

**Contra Costa Leadership Academy
Session #4 – Communicating for Success**



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Communicating for Success

**Contra Costa County
Leadership Academy**

**Session #4
January 11, 2024**

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Overview

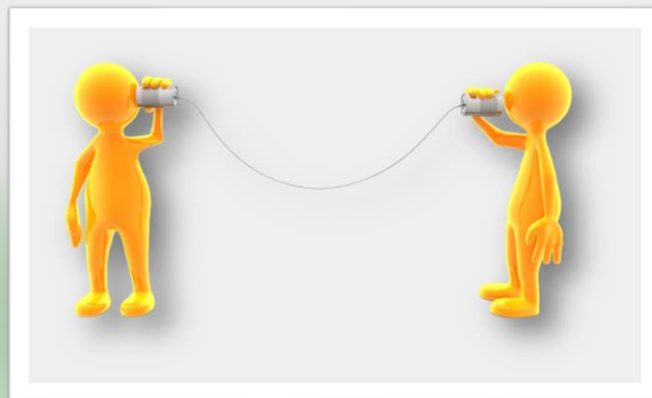


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Why talk about COMMUNICATION?



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Premises for Communicating for Success



Ability to communicate in different ways is key to success as a leader



Successful communicators understand their target audiences & their needs & are able to flex their style and delivery



Successful communication is related to engaging others & developing positive relationships

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Premises for Communicating for Success



Providing data is necessary but insufficient



Storytelling is a powerful way to communicate



Agile communication increases effectiveness and can enhance and improve relationships



Effective communication is well-planned

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FRAMING FOR SUCCESS



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Seeking “Buy-In”



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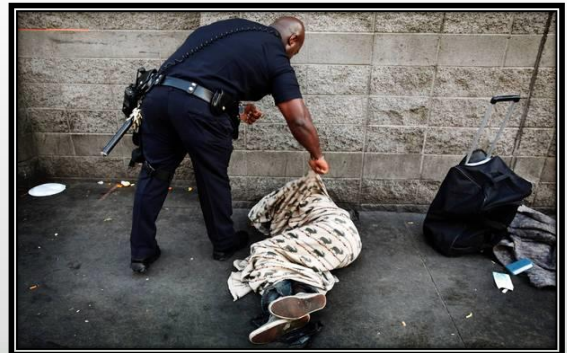
The Importance of Framing

- A proper frame for an issue helps the target audience consider the positive possibilities of your idea or proposal
- You need to use different frames for different audiences or stakeholders
- Typically, there is a primary frame and a secondary frame
- Framing is different than seeking “buy in”



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The Unhoused in Palo Alto

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The Big Idea



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Downtown Streets Team



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“Success” for DST



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Exercise - What's the Frame?

- ▶ How do we frame issue of “Downtown Streets Team” for each designated group or audience?
 - ▶ Downtown merchants
 - ▶ The unhoused
 - ▶ Police Dept
 - ▶ Faith-based community
 - ▶ City Council
- ▶ What's primary frame? What's the secondary frame?
- ▶ Reports from each table



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Prep for Your Story

1. Identify topic of a staff or professional presentation
2. Write down 2-3 brief bullets of technical info
3. Think of a relevant personal experience that you can share



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Why Stories?

- We're overwhelmed with data
- Stories are memorable
- Stories are powerful because they...
 - Provide a clear message
 - Capture hearts as well as minds
 - Inspire action



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Powerful Stories

- Personal
- Relevant to topic
- People can relate to protagonist or situation
- Involves problem, misstep, misfortune
- Audience develops “rooting interest”
- Story builds to conclusion
- Lessons to be learned
- Strong point of view (POV)
- Call to action



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Story Structure

Three Acts

1. Introduction of main character facing obstacles or challenge
2. Action
3. “Happy” conclusion, triumph or ending with lesson

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Creating a First Draft Story

- Topic
- 2 or 3 bullet points of technical info
- A relevant experience from your life or someone else's



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Example

- Topic: Customer Service
- Three technical points
 1. Customer service is not just about the technical aspects of delivering the service but also about the human interaction.
 2. Customers will tell twice as many friends & colleagues about a poor service experience than good service.
 3. Customer service will make or break the organization's brand.
- My experience at Palomar Winery



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“Your First-Draft Story”

- Individually, draft personal experience or “story”
 - Go to worksheet “Enhancing Your Technical Presentation by Sharing an Experience”
 - Start with the conclusion or lesson
 - Outline a few key points of experience
 - Eliminate non-essential “fluff”
- In pairs, share the topic, 2-3 bullet points & brief story (based on outline) & receive feedback on story



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Sampling of Stories

- A few mini-stories
- Feedback
 - What worked well?
 - What are suggestions to enhance the story?



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Enhancing Your Storytelling



Be on look-out for experiences that could become a “story”



Be aware of stories told by others & critique them



You present conclusions or audience suggests conclusion or lesson learned



Streamline story so it's “tight” & leads to conclusions/lessons

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Enhancing Your Storytelling

- ▶ Practice your stories in comfortable & “safe” environment (try out your material)
- ▶ De-brief your stories & refine them
- ▶ Start a “story file”
- ▶ Integrate a prop
- ▶ Use stories at beginnings of staff meetings



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Frank's Career Journey

- Listen
- Take notes
- Try to discern some key elements, characteristics, pivotal points and decisions

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Lunchtime...let's eat!



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Your DiSC® Style

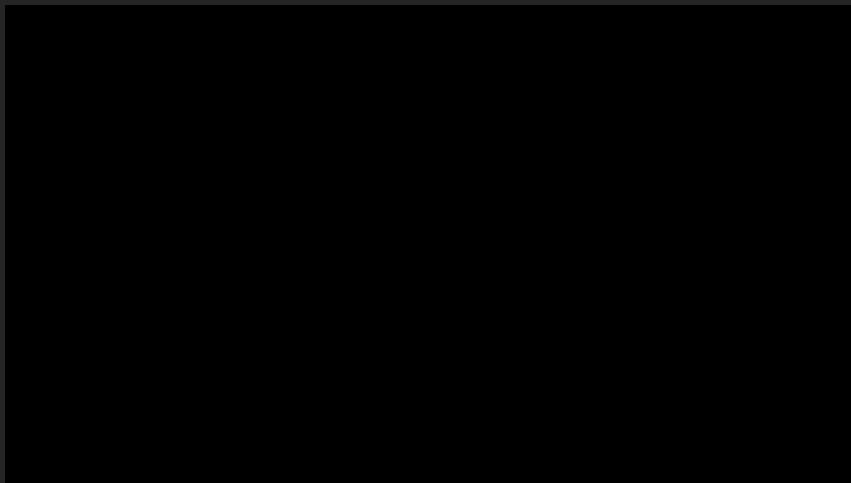


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The DiSC® Model



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Cornerstone Principles



- All DiSC styles are equally valuable
- Your style is influenced by several factors
- Understanding yourself better enhances your effectiveness
- Understanding others' styles can strengthen your relationships

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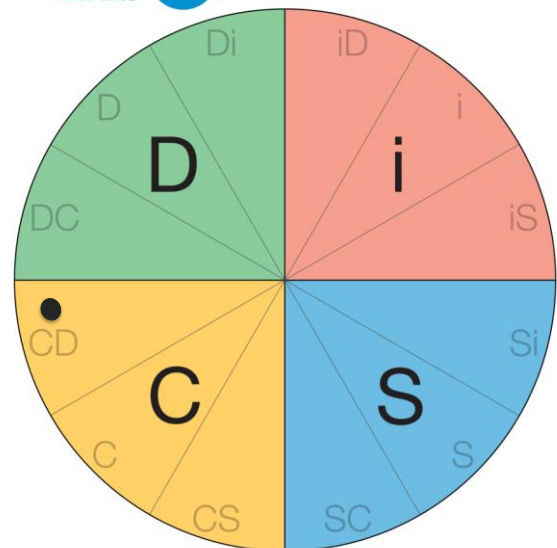
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Your DiSC® Style

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WORKPLACE



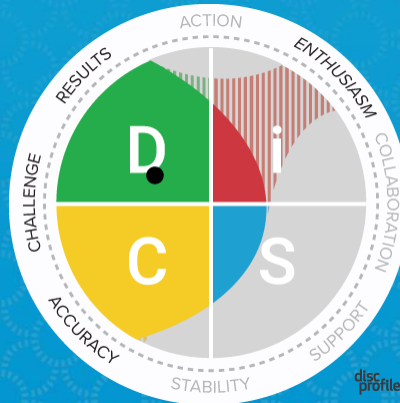
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Shading & Priorities



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Motivators & Stressors Pre-work

- What resonates with you?
- Which one statement in each area is most powerful for you?
- How does that contribute to your work and influence the way you show up and interact with others?
- For the stressor, what are a few ways you can minimize the stressor AND your reaction/response to it?



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Let's have
some fun!



disc
profile

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Working with the DiSC® Styles

D	i	S	C
Results, Action, Challenge	Enthusiasm, Action, Collaboration	Support, Stability, Collaboration	Accuracy, Stability, Challenge
Do Don't	Do Don't	Do Don't	Do Don't
-----	-----	-----	-----

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Working with the DiSC® Styles

If you chose D	If you chose i	If you chose S	If you chose C
go to page	go to page	go to page	go to page

Connecting with another Style

Pages through

- Read the three sections
- Mark one strategy in each section to use more effectively to enhance the relationship & your communication effectiveness with the person

Connecting with D

WHEN YOU NEED TO BE MORE EFFECTIVE:
Match, people with the D style like to get right to the point, and this might affect the way you relate to one another. Since they're interested in rapid results, they're probably willing to be straightforward or even blunt. You're more likely to be opinionated, so they may dominate discussions with you. While they may not see this as a problem, you probably feel somewhat intimidated by them. At the same time, they may grow frustrated by your hesitant approach.

Therefore, when you need to be more effective with people who have the D style, consider the following strategies:

- ✓ Talk to them about the big picture and the bottom line rather than getting caught up in the details.
- Speak up with your ideas and opinions early in the conversation.
- Acknowledge their desire for immediate results.

WHEN PROBLEMS NEED TO BE SOLVED:
People with the D style make quick, firm decisions in order to make progress and keep moving. Unlike others with the SC style, you also prioritize action, so you can identify with their desire to solve problems rapidly. However, because you tend to look at ideas carefully and methodically, they may view your approach as too hesitant or risk-averse, and this may cause them to dismiss your concerns.

Therefore, when solving problems with people who have the D style, consider the following strategies:

- Take a firm stance when presenting your ideas.
- Speak up about your concerns, but remember to give their bold solutions a fair chance.
- ✓ Emphasize your shared desire to act quickly.

WHEN THINGS GET TENSE:
Because you want everyone to get along, you're less likely than your "I" coworkers to challenge ideas and address issues directly. They're probably very frank and even argumentative in conflict, and because you're uncomfortable with aggression or emotionally-charged situations, you may avoid discussing problems altogether. They may misread your compliance as agreement, assuming the situation is resolved when you haven't even made your needs known.

Therefore, when things get tense with people who have the D style, consider the following strategies:

- Avoid becoming intimidated by their assertiveness.
- Focus on being diplomatic but direct.
- ✓ Remember that burying your feelings may just prolong the conflict.

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Connecting with another Style

Share:

- WHY you want to enhance communication & the relationship with this person
- The other person's style as you experience it
- The 3 strategies you identified



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- Frank's Career Compass columns
 - "Leadership is the Art of Conversation"
 - "Storytelling - A Powerful Way to Lead & Communicate"
- Kurt Vonnegut, *The Shape of Stories*
<https://www.youtube.com/watch?v=oP3c1h8v2ZQ>
- Everything DiSC®
- Stanford Guide For Managers to Enhance Their Employees' Level of Engagement. Retrieved from
<https://cardinalatwork.stanford.edu/manager-toolkit/engage/enhancing-level-employee-engagement>

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One thing I learned or one insight I had
from today is...

How I will use that insight going forward is...



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Preparing for February 8

- Conduct 2nd coaching conversation – we will debrief
- Teams 2 and 5 practice presentations
- Guest speaker Chief Allan Shield, Danville Police
- Topic is leadership strengths/talents & values
- Complete online Gallup StrengthsFinder assessment
- Download reports
- Read Insight Guide & highlight what resonates with you

Pre-Work

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Team Practice Presentation Schedule Reminder

- February 8
 - 8:50 a.m. = Team #2 – Employee engagement
 - 12:45 p.m. = Team #5 – Public-Private Partnerships
- March 14
 - 8:50 a.m. = Team #1 – Chat/GPT/AI
 - 12:45 p.m. = Team #3 – Recruiting minorities in Law Enforcement
- April 11
 - 8:50 a.m. = Team #4 – Performance evaluations

FINAL PRESENTATIONS TO PMA ON MAY 9, 2024

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Thank you for today



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Team Project Lab



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