



Communicating in the Workplace

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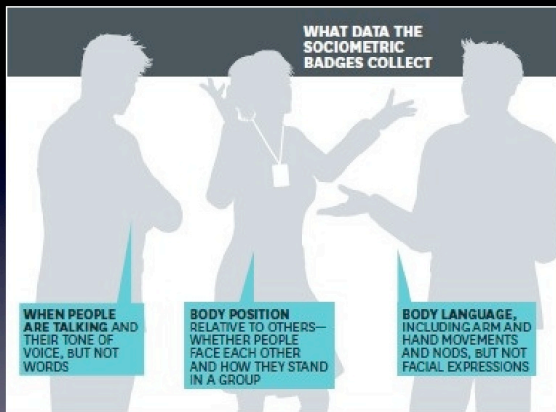


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M.I.T. Human Dynamics Laboratory

- Looking for the “It factor” in team performance
- Electronic Badges collected data on individual communication behavior i.e tone of voice, body language, whom they talked to, how much, and more.

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21 org. 7 yrs. 2,500 people

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...M.I.T. Human Dynamics Lab

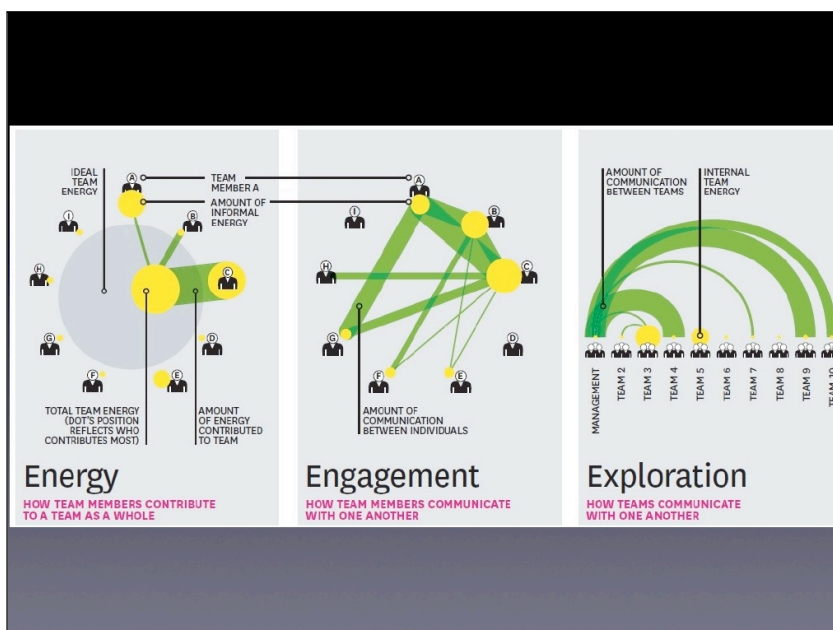
- **Patterns of communication** were the most important predictor of team success (as much as individual intelligence, personality, skill, and content of discussion combined).

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Key elements of communication

- **Energy:** number and nature of exchanges among team members. Most valuable was face to face, then phone or video conferencing
- **Engagement:** Distribution of energy among team members
- **Explorations:** Members engaged in outside communication with other teams it interacts with. HPT seek more outside connections for fresh perspectives.

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Successful Teams

- Everyone on the team talks and listens in roughly equal measure, keeping contributions short and sweet.
- Members face one another, and their conversations and gestures are energetic.
- Members connect directly with one another-not just with the team leader
- Members carry on back-channel or side conversations within the team.
- Members periodically break, go exploring outside the team, and bring information back

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What's Up?

- How is your week going?
- What's pressing for you now?
- Recent challenge or success?
- Looking forward to?
- Thankful for?

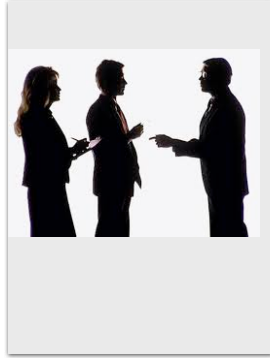
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Listen to Understand

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Communication of feelings and attitudes (like-dislike)

- ___% Physiology (visual)
- ___% Tonality (auditory)
- ___% Words

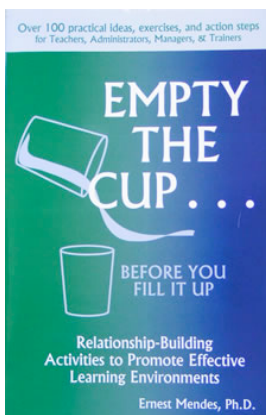


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Conversation Rapport

- Change “but” to “and”
- Match verbals
- Match non-verbals (voice tempo, tonality, volume, breathing, gestures, physiology)
- Change from I and You to WE and US
- Focus on commonality
- Use proximity appropriately

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Create mental & emotional space for working & learning

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- An upsetting event (department or organization wide)
- A tradition prior to beginning of meetings
- Daily personal check-in
- After receiving disturbing news
- End on a positive (success or gratitude)

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BIDDING

- Away
- Toward
- Against



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Bids are

- Verbal or non-verbal
- Intellectual or physical
- High or low energy
- Funny or serious
- Could involve thoughts, feelings, observations, opinions, or invitations
- Fuzzy or Clear

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Making Deposits

- Respond *toward* Bids
- Be interested
- Listen to understand
- Use a preferred modality (Visual, Auditory, Kinesthetic)

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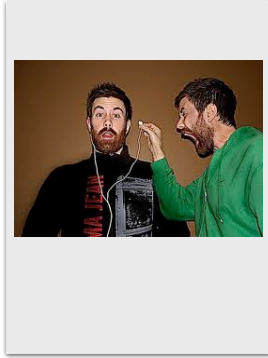
with colleagues

- say hello and goodbye each day
- returned borrowed items
- note b-days and acknowledge
- remember things of personal importance: pets, children, parents, travel, hobbies, sports, workouts
- laugh with them
- give encouragement when they are having a difficult time or when they have a success

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Bid Busters

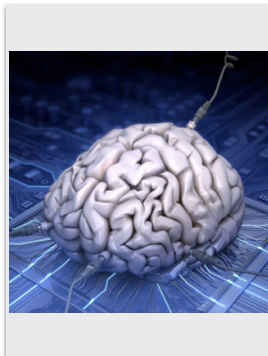
- Not being attentive or responsive to others
- Blaming (you always...you never...)
- Acting habitually negative
- Using sarcasm or put-downs
- Mismatching in conversations
- Not clearing up misunderstandings



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Operating Beliefs

- **Everything Speaks**
- The meaning of your communication is the response you get



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$$S + R = E$$

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- *Internal Dialogue
- *Mental Imagery
- *Behavior

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Closure

- ☐ List 3 ideas that resonated with you the most.

- ☐ Based on your learnings from today, what is one thing you will STOP doing and one thing you will START doing?

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Contact info.

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Further Reading, COMMUNICATION

- Getting to Yes by Roger Fisher & William Ury
- Beyond Reason by Roger Fisher & Daniel Shapiro
- Crucial Conversations by Patterson, Grenny, McMillan, Switzler

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Further Reading, RELATIONSHIPS:

The Relationship Cure by John Gottman, Ph.D. and Joan DeClaire

Empty the Cup Before You Fill it Up by Ernest Mendes, Ph.D.

Working with Emotional Intelligence by Daniel Goleman

What Empathy Can Do by Ernest Mendes, Ph.D.
(Article published in ASCD Educational Leadership, September 2003)

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