

HUMAN SUCCESS FACTOR

An Introduction in Constructive Communication

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Following the Praxis Handbook from Gabriele Lindemann & Vera Heim



Your opinion is important...

What do you understand under
„Constructive Communication“?



Introduction to the book

„CONSTRUCTIVE LEADING - EFFECTIVE COMMUNICATING“



Dr. Natalia Balcázar - MCAA Career Choices Seminar

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Human Leading – Luxury or necessity?



„Human Leading“ means that we look, parallel to the factual basis, for a **personally basis** with all the people that is around us (colleagues, friends, staff, the boss or the partner). It means also, to take people matters seriously and active listening to them.

When we perceive the person as a whole, it is easier to discover notable **resources and abilities** that the persons cannot develop if you see them as „cost factor“ or „service provider“.

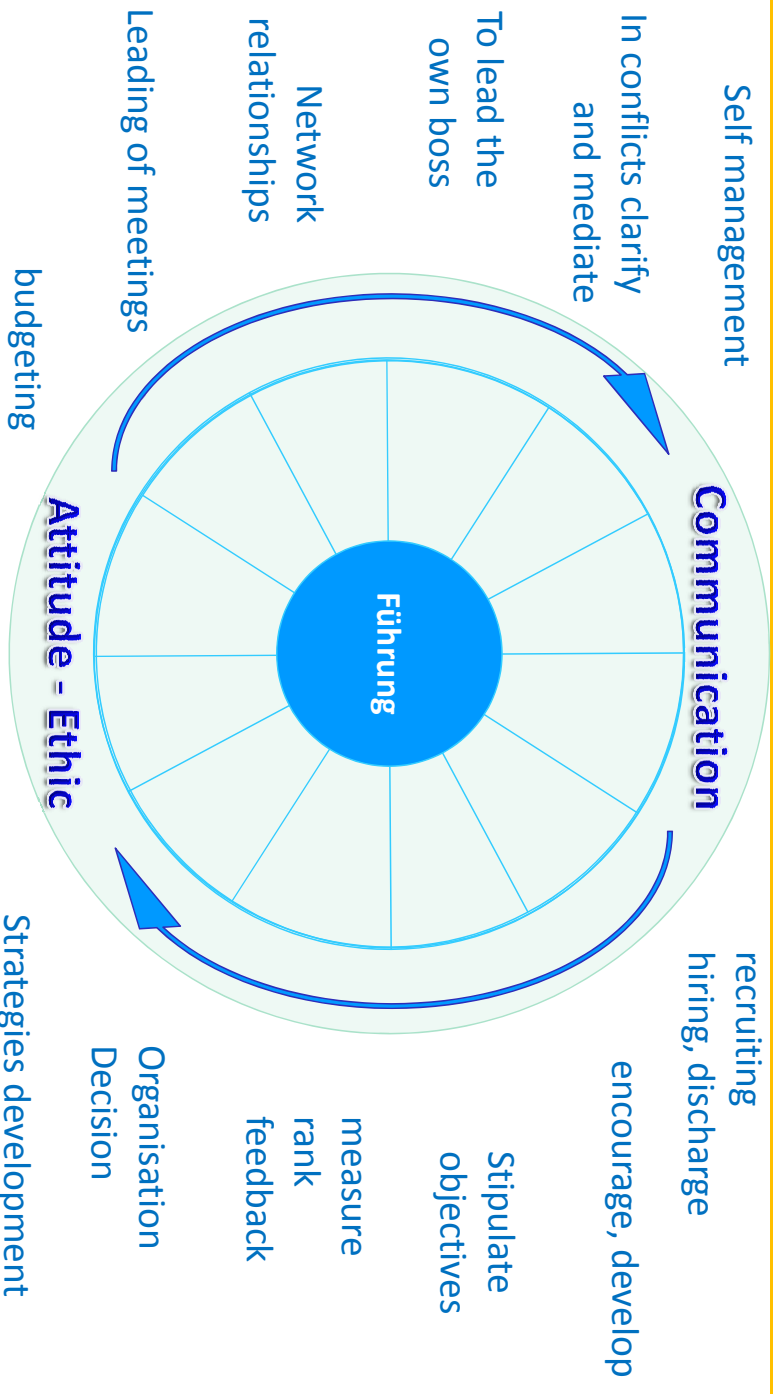
Empathy for your counterpart can set free incredible **energy** that was unused before.

Steps into Human Leading



- ▶ Leading means handle at diverse levels
- ▶ Clear communication save time and money
- ▶ Keep the past in mind while looking into the future
- ▶ Exert influence instead of wield power
- ▶ Perceive the person as „co-operative relationship“ instead as „lone warrior“
- ▶ Added Value using estimation

Human Leading wheel



Because...

... the way you speak
influence your daily work

- ▶ Rule or react?
- ▶ Influence or dominance?
- ▶ Possibility to give truly feedback

The basements of Constructive Communication



1. Human are ready to co-operate, when they can **trust**, that they own concerns are take into account
2. **Needs** are the main motivation for the human handling. Each behaviour has as objective the fulfilment of needs.
3. Any form of criticism, attack, reproach, etc. is an expression of unfulfilled needs.
4. Any person has notable **resources and capacities**, that can be exposed when we get in contact with empathy.
5. There is not any **hierarchy** at the level of human relationships, we are all equal.


Using Constructive Communication



- ▶ All is a matter of attitude
- ▶ Self-empathy
- ▶ Stand up – give up – give in – Win-Win?
- ▶ Empathy and emotional intelligence
- ▶ Human beings change
- ▶ We can choose
- ▶ We have the responsibility for our feelings and our actions



Clear and easy: positive action language (I)

The four steps for a positive action language (I):

Step	Content
1. Observation  <p>„The scene in the box“ gives a value-free description of what happened, like if you are filming a movie.</p>	What is exactly happened? About what are you speaking? -> Observe, without to evaluate
2. Feelings  <p>The Feelings reflect your emotions, they are coming and going like waves.</p>	How do you feel, when you hear / see / realize / experience that? -> Feelings, without thinkings or analysis

Clear and easy: positive action language (II)

The four steps for a positive action language (II):

Step	Content
3. Needs  <p>The Needs are the core, the quintessence of our conversation. Whit them we can explain our concern.</p>	Which need is being not taking into account and want to be fulfilled now? -> Universelle Needs are not binded to persons or objects
4. Request  <p>Whit the Request you can give your actions a clear direction and you show, how it is possible to go ahead.</p>	What do you want to do now, to reach that your needs will be fulfilled? -> Specific action strategy, related to yourself or to other persons

1. Start with the facts (I)



We are so conditioned, that Observations are **automatically** associated with an estimation. This kind of evaluations are

directly realted to our own past experiences.

Observation

They fulfilled a good purpose, foronstance to recognise danger and protect life. This makes it more difficult for us to give up this habit. But even the **awareness** on this issue will bring you an step forward.

Bevaluations-free observation makes possible to use clarity and quality in your conversation.

Your counterpart know about what you are talking and **keep his/her attention**, whitout to whitdraw or to defense his/he-self. You reach that the focus will be keep on the facts instead to loose it in other thinkings.

1. Start with the facts (II)



Observation

**„Observe, without evaluate is the highest form
of human intelligence.“**

Jiddu Krishnamurti

The conclusions ladder

Observation



I decide and act consequently to that convictions
I construct convictions on the reality
I take my conclusions from it
I make assumptions on the basis of that meaning
I add meaning to the data
I make a certain choose on the available data
Perception and experience on detected data

7. In that way it will not works. I will not accept such behaviour. I will make an **authoritative intervention**.

6. It should be taken drastic measures.

5. I do not explain clear enough, what is the point. Each person is doing things on their way.

4. Probably is s/he not enough able to work under pressure, and I have to pay the consequences.

3. Surly s/he is not in the mood and want duck him/her-self from the task.

2. I heard that from him/her before.

1. My employee says: „I cannot manage that task this month. I have two projects running with very close deadlines.“

1. Start with the facts (III)



Observation

The so-called „**authoritative intervention**“ as a result of the whole thinking, will probably reach the employee with a sentence like: „If all the people would say the same! No way, no debate, you take on the project! “

This sentence, influenced by interpretations, will not help to get more clarity and to improve the relationship. Here is necessary to use your intellectual competence and try to find a way to come back to data and facts.

1. Start with the facts (IV)



How to start then?

Observation

- ▶ Say your counterpart, starting in the dialogue, which is the specific incident / event / behaviour are you talking about.
- ▶ Denote what you can see and hear, without to generalize or to make interpretations.
- ▶ Try to be short and clear, use **40 words** or less.

With such a system you can be sure that the other person will not put opposition from the beginning and you prepare a **clear and neutral basis** for the dialogue. In case your counterpart hear some generalization or some evaluation, will be difficult for her/him to still listening. Probably s/he will start to take a defending attitude and will resign / withdraw – even before you explained your issue.

2. Use the own compass as guidance (I)



Feelings

Everything that we experience and evaluate, at a supposed intellectual objective level, will be simultaneously evaluated in our **Limbic system** – at an emotional level. Depending on the evaluation, our body will active specific chemical messenger, that will influence directly our actions.

Without the energy of the emotions we cannot consider if the situation is dangerous or beneficial for life – we will have a lack of implementation's energy.

2. Use the own compass as guidance (II)

Feelings

Emotions are usually not perceived as part of the Business, but is the way how you can get attention from your counterpart. If you are authentic, your message will be heard – you will be perceived as human and the persons around you will be ready to co-operate with you.

At the same time is your way to feel **your internal compass**. It shows the way to the core of your concerns. If you choose to speak in a conscientious way, you keep your own responsibility and make possible to keep in the solutions' path.

3. The motor of human acting (I)

Needs are the core and quintessence from our actions.

If we reach to fulfil our needs, we are contributing to reach our social, emotional and physical balance.

All the persons have the same Needs, but probably not all at the same time and in the same situation.

Therefore are needs a connecting element in our communication.



3. The motor of human acting (II)



Needs

Needs can be **fulfilled** by countless ways.

Often will be strategies showing how to fulfil our needs mistaken with the own needs. You can recognise it, if you have a very clear and specific way how something should be done. This will only narrow your action possibilities and will make fight for specific positions.

The trick in the dialogue is to change the focus from the strategie to the needs. In that way you open the action possibilities and the probability to find out a **win-win-solution** increases.

4. Acting (I)



At Constructive Communication there are 3 kinds of Request:

The Action Request:

It is a specific, at the present related Request, that proposes an action. It have to communicate in a **precise way** which is the behaviour that you desire at that moment. It implies a **time frame** for the ideal fulfilling of the Request.

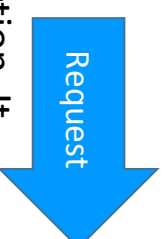
„Please send me the documents until Monday at 12:00 h am by email.“

Relationship Request:

You can use them when you want to build a bridge to your counterpart and give him/her a chance to show her/his opinion. If the situation is very emotional can help to keep in contact with your counterpart and still involving her/him in the dialogue.

„How do you feel, when you hear it?“

Request



4. Acting (II)



Feedback Request:

Here is important to get a Feedback from your counterpart.

You have say or done something and want to know, what the

other see it. Specially in the cases that you can be misunderstood, it is important to check if your message was understood it as you meant.

This give you the possibility to clarify your point:



„Please let me know what do you have understand, so that I can be sure that you could understand me.“

Another form of the Feedback Request is the **Recognition Request**:

„Feedback is for me very important. Are you willing to say to me, what do you like from my Marketing plan?“

Some remarks



- ▶ The Constructive Communication make a clear difference between **Request** and **Demand**.
- ▶ At the Request you offer your counterpart the possibility to say „no“ without to be damned for it.
- ▶ A „no“ is maybe a „yes“ for the own counterpart's Needs. S/he is surly acting in good intention. If you ask for the his/her Needs you are motivating her/him to look together with you for solutions.
- ▶ **The quality of the work increases, when you are working from your own engagement instead because of obligation.**
- ▶ Whit a **Demand** you are impeding that your counterpart take the chance to co-operate voluntary and with engagement.

Preparing the dialogue: The „Head cinema“ (I)



- ▶ The internal ideas and judgements are called at the Constructive Communication „Head cinema“, because they are like a movie – you look at them again and again.
- ▶ The pity is that most of this „Head cinema“ is really a **Horror movie**, that strength our enemy image. In the back yard of this thoughts are our unfulfilled Needs.
- ▶ **Translating** the evaluations we can recognize which are our real Needs. Therefore we would be able to change that dynamic into a positive direction.

Preparing the dialogue: The „Head cinema“ (II)



- ▶ As long as these evaluations and judgments are push aside, you will bind on it a lot of creative energy.
- ▶ Use the opportunity to clarify which Needs are in the background.
- ▶ The movie starts automatically at any moment and as the „public“ of your „Head cinema“, you can decide to translate the pictures and thoughts into desires. This **relieve the pressure** and you will be able to go into the dialogue.
- ▶ Try to clarify what are the **aims** that you want to reach which the dialogue. If the only thing you want is to push your own strategy, re-think your attitude. Keep open for constructive solutions.

9 strategies for effective relationship management



1. Attitude
2. Clarify on your own
3. Positive action language
4. Keep track of your aim
5. Presence
6. Empathy
7. Own responsibility
8. Win-Win
9. Celebrate success

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Praxishandbuch „ERFOLGSFAKTOR MENSCHLICHKEIT,
Wertschätzend führen – wirksam kommunizieren“
Gabriele Lindemann & Vera Heim, 2010,
Junfermann Verlag, ISBN 978-3-87387-751-1

Thank you for your attention !



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