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WELCOME + INTENTION

Who are you?

Your position and company?

What do you hope to gain from today?



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GROUP AGREEMENTS

What do you need to be present and do this work together?

What do you need from yourself?

What do you need from the group? From me?



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OUR SESSION TODAY

Communication is a core function of leadership. Leaders rely on strong communication skills to share visions and inspiration around a group's progress, success, and what is possible for the future. These skills are also necessary to share information during challenging times in ways to motivate rather than create fear and uncertainty. In this interactive session, we will explore foundational communication aspects including: active listening and empathy, communication styles, communications in conflict, and more.

Learning Objectives:
At the end of this session, we intend that participants will understand:

- how their personality preferences (MBTI) contribute to their communication style
- what active listening means and how to practice
- the role of empathy in leadership communication
- how to maintain open communications while in conflict

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PREFERABLE COMMUNICATION STYLE			
<p>With ST people</p> <ul style="list-style-type: none"> •Be specific, confident, well-reasoned •demonstrate immediate advantages, profit •provide examples; use visual aids. 	<p>With NT people</p> <ul style="list-style-type: none"> •Be specific, well-reasoned; use visual aids, diagrams •use concepts, theories •appeal to intellectual capabilities •give them a challenge •show how the problem in hand or subject of communication fits into the "big picture" 		
<p>With SF people</p> <ul style="list-style-type: none"> •Be supportive, expressive, and confident •provide examples; demonstrate immediate advantages, profit •appeal to feelings and emotions 	<p>With NF People</p> <ul style="list-style-type: none"> •Be expressive, well-reasoned •use visual aids •use concepts, theories •appeal to their intuition •give them a challenge •show how the problem in hand or subject of communication fits into the "big picture" 		

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EASY TO COMPREHEND			
<p>With ST people</p> <ul style="list-style-type: none"> •Practices (ways of doing something) •Resources (means, personnel, equipment, tools, materials, money) •Analysis (the examination of something in detail, study of interrelationships between the details, in order to understand it or draw conclusions from it) •Implementation (practical realization, ways of realization, how things are actually carried out or accomplished) •Rules (rules, procedures, policies, regulations, laws) 	<p>With NT people</p> <ul style="list-style-type: none"> •Ideas, concepts •Analysis (the examination of something in detail, study of interrelationships between the details, to understand the whole or draw conclusions from it) •Assessment (analysis or estimation of the characteristics, qualities or value of a thing or a person) •Reviews (expert reviews, analyst opinions) •Paradoxical facts (that seemingly contradict the established beliefs or practices, that may nevertheless be true) •History •Jargon 		
<p>With SF people</p> <ul style="list-style-type: none"> •Feelings and emotions •Casual chatter •Guesswork and premonitions (feelings of something to happen, even without a strong rationale) •Practices (ways of doing something) •Opinions and beliefs (even without a rational basis) •Resources (means, personnel, equipment, tools, materials, money) •Looks (way somebody or something appear; personal appearance, style, or fashion) 	<p>With NF People</p> <ul style="list-style-type: none"> •Ideas •Teachings •Feelings •Casual chatter •Reviews (expert reviews, analyst opinions) •Beliefs •History (preceding events) •Future (future perspectives, outcome, how things and events may develop, consequences of actions) •Goals •Personal appearance, style, or fashion 		

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NOT EASY TO COMPREHEND			
<p>With ST people</p> <ul style="list-style-type: none"> •Feelings •Beliefs •Casual chatter •Guesswork and premonitions (feelings of something to happen without a strong rationale) •Gossiping 	<p>With NT people</p> <ul style="list-style-type: none"> •Subtle differences in feelings •Gossiping •No alternative, "there is only one way" 		
<p>With SF people</p> <ul style="list-style-type: none"> •Analysis (the examination of something in detail, study of interrelationships between the details, in order to understand it or draw conclusions from it) •Theories (theoretical or scientific principles devised to explain a group of facts or phenomena, seen as distinct from actual practice) •Surprising facts 	<p>With NF People</p> <ul style="list-style-type: none"> •No alternative, "there is only one way" •A very detailed examination of something 		

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ACTIVE LISTENING

Effective communication consists of both **speaking** and **listening**.

Active listening is a way of listening and responding to another person that improves mutual understanding. It is an important first step to defuse the situation and seek solutions to problems.

This lesson gives us the opportunity to identify what active listening is and why it is important in managing conflicts.



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8 Tips for ACTIVE LISTENING

PARAPHRASE.
Try to paraphrase what the student said to make sure you understand and to show that you are paying attention.

LISTENING MAY BE ENOUGH.
The only tip forgotten to "fix" the problem, but at times, students just want us to listen.

ASK QUESTIONS.
Ask questions to encourage the student to elaborate on their thoughts and feelings.

EVALUATE THE CONVERSATION.
After you have fully taken in what the student has said, take a moment to evaluate the conversation.

USE POSITIVE BODY LANGUAGE.
Show that you are engaged and interested by nodding, frowning the other person, and maintaining an open and relaxed body posture.

DONT GIVE ADVICE TOO QUICKLY.
Allow the student to finish speaking before attempting to give advice. You want to make sure that you fully understand them first.

SHOW EMPATHY.
If the student voices negative feelings, try to validate them. Consider why they feel the way.

AVOID JUDGMENT.
Your goal is to understand your student's perspective. Try not to interrupt with your own opinion.

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Resource designed for educators

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5 EASY WAYS TO PRACTICE ACTIVE LISTENING
BY JACOB MORGAN


B **BODY LANGUAGE**
How you stand and present yourself sends a message. Good posture means you're focusing your attention on the person you're engaging with.

U **UNDERSTANDING**
Aim to truly understand what is being said. Don't just stand there and nod your head and then realize later that you have no idea what you just talked about.

I **INTERRUPTING**
Interrupting other people stops the flow of the conversation and makes it seem like what you have to say is more important than what the other person is saying.

L **LOOK THEM IN THE EYE**
Look someone in the eye when you talk to them. We are used to looking at screens these days, but we have to practice looking people in the eye.

D **DONT JUDGE**
Don't judge people. Instead, put yourself in their shoes. This is empathy, which is one of the most important skills a leader can have.





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PRACTICE ACTIVE LISTENING

In pairs...

You have five - seven minutes to engage in a two-way conversation about a leader you admire. You will both answer these questions.

- Who is the person?
- What do you admire about them?
- Why are they important to you?

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EMPATHY

Empathy is the ability to **emotionally understand** what other people feel, see things from their point of view, and imagine yourself in their place. Essentially, it is putting yourself in someone else's position and **feeling what they are feeling.**

<https://youtu.be/1Ewgu369Jw?si=uIKYk9Ahv4NSlcea>


Watch me!



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
4 Step Approach To Practice
EMPATHY




PERSPECTIVE TAKING
OF PUT YOURSELF IN
SOMEONE ELSE'S
SHOES.



STAY OUT OF
JUDGMENT AND LISTEN.



RECOGNIZE EMOTION IN
ANOTHER PERSON THAT
YOU HAVE FELT BEFORE.



COMMUNICATE THAT
YOU RECOGNIZE THAT
EMOTION.

SOURCE: DR. IRENE BROWN IMAGE: JACOB MORGAN

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WHAT EMPATHY IS NOT

Fixing the issue
"Here's what you should do..."

Comparing your challenge to theirs
"That's nothing. Listen to what happened to me one time!"

Adding to the blame or shame
"How did you let this happen?"

Minimizing or avoiding
"You're exaggerating. It wasn't that bad. You rock. You're perfect. Everyone loves you."

https://youtu.be/-4EDhdAHRQr?si=BcN_ThIQZvas1AW


Watch me!

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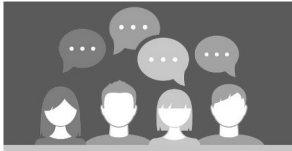
QUIET REFLECTION

- What role has empathy played in your life? Think of a time when you have experienced empathy or witnessed empathy. How did it make you feel?
- Is empathy something you see or experience on a regular basis?
- Who is the most empathetic person you know? How does it make you feel to be around this person?



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CONFLICT

"Peace is not absence of conflict, it is the ability to handle conflict by peaceful means."

- Ronald Reagan




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EXPLORING CONFLICT

Tell a story about an experience with conflict - between individuals or in a group setting - that was very frustrating for you.

- How did you deal with that situation?
- Was your response unique to that situation or typical of how you deal with conflict?



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CHOICE
mbti or dtl

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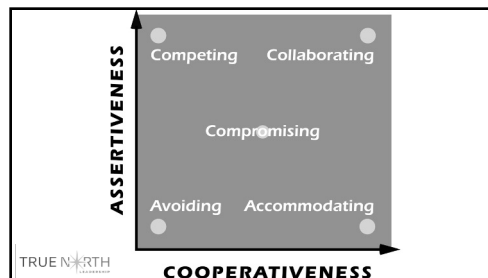
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Thomas-Kilmann Conflict Mode Instrument

- The Thomas-Kilmann Instrument is designed to measure a person's behavior in conflict situations. "Conflict situations" are those in which the concerns of two people appear to be incompatible.
- In such conflict situations, we can describe an individual's behavior along two dimensions: (1) **assertiveness**, the extent to which the person attempts to satisfy his own concerns, and (2) **cooperativeness**, the extent to which the person attempts to satisfy the other person's concerns.

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ACCOMMODATING

- An accommodating style **forsakes your own needs** or desires in exchange for those of others. You would be putting the concerns of others before your own. This style usually takes place when you simply give in or are persuaded to give in.
- This style could be appropriate when others care more about the issue than you do, you want to keep the peace, you feel as though you are in the wrong, or you have no choice but to agree with the other person's point-of-view

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AVOIDING

- An avoiding style completely **evades the conflict**. You would neither pursue your beliefs nor those of the other people involved. Simply, you would continuously postpone or completely **dodge** the conflict whenever it comes up.
- This style could be appropriate to use when the conflict seems trivial, you don't have the time, you need more time to think, you feel as though you have no chance of winning, or you're afraid of being met with resentment.

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COMPROMISING

- A compromising style attempts to **find a solution that will at least partially please all parties**. You would work to find a middle ground between all the needs, which would typically leave people unsatisfied or only satisfied to a certain extent.
- This style could be appropriate when it's more important to reach a solution than for the solution to be great, a deadline is rapidly approaching, you're at an impasse, or you need a temporary solution for the moment.

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COLLABORATING

- A collaborating style attempts to **find a solution that will meet the needs of all parties**. Rather than trying to find a middle ground solution, you would aim for a solution that satisfies everyone and ends up being a win-win situation.
- This style could be appropriate when multiple perspectives need to be addressed, there is an important relationship between the parties, the final solution is too important for anyone to be displeased, or the beliefs of multiple stakeholders must be represented.

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COMPETING

- A competing style takes a firm stance and **refuses to see the perspectives of the other parties**. You would keep pushing your viewpoint or rejecting other people's ideas until you get your way.
- This style could be appropriate when you have to stand up for your rights or morals, need to make a quick decision and force others to get on board, need to end a long-term conflict, or have to prevent a terrible, opposing decision from being made.


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SMALL GROUP

Find **your** people in this room.

Reflect together on these questions.




- How is your conflict approach productive? Unproductive?
- Think of a situation in which your conflict style would be advantageous. Why?

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CONFLICT MANAGEMENT PERSONALITY TYPES




- Introduction to Type® and Conflict by Damian Killen and Danica Murphy uncovers the conflict management styles associated with each of the 16 personality types in the Myers-Briggs Type Indicator® (MBTI®) assessment.
- Their theory states that the last two letters of someone's Type® are the strongest indicators of their conflict management strategy. The third letter determines how you make decisions: by Thinking (T) or Feeling (F). The fourth letter determines how you approach the outside world: by Judging (J) or Perceiving (P).

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THINKING v FEELING


- Those who are prone to Thinking understand the **opinions** of all parties, create **logical alternative solutions**, are **firm** in their stance, and focus on **analyzing and tolerating** others in the situation.
- Those who are prone to Feeling empathize with the **interests** of all parties, create **solutions for growth**, would rather **change than make others change**, and focus on **accepting and appreciating** others.

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JUDGING v PERCEIVING

- Those who are prone to Judging make decisions based on **agreed-upon standards**, take the **necessary time** to efficiently problem-solve, have a **clear idea** of the outcome, **decide when to review**, and don't like to bring up conflict again **once it's solved**.
- Those who are prone to Perceiving **use facts and check assumptions**, exercise **negotiation**, actively **listen**, take **breaks**, and seek mediators to **ensure harmony**.


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Thinking-Judging (TJ)

If you are a TJ, you handle conflict **logically** and attempt to reach a **solution sooner rather than later**. However, you may not take the time to listen to everyone's opinions and might rush into an unstable solution. This might also mean that you consider the emotions involved in the conflict distracting and choose to ignore them.

TJs will likely approach a **Competing** conflict management style.



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Thinking-Perceiving (TP)

If you are a TP, you devote **extended time** to handling conflicts and often play the devil's advocate. You **fully analyze all the options** and help come up with creative solutions. However, you may overlook the emotional needs of others at times or prolong the conflict for too long.

TPs will likely approach a **Collaborating** conflict management style.






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Feeling-Judging (FJ)

If you are an FJ, you will strive for **peace and a cordial end** to a conflict. However, your need to end on friendly terms might lead you to end a conflict too early or be upset by those who try to logically analyze and prolong a conflict.

FJs will likely approach an **Accommodating** conflict management style.






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Feeling-Perceiving (FP)

If you are an FP, you **actively listen** to all points of view in the conflict and give others an equal chance to explain their opinions. However, you can get frustrated by those who try to come to a rapid solution and avoid logically analyzing what you consider to be negative alternatives.

FPs will likely approach a **Compromising** conflict management style.





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SMALL GROUP

Find **your** people in this room.

Reflect together on these questions.




- What do you notice about how your type is described in conflict? Agree, disagree, "yes, and...?"
- How is this style productive? Unproductive?

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QUIET REFLECTION



- Have you ever had an experience when a disagreement or conflict turned out to bring good results in the end?

What values, attitudes, or skills do you have that help you be the kind of person you want to be in conflict? What gets in the way of that?


- Knowing what you know about yourself and conflict, what would you like to do differently in your next conflict?



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PRO TIPS

- Don't rush conflict management. It takes time.
- Do your homework – know more about your conflict partner (their communication style, personality type, values)




- Active listening, repeat what you hear
- Separate the person from the problem
- Take breaks, but commit to coming back
- Is the juice worth the squeeze?


· Your ideas...





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