

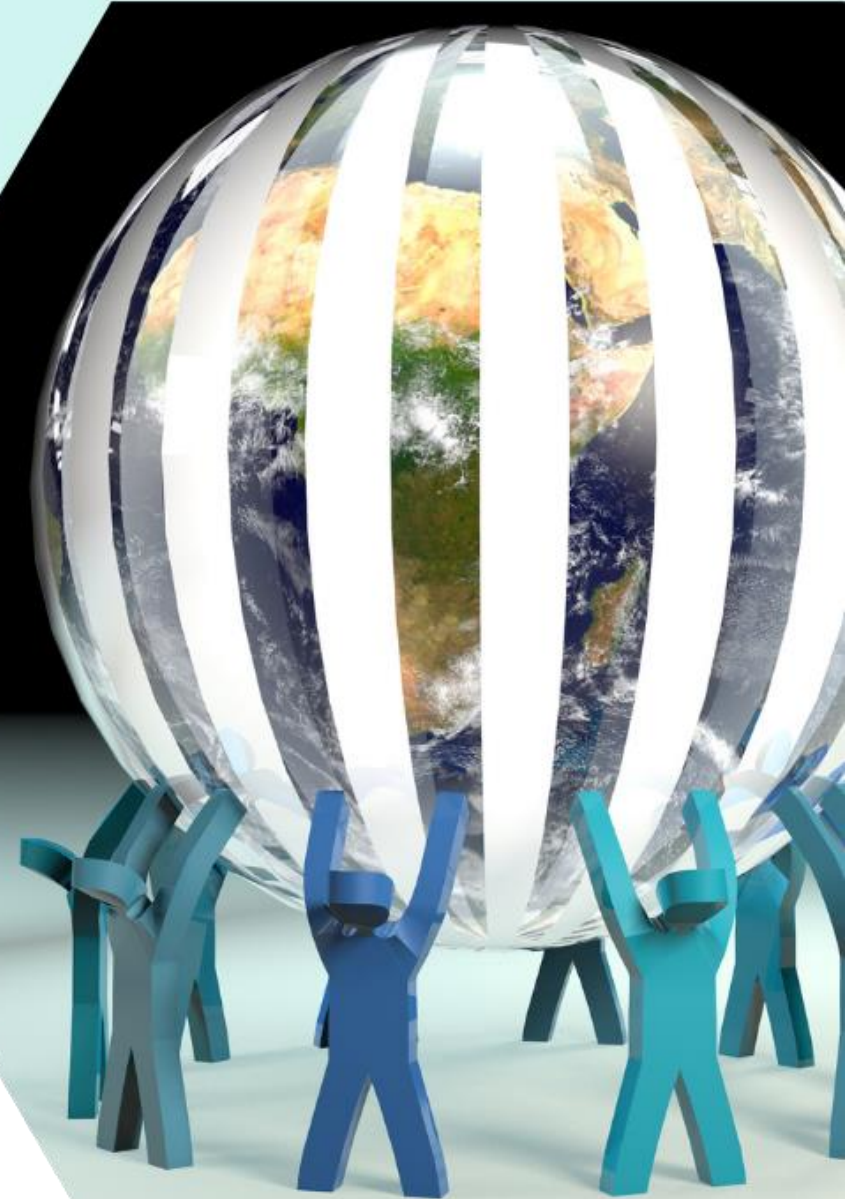
HRD*

A LEADERSHIP DEVELOPMENT COMPANY

LEAD

LEADERSHIP TRAINING

LEAD 1, Cohort 11:
Communication &
Leadership



LEAD Development Process Cohort 11

DiSC & Pre-Competency Assessment



Between Sessions: application exercises, accountability partner connection, follow-up, and reminders

Opportunity to Tell Your Story!



- Opportunity for you to capture and share your leadership-growth story on video
- Reflect on how far you've come and inspire others
- End of program (stay tuned for more info)
- All submissions entered into a raffle for a \$50 Amazon gift card! (Per cohort!)

We can't wait to hear your story!

Ice Breaker

Who is the best teacher (in any context or capacity) you've ever had, and what made them so effective?



Today's Objectives



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

Your Action Items for Today



- Give the feedback you identified you need to give and/or have the accountability conversation you need to have.
- Meet with your accountability partner to discuss both items, using the guided questions:
 - Based on *The Secret to Giving Great Feedback Ted Talk* , what insights did you gain about how you've been giving feedback in the past and how you can improve your approach to offering feedback in the future?
 - How did the feedback conversations go?
 - What did you learn about how you might approach it differently next time?
- Work on your Leadership Mission.

Action Items Breakout Discussion



ROUND ONE: What Happened?

- Which did you choose to focus on most heavily—the feedback conversation or the accountability conversation?
- Without sharing anything confidential, what made the conversation meaningful, difficult, or memorable?
- What emotions or reactions did you notice in yourself before, during, or after the conversation?

Action Items Breakout Discussion



ROUND TWO: Insights

- One of the ideas in the TED Talk is that great feedback comes from a desire to help, not a desire to control. How did that idea show up—or not show up—in your conversation(s)?
- Looking back, what do you think you typically do well in feedback conversations?
- What's one habit or tendency you noticed that may unintentionally make feedback harder for others to hear?
- Did you notice yourself avoiding anything during the conversation? If so, what?

Action Items Breakout Discussion



ROUND THREE: Looking Forward

- What did you learn about how to prepare for accountability or feedback conversations more effectively?
- If you could rewind the conversation and do one thing differently, what would it be?
- What's one thing you want to intentionally practice before the next difficult conversation you have?

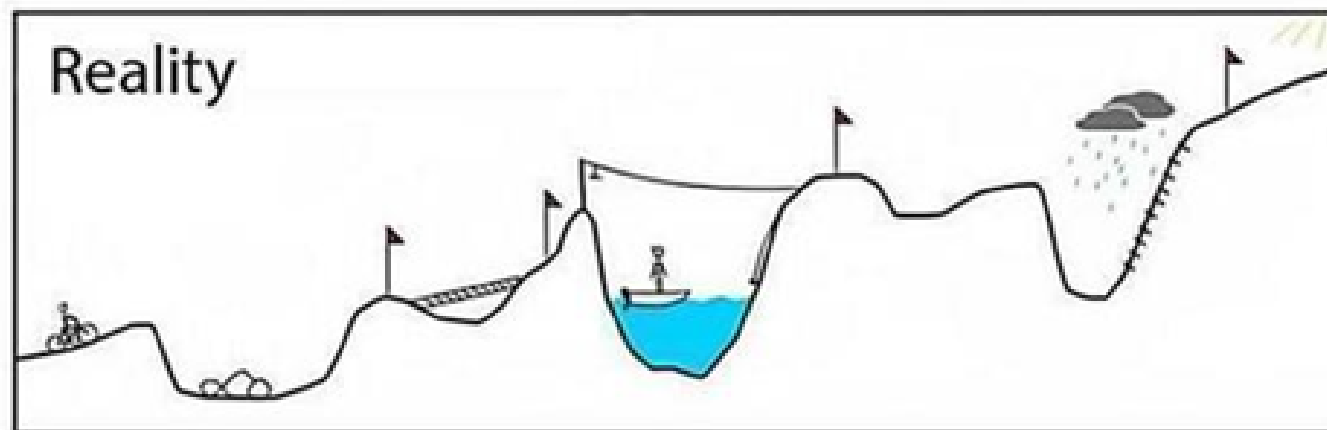
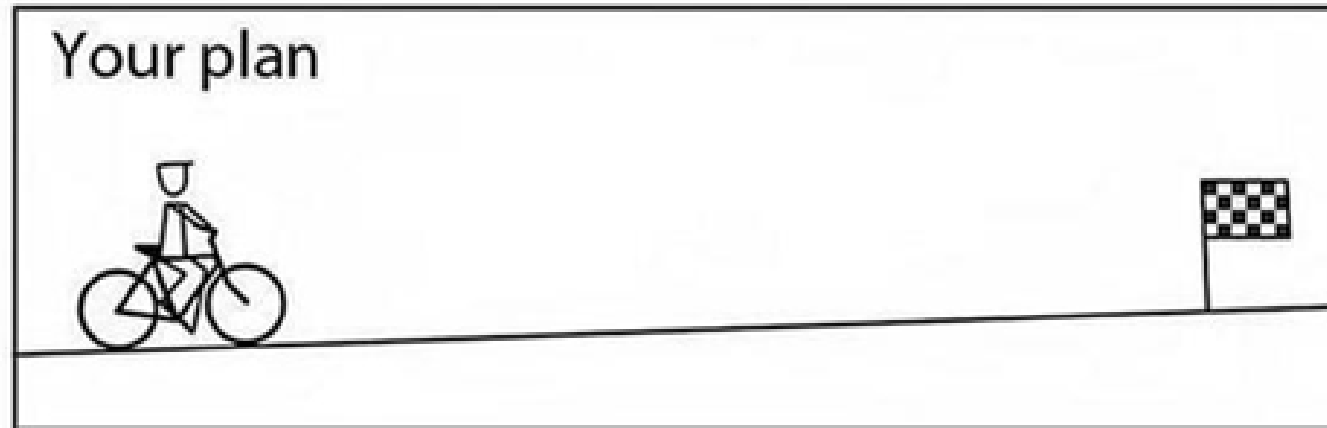
Feedback and Accountability: Summary Thoughts



The goal isn't to become someone who never feels uncomfortable giving feedback.

The goal is to become someone who can stay thoughtful, clear, and human even when the conversation is uncomfortable.

Look Familiar?



Sample Leadership Missions

- My leadership is dedicated to helping foster and grow the next industry disruptors and creative innovators in interior design.
- Lead by example, encourage others to grow, and foster a culture of trust and excellence!
- To empower those I guide to excel in their current positions and succeed in our common goals through collaboration and versatility.

Leadership Mission Assignment



- You will be prompted to send your Leadership Mission to HRDPrograms@hrdleadership.com.
- Be prepared to share a little about it in our final workshop at the January Leadership Conference.
- Deadline: TBD (but will be in December)

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



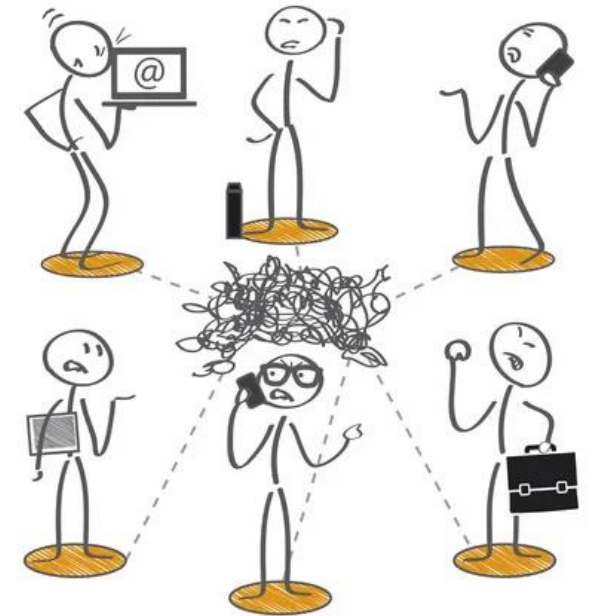


70% of communicators think their communications are clear, concise, and engaging.

60% of their employees disagree.

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!







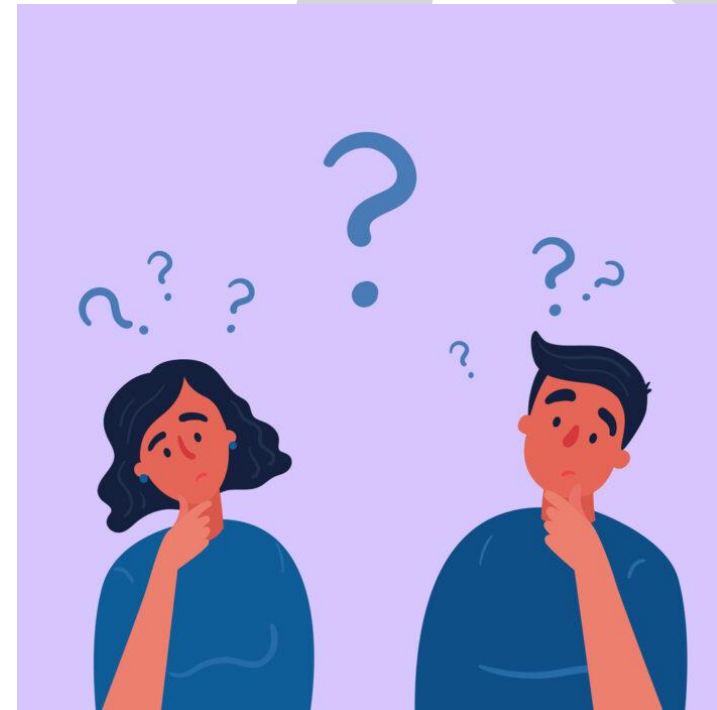


It is critical to connect to prior experience when communicating new ideas or concepts.



Activity

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

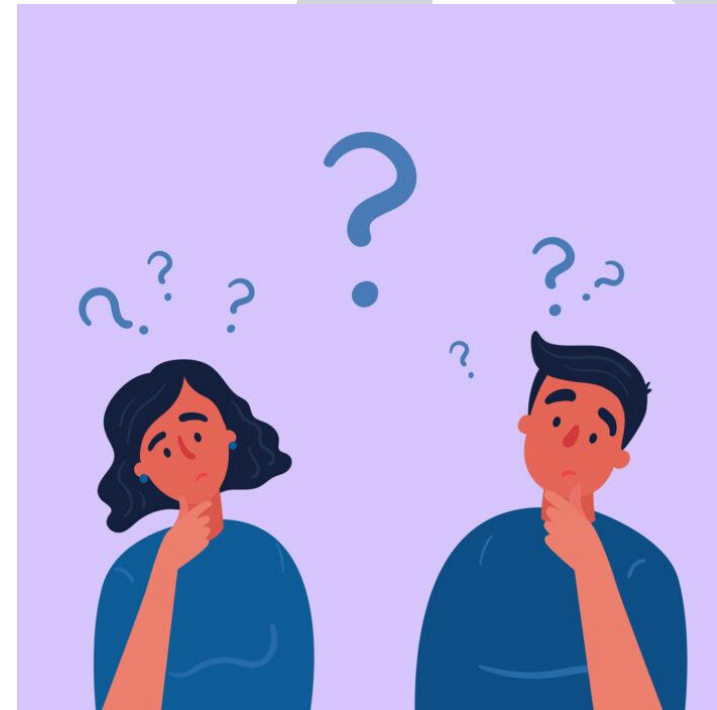




Activity

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.







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

Two Truths About Prior Knowledge

1. Everyone has prior knowledge.
2. New learning builds on what's already there.

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.

_____ is like _____.











Breakout Activity: Analogies

Option 1

What's the most memorable or valuable analogy you've heard or used recently? Why? What made it so memorable or valuable to you?



Gold Star Option!

Consider a miscommunication you have recently had. Construct 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!**



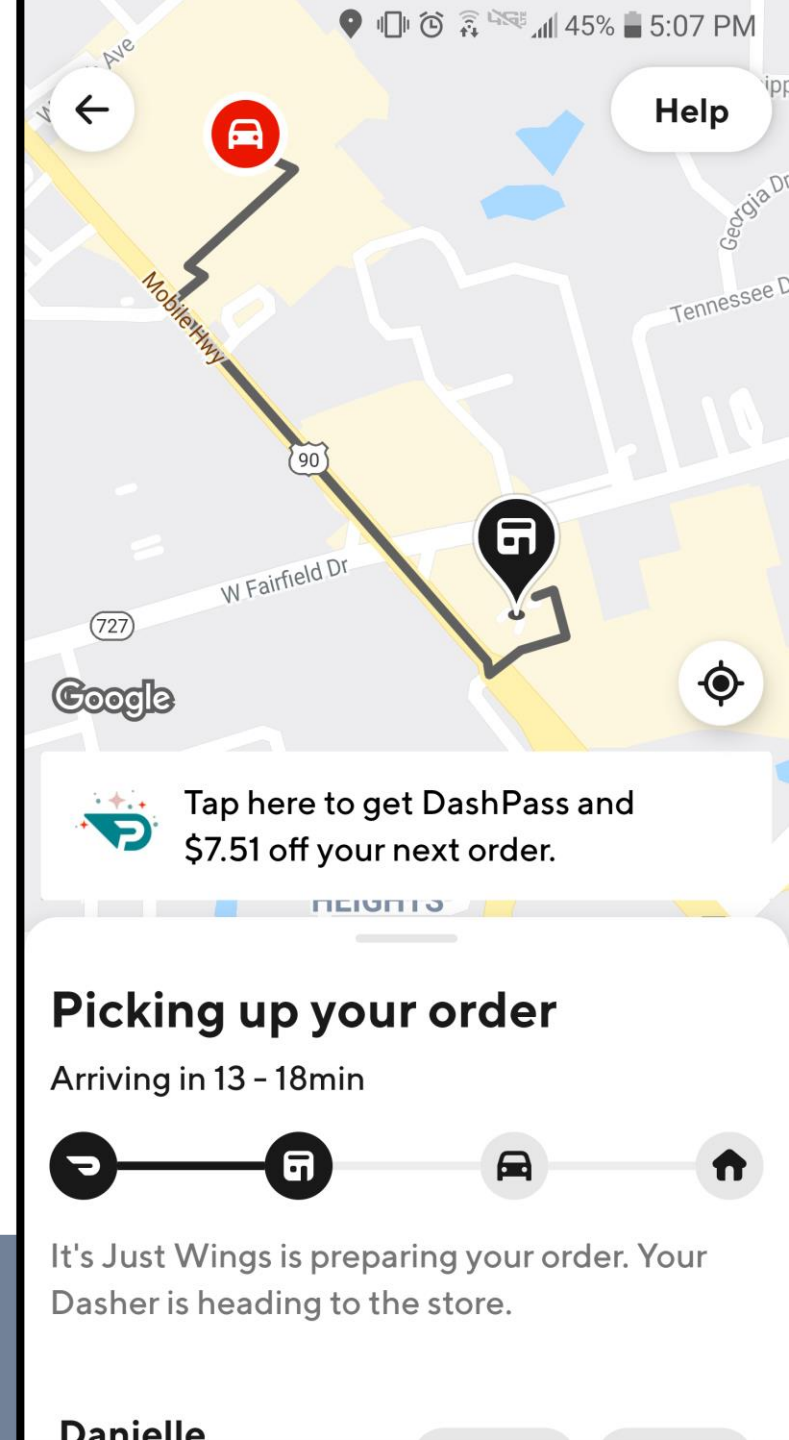
Have you ever
watched something
on Netflix that you
hadn't sought out or
planned to watch?

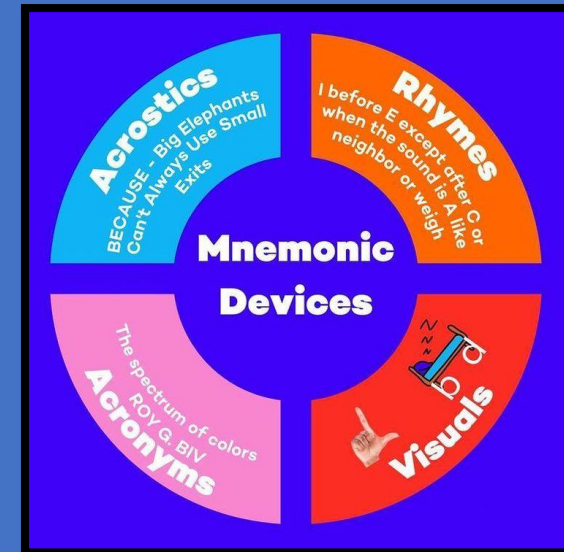
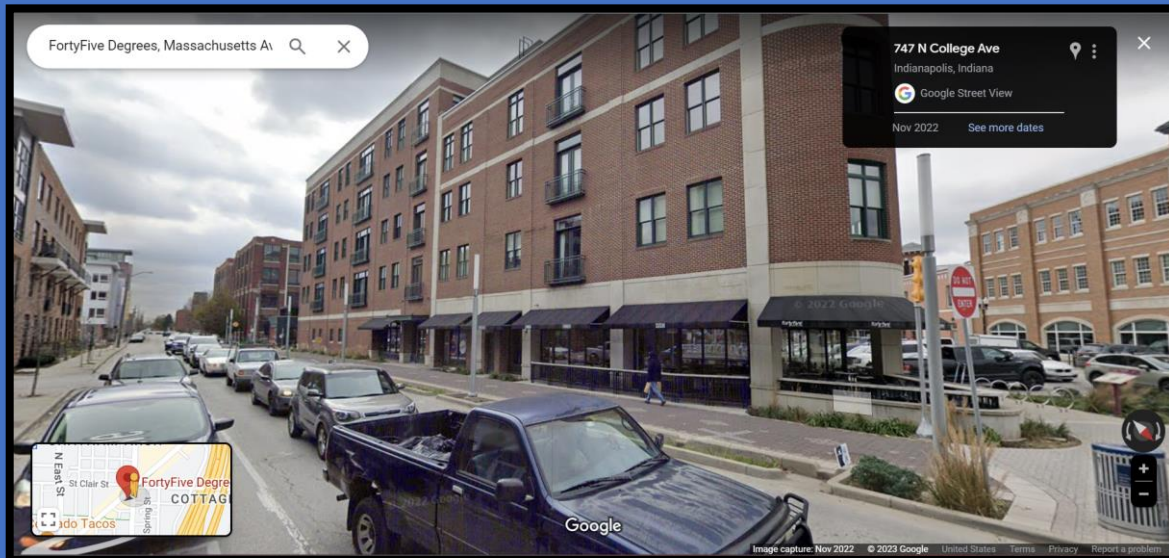


**Information delivered
with multiple cues is
easier for the brain to
engage with.**



Context is what
makes information
stick.





Strategy #3 for Connecting to Prior Knowledge



Ask more questions!





Questions Build Bridges.

Types of Bridge-building Questions



Diagnostic Questions:

- What's your familiarity with...?
- What's been your experience with...?

Clarifying Questions

- How are you thinking about this?
- What part feels unclear?

Forward-Moving Questions

- How would you approach this?
- What do you think we should try next?

Stop-Guessing Lab



- Think of a **real** communication situation you're in right now. Some examples:
 - An employee who doesn't seem to be "getting" something
 - A meeting that doesn't feel productive
 - A decision people are resisting
 - A message that didn't land
- Write it down in one sentence.

Stop-Guessing Lab PREP



Before you think about what you want to SAY to this person next...answer these questions instead:

- What does this person likely already know about this issue?
- **Then:** What might they NOT know?
- **And then:** What am I assuming they know?

Stop-Guessing Lab—Group Activity

Now, in your group, design:

1. One diagnostic question (to uncover prior knowledge)
2. One clarifying question (to understand perspective)
3. One enriched element (a story, analogy, visual, example, etc.)

Important: In the real conversation you're imagining, you are not allowed to open with explanation. You must open with a question!



When you explain first, you're guessing.

When you ask first, you're locating.

Once you locate, you can build.

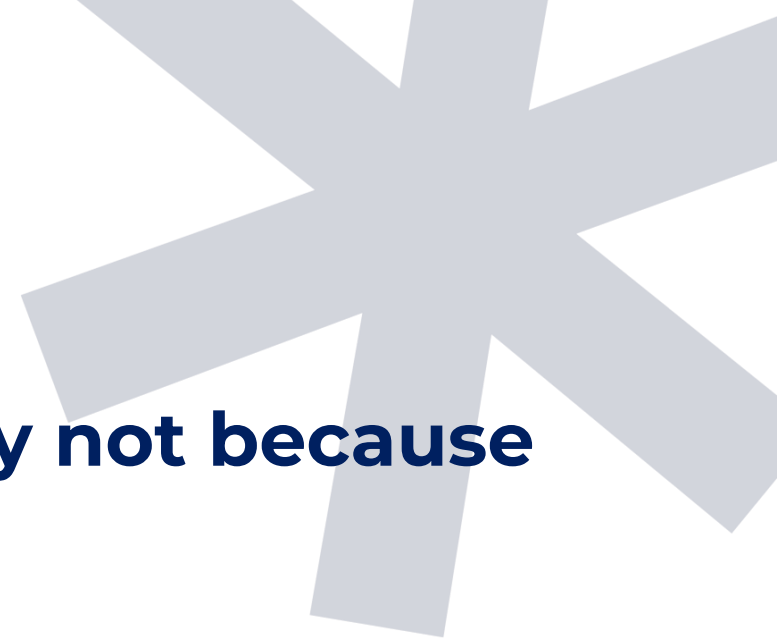


Analogies make ideas clearer.

Enriched environments make ideas stick.

Questions make ideas relevant.

Relevance is what determines whether communication lands.



When communication misses, it's usually not because we didn't say enough.

It's because we didn't connect first.

Feedback is a Gift!



Action Items

- **Practice** using your new brain-based tools: Analogies, Questions, and Enriched Environments.
 - Be prepared to share examples of how you have done so next time!
- Listen to [*Quick Thinks: All Effective Communication Must Start With This \(Episode 25 of Think Fast, Talk Smart\)*](#) and meet with your accountability partner to discuss these questions:
 - What connections do you see between the questions Matt Abrahams (the podcast host) suggests you should ask of your audience or listener and the information you've learned in our workshop about the importance of connecting to someone's prior experience to communicate effectively?
- **Complete the mid-program survey.**



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Questions?

