



Staff Communication;

Control, Filters and Perceptions

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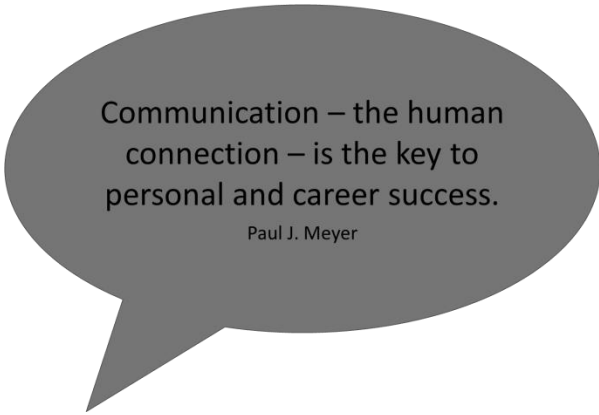
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Control:

Leadership - The word “lead” originally meant “to set in motion”, “to accompany someone”

- How you approach communication will be affected by the task at hand and the needs of employees.

Communication Styles -

Directive - The leader makes decisions and informs the staff accordingly. This form of leadership is useful with “immature” employees and when implementing strategic decisions. The leader is interested in the employee’s opinion so that decisions can be made on the selective integration basis of that information.

Cooperative - The leader is an “equal among equals”. The leader seeks solutions together with “mature” employees. They prefer to work towards aligning team members values and getting agreement.

Non-Directive - The leader delegates a comprehensive task package to employees. The competent (mature) employees pursue the set of objectives in a solution-oriented manner. This can be confusing if the goals and objectives are not clearly communicated.

What situation would benefit from the various communication/leadership styles?

Pros:

Cons?

Filters:

- Neuro-Linguistic _____
 - Delete – Distort – Generalize

“Metaprograms...the keys to the way a person processes information” Tony Robbins

1. Language
2. Memories
3. Values
4. Attitude
5. Life Experiences
6. Beliefs
- 7.
- 8.

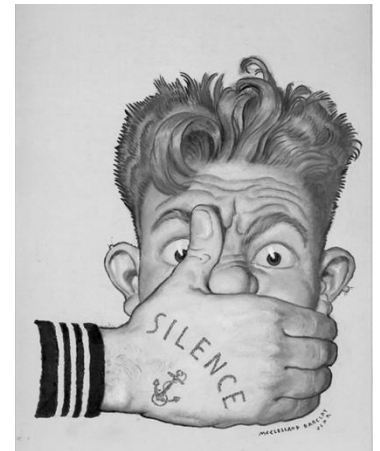
Two of the most influential filters –

1. Culture
2. _____ Experiences

Silent or Traditionalist (1930 – 1945)

Communication:

* formal * hard copy * face-to-face * _____ * gender



Baby-Boomers (1946 – 1964)

Communication:

* in person * team oriented * optimistic * prefer _____ to work toward solutions
* open to communication alternatives



Generation X (1965 – 1979)

Communication:

* skeptical * independent * direct * immediate communication



Gen Y/Millennials (1980-1996)

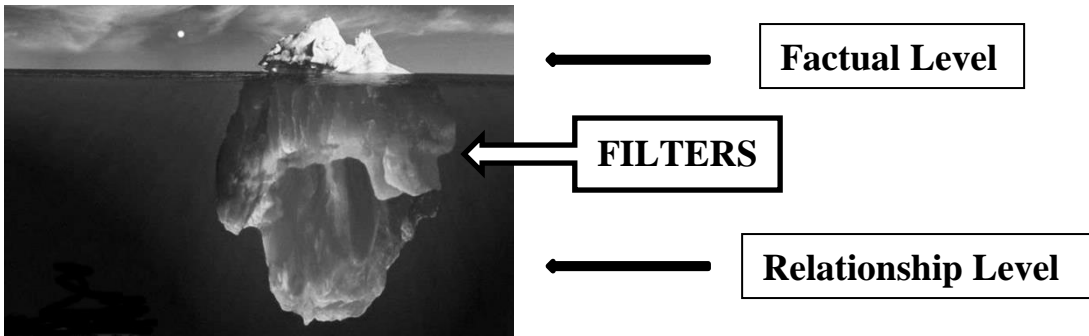
Communication:

* texting * participative * creative * email * want to be included

A MUST for good communication success with Gen Y is to make certain expectations are explicit versus implicit.
L.A. Hoffner

Perceptions:

Every communication consists of a _____ and a _____ level. The successful outcome of a conversation depends on appreciation at the relationship level.



The difference between the right word and the almost right word is the difference between lightning and lightning bug. Mark Twain

Four “Ear” Communication Model

- Factual - This receptive channel is mindful of the content of a message. “What’s it about?” “What’s the matter?” or “What precise information do we have at our disposal?” Many recipients tend to pounce on the factual side of the message, attempting to discover its meaning solely in a discussion of the facts.
- Self-Revealing - This channel is an important ear for leaders and their staff because it can discern hidden information in a message. “What is my employee/boss trying to tell me?” or “What is my employee’s/boss’s real concern?”
- Affiliation - This receptive channel is widespread. Accusations or allegations are perceived in messages where there are none. This ear hears messages in terms of “How is he dealing with me?” Some employees are oversensitive to this receptive channel. As a result, neutral messages may be interpreted as personally derogatory—with the corresponding consequences.
- Appeal - Employees who seek recognition and always seek to show their best side tend to interpret messages with this ear. They hear a challenge in a neutrally worded statement in the sense of “What should I do?” The danger is that because of their overzealousness they may miss important information

Rationale Based Leadership

versus

Emotional Based Leadership:

Is evaluating leadership styles important to you? Why or why not?

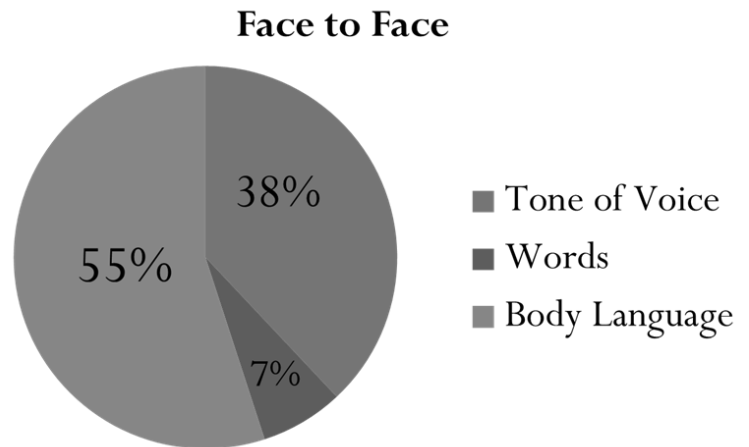
Basic Four Areas of Leadership

- _____ Setting
I give my staff measurable goals to achieve
- *Communication*
My staff can rely on me to answer questions
I am available for my staff when they need to talk
I encourage my staff to suggest new ideas and methods of doing things
- *Trust*
My staff can trust their immediate manager
I am fair to all employees
I treat all of my staff with respect
I stress the importance of teamwork
- *Accountability*
I hold everyone accountable for their work

Control:

Communication Success

- Concise
- Complete
- _____
- Clear
- Considerate
- Confidence
- Check



Communication and Conflict

✓ **Choosing Success**

Choose _____
Avoid Obstacles
Listen Actively


Heed Non-verbal's
Focus On I-Statements
Opt For Detachment

Communication Action Plan

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-
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Lori

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