

AOD LEADERSHIP ACCELERATOR PROGRAM

WORKSHOP 2 – FROM COMMUNICATION TO CONNECTION DAY 2 – EFFECTIVE COMMUNICATION



Acknowledgement of Country

RMIT University acknowledges the people of the Woi wurrung and Boon wurrung language groups of the eastern Kulin Nation on whose unceded lands we conduct the business of the University.

RMIT University respectfully acknowledges their Ancestors and Elders, past and present.

RMIT also acknowledges the Traditional Custodians and their Ancestors of the lands and waters across Australia where we conduct our business.

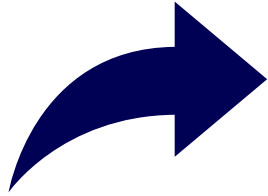
Artwork 'Sentient' by Hollie Johnson

Hollie is a Gunaikurnai and Monero Ngarigo woman from Gippsland who graduated from RMIT with a BA in Photography in 2016.

OVERVIEW

OF THE DAY

OVERVIEW OF TODAY



COMMUNICATION & ENGAGEMENT

- Communication: Leadership & Styles
- Conversations: Difficult & Coaching Individual & Teams
- Culturally Responsive Communication
- Stakeholder Communication
- Presentation Skills

OVERVIEW – WORKSHOP 2

DAY 2 – COMMUNICATION & ENGAGEMENT

- 9:30am-9:45am – Day 1 Reflections
- 9:45am-10:00am - Communication & Leadership
- 10:00am-10:45am – Communication Styles

Morning Break (10:30am -10:45am)

- 10:45am-11:15am – Difficult Conversations
- 11:15am-12:05pm – Coaching Individuals & Team
- 12:05pm-12:15pm – Emotional Intelligence & Critical Thinking

Lunch Break (12:15 – 1:00pm)

- 1:00pm-1:30pm – Culturally Responsive Communication
- 1:30pm-2:00pm – Stakeholder Communication
- 2:00pm-2:30pm – Presentation Skills

Afternoon Break (2:30pm-2:45pm)

- 2:45pm-4:00pm – Presentation Skills (cont.)
- 4:00pm-4:30pm – Workshop 2 Conclusion

End of Day 2



COMMUNICATION

& LEADERSHIP

COMMUNICATION

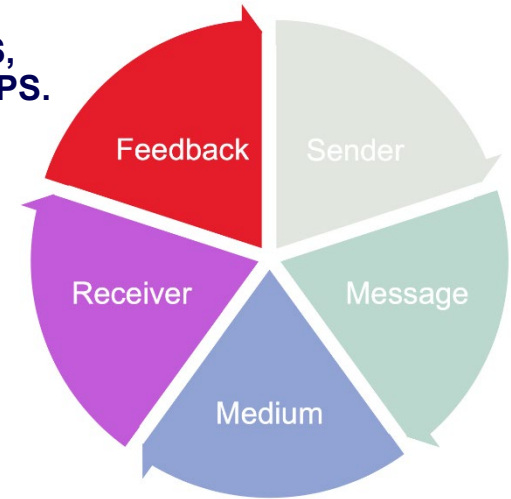
PROCESS OF EXCHANGING INFORMATION, IDEAS, THOUGHTS, FEELINGS AND MESSAGES BETWEEN INDIVIDUALS OR GROUPS.

COMMUNICATION CAN BE IN THE FORM OF:

- Verbal
- Written
- Non-verbal

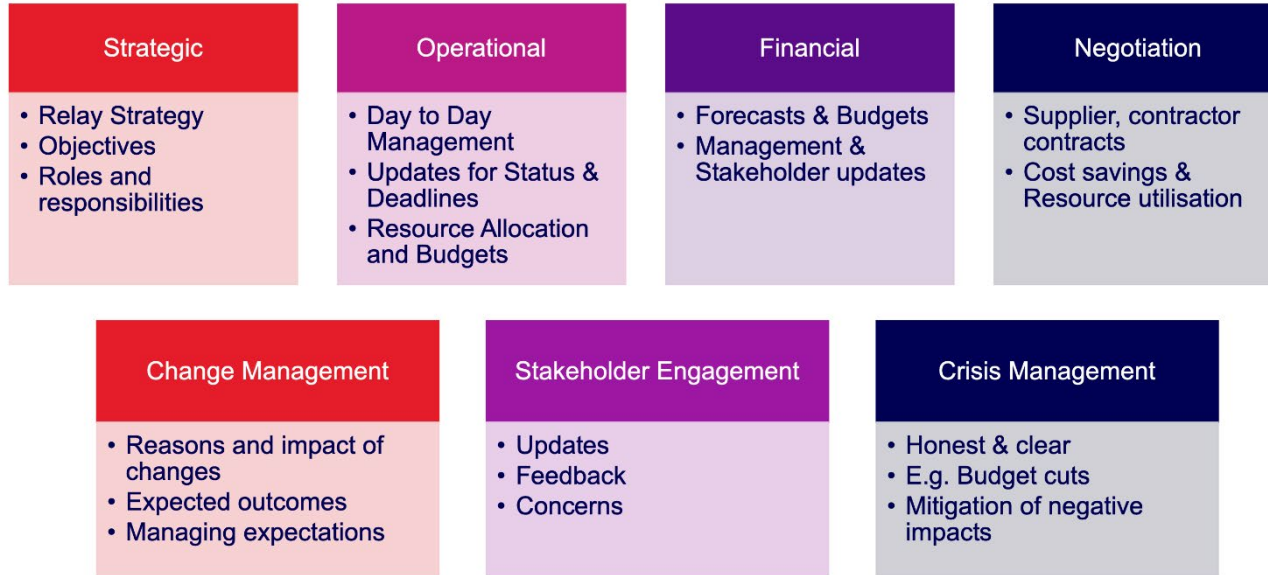
THROUGH:

- Gestures
- Body Language, And
- Facial Expressions



It requires these elements

COMMUNICATION IN LEADERSHIP



COMMUNICATION CHANNELS

CHOOSING THE RIGHT CHANNEL FOR YOUR COMMUNICATION WILL DEPEND ON THE TYPE OF MESSAGE BEING SENT, THE AUDIENCE RECEIVING IT, AND THE DESIRED OUTCOME OF THE COMMUNICATION MESSAGE.

Rich Communication Methods

- Face to Face meetings
- Video Conferences
- Telephone Calls
- Workshops & Seminars

The more complex the message the richer the communication method should be to allow for feedback and clarification.

Lean Communication Methods

- Emails
- Memos or Reports
- Newsletters
- SMS or Text Messages

The simpler the message, the leaner the communication channel.

COMMUNICATION PLANS

A STRATEGIC DOCUMENT THAT OUTLINES WHO IS TO BE INFORMED WHEN, HOW AND ABOUT WHAT

To develop a plan:

- Identify Stakeholders
- Define Objectives
- Determine Messages
- Select Communication Channels
- Establish a timeline
- Assign responsibilities
- Develop feedback methods
- Monitor and adapt as required

Communication Plan - Billing Upgrade Project Phase II

Communication	Audience	Goals	Schedule	Format	Responsibility
Kick-Off Meeting	All Project Stakeholders	Introduce the project to stakeholders, manage expectations and set expectations.	TBD, one time event	Meeting, project charter document, presentation	Program Manager
Steering Committee	Steering committee, project leads, other stakeholders as required.	Review status, manage performance, clear issues.	Weekly	Meeting	Program Manager
Status Report	All Project Stakeholders	Communicate current progress, issues and risks.	Weekly, at least 24 hours before steering committee meeting.	Report	Project Manager
Team Meeting	Project Team	Report status, identify issues, develop solutions as a team.	Weekly, at least 24 hours before status report is due.	Meeting, project plan, status report	Project Manager
Team Standup	Development Team	Quickly coordinate work for the day.	Start of each business day.	Timeboxed standup meeting of 15 minutes.	Development Lead
Milestone Review	All Project Stakeholders	Review status, present deliverables, gather feedback, decide next steps.	At project milestones	Meeting, review or demonstration of deliverables.	Program Manager
Lessons Learned	Project Team	Review successes and failures to capture improvements for future projects.	At project end.	Meeting that produces a lessons learned document.	Project Manager

Simplicable

COMMUNICATION

STYLES

LEADING ABOVE THE LINE



AOD IN CONTEXT

IN GROUPS:

How do we communicate in
Above & Below the Line
Thinking in AOD?

ABOVE THE LINE

- Feeling safe
- Open, curious, constructive
- Willing to learn
- Solution focused

BELOW THE LINE

- Feeling threatened
- Quick to make excuses
- Blame others
- Deny there is a problem

<https://www.youtube.com/watch?v=AJN6drBs62A>

COMMUNICATION DRIVES

INNATE HUMAN DRIVES

- **LEARN** – explore new areas of life, practice new skills, satisfy curiosity
- **BOND** – form relationships & interact with other people
- **ACQUIRE** – both material goods, as well as immaterial things like status, power & influence
- **DEFEND** – protect what is ‘ours’ & drive away threats to our safety & security

The work of Professors Paul Lawrence and Nitin Nohria

COMMUNICATION DRIVES



HABITS style?

VALUES?

BELIEFS?

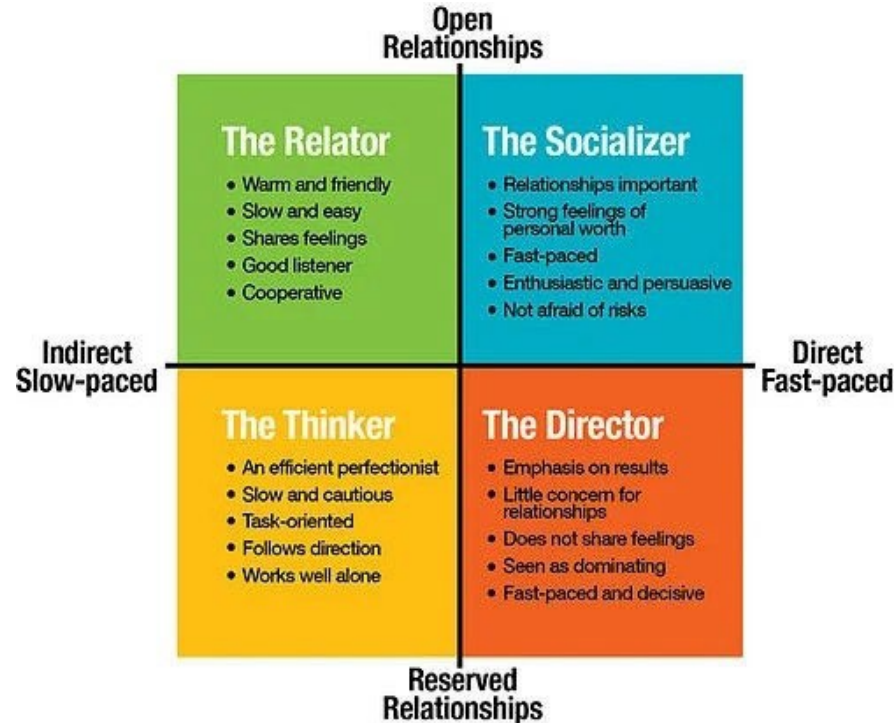
DRIVES?

IN THE PRESSURE COOKER OF GETTING THINGS DONE

- WHEN WE - INITIATE COMMUNICATION
- WHEN WE - LISTEN
- WHEN WE - ASK QUESTIONS
- WHEN WE - AGREE & CLOSE

WHAT IS DRIVING THE MOMENTS?

COMMUNICATION STYLES



COMMUNICATING WITH DIFFERENT STYLES

FOCUS ON INTERPERSONAL RELATIONSHIPS

SOCIALISER:

Influencer

- Present with enthusiasm
- Big picture rather than details
- Let personality show
- Use verbal communication

COMMUNICATING WITH DIFFERENT STYLES

FOCUS ON BIG PICTURE & ACHIEVEMENT

Dominant:
Director

- Focused & brief communication
- Clarification immediately
- Minimise effort to build relationships
- Respect their time

COMMUNICATING WITH DIFFERENT STYLES

FOCUS ON STABLE & COOPERATIVE WORK ENVIRONMENT

RELATOR:

- Check you understand what they are saying
- Recognise achievements & contributions
- Be prepared to answer questions & give more information
- Provide clear information on deadlines & priorities

COMMUNICATING WITH DIFFERENT STYLES

FOCUS ON STABLE & COOPERATIVE WORK ENVIRONMENT

THINKER:

- Provide detailed information
- Communication structured logically
- Set expectations
- Make yourself available to provide follow-up information & clarification

LEARNING STYLES

VISUAL



AUDITORY



KINESTHETIC



AUTHENTIC & SUPPORTIVE RELATIONSHIPS



AOD IN CONTEXT

IN GROUPS: discuss drivers, communication & learning styles.

How can your communication nurture authentic & supportive relationships between your team members in AOD?

Authentic Conversations – engaging in honest, transparent dialogue that builds trust and connection with your teams and others

Importance of Recognition – demonstrating valued contributions and giving praise for a positive work environment

Encouraging Participation – inclusivity through actively seeking, considering and valuing input from others

Differing opinions – respectfully manage to promote collaboration and understanding



BREAK



DIFFICULT

CONVERSATIONS

NEGOTIATION

Managing the negotiation process:

- Be Prepared
- Practice Active Listening
- Build Rapport
- Focus on common interests
- Adopt a problem solving approach
- Use “I” statements
- Seek win-win solutions
- Be flexible and willing to compromise
- Maintain composure & patience

**NEGOTIATION IS OFTEN USED WHEN LEADING
YOUR TEAM OR INDIVIDUALS**

**IT MAY BE REQUIRED TO SOURCE RESOURCES
FROM OTHER DEPARTMENTS**

CONFLICT RESOLUTION



**WHEN NEGOTIATION FAILS, COMMUNICATION
CAN ESCALATE TO CONFLICT**

**CONFLICT OCCURS WHEN TWO OR MORE
PARTIES HAVE COMPETING INTERESTS, NEEDS
OR REQUIREMENTS**

CONFLICT RESOLUTION STRATEGY

BATNA HELPS TO
GUIDE THE NEGOTIATION OUTCOME

BATNA

BEST
ALTERNATIVE
TO A
NEGOTIATED
AGREEMENT

SBIR MODEL



AOD IN CONTEXT

IN GROUPS: discuss how you have responded to behaviours of your team in the past.

- When did the communication go well?
- When didn't it? Why?
- Could you have responded differently?

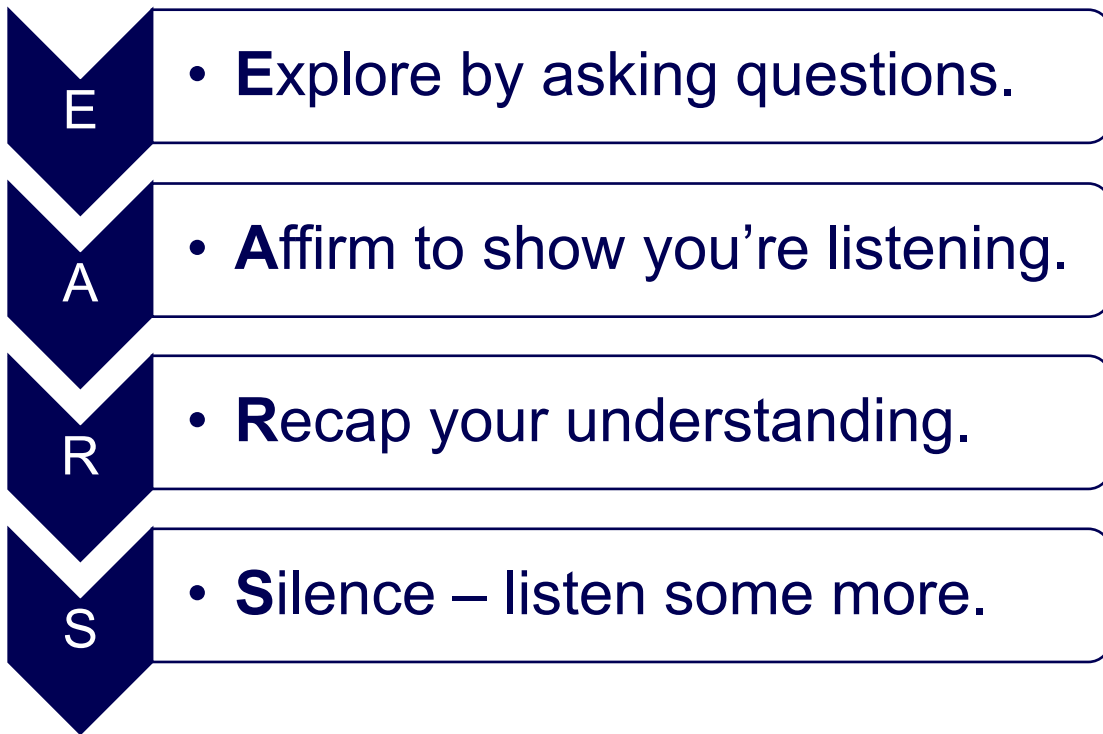
SITUATION– in which you observed the person

BEHAVIOUR– in context to the situation

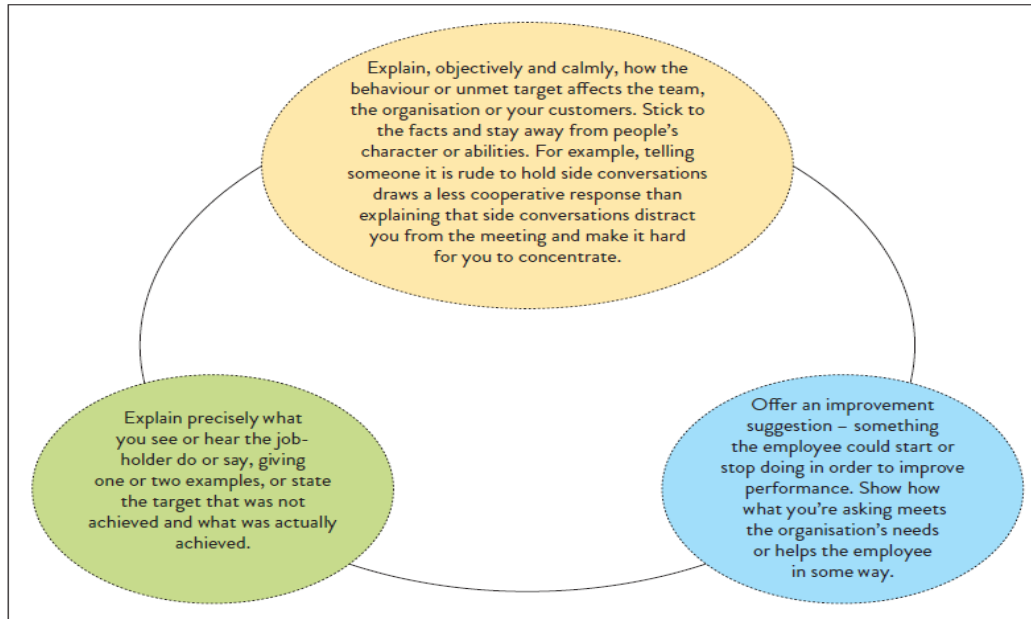
IMPACT– of the behaviour in the situation to you

RESPONSE – your response and questions you might have of the person

CONSTRUCTIVE FEEDBACK



CONSTRUCTIVE INFORMATION



DIFFICULT CONVERSATIONS



CLASS ACTIVITY

ROLE PLAY

THE SCENARIO: What is a common reason you need to have difficult conversations with your team or individuals in your team?

- You have casually brought up this this issue on 3 occasions now and a team member is defensive. Think about their communication style and drives.
- How will you approach this problem?

COACHING

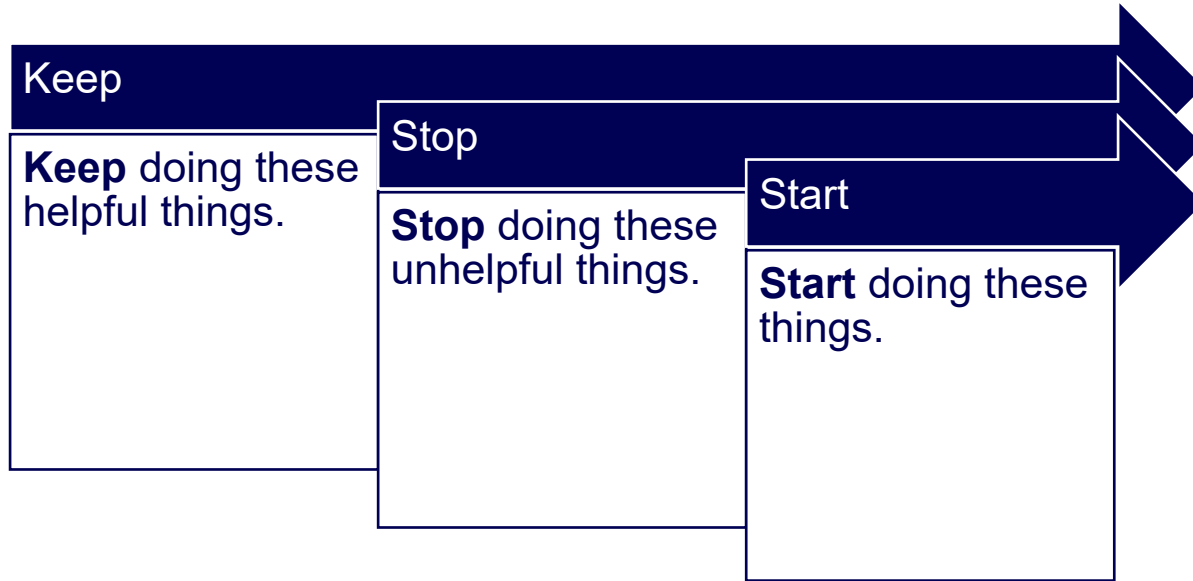
INDIVIDUALS & TEAM

COACHING

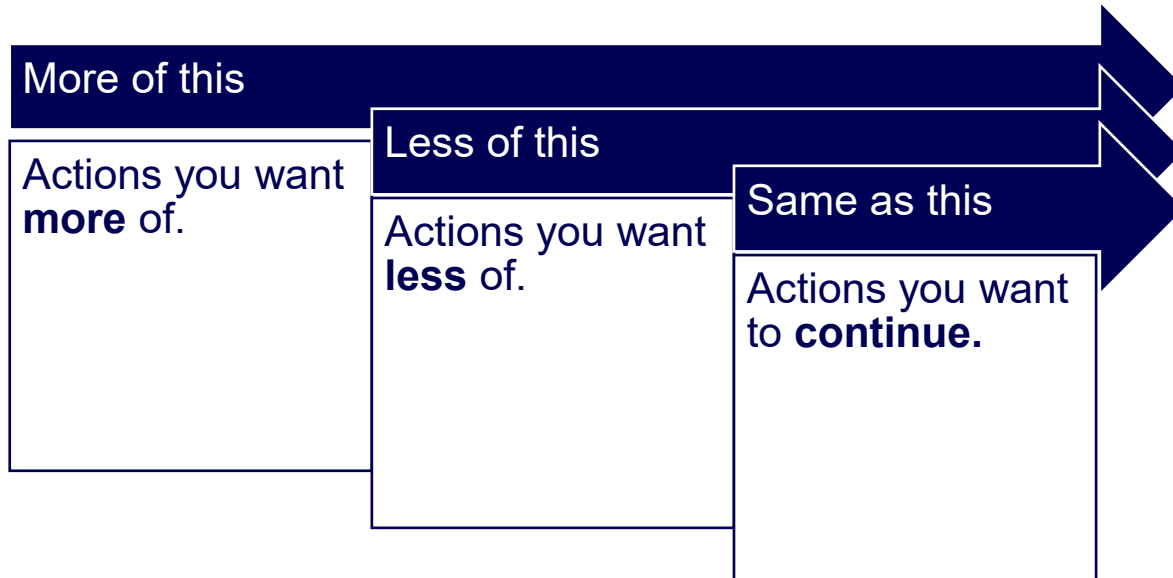


- TASK BASED
- INSTRUCTIONAL
- SHORT TERM
- SPECIFIC OUTCOME BASED

COACHING – KEEP STOP START



COACHING – MORE LESS SAME



COACHING FOR SUCCESS



CLASS ACTIVITY

GIVING CLEAR INSTRUCTIONS

A. PAPER AIRPLANE *or*

B. DRAW A PICTURE

Coach somebody to fold a paper airplane or draw a picture.

You must stand facing away so you cannot see what they are doing and verbally instruct each step.

You can use active listening skills and open questions to check their understanding

EMOTIONAL INTELLIGENCE & CRITICAL THINKING

EMOTIONAL INTELLIGENCE & LEADERSHIP

HOW WELL WE HANDLE OURSELVES & OUR RELATIONSHIPS



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Self-awareness – what we are feeling and why we are feeling it = moral compass, good decision making

Self-management – handling your distressing emotions in an effective way = they don't become your barriers

Empathy – knowing what somebody else is feeling

Putting the Above Together in Skilled Relationship – for positive outcomes

<https://www.youtube.com/watch?v=Y7m9eNoB3NU>

CRITICAL THINKING & LEADERSHIP

ANALYSE & CRITICALLY EVALUATE IDEAS, ARGUMENTS & POINTS OF VIEW



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Is An Essential Goal – for working at a high level

Translate & Critique Content & Create New Arguments – create original thinking, not just repeating verbatim

Builds Capacity – enabling and empowering individuals and team to contribute to the organisation culture and be part of the solution = more accountability and less blame

<https://www.youtube.com/watch?v=dbD2gnrLSMU>

LUNCH



CULTURALLY

**RESPONSIVE
COMMUNICATION**

DIVERSITY IN LEADERSHIP

Consider Their:

- Race
- Ethnicity
- Sexual orientation
- Religion
- Language
- Gender
- Age
- Disability
- Socio-economic status

Consider Your:

- Race
- Ethnicity
- Sexual orientation
- Religion
- Language
- Gender
- Age
- Disability
- Socio-economic status

Include Differing:

- Experiences of each others' intersectionality
- Points of view
- Threshold for tolerance
- Past experiences
- Current circumstances
- Emotional intelligence
- Skill in communicating

CULTURE & INCLUSIVE PRACTICE

ORGANISATION CULTURE TO SUPPORT CULTURALLY INCLUSIVE PRACTICE



- **Mission & Values** of your agency – how they relate to culturally inclusive practice
- **Policies & procedures** of your agency to support culturally inclusive practice
- **Collaboration** - how diversity practices might be strengthened by sharing approaches/working collaboratively
- **Professional Development** - relevant training that your organisation may have undertaken re Diversity and Inclusion

GOVERNANCE & INCLUSIVE PRACTICE

POLICIES/PROCEDURES OF YOUR AGENCY TO SUPPORT CULTURALLY INCLUSIVE PRACTICE



- Code of conduct
- Inclusion and Diversity Policy
- Equity and Diversity
- Recruitment policy
- Health and safety policy
- Anti-discrimination and harassment policy
- Grievance handling policy

STAKEHOLDER

COMMUNICATION

RELATING & NETWORKING

FOR EFFECTIVE RELATIONSHIPS TO BE DEVELOPED, THERE NEEDS TO BE ALIGNMENT OF ORGANISATIONS' GOALS AND VALUES, AND A BASIC AGREEMENT ABOUT:



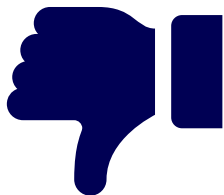
- The purpose of the collaboration and what the organisations will try to achieve together
- Mutual expectations about outcomes and processes
- The principles or values by which the partners will operate - these principles need to include agreements to operate with transparency and openness in dealings with one another.

Questions to ask:

- What is the purpose and how can it be mutually beneficial?
- Do our organisational values, philosophies and beliefs match?

RELATING & NETWORKING

WHAT MIGHT BE A VALUES CONFLICT?



- **Expectations** regarding the quality of the work being done
- **Ideological differences** (values, philosophies and beliefs)
- **Money vs. quality** of service
- **Quality vs. compliance**
- **Who makes the decisions** – consensus, authority
- **Will rights be compromised** - workloads, WHS

ADVOCATING FOR TEAMS



AOD IN CONTEXT

In groups – discuss

Cross sector collaborations & mutual understanding

- Managing unintentional bias
- Managing misinformation on the AOD sector
- Advocating for fair outcomes in challenging situations, various systems

PRESENTATION

SKILLS

PRESENTATION SKILLS

COORDINATING EFFECTIVE COMMUNICATION

Influential Communication

- listening actively
- understanding information needs of others
- adapting communication to suit the audience
- identifying suitable platform for presenting your communication
- presenting reliable information
- designing the presentation to meet the needs of the audience answering questions clearly and concisely.



PRESENTATION SKILLS

COORDINATING EFFECTIVE COMMUNICATION

Knowledgeable Communication

Uses organisational policies and procedures relevant to:

- presenting and negotiating
- leading and participating in meetings
- making presentations
- communication tone, structure, style and impact on others
- relevant organisational policies and procedures on confidentiality of information.

It incorporates:

- industry, media and government organisations, events and communication channels that are relevant to the organisation
- cross-cultural communication
- techniques for negotiation, mediation, conflict resolution and incident de-escalation
- structured and inclusive meeting procedures

COMMUNICATING WITH INFLUENCE

YOU WILL BE PUTTING SKILLS LEARNED SO FAR INTO PRACTICE:



CLASS ACTIVITY

GROUP PRESENTATIONS:

- Understanding of management and organisational governance
- Your persona, leadership style, personality type
- Tapping into the drives of the audience
- Considering the diversity of the group
- Problem solving using Critical thinking and Emotional Intelligence
- Using BATNA, Above the Line Thinking & Coaching
- Handling difficult conversations and negotiating a positive outcome

COMMUNICATING WITH INFLUENCE



CLASS ACTIVITY

GROUP PRESENTATIONS:

A change/update has recently occurred. You need to conduct a meeting to negotiate this change and there will likely be resistance from some team members.

1. IDENTIFY COMMUNICATION REQUIREMENTS

- What are your organisation policies and procedures? Inc. obtaining authority to present material
- Privacy & confidentiality – what must be considered?
- What are the information needs of the audience?

BREAK



COMMUNICATING WITH INFLUENCE



CLASS ACTIVITY

GROUP PRESENTATIONS:

2. NEGOTIATE TO ACHIEVE AGREED OUTCOME

- What are the objectives, needs & requirements of stakeholders imposing the change? & of your team?
- Identify & document potential issues and problems
- Prepare positions & supporting arguments according to objectives
- Communicate with your team and establish areas of common ground and potential compromise
- Confirm and document outcomes of negotiation

COMMUNICATING WITH INFLUENCE



CLASS ACTIVITY

GROUP PRESENTATIONS:

3. PARTICIPATING IN & LEADING A MEETING

- What meeting documents need to be distributed before the meeting?
- How will you ensure all your team will participate in discussions?
- How will you seek consensus on meeting objectives?
- Prepare minutes, action items and accountable dates for circulation

COMMUNICATING WITH INFLUENCE



CLASS ACTIVITY

GROUP PRESENTATIONS:

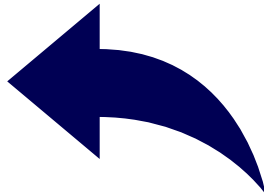
4. CONDUCTING THE MEETING

- For your chosen change requirement, what is the appropriate forum for the meeting according to your organisation?
- Identify the tone, structure, communication style and presentation style according to your target audience
- Present the meeting ensuring you
 - Negotiate the desired outcome
 - Provide opportunity for the audience to ask questions
- After Meeting
 - Self-evaluate
 - What are areas of improvement?

WORKSHOP

CONCLUSION

RECAP OF WORKSHOP 2



Day 2 - COMMUNICATION & ENGAGEMENT

- Communication: Leadership & Styles
- Conversations: Difficult & Coaching Individual & Teams
- Culturally Responsive Communication
- Stakeholder Communication
- Presentation Skills

NEXT STEPS



- **Community of Practice**
- **Growth Work**
- **Resource Hub**
- **Next Workshop**

END OF DAY 2

