

Communication

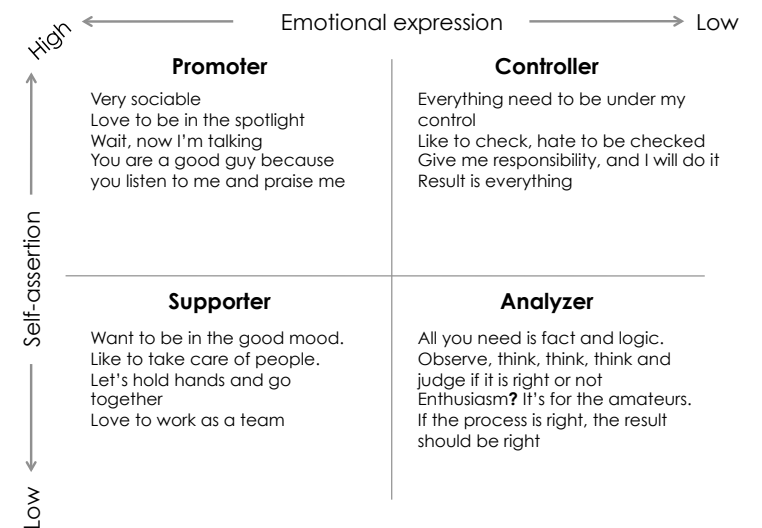
Learning material

Classroom Training Trainers for mentors
Mar 2015 - 1st edition



Chapter 1 Communication Style

4 Types of communication style



"Why doesn't he understand me?"
"How can I persuade her?"

Communication is one of the main elements of the life. However, people have each personality and sometimes it causes the misunderstanding.

In this course, we are going to learn
"How to communicate with the persons who have the different communication style."
And
"How to communicate with the beneficiary in the mentoring process."



Promoter

"Everyone, listen to me"

Features

- Produce many ideas
- Prefer to get the attention
- "Challenge" "Creation" motivates promoters
- Start fast, easy to get bored
- Act by the intuition

Keys to communicate

- Talk about big dreams
- Give positive feedback, praise their action
- Don't try to stop them. They won't.
- Just suggest the direction.
- Make them the "booster" of the team



Controller

"Don't touch. This is my kingdom"

Features

- Rational and very practical
- Prefer to control and decide everything
- Hate to be ordered, interfered
- Jump to conclusion. "And what's the conclusion?"
- Focus on the result, not the process

Keys to communicate

- Never try to control them
- Reporting make them comfortable
- Exaggerated praise make them doubtful
- Give them just goal, let them control how to do it
- Trust 95%, challenge 5%

Supporter

"Let's work as a team"

Features

- Sensitive to the mood/atmosphere
- Like to take care of the people
- Happy to be appreciated
- "Thank you" is the best tranquilizer
- "You can do it"? Oh, no. Let's do it together.

Keys to communicate

- Pay attention to them, care them
- Don't praise exaggeratedly, just appreciate
- Spotlight their contribution
- Work in a good mood
- Communicate frequently



Analyzer

"Wait, let me confirm the logic"

Features

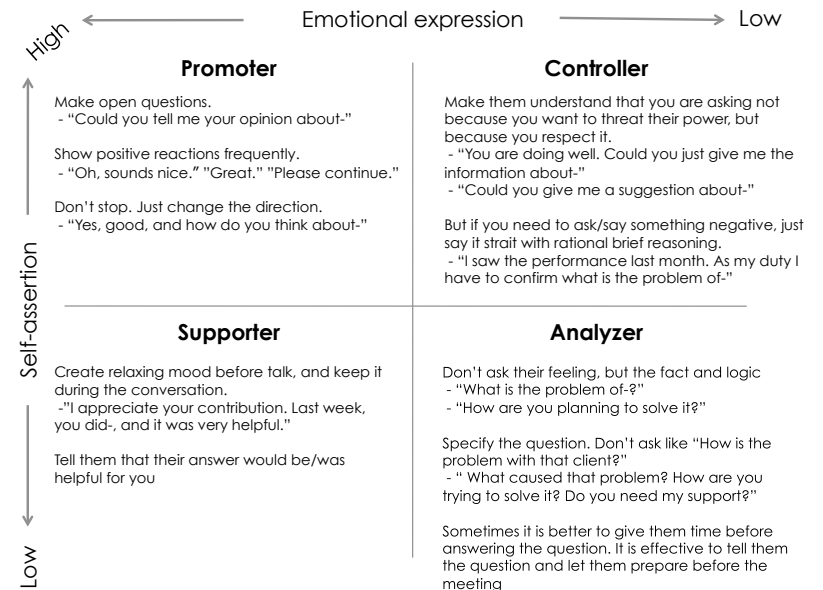
- Always judging if it is logically right or not
- Prefer to discuss based on the fact and logic
- Doesn't like to start from zero
- Need time to think and plan before action
- Right process is important to achieve the goal

Keys to communicate

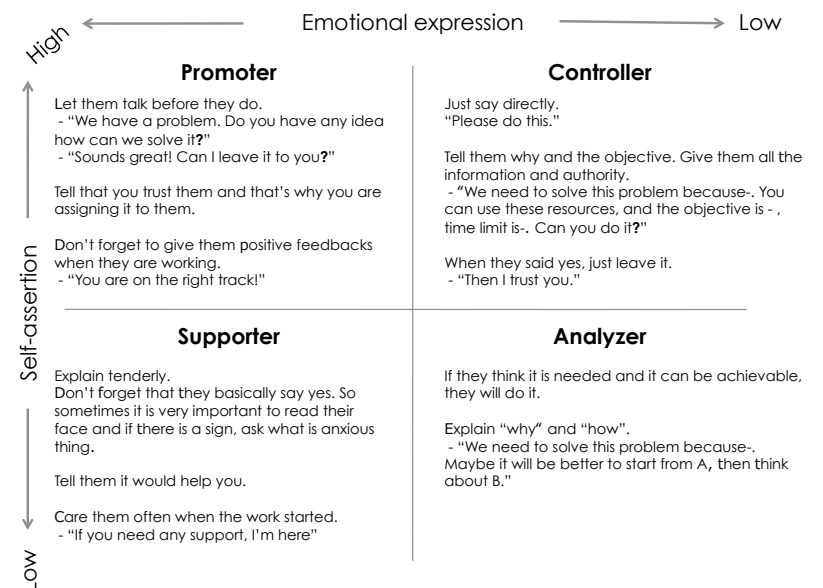
- If you ask a question, specify what you want to know
- If you ask them something, explain "why" and "how"
- Give them all the information related to the task
- Give them time to consider, before reply
- Don't make only analyzer team. Nothing happens.



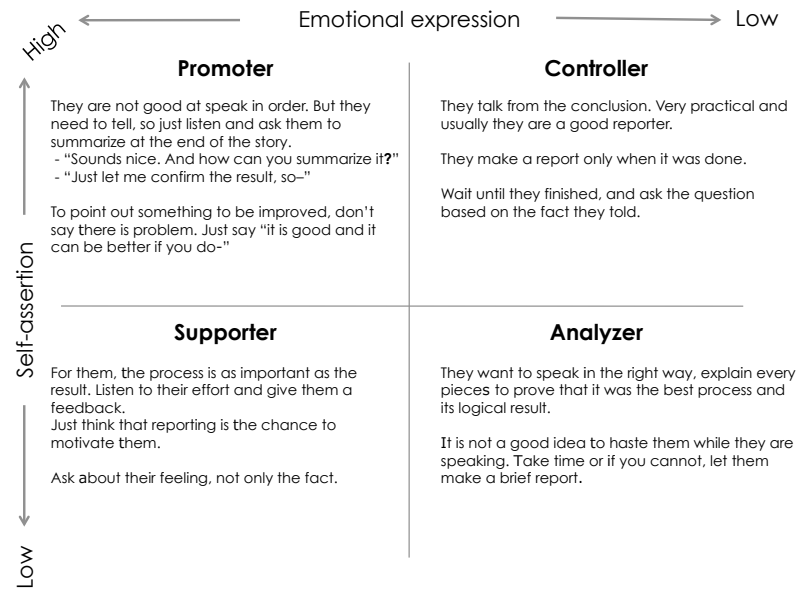
1. Ask a question



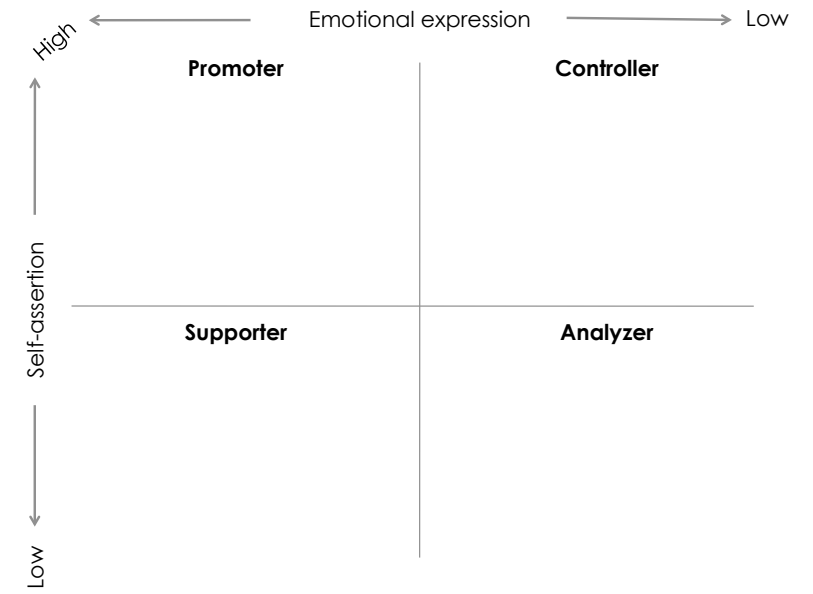
2. Ask something to do



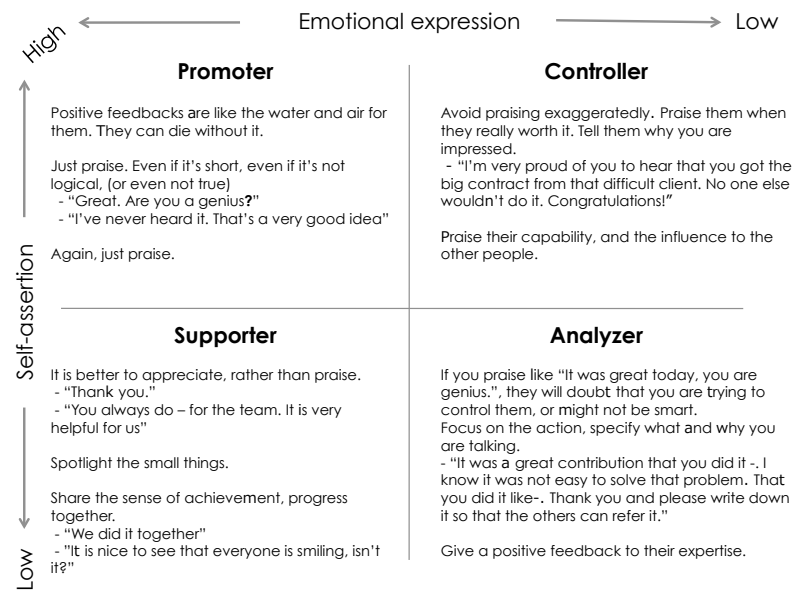
3. Get reported



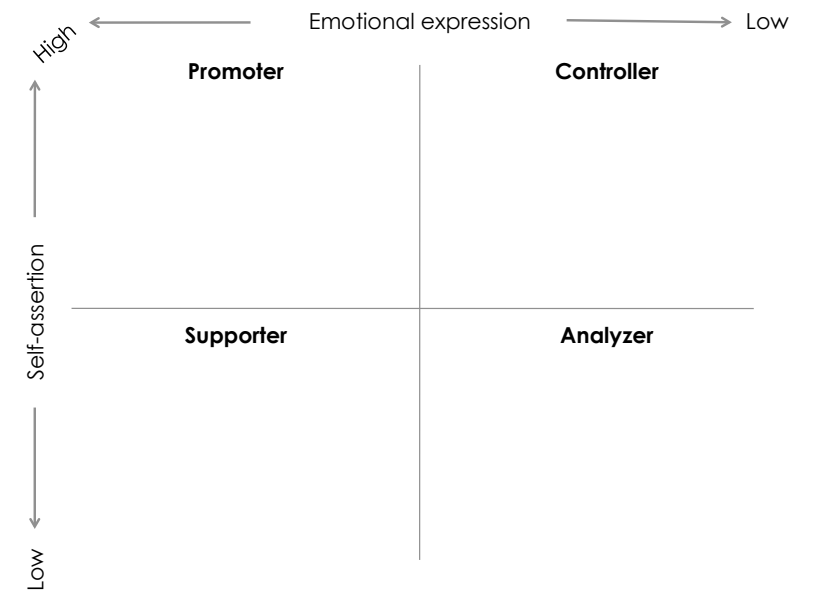
5. Collecting information – Owner Interview -



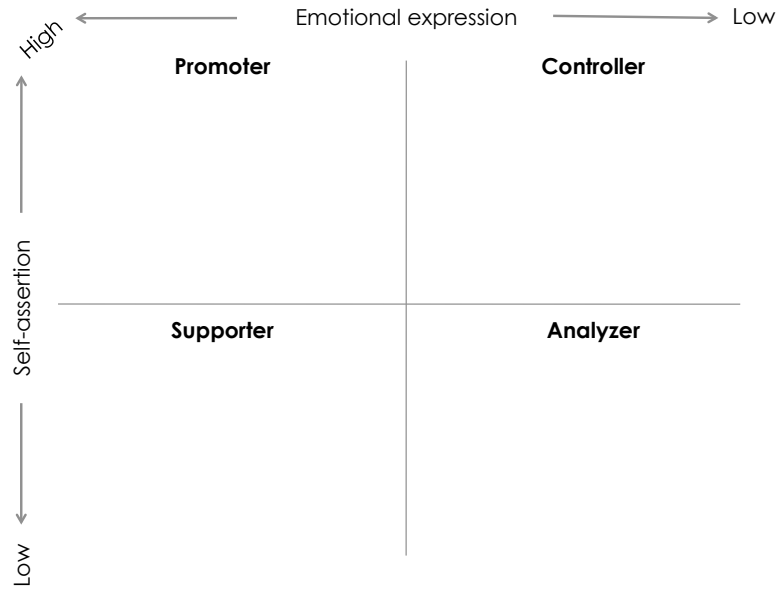
4. Praise



6. Diagnosis – SWOT -



7. Implementation – with the employees -

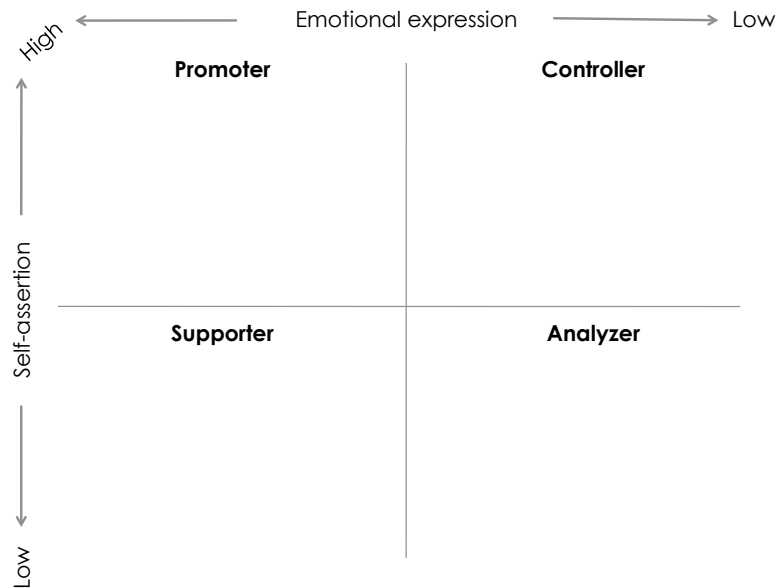


Communication Style Test

- 1 = Mostly Agree
- 2 = Slightly Agree
- 3 = Slightly Disagree
- 4 = Mostly Disagree

1	I'm not good at appealing my opinion clearly.	1	2	3	4
2	Usually I have a passion and positive expectation for the future	1	2	3	4
3	I often feel disappointed when someone doesn't show their gratitude to me for what I have done for them.	1	2	3	4
4	If I want to say no, I always can say no clearly.	1	2	3	4
5	Usually it takes long to be off my guard to someone, or to trust someone.	1	2	3	4
6	People often say that I am a cheerful person.	1	2	3	4
7	I tend to do many things in a short term.	1	2	3	4
8	I recover soon when I made a failure/mistake.	1	2	3	4
9	When someone ask me of doing something, I hesitate to say no.	1	2	3	4
10	Usually I make a decision after collecting many information	1	2	3	4
11	When I have a conversation with someone, usually I speak more than to listen	1	2	3	4
12	I am shy and not that eager to enjoy a nice conversation with someone who I meet for the first time	1	2	3	4
13	I often compare myself with someone.	1	2	3	4
14	I am flexible and good at coping with the environmental change	1	2	3	4
15	I am not good at expressing my feeling or emotion	1	2	3	4
16	I like to care for the people regardless if I like them or not	1	2	3	4
17	Usually I say things very strait	1	2	3	4
18	I often feel that my achievement should be appreciated more	1	2	3	4
19	I like to compete with other people	1	2	3	4
20	I like to do things perfectly	1	2	3	4

8. Warp-up



Promoter
= 12 - total score

2	6	8	11	14	Total

Controller
= 11 - total score

4	7	17	19	20	Total

Supporter
= 12 - total score

3	9	13	16	18	Total

Analyzer
= 13 - total score

1	5	10	12	15	Total

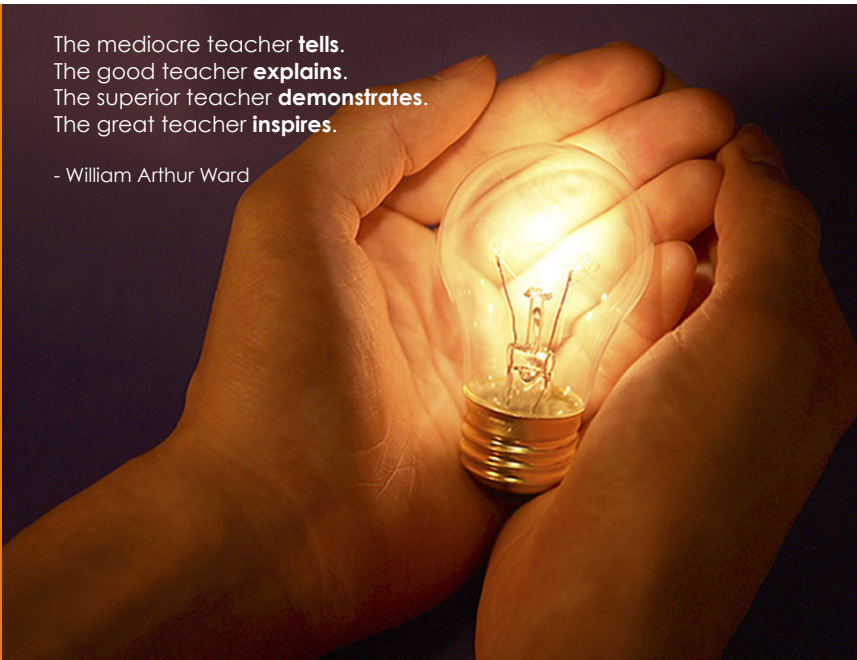
	Promoter	Controller	Supporter	Analyzer
+5				
+4				
+3				
+2				
+1				
0				
-1				
-2				
-3				
-4				
-5				



Chapter 2 Leading by asking and listening

The mediocre teacher **tells**.
The good teacher **explains**.
The superior teacher **demonstrates**.
The great teacher **inspires**.

- William Arthur Ward



"Are the headlights on?"

In the mountains of Switzerland, there was a long tunnel. Since it is very long, it was always dark inside, and the small lights attached were not enough to make the view clear. Some drivers drove through the tunnel with the light on, and some kept off.

Since Swiss technicians were anxious of the accident, they made a sign before the tunnel.

**"Warning:
Tunnel ahead
Turn your headlights on"**

But it caused another problem.

After the tunnel there was a national park that has a very nice view. The staff of the park is now very annoyed by the tourists who ask them to help them to charge batteries. Suddenly, most of the drivers become to visit their park with the headlights of their cars on, and hundreds of them found it was still on when they returned to the after the fantastic and refreshing holiday.

The manager of the park found out that the technicians of the tunnel created this problem. So he visited their office and asked them to do something to solve it.

Now the problem returned in the different shape.

"What should I do?"

One technician said at the meeting.

"How about to make another sign, saying turn off the light?"

"But some careless drivers might turn off the light even when it is getting dark. Some would make an accident. And some might blame that sign. I don't want to be sued by these careless people."

And after some meetings, they perfected the Swiss logical masterpiece.

This is it:

**"IF IT IS DAYLIGHT, AND IF YOUR LIGHTS ARE ON, TURN OFF YOUR LIGHTS;
IF IT IS DARK, AND IF YOUR LIGHTS ARE OFF, TURN YOUR LIGHTS ON;
IF IT IS DAYLIGHT, AND IF YOUR LIGHTS ARE OFF, LEAVE YOUR LIGHTS OFF;
IF IT IS DARK, AND IF YOUR LIGHTS ARE ON, LEAVE YOUR LIGHTS ON."**

"Are you serious?"

The manager of the technicians turned down the idea, and said.

"Why are you all regard those drivers like babies? They are rational adults and of course they want to drive and go back home safely.

You don't need to explain everything.

All we have to do is just to help them think by themselves."

The technicians restarted the meeting.

And they decided to trust the drivers, and just suggest the drivers a view point.

They supposed that the drivers are mature persons, and just need to be reminded.

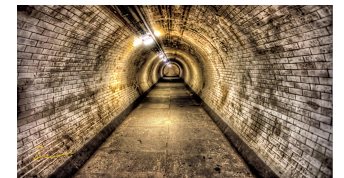
In that case, a simple sign should be enough.

They made the same sign on the both side of the tunnel:

"Are your lights on?"

This sign eliminated the problem, and the message was short enough to be put on the sign in several languages. The engineer always remembered his lesson from this situation:

If the lights in their head are on, a little reminder may be more effective than your complicated solution.

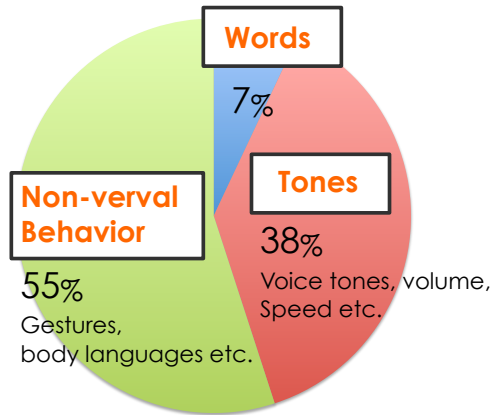


Active Listening

Listening skill is especially important and effective when you talk to promoters and supporters. For promoters, having someone who listens to their story and encourage them can already be the very valuable time to develop their idea. For the supporters, building the good relationship is essential basement of the discussion and people always likes who listens to you.

However, since we usually prefer to talk, more than listen, sometimes we need to remind ourselves of the importance and the technique of active listening.

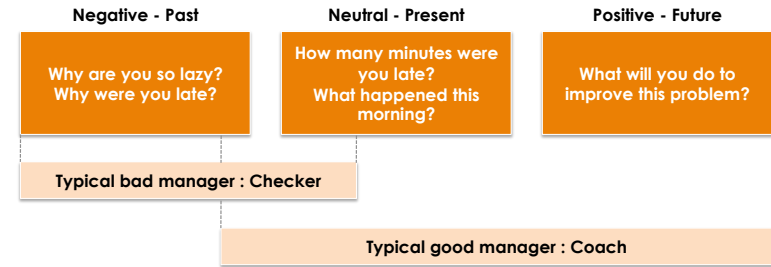
Mehrabian's Study



Leading by questions

People tend to commit what they found by themselves, not being told or ordered. So it is always a good approach to ask some good questions to the beneficiary and let them find the solution by themselves. But what can be the good question?

● Type of the question

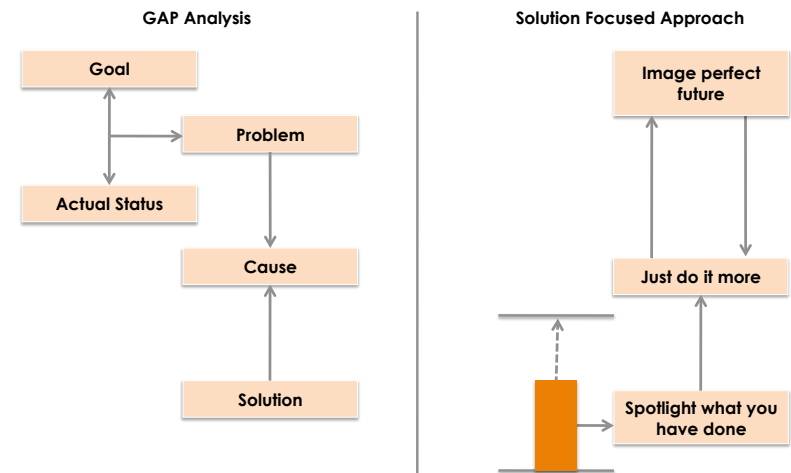


Good behavior

Bad behavior

● General framework of problem solving

Using the framework makes the discussion effective and efficient. There fore, mentors are expected to learn many frameworks like SWOT, 3C, 5P, 5S and use them in the proper situation of the mentoring activity. Here we are going to learn the basic framework of general problem solving.



Meeting facilitation

Meeting is one of the main activities of the mentoring. Therefore, to make it effective and efficient is very important for the successful mentoring.

● Basic for the successful meeting

Before the meeting	On the meeting	After the meeting
<ul style="list-style-type: none">• Select just 1-3 theme• Notify the agenda to the participants• Prepare the tools<ul style="list-style-type: none">- flipchart- projector- whiteboard- A3 size paper & bold pen- Post it• Ask pre-work<ul style="list-style-type: none">- Data- Pre-thinking	<ul style="list-style-type: none">• Show the topic• Visualize the discussion• Ask questions• Summarize the opinion• Encourage the discussion• Remind them the agenda• Find the next action• Specify the people who is in charge of each action• Leave a homework to the beneficiary• Make a brief minutes	<ul style="list-style-type: none">• Send/confirm the minutes• Send the information you promised• Remind them about the actions• Prepare the agenda of the next meeting



● Developing the way of meeting facilitation

Before the meeting	On the meeting	After the meeting

To make the change sustainable

Mentors can provide the useful suggestions to the beneficiary, and that is why we are the mentors. However, it is not enough only to "deliver the right thing", but we have to "deliver it in the right way". In other words, we need to deliver it in the way the beneficiary is motivated and feel the passion to achieve it.

Usually, people commit more to the things they found by themselves, rather than just being told or suggested. Therefore, it is important for the mentors to actuire the skills to lead the beneficiary not by telling, but by letting them tell.

