



Managing for Results

1. Leadership
2. Team Effectiveness
- 3. Communication**
4. Strategy & Planning for Results
5. The Changing Workplace
6. Conflict Resolution
7. Process Management
8. Managing Performance
9. Due Diligence
10. Managing Diversity

Objectives

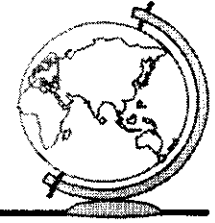


- To focus on the two most critical aspects of effective communication - listening and feedback
- To recognize poor listening skills
- To discuss and practice effective listening skills
- To learn how to give and receive BOTH positive and constructive feedback:
- To discuss dealing with a difficult audience

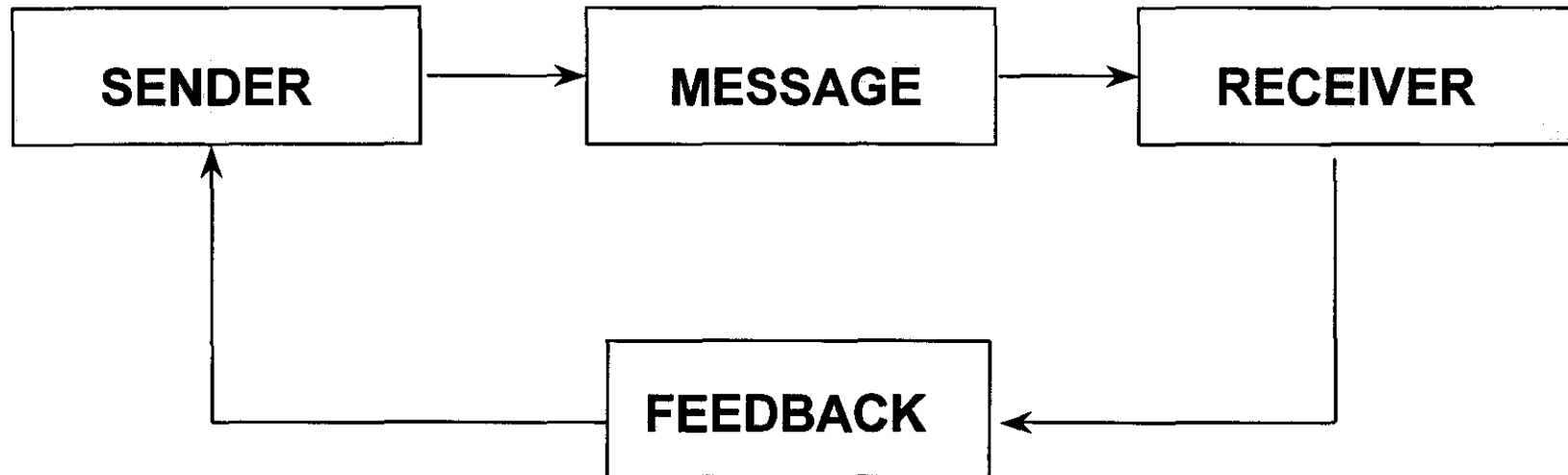
Agenda



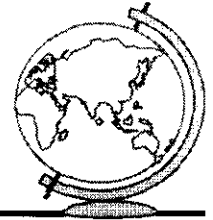
- Introduction and Exercises
- Listening Habits
- Giving and Receiving Feedback:
Characteristics of Effective Feedback
- Constructive Feedback
- Receiving Feedback
- Using Communication Skills in a Meeting with
a Difficult Message
- Next Steps / Action Plan



Communication Model



Poor Listening Habits



- Not Paying Attention
- “Pseudo Listening”
- Listening but not Hearing
- Rehearsing
- Interrupting
- Hearing What is Expected
- Feeling Defensive
- Listening for a Point of Disagreement

Abraham Maslow's

HIERARCHY OF NEEDS

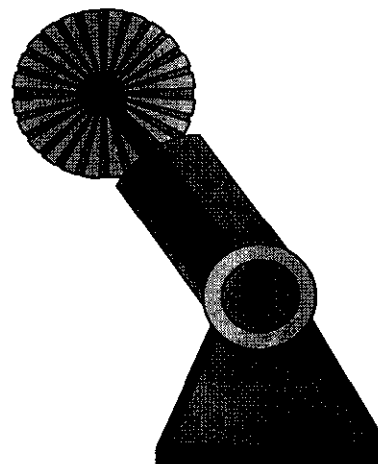




Radio Station

WII - FM

What's in it for me?



Radio Station

MMFI - AM

**Make Me Feel Important
About Myself**

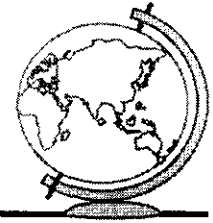


Effective Listening

- Don't Talk
- Delay Evaluation
- Be Interested
- Show Interest
- Provide Feedback
- Resist Distractions
- Empathize
- Capitalize on Listening Speed: fill the gap!



Characteristics of Effective Feedback



- Given with Care & Sensitivity
- Given with Attention
- Invited by the Recipient
- Specific and Behavioural
- Fully Expressed
- Not Pre-judgemental
- Well-timed
- Checked and Clarified
- Include Continue, Stop and Start



Constructive Feedback

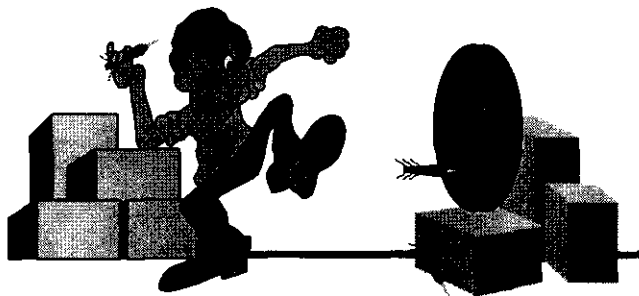
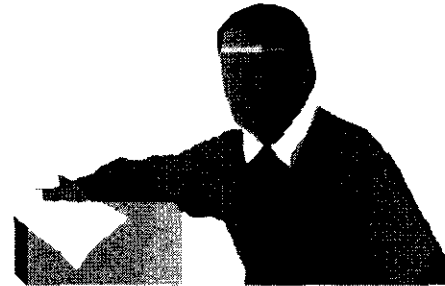
- the art of evaluating or analyzing with knowledge and tact
- not totally negative
- should provide information directed at behaviour change
- an indispensable part of our lives





Three Types of Criticism

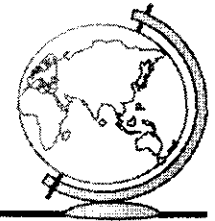
- Valid Criticism



- Unjustified Criticism



- Vague Criticism



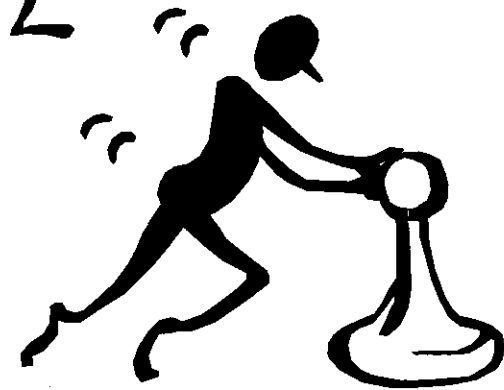
Stages of Reaction to Feedback



• Awareness



• Assessment

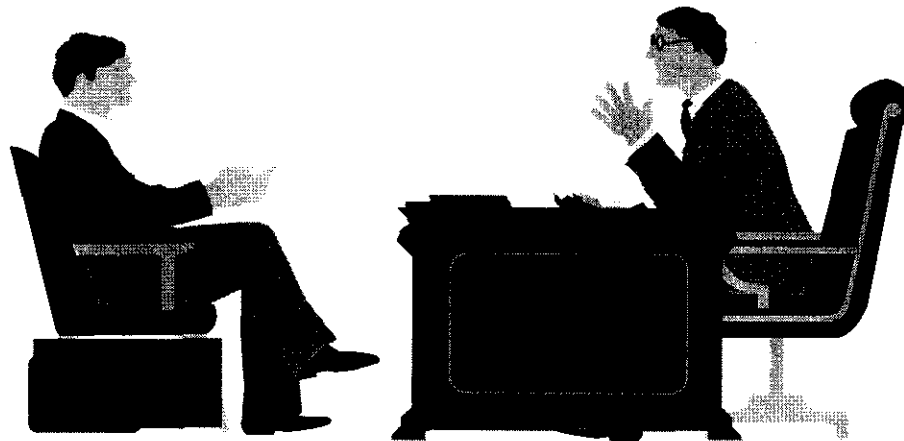


• Action

THREE STRATEGIES FOR HANDLING CONSTRUCTIVE FEEDBACK



1. Support the Speaker
2. Admit Your Mistake
3. Request Specifics

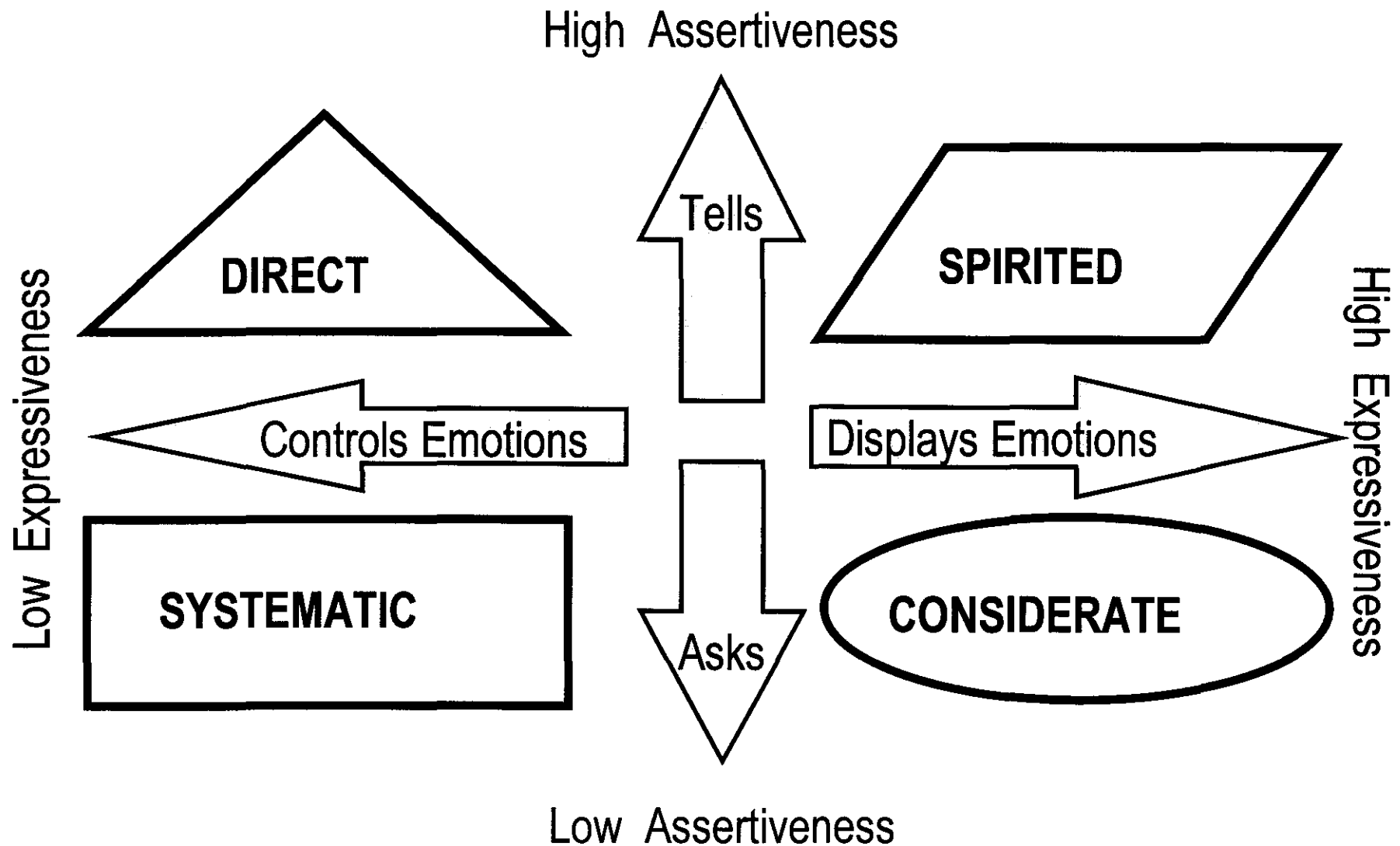


Use “DASR” to Give Constructive Feedback



	POOR VERSION	BETTER VERSION
DESCRIBE what happened	“You never get the data to me on time!”	“When you turn in the staff absentee reports after noon on Monday...”
ACKNOWLEDGE your feelings	“You make me so angry I could scream!”	“...I feel frustrated and rushed.”
SPECIFY what you want	“Can’t you get the numbers to me on time for once?”	“I need the data by noon Monday so that I can compile it for the weekly committee meeting.”
REAFFIRM your support	sarcastic “I expect you can make an effort to get it to me when I need it!”	“I appreciate your consistent attention to details and look forward to seeing your report on Monday mornings.”

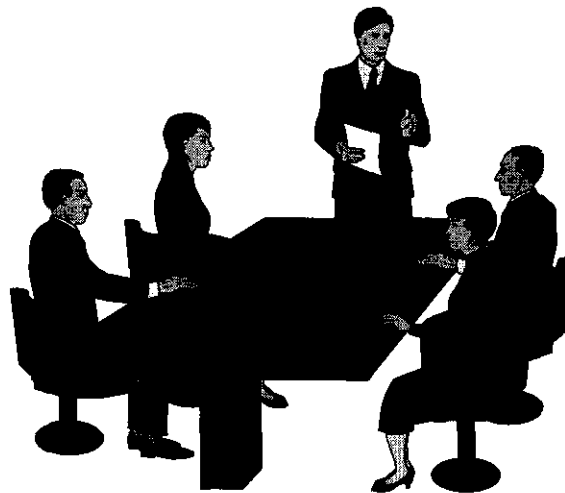
Your Communication Style



Communication - Part 2



Communicating in Meetings





Know Your Objective...

- **What is my role at this meeting?**

- * Chairperson
- * Facilitator
- * Leader
- * Authority Figure
- * Management Spokesperson

- **Why am I here?**

- * To explain
- * To convince
- * To present facts
- * To persuade
- * To inform
- * To answer questions

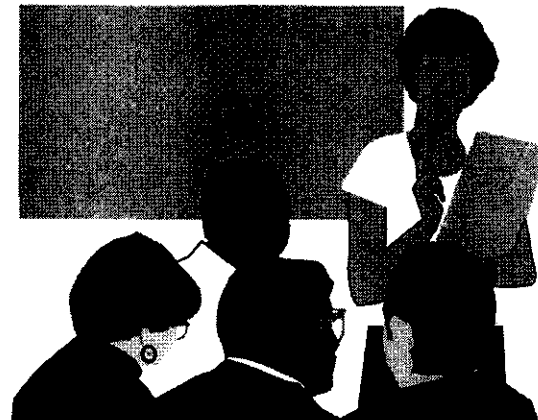
- **What do I want to get from this meeting?**

- * Understanding
- * Action
- * Agreement



Consider the Audience...

- Audience Expectations
- What do they already know?
- Attitudes and Feelings
- Anticipated obstacles or problems
- How to Deal with Them



To Set Specific Objectives, Ask Yourself...



WHAT DO I WANT TO HAPPEN ... BEFORE THE MEETING?

e.g. I want to defuse the staff's concern that this may be their only chance to speak out

... DURING THE MEETING?

e.g. I want to maximize staff understanding of the plan

I want the staff to express their fear and objections in such a way that future meetings can be planned to deal with these issues

... AFTER THE MEETING?

e.g. I want supervisors to further explain the changes

I want to keep staff informed of progress

Only when you know your objectives can you increase the likelihood of achieving your goals.

What Type of Meeting are you Going to Have?



Informational

“I want you to understand the changes.”

Persuasive

“I hope to convince you that accepting the proposed changes is vital to the health of the organization.”

Advisory

“I’m here to gather your suggestions on how to implement the changes.”

Problem-Solving

“We are here to decide how we will shift from a testing to customer service operation at this site.”

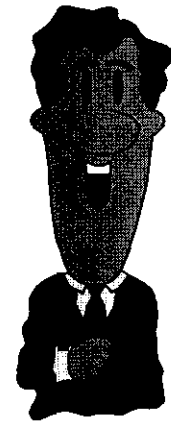
***The type of meeting influences the best way
to communicate your message...***

Tips On Communicating Your Message

Page 1



1. Keep the message short and focussed.
2. Know your facts.
3. Know what you don't know.
4. If you can't answer a question, agree to get back with the answer as soon as possible.
5. Beware of creating policy, and precedent, on the spot.



Tips On Communicating Your Message

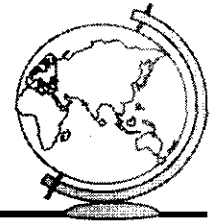
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6. As the meeting ends, state plans for future meetings. Determine the dates, etc. before the meeting.
7. Be as open as possible. Tell them what's happening and how and when decisions are being made.
8. Expect more emotion than logic.
9. Don't become defensive.
10. Don't fight feelings with facts.

Managing The Audience

Page 1

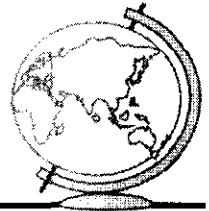


- Make your goal to establish goodwill and trust before the meeting begins.
- Don't judge your group's feelings. Accept the reality that emotionally they are where they are.
- Acknowledge the feelings you encounter. Let them be.
- If they attempt to trap you, with comments like, "Can you guarantee the number of hours we work?", don't make a commitment on the spot e.g. "I'll look into that."



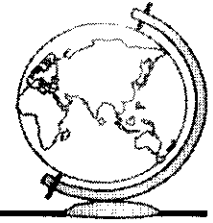
Managing The Audience

Page 2

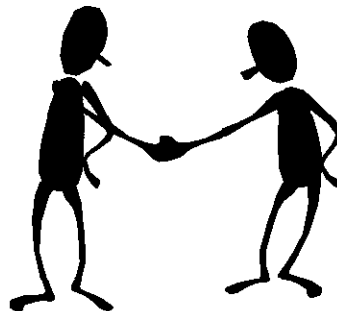


- Give a person a chance to speak his/her mind, to avoid buildup of hostility.
- Non-verbal cues are as important as verbal cues when communicating your message.
- Use active listening. Feed back what you hear.
- Test for understanding. Ask them to feedback what you said.
- Set up some support in the audience. Determine who is already “on side” and ask them to voice their support.
- Whatever they say or do, **DON'T TAKE IT PERSONALLY.**

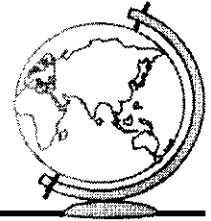
Positive Strokes Can Diffuse a Situation



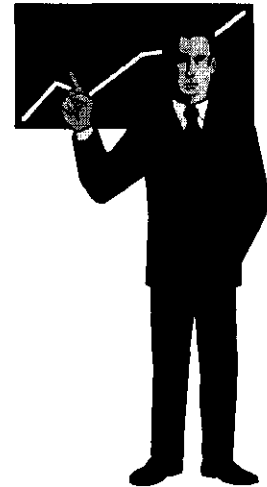
- A person who is looking for recognition will take whatever s/he can get: positive strokes or negative strokes
- Honest recognition of someone's feelings goes a long way to defuse a situation
- If you are a lightning rod, most likely you will get hit
- Trying to make it go away, or denying it exists, likely won't work



Get Yourself In Shape to Handle a Tough Audience



- Gain perspective on your strengths and weaknesses when making presentations
- Focus on you, not the audience and their characteristics
- Structure your presentation to build on your personal strengths
- Focus on the positive, not the negative





	<u>P o o r V e r s i o n</u>	<u>B e t t e r V e r s i o n</u>
D E S C R I B E what happened	"You never get the data to me on time!"	"When you turn in the staff absentee reports after noon on Monday... "
A C K N O W L E D G E your feelings	"You make me so angry I could scream!"	"I feel frustrated and rushed."
S P E C I F Y what you want	"Can't you get the numbers to me on time for once?"	"I need the data by noon on Mondays so that I can compile them for the weekly committee meeting."
R E A F F I R M your support	sarcastic ; "I expect you can make an effort to get it to me when I need it!"	"I appreciate your consistent attention to details and look forward to seeing your report on Monday. Thanks."