

Practical Leadership – 15.974

Class Three – Communication

- *Different communication styles and structures*
- *Giving good feedback. How to be a good coach*
- *Journal Entries*
- *Giving/Receiving Feedback Role Play*

Read:

- Caproni, Paula. The Practical Coach: Management Skills for Everyday Life. Upper Saddle River NJ: Prentice Hall, 2001. Chapter 4
- Optional Reading: Kroeger, Otto with Thuesen, Janet and Rutledge, Hile. Type Talk at Work: How the 16 Personality Types Determine your Success on the Job. New York: Tilden Press, 2002.

Due this week:

- Review results from Distributed Leadership Assessment
- Revise Self-Assessment
- Myers-Briggs results

AGENDA

Before Class begins:

Map your Myers Briggs results onto the wall charts
did your spouse/partner do this also?

Welcome, Agenda

Class Profile – my summary of your strengths and weaknesses as a class

Giving and Receiving Feedback

Different types of People (stereotypically)

Journal Entries

Role Plays

Next Week's Assignment

Caproni, Paula. The Practical Coach: Management Skills for Everyday Life. Upper Saddle River NJ: Prentice Hall, 2001. Chapter 4

Giving Feedback

- Right moment (usually soon)
- Right place
- Right style
- Purpose aligned with goals of organization
- Focus on key issues – top 1 or 2, not many
- Be specific
- Describe the behavior (10% below target) DON'T evaluate (that was awful)
- Positive as well as negative
- Add how you feel about it
- Make sure you've been heard (repeat back in own words)
- Get a response
- Give time to absorb/react (sometimes this means tomorrow)
- Encourage verification of your accuracy (check with someone else)
- Agree on action steps
- End on an encouraging note
- Follow up

Receiving Feedback

- Ask from those you trust and who will be honest
- Ask for specifics
- Don't be defensive. Listen and ask to understand
- Do not over- or under- react (evaluate thoughtfully – not just based on the position of the person speaking to you)
- Summarize back
- Explain what you will do differently having heard the feedback
- Thank the person

Kroeger, Otto with Thuesen, Janet and Rutledge, Hile. Type Talk at Work: How the 16 Personality Types Determine your Success on the Job. New York: Tilden Press, 2002.

Different types of People (stereotypically) = Different ways of hearing information, different communication styles. Myers-Briggs.

Extroverted/Introverted – Relating -- I/E

(your teammate needs cheering up, what do you do?)

Big Picture/Details – Sensemaking – N/S

(you need to explain the situation, what do you say?)

(this is how to structure your speech...)

Rational/Intuitive – Decision Making – T/F

(to influence someone else's decision, what do you say?)

Straight line/Random Walk – Taking Action – J/P

(for team to accomplish a goal, what do you need to do/say?)