EFFECTIVE COMMUNICATION: MOTIVATION, IMPACT AND BEING HEARD

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OUTLINE

- Motivation: *EQ & Leadership*
- Impact of Communication Style
- What's your Style?
- Strengths & Supports
- Communicating with Other Styles
- References

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EQ=EMOTIONAL INTELLIGENCE

EQ or "*Emotional Intelligence*" first appeared as a concept in 1940 (David Wechsler) and was made famous by Daniel Goleman in his landmark 1995 book "Emotional Intelligence" (Salovey and Mayer, 1990)

"**Emotional intelligence refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and our relationships.**"

Daniel Goleman, *Working with Emotional Intelligence*, 1998

STUDIES: EQ AND LEADERSHIP

"Rigidity, poor relationships, and inability to lead teams are the most common traits of executives who derail."
Center for Creative Leadership Study

"Managers who derailed all had high levels of expertise and intelligence but many were arrogant and had a disdain for teamwork."
Egon Zehender Study

A study of 100's of executives at 15 global organizations (Pepsi, IBM, Vovlo, etc.) found that 2/3 of the competencies essential for success were underlined emotional competencies.
Hay McBer Study

An analysis of 181 jobs in 121 organizations found that emotional competencies were the best differentiators between star performers and typical performers.
Daniel Goleman

WHAT IS EMOTIONAL COMPETENCE?

Structure of Emotional Competence[1]

- *Self-Awareness*
- *Self-Management*
- *Social Awareness*
- *Relationship Management*

- Emotional Intelligence is not as fixed as IQ.
- EQ can develop or improve over time.
- Participating in training, coaching, and feedback can significantly improve your EQ.

[1] Primal Leadership, Daniel Goleman, HBS Press: 2002

HOW DO COMMUNICATION STYLES LINK TO EQ?

Knowing Your Communication Style and that of those around you helps you address three of the four Emotional Competencies:

- *Self-Awareness*
- *Self-Management*
- *Relationship Management*

IMPACT OF COMMUNICATION STYLES

<u>UNDERSTANDING YOUR COMMUNICATION STYLE IMPACTS Self-Awareness & Self-Management</u>:

- How you respond to conflict
- What motivates you
- What causes you stress
- How you solve problems

<u>UNDERSTANDING OTHERS' COMMUNICATION STYLES IMPACTS Relationship Management</u>:

- Facilitates teamwork
- Improves interactions
- Helps you manage others more effectively
- Assists you in responding more efficiently

WHAT'S YOUR STYLE[1]?

- **Dominance**
  - Shape the environment by overcoming opposition to accomplish results
  - <u>Priorities</u>: Get immediate results, take action, challenge self and others
- **Influence**
  - Shape the environment by influencing or persuading others
  - <u>Motivation</u>: Social recognition, disapproval, loss of influence, being ignored
- **Steadiness**
  - Cooperate with others within existing circumstances to carry out the task
  - <u>Displays</u>: Patience, team player, calm approach, good listener, humility
- **Conscientiousness**
  - Work conscientiously within existing circumstances to ensure quality and accuracy
  - <u>Avoids</u>: Social criticism, slipshod methods, errors

TAKE THE COMMUNICATION STYLE SURVEY!

Rank the words in each row from 1 – 4 with 1 = word that describes you the least, 4 = word that describes you the most. Total each column.

Decisive	Optimistic	Reserved	Deliberate
Goal Driven	Self-Promoting	Serene	Perfectionist
Daring	Impulsive	Predictable	Systematic
Takes Charge	Emotional	Comfortable	Courteous
Demanding	Influential	Peaceful	Restrained
Forceful	Persuasive	Complacent	Diplomatic
Risk Taker	Sociable	Content	Practical
Adventuresome	Spontaneous	Relaxed	Organized
Direct	Upbeat	Even Keel	Serious
Argumentative	Fun-Loving	Patient	Logical
Control	Enjoys Change	Harmonious	Orderly
Variety	Non-structured	Routine	Structured
Self-Reliant	Enthusiastic	Team Person	Analytical
Total:_____	Total:_____	Total:_____	Total:_____

SURVEY RESULTS

- Look at the four column totals for your survey. The two highest totals represent your primary strengths (sometimes people have three totals that are very close together instead of just two). The first column measures "Dominance" style, the second column measures "Influence" style, the third column measures "Steady" style and the fourth column measures "Conscientious" style.

- Now that you know your communication style preferences, let learn what strengths they give you, how they impact your motivation, the types of support skills you need to seek in others, and what items you can work on to improve your skills!

SURVEY SUMMARY

Dominance

Direct, Daring, Domineering, Demanding, Risk-Taker, Adventuresome, Decisive

Influencing

Enthusiastic, Impulsive, Emotional, Self-Promoting, Trusting, Influential, Sociable

Fast-Paced

Task-Focused

People-Focused

Moderate-Paced

Conscientiousness

Perfectionist, Accurate, Diplomatic, Systemic, Courteous, High Standards

Steadiness

Peaceful, Patient, Loyal, Predictable, Team-Person, Serene, Possessive, Reserved

STRENGTHS AND SUPPORTS

Dominance

- **Strengths**: Results-oriented, Decisive, Direct, Takes Charge, Questions the Status Quo, Problem Solver, Competitive, Accepts Challenges
- **Ideal Environment**: Power, prestige, authority, individual accomplishment, wide scope, direct responses, advancement opportunities, freedom from controls
- **Needs Support Personnel who**: Consider all options before making decisions, calculate risks, are cautious, provide a predictable environment, are fact finders, and highlight the needs of others
- **Areas for Growth**: Think before talking, understand need for people, don't juggle too many balls, communicate reasons for conclusions, relate to the group, listen to others, pace self and relax more

STRENGTHS AND SUPPORTS

Influence

- **Strengths**: Makes favorable impressions, connects with people, create motivational environment, generates enthusiasm, optimistic viewpoints, group work

- **Ideal Environment**: Popularity and social recognition, socializing outside of work, democratic relationships, freedom, motivating and persuading, teams

- **Needs Support Personnel who**: Are task-oriented, fact finders, direct, respect sincerity, systematic, logical, organized, and think before they speak

- **Areas for Growth**: Time management, objectivity in decision-making, stick to decisions, directness, realistic assessments, focus on task deadlines and priorities, increase firmness

STRENGTHS AND SUPPORTS

Steadiness

- **Strengths**: Performs predictably and consistently, patient, loyal and good listener, specialized skills, helping others, calming excited people, creating a stable & harmonious work atmosphere

- **Ideal Environment**: Peace and maintaining status quo, predictability, strong work/life balance, appreciation for their work, group interaction, minimal conflict, conditioning prior to change

- **Needs Support Personnel who**: React quickly and can work well in uncertain environments, are good multi-taskers, self-promoters, can put pressure on others when needed, have attention to detail, and are able to prioritize

- **Areas for Growth**: Risk-taking, understand how effort contributes to bottom line, encouragement & creativity, more direct in responses, avoid passive aggressive behavior
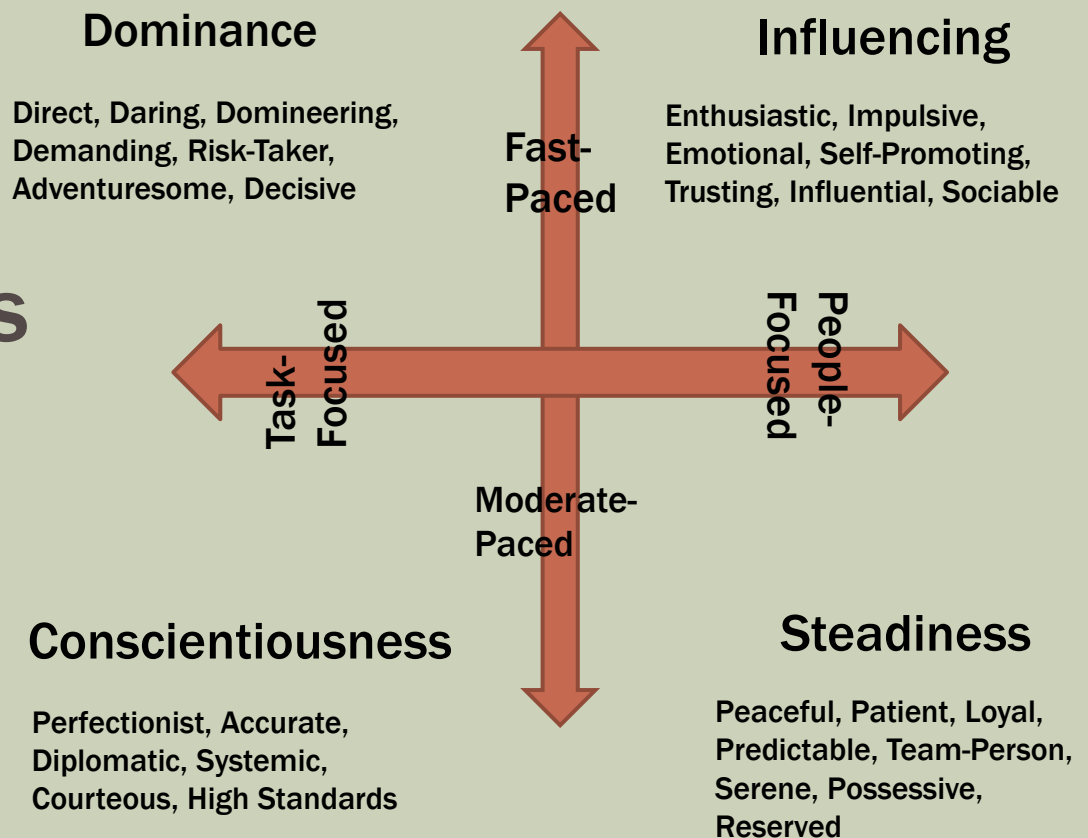
STRENGTHS AND SUPPORTS

Conscientiousness

- **Strengths**: Attention to details, analytical thinking, diplomatic, subtle/indirect approaches to conflict, checks for accuracy, systematic approaches

- **Ideal Environment**: Clear performance expectations, high quality, control over factors affecting performance, ability to ask "why", recognition

- **Needs Support Personnel who**: Can delegate, are quick decision makers, use policies only as a guideline, state unpopular positions, initiative and facilitate discussions, and encourage teamwork

- **Areas for Growth**: Understand performance objectives, ask for feedback on performance, respect people's personal worth as much as achievements, develop tolerance for conflict

STOP AND THINK OF THOSE AROUND YOU

- Peers
- Staff
- Administrators
- Collaborators
- Students
- Family

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COMMUNICATING WITH OTHERS

High "D" People

- Be logical, direct, to the point, brief
- Stick to business
- Highlight data important to the situation (don't overuse)
- Focus on win/win situation

High "C" People

- Focus on task, not people side
- Supply supporting data to answer "whys"
- Focus on quality
- Have an organized approach

COMMUNICATING WITH OTHERS

High "I" People

- Allow for a few minutes of "social" time at the beginning
- Focus on the impact on the people
- Don't get into details too much – give enough to get the point across
- Give responses quickly

High "S" People

- Be patient – they need time to internalize
- Involve them early in discussions
- Ask for their opinions – especially if high "D's" are around
- Describe the benefits for them

QUESTIONS?

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