



maxim

CONSULTING GROUP

Field Leadership Training

**Effective Communication
Goal Setting & Action
Planning**



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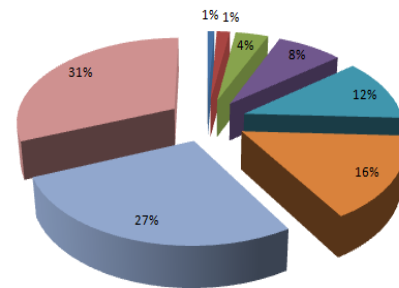
EFFECTIVE COMMUNICATIONS

OBJECTIVES

- Become aware of the criticalness that effective communication has on a project manager's success
- Learn the primary roadblocks to effective communication
- Understand the skills required for reflective listening
- Learn skills to resolve conflict more effectively

GROUP SURVEY

What percent of your time during the week is spent in the act of communicating?



FORMS OF COMMUNICATION

Verbal

- Presentations
- Meetings
- One-on-one
- Face to Face
- Telephone

Non Verbal

- **The how of communication (not what)**
 - Body language
 - Tone
 - Grammar
- **Types of written communication**
 - Letters
 - Email
 - Text Messages
 - Chats

GROUP DISCUSSION

- At your tables, list the characteristics of effective communicators:

EFFECTIVE COMMUNICATION INVOLVES

- Understanding yourself
- Eliminating roadblocks
- Seeking to understand
- Intentional messages

KILLER PHRASES

- We tried that before...
- It costs too much...
- That's not my job...
- It's against policy...
- Let's form a committee...
- We're not ready for that...
- Let's put it on the back burner...

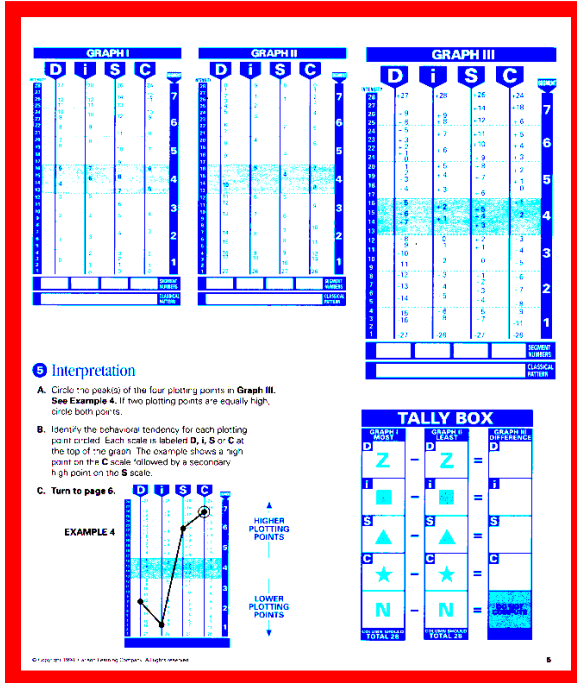
WHAT IS DISC?

- A simple four-factor cognitive map for understanding and managing behavior
 - Mine
 - Yours
- Mental model for understanding and managing differences
- A simple, easy to use tool

UNDERSTANDING YOURSELF VIA THE DISC PERSONALITY ASSESSMENT

- We all communicate and work differently
- DISC is a tool to assist in the ease of teamwork and communication
- DISC can be used to build better understanding and relationships
- No style is preferable to another – there are no good or bad profiles

INTERPRETATION OF 3-GRAPHS



GRAPH I
D I S C

GRAPH II
D I S C

GRAPH III
D I S C

Interpretation

A. Circle the peaks of the four plotting points in **Graph III**. See **Example 4**. If two plotting points are equally high, circle both points.

B. Identify the behavioral tendency for each plotting point circled. Each scale is labeled **D**, **I**, **S** or **C** at the top of the graph. The example shows a high point on the **C** scale, followed by a secondary high point on the **S** scale.

C. Turn to page 6.

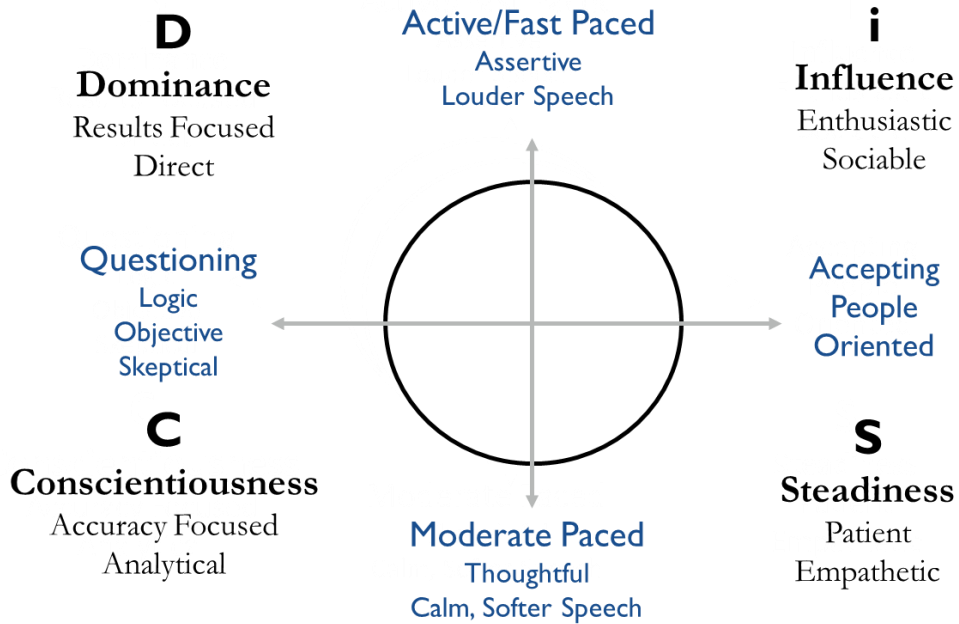
EXAMPLE 4

HIGHER PLOTTING POINTS
LOWER PLOTTING POINTS

TALLY BOX

GRAPH POINT	GRAPH SCALE	GRAPH BEHAVIORAL TENDENCY
D	Z	
I	I	
S	S	
C	C	
N	N	
TOTAL DISC		

UNDERSTANDING DISC



PERSONAL PROFILE OVERVIEW

D - Dominance	I - Influence
Decisive Aggressive Independent Blunt	Friendly Talkative Enjoys Group Activities Positive, Optimistic
C - Compliance	S - Steadiness
Accurate Systematic Calculating Cautious	Consistent in Performance Controlled Reliable Compatible

BEHAVIORAL FEARS AND MOTIVATORS

Style	Fears	Motivators
D	Loss of Control	Challenge, Authority
I	Rejection	Involvement
S	Change	Atta-boys
C	Non Logical Behavior	Detailed Work

CHARACTERISTICS OF A HIGH D (DOMINANCE) PROFILE

- **Results** - oriented
- Direct - quick to the point
- Risk taker
- Takes charge - a natural leader
- Comfortable making many quick decisions
- Does not engage in small talk
- Does not follow the rules—but makes them
- Not analytical
- Has poor listening skills

CHARACTERISTICS OF A HIGH I (INFLUENCER) PROFILE

- Relationship/team-oriented
- Great small talker
- Meets people well—outgoing
- Makes favorable impressions
- Quick on their feet
- Dresses fashionably - needs to look good
- Shakes hands and back slaps
- Smiles a lot
- Knows everyone
- Has no attention to details
- Does not follow traditional process

CHARACTERISTICS OF A HIGH S (STEADY) PROFILE

- Traditional
- Systematic
- Conservative—risk averse
- Comfortable with routines and “standard” procedure
- Great team player
- Cool and reserved
- Listens extremely well
- Follows directions
- Resists change

CHARACTERISTICS OF A HIGH C (COMPLIANCE) PROFILE

- Detail-oriented
- High attention to quality and correctness
- Likes controlled atmosphere
- Critical
- Dislikes sudden change
- Constantly asks why
- Conservative—risk averse
- Has reasons for everything
- Analyzes everything
- Slow to change

TIPS FOR COMMUNICATING EFFECTIVELY WITH A HIGH D

- Keep it short—get to the point
- Give them options or choices
- Look them directly in the eye
- Provide specific answers to D’s specific questions
- Keep written communication short
- Do not engage in small talk
- Do not present details

TIPS FOR COMMUNICATING EFFECTIVELY WITH THE HIGH I

- Engage in social/small talk
- Communicate in a social setting
- Allow plenty of time for conversations
- Do not insult them or embarrass them
- Do not drown them in details

TIPS FOR COMMUNICATING EFFECTIVELY WITH THE HIGH S

- Meet on their turf
- Be sincere
- Focus on the process
- Share details
- Listen
- Stay calm
- Do not become emotional
- Do not generalize

TIPS FOR COMMUNICATING EFFECTIVELY WITH THE HIGH C

- Ensure communication is error free
- Provide details and facts
- Stress quality
- Expect critical comments
- Do not make intuitive decisions
- Do not force immediate decisions
- Answer the C’s questions with facts and back up

CHARACTER TRAIT CLUES TO PROFILES

D	I
Take charge of the conversation? Refuse to waste time on small talk? Want to come to the point quickly? Want to know about results?	Dress smartly? Reach out, shake your hand warmly, and smile? Engage in small talk? Want to go out for drinks or meet for lunch?
C	S
Have diploma on the wall? Want to see your credentials? Want detailed answers? Need to be assured of quality?	Wear conservative clothes? Work in a traditional office? Act cool and reserved? Listen well?

ELIMINATING ROADBLOCKS

- Judging Responses
 - *“Well this is your fault – you should have planned this better.”*
- Solving Problems
 - *“Get a group of guys in there and knock it out – I don’t care if takes all weekend!”*
- Avoiding
 - *“Hmmm, that’s a tough situation but I am sure you will figure it out. Let me know if I can help (walking away).”*

ANOTHER QUESTION

- What is the worst result you have either experienced or are aware of occurring due to miscommunication?

SEEKING TO UNDERSTAND

- Reflective Listening
 - Paraphrasing
 - Reflecting feelings
 - Reflecting meanings
 - Summative reflections
- Questioning Skills
 - Types of Questions
 - Open Ended
 - Closed Ended
 - Demonstrate interest
 - Aid in discovery of key needs
 - When not to question

CONFLICT RESOLUTION

- Conflict is unavoidable – especially in construction
- Conflict is at best disruptive and at worst destructive
- Conflict is necessary to work through in order to complete the project
- Organizational conflict and control methods affect outcomes
 - Leadership
 - Climate
 - Policies

PROJECT / TEAM CLIMATE

Submission

- Demonstrating a lack of respect for one’s own needs and rights

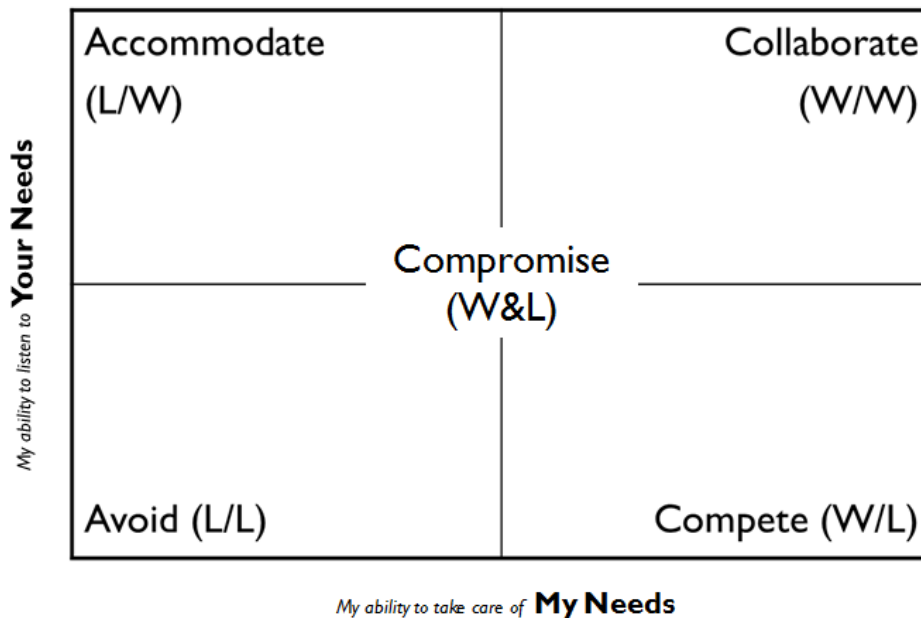
Assertion

- Maintaining self-respect while pursuing need satisfaction without abusing or dominating others

Aggression

- Expressing one’s feeling, needs and ideas at the expense of others

CONFLICT RESOLUTION STYLES



GROUP DISCUSSION

- Within your group, discuss where you think you are on the continuum just discussed and see if the group agrees
- For the sake of time choose two people

CONFLICT RESOLUTION 3 STEP METHOD

- Step 1: Treat the other person with respect
 - *This has everything to do with your listening behavior*
- Step 2: Listen until you “experience the other side”
 - *This means fully understanding their side*
- Step 3: State your views, needs and feelings
 - *People tend not to listen until they know they have been listened to*

SUMMARY

- Eight Things to Remember
 1. Communication is more than putting thoughts into words
 2. Listen for the intonations
 3. The body doesn't lie
 4. Perception is reality
 5. How things are said is very important
 6. Actions do speak louder than words
 7. The key ingredient of effective communication is believability
 8. Don't judge a book by its cover

Remember to Listen, listen, listen

SELECT ONE COMMUNICATION HABIT TO CHANGE

1. Old habit:

2. New habit:

3. Initial steps to implement:

4. Who will help:

5. How will they help:

6. Identify a check-point for yourself to see how you are doing with this new habit:

GOAL SETTING & ACTION PLANNING


OBJECTIVES

- We will discuss the importance of developing goals and using them in the planning process
- We will explore a framework for balancing professional demand and personal demands and provide a context for how to define the balance for your own life
- We will develop specific action plans based on the lessons learned in this program

STARTER QUESTIONS

- Can anyone say that they have written down, well defined goals?
- Do you know anyone that does?

12 TIPS FOR MAXIMIZING PERSONAL PRODUCTIVITY

- 
1. Plan from goals
 2. Seek work-personal life integration
 3. Write down plans and lists
 4. Schedule according to priorities
 5. Consider personal energy levels
 6. Eliminate by delegation
 7. Avoid procrastinating
 8. Manage calls and voicemail
 9. Manage e-mail
 10. Disengage
 11. Organize your workspace
 12. Conduct efficient meetings

TIP #1 – PLAN FROM GOALS

High leverage activities start at the top “*Top to Bottom or Macro to Micro*” planning. Goals are the first step in planning.

- Long Term Goals (3-5 years)
- Yearly Goals
- Project Goals
- Monthly Goals/Targets
- Weekly Goals/Targets/Activities
- Daily Tasks



CREATING SMART GOALS

Specific - (What is it exactly?)

Measurable - (Is it something that when accomplished, can be seen or measured?)

Actionable - (How does a person specifically go about trying to accomplish this goal?)

Realistic - (Is it realistic that this person or you can accomplish this goal? Do they/you have the right training, education, etc?)

Time Measured - (Is there a time that this goal is considered completed?)

THE TIME MANAGEMENT MATRIX

<p>1 Urgent Important</p> <p><u>Activities</u></p> <ul style="list-style-type: none"> •Crises •Pressing Problems 	<p>2 Not Urgent Important</p> <p><u>Activities</u></p> <ul style="list-style-type: none"> •Planning •Relationship Building •Opportunities •Preparation •Crisis Prevention •Personal Development
<p>3 Urgent Not Important</p> <p><u>Activities</u></p> <ul style="list-style-type: none"> •Unimportant Interruptions •Some Calls •Mail & Reports •Some Meetings •Other's Emergencies 	<p>4 Not Urgent Not Important</p> <p><u>Activities</u></p> <ul style="list-style-type: none"> •Procrastination •Busywork •Some Mail •Some Phone Calls •"Escape" Reading/TV •Time wasters

HOW DO WE DETERMINE PRIORITIES?

- Look at the entire **team/project/organization** goals as well as your personal goals. Prioritize actions on the basis that they help move you and the entire project team/company forward.
- Consider the deadline and the amount of time required to complete the action (or series of actions).
- Ask yourself some important questions...

WHEN DETERMINING WHAT YOUR PRIORITIES ARE, ASK YOURSELF THE FOLLOWING...

- Does doing this task help me reach an important company or personal goal?
- Will doing this action now save me time in the future?
- Is this task a request from someone I should not put off (e.g., supervisor, client, subordinate, etc.)?
- Does it involve what my work or role is about?
- Will this task make me more knowledgeable?
- Will it matter if I do not ever do this task? (nice to do, but not necessary)

*If you answer NO to some of these questions, then that item may not be a
TOP PRIORITY*

TIP #2 – SEEK WORK AND PERSONAL LIFE INTEGRATION

The purpose of life is a life of purpose



A successful life is one in which you fulfilled your purpose (*measured along the way and not just at the end*)



A clear purpose inspires and helps define clear goals



CONNECTING YOUR PURPOSE TO GOALS

So how do you create goals for your entire life integrating both work and personal areas in an appropriate alignment?

Try breaking it down like this:

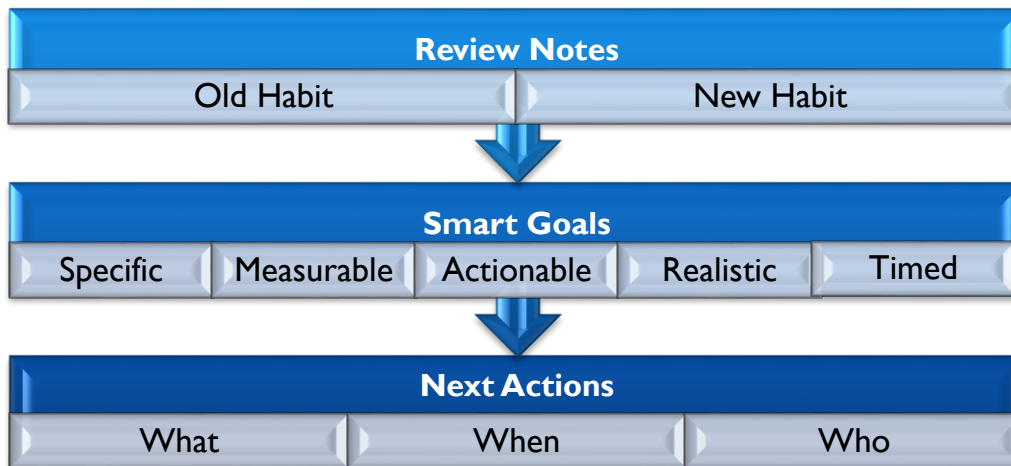


Physical
Relational
Occupational
Material
Intellectual
Spiritual
Emotional

WORK AND PERSONAL LIFE INTEGRATION KEYS

- This looks different for everyone.
- Depends on your age/ stage/ roles.
- Link your time allocation to your unique purpose.
- You are responsible for your own integration or lack thereof.
- Make AND KEEP appointments with or for yourself.

ACTION PLANNING



STAND AND DELIVER

What is one thing that you are committing to do different as a result of this program?

FINAL CHARGE – GO BE GREAT!



GOAL SETTING & ACTION PLANNING

As you listen to the presentation, develop a list of the ideas that you would like to implement or changes you would like to make in your organizations. List them below. When the session is complete, rank them in order of importance to you.

Ideas I Would Like to Implement	Rank

Next, review the above, choose one idea to implement and develop a SMART Goal. Write that goal in the space below:

In order to achieve that goal, PLAN a series of NEXT ACTIONS to accomplish that goal setting a timeline for their accomplishment and identifying someone who will be involved by either helping you or holding you accountable.

Next Action	By When	With Who



SPEAKER BIO
