

Participant Materials

The 2003 Linkage Excellence in Management & Leadership Series

Communicating with Impact

Featuring Phil Harkins



Dear Participant:

Welcome to Linkage's 2003 Excellence in Management and Leadership Series. Today's program, *Communicating with Impact*, features Phil Harkins, CEO of Linkage and author of *Powerful Conversations* and *Click! Communicating with Magic at Work and in Life*.

Specifically, the program will focus on:

- How to build commitment to action in meetings

- Communication techniques to deal with difficult people

- How to gear your conversations toward mutual wants and needs, action steps, and commitments

- How to avoid "The Swamp" and other common pitfalls

- How to listen for impact and understand body language and non-verbal communication

These participant materials have been designed to complement your conversation with Phil Harkins. Use them to record your notes, ideas, questions, and insights. At the end of the program, you will be asked to submit questions directly to Mr. Harkins via fax, telephone and/or email.

Learning is an activity that requires more than passively watching a speaker. Simply watching today's program will neither instill leadership knowledge or skills, nor result in an immediate change in your organization's culture and strategic positioning.

Learning requires the active engagement of your mind and spirit – the motivation and drive to reflect, apply, practice, and experiment.

About Linkage

Linkage, Inc. is a leading provider of leadership and management development training programs, services, and products. More than 100,000 executives and management professionals have attended a Linkage institute, conference, workshop, or corporate education program. Linkage also provides assessment, consulting, and research services to Fortune 500 companies and other leading organizations. Founded in 1988, Linkage is headquartered in Burlington, Massachusetts, with regional offices located in Atlanta, Brussels, London, Minneapolis, and San Francisco. In both 1997 and 1998, Linkage was honored as one of the “Inc. 500 Fastest Growing Private Companies in the United States.”

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SECTION 1

Satellite Program Materials

What You Will Learn

Communication excellence is a critical component of effective leadership. As a manager, you engage in multiple conversations each day. The managers that ultimately succeed are the ones who find a way to build commitment and drive performance through those conversations. Participants in the program with Phil Harkins will have the opportunity to learn first-hand a number of tools and strategies for becoming a more impactful communicator.

Introduction and Basic Premises

Phil Harkins believes that the key to success for a manager is to build commitment and drive results through effective communication. Throughout his career, Mr. Harkins has studied the critical role that communication plays in both leadership and management.

Question-and-Answer Session

If you are participating only in the live presentation of this program, complete the question sheet, send an e-mail or call your questions to Phil Harkins using the question sheet on page 27.

If you are participating in a post-broadcast program, share your questions with your seminar coordinator and your colleagues during that time.

When the Session Has Concluded

Your feedback is valuable in ensuring the integrity of future programs. We take pride in providing relevant, thought-provoking and enlightening programs - and we rely on you to help make this happen. Complete your participant evaluation form on page 28 and fax the hard copy or complete the online evaluation form at: http://www.linkageinc.com/training/satellites/satellite_evals.shtml

To further reinforce your understanding of today's information, as well as hone other aspects of your leadership skills, complete the recommended Post-Broadcast Activities that begin on page 23.

Pre-Broadcast Activities

Become familiar with Phil Harkins' significant accomplishments by reading his biographical outline on the following page.

Biography: Phil Harkins

Phil Harkins has emerged as one of America's leading executive coaches. Phil applies his broad range of business experience, his knowledge of organizations, cultures, people, and psychology, and his proven coaching process and tools to make a significant difference with the hundreds of leaders that he has coached.

Phil has worked in virtually every sector of business with significant experience in non-profits and government agencies. Over the last fifteen years he has coached leaders in over 25 countries. His own experience of living, learning languages, and working abroad for seven years has made him comfortable in multi-national settings. He is one of the few executive coaches who has had the experience of working with and coaching leaders in Asia, South America, Europe, and the Middle East.

Phil has also emerged as a leading authority on communicating as a leader. His landmark book, *Powerful Conversations: How High Impact Leaders Communicate*, is widely read and highly acclaimed as the textbook for honing leadership communications. His newest book, *Click!*, takes communications to the next level in helping leaders to combine communications with their ability to connect with others.

Phil is the founder and leader of a global company with offices throughout the United States and Europe. Linkage, Inc., the company that Phil started, has achieved noteworthy success including appearing twice on the *Inc. Magazine* List of the 500 Fastest Growing Companies in America. Phil knows what it's like to be responsible for revenue, profits, and people management. This has resulted in Phil's very practical and down-to-earth style. He believes in getting right at issues by creating blueprints for change and providing tools and techniques to get to the next level.

In addition, along with leadership expert Warren Bennis, Phil is co-chair of the Global Institute for Leadership Development, which has trained and developed over 4,000 leaders from around the world. He has authored original research on emerging global leaders, leadership development, change management, and communications, and has written over twenty articles for magazines and journals.

Phil has been a principal speaker at more than 100 conferences, symposia, and retreats throughout the world. His business experience, strategic thinking, and teaching provide competitive advantage to meetings and real value to attendees. He is also an expert on helping organizations work through difficult issues with teams during troubled times or in periods of rapid change, such as mergers and acquisitions.

Phil received three advanced degrees at Harvard University and a bachelor's degree from Merrimack College. He lives in Concord, Massachusetts and has grown sons.

For further insights into Phil Harkins' philosophy on effective communication, we suggest the following readings:

Powerful Conversations: How High Impact Leaders Communicate, McGraw-Hill, 1999

Click! Communicating with Magic at Work and in Life, Phil Harkins, 2001

Activity: Think of a Time When...

Directions

Step 1 Take a couple of minutes to think of a time when you had an especially meaningful conversation—either personal or professional.

- Who was the conversation with?
- What was the focus of the conversation?
- How did the conversation start?
- What were the results of the conversation?

Step 2 Jot down some adjectives you would use to describe the conversation (e.g., “moving”).

Step 3 Share your description with a partner. (1 minute)

Step 4 Now answer the same questions about a conversation that was particularly challenging or difficult.

Jot down some adjectives you would use to describe the conversation (e.g., “cold”, “heated”, “contentious”).

Step 5 Share your description with a partner (1 minute).

Step 6 Show the lists.

During This Program

Participate!

Submit questions to be addressed by Phil Harkins during the question-and-answer session. Phil will respond to questions in the latter third of the program. To submit questions, either complete the question sheet fax form found on page 27, submit an email, or call in when prompted during the program.

Use the following Participant Materials as an additional resource to the presentation. Make notes on the presentation in the space provided.

Key Definitions

Powerful Conversations are:

An art

A practice

A discipline

A learned behavior

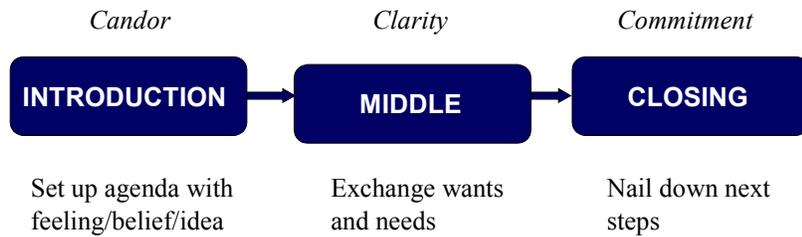
An interaction between two or more people that progresses:

From shared feelings, beliefs, and ideas

To an exchange of wants and needs

To clear action steps and mutual commitments

The Stages of a Powerful Conversation



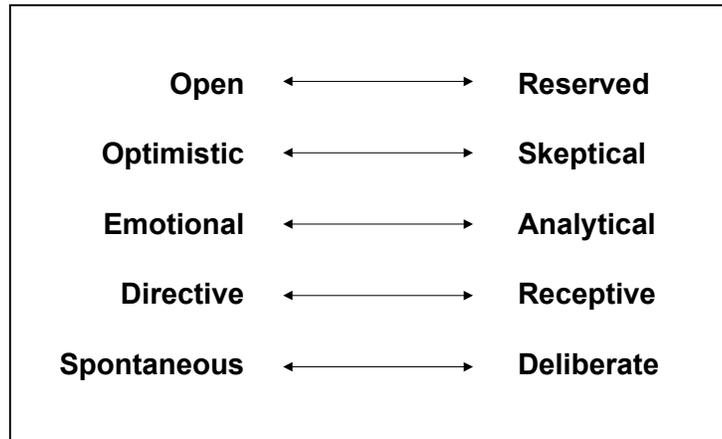
What Stops Powerful Conversations

Fear

Threat

Embarrassment

III. The C-SAIL: Communication Styles



Open—Reserved

Open: The tendency to be candid, to disclose personal states and information, to be curious about the inner states and personal motives of others, and to find areas in common based on disclosures.

Reserved: The tendency to keep information about one's inner feelings and motives to oneself, and get to know others cautiously.

Optimistic—Skeptical

Optimistic: The tendency to have a trusting, optimistic demeanor and to seek to maintain a positive tone to all communications.

Skeptical: The tendency to express negative emotions freely, including doubts, criticisms, and concerns.

Emotional—Analytical

Emotional: The tendency to respond to and express emotions easily and powerfully with others.

Analytical: The tendency to be logical, rational and unemotional in interactions with others.

Directive—Receptive

Directive: The tendency to set the conversational agenda, advance one’s own needs and ideas, and seek commitments from others.

Receptive: The tendency to respond to the leads and ideas of others and to shy away from advancing one’s own needs and ideas.

Spontaneous—Deliberate

Spontaneous: The tendency to enjoy unplanned or improvised exchanges of ideas.

Deliberate: The tendency to plan carefully for conversations and to move through them point-by-point.

Score Yourself – What’s Your Style	
How You Really Are	How Others See You

Principle #2:

Know your communication liabilities—and work on them.

Principle #3:***Listen—Track—Convey (70-20-10)******7 Barriers to Listening***

1. Message overload
2. Preoccupation/Rapid thought
3. Effort
4. External noise
5. Faulty assumptions
6. Lack of apparent advantages
7. Lack of training

5 Ineffective Listening Types

1. Pseudo-listening
2. Stage-hogging
3. Insulated listening
4. Selective listening
5. Ambushing

How to Listen Better – Follow the 70-20-10 Rule

1. Talk less (70%)
2. Ask related questions that advance the agenda (20%)
3. Summarize and add value (10%)

Key Takeaways about Listening

Listening well takes effort

When listening, most of us are not aware of how we are actively influencing those who are speaking to us

Authenticity promotes candor

The goal of raising self-awareness is not to change who you are (authenticity) but rather how you are in a situation—and to give you choices for how to connect most effectively.

IV. Tools for Difficult 1:1 Conversations

Principle #4:

People watch the way that you look and sound to assess what you really mean.

Verbal Communication: 4 Critical Success Factors

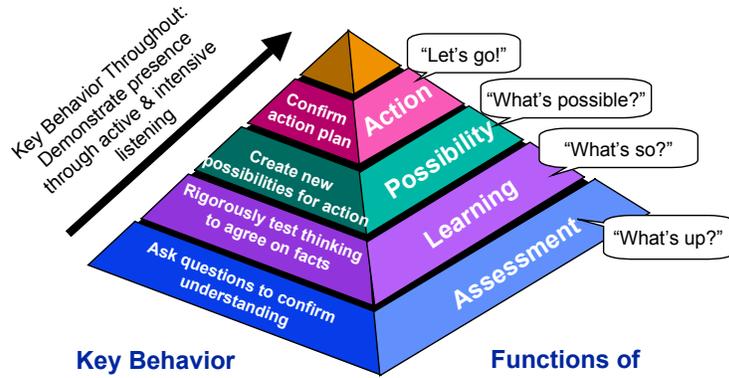
1. Take a breath
2. Use language your audience will understand
3. Use vocal/verbal variation to hold interest
4. Be concise

Non-Verbal Communication: 7 Key Elements

1. Kinesics (Body Position)
2. Gestures
3. Face and Eyes
4. Proxemics (Space)
5. Territory
6. Chronemics (Time)
7. Voice (Rate, Pitch, Volume)

Tool

The Tower of Power Model



Key Behavior By Stage Functions of Conversation

The "Swamp"

- Victims: The House of Suffering
- Vocal Resignation: Complaint, Criticism
- Active Resignation: Hearsay, Rumor, Innuendo, Rationalization
- Passive Resignation: Tolerance, Avoidance, "Checking Out"

Strategies for Emerging from the Swamp

- Drop your agenda
- Validate the issues and feelings
- Go for the list
- Separate the controllables from the uncontrollables
- Restate what you hear
- Use "miracle" questions
- Leave The Swamp behind

Summary

The Six Principles for a Powerful Conversation

1. Understanding communication styles helps you to master critical conversations.
2. Know your communication liabilities—and work on them.
3. Listen.
4. People watch the way that you look and sound to assess what you really mean.
5. There is no substitute for preparation.
6. You can get what you want and need in conversations if you give others what they want and need first.

Post-Broadcast Activities

Complete and submit the participant evaluation form found at: http://www.linkageinc.com/training/satellites/satellite_evals.shtml or at the end of your participant materials.

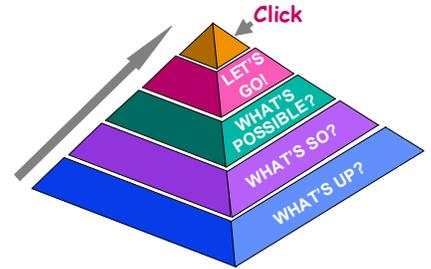
Activity 1: Climbing the Tower

Part I: Outlining the Conversation

1. Identify the person with whom you want to have a Powerful Conversation.
2. Describe your background and relationship with this person.
3. Explain the general subject matter of the conversation that you would like to have with this person.

Part II: My Perspective

4. Outline below what **you** would ideally like to communicate during each stage of the conversation in accordance with the Tower. The last stage reveals your desired outcome from this conversation.



WHAT'S UP?

WHAT'S SO?

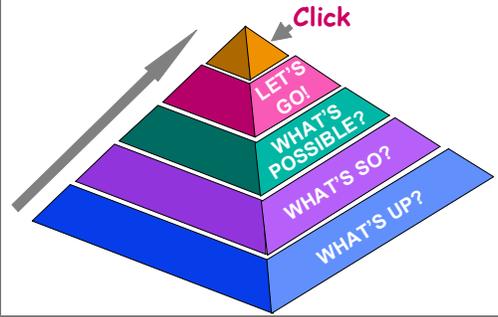
WHAT'S POSSIBLE?

LET'S GO!

5. What is your communication style in terms of distinctive C-SAIL qualities, etc.?

Part III: The Other Perspective

6. Outline below what you imagine **the other person** ideally would like to communicate during each stage of the conversation. Focus primarily on the first two stages (What's Up and What's So).



WHAT'S UP?

WHAT'S SO?

WHAT'S POSSIBLE?

LET'S GO!

7. What is their communication style in terms of distinctive C-SAIL qualities, etc.?

SECTION 2

Forms

Question Sheet

Use this form to write your question for Phil Harkins or for discussion among your colleagues. Please write clearly.

Name (optional):

Organization:

Location:

Your question (25 words or fewer):

Fax 1-877-892-0170 (from within U.S.)
Fax 646-349-3661 (from outside U.S.)

Email **leadership2003@linkage-inc.com**

Tel 1-800-489-8814 (from within U.S.)
Tel 801-303-7412 (from outside U.S.)

LINKAGE MANAGEMENT & LEADERSHIP EVALUATION FORM

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781-372-1678.

NAME _____ TITLE _____

ORGANIZATION _____

Please indicate functional area (only circle one):

Finance Human Resources/Organizational Development Manufacturing/Operations Marketing R&D Sales
Other (specify) _____

How many people do you have reporting to you (include all levels)? Number: _____

Please indicate your job level (only circle one):

President or Officer Vice President Director Manager/Supervisor Individual Contributor

1) Please indicate a rating for each of the statements below by checking the appropriate box.

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree
The length of the presentation was ideal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
As a result of participating in this program, I will be more effective in my role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The participant material were useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Q&A session was valuable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2) Please give a general overall comment about the program. _____

3) Any suggestions on what we can do to improve? _____

4) Can we use any of these comments for promotional purposes (including name and organization)? YES NO

5) On a scale of 1-10 (10 = Outstanding), how would you rate this satellite broadcast session? Rating: _____

6) Which speakers are you most interested in seeing at the next Linkage Satellite (Distance Learning) Learning Series?
(Please rate your top five, "1" being most interested)

- | | | |
|------------------------|--------------------|--------------------------|
| ___ Peter Senge | ___ Michael Dell | ___ Ken Blanchard |
| ___ Warren Bennis | ___ Larry Bossidy | ___ Deborah Tannen |
| ___ Maya Angelou | ___ Steve Jobs | ___ Stephen Covey |
| ___ Margaret Wheatley | ___ Michael Porter | ___ Tom Peters |
| ___ Francis Hesselbein | ___ Phillip Knight | ___ John Scully |
| ___ Michael Hammer | ___ Noel Tichy | ___ Louis Gerstner |
| ___ Gary Hamel | ___ James Champy | ___ Rosabeth Moss Kanter |
| ___ Other _____ | | |

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781-402-5556.