

Sample from *Leading By Communicating*

This sample session is taken from the Learner’s Guide, which every learner is required to obtain. The Instructor’s Guide has the exact same content but also includes PowerPoint Slides, Exams, Leader’s Notes and Instructor Tips for teaching each session.

Look For These Unique Design Features In This Session:

- Session Outline** – Listed on the first page to provide a brief overview.
- Objectives** – A primary educational objective, plus detailed supporting objectives for each main concept.
- Main Diagram** – Each module has a main diagram to provide a “You Are Here” visual for the learner.
- Diagrams & Boxes** – Many diagrams and visuals to enhance and support the teaching concepts.
- Bolded Key Points** – The key points are bolded in a concise way for the Instructor and Learner to easily grasp the essential concepts.
- Outline Format** – All sessions use an easy-to-follow outline format to make the lesson easy to teach and easy to learn.
- Point to Ponder** – Summary or climactic thoughts placed in a shaded oval area to provide emphasis or interaction.
- Group Application** – Every session has a Group Application at the end for small group activity, interaction, and assessment.
- Discussion Questions** – Further questions for discussion and reflection.
- Appendices** – Added material to study the topic further or provide assessments and resource tools.

Leading By Communicating

Contains Seven Sessions

Teaching Sessions

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There are seven sessions in the *Leading by Communicating* module. The circled session shown above is printed in this book to provide a sample for you.

SESSION OUTLINE

A. The Power of One-to-One Communication.

1. One person's influence can be very significant.
2. Jesus modeled life-changing one-to-one communication.

B. Principles for Great One-to-One Communication.

1. Esteem and value others.
2. Be genuine and sincere.
3. Be an encourager to people.
4. Find common ground.
5. Be fully engaged.
6. Be an active listener.
7. Respect people's time.
8. Guard against distractions.
9. Use wise verbal skills.

C. Practice Active Listening in One-to-One Communication.

1. Identify the "feeling content" that you hear expressed.
2. Identify the "thought content" that you hear expressed.
3. Tentatively summarize what you hear and echo it back to them.
4. Ask empowering questions for thought and clarity.

D. Protect Key Boundaries in One-to-One Communication.

1. Maintain confidentiality of what you discuss.
2. Do not be presumptuous about your relationship.
3. Do not use inappropriate language, conversation, or behavior.
4. Guard against improper male/female interaction.

Do not duplicate these materials. It is a violation of the law and Christian ethics.

SESSION OBJECTIVES

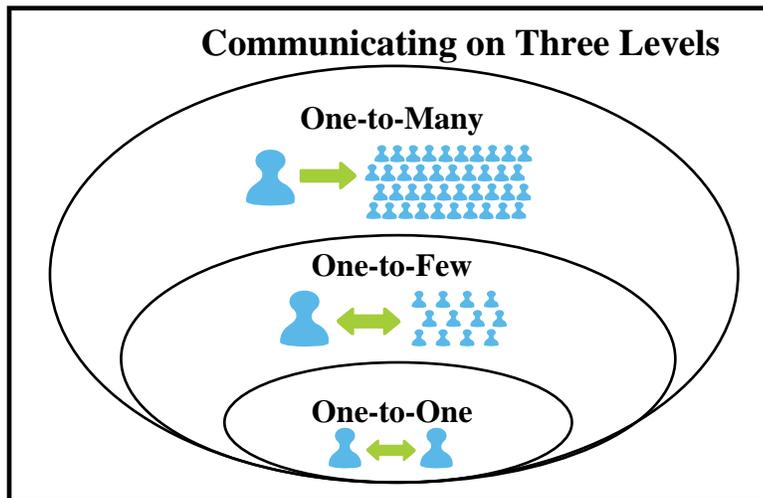
Primary Objective:

To better understand the principles and practices of one-to-one communication so that ministry leaders will be able to have more personal influence and teach others to do the same.

Supporting Objectives:

- A. Participants will be able to describe two reasons why there is power in one-to-one communication.
- B. Participants will be able to describe nine principles for great one-to-one communication.
- C. Participants will be able to explain four steps when practicing active listening during one-to-one communication.
- D. Participants will be able to identify four boundary areas to protect in one-to-one communication.

SAMPLE



A. The Power of One-to-One Communication.

1. One person's influence can be very significant.

"A wise man's heart guides his mouth, and his lips promote instruction. Pleasant words are as honeycomb, sweet to the soul and healing to the bones ... A perverse man stirs up dissension, and a gossip separates close friends. A violent man entices his neighbor and leads him down a path that is not good (Prov. 16: 23,24, and 16:28,29)."

- We all remember individuals who had a significant role in shaping our life values, goals, direction, etc.
- Most of that impact took place via one-to-one conversations.
- Unfortunately, there are also persuasive people who convince others to do bad or regretful things.
- Most of those decisions came from one-to-one communication.
- We will have greater influence and impact more lives as we improve our one-to-one communication ability.

2. Jesus modeled life changing one-to-one communication.

"... the woman went back to the town and said to the people, 'Come see a man who told me everything I ever did. Could this be the Christ?' They came out of the town and made their way toward him (Jn 4:29-30)."

- Jesus completely transformed the life of the Samaritan woman through their one-to-one conversation.
- Jesus often used one-to-one communication to touch lives.
- We should follow Jesus' example by prioritizing one-to-one communication to impact others.

B. Principles for Great One-to-One Communication.

1. Esteem and value others.

“Each of you should look not only to your own interests, but also the interests of others (Phil. 2:4).”

- Show that you care about the other person.
- Put their needs first.
- Do not dominate the conversation. Allow them to share equally.
- Invite their input. Ask for their opinion.

2. Be genuine and sincere.

“My words come from an upright heart, my lips sincerely speak what I know (Job 33:3).”

- People want real relationships and trustworthy one-to-one communication. They can sense if that is not happening.
- Always be genuine in your communication. Do not convey a false image or try to overly impress people.
- Be sincere in what you say. Do not give false impressions or make false promises.
- Be open and appropriately transparent. Do not be overly guarded, closed, or aloof.

3. Be an encourager to people.

“Do not let any unwholesome talk come out of your mouth, but only what is helpful for building others up according to their needs, that it may benefit those who listen (Eph. 4:29).”

- Be an encourager to others. You will gain influence.
- Edify and build up others.
- Do not be negative. Instead, focus on being positive.
- Avoid sarcasm or humor that puts people down.

4. Find common ground. [See Appendix 2A]

“Do two walk together unless they have agreed to do so? (Amos 3:3).”

- Identify and highlight the common interests between you.
- Intentionally find the issues in which you have agreement.
- Focus on the shared things, especially at first.

Point to Ponder

The 101% principle: Find the 1% you agree on, then spend 101% of your energy on that!

Dr. John Maxwell

5. Be fully engaged.

“Listen, my sons, to a father’s instruction; , pay attention and gain understanding (Prov. 4:1).”

- Pay full attention to the other person.
- Make eye contact as they speak to you.
- Your body posture should face them and reflect attention.
- Acknowledge and affirm their comments periodically.
- Put away all electronic devices or do not let them distract your conversation.

6. Be an active listener.

“My dear brothers, take note of this: Everyone should be quick to listen, slow to speak... (James 1:19).”

- Ask probing open ended questions and then be quiet and let the other person respond fully. Just listen.
- Echo back your understanding of what they communicated.
- Try to speak less than the other person.
- Clarify what they meant and did not mean in their response.

7. Respect people’s time.

“Simply let your ‘yes’ be ‘yes’ and your ‘no’ be ‘no’ (Matt. 5:37).”

- Be available and make time for others.
- Keep your appointments. Do not cancel on short notice.
- Be on time for your appointment. It shows respect.
- Clarify time available to meet once you are together, so expectations are not missed.
- Be sensitive to the other person’s time. Do not infringe.
- If you violate these points, people will lose confidence in your relationship.

Point to Ponder

*Voted in the top 10 Hollywood movie lines of all time:
“What we have here ...Is a failure to communicate!”
Straw Boss, Head of Prison Chain Gang
from the movie Cool Hand Luke*

8. Guard against distractions.

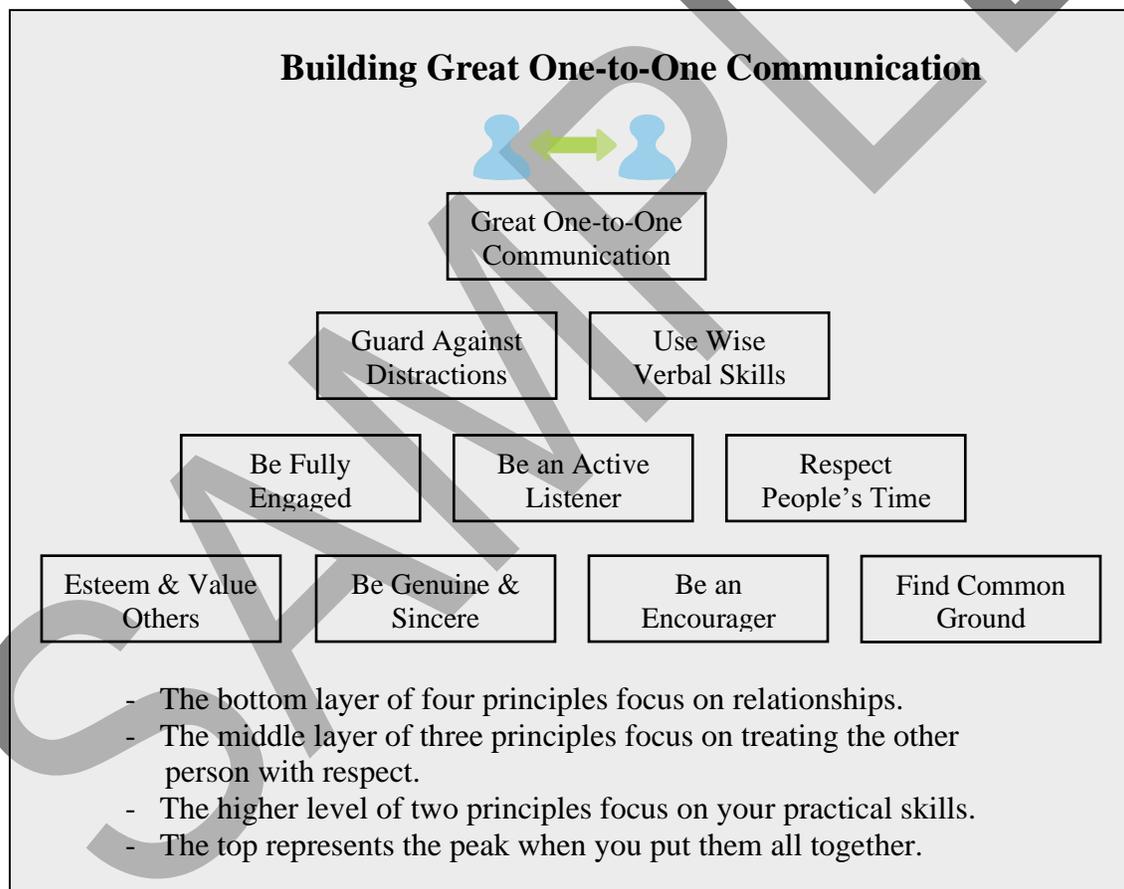
“But Martha was distracted by all the preparations that had to be made... (Luke 10:40).”

- Choose a proper location to meet.
- Do not take phone calls. Turn off mobile phones.
- Limit other conversations.
- Stay focused on the conversation you are having.

9. Use wise verbal skills.

“A wise man’s heart guides his mouth, and his lips promote instruction (Prov. 16:23).”

- Speak honestly and clearly, get to the point.
- Speak simply and concisely. Make it easy to understand.
- Speak with a gentle tone of voice.
- Use proper volume that is easily heard.



C. Practice Active Listening in One-to-One Communication.

“Let the wise listen and add to their learning, and let the discerning get guidance (Prov. 1:5).”

1. **Identify the “feeling content” that you hear expressed.**
 - Feeling content uses words that fall into seven basic emotional states: mad, sad, glad, afraid, confused, ashamed, and alone.
 - Identifying the feeling content helps you understand the underlying emotional need behind the statement.
2. **Identify the “thought content” that you hear expressed.**
 - Thought content is usually expressed as being analytical, critical, or judgmental.
 - Identifying the thought content helps you understand what is factual and how the person is thinking.
3. **Tentatively summarize what you hear and echo it back to them.**
 - Paraphrase back what you hear in your own words.
 - Say what you believe you heard and ask if they agree.
 - If there is confusion, restate what you heard in a different manner to provide better understanding.
 - By tentatively summarizing, you will put your listener at ease and show them that you really care.
4. **Ask empowering questions for thought and clarity.**
 - Ask open-ended questions to provoke deeper meaning.
 - Ask questions to gain clarity and insight on matters.
 - Ask questions that start with how, what, and when. Ask for explanations to clarify questionable statements.
 - Avoid asking questions that require a yes or no answer.

Point to Ponder

Reflective listening is not just a learned skill; it is listening with the heart. This requires a sensitivity to effectively listen and an intuitive ability to understand.¹

D. Protect Key Boundaries in One-to-One Communication.

In one-to-one communication, it is good to form open and trusting relationships. However, it is also healthy to protect key relational boundaries.

1. Maintain confidentiality of what you discuss.

“A gossip betrays a confidence, but a trustworthy man keeps a secret (Prov. 11:13).”

- After someone is transparent and opens up their heart to you, make sure you do not share what was said with others.
- If you betray confidence, you produce a lack of trust that is very difficult to regain.

2. Do not be presumptuous about your relationship.

“Nevertheless, on their presumption they went up toward the high hill country, though neither Moses nor the ark of the Lord’s covenant moved from the camp...(thus they were beaten badly) (Num. 14:44).”

- Do not presume to be more intimate friends than your current relationship dictates. It takes time to be close.
- Do not ask for undue privileges or favors simply because you are friends.

3. Do not use inappropriate language, conversation, or behaviors.

“Nor should there be obscenity, foolish talk or coarse joking, which are out of place (Eph. 5:3).”

- Do not cross boundary lines with improper language or rude conversations.
- Do not pry too deep into a person’s private life when they are not comfortable with the discussion.
- Do not let a growing friendship allow you to slip into improper behaviors.

4. Guard against improper male/female interaction.

“But among you there must not be even a hint of sexual immorality, or of any kind of impurity, or of greed, because these are improper of God’s holy people (Eph. 5:3).”

- Always protect emotional, physical and sexual boundaries between men and women. Keep your relationships pure.
- Almost all sexual encounters begin with emotional connection.
- Restrict discussing topics that become too intimate.
- Put in protective measures, like including a third party and not being alone with a person of the opposite sex.

Group Application

Assess yourself regarding the nine principles for good one-to-one communication. Rate yourself from 1 (low) to 10 (high) for each principle, then briefly describe why each is a strength or weakness.

<u>Principle</u> <u>Why a strength/ weakness</u>	<u>Rating</u>
1. Esteem and value others	—
2. Encourager to people	—
3. Be fully engaged	—
4. Guard against distractions	—
5. Find common ground	—
6. Be genuine and sincere	—
7. Be an active listener	—
8. Use wise verbal skills	—
9. Respect people's time	—

Discussion Questions for Session 2

1. What is your personal experience with being influenced by an individual or being the influencer of another individual? Was the influence good or bad? Please describe.
2. Discuss your previous understanding of “reflective listening.” Have you practiced it or seen others do it? What is your experience? How will you apply it now?
3. Have you had your boundaries violated? Have you ever been guilty of violating other people's boundaries? What can you learn from these experiences?

APPENDIX 2A

Cultivating a Common Ground Mindset When Communicating One-to-One¹

While everyone does not start out with the same ability to find common ground when communicating, everyone can choose to cultivate a common ground mindset that will help them connect with others in one-to-one conversations. Adopt the following mindsets and you will grow in your ability to find common ground with others:

1. **Availability – “I Will Choose to Spend Time With Others.”**
 - Common ground must be discovered, and that takes time.
 - Taking time with others requires intentionality.
2. **Listening -- “I Will Listen My Way to Common Ground.”**
 - Finding common ground requires us to pay attention to others.
 - Anytime you are willing to listen to others and figure out how the thing you’re offering fills their needs, you’ve found a way to reach common ground.
3. **Questions – “I Will Be Interested Enough in Others to Ask Questions.”**
 - Peter Drucker, the father of modern day management, remarked, “My greatest strength as a consultant is to be ignorant and ask a few questions.”
 - When we ask questions centered around family, occupation, recreation, and message, it is amazing how much we can learn and how quickly we can get to know a person.
4. **Thoughtfulness – “I Will Think of Others and Look for Ways to Thank Them.”**
 - Think about the needs of others and look for ways to meet their needs.
 - Thank others for the ways in which they help meet your needs.
5. **Openness – “I Will Let People Into My Life.”**
 - Communication is about the openness of finding commonality with others.
 - Connecting with others always requires both parties to engage and be open.
6. **Likability – “I Will Care About People.”**
 - Roger Ailes, a former communication consultant to presidents, says that if people like you, they will listen to you, and if they don’t, they won’t.
 - People like people who like them. When others know you care, they’ll listen.
7. **Humility – “I Will Think of Myself Less So I Can Think of Others More.”**
 - If you want to impact people, don’t talk about your successes, talk about your failures.
 - Author and Pastor Rick Warren states, “Humility comes from admitting our weaknesses, being patient with other’s weaknesses, being open to correction, and pointing the spotlight on others.
8. **Adaptability – “I Will Move From My World to Theirs.”**
 - To move others, we must be willing to move ourselves to where they are.
 - We must adapt to others and try to see things from their point of view.

¹ Adapted from *Everyone Communicates, Few Connect* by John C. Maxwell.

APPENDIX 2B

Making Communication Real Through Fierce Conversations²

What is a “fierce conversation?” In it’s simplest form, a fierce conversation is one in which we come out from behind ourselves into the conversation and make it real. If you are a leader, your job is to accomplish the goals of the organization. How will you do that? In large part, by making every conversation you have as real as possible. While no single conversation is guaranteed to change the trajectory of a career, a business, a marriage, or a life, any conversation can! The Seven Principles of a Fierce Conversation can give you the insight to make every conversation count!

Principle 1: Master the courage to interrogate reality.

- People constantly change and often neglect to share the changes in their lives with others.
- When engaging in conversation, examine and act upon what reality is, not what you hope reality to be.

Principle 2: Come out from behind yourself into the conversation and make it real.

- An unreal conversation is expensive and misleading.
- Be candid, not fake - this includes being candid with yourself.
- Overcome the fear of being vulnerable; choose to be real and authentic with your audience.

Principle 3: Be here, prepared to be nowhere else.

- Our work, our relationships, and our lives succeed or fail one conversation at a time.
- Be committed and involved 100% in every conversation you have as if it were the most important conversation you will ever have with that person. It could be.
- Participate as if it matters. It does.

Principle 4: Tackle your toughest challenge today.

- Burnout occurs because we have been trying to solve the same problem over and over.
- The problem named is the problem solved.
- Identify and confront the real obstacles in your path.

Principle 5: Obey your instincts.

- Obeying your instincts requires that you listen to your own internal voice, rather than rush to embrace the voices of others. If we are only intent on gaining approval from others, we can disregard our own insights.
- In fierce conversations there is neither a struggle for approval nor an attempt to persuade. There is instead an interchange of ideas in which you pay attention to your instincts while inviting others to do the same.

Principle 6: Take responsibility for your emotional wake.

- As a leader, there is no trivial comment. Everything you say matters.
- As a leader, things you say may devastate someone who looked to you for guidance and approval.
- The conversation is not about the relationship; the conversation *is* the relationship.

Principle 7: Let silence do the heavy lifting.

- A whole lot of talking can make a conversation become empty of meaning.
- Memorable conversations include breathing space.
- Slowing down a conversation allows insight to occur in the space between words, therefore allowing a discovery of what the conversation really wants and needs to be about.

² Adapted from *Fierce conversations: Achieving Success at Work & In life, One Conversation at a Time* by Susan Scott.

APPENDIX 2C (Cont'd)

Most Common Mistakes When Communicating One-to-One³

1. Doing most of the talking.

- Don't do most of the talking! It is that simple.
- If it gets really quiet, then take a deep breath and wait.
- As long as you're talking, you're not learning anything you didn't know already.

2. Taking the problem away from someone.

- If someone asks for your opinion, say, "I'll share my thoughts with you before we end our conversation, but right now, let's keep exploring yours."
- They need to learn how to solve their problems and accept the outcome of their decisions.
- Too often we want to be the savior, but in reality we are only being selfish by taking the problem away from them.

3. Not inquiring about feelings.

- Ask how someone is feeling, even if it may be unnatural for you.
- If you fail to inquire about emotions, you'll notice that nothing much changes as a result of your conversation.

4. Delivering unclear messages, unclear coaching, and unclear instructions.

- If you have something to add to a message, set of instructions or coaching tip, then do it clearly and succinctly.
- If you have a request, make sure your partner hears and understands it. Don't leave anything open to interpretation.

5. Canceling the meeting.

- Don't do it, unless someone dies – like you.
- If you say the meeting is important, is it not? Your actions will tell the story.
- This meeting should be considered inviolate to you.

6. Allowing Interruptions.

- Turn off your cell phone, your e-mail alert and hit the "do not disturb" button on your telephone.
- You cannot be engaged in the conversation when you are interrupted by beeps, buzzes, and bells.

7. Running out of time.

- Conclude each conversation with clarity about the next most important step.
- Remember, the conversation hasn't ended just because the *conversation* has ended.

8. Assuming your one-to-one skills are effective.

- Evaluate the effectiveness of your conversation(s) by asking for feedback.
- In order to receive candid responses, you must be respectful in handling the feedback.

³ Adapted from *Fierce conversations: Achieving Success at Work & In life, One Conversation at a Time* by Susan Scott.