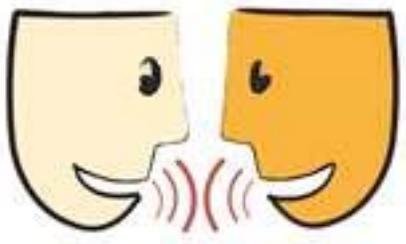


Communication Tool Kit



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3 Steps To Clear & Successful Communication

Breakdown To Break Through | Business relationships like any relationship require care and attention. Healthy, direct, productive communication is a cornerstone of success for any business or professional. It takes a commitment to building this skill for a team to thrive. Most of us aren't shown or taught in school or by our parents, how to achieve this magical feat, yet we are expected in the workplace to already know it, and that's the rub. So when you find yourself involved in a communication breakdown "the first rule of holes" applies. When you find yourself in one, stop digging.

When a difficult, frustrating or confrontational situation arises, (and they will in any workplace) these tools can help clear a path to more productive results for all. The main goal of these tools are to give each person a structured way of listening and speaking with learning in mind, allowing the fullest expression of need by both parties. The three steps include; 1) clear up, 2) new agreements, 3) follow-through.

General Guidelines For More Productive Communication

You may want to incorporate some of these in your own internal procedures:

- No gossip – never talk about anyone, about anything when they are not in the room
- Always stop and assess the part you play(ed) in the break down, before you go to another for anything
- Listening is for learning, not for waiting to speak
- When you are defending your position or, explaining your thoughts or complaining, you're the mark
- Always go directly to the person and ask for the result you need and for their help achieving it
- Never demand your way, ask others what they would do first
- No end-arounds, telling others what you want someone else to know, or be or do
- Ramrodding is for sheep herders - Command and control doesn't work in collaborative working environments
- Mushroom farming is out – keeping people in the dark, shoveling manure and hoping they'll grow from it
- Don't withhold – if you have an issue – take charge, use the tools to clean it up
- Praise in public, reprimand in private
- No reprimands unless we've set specific goals, established roles and clarified expectations

Getting Started

- When a communication break down occurs, each of us plays a part
- If you have an issue or concern, your part is to go directly to the person and ask for a time to "clean it up."
- Ask participants to utilize the "Communication Mastery Tool Kit"
- Set a time to clear up how you think and feel about the issue at hand
- For maximum result, initiator's should request a TBR Adviser to act as facilitator

A) Clean Up | Tune up. Listen Up. Clear up. Utilizing a clearing session.

B) Set New Working Agreements | Put it in writing. Use the "New Agreement" form

C) Follow and Refine the new agreement together by regularly referring to your new agreement

Initiator's Instructions

- 1) Circle the feelings from the chart
- 2) Fill out the clearing sheet
- 3) Follow through, stick to the checklist, and speak your truth

Listener's Instructions

- 1) Use the steps – "Listening with Learning In Mind" – no matter how difficult
- 2) Fully participate, stick to the checklist, and speak your truth

Listening With Learning In Mind

- 1) Listen Intently
 - Open your mind. Relax. Listen to learn.
 - Focus attention on the person's words
 - Make eye contact and notice body language
 - Don not interrupt. Take notes if needed.
- 2) Summarize
 - Summarize using as close to their words as you can.
 - *"So what I heard you say was..."*
- 3) Acknowledge Thoughts and Feelings

"I can see you were _____
(upset, confused, hurt, angry—what the other person told you)

"I felt the same way myself when _____

Tell a time when you experienced a similar situation and how you feel, felt and what you found

- 4) Ask Clarifying Questions
 - Why do you think this happened?
- 5) Ask for suggestions
 - What could I have done differently?
 - What would you have like to have seen in that instance?
- 6) Present Your Position

Tell your side of the story.

"My original intent was _____

- 7) Decide On Specific Follow-up

"So what I hear you suggesting is"
So together, we should/our decision is then:

- 8) Thank The Other Person

"Thank you. I really appreciate your coming to me with your concern"

Preparation | Direct Communication / Clearing Worksheet

FAST FACTS | The purpose of this step and completion of this form is to pinpoint and clarify feelings and possible holdouts that might otherwise keep more direct communication from flowing. Once time has been taken, in private, to complete this outline, you are ready to proceed to the step in the communication process—to set a time to speak your thoughts directly to the person who can do the most about your concern—the person whom you have the communication challenge with. (Be sure to include your trained facilitator.) This direct feedback method or clearing is the fastest, best way to lead honest, open communication, allowing smoother, faster change. If you seek ways of overcoming limitations on productivity or reduced stress in the workplace. This step is the place to begin.

(Name)

(Date)

I feel

When (this thing happened (happens) or when you do this) _____

I am concerned what might happen is (the result of the problem continuing in your mind) _____

I would like you to (action you want the other to take in simple terms) _____

My goal is (the positive thing you are trying to accomplish) _____

In the absence of input from you, it seems you goal was to (the worst possible thing you can think of) _____

Would you be willing to explore some solutions to this challenge with me? (If o yes, continue with this outline) if o no, mark off here and o see you personnel policy handbook for actions your employer deems appropriate.

Some suggestions I have come up with to create more positive outcome for us are: _____

Would any of these work for you? o Yes o No.

What do you suggest: _____

New Agreement | Requests Of Each Other

FAST FACTS | Peter Drucker, "Father of modern management" is quoted as saying, "*What can be measured, can be managed.*" This form is designed to identify and quantify one person's specific request of another so it can be tracked and measured as well as assisting each party in becoming more attuned to the other's needs in a straight forward way. In Jim Collins book, "Good To Great", Harper-Collins 2005 edition, after a five year research project, suggests that "*being attuned to each other's business and needs as coworkers, is more descriptive of what is essential in building a great company in the 21st century.*" In order to assist you in managing and building a great company, each person completes a game plan no matter who initiates the tune-up.

(first person's name)

(second person's name)

The number one thing _____ (first person) needs from
_____ (second person) is: _____

The most important actions you could take, to quantify this effort are: (begin with action words—meet, talk, send, show, track, be, etc.) _____

1) _____

2) _____

3) _____

The results with me of taking these measures will be: (what will be different): _____

I agree to honor this request: _____ (Date)

The number one thing _____ (second person) needs
from _____ (first person) is: _____

The most important actions you could take, to quantify this effort are: (begin with action words—meet, talk, send, show, track, be, etc.) _____

1) _____

2) _____

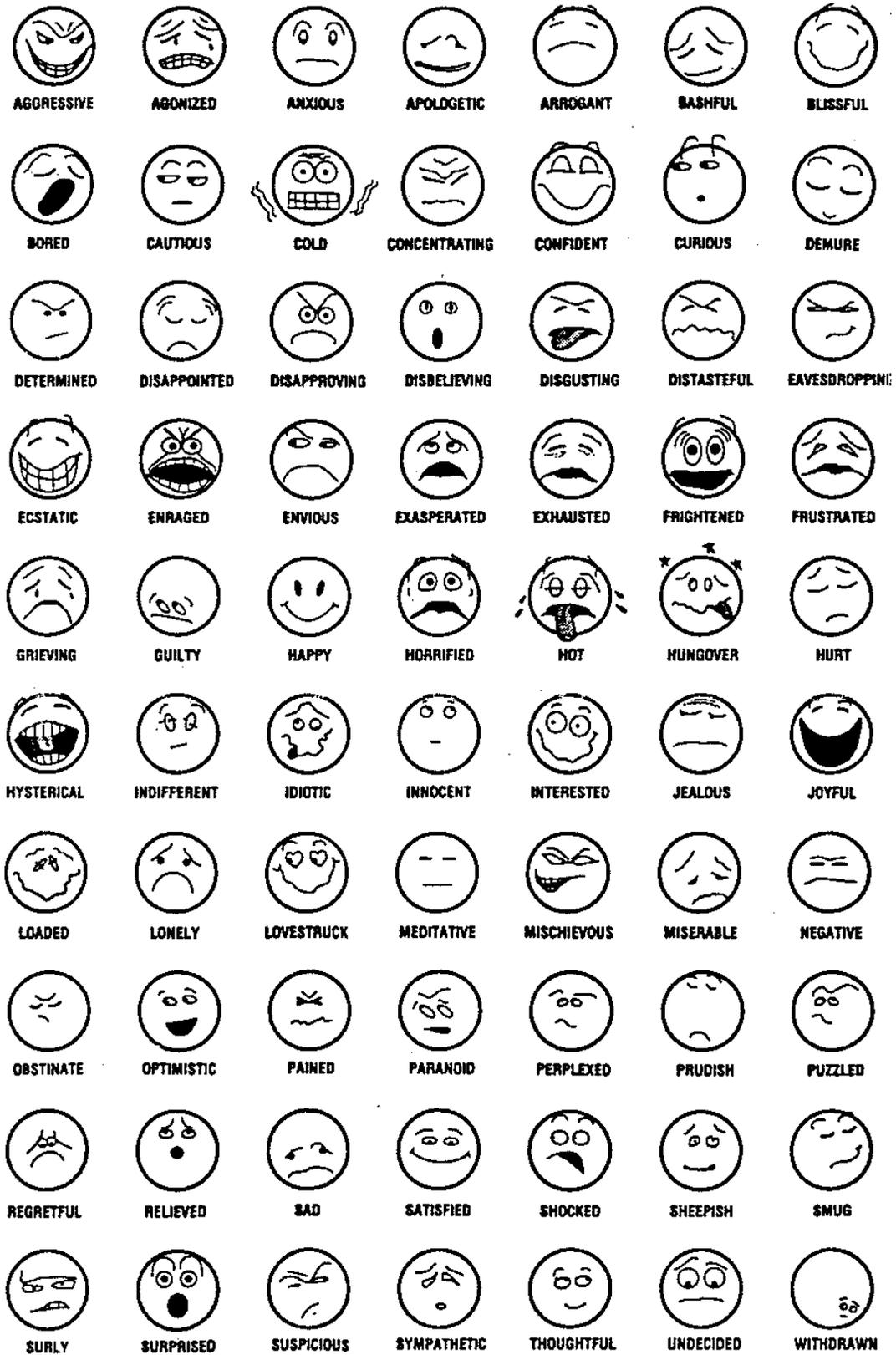
3) _____

The results with me of taking these measures will be: (what will be different): _____

I agree to honor this request: _____ (Date)

We both agree to each other's requests and will check in for review after _____ days and alter if necessary.

Feeling Chart – Circle How You Felt Or Are Feeling



Sad Mad Glad Hurt Ashamed Afraid