

IS ANYBODY LISTENING?

How Communication Can Create a Connected Workforce



Copernicus
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NM CAL NEW MEXICO CENTER FOR ASSISTED LIVING
NM HCA NEW MEXICO HEALTH CARE ASSOCIATION

Did You Know...

57% of employees report not being given clear directions and 69% of managers are not comfortable communicating with employees in general

Kunsmann, Todd. "24 Internal Communications Statistics Your Company Should Know." EveryoneSocial, EveryoneSocial. 16 Mar. 2022, <https://everyonesocial.com/blog/internal-communications-statistics/>.

Why do you
think
communication
breaks down?

A Few of the Causes of Communication Breakdown



Share an
Example of How
This Might
Happen in Your
Workplace

- ▷ Perceptions
- ▷ Inattention
- ▷ Time pressures

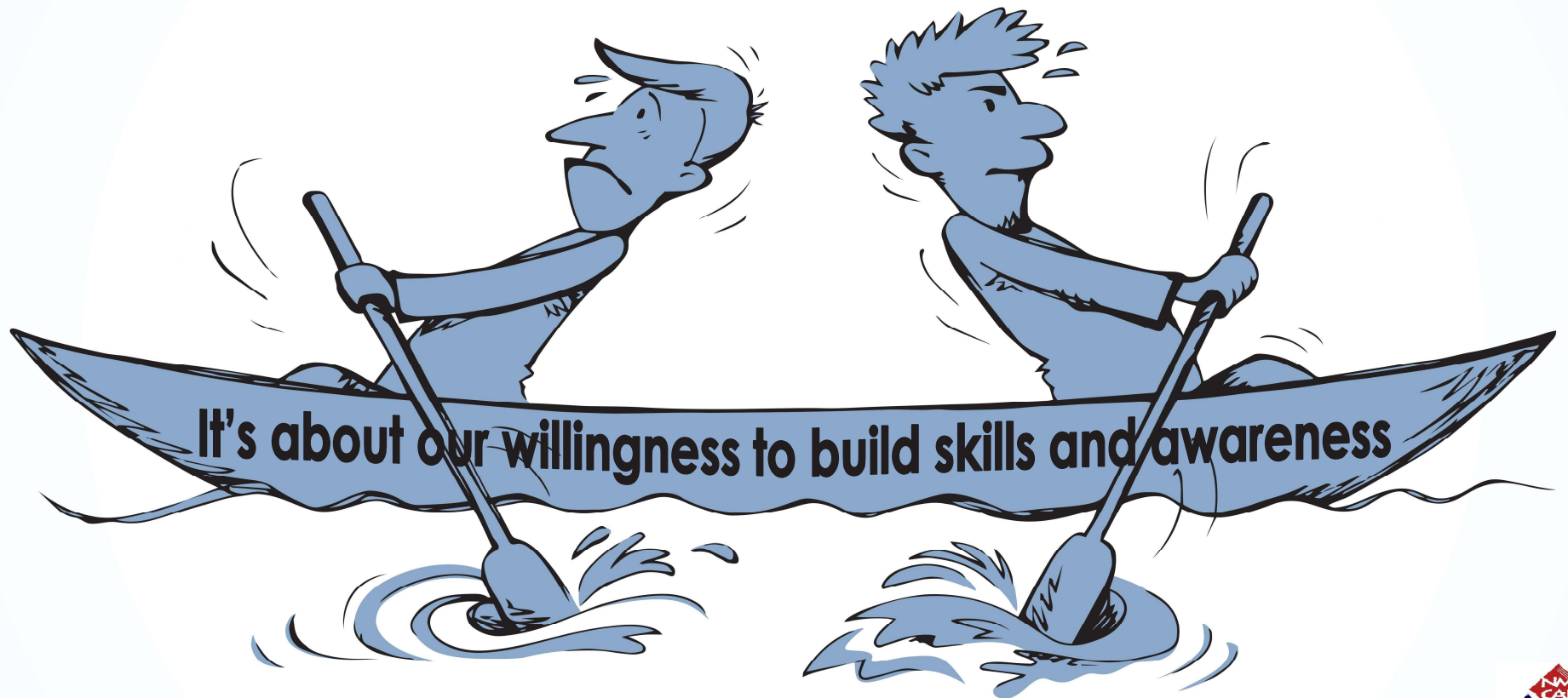
- ▷ Emotional state
- ▷ Inaccurate information
(gossip & rumors)

Juneja, Prachi. "MSG Management Study Guide." *Communication Barriers - Reasons for Communication Breakdown, MSG*.
https://www.managementstudyguide.com/communication_barriers.htm.

Being an Effective Communicator Means...



Effective Communication Often Does Not Happen Naturally



Becoming Skillful: Components of Good Communication

- ▶ Be intentional
- ▶ Create a psychologically safe environment
- ▶ Actively listen

BE INTENTIONAL

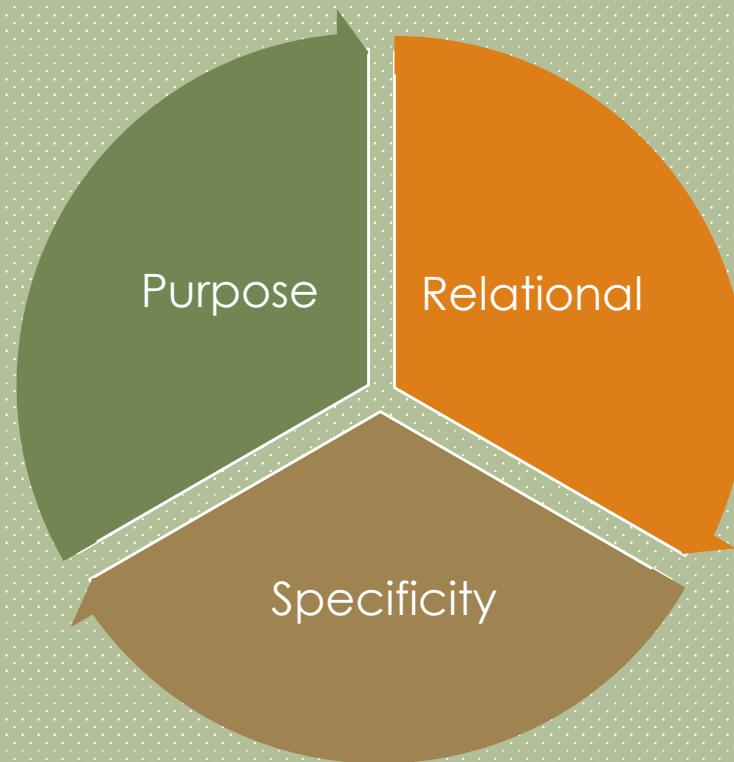
“Communicating with intention is being aware of the purpose and implication of what you are about to say. Many...times we enter conversations focused on our own personal goals, or we approach conversations from a place of thinking we are “right” which keeps us defensive and thus not in line with our intention.”

Kate Campbell, PhD. "Communicating with Intention: 6 Tips for Creating Connections." *Bayview Therapy*, Bayview Therapy, 22 July 2021, <https://www.bayviewtherapy.com/single-post/communicating-with-intention-6-tips-for-creating-connection-in-relationships#:~:text=Communicating%20with%20intention%20is%20being,in%20line%20with%20our%20intention.>

WHAT IS YOUR
INTENTION?

The Components of Communicating Intentionally

- **Be clear about the PURPOSE of your message**
 - **Choose your language thoughtfully**
 - **Explain the relevance of the information**
 - **Be consistent**



- **Communication should both create and strengthen RELATIONSHIPS**
 - **Be cognizant of nonverbal communication**
 - **Show empathy and understanding**
 - **Engage in active listening**
 - **Welcome feedback**

Andrew, Chris. "How Do You Communicate Purpose Effectively." *Caburn Hope*, Caburn Hope, 6 Sept. 2021, <https://caburnhope.co.uk/blog/how-do-you-communicate-purpose-effectively/>.

Think, Big. "Top 8 Interpersonal Skills for the WorkplaceBig." *Big Think*, 14 June 2022, <https://bigthink.com/plus/top-8-interpersonal-skills-for-the-workplace/>.

- **Simplify your message so that everyone can understand what you are saying**
 - **The more explicit you are, the wider the doors open in the listener's mind**
 - **Practice your delivery**

Misner, Ivan. "How to Communicate Simply and with Specificity." *Dr. Ivan Misner*®, 11 May 2015, <https://ivanmisner.com/communicate-simply-specificity/>. Ees

The Basics

Intentional Communication is *Interaction with Purpose and with Conscious Awareness*

Auto-Pilot Communication

- √ Lack of Focus
- √ Acting from limited emotional awareness
- √ Emotional self-protection
- √ Reactions to triggers
- √ Which results in:
 - Off the cuff responses
 - Abbreviated answers
 - Laziness
 - Habituation
 - Unexamined personal expectations and assumptions

Communication with Awareness and Understanding

- √ Clean
- √ Clear
- √ Honest
- √ 24/7 commitment
- √ Learning experience
- √ Requires a self-correction mentality

"We judge others by their actions and ourselves by our intentions."

Morand, Tatiana. "Communicating Intentionally ~ the Basics." *Intentional Communication Consultants*, Intentional Communication Consultants, 23 Feb. 2023, <https://intentionalcommunication.com/communicating-intentionally-the-basics/>.

Let's Practice Try This

- ❖ Find a partner
- ❖ Take a few minutes to discuss one behavior that defines your auto-pilot
- ❖ Come up with one different behavior that supports communicating with Awareness and Understanding
- ❖ Share it with your partner
(Can you commit to working on this new behavior?)

Anything that Surprised You?
Anything that You Learned?

DEBRIEF

Share a Strategy that Will Help You
Sustain Your New Behavior

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Psychological Safety

- **The only way that this is all going to work is if we provide a psychologically safe environment for ourselves and our staff**
- **It is foundational to organizational health and success**


What is Psychological Safety in the Workplace?

“The feeling of being able to speak up, take risks, and make mistakes without the fear of negative consequences.”

Hastwell, Claire. "What Is Psychological Safety in the Workplace? How Leaders Can Build Psychologically Safe Workplaces." Great Place to Work®, www.greatplacetowork.com/resources/blog/psychological-safety-workplace.

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Does your leadership team feel safe with one another?

Do your people feel comfortable sharing what's on their minds during a conversation/meeting?

When something is wrong, can your folks call it out? *(If you see something, say something)*

Are your staff's thoughts welcomed or will they feel stupid if they say something?

Psychological Safety in the Workplace

Some Questions to Think About

What Do You Think?

- ▶ **How psychologically safe do you think your organizational environment is?**
- ▶ **Are you comfortable talking about psychological safety in your work environment?**
- ▶ **Share a positive or negative experience that you or your staff have had**

In the Workplace, Psychological Safety and Trust are Synonymous

“Once members of your team are confident that they belong and feel safe to make mistakes, create value, and be candid about change, that trust will spread to all other aspects of work life.”

One of the components of
building trust is creating
relationships

Trust.

Building a Strong and Interconnected Team Begins With Creating a Foundation of Trust Among the Leadership Team Which:

- **Fosters interdependent and reciprocal relationships among leaders**
- **Provides the knowledge and resources to strengthen relationships between leaders and their teams**
- **Promotes better cohesiveness among staff**
- **Breaks down silos**

How Do We Change Silo Mentality?

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Psychological Safety: Breaking Down the Silos

- Create interdepartmental teams to solve problems and promote learning and innovation
- Model communication and relationships with one another
 - Positive relationships among leaders will promote the same with front-line staff
- Be careful with your words
 - Words and actions matter
 - Once said, they can't be taken back
- Look for areas of commonality – professionally and personally
- Celebrate joint successes




Let's Try This

The People Hunt

Using the worksheet, walk around for the next 5 minutes, trying to match each item on the worksheet to someone in the room

Each time you find a match, write the initials of the person next to that item



Which items were you unable to match?

What did you learn that surprised you?

How do you think this activity helps build trust among leadership?

THE PEOPLE HUNT

In a Psychologically Safe Organization, the Leadership Team:

- ▶ Acknowledges their responsibility for the success of the entire organization, not just their individual departments
- ▶ Develops trust in each other so that there is comfort in crossing departmental “lines”
- ▶ Communicates in a way that focuses on finding solutions rather than placing blame
- ▶ Encourages staff to share their ideas and concerns for the good of the organization



In a Psychologically Safe Organization, the Leadership Team:

- ▶ **Chooses words and actions thoughtfully**
- ▶ **Creates respectful and trusting dialogue**
- ▶ **Commits to come from a place of good intention and assumes that others do too**

A Few Strategies to Create a Psychologically Safe Environment for Front-Line Staff

- ▶ Ask for and accept feedback
- ▶ Get rid of retribution and blame
- ▶ Create a safe mechanism without judgement for staff to share problems and difficult issues
- ▶ See mistakes as learning opportunities

A Few Strategies to Create a Psychologically Safe Environment Among Front-Line Staff

- **Set standards for safe communication and behavior**
 - **Be willing to mediate issues among staff**
- **Call out bullying as destructive and unacceptable behavior and develop “bullying” education**
 - **Create cultural awareness activities**
 - **Explore stress reduction strategies**



Deep Listening is a Critical Component of Psychological Safety

**Staff tell us that it is about being
seen and being heard**

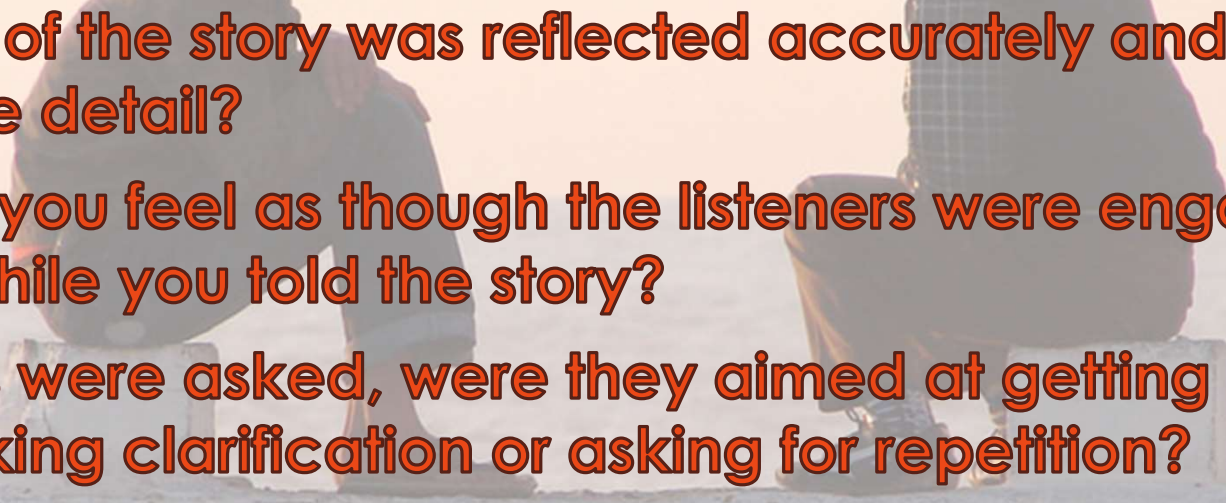
The Value of Deep Listening

Let's Try This

- Find a partner
- Take turns telling a story about yourself to your partner. The story should last about a minute
- Provide as much detail as you can
- When the story is over, the listener is free to ask questions about the story
- Listeners, please repeat the story back to the teller

The Value of Deep Listening

Let's Talk About It

- 
- ▶ How much of the story was reflected accurately and with appropriate detail?
 - ▶ Tellers, did you feel as though the listeners were engaged and attentive while you told the story?
 - ▶ If questions were asked, were they aimed at getting more detail, seeking clarification or asking for repetition?
 - ▶ Listeners, did you use any tools to keep track of the story, i.e. notes, recording, etc.

How did the exercise make you feel?

Deep Listening

What do you think this has to do with deep listening?

Making a real effort to hear not only the words that another person is saying but, more importantly, the complete message being communicated

Strategies

- Turn off distractions, including those in your head
 - Be prepared to take notes
 - Ask questions
- Repeat back what you hear in order to get clarification
 - Eye contact
- Facial expressions to indicate you are listening

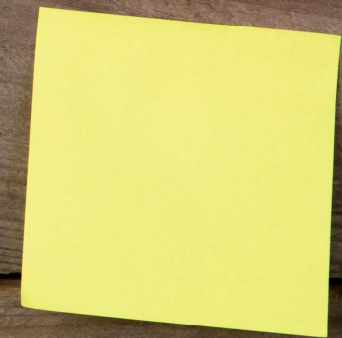
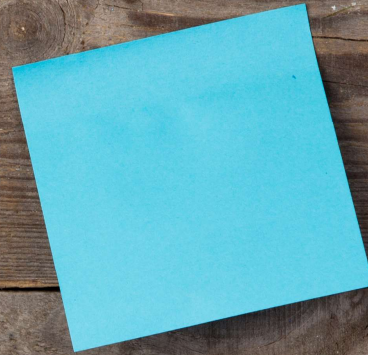
Deep Listening



**So, What
Do You
Think?**

So, Remember...

- Being an effective communicator means imparting information skillfully with transparency, empathy and clarity.
- Intentional communication includes being clear about your purpose, creating and strengthening your relationships and assuring that your message is transmitted simply but with the specifics.
- Psychological safety in the workplace is “the feeling of being able to speak up, take risks, and make mistakes without the fear of negative consequences.”
- In the workplace, psychological safety and trust are synonymous.



Effective Communication is a Skill that Takes Time to Refine

We Help Leaders at Every Level of an Organization Foster Good Rapport With Their Staff

