

Communication & Motivation Part II

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GRAY ACADEMY

Learning that Reaches Beyond the Numbers

Today's Speaker



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Today's Goals

- ▶ Review of Communication and Motivation Part I
- ▶ Understanding Frameworks
- ▶ Emotional Responses
- ▶ Chronic Complaints
- ▶ How we listen
- ▶ Being Complete
- ▶ Moving the Action Forward
- ▶ The Three Pillars of Effective Communication

The background features abstract, overlapping geometric shapes in various shades of green, ranging from light lime to dark forest green. These shapes are primarily located on the left and right sides of the frame, creating a modern, layered effect. The central area is a plain white space where the text is located.

What is Communicating?

Webster's Definition of Communicating

- ▶ To get someone to understand your thoughts or feelings.
- ▶ To understand someone else's thoughts or feelings



**The biggest
communication problem
is we do not listen to
understand.**

We listen to reply.



Cost of Not Communicating

▶ To Organizations

- ▶ Spiraling costs
- ▶ Late delivery
- ▶ Lowered performance
- ▶ Lowered morale
- ▶ Health cost

▶ To Individuals

- ▶ Builds resentments
- ▶ Backstabbing/Gossiping
- ▶ Passive Aggression
- ▶ Complaining
- ▶ Increased Stress



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Source of a Communication Breakdown



Source of a Communication Breakdown

Fact + Interpretation = Story

$$F + I = S$$



Forward Action Formula

Fact + Intended Outcome = Action to Take

$$F + I = A$$



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Use “Action Based Language” vs. “Descriptive Language”

- ▶ When we are in “Story” we often use descriptive language which contains a lot of adjectives. It does not move the action forward.
- ▶ Action based language is focused on moving the action forward. No judgements, evaluations, excuses, etc.
- ▶ Understand the conditions of the game and avoid making them an obstacle.

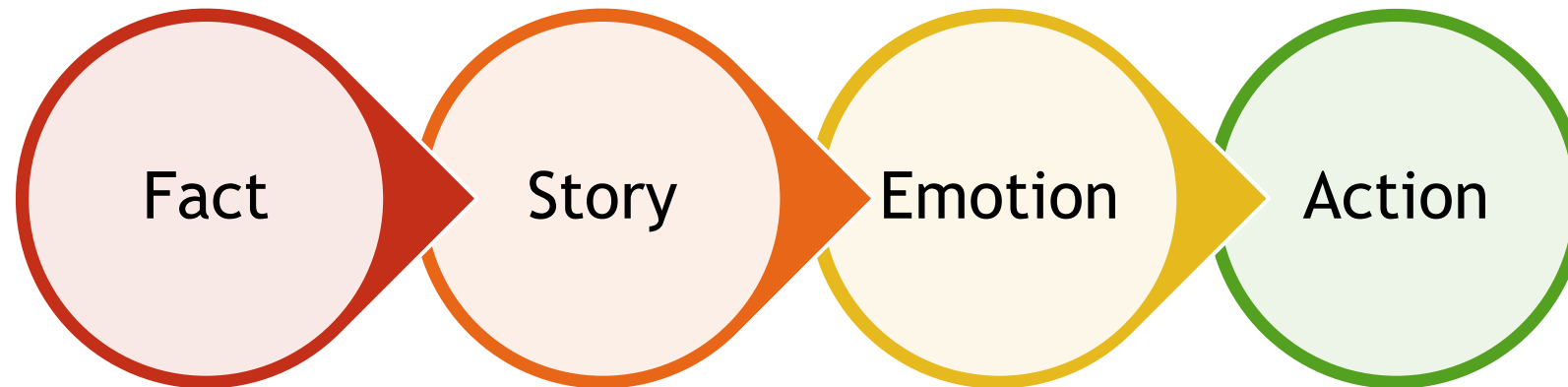
Emotional Responses

- ▶ Annoyed
- ▶ Frustrated
- ▶ Angry
- ▶ Upset
- ▶ Defensive
- ▶ Happy



Strong feelings usually stem from a story you made up rather than from an event. We respond to our interpretations of events, not the events themselves.

Emotional Responses



What's So About Emotional Responses

- ▶ Stories and interpretations create emotional responses.
- ▶ Others are not responsible for your emotions, YOU ARE!
- ▶ Actions themselves don't and can't cause emotional reactions or everyone would have the same reactions.
- ▶ Stories create conclusions, judgements and fears all resulting in emotional responses.

Frameworks

- ▶ Frameworks about yourself
- ▶ Frameworks about others



A Little about Frameworks

- ▶ Frameworks define the limits of how we perceive
- ▶ things.
- ▶ Frameworks are decisive.
- ▶ Your actions will always correlate to your framework.



The “Unsaid”

The “Unsaid” includes assumptions, expectations, broken agreements, disappointments, resentments, regrets, interpretations, significance and issues that occur as dangerous.

- ▶ Huge impact on performance
- ▶ Your actions will be consistent with how the unsaid occurs for you
- ▶ Your actions will be defensive
- ▶ Diminishes relationships
- ▶ Lives in communication
- ▶ We relate to it as if it were the truth

Causes of the Unsaid

- ▶ Looking Good
- ▶ Being Right
- ▶ Fear



The Three Rs

- ▶ **Resentment:** we get into resentment when we experience an emotional response to what we think was said or done.
- ▶ **Resistance:** putting up a wall or cutting off communication. We are programmed to resist and exhausted because we live in constant resistance.
- ▶ **Revenge:** attempt to get even.

Completion

- ▶ All that is unsaid is incomplete
- ▶ Impacts how you relate, how you listen
- ▶ Nothing changes, like Ground Hog Day



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Chronic Complaint

What issues or people or situations at work or life appear to be repeatedly difficult, problematic or frustrate your intentions. Something that occurs for you as truth or fact.

- ▶ Cost to you
- ▶ Cost to your firm
- ▶ Cost to those around you
- ▶ Payoff – what do you get out of having this complaint?

Understand the Conditions of the Game and Avoid Making them the Obstacle

- ▶ What is IS?
- ▶ What are you going to do to win?



Choosing a Different Conclusion to Reframe the Incident

- ▶ How might the situation occur for me so that I would feel valued, empowered?
- ▶ Are the conversations you are having productive or are they complaints?
- ▶ We want to create frameworks that empower us.



Impact of Frameworks on Listening

- ▶ Limits what you hear and shapes what you register to be consistent with it
- ▶ Constrains what registers for you and shapes and distorts it
- ▶ We are unaware of the distortion



Listening from Frameworks

- ▶ Frameworks about yourself
- ▶ Frameworks about others



Types of Listening

- ▶ Agenda Listening
- ▶ Pretend Listening
- ▶ Fix it Listening
- ▶ Know-it-all Listening
- ▶ Defensive Listening
- ▶ Righteous Listening
- ▶ Do I agree Listening
- ▶ Present/Active Listening



Listening vs. Hearing

- ▶ Listen to understand
- ▶ Be present, turn off distractions
- ▶ Make sure your thinking is aligned with your intended outcome
- ▶ Separate out judgements, evaluations, opinions and assumptions
- ▶ Repeat back what you have heard to make sure it is what was said
- ▶ Distinguish out when you are not in present listening and acknowledge it

Moving the Action Forward

- ▶ Commitment or intended outcome
- ▶ What happened?
- ▶ What's missing?
- ▶ What's the next action necessary to create the result?
- ▶ Instead of looking backward to what went wrong look forward to what the outcome is that you want. The past will keep you stuck there.



Moving the Action Forward

Speak from Opportunity, NOT from:

- ▶ Unworkability
- ▶ Resistance
- ▶ Righteousness

Create an opportunity for partnership

- ▶ WE/US

Three Pillars of Effective Communication

- ▶ Present Listening
- ▶ Facts
- ▶ Completion



Questions



Thank You!

- ▶ Complete your evaluation form prior to leaving.
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