

# Communicating with the Boss

A Guide to Getting Undivided  
Attention

TMA Frontline 2007

Howard Raynor

# 30 minutes

- Theory of communication
- Listening and Communication
- 8 step guide to success.
- This is not about being mediocre, average, good or alright this is about you and your organisation being world class

# Listen?

“Over 90% of what people communicate to each other is non verbal.” BT, Internal manual, 1997.



# Talking to the Boss

“93% of communication relies on aspects other than the words we use.”

- The Secrets of Communication, Thompson, 1996

# Talk to the Boss?

The visual impression someone makes accounts for 55% of the information we take on board about that person.

- Putting assertiveness to work, Willcocks and Morris, 1996

# Interpersonal Communication

“Research information suggests that we obtain around 75% of information about other people from their body language, 15% from their tone of voice and only 10% from the words they use”

- How to Get Your Message Across, Lewis, 1996

# Got the message

Of the messages received in a conversation:

7% are verbal,

38% are vocal (paralanguage),

55% are facial and non verbal

- "Between Ourselves", Burton and Dimbleby, 1995



# Behaviour Matters:

*“ What you do emphasises what you think is important whether you like it or not ”*

*Aubrey C Daniels*

*Bringing out the Best in People, 2000*

# Listen First

- Seek to understand before you seek to be understood.
- Watch as well as listen.
- Look for facts not hear say. Look for the evidence of the situation.
- Withhold evaluation until they have finished talking. Hear the spirit as well as the facts.
- Don't confuse blind cheerful optimism with the with the faith that you will prevail.
- Don't waste anyone's time

# When you communicate:

- Smile, make eye contact, personal greeting
- Get to the point quickly; be accurate, brief and clear
- Stick to facts
- Talk about the business success and the team.
- If its bad news give the boss time to evaluate/assimilate
- If you have a proposed solution or options say it/them.
- The boss will want to understand your motive and approach.

# Worst Case Scenario



# STEP 1

- Only work with people you think are going to be as successful as you.
- Don't waste your time doing the seven steps if you think the team around you aren't planning on being successful.

# STEP 2

- ENSURE THAT YOU ARE:
  - HIGHLY CAPABLE AT YOUR JOB.
  - BE PRODUCTIVE, KNOWLEDGEABLE AND SKILLFUL AT YOUR TASK
  - DEVELOP GOOD WORK HABITS
  - IF YOUR ORGANISATION DOESN'T DO THIS DO IT FOR YOUR SELF. SEE STEP 1.

# STEP 3

- **CONTRIBUTE TO YOUR TEAM**
  - IN TEAM SETTINGS CONTRIBUTE YOUR CAPABILITY TO THE ACHIEVEMENT OF COMPANY OBJECTIVES AND WORK EFFECTIVELY WITH OTHERS. DO THIS WITH ALL YOUR MIGHT.
  - WE KNOW WHAT OUR CUSTOMERS DO BECAUSE AS FRONT OF HOUSE WE SEE THEM, NOT THEORETICAL MARKETING CUSTOMERS BUT REAL FLESH AND BLOOD COMING THROUGH THE DOORS. FRONT OF HOUSE HAVE A UNIQUE INSIGHT IN TO HOW AUDIENCES ARE MOTIVATED AND DEMOTIVATED.

# STEP 4

- BE COMPETENT IN YOUR MANAGEMENT
  - ORGANISE YOUR TEAM AND RESOURCES EFFECTIVELY AND EFFICIENTLY AT ALL TIMES IN PURSUIT OF THE GOALS AND OBJECTIVES SET OUT AT PERFORMANCE REVIEW. BE RIGOROUS NOT RUTHLESS
  - IF YOUR COMPANY DOES NOT DO PERFORMANCE REVIEW OR APPRAISAL REFER TO STEP 1. SUCCESSFUL ORGANISATIONS DO PERFORMANCE REVIEW 1:1, FACE TO FACE AT LEAST ONCE A YEAR.

# STEP 5

- DEVELOP YOUR LEADERSHIP SKILLS:
  - CATALYSE COMMITMENT TO THE VIGOROUS PURSUIT OF A CLEAR COMPELLING VISION FOR YOUR TEAM AND YOUR ORGANISATION.
  - NIETHER YOU NOR YOUR TEAM HAVE THE RIGHT TO BE CYNICAL, CYNICISM IS A LUXURY THAT SUCCESSFUL ORGANISATIONS DON'T AFFORD. SKEPTICISM YES, CYNICISM NO. SEE STEP 1

# STEP 6

- DEVELOP YOUR LEADERSHIP:
  - RETAIN THE FAITH THAT YOU WILL PREVAIL IN THE END REGARDLESS OF THE DIFFICULTIES
  - And
  - CONFRONT THE MOST BRUTAL FACTS OF YOUR CURRENT REALITY WHATEVER THEY MIGHT BE.
  - DEVELOP YOUR PERSONAL HUMILITY AND PROFESSIONAL WILL.

# STEP 7

- TAKE THE INITIATIVE
- USE ALL THE RESOURCES AND POTENTIAL RESOURCES AT YOUR DISPOSAL
  - Show reports
  - Weekly reports
  - Situation reports
  - Development meetings
  - SMT meetings
  - 1:1 meetings
  - Performance review

# STEP 8

- KNOW WHAT SUCCESS LOOKS LIKE
  - Have clear expectations
  - Find ways to evidence improvement - it might be what you see, what your customers say, what your staff say, numbers and metrics, results.
  - Avoid demotivation for yourself and your team.
  - Provide positive immediate certain feedback when you get the result you want - say thank you, recognise the improvement, reinforce the person who is getting it right.

Thank you

