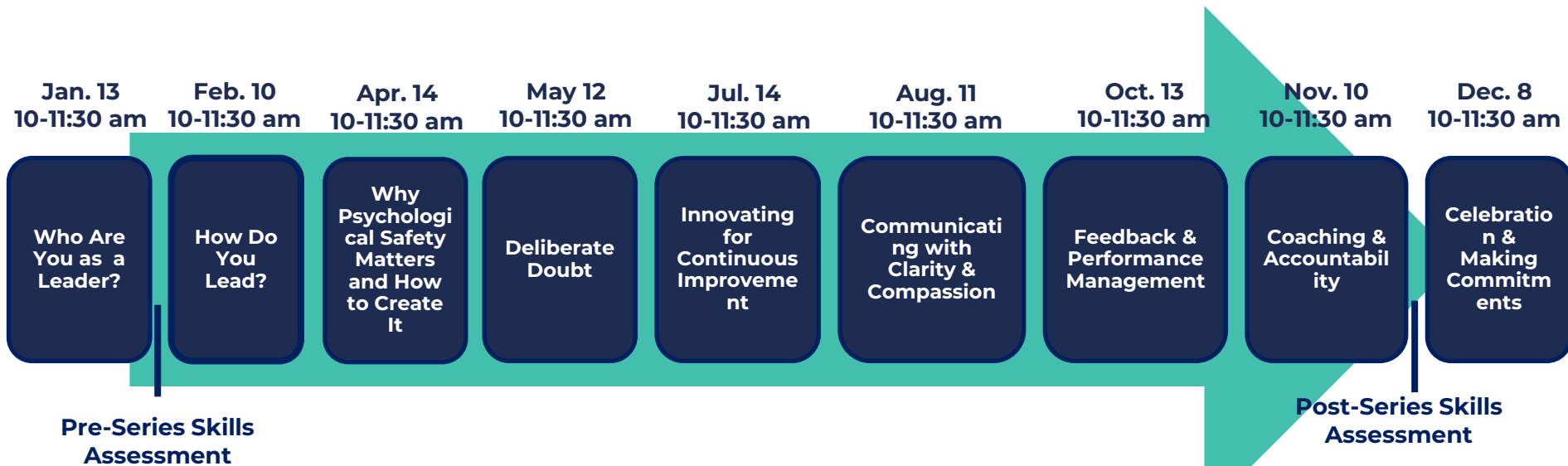




Communicating with Clarity & Compassion



Elevate—The Development Process



**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!

Connection Moment

Some of you left our last session thinking about three things:

- ✓ A friction point to notice
- ✓ A person to learn from
- ✓ A small experiment to try

Today's Objectives

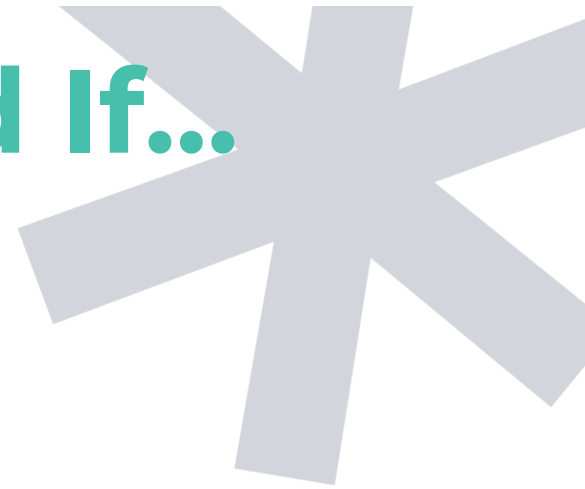
- Apply brain science to communicate with greater clarity and compassion.
- Use questions to uncover perspective and create shared understanding.
- Create multiple pathways to help important messages connect and stick.

Connection Moment

Whether you were here last time or not, choose **ONE** of these questions to discuss with a **partner**:

- What opportunities for continuous improvement have you noticed recently by paying attention to things that create unnecessary friction?
- What have you learned recently by expanding your perspective through listening to someone else?
- What's something small you've tried differently—and what happened?

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





**In one or two words, what
does compassionate
communication look like to
you?**

Communicating something is **not** the same thing as getting it across.

Clarity asks, “Did my message make sense?”

Compassion asks, “Did I make it easier for the other person to receive it?”



AD



AD







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

Reflect

Think of the last time someone explained something to you and you still didn't understand what they meant...

What did they probably do next?

THEY EXPLAINED IT AGAIN! 😂



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

Start With Understanding. Then Make it Stick.

- **ASK** before you explain.
- **ENRICH** what you communicate.

Strategy #1: Ask Before You Explain

Consider This Scenario

A director, Frances, is rolling out a change to an existing process; the change will require employees to follow a new workflow beginning next month.

Frances has spent weeks discussing the change with senior leadership and understands exactly why it's necessary.

At the team meeting, she explains:

- what's changing & when
- what employees need to do
- why leadership believes it will improve results.

**Was that clear
communication?**

She finishes with, “Any questions?” and is met with silence, so she assumes everyone is clear and on board.

30-second Table Challenge

What might Frances still not know about how her team is experiencing this change?

At your table, see how many things you can identify that Frances still doesn't know. **You have 30 seconds!**

What might Frances still not know about how her team is experiencing this change?

- What do they already know?
- What don't they know?
- What concerns do they have?
- What past experiences are shaping how they're hearing this?
- What do they think the problem actually is?



When you explain first, you're guessing.

When you ask first, you're locating.

Once you locate, you can build.

Remember Psychological Safety?



People need to believe it's safe to say:

- “I don't understand.”
- “I see it differently.”
- “I'm concerned about something.”
- “I think we're missing something.”

The questions leaders ask help determine whether those responses feel welcome.

Return to Our Scenario

Consider the Frances scenario again.

Your Challenge: The leader is not allowed to explain anything else yet.

Design ONE question Frances could ask that would help her understand how the team is currently thinking about the change.

Multipliers: The Debate Maker



A Debate Maker creates conditions where people can wrestle with important questions and contribute their thinking before decisions are made.

Instead of: “Here’s what we’re going to do.”

Try:

- **“What are we seeing?”**
- **“What might we be missing?”**
- **“What concerns should we consider?”**
- **“What would make this work?”**

Strategy #2:

ENRICH What You Communicate



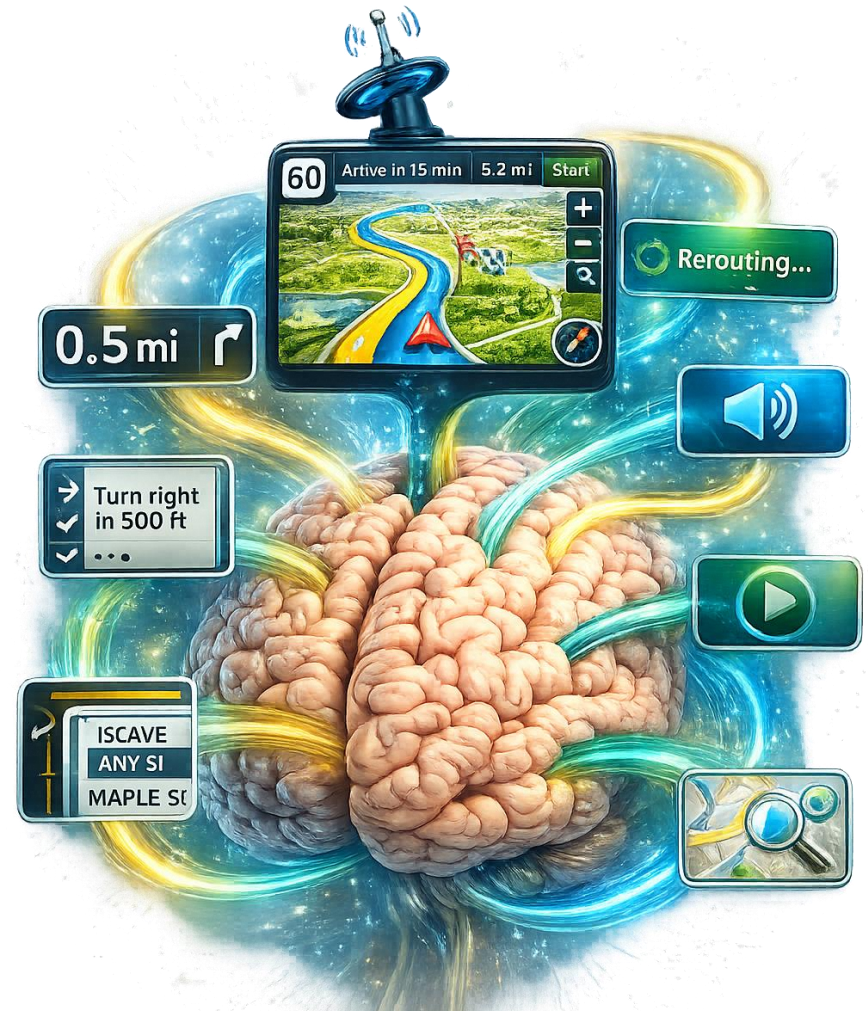
ENRICH What You Communicate

Questions help us discover where the disconnect is.
Then we can decide how best to bridge it.

Enriched communication creates more pathways to understanding.

ENRICH What You Communicate

Your brain
is like GPS.



ENRICH What You Communicate

Imagine GPS only giving you a paragraph of written directions.

Enriching communication =
don't make one pathway do all
the work.

Overcommunicating $\neq$ Saying More

Overcommunicating = creating
more pathways to understanding

ENRICH What You Communicate

- **Context**
- **Examples**
- **Visuals**
- **Stories/analogies**
- **Repetition**
- **Follow-up**
- **Check**



Poll



**Which TWO do you think
leaders overlook most often?**

ENRICH What You Communicate

- **Context**—Why does this matter?
- **Examples**—What does this look like?
- **Visuals**—Can I show it?
- **Stories/analogies**—What can I connect it to?
- **Repetition**—Where should they hear it again?
- **Follow-up**—What can they refer back to later?
- **Check**—How will I know what they actually understood?

Return to Our Scenario

Return to the Frances scenario once more.

Now Frances has asked a good question and understands how the team is thinking.

Now help her communicate the change.

Use your table's assigned TWO ways (see list in handouts) to create additional pathways to understanding, and explain how Frances could apply those here.

CLARITY

FROM:
“Did I explain it well?”



TO: Did we create
shared understanding?



COMPASSION

FROM:

“Was I nice?”



TO: Did I make space for
their perspective and make
mine easier to understand?



Action Plan

Think of one communication you need to have (with one person or multiple).

ASK: What question could you ask before you explain?

ENRICH: What additional pathway could you create to help your message connect?

Which one will make the bigger difference in this situation? **(Circle your answer in your handouts.)**

Start With Understanding. Then Make it Stick.

ASK before you explain.

ENRICH what you communicate.

**Clear communicators create understanding.
Compassionate communicators make it easier to
get there.**



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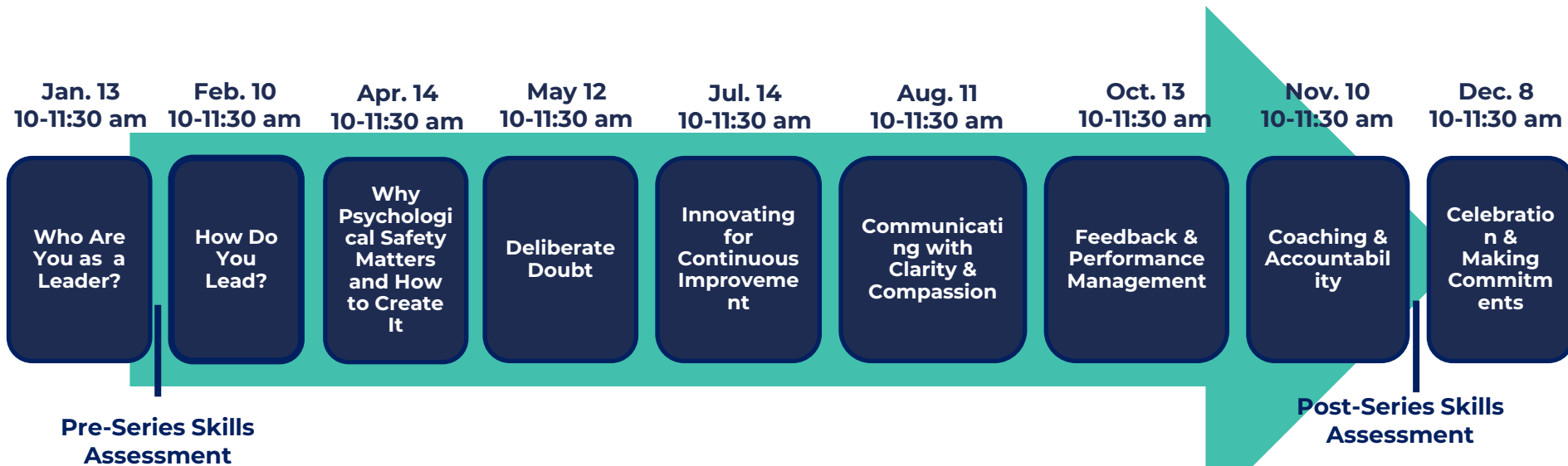


Action Items Prior to Next Workshop

- **ASK:** In one important conversation, ask at least one question before explaining your perspective.
- **ENRICH:** Choose one important message and intentionally add at least one additional pathway to understanding.
- **Be prepared to share what changed as a result.**

Thank You!

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