

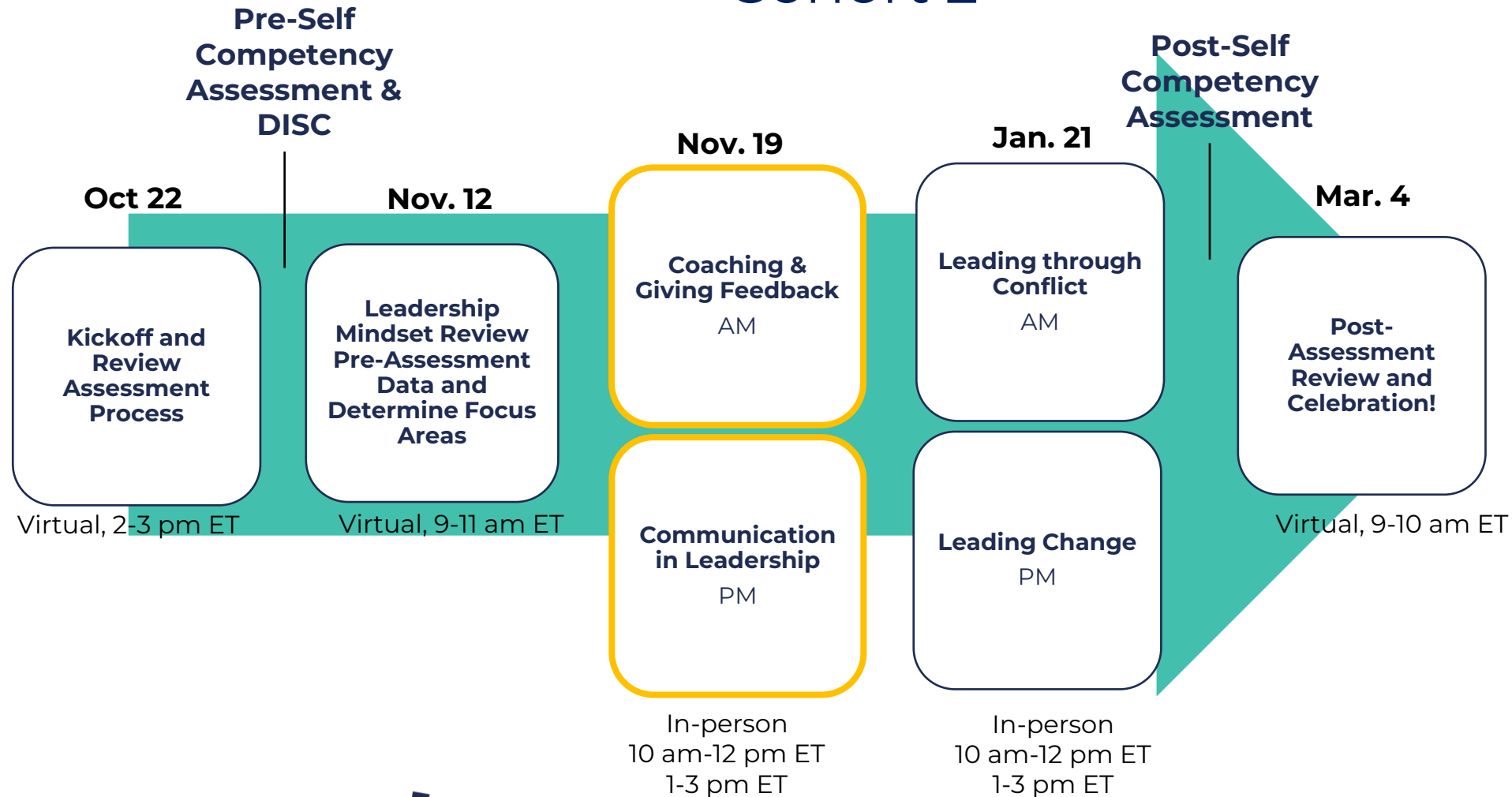


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Manager Essentials Development Program

Communication & Leadership

Manager Essentials: Building The Foundation Cohort 2



Ice Breaker

ONE WORD



Today's Objectives

Handle communication productively to meet business objectives and get the MOST out of the people you lead.

BRAIN TRIVIA!



True or False?

Humans only use about 10% of our brains.

Which Are You?

Are you left-brained (i.e., rational and logical) or right-brained (i.e., intuitive and creative)?

Raise Your Hand If...



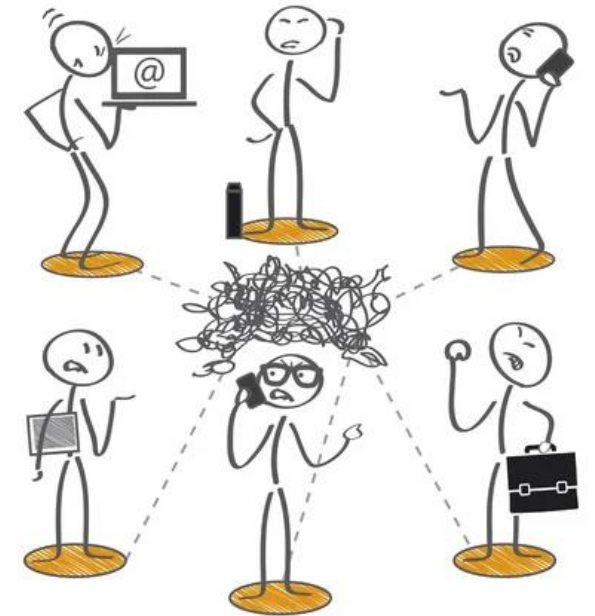
Communication Goals

- To share a story
- To ask a favor
- To request permission
- To share or promote an idea
- To garner ideas
- To garner support for an approach
- To teach
- To persuade/convince someone to do or think something
- To connect with someone else/build a relationship
- To uncover a deception
- To untangle a miscommunication
- To correct a misunderstanding
- To apologize



Impact of Not Accomplishing Communication Goals

- I (or someone) wasted time clarifying, correcting, or revising communication
- The relationship was damaged in some way (temporarily or permanently)
- Confusion increased
- Feelings were hurt
- People were upset/angry
- Something was lost (a job, trust, etc.)
- HR had to become involved
- The company lost money, a client, an employee
- I was embarrassed
- Add your own!



Activity: Communication Goals



With a partner, share an example of recent communication you had in which your goal was NOT accomplished.

What was your goal, and what was the impact of it not being accomplished?

Cost of “Digital Pollution”

Because our communications don't connect with others, we all pay! We pay through:

- Lost time
- Decreased productivity
- Increased scrutiny
- Reduced emotional well-being
- Negative impact on reputation
- Loss in revenue

70% of communicators think their communications are clear, concise, and engaging. 60% of their employees disagree.

Neurons

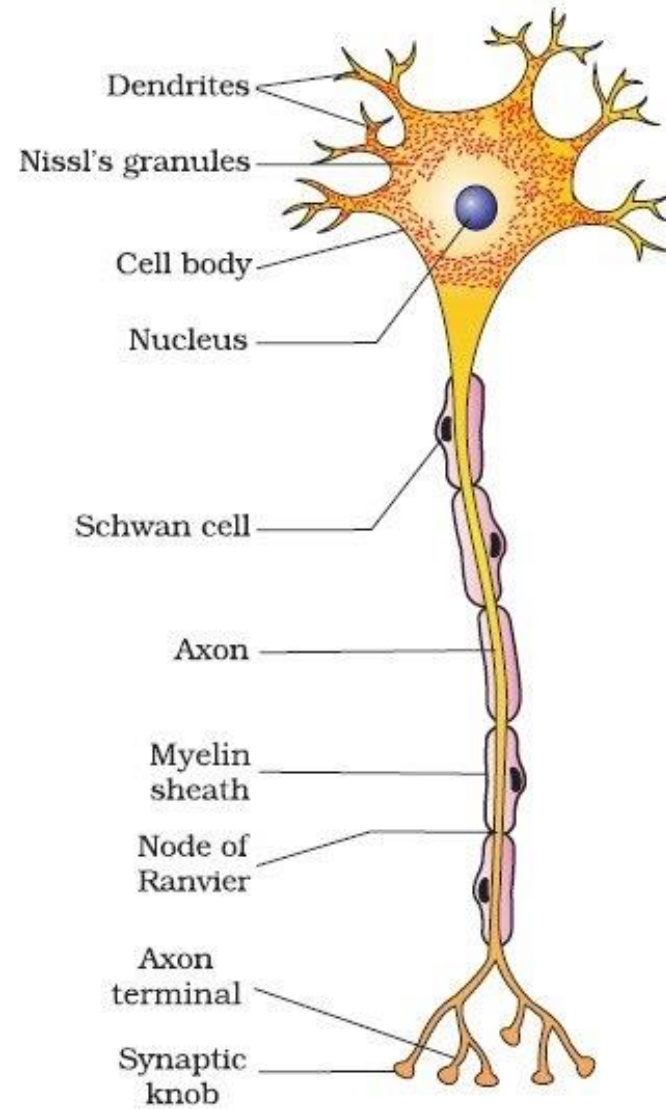


Figure 1. Structure of a neuron



Neurons

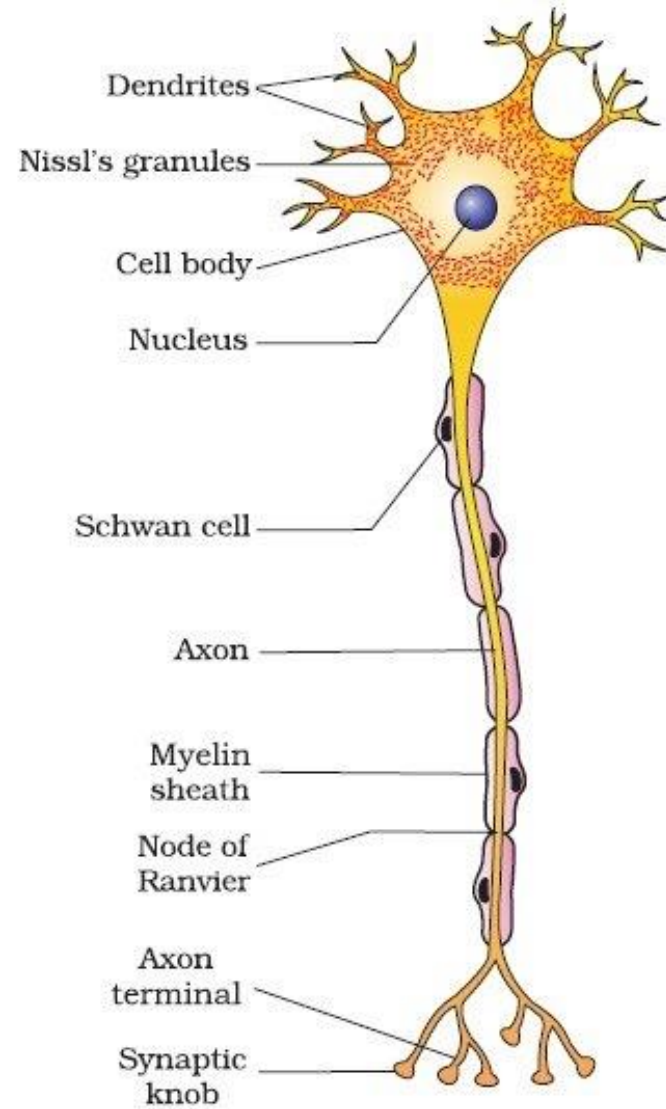


Figure 1. Structure of a neuron

Synapse

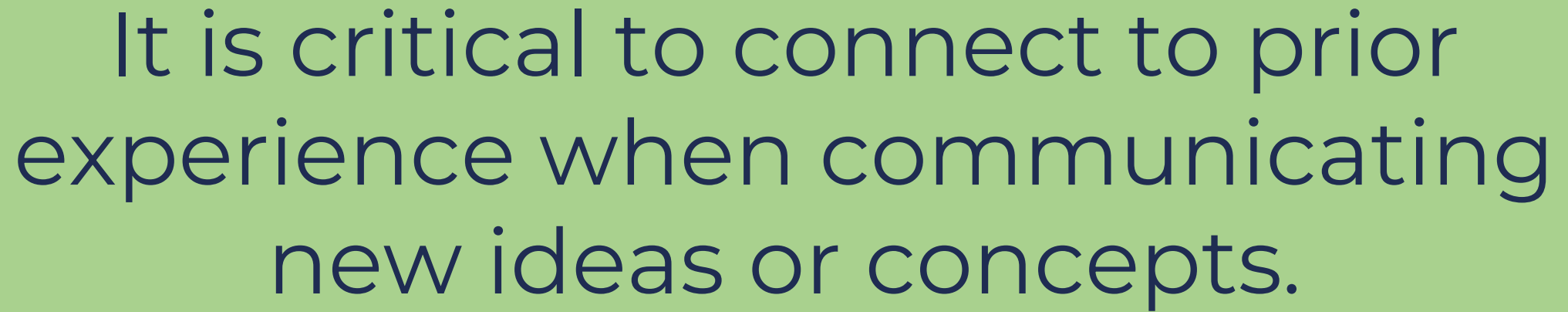


Neuronal Network



HRD*

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It is critical to connect to prior experience when communicating new ideas or concepts.



The brain undergoes biological changes as result of our experiences.



Prior experience with (or prior knowledge about) incoming data leads to a stronger synaptic connection to that data in the person's brain.








- The brain has 100 billion neurons.
- Each neuron has 10,000 connections.
- That equals 1,000,000,000,000,000 connections in the human brain!

Neuronal Network



HRD*

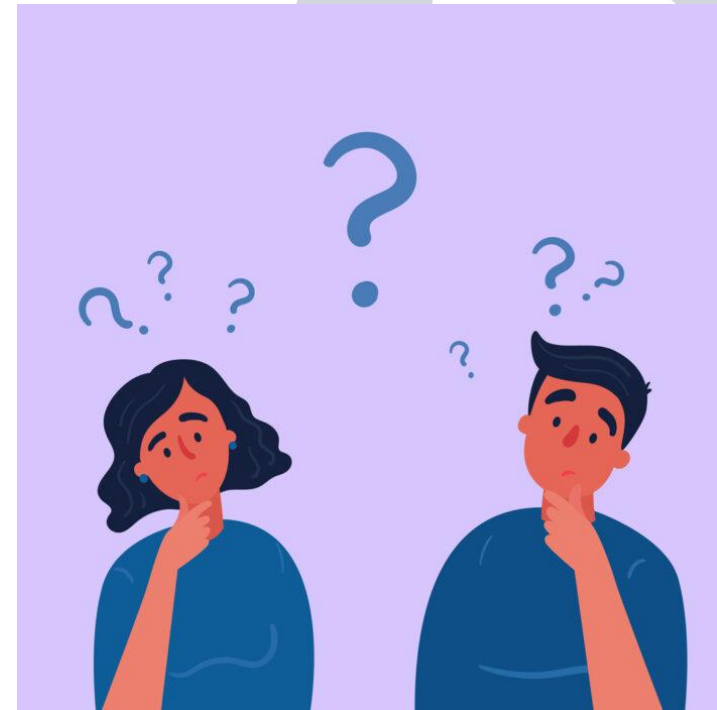
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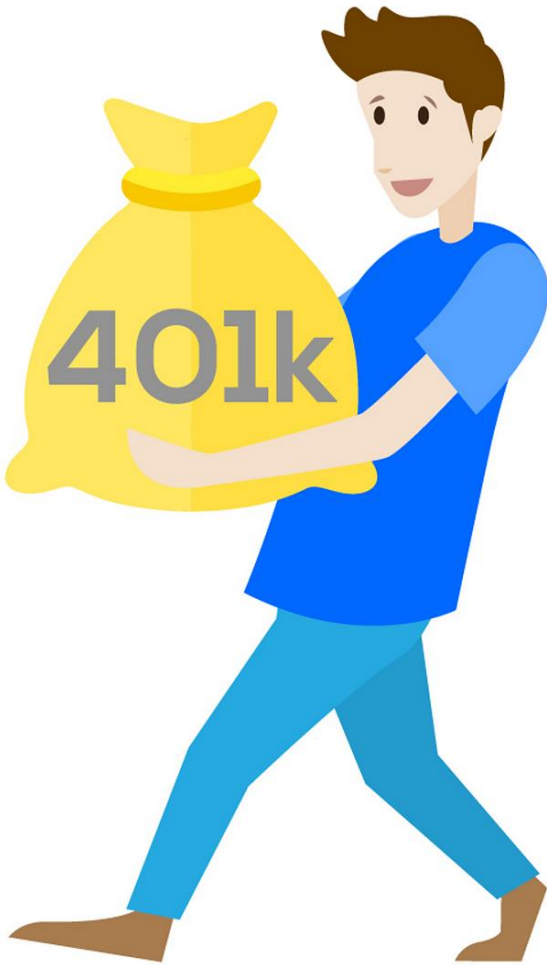


No one can understand anything if it isn't connected in some way to something they already know.

Activity

Recall a time you were trying to learn/understand something new and had a difficult time making a connection to this new information.

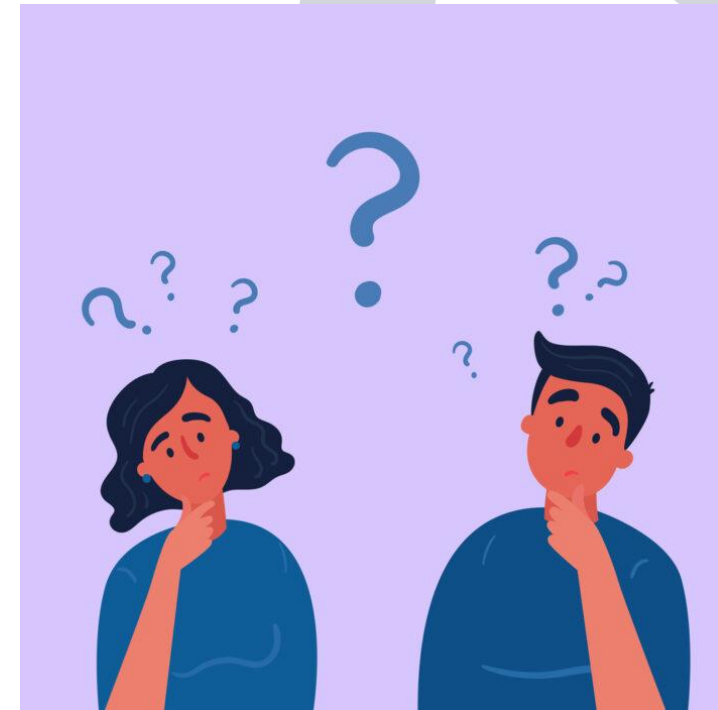




Activity

Recall a time you were trying to learn/understand something new and had a difficult time making a connection to this new information.

Share your example with a partner.





Two Facts About Prior Knowledge

1. Prior knowledge is a FACT: every person has some prior knowledge, of something!
2. Prior knowledge is **always** the building block of new knowledge.

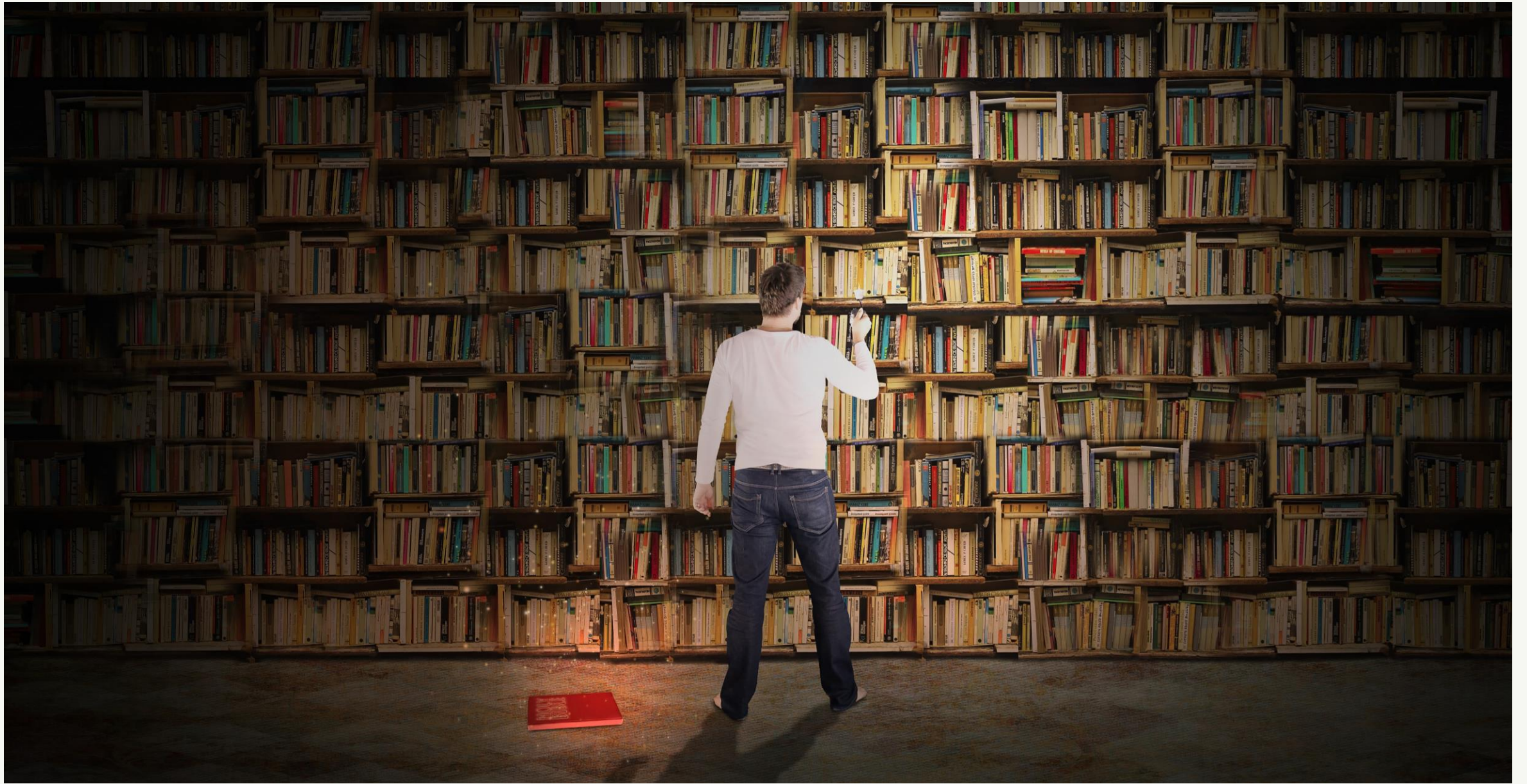
Strategy #1 for Connecting to Prior Knowledge



Use concrete analogies—examples, metaphors, similes, parables, stories, etc.

Any comparative language: this thing is like that thing.











Activity

Consider a miscommunication you have recently had.

With your group, brainstorm an analogy that you or the other person (doesn't matter which) could have used that could have cleared things up or prevented the miscommunication altogether.



Strategy #2 for Connecting to Prior Knowledge

Create enriched environments



Your brain is like a movie crew!





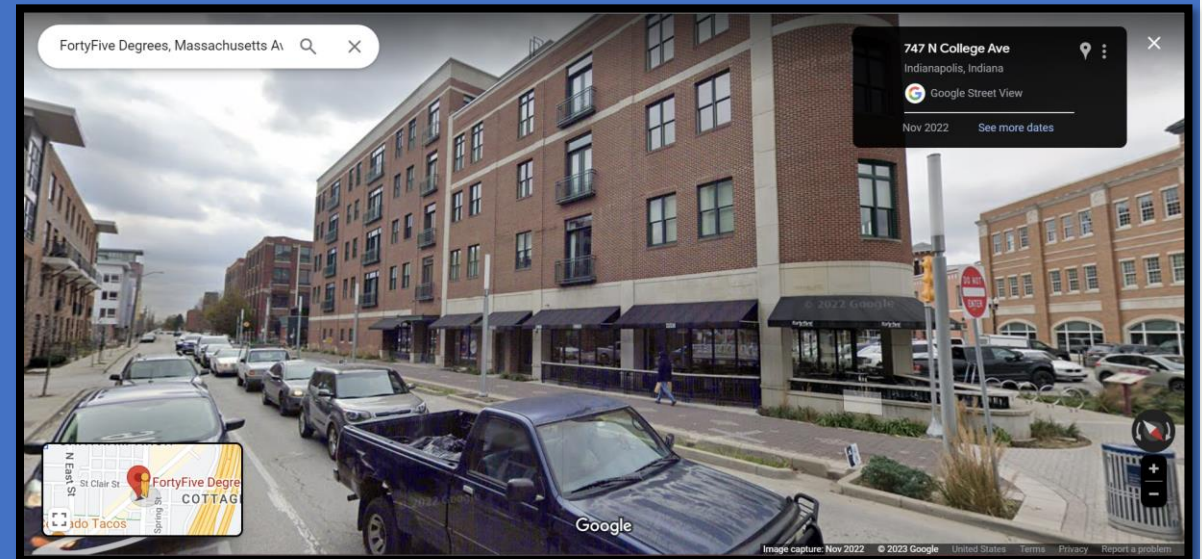


**Alka-
Seltzer.**

The image features a central white circle with the brand name 'Alka-Seltzer' in a bold, blue, sans-serif font. To the right of this circle are two white, round tablets, each embossed with the brand name. A trail of small, white bubbles curves from the top left towards the tablets, suggesting effervescence. The entire graphic is set against a solid blue background.



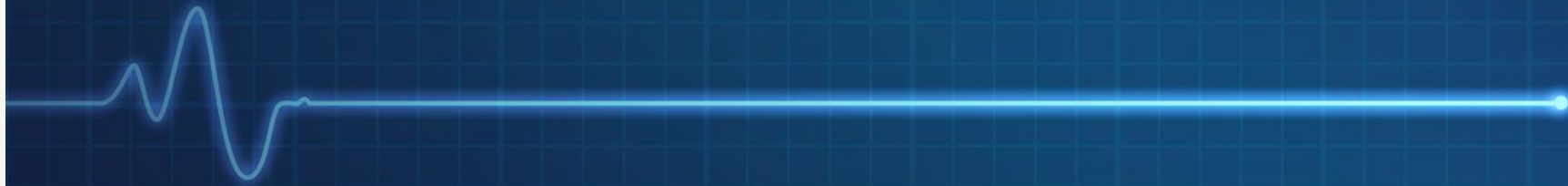
Who remembers the date the
Magna Carta was signed?



Strategy #3 for Connecting to Prior Knowledge

Ask more questions!





Ask GOOD Questions



- Do you remember...?
- Do you happen to know...?
- Can you help me recall...?
- What do you think about...?
- I wonder...?
- Do you think...?
- What's been your experience with...?

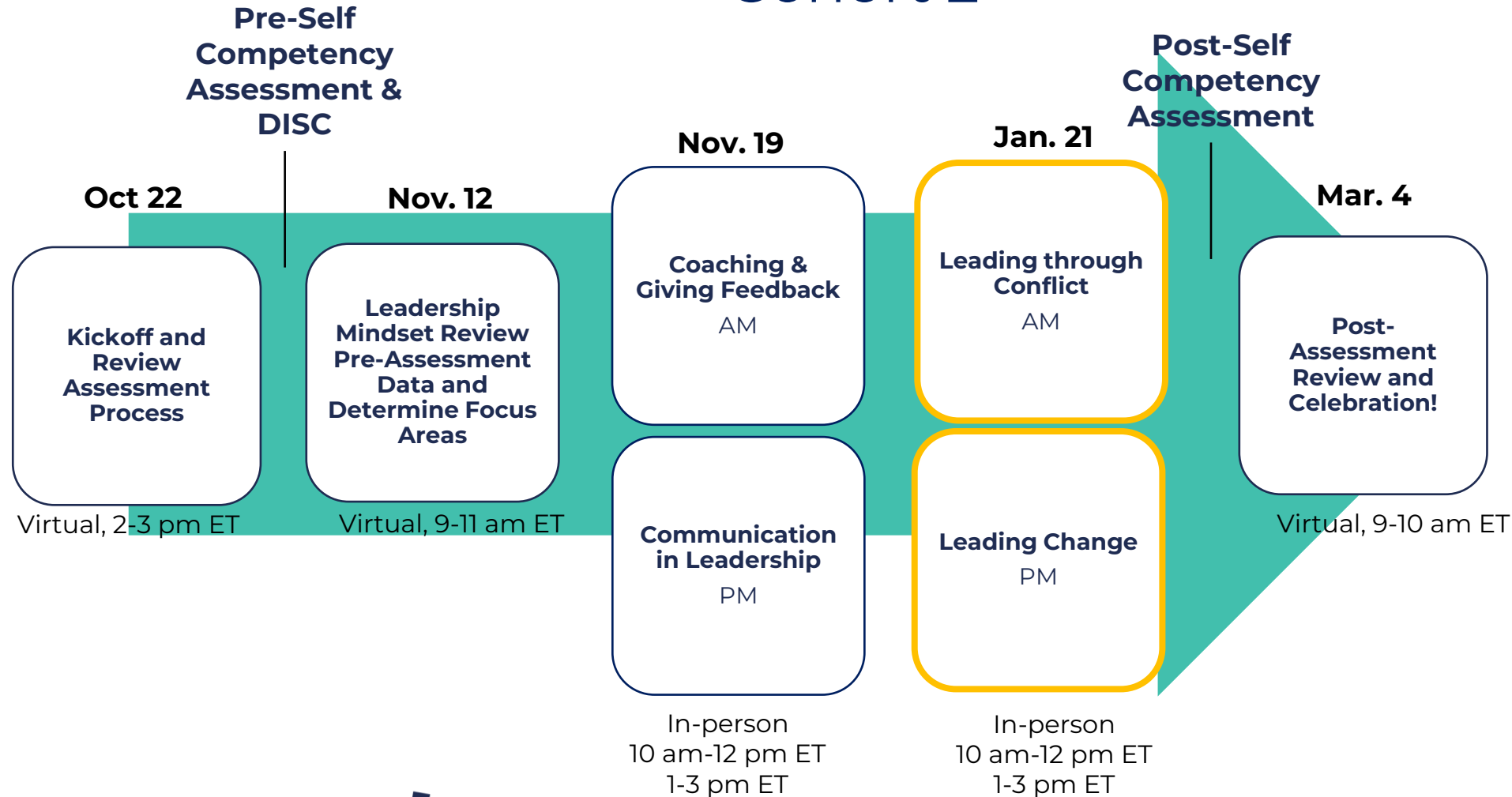
Activity

- Think of a current communication challenge you're having or recently had. Some examples:
 - An employee who doesn't seem to be "getting" something
 - A meeting that doesn't feel particularly productive
 - A lackluster response to some data you shared
- Generate 2 examples of questions you could ask AND/OR a type of stimuli you don't normally use to connect more impactfully with the other person/people.

Action Items

- Have a coaching conversation you need to have or share feedback you need to give
- Read the article “From Gen Z to boomers: How to Give Critical Feedback at Work”
- Meet with your accountability partner to discuss
- Practice using your new brain-based tools: Analogies, Questions, and Enriched Environments. Be prepared to share at least 2 examples next time of how you have done so.
- Meet with your accountability partner to discuss your plans or debrief how it went.

Manager Essentials: Building The Foundation Cohort 2



Questions?

