CRITICAL COMMUNICATION SKILLS

Effective Communication for the 21st Century
# MAXIM CONSULTING GROUP

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<tr>
<th>Management Consulting</th>
<th>Lean Transformations</th>
<th>Peer Groups</th>
<th>Corporate Finance Advisory</th>
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<tbody>
<tr>
<td>▪ Strategic Planning</td>
<td>▪ Supply Chain Management</td>
<td>▪ Electrical</td>
<td>▪ Mergers &amp; Acquisitions Advisory</td>
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<td>▪ Operational Excellence</td>
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<td>▪ Technology Integration</td>
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<td>▪ Training &amp; Development</td>
<td>▪ Process Standardization</td>
<td>▪ General Contractor</td>
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<td>▪ Heavy Civil</td>
<td>▪ Captive Insurance</td>
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<td>▪ Utility</td>
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No longer can we communicate the way we do naturally. We must communicate with strategy and intent to drive collaboration and understanding.

This can be applied to

- Labor/management
- Professional
- Personal
AGENDA

• Define the role of leadership in communication
• Discuss the generational differences and how their leadership and communication styles differ
• Discover the differences in personality types and tools to effectively assess and bridge this knowledge gap
THE ROLE OF LEADERSHIP IN COMMUNICATION
“Leaders are given tremendous power by their organizations. Poor leaders abuse the power for their own gain. Great leaders use their power to inspire others to greatness,”

How does this power link to communication?
COMMUNICATING AS LEADERS

• Setting Direction
• Aligning Resources
• Motivating and Inspiring
SETTING DIRECTION

- Tie to the big Picture
- Communicate “Why”
ALIGNING RESOURCES

- Provide Things
- Create Ownership
- Leverage Strengths
MOTIVATING AND INSPIRING

• Provide Encouragement
• Understand People
• Know your people deeply
THE ANATOMY OF LEADERSHIP

CHARACTER
- The Soul of the Leader
  - The Leader's Inner Drives
- The Heart and Mind of the Leader
  - The Leader's Personal Qualities

COMPETENCE
- The Knowledge, Skill, and Talent of the Leader
- The Leader's Competence in Leadership
- The Leader's Professional Competence
A MODEL OF LEADERSHIP

• Character
  • The Soul of the Leader (Their Inner Drive)
    • Leadership Philosophy
    • Moral Compass
    • Self Awareness
  • The Heart and Mind of the Leaders (Their Personal Qualities)
    • Integrity
    • Focus
    • Courage
    • Care
    • Humility

• Competence: The Knowledge, Skill and Talent of the Leader
  • Leadership Competence
    • Organizational Leadership
    • Operational Leadership
    • People Leadership
  • Professional Competence
    • Market and Industry Knowledge
    • Functional Expertise
    • Business Acumen
AND ABOVE ALL…

People stand with leaders who stand with them

LEADERSHIP = TRUST

TRUST = RESPECT
GENERATIONAL DIFFERENCES

Communication Challenges Defined
Something goes wrong and it’s the employees fault

Traditionalist, “Sir, I made a mistake.”
Baby Boomer, “Totally my fault.”
Gen X, “My bad.”
Millennial, “Didn’t you read my tweet?”
TRADITIONALISTS

• Born before 1945
• Respects authority
• Expects respect for a job well done
• Hard workers
• Follows instructions given
• Follows chain of command
• Stays with a company long term
BABY BOOMER

- Born 1946 to 1964
- Some took a “break” in the 1970s to have fun
- Came back to learn to respect authority
- Often hold higher management positions
- Offer more ideas than Traditionalists
- Expects to lead, not follow
GEN X

- Born 1965 through 1982
- Know and understand technology. Wants to use it
- Change career interests and paths often
- Demand individuality
- Like multi-tasking
- Thinks the grass is greener
- Believes in work-life balance
MILLENNIALS

• Born 1983-2000
• Disengaged by boring or menial tasks
• Demand technology in every form
• Lost without the internet, gadgets, and apps
• Do not care about dress code
• Seek jobs where creativity is important, noticed, and rewarded
KNOW YOURSELF, KNOW OTHERS

Adaptation of Communication to Drive Success
FORMS OF COMMUNICATION

Verbal
- Presentations
- Meetings
- One-on-one
- Face to Face
- Telephone
FORMS OF COMMUNICATION

Non Verbal
- The how of communication (not what)
- Body language
- Tone
- Grammar

Types of written communication
- Letters
- Email
- Text Messages
- Chats
KILLER PHRASES
TO AVOID

- We tried that before…
- It costs too much…
- That’s not my job…
- It’s against policy…
- Let’s form a committee…
- We’re not ready for that…
- Let’s put it on the back burner…
DISC PROFILES

Disc is:

• A simple four factor cognitive map for understanding and managing behavior, both mine AND yours

• Mental model for understanding and managing differences

• A simple, easy to use tool
UNDERSTANDING DISC

D
Dominance
Results Focused
Direct

Active/Fast Paced
Assertive
Louder Speech

Questioning
Logic
Objective
Skeptical

i
Influence
Enthusiastic
Sociable

Accepting
People Oriented

C
Conscientiousness
Accuracy Focused
Analytical

Moderate Paced
Thoughtful
Calm, Softer Speech

S
Steadiness
Patient
Empathetic
UNDERSTANDING YOURSELF

<table>
<thead>
<tr>
<th>D - Dominance</th>
<th>I - Influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decisive</td>
<td>Friendly</td>
</tr>
<tr>
<td>Aggressive</td>
<td>Talkative</td>
</tr>
<tr>
<td>Independent</td>
<td>Enjoys Group Activities</td>
</tr>
<tr>
<td>Blunt</td>
<td>Positive, Optimistic</td>
</tr>
<tr>
<td><strong>C - Compliance</strong></td>
<td><strong>S - Steadiness</strong></td>
</tr>
<tr>
<td>Accurate</td>
<td>Consistent in Performance</td>
</tr>
<tr>
<td>Systematic</td>
<td>Controlled</td>
</tr>
<tr>
<td>Calculating</td>
<td>Reliable</td>
</tr>
<tr>
<td>Cautious</td>
<td>Compatible</td>
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CHARACTERISTICS OF A HIGH “D”

- Results - oriented
- Direct - quick to the point
- Risk taker
- Takes charge - a natural leader
- Comfortable making many quick decisions
- Does not engage in small talk
- Does not follow the rules—but makes them
- Not analytical
- Has poor listening skills
CHARACTERISTICS OF A HIGH “I”

- Relationship/team-oriented
- Great small talker
- Meets people well—outgoing
- Makes favorable impressions
- Quick on their feet
- Dresses fashionably - needs to look good
- Shakes hands and back slaps
- Smiles a lot
- Knows everyone
- Has no attention to details
- Does not follow traditional process
CHARACTERISTICS OF A HIGH “S”

- Traditional
- Systematic
- Conservative—risk averse
- Comfortable with routines and “standard” procedure
- Great team player
- Cool and reserved
- Listens extremely well
- Follows directions
- Resists change
CHARACTERISTICS OF A HIGH “C”

- Detail-oriented
- High attention to quality and correctness
- Likes controlled atmosphere
- Critical
- Dislikes sudden change
- Constantly asks why
- Conservative—risk averse
- Has reasons for everything
- Analyzes everything
- Slow to change
COMMUNICATING WITH A “D”

• Keep it short—get to the point
• Give them options or choices
• Look them directly in the eye
• Provide specific answers to D’s specific questions
• Keep written communication short
• Do not engage in small talk
• Do not present details
COMMUNICATING WITH AN “I”

- Engage in social/small talk
- Communicate in a social setting
- Allow plenty of time for conversations
- Do not insult them or embarrass them
- Do not drown them in details
COMMUNICATING WITH AN “S”

- Meet on their turf
- Be sincere
- Focus on the process
- Share details
- Listen
- Stay calm
- Do not become emotional
- Do not generalize
COMMUNICATING WITH A “C”

- Ensure communication is error free
- Provide details and facts
- Stress quality
- Expect critical comments
- Do not make intuitive decisions
- Do not force immediate decisions
- Answer the C’s questions with facts and back up
# Character Trait Clues

<table>
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<tr>
<th>D</th>
<th>I</th>
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</thead>
<tbody>
<tr>
<td>Take charge of the conversation?</td>
<td>Dress smartly?</td>
</tr>
<tr>
<td>Refuse to waste time on small talk?</td>
<td>Reach out, shake your hand warmly, and smile?</td>
</tr>
<tr>
<td>Want to come to the point quickly?</td>
<td>Engage in small talk?</td>
</tr>
<tr>
<td>Want to know about results?</td>
<td>Want to go out for drinks or meet for lunch?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>C</th>
<th>S</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have diploma on the wall?</td>
<td>Wear conservative clothes?</td>
</tr>
<tr>
<td>Want to see your credentials?</td>
<td>Work in a traditional office?</td>
</tr>
<tr>
<td>Want detailed answers?</td>
<td>Act cool and reserved?</td>
</tr>
<tr>
<td>Need to be assured of quality?</td>
<td>Listen well?</td>
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SUMMARY

Communication At Work
IN CLOSING

Labor or management, foreman or apprentice, administrative assistant or executive, we ALL deserve to be communicated with:

• Fairly
• Clearly
• Honestly

• And, most importantly, we must be LISTENED to
SUMMARY

• Eight Things to Remember

1. Communication is more than putting thoughts into words
2. Listen for the intonations
3. The body doesn’t lie
4. Perception is reality
5. How things are said is very important
SUMMARY

6. Actions do speak louder than words
7. The key ingredient of effective communication is trust
8. Don’t judge a book by its cover

Remember to ALWAYS Listen, listen, listen

TOGETHER WE THRIVE, APART WE SUFFER
QUESTIONS?
THANK YOU

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