Unite & Ignite

1

Unite & Ignite

- What does that mean? For teams?
- What's the purpose of teams? Why do we have them?
- Why not just work as individuals?

2

The Stylish Communicator
Communicate with Authenticity

AUTHENTICITY
VALUES DRIVEN CULTURE – REAL RESULTS

THE
REALLEARNING™
experience

5

Individual Reflection

- What is communication?
- What do you consider to be good communication?
- Why is communication difficult to get right?

THE
REALLEARNING™
experience

6

2

Quality of life

Our ability and willingness to connect and communicate → Quality of our relationships → Quality of the life we lead

7

If only it was this easy

Person A has a message they want to convey to Person B

They need to know exactly what I am thinking

Transmit information →

Receive information →

Person B receives the message

I know exactly what they are thinking and there is no confusion

8

The reality

Person A has a message they want to convey to Person B

Misguided: They know exactly what I am thinking

Frustrated: Why don't they get it

Annoyed: They don't seem to care

Transmit information → Barriers → Receive information →

Person B receives the message

Misguided: I know exactly what they are thinking and there is no confusion

Frustrated: I have no idea what they are trying to tell me

Annoyed: I know what they are telling me, and I don't like it

9

Good Communication

Tell me everything

Not rushed

Tell me what I need

Open

Brief

Immediate

Honest

A major barrier to good communication: we don't even agree on what good communication is

At the right time

Friendly

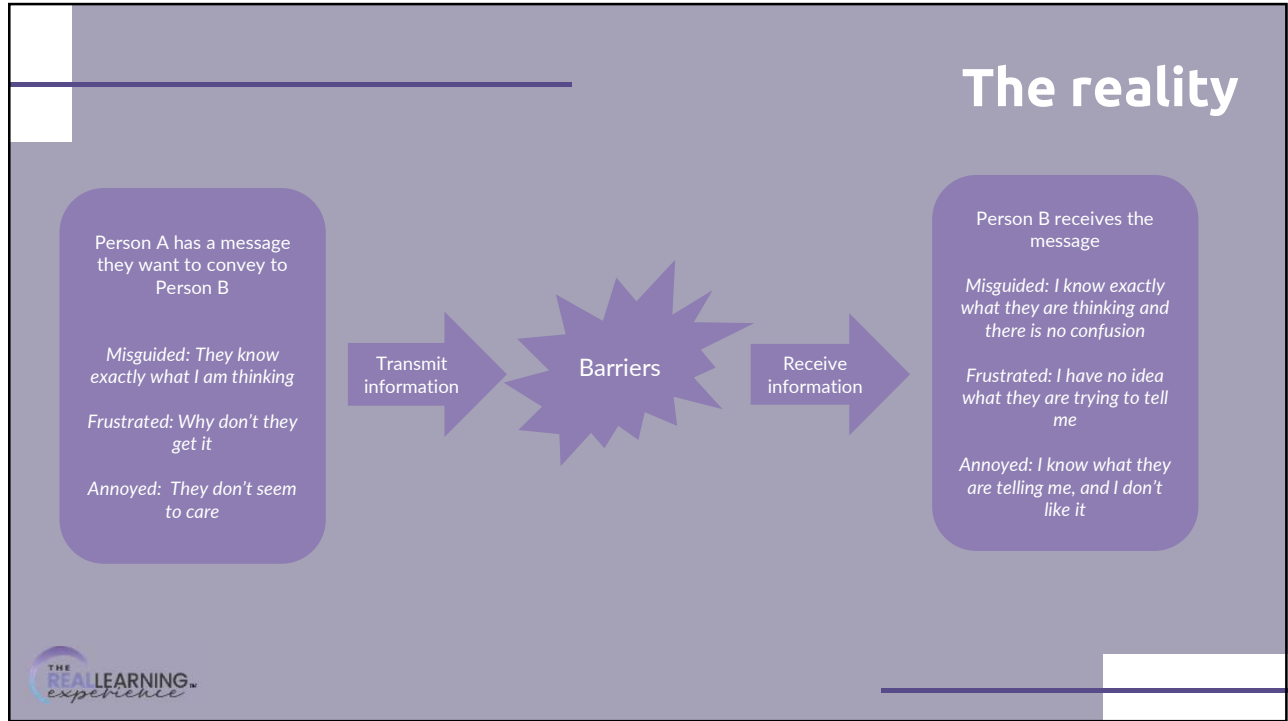Concise

Clear

Detailed

Respectful

Empathetic

10

> "
> The single biggest problem in communication is the illusion that it has taken place
>
> *George Bernard Shaw*
> "

11

A major barrier

- The different ways we like to work and communicate
- Understanding our communication styles can help:
  - Work with people who communicate and work differently
  - Adapt our own style to different people and situations

12

Interplanetary beings

Think of people you find harder to work/connect with. You may:
- conflict with them
- not relate as well as you want
- not get results as well or as easily
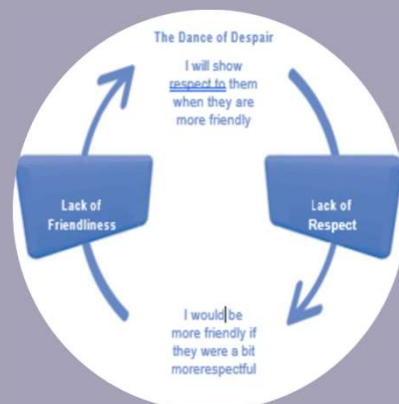- Just want to understand them better

13

Dance of despair

Relationships operate in a cycle

based on expectations and responses

- Useful when it is positive
- Difficult to break when it is

negative

14

A quick assessment

- **Working effectively with different people means understanding**:
  - What is my communication style
  - What is their communication style
  - Then adapting or flexing

15

Using 2Q

- **Looks at observable behaviours**
- **Quick estimate based on two questions:**
  - **Open or self contained?**
  - **Direct or indirect?**

16

Observable behaviours

OPEN	SELF CONTAINED
Relationship oriented: concerned about people	Task oriented: concerned about results
Focused on opinions	Focused on facts
Relaxed and warm	Proper and formal
Spontaneous	Analytical
Get to know them easily	Get to know them slowly
Enthusiastic and animated	Reserved and in control
Flexible about time	Disciplined about time
Decision making based on feelings	Fact based decision making
Freely expresses and shares feelings	Keeps feelings private and guarded
Prefers working with others	Prefers to work independently
Initiates physical contact	Minimises physical contact

THE REALLEARNING experience

17

Observable behaviours

DIRECT	INDIRECT
Fast Paced	Slow paced
Makes statements	Asks questions
Talks	Listens
Talks more and faster	Talks less and slower
Steady eye contact	Intermittent eye contact
Emphatic Statements	Qualified statements
Gesturing to make points	Minimal gesturing
Varied speech delivery	Steady even speech
Quick forceful responses	Slower and less forceful responses
Readily expresses opinions	Reserves opinions
Uses questions to emphasise points or challenge information	Uses questions for clarification
Shows impatience	Displays patience

THE REALLEARNING experience

18

The Driver

- Results oriented
- Strong willed and takes on challenges
- Makes decisions easily
- Willing to confront issues and situations and question the status quo
- Feels a sense of urgency
- Assertive and takes authority and initiative
- Likes freedom and independence
- Ambitious
- Enjoys solving problems

19

The Relater

- Helpful and likes to please people
- Less competitive and lower interest in goal setting
- Loyal
- Has difficulty saying 'No'
- Good listener who calms excited people
- Patient
- Likes security
- Enjoys warm friendly relationships
- Lets others take initiative socially

20

Driver & Relater

- What did you notice about The Driver and The Relater?
- What are the implications of that?

21

Driver & Relater

- Wrong or Different?

22

The Thinker

- Orderly, systematic and well organised
- Deliberate and rational
- Critical thinker who likes to analyse things
- Detailed and thorough
- Likes accuracy
- Weighs alternatives
- Likes detailed guidelines and standard operating procedures
- Steady quiet manner
- Dislikes sudden changes

23

The Socialiser

- Socially outgoing
- Likes excitement and stimulation
- Creative and sees possibilities
- Persuasive and creates motivating environments
- Informal and doesn't like restriction
- Positive approach
- Less concerned with details
- Likes participating in groups
- Open with feelings
- Fun loving

24

Thinker & Socialiser

- What did you notice about The Thinker and The Socialiser?
- What are the implications of that?

25

Using 2Q on others

- **What do you think the facilitators style is?**
- **Where would your partner be standing?**
  - **Who is opposite?**
- **Think of a team member you find easy to work with – where are you standing now?**
- **Now think of one you find more challenging – where are you standing now?**

26

Four Great Styles

- Each style is different and has strengths and weaknesses
- No 'good' or 'bad' styles
- Some situations are more natural for each style
- More effortless often means more satisfying and less stressful

27

Opposites attract – or detract

- Diagonal opposites have the biggest differences in communication and work styles
- Perhaps most likely to conflict OR...
- They can make a team stronger
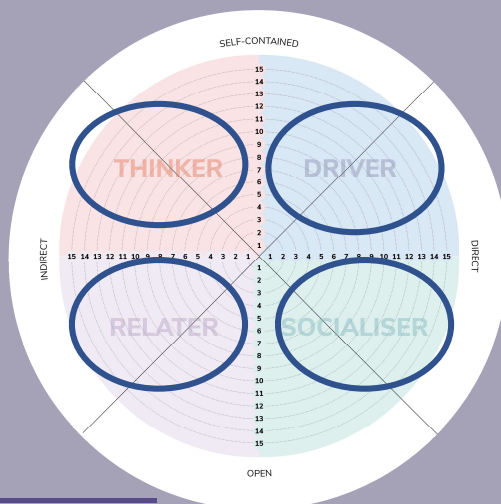

28

Flexing

- **We have two choices. Look around room – we can:**
    - **Criticise people for differences**
    - **Use difference as a strength**
- **Effective communication depends on:**
    - **Respect - impacts willingness to accommodate a different style**
    - **Flexing (being flexible)**

29

Planning an activity or task

- Any style could do it, but who would be most excited about brainstorming ideas?
- Who would be most drawn to assessing which ideas could work?
- Who would be most likely to get the team focused and working towards a specific goal?
- So why do we need Relaters?
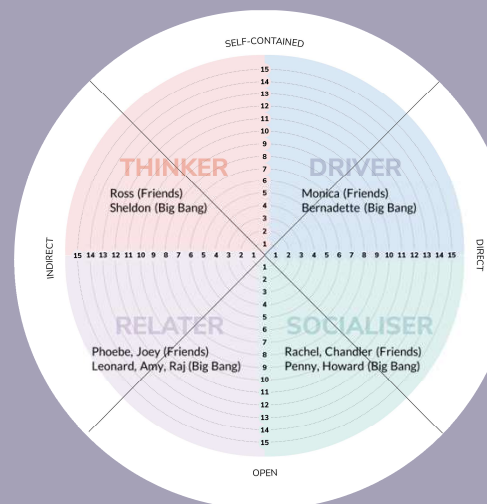
30

Movie and TV characters

- **Discuss characters in TV shows or movies**
- **Using 2Q - and remembering that you can only work with what you can observe - what do you think their social style is?**
- **Try to identify at least one character for each of the four styles**

31

Characters

- Despite having different styles, these people are still friends

- One of the shows is even called Friends!

- While the differences can be frustrating, the relationships are strong enough for them to see the benefit as well

SELF-CONTAINED

THINKER
Ross (Friends)
Sheldon (Big Bang)

DRIVER
Monica (Friends)
Bernadette (Big Bang)

INDIRECT

DIRECT

RELATER
Phoebe, Joey (Friends)
Leonard, Amy, Raj (Big Bang)

SOCIALISER
Rachel, Chandler (Friends)
Penny, Howard (Big Bang)

OPEN

32

Conflict Mindsets

How thinking influences conflict

33

Conflict threshold

Our conflict comfort
level and threshold
shape our response

36

Conflict Strategies

- May be habitual
- Could be influenced by the context
- Impacted by relative 'power' of people in conflict

37

Conflict Strategies

Strategy	How it works	Outcome
Contest	You argue your case	Win/ lose
Withdraw	You decide not to participate	Lose/ lose
Concede	You accept their case	Lose/ win
Compromise	Negotiation	Could be any of win/win, lose/lose, win/lose or lose/win
Collaborate	Joint problem solving	Win/ win

38

Results of low concern

High

Concern for Self

Low

| Contest (Aggressive) | Collaborate (Assertive) |
| Withdrawn (Passive-Aggressive) | Concede (Passive) |

Compromise ?

Concern for Others

High

- Low concern for others: antagonises, increases conflict
- Low concern for self: become resentful and frustrate others. Likely to create further conflict

40

External conflict

Internal suppression of conflict means skills are not developed, external conflict is seen as a threat, and is met with defensiveness and judgement

Embracing internal conflict as normal and healthy means skills are developed, external conflict is seen as an opportunity to excel, and is met with confidence, resilience, and curiosity

41

Which would you respond to better?

All practices are in high de
nd due to the recent intera
have to remind you that r
priate behaviour will be to

43

Excusing the inexcusable

- Doctors running late, long waits for appointments, cancellations
- It's not your fault but it is their problem
- Anticipate issues
- Take pre-emptive measures

44

Empathy and curiosity

Most people we deal with are sick, tired, frightened, intimidated, overwhelmed, … and then we keep them waiting or tell them the next appointment is two weeks away

Why are they such an %$%%#$%$? - leads to escalation

I wonder what is going on for them? – leads to a resolution mindset that addresses both people's problem

Some people have a 'knack' for calming situations

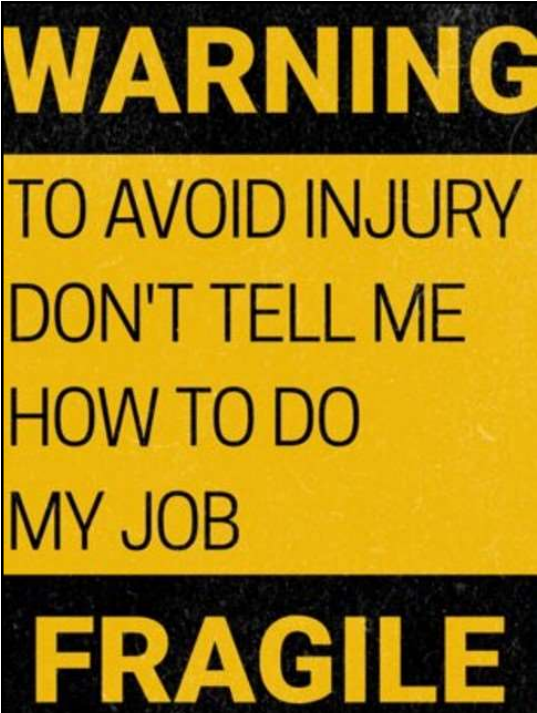Do we want to be right, or do we want to be happy?

45

46

Don't be the thermal

There's no need to be rude …

I don't have to put up with

If you don't calm down, I'll have to ask you to leave …

I would really like to help you. Would it be OK if we talk this through together?

47

Resilience

- How much does it take for your people to feel attacked?
- Some people put up with too much
- Some people are too brittle
- Be resilient about appropriate feedback

48

Don't be a speck!

Right | Wrong thinking

- The belief that there is one correct position
- Everything else is therefore wrong
- Which would you prefer to be: right or happy?
- Solution: accept that different doesn't always mean wrong

53