



Communications Communications

Windows, Mirrors and Relationships Windows, Mirrors and Relationships

Building Trust through Responsible Communications

With

Alden B. Davis

2 June 2010

Purpose

To accept the important role I play in communicating (convey vs. converse) messages

In a way that understands how my agenda influences the message and what people "hear"

So that environments are created that attract and retain the best aerospace talent and people feel engaged and willing to give their discretionary effort.

Products

- * Building trust throughout levels of management.
- * General cohesiveness between supervisors and managers in how they represent each other and the company.
- * Reduced rumors through a more consistent flow of information from managers.

Success Objectives

- 1. Given non-negotiable direction from above and your personal standards of excellence**
Deliver the opening lines of the presentation to your group
In a way that management direction is transformed into leadership within your sphere of control and the people involved have a clearly defined arena within which to be creative.
- 2. Given a group of people stating their views on a given subject**
Identify the world-view (paradigm) from which they speak, re-frame and offer an alternative world-view
In a way that will allow new insights/solutions to be seen.
- 3. Given a person sharing ideas with which you do not agree**
State the belief which is foundational to their viewpoint
In a way that allows you to represent their position in an accurate and unbiased way.

I assume self interest from others when information is incomplete. Ref Vuolevi and Van Lange, Univ. of Amsterdam European Journal of Social Psychology, Feb, 2010

Self-interest determines the support followers give or withhold from their organizational leaders. Ref. Scherwin, Univ. of California, Dissertation 2010

Self-protection impacts communication usefulness. Ref. Afifi, Olson, Armstrong, Penn State Univ., Human Communication Research, Oct. 2005


DDI research concluded:

Trust Busting Behaviors

- Sending mixed messages
- Self-welfare first
- Take no responsibility
- Jump to conclusions
- Hide information / lie

Trust Building Behaviors

- Straight talk
- Treat others as competent
- Seek opinions of others
- Keep promises / commitments
- Live the message



Malcolm Gladwell , The Tipping Point

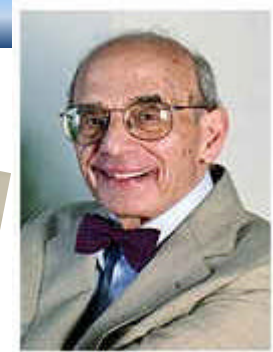
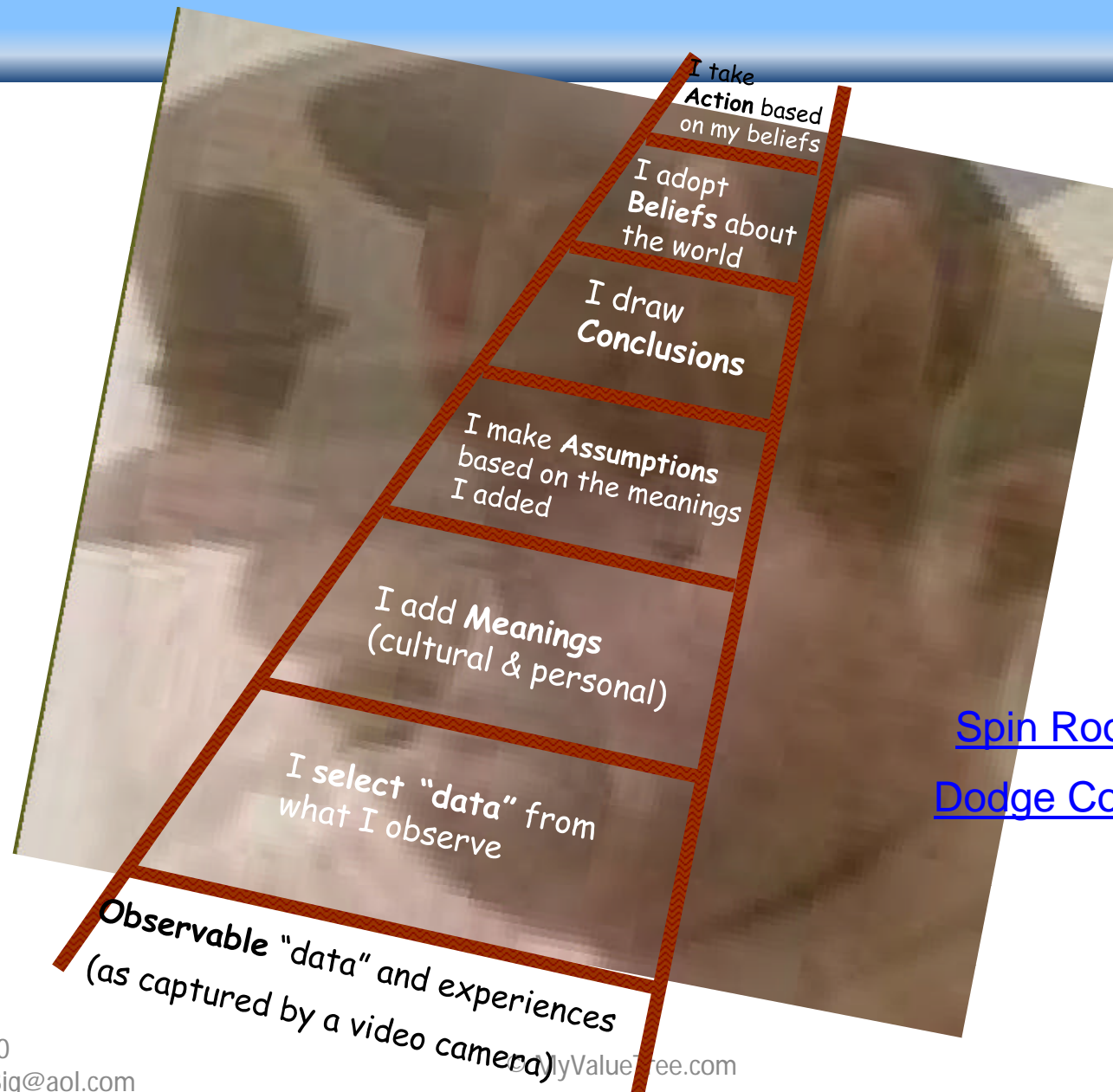
Broken windows

Gate jumping

Graffiti

Graffiti



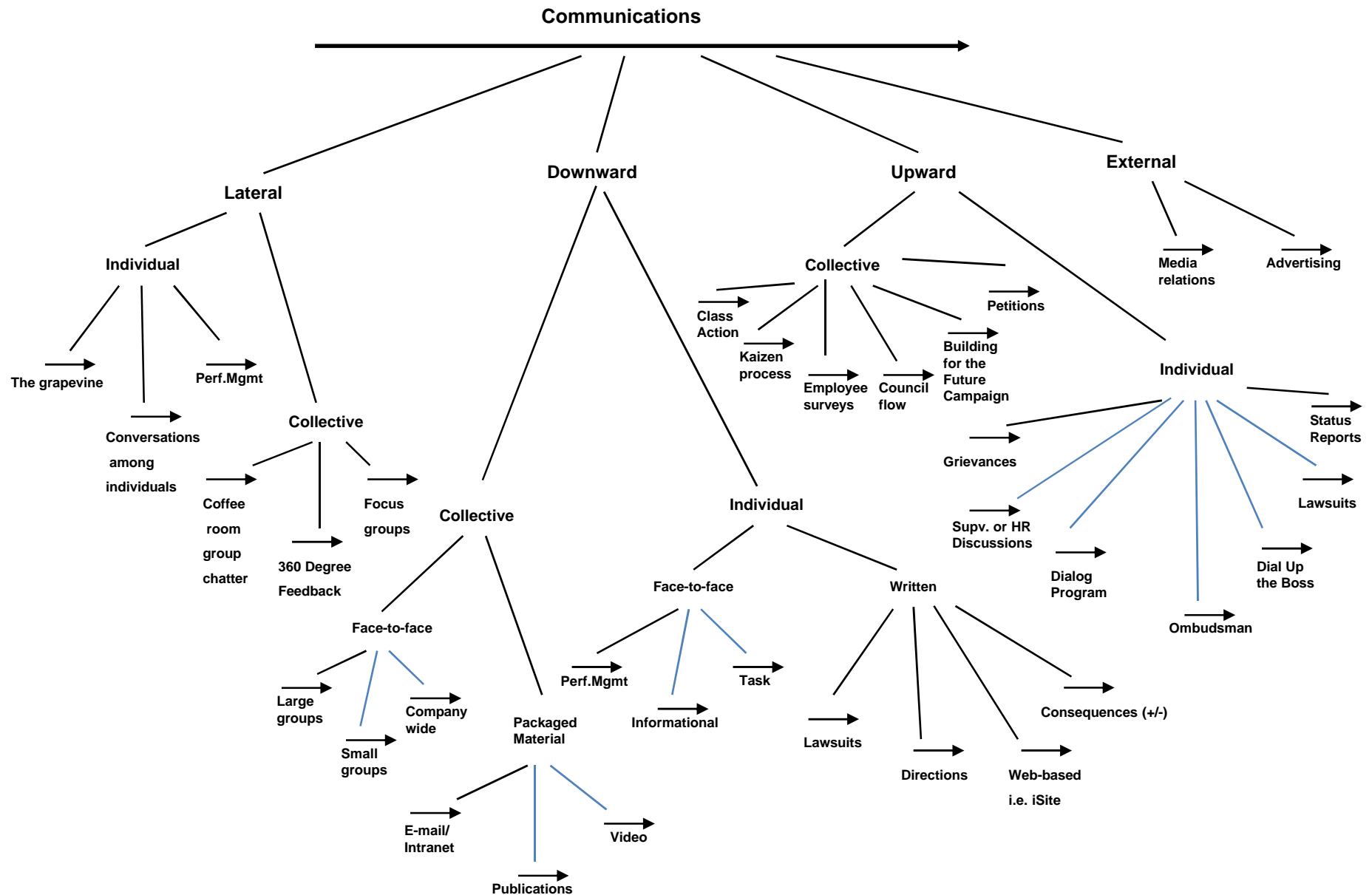


1923 – Present
Cambridge, MA
Harvard

[Spin Room](#)

[Dodge Commercial](#)

Communication Flows



Key Flow: Communications

Purpose:

To develop shared understanding (two-way)
in a way that values each person's contributions
so that long-term viability of the relationship is ensured.

Products:

1. Shared understanding of information









Process:

Reconciling peoples' capabilities and information needs with business requirements.

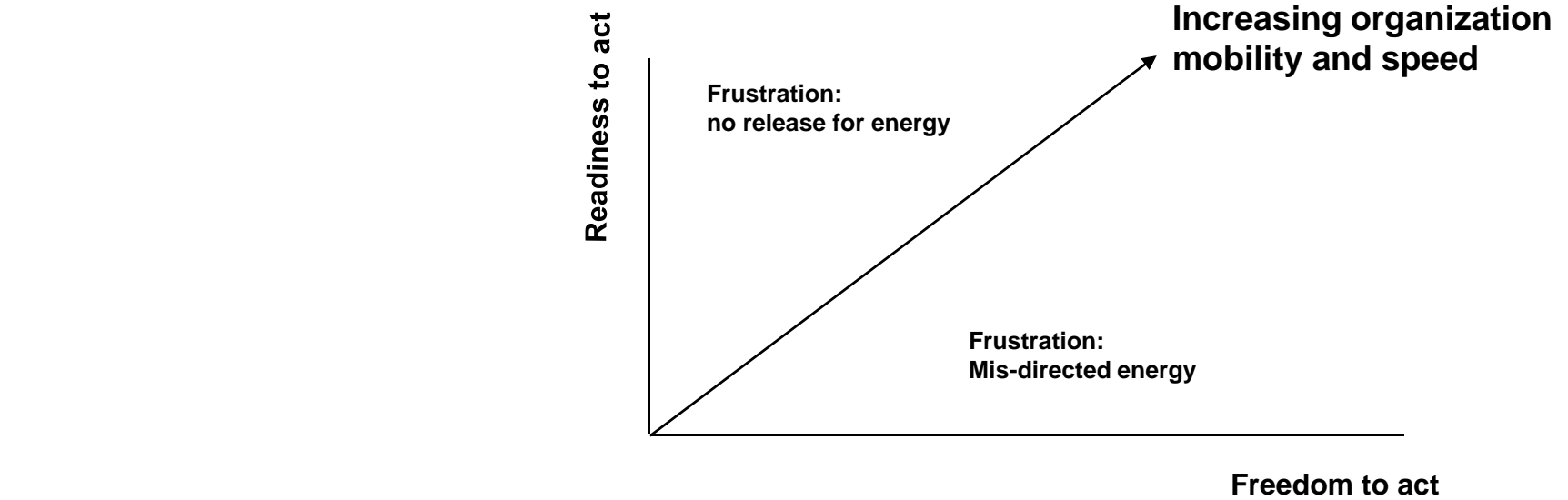
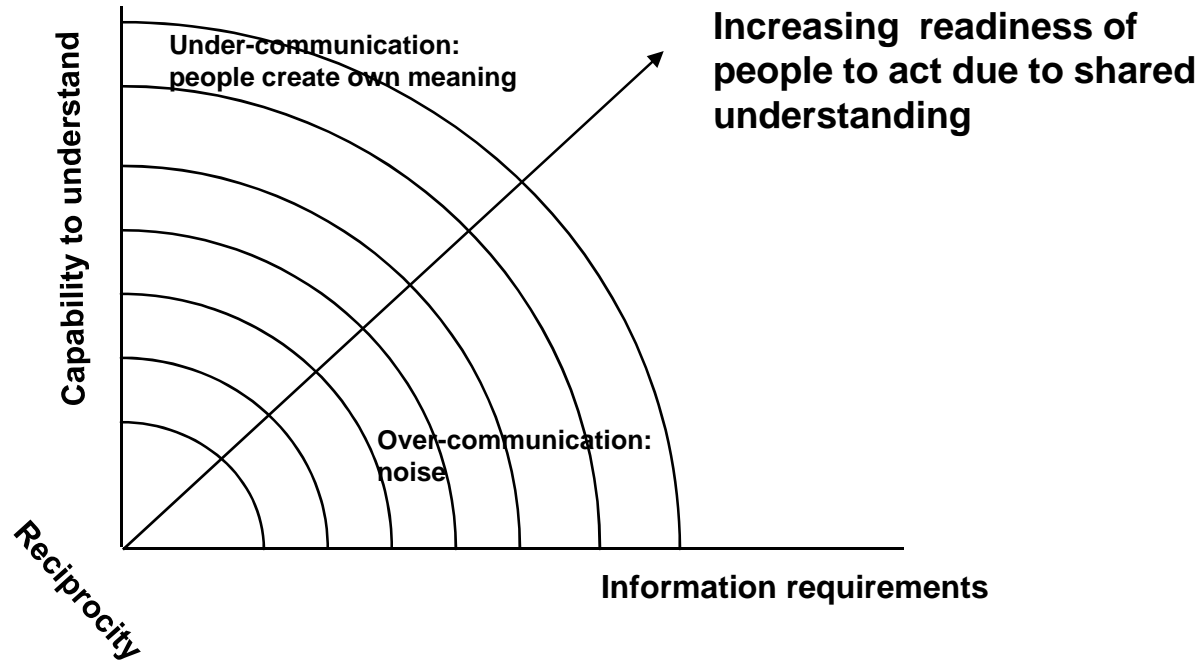
Key Beliefs:

1. Shared understanding of information increases people's readiness to act.
2. Shared understanding increases the potential for organization alignment.
3. Shared understanding is linked to individual capability.
4. Shared understanding comes through a two-way exchange.
5. "Communication" without shared understanding is noise.
6. Information sent is only as valuable as the credibility of the source.
7. Information received untimely / indirectly damages source credibility.

Flow Map

 Research where "shared understanding" must exist across the organization. 360° of perspective required.	 Define the requirements: what people, need what info, by when.	 Audit current organizational understanding against requirement.	 Determine the capabilities required to hear and discuss the information.
 Prepare people to hear and discuss the information.	 Deliver information through appropriate channels: * Lateral * Upward * Downward	 Measuring shared- understanding	 Shared understanding of information positions people to act.

MIB People





Three distinct, mutually dependent tasks exist to accomplish the work of INCREASING ORGANIZATION MOBILITY AND SPEED:

1. Targeting information for each population group

- a. Establishing the hierarchy of information
- b. Sequencing and timing the release of information
- c. Setting the requirements of “shared understanding”
- d. Packaging the information

2. Preparing people to hear the information

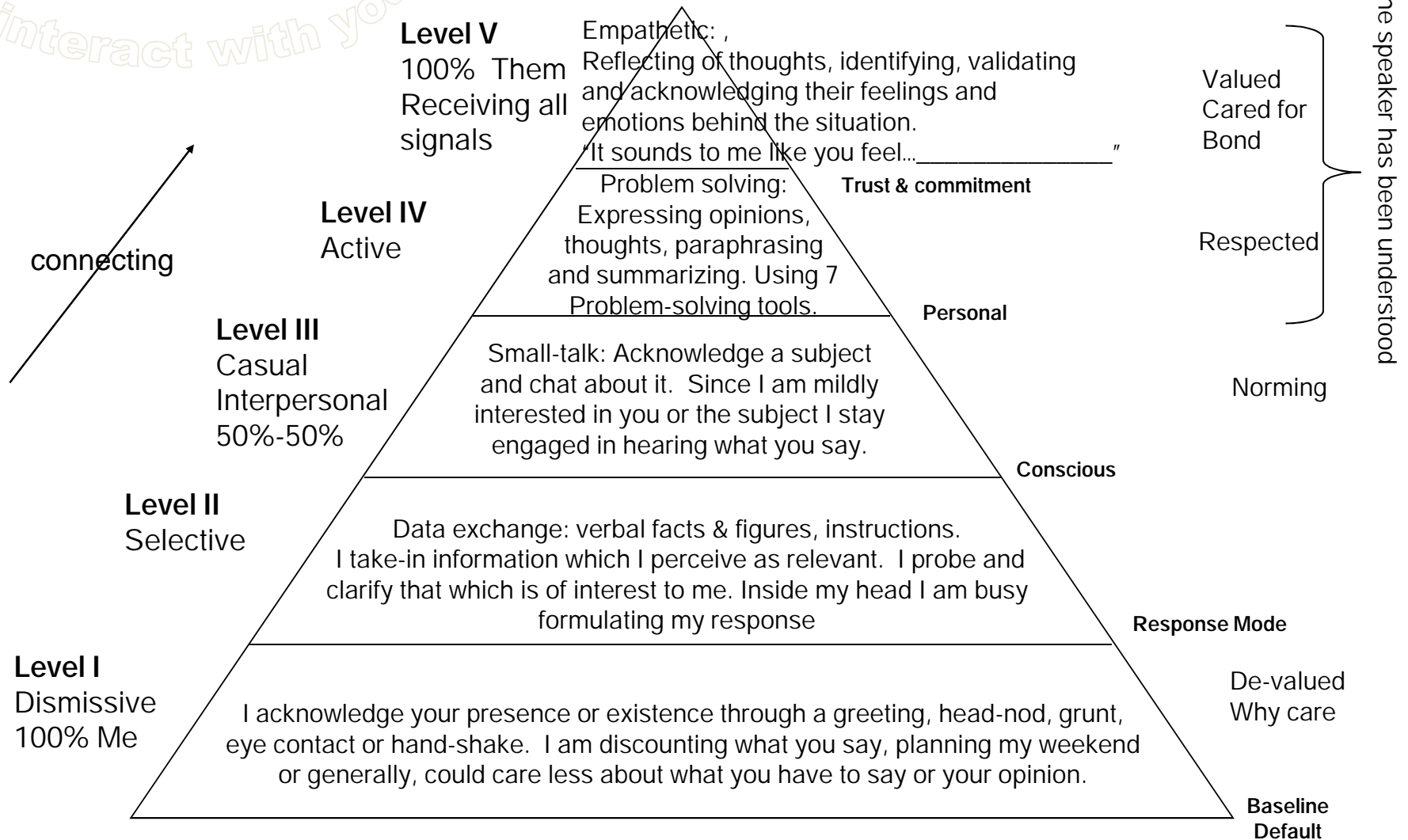
- a. Understanding the information requiring shared understanding
- b. Determining capabilities required to hear information
- c. Delivering capabilities

3. Enabling action on information

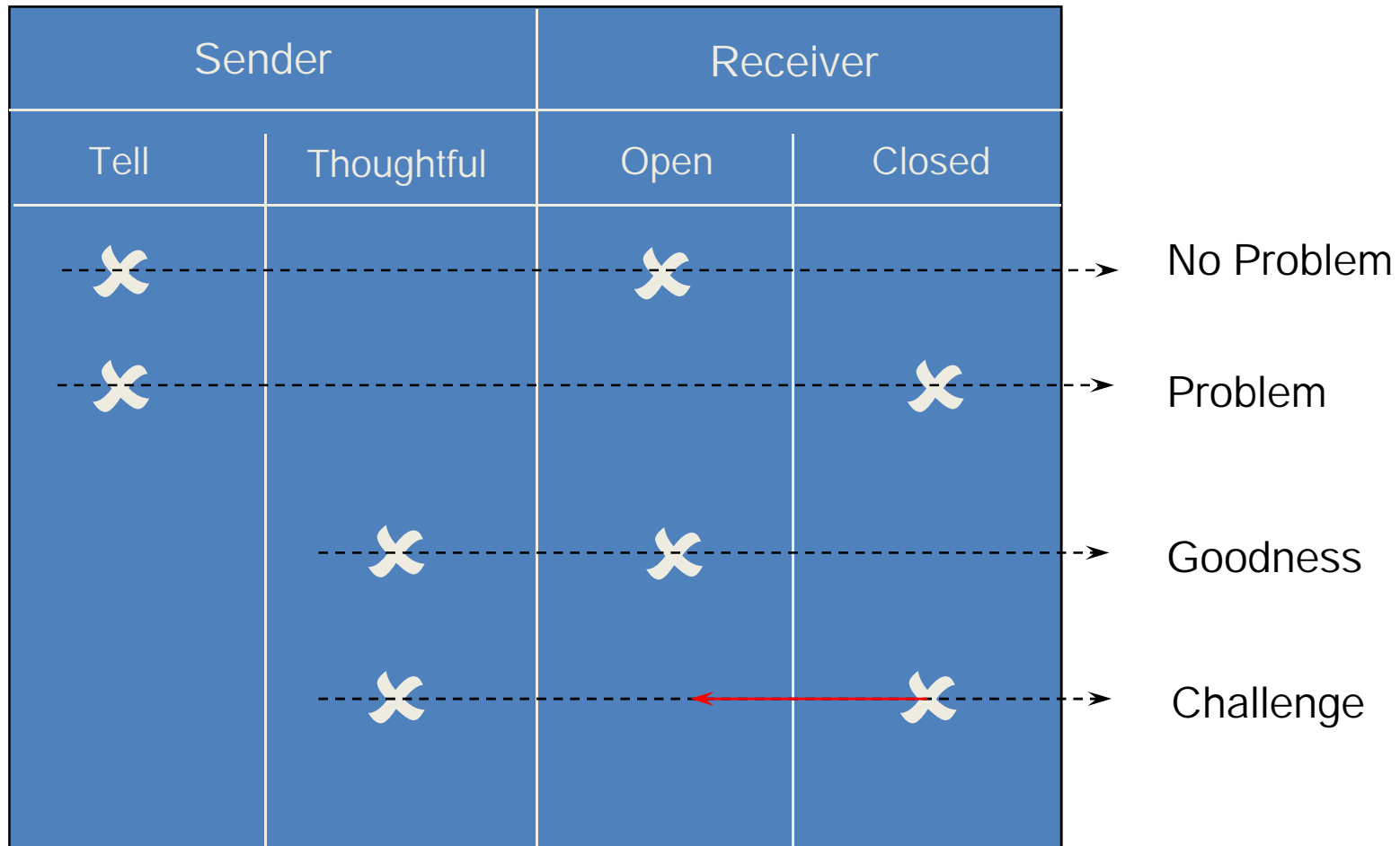
- a. Initiating process to reduce barriers

Listening:

How I choose
to interact with you



Possible Communication Scenarios



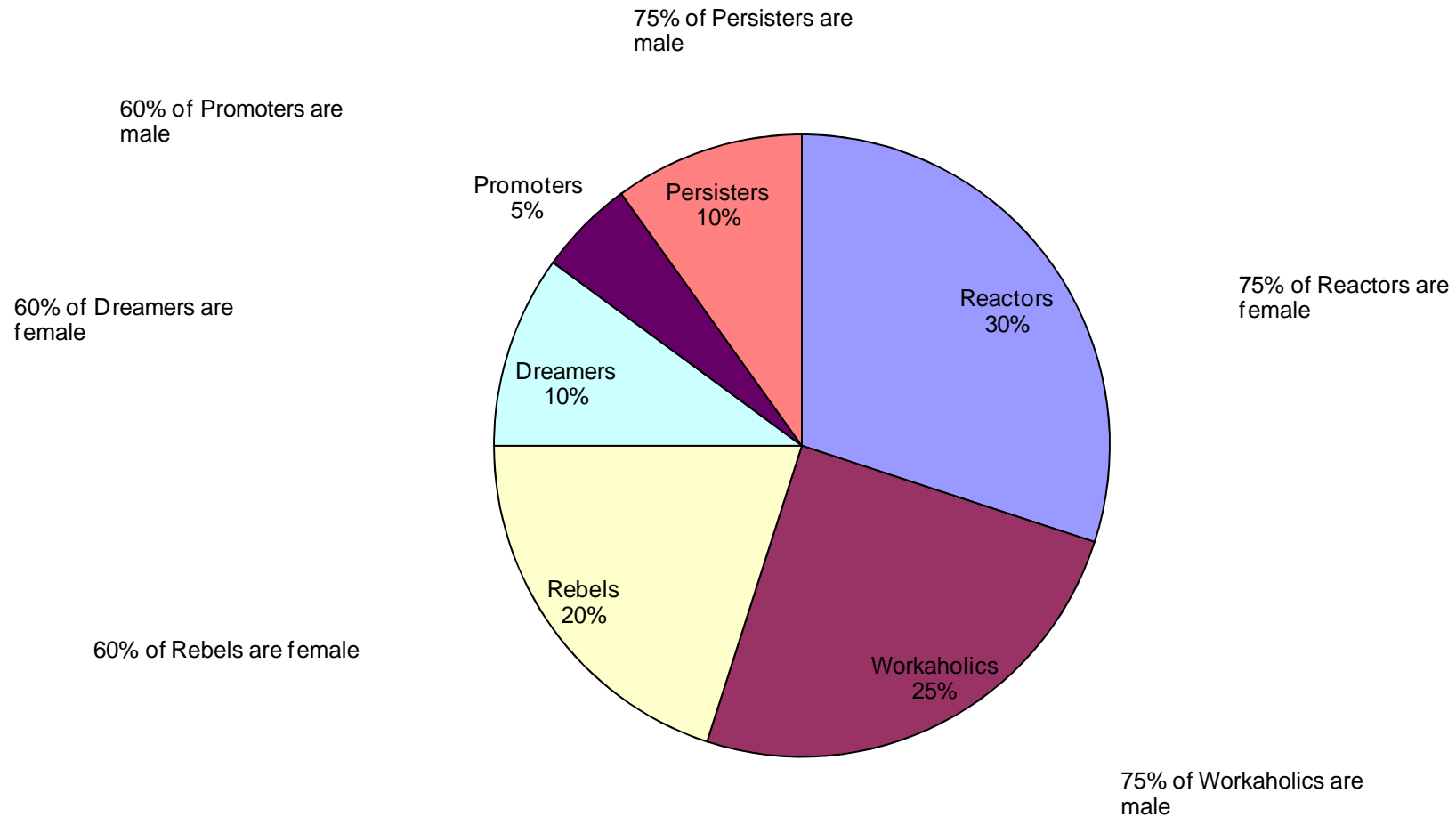
Know Your Audience

adapted from Passages, by Gail Sheehy

Late Teens to Early 20's	Mid to Late 20's	30's
<ul style="list-style-type: none"> • First round-trips between family and new "base camp" • Drawn to fads distant from the family • Seeking a "band of conspirators" • Defiant with feigned confidence • Rebounding to family • Creating identity relative to peers, work, beliefs, sex role • Leaving home physically and almost emotionally 	<ul style="list-style-type: none"> • Taking hold in an "adult" world • Concerns shift from internal to external... <ul style="list-style-type: none"> • How do I affect aspirations? • Best way to start? • Where do I go? • Who can help me? • How did <u>you</u> do it? • Shaping a dream • Possibility model formed • Preparing for lifework • Seeking a mentor 	<ul style="list-style-type: none"> • Awareness that the path of the 20's has become restrictive & is missing something • Trying to shed patterns developed in the 20's • "There is something more" • With competency proved, attention turns to self-concerns • Couples perceive lack of mutuality • Life has become rational and orderly • Roots go down • Settling into "the career" & "making it" • Marriage satisfaction drops • Focus on kids with reduced social life
Late 30's to Mid-40's	Mid-40's and beyond	
<ul style="list-style-type: none"> • Awareness that an end-point exists • Time starts to squeeze • Youth gone, faltering physical powers • Stereotyped self-identity fades • Absolute answers seem less absolute • The narrow identity begins being reworked through an authenticity crisis • Full-up examination of purposes and resource allocations • Grieving the loss of "the old self" • Disassembly of self and reintegration of new identity • Goal: becoming the sole provider of personal safety 	<ul style="list-style-type: none"> • Equilibrium regained, hopefully • <i>note: without the disassembly and re-integration, safety and supports get withdrawn prior to a big wallop in the 50's</i> • Getting on with building a more authentic life structure • Happiness emerges as "not being fully understood by anyone" is accepted • Parents can be forgiven and children released • Friends and privacy are more important • "No more BS" is the motto 	

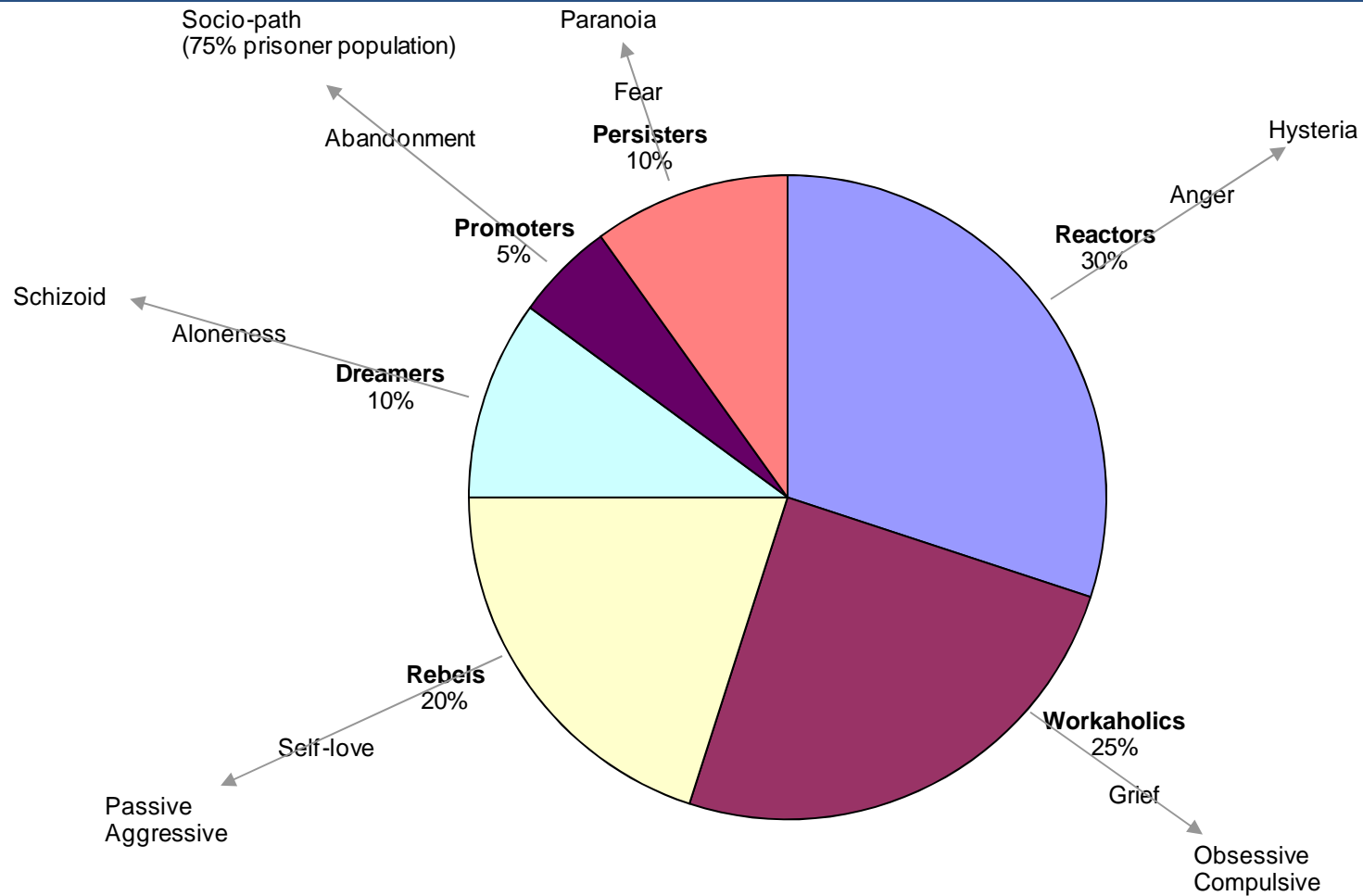
Know Your Audience

Distribution of Psychologies

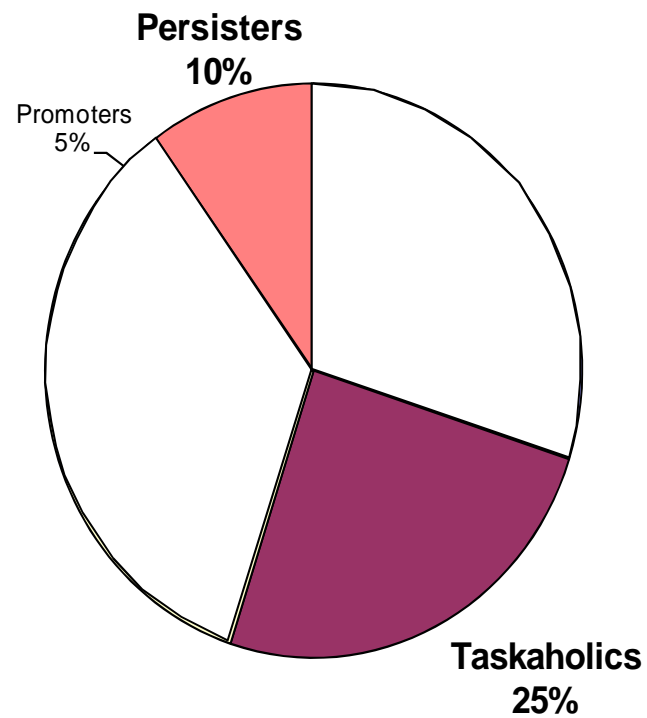


Know Your Audience

Where the Psychologies End-up



UTC's Make-up

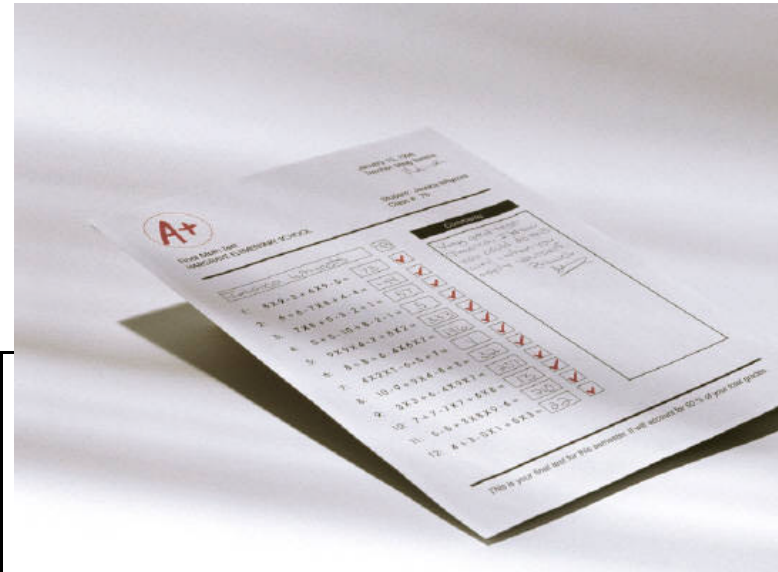


<http://www.kahlercom.com/speech.html>

OVERARCHING CONSIDERATIONS GUIDING THE DEVELOPMENT OF THESE *Scripts*

- Out of the six personality types, the target audiences within UTC are taskaholics and persisters with reactors in distant 3rd.
- Highly predictable behaviors and words flow out of a distressed state.
- The corporate environment fosters people operating in a distressed manner.
- "Distress" is the resultant of my psychological needs not being met. NOTICE: the word is "needs" **not** "desires" or "wants." It is a psychological non-negotiable.
- The very topic of "deficiencies" strikes at the core of the biggest needs of taskaholics and persisters.
- The info/data presented by Quality can be construed as an invitation to distress by taskaholics and persisters.
- An invitation to distress for the taskaholic =
 - Not being recognized as a contributor or value added
 - My ideas are not being solicited, heard or valued
 - # tasks > time to do them well
 - Reality does not meet my expectations.
- An invitation to distress for the persister =
 - My opinions are not valued
 - My beliefs are not considered
 - My convictions are violated
 - My values get trampled.
- My state-of-being directly effects people hearing me.
- If I speak to you in a manner that addresses your needs I will invite healthy conversation.
- Personality-type dictates my presentation not their organizational level.

Audit Report



Situation: Audit report received with less than stellar findings.

Scenario 1

I've just gotten the report on our audit and this is analogous to getting a report card at school. And when it wasn't good we would lose it before showing our parents. How many of you did this? Well, how would you like me to give this to you?

Matter of fact, what do you think the results showed?

First, here's what we did a great job in... Congratulations!

Secondly, here are some opportunities and I am going to invite a discussion about what we will do about them.

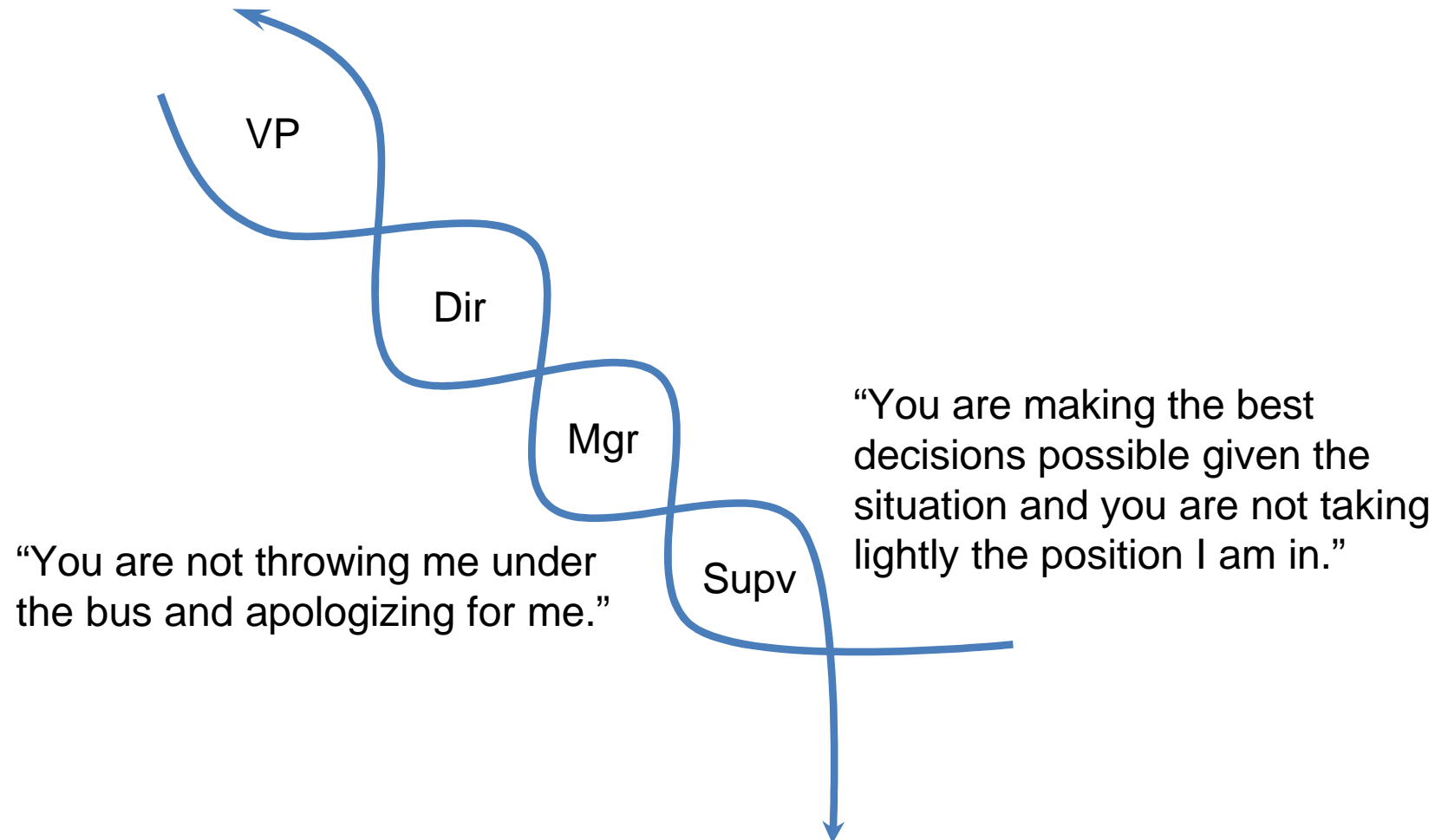
The Principled Supervisor



Principle 1

To take my place as the frontline of management in a way that never compromises the work while reconciling employee and company needs.

"Speaking for..." Management DNA



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Go forth and
inspire great
communications!