

MADISON SQUARE GARDEN[®]

— THE WORLD'S MOST FAMOUS ARENA[®] —

FACILITATOR GUIDE



Objective: LRA/SGEi has designed a series of modules for the supervisors utilizing current content and ideas generated by the supervisor roundtable meetings. Each module will last two hours long and form a collective supervisor-training program. There will be five modules in the program. Each module will require supervisors to complete tasks both within the classroom format and back in the operation. There will also be a recap/debrief aspect at the start of each module.

Time: 2-Hours

Overview: Supervisors will work on their communication effectiveness when utilizing various tools in small to large group settings. Emphasis will be placed on their ability to lead pre-event meetings and conduct PPP training sessions.

Key Learning Elements:

- How to deliver messages effectively in small group settings
- Reading and responding to group dynamics
- How to deliver and effective pre-event meeting
- How to support a PPP training session

Materials Required:

- Projector & screen
- Flip cards for the group exercises
- Individual placemat for notes
- Pens
- Beverages

Icon Key

Activity	Explain	Lead Discussion	Questions and Answers	Read Quote	Key Message	Trainer Note	Review	Transition



1

TIME: 3 minutes



Trainer Note: Welcome participants and ask them to fill out their name tent at their place setting before getting started. Also, we recommend having a welcome PowerPoint slide showing on the screen and music playing at an appropriate volume.



Welcome and Introduction: Good morning/afternoon. Thank you for joining us today. My name is _____, and I'm excited to spend this time with you. Welcome to our Supervisor Training session entitled "Effective Communication". We are going to discuss some insights and methods to enhance your skills as an effective communicator, particularly in group settings such as pre-event/pre-shift meetings and training sessions when you are utilizing the Pointers for Passion and Pride.

Over the next two hours we will discuss the importance of how you communicate important messages to your teams and ensure that they have a clear understanding of how those messages are in support of our Circle of Service culture. Research shows



that team members that feel “in the know” of what is going on around them are happier, more loyal, and eager to take care of their guests in a manner that supports the culture of their organization.



Explain: We have provided you with an Effective Communication Placemat on which to take notes and solve problems. The brainteasers on the backside of your placemat will keep you guessing as you exercise your brain throughout the session. We will give you the answers at the end.



Transition: Before we begin our discussion on Effective Communication, let’s take a look back on the last module we reviewed on Conflict Management.

2

TIME: 10 minutes

YOUR CHALLENGE

Communicating and Managing Conflict:

- Be aware of the various communication styles that others around you engage in.
- Practice empathetic listening.



Explain: At the end of the last session, we asked you to become more aware of the different communication styles that you are utilizing and those you interact with are utilizing. This could be done at home or at work. Can anyone share their experiences and the reaction from their staff?



Trainers Note: Review as required.



Ask: We also asked you to begin recognizing and then utilizing the techniques discussed to communicate with them most effectively. Did anyone have the opportunity to do this? What did you notice?



Trainers Note: Review as required.



Ask: Did anyone practice empathetic listening, being better at understanding what someone says to you?



Trainers Note: Review as required. Please note if participants are not forthcoming with answers you need to stress that the challenges and application of these ideas in the operation are critical for their learning and development success.



Transition: Before we dive in, as a group of leaders, I would like to test your current communication skills.



3

TIME: 5 minutes



Explain: I would like for you to line up in order of your birth, starting with January 1st and ending with December 31st. Easy enough? I am going to ask that you do this without talking or making any kind of sound.



Trainer note: Instruct the group where in the room that you would like for them to line up and indicate the location of where to start with January 1st. Remind the group throughout the activity that there is no talking. Debrief the activity once they are finished lining up.



Ask: How was that having to work together but not being able to verbally communicate with each other? How did you communicate instead?



Trainer note: Listen for answers such as we used hand signals, body language, facial expressions, etc.



Explain: This may resemble how sometimes we have to communicate with our team members during an event. If so, there is a danger of miscommunicating or misunderstanding. Not everyone reads signals and gestures the same way. This activity may very well represent how your team members might react to lack of communication, missed communication, and even conflicting messages. Our training today is all about how to make certain that as Supervisors you are communicating your messages in an effective manner.



Transition: When it comes to communication, whether it be a pre-event meeting or PPP training session, it is equally important to communicate in a manner that is understood by every member of your team.



4

TIME: 3 minutes



Explain: One of our values in our Circle of Service Culture is communication. In Module 2 you had a chance to explore your communication style and how to communicate with other communication styles. As we covered in Module 2, the purpose of communication is to deliver a message, but if the other person does not understand our message, then we have not really communicated. We are just making noise if others do not understand what we are saying.



Ask: How many of you have attended a meeting or have been given instructions and you are not certain of what has been said? Did you feel comfortable asking for clarification, especially if there are other people were around?



Discuss: When it comes to effective communication, the burden is on the communicator, not the recipient, in making certain that the message is clear and understandable.



Ask: For the purpose of today's training, who are the communicators?



Answer: As Supervisors and leaders, you are the deliverers of important information that is vital for your team's success. It is your responsibility to make certain that your messages are heard and understood by everyone on your team.



Transition: There are many aspects of effective communication to consider.

5

TIME: 1 minute

LEADERSHIP HABITS

1. Purpose of Your Communication
2. M.A.S.T.E.R. Your Approach
3. Effective Delivery
4. Check for Understanding



Explain: As we saw in Module 2, there are many important elements in ensuring effective communication and making sure the WHY and WHAT reach our intended recipients. For today's session, we will focus on four elements that are developed around the idea of effective communication.

- It is important to clarify the message that you want to deliver whether it be one on one, a pre-event meeting or training on the Pointers for Passion and Pride (PPP).
- Preparation is key to make sure that you are using your time effectively and efficiently with your audience and connecting with them for greater impact.
- Your delivery style can win over your audience or close them down. It's all in your attitude!
- Once your message has been delivered you can't just assume that your team members have a high level of comprehension. You need to see if the message was not only received but also understood.



Facilitator Guide



Transition: Communicating for the sake of communicating benefits no one if it's not effective. It needs to be targeted, specific, and relevant to the recipient. Let's take a look at what you think communication really is.



6

TIME: 3 minutes



PURPOSE OF YOUR COMMUNICATION

“An investment in knowledge pays the best interest.”

— Benjamin Franklin, Founding Father



Read quote: “An investment in knowledge pays the best interest.” - *Benjamin Franklin, Founding Father*



Ask: What does that quote mean to you?



Answer: Responses may include: while it may seem like an inconvenience, it’s worth taking the time to explain, as there is a most likely a long-term benefit.



Explain: The purpose of your communication should be easily understood and relevant to your audience. As we have said, team members that feel “in the know” of what is going on around them are happier, more loyal, and eager to take care of their guests in a manner that supports our Circle of Service culture. As Supervisors and leaders, this means that we are often imparting knowledge and providing them with information. In the course of your busy day, especially before an event, there are many things that must be communicated with your teams. Some of it is news of the day and some is important information related to job performance, such as a new process or procedure related to that day’s event.



Transition: Let’s take a closer look at the kinds of things that you must communicate with your teams.



7

TIME: 10 minutes

PURPOSE OF YOUR COMMUNICATION

What are important messages that you must communicate?

What are the main roles of a Supervisor in relaying those messages?

A presentation slide with a white background and a blue border on the right and bottom. The title 'PURPOSE OF YOUR COMMUNICATION' is at the top in blue. Below it are two grey speech bubbles. The left bubble contains the text 'What are important messages that you must communicate?' and the right bubble contains 'What are the main roles of a Supervisor in relaying those messages?'. The bottom border of the slide features a collage of images similar to the one at the top of the page.

Explain: Before each event, it is important to inform your team of what is going on so that they are “in the know” or you may be leading a training session on one of the PPP’s. Some of you have small teams while others may have as many as 50 people that you are leading.



Activity: Table discussion.



Explain: Each of you must come up with a response for each of these two questions. When you are finished, please share your answers with the rest of your table. Once you have shared, come up with an agreed upon answer as a table group and select one person who will report back to the rest of the groups. When you are ready, each table will share with the larger group.



Transition: Thank you for those very insightful answers. Now let's look at what we had in mind before you came up with your answers.

8

TIME: 2 minutes

PURPOSE OF EFFECTIVE COMMUNICATION

What are important messages that you must communicate?

- To raise awareness of job performance expectations "what" related to Circle of Service Culture "why".
- To promote skills and knowledge to make RCMH the premier provider of live entertainment guest experiences.

What are the main roles of a Supervisor in relaying those messages?

- To be a coach and ambassador of RCMH while imparting knowledge upon your team members.
- To influence behaviors for consistent delivery of the habits that support the Circle of Service Culture.




Explain: As you can see, (read answers on screen) your responses are very close to what we hoped they would be. As a Supervisor, the role that you play in effective communication is just one of the many hats that you wear as a leader. This session will make certain that you have the right skills to make this an effective part of your leadership style.



Transition: So now that we have established your role and the purpose in communication, how do we make it simple and easy to make certain it is effective?



9

TIME: 2 minutes

WHY IS COMMUNICATION SO IMPORTANT?

“The majority of problems in the workplace are the result of faulty communication.”



Read: “The majority of problems in the workplace are the result of faulty communication.”



Ask: Why do you think this quote is true?



Review and Discuss.



Explain: When you consider communication is not only the most important tool as a leader, but for anyone who has to work together, it is easy to understand that incorrect information, or the misunderstanding of communication leads to problems. If we are going to be effective leaders then we need to make certain our messages are delivered in a manner that ensures comprehension.



10

TIME: 30 seconds

HOW TO MAKE TRAINING SUCCESSFUL

“Tell me and I forget. Teach me and I remember. Involve me and I learn.”

— Benjamin Franklin



Explain: As the quote states, we can't just talk to our learners, and teaching will only get you so far. They must be involved in the process, hands on whenever possible for effective learning.



Transition: Let's begin by understanding the importance and how we prepare to deliver effective communication.



M.A.S.T.E.R. YOUR APPROACH TO EFFECTIVE COMMUNICATION

- M. Mentally prepare your audience
- A. Atmosphere is important
- S. Stimulate your audience
- T. Total participation by all participants
- E. Emotionally connect with your audience
- R. Realistic expectations are communicated



Explain: You can't just show up to communicate with your team members and hope to be effective. Even with critical content, and the best tools, you must think through the process to be sure that you reach all of the members of your audience. To be effective, you must MASTER your communication style (read slide):

- Mentally prepare your audience
- Atmosphere is important
- Stimulate your audience
- Total participation by all participants
- Emotionally connect with your audience
- Realistic expectations are communicated



Transition: This may seem like a lot to take into consideration. Let's see how simple, yet valuable, each step really is.

12

TIME: 5 minutes



Explain: For each step, here are a few simple items to take into consideration. These are not all encompassing, but will hopefully cause you to pause and think through some important points to ensure your audience receives your message effectively. You will want to take notes on each step as we will put this all together in a few minutes.

Let's look at M, Mental Preparation. In module 1, we talked about “explain why and what”. Regardless of your message, it needs to tie back to the WHY which is in support of our Circle of Service culture. For a positive meeting that motivates your team, your enthusiasm, and attitude sets the tone.



Ask: Why is it important to start your communication session by talking about the WHY?



Answer and Explain: It is critical to tie your message back to the Circle of Service culture and what your team is already aware of as their focus for creating world-class experiences.



Ask: How do you show your enthusiasm with your team members?



Answer and explain: Positive tone of voice, smile and eye contact, body language.

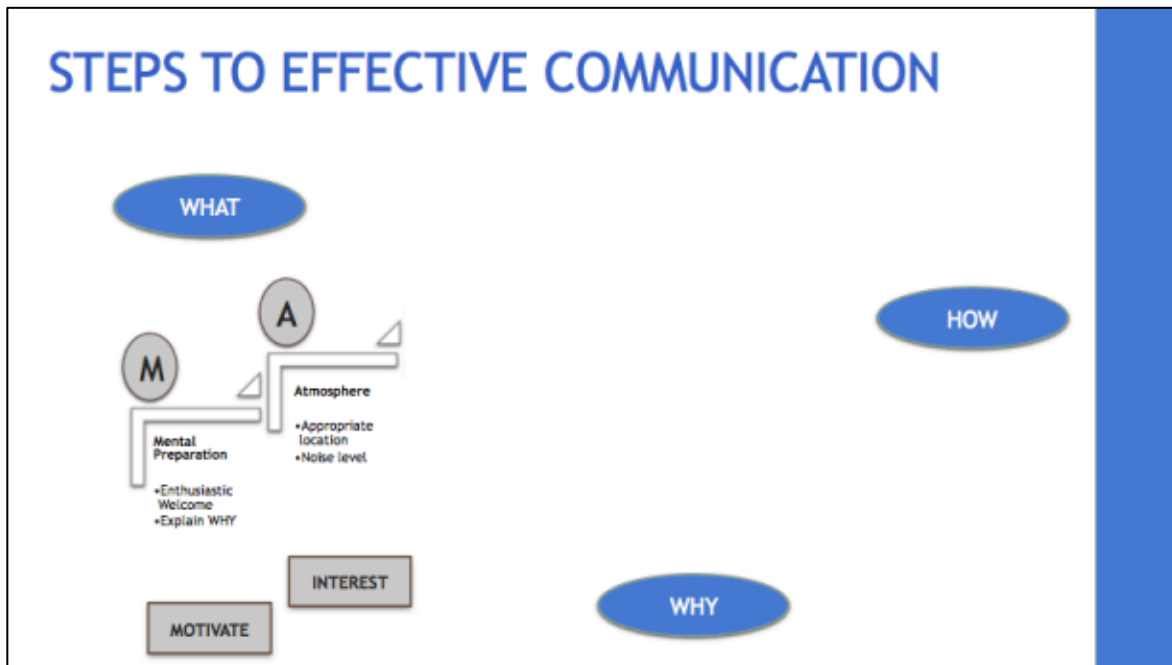


Transition: Next, let's take a look at A, Atmosphere.



13

TIME: 5 minutes



Explain: Let's look at atmosphere. You will want to take notes on each step as we will put this all together in a few minutes.



Ask: Why is the atmosphere, the location, of where you communicate so important?



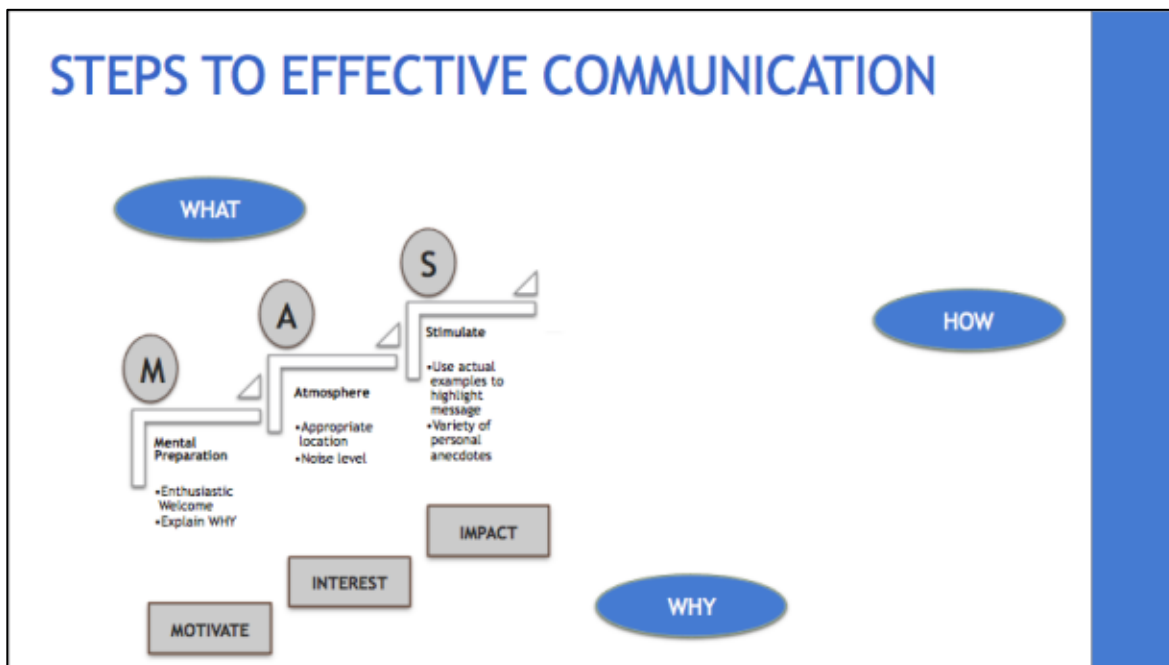
Answer and explain: If at all possible, it is important to choose a location for your pre-event meetings and PPP training sessions where there is enough room to comfortably fit all of your team members. It is even more important that there are no outside distractions, such as noise, people, or equipment traffic. Your team members need to be able to hear you, as well as each other to ensure that they are receiving the complete and accurate message.



Transition: Next take a look at S, Stimulate.

14

TIME: 5 minutes



Explain: Let's look at stimulate. You will want to take notes on each step as we will put this all together in a few minutes.



Ask: During the course of your pre-event meetings and PPP training sessions, why is it important to stimulate your staff, to keep them engaged, while listening to your message?



Answer and explain: It is difficult to hold the attention of team members when they feel that they are hearing the same information over and over or that your message does not apply to them. It's important to make the information relevant and relate it to them in a way that they understand



Ask: What are things that you can do to keep them stimulated?



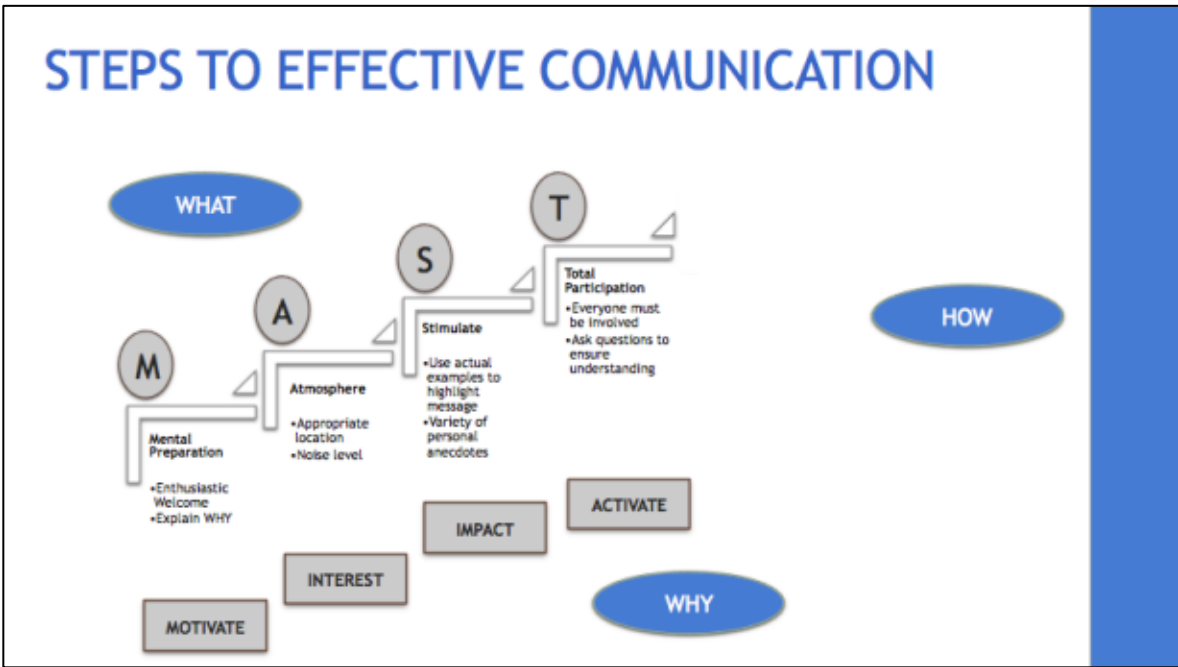
Answer and explain: Using real world examples and anecdotes (stories) paint “real world” examples of the messages that you are communicating. This often referred to as story telling and is a common way that messages are transcribed for easier understanding. It is often more impactful than the original information communicated as they are able to create a mental picture that corresponds with your message.





Transition: Next take a look at T, Total Participation.


15


TIME: 5 minutes



 **Explain:** Let’s look at total participation. You will want to take notes on each step as we will put this all together in a few minutes.

 **Ask:** During the course of your communication session, why is it important to get as many team members as possible involved in the conversation?

 **Answer and explain:** Team members can validate the messages that you are communicating as well as provide their own examples and anecdotes to reinforce and explain the content in real world terms.

 **Ask:** What is the value of asking questions of your team members during and after your pre-event?



Answer and explain: Questions let you check for clarification and comprehension of the message, to ensure that what was received is what was intended. Make sure to ask open ended questions such as “What questions do you have?” which is more inviting than “Do you have any questions?” Again, you must appear and receptive to your team members questions.



Transition: Next take a look at total E, Emotionally Connect.



16

TIME: 1 minutes

MAKE COMMUNICATION ENGAGING

“The biggest enemy to learning is the talking teacher.”

— John Holt



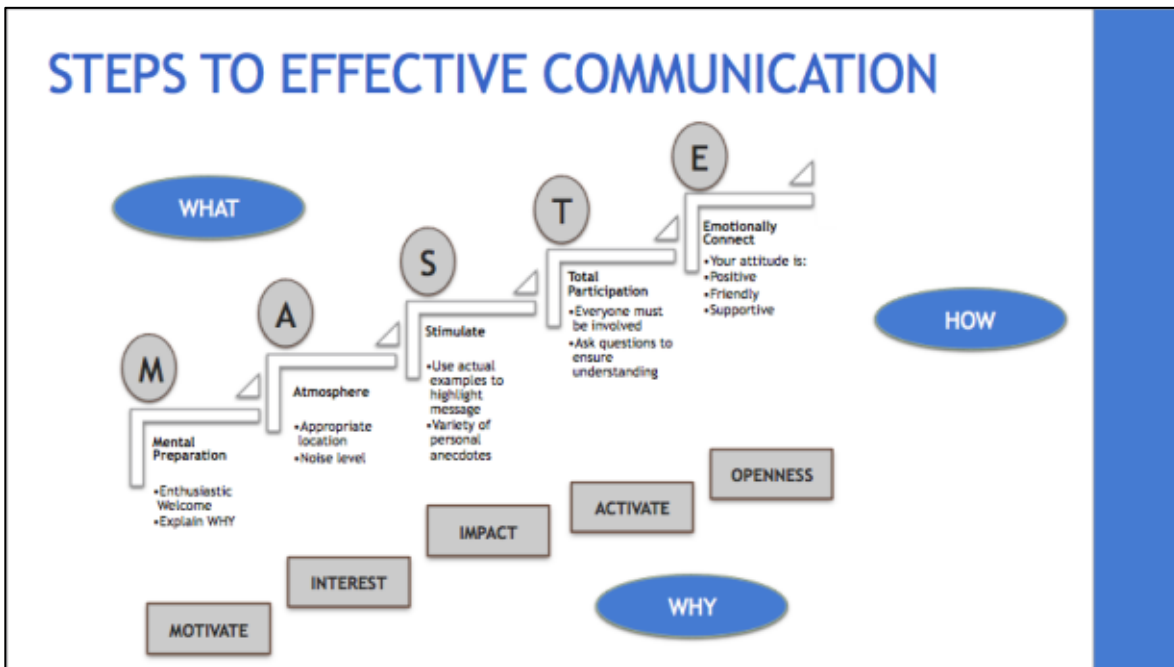
Explain: As we discussed in Module 1, as Culture Champions, you are also teachers when it comes to your team members. As this quote states, we can't just talk to our audiences, we must have an effective approach to reaching each and every learner. Engaging each participant is key, as some of the best ideas and learning may come from your audience. In other words, sometimes it is ok to let your audience do some of the work for you.



Transition: So how do we go about creating an environment where this can naturally happen?

17

TIME: 5 minutes



Explain: Let’s look at emotionally connect. You will want to take notes on each step as we will put this all together in a few minutes.

Ask: Why do you think it is important as a leader that you connect with your audience, particularly on an emotional level?

Answer and explain: Your attitude is contagious with your team members and sets the tone for the pre-event meeting or PPP training session and the messages that you need to deliver. Your team will be much more open and receptive if they feel connected with you as well as your message.

Ask: What can you do to demonstrate a friendly and supportive attitude?

Facilitator Guide



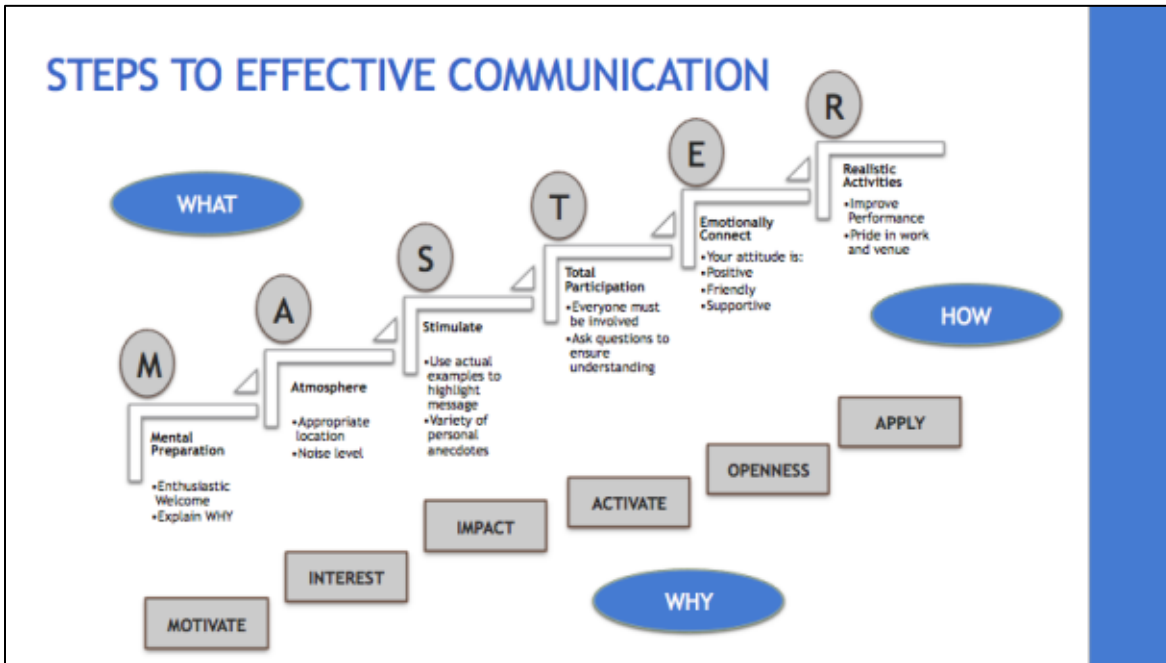
Answer and explain: Through open body language, smiling as you scan the group and connecting with each participant using eye contact - this demonstrates that you are speaking with the team and not at them. As a leader it is important to integrate yourself within your team members to show your support and to appear believable.



Transition: Next let's take a look at the last letter R, Realistic Expectations.

18

TIME: 5 minutes



Explain: Let’s look at realistic expectations. You will want to take notes on each step as we will put this all together in a few minutes.

Ask: Why do you think it is important to set expectations of your team as part of your sharing your message with them?

Answer and explain: Setting expectations shows that you will be holding them accountable for their comprehension of your message as well as their corresponding actions. The ultimate result is you have now given them WHAT you expect from them and it ties back to the WHY and how it is in support of the Circle of Service culture.

Explain: At this point we have covered the elements that are important for you to consider to lead an effective communication session, regardless of the size of your group. These elements can apply to one on one sessions, as well.



Facilitator Guide



Ask: What questions do you have about how to MASTER effective communication?



Transition: Let's take a look at how to put this all together to see just how easy it really is, and how much of this you may already be practicing.



19

TIME: 1 minute

THE IMPORTANCE OF PREPARATION

“Spectacular achievement is always preceded by unspectacular preparation.”

– *Robert H. Schuller*



Read Slide: Spectacular achievement is always preceded by unspectacular preparation.



Explain: Equally important as your ability to explain to your team members what is expected by being a part of our Circle of Service culture, is your ability to effectively communicate your message in regards to the WHY and WHAT. You have numerous opportunities to communicate with your teams, especially during your pre-event meetings and PPP training sessions. How you prepare for these communication opportunities can determine their successful outcome. In your groups you will now work on what are some important considerations as you prepare and during the delivery of your messages to your team members.



20

TIME: 24 minutes



**Activity: Effective Communication Using
M.A.S.T.E.R.**



Activity: In your groups (place them into groups of 6 if they are not already), we want you to come up with a short 2-minute presentation/overview of what you believe are the most important elements that go into an effective communication session with your team using the steps in MASTER. For the purpose of this activity, you need to share important highlights in your pre-event meeting and tie them back to the Three Steps of Service. For the purpose of this activity, you can chose just one of the 3 Steps.



For instance, in Mental Preparation, we talked about “explain why and what”. Your message needs to connect with Circle of Service, possibly by emphasizing Smile and Greet while you are providing them with critical information about tonight’s event. You also need to consider your own attitude in regards to setting a positive tone for a communication session that motivates your team. Consider your own smile and greet and how it sets the tone.

Or for Stimulate, you may be highlighting our value of safety and security and give an example of something that happened at a previous event, such as a team member standing over a spill till it was cleaned up, preventing any of our guests from slipping.



Trainers Note: Ensure all the teams are reviewing all the steps of MASTER on their placemat and writing an action item for each and they are able to tie it back to 3 Steps of Service. Give them 10 minutes, indicating when 5 minutes are left. Walk amongst the teams and ensure they are writing down their ideas on the flip cards. After 10 minutes, have the groups present their ideas to the whole team. Remind everyone to take notes as they listen to the debriefs. We have highlighted the things to look for below.

Actions they might bring up:

- **Mental Preparation:** How will you open your pre-event meeting that not only captures the attention of your team, but sets the positive tone of communication session (tone of voice, smile and eye contact, body language), making your team members want to listen. Tie your message back to the 3 Steps of Service.
- **Atmosphere:** You need to think about where you will conduct your pre-event meeting so that it is not only convenient for your team to get to, but is also in an environment conducive for group interaction. Find a place where noise and distractions are at a minimum. Privacy is also important so that team members feel comfortable sharing their thoughts and questions.
- **Stimulate:** To make your message heard ensure that your message is understood. It is important to bring guest feedback as well as personal anecdotes and “real world” stories to emphasize your message.
- **Total Participation:** It is important to make sure that your message is relevant to your entire audience and not to a select few only. In advance decide on some open-ended questions to ask that will check for understanding as well as have your team members offer up ideas, examples, or suggestions.
- **Emotionally Connect:** Make sure you greet each person as they arrive, using their name, with an open and upbeat attitude. Use open body language, smile and eye contact as you scan the group and connect with each participant. This demonstrates that you are speaking with the team and not at them. Integrate yourself into the group to show your support and to appear believable.



- **Realistic Results:** Set expectations of their performance by letting them know your expectations and that you will be holding them accountable, helps to ensure that they understand your message and ask questions if they do not. The ultimate result is you have now given them the “what”, what you expect from them and it ties back to the “why” and how it is in support of the Circle of Service culture.



Transition: Now that we have looked at how to prepare and conduct an effective communication session, let’s take a look at your own presentation style.



21

TIME: 2 minutes



EFFECTIVE DELIVERY

“It’s not what you say,
but how you say it”

— Anonymous



Read slide: “Its’ not what you say, but how you say it”.



Ask: How do you think this applies to you and the messages that you need to deliver to your teams in support of our Circle of Service culture?



Answer and Explain: Beyond the words that we communicate, the way our messages come across and how they connect with our audience is just as important for effective communication.



Transition: So now that you have learned how to MASTER the art of effective communication through preparation, let’s take a closer look at your own personal style. Beyond what we say, it’s how we say it that is most important.

IT'S NOT WHAT YOU SAY BUT HOW YOU SAY IT

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

– *George Bernard Shaw*



Read Quote: “The single biggest problem in communication is the illusion that it has taken place.”



Ask: What do you think this quote means?



Explain: It's important to connect with your audience to know that your message is being received. The body language you project to your audience creates an impression and sets a tone that may determine their outlook on the communication session that you are leading as well as whether or not they buy into you and your message. A skeptic may be won over when they see a positive attitude, while a willing and eager team member may be turned off by your attitude, which is reflected through your body language.



Ask: What is attitude?



Answer and explain: Attitude is the choice we make when we respond to a situation, person or environment. It is our choice to react or respond positively or negatively. The question is not whether or not you have an attitude, but rather is it positive or negative. As we discussed in Module 1, when we lead by example, our positive attitude should be contagious and set the tone for a positive event.



Transition: So how do we make certain we are projecting a positive attitude beyond the words that we use?

23

TIME: 5 minutes

EFFECTIVE BODY LANGUAGE FOR PRESENTING

- **Eye Contact** - Positive eye contact with each team member makes them feel included. It's like an "emotional handshake".
- **Smile** - It universally says "welcome" and "I am glad that you are here!"
- **Posture** - Lean forward when listening, stand straight when speaking.
- **Open** - Your audience will reflect your comfort level and find you more believable.



Ask: Why do you think your body language is so important for engaging your audience for effective communication?



Answer and Explain: Your body language sets the tone and projects your attitude toward your audience. And often it creates a first impression for those team members that you are meeting for the first time.

- **Eye Contact:** It starts with making eye contact as you greet each team member as well as throughout your communication session. It makes your team members feel welcomed and included, like an emotional handshake.
- **Smile:** In addition to eye contact, a smile universally says welcome and I am glad that you are here. How about when your face is at rest...are you still smiling?



- **Posture:** Your stance has a great impact on how believable you are. Lean forward when listening to show that you care about questions and comments from your team members. Standing straight show your confidence with the message that you are presenting.
- **Open:** When your body language is open, arms are not crossed and head straight forward, will allow you to project your comfort level with the content, which makes you more believable. They will never buy into your message until they buy into you.



Ask: What questions do you have about attitude and how it is communicated through your body language?



Transition: Now that you are comfortable with projecting a positive attitude through your body language, let's take a closer look how at how effective you are at speaking.

EFFECTIVE SPEAKING IN A GROUP SETTING

- Speak clearly and distinctly; enunciate your words.
- Tone of voice should be calming yet confident.
- Repeat critical information to emphasize your point.
- Pause briefly to give time to digest information
- Speak to your audience, not at them.
- Do not answer your own questions.

Believing in your topic is one of the best ways to speak more effectively!



Explain: As you can see, each of these are subtle nuances on their own, but when added together can be valuable in the effectiveness of your communication.

- **Speak clearly and distinctly; enunciate your words:** While you may be in a hurry to communicate as much information as possible to your team members, it is important to speak at a pace that allows you to be easily understood to get your message across.
- **Tone of voice should be calming yet confident:** While we must be believable and confident in our message, we also set the tone for the event and a calming tone from a leader is one way to set a positive outlook.
- **Repeat critical information to emphasize your point:** Sometimes it is necessary to stress the importance of certain information within your message. Repeating and paraphrasing can help reinforce just how important it is that they retain the information.



- **Pause briefly to give time to digest information:** Your message may contain a great deal of information for your team members to take in during one conversation. It is a good idea to pause now and then to allow them to take in the information and for those taking notes it may be a chance to catch up. It is also a natural place for them to ask questions for clarification.
- **Do not answer your own questions:** While silence is awkward, resist the temptation to fill that silence by answering your own questions. A good rule of thumb is to count to ten before answering. Chances are someone within your team will answer before you reach ten. The silence is just as awkward for them as it is for you.



Ask: Does anybody have one that they would like to add to this list?



Explain: Believing in your message is just as critical to your communication effectiveness.



Transition: And what does it sound like when you don't feel confident?

25

TIME: 4 minutes

WATCH WHAT YOU SAY: MESSAGE KILLERS



- Manage the urge to use one of these:
- Replace filler words like Um, Ah, Like, with a pause. Your audience will most likely not notice.
- Don't use slang, jargon, or acronyms that are not commonly known by your audience.



Explain: It is often beneficial to “go off script” with an anecdote or real world example to get your message across. These examples can be very powerful in making a point that hits home with your audience and to keep them engaged.

But along the way there may be times when you are not completely comfortable or confident with the message that you are delivering or fielding a challenging question. All eyes and ears are on you as the communicator to see if you believe in your message. Here are some pitfalls to avoid that can impair effective communication:

- Manage what we call the presentation “killers” which are common when we are searching for words or thoughts. Using words like um, ahhh, so, like, you know, etc. can become quite annoying to your audience and you may not even know you are saying them.



- If you are prone to using one of these, especially when filling in a gap of what to say, take a pause or a short breath. The only person that will notice is you.
- Make certain that your examples, anecdotes and stories are appropriate for your audience. Remember you are in a professional environment. When in doubt, ask yourself if you would say it in front of your immediate boss.
- Don't use slang, jargon, or acronyms that are not commonly known by your audience.



Ask: What happens if we use these with someone who is new to the organization or to a department?



Explain: Exactly! They are lost and often too embarrassed to ask for clarification for fear of not fitting in. In our communication you must avoid using this kind of language as it may take away from the effectiveness and clarity of your message.

Additionally, your pace is important. If you go too fast, which can happen with nerves, you may not be understood. If you go too slow, you may put your audience to sleep and undermine your credibility. Find the pace that is just right for you and your audience.



Ask: Is there anything else that you would like to add to the list?



Transition: Let's look at one last area for you to consider to be an effective communicator.

26

TIME: 1 minute

BODY LANGUAGE PITFALLS



Avoid:

- Crossing arms
- Hands on hips
- Hands in pockets
- Leaning/slouching
- Finger pointing



Explain: We have explored what to do to create a positive overall impression with your audience.



Ask: So what are some things that you should be careful not to do when addressing an individual or group?



Answer: (After a few responses, start to reveal the bullets on the slide) Read the answers and elaborate as necessary.



Ask: Have we missed any that you think are particularly important or that you find personally offensive when done by others?



Transition: Now that you have gotten your message across in the most effective manner possible, let's see if it was understood.

**CHECK FOR UNDERSTANDING**

“The two words 'information' and 'communication' are often used interchangeably, but they signify quite different things. Information is giving out; communication is getting through.”

— Sydney J. Harris



Read slide: The two words 'information' and 'communication' are often used interchangeably, but they signify quite different things. Information is giving out; communication is getting through.



Explain: Our fourth and final Leadership Habit is to check for understanding.



Ask: How do you know if your intended message was received by your audience?



Answer and Explain: It is important to ask questions along the way to ensure that your audience understands what you are communicating. Your questions should be specific to the content. You may also ask the group to share examples or relevant stories that can reinforce the message using the thoughts and ideas of your team members.

One pitfall to avoid would be to call on someone who may seem unsure. Putting someone on the spot can cause embarrassment and cause the rest of the group to react and shut down. You may also lose credibility as a leader if it seems that you are picking on someone. It is best to ask for a volunteer unless you know for certain a team member knows the answer.



Transition: Now that we have covered all four of our Leadership Habits, let's see what you can take away from today's session.

28

TIME: 5 minutes

LEADERSHIP HABITS

1. Purpose of Your Communication
2. M.A.S.T.E.R. Your Approach
3. Effective Delivery
4. Check for Understanding



Explain: Now that you have learned how to MASTER the art of effective communication, your message during your pre-event meetings and when you are training on the PPP's most definitely stands a greater chance of getting through to any audience that you address.



Activity: Go around the room and ask each person what priority they are taking away from this session to do with their staff.



Trainers Note: Have everyone stand up and form a huddle.



Explain: If we are going to make our communication effective, we must be focused on the habits we have discussed today. There are of course many other leadership tasks to perform but these habits will matter for getting your messages across to each member of your team.



Transition: We have a challenge for you before we meet again.



29

TIME: 3 minutes

YOUR CHALLENGE

Effective Communication:

- Remember to prepare for your communication opportunities with your team members using MASTER and see what kind of a difference it makes in the overall outcome.
- Be aware of the effectiveness of your presentation style and take note of your audiences' reaction.
- How does your attitude play a role in creating the attitude amongst your team?

You will report back your observations in our next session.



Explain: We ask that you focus on preparing for your communication sessions using MASTER for such things as pre-event meetings and training on the PPP's and see if you notice an overall difference in engagement with you and the message. Pay attention to your presentation style as well as your attitude in connecting with your team members. When we next meet we will discuss how you did.



Transition: Let's review our Brain Games before you go.



30


TIME: 2 minutes

BRAIN GAMES ANSWERS

There are 3 possible answers to the man and the horse.
 1. He arrived on Monday and left on a horse named Friday.
 2. He arrived on a horse named Monday, and left on Friday.
 3. He arrived on a horse named Monday, and left on a horse named Friday

8	6	4	3	5	7	1	2	9
1	2	7	8	9	4	5	3	6
5	9	3	2	1	6	4	8	7
6	7	2	4	3	1	8	9	5
9	4	1	5	8	2	6	7	3
3	5	8	7	6	9	2	1	4
7	3	5	1	4	8	9	6	2
4	1	9	6	2	3	7	5	8
2	8	6	9	7	5	3	4	1

8 2 1
 6 8 2
 1 4 8



The two images depicted are a man playing a horn and a women's face



Explain: Before we leave let's review the answers to the Brain Games for those who were getting frustrated with these today.



31

TIME: 2 minutes



Explain: Remember that you do not build a reputation on what you say you are going to do. It is now about what you actually do. Good luck, and thank you for your engagement today.



32

TIME: 3 minutes

SURVEY SAYS...



Explain: Before you leave today, we need your honest feedback on today's training session. Your feedback is important to ensure that we are meeting the needs of you and your fellow leaders. Please fill out this survey and when you are finished, place it face down in the center of your table.



33



Teamwork Makes the Dream Work
THANK YOU!



Explain: Thank you!