speak with Intent: Be Generous

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## *Succinctly, Specifically and Generously*

Being generous is about being committed to the other person getting your message. It means putting yourself in their shoes when you're speaking, taking care to make sure every word you use is just right, and focusing on their needs in the conversation. It also means sharing a bit of your humanity.

# When to speak?

## ● Value

Will what I say move us closer to a solution?

## ● Preparedness

Do I have the content (knowledge) AND the form (narrative)?

## ● Sensitivity

Do I have genuine interest in the people and the moment?

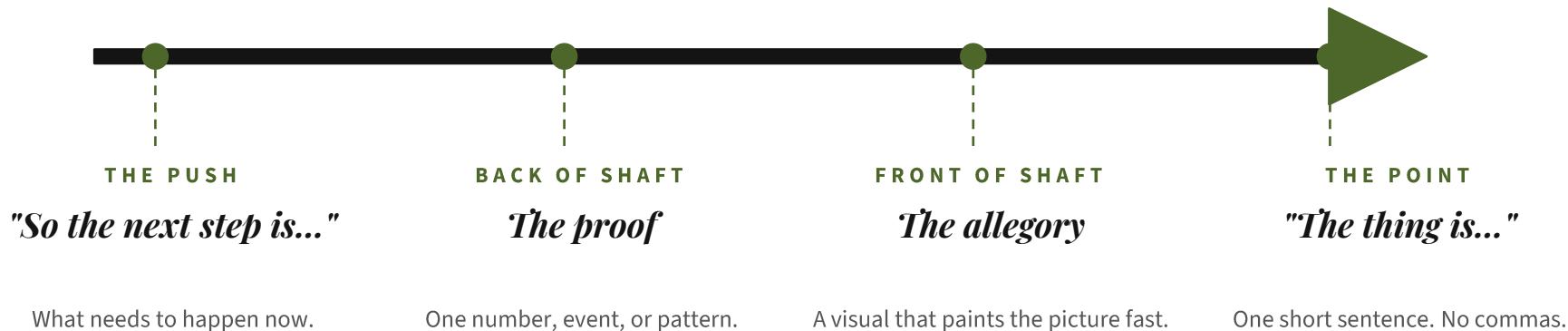
OTHERWISE ...

*Silence is golden.  
And often, effective.*

Saying nothing is a contribution too - when you've nothing to add, let the room work.

# "Throwing the spear."

Structure a high-stakes statement like a spear - sharp, balanced, and aimed.



*Visuals carry meaning faster than words. Proof anchors it. The push makes it move.*

— A R E M I N D E R

*Words have power.  
To create knowledge.  
To show the way.  
To change behavior.  
To spread ideas.*