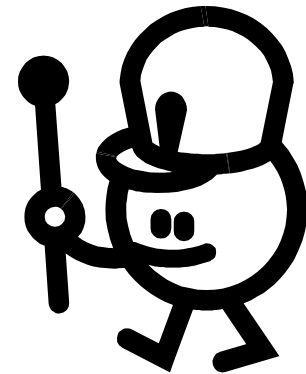


Interpersonal Competence and Institutional Effectiveness

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Who makes a difference?

- Tell me about someone you know who is making the world a better place through their work on behalf of better governance.
- How do they think and act? What do they do that makes them successful?
- Capacity-building is both structural and interpersonal



Overview



- Communication is a learned skill like tennis or scuba
- Communication skill is key to effective leadership
- Systems thinking and conscious communication are the two abilities that separate the good from the great
 - Expressives, automatics, and conscious communicators

What constitutes effective interpersonal communication?

1. Speaking and listening
2. Providing useful feedback
3. Collaborating across differences
4. Fostering dialogue
5. Self-awareness and vulnerability

What are the “best practices” that go with each of these?

1a. Speaking and listening

- The importance of assertiveness (not aggressiveness)
- Rhetoric, framing and the management of attention
- Hearing versus active listening
 - Culturally appropriate eye contact and nonverbal feedback
 - Avoiding interruptions
 - *Checking for understanding/grasping*



1b. Speaking and listening

The Physical Metaphor



- Pass things around the room counting the number of times something is dropped.
- What are some parallels between passing objects and passing information, and expectations?
- When have you “dropped the baton” and what could you have done differently?

1c. Speaking and listening

In communication, the only message that matters is the one that is received.

Requires:

- Real time monitoring/feedback
- Respect for message and person
- Considerable practice, does not come naturally to most people
- Refocusing one's communication goal from message delivery to "evidence" of grasping

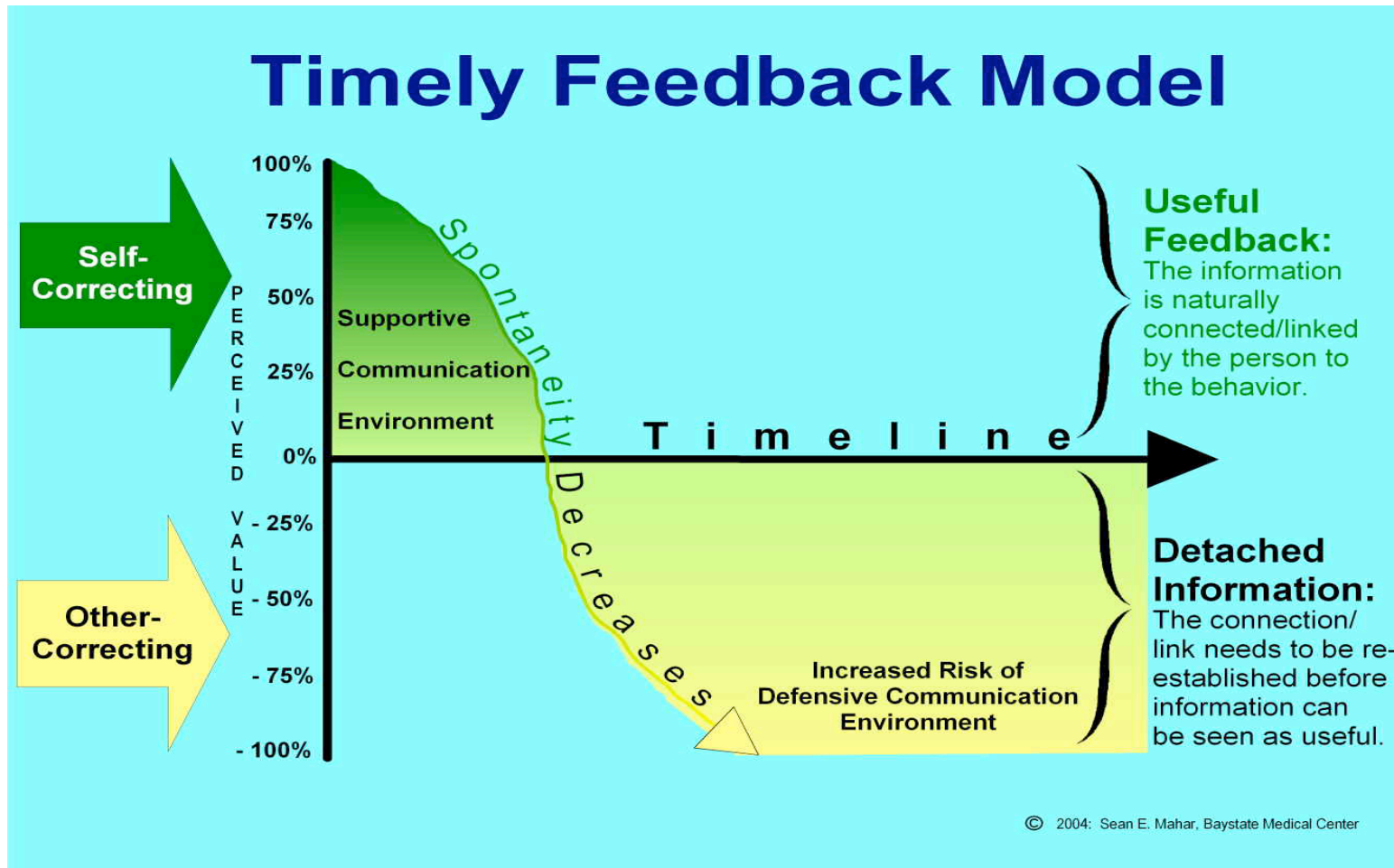


2a. Providing useful feedback

- How do you feel about giving critical feedback to others?
 - What techniques work best?
 - The importance of focusing on how another person's behavior makes you feel
- Make sure the feedback you give is timely!
 - Naturally linked to behavior
 - Less likely to lead to escalating defensiveness
 - More likely to bring about desired change



2b. Providing useful feedback



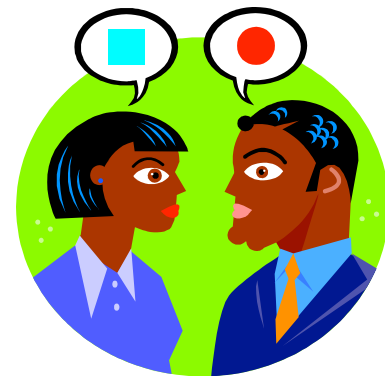


2c. Providing useful feedback

- Feedback is best received within the context of a genuine, ongoing relationship
- Employ the idea of an emotional bank account (Covey) with people you are hoping to influence and reach
- Make deposits frequently so that withdrawals are better received
- Other examples of effective feedback?

2d. Providing useful feedback

- How do you handle being wrong?
- Do you listen to negative feedback? Do you seek it out?
- What would you think about hiring someone who was dramatically different from you?
- How are you already always listening?



3a. Collaborating across differences

- First and most important challenge is to develop a deep appreciation for the uniqueness of your own perceptions, your specific temperament and world view
 - Seeing yourself as others see you is a huge challenge
 - In the U.S., ALL attempts to improve communication among people of different races must begin with helping Caucasians to understand that they have ethnicity
 - The fundamental communication problem is the belief that one's perceived reality is THE only reality

You Must First Empty Your Cup

- A university professor went to visit a famous Zen master. While the master quietly served tea, the professor talked about Zen.
- The master poured the visitor's cup to the brim, and then kept pouring. The professor watched the overflowing cup until he could no longer restrain himself.
- "It's overfull! No more will go in!" the professor blurted. "You are like this cup," the master replied, "How can I show you Zen unless you first empty your cup."



Ask yourself...

- How am I **ALREADY** communicating?
- Where do I get my data about this?
- How can I get more?

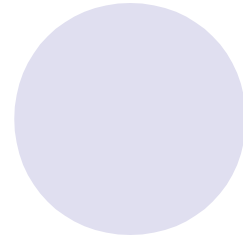
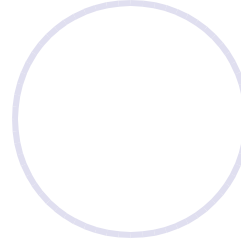
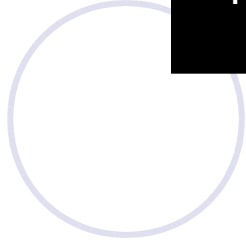
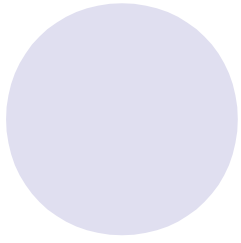
3b. Collaborating across differences

- o How observant are you???
- o Look very closely at this video clip
- o <http://www.youtube.com/watch?v=vJG698U2Mvo>
- o Count EXACTLY how many times the people in white shirts successfully pass the basketball--Dribbling is not passing
- o What does this video tell you about the partial nature of perception? About the possibility of collaborating with others?

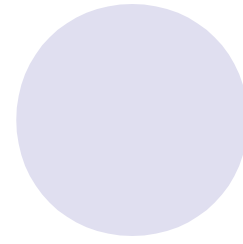
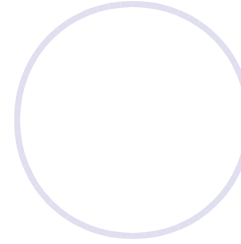
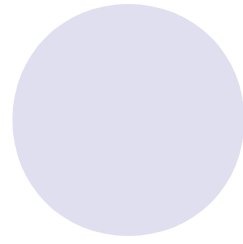
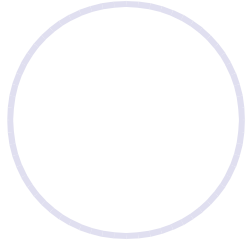
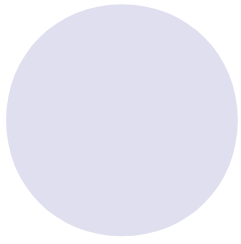
3c. Collaborating across differences

- Once you understand your own world view, you need to develop a deeper appreciation of others' perceptions
- Peoples' communication styles tend to vary across two primary dimensions
 - Extraversion vs. introversion
 - Focus on task vs. focus on people
- Influenced but not determined by culture
- What has been your experience with “type” analysis (DISC, Myers-Briggs, etc.?)

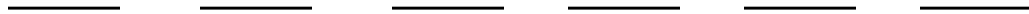
Fast Pace, Think Out Loud
Action, Big Picture



Moderate Pace, Think Internally
Planning, Details



Task
Results
Bottom Line



People
Process
Relationships

Fast Pace, Think Out Loud
Action, Big Picture

red

Direct & Decisive
(Driver)

yellow

Outgoing & Optimistic
(Expressive)

Task
Results
Bottom Line

People
Process
Relationships

blue:

Logical & Precise
(Analytical)

green

Consistent & Supportive
(Amiable)

Moderate Pace, Think Internally
Planning, Details

Leadership Priorities

Results Action	People Ideas	Process/Plan Cooperation	Quality Excellence
Drive Goal orientation Directness Speed Decisiveness	Creativity Vision/Big picture Possibilities Motivated people Fun/Enthusiasm	Teamwork Collaboration Respect/Tact Quality process Preparation	Accuracy Thoroughness Completion Analysis/Logic Fairness
RED	YELLOW	GREEN	BLUE

3d. Collaborating across differences

- Strength: Something you do well or easily
- Blind spot: A strength that is overused

Confidence overused becomes arrogance
Decisiveness overused becomes controlling
Accommodating overused becomes passive

- Are you aware of your blind spots? If so, what do you do to about them when relating to others?

Potential Blindspots:

Over-controlling
Domineering
Defensive
Blunt/insensitive
Inflexible
Arrogant

RED

**Fast Pace, Think Out Loud
Action, Big Picture**

Potential Strengths:

Results focused
Direct & Decisive
Get things started
Take risks
Challenge status quo
Driven to achieve
Confident

Potential Strengths:

See the big picture
Creative
Motivate & inspire
Optimistic & enthusiastic
See new possibilities
Personable
Persuasive

Potential Blindspots:

Unrealistic ideas
Attention-seeking
Lack follow-through
Over-expressive
Overlook details
Easily bored

YELLOW

**Task
Results
Bottom Line**

**People
Process
Relationships**

BLUE

Potential Strengths:

Quality oriented
Detail focused
High standards
Well organized
Analytical/Logical
Diplomatic
Fair & Just

Potential Strengths:

Easy going
See multiple viewpoints
Calming influence
Supportive
Good listener
Careful and prepared
Reliable

GREEN

Potential Blindspots:

Over analyze
Lost in detail
Unrealistic standards
Overly critical
Need to be right
Aloof

Potential Blindspots:

Too accommodating
Overly passive
Resist change
Slow to start
Indecisive
Avoid risk & conflict

**Moderate Pace, Think Internally
Planning, Details**

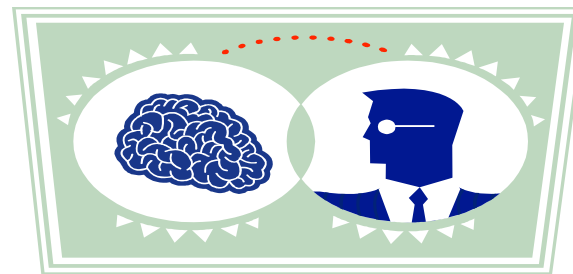
3e. Collaborating across differences

- Summary:

- There is no one right or best style
- Understanding your current style as others see it is a precondition for learning anything new
- If you are unaware of your blind spots, you are the only one!
- Adapt and connect to others' preferences to the degree that you can
- Avoid the cycle of withdrawal and resentment that accompanies misunderstandings over time

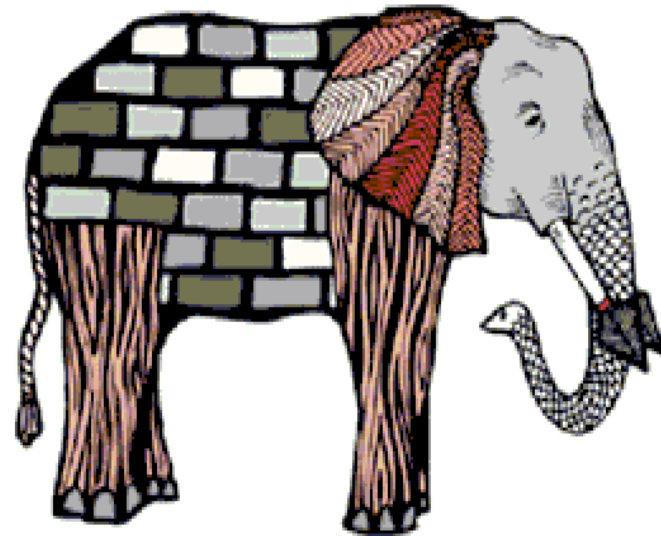
3. Collaborating across differences

- Emotional intelligence is mainly the ability to understand one's own style and temperament and to communicate in ways that both play to your strengths and at the same time make room for the different strengths others can bring to the conversation
- We both read and express emotions through communication



4a. Fostering dialogue

- Dialogue versus discussion
- All of us is smarter than any one of us
 - The blind men and the elephant
 - Bruce comes to class
 - The “three faces of Bill”
- Learning by expanding





4b. Fostering dialogue

- Use inquiry to continually invite others to share the reasoning for their conclusions
- If you offer a conclusion or belief, add how you came to that conclusion
- You can find common ground only if you back down the ladder of inference from conclusions to experience
- Encourage everyone to speak in terms of their personal experience, and you do it too
 - Not “public subsidies don’t work” but “in my experience, public subsidies have not had the impact that I would have expected.”

4c. Fostering dialogue



Discuss in Pairs:

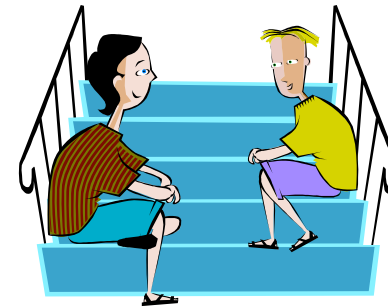
- How can we construct and sustain a communicative climate where multiple perspectives are encouraged, even if they are at odds with one another?
 - In your experience, what behaviors build positive energy, spontaneity, and trust?
 - What behaviors build negative energy and tentativeness?

4d. Fostering dialogue

- What are some ways that you have found to promote dialogue?
 - ❑ Stop talking. Wait. You may be surprised by the good ideas others have if you wait long enough
 - ❑ Limit psychological and physical noise
 - ❑ Make your thinking visible
 - ❑ Suspend judgment. Try to see things from someone else's perspective.
 - ❑ If you are puzzled by another's position, sincerely ask for their reasoning which will reveal their interests and create the possibility of common ground (Columbus in 1776). If others seem puzzled by you, share your own reasoning. You can't argue conclusions.

4e. Fostering dialogue

- What are some ways that you have found to promote dialogue?
 - Ask questions, don't make pronouncements
 - When things get sticky, go slow. Don't rush things just to lower the anxiety level, you may miss out on an important lesson.
 - Don't see every talk turn as a chance to either agree or disagree. Use "and" not "but." Use phrases like:
 - I have a different perspective
 - I see the situation differently
 - I have an alternate view





4f. Fostering dialogue

Or say this...

- “Here’s what I know about the situation”*
- “These are the criteria I used”*
- “This is the logic I employed to arrive at this recommendation”*
- “Here are some reasons that, for me, make this the best way to go”*
- “Let’s look at the data I used to support my decision”*

4g. Fostering dialogue

And while you're at it...

- "I don't have a complete understanding of the situation"*
- "I may have made a bad call here"*
- "I can't answer that question, I just don't know"*
- "I am not an expert in that area"*
- "I may not know enough yet to answer"*



5a. Self-awareness and vulnerability

- While self-awareness, humility, and vulnerability are the hallmarks of effective, emotionally intelligent communicators, these behaviors must be deployed in the context of unequal power relationships
 - Environmental debates in the US Northwest and the pros and cons of “coming to the table”
 - What are some examples of how good communication practices must be modified to take into account existing power relationships?

5b. Self-awareness and vulnerability

- **Remember:**

- The more successful you have been in your career, the *less* motivated you will be to change
- Intelligence, leadership, and communication ability are only weakly correlated
- More about discipline and commitment than insight
- The only message that matters is the one that is received
- The only thing you can control is your own behavior
- If you do not know your weaknesses as a communicator, you are the only one
- Understanding your current communication style as others see it is a precondition for learning anything new—you must “empty the cup!”

Secretary Clinton and Brazilian Foreign Minister to Launch Open Government Partnership on July 12

“We're starting something new. And we want you to be a part of it.”

- “The Open Government Partnership is a global effort to make governments better. We all want more transparent, effective and accountable governments -- with institutions that empower citizens and are responsive to their aspirations. But this work is never easy.”
- “It takes political leadership. It takes technical knowledge. It takes sustained effort and investment. It takes collaboration between governments and civil society.”

From <http://www.opengovpartnership.org/>

Interpersonal competence and institutional effectiveness

- What have we discussed today that can help support collaboration, transparency, effectiveness and accountability?
- What is the relationship between interpersonal communication competence and institutional success?

