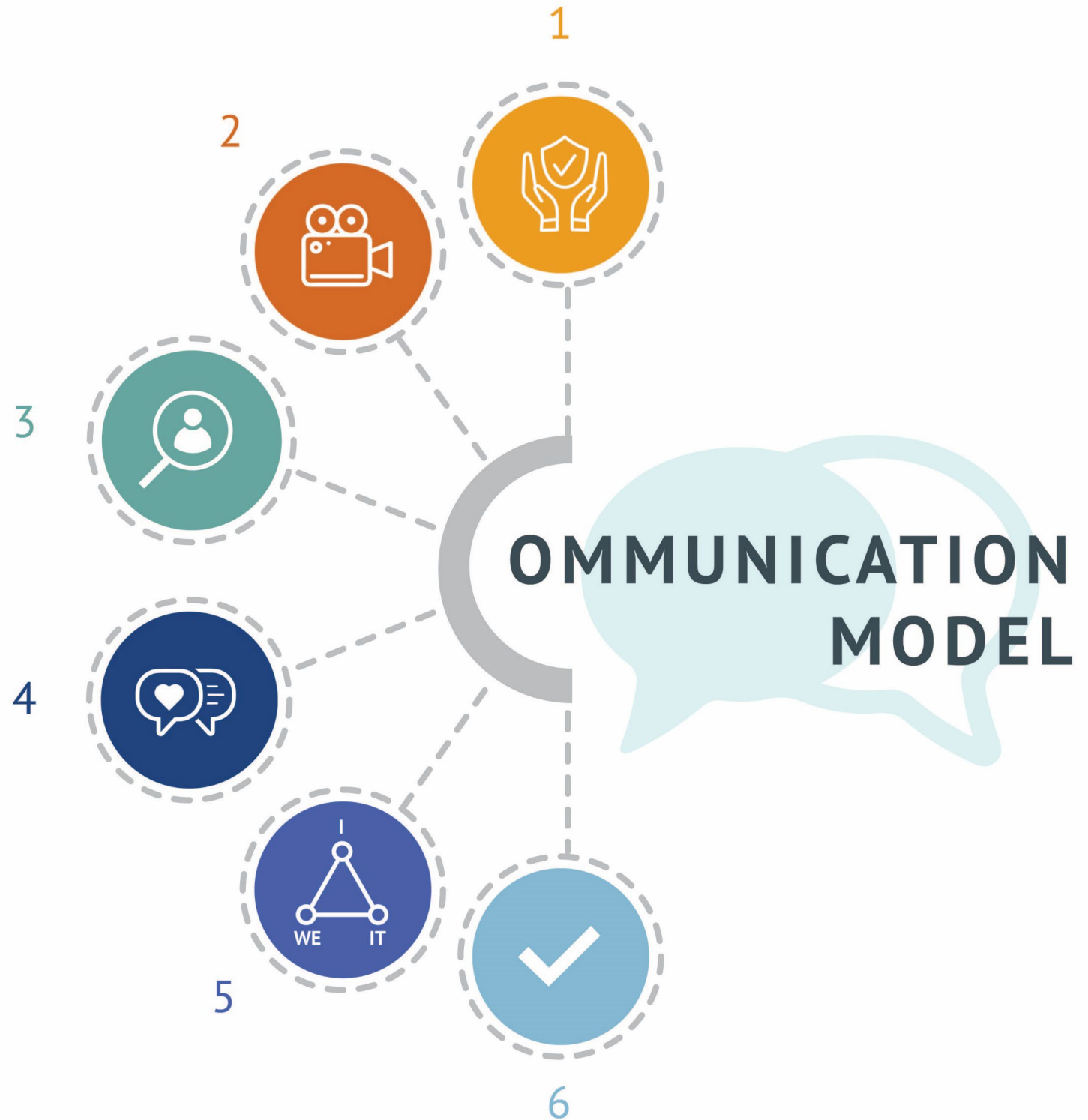


- 1 **Set the Tone**
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WHEN IT COMES TO COMMUNICATION SUCCESS, WHAT'S A WIN?

If you're used to looking for the solo win, remember, effective communication leads to a win-win-win. This starts with setting the tone for a conversation that:

- ✓ Builds and maintains trust
- ✓ Reduces fear and anxiety
- ✓ Is considerate and respectful
- ✓ Creates goodwill
- ✓ Is flexible and focuses on shared outcomes
- ✓ Builds optimism and possibilities
- ✓ Leads to results and decisions

Trust is built in small actions over time.

What small actions can you take to build trust in this conversation?

YOUR MOOD IS CONTAGIOUS

What mood are you bringing to the conversation?

SETTING THE TONE FOR A GOOD CONVERSATION STARTS WITH YOU.

Before starting an important conversation, take a pause to check in with yourself and make sure you're ready and that the timing is right.

1. What's your mood or frame of mind?
2. What's your goal for this conversation?
3. Are you picturing success or frustration?
4. How will you keep an open mind?
5. Are you ready to listen?

PEOPLE COME TO WORK TO DO GOOD WORK. TRY NOT TO ENTER THE CONVERSATION ASSUMING OTHERWISE. PEOPLE MAKE MISTAKES; NO ONE IS PERFECT.

COMMUNICATION MODEL

Quality feedback provides specific information based on facts and your own observations. Facts are specific, accurate, and objective.

THIS IS THE TIME TO GET ALIGNED ON WHAT HAS OCCURRED.

When I arrived for the meeting at 8am, you were already there with the commitment log up on the screen.

When you presented your update yesterday, I noticed the spreadsheet was missing data in two key areas.



WHAT COULD HAVE BEEN CAPTURED ON THE VIDEO CAMERA?

Giving feedback and receiving feedback can feel uncomfortable and awkward. Take time to prepare so that your feedback is straightforward, specific and meaningful.

How can you make sure you separate facts and opinions when you're providing feedback? Follow these tips:

- ✓ Make a list of facts and observations related to the feedback.
- ✓ Make sure your list aligns specifically with the feedback you want to give – meaning no extraneous or unrelated observations.
- ✓ What could have been captured on the video camera? Double check your list to make sure there are no opinions or assumptions of what you've heard from others.
- ✓ Check your intentions – get comfortable with the purpose of the feedback, which should always be a sincere desire to help the employee improve their performance and succeed in their role.

BECOME THE VIDEO CAMERA
FEEDBACK CAN BE POSITIVE OR CONSTRUCTIVE

COMMUNICATION MODEL

PAINT A PICTURE OF THE STORY THE FACTS CREATE IN YOUR MIND.

When you're sharing your assessment of the facts, you're painting the picture of how you interpret the facts. This picture is essentially your story.

- ✓ Your story includes your opinion or impression about what you observed
- ✓ Your story explains what the facts indicate to you
- ✓ Your story is what give the facts meaning in your mind
- ✓ Your story is subjective to your position, perspective and experiences
- ✓ Your story is still non-judgmental about the individual as a person
- ✓ Your story is still delivered with consideration and respect

REMEMBER:
Facts don't create meaning. People do.

When I notice missing data, it tells me that you aren't taking the time to double-check your work, which leads me to think you don't really care.



When you arrive early to prepare so we can start the meeting on time, it shows me that you respect others and their time.

Just because you are right, does not mean, I am wrong. You just haven't seen life from my side.

CHECK YOUR BODY LANGUAGE.
Are you approachable, interested and open to listening to their input on the outside as well as on the inside?



COMMUNICATION MODEL

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EMPATHY SHOWS YOU CAN SEE THINGS FROM THEIR PERSPECTIVE.

- Comes from your point of view "It seems like it would..." "I realize it might..." "I feel like it could..."
- Uses emotion words to express a feeling you imagine they are experiencing – or that you would have or have had in similar circumstances.
- Listen for and speak to what matters to them!

CREATE SOME SPACE FOR REAL COMMUNICATION TO HAPPEN.

The Pause to Connect is an intentional step of the communication model to allow you to take a moment to realign and understand on a more personal level. It's also the chance to allow for two-way discussion.

Another way to look at this pause is as an emotional check-in that begins with an expression of empathy.

Here are some things to listen and watch for:

- ✓ What does their tone of voice indicate?
- ✓ What are they saying?
- ✓ How are they reacting?
- ✓ What emotions are they expressing?
- ✓ What's the mood in the room?
- ✓ What is their demeanor?

EMPATHIZE

I realize it can seem overwhelming to jump into a project that's already mid-stream.

I'm curious. Tell me now how this experience is for you. Is there context that I missed? Is there something else I need to know?
[STOP TALKING]

LISTEN

COMMUNICATION MODEL

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IF NOTHING CHANGES, WHERE IS THIS ALL HEADED?

The impact stage of the communication is all about the outcomes. Again, remember to focus on the facts of what has happened and describe the potential outcome of not making the change, or addressing the behavior or performance issue.

DESCRIBE ACTUAL OUTCOMES

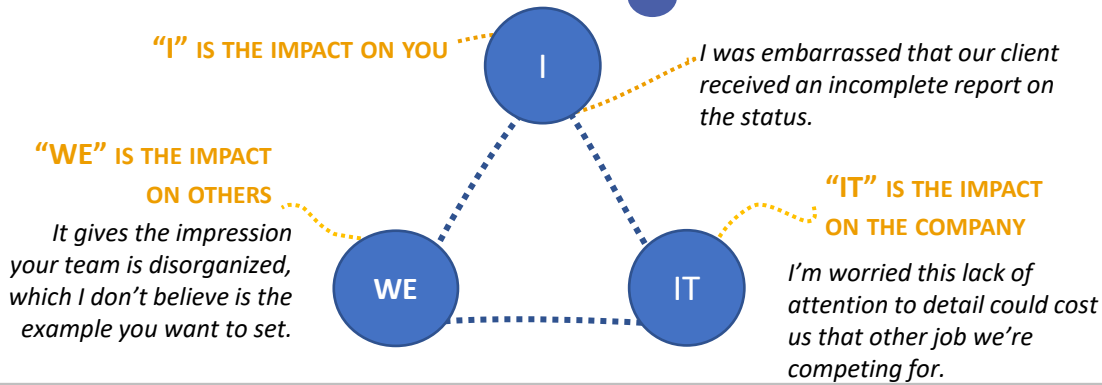
If you are giving feedback on something that has already happened, focus on the impact their behavior/actions had.

DESCRIBE POTENTIAL OUTCOMES

If you are giving feedback on something that has not yet happened, focus on the impact their behavior/actions could have if they don't make a change..

SIMPLE TRUTH:
There's a link between actions & outcomes. If you don't like the outcomes, you need to change the actions.

In what way does this outcome link to something that matters to them too?



COMMUNICATION MODEL

THE GOAL:
Clearly define what success looks like so they can achieve it.

ASK FOR WHAT YOU WANT OR EXPECT, (WITH SOME ROOM FOR NEGOTIATION.)

When you make your request, it's vital that you be very clear on what you're expecting of them. Don't assume they have come to the same conclusion.

- ✓ What do you want them to do differently?
- ✓ What do you want them to do next?
- ✓ What do you want them to keep doing?
- ✓ How will they know they're on the right track?

ASK FOR THEIR INPUT & AGREEMENT

Remember that this is a two-way discussion.

- ✓ Are they open to your request or solution?
- ✓ Do they have any other ideas or suggestions to close the gap?
- ✓ What will they commit to?
- ✓ Do they need anything from you to help make this happen?
- ✓ When will this start?

Be Specific

I'd like you to create a workflow that would allow you to follow a consistent process so you don't miss these things.

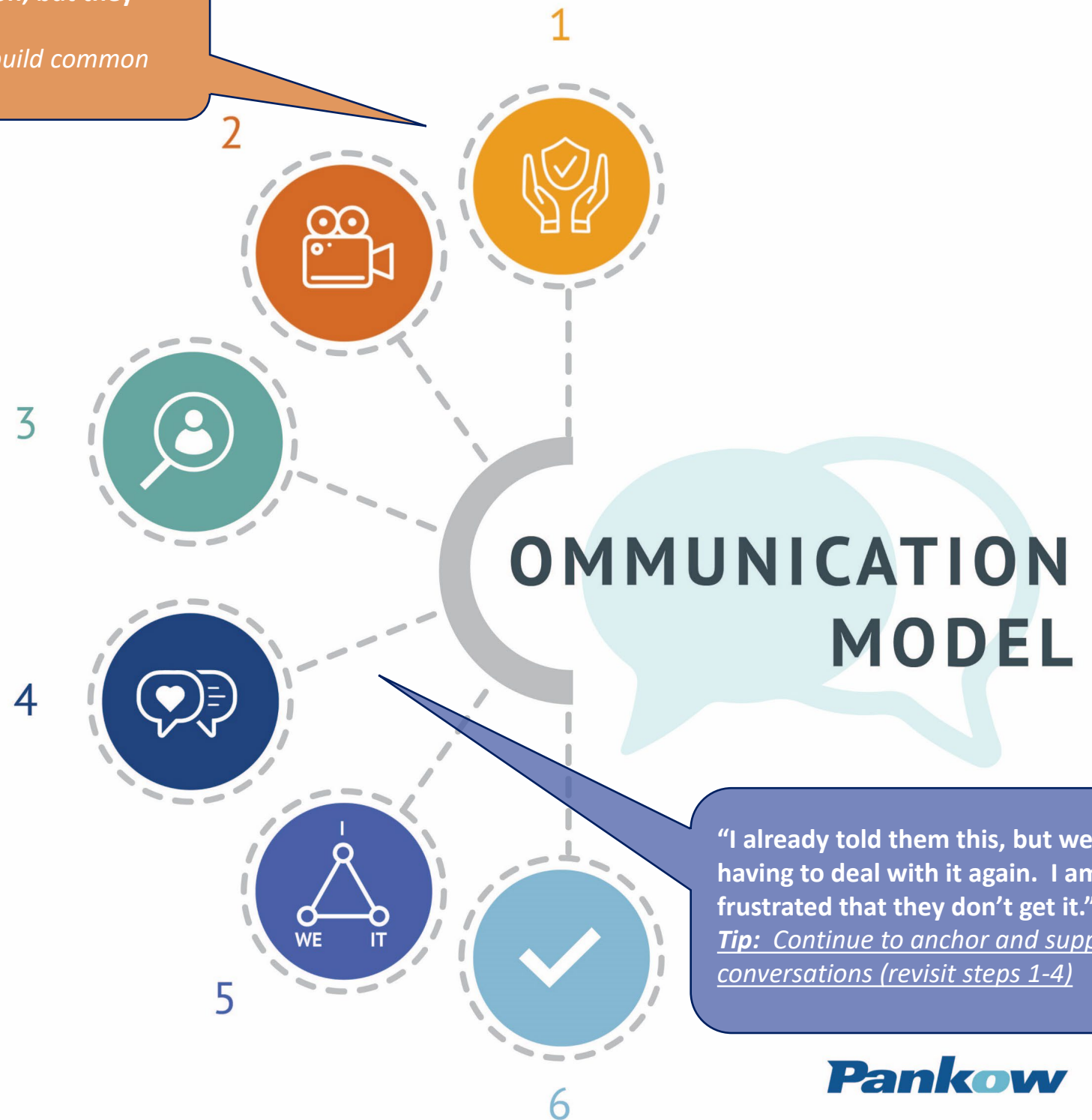
Does that idea work for you, or do you have another idea?

COMMUNICATION MODEL

"This is my interpretation, but they have a different one."
Tip: Take some time to build common understanding.

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EVEN THOUGH YOU ARE PREPARED FOR A CONVERSATION, IT IS LIKELY THAT IT WILL NOT GO EXACTLY AS PLANNED. CONVERSATIONS ARE A TWO- WAY DISCUSSION. IT MAY TAKE MULTIPLE CONVERSATIONS TO ESTABLISH TRUST AND MAKE AN IMPACT!



"I already told them this, but we're having to deal with it again. I am frustrated that they don't get it."
Tip: Continue to anchor and support conversations (revisit steps 1-4)