

Communicating as Leaders – The art and science of creating desired outcomes through leadership communication

Enhancing the most important skill
that leaders need – Communication



Stepping Up

- ✓ You have reclaimed your wholeness through your journey
- ✓ You have shed many limiting beliefs
- ✓ You understand the power that you wield

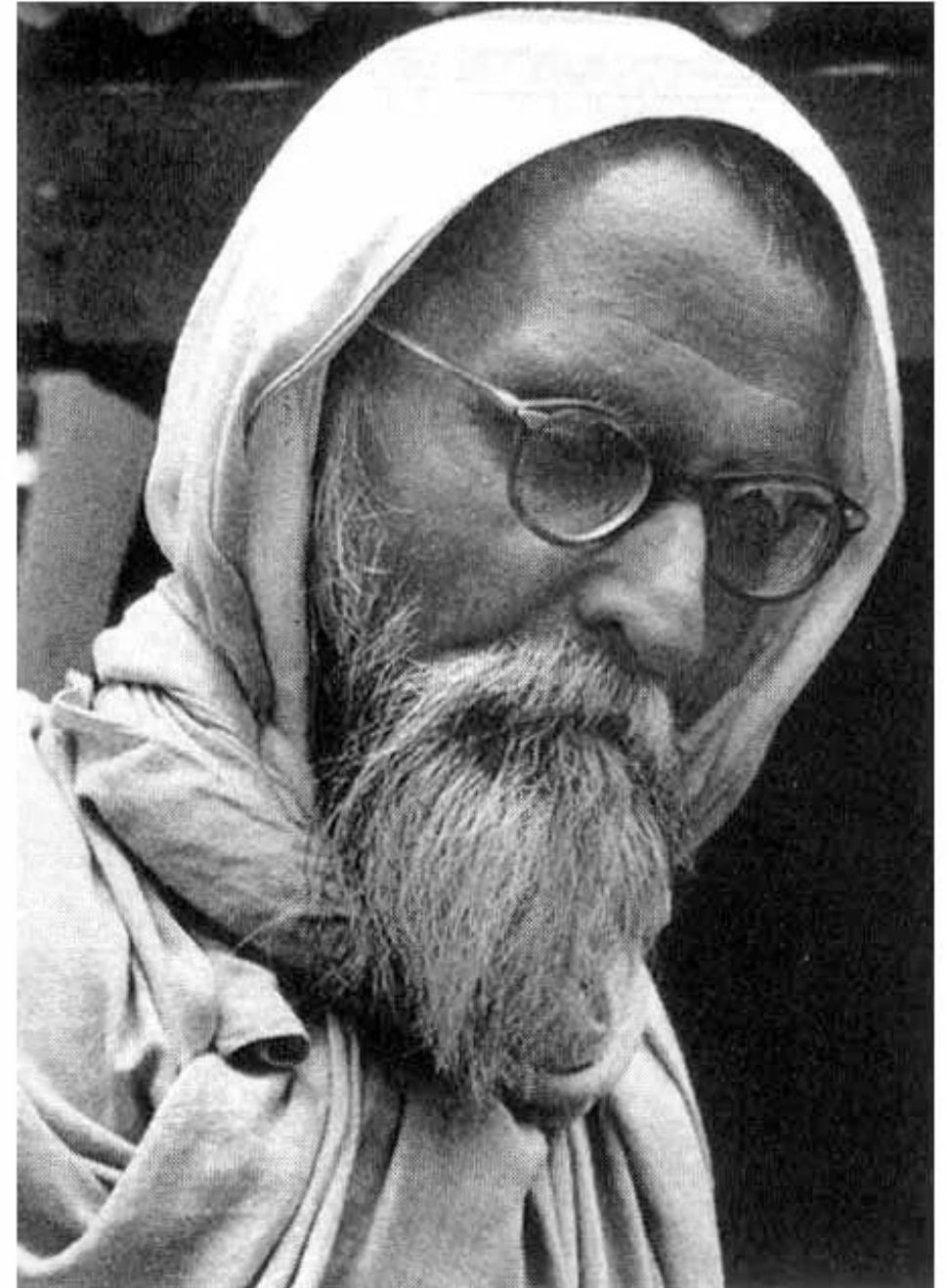
Your Choices

Rejoice in What you have Discovered about yourself

Use the newly discovered remembrance of your true self, and your gifts, to serve the world



The story of Vinoba Bhave



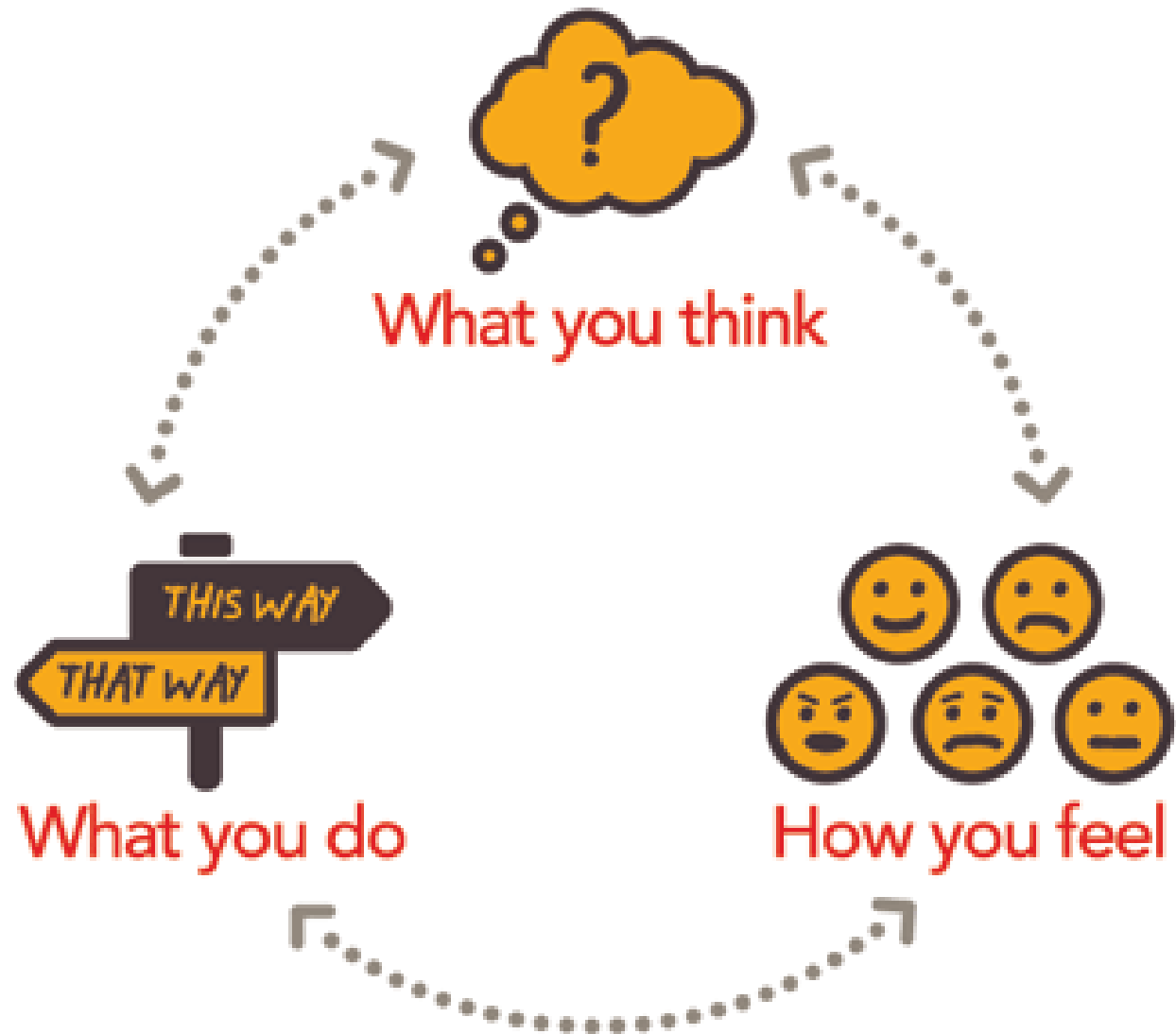
The background features a series of overlapping, wavy lines in shades of green, yellow, and red, creating a sense of depth and movement. A bright, glowing light source is positioned in the upper center, casting a soft, pinkish-purple glow across the scene. The overall effect is ethereal and dynamic.

The Power of Our Thoughts

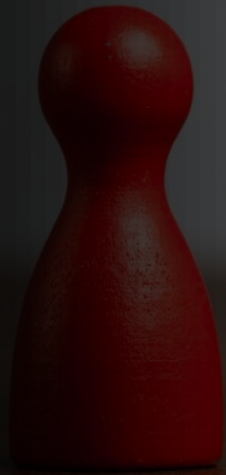


Self-Talk and The Cognitive Triangle





Group Activity:
Use the D,I,E
format to
understand
Interpersonal
Situations



Describe, Interpret and Evaluate (D,I, E)

- **Describe** – The process of stating the observable facts; to detail some situation or event **without interpretation**
- **Interpret** – To state what I “think” about the situation. The interpretation can be based on assumptions that are either “informed” or “uninformed”
- **Evaluate** – The process of assigning a value-judgment to the situation; Judging what we observe





You have the Power of Choice

**Choose Thoughts that Elevate,
Inspire and help you REMEMBER
who you are**

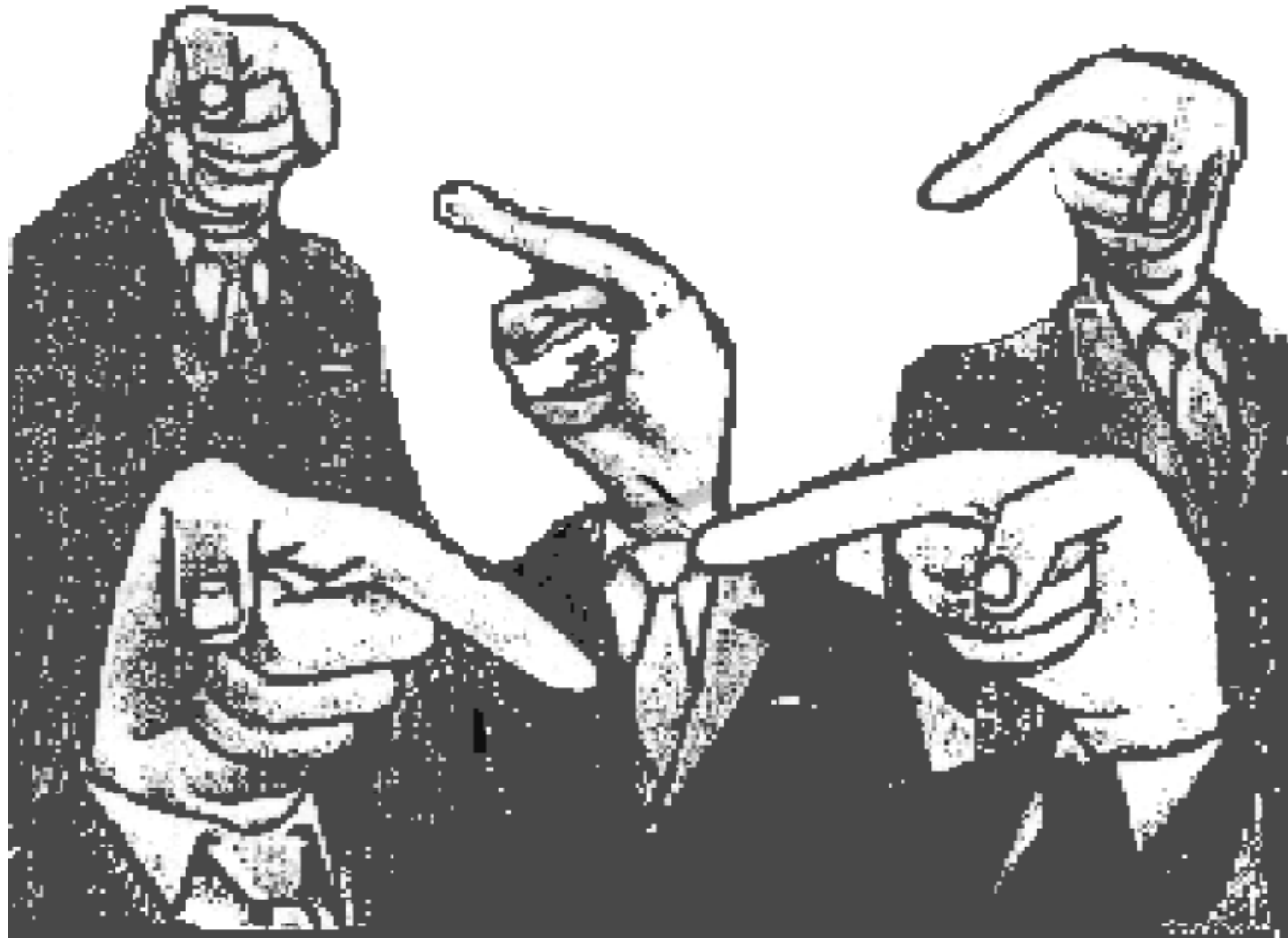
When we
change the
way we look
at things,
the things
we look at
change.



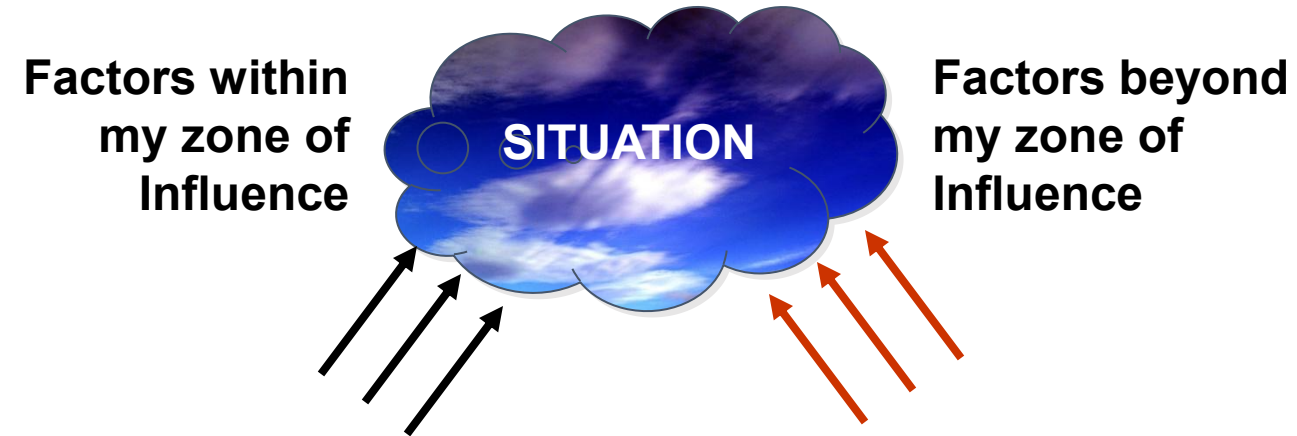


Accountability

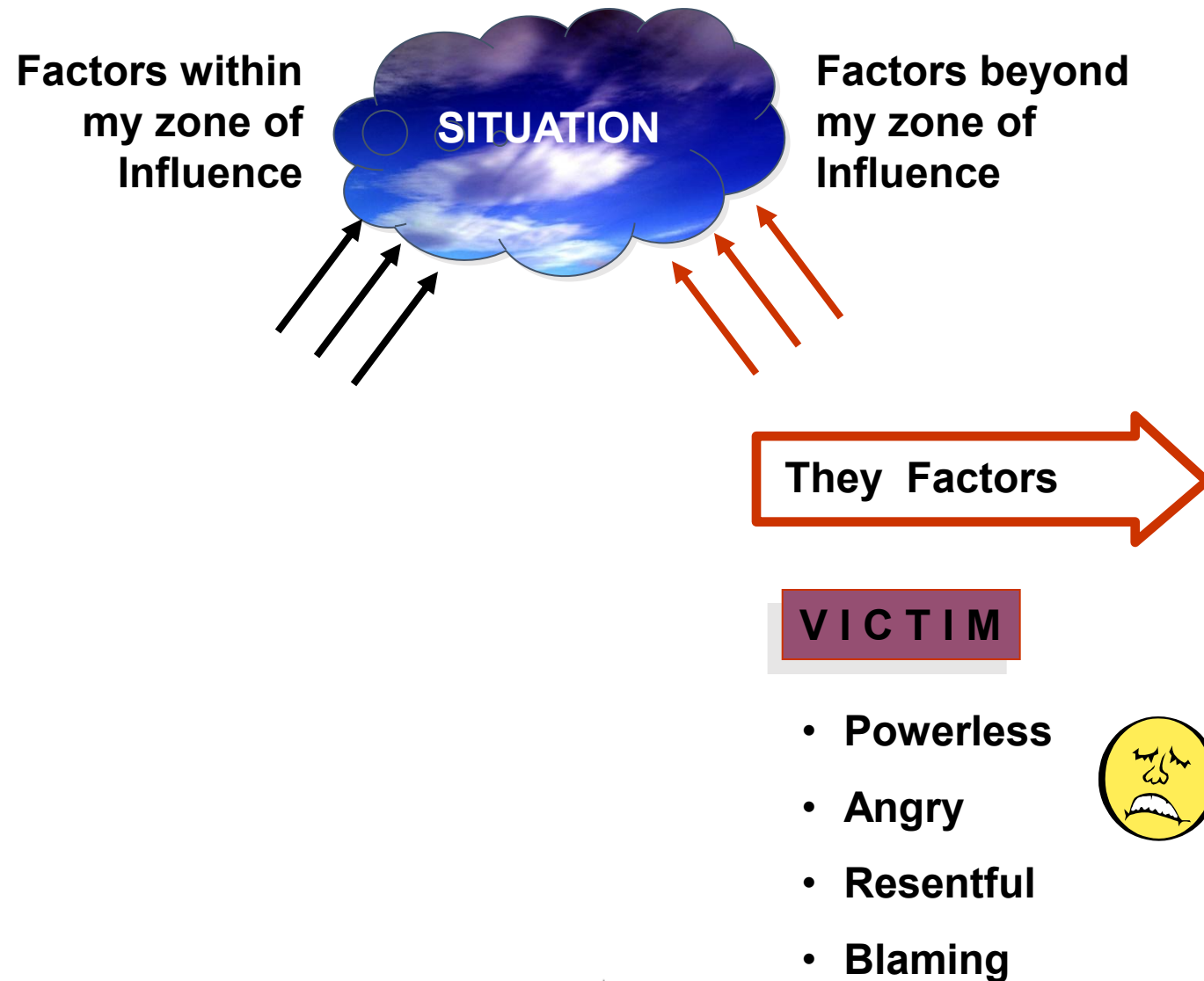




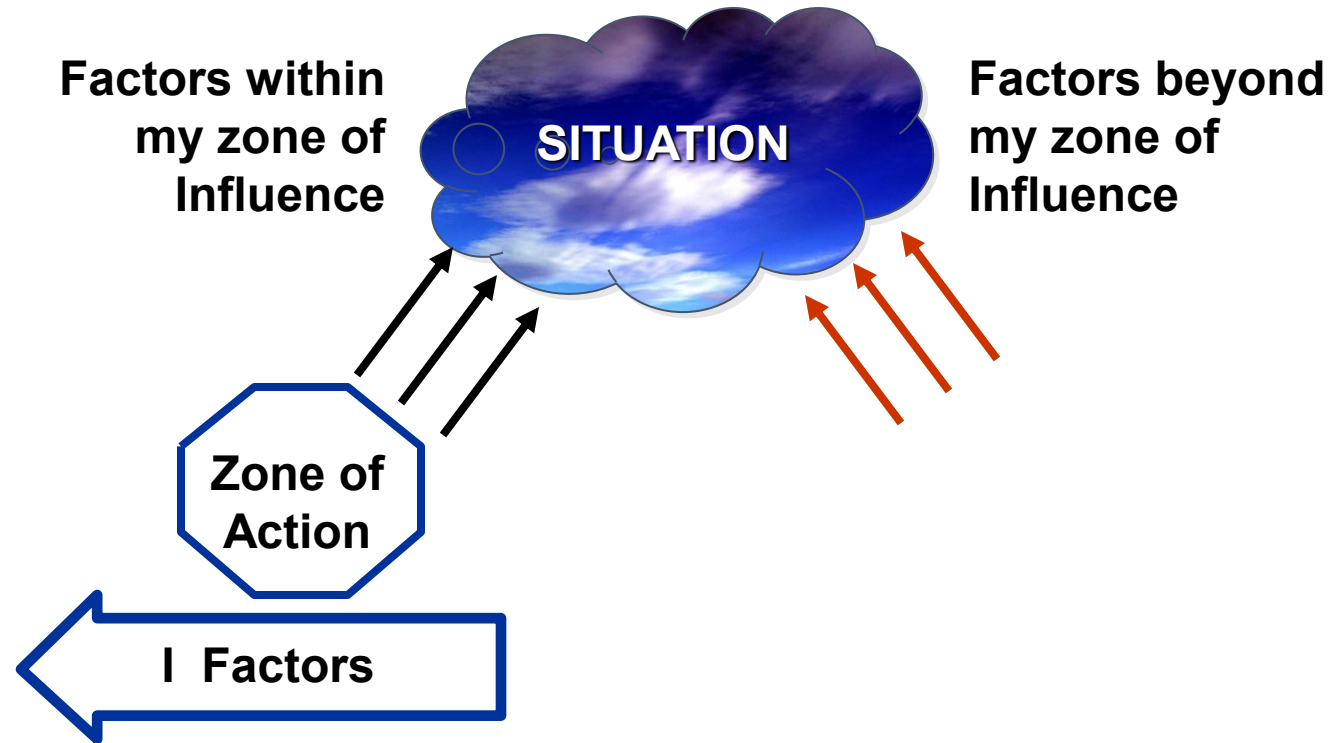
Taking Responsibility is a Personal Choice



Taking Responsibility is a Personal Choice



Taking Responsibility is a Personal Choice

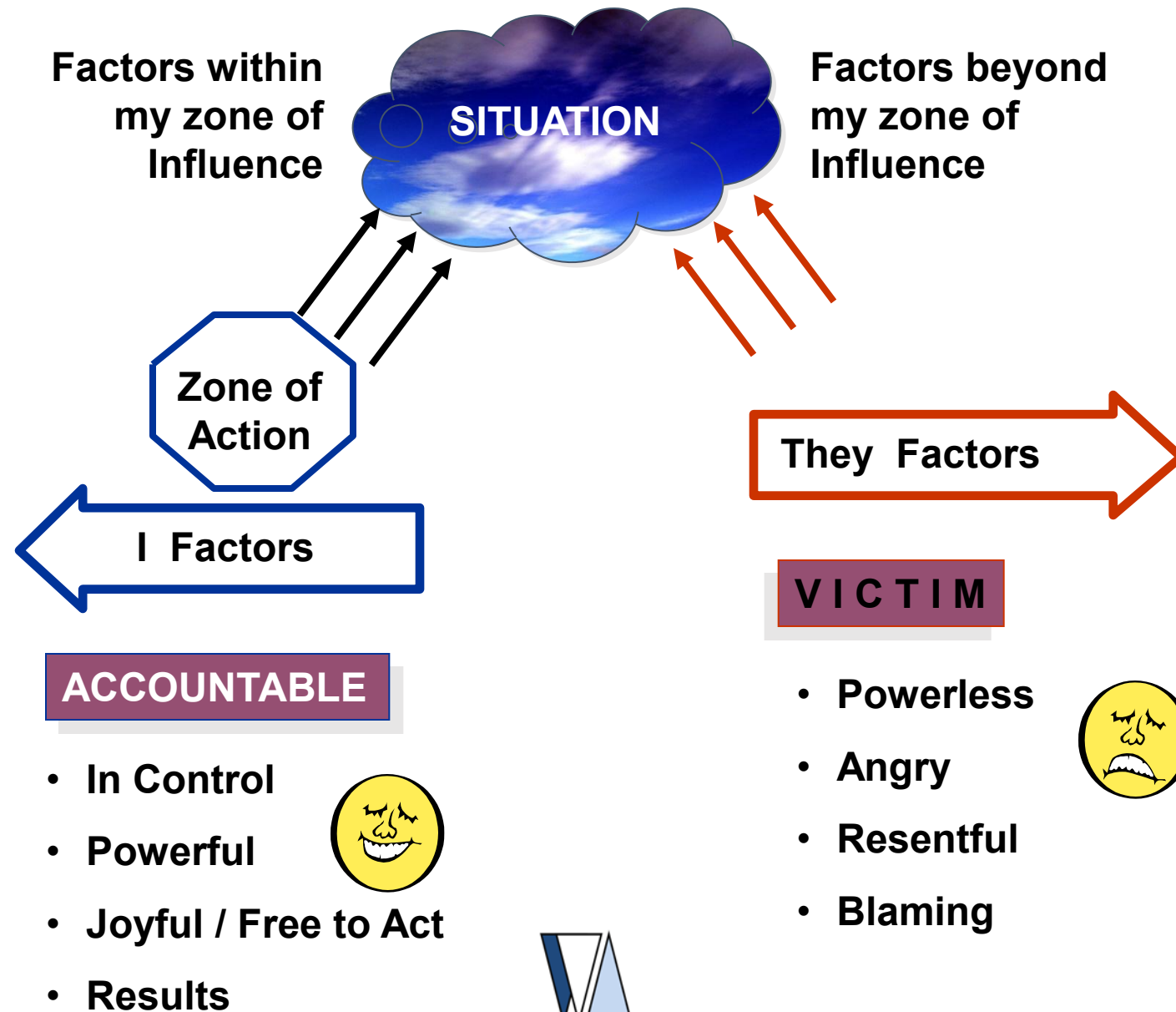


ACCOUNTABLE

- In Control
- Powerful
- Joyful / Free to Act
- Results

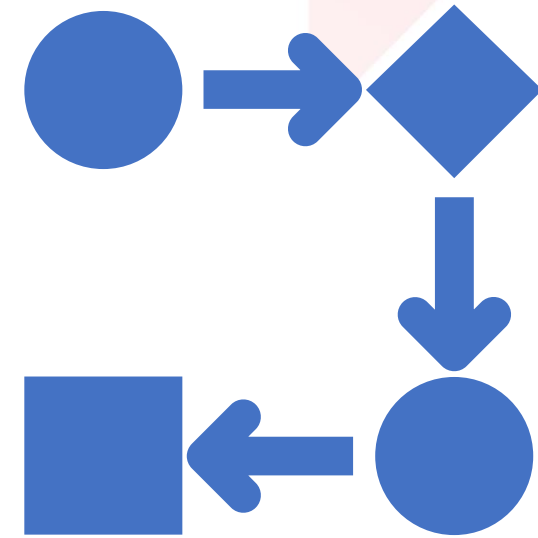


Taking Responsibility is a Personal Choice



Empowered People: An Asset

- **Take Ownership** and **Accountability** related to the role, the tasks and the division; **know that your decisions and actions will count**
- **Work Independently**; know the **big picture** and the **smaller pictures**. Know “Why” something is done; Initiate actions for both, **Control** and **Breakthrough**
- Be clear about the **Values that guide** the enterprise
- **Decide matters** keeping in mind the impact on **stakeholders**, and **well-being of the organization**



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The Fundamentals of Effective Communication and Influencing

For Survival's sake, our brain makes a first impression and then behaves based on that information: friend or foe?

How much time it takes for our brain to form a first impression?

30
Sec

20
Sec

10
Sec

3
Sec



1/10
Sec



**NOT FLEEING,
EITHER!**

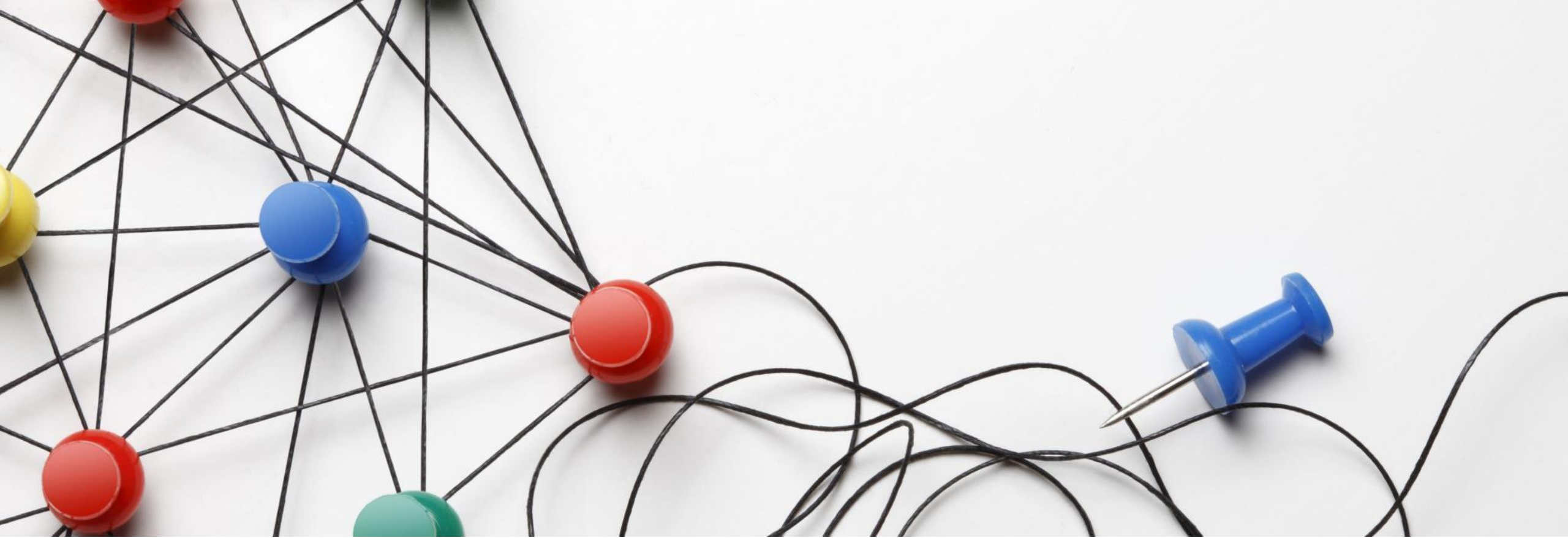


Assertiveness is an Effective Form of Communication



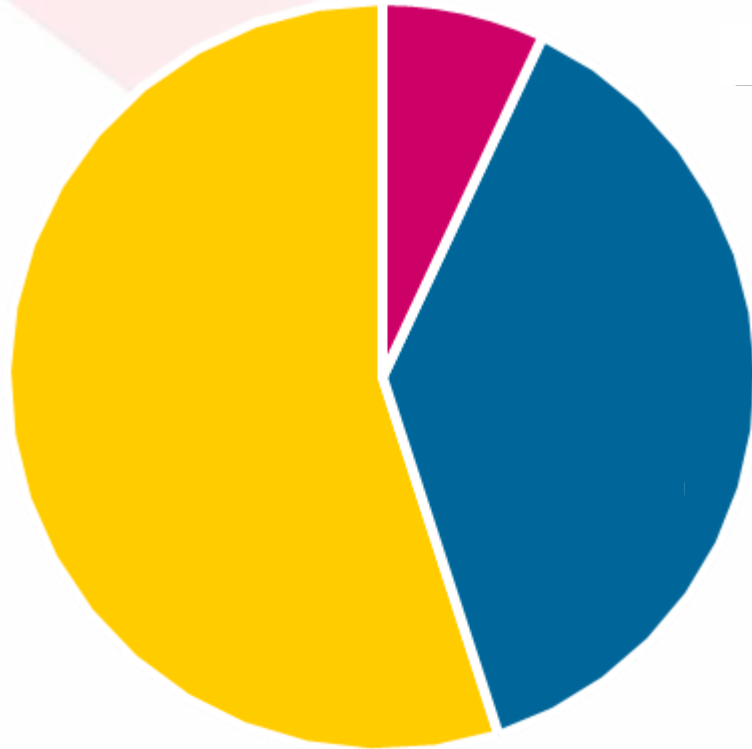
Humans have the Power of Verbal Fluency!





3 Constituents of Communication

Three key elements of communication Impact the Receiver in different proportions and hence have different impact on the other's Understanding



Elements of Personal Communication

38 % of our communication is through our voice and tone which helps establish our communication style

Tone

Tone is the “emotion” the voice expresses – happy, sad, sarcastic, firm, doubtful, etc.

Pitch

The ‘shrillness’ to ‘base’ characteristics

Word Stress

Stress is the emphasis on each word (not necessarily increase in volume). It changes the meaning of the sentence

Volume

Loudness of our voice should be adjusted according to size of audience

Pause

Pause is the silent gap that we use in our speech and can be highly effective in emphasizing the upcoming subject and in gaining listener’s attention

Rate of Speech

Rate of speech is the pace of speaking



What Impressions form
in your mind? What
personalities do you see
in the following images?

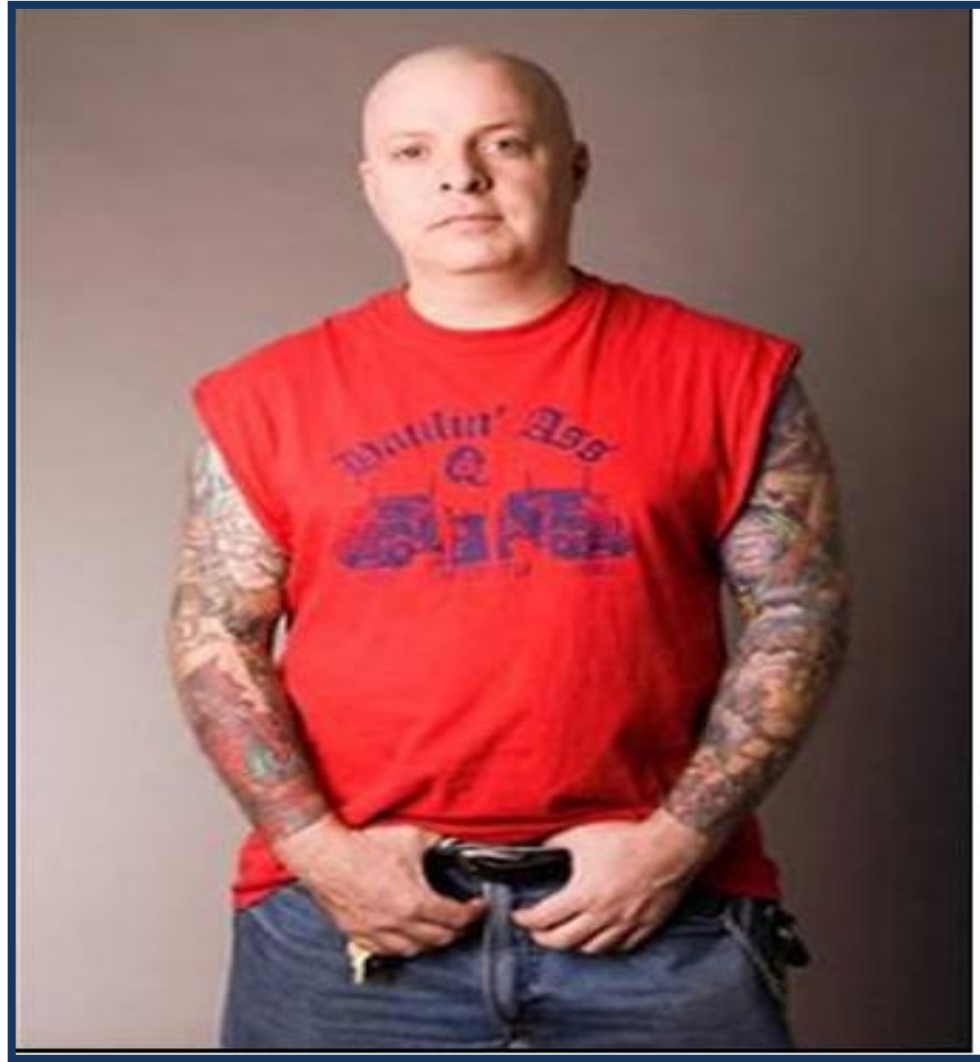


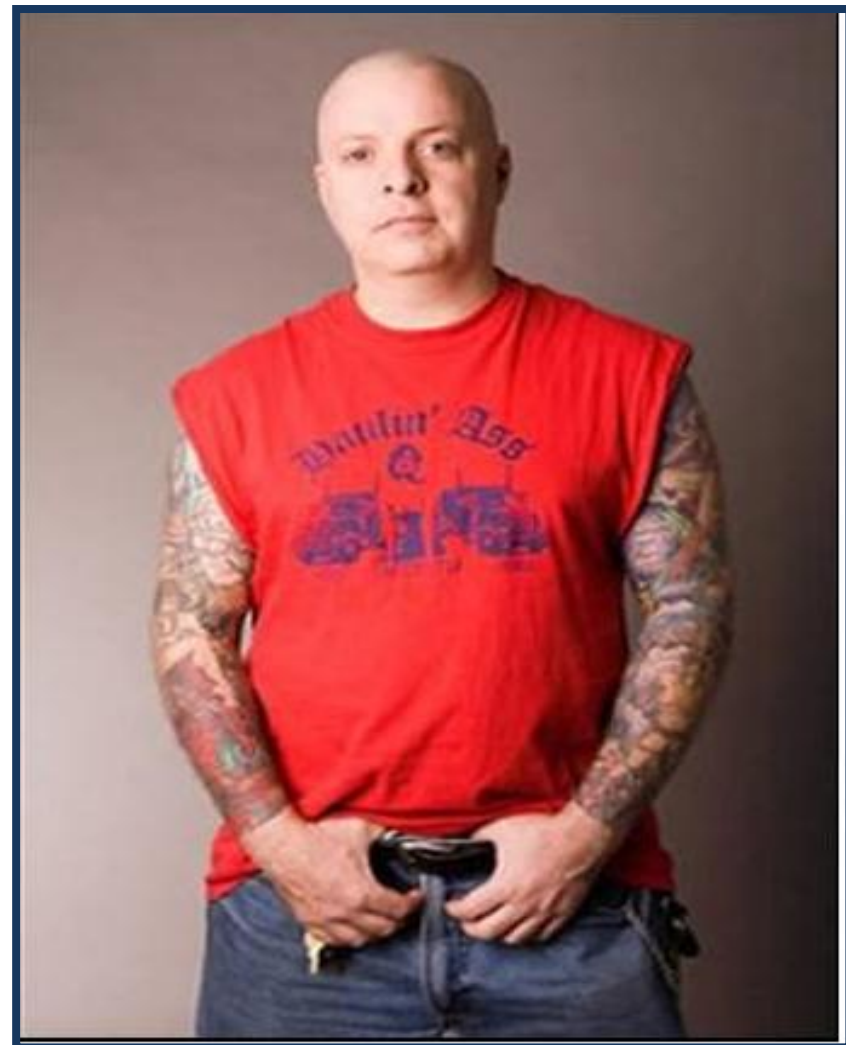




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Body language forms the biggest element of our communication and is also termed as non-verbal communication



Clothing and accessories



Facial Expression



Gestures



Postures



Touching



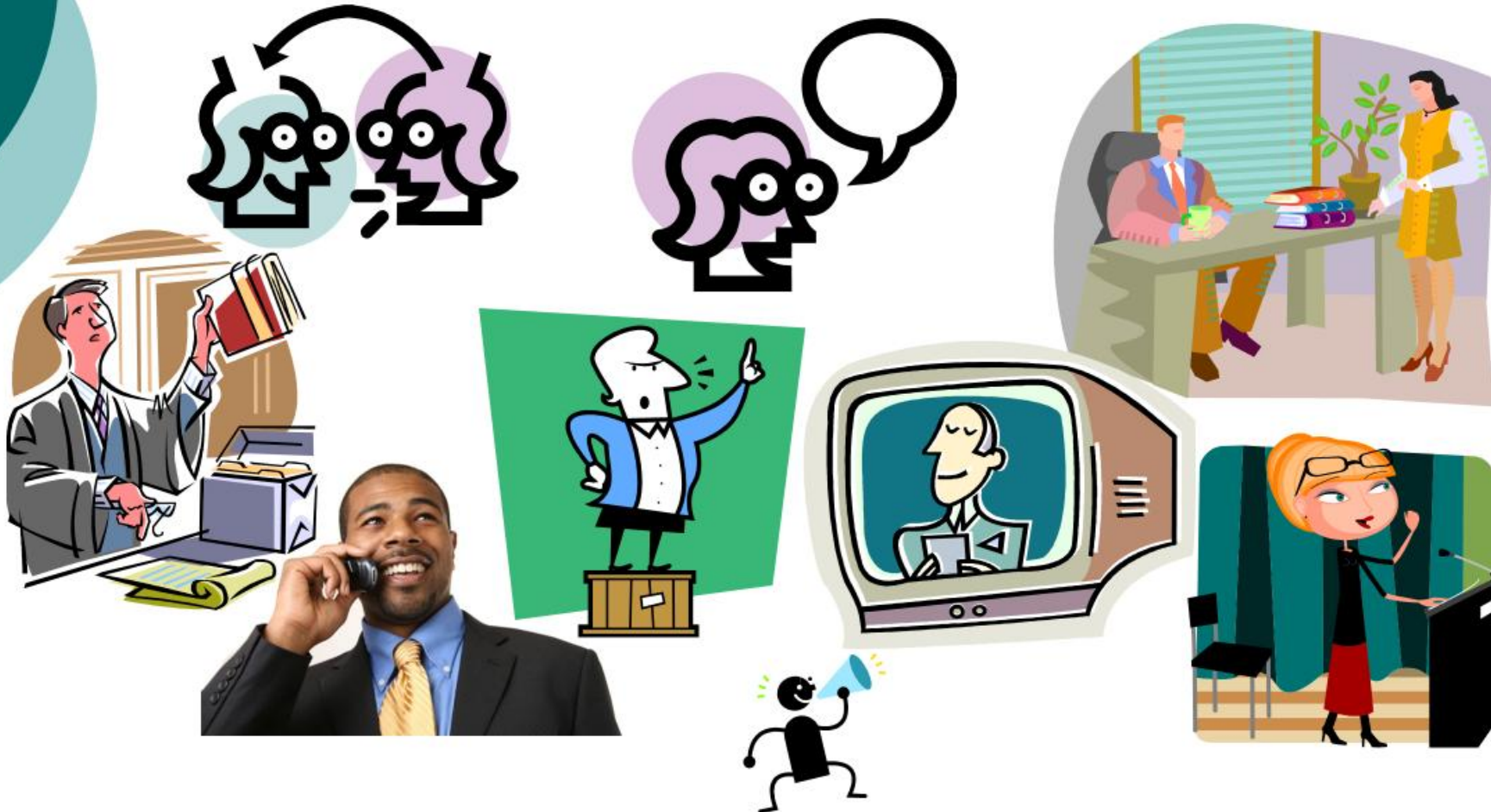
Personal Space

Assertive Communications

Assertiveness is an Effective Form of Communication



Humans have the Power of Verbal Fluency!





Human Dignity and Self-Esteem

- Verbal interactions between humans can generate rapport or goodwill – for the short term or the long term - only if the esteem of either party is NOT adversely impacted by the process of communication
- Assertive communications require that even as we share ideas, it is done without ‘Downing’, belittling or disparaging the other person
- Our own self-esteem also needs to be maintained in assertive communications

The Concept of Accountability



- The “locus of control” is with you
- You can keep your word
- You are responsible for your thoughts, your emotions and your behaviors
- Nothing outside of you can impact your “inner workings”
- You exercise complete ownership on your thoughts, words and actions...

ASSERTIVENESS

(Communication)

STYLE

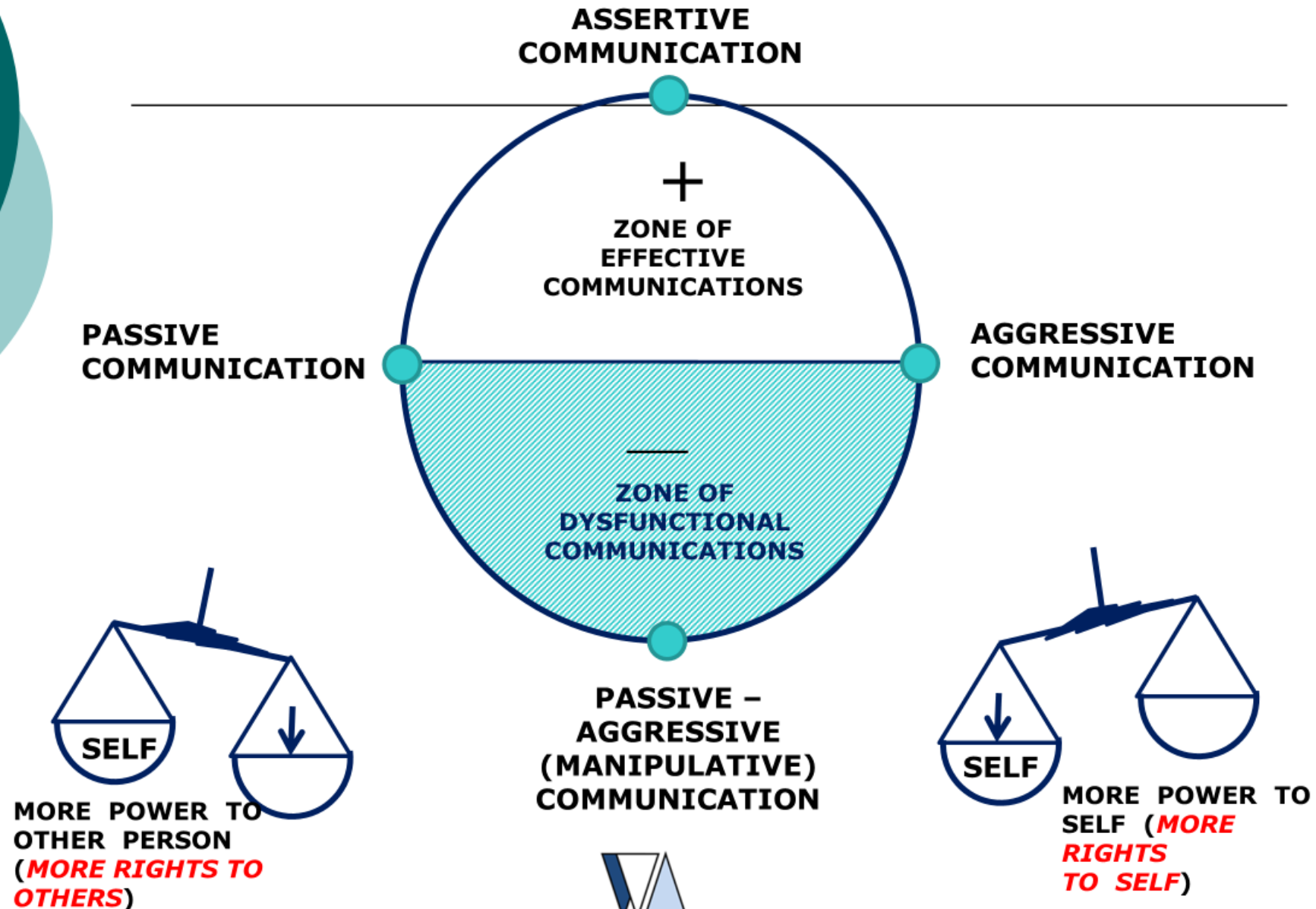
***Voice, Body language,
non-verbal signals,
Muscle flex,***

+

SUBSTANCE

'I' statements, expressing ownership, facts

Assertiveness compared with aggressive, passive and manipulative communication



Which communication style is being highlighted in the pictures?



Out of different styles of communication, assertive communication ensures a win-win situation



Out of 4 broad styles of communication, which style increases the chance of creating a win-win situation



Openly Aggressive Communication

I am direct in expressing my needs, desires and opinions without giving little or no thought to other peoples need

I win you lose



Assertive Communication

I am clearly expressing my needs, desires and opinions in a way which is considerate of others

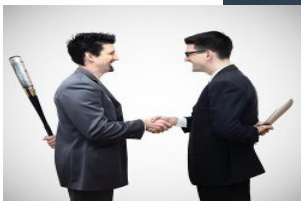
I win you win

Style To
Learn and
Adopt

Passive Aggressive Communication

I indirectly make sure that other are aware of my needs, desires and opinions without giving little or no thought to theirs

I win you lose

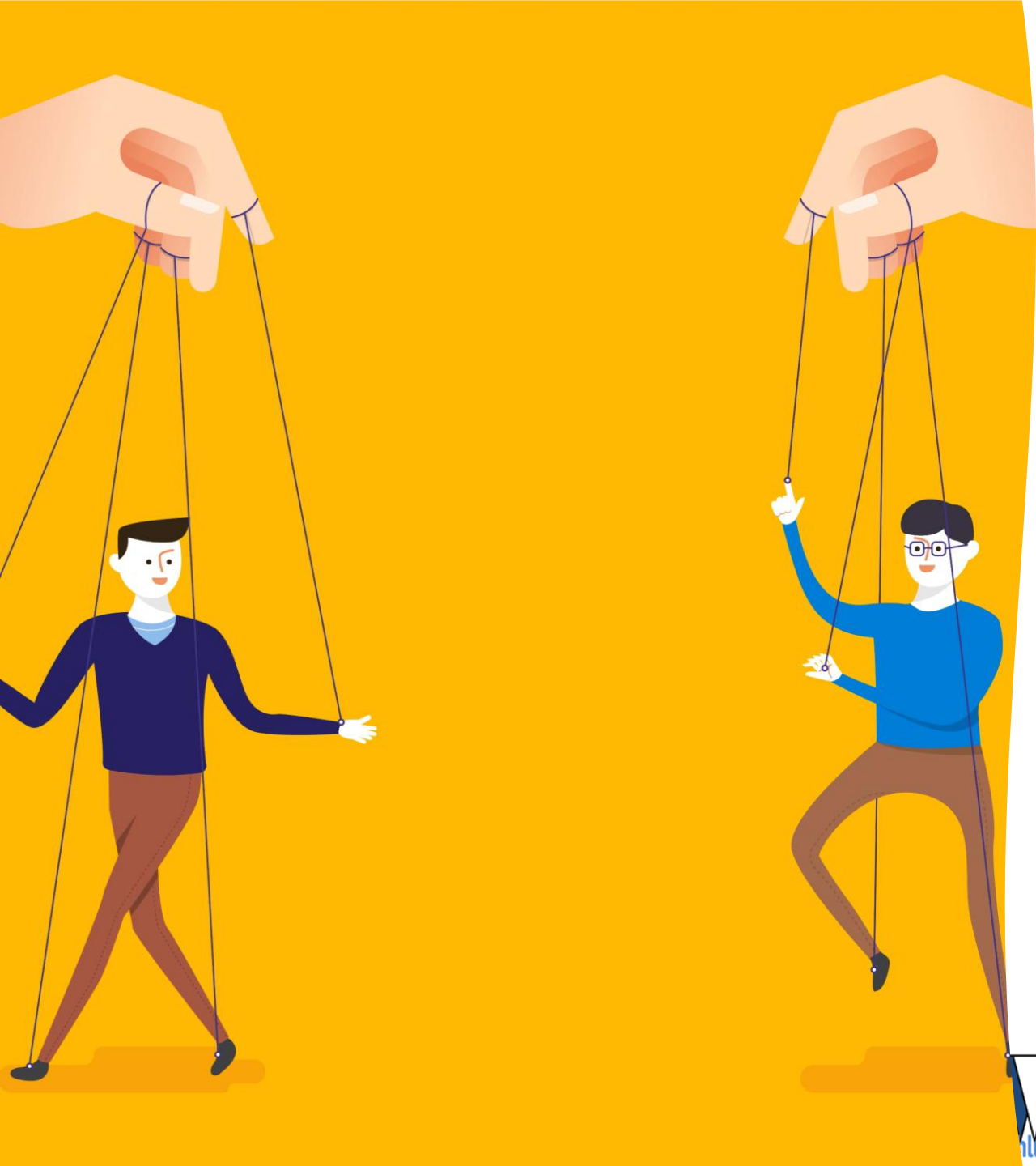


Passive Communication

I do not express my needs, desires and opinions without giving little or no thought to theirs

I lose you win





Manipulation = Passive-Aggression

Methods of Manipulation

- **Ignorance**
 - Don't you know?
 - You should have known!
 - I thought you would have understood!
- **Guilt**
 - How can you do this to me?
 - It is wrong to do this!
 - You *can't* be selfish!
- **Conformity**
 - Everyone is buying this product, except you!
 - Everyone is drinking this brand of single-malt scotch!

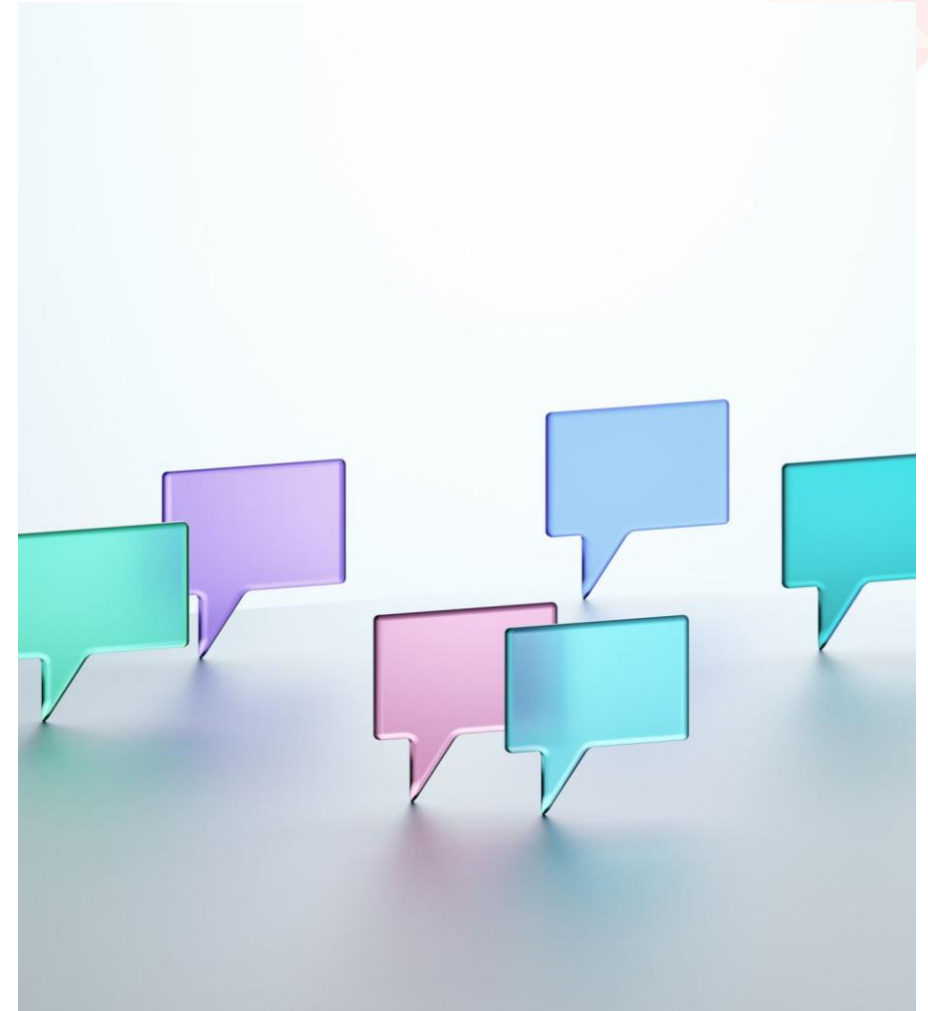
Elements of Assertive Communications (1)

- Start with your thoughts
- Be clear about what you want - intent
- Assertion rests on the foundation of “mutual and equal rights”
- Having equal rights implies giving all people a right to make their points
- Listen carefully, and with attention
- Listening is not agreeing
- Communication is about what you say and how you say it
- Congruency and genuineness go together
- Learn to “Respond” not “React”



Elements of Assertive Communications (2)

- Share your feelings in “I” statements.
- Don’t discount yourself and don’t discount others.
I’m O.K You are O.K
- Don’t be wishy-washy
- Don’t diffuse your message with “word whiskers”.
- Be specific while giving feedback or criticism.
- Use natural, non-explosive language
- Be cooperative, open and receptive to others-
they may know something that you don’t.
- Confront unpleasant situations immediately, or at
least as soon as possible.
- Make sure your non-verbal communication is
congruent with your words.





Barriers to Effective Assertion

- Lack of practice
- Formative training
- Being unclear
- Undervaluing yourself
- Poor presentation
- Fear of rejection or hostility
- Low risk taking capacity
- Not rising above the Drama Triangle



Basic Assertive Human Rights





The Basic Assertive Human Rights (1)

1. The right to take responsibility for the initiation of one's behavior, thoughts and emotions and handling the consequences that they may perpetuate.
2. The right to state one's limits, expectations and feelings about other people's behavior in a manner that does not undermine their self-esteem.
3. The right to decide whether one is responsible for solving other people's problem's and facilitating their solving their own problems.
4. The right to change one's mind
5. The right to make mistakes, to be responsible for them, and to learn from them.



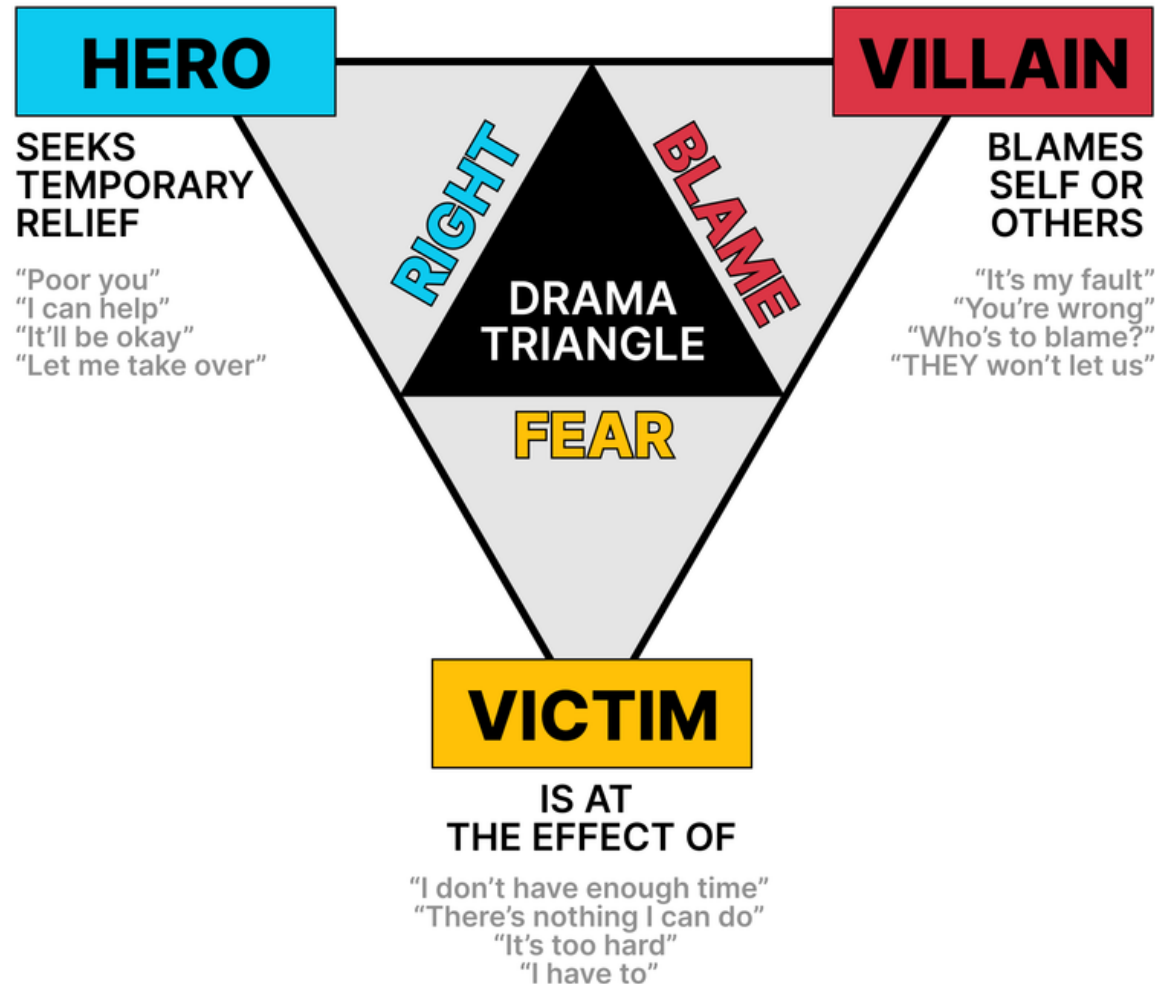
The Basic Assertive Human Rights (2)

6. The right to say, “I don’t know”.
7. The right to be treated with respect.
8. The right to explain one’s position in a manner that is considered most appropriate.
9. The right to say “No”, without feeling guilty.
10. The right to ask for clarifications about anything one may not understand.
11. The right to ask for what one may want from others, knowing that the other has the right to refuse.



The Drama Triangle

The Drama Triangle –Dysfunctional and Destructive Mindsets that Wreck Interactions





The skills of Assertiveness



Assertiveness Skills

1. Expressing Positive Feelings

- Giving compliments
- Receiving compliments
- Making requests, e.g. asking for favors, help
- Expressing liking, love and affection
- Initiating and maintaining conversations

(Assertive Approach Skills)

Assertiveness Skills

2. Self Affirmation/Disclosure

- Standing up for your legitimate rights
- Refusing requests – saying “no”, politely
- Expressing personal opinions, sharing information, including disagreement.

3. Expressing Negative Feelings

- Expressing justified annoyance and displeasure
- Expressing justified anger – using “I” statements

Assertiveness Skills

4. Broken Record

- Standing up for your legitimate rights by repeating politely what you want
- Deflecting any discussion that takes you away from the basic matter

5. Negative Inquiry

- Appreciating that making mistakes a normal part of life
- Not feeling guilty about it, but inquiring what could have been done differently or better

Assertiveness Skills

6. Workable Compromise

- Standing up for your legitimate rights by arriving at a negotiated “middle-ground”
- Ensures that the dignity of the persons involved is maintained

7. Saying “No”

- Expressing your right to refuse things
- Understanding that when you say “no” it is to the request, not a rejection of the other

Assertiveness Skills

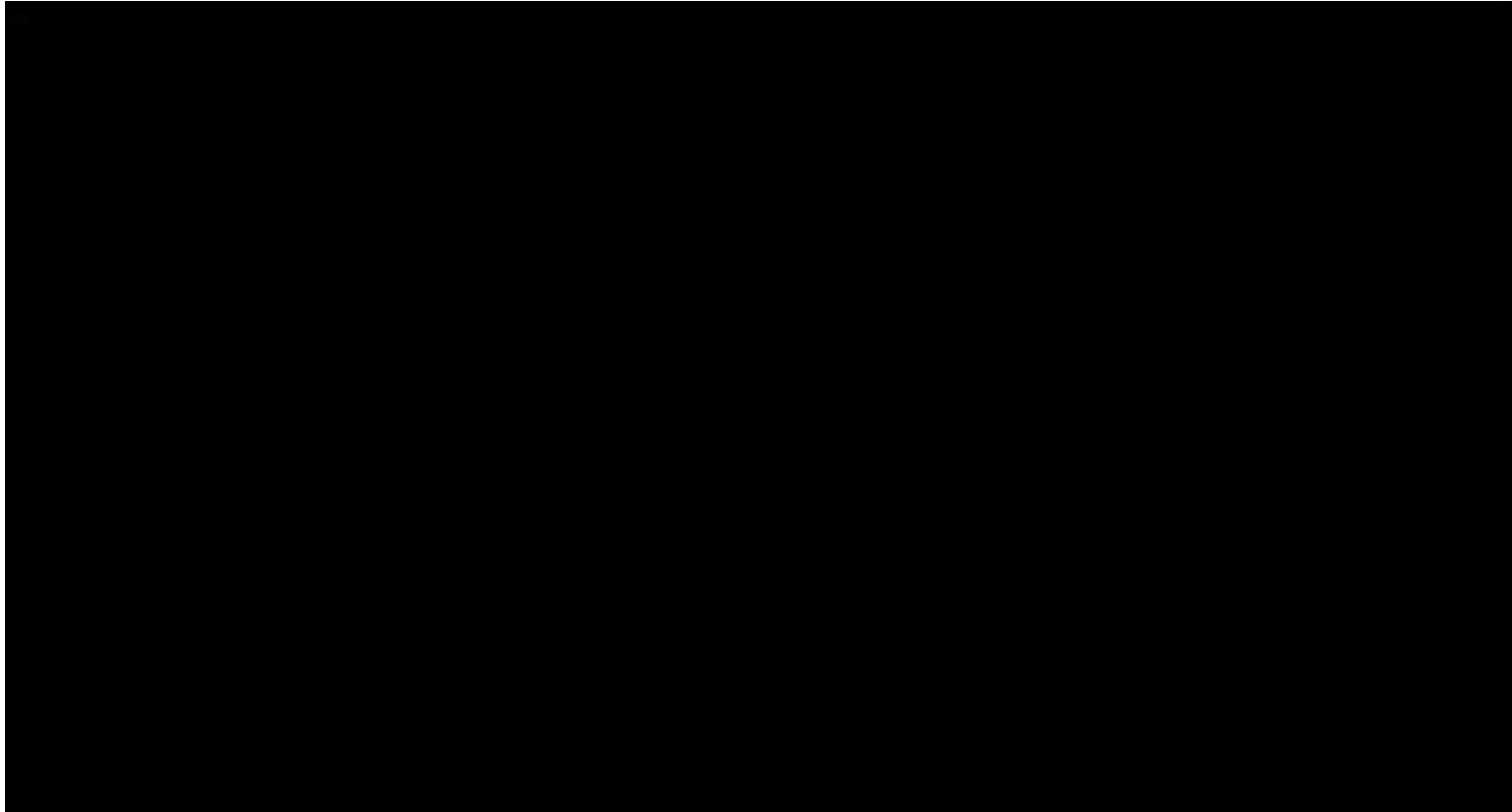
8. Fogging

- Understanding that many things people say are based on their own subjective “reference points”
- The reference points are bound to be different from one’s own, and hence what you may like could be disliked by someone else...
- Agree with the possibility
- Agree with the facts

A photograph of a stage with several spotlights shining down, creating a hazy atmosphere with smoke or fog. The stage is framed by dark curtains. The text "Role Plays for the Skills of Assertiveness" is overlaid in white on the left side of the image.

Role Plays for the Skills of Assertiveness

Influence is the extent to which you dominates a conversation where others copy your patterns of speech and defer to you unconsciously



Thank you