

Advanced Diploma in Leadership and Management

Lesson 4

Leaders Communicate to
Inspire

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Why does communication matter in leadership?



Barriers to communication



Communicate to inspire



Building situational and emotional awareness





Pillar 1

Why communication matters

“Every time you have to speak, you are auditioning for leadership.”

James Hume

Leaders communicate to inspire

Cost of poor communications

**\$450-\$550
Billion**

2014. Gallup State of the American
Workplace Report

Actively disengaged employees cost the
billions in lost productivity

\$12 Billion

Poor communication in U.S. hospitals
has cost the nation \$12 billion a year.

Researchers from the University of
Maryland's Robert H. Smith School of
Business.

\$50 to \$150 billion

Gallup Business Journal

Projects often fail because
organizations put more emphasis on
rational factors than on employees'
psychological engagement, and the
cost to organizations is enormous. One
estimate of IT failure rates is between
5% and 15%, which represents a loss
of \$50 billion to \$150 billion per year
in the United States.

The need for alignment

Poor communication comes in different forms

Rambling e-mails

Poor systems

Unproductive meetings

Not understanding customer needs

Distracted supervisors

Multi-generational communication in play

From your purpose all else will follow

Communication is about providing clarity



Leading

Recognition

Giving feedback

Setting clear direction

Leading

If you are not leading – you are not communicating..Leadership is about “selling” the vision.

Recognition

Recognition is the opportunity to re-inforce the right behaviours. Why would you not do this?

Feedback

The opportunity to give feedback is at the heart of the communication relationship. It's a two way street and is rewarding for both parties

Direction setting

Leaders provide clear direction. Based off their purpose, values, vision, mission and goals leader can communicate very effectively what needs to be done.



Pillar 2

Barriers to communication

“Great communication depends on two simple skills—context and delivery. Context attunes a leader to the same frequency as his or her audience. Delivery allows a leader to phrase messages in a language the audience can understand.” —

John C Maxwell.”

Communicating to build alignment and execute the strategy

Communication is about aligning your message to the audience

Clearly, consistently and
openly the direction

Convey, vision,
purpose and values

Inspire others through
your words and actions
– how you say can be
more important than
what you say

Barriers to connection

The know all

- I already know what others feel.
- I know what they need.
- I know what they want.

However, all miscommunications are a result of differing assumptions”

The arrogant boss

- I don't need to know what others know feel or want.

Supreme Court Justice Louis D. Brandeis observed, “Nine-tenths of the serious controversies that arise in life result from misunderstanding, from one man not knowing the facts which to the other man seem important, or otherwise failing to appreciate his point of view.”

I'm in control

- I don't want others to know what I know, feel, or think.
- Good leaders “inform people, make them a part of what is going on, and include them in decision making whenever possible. You cannot establish common ground if you refuse to let anyone know who you are or what you believe.””



Pillar 3

Leaders inspire through connections?

“Connectors create an experience that everyone enjoys”

John C Maxwell

Communication is easy but....what's in it for me.

Get the context right

Leaders can bestow confidence by demonstrating their trust and belief in a person's abilities. People want to feel special. Leaders win a loyal following when they are generous with compliments and acts of appreciation. People are looking for a better future.

Focus on your delivery

Adopt an appropriate tone

Be persuasive – be animative – get the audience involved

Leaders inspire through an optimistic outlook and words of hope

“What good is our communication if its impact ends the moment we stop speaking?”

Connecting with others

Show yourself friendly

- If you want to connect with others, become the kind of person others want to connect with.

Take responsibility for your listeners

- What can I do to involve others and draw them into the conversation?

It's their world

- Too often speakers are unwilling or unable to get out of their own world and say things from the perspective of their listeners.

Capture attention

- From the moment when others first meet us, they are consciously or unconsciously evaluating us and deciding whether to keep listening or simply dismiss us

Find the right moment

- If you want people to remember what you say, you need to say the right thing at the right moment in the right way

Be Visual and tell stories

- Anything that can help people visually helps them to connect..

How Great Leaders Connect at Every Level

Great leaders connect emotionally

Connect one-on-one

- 80 to 90 percent of all connecting occurs on a one-to-one basis.
- Talk more about the other person and less about yourself.
- Bring something of value to the conversation – leaders grow others
- Ask if there is anything you can do to help them

Connect with a group

- Look for ways to compliment the people in the group for their ideas and actions.
- Look for ways to add value to people in the group and what they're doing.
- Don't take credit when the group succeeds, and don't cast blame when it fails.
- Find ways to help the group celebrate successes together.

connecting is being able to relate to people in a way that increases your influence with them

How to connect

Find common ground

Change your focus

- Connecting is always about the other person.
- Every individual has a different system for processing information and perceiving the world
- When you realize this and strive to understand how the other person experiences the world, you will be surprised at how quickly you will connect.
- Why does this organization exist?

Be simple

Are you easy to understand?

- You connect with people not by what you say but by what they understand.
- Stick to one main point, express yourself with as few words as possible, and select words that people understand..
- Simplify and communicate with understanding.

Be interesting

Where do they think?

- Find a way to connect what you want to say to their needs in their world.
- Talk about them.
- Present positive body language, facial expressions, tone of voice, and pauses in conversation.
- Ask lots of questions.
- Strive to tell stories.

Be an inspiration

Inspire them to improve

- **To connect with people at their core being is to inspire them to improve** .
- To do things they never thought they could do
- First need to know that you care about them, you understand them, and you have high expectations for them.
- They must feel the passion.
- The ultimate inspirational lift is to give people your ideas for an action plan.

Be yourself

Be authentic!

- Build meaningful connections
- Don't be a phony.
- Be accepting of yourself
- Hold yourself accountable.



Pillar 4

Building situational and emotional awareness

“Personal leadership is the process of keeping your vision and values before you and aligning your life to be congruent with them”

Stephen Covey

Just be yourself

The need for authenticity: Don't be a phony

Let your self emerge

What's most important to you? Your core values.

What are you good at? Your strengths.

What excites and inspires you? Your passion.

What do you want? Your vision.

Communicating to build alignment and execute the strategy

Situational Awareness in team dynamics

Know the situations that threaten communication

Do you dominate or withdraw?

Start by knowing yourself

Understand your strengths, struggles, and patterns of your natural behavior.

Be proactive

Consider what might be going on in certain situations.

Why leaders have purpose

Why is listening so important to communications

Listening is under-rated

- We want fast talking, fast decisions, just get me there.

Develop empathy

- It does not mean becoming a doormat, passively agreeing to others with whom you disagree, or trying to please everyone all the time..
- empathy is about thoughtfully and intelligently taking others' perspective, recognizing their emotions, staying out of judgment, and communicating understanding of others.

3 conversations in play

- The first conversation is the external conversation between the two people. The other two conversations are each person's internal dialogue.

Don't judge

- We are listening for what we want to hear, expect to hear, or hope to hear, again, diminishing true connection.

Continuous partial attention

- Attention is seldom fully focused.

Be mindful

- Mindful listening is about noticing when you're fully present and when you're not.
- It encourages leaders to notice and to understand that each conversation is the relationship.

Improve your relationships with empathy

How to practice empathy

If the other person voices negative feelings, strive to validate these feelings rather than questioning or defending against them.

Your goal is to understand the other person's perspective and accept it for what it is, even if you disagree with it.

Paraphrase

Once the other person has finished expressing a thought, pause and paraphrase or mirror back what he or she said to make sure you understand and to show that you are paying attention.

Express empathy

Body language

Make eye contact, nodding, facing the other person, and maintaining an open and relaxed body posture

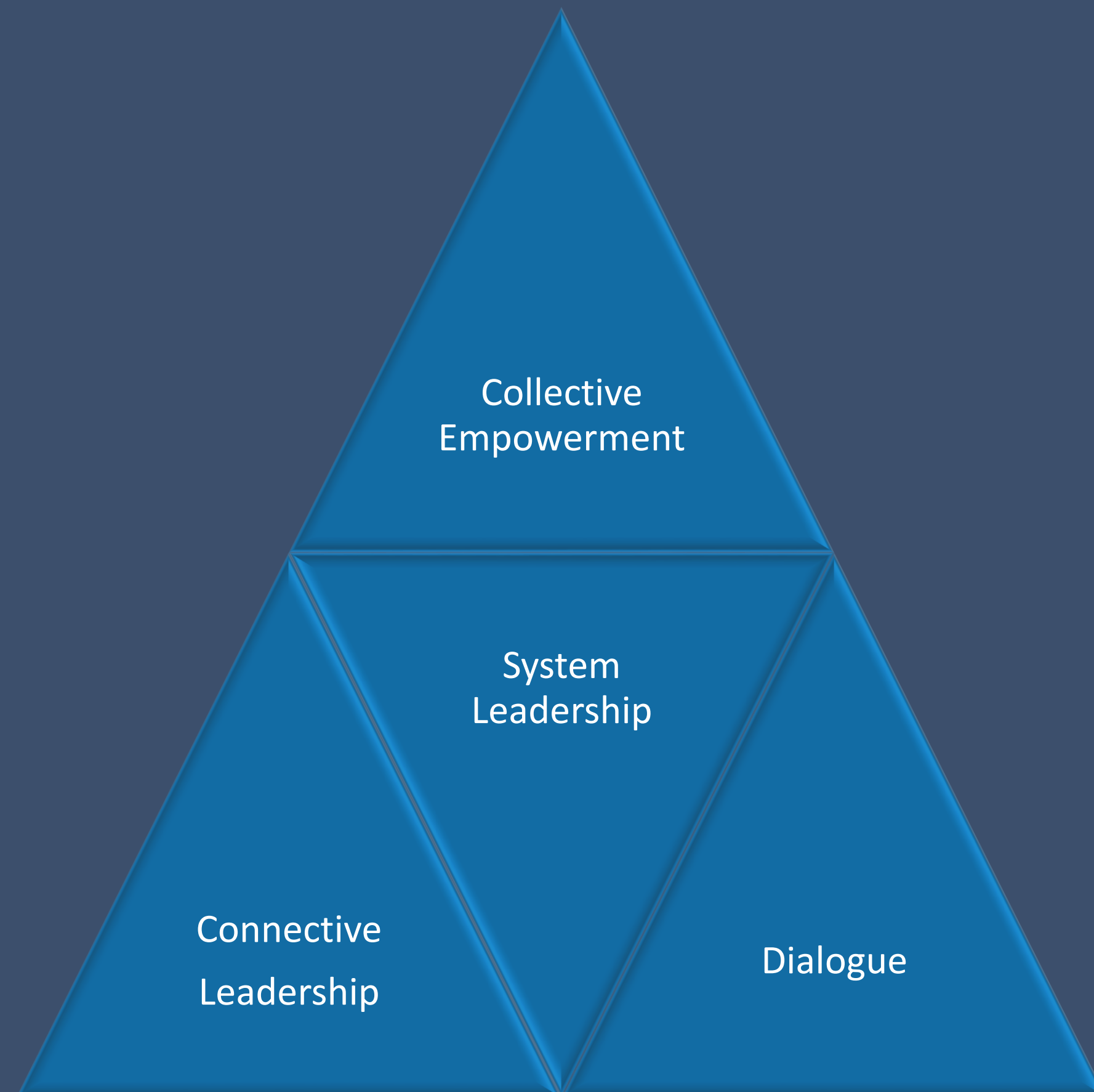
Avoid judgement

Take turns

After the other person has spoken and you have engaged in these active listening steps, pause, and ask if it's okay for you to share your perspective.

Leading after your gone

How systems leadership requires collaboration and communication



Connective Leadership

- Seeing together to deliver on a shared vision.
- No use the leader having the sole vision
- Set of guiding principles, passions and assumptions

Collective empowerment

- Walking together: structured around a series of team engagements
- Building for the future long after the leader has gone

Dialogue

- Collaboration in dialogue: discussion is at the heart of the programme.
- Talking together, capture, collaborate and communicate.

Leaders communicate to inspire

1. Why communications matter.
2. Barriers to communication.
3. Communicate to inspire
4. Build situational awareness
5. Why leaders have purpose



Lesson 3 Summary