

LET'S TALK ABOUT IT

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Willow Jacobson



COMMUNICATION

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- Your ability to effectively communicate will define your success as a leader.

COMMUNICATION

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RESULTS ORIENTED

RELATIONSHIP ORIENTED

LEADERSHIP BALANCE

Relationships

Results

Reflection

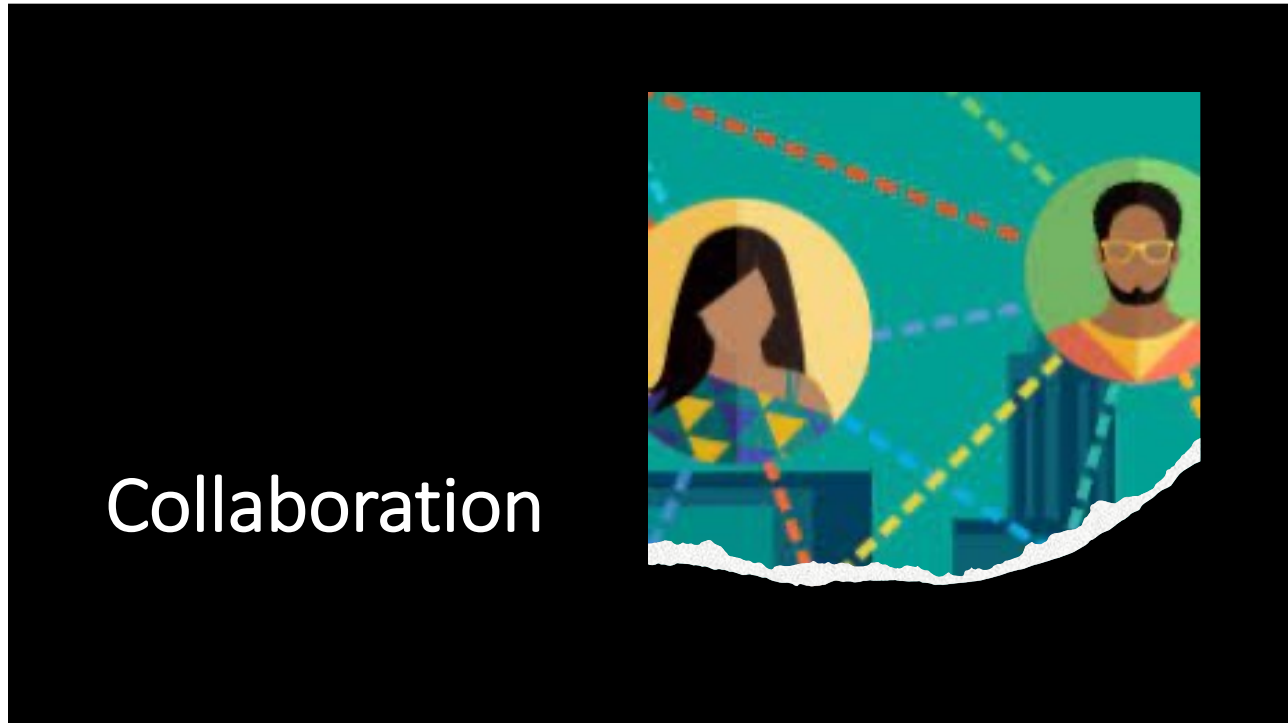
LEADERSHIP IS

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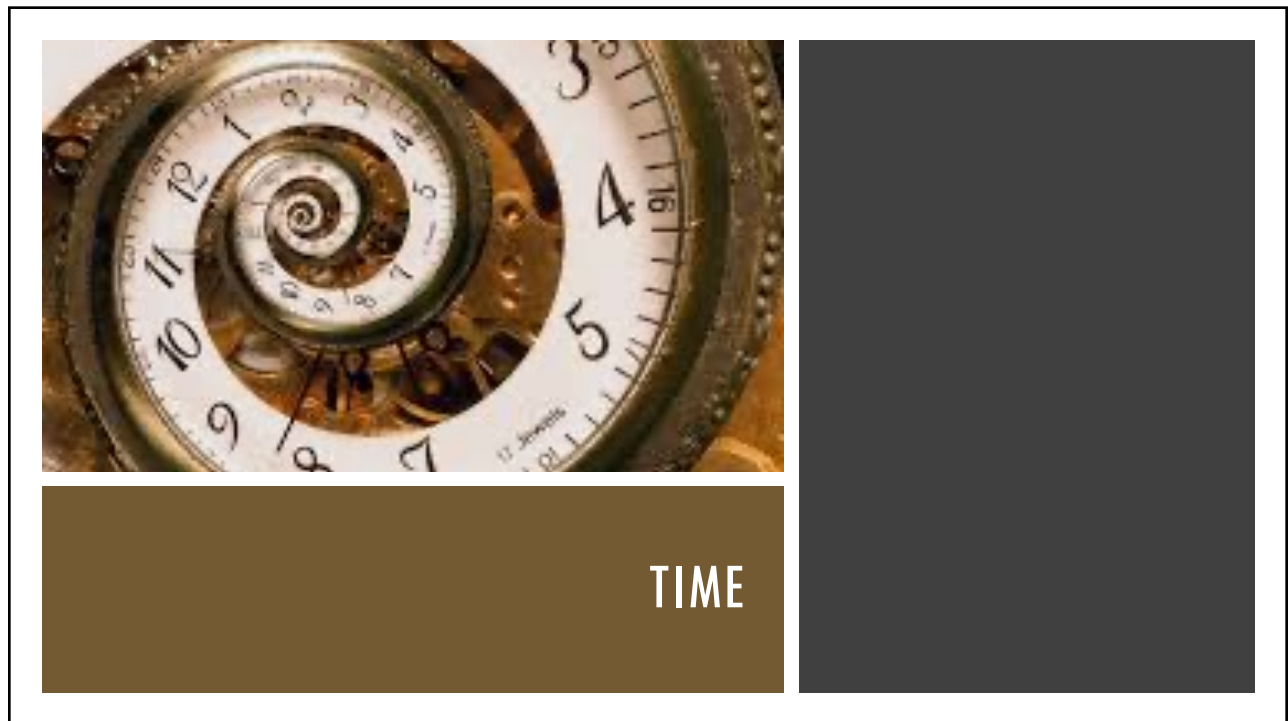
**Every good conversation starts with good listening.**

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**TURF: MINE! MINE!**

A photograph of a dog and a bear in a snowy forest. The dog is on the left, looking towards the bear on the right. The bear is standing on its hind legs, looking back at the dog. The scene is set in a snowy, wooded area.

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**YOUR LEVEL OF TRUST**

An illustration of a man in a blue coat holding a bow and arrow, pointing it towards a woman in a red coat who is holding a briefcase. The background is a plain, light yellow color.

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## LEADER'S ROLE IN COLLABORATION

- Share information.
- Involve people in decisions.
- Allow discretion.
- Back people up.
- Clear away obstacles.
- Explain rationale for rules.

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## Collaboration and Communication



Creating cooperative relationships



Listening

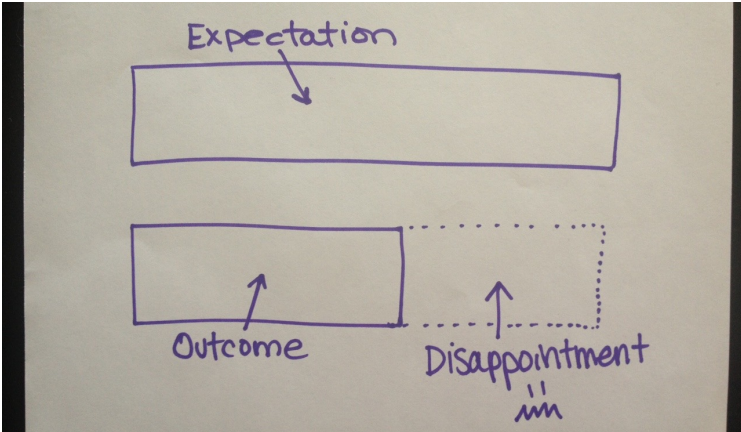


Values



Sharing

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The diagram consists of two horizontal rectangles. The top rectangle is labeled 'Expectation' with an arrow pointing down to it. The bottom rectangle is labeled 'Outcome' with an arrow pointing up to it. To the right of the bottom rectangle is a dashed-line rectangle labeled 'Disappointment' with an arrow pointing up to it. The word 'Disappointment' has three small vertical lines underneath it.

What expectations do people (court staff, attorneys, other judges) have of you in this role? What expectations do you have of others?


**EXPECTATIONS**

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## MENTAL MODELS

Are the deeply held beliefs, images, and assumptions we hold about ourselves, our world, and our organizations, and how we fit in them.



The illustration shows a human head in profile, facing right, with a glowing blue and white color scheme. Inside the head, there are several symbols: a gear, a clock face, the equation  $E=mc^2$ , and a barcode. The background is a dark teal color.

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What we say  
How we say it  
How we interpret what is said  
What role we take  
How we react to conflict  
How we address issues

**MENTAL MODELS AND COMMUNICATION**

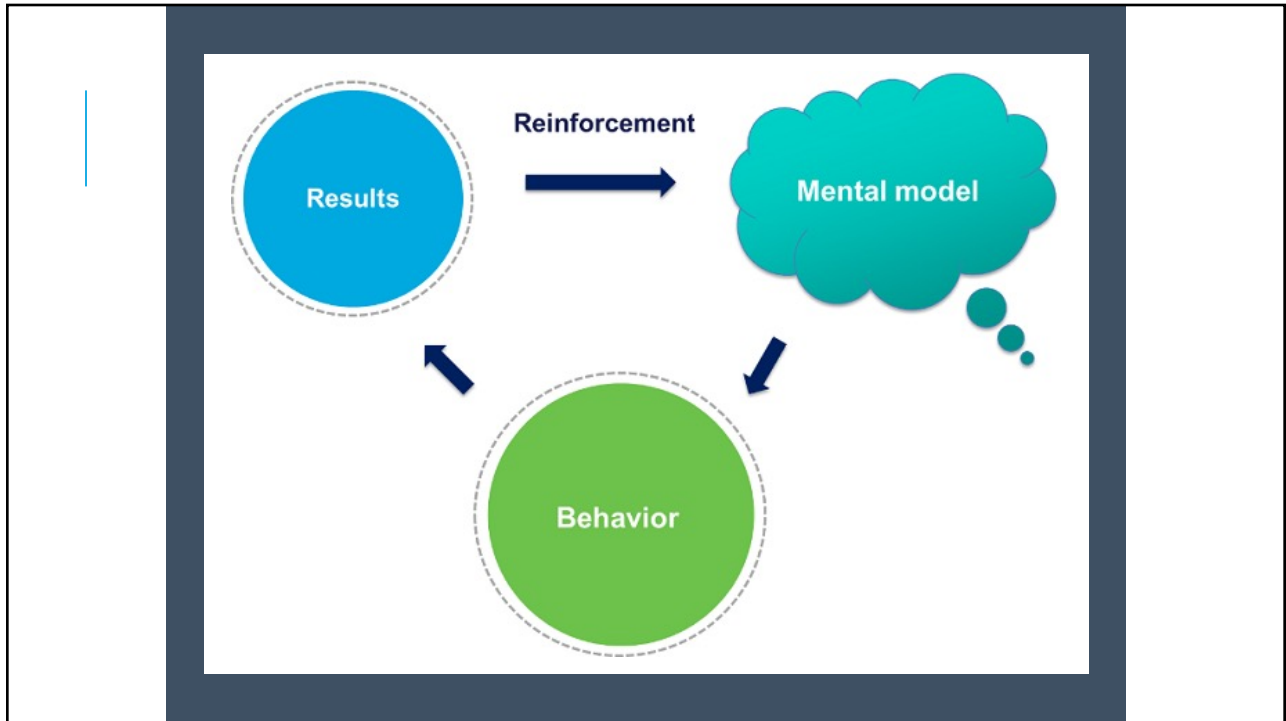
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We spend as little of our mental energy as we have to in order to get the job done.

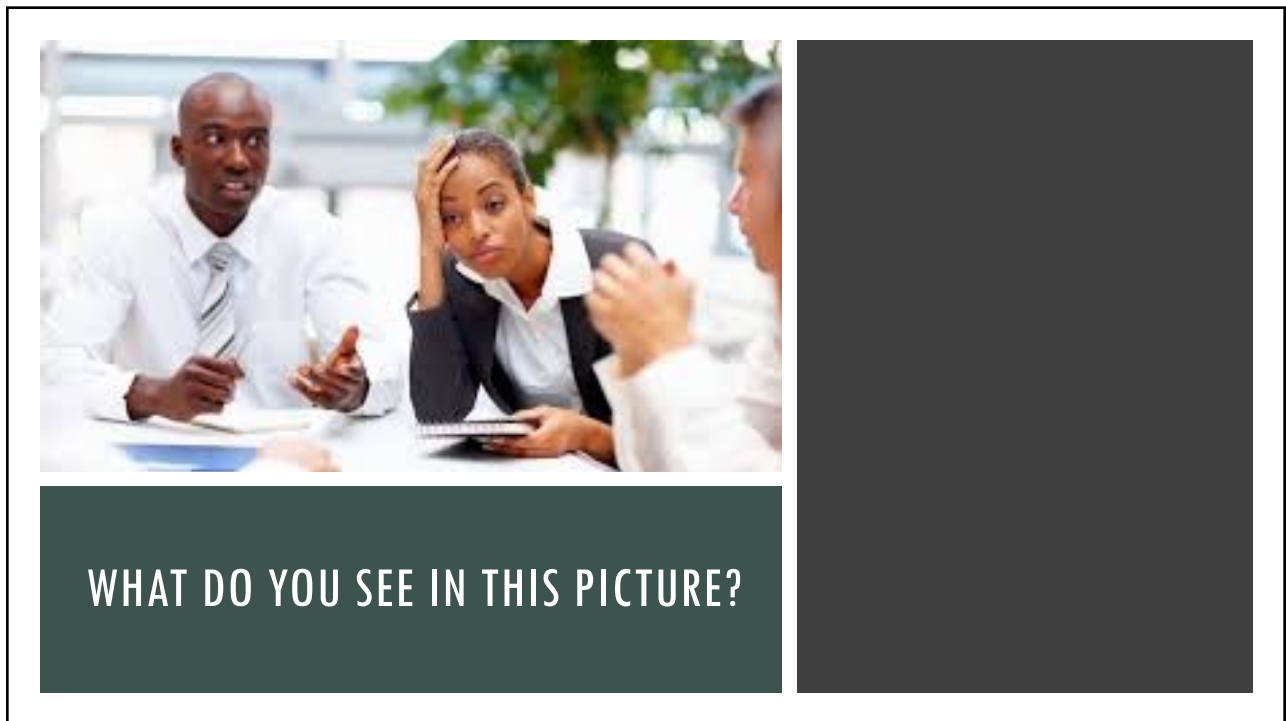
We take shortcuts and make assumptions about each other



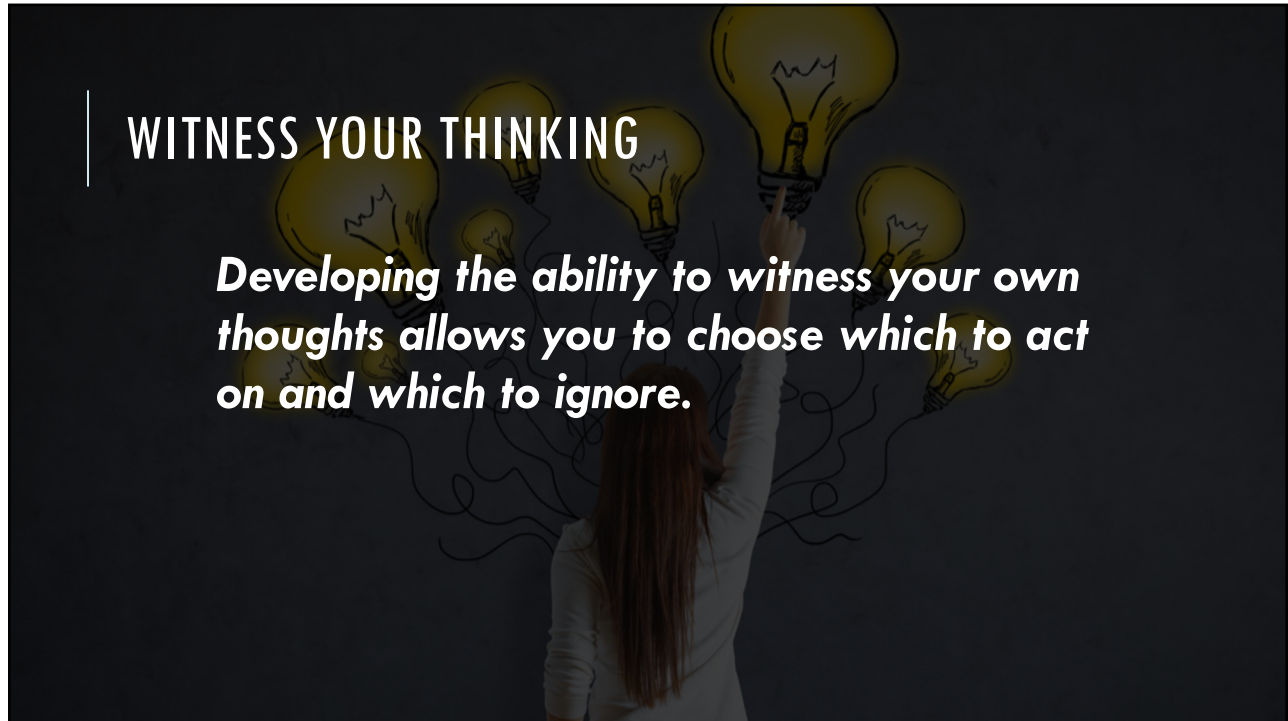
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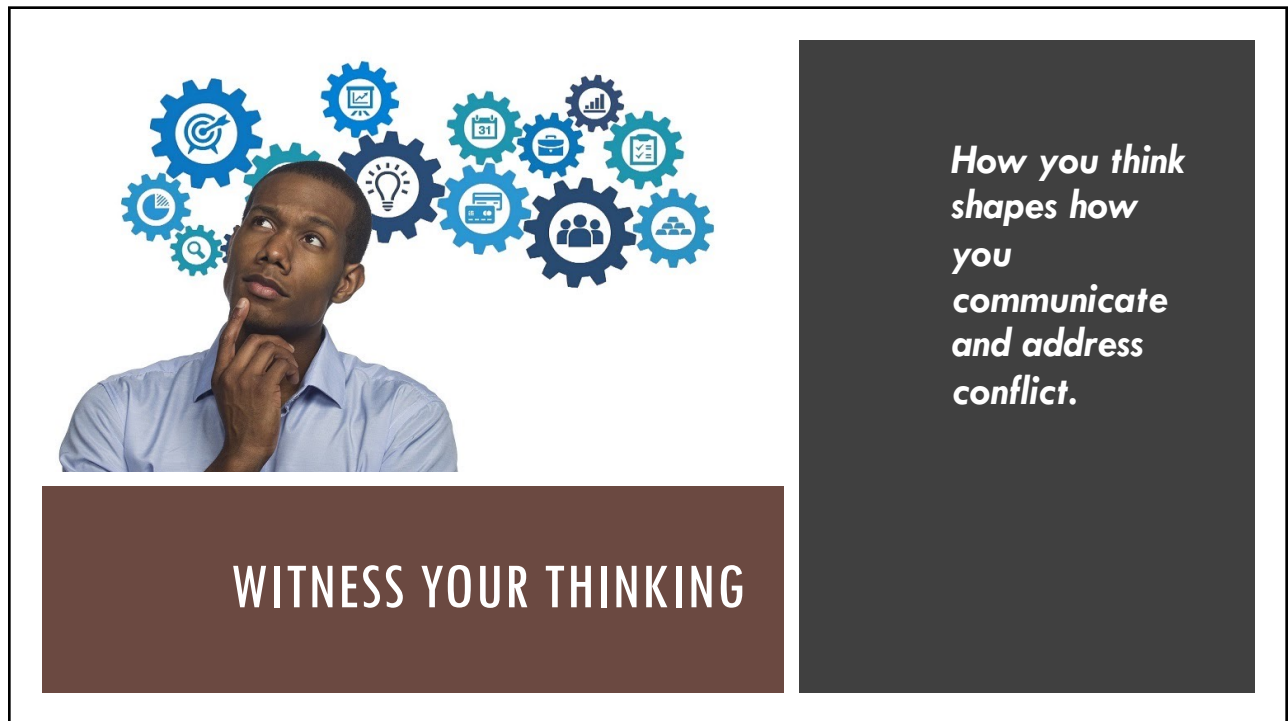
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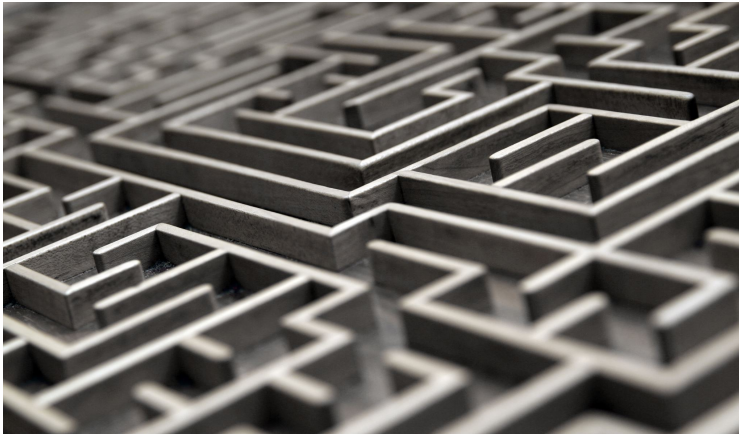
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## CHECK YOUR MINDSET

**Mindset:** “A fixed mental attitude or disposition that predetermines a person’s response to and interpretation of situations.”



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CONSIDER

We don't see things as they are,  
we see them as we are.”

Anais Nin

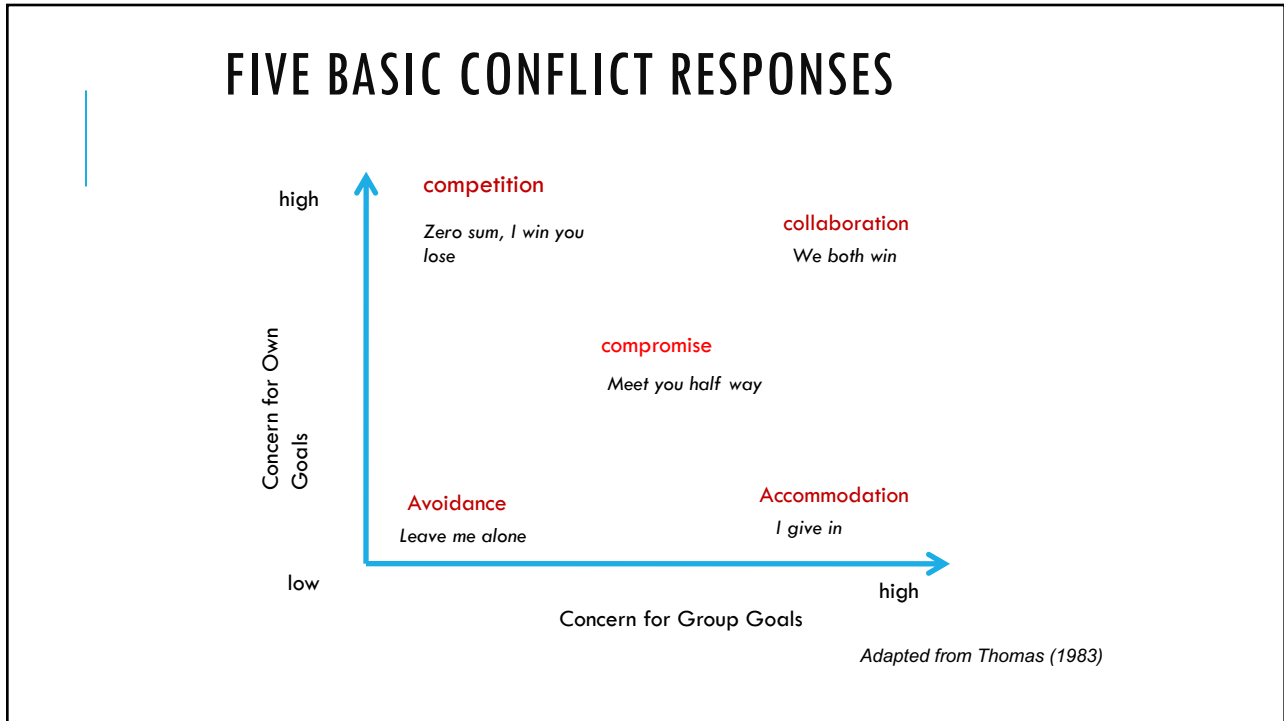
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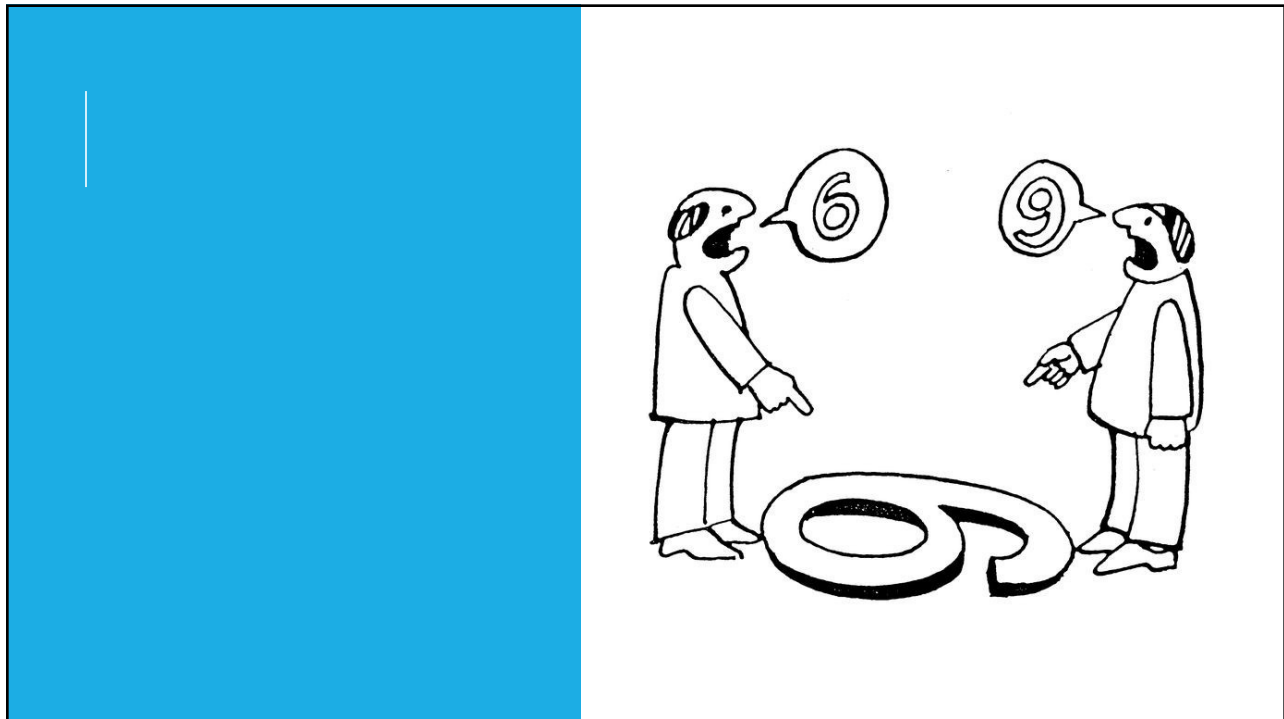
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## BE AWARE OF YOUR INNER DIALOGUE

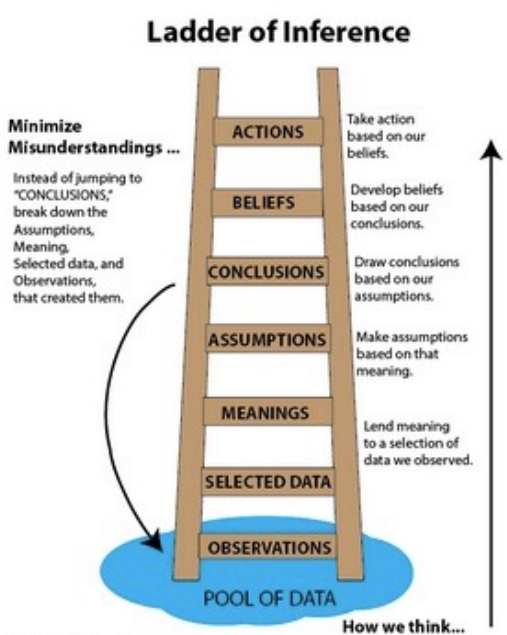
- Assumptions and values
- Inferences
- Attributions
- Directly observable data



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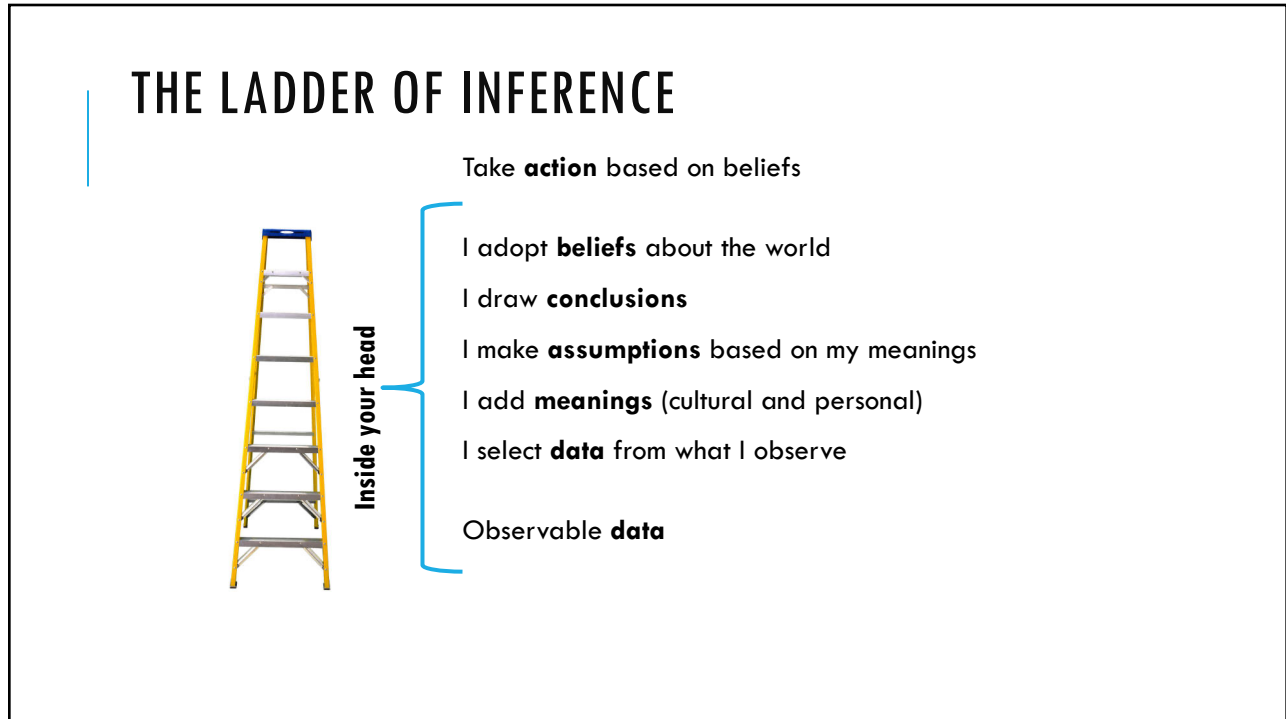
## LADDER OF INFERENCE

### Ladder of Inference



Model developed by Chris Argyris

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Be specific

Agree on what important words mean


Example: *“I would like to collaborate on this work.”*

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Explain the reasons behind your statements, questions and actions.

Example: Are you coming to the meeting in-person?

*The reason I am asking is I would like to send some handouts with you if you are otherwise I will email them.*




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Test observation  
What I saw was...Did I miss something?

Test meaning  
I'm thinking...What do you think?



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<p>CLARIFYING QUESTIONS: BE CURIOUS</p>	<hr/> <p>“What do you mean by...?”</p> <hr/> <p>“Can you give me an example to show what you mean by...?”</p>
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<p>CHECK YOUR MENTAL MODEL</p>	<hr/> <p>1. Actions: what did the person actually say or do?</p> <hr/> <p>2. Impact: what was the impact on you?</p> <hr/> <p>3. Assumption: based on the impact, what assumption are you making about what the other person intended?</p>
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**VALUE DRIVEN  
COMMUNICATION**



Know Your Values  
Share Your Values

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## SHARE YOUR VALUE AND INTENT

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High	<b>Asserting</b>	<b>Influencing/ Consulting</b>
ADVOCA- CY	<b>Observing</b>	<b>Listening</b>
Low	Low	High
	INQUIRY	

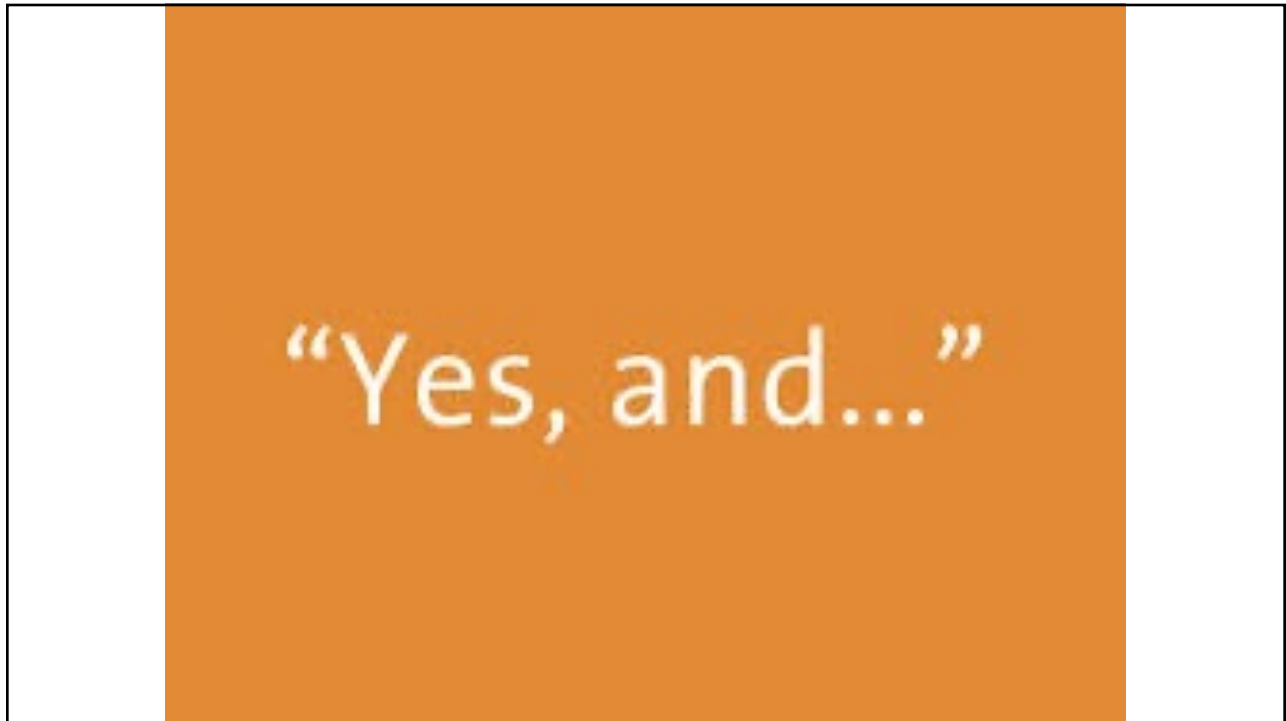
## ADVOCATE AND INQUIRE

Balance sharing and listening

Try such comments as:

- What do you think?
- How do you see this?
- What am I missing?

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**POSITIONS ARE THE WHAT TO DO**

-  Demands
-  Suggestions
-  Proposed solutions
-  Courses of action
-  Fairly specific

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**INTERESTS ARE THE WHY**



- reason(s) for a position
- underlying goals or objectives
- more general and open to interpretation
- not actions

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## MOVE FROM POSITION TO INTEREST BY...

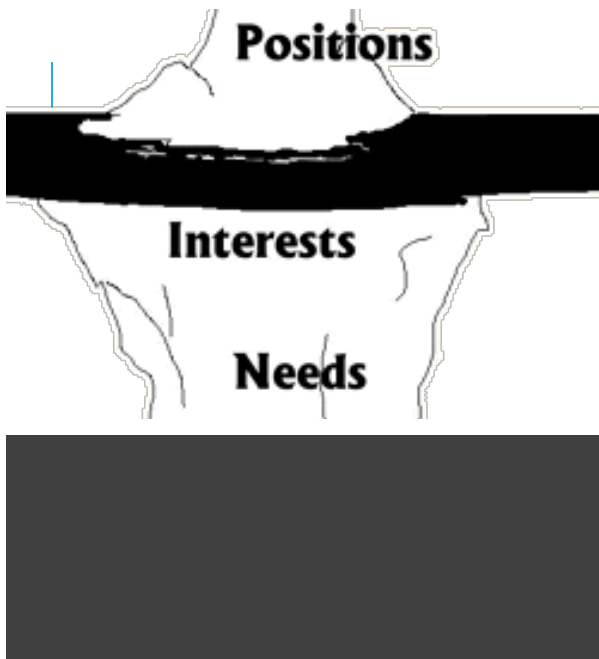


Sharing your reasoning

Providing relevant information

Remaining open and curious

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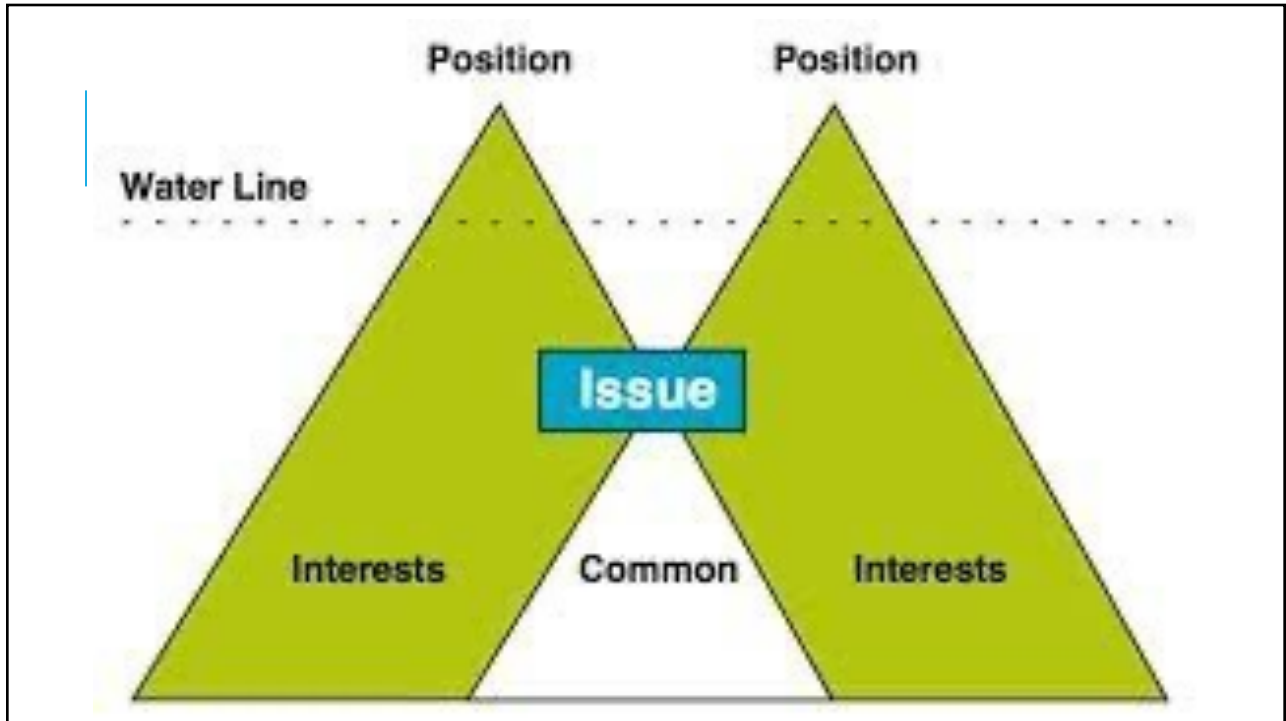


Frame around and speak about shared interests

Consider the needs of the members of your group

Share your interests and your reasons why

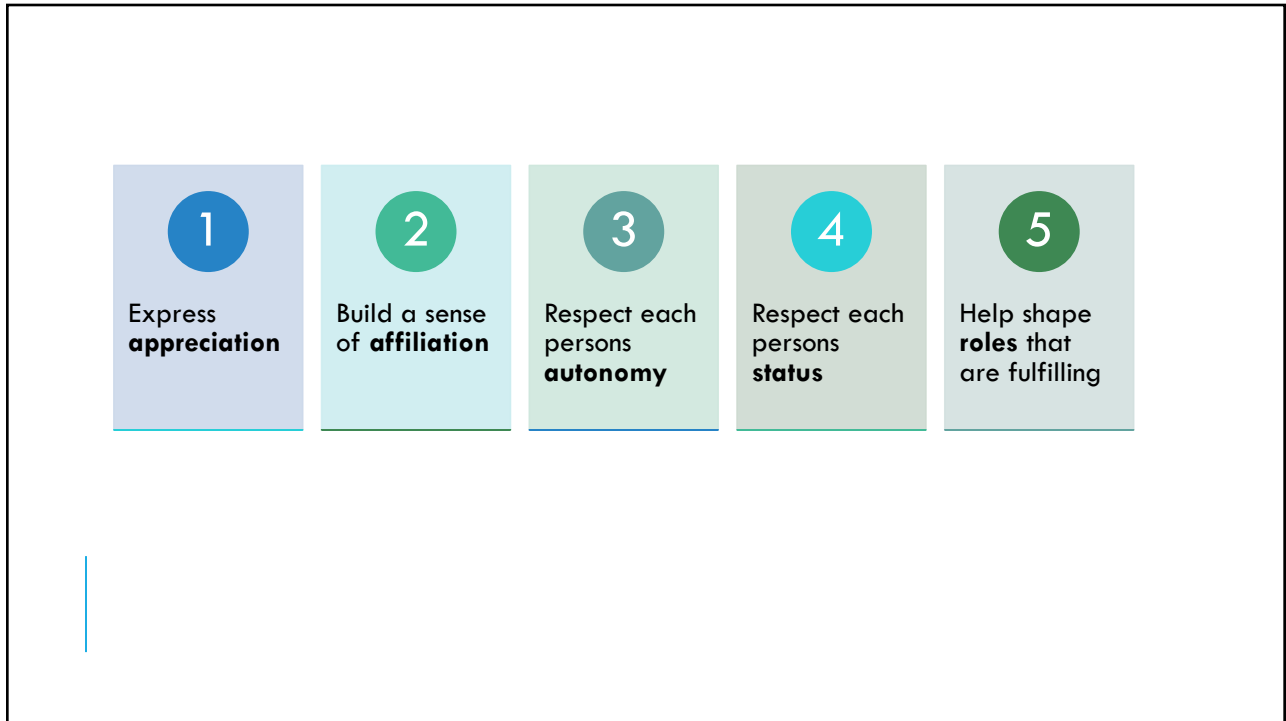
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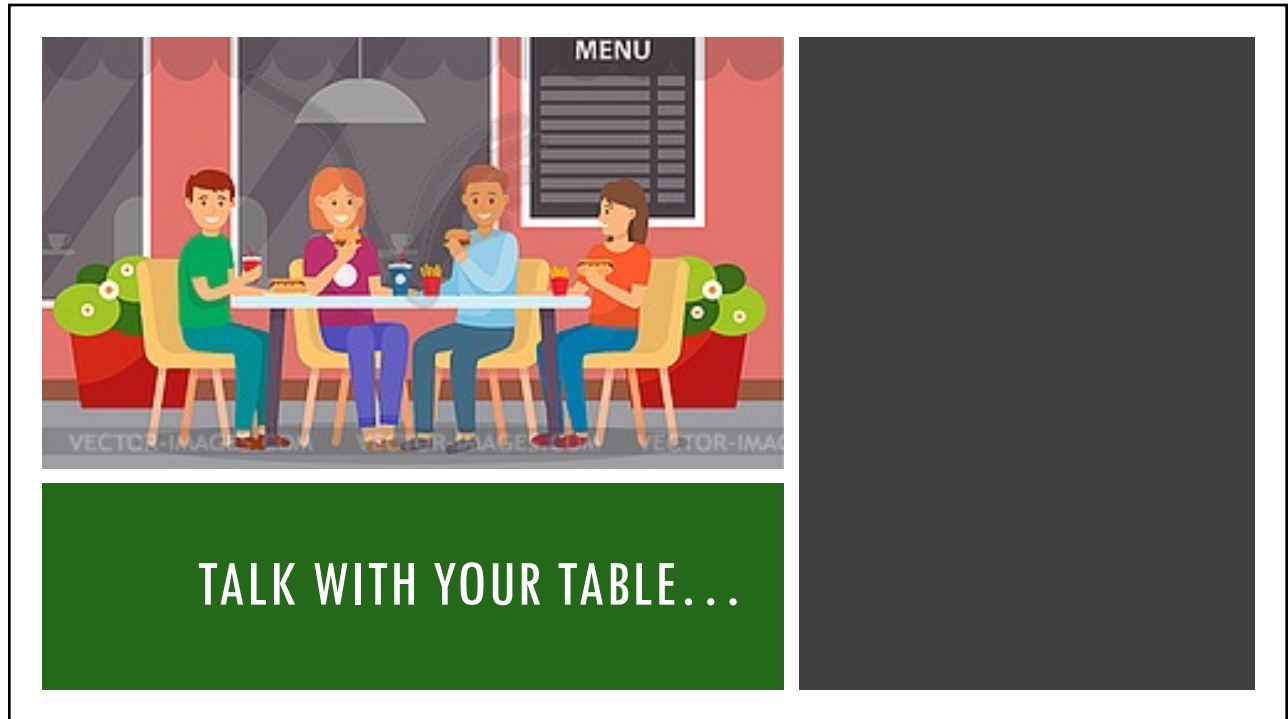
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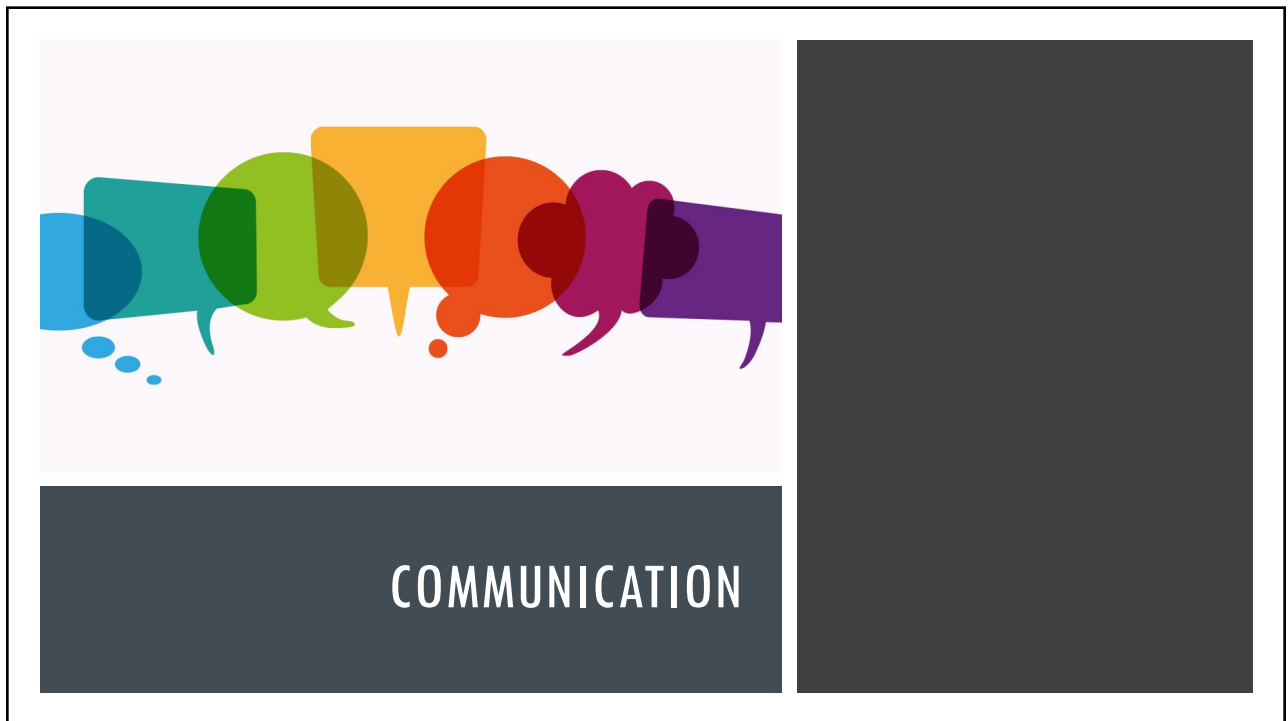
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## DIMENSIONS OF COMMUNICATION



### Individual based on

Cognition  
Interpretation



### Organizational based on

Communication channel design  
Positions forming key nodes in communication channels determine communication scheme

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## GOOD COMMUNICATION

Most important in organizations that deal with

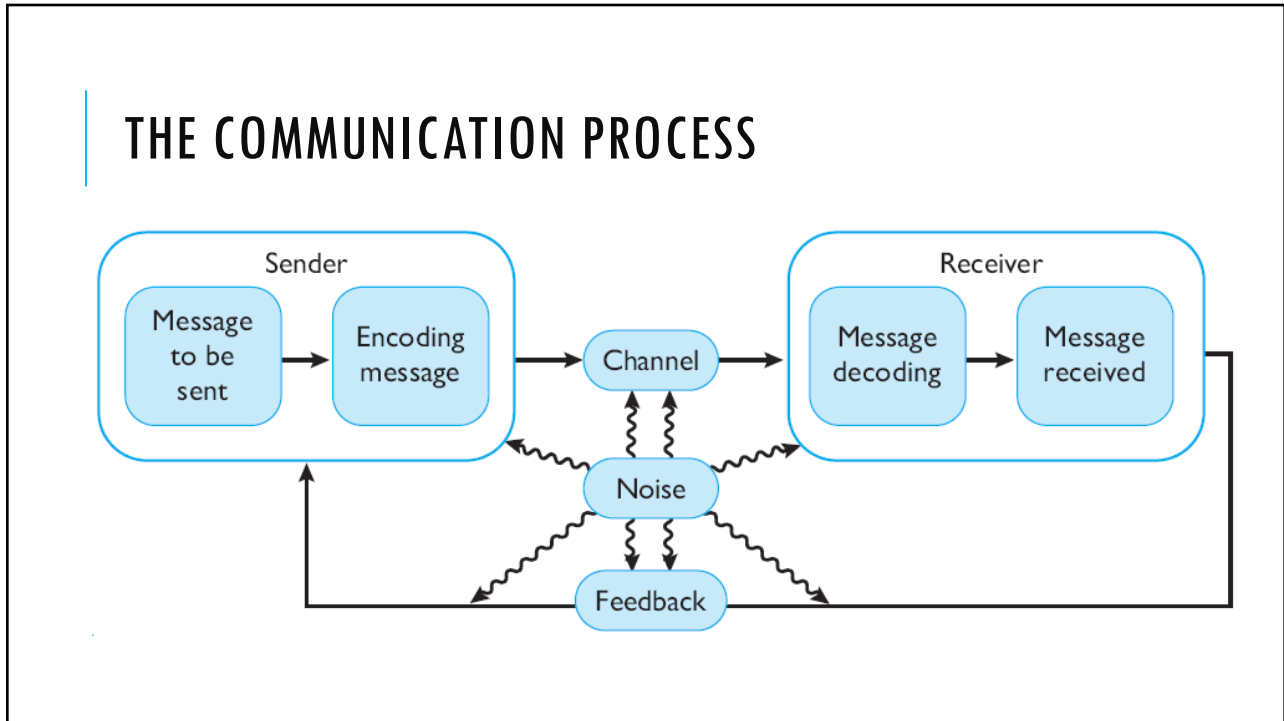
- Environmental uncertainty
- Structural complexity
- Non-routine technologies
- Labor-intensive technologies

Depends on characteristics and capabilities of the sender and receiver

- Parties have reciprocal effects on one another
- May facilitate, disrupt, or distort communication



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## BARRIERS TO EFFECTIVE COMMUNICATION BETWEEN GROUPS

- When two groups define a conflict between them as win or lose
- When one or both groups seek to aggrandize their own power and emphasize only their own goals and needs
- When they use threats
- When they disguise their true positions and actively distort information
- When they seek to exploit or isolate the other group
- When they emphasize only differences and the superiority of their own position

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**ACTIVE LISTENING**

The illustration shows two stylized human figures in profile, facing each other. The figure on the left has their hand to their ear, while the figure on the right is speaking. A large, empty speech bubble is positioned between them, pointing towards the listener. The background is a solid mustard yellow color.

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**WHY AM I TALKING?**

The illustration features a red background with the text "W.A.I.T. Why Am I Talking?" in white. Below the text are black silhouettes of two people in conversation, with one person's hand raised as if gesturing. The overall style is minimalist and graphic.

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## ACTIVE LISTENING

Let others finish without interruption

Ask questions to gain understanding

Maintain eye contact

Remain open minded

Reflect back what is said, clarify, summarize. "What I hear you saying is ..."

Observe non-verbal signals such as body language and facial expressions

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HOW DOES THIS WORK ON ZOOM?

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## CONFIRM YOUR UNDERSTANDING

What I heard you say is...

Is that right?

Did I understand correctly when you said...?




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## OTHER TIPS


Use	Use "I" not "You"
Avoid	Avoid overstating: avoid using the words always or never
Ask	Ask questions
Be	Be genuinely curious
Share	Share what you observed

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**ASK YOURSELF**

-  Did I walk out of that meeting truly understanding the ideas and perspectives of the other person?
-  What went well?
-  What could be improved further?

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- Means talking to the person
- Having difficult conversations
- Giving feedback in a timely basis
- Using specific examples and sharing your reasoning
- Finding out what others think

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