

# Communicating Effectively with Your Team



PETER JOHNSON

APRIL 18, 2023

# Peter Johnson's Leadership Lens

---

- Director - The Westgate Center for Leadership
  - Transit Management Certificate Program (25 years)
- Over 25 years helping organizations (transit, public, NP, Profit) achieve goals through better leadership
- Not an academic. Rather trainer, educator, coach, and support leaders
- Lots of roles: Business owner, elected official, board member, manager
- Worked with hundreds of boards and leadership teams
- Passionate about success through better leadership



# Why is Effective Communication So Important?



# Purpose of Communication

---

- Hear their own voice
- Convince others
- Prove intelligence
- Share knowledge
- Educate
- Move people
- Shared vision/buy in
- ???



# Problems with Communication



# Questions

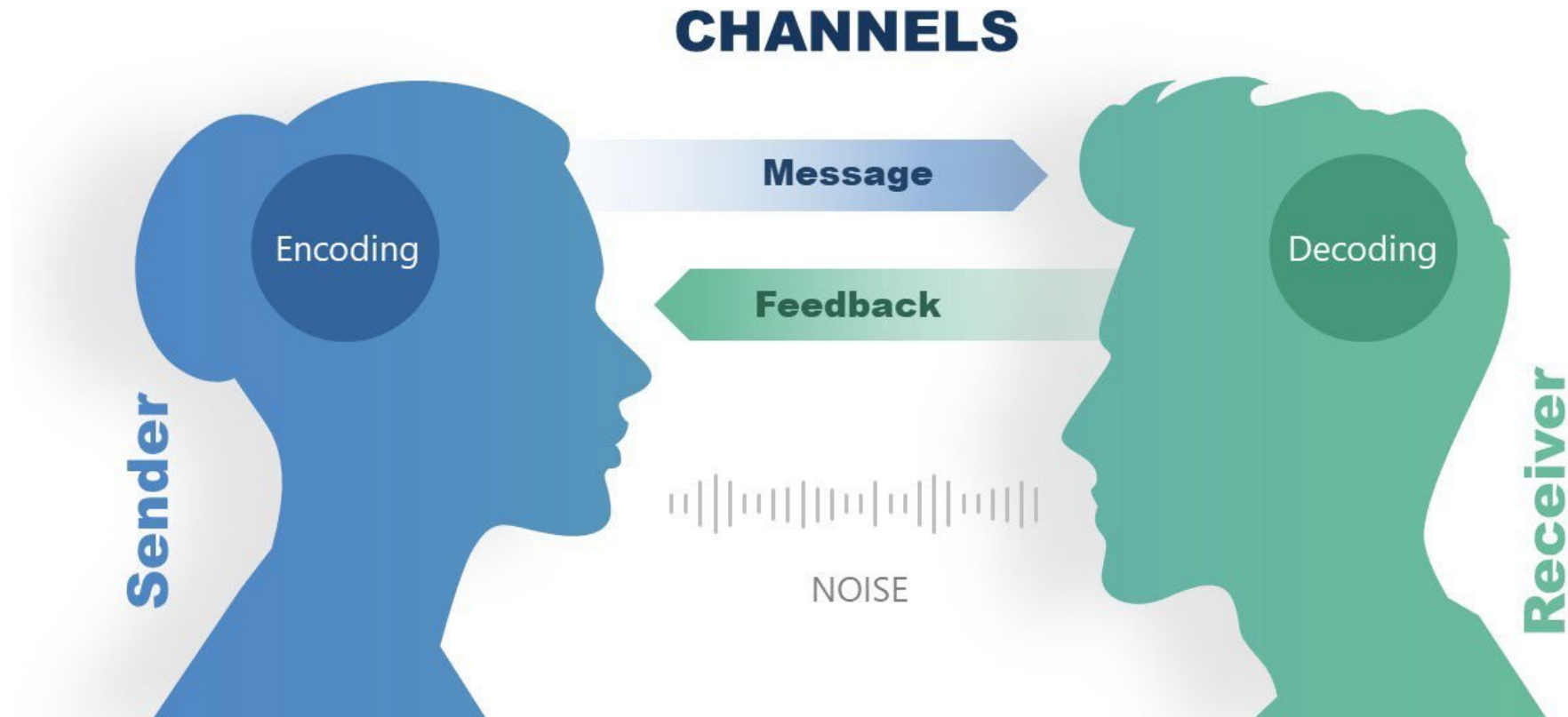
---

- Misunderstandings on a regular basis?
- What are your biggest work challenges?
- What do we have to address today?



# The Communication Process

---



# Communication Statistics

---



- ❑ \_\_\_% of communication are the Words used
- ❑ 38% Tone of voice
- ❑ 55% Body language
- ❑ 80% a manager is communicating through email
- ❑ 70% of waking hours you are communicating
- ❑ Speaker says about 125 words per minute
- ❑ We can receive 400-600 words per minute.
- ❑ About 75% of listening time is free time

# Complexity of Communication

---

- Context – work, home, social gathering
- Mode of communication – direct, indirect
- Ability to influence, tell a story
- Non-verbal – our ‘inside’ reflected outward
- Sender and receiver state of mind
- Emotion versus logic
- Personality
- Intentional and unintentional
- Shared understanding words/phrases

# Barriers

---

- Relationships
- Social aptitude
- Personality
- Past experiences
- Hidden agendas
- Stereotyping
- Environment
- Charisma
- Lack of focus
- Defensiveness
- Health reasons



# No Feedback Activity

---

- Person A will tell a story for 60 seconds (about anything)
- Person B will provide no feedback...zero, zip, nada
- We will reconvene and discuss
  
- Person B will tell a story for 60 seconds
- Person A will show they are listening using only NV cues
- We will reconvene and discuss



# Tools for Effective Communication



## Screws Versus Nails



# Create Opportunities for Better Communication

---

- Create opportunities to engage
- Vary communication methods
- Pay attention to all communication modes
- Check for understanding
- Ask follow-up questions beyond symptoms

# SPEECH FILTERS

THINK BEFORE SPEAKING

FIRST THING THAT  
COMES TO MIND.

## USE JUDGMENT

Do my words need filtering?

**INTENTION** Am I saying this to hurt the other person?

**CHOICE** Is this something that I need to say?

**COMPASSION** Can I understand how the other person feels?

**EMPATHY** Can I see the other person's point of view?

### DID I LISTEN PROPERLY?

Did I give the other  
person a chance to  
explain or apologize?

### WILL THIS EMBARRASS THE PERSON?

Is there a better  
way/time/place  
to say this?

### ARE MY WORDS RESPECTFUL?

How would I feel if someone  
said this to me?

WORD  
WORD  
WORD  
WORD

## Use Filters

- Additional Filters
  - First Response
  - Options
  - Accurate Reception
  - Respectful
  - Productive

# Pay Attention

---

## □ Listening

- Focus on the speaker
- Listen to understand not to rebut
- Avoid being judgmental
- Show your interest
  - Repeat back
  - Tell me more...
  - Ask questions (Silence is good)

## □ Nonverbal Communication

- Most communication is not about words

# Hearing Versus Listening

---

- ❑ Merriam-Webster defines hearing as the “process, function, or power of perceiving sound; specifically: the special sense by which noises and tones are received as stimuli.”
- ❑ Listening, on the other hand, means “to pay attention to sound; to hear something with thoughtful attention; and to give consideration.”



# Stages of Communication

---

- The Warming Up Stage
- The Personal Stage
- The Communication Stage



# Dealing with a Difficult Person

---

- ❑ Be respectful, kind and calm
- ❑ Find common connections
- ❑ Ask “why” does this person act this way
- ❑ Root cause versus symptom
- ❑ Help them to create the solution



# Being Effective in Presenting

---

- ❑ Begin with the end in mind
- ❑ Know your audience
- ❑ Be focused/concise with information
- ❑ Keep it short & lead to your key points
- ❑ Talk simply
- ❑ Recap
- ❑ Questions



# Personality Typing

---

- ❑ Meyers-Briggs Type Indicator® – Carl Jung
- ❑ Organizational Character Index
- ❑ Strength Finders 2.0
- ❑ Strength Deployment Inventory – Elias Porter
- ❑ DISC
- ❑ Many, many more...



# Difficult Conversation Activity

---

- ❑ Select Scenario (Problem boss, employee or coworker)
- ❑ Person A will be the person trying to communicate effectively and solve the issue.
- ❑ Person B will be the “problem person”
- ❑ Whose challenge we address will be Person B
- ❑ May “freeze the action” to get input from the audience

# Tips for Success

---

- Prepare for difficult conversations
- Debate versus dialog. No winner and likely won't change their mind
- Reflective Listening...
  - ✓ what I hear you say is..., that makes sense to me...I would feel that way too...
- What did you hear me say?
- Questions shows you want to get to know them and care about them.
  - ✓ What do you like to do outside of work?
- Give people what they need, not what you need
- Be curious and ask questions. Don't make assumptions
- Welcome the silence

# Wrap Up

---

- Questions/Comments
- What are you going to do differently?

## Peter Johnson, Director

Westgate Center for Leadership Development

*[peterjohnson@pacific.edu](mailto:peterjohnson@pacific.edu)*

Office: (209) 946-3912

<https://www.linkedin.com/in/PeterJohnsonLeadership>

