

Does Your Intent Match Your Impact:  
Are You Self-Aware?

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# HR Academy

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**Does Your Intent Match Your Impact:**  
**Are You Self-Aware?**

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***“ The art of communication is the language of leadership.”***

-James Hume, professor, speechwriter

# Today

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## Self-Aware

- How others perceive you and why
- The Ineffective “I”
- Action instead of emotion
- Styles of communication
- How to deal with other styles

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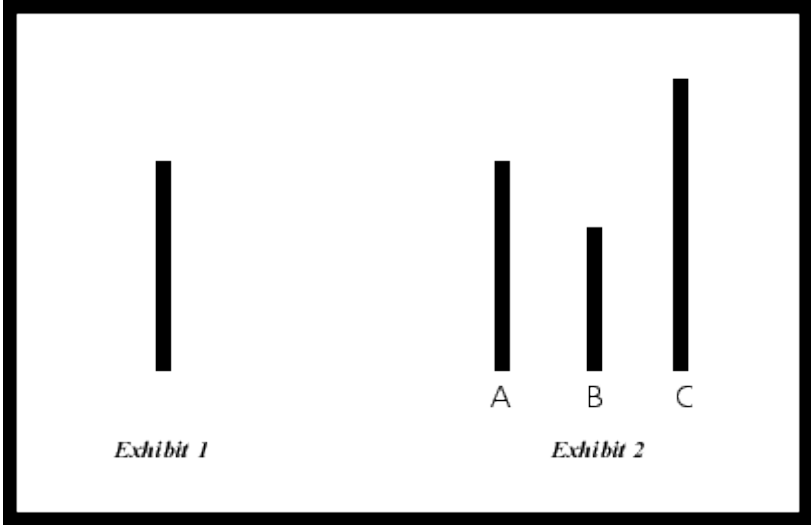
- **Intent vs. Impact**

- What happens when intent does not match impact?

# Successful Communicators

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- Identify those situations
- Are aware and understanding
- Other person's point of view, filters
- Adapt their style and messaging



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- ***“The single biggest problem in communication is the illusion that it has taken place”***

George Bernard Shaw



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The first step to getting what you want is to communicate your thoughts so you are understood.

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- What is effective communication?

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- Effective communication is a two-way process in which there is an exchange and progression and ultimately understanding of ideas toward a mutually accepted direction or goal.

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- Communication Involves Three Components:
    - Verbal Messages – Words – 7 %
    - Paraverbal Messages – Tone – 38%
    - Nonverbal Messages – Body Language – 55%

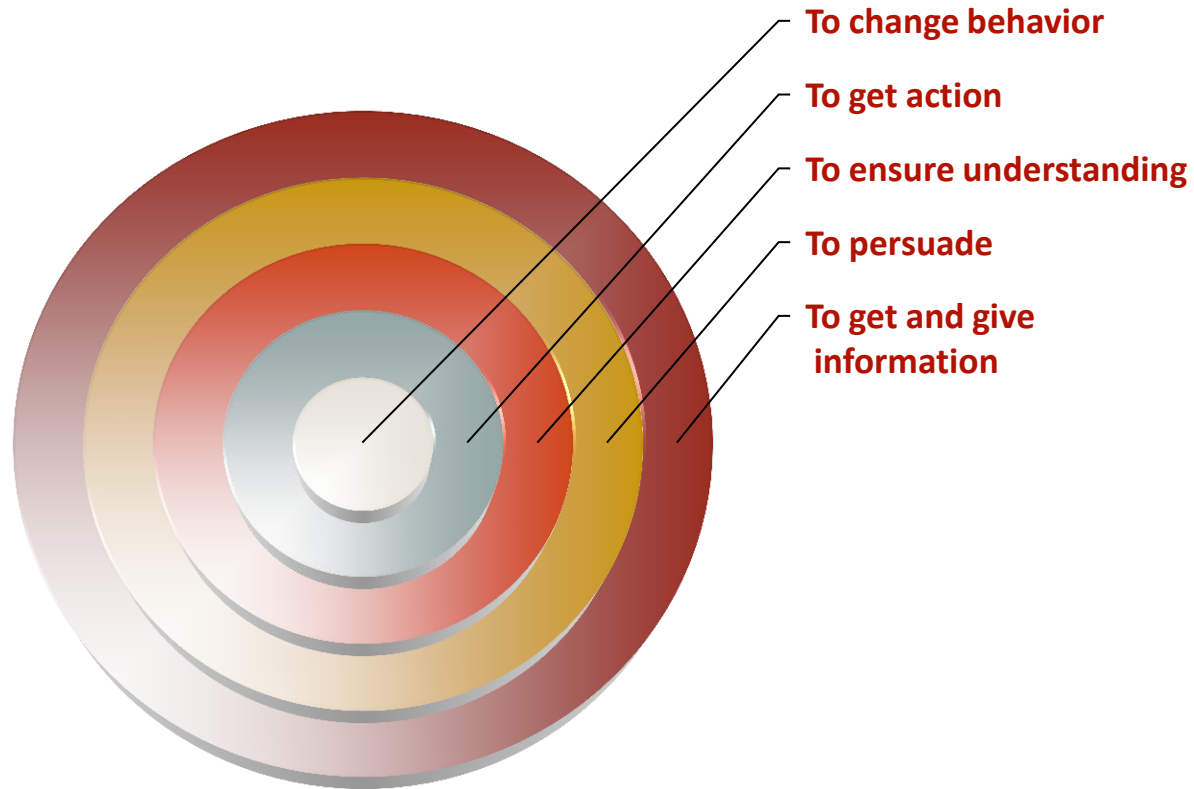
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- What are your barriers to effective communication?

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- Now, think of someone with whom you work and sometimes have misunderstandings or incomplete communication
  - What would make your communication more productive?

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- What are some goals of communication?

# Communication Goals

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# Feedback

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- Effective communication takes place only when there is feedback.
- The errors that abound in business situations are many times a result of the lack of feedback.

# Effective Feedback

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- Be descriptive
- Don't exaggerate
- Be positive
- Be realistic

# Benefits of Effective Comm.

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- Quicker problem solving
- Stronger decision making
- Increased productivity
- Stronger relationships
- More effective team

# The Ineffective “I”

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- Weaken statements. Blames you for issues not yours:

“I have a problem with my boss; she doesn’t support her group”

\* *“How To Say It for Women”*

Phyllis Mindell, Ed.D.

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- “I “ statements imply you’re not sure of the facts.

“I observed the lab was not cleaned up on time.”

# The Ineffective “I”

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## Sentence

1. I don't have enough time to complete that job.
2. I have a problem with my secretary; he never gets to work on time.
3. I noticed that the door was left open too long.

## Probable Subject

Time or job

Secretary

Door

# Action Not Emotion

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- I feel good about this engineering program

or

- This engineering program promises to cut costs.

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- I really like this idea for our five million dollar building.

or

- This five million dollar building represents a sound investment.

# Add Authority – Trim the Hedges

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- Basically.....
- The way I see it.....
- I know that.....
- Clearly.....



# Damaging “Hedges”

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- I guess my question is.....
- I’m not an expert on that, but.....
- I don’t know anything about financial reports, but.....
- In my opinion,....

# Question “Hedges”

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- This is the best proposal, isn't it?
- That's a good idea, don't you think?
- I called Mr. DiSalvo today, okay?

# Communication Styles

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- D - Decisive
- I - Interactive
- S - Stabilizing
- C - Cautious

# Four Styles

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- No Best Style
- Positives and Drawbacks for Each Style
- Modify Your Style When Dealing With Others

# Knowing Your Style

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- NOT about stereotyping, pigeon-holding or judging
- Provides a framework for understanding HOW we and others behave
- Increases self-awareness
- And being highly flexible in responding to a wide array of demands

# Leadership

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- Leadership: The art of getting someone else to do something you want done because he wants to do it.  
- Dwight D. Eisenhower

# Decisive

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- **Tendency:** Getting immediate results; taking action; accepting challenges
- **Motivation:** Challenge; power & authority; direct answers
- **Fear:** Loss of control; being taken advantage of

# Decisive

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- **Noticeable:** Self-confidence; decisiveness;
- **Limitations:** Impatience; Lack of concern for others

*Just do it!*



# When Working with a “D”

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- Show interest in their goals;
- Use discovery questions, do not interrogate;
- Communicate in professional, not personal manner;
- Discuss facts, not feelings; be to the point

# Are You a “D”?

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- Do You Know a “D”?

# Interactive

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- **Emphasize:** Shaping the environment by persuading and influencing
- **Tendencies:** Involvement with people; making a favorable impression
- **Motivated by:** Social recognition; group activities; relationships

# Interactive

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- **Fears:** Social rejection; disapproval; loss of influence
- **You will notice:** Enthusiasm; charm; sociability
- **Limitations:** Impulsiveness; disorganization

*Don't Worry, Be Happy*

# When Working with an “I”

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When working with an “I”

- Support their ideas
- Get them to commit to specific dates
- Keep up an enthusiastic pace
- Praise them
- Let them talk and ask their opinion

# Are You an “I”?

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- Do You Know an “I”?

# Stabilizing

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- **Emphasize:** Achieving stability;  
Accomplishing tasks
- **Tendencies:** Patient, loyal
- **Motivated by:** Cooperation, Appreciation

# Stabilizing

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- **Fears:** The unknown
- **Noticeable:** Team player; Methodical;
- **Limitations:** Too willing to give; Their needs come last

*Don't rock the boat*



# When Working With an “S”

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- Be emotionally supportive
- Acknowledge them as individuals
- Show interest in personal goals and life
- Discuss personal opinions and feelings
- Be prepared for slow action
- Be sincere and courteous

# Are You an “S”

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- Do you know an “S”?

# Cautious

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- **Emphasize:** Working within circumstances to ensure quality
- **Tendencies:** Attention to details
- **Motivated by:** Quality and Accuracy
- **Fears:** Criticism of their work; Sloppy methods

# Cautious

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- **You will notice:** Precise, diplomatic behavior
- **Limitations:** Very critical of self and others; Indecision from wanting more data

*Measure Twice, Cut Once*

# When Working With a “C”

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- Support their goals in writing
- Give them time to verify others' words/actions
- Lay out the facts when making a decision
- Give ample time for their to make decision
- Be organized, systematic and precise
- Provide information before meeting

# Knowing Styles

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- Easier to deal with many personalities of a team
- Determine behaviors that motivate
- Strength team performance and personal leadership skills

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- Create more productive teams
  - Build trust and reduce interpersonal conflict
  - Better understanding of self

# Crucial Conversations

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- *Crucial Conversations: Tools for talking when the stakes are high*

Patterson, Grenny, McMillan &  
Switzler



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- Your sentence about effective communication.
  - Your barriers to communication
  - New: Two areas more self-aware

# Intent Vs. Impact

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- Being self-aware and knowing your style, patterns, tone, body language and goal
- Two-Way
- Active Listening
- Accountability of speaker and listener
- Uses the correct medium
- Appropriate feedback essential and VITAL
- Being flexible

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***“ We are what we repeatedly do.  
Excellence is not an act, but a habit.”***  
- Aristotle

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- **WHAT ARE YOU GOING TO DO DIFFERENTLY?**