onion

vgc academy

Effective Communication

Core development programme Foundation

go beyond

vgc

Agenda – Working at VGC

1. Your Communication Style
   - MBTI – Self assessment
2. Working collaboratively
   - How collaborative are you?
   - Managing relationships
3. Communication Skills
   - Push v Pull
   - Listening & questioning skills
   - Assertive communication
   - Giving feedback

VGC Values and behaviours

VGC values	Competency clusters	Behaviours
We achieve potential	Delivering results	Achieving through commitment Problem solving Innovation and adaptability Tenacity and resilience
We deliver on our promises	Strategy and planning	Advocacy Development focus Knowledge focus Networking
We look after each other	Collaborative relationships	Client focus Teamwork and team leadership Influencing Diplomatic sensitivity

onion

vgc academy

Sign your name

onion

vgc academy

The four pairs of preferences

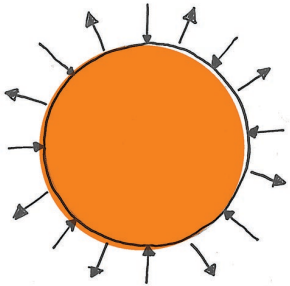
EXTRAVERSION	INTROVERSION
How do you direct and receive energy?	
SENSING	INTUITION
How do you take in information?	
THINKING	FEELING
How do you decide and come to conclusions?	
JUDGING	PERCEIVING
How do you approach the outside world?	

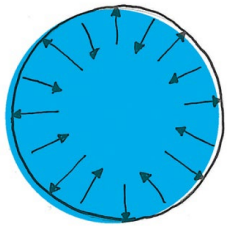
The four pairs of preferences

EXTRAVERSION	INTROVERSION

How do you direct and receive energy?

EI characteristics



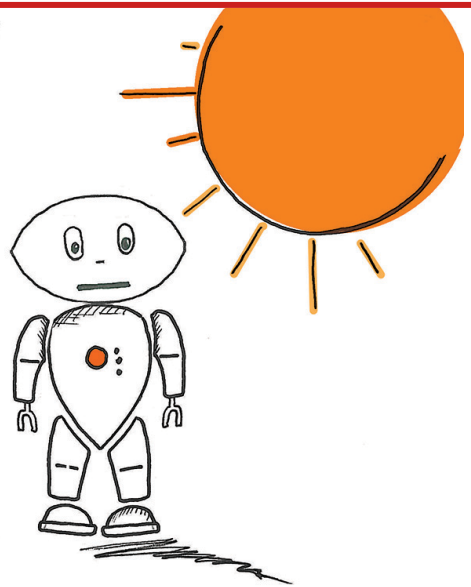


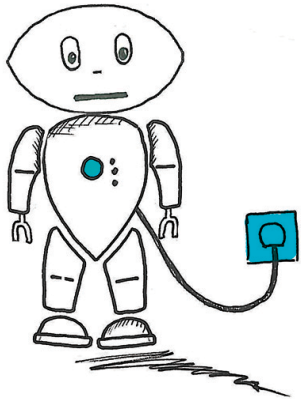
Tend to act before thinking
Prefer to take action quickly
Talk things through
Are more expressive when interacting
Gain energy from interaction
Have a breadth of interests

Tend to think before acting
Prefer to spend time on reflection
Think things through
Are more contained when interacting
Gain energy from concentration
Have a depth of interests

Remember, E–I is not about sociability or social confidence

Analogy





E

I

Activity – EI

Firstly agree who will be your spokesperson to feedback a summary of your discussion to the group.

Your task is to discuss two things:

1. **Celebrate your type with your fellow Es or Is**

   What do you love about your type?

2. **Irritants about your opposite E or I type**

   What irritates you about your opposite type?

You will have 10 minutes

Preferred working environment

PREFERRED WORK ENVIRONMENT

What is your preferred work environment?

- Enjoy opportunities for interaction
- Like plenty of stimulation
- Like some background noise
- Prefer a busy and lively environment

- Need space for concentration
- Prefer quiet for reflection
- May be irritated by background noise
- Prefer a calm and spacious environment

Self assessment & reflection

Consider which preference is more you?

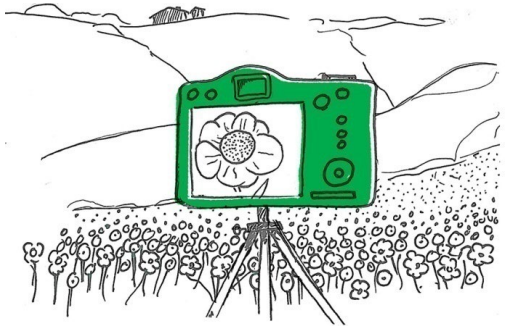
- Where does your preference for Extraversion/Introversion serve you well?
- When do you find you use the opposite preference?
- How could you further develop either of these preferences?

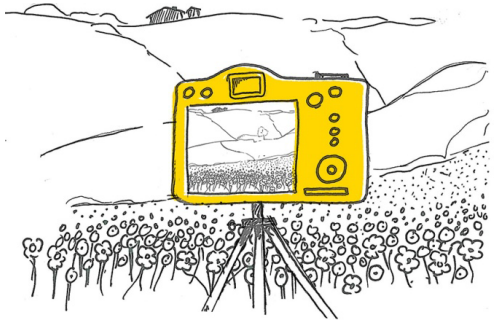
The four pairs of preferences

SENSING	INTUITION

How do you take in information?

SN characteristics

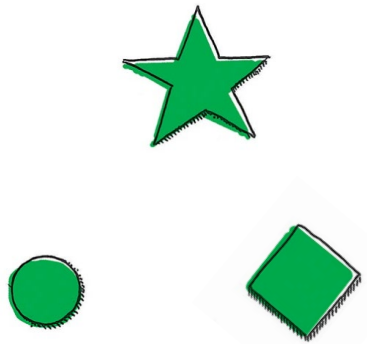




Want to know the facts	Seek out new ideas
Look at the specifics	Look at the bigger picture
Adopt a realistic approach	Adopt an imaginative approach
Focus on the here and now	Anticipate the future
Ensure things work in practice	Ensure things work in theory
Collect observations	Use conceptual frameworks

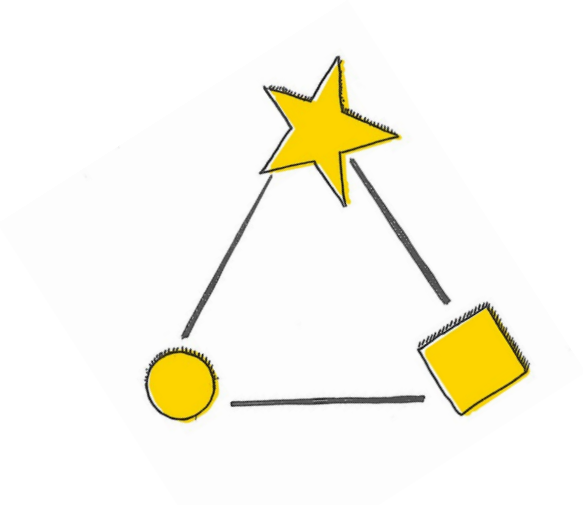
Remember, Sensing isn't 'sensitive' and iNtuition isn't 'gut feel'

Analogy



Ensures individual data is accurate
May overlook the patterns

S



Ensures patterns are understood
May overlook the accuracy of the detail

N

Activity – SN

Firstly agree who will be your spokesperson to feedback a summary of your discussion to the group.

Your task is to discuss and capture the information you took from the picture you are about to see.

You need a scribe as well as a spokesperson for this activity to record the group response as you discuss.

You will have 10 minutes

M. Logli

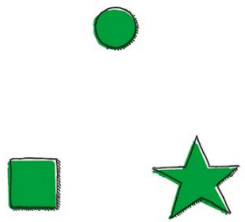
Looking at a picture

s

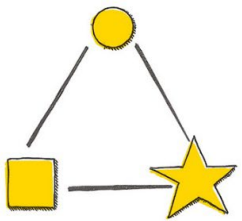
WHAT DO YOU SEE?

Tell me about a picture

n



- Will tend to state what is in the picture
- Are likely to state the specifics
- Will focus on what's realistic
- Focus on the here and now



- Will go beyond the picture to make associations
- Are likely to talk about the "big picture"
- Are engaged by imagination
- Anticipate the future

onion

vgc academy

Self assessment & reflection

Consider which preference is more you?

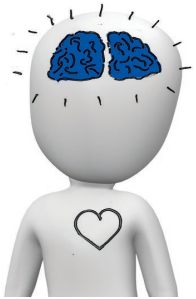
- Where does your preference for Sensing/Intuition serve you well?
- When do you find you use the opposite preference?
- How could you further develop either of these preferences?

The four pairs of preferences

THINKING	FEELING

How do you decide and come to conclusions?

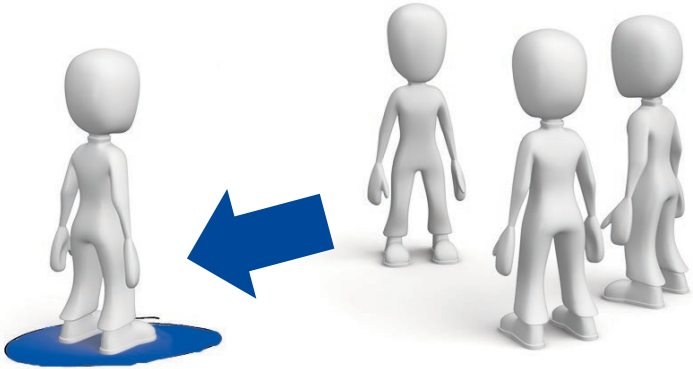
TF characteristics



Apply logical reasoning	Apply individual values
Use cause and effect analysis	Understand others' viewpoints
Seek objective truth	Seek harmony
Decide using impersonal criteria	Decide by personal circumstances
Focus on tasks	Focus on relationships
Provide a critique	Offer praise

Remember, Thinking types can feel and Feeling types can think

Illustration



Makes decisions by stepping out of the problem to be objective

T

Makes decisions by stepping into the problem to be compassionate

F

onion

vgc academy

Activity – TF

Firstly agree who will be your spokesperson to feedback a summary of your discussion to the group.

Your task is to discuss the following:

- Describe CONFLICT

You will have 10 minutes

Recognition or appreciation

RECOGNITION OR APPRECIATION

How do you like to be recognized or appreciated?

- Like to be recognized for a job well done
- Want recognition at the end of a project or when you have excelled
- Like recognition from someone qualified to judge your performance

- Like to be appreciated for personal contribution and effort
- Want to feel valued and appreciated during a project
- Like appreciation from those you have made a difference to

Self assessment & reflection

Consider which preference is more you?

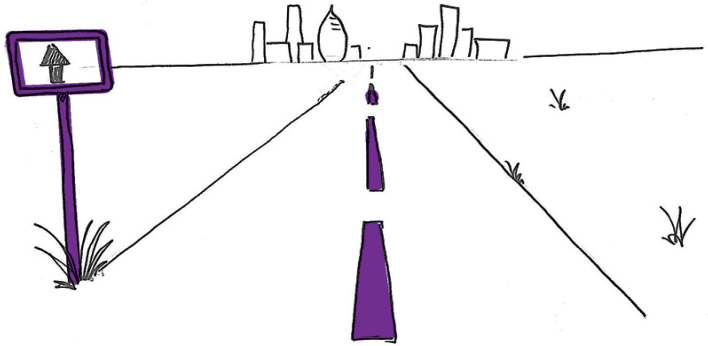
- Where does your preference for Thinking/Feeling serve you well?
- When do you find you use the opposite preference?
- How could you further develop either of these preferences?

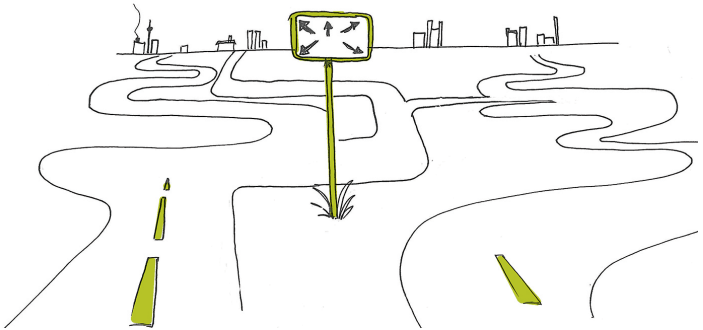
The four pairs of preferences

JUDGING	PERCEIVING

How do you approach the outside world?

JP characteristics





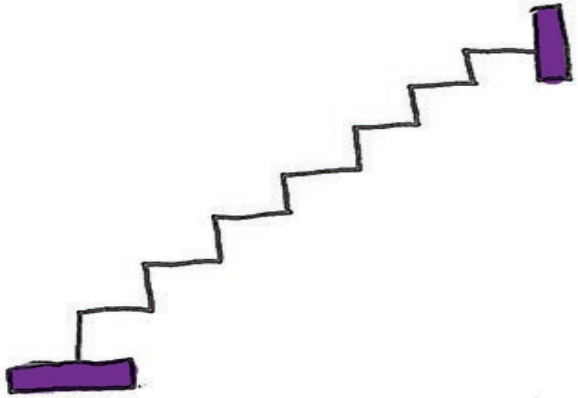
Like to come to closure	Keep a range of choices available
Make plans	Remain flexible
Act in a controlled way	Respond to emerging information
Prefer to act within a structure	Prefer to go with the flow
Prefer to schedule activities	Prefer to be spontaneous

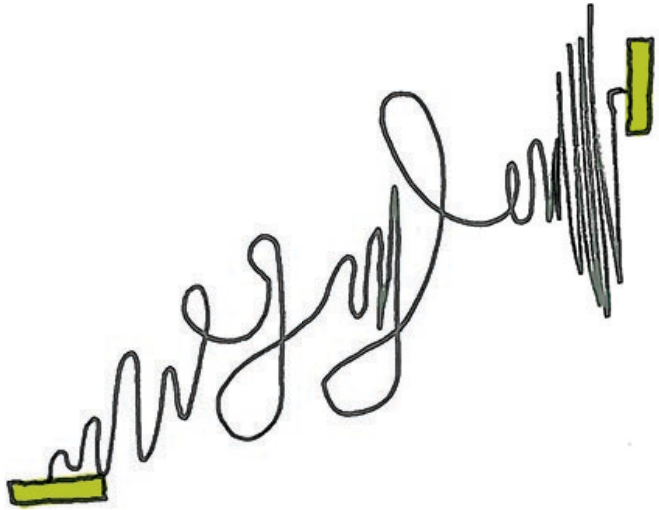
Remember, Judging isn't 'judgmental' and Perceiving isn't 'perceptive'

onion

vgc academy

Illustration





J

P

Activity – JP

Firstly agree who will be your spokesperson to feedback a summary of your discussion to the main room.

Your task is to plan your approach to buying and building some IKEA flat pack furniture.

- Explore your different approaches to this activity
- How do your approaches relate to the J and P preference
- Summarise the two different approaches – J versus P

You will have 10 minutes

Work V Play

j

WORK FIRST VS. PLAY FIRST

p

When do you work and when do you play?

- Tend not to feel comfortable "playing" while there is work to be done
- Need to mentally "park" the work before you can play
- Have clear definitions of work time and play time
- See play as a reward for finishing work

- Play without the outstanding work interfering with your enjoyment
- Are happy to "play" at work and work at nonconventional times
- See work and play as one and the same thing
- See life as too short not to take chances to play

onion

vgc academy

Self assessment & reflection

Consider which preference is more you?

- Where does your preference for Judging/Perceiving serve you well?
- When do you find you use the opposite preference?
- How could you further develop either of these preferences?

mbti

WHO ARE WE?

ISTJ — RESPONSIBLE REALIST
Thorough Conscientious Realistic
Systematic Organized Reserved
Detached Analytical Observant
Practical Logical Factual Efficient

ISFJ — PRACTICAL HELPER
Dependable Responsible Loyal
Patient Realistic Understanding
Considerate Sensitive Thorough
Organized Practical Detailed Kind

INFJ — INSIGHTFUL VISIONARY
Visionary Imaginative Reflective
Reserved Empathetic Sensitive
Compassionate Idealistic Intense
Insightful Caring Contemplative

INTJ — CONCEPTUAL PLANNER
Innovative Independent Logical
Objective Insightful Demanding
Competent Productive Theoretical
Strategic Reflective Conceptual

ISTP — LOGICAL PRAGMATIST
Realistic Troubleshooter Factual
Expedient Detached Objective
Adaptable Logical Independent
Analytical Emergent Practical

ISFP — VERSATILE SUPPORTER
Practical Caring Accommodating
Kind Considerate Spontaneous
Modest Adaptable Gentle Loyal
Cooperative Observant Tolerant

INFP — THOUGHTFUL IDEALIST
Flexible Insightful Developmental
Complex Empathetic Contained
Reflective Idealistic Spontaneous
Compassionate Caring Imaginative

INTP — OBJECTIVE ANALYST
Theoretical Detached Sceptical
Strategic Insightful Contained
Conceptual Analytical Innovative
Independent Challenging Logical

ESTP — ENERGETIC PROBLEM-SOLVER
Active Logical Troubleshooter
Analytical Outgoing Enthusiastic
Observant Resourceful Practical
Adaptable Spontaneous Realistic

ESFP — ENTHUSIASTIC IMPROVISER
Adaptable Energetic Cooperative
Realistic Spontaneous Tolerant
Playful Gregarious Resourceful
Enthusiastic Observant Friendly

ENFP — IMAGINATIVE MOTIVATOR
Imaginative Energetic Innovative
Supportive Flexible Enthusiastic
Expressive Cooperative Friendly
Persuasive Emergent Spontaneous

ENTP — ENTERPRISING EXPLORER
Enthusiastic Imaginative Flexible
Outspoken Emergent Theoretical
Analytical Challenging Conceptual
Enterprising Resourceful Logical

ESTJ — EFFICIENT ORGANIZER
Assertive Decisive Realistic Logical
Objective Practical Structured
Organized Responsible Efficient
Pragmatic Straightforward Direct

ESFJ — SUPPORTIVE CONTRIBUTOR
Organized Supportive Outgoing
Friendly Accepting Decisive Loyal
Practical Cooperative Realistic
Sympathetic Appreciative Warm

ENFJ — COMPASSIONATE FACILITATOR
Empathetic Diplomatic Imaginative
Friendly Expressive Supportive
Persuasive Organized Responsible
Collaborative Enthusiastic Warm

ENTJ — DECISIVE STRATEGIST
Strategic Questioning Theoretical
Direct Logical Objective Decisive
Confident Assertive Competent
Innovative Structured Challenging

The Myers-Briggs Company

© Copyright 2014, 2018 The Myers-Briggs Company and The Myers-Briggs Company Limited. The MBTI logo is a trademark or registered trademark of The Myers & Briggs Foundation in the United States and other countries.

onion

vgc academy

WHAT'S YOUR BEST-FIT MYERS-BRIGGS® TYPE?

ISTJ

Quiet, serious, succeed by being thorough and dependable. Practical, matter-of-fact, realistic, and responsible. Decide logically what should be done and work toward it steadily, regardless of distractions. Take pleasure in making everything orderly and organized—their work, their home, their life. Value traditions and loyalty.

ISFJ

Quiet, friendly, responsible, and conscientious. Committed and steady in meeting their obligations. Thorough, painstaking, and accurate. Loyal, considerate, notice and remember specifics about people who are important to them, concerned with how others feel. Strive to create an orderly and harmonious environment at work and at home.

ISTP

Tolerant and flexible, quiet observers until a problem appears, then act quickly to find workable solutions. Analyze what makes things work and readily get through large amounts of data to isolate the core of practical problems. Interested in cause and effect, organize facts using logical principles, value efficiency.

ISFP

Quiet, friendly, sensitive, and kind. Enjoy the present moment, what's going on around them. Like to have their own space and to work within their own time frame. Loyal and committed to their values and to people who are important to them. Dislike disagreements and conflicts, don't force their opinions or values on others.

ESTP

Flexible and tolerant, take a pragmatic approach focused on immediate results. Bored by theories and conceptual explanations; want to act energetically to solve the problem. Focus on the here and now, spontaneous, enjoy each moment that they can be active with others. Enjoy material comforts and style. Learn best through doing.

ESFP

Outgoing, friendly, and accepting. Exuberant lovers of life, people, and material comforts. Enjoy working with others to make things happen. Bring common sense and a realistic approach to their work, and make work fun. Flexible and spontaneous, adapt readily to new people and environments. Learn best by trying a new skill with other people.

ESTJ

Practical, realistic, matter-of-fact. Decisive, quickly move to implement decisions. Organize projects and people to get things done, focus on getting results in the most efficient way possible. Take care of routine details. Have a clear set of logical standards, systematically follow them and want others to also. Forceful in implementing their plans.

ESFJ

Warmhearted, conscientious, and cooperative. Want harmony in their environment, work with determination to establish it. Like to work with others to complete tasks accurately and on time. Loyal, follow through even in small matters. Notice what others need in their day-to-day lives and try to provide it. Want to be appreciated for who they are and what they contribute.

INFJ

Seek meaning and connection in ideas, relationships, and material possessions. Want to understand what motivates people and are insightful about others. Conscientious and committed to their firm values. Develop a clear vision about how best to serve the common good. Organized and decisive in implementing their vision.

INTJ

Have original minds and great drive for implementing their ideas and achieving their goals. Quickly see patterns in external events and develop long-range explanatory perspectives. When committed, organize a job and carry it through. Skeptical and independent, have high standards of competence and performance—for themselves and others.

INFP

Idealistic, loyal to their values and to people who are important to them. Want to live a life that is congruent with their values. Curious, quick to see possibilities, can be catalysts for implementing ideas. Seek to understand people and to help them fulfill their potential. Adaptable, flexible, and accepting unless a value is threatened.

INTP

Seek to develop logical explanations for everything that interests them. Theoretical and abstract, interested more in ideas than in social interaction. Quiet, contained, flexible, and adaptable. Have unusual ability to focus in depth to solve problems in their area of interest. Skeptical, sometimes critical, always analytical.

ENFP

Warmly enthusiastic and imaginative. See life as full of possibilities. Make connections between events and information very quickly, and confidently proceed based on the patterns they see. Want a lot of affirmation from others, and readily give appreciation and support. Spontaneous and flexible, often rely on their ability to improvise and their verbal fluency.

ENTP

Quick, ingenious, stimulating, alert, and outspoken. Resourceful in solving new and challenging problems. Adept at generating conceptual possibilities and then analyzing them strategically. Good at reading other people. Bored by routine, will seldom do the same thing the same way, apt to turn to one new interest after another.

ENFJ

Warm, empathetic, responsive, and responsible. Highly attuned to the emotions, needs, and motivations of others. Find potential in everyone, want to help others fulfill their potential. May act as catalysts for individual and group growth. Loyal, responsive to praise and criticism. Sociable, facilitate others in a group, and provide inspiring leadership.

ENTJ

Frank, decisive, assume leadership readily. Quickly see illogical and inefficient procedures and policies, develop and implement comprehensive systems to solve organizational problems. Enjoy long-term planning and goal setting. Usually well informed, well read, enjoy expanding their knowledge and passing it on to others. Forceful in presenting their ideas.

Collaborative Relationships

VGC value – "We look after each other"

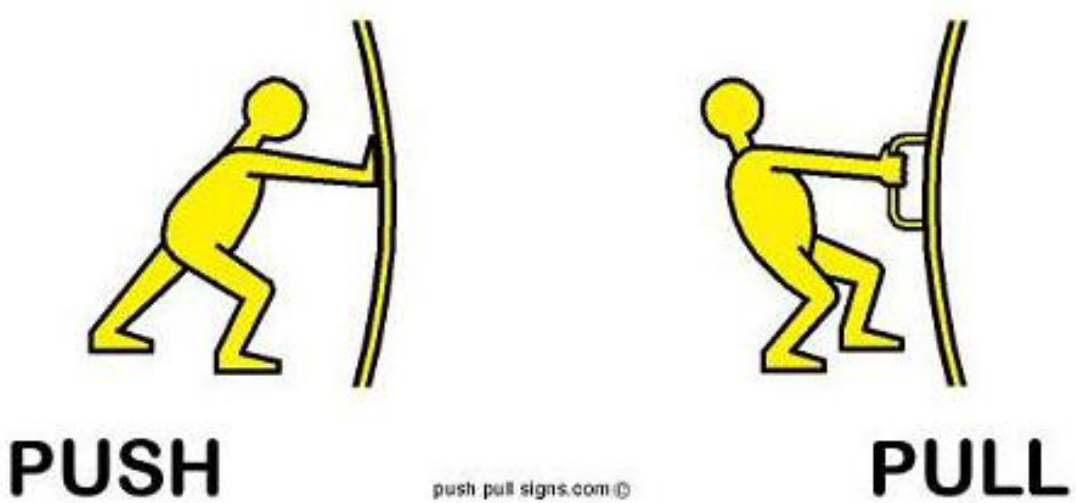
1.What examples do you have of collaborative behaviour at work?

2.What actions do you think would help build more collaborative relationships?

onion

vgc academy

Communication style



Be clear about your agenda
Assert your needs and wants
Explain your logical argument

Understand their Agenda
Ask questions and listen empathetically
Find common ground and a shared vision

Listening through filters

DELETE

DISTORT

GENERALISE

ASSUMPTIONS

onion

vgc academy

Seek first to understand, then to be understood

This requires a deep shift, we typically seek first to be understood. Most people do not listen to understand they typically listen with the intent to reply. We jump very quickly to I went through the same thing let me tell you about my experience.

We listen at five different levels:

- **Ignoring** – not really listening at all, our mind has wandered.
- **Pretending** – we may nod and say "yeah" "right" "Uh-huh"
- **Selective Listening** – we hear bits of the conversation that we want to hear and filter out the rest.
- **Active or attentive listening** – paying attention, making eye contact, nodding and focusing energy on the words. Skills based listening
- **Empathetic –** this is the level where you listen to understand from the other person's perspective what is going on. You want to understand how they feel and think. You listen with your ears and your eyes. You listen for feeling, for meaning. You are really curious about the other person.

Listening levels

TO HEAR – WHAT I NEED TO HEAR

TO RESPOND – WHAT I WANT TO SAY

TO UNDERSTAND – WHAT IS HAPPENING FOR YOU

Listening levels - FEC

FOCUS

- LISTEN AT THE EMPATHETIC LEVEL
- NOTICE BODY LANGUAGE, VOICE TONE, HESITATION

ECHO

- USE COACHES WORDS "WHAT IS IT THAT LOVE ABOUT?....."

CURIOUS

- BE CURIOUS PROBE WITH MORE QUESTIONS
  " WHEN YOU SAY CHALLENGING WHAT DO YOU MEAN?"

onion

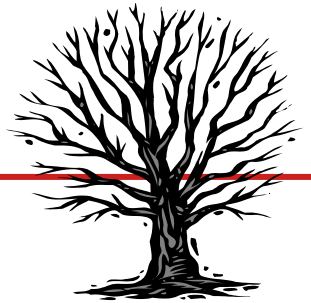
vgc academy

Getting on your wavelength

onion

vgc academy

Questioning & listening techniques



SPEAKER

chooses a topic that they are passionate about. something they feel strongly about and are happy to discuss. controversial topics are good!

QUESTIONER

asks neutral questions to understand the speakers perspective and stay on their wavelength. following the rules below:

OBSERVER

observes the questioner and interjects if they are asking leading questions taking the speaker onto another branch, tree or into another forest too quickly.

THE QUESTIONER HAS TO STAY ON OTHER PERSON'S WAVELENGTH AND REMAINING NEUTRAL

THEY CAN

You can ask open questions
You can summarise and reflect back
You are aiming to travel to the core of the issue by probing

THEY CAN'T

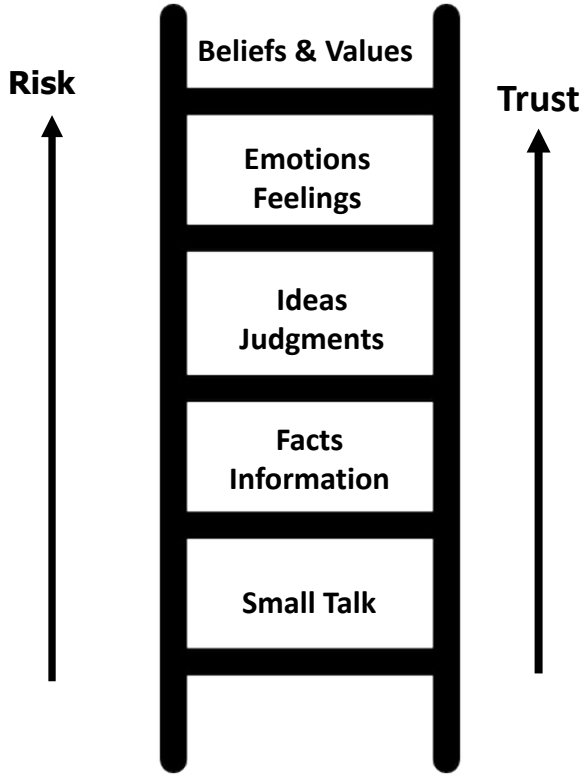
You can't give opinions or advice
You can't lead the conversation to your agenda
You can't ask closed questions – will get a yes/no answer

onion

academy

The Rapport Ladder

Questions ignite the mind ….



Source: Barnes, P & University of Strathclyde (1997)

onion

vgc academy

Assertive Communication

I'm NOT Ok You're OK **PASSIVE**	I'm OK You're OK **ASSERTIVE**
I'm NOT OK You're NOT OK **PASSIVE AGGRESSIVE**	I'm OK You're NOT OK **AGGRESSIVE**

onion

vgc academy

BIFF feedback

- BEHAVIOUR
- IMPACT
- FEELING
- FUTURE

onion

vgc academy

Feedback or criticism

A structure which can be used to deliver constructive feedback is **BIFF**

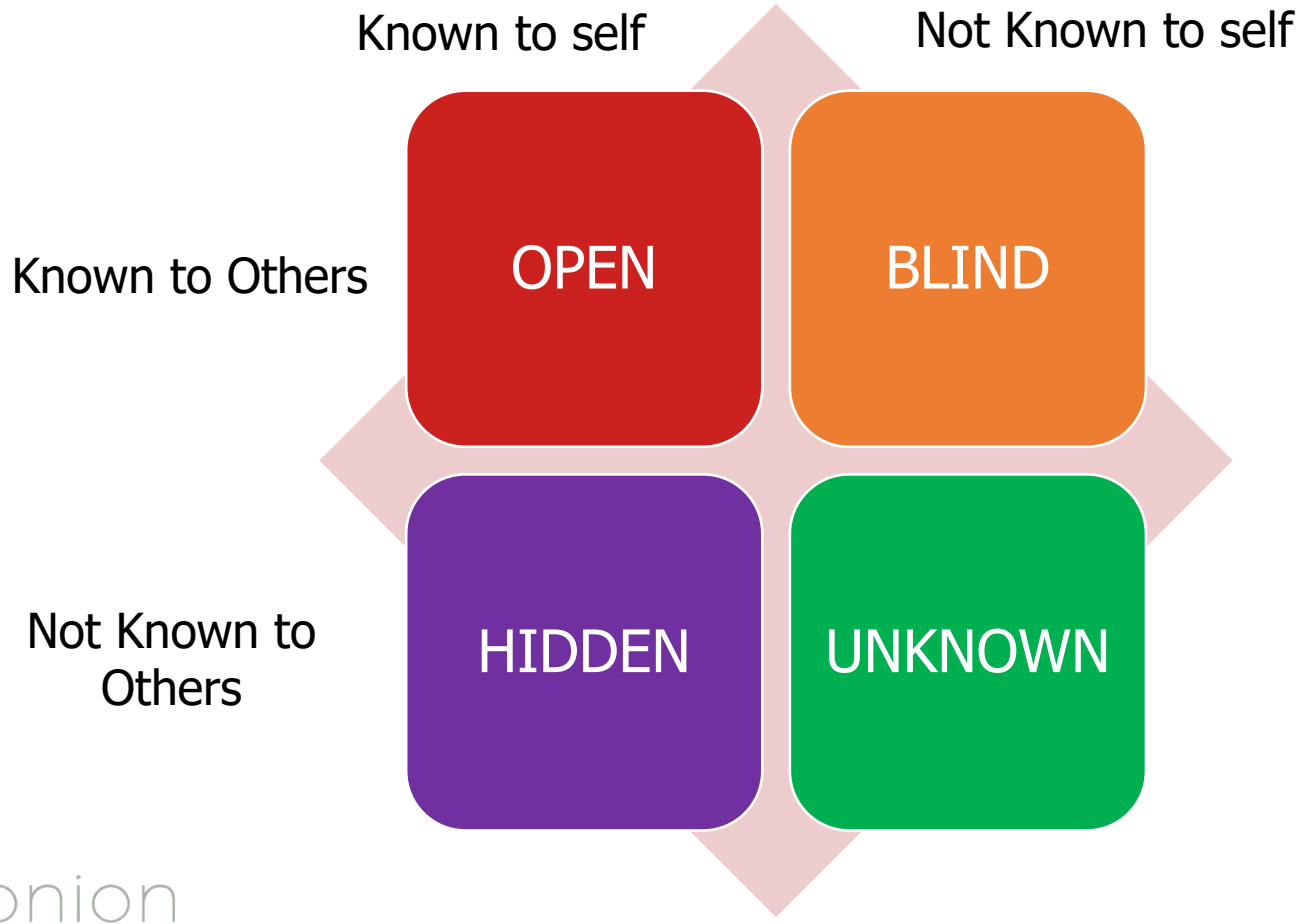
Behaviour – describe the specific behaviour with examples

Impact – explain the impact of the behaviour

Feeling – share how this behaviour makes you feel e.g concerned, frustrated

Future – explore how this behaviour could be modified in the future

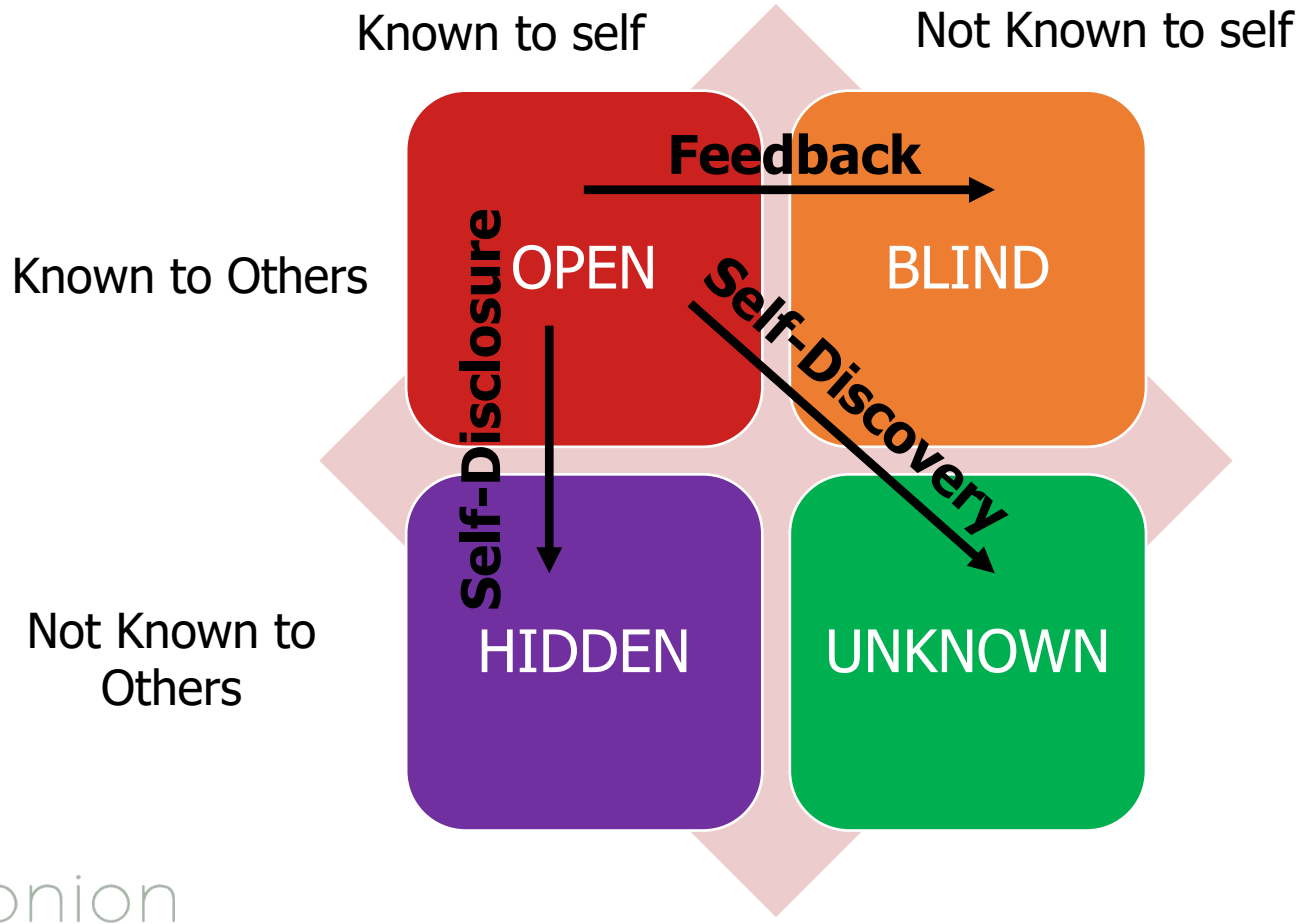
Johari's window



onion

vgc academy

Johari's window



onion

vgc academy

Johari's Window

Known to self and others – Open area

How open is this window for you?

Not known to self but known to others – Blind spot

In what areas do you need to seek more feedback?

How do you respond when people offer you feedback?

Known to self but not to others – Hidden

Where do you feel vulnerable?

Could you disclose more about yourself to help the team understand you?

Unknown to either self or others

Large unknown areas would typically be expected in younger people or people who lack experience or self-belief.

Are you limiting yourself?

Could you be seeking fresh opportunities outside of your comfort zone?

Action Plans

What should I stop doing?

What should I start doing?

What should I continue doing?

onion

vgc academy

Acknowledgements

Designed and delivered by Onion People Development
www.onionpd.com

Supported by funding from the Construction Industry Training Board
citb.co.uk