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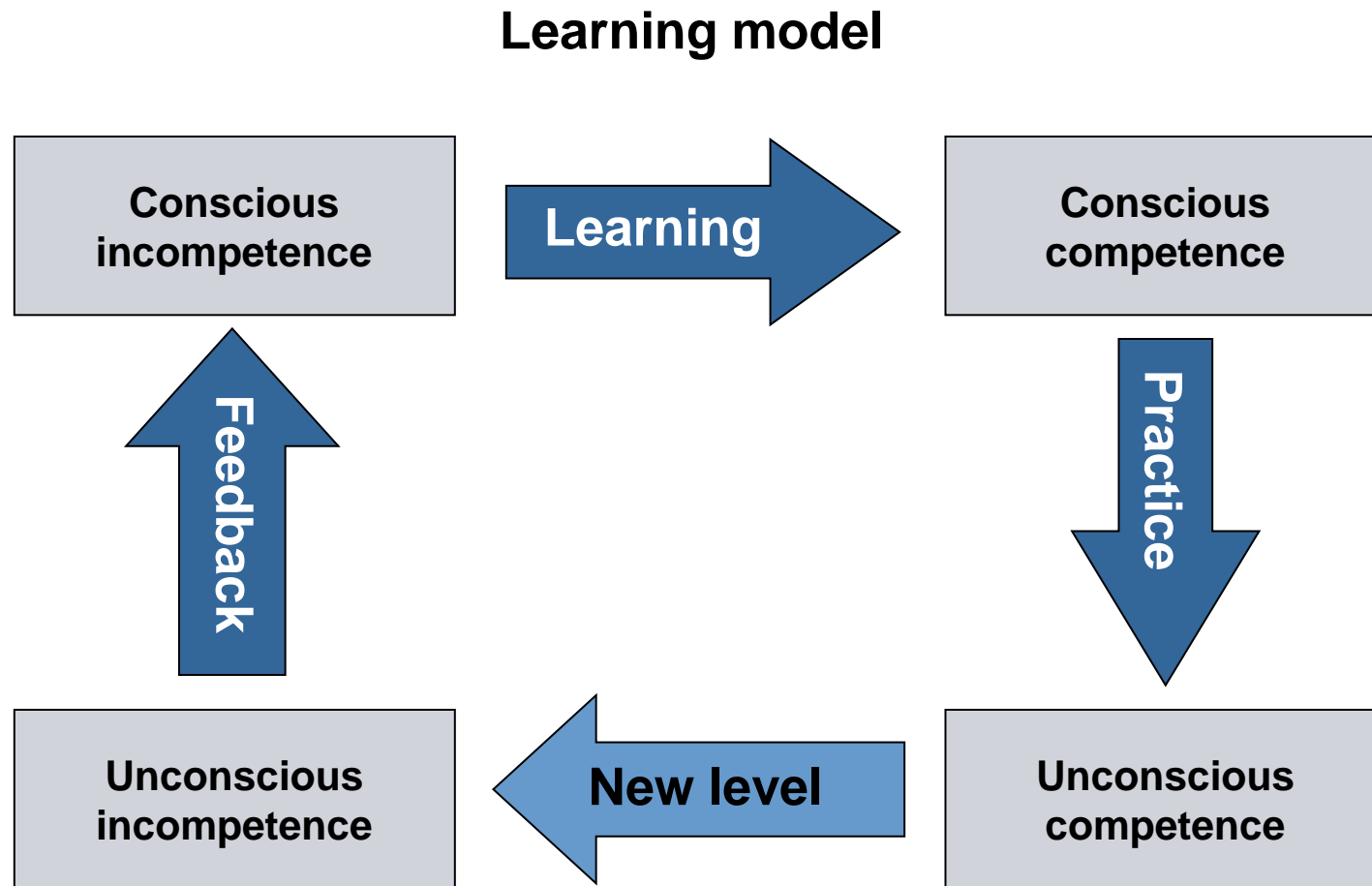PLM and Innovation Excellence

Learning Campus
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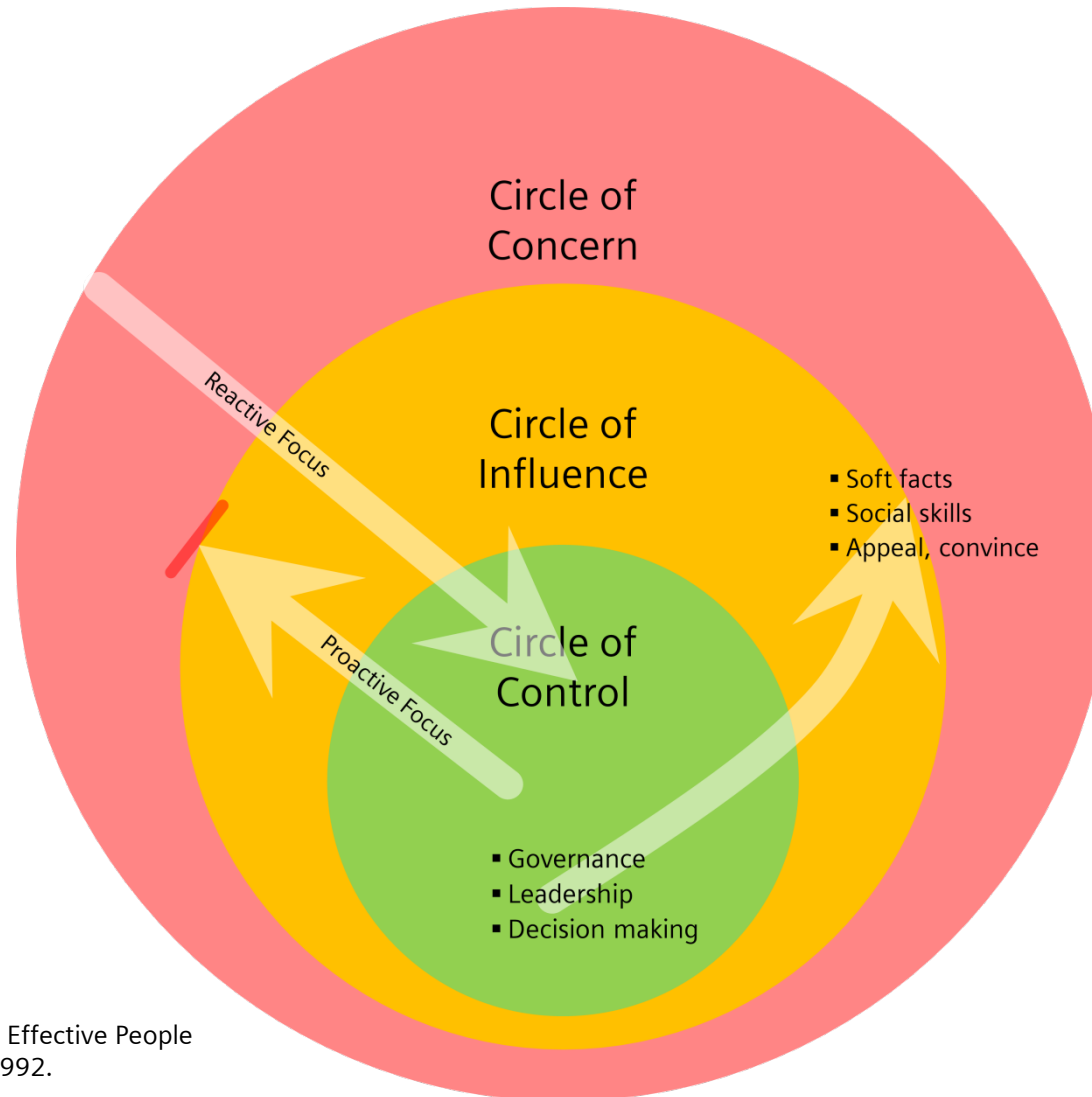
Siemens Core Learning Program

Communication with Stakeholders

Authors:
Matthias Singer | Stephan Wiesebach

From good to great - through reflection and practice

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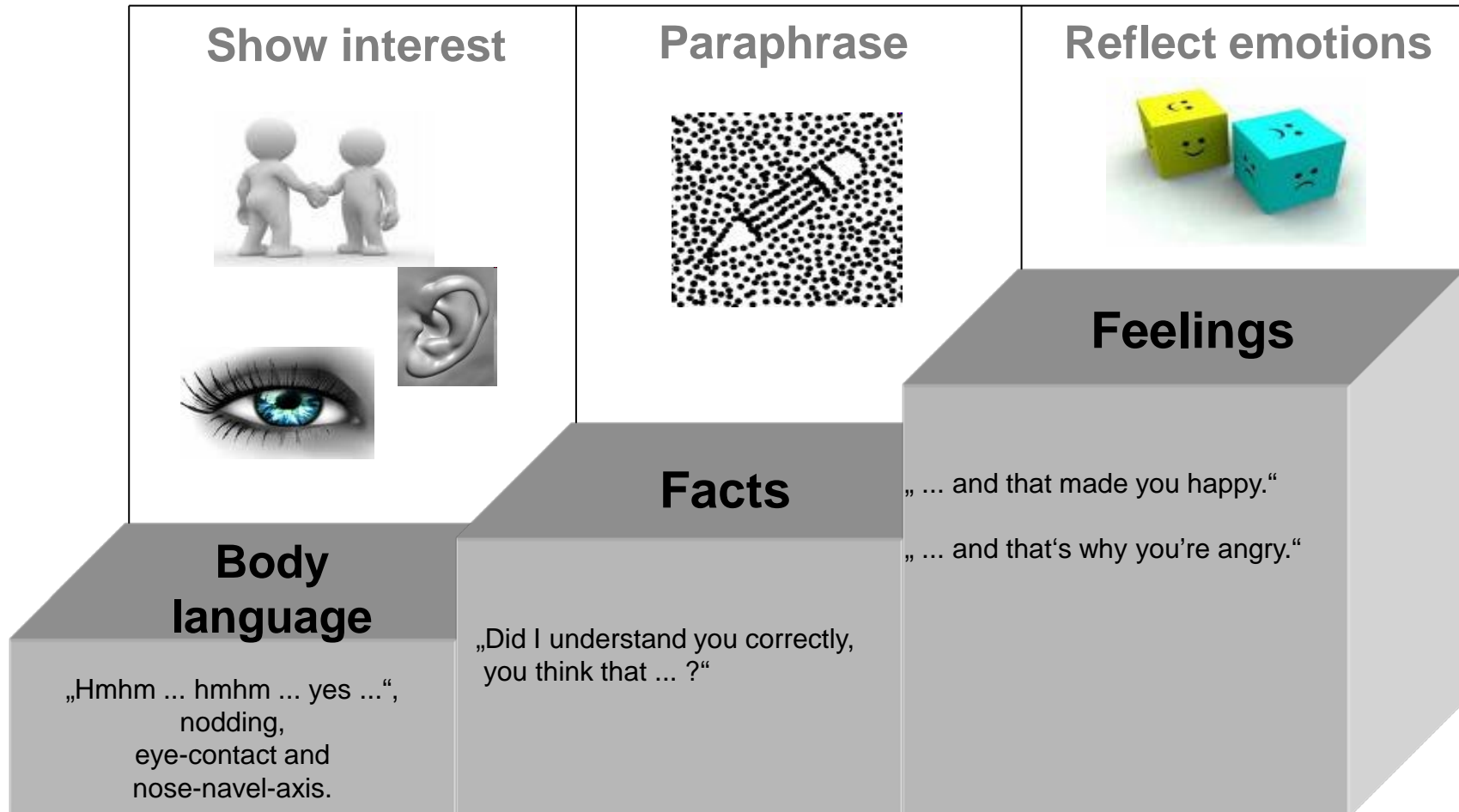
Learning model

Conscious incompetence	→ **Learning** →	**Conscious competence**
↑ **Feedback**		↓ **Practice**
Unconscious incompetence	← **New level** ←	**Unconscious competence**

Circles of concern & influence

Circle of Concern

Circle of Influence

- Soft facts
- Social skills
- Appeal, convince

Reactive Focus

Proactive Focus

Circle of Control

- Governance
- Leadership
- Decision making

Adapted from The Seven Habits of Highly Effective People
by Stephen R. Covey, Simon & Schuster 1992.

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Active Listening – first understand than be understood

Show interest

Paraphrase

Reflect emotions

Feelings

„ ... and that made you happy."

„ ... and that's why you're angry."

Facts

„Did I understand you correctly,
you think that ... ?"

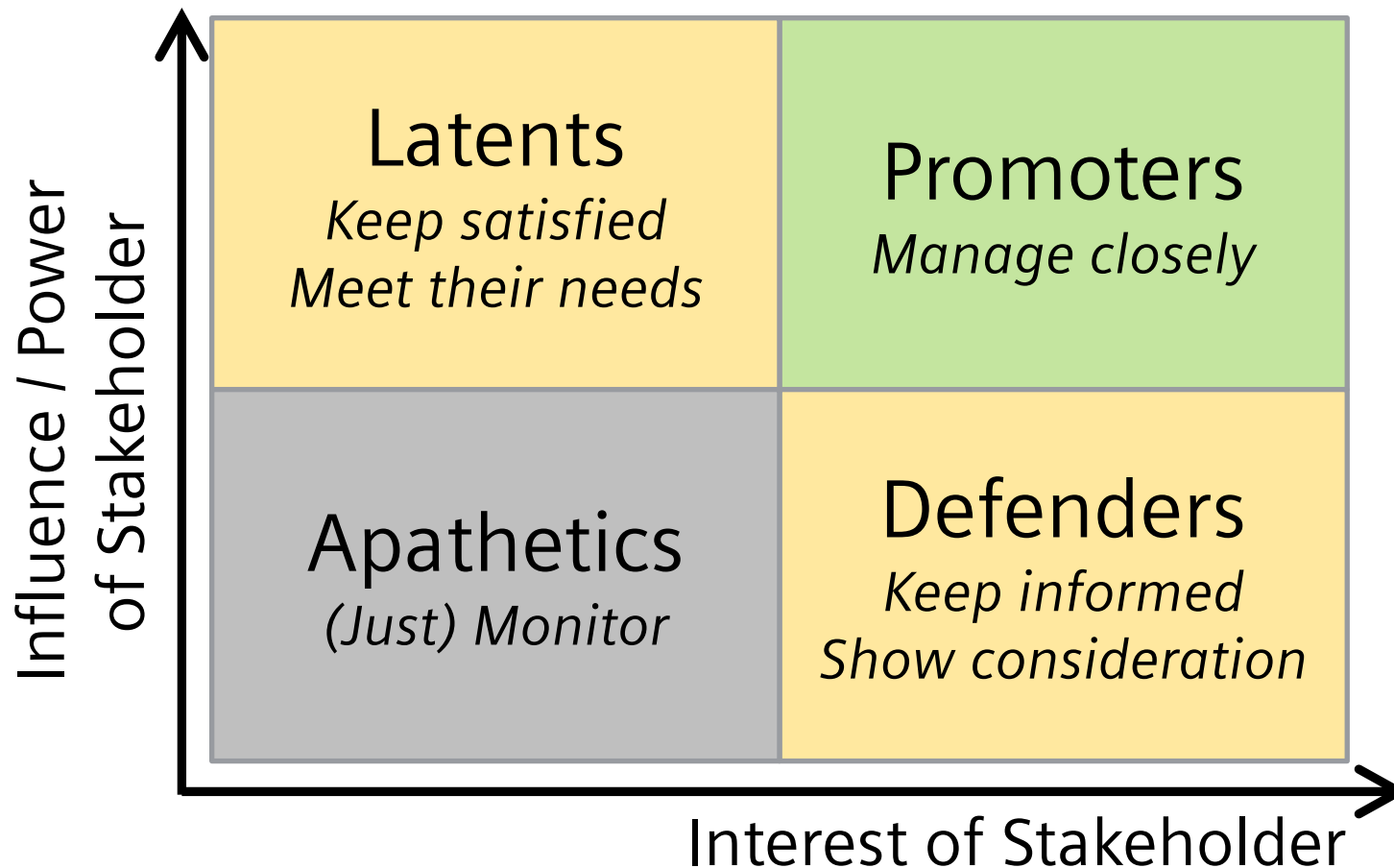**Body language**

„Hmhm ... hmhm ... yes ...",
nodding,
eye-contact and
nose-navel-axis.

Are your interested?
Show that your are listening.

You repeat the core statements in own words and ask for affirmation.

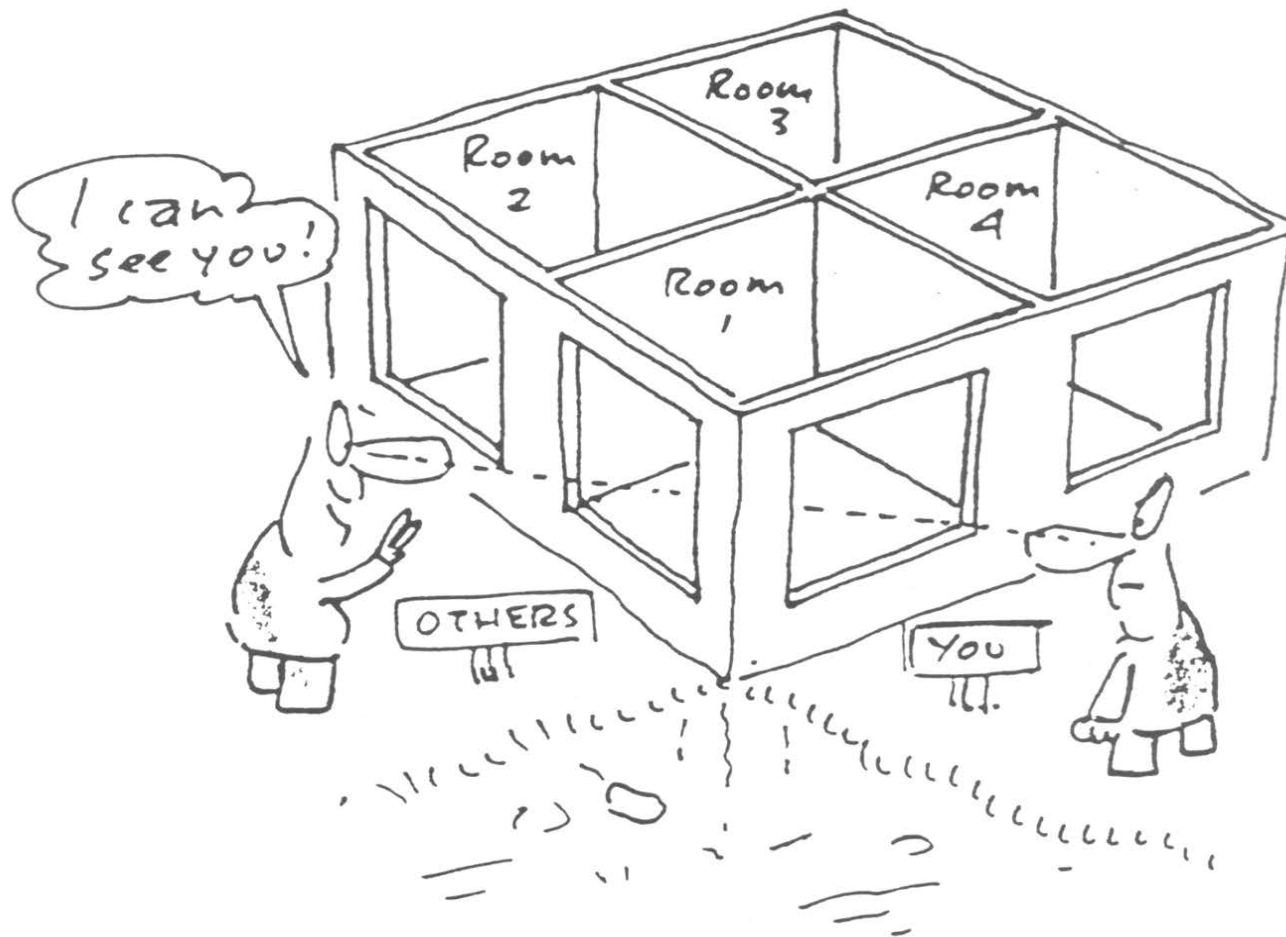You say how you think your dialogue partner feels. Than see if he/she agrees.

Stakeholder Analysis

Influence / Power of Stakeholder

Latents
Keep satisfied
Meet their needs

Promoters
Manage closely

Apathetics
(Just) Monitor

Defenders
Keep informed
Show consideration

Interest of Stakeholder

From: https://en.wikipedia.org/wiki/Stakeholder_analysis

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The Johari window is a useful model for communication and cooperation

Providing WWW Feedback is a chance to grow

What did I see?
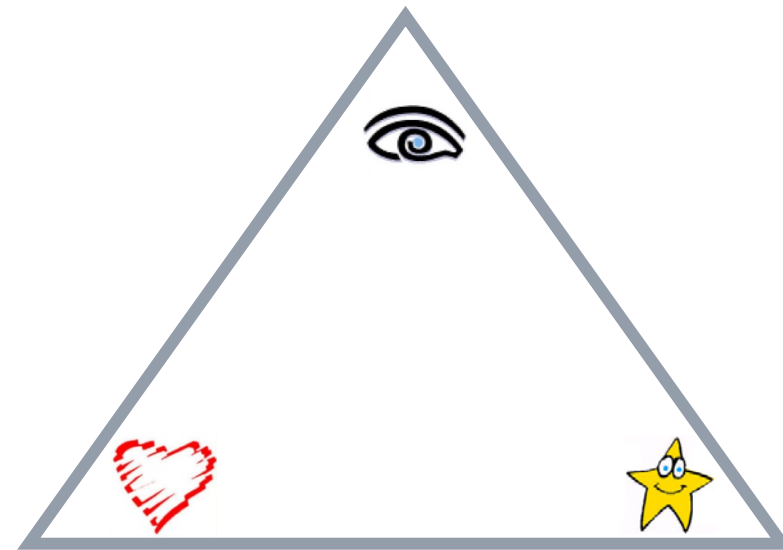**W**hat did I feel?
What do I wish?

In German:
Wahrnehmung
Wirkung
Wunsch

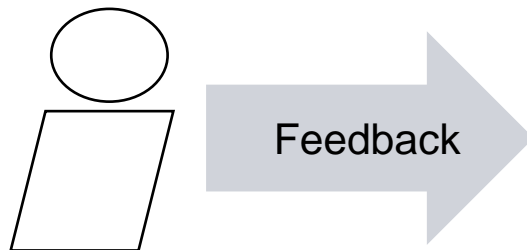**Perception** (objective)
Describe a concrete perception of a behavior

Effect (subjective)
Describe the effect of the observed behavior

Wish (acceptable)
Formulate a wish and give opportunity to clarify

Restricted © Siemens AG 2016-2017

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Providing WWW Feedback is a chance to grow

When you give feedback …

Perception 👁 What did you see and hear?

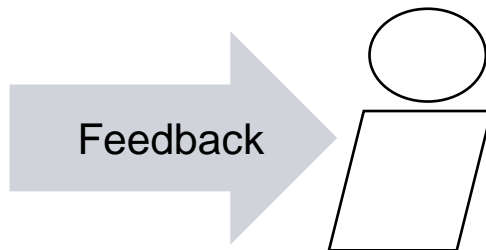**Effect** ❤ What effect did it have on <u>you</u>? How did <u>you</u> feel?

Wish ⭐ What kind of behavior would you like to see?

Feedback

… don't forget:

✓ Use **"I"** instead of "one" or other general terms

✓ Speak directly to him / her (not about him / her)

✓ One positive comment is often more effective than ten negative remarks

Providing WWW Feedback is a chance to grow

When **receiving** feedback …

Perception 👁 If not given – ask for a specific situation (example)?

Effect ❤️ Try to understand how the feedback partner felt?

Wish ⭐ What kind of behavior would he/she like to see?

Feedback →

... don't forget:

✓ See receiving feedback as an opportunity

✓ Listen carefully

✓ If you are not able to listen now – say when

✓ Never defend, explain or justify !!!

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Further readings

Use the SSA Wiki :
https://wiki.ct.siemens.de/x/fReTBQ

and check the "Reading recommendations":
https://wiki.ct.siemens.de/x/-pRgBg

- **Architect's Resources:**
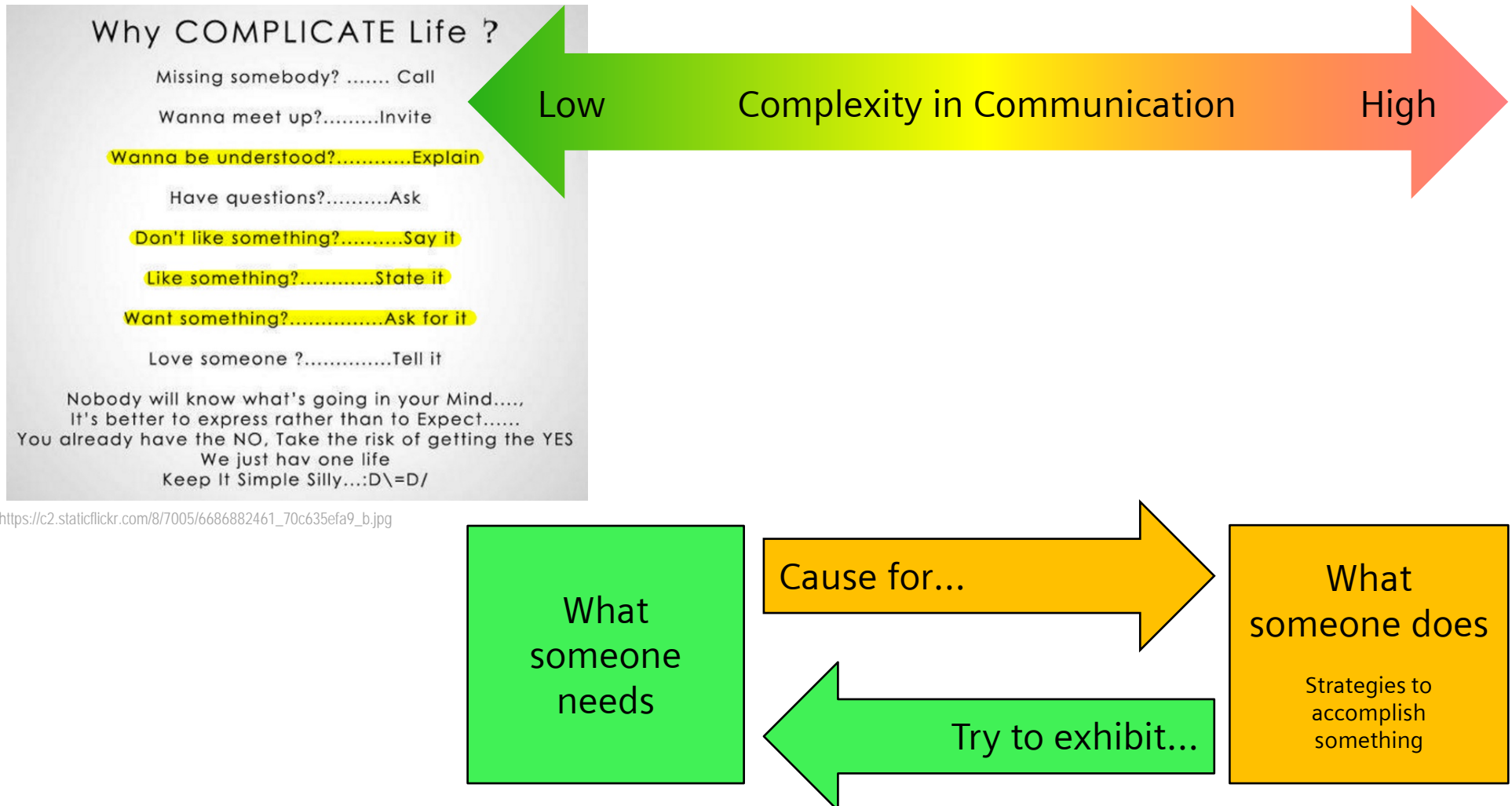 - Competence related content
  - Technology related content
  - Design Essays
  - Collection of How-To articles
  - Tools and Templates
  - Reading recommendations
  - Job Profiles for architects
  - External Trainings
  - ... more resources

Backup slides

.....backup
slides

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Communication Meta Model

Why COMPLICATE Life ?

Missing somebody? .... Call
Wanna meet up?.........Invite
Wanna be understood?............Explain
Have questions?..........Ask
Don't like something?..........Say it
Like something?...........State it
Want something?...............Ask for it
Love someone ?.............Tell it

Nobody will know what's going in your Mind.....,
It's better to express rather than to Expect......
You already have the NO, Take the risk of getting the YES
We just hav one life
Keep It Simple Silly...:D\=D/

https://c2.staticflickr.com/8/7005/6686882461_70c635efa9_b.jpg

Low — Complexity in Communication — **High**

What someone needs

Cause for...

What someone does

Strategies to accomplish something

Try to exhibit...

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Feedback styles
Strategy for introducing feedback

Trust, time