

#PINP18



COMMUNICATE COMMIT DELIVER

2018





CRITICAL COMMUNICATION SKILLS

Effective Communication for the 21st Century

MAXIM CONSULTING GROUP

Management Consulting

- Strategic Planning
- Operational Excellence
- Technology Integration
- Training & Development

Lean Transformations

- Supply Chain Management
- Design Standards
- Enterprise Scheduling
- Process Standardization

Peer Groups

- Electrical
- Mechanical
- Fire Protection
- General Contractor
- Heavy Civil
- Utility

Corporate Finance Advisory

- Mergers & Acquisitions Advisory
- Equity & Debt Financing
- Ownership Transition
- Management Succession
- Captive Insurance

TO BEGIN WITH...

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

MAKE A DECISION: GREATNESS OR NOT

“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

- **S**etting Direction
- **A**ligning Resources
- **M**otivating and Inspiring

SETTING DIRECTION

- Tie to the big Picture
- Communicate “Why”



ALIGNING RESOURCES

- Provide Things
- Create Ownership
- Leverage Strengths

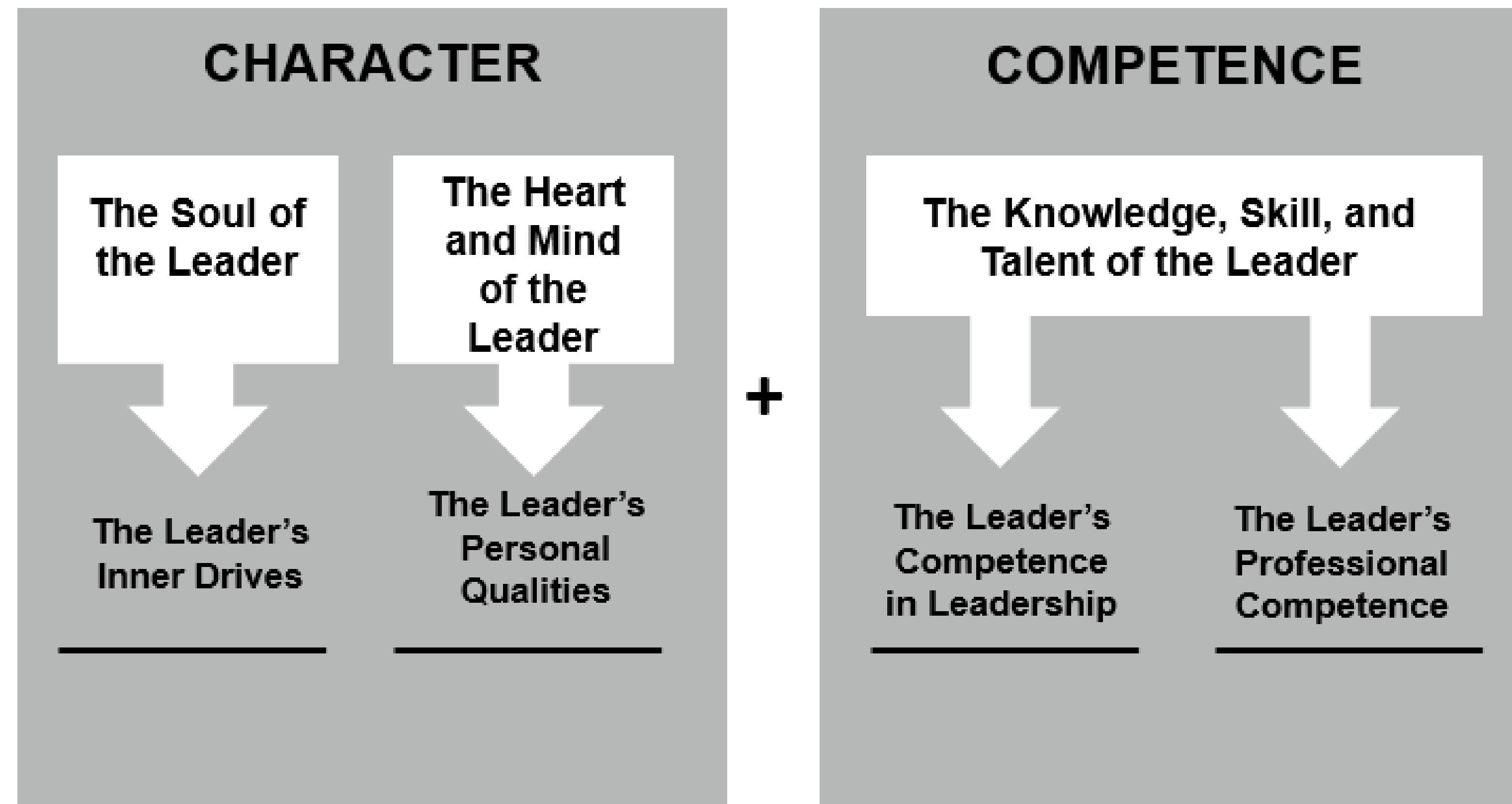


MOTIVATING AND INSPIRING

- Provide Encouragement
- Understand People
- Know your people deeply



THE ANATOMY OF LEADERSHIP



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

COMMUNICATION EXAMPLE

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

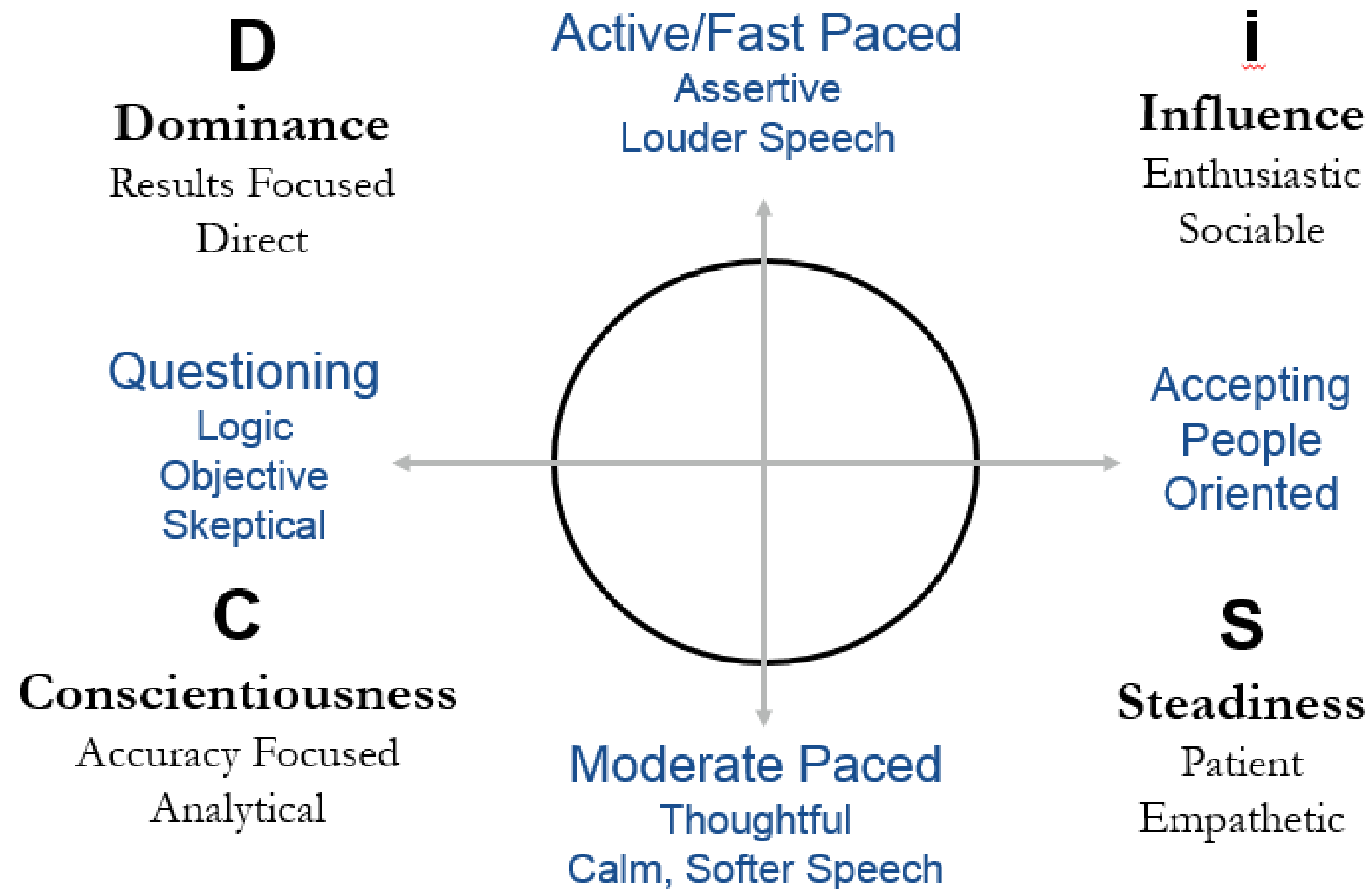
- We tried that before...
- It costs too much...
- That's not my job...
- It's against policy...
- Let's form a committee...
- We're not ready for that...
- Let's put it on the back burner...

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



UNDERSTANDING YOURSELF

D - Dominance	I - Influence
<p>Decisive Aggressive Independent Blunt</p>	<p>Friendly Talkative Enjoys Group Activities Positive, Optimistic</p>
C – Compliance	S - Steadiness
<p>Accurate Systematic Calculating Cautious</p>	<p>Consistent in Performance Controlled Reliable Compatible</p>

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

D	I
<p>Take charge of the conversation? Refuse to waste time on small talk? Want to come to the point quickly? Want to know about results?</p>	<p>Dress smartly? Reach out, shake your hand warmly, and smile? Engage in small talk? Want to go out for drinks or meet for lunch?</p>
C	S
<p>Have diploma on the wall? Want to see your credentials? Want detailed answers? Need to be assured of quality?</p>	<p>Wear conservative clothes? Work in a traditional office? Act cool and reserved? Listen well?</p>



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

Stephane McShane

Director

Maxim Consulting Group, LLC

9800 Mt. Pyramid Court, Suite 400

Englewood, CO 80112

Office: 303.688.0503

Mobile: 303.898.8440

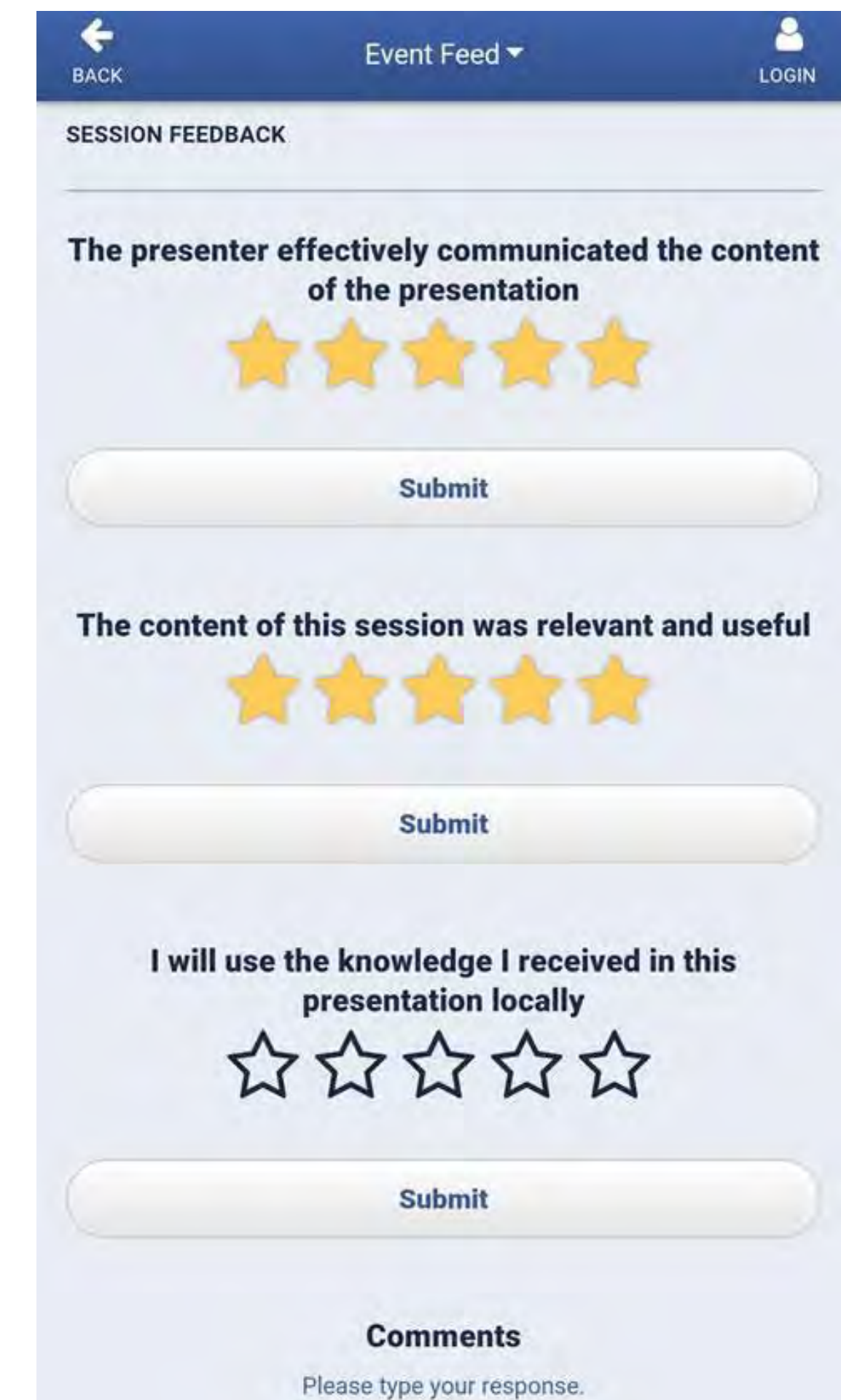
Stephane.mcshane@maximconsulting.com

www.maximconsulting.com



CONFERENCE EVALUATION

- Please complete this Breakout Session Evaluation available on the PINP Conference App
- Scroll to the bottom of each session in the Conference App to access the evaluation



The screenshot displays the 'Event Feed' section of the PINP Conference App. It features three feedback forms for session evaluations. Each form includes a five-star rating system and a 'Submit' button. The first form asks 'The presenter effectively communicated the content of the presentation' and shows five filled stars. The second form asks 'The content of this session was relevant and useful' and also shows five filled stars. The third form asks 'I will use the knowledge I received in this presentation locally' and shows five empty stars. At the bottom, there is a 'Comments' section with the prompt 'Please type your response.'