



LEAD BY EXAMPLE: INSPIRING WELL-BEING AND POSITIVE TEAM CULTURE THROUGH COMMUNICATION

**A WEBINAR FOR SUPERVISORS FROM YOUR
EMPLOYEE ASSISTANCE PROGRAM**

June 26, 2024

INTRODUCTION



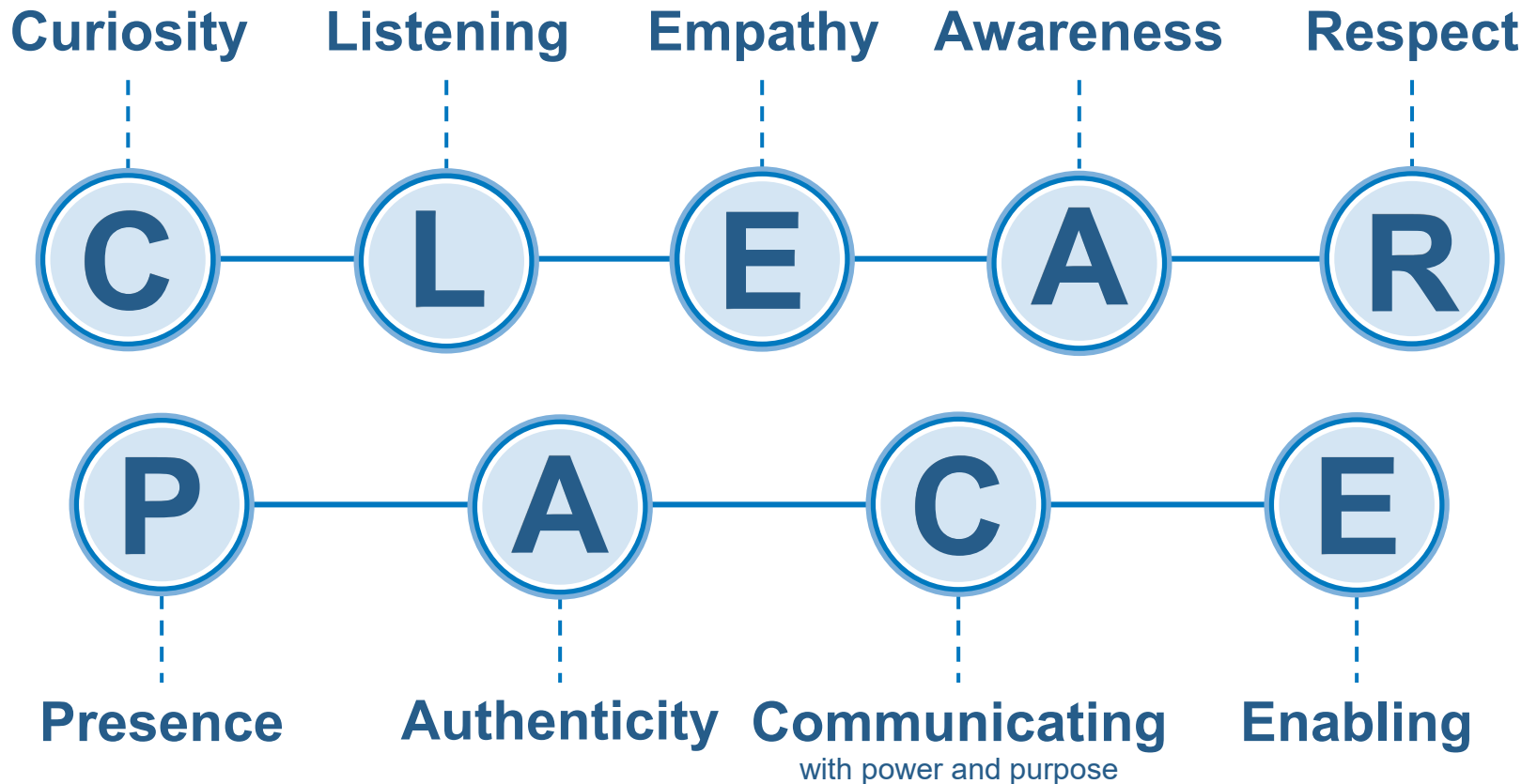
OBJECTIVES

- Define the fundamentals of effective communication
- Understand four styles of communication patterns
- Review five types of faulty questions and how to ask better ones
- Explore scenarios of successful interactions
- Discover essential communication tips

SECTION 1

EFFECTIVE LEADERSHIP COMMUNICATION

EFFECTIVE LEADERSHIP COMMUNICATION: CLEAR PACE



SECTION 2

COMMUNICATION STYLE

COMMUNICATION STYLE

Analytical

You value concrete facts, details, and data. You don't like ambiguity or use emotional words. You're likely valued for your objectivity and expertise, though you may come across as cold.



How you deliver information

- We spent exactly \$4,586 in the past month, which makes us 5% below our budget.



Questions you may ask

- How do we know?
- Where's your data from?



Typical jobs or functions

- IT
- Finance
- Operations
- Production

COMMUNICATION STYLE

Intuitive

You emphasize the big picture, are assertive, and have novel ideas. You provide broad overviews, may lack patience for detailed agendas, and don't like to waste time.



How you deliver information

- My vision is that within the year, we'll be fully adept at a multifaceted approach to our marketing strategy.



Questions you may ask

- What's the bottom line?



Typical jobs or functions

- Technology
- Finance
- Operations
- Production

COMMUNICATION STYLE

Functional

You communicate every step of a plan from beginning to end. You like details and explain the process and timing. You may lose the interest of those bogged down by details.



How you deliver information

- We'll first go through an orientation, then train on the process. Next, we'll observe it in action and end with practice.



Questions you may ask

- What's the process?
- What happens first?
- Who does what?



Typical jobs or functions

- Human resources
- Marketing
- Training

COMMUNICATION STYLE

Personal

You focus on diplomacy, engagement, and relationships. Your language is emotive and warm, and you actively listen. People may find you too touchy-feely; analytical communicators may find you too emotional.



How you deliver information

- I feel really good about our plan so far, but I may be missing something.



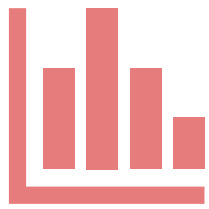
Questions you may ask

- What do you feel is lacking?
- How does everyone else feel about it?



Typical jobs or functions

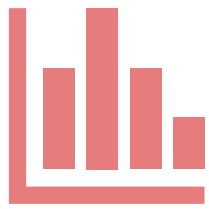
- Public relations
- Marketing
- Human resources
- Sales



Which communication style do you typically lean toward?

- Analytical
- Intuitive

- Functional
- Personal



4-Question Survey

What information can I share that would make this a great use of your time?

If the person answers with:

I'd like to know the starting plan, midpoint, and end of the project.

I'd like to know how we can get everyone involved.

I'd like to know where you got your numbers.

I'd like to get a brief overview of the situation.

Their communication style is likely:

Functional

Personal

Analytical

Intuitive

STRATEGIES FOR COMMUNICATING WITH DIFFERENT STYLES



1

Identify your communication style and theirs

2

Adapt to the other person's style

3

Use active listening and nonverbal feedback

4

Be respectful and flexible

AGGRESSIVE COMMUNICATION

Aggressiveness could be taken positively or negatively depending on the workplace culture.

Do you tend to: Start talking about your opinions before fully thinking about what you're going to say or how you'll say it?

Focus on making sure you're heard without truly listening to what others think?

This often occurs when we're frustrated, angry, and or stressed

- Stop and take a breath
- Pay attention to the people around you and the energy in the room
- Consider what others may want to hear or know

HOW TO INTERVENE WITH AN AGGRESSIVE COMMUNICATOR

Be aware of what's happening and that this is likely not personal

Breathe, make eye contact, and stay calm. Say, *"I may need to take a minute."*

Avoid telling them to calm down, as it may spur more anger

Acknowledge their feelings, i.e., *"You sound really frustrated."*

Identify the problem, offer support, and collaborate on an action plan

SECTION 3

ASKING AND ANSWERING QUESTIONS

5 TYPES OF FAULTY QUESTIONS AND HOW TO ASK BETTER ONES

Question Stacking

Why they're faulty

Asking the same question multiple ways or multiple questions in a row can cause people to tune out and likely forget all but the last one

Example

How were the results calculated? Do we really know if the numbers are correct? I just want to present the correct information. When will we be good to go?

What to do

Ask one question, then be quiet and wait for the answer

5 TYPES OF FAULTY QUESTIONS AND HOW TO ASK BETTER ONES

Why Questions

**Why
they're
faulty**

Can put the respondent on the defensive or imply that they are wrong

Example Why did you do that?

**What to
do**

Reserve judgment and say or ask:

- Tell me more about that.
- What was behind your decision?

5 TYPES OF FAULTY QUESTIONS AND HOW TO ASK BETTER ONES

Leading Questions

Why they're faulty	May elicit answers influenced by personal bias or opinion, or suggest that you know something the other person doesn't
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Example	How excited are you about the new implementation?
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What to do	Instead, ask: Tell me what you think about the new implementation
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5 TYPES OF FAULTY QUESTIONS AND HOW TO ASK BETTER ONES

Binary Questions

**Why
they're
faulty**

They allow for only one of two responses,
such as yes or no

Example Is it safe?

**What to
do** Instead, ask:
How safe is it?

5 TYPES OF FAULTY QUESTIONS AND HOW TO ASK BETTER ONES

Self-Affirming Questions

Why they're faulty

Often are binary questions that coerce the respondent to agree

Examples

- That makes sense, right?
- Is everything good with the report?

What to do

Instead, be more curious and ask:

- What am I missing?
- How's the report coming along?

HANDLING DIFFICULT QUESTIONS



Park

Give yourself some time to think.

- “That’s a great question,” or “We need to understand that more.”
 - Buys you time
 - Indicates you care without being dismissive



Pivot

Turn a (typically negative) surprise question into a positive.

- Respond with a strength, value, previous talking point, or even another question



Unpack

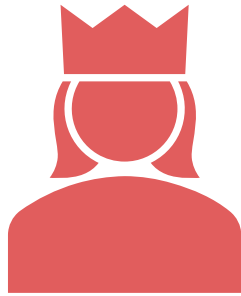
Prompt the person to tell you more.

- Have the other person provide you with a greater understanding of the situation

SECTION 4

LEVELING UP YOUR COMMUNICATION

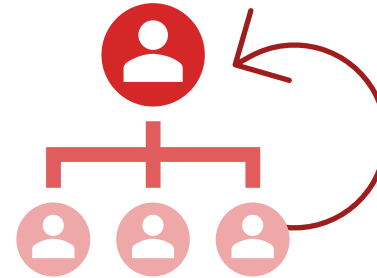
HIERARCHICAL PATTERNS OF COMMUNICATION



Inflicting power

“It’s my decision.”

“I’ve been doing this longer than you.”



Invoking another authority

“The boss said to do it. I’m just the messenger.”

INSTALLING FUNCTIONAL PATTERNS OF COMMUNICATION

Remove judgment

Instead of criticizing the person's work:

"The report is poorly written."



Make an observation:

"I noticed a few spelling errors in the report."

Instead of judging what the person did:

"You were late for the meeting and that's unprofessional."



Find out why:

"What got in the way of you being on time for the meeting?"

Assign less and do more "with"

Instead of assigning:

"I need you to make a decision."



Do it together:

"We need to decide about this."

Admit you don't know

Instead of taking the stance of:

"I know all this already."



Open the door for solutions with:

"I don't have experience with this," or "This is uncharted territory for me."

TIPS TO LEVEL UP YOUR COMMUNICATION SKILLS



Create a safe environment



Show empathy



Embrace vulnerability



Practice being fully present



Utilize storytelling techniques



Give feedback



Promote curiosity and encourage diverse perspectives



Recognize accomplishments



Practice active and reflective listening



Seek feedback



What is one thing you learned from today?



Which of today's tips would you like to incorporate into your communication?

SUMMARY



RESOURCES

Books

- ***Assertiveness: A Life Changing Communication Skill***
 - C. Fountain, 2021
- ***Leadership is Language: The Hidden Power of What You Say and What You Don't***
 - L. D. Marquet, 2020
- ***Am I Asking the Right Questions? How to Focus on What Matters Most***
 - M. McGaulley, 2020

Blog

- [My Top 6 Leadership Resources to Build Your Communication Skills](#)
 - Next Element Blog

Online Articles

- Agility in Leadership Communication bluepointleadership.com/resource/agility-in-leadership-communication
- How Do I Survive Small Talk? charlesduhigg.substack.com/p/how-do-i-survive-small-talk

Videos

- [Body Language for Authentic Leadership](#)
- [Mastering Communications as a Leader: Five Points to Star-Studded Storytelling](#)

Podcast

- [Talk Like a Leader](#)

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