



Pathfinder
Communication, LLC

Better Communication, Better Decisions, Better BusinessSM

www.PathfinderCommunication.com

Pathfinder Curriculum

- Relationships
- Critical Thinking and Discussions
- Influence
- Persuasion
- Negotiation

Face to Face Communication Skills

What's THE SCORE?

– Creating AMAZING Business Relationships

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LeadershipIQ - In the 90 days from 5/1/07 to 8/1/07 (272 companies; 9,561 respondents)

- 93% of people have avoided confronting a coworker about inappropriate behavior
- 81% of managers have avoided confronting a subordinate about inappropriate behavior
- 89% of people have avoided confronting their boss when he or she failed to fulfill an expectation or promise
- 77% of people say that when they speak up about sensitive topics, the other party gets angry or defensive
- 83% of people say that they occasionally or frequently withhold important information from bosses, coworkers and employees because they fear the conversation will end badly
- *37% of an employee's willingness to stay at their company is driven by their comfort with speaking the truth about these sensitive issues*

Even when a customer or the organization suffered as a result

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Problem	Description	Impact	% leaders that routinely experience this problem
Fact-Free Planning	Project is set up to fail by setting deadlines or resource limits with no consideration for reality.	82% of these projects either -went over budget -missed their deadline -failed to meet quality or functionality 73% of the time team morale was damaged	85%
AWOL Sponsors	Sponsor doesn't provide leadership, political clout, time, or energy.	75% of these projects went over budget 85% missed their deadline 74% failed to meet quality or functionality 69% of the time team morale was damaged	65%
Skirting	Powerful people skirt or manipulate the prioritysetting process.	78% of these projects went over budget 87% missed their deadline 80% failed to meet quality or functionality 66% of the time team morale was damaged	83%
Project Chicken	Team leaders and members don't admit when there are problems with the project.	78% of these projects went over budget 86% missed their deadline 74% failed to meet quality or functionality 54% of the time team morale was damaged	55%
Team Failures	Team members are unwilling or incapable of supporting your project.	73% of these projects went over budget 82% missed their deadline 77% failed to meet quality or functionality 69% of the time team morale was damaged	80%

Results Oriented Communication



Credibility

- Competence
- Trustworthiness
- Good Will
- Dynamism
- Eyewitness Access to information
- Background and Training
- Good track record

Transforming Our Perspective

(Garvin & Roberto)

Characteristic	Advocacy Model	Inquiry Model
Concept of Decision Making	A contest	Collaborative problem solving
Purpose of discussion	Persuasion and lobbying	Testing and evaluating
Participant's role	Spokespeople	Critical thinkers
Patterns of behavior	<ul style="list-style-type: none"> • Strive to persuade others • Defend your position • Downplay weaknesses 	<ul style="list-style-type: none"> • Present balanced arguments • Remain open to alternatives • Accept constructive criticism
Minority Views	Discouraged or dismissed	Cultivated and valued
Outcome	Winners and losers	Collective ownership

We are not contestants – we are problem solvers

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Problem	Cut Dollar impact	Reduce cost overruns	Reduce schedule delays	Improve quality & functionality	Less likely to damage team morale
Fact-Free Planning	47%	29%	17%	69%	47%
AWOL Sponsors	41%	33%	33%	50%	66%
Skirting	39%	35%	28%	44%	64%
Project Chicken	47%	55%	69%	56%	66%
Team Failures	55%	64%	60%	64%	66%

Only 15% of leaders can successfully lead this conversation without training

Values + Beliefs = Behaviors

- Values are universal concepts like fairness, justice, freedom, equality, respect, compassion, and service – tend to unite
- Beliefs are interpretations of how to achieve values - tend to divide
- Your values and beliefs determine your tendencies and behaviors
 - Myers-Briggs; DISC

Canine Bias



Canine Bias



Human Bias

- Overconfidence bias
- Actor-Person bias
- Sunk Cost effect
- Recency effect
- Confirmation bias
- Anchoring bias

The Reasons

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- We Aren't Taught About Collaboration
- Fear of Appearing Weak
- Lack of Empathy
- Poor Listening Skills
- Overcomplicate the Process
- Pattern Imposition
- Unskilled in Responding to Bias and Fallacy

You Have to Know The Score

Tentativeness
Humility
Empathy
Simplicity & **S**incerity
Curiosity
Openness
Respect
Engagement

Your To-Do List

- Go to work. Be grateful for that.
- When the opportunity presents itself, LISTEN.
- SHUT UP this once. Come to understand their interest. They are doing you a service.
- DON'T think about your position; just theirs.
- END without coming to a conclusion. Promise to think about their side and DO IT.
- ASK follow up questions.
- TELL them just what you think with appropriate humility and respect.



Questions ?