



# Communicating Clearly and Concisely

**Gus Broman**

# Agenda



- Guide to clear communication & communication model
- Effective listening
- Email communication
- Words matter, words display mood
- Clear communication in meetings
- Communication channels
- Presentation skills

# Guide to Clear Communication



# Why it is important to communicate clearly

- We communicate all day, every day: personal & work
- Sets the tone and the culture
- You can't NOT communicate
- Over 90% of a Professional's job is spent communicating



# Ten most important skills and competencies for Professionals\*

<b>1. People skills</b>	<b>6. Verbal communication</b>
<b>2. Leadership</b>	<b>7. Strong at building teams</b>
<b>3. Listening</b>	<b>8. Conflict resolution / management</b>
4. Integrity, ethical behavior, consistent	9. Critical thinking / problem solving
<b>5. Strong at building trust</b>	10. Understands & balances priorities

*\*Jennifer Krahn, "Effective Project Leadership: A Combination of Project Manager Skills and Competencies in Context," PMI Research Conference Proceedings (July 2006).*

# Ways that We Communicate

- **Interpersonal**
  - One on one
- **Group Meetings**
  - Leading or observing
- **Written**
  - Email, blogs
- **Presentations**
  - Public speaking



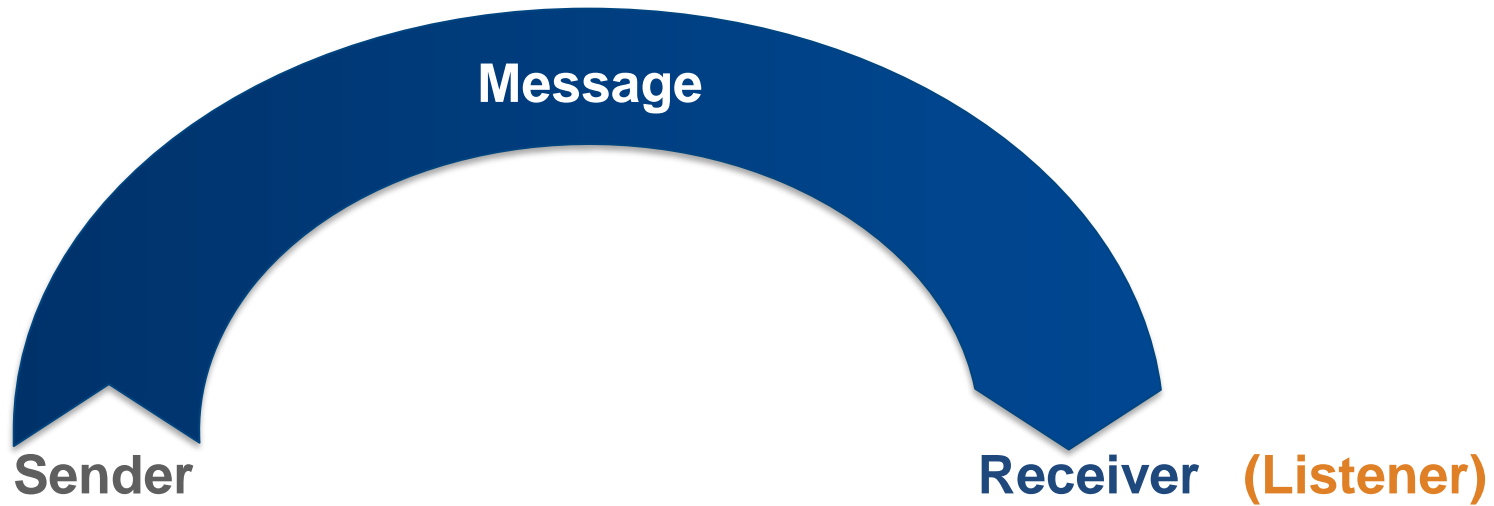
# WARNING!



# You cannot UNCOMMUNICATE!

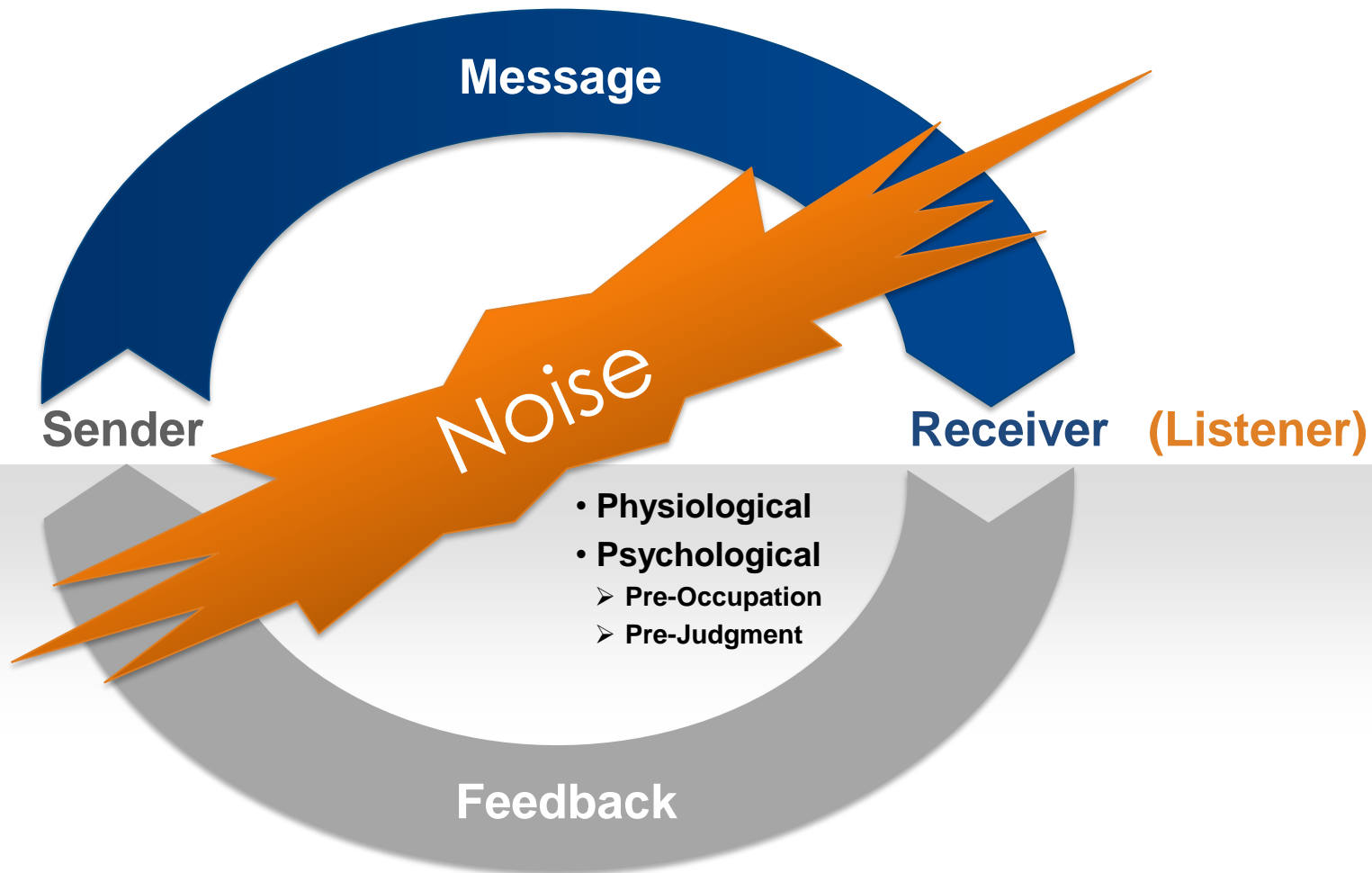


# Communication Model





# Communication Model



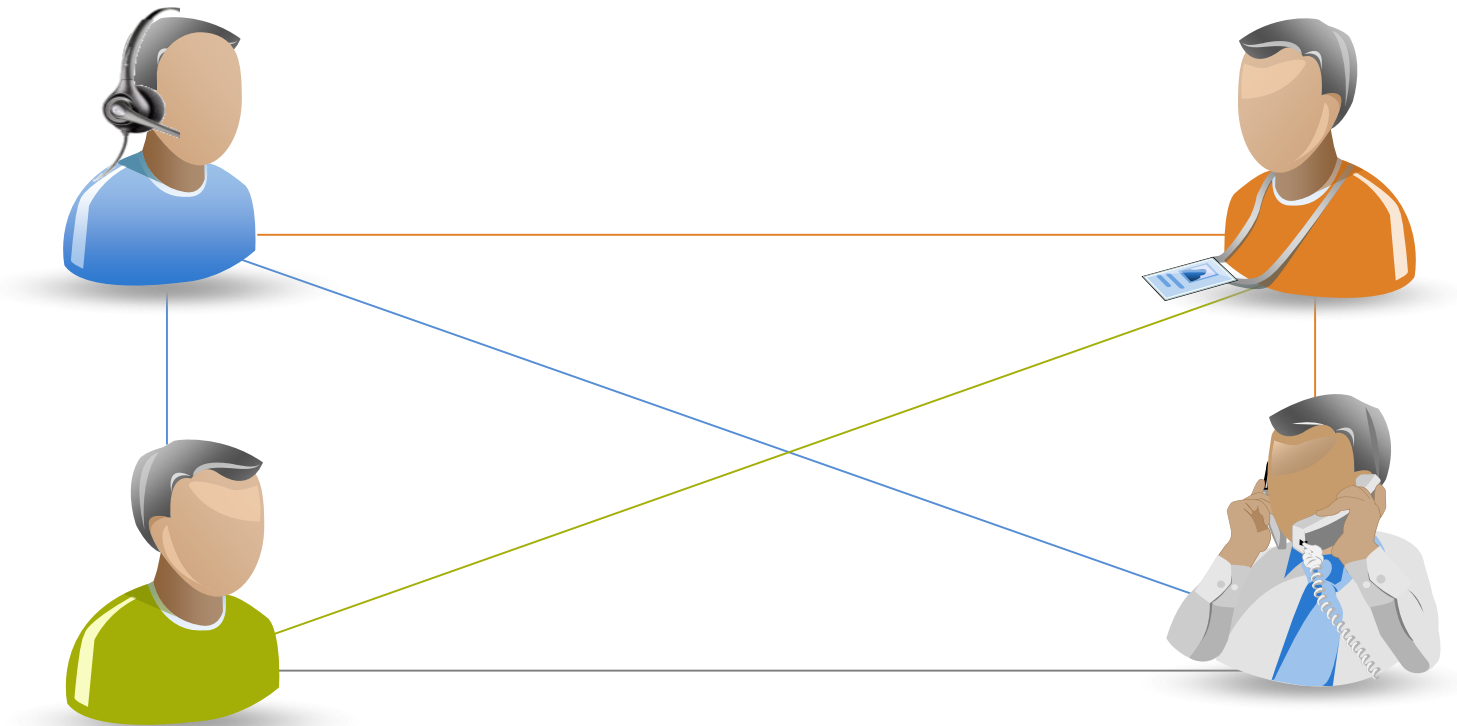
# Communication Lines

How many communication lines are there?



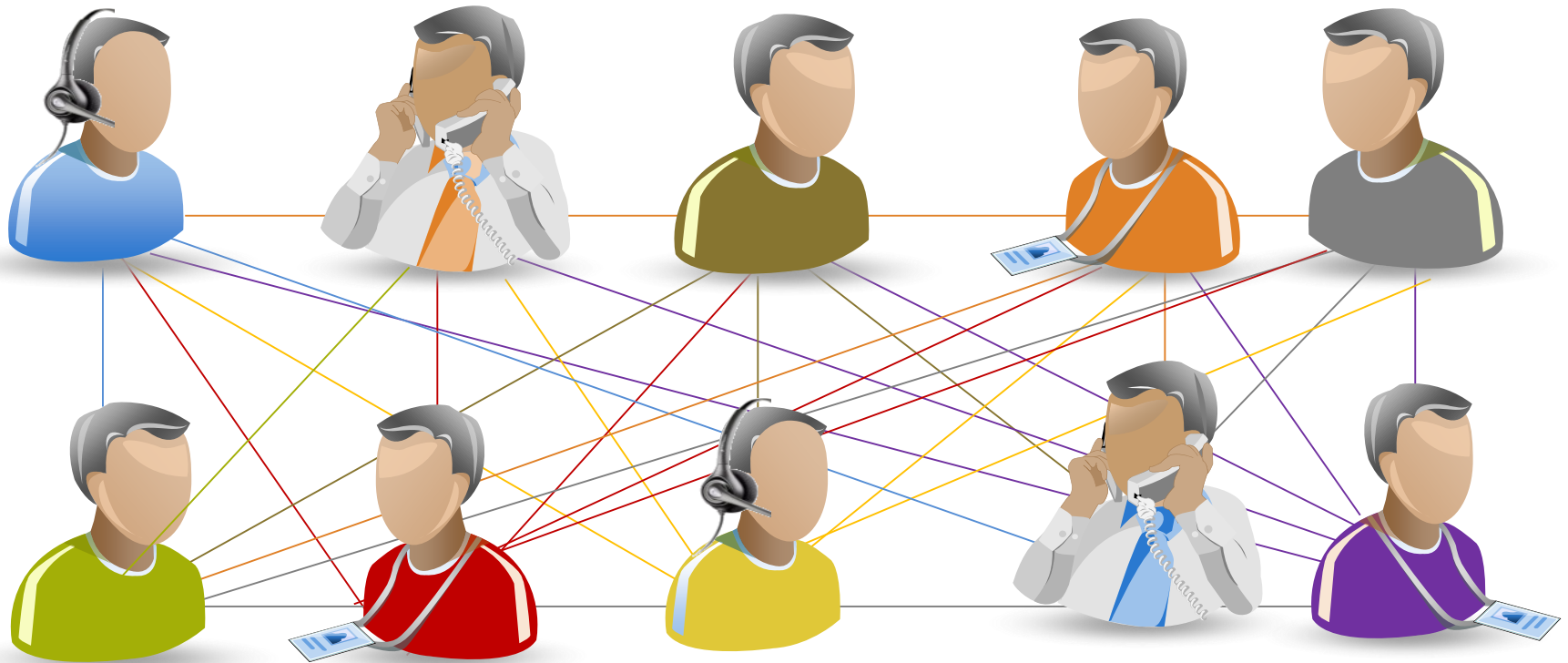
# Communication Math

How many communication lines are there?



# Communication Math $\frac{N(N-1)}{2}$

How many communication lines are there?



# Verbal & Non-Verbal Communication

- What are non-verbals?
  - Tone (variation sarcasm)
  - Volume
  - Gestures
  - Posture
  - Attire
- What are our non-verbals in emails and print?
  - ALL CAPS
  - Typos
  - Text language  
(b4, idk, hbu, that o u)



# Verbal vs. Non-Verbal Communication

What do you believe more verbal or non-verbal?



# How to Listen Effectively



# Effective Listening



- Hearing v. Listening
- Complaining
- Benefits of Listening
- Why Listening is Difficult
- Listening Defined
- Non-Listening
- Active Listening
- Get Others to Listen to You



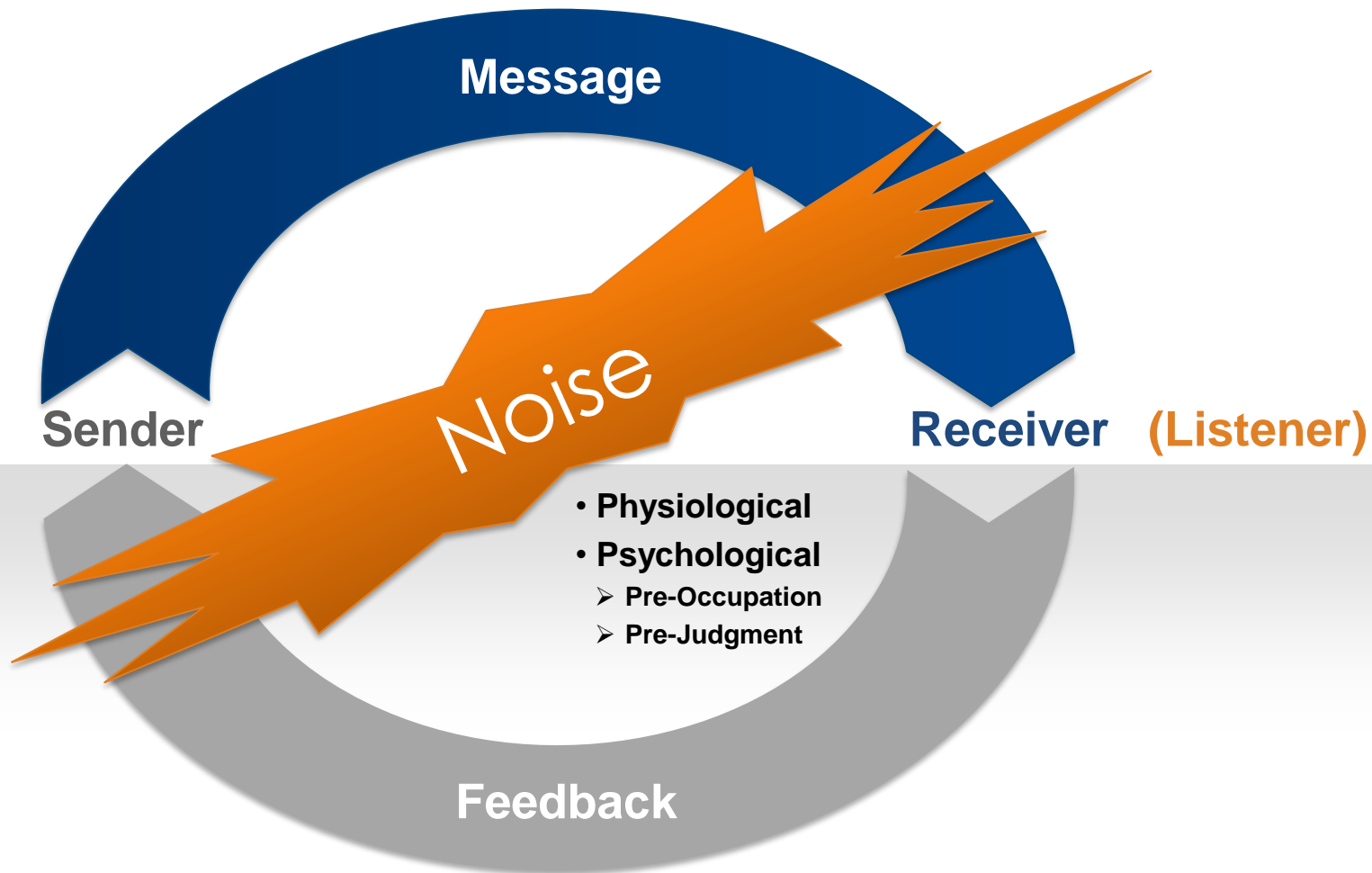
# We all complain about Listening



# Benefits of Listening



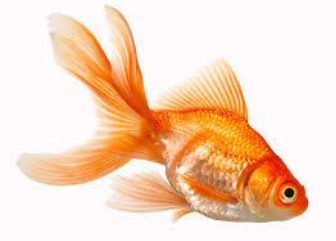
# Communication Model



# Why is Listening Difficult?

## Average Attention Span

- In 2000, 12 seconds
- In 2013, 8 seconds
- In 2015, 8 seconds



What should I say next?

Source: StatisticBrain.com

# Hearing v. Listening

**Hearing** – Physiological activity that occurs when sound waves hit the eardrums.

**Hearing is Passive.**

**Listening** – An active process that includes mindfully physically receiving messages, selecting and organizing information, interpreting, responding and remembering.

**Listening is active.**

# Effective Listening Techniques

**Be Mindful** – Focus on what the person is saying give 100% ATTENTION. Concentrate on how the person feels and their experience.

**Interactive** – An active process that includes mindfully physically receiving messages, selecting and organizing information, interpreting, responding and remembering.

**Listening is active.**

# Is this Hearing or Listening

- Watching TV
- Your girlfriend telling you about her day at work
- Taking a call on the help desk
- Watching a magician
- Driving home with the radio on
- Listening to a sermon
- Getting your review at work

# Tell me...



# Tell me...

- How to wreck a nice beach
- How to recognize speech
- How to wreck a nice speech

# Forms of NON-listening

- Me Too
- Giving Advice
- Judging the speaker

# Listening consists of....

- **Be mindful** on what's being said. Concentrate on what's being said and how they feel.
- **Interpret** what is being said, Verbal and Non-verbal
- **Give feedback** not just when their done speaking but throughout the interaction
- **Remember** facts and names

# Forms of Active Listening



**P**araphrase, restate

**R**emember, repeat or write it down

**O**pen ended question, NOT a one word answer

**M**irror the last word that was said. “you’re upset”

**I** Messages. I would feel discouraged too.

**N**on-verbals; nod, squint and lean forward

**T**trigger more thoughts “oh why?”

# Active Listening Exercise

- Ask your partner where they live and find out why they chose to live there.
- What effective listening technique did they use?
- Did it work?

# Active Listening Exercise #2

- Ask your partner where they work and how they chose to work there.
- What effective listening technique did they use?
- Did it work?

# Get others to listen to you

- **Why do they care?** WIIFM?
- **Ask for Advice:** “I’m sure you’ve run across this before.” “I respect your opinion”
- **Shock & Awe** – Verbally or non-verbally

# Email Communication





# Email types

In your subject line of your calendar invitations you have 4 options:

## **Inform**

- No action or response necessary

## **Offer**

- A performer volunteers to do additional work and sends it to the potential customer

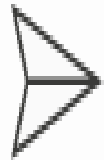
## **Reply Requested**

- You are requesting a response by a certain time

## **Request**

- An email that requires your reply by a certain time

# Email type: Inform



Send

To...

Lars Johnson

Cc...

Subject

Inform: Annual Report for 2019

The Annual Report for 2019 is complete and is attached.

YOUR RESULTS ON

# Email type: Offer



Send

To...

Ingrid Magnusson

Cc...

Subject

Offer: Help with Trade Show

Ingrid,


I am available to help with the setup at the trade show.

I can start as early as 6am on December 13<sup>th</sup>.

Please let me know if you need my assistance by December 1.

Lars

# Email type: Reply Requested

 Send	To...	Marketing Team
	Cc...	
	Subject	Reply Requested: Lunch orders for December 13th

I am ordering lunch for our team at the trade show. Please click on the link [www.ThorsSammies.com](http://www.ThorsSammies.com), and order your lunch by noon on December 10<sup>th</sup>.

Thanks,  
| Sonja

VIEW RESULTS ON

# Email type: Request

## A Good Request:

1. One performer
2. Has a "By When"
3. "Request" is in the Subject line of the email
4. Clear Subject Line

# Sample Request

**From:** Joe Colomina

**Sent:** Friday, March 10, 2017 11:11 AM

**To:** Jeff Barsness <[jbarsness@digineer.com](mailto:jbarsness@digineer.com)>;

**Subject: REQUEST:** Instructors Needed - Please Either Volunteer or Decline to be an Instructor

Jeff,

**Background:** Currently, we only have commitment from Derek and myself to be instructors when the three classes are ready to be taught. They will be taught on a quarterly basis, consisting of three 2 hour classes, and potentially with more than one section. It will be too much for two instructors. As far as the "We are workshop ready" COS and the level 2 COSs associated with it, I believe we will be fine with the current performers. We are making good progress on slides and will review each other's work on the first three class hours' slides on Monday.

**Request:** I need two additional individuals who are passionate about (or have a desire to expand into the realm of) being instructors. Instructors will need to know the material inside and out, practice using the course materials, and teach. They will also have input on making changes or updates to the materials if they feel delivery or execution warrants. **If you are willing to be an instructor, please let me know (also indicate if you are not willing).**

**By When:** I need everyone to **please respond indicating their desire to volunteer or not by end of day Wednesday, 15 March 2017.** If you cannot commit either way by Wednesday, **please commit to commit by Tuesday, 14 March 2017 to let me know when I will hear from you.**

Thank you in advance!

Joe

# What's Wrong With This Request?

**From:** Berit Seversen

**Sent:** Friday, March 10, 2017 11:11 AM

**To:** Annika H.; Marit N

**Subject: REQUEST:** Contact, arrange a meeting, and meet with HR to set expectation for training time for New Hires

Annika and Marit,

**Background:** A breakdown has occurred that our company is expecting too much time for New Hires to commit to training in the first quarter of being hired.

**Request:** I need one of you two to contact, arrange a meeting, and meet with HR to see if they agree with our new approach of 2 days of 2 hours class commitment in the first quarter of being hired.

**By When:** Please commit to, negotiate, or decline this request by end of day Wednesday, 15 March 2017. If you cannot commit either way by Wednesday, please commit to commit by Tuesday, 14 March 2017.

Thank you in advance!

Berit



# What's Wrong With This Request?

**From:** Ole Nilson  
**Sent:** Friday, March 10, 2017 11:11 AM  
**To:** Lars Hanson  
**Subject: REQUEST:** BI Project  
Lars,

**Background:** It has come to my attention that level 2 lead performers are not keeping the Kanban board up to date in Office 365 Planner.

**Request:** Please deal with that.

**By When:** ASAP.

Thanks a bunch.  
Ole



# What's Wrong With This Request?

**From:** Ingrid Svensen

**Sent:** Friday, March 10, 2017 11:11 AM

**To:** Thor Magnusson

**Subject:** Sales Sheets need to be production ready and in SharePoint  
Thor,

**Background:** Because we are having our first training session, and we planned to train the new staff on the Sales Sheets we need them updated and uploaded to SharePoint.

**Request:** Please create a folder in SharePoint and move the documents there. Please make sure that the first class attendees have read access to all material.

**By When:** Please commit to, negotiate, or decline this request by end of day Wednesday, 15 March 2017. If you cannot commit either way by Wednesday, please commit to commit by Tuesday, 14 March 2017.

Cheers,  
Ingrid

# Verbal vs. Non-Verbal Communication

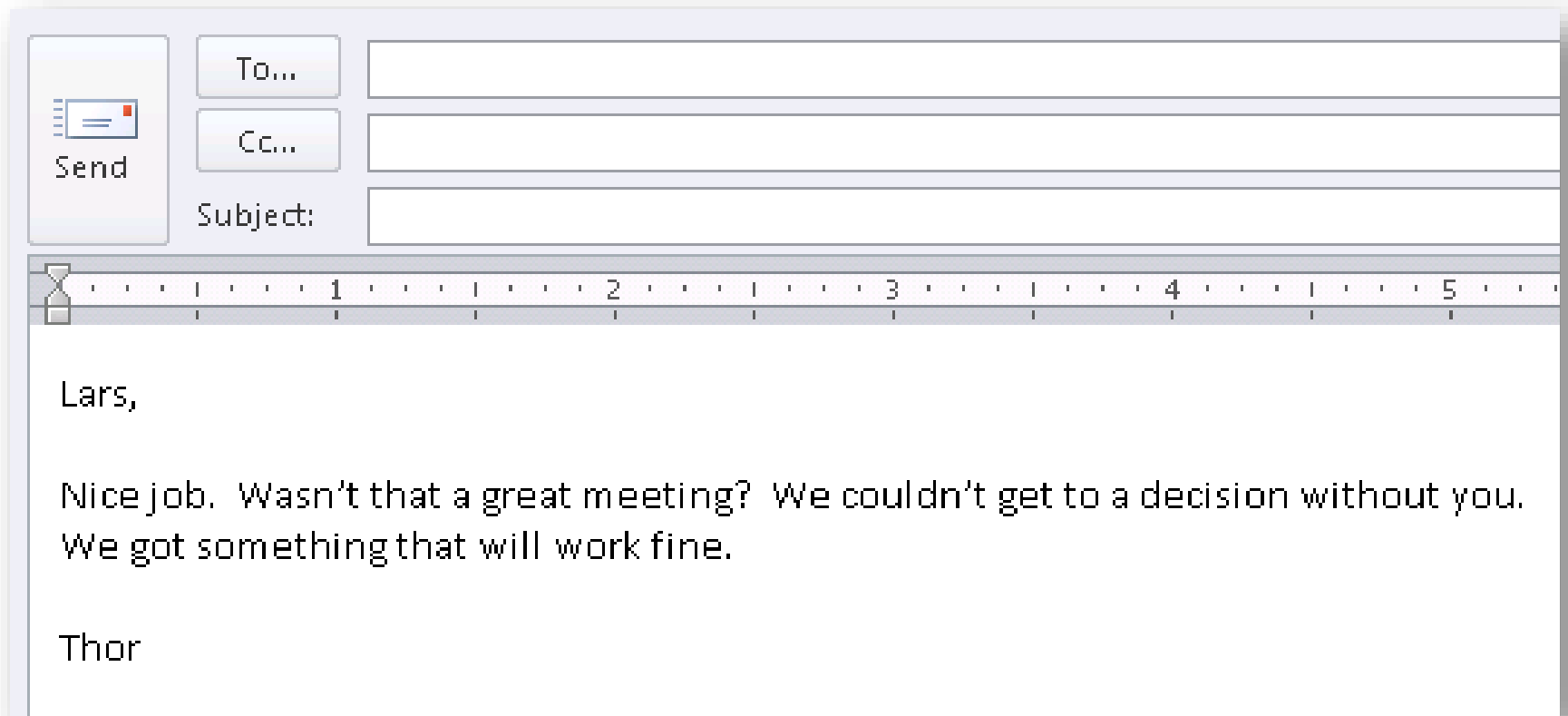
What do you believe more verbal or non-verbal?



# Sending Email

PROS	CONS
Quick	Easily misinterpreted
Send many the same message	Asynchronous communication
Don't need to be in the same location	Non-verbals??

# Misinterpreting Email - Tone



# Email types

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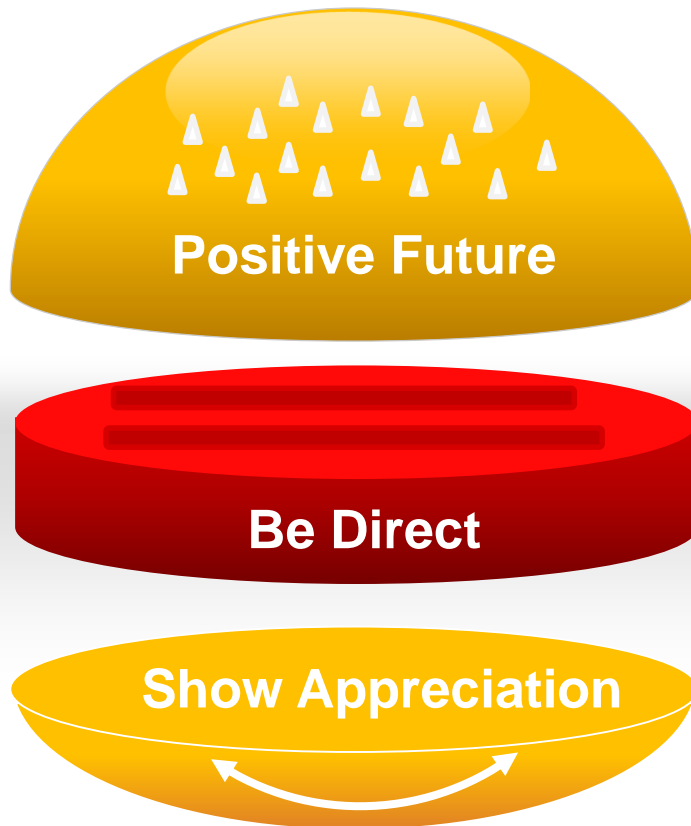
## **Reply Requested**

- You are requesting a response by a certain time

## **Request**

- An email that requires your reply by a certain time

# Bad News Burger



What's in it for me?  
(WIIFM)



# Words Matter



# Words set a mood

- Positive words set a mood
- Clarifying words set expectations “We should take out the trash”
- If communication is unclear we infer what the meaning is
- “The deadlines for complaints was yesterday”
- What do they say about ASSUME?



# Words to use (Call Center scenario)

Words NOT to use	Your ideas
You can't	
I can't	
It's not my job	
You should never	
Bug/Glitch	
You never	
You should	

# How to Lead Effective Meetings



# What people say about meetings

What a waste of time!

That was unproductive

We have meetings about meetings

Nothing ever gets done in our meetings

I can't get work done because we have too many meetings

What was the point of THAT meeting?

# Thoughts about Meetings



"The last time I attended a staff meeting..."

# Care and then Prepare

**True or False?**

**If you care about people you work better together?**

# The Obvious

**In advance...**

send Type of Meeting and Agenda

# Meeting Types

- **Speculation**

- Idea generation...Brainstorm or "Thought Shower"
- What's Missing What's Possible

- **Planning**

- Propose action on timeline, budgets roles

- **Inform**

- Communicate information no decisions

- **Decision**

- Specific outcomes determined

# Let's Do Meetings Differently

## Model it First; Explain it second

- VERY first Meeting: Introduce yourself
  - Name,
  - Role on the Project... (NOT your title)
  - Why did you wear those shoes today?



# Some Intro questions

- Favorite Entrée
- If we all came to your house to eat, what would you serve us?
- Dream vacation
- Why are you wearing those shoes?
- Favorite Season
- The Hospital you were born at
- YOUR IDEAS???

**WARNING: Do NOT ask what did you do last weekend?**

# Let's Do Meetings Differently

## Model it First; Explain it second

- VERY first Meeting: Introduce yourself
  - Name,
  - Role on the Project... (NOT your title)
  - Why did you wear those shoes?
- 2<sup>nd</sup> Meeting and Following...I am present...My mood is....<XXXXX>
  - Think about remote participants
  - Present is committing to NOT being on your phone, NOT being distracted.
  - Mood Matters

# Check-In: Commit to being Present

## Check- In

- “I am Present”
  - Committing to others to be alert
  - NOT multi-tasking; you’re semi tasking..
  - **Translated: No Laptop, no snap chat, no reading the mail**

**The reality is that sometimes you are driving or rushing to meet a deadline. Declare it!**

# Check-In: Mood

## Mood

- Declare Mood
  - Committing

Things go well -> Good Mood

Things go bad -> Bad Mood

**Generative** – Generates possibilities. We will refer to these as **Productive**.

**Degenerative** – not generate possibilities. . We will refer to these as **Unproductive**.



# Sample Meeting

**Decide Order of tables to be dismissed for Break/Treats**

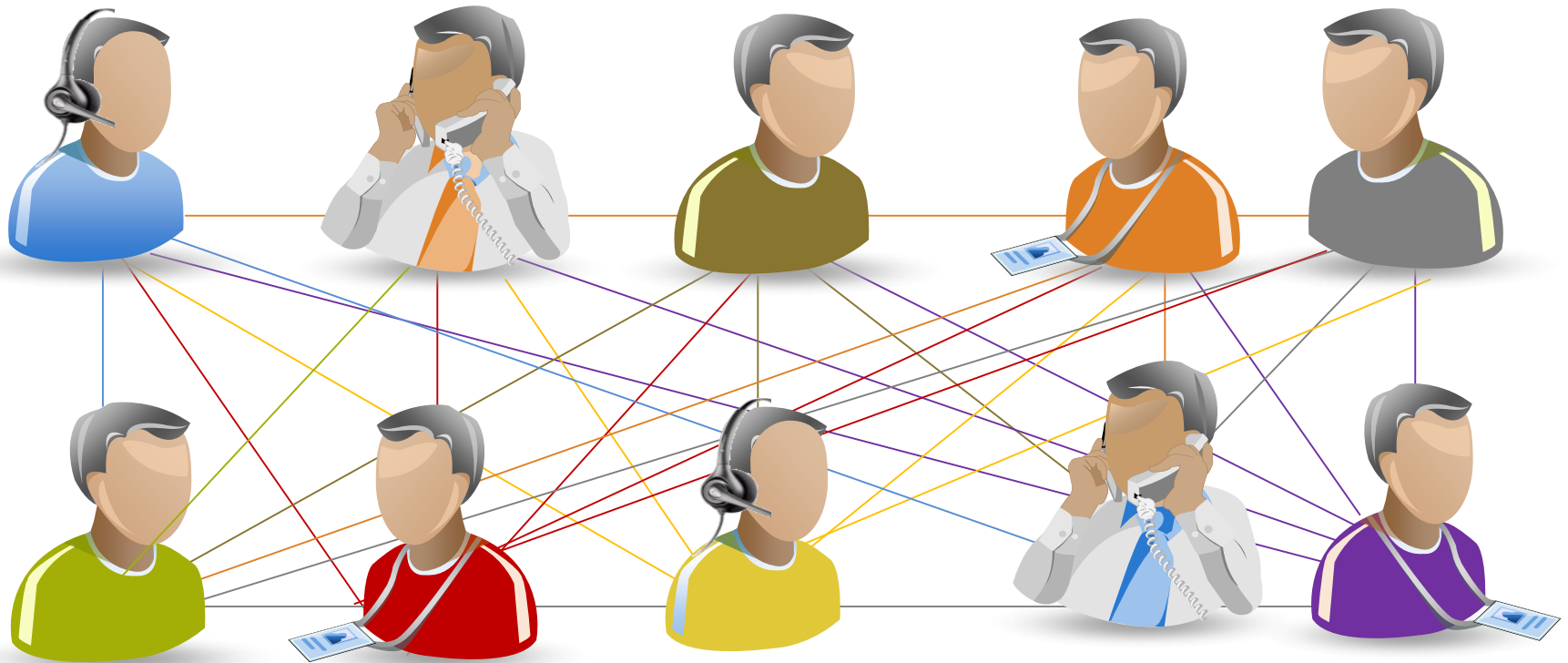
# Check-In: Review

## Check- In

- “I am Present and I am excited”
  - Moods – energized, optimistic, expectant, eager
- “I am driving but I’m mostly Present. I’m anxious, but excited to see what we can accomplish.”
- “I’m a bit distracted, but am ready.”

# Communication Math $\frac{N(N-1)}{2}$

How many communication lines are there?



# Ending a Meeting

## Satisfaction Level and Mood

- Satisfaction Options
  - Highly Satisfied...
  - Satisfied
  - Dissatisfied
  - Highly Dissatisfied
- Mood
  - Energetic, Optimistic, Discouraged



# Culture Changer

- How you run meetings changes the culture:

# Takeaways

- What is the purpose of the meeting?
- Introduce attendees and CHECK IN
- Declare your satisfaction AFTER the meeting

# Presentation Skills



# Presentation Dos and Don'ts

## Dos

Memorize your first sentence

Remind yourself you were asked to speak for a reason

Silence is okay

Use time effectively

Memorize your last sentence

## Don'ts

“For those who don't know me I'm Gus Broman”

Do NOT apologize for not being a good public speaker

Don't UMM, or AH HH

“I only have 2 minutes”

“That's about it”



# Present your #1 Takeaway from Today

- 2 minute **MAXIMUM** time limit
- Tell us **one technique** and **how you will use it** at work or at home (i.e. On Saturday mornings I will put my newspaper down, give eye contact and use effective listening, by using “repeating”)

## Dos

Memorize your first sentence

Remind yourself you were asked to speak for a reason

Silence is okay

Use time effectively

Memorize your last sentence

## Don'ts

“For those who don't know me..”

Do NOT apologize for not being a good public speaker

Don't UMM, or AH HH

“I only have 2 minutes”

“That's about it”



# Communication Channels



# Communication Channels

**List Communication Channels we use:**

**What is the order of urgency for Communication Channels**

**Does age of “receiver” matter in which communication channel we use?**

# Questions?

What are your questions?





# Contact Info

**Gus Broman**

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@LutefiskLover

**PLEASE complete the  
session evaluation on  
the Conference App!**

