Grow Your Title Business By Mastering Your Leadership Communications

November 13, 2019

Our Webinar Goals

- **Strengthen your leadership communications** with the goal of building a positive, collaborative and accountable title culture

- Learn **two key conversation elements** that provides clarity and inspiration

- Learn to **give negative feedback** in a positive way

- Leave inspired and motivated to be ***the boss everyone wants to work for and nobody wants to quit!***

"Great vision with mediocre people still produces mediocre results."

–Jim Collins, *Good to Great*

"Were your people dead when you hired them or did you kill them on the job?"

-Susan Scott, *Fierce Conversations*

Effective communication skills will rarely compensate for low-trust relationships.

Managing Webinar Expectations

- Not HR conversations – performance management

- Not for people you want, or need, to terminate

- **Leader as coach role** – conversations are:
  - Growth focused
  - Encouraging
  - Honest
  - Forward looking
  - Accountable

GEN Z and Feedback

- **66% of Gen Z** *say they need feedback from their supervisor at least every few weeks in order to stay at their job.*

- **60% percent of Gen Z** *want multiple check-ins from their manager during the week; of those, 40 percent want the interaction with their boss to be daily or several times each day.*

- **67% percent of Gen Z** *is comfortable with having their manager check in with them but only for five minutes or less*

(Business.com 7/26/19) (Inc. 6/25/19)

"People are 31% smarter in a positive frame of mind."

– Chris Voss, Never Split The Difference

Words and conversations fall into two categories:

1. Those that move positive action forward

1. Those that move the action backwards

1. **Words are actions.** There is no neutral leadership communications.

Do you consider yourself an effective communicator?

- **Your answer is irrelevant.**

- **It's what others think is relevant.**

- *The <u>impact</u> on others and the <u>outcomes</u> produced is the only relevant measurement.*

Symptoms of Ineffective Leadership Communications

- Low morale and trust
- Ambiguity and uncertainty
- Low productivity
- Chronic, unresolved conflict
- Turnover
- Poor performance
- Lack of accountability
- Sub-par business growth

Leadership Communications: Employees Have Two Needs

Practical (task)

- Objectives
- Direction
- Concerns
- Expectations
- Results

Personal (relationship)

- Empathy
- Encouragement
- Support **(without removing responsibility)**
- Involvement
- Hope & optimism
- Autonomy

Support Challenge Model

Practical / Task + Personal / Relationship

- **"These negative customer reviews must be fixed**.**"**
- **ADD:** *Let's brainstorm solutions together.*

- **"3Q revenue is down and costs are up."**
- **ADD:** *We've solved challenges like this before, I'm confident we can turn things around.*

- **"Here's my proposed marketing plan."**
- **ADD:** *This team always adds great ideas, let's discuss this during our Tuesday team meeting.*

Audience Poll

Question:

In your day-to-day work communications, how "intentional" are you with your words and tone?

Very   Sometimes   Rarely

"Only 1 out of 13 employees respond positively to criticism."

-Gallup Survey

Tell them what you want, not what you don't want

- **Avoid** – Your team doesn't think you are a team player.

- **Try Instead** – I want you to lead the way in building a positive and collaborative team environment. To do this we need to work on…

- **Avoid** – You are missing important details in your work.

- **Try Instead** – We are all committed to quality and high standards. I need you to demonstrate quailty in everything you do. To do this we need to…

<u>Audience Poll</u>

Question:

When you address workplace issues (performance or behaviors) **do you tend to focus on the "gaps" first or the "positive outcome" you expect?**

Gaps   Outcome

Creating Feedback Rich Environments

"Smaller sooner conversations versus larger later conversations."

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Feedback – You Judge

- *"Kathryn, people are saying you have a bad work attitude, you need to turn that around starting now."*

- *"Blake, I've heard lately you've been a great team player, that's awesome…how do you think your overall work performance is going?"*

- *"Grace, I have two examples of recent work outputs of yours that falls below quality expectations, I'm confident that together we can get on the same page, how's that sound to you?"*

Delivering the negative in a positive way

- *The reason I wanted to meet is to make sure we are both heading in the same direction.*
  - *Sets + tone. Sets partnership. Avoids defensiveness by omitting "you."*
- *Your performance during yesterday's shift raised some concerns for me, here's what I'm seeing.*
  - *Direct. Straightforward. Little ambiguity.*
- *Your team appears not on the same page, let's discuss your leadership and how I might provide useful guidance & coaching.*
  - *Empowering. Direct. Collaborative.*

"The beauty of empathy is that it doesn't demand that you agree with the other person's ideas."
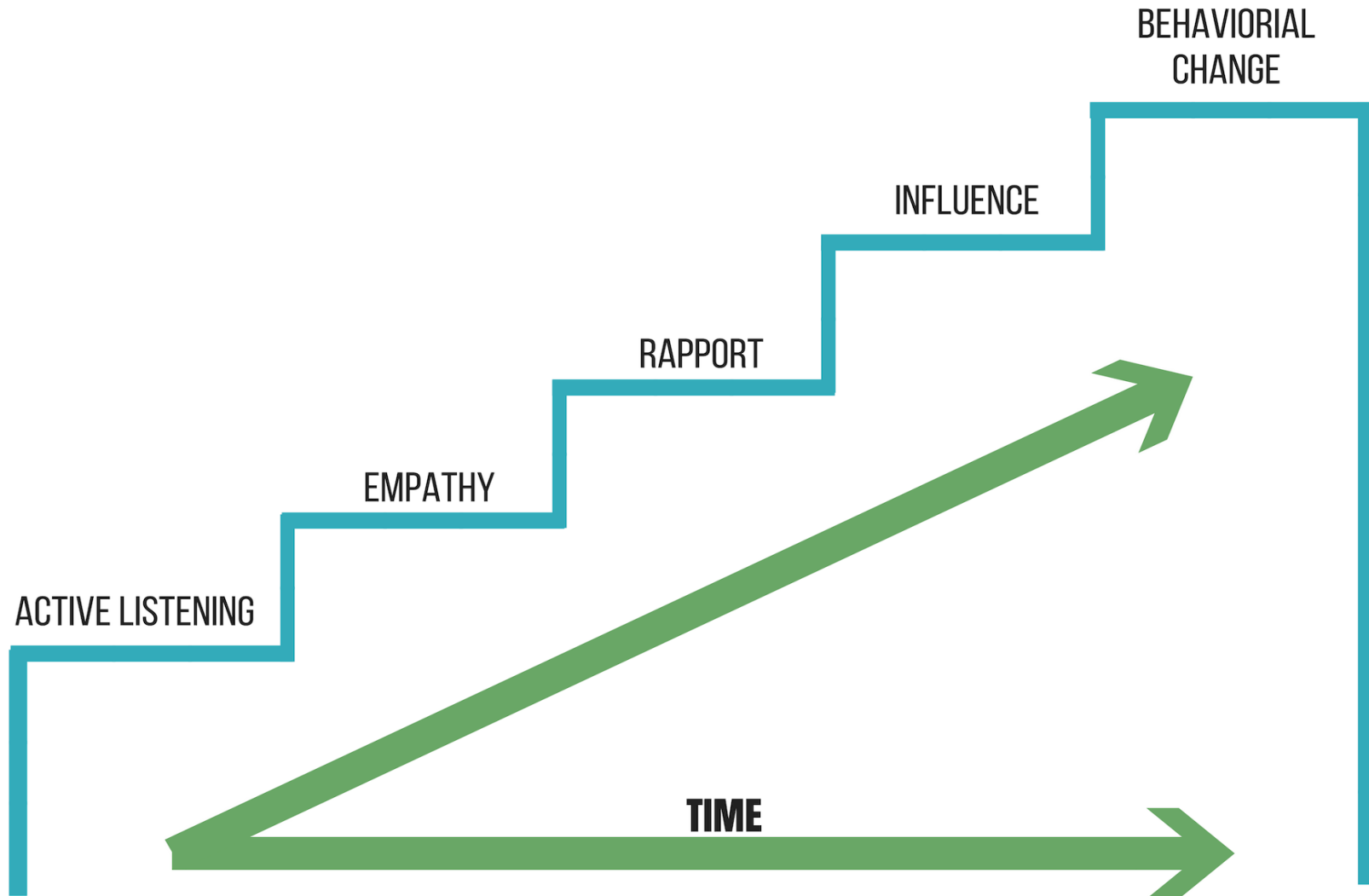
–Chris Voss, *Never Split the Difference*

Levels of Listening Model

EMPATHETIC LISTENING

5

- 100% "other focused"
- Deeply curious about other's experience, perspective and conclusions
- Not only listen to words but other's tone, feelings, emotions and body language
- Listening with a high degree of understanding, respect and without judgement

ATTENTIVE LISTENING

4

- Carefully listening to other person but are are evaluating to see if you agree/disagree and whether they are right or wrong
- You are mostly formulating your response
- First 4 levels you are listening to your own perspective, with intent to respond from your experience

SELECTIVE LISTENING

3

- Paying attention as long as it's something you're interested in
- Intentionally dismissing their views because you have different opinion
- Easily can slip back to pretend or ignore

PRETEND LISTENING

2

- Hearing but not listening
- Might respond with "yea," "I see," or "uh huh"
- Eyes wander and have the "1,000 yard gaze"

IGNORING

1

- Non-hearing
- You start a conversation with another person or are 100% fixated on task while person is speaking

Behavior Change Staircase

"High-recognition companies have 32% lower voluntary turnover than companies with poor recognition cultures."

-John Doerr, *Measure What Matters*

Q & A

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