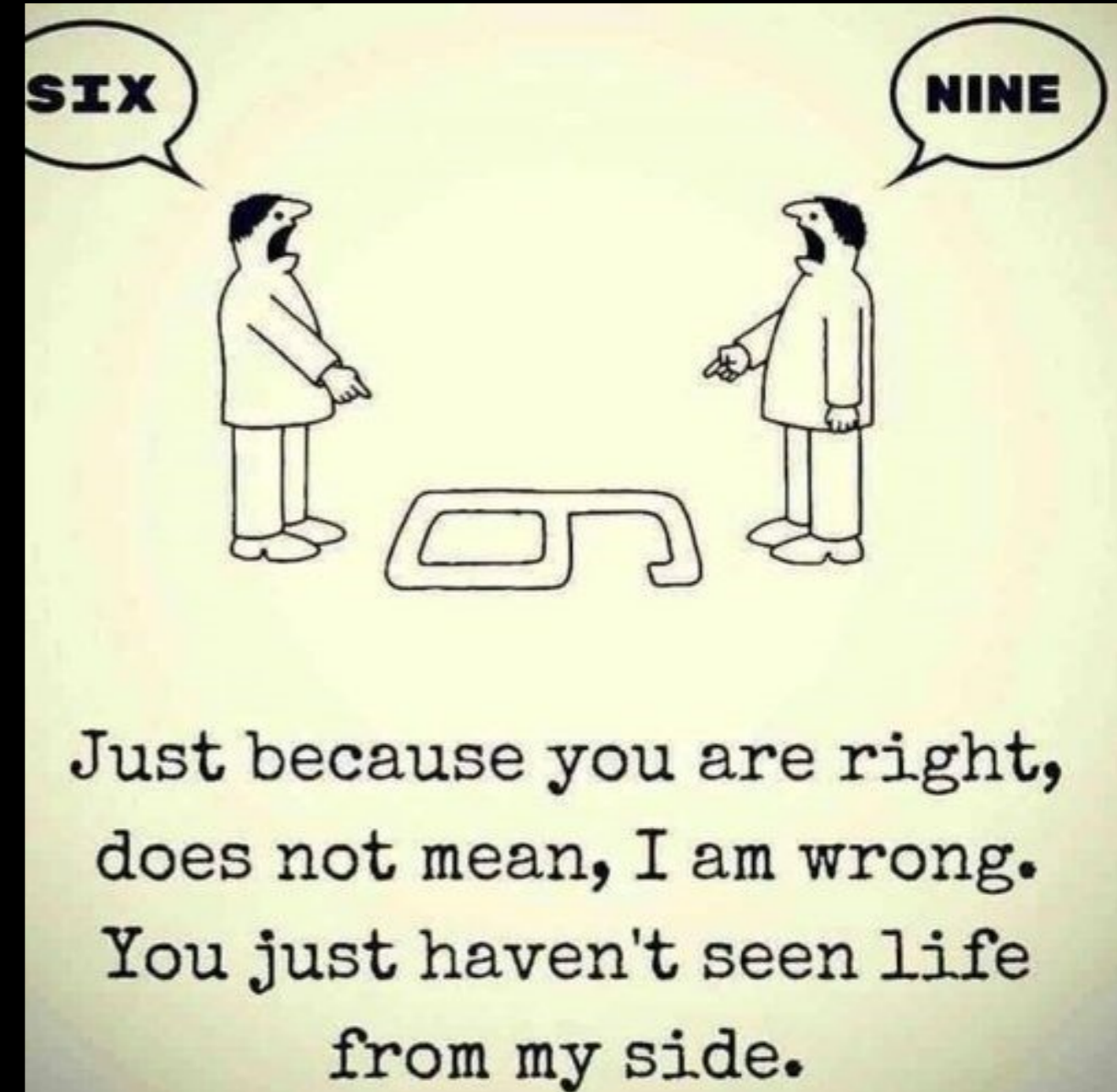
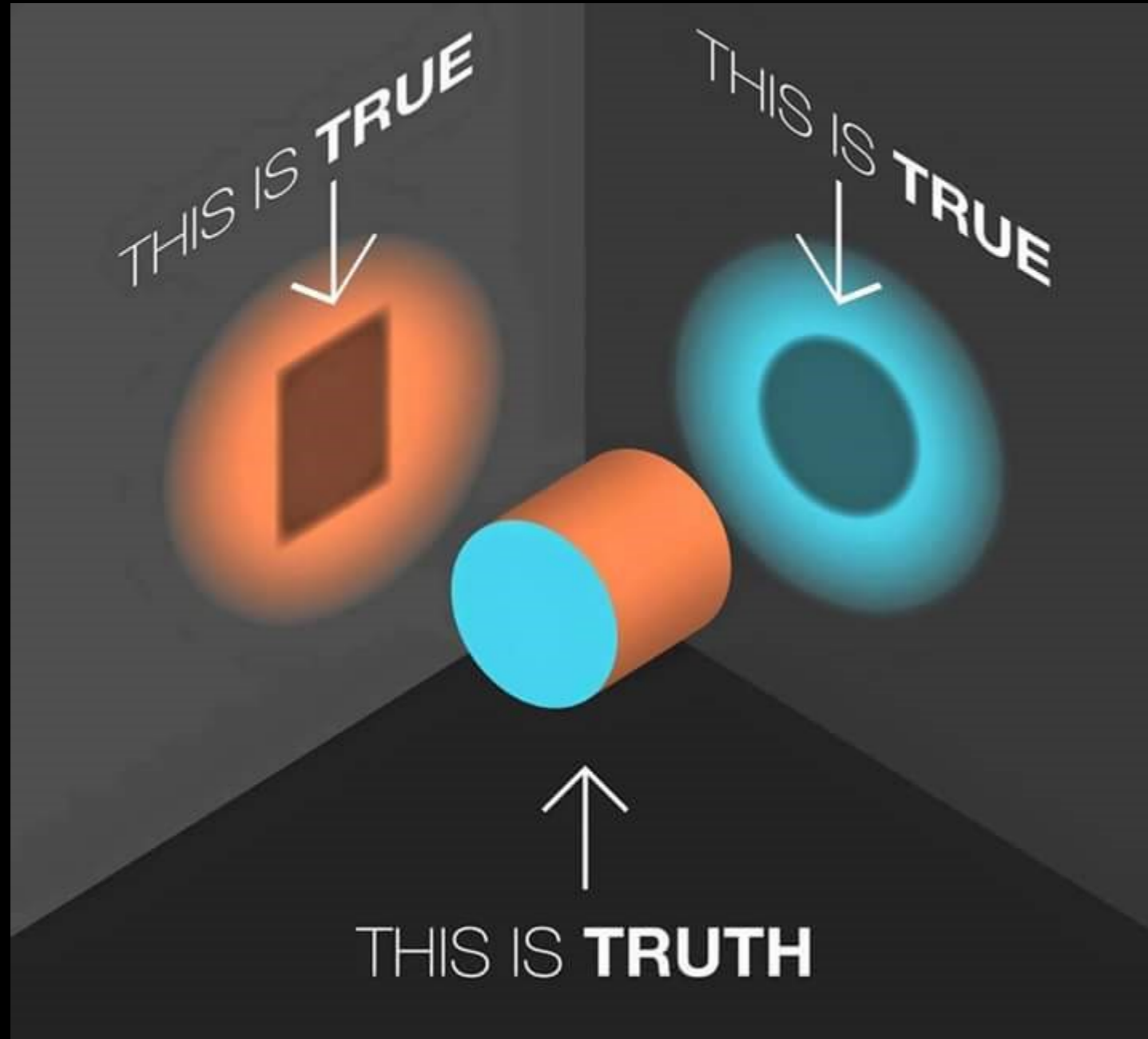




Effective Communication: How to interact successfully

Face2face Training
October 24+25, 2024

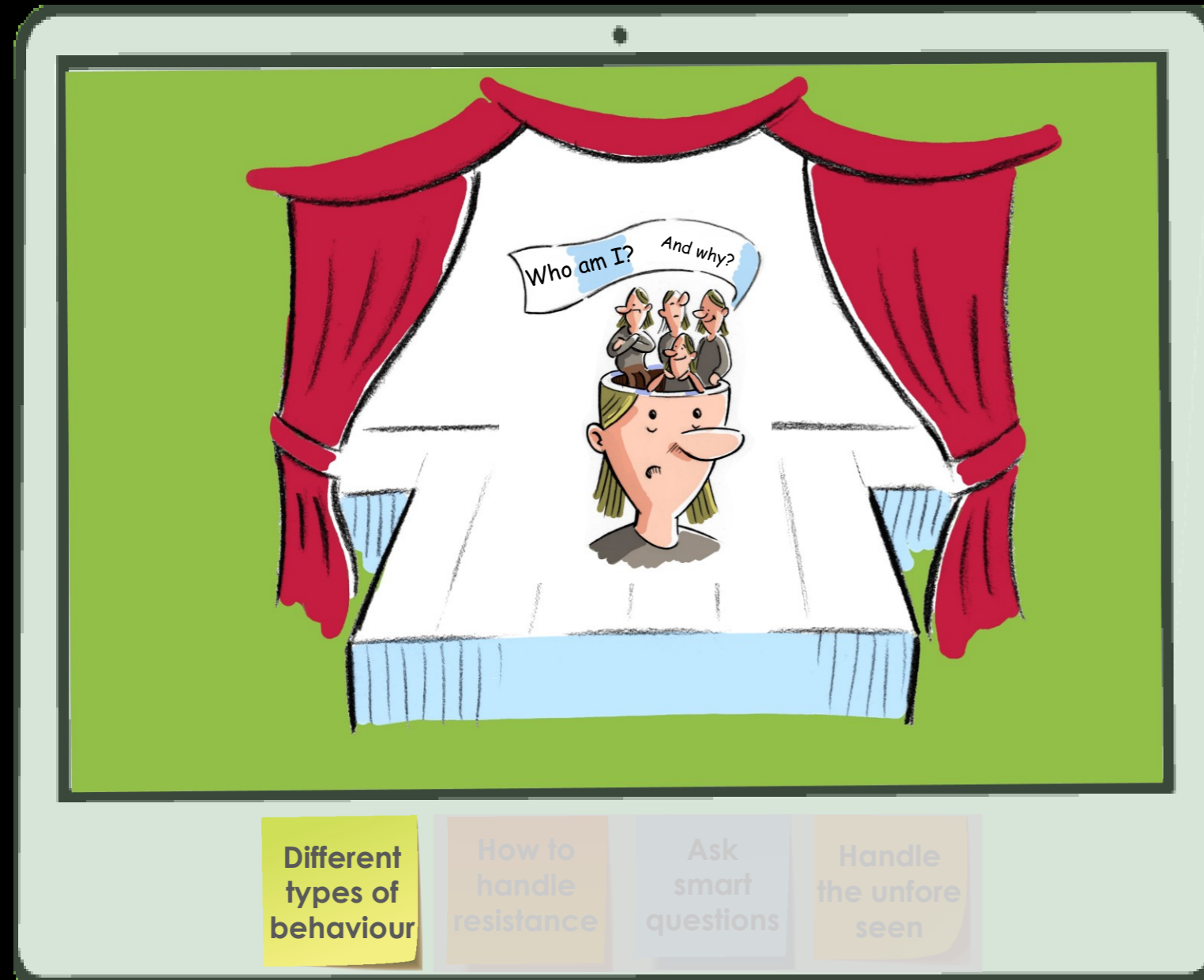
Truth is always a matter of individual perception...



Your concerns and cases

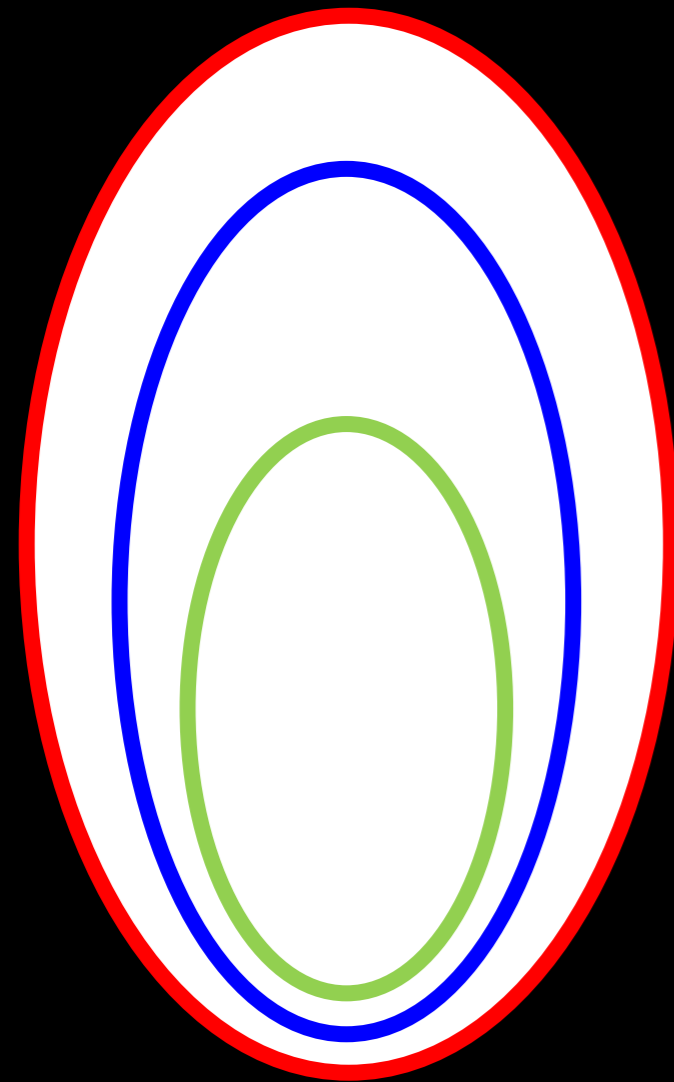


Types of personality and behaviour



Each one of us
is a colourful
society...

What is personality?



Universal

Cultural

Personal

- There are many things we all have in common – we are all human beings. There is so much more that unites us, than divides us! We all for example feel hungry, we all want to love and to be loved we all shape our environment. These are **universal** traits.
- Although all human beings feel hungry, not all of us prefer the same food. „Spätzle“ for example are typical swabian noodles. Being very common in the southern part of Germany you would hardly find a restaurant in – let's say – Italy that would serve them. These noodles are, like pizza or sushi, food, that is best described as „**cultural**“.
- One might find a person that would like to eat cold „Spätzle“ for breakfast, but almost everyone else from the „Spätzle-culture group“ would consider this as distasteful and a disgrace. But the individual enjoys it. This behaviour is called **personal**.
- And these are – from an anthropologist's perspective – the three sources that shape your personality.
- Some of it is in your genes, some of it is formed by the group around you and some is a result of your very personal circumstances.

4 Types within the DISC-model

extrovert

introvert

Task-oriented

Relation-oriented

Dominant

- Acts self-confident, decisive, result-oriented
- Loves freedom and their own decision-making authority
- Doers and makers
- Like to take responsibility for themselves and others



- Great need for status, recognition and autonomy
- Know that they create distance



- Going forward and combative
- Want to win, no matter what prize



Conscientious

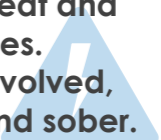
- High demand for quality and accuracy
- Love to deal with numbers, data and facts
- Like to work with predefined processes and standards.



- Razor-sharp analysts
- Strong need for objectives and clear structure.
- Often interested in details



- Tend to play retreat and defence strategies.
- Emotionally uninvolved, matter-of-fact and sober.



Influencing

- Likes to work in teams and share ideas with others.
- Loves the spotlight. Very talkative.
- Strengths in creativity.
- Loves to improvise.



- Active, positive and curious participants
- Know how to inspire and motivate others



- Try to play down problems
- Want to contribute to a solution
- Show their emotions



Steady

- Approachable and helpful.
- Mindful team-players.
- Happy to let others take the lead
- Driven by need for security, sincerity and fairness.



- Patient listeners
- Ad-hoc contributions or quick decisions cause stress.



- React with flight and inner withdrawal.
- Surprising emotional outbursts.

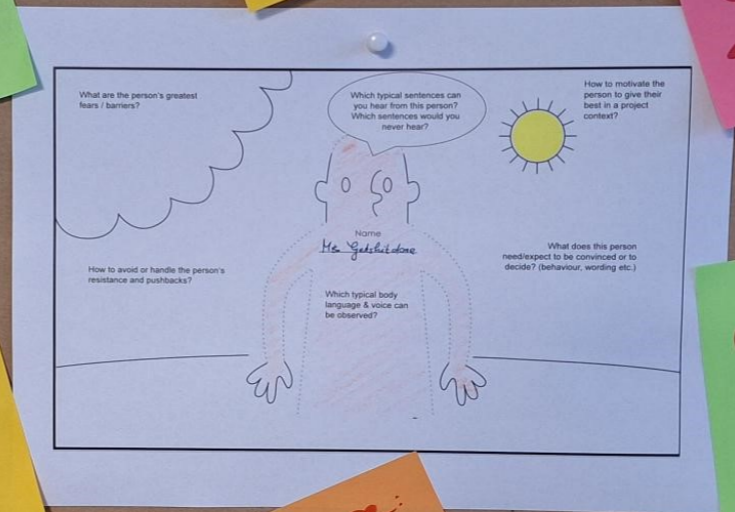


Groupwork: red/dominant

- empathy
- delays (project)

(1) "what is the target of this meeting?"
"can we move on?"
(2) "we need to discuss this with the whole department!"

put him/her into a STEERING role; clear target-setting



- Show the consequences for project/status
- possibility of not "winning"

illustrate the impact of the actions taken
↳ status

- body language: showing presence; wide (stands); forward leaning; poker face
- voice: clear, rather loud, pitch goes down/low at the end

Groupwork: blue/conscientious

How was your ... (personal live...)? 1-2

Let's do a spontaneously session

I prepared something ...

What KPIs led you to the decision?

facts / figures

KPIs

unstructured project
unforceability

uncontrollability
changes

What are the person's greatest fears? (written in bubble)

Which verbal sentences can you hear from this person? Which sentences would you never hear? (written in bubble)

How to motivate the person to give their best in a project context? (written in bubble)

How to avoid or handle the person's resistance and pushback? (written in bubble)

Which does the person need to be convinced or to decide? (behaviour, writing etc.) (written in bubble)

Logic explanation

compact
clear
direct (document)
from analysis
to expe.

Structure

calm

less expressions
voice & movement

distance / closed
body language

explanations

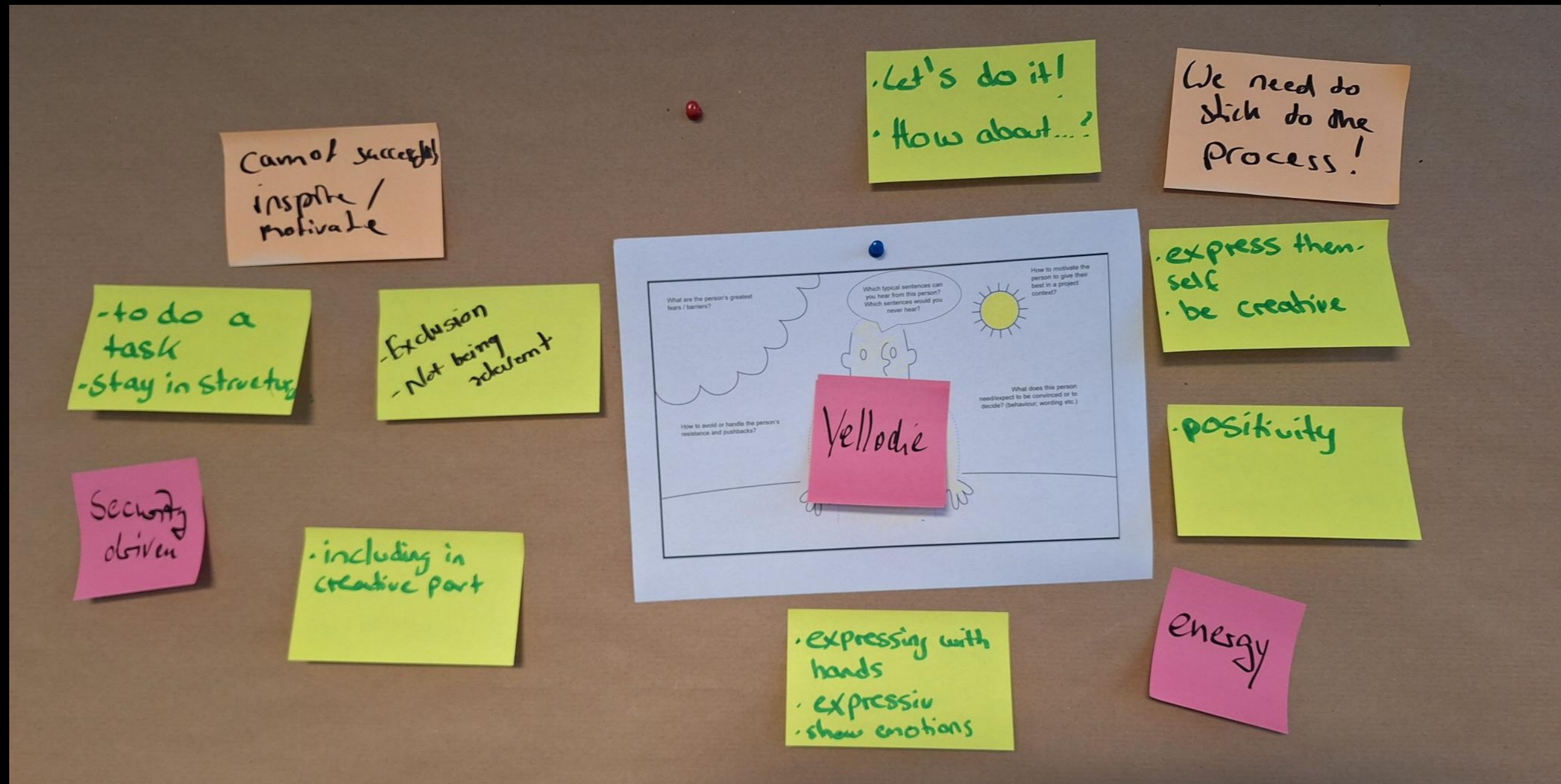
patients

reasons for decisions

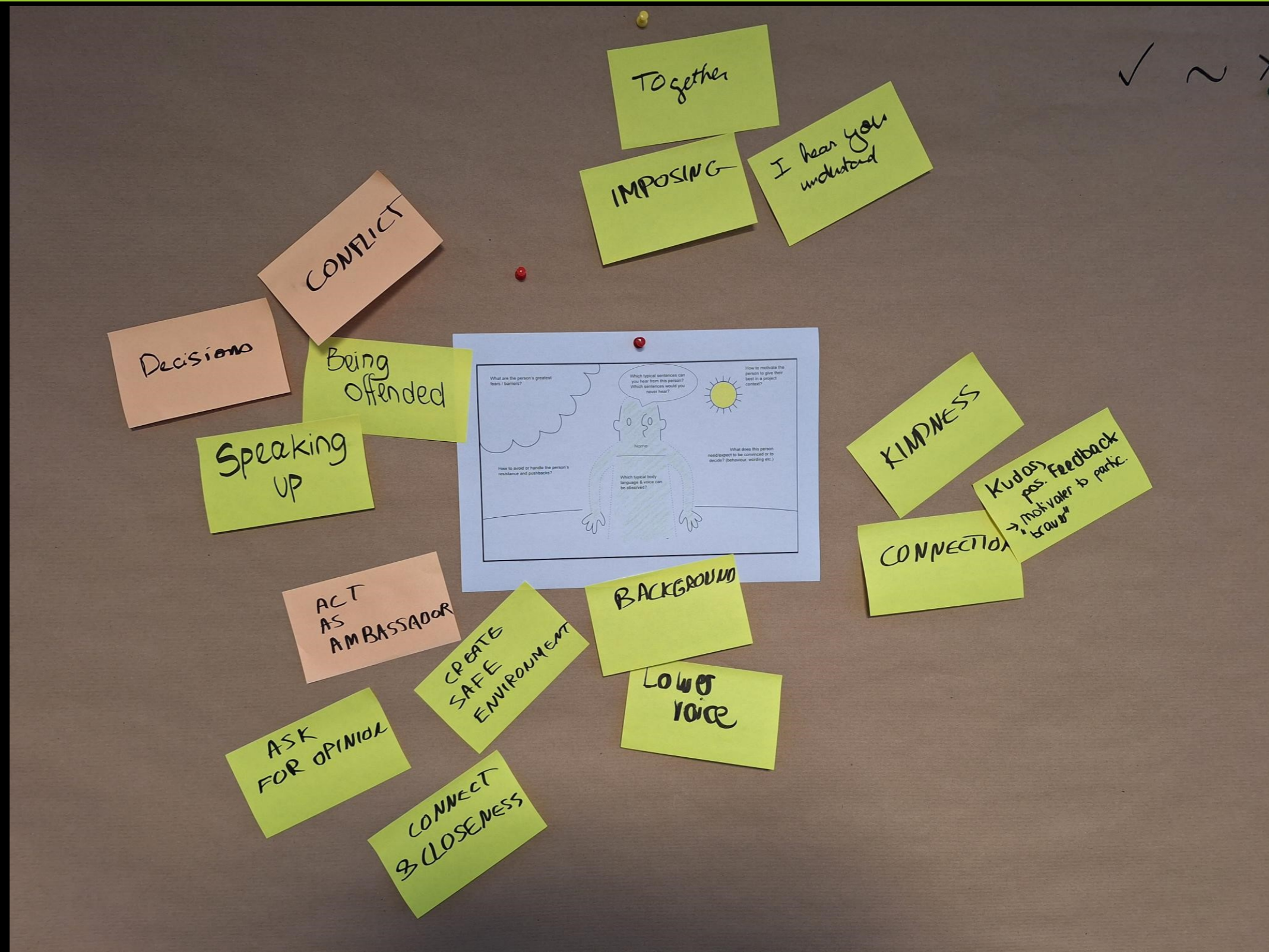
speaking in facts / figures

rational / logical explanations

Groupwork: yellow / influential



Groupwork: green / steady



Wording can make the difference

- Partner
- Profitable
- Special
- Individual
- Simple
- Hassle-free
- Comfortable
- Satisfied
- Bonding
- Cost-proof
- Striking
- Amazing

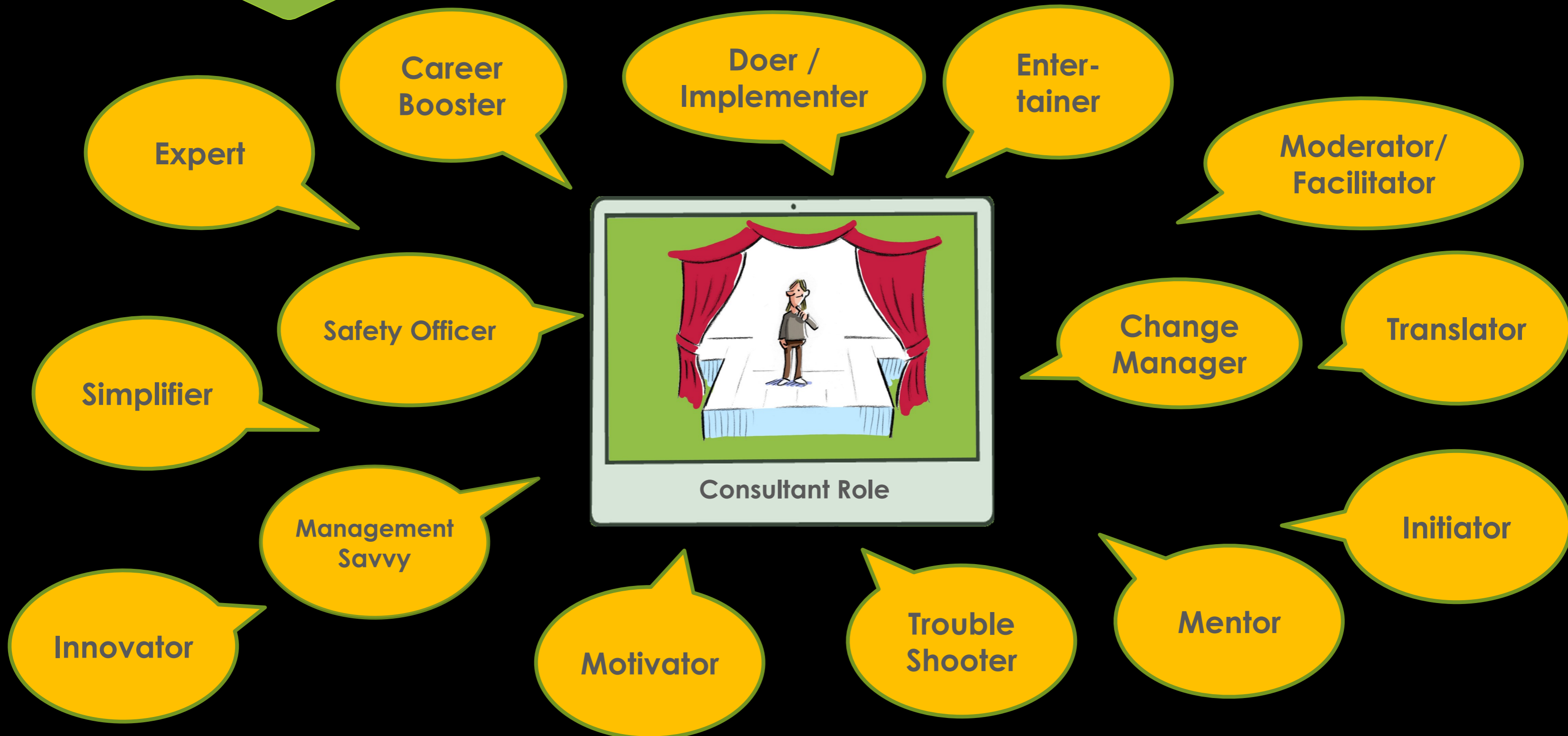
- Yes
- Gladly
- Exclusive
- Good
- Guaranteed
- Reliable
- Reasonably priced
- Performance
- Helpful
- Valuable

- Quick
- Interesting
- Security
- Benefit
- Proven
- Optimal
- Opportunity
- Long-term
- Permanent
- Chance

- Advantage
- Leading
- New
- Constant
- Unique
- Easy
- Beautiful
- Safe
- Exciting

- I will be happy to help you with that.
- I'll be happy to find out.
- You can rely on me.
- I'll be happy to do that for you.
- I understand that ...
- Have fun!

Implicit role expectations of clients

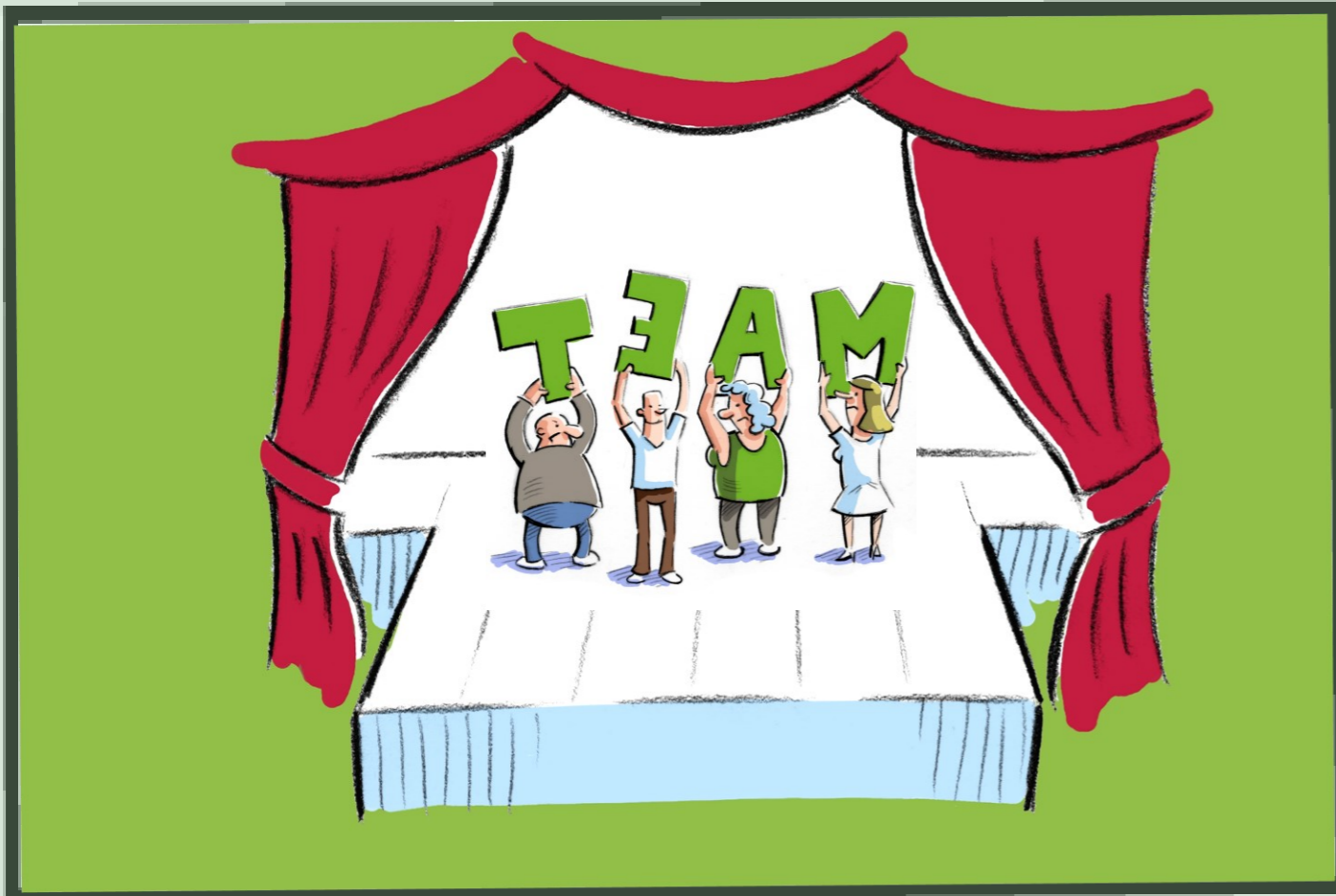


Six emotions that trigger buy-in decisions*

1. **Greed:** "If I make a decision now, I will be rewarded."
2. **Fear:** "If I don't make a decision now, I'm toast."
3. **Altruism:** "If I make a decision now, I will help others."
4. **Envy:** "If I don't make a decision now, my competition will win."
5. **Pride:** "If I make a decision now, I will look smart."
6. **Shame:** "If I don't make a decision now, I will look stupid."

* Source: Geoffrey James

How to handle resistance and conflict



Resistance arises when we feel to be threatened in one or more of our basic needs

Different types of behaviour

How to handle resistance

Ask smart questions

Handle the unforeseen

Each one of us wants a basic set of needs to be fulfilled



Different types share different basic social needs

Basic social needs of each partner in communication

STATUS

CERTAINTY

AUTONOMY

RELATEDNESS

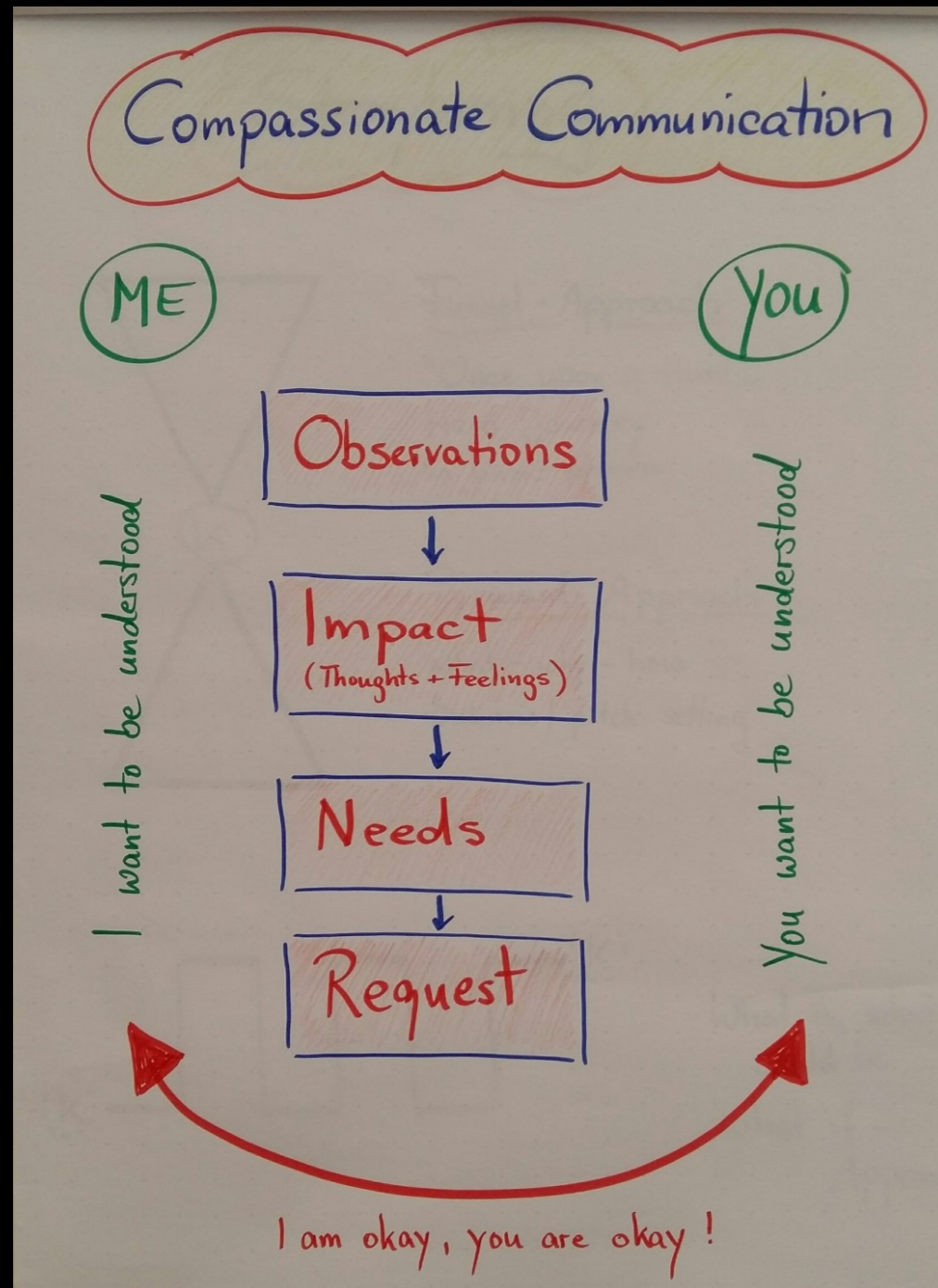
FAIRNESS

- Basic social needs work predominantly unconscious
- If we feel one or more basic needs to be jeopardized in a specific situation, it lasts at least 2 minutes until the active state of emotional resistance dissolves and logical thinking is getting back into service.
- Core question to be answered: which kind of needs does my counterpart want to show and to be fulfilled with his/her behaviour? Which positive (and within his own iceberg self-efficient) intentions do drive his/her behaviour?

Different types of conflict

- Role conflict: who is acting in which role?
- Goal conflict: who pursues what goals?
- Distribution conflict: who wants to get what share?
- Evaluation conflict: Who evaluates what and how?
- Relationship conflict: which interpersonal tensions?

Compassionate Communication



- The theory of Compassionate Communication (by Marshall B. Rosenberg) proves to be an effective approach to solve such situations of conflict.
- “I am okay and you are okay” is the basic mindset

Offer feedback dialogues in three steps

(Describe a specific) **Action**

Impact (make transparent: How do I feel? What do I think?)

Desire (express: what is my request, what is my advice/tooltip?)

Three core questions in communication

What do I want my audience to ...

- ... understand rationally?
- ... understand emotionally?
- ... do?

Key Message(s)

Meaning /
Relationship

Call(s)-to-action

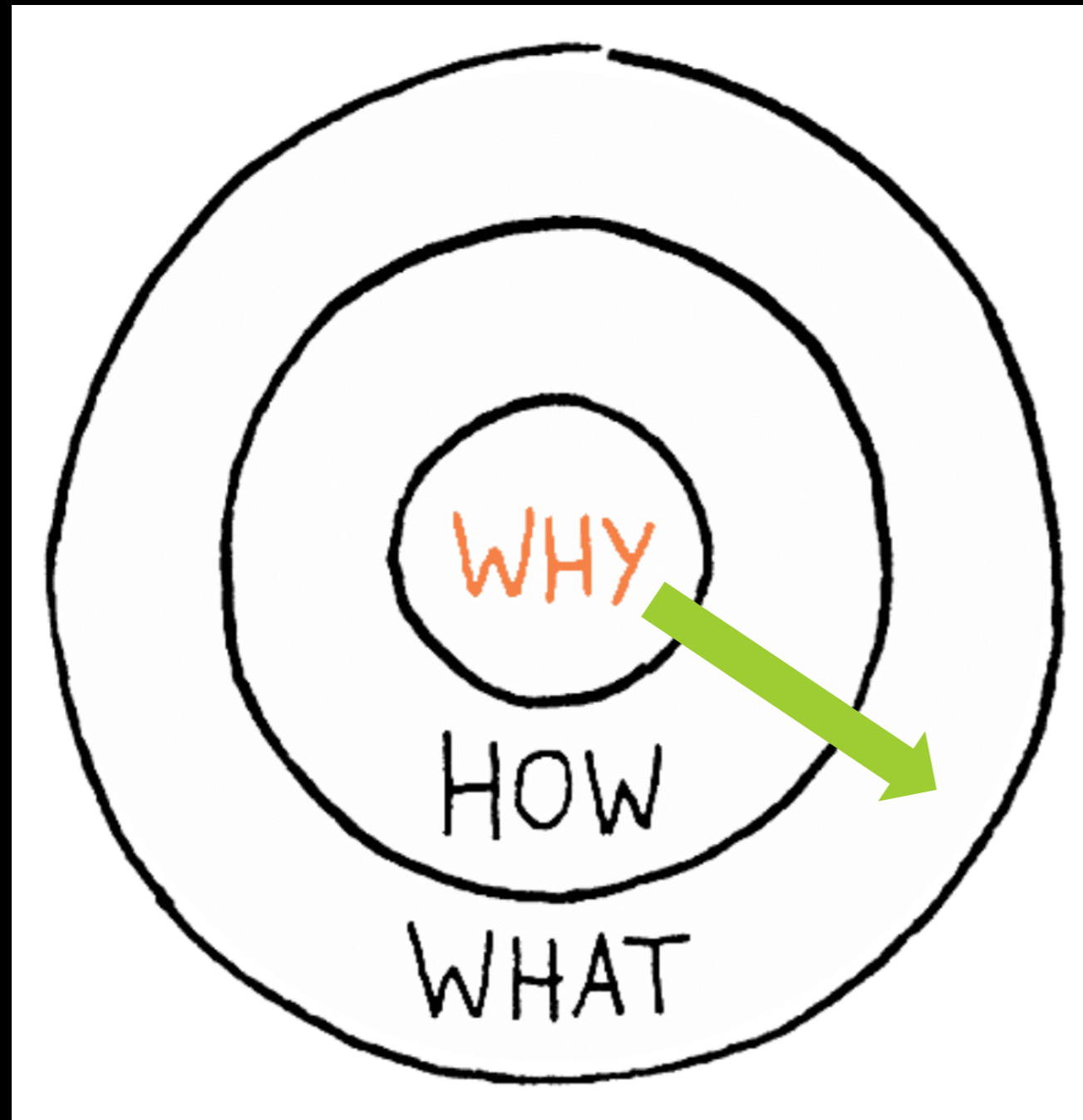
Gain clarity on your passionate purpose

- What are your emotional relationship offers?
- What do you want your audience to feel like?

Passionate Purpose

admonish	console	promise
alert	amaze	amuse
appease	assure	attack
calm	challenge	excite
fight	flatter	forgive
heal	impress	inspire
ignite	motivate	intoxicate
plead	shake up	shame
surprise	tease	threaten
warn	welcome	quarrel
frighten	provoke	...

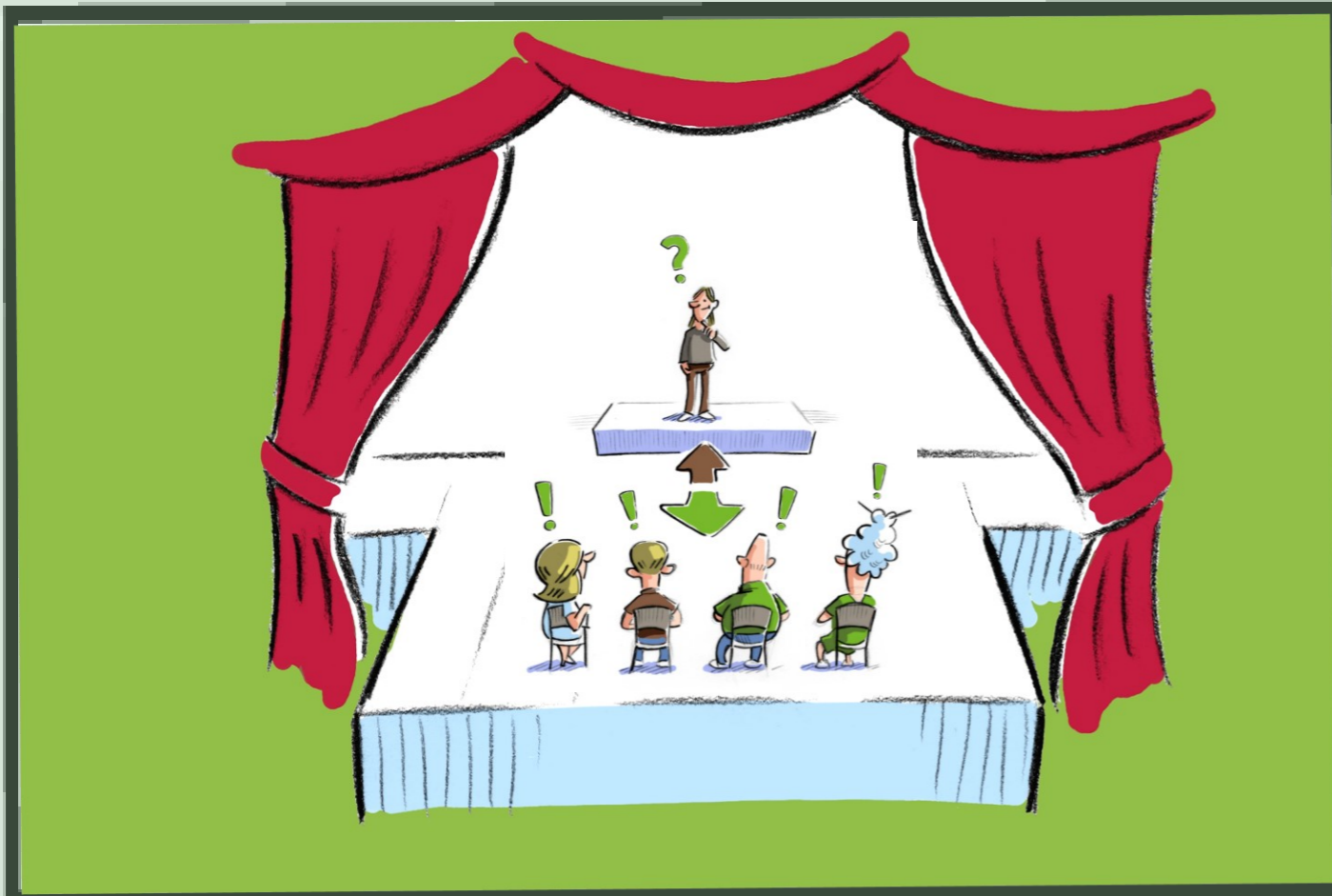
Golden Circle: Why – How – What



People don't buy what you do, they buy why you do it.

→ [Simon Sinek, The Golden Circle](#)

Leading and pacing by asking smart questions



- Seek first to understand than to be understood.
- Trying to understand does not mean to agree!
- Be an active listener.

Different types of behaviour

How to handle resistance

Ask smart questions

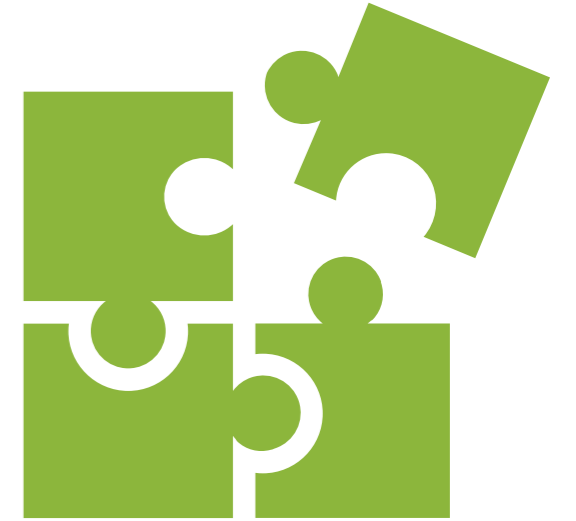
Handle the unforeseen

Take the lead by asking smart questions



Context oriented questions

- What exactly is the problem/task?
- What are the general conditions/background?
- How long has the problem/issue existed?
- How did it come about?
- Who is involved?
- What have you already done?
- What has prevented you from doing something so far?
- What are the reasons that it has not worked well so far?



Goal- and solution oriented questions



- What exactly is the objective?
- What do you want to achieve?
- How would you recognize that you have achieved your goal?
- What will be different?
- By when would you like to achieve your goal?
- What would a solution look like from your point of view?
- What could we do specifically to achieve the goal?
- What is the most important aspect of a solution for you?

Ressource oriented questions



- What/who could help you to improve the situation?
- What has proved helpful in similar situations in the past?
- What can you contribute to finding a solution?
- What do you think can be my contribution to the solution?
- Describe a situation in which the problem did not occur.
- What was different?
- What can we do to recreate this exceptional situation?

Scaling questions



- Expressed in school grades: How would you rate the mood in the project team?
- On a scale from 1 to 10: How satisfied are you with the progress of the project so far?
- In your opinion, what would have to happen to get from 4 to 5?
- How much does that bother you? On a scale from 1 to 6?

Decision-making questions

- What is our lowest common denominator?
- Under what premises can you agree?
- Are you on board?
- What do you need to make a decision?
- What happens if no decision is made?



Hypothetical questions



- What if we pursued the idea for a moment?
- What if we were able to solve this side issue?
- Assuming our hypothesis was correct, how would we proceed?
- What if all the problems disappeared into thin air tomorrow morning: What would be different then?

Paradoxical questions



- Who would have to do what to make the situation worse?
- What would we have to do for the project to fail in any case?
- How would I have to behave to completely demotivate you?

Circular questions to stimulate a change of perspective



- How would a neutral observer describe the situation?
- How would colleague X describe the situation?
- If I were to ask your best friends, what would they say or think about the situation?
- What advice would your wife/husband give you?
- Who in your immediate environment would take an uncomfortable stance on the issue that challenges you?

Deepdiving comprehension questions



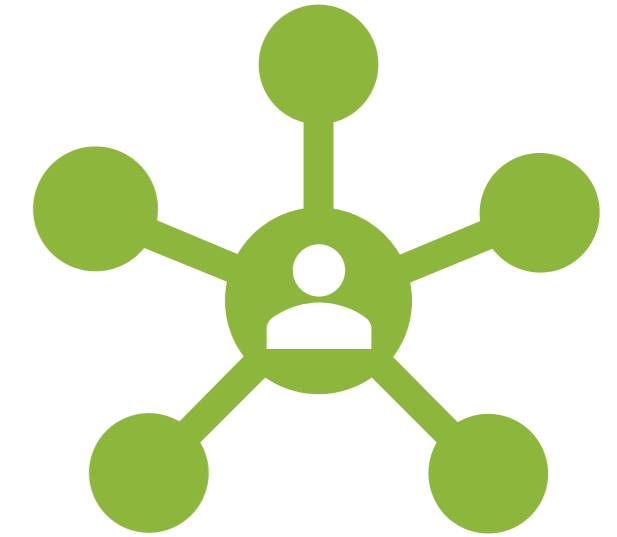
- What exactly do you mean by "..."?
- What exactly was the text you heard?
- In what exact situation did you experience this?
- How does this manifest itself in concrete terms?
- What exactly did someone say?
- What exactly did someone do?

Comparative questions



- What is different compared to before?
- Compared to ... what is the crucial difference for you?
- If you compare your approach with that of your colleague, what do you notice?
- If you compare option A and B: where do you see the crucial sticking point?
- What would be better/worse for you: X or Y?

Impact oriented questions

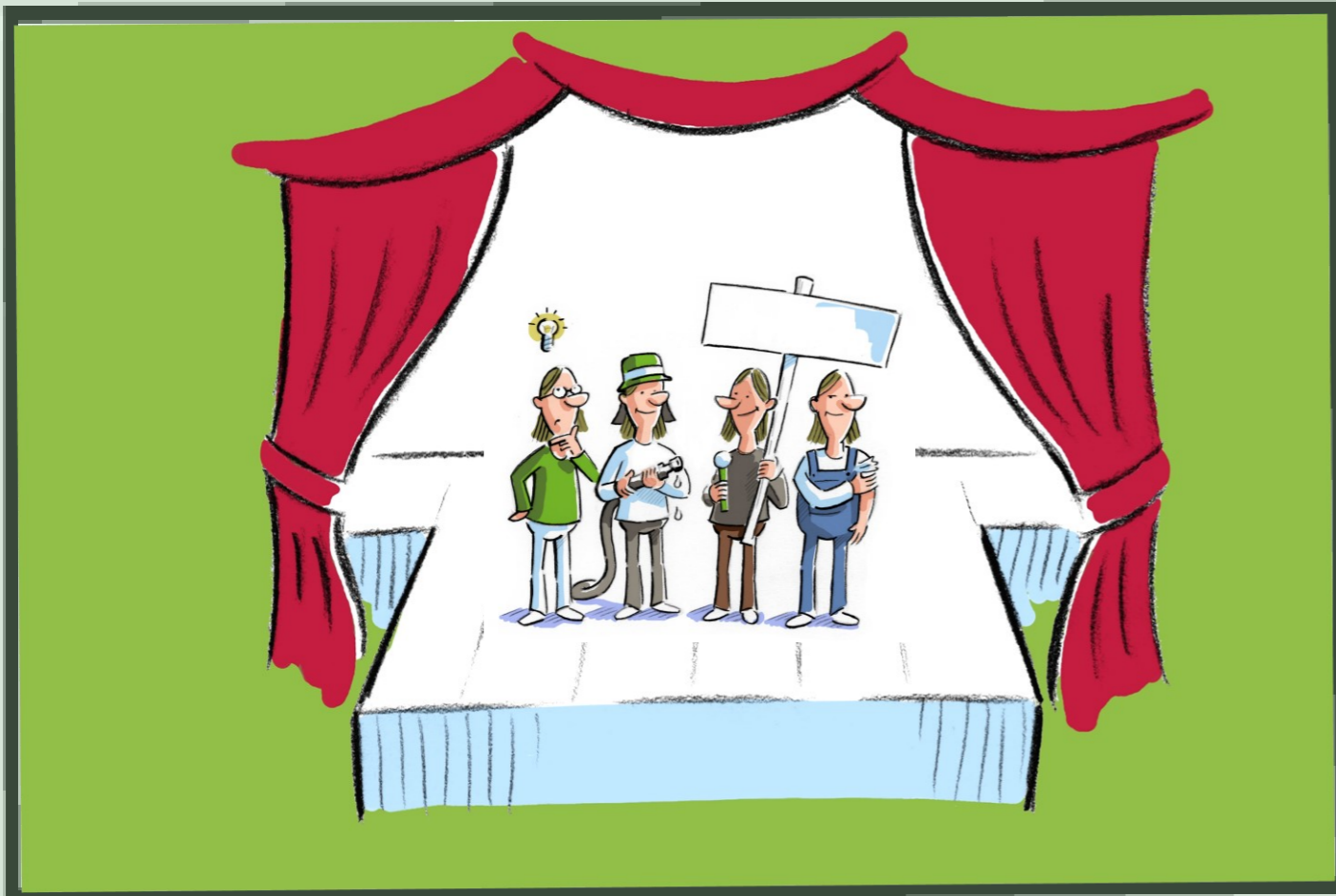


- What effect will something have on whom?
- Who will say what about X or Y?
- What will be the consequences of X or Y?
- Who needs what information by when?
- Who will make sure that X is informed?
- Who should we definitely involve?
- Who should we optionally involve?

Listen actively and empathically!



The art of applied improvisation



Different types of behaviour

How to handle resistance

Ask smart questions

Handle the unforeseen

Basic rules for improvisers:

1. Be present and be in the moment
2. Accept what happens: say "Yes and....!"
3. Let your partners shine
4. Let the story move on
5. Take responsibility and have the courage to fail

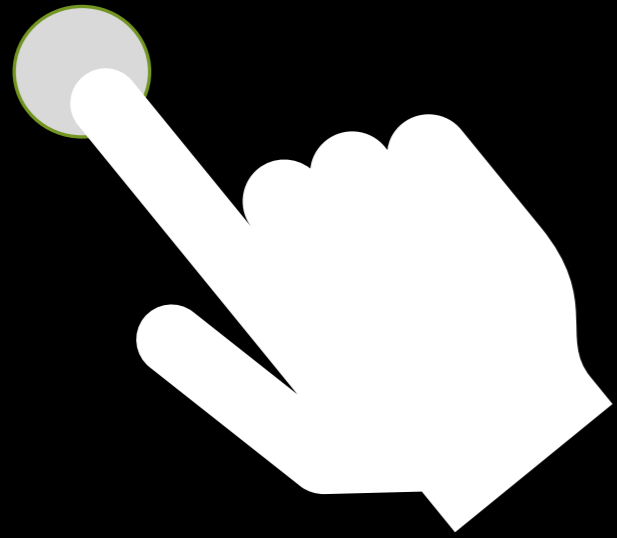
Checklist: quick wit techniques

1. Ask for definition ("What exactly do you mean by...?")
2. Compliment/surprising confirmation ("Right! Well observed!")
3. Yes, exactly! And therefore...
4. Query ("Why are you saying that now?")
5. Reposte ("Yourself!"; "Rather ... than ...")
6. Personal favourite quote (even if pointless in the situation)
7. (Self-)ironic exaggeration ("You would first have to ... see how ...")
8. Two syllables ("Aha, wow! So what!")
9. Let it pass away ("If you say so....")
10. Emergency brake: Draw a clear line ("I don't accept that!")

Checklist: how to handle objections

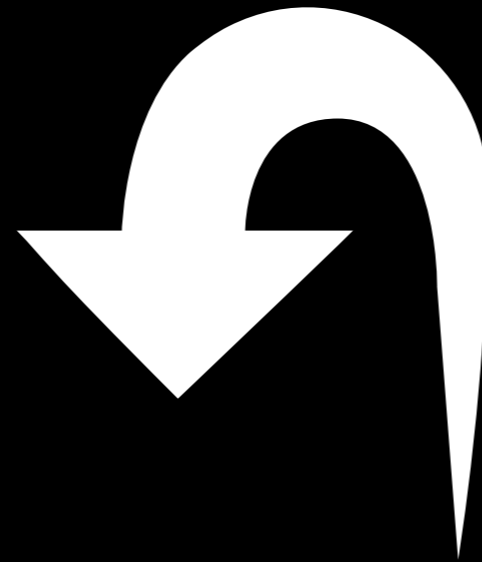
- Pause & breathe & embrace the objection
- Repeat the last few words, you've heard
- Ask a clarifying question (what/how..., not a why-question), that gets you to the underlying cause of the objection
- Validate and accept the concern/cause
- Reframe if necessary
- Deepdive: What part of your concern do you feel is still left unaddressed

Tooltipp: Touch-Turn-Talk



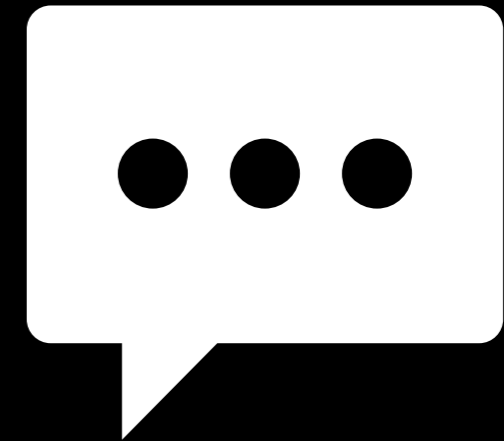
TOUCH

Touch and pick up:
Agree or Disagree



TURN

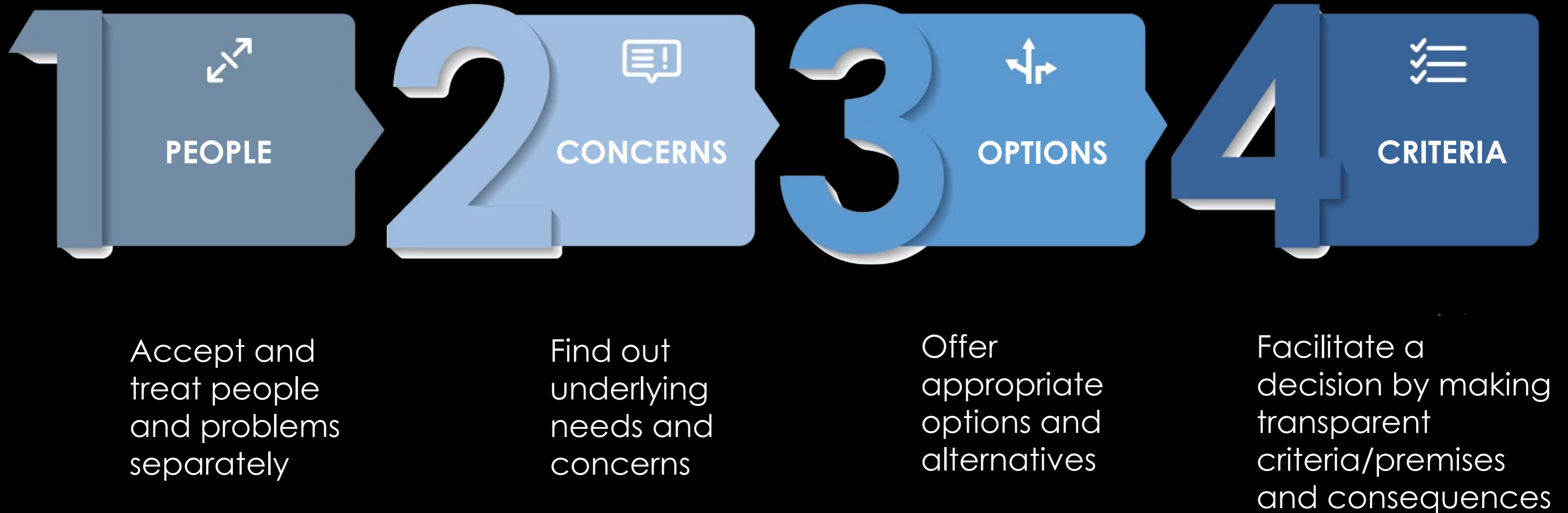
Build a bridge and
turn to your topic



TALK

Talk about your topic,
sell your arguments

How to negotiate win-win-opportunities

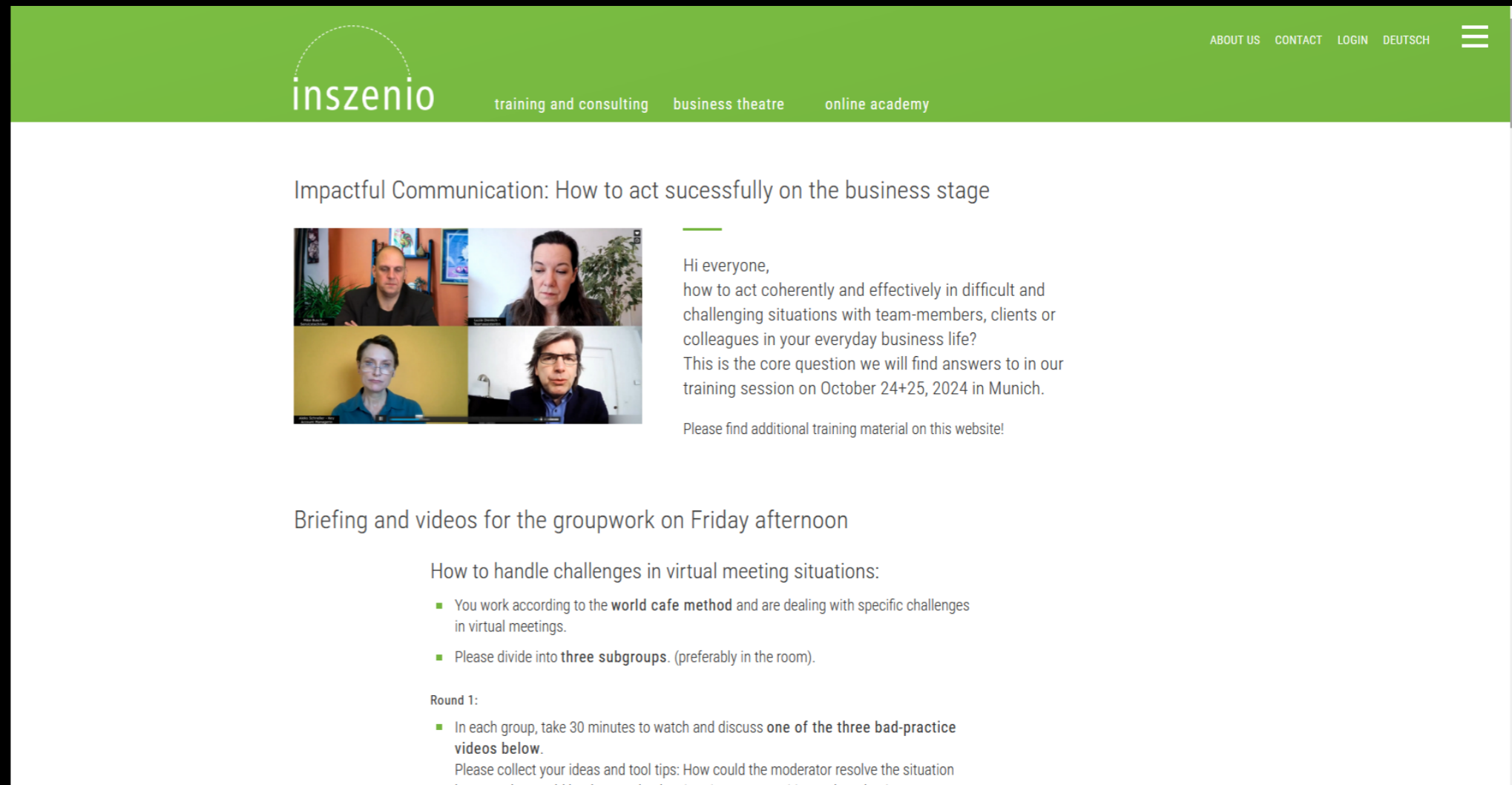


Quick Online DISC Self-Test: What colours are you?

- <https://discpersonalitytesting.com/free-disc-test/>
- <https://www.123test.com/de/DISG-Pers%C3%B6nlichkeitstest/>

Finally: your training website with learning videos

- <https://inszenio.de/en/impactful-communication/>
- PW: virtual setting




The screenshot shows the website for inszenio, which is a training and consulting organization. The page is titled "Impactful Communication: How to act successfully on the business stage". It features a video player with four participants in a virtual meeting. The text on the page reads: "Hi everyone, how to act coherently and effectively in difficult and challenging situations with team-members, clients or colleagues in your everyday business life? This is the core question we will find answers to in our training session on October 24+25, 2024 in Munich. Please find additional training material on this website!". Below this, there is a section for "Briefing and videos for the groupwork on Friday afternoon" with instructions on how to handle challenges in virtual meeting situations. The instructions include: "You work according to the world cafe method and are dealing with specific challenges in virtual meetings." and "Please divide into three subgroups. (preferably in the room).". The first round of the activity is described as: "In each group, take 30 minutes to watch and discuss one of the three bad-practice videos below. Please collect your ideas and tool tips: How could the moderator resolve the situation better? What could be done to make the situation more positive and productive?"

inszenio training and consulting business theatre online academy

ABOUT US CONTACT LOGIN DEUTSCH

Impactful Communication: How to act successfully on the business stage



Hi everyone,
how to act coherently and effectively in difficult and challenging situations with team-members, clients or colleagues in your everyday business life?
This is the core question we will find answers to in our training session on October 24+25, 2024 in Munich.
Please find additional training material on this website!

Briefing and videos for the groupwork on Friday afternoon

How to handle challenges in virtual meeting situations:

- You work according to the **world cafe method** and are dealing with specific challenges in virtual meetings.
- Please divide into **three subgroups**. (preferably in the room).

Round 1:

- In each group, take 30 minutes to watch and discuss **one of the three bad-practice videos below**.
Please collect your ideas and tool tips: How could the moderator resolve the situation better? What could be done to make the situation more positive and productive?

Tooltips for the virtual business stage

CAMERA SETUP

- Sit as if you would stand
- Key messages straight into the camera eye
- Present positioning within the camera frame
- Camera on eye-level

CATCHY OPENER (after small talk :)

- Powerful Introduction
- Clear roles
- Clear rules of the game (camera, show-of-hands etc.)

How to make an impact in the virtual space

DIALOGUE

CONTENT HANDLING

- Slide the PPT-Elephant
- Synchronize slide-content with your audio
- Stop & Start sharing frequently
- Deliver content in talkshow style
- Prepare 2 PPT-versions: Live and reader

INSTEAD OF MONOLOGUE

- Apply Co-Creation-Tools
- Ask smart questions to trigger interaction
- Offer votings to prioritize agenda topics

Happy to receive your written feedback for the training

Feedback Survey



And now: Make the tools fly! 😊
It was really a pleasure for me having you!

inszenio GmbH

Managing Director: Dr. Claudia Borowy

Facilitator: Claudia Borowy

Email: claudia.borowy@inszenio.de

Internet: www.inszenio.de