



Walk the Talk

Radio for Agile Minds

<p>Shelley</p>	<p>It's that time of the month when we welcome Nick Anderson to the studio.</p> <p>Nick is Senior Partner for Professional Development Services – The PDS Group</p> <p>Affiliated with ROCG Business Transition Specialists. Over the last 20 years Nick has helped many house hold names like Turner Construction, Qwest Telecommunications and Royal Bank of Canada to impact bottom-line results through changing people's alignment within their organization, with their customer's and their partners.</p> <p>Each month Nick chooses a topic related to the business world in West Michigan focusing on the transitions this economy is going through</p> <p>Welcome....What have you chose for us this month?</p>
<p>Nick</p>	<p>During thelast 5 or so months I have been coaching different professionals in how to reduce project costs and delays. This got me thinking about the last few months of program subjects. The theme has been aligning people for change – coping with the economic turbulence we live in today.</p> <p>So, I got to thinking about practical tools that most listeners can use...We all need to communicate better, more effectively.</p>

	<p>So, over the next few months I want to do a series on developing your interactive skills. It is based on my 11 years with Huthwaite Research Group where we developed research based models of effective communication including:</p> <ul style="list-style-type: none"> Developing effective solutions Negotiating Selling Interviewing <p>I want to start with a core skill – developing commercially effective ideas in meetings</p>
Shelley	<p>What type of research was involved to develop these models?</p>
NICK	<p>All these models and subsequent research projects are based on a large scale research project in the late 60's to develop a truly descriptive and useful system for classifying behavior. This was a long a tedious process because of the number of potential categories is almost infinite. The researchers finally concluded that a practical list of categories could be produced if the selected behaviors met 5 basics criteria.</p> <ol style="list-style-type: none"> 1. Measured accurately 2. Easy to understand 3. Distinct from other categories 4. Change how often it is used 5. Related to effective performance
SHELLY	<p>What sort of things did they come up with?</p>

NICK	<p>They came up with 11 General Interaction Categories:</p> <p>PR, BU, SP, DS, DA, TU, SUM, SI, GI BI, SO</p> <p>Initiating</p> <p>Ideas concepts suggestions or courses of action</p> <p>Reacting</p> <p>Evaluation of others and their contributions</p> <p>Clarifying</p> <p>Exchange information, facts, opinions and offer clarification</p>
Shelly	<p>How was this research used to in finding better ways to run meetings?</p>
NICK	<p>It turns out that effective groups and therefore meetings all three main behavior groups were present in a balanced way. They found that once a group became locked into using one or two of these major classes the results they produced were impaired.</p> <p>Here are some cases studies of groups and their meetings that were either High or Low in Initiating, Reacting or Clarifying?</p> <p>High on Initiating</p> <ul style="list-style-type: none"> • Too many ideas and ideas to handle • Lack of attention to detail • “up in the clouds” feeling <p>Group – Research team in Chemical Industry Problem – On surface seemed very creative, innumerable ideas. Mgt asked for reducing severe dust problems in one of their plants. First</p>

	<p>meeting came up with 14 viable methods. As this was urgent they reported – Production Director said “which one” after 5 subsequent meetings they had not reached a decision and generated 6 new ideas!!!</p> <p>High on Reacting</p> <ul style="list-style-type: none"> • Becomes emotional • Misunderstandings become more frequent • People take sides – entrenched <p>Group: Shop Stewards in Manufacturing Problem – Coping with a change in economic climate – Mgt taking a more consultative approach letting people in advance of potential change – previously reacted to mgt proposals e.g. wages benefits. Couldn't get out the mold They left Initiating to MGT Low clarifying – misunderstandings</p> <p>High on Clarifying</p> <ul style="list-style-type: none"> • Very time consuming • Obsession with minor details • “swimming in syrup” <p>Group – British Civil Servants Problem – The meaning of the meaning. 90% behavior was clarifying. There was so low Initiating stuck in minor detail Low reacting - !@#%\$</p>
<p>SHELLY</p>	<p>That’s the high side of the problem, What happens when you get groups that are low on these three areas?</p>
<p>Nick</p>	<p>Low on Initiating</p> <ul style="list-style-type: none"> • Backward looking • Lack of enthusiasm • Undue attention to detailed analysis

	<p>Group: Production Control Committee in the Engineering Industry.</p> <p>Problem: Reps from Production, QC, Maintenance, Industrial Engineering and Production Planning – Jobs overlapped so that when problems came up there were disputes as to who was blame <i>“We seem to be very good at dissecting situations and finding that is to blame. Perhaps we should be spending some time finding ways to prevent things occurring in the first place”</i></p> <p>Low on Reacting</p> <ul style="list-style-type: none"> • Tendency for Repetition • People withhold important information • Awkward and forced <p>Group: Systems Analysts presenting proposals to a group of staff members</p> <p>Problem: they came up with lots of proposals for change – Hi Initiating – Staff nervous about these proposals and the technical jargon – so Hi Clarifying but did not commit – Lo Reacting – analysts – more detail (Lo Reactors – 10%) Confusion continued Typical of Specialist and decision makers – most know the discomfort of presenting to DMs</p> <p>Low Clarifying</p> <ul style="list-style-type: none"> • Meeting becomes disorganized • Hasty decisions are made • People cannot agree afterwards on what has been decided <p>Group: NY Ad Agency</p> <p>Problem: Active & Dynamic group – client brief – all talked at once – loads of ideas Extremely Hi</p>
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	<p>Initiating – excitement and enthusiasm, also Hi Reacting – chorus of approval or disapproval – Lo Clarifying Confused At the end they were asked to write what had been agreed – No two versions were the same – 5 misunderstandings person in a later study.</p>
Shelly	<p>What can we learn from these case studies in terms of where we are in this recession?</p>
Nick	<p>Meetings are inherently expensive and today there isn't time to have the sort of problems illustrated. Learning</p> <ol style="list-style-type: none"> 1. IRC must be present if the meeting is to be successful. 2. When they are Hi or Lo seriously impairs productivity 3. Different meetings have very different needs, so what works for problem diagnosis will not work for evaluating a production plan 4. Some Meetings need to be Hi on one of the three – caution HI Clarifying – Information Exchange 5. IRC simple diagnostic
Shelly	<p>Tip of the month</p>
Nick	<p>Most listeners will be in meetings this month – work, church, school etc.</p> <p>Ask yourself – Why aren't we being more productive? Due to Hi Lo IRC. Get time to devote to meeting effectiveness</p>