

Communication for Professional Career Advancement

Awareness • Intent • Fundamentals • Skill Refinement • Tools • Application

Welcome!

“People more often need to be reminded
rather than informed.”

—Samuel Johnson

Welcome!

Which skill do we use the most in the
doing of our jobs?

Welcome!

Which skill do we use the most in the
doing of our jobs?

COMMUNICATION

Welcome!

“The single biggest problem in communication
is the *illusion* that it has taken place”
—George Bernard Shaw

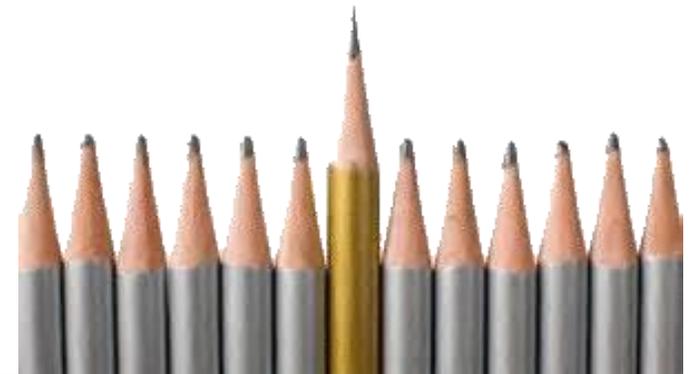
Welcome!

What is the one asset you have than no competitor, colleague, or candidate for hire or promotion has, nor would ever claim to have?

Welcome!

What is the one asset you have than no competitor, colleague, or candidate for hire or promotion has, nor would ever claim to have?

You!



Objectives

- Enhanced communication awareness
- Intent: personal goals and objectives
- Skill refinement – CI?
 - Tools for practical use and measured progress
- Application strategies

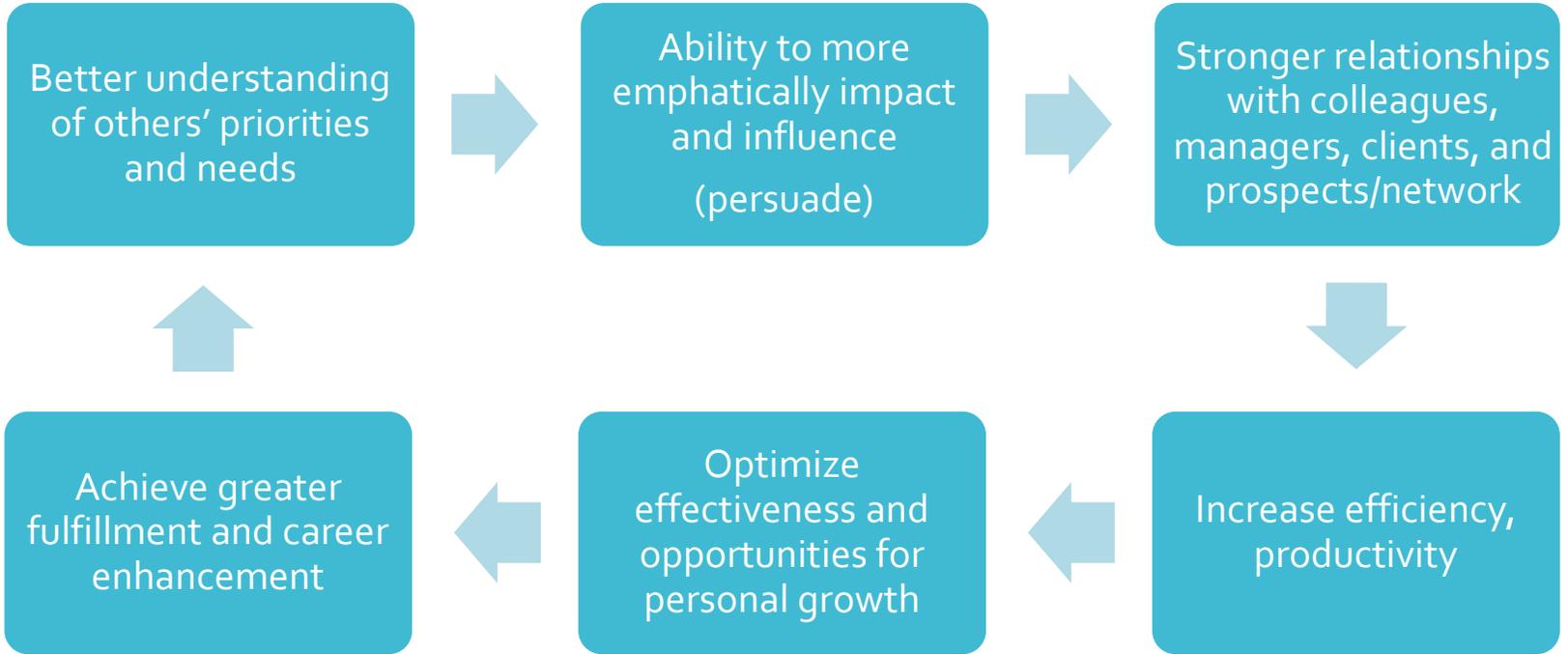


CFA Society
Washington, DC



Communication
Awareness:

WIIFY?



Communication Awareness:

3 Rules

1. Good communication rarely just happens
2. When engaged in business communication we must take 100% of the responsibility for the creation & quality of the exchange
3. As business professionals, we must structure communication to match the thinking process of the receiver

How we can benefit:

- Understand needs/priorities
- Ability to impact & influence
- Stronger relationships
- Increase efficiency
- Increase productivity
- Personal growth & success

Communication
Awareness

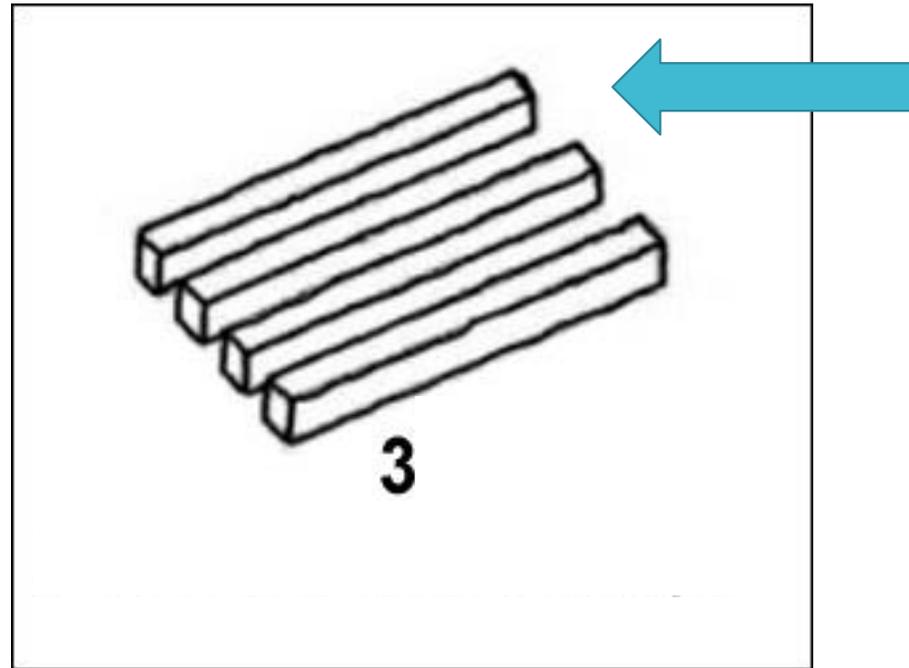
Predisposition?

What do you see?



Communication
Awareness

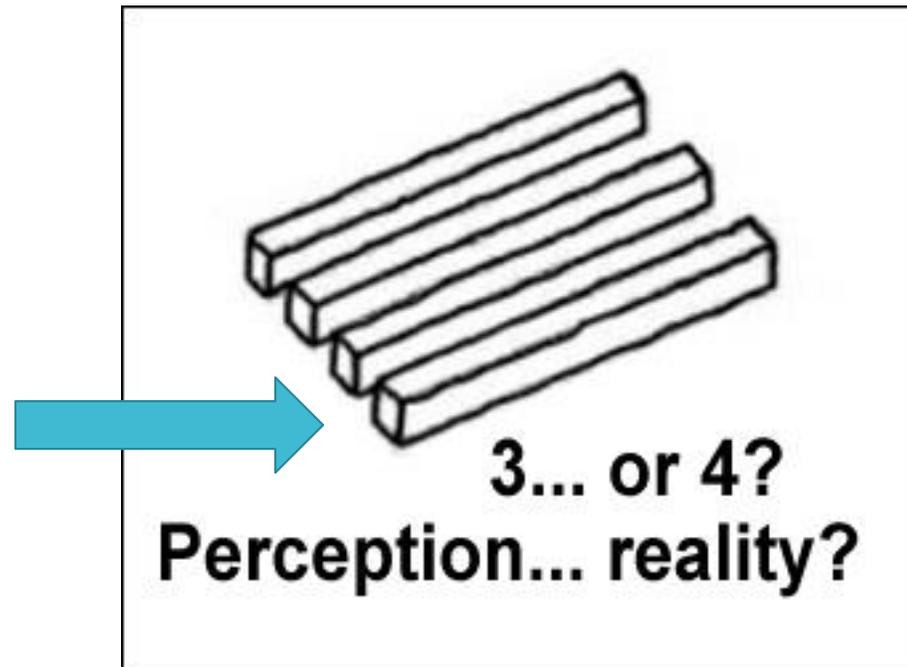
Perception?



Communication
Awareness

Perception?

“Perception is reality” – it can get
in the way of effective
communication



To be truly effective in
communicating, we
need to **understand**
other people's
perceptions and
predispositions...

Communication Awareness...

- Enhanced communication awareness level
 - What we say
 - How we say it
 - Why we say it
 - How we look when we say it (non-verbal)
 - How much time we talk
 - How much time we *actively* listen
 - How our message is perceived...
 - What will happen next as a result?

How we can benefit:

- Understand needs/priorities
- Ability to impact & influence
- Stronger relationships
- Increase efficiency
- Increase productivity
- Personal growth & success

Communication Awareness...

- Enhanced communication awareness level
 - **What we say**
 - How we say it
 - Why we say it
 - How we look when we say it
 - How much time we talk
 - How much time we *actively* listen
 - How our message is perceived...
 - What will happen next as a result?

- Word choice – specific v. vague?
- Conciseness & focus?
- Open- v. closed-ended questions
- Clarifying/confirming questions...
 - Did they understand us?
 - Did we understand them?
 - Expectations?
 - Risks?

How we can benefit:

- Understand needs/priorities
- Ability to impact & influence
- Stronger relationships
- Increase efficiency
- Increase productivity
- Personal growth & success

Communication Awareness...

- Enhanced communication awareness level

- **What we say**
- How we say it
- Why we say it
- How we look when we say it
- How much time we talk
- How much time we *actively* listen
- How our message is perceived
- What will happen next as a result

5 Keys to the Best Questions:

1. Begin at the situational level... what people are trying to accomplish
2. Open-ended style prevails;
Closed-ended style gains agreement
3. "Receptivity testing"
4. Ask only 1 question at a time
5. Let people answer
(potentially extend attention spans!)

Communication Awareness...

- Enhanced communication awareness level

- What we say
 - **How we say it**
 - **Why we say it**
 - **How we look when we say it (non-verbal)**
 - How much time we take
 - How much time we spend
 - How our message is perceived
 - What will happen next
- Voice tone... conviction
 - Implied messages (intentional?)
 - Tactfulness...
 - Goal-oriented...
 - Body language

How we can benefit:

- Understand needs/priorities
- Ability to impact & influence
- Stronger relationships
- Increase efficiency
- Increase productivity
- Personal growth & success

Communication Awareness...

- Enhanced communication awareness level

- **What we say**
- **How we say it**
- **Why we say it**
- **How we look when we say it (non-verbal)**
- How much time we talk
- How much time we *actively* listen
- How our message is perceived...
- What will happen next as a result?

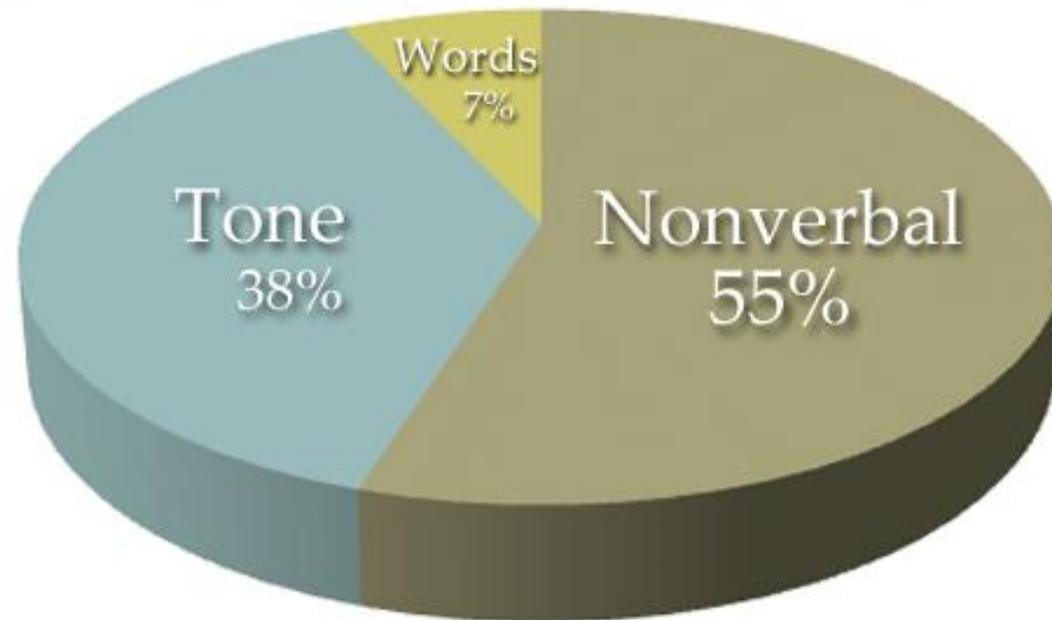
Greatest impact?

How we can benefit:

- Understand needs/priorities
- Ability to impact & influence
- Stronger relationships
- Increase efficiency
- Increase productivity
- Personal growth & success

- Enhanced communication awareness level

Communication Breakdown



How we can benefit:

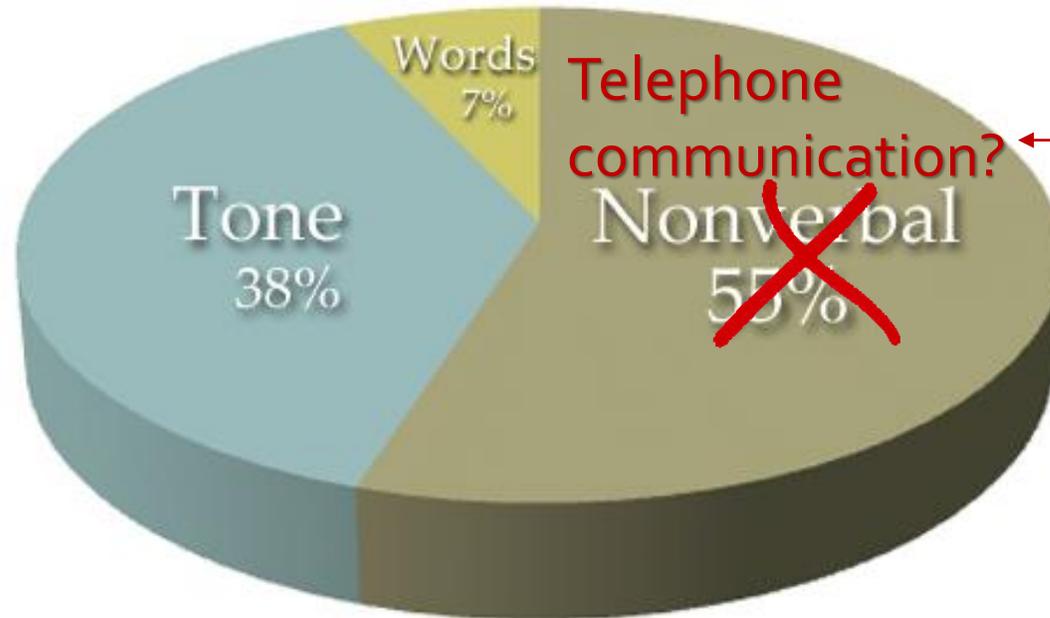
- Understand needs/priorities
- Ability to impact & influence
- Stronger relationships
- Increase efficiency
- Increase productivity
- Personal growth & success

Communication
Awareness...

- Enhanced communication awareness level

Communication
Awareness...

Communication Breakdown



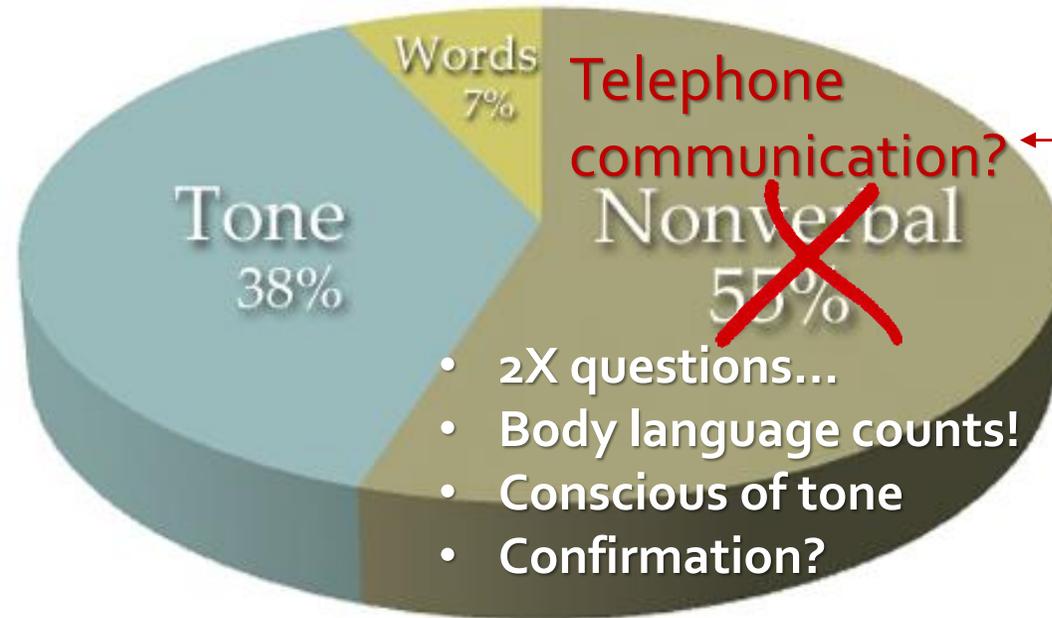
How we can benefit:

- Understand needs/priorities
- Ability to impact & influence
- Stronger relationships
- Increase efficiency
- Increase productivity
- Personal growth & success

- Enhanced communication awareness level

Communication
Awareness...

Communication Breakdown

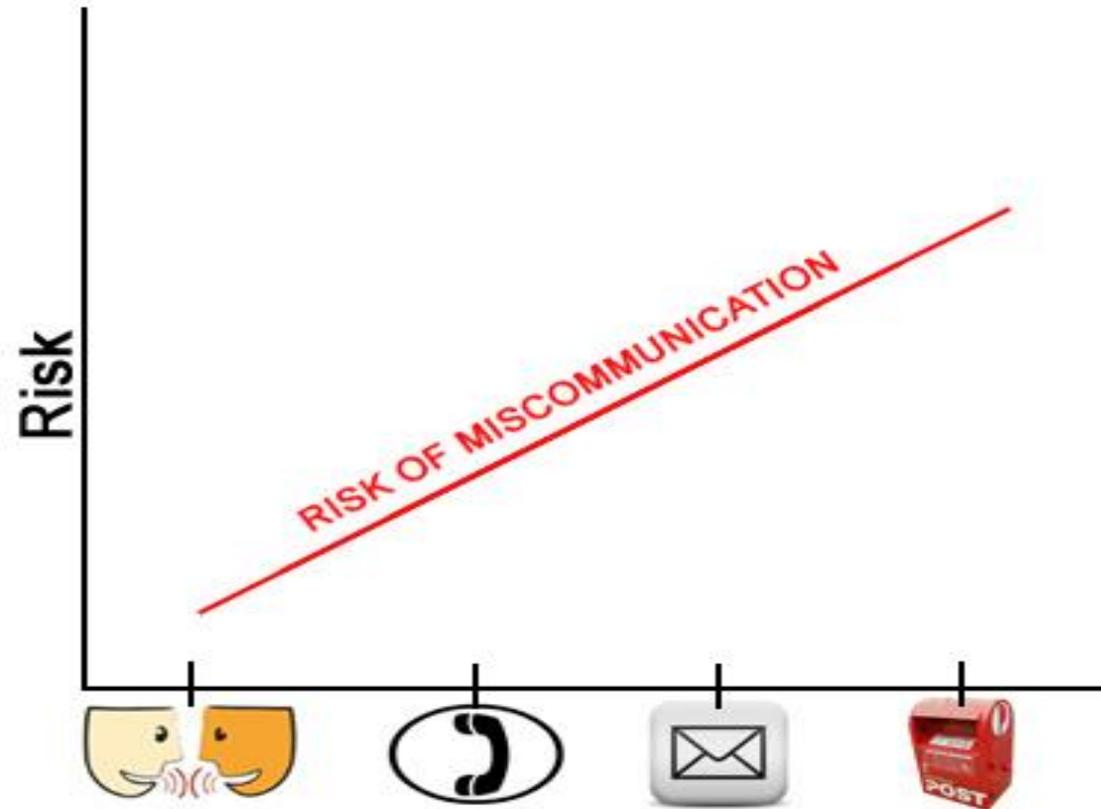


How we can benefit:

- Understand needs/priorities
- Ability to impact & influence
- Stronger relationships
- Increase efficiency
- Increase productivity
- Personal growth & success

Communication Awareness...

- Enhanced communication awareness level



How we can benefit:

- Understand needs/priorities
- Ability to impact & influence
- Stronger relationships
- Increase efficiency
- Increase productivity
- Personal growth & success

Communication Awareness...

- Enhanced communication awareness level

- What we say
- How we say it
- Why we say it
- How we look when we say it (non-verbal)
- **How much time we talk**
- **How much time we *actively* listen**
- How our message is perceived...
- What will happen next as a result?

- T / L ratio?
- Implied messages?
- Impact?
- Balanced interest?
(networking!)

How we can benefit:

- Understand needs/priorities
- Ability to impact & influence
- Stronger relationships
- Increase efficiency
- Increase productivity
- Personal growth & success

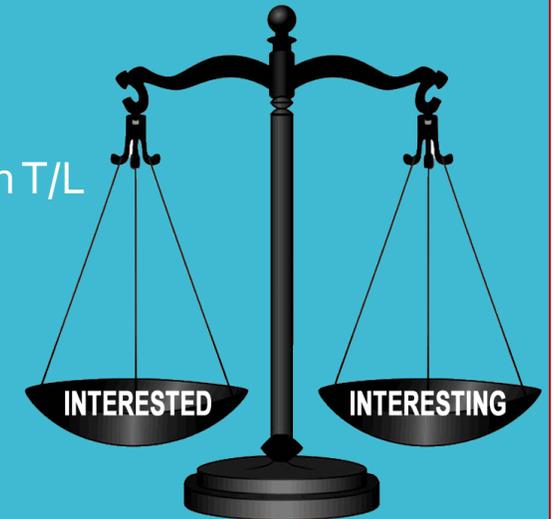
Communication Awareness...

- Enhanced communication awareness level

- What we say
- How we say it
- Why we say it
- How we look when we say it
- **How much time we spend**
- **How much time we listen**
- How our message is received
- What will happen

5 Ways to Increase Listening Capacity:

1. Know the “enemy”
 - Internal Distractions
 - Rebuttal Tendency
 - External Distractions
2. Plan in writing with T/L
3. Balanced interest
4. Eye contact
5. Take notes!

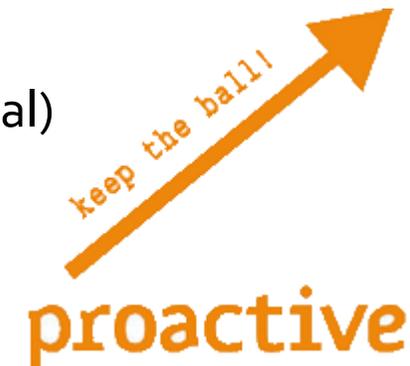


Communication Awareness...

- Enhanced communication awareness level

- What we say
- How we say it
- Why we say it
- How we look when we say it (non-verbal)
- How much time we talk
- How much time we *actively* listen
- **How our message is perceived...**
- **What will happen next as a result?**

- Understanding?
- Agreement / Buy-in?
- Next steps?
- Impact?

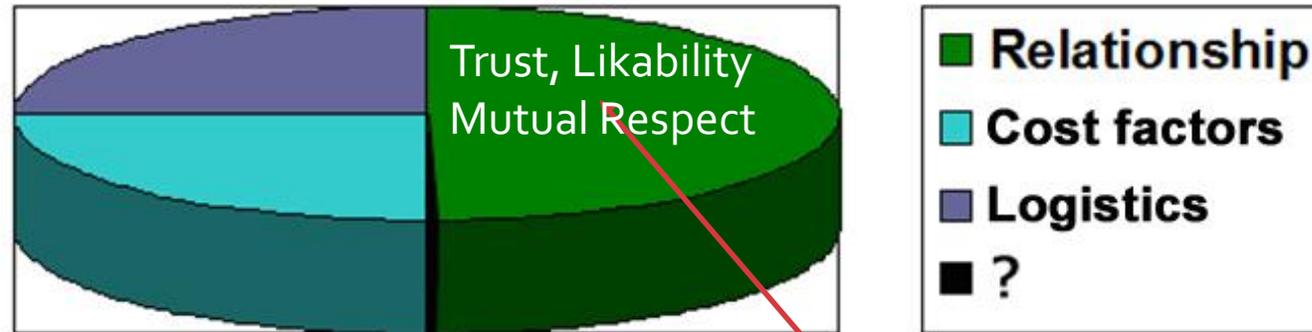


How we can benefit:

- Understand needs/priorities
- Ability to impact & influence
- Stronger relationships
- Increase efficiency
- Increase productivity
- Personal growth & success

Communication Awareness...

- Enhanced communication awareness level
 - What we say



- **What will happen next as a result?**

- Understanding?
- Agreement / Buy-in?
- Next steps?
- Impact?

How we can benefit:

- Understand needs/priorities
- Ability to impact & influence
- Stronger relationships
- Increase efficiency
- Increase productivity
- Personal growth & success

Social Influence (persuasion)

Universal Principles of Persuasion:

 CFA Society
Washington, DC

Develop a more persuasive communication style by incorporating the universal principles of persuasion into interactions of all types...

Understanding people's circumstances, needs and goals is required.



Social Influence... (persuasion)

Universal Principles of Persuasion:



- Reciprocation

a: a mutual exchange
b: a return in kind or of like value

Not necessarily material in nature... it's the thought that counts!

Social Influence... (persuasion)

Universal Principles of Persuasion:



- Reciprocation
- Social Proof

Testimonials...

A psychological phenomenon where people assume the actions of others in an attempt to reflect correct behavior or feel more comfortable because others have done so.

Most effective when the proof or endorsement comes from people like our audience

“Positive” social proof is best

Communication
Awareness...

Impacting others

Exercise:



When interacting with others, what would you like them to think about you?	When interacting with others, how would you like to make them feel?

Communication
Awareness...

Impacting others

Impact Over Time



When interacting with others,
what would you like them to
think about you?

When interacting with others,
how would you like to make
them feel?

How will we do it?

How can we be sure we did it?

Longer-term effect?

Communication Awareness...



Communication
Awareness...

Critical Skills

- People tend to think of communication in terms of speaking or talking, but the critical skills are:

- Planning
- Probing
- Listening
- Proactive Style



Planning...

- Proper planning has been identified as a key builder-of-confidence, persuasiveness, and listening capacity

“Failing to plan simply means that you are planning to fail” — *Peter F. Drucker*

Planning...

- 4.0 Planning

○

○

○

○

Planning...

• 4.0 Planning

Objectives: If all goes well, what do I hope to accomplish?
(MULTIPLE OBJECTIVES BEYOND THE BUSINESS AT HAND)

- | | |
|----------|----------|
| 1. _____ | 4. _____ |
| 2. _____ | 5. _____ |
| 3. _____ | 6. _____ |



○

○

○

Planning...

• 4.0 Planning

Objectives: If all goes well, what do I hope to accomplish?
(MULTIPLE OBJECTIVES BEYOND THE BUSINESS AT HAND)



- 1. Build/further a professional relationship (Impact Exercise?)
- 2. Assess knowledge, situation, interests, goals, priorities, other needs...
- 3. Confirm what we know... or what might have changed since last time
- 4. Establish personal value + share value-added perspective/information
- 5. BUSINESS AT HAND
- 6. Schedule a consequential next step

○

Planning...

- 4.0 Planning

Objectives: If all goes well, what do I hope to accomplish?
(MULTIPLE OBJECTIVES BEYOND THE BUSINESS AT HAND)



Outcomes: What observable actions do I want my audience to take? *Proactive...!*

○

○

Planning...

- 4.0 Planning



Objectives: If all goes well, what do I hope to accomplish?
(MULTIPLE OBJECTIVES BEYOND THE BUSINESS AT HAND)

Outcomes: What observable actions do I want my audience to take? *Proactive...!*

Operational Plan: What will I ask in order to achieve my objectives & outcomes...?
What will I say...?
What materials will I use...?
“Interested” v. “Interesting”
“Implied messaging?”

O

Planning...

• 4.0 Planning



Objectives: If all goes well, what do I hope to accomplish?
(MULTIPLE OBJECTIVES BEYOND THE BUSINESS AT HAND)

Outcomes: What observable actions do I want my audience to take? *Proactive...!*

Operational Plan: What will I ask in order to achieve my objectives & outcomes...?
What will I say...?
What materials will I use...?
"Interested" v. "Interesting"
"Implied messaging?"

Outstanding Benefits: Why should my audience listen to me? WIIFT?
Why should they agree or take action?
Why should they buy-in?

Summary,

pdonehue@paulcharles.com

*Thank
You!*

Access to Presentation & Resources online:

paulcharles.com/CFAW

REGISTER FOR FREE WEBINAR: 12/6

- Heightened awareness for best communication
- Good communication rarely just “happens”
- We must take 100% of the responsibility... set goals!
- We have much to gain!
- Align our approach with others’ needs/priorities: WIIFT

keep the ball!
proactive



- Key skills: planning, probing, listening, proactive style
- 4.0 an ideal planning tool for practical use...
- Multiple objectives beyond the business at hand
- Modify plan for phone (2x...)