THAT’S NOT WHAT I MEANT!

HOW COMMUNICATION CAN MAKE, OR BREAK, TEAMS
ABOUT ME

I GREW UP IN THE CORPORATE WORLD AND AM AN AGILIST AT HEART. I SPENT THE FIRST 18 YEARS OF MY CAREER IN PROJECT, PROCESS AND VENDOR MANAGEMENT AS WELL AS CONTRACT NEGOTIATION. I FOUND, AND FELL IN LOVE WITH, AGILE WHEN I WAS ASKED TO LEARN AGILE AND DEVELOP AN ENTERPRISE METRICS MODEL, AND DISCOVERED I HAD BEEN USING AGILE PRINCIPALS WITHOUT KNOWING WHAT THEY WERE CALLED. I NOW WORK WITH COMPANIES THAT WANT TO BRING AGILITY INTO THEIR ORGANIZATION AND HELP LEADERS BUILD HEALTHY HIGH PERFORMING TEAMS.
EVERYONE COMMUNICATES THE SAME WAY, RIGHT?

- MAYBE, MAYBE NOT.

In pairs, share a time when your communication has not been on target, either at work or otherwise.
SO, LET’S LOOK AT A FEW REASONS COMMUNICATION IS IMPORTANT

• FIRST OF ALL, SHOULD WE CARE ABOUT COMMUNICATION?
  • PROBABLY
  • GOOGLE SEARCH OF THIS TOPIC YIELDS: About 8,680,000,000 results (0.55 seconds)
  • A SEARCH ON LINKEDIN.COM GROUPS GIVES US:  Showing 255,234 results

People are talking about communication
WHY?

• HOW ELSE WILL WE SHARE INFORMATION AND IDEAS IF WE DON’T COMMUNICATE?

• COMMUNICATION COMES IN COUNTLESS FORMS
HOW DOES COMMUNICATION BREAK DOWN?

• LET ME COUNT THE WAYS…

With a different partner, brainstorm the number of ways communication can break down. What’s your personal experience with communication gone wrong?
WHY WOULD WE WANT TO FIX OUR COMMUNICATION?

• ACCORDING TO A RECENT STUDY BY ATLASSIAN
  • EMPLOYEES CHECK THEIR EMAIL 36 TIMES AN HOUR AND RECEIVE 304 BUSINESS EMAILS PER WEEK
  • ADDITIONALLY, WE SPEND AN AVERAGE OF 31 HOURS IN 62 DIFFERENT MEETINGS EACH MONTH
  • FINALLY, AN AVERAGE WE EACH MANAGE 56 INTERRUPTIONS EACH DAY, TAKING 2 HOURS TO RECOVER FROM
Holy buckets!!!!

That's a ton of time...going where?
BUT WHAT IF WE COULD FIGURE OUT HOW TO MAKE COMMUNICATION MORE EFFECTIVE?

WHAT IF WE COULD UNLOCK THE SECRET OF HOW PEOPLE THINK SO WE COULD COMMUNICATE THAT WAY PEOPLE BEST RECEIVE INFORMATION?
NOT EVERYONE THINKS IN THE SAME WAY

• AND THAT’S OKAY – WE NEED PEOPLE THAT THINK DIFFERENTLY TO DO DIFFERENT KINDS OF WORK
  • CAN YOU IMAGINE...MEL GIBSON WOULD BE CONTENT TO BE A DEVELOPER?
  • OR BILL GATES AS CONVINCING BRAVEHEART?
• BUT PART OF OUR ROLE AS COMMUNICATORS – AND WE ARE ALL COMMUNICATORS – IS TO FIGURE OUT HOW TO COMMUNICATE WELL AND TO ALL THE WAYS THAT PEOPLE THINK
• IMAGINE HOW EFFECTIVE YOU WOULD BE IF YOU COULD COMMUNICATE TO YOUR TEAM IN THE WAY THEY BEST RECEIVE INFORMATION?
SO, HOW DO WE DO THIS?

• THERE IS A WAY TO “DE-CODE” HOW PEOPLE THINK, BUT YOU HAVE TO PAY ATTENTION TO THE PATTERNS YOU SEE IN HOW THEY WORK AND BEHAVE
  • LET’S BREAK IT DOWN INTO FOUR THINKING STYLES, OR PREFERENCES
    • WE ARE GOING TO BASE THIS ON THE WORK OF DRS. GEIL BROWNING AND WENDELL WILLIAMS
    • EVERYONE HAS, AND CAN USE, ALL FOUR THINKING PREFERENCES. WE ARE MORE COMFORTABLE GENERALLY USING ONE OR TWO OF THEM.
    • AND TO MAKE IT MORE COMPLEX, WE ARE PEOPLE, SO HOW WE ACT CAN GET IN THE WAY OF PEOPLE SEEING HOW WE THINK
CONSTELLATION GAME

Analytical
Logical & rational
Understands concepts & ideas
Likes exploring how things work
Enjoys technical problem solving

Conceptual
Imaginative
Embraces the unusual
Likes to do new things
Enjoys creative process
Solves problems intuitively

Structural
Makes & follows plans carefully
Enjoys directions
Likes closure
Predictable
Practical

Social
Likes working in groups
Intuitive about people
Enjoys helping others
Collaborative
Emotional
Relational
THINKING PREFERENCES, IN SUMMARY

- **ANALYTICAL** – Big picture, bottom line thinkers. May not want to hear about the details. They know what to keep and what to toss.

- **CONCEPTUAL** – Visionary, big picture, connect-the-dots thinkers. Live in the 50,000 foot level. Always know how it should work because they can “see” it.

- **SOCIAL** – Care about how this will effect the people, or at least their people. You generally know what they are feeling, and they probably still have everything.

- **STRUCTURAL** – Planners, rule followers, guideline and instruction readers.
• BRAINSTORM ON HOW YOU MIGHT COMMUNICATE BEST WITH EACH OF THE THINKING PREFERENCES

Brainstorm as a table group – think about the thinking preference assigned by color to your table
SOME OPTIONS FROM THE EXPERTS

**ANALYTICAL WANTS**
- The budget in #’s
- One color of pen
- Print or type
- Credible speaker
- Value for time expended
- Written information

**STRUCTURAL WANTS**
- Agenda
- Details
- Neatness & Order
- Organized formatting – highlight key info
- Implementation steps
- Action Plan

**SOCIAL WANTS**
- Build rapport
- Eye contact
- Stories, parables, vignettes
- Emotion
- Information applied to self

**CONCEPTUAL WANTS**
- Budget in pictures
- Color
- Change every 10-15 minutes
- Something left to imagination
- Overview and summary
SO HOW DO WE FIGURE OUT WHO THINKS IN WHAT WAY?

• OBSERVATION IS ONE WAY
  • THINK ABOUT HOW THE PEOPLE AROUND YOU ACT…
  • WHO IS ALWAYS ASKING DETAILED QUESTIONS?
  • WHO IS BREAKING DOWN THE WORK YOU ARE PLANNING AND ASKING THE TOUGH QUESTIONS?
  • WHO IS COMING UP WITH NEW IDEAS – ALL THE TIME?
  • WHO IS CHECKING IN WITH THE TEAM AND MAKING SURE EVERYONE IS TAKEN CARE OF?
So how do we figure out who thinks in what way?

- The way people act, their natural behavior patterns, can make this more complicated.

  - Some people are internal processors...they think everything through before speaking.
    - The person in the room or on the team that you always listen to when they talk because they always add value.
    - The person that sits in the back of the room and doesn’t say anything in meetings.
    - They may appear shy or standoff-ish.

  - Some people are external processors...they appear to never think before speaking.
    - Could be the person that easily dominates meetings because they just...keep...talking.
    - You stop listening because you know they will tell you when they have something worth listening to.
    - They may appear to have a ton of friends, because they will talk to anyone.
SO HOW DO WE FIGURE OUT WHO THINKS IN WHAT WAY?

• THE WAY PEOPLE ACT, THEIR NATURAL BEHAVIOR PATTERNS, CAN MAKE THIS MORE COMPLICATED
  • SOME PEOPLE APPEAR TO BE EASY GOING WHEN IT COMES TO GETTING WORK DONE
    • THE PERSON THAT SURPRISES YOU WITH WHAT THEY GET DONE BECAUSE THEY JUST QUIETLY GET %&$^ DONE
    • THE “DUCKS” – CALM ON THE SURFACE AND PADDLING LIKE MAD WHERE YOU CAN’T SEE IT
  • SOME PEOPLE CARRY YOU ALONG IN THE WAVE OF ENERGY THEY BRING TO THEIR WORK
    • THE AIR AROUND THEM SEEMS TO CRACKLE BECAUSE THEY ARE SO ENERGIZED BY WHAT THEY ARE DOING
    • NO MATTER WHAT, THEY CAN GET WORK PUSHED THROUGH AND “GET ‘R DONE”
SO HOW DO WE FIGURE OUT WHO THINKS IN WHAT WAY?

• THE WAY PEOPLE ACT, THEIR NATURAL BEHAVIOR PATTERNS, CAN MAKE THIS MORE COMPLICATED
  • SOME PEOPLE WILL NOT CHANGE THEIR MIND ONCE A DECISION IS MADE, EVEN IF THE DECISION PROVES TO BE A BAD ONE
    • THEY CONTINUE DOWN THE AGREED UPON PATH, EVEN IF YOU CAN SEE FAILURE ON THE HORIZON
    • THEY WILL ONLY CHANGE THEIR MIND WHEN GIVEN AN OVERWHELMING AMOUNT OF EVIDENCE THAT CHANGE IS A GOOD IDEA, AND SOMETIMES NOT EVEN THEN
  • SOME PEOPLE THINK OF DECISIONS AS OPTIONS TO BE AUDITIONED…IF ONE DOESN’T WORK OUT OR SOMETHING BETTER COMES ALONG, LET’S GO WITH IT!
THAT’S REALLY COMPLICATED…

• IT IS, BUT SO ARE WE

• THIS IS WHAT GEIL AND WENDELL HAVE SPENT OVER 30 YEARS RESEARCHING…

• THEIR THEORY IS DESCRIBED THROUGH EMERGENETICS
  • THIS IS A PSYCHOMETRIC PROFILE PEOPLE AND TEAMS CAN PARTICIPATE IN TO BETTER UNDERSTAND HOW THEY THINK AND BEHAVE
  • IT HAS BEEN USED SUCCESSFUL FOR YEARS TO HELP COMPANIES BUILD HIGH PERFORMING TEAMS

• REALLY????
SO HOW DOES A PERSONALITY TEST HELP BUILD HIGH PERFORMING TEAMS?

• WELL, IF YOU CAN IDENTIFY HOW PEOPLE THINK, AND BRING TOGETHER A TEAM OF PEOPLE THAT COVER THE FOUR THINKING ATTRIBUTES, THEN TOGETHER YOU CAN SEE ISSUES AND SOLVE PROBLEMS COLLECTIVELY AND COLLABORATIVELY
THE FORMAL MODEL LOOKS MORE LIKE THIS…

ANALYTICAL = 29%
- Clear thinker
- Logical problem solver
- Data driven
- Rational
- learns by mental analysis

CONCEPTUAL = 31%
- Imaginative
- Intuitive about ideas
- Visionary
- Enjoys the unusual
- Learns by experimenting

STRUCTURAL = 17%
- Practical thinker
- Likes guidelines
- Cautious of new ideas
- Predictable
- Learns by doing

SOCIAL = 22%
- Relational
- Intuitive about people
- Socially aware
- Empathic
- Learns from others
SO HOW CAN TEAMS APPLY THIS?

• NOW THAT YOU HAVE A LITTLE MORE INFORMATION, WHAT DO YOU THINK?

Chose a group of 2-3 and think about your teams and how you might apply this knowledge to help improve your team.
EMERGENETICIS IS JUST ONE WAY TO VIEW WHO YOU ARE

Values Inventory

Social Styles

MBTI

Power Profile

360° Feedback
THIS IS ALL GREAT BUT...

HOW DO WE APPLY IT?????
INTENT IMPACT MODEL
INTENT IMPACT MODEL
INTENT IMPACT MODEL
SO, WHAT’S YOUR PREFERENCE?
THINK ABOUT IT! HOW WILL YOU USE THIS INFORMATION TO CHANGE YOUR COMMUNICATION STYLE?
THANK YOU FOR YOUR TIME!

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