

Program Guide and Reference Material

Includes:

- **Listening Skills**
- **Richness**
- **Frequency**
- **Tone**
- **Non-Verbal Messages**
- **Clarity**
- **Style Matching**
- **Communication Boundaries**

COMMUNICATION



The First Competency of
LEADERSHIP

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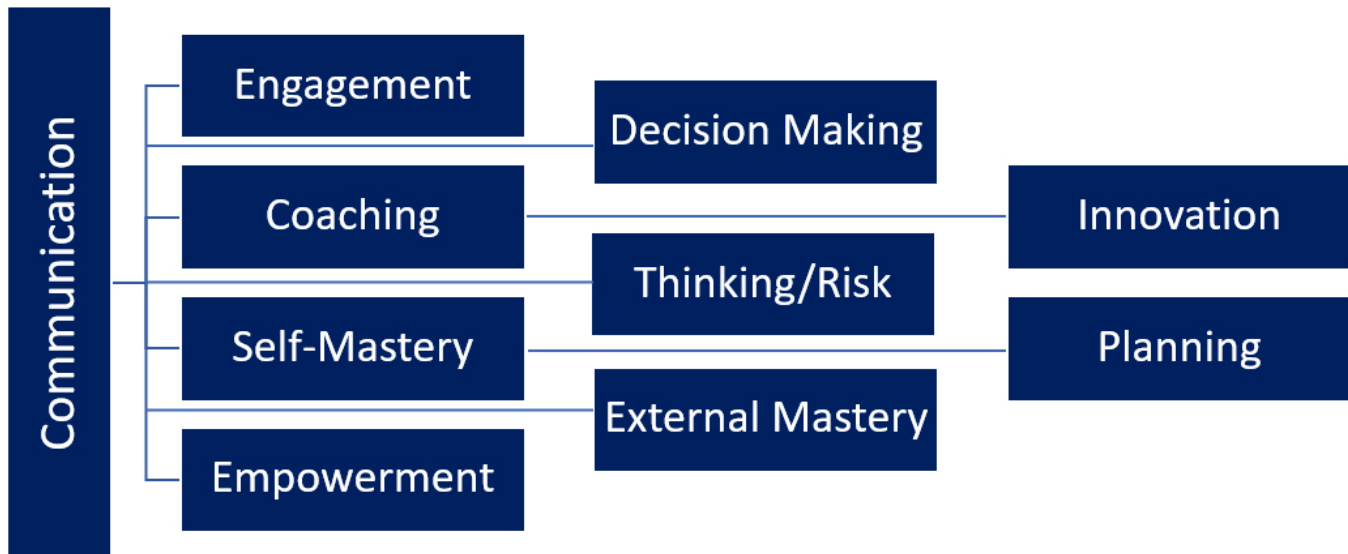
ae•gis
LEARNING

Leadership | Teamwork | Service
Training | Coaching | Consulting

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The 10 Competencies of Outstanding Leadership:

The Aegis Learning Edge is a statistically accurate, empirically driven and best-practice validated model for leadership development. With 25 years of research and case studies, this copyrighted approach insures that you have the proven techniques to succeed as a leader.



Successful Leaders		Failed Leaders
96%	Communication	7%
86%	Team Member Engagement	2%
85%	Coaching and Feedback	32%
84%	Self-Awareness and Self-Management	48%
81%	Empowerment and Delegation	63%
79%	Decision Making	45%
75%	Thinking and Risk	34%
74%	External Management	42%
71%	Innovation and Change	55%
67%	Planning and Vision	54%

1. Communication
2. Team Member Engagement
3. Coaching and Feedback
4. Self-Awareness and Self-Mastery
5. Empowerment and Delegation
6. Decision Making and Judgment
7. Thinking and Risk
8. External Management and Projection
9. Innovation and Change
10. Planning, Vision and Values

Cascade Effect:

The leadership model is built on a cascade. This means that each competency must be mastered before the next one can be engaged and utilized.

Leadership Core Principle:

Leadership is the art and science of getting people to do something because they want to do it for you.

**The single
biggest problem
in
communication
is the illusion
that it has taken
place.**

George Bernard Shaw

Communication Definition:

Communication is the exchange or relay of information, data or news between one or more people. It is also the conveyance of ideas, feelings, instructions and direction.

Communication Objectives:

1. The accurate transfer of data and information.
2. Leaving the communication event or person communicating with a positive feeling and desire to communicate with you again.

The Importance of Communication:

1. Communication is the foundation and drives all other leadership competencies. Without communication you cannot effectively empower, coach, engage, build relationships, etc.
2. Communication and trust are closely linked and connected. With frequent communication, trust rises. Without good communication, trust is impaired or non-existent.
3. Communication determines the ability for any team to meet objectives and connect with the mission of an organization.
4. Communication is the tool by which people build relationships and connect with one another.
5. Communication approach becomes the image in which a leader has projected and is a big part of a leader's reputation.
6. Communication is the tool to connect with customers beyond core product or service.
7. Communication creates connections among people and resolves conflict.
8. Communication among team members is a key success factor for effective teamwork.
9. Communication leads to understanding and the creation of empathy.

**When
people talk,
listen
completely.
Most people
never listen.**

Ernest Hemingway

Skill: Listening

Improving Listening:

1. Focus on the person communicating. Disengage from other activities. Avoid looking at your computer, phone or watch.
2. Clear your mind and avoid any pre-judging related to the person or situation. This will help you avoid assumptive responding.
3. Provide validation in a complimentary form. This is about praising, thanking and complimenting what you are hearing.
4. Correctly seek clarification. This is also a tactic for improving clarity but it includes owning the nature of the information being provided as being complex or lengthy, making it safe for the person communicating with you to recap and go back and apologizing in advance for any lack of understanding. **Own It. Make It Safe.**
5. Make good legitimate eye contact with the person communicating.
6. Manage physical position so eye contact is easy and people communicating are at similar physical levels and heights. Lean forward slightly when seated and reduce the distance between the other person (within the bounds of three feet) when listening.
7. Avoid any signals of rushing the person communicating. Overuse of “uh huhs” and head nods send this signal.
8. Avoid interrupting.
9. Ask questions to aid in clarifications and understanding.
10. Provide time to fully listen and understand.
11. Avoid formulating or starting to formulate a response.
12. Avoid moving into “fix” or “solve” mode too quickly. Wait until all the information is provided.
13. Thank the communicator for the information provided.
14. Recap key information or actions back to the communicator. Recap any commitments or agreements made.
15. Prepare to listen. Make the listening event important and valued.

**No one ever
got rich
checking
their email
more often.**

Noah Kagan

Skill: Managing Richness

Communication Richness:

Richness describes the amount of information and data that flow in communication using various mediums of communication. With higher richness comes higher data quality and better communication.

1. Level One – Interpersonal Communication

The highest level of richness and the highest quality of data flow. Also contains the highest immediacy as question can be asked and clarity can be gained. Contains the words used, non-verbal signals and tone.

2. Level Two – Telephone Communication

The second highest level of richness and data quality. Immediacy is high and contains words and tone. Missing is all non-verbal signals.

3. Level Three – Written Communication

The lowest level of richness and data quality. No non-verbal signals and tone is up to the receiver or non-existent. Misunderstood, ignored and creates the highest risk for conflict.

Improving Management of Richness:

1. Meet and talk face-to-face whenever possible.
2. Avoid the overuse of email and email for “covering” purposes. This is counterproductive and sends a message of mistrust. The false flag of email is convenience and time savings but this is not true when multiple responses are needed for clarity.
3. Use email as a follow-up tool only and not as a primary communication vehicle.
4. Manage the tone in email and other written communication as best you can.
5. Make sure all communication events meet the standard for the second objective of communication.

**The way we
communicate
with others and
ourselves
ultimately
determines the
quality of our
lives.**

Anthony Robbins

Skill: Communication Frequency

Communication Frequency:

Communication cannot be avoided.

In leadership, the “strong, silent type” need not apply. Leadership and team members require communication. Leadership is about people and people need communication for direction, coaching, engagement and support.

Communication frequency is not about being overly verbose (too many words) or writing long missives via email. Communication frequency is about the number of communication events that meet both objectives of communication.

And that communication should always meet objective two and be done in the highest form of richness.

Improving Communication Frequency:

1. Avoid assumptions related to understanding by others. Just because you get some quickly and it is obvious to you, doesn't mean other people understand.
2. Build communication events into your leadership toolkit. One-on-one meetings are the best for this and team meetings are also good vehicles to build communication frequency. Daily updates and huddles are also used frequently by leaders.
3. Prioritize communication, especially that communication related to coaching and relationship building, ahead of other tasks or projects you have to perform.
4. Develop a comfort and confidence in talking with others.
5. Use your communication frequency to build your leadership brand and create influence with your team and others.
6. Be responsive to communication requests. Return phone messages, give of your time when asked (especially by a team member or customer) and respond to emails. Use the sundown rule that all communication requests receive a response by the end of the day.

**I don't give
them hell. I
just tell the
truth and they
think it's hell.**

Harry Truman

Skill: Tone

Communication Tone:

It's not what you say, it's how you say it.

Tone is the inflection given to words and the emotional energy connected to communication events. Your emotional composition will drive the tone that you use, both interpersonally and in writing.

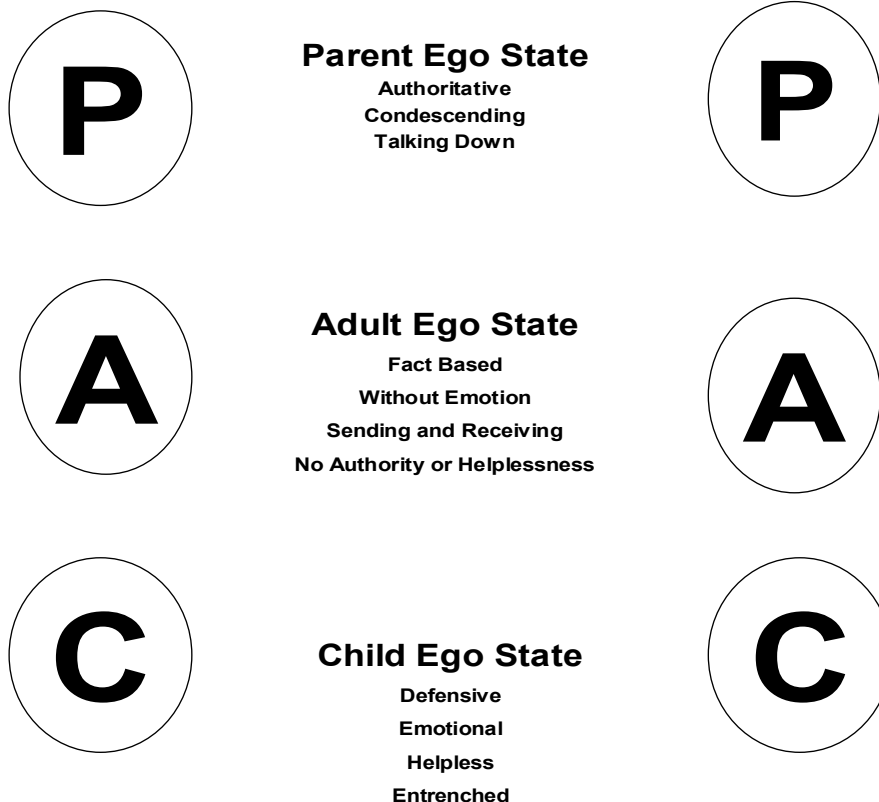
With non-verbal messages, tone represents **80%** of the total message received. Tone will also largely dictate if someone desires to communicate with you again.

Tone can be described as being:

- Harsh
- Aggressive
- Firm
- Victim or Child-like
- Passive
- Friendly
- Warm
- Supportive
- Open

Leaders should manage their tone to always be friendly, warm, supportive, open or firm.

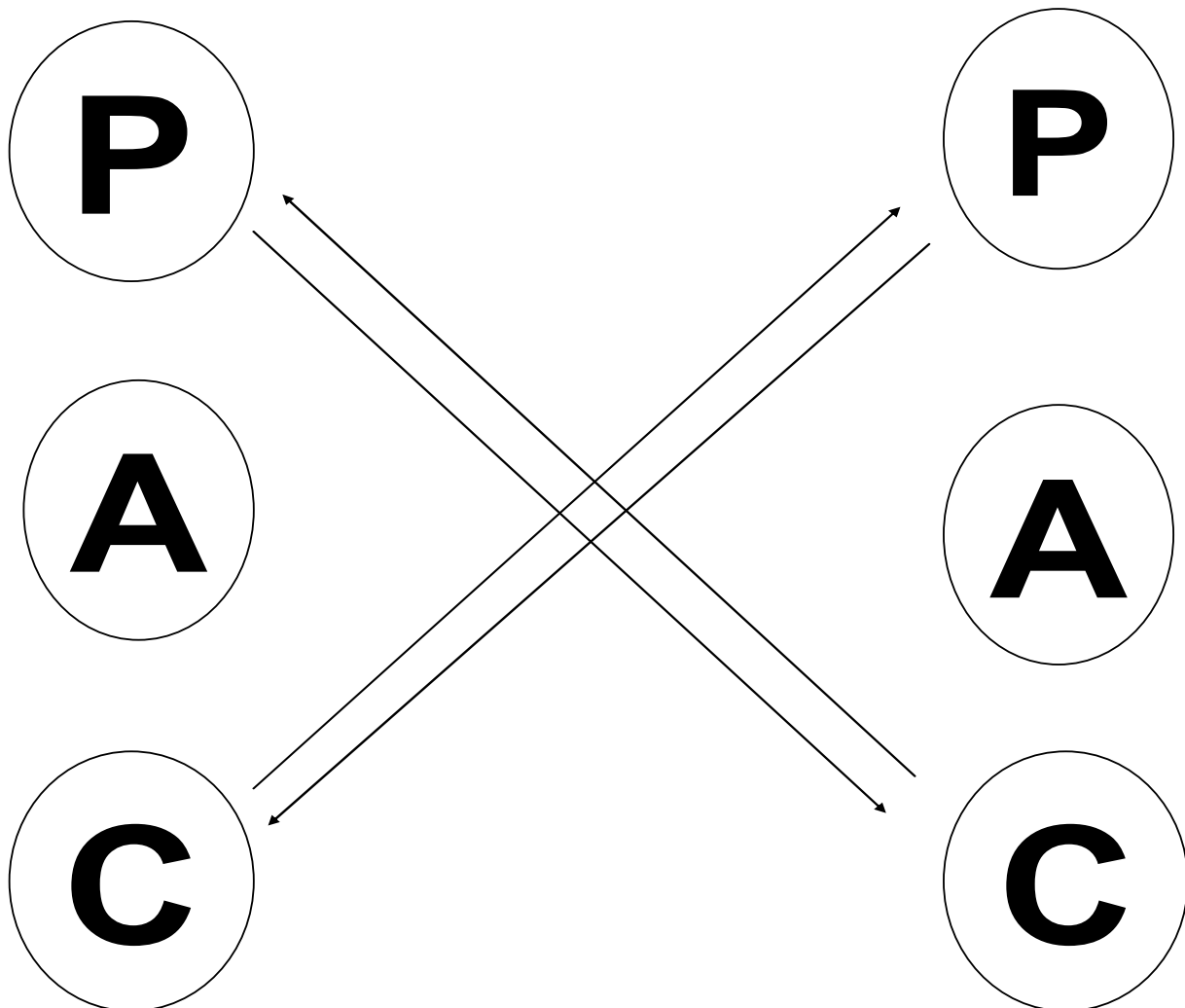
Tone can also be viewed through the science of transactional analysis.



Where the tone that you use will dictate the response back and similarly, the tone presented to you will direct the tone that you use in response.

Parent tone will elicit a child response. A child tone will elicit a parent response.

The objective, in leadership and all communication, is to manage tone to always be in an adult-to-adult state.



Improving Tone in Communication:

1. Avoid reacting. Become a deliberate responder. This requires pausing before response and avoiding hasty and emotionally charged reactions. Breathe. Age a response. Check your emotional composition.
2. When faced with a child tone, cut empathetically through the emotion and move the discussion to the facts and issues.
3. When faced with a parent tone, request a different approach or tone from the message sender.
4. Slow down and avoid quick, one word and sharp responses.
5. Avoid the use of sarcasm or sarcastic remarks. It may certainly seem appropriate or funny but the receiver may not see it that way.
6. Make sure your non-verbal signals and body language match the message you are attempting to convey.
7. Pause and think about the impact of your message and refer back to communication objective two.
8. Seek feedback from others about your tone and how your tone impacts your communication. Tone is a common behavioral blind spot with people and leaders. Use feedback, including listening to your recorded voice, to hear what others hears.
9. Practice a three second pause before any response.
10. Defer communication in highly emotional and charged interactions. Take some time for composure prior to response.
11. Think about the tone you will be using. Everyone prepares for the words that will be used but those will be forgotten quickly. Take time to prepare for your tone and even practice it.

**What you do
speaks so
loud that I
cannot hear
what you say.**

Ralph Waldo Emerson

Skill: Non-Verbal Signals

Non-Verbal Signals in Communication:

Non-verbal signals and messages are those parts of communication that are conveyed with your body language and facial expressions. When combined with tone, they represent **80%** of the total message received.

Also like with tone, non-verbal signals are a very common behavioral blind spot and most people are unaware of the impact of the non-verbal messages. People also spend very little time and awareness in managing their non-verbal messaging.

Improving Non-Verbal Messaging:

1. Emotions drive behavior and emotional composition will be a big contributor to your body language and facial expressions. Check and control your emotions before any communication event.
2. Use your hands and arms to add value and conviction to your verbal message. Not overly exaggerated but some movement demonstrates believability and enthusiasm.
3. Use an open hand, with palms up, to point or refer to people and objects. Avoid a single finger point at all costs.
4. Take a deep breath and stretch your face out before any communication. This will relax your forehead and mouth muscles.
5. Smile. Quite simply the most powerful of the facial expressions and non-verbal signals.
6. Seek feedback from others on your common non-verbal messages. Engage someone to actively coach and help you manage this critical part of communication.
7. Project positive posture and engaged sitting positions. This also demonstrates confidence.
8. Avoid the following common body language mistakes that send poor messages:
 - Crossed or Folded Arms
 - Hands in Pockets
 - Fidgeting Hands or With an Object
 - Hands on Hips
 - Overly Back in Chair
 - Slouched Standing Posture
 - Leaning on an Object
 - Hands Near Mouth
 - Single Finger Pointing
 - Overly Aggressive Hand Movements
 - Facial Scowls
 - Glancing Away/Looking Away

**Be sincere;
be brief; be
seated.**

Franklin Roosevelt

Skill: Clarity

Communication Clarity:

Clarity is the ability to convey any message in any communication medium so that understanding by the other person or other parties is at the absolute highest level. It also reduces the potential for conflict and allows a leader to coach performance and behavior when clarity can be insured in all communication.

Improving Clarity:

1. Use the highest form of communication richness available to you.
2. Use less words. Being overly verbose with a great deal of extra language will convolute the message and leave the receiver perplexed and grasping for understanding.
3. Slow down. People talk faster than the words can be comprehended and processed. This is also a common behavior blind spot in which feedback can be very useful. The best approach to slowing down is to consciously open your mouth a bit wider. This also aids enunciation and provides a solid lip reading tool.
4. Avoid techno speak, jargon, slang, acronyms or any piece of language that may be common to you but very foreign to the person receiving the message.
5. Seek validation of understanding in a non-patronizing or demeaning manner. Do not ask someone if they understand or worse yet, for them to repeat it back. Own the message and acknowledge the length and/or complexity. Even apologize for that. Then make it safe to ask for additional information. Inquire if the receiver would like you to repeat information or to cover something again. Be patient in this process and use it when the message is especially important.
6. Reiterate your key points or any required actions or commitments.
7. Avoid the use of overly complex, “million dollar vocabulary” words. Use simple words and phrases.
8. Check your sentence structure. Talk in “verb, object” mode without lots of explanatory offsets and language used.

**Style is a
way to say
who you
are without
having to
speak.**

Rachel Zoe

Skill: Style Matching

Communication Style Matching:

All people have different communication styles. The most commonly noted are:

- Direct
- Relational
- Low Key
- Detailed

Aegis Learning uses DiSC science to determine communication style and to build skills related to style matching. DiSC is an acronym that stands for:

- Dominance
- Influence
- Steadiness
- Conscientiousness

The DiSC science, pioneered by Dr. William Marston has been used by over 30 million people and the current versions found in the Everything DiSC Workplace, Management and Leadership assessments are highly accurate and predictive because of the use of adaptive testing.

Each person is comprised of a primary behavioral influence in the DiSC assessment. This is the first letter of the descriptor and where your dot is located in the DiSC graph. This primary influence will drive your communication style.

Behavioral intensity also matters greatly. Your intensity is determined by the relative distance of your graph dot from the outer circle of the graph. The farther out your dot is, the more intense in that style and predictable you are. The closer in, the less predictable and easier for you to chameleon your communication style.



DiSC Communication Styles and Approaches:

Each DiSC behavioral style has a unique set of communication traits and tendencies.

Dominance (D)

- Direct
- Assertive in Tone
- Fast Paced
- Concerned with What (the objective)

Influence (i)

- Relational
- Upbeat in Tone and Animated
- Fast Paced
- Concerned with Who

Steadiness (S)

- Sincerity Valued Highly
- Low Key in Tone
- Listens First
- Concerned with Why

Conscientiousness (C)

- Direct
- Low Key in Tone
- Guarded
- Details and Accuracy Driven
- Concerned with How (process)

When not modified or adapted successfully, communicating with someone of a different style can be like speaking a foreign language and have all the associated disconnects. Conflicts can develop and a large amount of data and information will be lost.

The best communicators and leaders are in a constant state of adapting to the styles and communication approaches of those in which they are interacting.

The burden of communication adaptation rests solely with the message sender and leader. It is your job to adapt.

Improving Style Matching:

1. Understand and know the tendencies and approaches of your own communication style. Seek feedback and review your DiSC assessment often as a reminder.
2. Determine the behavioral style (D, i, S, C) with whom you are interacting.
3. Modify your style accordingly.
4. To successfully communicate with a **Dominance (D)** style:
 - Be Direct. Use Less Words
 - Be More Assertive in Tone
 - Address the Objective of the Communication
 - Move the Pace Along
5. To successfully communicate with an **Influence (i)** style:
 - Be Relational. Small Talk Matters
 - Be Upbeat in Tone
 - Talk About People
 - Smile and be Animated
6. To successfully communicate with a **Steadiness (S)** style:
 - Make Good Legitimate Eye Contact
 - Be Low Key in Tone
 - Listen Effectively
 - Address the Why of the Communication
7. To successfully communicate with a **Conscientiousness (C)** style:
 - Be Direct
 - Be Low Key in Tone
 - Provide Details When Asked
 - Address Process and Steps
8. When DiSC style is unknown, look for the behavioral signs associated with each style. You can also ask how someone is doing or a form of that question. The responses are a solid predictor as follows:
 - One Word – “Fine”. Delivered quickly and assertively. A Dominance (D) style.
 - Multiple (3 to 5 Common) Words – Delivered quickly and in an upbeat manner. An Influence (i) style.
 - Pausing – The approach of a Steadiness (S) or Conscientiousness (C) style to either determine the sincerity of the question (an S) or the accuracy of the response (a C).

**You teach
people how to
treat you by
what you
allow, what
you stop and
what you
reinforce.**

Tony Gaskins

Skill: Communication Boundaries

Communication Boundaries:

The boundaries of communication are those areas in which you should not cross in any communication event. They include topics, approaches and your own emotional composition.

Improving Communication Boundary Adherence:

1. Avoid communication when you feel and sense these emotions:
 - Anger
 - Jealousy
 - Disappointment
 - Frustration
 - Overwhelm
 - Hurt
 - Resentment
 - Unsupported
 - Rejected
 - Betrayed
2. Avoid using any of these communication style approaches:
 - Sarcasm
 - Cursing or Coarse Language
 - Slang
 - Acronyms
 - Techno Speak
 - Company or Industry Jargon
 - Political, Sexual or Religion Based Humor
3. Avoid talking about any of the following topics in the working environment:
 - Religion
 - Politics
 - Issues or Problems in Your Personal Life
 - Financial Challenges
 - People in Other Departments or Other Team Members
 - Gossip of Any Kind
 - Health Problems
 - Issues with Children or Significant Others
 - Career Aspirations

Trust is the glue of life. It's the most essential ingredient in effective communication. It's the foundational principle that holds all relationships.

Stephen R. Covey

"I had no idea how exciting and enlightening this program would be. I not only got a great source of information, but I had a lot of fun. This program gets a Siskel and Ebert 2 thumbs up. Exuberant, energetic, and entertaining delivery, his base knowledge and advanced instructional techniques, the program would be just another boring mid-range informative adult education class. I recommend this class for all management personnel."

Calvin Griffin

American Medical Response



Aegis Learning is a nationally recognized leader in providing the highest quality, impact and value training for organizations of all types and sizes.

Specializing in leadership development, customer service initiatives and building high performance teams, Aegis Learning has 25 years of experience in creating better work places, positively impacting key metrics and enriching the lives of participants.

Aegis Learning Converts Training to Learning and Learning to Results

Our specialized, unique and customized approach will insure an extremely high return on your investment in the following areas:

- ☐ Improved performance at all levels of the organization.
- ☐ Higher productivity, efficiency and quality of work.
- ☐ Increased team member engagement and satisfaction.
- ☐ Improved ability to identify talent for succession.
- ☐ Improved morale among team members and leaders.
- ☐ Improved service levels for internal and external customers.
- ☐ Reduced turnover and associated costs.
- ☐ Reduced team member complaints and grievances.



Our unique and blended approach using facilitator led instruction, individualized coaching and web-based follow-up insures that leaders have all the tools and competencies needed to become extremely successful and drive their organizations to higher levels than ever imagined.

Aegis Learning delivers. Delivers the best training, coaching and organizational development services available. Our offerings include:

☐ Leadership Development

- Based on the Ten Competency Model
- Empirically Driven, Statistically Accurate Approach
- 25 Years of Best Practices
- Training
- Coaching
- Follow-Up Tools
- Talent Identification and Succession



☐ Customer Service Initiatives

- Training
- Process Review

☐ High Performance Team Building

- Core Team Competencies
- Trust, Respect, Conflict and Communication



☐ Assessments

- DiSC Workplace, Management and Leadership
- 5 Behaviors of a Cohesive Team
- Certified Facilitator and 12 Year Award Winner



☐ Individual Development Coaching

- Accountability and Holistically Based
- Leadership, Professional Development and Personal Achievement

☐ Retreats

- Maximum Impact Environment
- Strategic Planning, Team Building and Leadership Development



☐ Speaking and Keynotes

- Fun and Impactful
- Leadership, Teamwork, Customer Service and Personal Development



☐ Talent Management and Consulting

- Engagement Enhancement
- Talent Identification and Succession
- Key Processes
- Organizational Structure



☐ Books

- *LeadWell-The Ten Competencies of Outstanding Leadership*
- *Beyond Engagement*



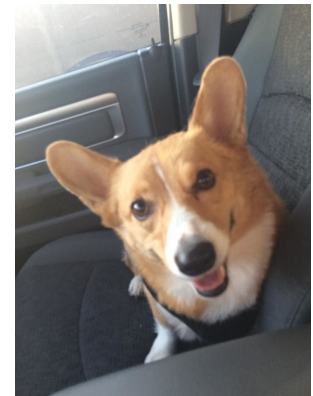
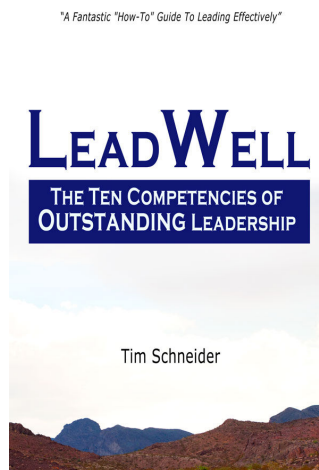
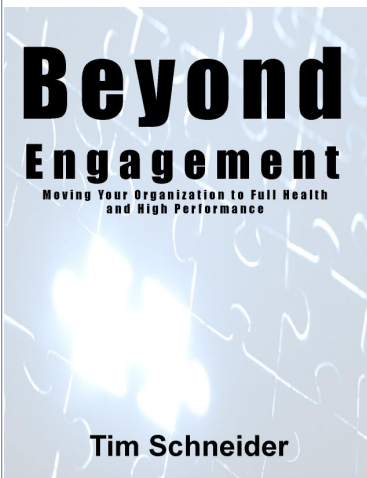
Tim Schneider is the founder and lead facilitator for Aegis Learning.

His mission, in total alignment with Aegis Learning is “Dedicated to Your Success”. Tim brings passion, heart and 25 years of successful experience to all leadership development projects, customer service initiatives and when building high performance teams.

Tim is the author of **LeadWell-The Ten Competencies of Outstanding Leadership** and **Beyond Engagement**, high impact books about leading the right way and creating an organizational culture that is both healthy

and successful. His works have been featured in many business and professional development publications and he is one of the most sought after speakers, trainers and coaches in the United States. Stylistically, Tim brings unparalleled commitment and enthusiasm to each engagement and works hard to make sure all participants not only learn but have fun along the way.

Personally, Tim is the father of two grown boys, continues a life-long love affair by playing men’s league baseball and enjoys any outdoor adventure. He makes his home in Las Vegas, Nevada with Sydney the Corgi.



“I have raved about this course to both my supervisors and those who report to me. I have suggested it to all of our managers to attend. Tim, I have found you an inspiration. Thank you!”

Martin Brennan
MGM Grand



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