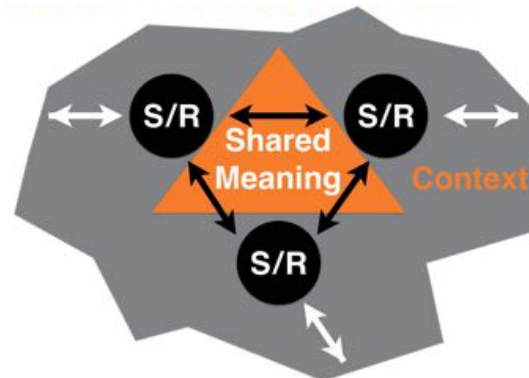




presented by
Patrick Maurer, CSP

The Dynamic Process Model of Communication



Communication takes place between two or more people. Verbal and non-verbal communication is sent and received in a context which affects that communication. Over time communicators can also affect that context. The goal is to co-create shared meaning amongst the communicators.

The IDEA



Know- You need to have as much of your idea fleshed out in your head and on paper or at least know the limits of your idea. *Are you baking a three layer rounded marble cake with vanilla frosting or do you just want to make a cake for someone's birthday?*

Show- We are a visual society, so show as much of your idea as possible. Bring in sketches, photos, videos, similar styles to convey your idea. Utilize diagrams as much as possible. Think about the NBA coach with the whiteboard showing players the proposed play.

Dissect- Breakdown your idea as much as possible. What are the pieces? What are the steps? Where are the potential challenges? Not only does this convey information better it also gives those working with you the satisfaction of wins as they accomplish tasks.

Connect- When conveying your idea, utilize language and examples that connect to your audience/team. Utilize the prior knowledge/experiences of them as much as possible.

Limit- While a project may have many steps, we can overwhelm people with too much information. Make sure the quantity of information and the timing of the information is appropriate. You don't need to worry about how to use fondant for your cake when you're just mixing the cake batter.

Check- Throughout the process, check for understanding. Ask clarifying questions. Be open the idea your idea may not be making sense... yet. Remember, your goal is to co-create shared meaning.



People want to be part of something and/or have ownership of ideas. The more that you can involve others in the formation of ideas, the more likely they will go into the trenches with you. This doesn't mean that every aspect needs to be voted on, but do your best to let others walk alongside by asking for input.



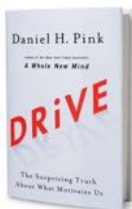
People desire a purpose and a reason as to why they do what they do. As much as possible, show how their individual contribution leads to a great result—both in its sequence and its impact. Do this DURING the work and not just after the fact.

The TASK



Set up a game-plan and answer as many of these questions before you lead a group. If you're working to help someone else implement an idea, be sure you're aware of the answer to these questions and your role in making that happen. Be as clear as you can. Again, ALWAYS answer the WHY to give people purpose.

DRIVE: The Surprising Truth About What Motivates Us
by Daniel Pink

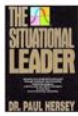


autonomy
mastery
purpose

Sadly, most of the literature on motivation still leans heavily on studies done in the industrial age which doesn't work as well with today's leaders. Now, people desire **autonomy** (independence and freedom), **mastery** (the chance to perfect and make better) and **purpose** (a sense of why and relevance) in their work. The more that we can provide people these three elements, the more motivated and satisfied they are with their work.

Situational Leadership

Dr Paul Hersey & Dr Kenneth Blanchard



People need differing levels of direction and support in accomplishing tasks, depending on expertise and experience. A newer member of an organization might need more direction. A more established one might still need direction and more hands on support as they get coached in a task. As someone progresses they might get a great deal of support, but less specific instruction—allowing them that autonomy they crave. Ultimately, one gets to the delegation or empowering phase where they are fairly independent to get the work done and trusted to do so.

PEERS



Pick Moments- There are good moments for conversation (especially conflict) and bad ones. As you approach a dialogue with a peer, consider their schedule, mood, and the amount of time a conversation might need.

Seek 1st to Understand- Whenever possible make your priority understanding rather than persuasion. The more you try to understand and empathize with those that you work, the more tension is reduced and conflict is resolved efficiently and productively. This is essential to co-create shared meaning.

Assume Positive Intent- Most people are trying to do their best. They just may not always succeed. Tone down your approach in conflict or tension work to find how you can get that intent to match up with the next necessary step in implementation.

Utilize Preferred Method- We have so many options when it comes to the method of communication, but not everyone uses all of them or even likes the ones they use. When you're trying to connect with someone, utilize the method they prefer the most to meet them on their turf.

Face to Face- Even though we have so many options and even though people prefer one particular method, the BEST method still remains face to face communication (especially to resolve conflict—remember “I am glad you are there today”). There is a reason businesses pay to fly employees all over the world for face-to-face meetings. When done well, they can be the most efficient method out there.

Social- All work and no play will ultimately hurt your organization. Find ways to make the communication fun and social. If you the task is potentially repetitive and monotonous, talk about favorite movies or do a signing competition. If it requires greater focus, make plans for something fun to do right afterwards. Find ways to thank and recognize the people you work with DURING the work—not just after. People will enjoy the experience more and look forward to the next chance to serve.

AUTHORITY



Get on their Schedule- Teachers, Principals, Managers, etc are busy people with a lot on their plate. A last second meeting doesn't always work when you need to potentially get advice or approval for an idea or even if you're simply trying to make them aware of an idea. As much as possible, schedule your meetings with them—be it a regularly scheduled meeting with a direct supervisor or a special meeting that allows enough time to talk about the issues at hand.

Utilize Preferred Method- Once again we want to reach out in the method that an authority prefers. This could also include providing advance summaries or communicating first through an assistant or gatekeeper. While it might create an extra hoop, it's best to start each communication already on their good side.

Don't Bury the Lede- This is an expression from newspaper publishing. Cut to the chase and fill in the background as needed, but lead with the most important information and the main idea.

Speak in Numbers- The more you can quantify your challenges and results, the easier it is to persuade authority figures to help you implement your ideas. Know budgets, costs, attendance numbers not only of what currently exists, but what you're anticipating if your idea is implemented.

Anticipate Problems/Propose Solutions- Authority figures want to see you do the work (keep in mind they might be attending to lead you in your own stage of *Situational Leadership*). Spend time thinking about potential challenges to your idea. While you should definitely ask for advice from authority figures, be sure to not come in empty handed as well. Share 1-2 of your own ideas for potential solutions and where you see limitations in those ideas.

Make Them Look Good- We like to work with people who make us feel good about ourselves and produce results that reflect well on us. Share information and ideas with authority figures and as much as possible help them make the decisions that make them look good to the outside world.



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