

Leadership Communication for Success!

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Leadership Communication for Success!

Objectives

1. Understand the fundamentals of effective communication;
2. Understand the relationship between effective communication and productive relationships;
3. Know when your message is getting through;
4. Verbal vs. non-verbal. Which says more about you?

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Leaders need to manage by desired end state: i.e., outcomes (Gary, 2007)

- What is the mission of the organization
- What is the vision of the organization
- Both are required for success
- If different levels see the mission and vision differently; outcomes will also be different.
- If too different-effective communication is missing and conflict becomes evident.

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Communication is leadership and leadership is communication (Fitch, 2009)

- How much is too much?
- Not so much what is being said, rather how it is being said.
- Three C's-communicate, compassion, candor.

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According to a recent (August 2011) Leadership IQ survey; 80% of managers/leaders have avoided giving staff tough feedback because they were afraid of a bad reaction.

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A leader cannot **NOT** communicate (Griffiths, 2010)

- Five aspects of effective communication:
 - Active listening-(paying attention, feedback)
 - Communicativeness-(frequency, volume and choice of medium)
 - Informal communication-(less formal environments)
 - Presentation skills-(being able to speak to larger groups when necessary)
 - Written communication-(clear, concise, persuasive)

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Successful leaders recognize:

- Its all about the relationship
 - Productive relationships drive success
 - Interacting with people is a good thing
 - Time and energy is required
 - Value and respect for the concerns of others

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Maintaining a Balance

- Leaders and followers must be in balance
- Give and take that only comes from communication and trust
- Communication in that each willingly listens
- Trust in what they are hearing

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Conflict Resolution (Williams, 2007)

- What are each parties expectations?
- Leaders spend 18-25% of their time dealing with conflict
- When faced with conflict; people go one of two ways: assertive or cooperative
- Assertive means to address one's own needs
- Cooperative is concerned with the other person's needs

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Conflict

- Promoting peace amongst the Team
- Diagnosis the cause
- Defuse the conflict
- Find common ground
- Watch for signs of discord

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Why conflict exists in EMS

- Lack of trust
- Us versus them mentality
- Plain rudeness
- Generational differences-authority, autonomy, and overall work/play expectations
- Inadequate preparation of front-line leaders (most critical leadership position)

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Why giving advice does not work (Murphy, 2010)

- Advice as opposed to constructive criticism
- Advice raises defenses; where the other invites information
- Advice is judgmental, directive and inflexible-none of which promotes effective communication
- Advice can be seen as narcissism-what is the real reason behind the advice
- Advice is more often than not- unsolicited

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Instead of Advice....Try coaching!

- Coaching is about helping others grow, improve and perform better ((Touchstone, 2009)
- Similarity between leadership styles and coaching (supporting, delegating, mentoring and challenging)
- Separate the behavior from the person and:
 - Agree a problem exists
 - Discuss solutions
 - Agree to a plan of action
 - Implement the plan
 - Praise the improvements (celebrate)

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Skillful use of power (Griffiths, 2009)

- Do the people you lead do what you ask out of respect for you; or for the position you hold.
- This is not about rank or the chain of command; or being authoritative (they come with the profession and have a place)
- Power continuum-one end is reward/punishment, and the other comes from a personal power base (you the person).
- Ask yourself.....where are you on this continuum???
- Where do you want to be??

Proprietary Information-Dr. Frank

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Leaders are “**obligated**” to give feedback; it is not an option!

The question becomes: **how** will you do it?

What message are you sending?

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Somewhat easy with verbal; but...non-verbal can be a real problem for some. Examples-

- Crossed arms-defensive
- Hands behind the head-superiority
- Continuing to work during a conversation-who cares!

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Try this instead:

- Nodding-shows interest and that you are listening
- Stopping what you are doing-what the person has to say is important!

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Clearly; good communication opens doors; where the opposite tends to close them!

Successful communication includes knowing what your listener needs to hear; and then delivering that message.

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It has been said that a person is **revealed**; not defined by challenges.

It is stepping outside one's "**comfort zone**;" allowing them to better understand the impact of what is being communicated.

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Successful communication involves **responding**;
as opposed to **reacting**!

When communicating successfully; the listener
gets to see the **person**; not just the message!

People like being seen as people

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In closing...ask yourself...

- How do I become a better communicator?
- What should/could I be doing differently to be a better communicator?
- Do I let “status” get in the way?
- Am I capable of being a coach, mentor, and/or a servant leader (the other person’s success is what matters)
- Their success is my success!

References

- EMS Best Practices: Various authors and editions (2010, 2009, 2007)
- EMS Insider (2009)
- Leadership IQ (2010)
- Mineo (2009)

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