



Lyn Sykes

COMMUNICATION WORKSHOPS

Bombala – Tuesday 6th May, 2014

Cooma – Thursday 8th May, 2014

Sponsored by:

Upper Snowy Landcare ♦ MFS ♦ Snowy River Interstate Landcare

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Section One – Communication in the Family Business

Good communication is the cornerstone of the success of any business.

A family business risks poor outcomes for both business and family if good communication strategies are not put in place, including an agreed approach when conflict occurs.

Some key elements of theory which can be helpful are:

1. Clarifying expectations

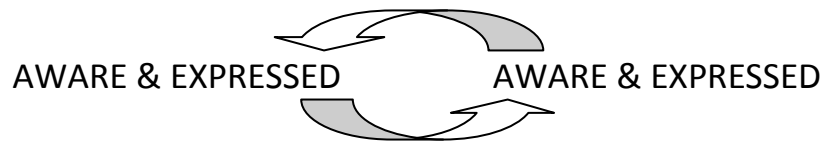
Many families fail to communicate what they are really expecting from each other.

Sometimes this is due to lack of confidence or fear. At other times individuals are unsure themselves what they are expecting, as many of our expectations are driven by experiences stored in our subconscious.

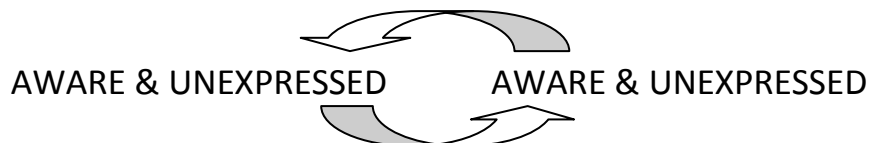
It may help to realise there are 3 levels of expectations.

Levels of Expectations

Level 1



Level 2



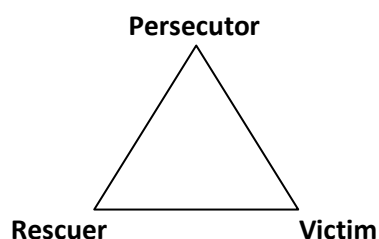
Level 3



The aim of good communication is to have as many of our expectations at Level 1, and to be observant when someone reacts unexpectedly as they may be in level 3, ie: an expectation they didn't even know they had is not being met.

2. Roles that are not helpful to ourselves and others

Karpmans Triangle



Persecutor

Believes they are right and have the right to correct/punish the other person and that it is important to do so.

How could you?

You would think

You are totally

Any fool could do it

You are an idiot

I can't understand how

I am sick to death of you making a mess of things

Victim

Believes their problems are caused by others and circumstances neither of which can be changed by the victim.

It's all too much for me

I can't cope with all this

I am scared/helpless/depressed

I just can't help getting in a mess

I need you to look after me

I can't manage without you

Everyone is taking advantage of me

If it weren't for I'd be alright

Rescuer

Believes they are only worthwhile as long as they are looking after and helping other people.

Let me help you

It's all right I'll lend you the money

I know just how you feel

What you really mean is

Don't be upset, it will be alright

What you should do is

Each role is played to different extremes and most people move between all three. We all have our favourite or preferred role that we tend to revert to automatically under stress.

Instead of moving to:

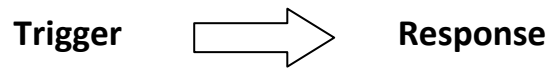
Victim ⇒ Discover choices & strength

Persecutor ⇒ Respect the other person and practice assertiveness

Rescuer ⇒ Learn to support with respect

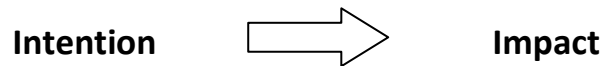
3. Being Proactive

A major advantage we as people have is the ability to think rationally. Often however we function on automatic and don't take the opportunity to maximise our response.

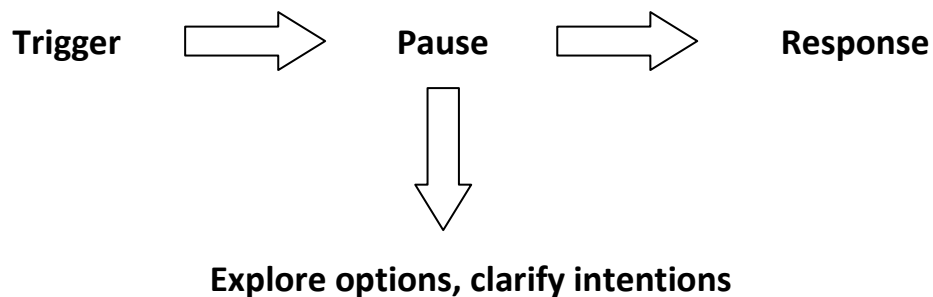


This is the basic model that Pavlov developed.

Add to this the impact of



Stephen Covey talks about our human ability to make choices, or to pause and explore options

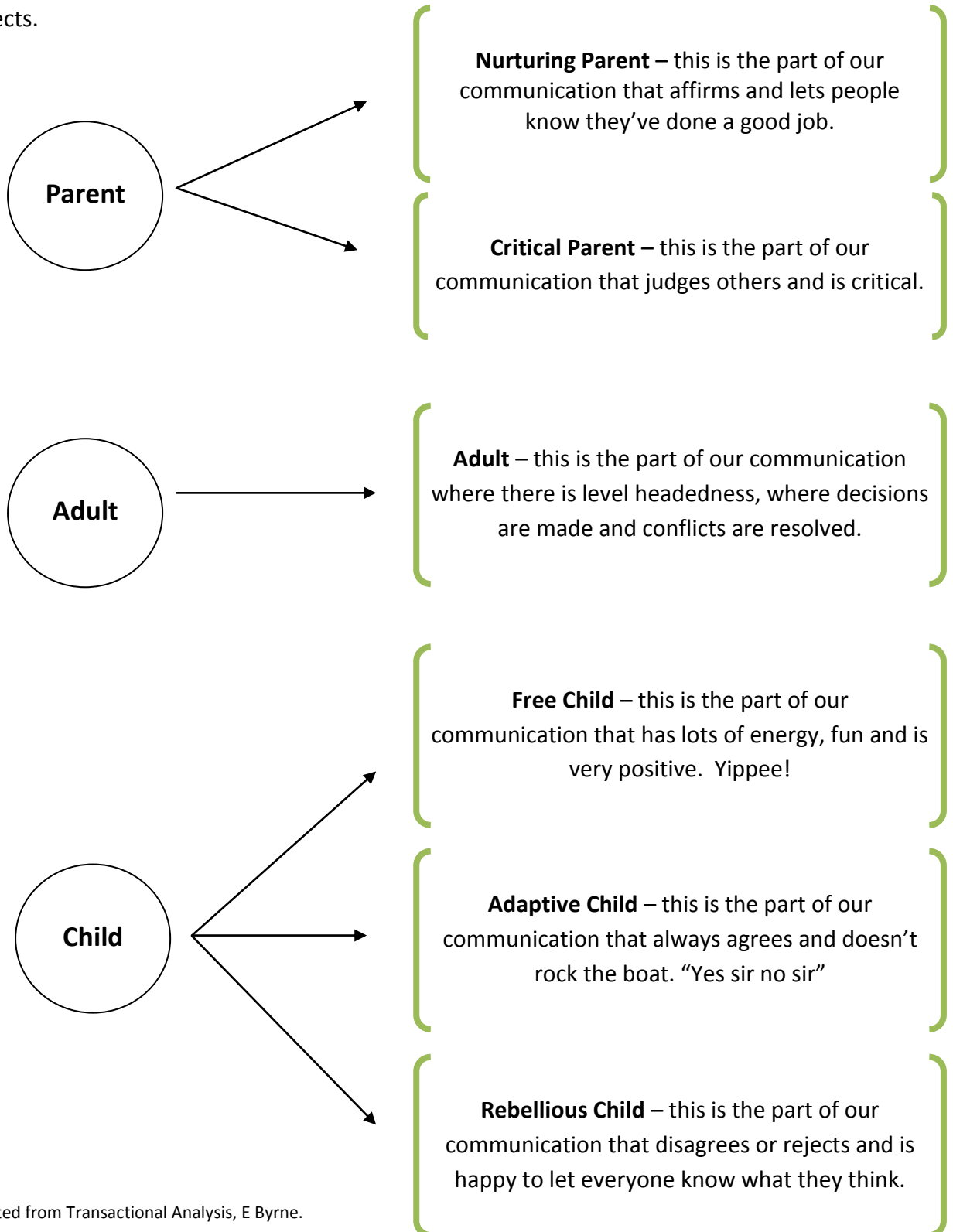


The pause is similar to the advice we are all given to “count to 10”.

4. Our Communication Style

When we look at how we communicate there are three different levels: Parent, Adult and Child.

These different levels contain the following aspects.



Adapted from Transactional Analysis, E Byrne.

Section 2 – Succession Planning

What is Succession Planning?

- The process of transferring management and/or ownership of a business.
- It is a process not a single document or event.
- Ideally utilises a number of professionals – accountants, financial planners, lawyers, business consultants etc.

Succession planning can be done:

TOP DOWN – with asset owner and advisors

BOTTOM UP – family jointly decides what outcomes are desirable and advisors are asked the best way to achieve outcomes

FRONT END – when new generations are entering the business

BACK END – when old generations are leaving the business

Succession Planning - Influencing Factors

1. Family history – ordinal position
2. Self Esteem
3. Communication – Behavioural style
4. Generation

1. Family History

- Position in the family – family of origin and current
- Attitudes to gender, work, money, community, wealth transfer, agricultural education and communication.

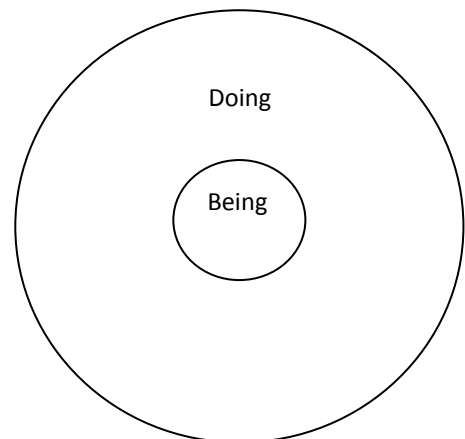
2. Self Esteem

Being:

The things I like, appreciate, or enjoy about myself independent of what I DO

Doing:

Work – In or out of business
Paid or unpaid
Agricultural or non-agricultural



3. Communication

- Introverted, extroverted
- Task focused, people focused
- How do you fit with other family members

4. Generations

- Builders/Veterans – 67+
- Boomers – 50-67
- Generation X – 32-47
- Generation Y – 14- 32
- Generation ? - <14

Generational Differences

	Builders	Boomers	X	Y
	<i>1925-1942</i>	<i>1943-1960</i>	<i>1961-1981</i>	<i>1982-2003</i>
Outlook	Practical	Optimistic	Sceptical	Hopeful
Work	Dedicated (work first)	Driven (live to work)	Balanced (work to live)	Determined (live then work)
Authority	Respect	Love/Hate	Unimpressed	Polite
Leadership Decisions	Hierarchy	Consensus	Competence	Pulling together
Relationships	Personal sacrifice	Personal satisfaction	Reluctant to commit	Inclusive
Promotion / Inheritance	Survival of the fittest	Tenure	Merit	It's a right
Women in the workforce	First to move into paid work	First to move into management roles	Almost equal numbers in workforce (career not job)	Worked while at school Want to participate in teams
Likes	Status Recognition Consistency Authority Traditions	Politics Job Satisfaction Success Financial reward Education	Future focus Career Autonomy Equality Self reliance	Instant access Flexibility Diversity Personal safety Constant feedback
Inequity	Accept without question	Accept Unhappy	Angrily protest	Don't comprehend

Section Three - Behavioural Styles

Behavioural Style Questionnaire

✓ Tick each statement that you believe is a fair representation of yourself.

<ul style="list-style-type: none"> <input type="checkbox"/> Gives priority to detail and organisation <input type="checkbox"/> Sets exacting standards <input type="checkbox"/> Approaches tasks and people with steadiness <input type="checkbox"/> Enjoys research and analysis <input type="checkbox"/> Prefers operating within guidelines <input type="checkbox"/> Completes tasks thoroughly <input type="checkbox"/> Focuses attention on immediate task <input type="checkbox"/> Likes accuracy <input type="checkbox"/> Makes decisions on thorough basis <input type="checkbox"/> Values standard procedures highly <input type="checkbox"/> Approaches work systematically <input type="checkbox"/> Likes to plan for change <p style="text-align: center;">TOTAL:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Gives priority to achieving results <input type="checkbox"/> Seeks challenges <input type="checkbox"/> Approaches tasks and people with clear goals <input type="checkbox"/> Is willing to confront <input type="checkbox"/> Makes decisions easily <input type="checkbox"/> Is keen to progress <input type="checkbox"/> Feels a sense of urgency <input type="checkbox"/> Acts with authority <input type="checkbox"/> Likes to take the lead <input type="checkbox"/> Enjoys solving problems <input type="checkbox"/> Questions the status quo <input type="checkbox"/> Takes action to bring about change <p style="text-align: center;">TOTAL:</p>
<ul style="list-style-type: none"> <input type="checkbox"/> Gives priority to supporting others <input type="checkbox"/> Enjoys assisting others <input type="checkbox"/> Approaches people and tasks with quiet and caution <input type="checkbox"/> Has difficulty saying no <input type="checkbox"/> Values co-operation over competition <input type="checkbox"/> Eager to get on with others <input type="checkbox"/> Willing to show loyalty <input type="checkbox"/> Calms excited people <input type="checkbox"/> Listens well/attentively <input type="checkbox"/> Prefers others to take the lead <input type="checkbox"/> Gives priority to secure relationships and arrangements <input type="checkbox"/> Prefers steady not sudden change <p style="text-align: center;">TOTAL:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Gives priority to creating a friendly environment <input type="checkbox"/> Likes an informal style <input type="checkbox"/> Approaches people and tasks with energy <input type="checkbox"/> Emphasises enjoying oneself <input type="checkbox"/> Rates creativity highly <input type="checkbox"/> Prefers broad approach to details <input type="checkbox"/> Likes participating in groups <input type="checkbox"/> Creates a motivational environment <input type="checkbox"/> Acts on impulse <input type="checkbox"/> Willing to express feelings <input type="checkbox"/> Enjoys discussing possibilities <input type="checkbox"/> Keen to promote change <p style="text-align: center;">TOTAL:</p>

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Disc Model

People have a variety of preferred and habitual ways of behaving and responding, depending on the context. When communication is difficult, it can be helpful to tailor your approach to suit others' preferences and habits.

Within any behavioural style, people can be both skilled at getting the job done and getting along with others.

Once aware of areas needing improvement, people can often develop new skills to increase the flexibility of their behavioural repertoire.

	Introverted		Extroverted	
Task Oriented	Conscientious		Direct	Task Oriented
	<p>Behaviours Reserved Approaches work systematically Pays attention to details Focuses attention on immediate task Prefers to stick to established guidelines and practices Likes to plan for change</p>	<p>Needs High standards Appreciation Quality Work</p> <p>Fears Criticism of work Imperfection Not having things adequately explained</p>	<p>Behaviours Outgoing Challenges status quo Keen to get things done Resists authority Likes to take the lead Takes action to bring about change</p>	
People Oriented	Stabilising		Influencing	People Oriented
	<p>Behaviours Reserved Works well in a team Accommodates others Maintains status quo Recovers slowly from hurt Prefers steady rather than sudden change</p>	<p>Needs Security Acceptance Teamwork</p> <p>Fears Isolation Standing out as better or worse Unplanned challenges</p>	<p>Behaviours Outgoing Leads by enthusing others Prefers a global approach Steers away from details Acts on impulse Keen to promote change</p>	
	Introverted		Extroverted	

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Hints on Communicating with D.I.S.C. Styles

Conscientious	Direct
<p>They speak thoughtfully, precisely with pauses for thinking.</p> <p>Don't interrupt.</p> <p>Use: It's reasonable, logical, clear, precise, balanced... guarantee... specifically... judgement... critical... exactly... factual... qualified... professional... just... well thought out... planned... detailed... quality... discerning...</p> <p>Don't use: creative... risky... daring... especially... colourful... make it up... chaotic... experimental... fun... innovative... popular...</p>	<p>They come to the point in short, sharp sentences.</p> <p>They think and respond fast and have an impatient style.</p> <p>Don't bother with niceties, or tell them long stories.</p> <p>Use: Yes... OK... now... I'll do this... will that be OK?... True... solid... effective... bottom line... ball park figure... asap... we'll get right onto it... deadline... be first... leading... initiate... get cracking... I'll handle it... can do!</p> <p>Don't use: I'll look into it... We'll have to discuss it... you must understand... I'll let you know... this needs a consensus decision... you'll have to be patient</p>
Stabilising	Influencing
<p>Generally quietly spoken, a little shy but friendly, approachable.</p> <p>Give them space, don't interrupt.</p> <p>Use: How do you feel about it?... It would be helpful... I need... I'd be grateful if... Would you mind assisting us... it's fair to all... safe... gentle... quiet... modest... faithful... considerate... most people...</p> <p>Don't use: Do this... Next!... Now!... that's emotional rubbish... you could be the first person to...</p>	<p>Bubbly speakers, friendly, informal, they use creative language.</p> <p>You can talk over them and they'll join in. Don't be critical. They're optimists.</p> <p>Use: positive... bright idea... innovative... fresh... easy... how do you see it?... Here are your choices... that's easy... big picture... the latest... it'll be fun... enjoy it!...</p> <p>Don't use: No way!... Show me your figures... tried and true... traditional... it's always been like that... I'm only doing my job...</p>

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Negotiation Styles

<p style="text-align: center;">Conscientious</p> <table border="0"> <tr> <td>At Worst</td> <td>At Best</td> </tr> <tr> <td>Fanatic</td> <td>Discriminating</td> </tr> <tr> <td>Cautious</td> <td>Planner</td> </tr> <tr> <td>Machine Like</td> <td>Evaluate</td> </tr> </table> <p style="text-align: center;">What to Study</p> <p style="text-align: center;">Visioning Flexibility Consider feelings of others Knowing when to break the rules</p>	At Worst	At Best	Fanatic	Discriminating	Cautious	Planner	Machine Like	Evaluate	<p style="text-align: center;">Direct</p> <table border="0"> <tr> <td>At Worst</td> <td>At Best</td> </tr> <tr> <td>Fighter</td> <td>Persistent</td> </tr> <tr> <td>Dominant</td> <td>Leader</td> </tr> <tr> <td>Arrogant</td> <td>Confident</td> </tr> </table> <p style="text-align: center;">What to Study</p> <p style="text-align: center;">Include the team Eliciting others opinions Listening Delegating</p>	At Worst	At Best	Fighter	Persistent	Dominant	Leader	Arrogant	Confident
At Worst	At Best																
Fanatic	Discriminating																
Cautious	Planner																
Machine Like	Evaluate																
At Worst	At Best																
Fighter	Persistent																
Dominant	Leader																
Arrogant	Confident																
<p style="text-align: center;">Stabilising</p> <table border="0"> <tr> <td>At Worst</td> <td>At Best</td> </tr> <tr> <td>Accommodator</td> <td>Facilitator</td> </tr> <tr> <td>Hesitant</td> <td>Patient</td> </tr> <tr> <td>Fence Sitter</td> <td>Diplomatic</td> </tr> </table> <p style="text-align: center;">What to Study</p> <p style="text-align: center;">Assertiveness Self assurance Risk taking Confidence</p>	At Worst	At Best	Accommodator	Facilitator	Hesitant	Patient	Fence Sitter	Diplomatic	<p style="text-align: center;">Influencing</p> <table border="0"> <tr> <td>At Worst</td> <td>At Best</td> </tr> <tr> <td>Impulsive</td> <td>Catalyst</td> </tr> <tr> <td>Verbose</td> <td>Spokesperson</td> </tr> <tr> <td>Disorganised</td> <td>Optimistic</td> </tr> </table> <p style="text-align: center;">What to Study</p> <p style="text-align: center;">Think first Be precise Hear feedback on proposals Be practical</p>	At Worst	At Best	Impulsive	Catalyst	Verbose	Spokesperson	Disorganised	Optimistic
At Worst	At Best																
Accommodator	Facilitator																
Hesitant	Patient																
Fence Sitter	Diplomatic																
At Worst	At Best																
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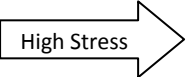
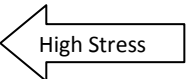
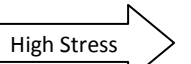
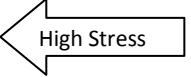
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Behavioural Styles in Action

<p>Conscientious (Systems specialist)</p> <p><i>Controlling Situations</i> Conscientious' are seen as non-assertive, impersonal and task oriented. They keep situations efficient by being thorough.</p> <p><i>Problem Solving</i> Conscientious' listen. They have thoughtful opinions, opinions which reflect an attempt to analyse the situation thoroughly. Their comments may be lengthy and precise, even though they don't demand to be heard. They are strong in understanding the situation and weak in persuading others.</p> <p><i>Possible Misinterpretations</i> Serious could be seen as reserved. Orderly could be seen as structured. Careful could be seen as indecisive.</p> <p>If you are Conscientious ⇒ DECIDE</p>	<p>Direct (Control specialist)</p> <p><i>Controlling Situations</i> Directs are seen as assertive, impersonal and task-oriented. They control the situation using authority and proof.</p> <p><i>Problem Solving</i> Directs probably talk the most and, if they formed an opinion, work the hardest to influence the decision, using facts and reason to back their opinion. They probably listen the least. They are strong in solving problems and weak in building relations.</p> <p><i>Possible Misinterpretations</i> Determined could be seen as stubborn. Decisive could be seen as tough. Efficient could be seen as dominating.</p> <p>If you are Direct ⇒ LISTEN</p>
<p>Stabilising (Relationship specialist)</p> <p><i>Controlling Situations</i> Stabilisers are seen as non-assertive, personable and people-oriented. They keep situations comfortable by being pleasant and agreeable.</p> <p><i>Problem Solving</i> Stabilisers listen more, seem willing to go along with the group opinion and give in rather than argue. They are easy to deal with and give cohesion to a group. They often can smooth over conflicts in a group. They are strong on building relationships and weak in problem solving.</p> <p><i>Possible Misinterpretations</i> Agreeable could be seen as ingratiating. Willing could be seen as conforming. Supportive could be seen as dependent.</p> <p>If you are a Stabiliser ⇒ STRETCH</p>	<p>Influencing (Social specialist)</p> <p><i>Controlling Situations</i> Influences are seen as assertive, personal and people-oriented. They control the situation by using ideas and emotion.</p> <p><i>Problem Solving</i> Influencers are talkative. Their discussion is designed to be stimulating and they may become bored with lengthy consideration of details. They may make an emotional appeal to go along with their opinions. They tend to want to decide quickly. They are strong in persuading others and weak in analysing a situation.</p> <p><i>Possible Misinterpretations</i> Fun-loving could be seen as unserious. Intuition could be seen as unprepared Candid could be seen as insensitive.</p> <p>If you are an Influencer ⇒ RESTRAIN</p>

Social Styles in Excess

Each style has strengths and weaknesses. But even the strengths can become liabilities when they become excessive. They can become excessive behaviours when we become excited, under pressure or stressed. Each of us has “back-up” styles we rely on in such situations and these can cause real problems in communication or relationships. Usually this behaviour is an intensification of our natural style. An assertive person becomes more assertive. The less assertive person withdraws. But in high stress situations we may see a complete flip in styles with the less assertive person suddenly becoming very stubborn and the high assertive person throwing up his hands and walking out. Following are some of the patterns of behaviour typically manifest in excess situations.

<p>Conciencious <i>Excess Behaviour</i> Tend to withdraw by avoiding, going away. Negative, pessimistic, obstructionist. Unwilling to try new things, venture out. Cold, aloof, arrogant. Indecisive, ruminative, inflexible. Oblivious to others lack of interest in details. Overwhelmed by others emotionally. Flustered under time pressure. Suspicious and ready to believe the worst. Preoccupied with time and policy. May over-rationalise their position.</p> <p>AVOID  STUBBORN</p>	<p>Direct <i>Excess Behaviour</i> Defend what they want by turning tension up. Attack with facts, dictate. Overbearing, intimidating, demanding. Winning, regardless of the cost. Unwilling to listen, collaborate, consult. Tackle non-feasible projects. Overextending, over-committing, underestimating. Innovating for its own sake. Refusing to recognise others ability to lead. Speaking with authoritarian tone and terms. Throwing up hands and walking out.</p> <p>CAPITULATE  ATTACK</p>
<p>Stabilising <i>Excess Behaviour</i> Tend to withdraw by agreeing Defensive and over-reactive to criticism. Crushed if a leader, boss falls short. Fault-finding, never satisfied, humourless. Unwilling to see others vantage point. Uncompromising, stubborn, inflexible. All-or-nothing about others; little middle ground. Martyred, victimised, demoralised. Obsessive fixation on past problems, flaws. Self absorbed with extreme psychic pain they are suffering.</p> <p>AGREE  INSIST</p>	<p>Influencing <i>Excess Behaviour</i> Tend to attack with feelings. Will do almost anything to keep everyone happy. Agree to anything to get the pressure off. Unprincipled, opportunistic, deceptive. Cannot get down to business without some fun and fellowship to lighten things. Joke, tease, quip at inappropriate times. Phoney, insincere, manipulative. Fail to keep promises, meet deadlines, stick to routines, complete tasks.</p> <p>SURRENDER  ASSAIL</p>