Effective Communication

• *Key to influencing others*

• *Key to your success*
Two Sets of Rules
Balancing Strength & Style
Styles of Communication

“Nice girl” style
Styles of Communication

Assertive

Outcome: Branded

- Bossy or
- Bitchy
Outcome for Both

- Passed over for promotion or opportunities with significant visibility
- Ignored
- Not a leader
Proposed Solutions

- Ban “Bossy”
- Embrace the B word
- Rise above it
- Get over it
- Ignore it
- Don’t take it personally
- Don’t try to be liked by everyone
SUCK IT UP!

JUST DO IT!
Outcome for Aggressive Males Con’t
Outcome for Aggressive Males

- 2014 study: 20% of male bullies lost their jobs when bullying men and 17% when bullying women.

Spheres of Influence and Leadership

- You
- Line judges
- Appellate Courts
- Clerks of the Court
- Funder of court system
- State Bar
- Presiding Judge
- Court Administration
Communication Spectrum

Passive  Assertive  Aggressive
Balancing Strength and Style

“Strategic Assertiveness”
7 Steps Toward Strategic Assertiveness
Executive Presence
Executive Presence

How you move, stand, and occupy space
Matching the look with the occasion

- Color
- Style
How do you sound?

- Pitch
- Volume
- Silence
What do They HEAR?

• Pit bull
• Speak more than anyone else in the room
• Over explain
• Phrase statements as questions
• Rise in tone at the end of a sentence.
Self Awareness - BEHAVIOR

• Be Present
• Stance
• Eye contact
• Disinterested except when you are talking
• Body posture and gestures
Emotional Intelligence

The ability to recognize and understand emotions in oneself and others, and the ability to use this awareness to manage behavior and relationships.
EI Scales

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Impulse Control

- **Low:** hot-headed, explosive, reactive, low tolerance for frustration.
- **High:** hold back on timely action, lack spontaneity, and decisiveness.
- **Healthy Middle:** composed, patient, ability to delay or resist impulse, high tolerance for frustration, cool and calm under pressure.
When
Addiction Statistics

• 63% say it’d be harder to go **one day** without a smartphone than **one week** without one’s significant other.

• People find Facebook, email, and Twitter harder to resist than alcohol and cigarettes.
Building Boundaries
Building Boundaries - Thicken the Lines
When

- When you communicate sends a message about you.
- Influence is less likely after hours.
- Absent an emergency – after hours communication:
  - Says you don’t care about the receiver,
  - You may inadvertently create resentment,
  - You lack self control/out of control,
  - The B word.
- You may be blamed for others’ burn out.
Getting Control: Change the Self Talk

– YOU control technology ➔ Do NOT let it control you.
– You set expectations for response times.
– Not everything is an emergency.
– Avoid triaging emails.
– You are more valuable, if not always available.*
– Flexible ≠ 24/7 available; Flexible ≠ 3 shifts.
Respect Boundaries

Use the Draft Box!
Method
Balancing strength and style requires intentional decisions about the way you communicate:

- In person
- By telephone
- By electronic means
The “E” in Email stands for Exhibit
Match the Medium with the Message

• *In person meetings or telephone*
  – to deliver emotional or sensitive matters,
  – cultivate relationships,
  – to deliver a lot of information.

• *Use emails:*
  – routine matters,
  – scheduling,
  – delivering praise or congratulations.
Avoid Flame Mail

Flame mail: Email designed to attack, humiliate, or demean others.
Balancing Strength and Style

• If you are angry or upset, take a breath, take your hands off the device, and walk away. ALWAYS

• Don’t take the bait from others. NEVER
Content- Approaches

- **Step 1:** Start with a headline or main message you want to convey.
- **Step 2:** Then add three supporting points.
- **Step 3:** To deliver strong messages:
  - I strongly recommend...
  - I say that for three reasons... . .
  - Add inclusive message: “You can see that I have strong feelings about this but I’d like to hear everyone else’s opinion on the subject before reaching a decision.”

Lois Frankel, PhD., p. 90
Example

“I called you to talk about a new policy I want to implement.”

– “I recommend the new policy for three reasons.
  (Each reason needs to be tied back to the 1st sentence.)
– Before making a decision, I’d like your input.”

• Consider adding:
  – Am I on the right track here?
  – Is this proposal headed in the right direction?
  – Am I preaching to the choir?”
Bob, that is an interesting perspective (a new perspective). Let’s get the group together to discuss it.

Bob, seems like you are really passionate about .... Let’s get the group together to discuss it.

Bob, thank you for your feedback and input. Let’s get input from the group at our meeting and then decide as a partnership.

Bob, I appreciate that you have taken an interest in this topic.

Bob, I appreciate the time you took to write this email.
Disagreeing Without Being Disagreeable

- Use reflective listening skills.
- Start with obvious points of agreement.
- Listen to other people’s ideas before judging & criticizing.
- Be open to compromise-avoid all or nothing messages.
- Disagree with the idea, don’t attack the messenger.
- Turn “I” messages into organization messages.
Strategic Tips

- Test drive your ideas.
- Pick your battles-wisely.
- Know when “stop picking a battle.”
- Be accessible and in touch.
- Relationship orientation over task orientation.
- Resist measuring success in units of time.
- Understand others’ motivation for a different view point.
- Admit when you are wrong.
“Between stimulus and response, there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.”

- Dr. Viktor Frankl
Questions?

Jill S. Goldsmith
JSG Executive & Leadership Coaching
E: jillsgoldsmith@gmail.com
C: 602-320-1791
www.jsgleadership.com