



THAT'S NOT WHAT I MEANT!

HOW TO IMPROVE YOUR ABILITY TO
UNDERSTAND AND BE UNDERSTOOD

The Spy Game



Team Assignment



The Spy Game



Nearly every situation can be
made better or worse by how
we communicate.

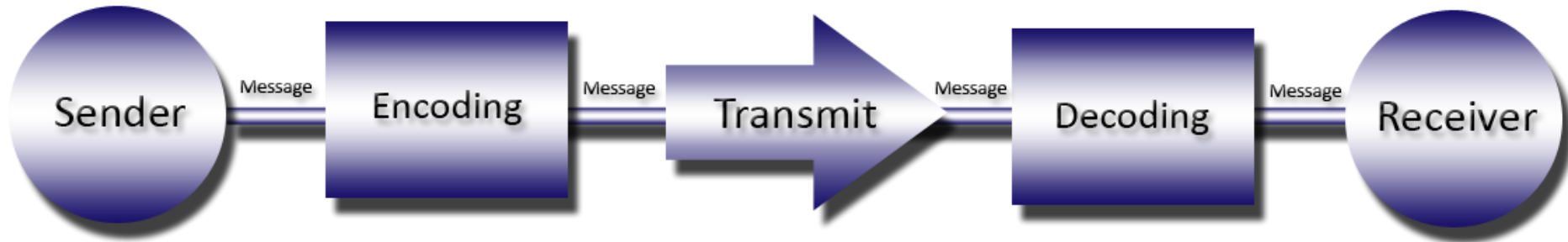


In groups of 2-3 people, discuss:

- What's a recent example of when you were misunderstood?
- What gets in the way of people understanding each other?



Communication Process



- Potential breakdowns:
 - ✓ Sender encoding the message.

Verbals and Non-Verbals

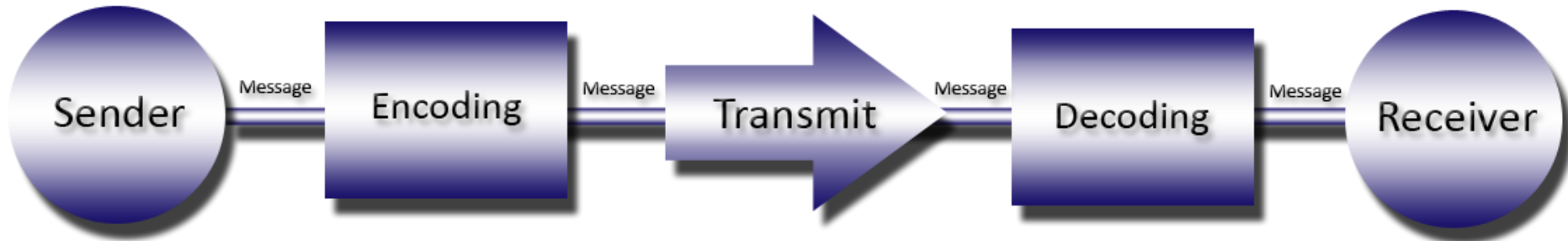
7% Words

55% Body

38% Vocal



Communication Process



- Potential breakdowns:
 - ✓ Sender encoding the message.
 - Choose your words wisely; align body language & vocal tone
 - ✓ Transmitting the message.
 - “The more sensitive the issue, the richer the medium.”
 - ✓ Receiver decoding the message.
 - “Never under-estimate people’s ability to ‘not get it’!”



[Redacted contact name]

8:54 PM [Redacted text]

I be there 8:58PM

05/06 Mon

1:51PM Hello from Lake Zurich!
Would you by chance be available for a 3:20p pickup today to O'Hare?
Andy Kaufman

Yes no problem 1:56PM

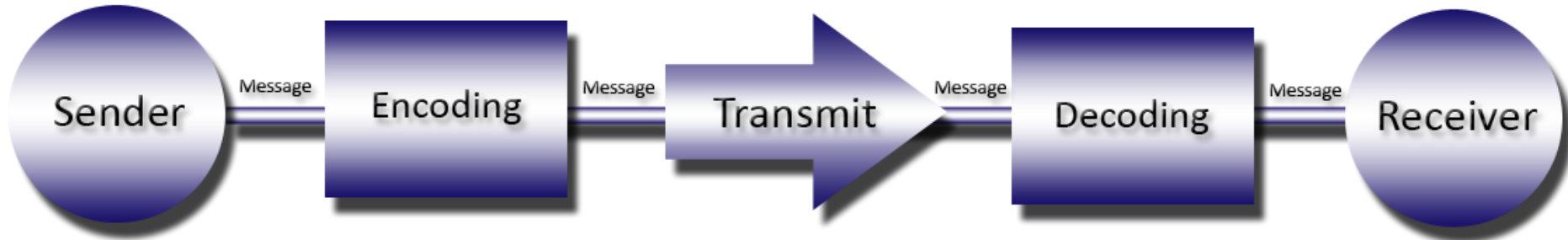
1:58PM Great! Thx!

Ok 1:59PM

Enter message



Communication Process



- Potential breakdowns:

- ✓ Sender encoding the message.

- Choose your words wisely; align body language & vocal tone

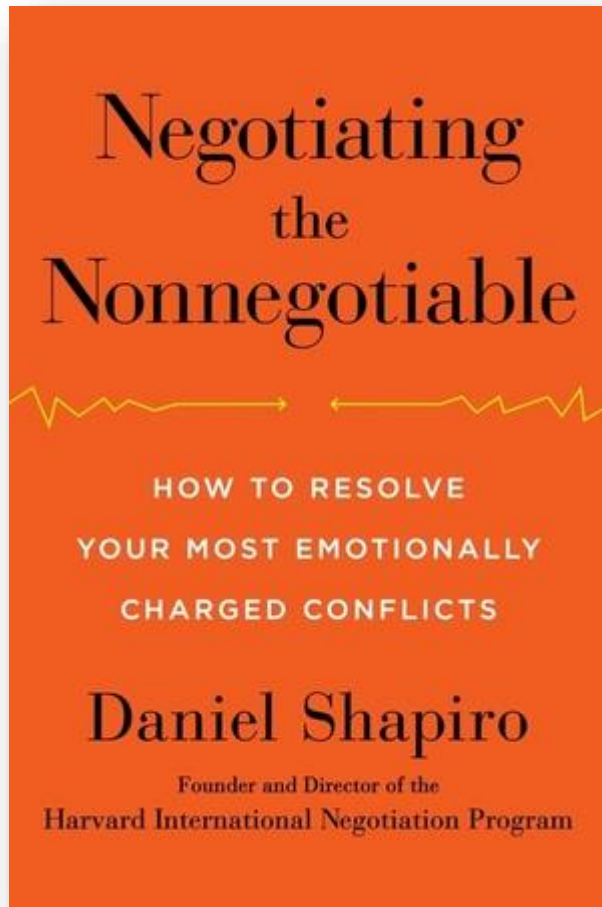
- ✓ Transmitting the message.

- “The more sensitive the issue, the richer the medium.”

- ✓ Receiver decoding the message.

- “Never under-estimate people’s ability to ‘not get it!’”

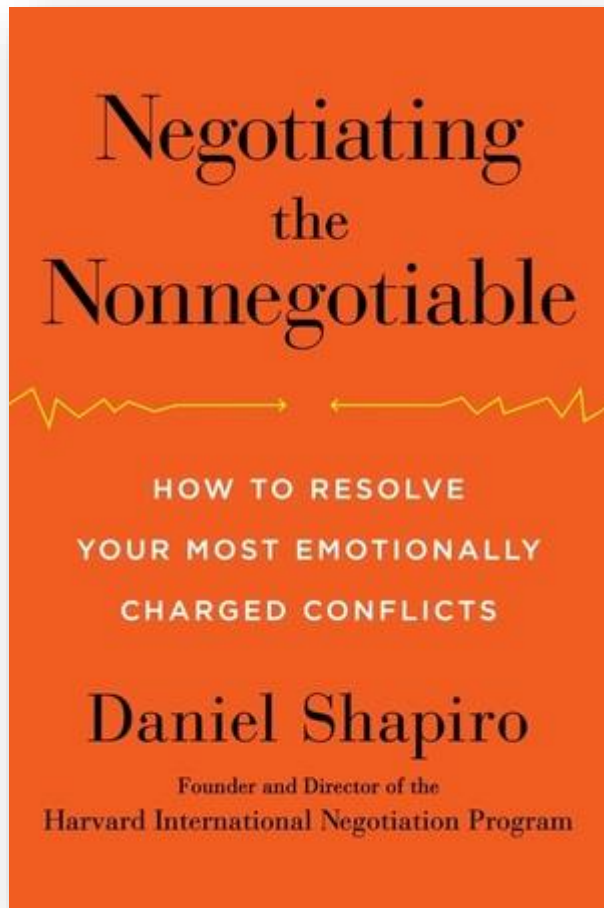
Layers of Misunderstanding



Resolving the most challenging misunderstandings requires us to get “*at the root, which stretches beneath rationality, beneath even emotions, to the heart of who you are: your identity.*”



It's Not Just About the Facts



- Tribal mindset
- Vertigo
- Repetition compulsion



Social Neuroscience



Motivation driving
social behavior

- Minimizing threat
- Maximizing reward

SCARF Model



NeuroLeadership Institute
www.NeuroLeadership.com

SCARF Model

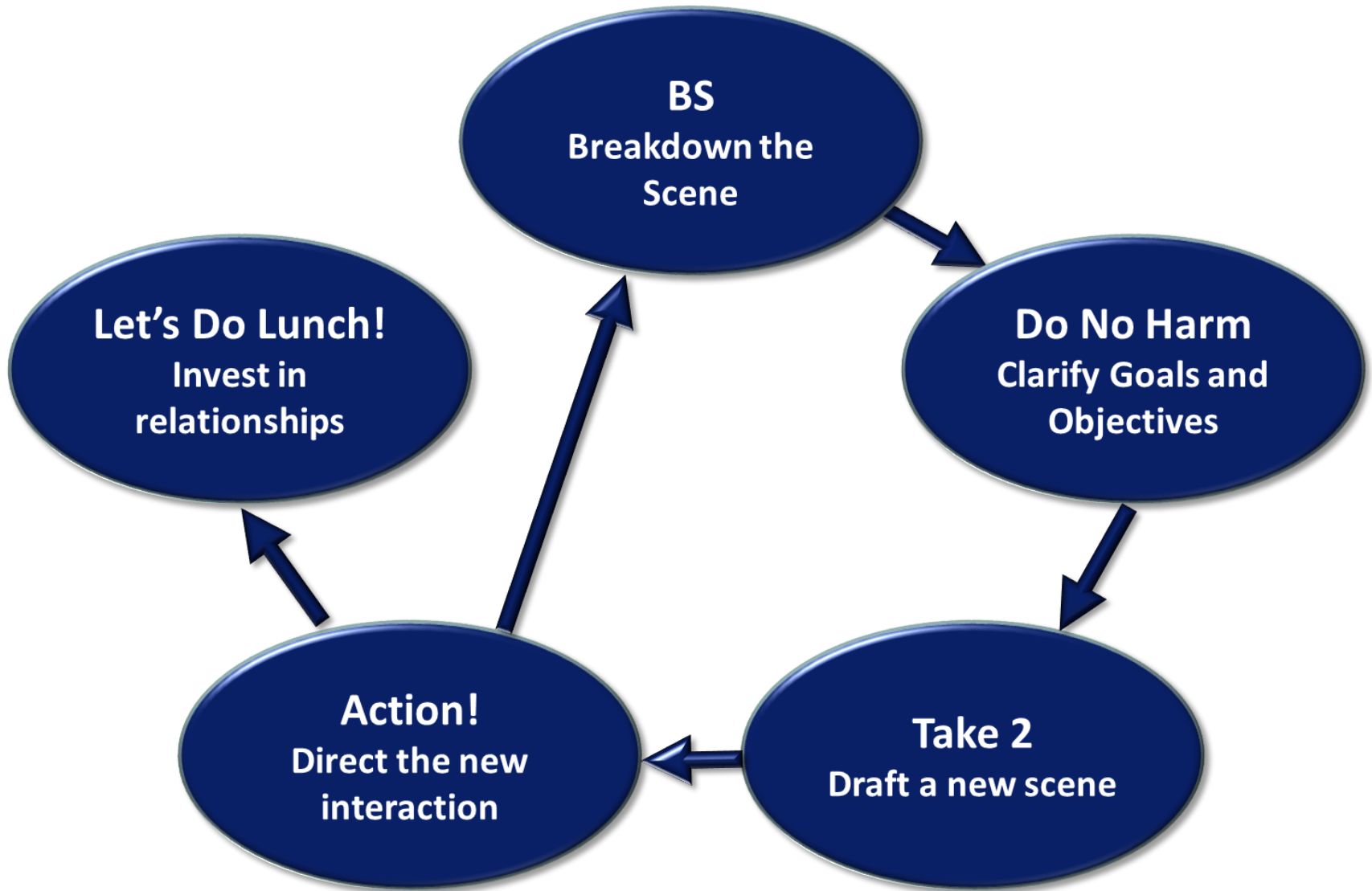


- **Status**
- **Certainty**
- **Autonomy**
- **Relatedness**
- **Fairness**

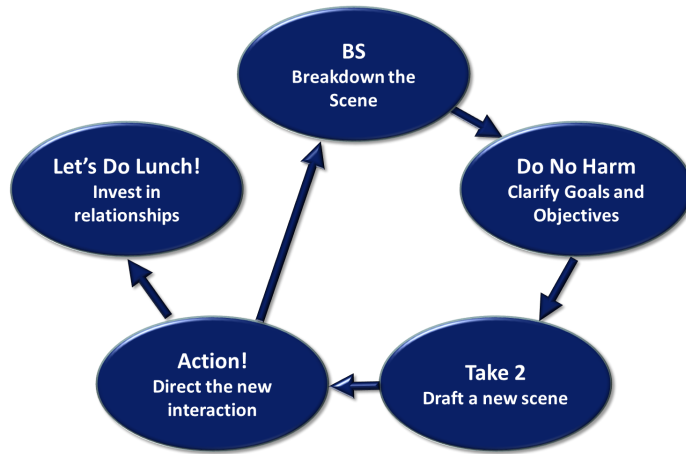
SCARF Model

How might
elements of this
model impact
your
communication?

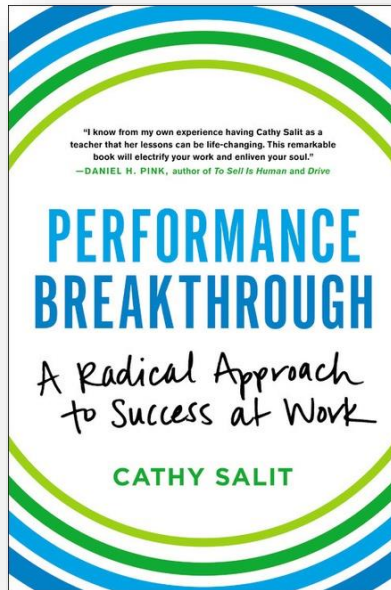
- **S**tatus
- **C**ertainty
- **A**utonomy
- **R**elatedness
- **F**airness



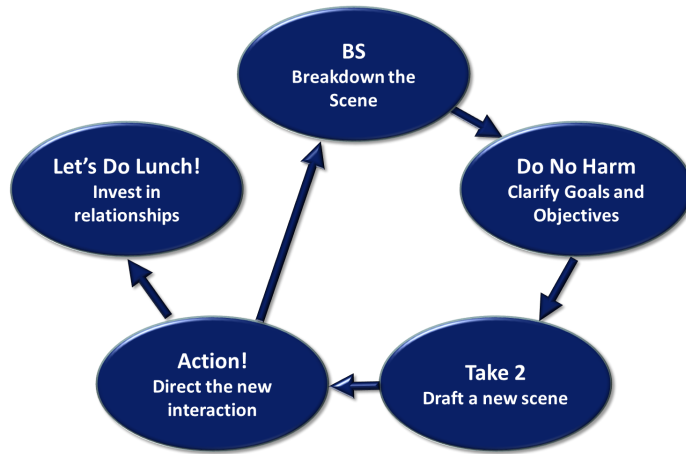
Model Premise



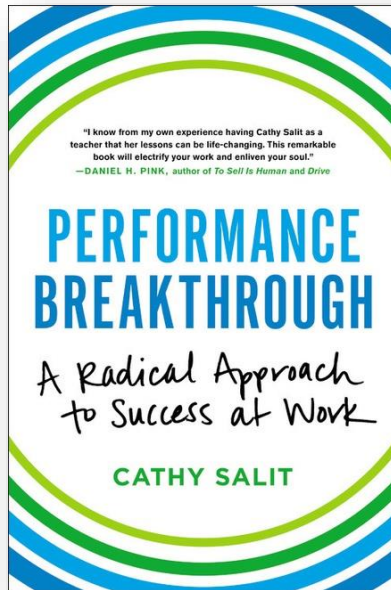
“Every
interaction is a
performance”



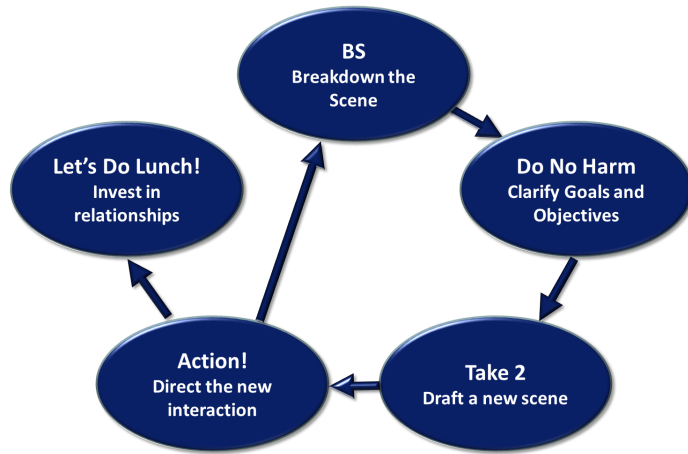
Advantages?



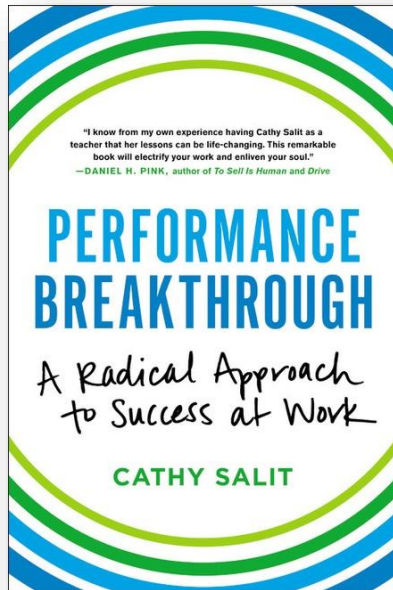
- Allows a step back
- Becoming Principle™
- “Try on” approaches and behaviors

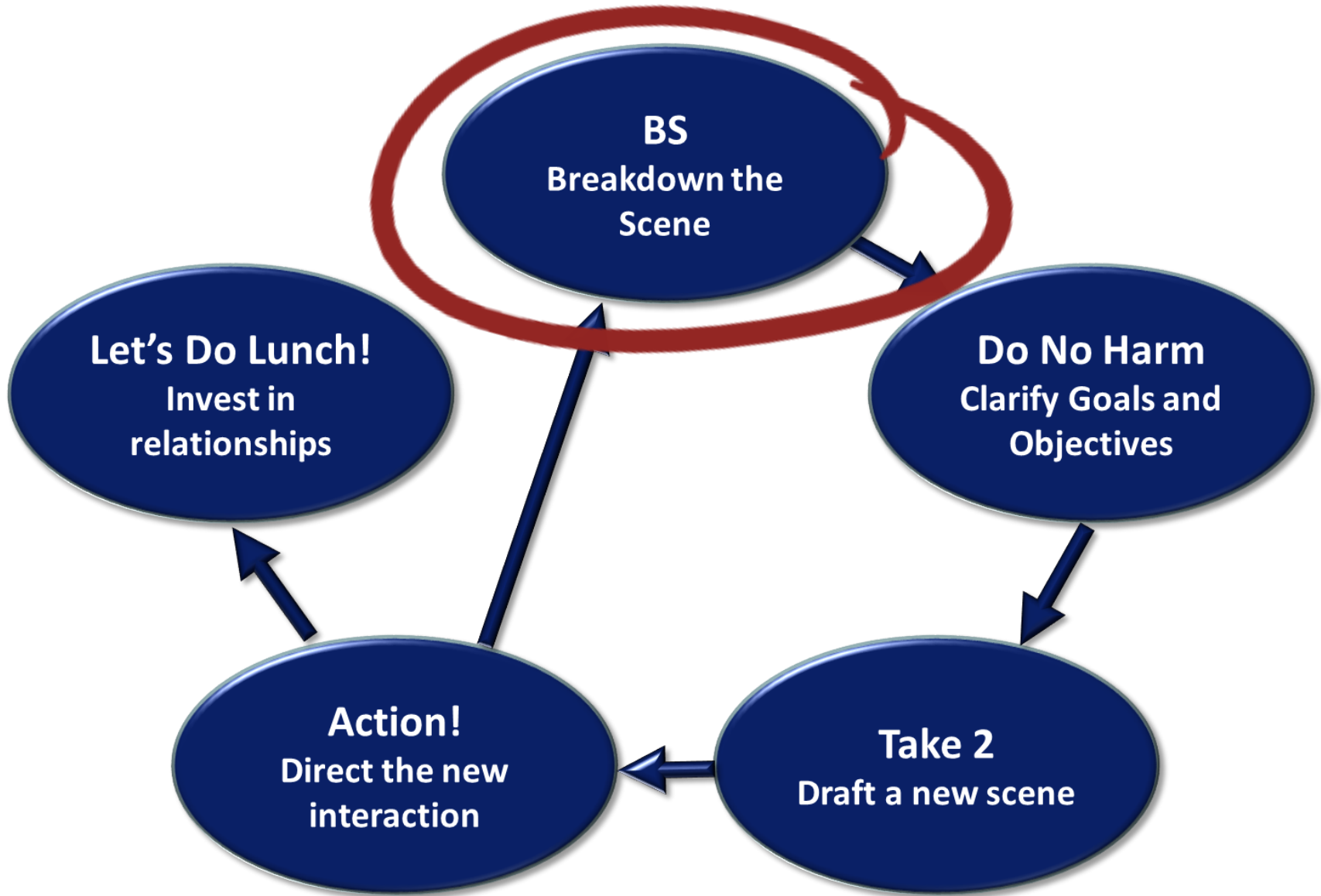


Concerns?



- Isn't it faking?
- That's not who I am!
- Authenticity

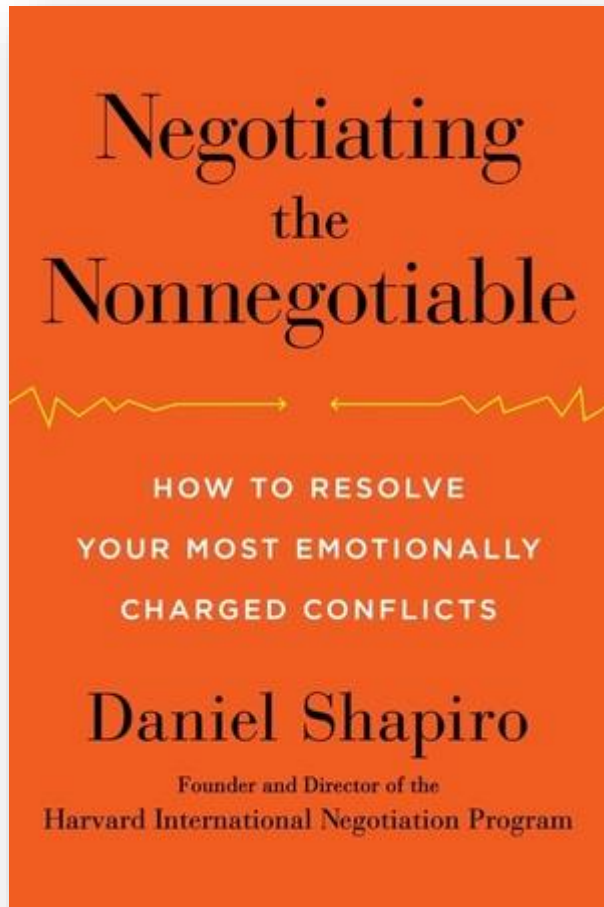




Breakdown the Scene

- Elements of Story
 - ✓ Who's involved? (characters)
 - ✓ Where is the interaction? (setting)
 - ✓ What's the backstory? How does the story get played out? (problem/conflict, inciting incident, sub-plots)

Start With You



- Learn to detect when you're feeling:
 - ✓ **Adversarial.** Magnifying differences, minimizing similarities
 - ✓ **Self-righteous.** Not only right, but morally superior
 - ✓ **Closed.** Apt to critique and condemn instead of listen



BS
Breakdown the
Scene

Start With You

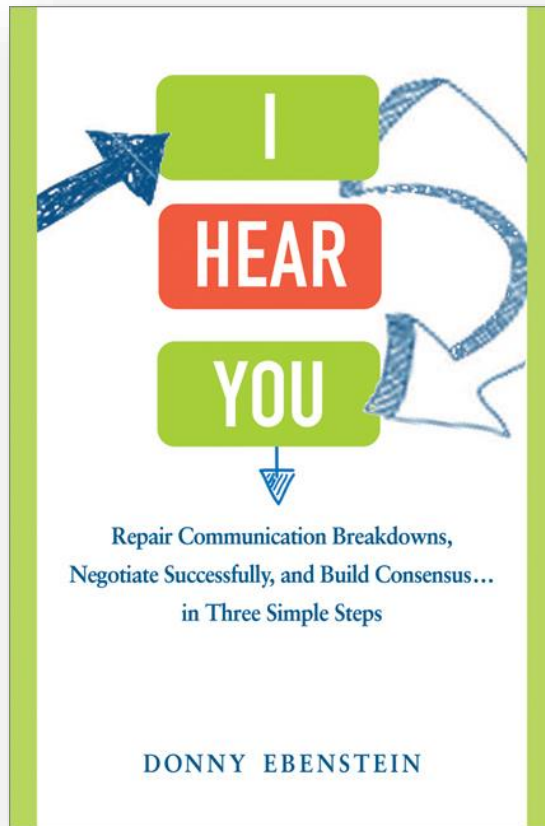
- Be careful about the stories you tell yourself

We have a tendency to explain the behavior of others in terms of character rather than context.

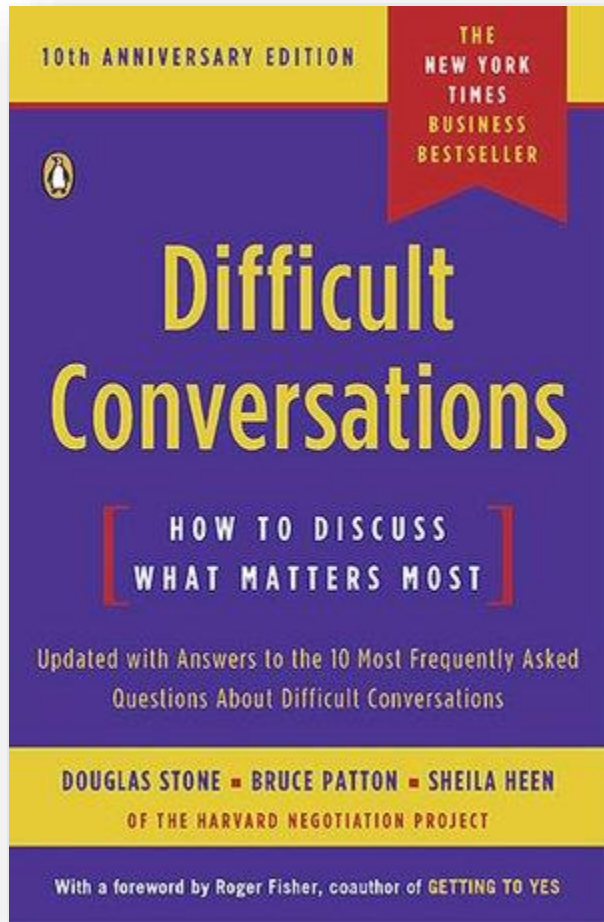
BS Breakdown the Scene

Start With You

- Pay attention to the story
 - ✓ Who's the victim?
 - ✓ Villain?
 - ✓ Hero?



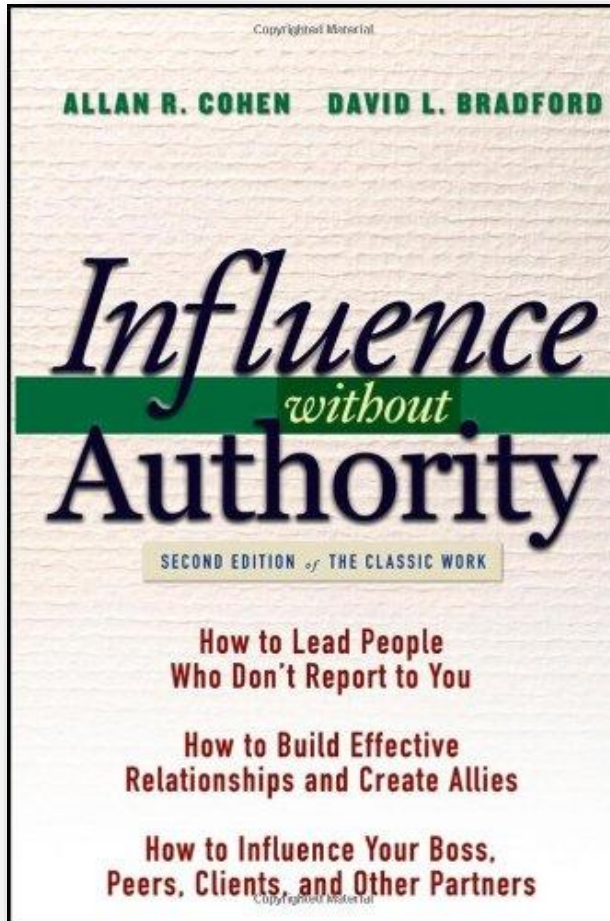
It's Not Just About the Facts



“Difficult conversations are almost never about getting the facts right. They are about conflicting perceptions, interpretations, and values.”



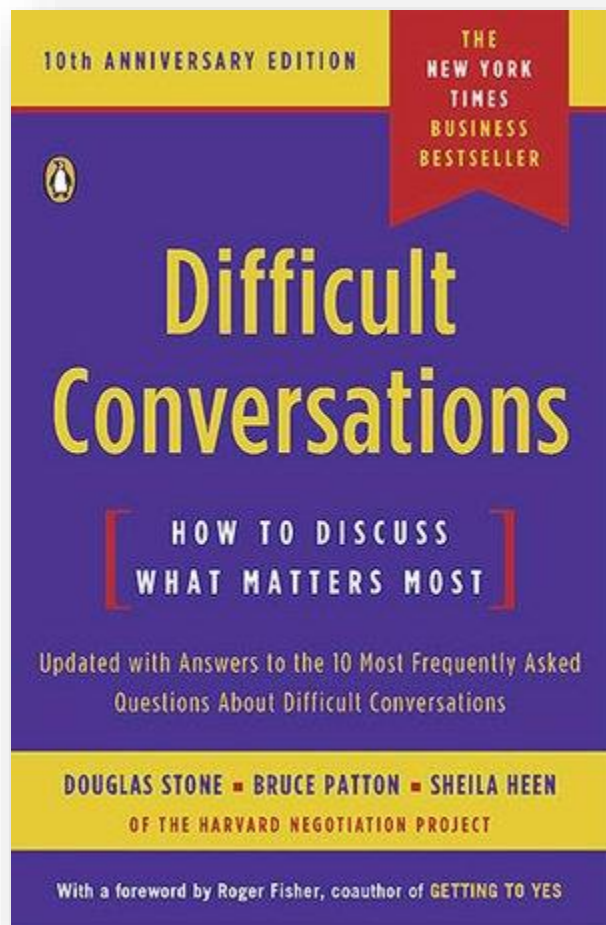
Diagnose Their World



One of the most important steps in influencing without authority is to “diagnose the world of the other person.”



Help Me Understand

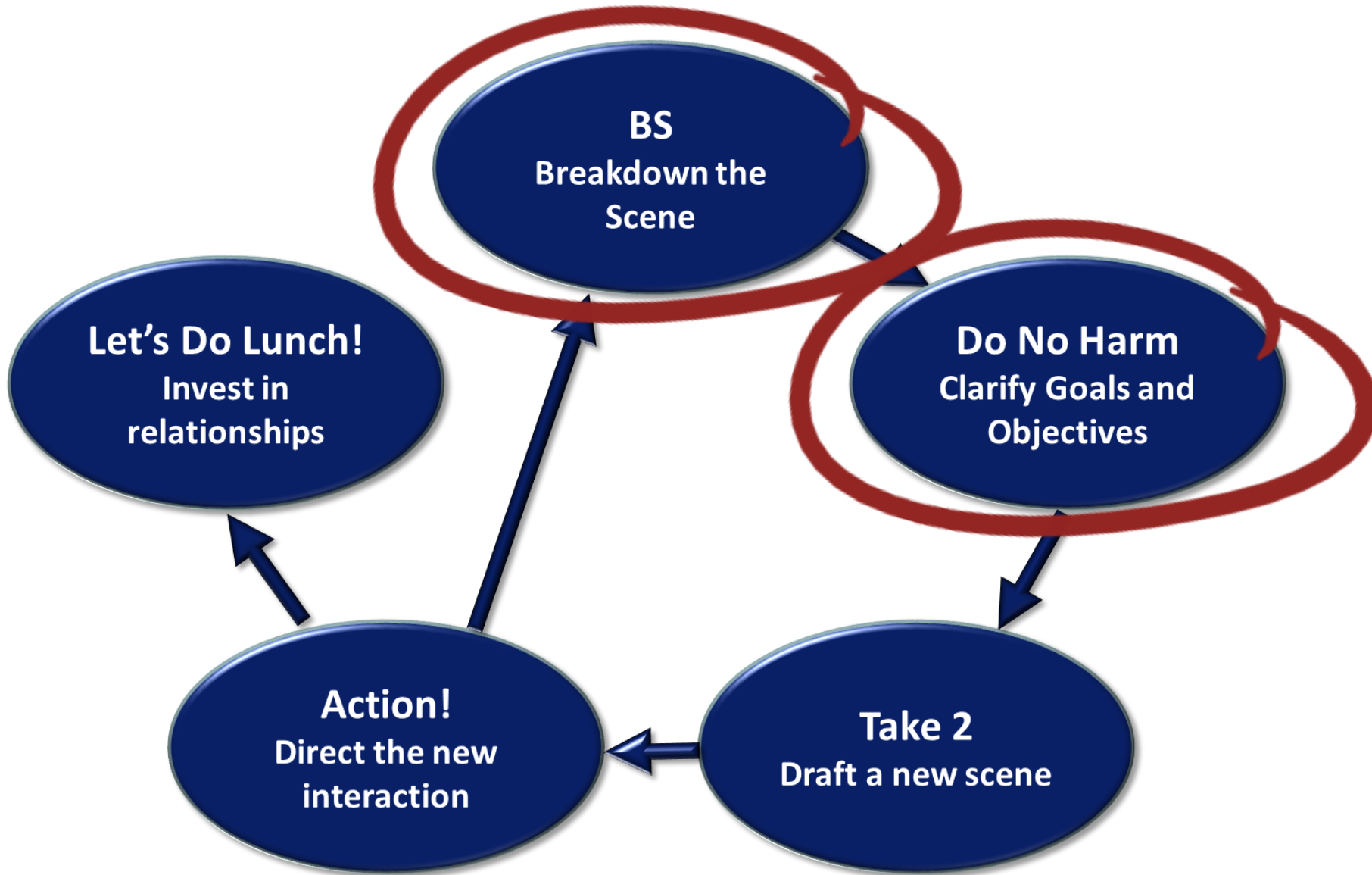


“The single most important thing [you can do] is to shift [your] internal stance from ‘I understand’ to ‘Help me understand.’ Everything else follows from that....”

BS
Breakdown the
Scene

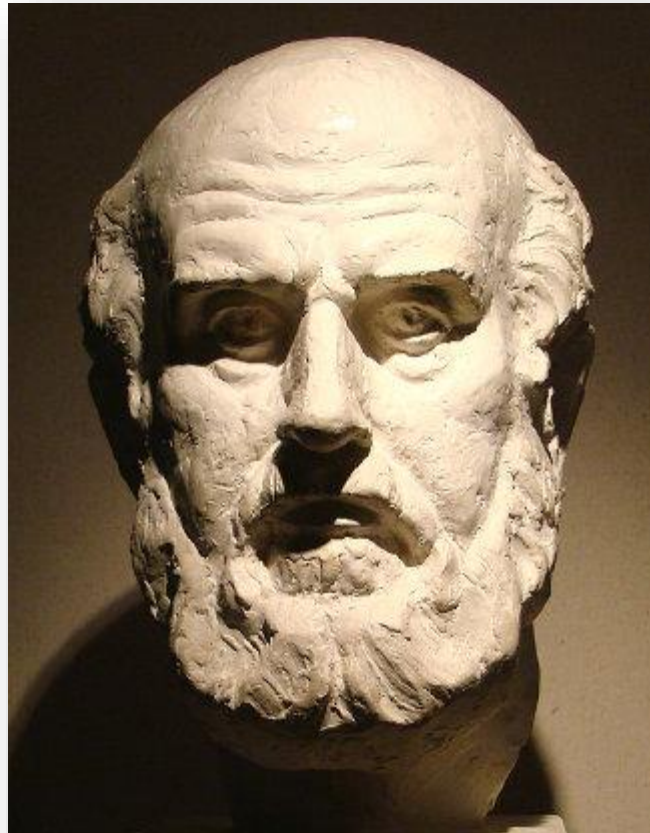
Breakdown the Scene

- Don't skip this step
 - ✓ Consider the story that's being played out
 - ✓ Start with you, realizing you're likely biased in your understanding of the story



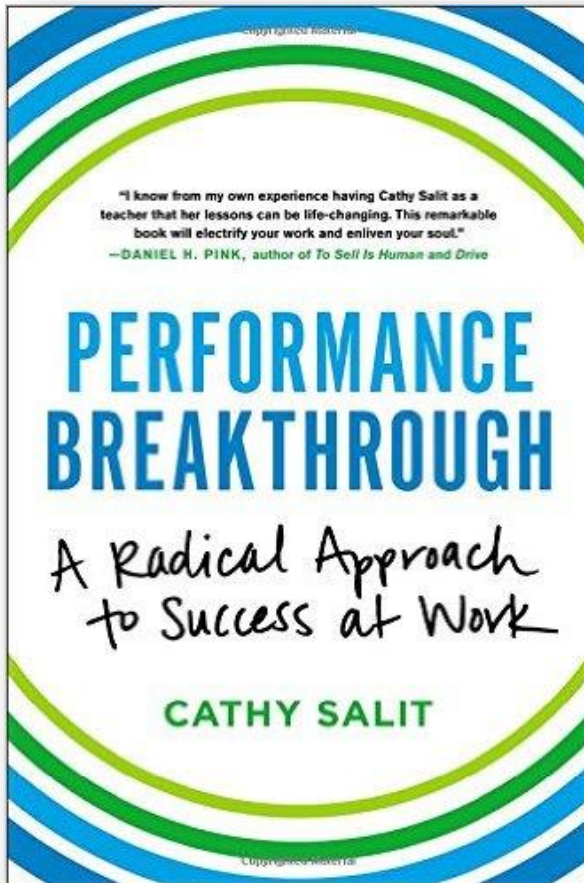
**Do No Harm
Clarify Goals and
Objectives**

Clarify Your Goals and Objectives



"First, do no harm."

Goal: Improve the Relationship

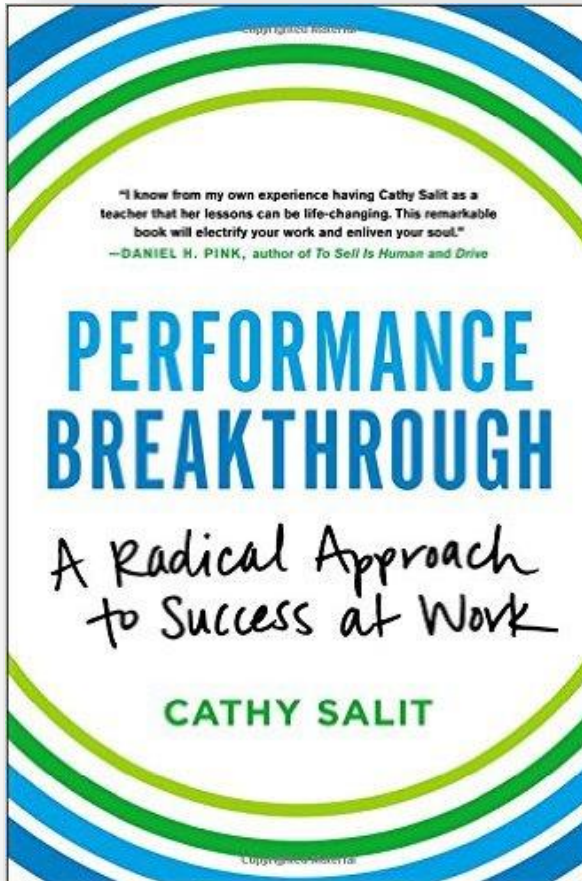


“Approach conversations as opportunities for growth and relationship-building.”

Your goal: The relationship is stronger on the other side of the interaction.



Lesson from Improv



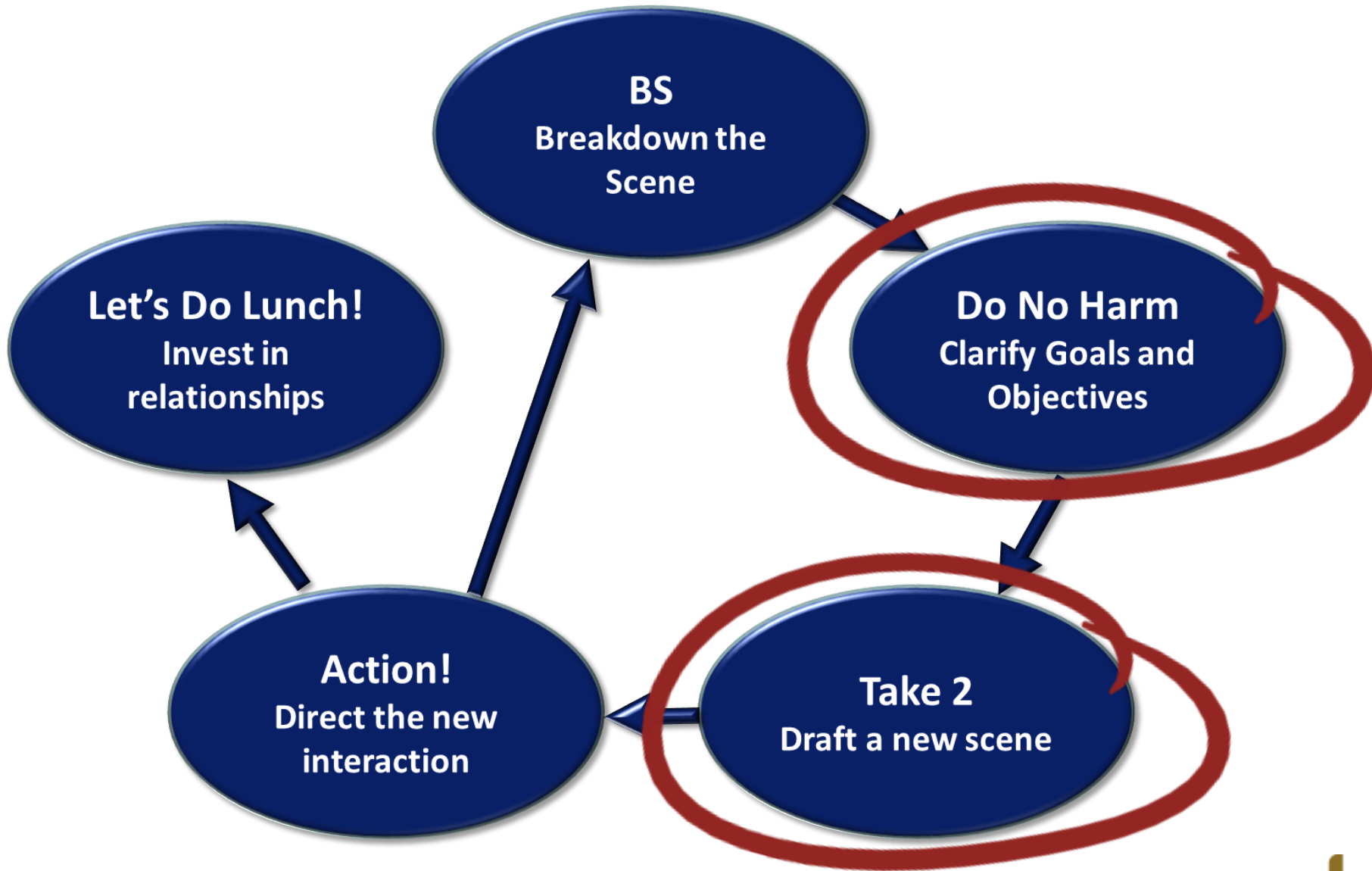
Improv Tenet #2

Make the Other Person
Look Good

Do No Harm
Clarify Goals and
Objectives

Clarify Your Goals and Objectives

- Before you continue
 - ✓ Get specific
 - ✓ What does success look like?
- Make it better



Take 2
Draft a new scene

Draft a New Scene

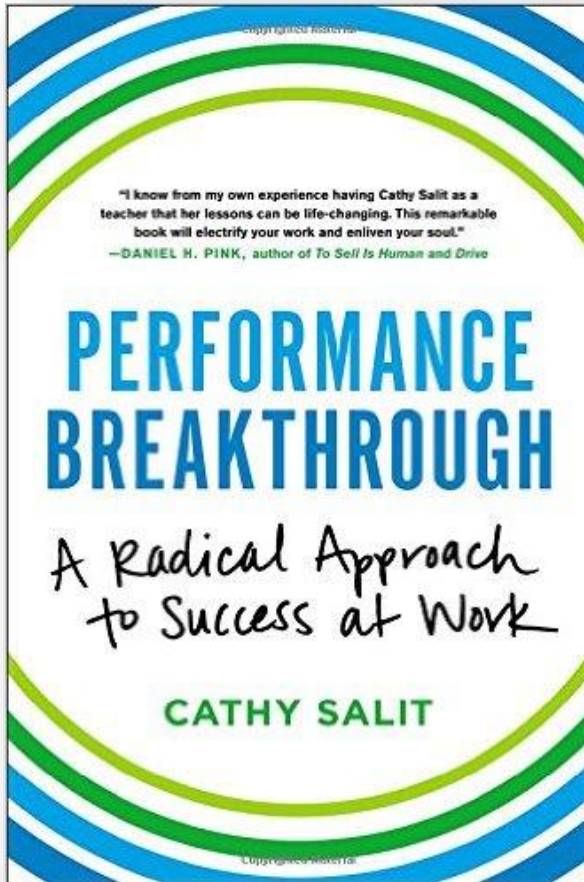
- Elements of Story
 - ✓ Characters? (Who to include—and not)
 - ✓ Setting? (Location, medium)
 - ✓ Script? (How to best achieve the goals and objectives)

Take 2
Draft a new scene

Draft a New Scene

- What are some examples of things you can do differently to better ensure understanding?
 - ✓ When you're trying to understand
 - ✓ When you're trying to be understood

Rehearse the Revision

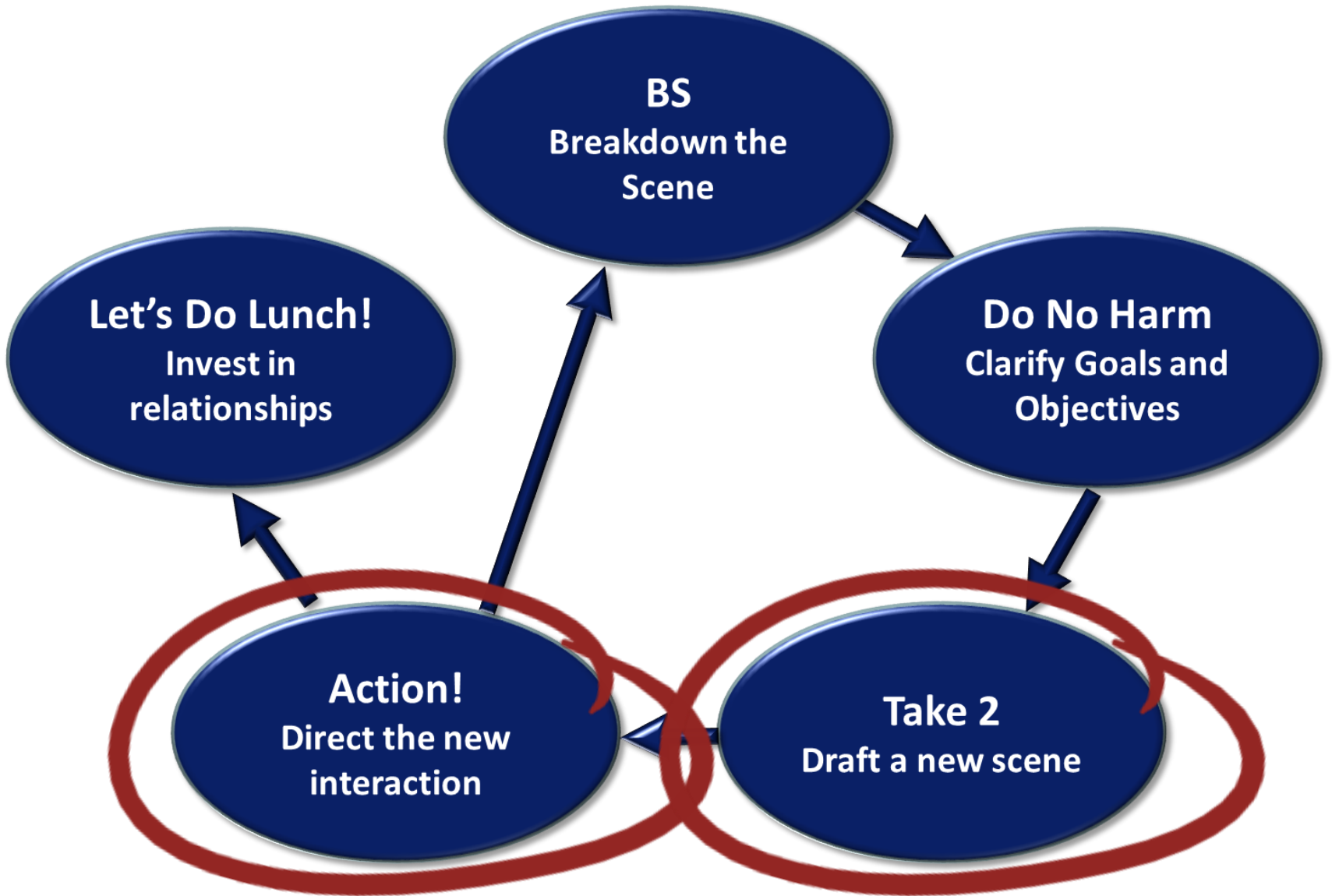


- Consider practicing the revision
- *Try on* some alternatives
- How might the characters react?

Take 2
Draft a new scene

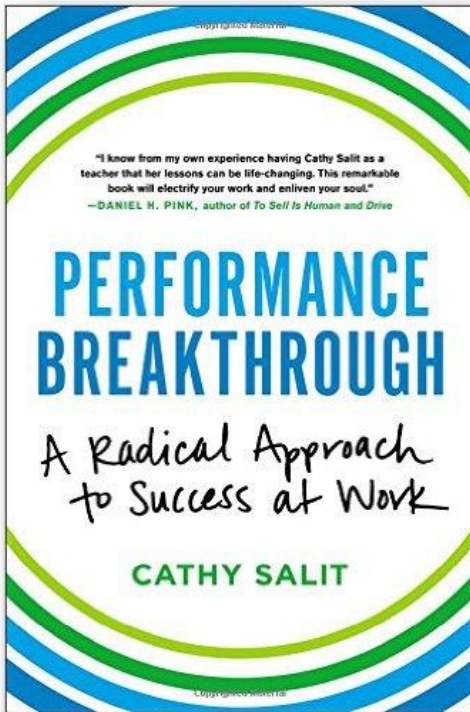
Draft a New Scene

- Take the initiative to change the interactions
 - ✓ “Simply by changing your own behavior, you gain at least some influence over the problem.”
Doug Stone

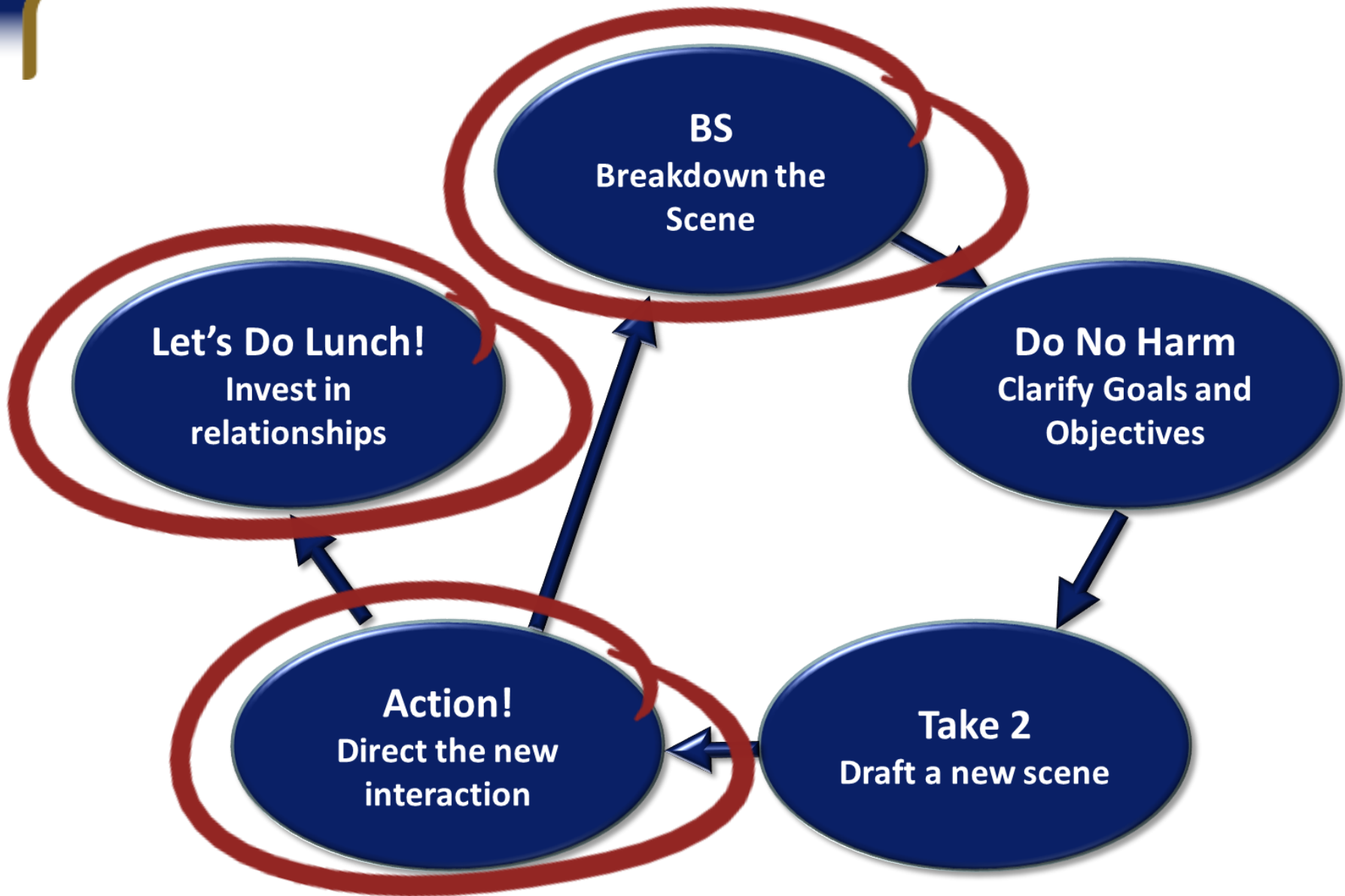


Action!
Direct the new
interaction

Direct the New Interaction



- Director and performer
- Watch for 'offers'
- Adjust as necessary



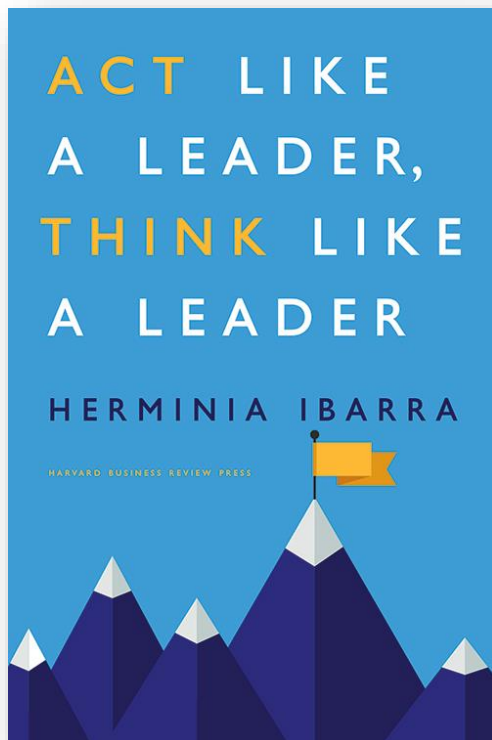
Let's Do Lunch!
Invest in
relationships

Invest in Relationships

- Everything comes down to relationships
- Need to be actively, intentionally building trust

Let's Do Lunch!
Invest in
relationships

Invest in Relationships

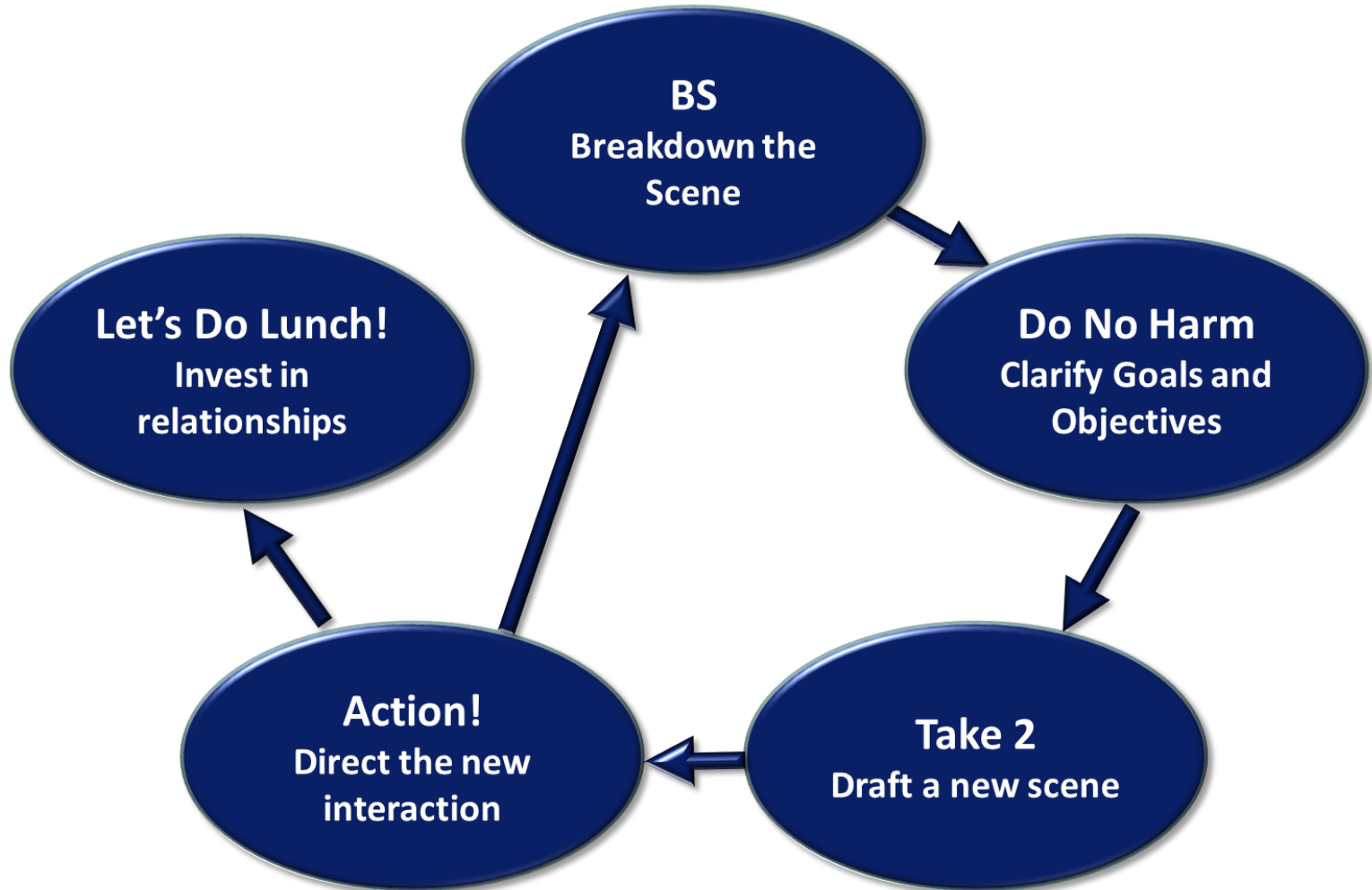


“Lazy and
narcissistic
networks”



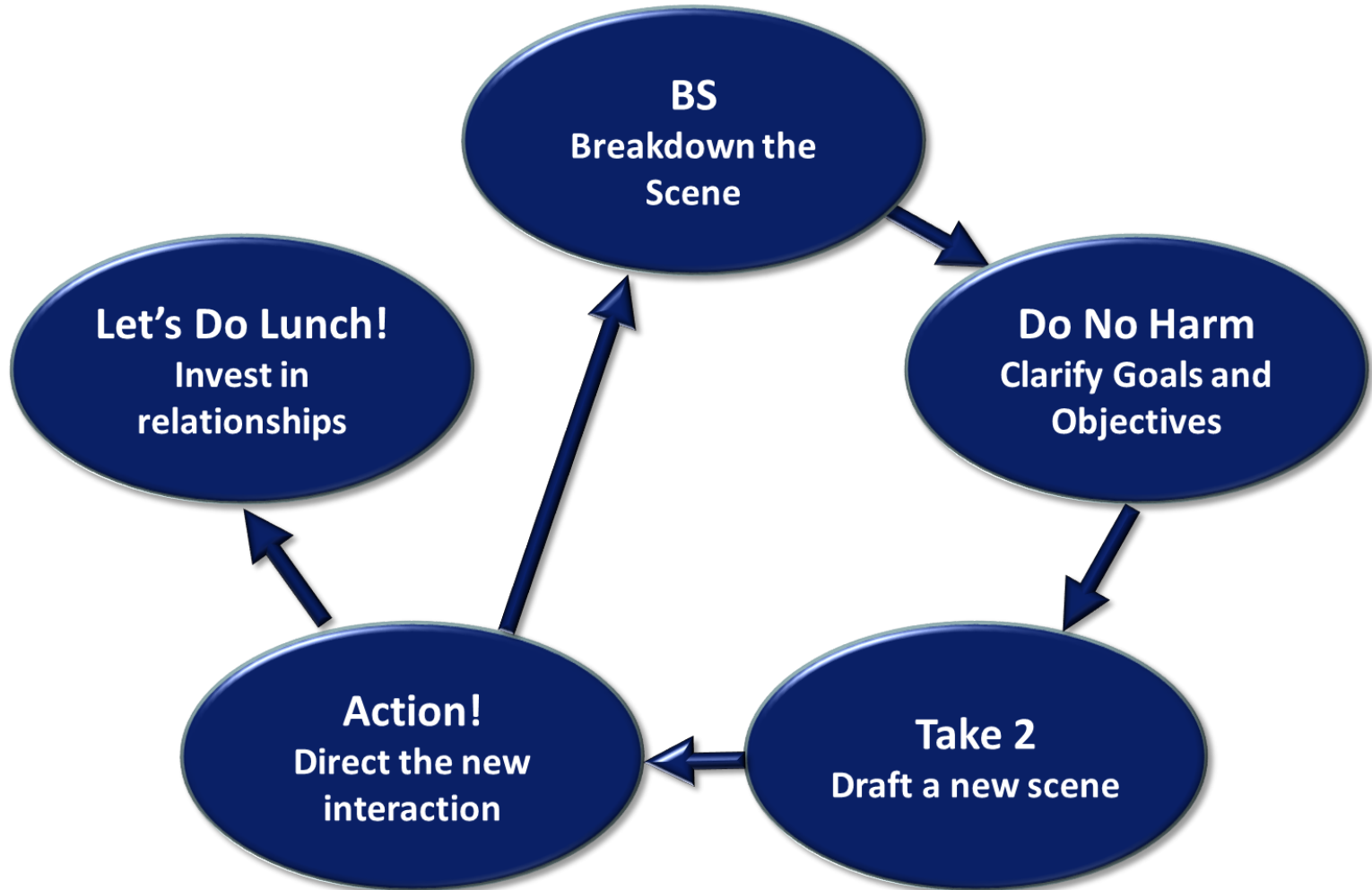
Example

Cindy: The Tough Boss



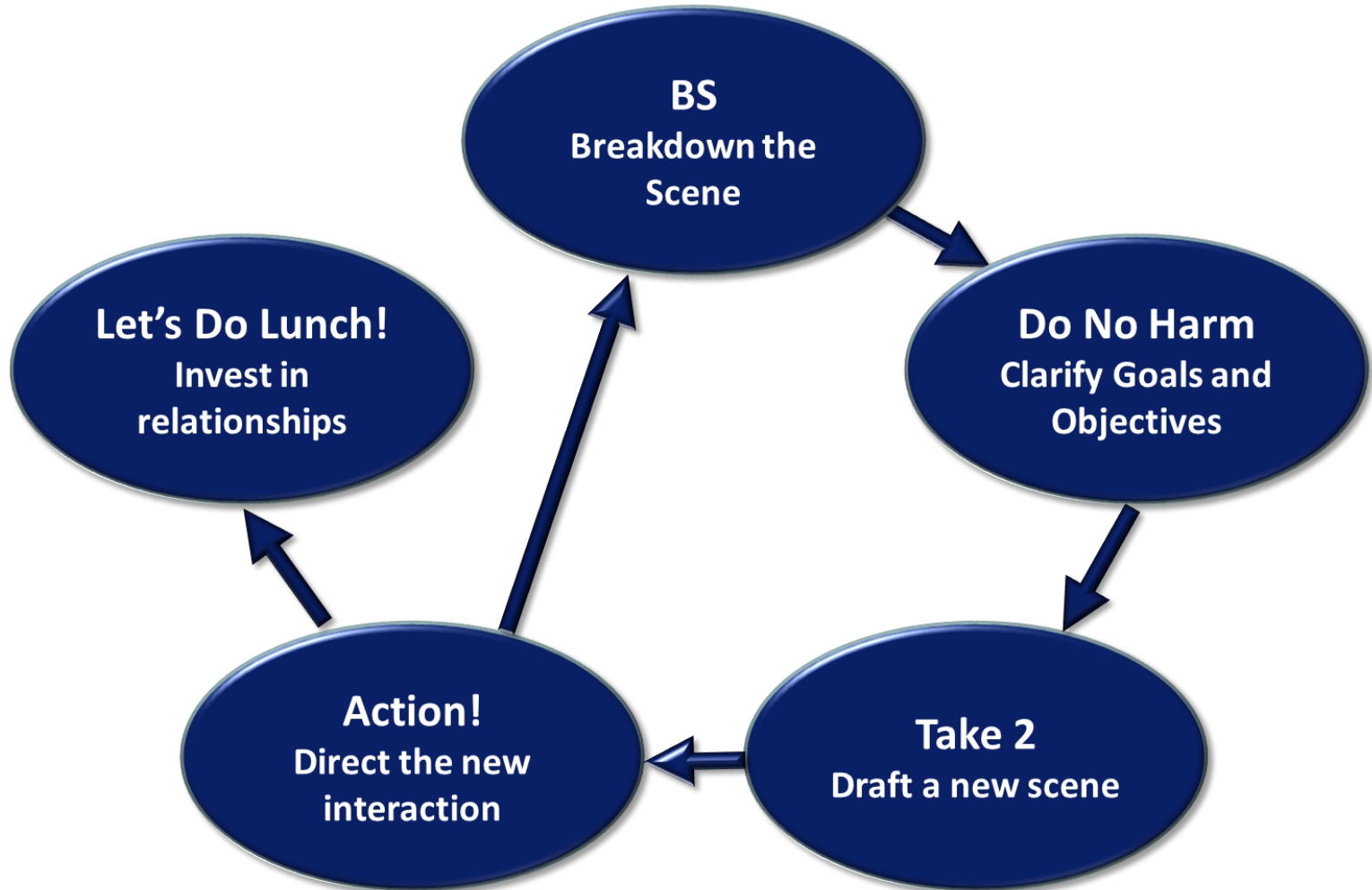
Example

Sam and Bill: The Hating Stakeholders



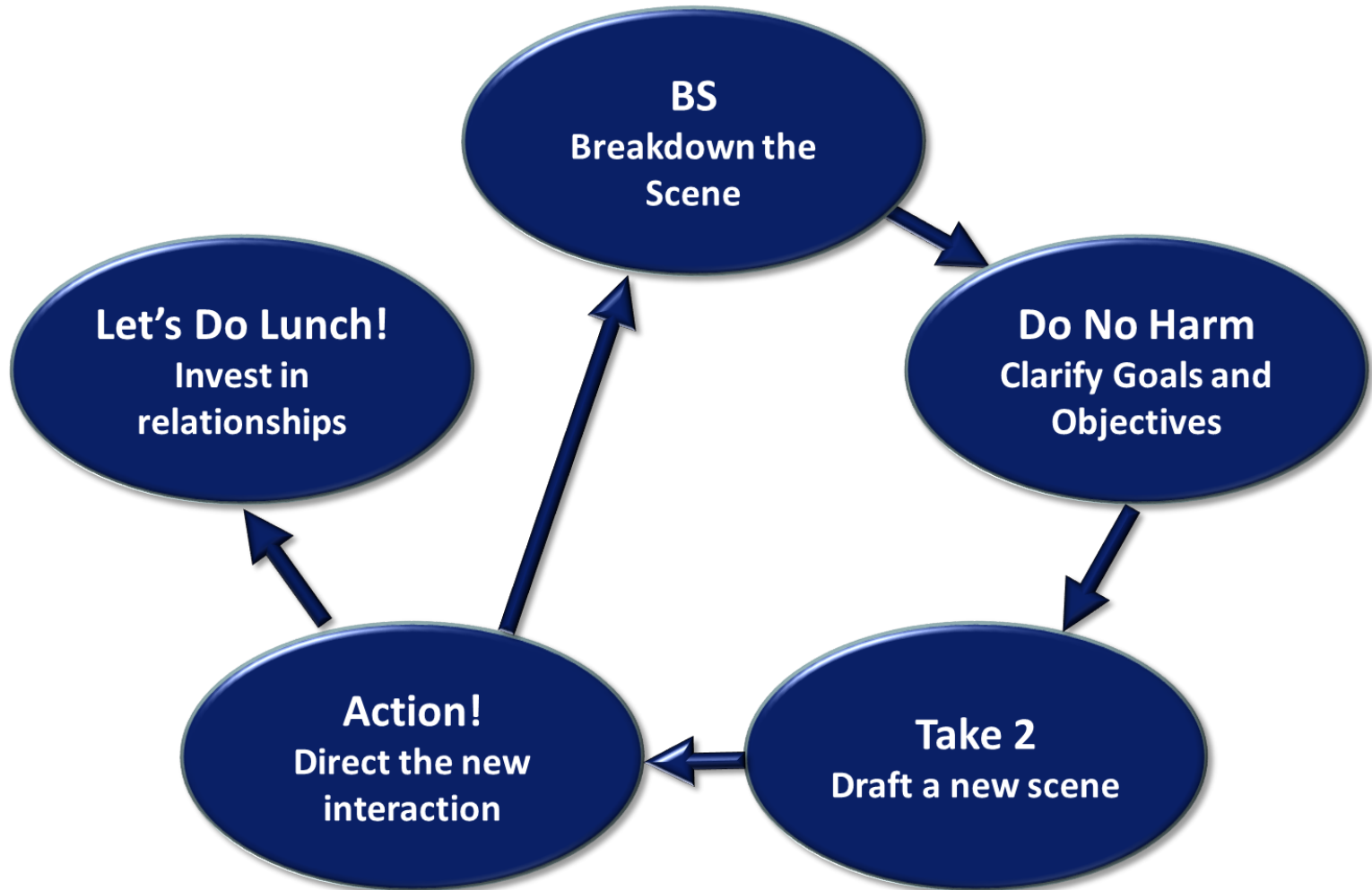
Example

Rhonda: The Rambling Emailer



What's Your Example?

Talk through a communication scenario







THAT'S NOT WHAT I MEANT!

HOW TO IMPROVE YOUR ABILITY TO
UNDERSTAND AND BE UNDERSTOOD