

Developing Your Communication Skills

MASE New Leaders
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Communication is the most
important skill in life.

Steven R. Covey

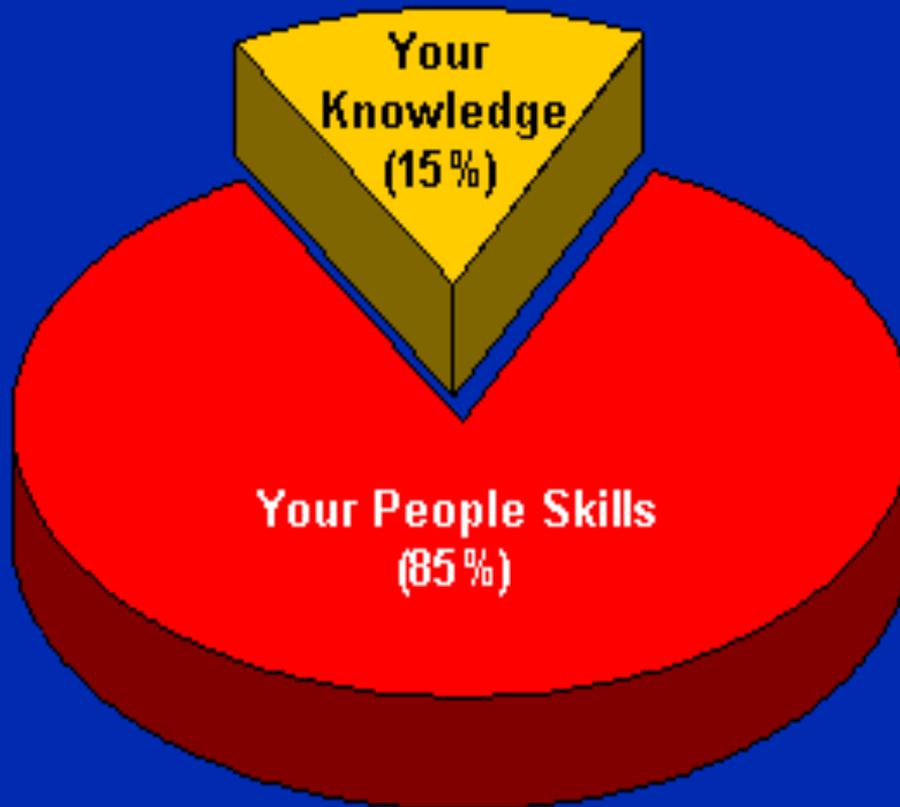


Success Secrets

The Role of Your People Skills



Your financial success comes from:

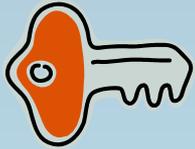


Some experts estimate that 15% of your financial success comes from your skills and knowledge, while 85% comes from your ability to connect with other people and engender trust and respect.

Once a society loses this capacity [to dialogue], all that is left is a cacophony of voices battling it out to see who wins and who loses. There is no capacity to go deeper, to find a deeper meaning that transcends individual views and self interest. It seems reasonable to ask whether many of our deeper problems in governing ourselves today, the so-called “gridlock” and loss of mutual respect and caring might not stem from this lost capacity to talk with one another, to think together as part of a larger community.”

— Peter M. Senge, in “A New View of Institutional Leadership” in Reflections on Leadership

Keys to Good Communication



Emotional Intelligence



Empathy



Attitude



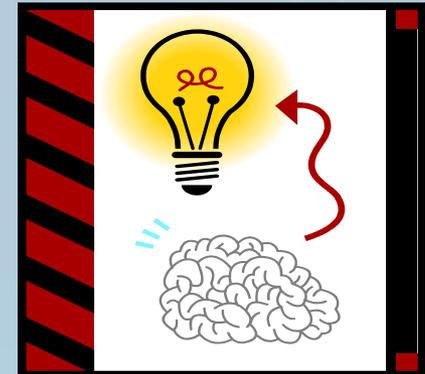
Effective Listening



Win-Win Mindset

Emotional Intelligence

Managing Emotions Well in Yourself and in Your Relationships



Emotional intelligence consists of four core abilities:

- **Self-awareness** – The ability to recognize your own emotions and how they affect your thoughts and behavior, know your strengths and weaknesses, and have self-confidence.
- **Self-management** – The ability to control impulsive feelings and behaviors, manage your emotions in healthy ways, take initiative, follow through on commitments, and adapt to changing circumstances.
- **Social awareness** – The ability to understand the emotions, needs, and concerns of other people, pick up on emotional cues, feel comfortable socially, and recognize the power dynamics in a group or organization.
- **Relationship management** – The ability to develop and maintain good relationships, communicate clearly, inspire and influence others, work well in a team, and manage conflict.

Emotional Intelligence=Communication Success

- Research shows that 67% of the essential competencies required for effective leadership today are emotional competencies.
- your capacity to recognize your own feelings and those of others, for motivating yourself, and for managing emotions well in yourself and in your relationships.



Empathy

the ability to identify and understand another's situation, feelings and motives

- Bumper sticker: *"I am not good at empathy. Will you settle for sarcasm?"*
- ***"To handle yourself, use your head; to handle others, use your heart."*** ~ Donald Laird





"Empathy? Yeah, I can see how that could be useful."



Empathy Test

1. I listen attentively to what people say:

I really focus on what is being said with a view to understand. I am not thinking about how I am going to answer or being distracted by anything else.

2. I demonstrate an awareness of how others are feeling:

As a result of my open questions and / or careful, focused listening and observations of non-verbal communication, I can really sense how the person is feeling and I then communicate with that person to show I am aware of those feelings.

3. I accurately identify the underlying causes of the other person's perspective:

I ask open questions and listen carefully in order to understand why the other person is thinking the way they are and therefore understand the cause and reason for their perspective.

4. I express an understanding of the other person's perspective:

Having understood the cause and reasons for the other person's point of view, I explain my understanding of that perspective to both check the accuracy of my understanding and also so that the other person knows I understand where they are coming from and can empathize with them.

Attitude

- *Attitude is the way you mentally look at the world around you. It is how you view your environment and your future. It is the focus you develop toward life itself.*
- “Your attitude, not your aptitude, will determine your altitude.” Zig Ziglar



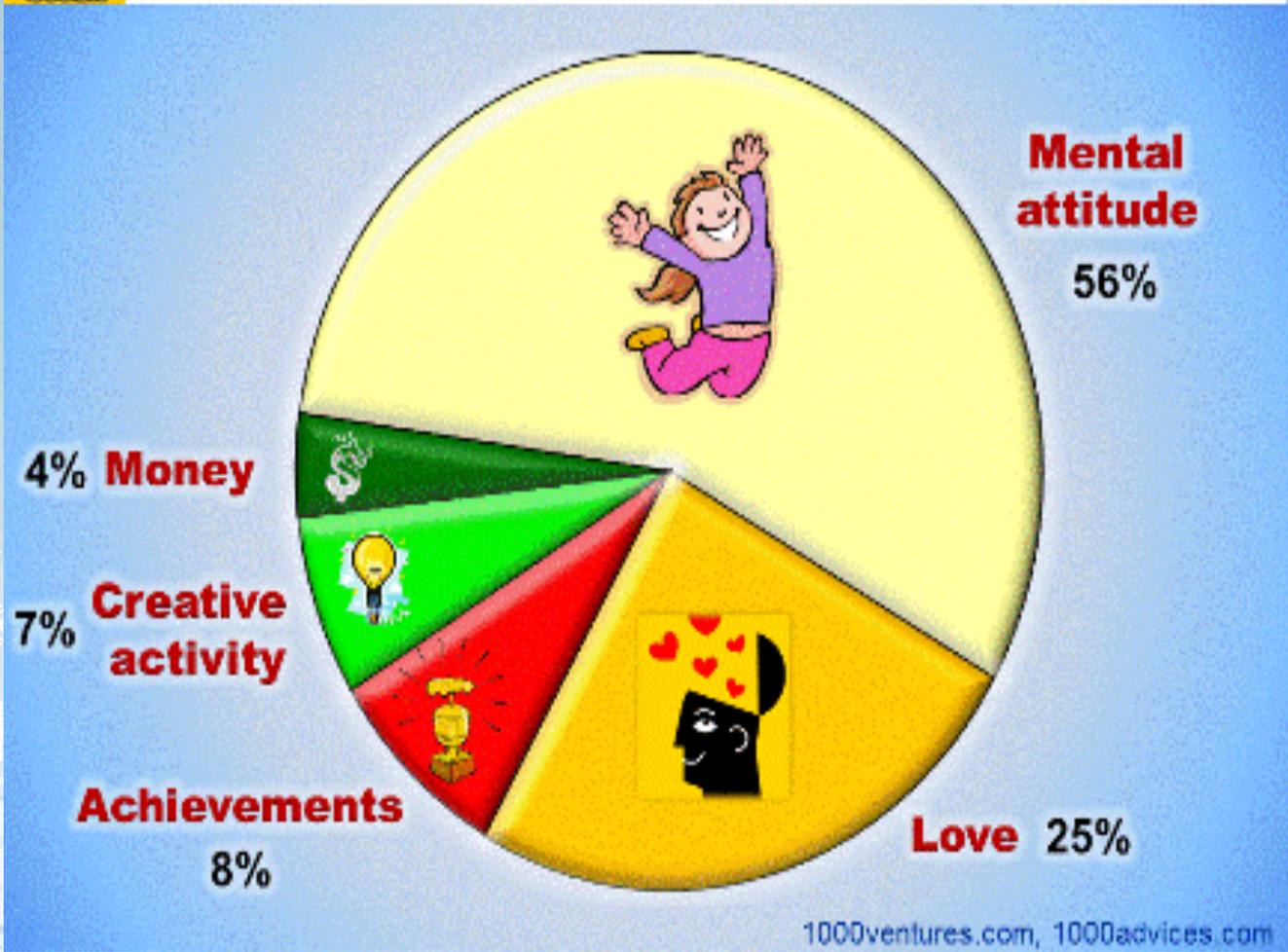
Attitude=Communication Success

- Three reasons leaders need to have a positive attitude (Kevin Eikenberry in *Leadership and Learning Times*)
 - You are in the energy business
 - Positive attracts
 - Positive creates productivity



What Is the Key To Happiness?

Results of the Ten3 global Internet poll



Effective Listening

Absorbing the information given to you by a speaker

- *"Listening broadens us, lays the groundwork for peace, elevates the quality of our relationships, and opens the way to success. If nothing else, when you listen, you'll find you are the most popular person in the room."*

– Linda Eve Diamond

Effective Listening=Communication Success



- Average person listens at only about 25% efficiency
- Most people agree that listening effectively is a very important skill however they don't feel a strong need to improve their own skills
- Effective listening increases others trust in you and reduces interpersonal conflicts

The Mischief of Defensiveness

- Defensiveness is the arch enemy of listening
- Difficult to listen when criticized
- Automatically listen for what we do not agree with—inaccuracies, exaggerations
- Need to “catch” ourselves

“If we would only listen with the same passion that we feel about needing to be heard.”

What are you listening for?

- Do you want to “get” what the other person is saying?
- No apology has meaning if we haven’t listened carefully to the hurt party’s anger and pain

Barriers to Effective Listening

Often we have difficulty listening to other people because:

- we "know" what we are going to hear;
- we are seeking confirmation, not information;
- what's being said is getting in the way of what *needs* be said.

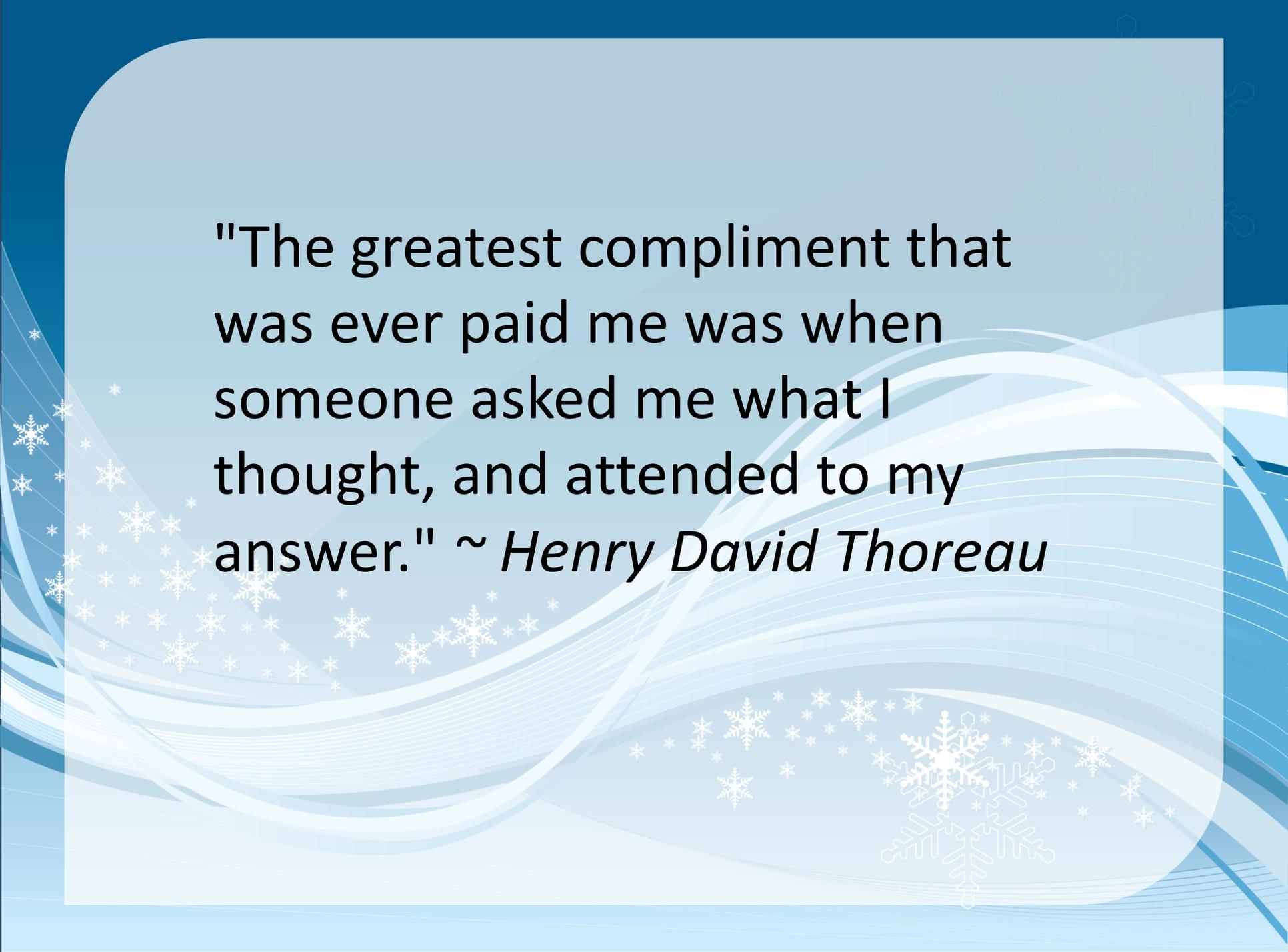


Effective Listening



- Be fully present when you are with people. Don't check your email, look at your watch or take phone calls when a direct report drops into your office to talk to you. Put yourself in their shoes. How would you feel if your boss did that to you?
- Smile at people.
- Tune in to non-verbal communication. This is the way that people often communicate what they think or feel, even when their verbal communication says something quite different.
- Stop talking
- Open your mind.

"The greatest compliment that was ever paid me was when someone asked me what I thought, and attended to my answer." ~ *Henry David Thoreau*



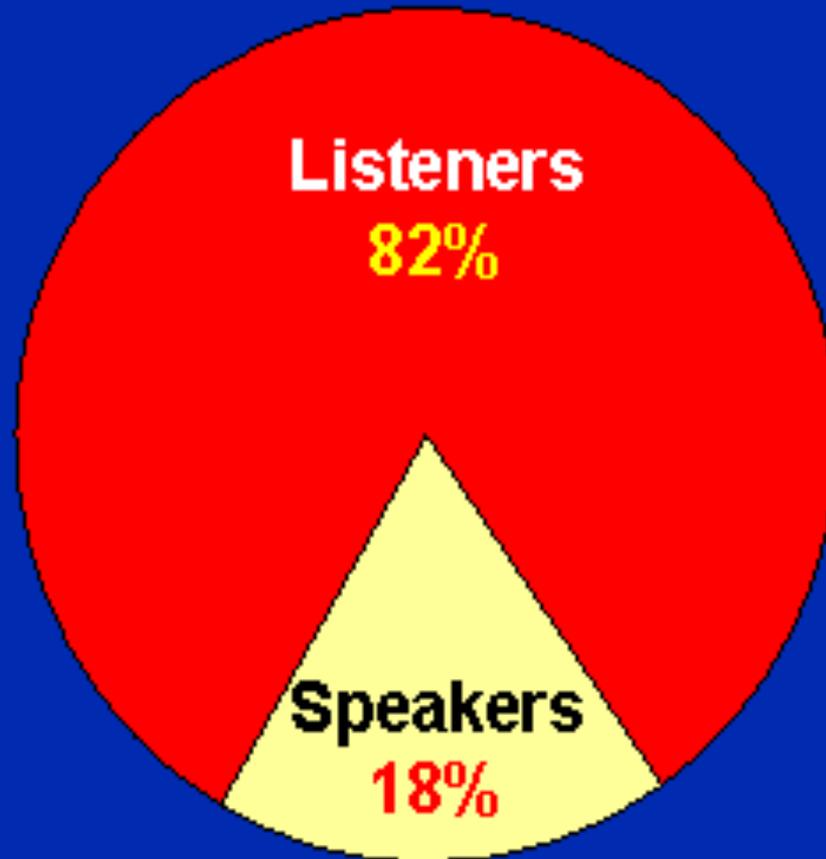


Ten3 global polls «Advise!» **Communication**



I prefer to talk to
people who are
great:

82% of people
prefer to talk to
great listeners,
not
great speakers



Win-Win Mindset

Agreements or solutions are mutually beneficial, mutually satisfying.



- Win-Win sees life as a cooperative, not a competitive arena. Most people tend to think in terms of dichotomies: strong or weak, hardball or softball, win or lose. But that kind of thinking is fundamentally flawed, because it is based on power and position rather than principle.
- Win-Win is a belief in the third alternative. It's not your way or my way; it's a better way, a higher way.



Win-Win Mindset

Seek Mutual Benefit In All Human Interactions



A Short Course in Human Relations

By an unknown author

The six most important words:	"I admit I made a mistake."
The five most important words:	"You did a good job."
The four most important words:	"What is your opinion?"
The three most important words:	"Could you please..."
The two most important words:	"Thank you."
The one most important word:	"We"
The least important word:	"I"

Goal-Getting

- What is one step you will take toward developing your communication skills?

