



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

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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

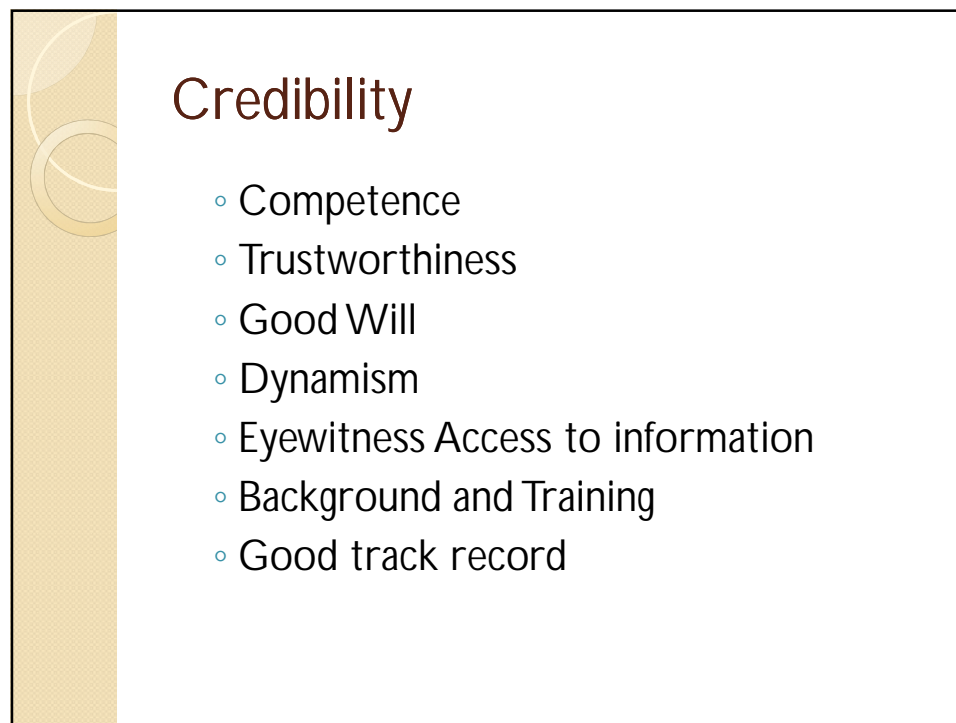
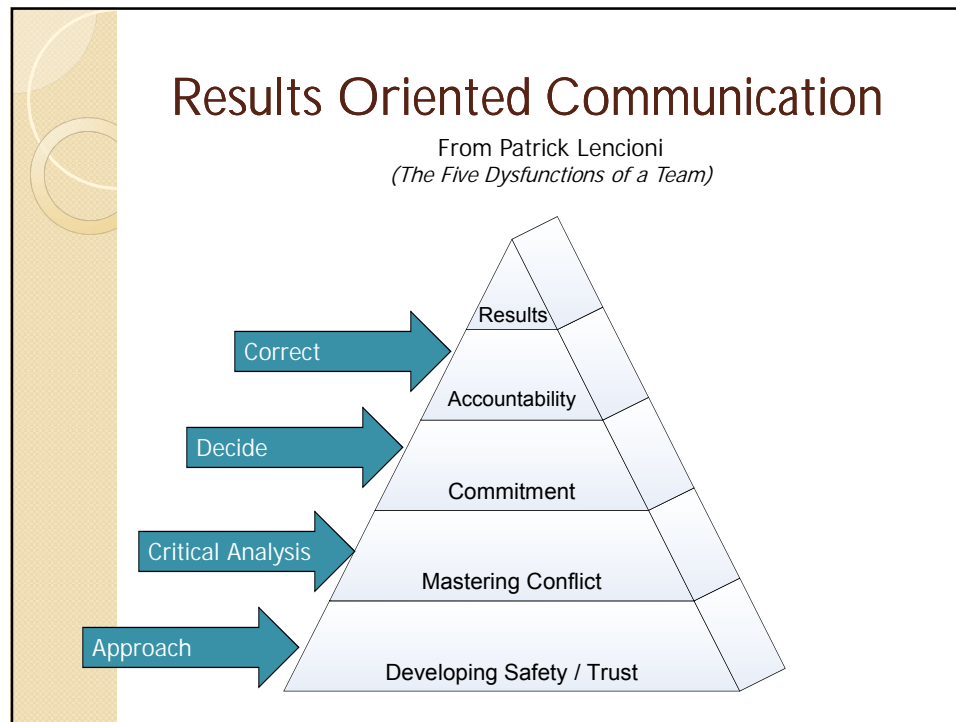
Even when a customer or the organization suffered as a result

Our Contribution to Problems

- We don't study collaboration
- We don't plan collaboration
- We don't expect good collaboration
- We don't know how to make corrections when collaboration breaks down

SilenceFails.com

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%



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

Silence Fails.com

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



Canine Bias



Canine Bias



Human Bias

- Overconfidence bias
- Sunk Cost effect
- Recency effect
- Confirmation bias
- Anchoring bias
- Illusory Correlation

The Reasons

- 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

Number Search

Random is Hard

1	2	3
4	5	6
7	8	9

Pattern is Good

Friend or Foe?

Detractors

- Hoards resources and underutilizes talent
- Creates a tense environment that suppresses people's thinking and capabilities
- Gives directives that demonstrate how much he or she knows
- Makes centralized, abrupt decisions that confuse the organization
- Drives results through his or her personal involvement

Multipliers

- Attracts talented people and uses them to their highest potential
- Creates an intense environment that requires people's best thinking and work
- Defines an opportunity that causes people to stretch their thinking and behaviors
- Drives sound decisions by cultivating rigorous debate among team members
- Gives other people ownership of results and invests in their success

THE S²COR⁴E

Tentativeness

Humility

Empathy

Simplicity & Sincerity

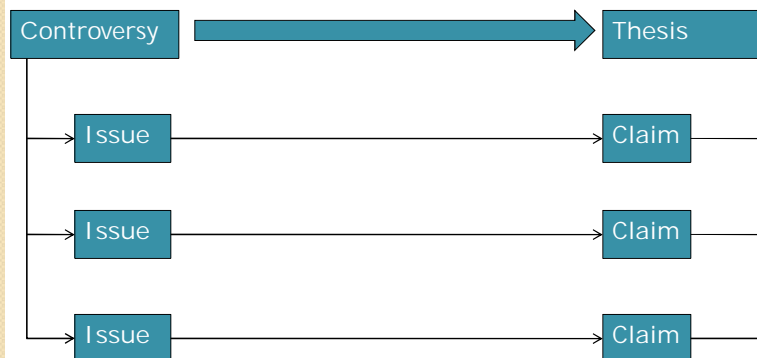
Curiosity

Openness

Respect for Content, Process,
Counterpart, & Self

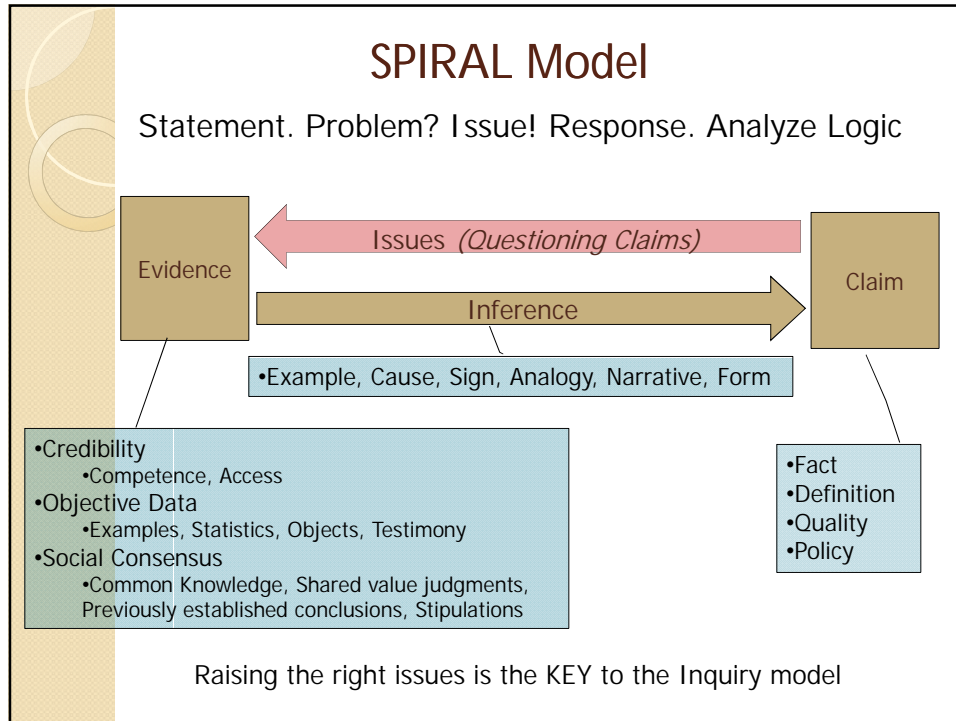
Engagement

Elements of a Controversy



Issues

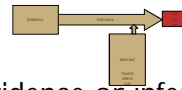
- Questions inherent in a controversy that are vital to resolving the thesis
 - If our thesis is "Interfaith marriages usually fail", what would some issues be?
 - What counts as an interfaith marriage?
 - What does "usually" mean?
 - How do we measure success?



Claims and Related Issues

Claim	Stock Issues
Fact	What does the claim mean? What are the criteria? (How do we know?) Have we met it? (What is the test?)
Definition	Is the interpretation relevant? Is the interpretation fair? How do we choose among competing characterizations?
Quality	What does the claim mean? Which value should be used to evaluate the subject? What standards are used to measure competing values? Have those standards been met?
Policy	What is the problem? How big is the problem? What is causing the problem? What should be done to correct the problem? How well does the proposal solve the problem? Will the action create other benefits or harm?

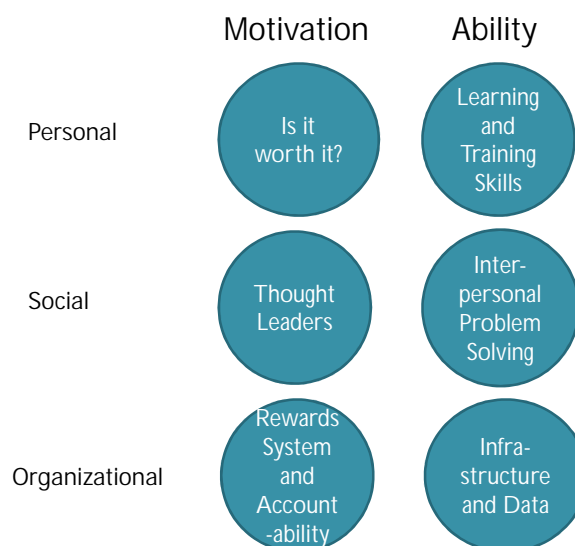
Fallacy and Bias



- Fallacy – something wrong with evidence or inference
 - Clarity – Inexact Language
 - Equivocation / Ambiguity / Vagueness
 - women's equality, drug users, violating the law, middle age
 - Boundaries (heaps, slippery slopes)
 - pile of sand, eggs vs. adults, troop additions, aggression vs. world war
 - Relevance – Doesn't Address Content
 - Ad Hominem (people like you, you're no better)
 - Appeals (authority, tradition, ignorance, emotion, popularity)
 - Sports endorsements, improvement, conspiracy, love my mother, mall
 - Vacuity – Fails to Advance Discussion
 - Circular Reasoning (trustworthiness, bible, freedom of speech)
 - Begging the Question (beating your wife, right to dissent)
 - Red Herring, Non-Sequitur, Straw Man, Self-Sealing Argument
 - (dwindling fed surplus vs. tax cut, Jones can't sing, anti-flag burning patriot, firm hand in the cold war)

Influence Model

(from "Influencer" by Kerry Patterson, et. al.)



How do I identify the “Thought Leaders”?

- Who does the company turn to in times of crisis?
 - Sincere & Trustworthy
 - Connected & Respected
 - Knowledgeable in the issue-at-hand
 - Have expertise in their field
 - Accessible & Interact with coworkers frequently

What do I say to them?

- Speak up about what is wrong
 - The idea is to convert the private into the public
 - Social Influence propels open discussion
- Gather data
 - Develop an understanding of the problem – a perspective
 - Be able to quote and show “good evidence” supporting your perspective
 - Understand the consequences
 - “Seek first to understand” their point of view – be curious and empathetic.
 - Use inquiry to find the “Ah-Ha” information

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 IMPOSE A PATTERN. Ask questions.
- 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 ?