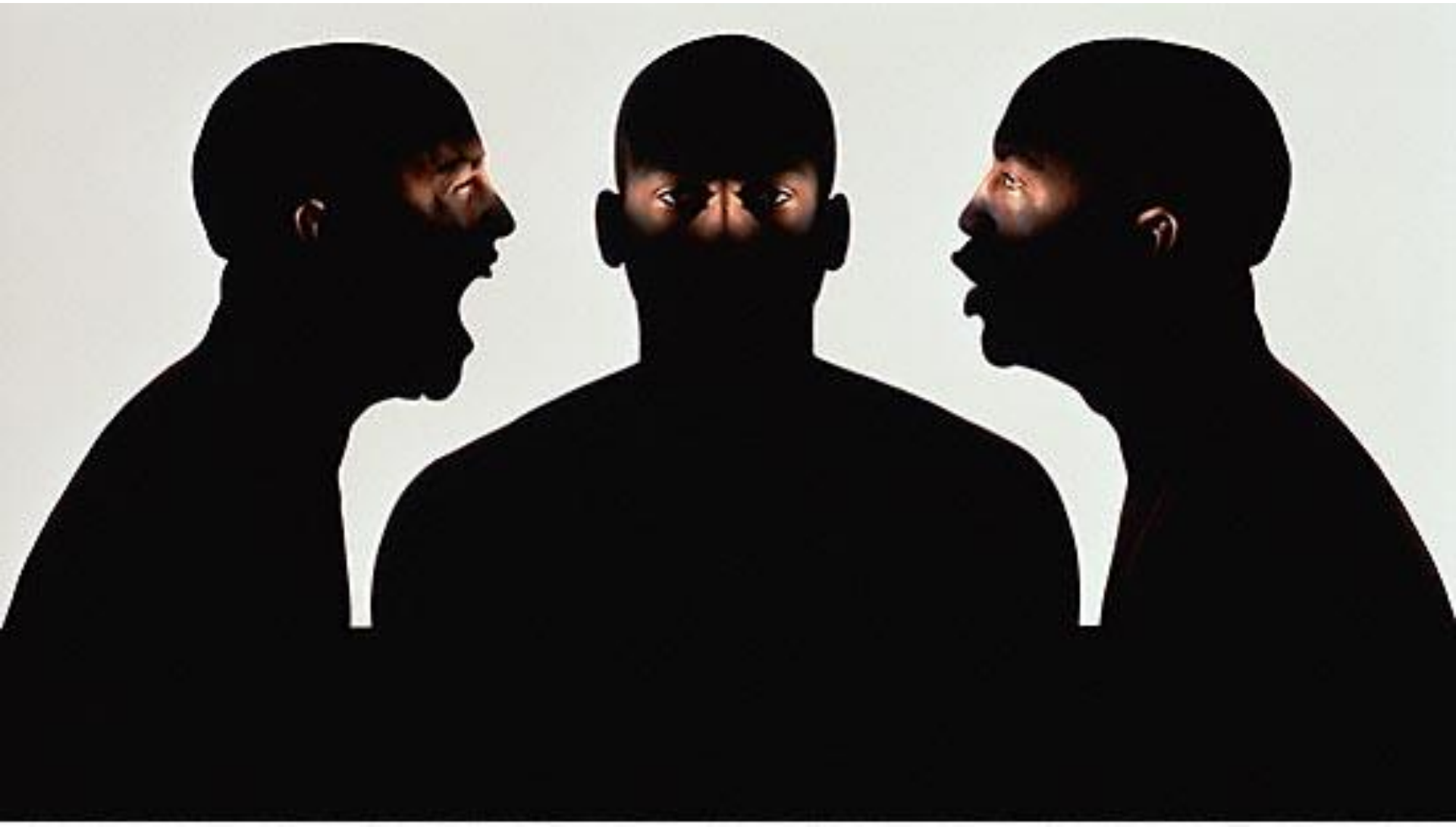


COMMUNICATION SKILLS

“But I don’t care!” Being an effective communicator...

BuildingEnergy 2018

Barbra Batshalom





Sustainable Performance Institute

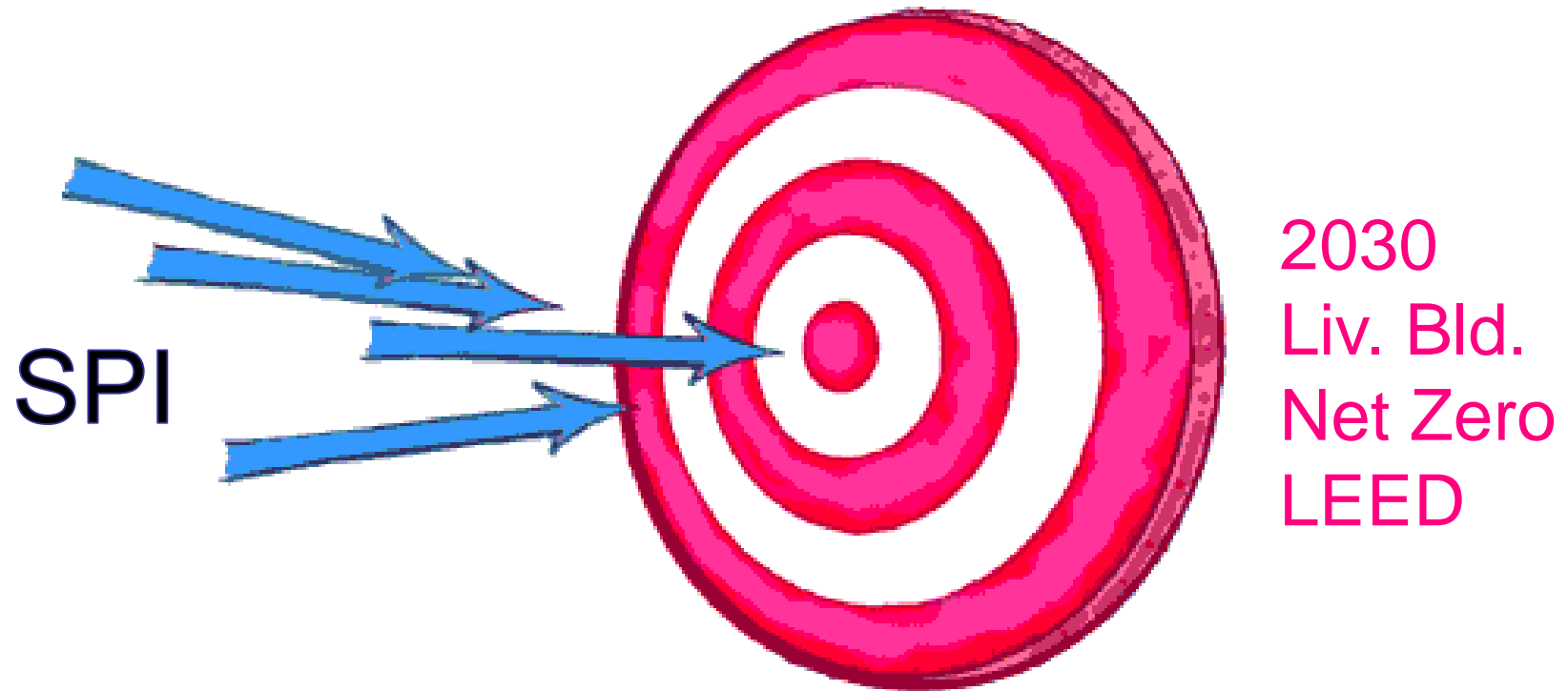
SPI helps companies deliver on their promises of sustainability by providing education, tools, resources, consulting and certification.

We help your realize the promise of sustainability

CAPABILITY

VS.

TARGET



Client targets: LEED, NZ, LBC, 2030 = **“WHAT”**

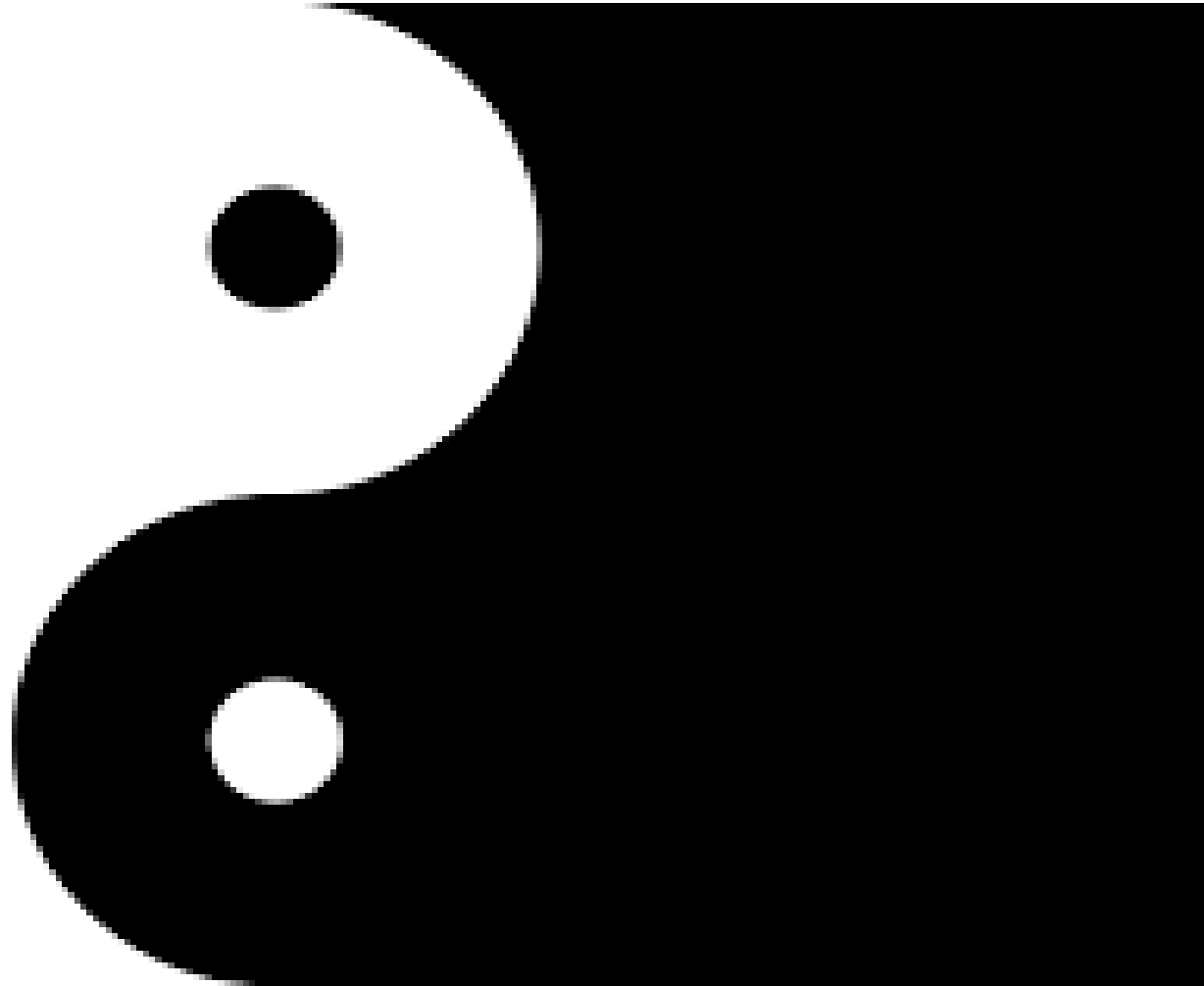
SPI = **“HOW”**

AGENDA

What makes it hard
Influence
Positions and Interests
Active Listening

WHAT

HOW



**Defining Elements
Criteria & Metrics**

**Implementation
Change Management**

WHAT

**LEED, LBC
SPI Framework
Vision
SMART Goals
Strategic Plan**

HOW

**Roadmap
Communication
Negotiation
Leadership
Barriers Analysis
Stakeholder Analysis
Change Managmnt**



NOW YOU NEED A TOOLKIT



COMMUNICATION TOOLKIT

ACTIVE LISTENING
INTEREST-BASED DIALOGUE
STAKEHOLDER ANALYSIS
BARRIERS
INFLUENCE
EMOTIONAL RESPONSE CURVE
PERSONAL STYLE
CHANGE MANAGEMENT

EXERCISE:

Your experience



Think of a recent negotiation you had.

Jot down bullet points (so you can remember for later).

What were the challenges?

Discuss with a neighbor.

EXERCISE:

Case



Read the case.

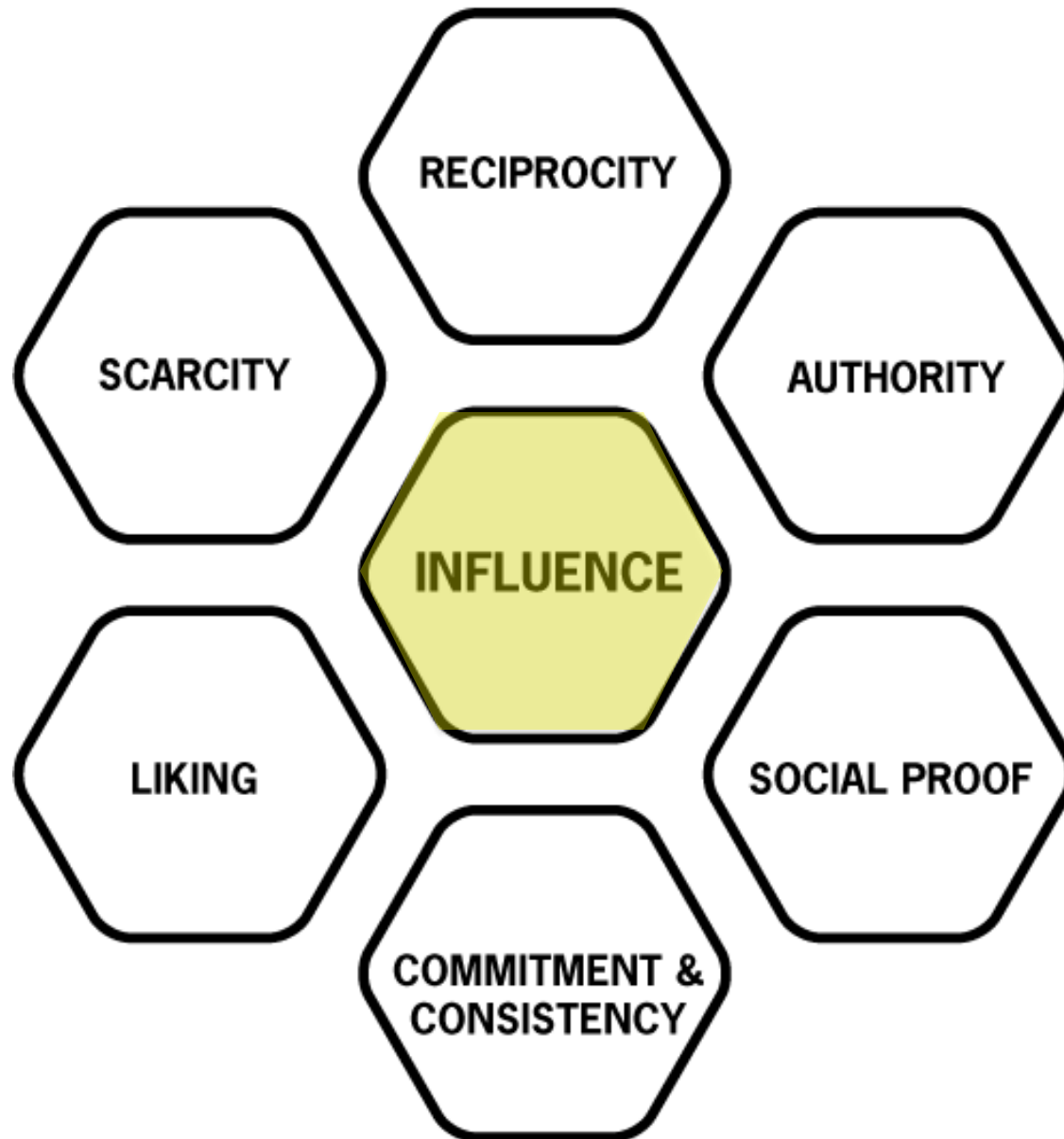
Jot down the CHALLENGES and the STRATEGIES

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____

Debrief with your neighbor.

PSYCHOLOGY OF INFLUENCE – ROBERTO CIALDINI



PSYCHOLOGY OF INFLUENCE: R. CILADINI

Reciprocity - People tend to return a favor, and engage in behaviors that mirror what others have done for them. This can create a feeling of obligation in others.

Commitment & Consistency - If people commit, orally or in writing, they are more likely to honor that commitment because it becomes congruent with their self image. Get people to make public commitments.

Social Proof - People will do things that they see other people are doing. If they are convinced that their peers are engaging in a particular behavior, they are more likely to be persuaded to engage in it as well.

Authority - People will tend to obey authority figures, and that authority can be based on the person's position, the person's knowledge and expertise, or the person's allies. Find sources of authority to leverage or establish your position of authority in the eyes of the people you are trying to influence.

Liking - People are more easily persuaded by people that they like. Find ways of getting people to like you personally in order to become more persuasive to them.

Scarcity - Perceived scarcity will generate demand. For example, saying offers are available for a "limited time only" encourages action. Present opportunities as rare or fleeting in nature.

The most persuasive thing you can do, to change someone's mind is to understand their motivations.

Why is this actually so hard to do?



Hmmm...

Positions

INTERESTS

If only he'd look down here!

fish
fish
Sigh

Positions vs. Interests

Positions are what people say they want from each other:

"I want to cut the up-front construction costs and use the systems I've used in the past."

Interests are why they want what they say they want.

- 1. I'm short on cash;**
- 2. I want to maximize my profits;**
- 3. I want to minimize risk;**
- 4. I want my boss to be happy with my work."**

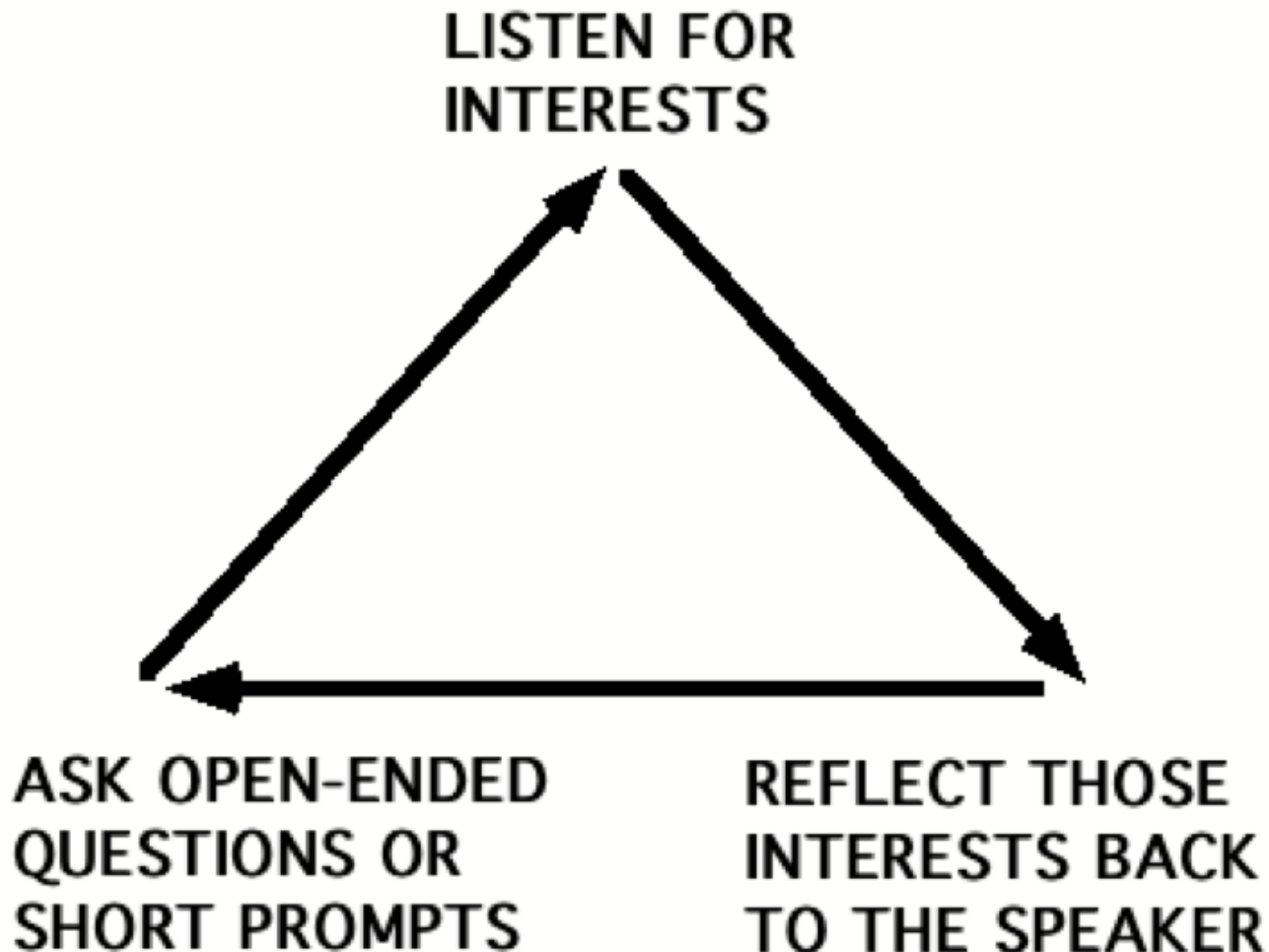
Set your goals based on interests, not positions.

During the your interaction with the other person, strive to understand and satisfy the other person's interests.

It takes skill to draw out someone's interests...

and practice. It's a new "muscle"

Active Listening: The Listening Triangle



Open Ended Questions

Open ended questions are ones in which the answer can be anything, and that the person asking the question does not suppose a particular outcome in advance.

Open ended questions bring down people's defenses and allow them to share information with you.

Some things to avoid:

- Leading questions that force the other party to give you the answers you want to hear.
- Asking yes/no questions. Prosecuting attorneys use very narrow yes-no questions to lead witnesses into saying what they want them to say. People rightfully feel defensive in response to yes/no questions and will not volunteer any additional information.
- Blaming, judgmental, or accusing language in the questions. If people feel you are going after them, you are not likely to get them to cooperate with you and give you information.
- Making people feel like you're analyzing them or have "figured them out." They will resent you and stop cooperating.

Open Ended Questions

Some Examples:

Open: What would you like to see happen as a result of this meeting?

Closed: You really just don't want to do LEED, do you?

Open: What did you discuss with my client?

Closed: Are you trying to steal this client away from me?

Open: Why didn't the report go out to the customer last night?

Closed: Who screwed up the report that was supposed to go out last night?

Open: When are you planning to hold my performance evaluation?

Closed: Are the performance evaluations going to be late again this year?

EXERCISE:

Active Listening



What's your biggest pet peeve?

Divide into pairs.

Person 1 describe the pet peeve.

Person 2, use the listening triangle

EXERCISE:

Case



Read the case “Water in the Basement”

Underline Positions. Circle (or note) Interests (as you read)

Pair up and negotiate.

EXERCISE:
Let's go back...



Go back to the first negotiation that you thought about.
How would you approach it now, with what you have heard?

What implications does this new information have on your
daily work?

how who which where

what who why

when how



Let's be intentional about the future we build

Success has three ingredients:

Strategy
Communication
Change Management

Image: Scientific American 9/06

THANK YOU



THE FUTURE IS IN OUR HANDS

bb@sustainable-performance.org



More ways we can help!



Resources & Tools: www.sustainable-performance.org

Community: LinkedIn – SPI Leadership Circle group

Report Card: <http://www.surveymonkey.com/s/SPI-ReportCard>

Blog: www.sustainable-performance.org/blog



BARRIERS, STAKEHOLDERS INFLUENCE & COMMUNICATION

What's the best approach to take on barriers?

Who is important to engage and how?

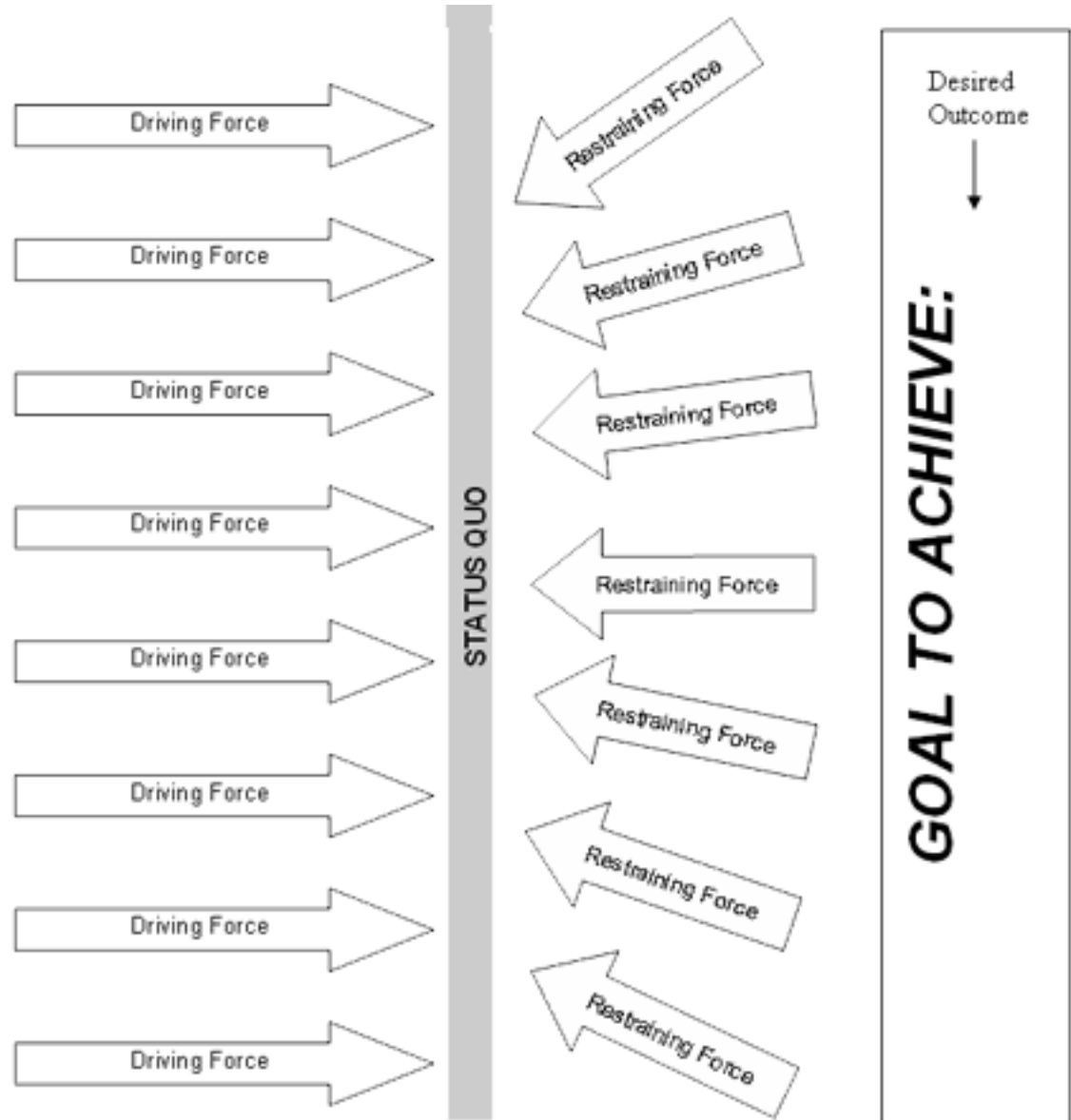
How can you have more influence?

Does your communication style help or hurt?

Lewin Force Field:

DRIVING

RESISTING



Lewin Force Field

DRIVING FORCES

My doc said so
I want to run marathon
I want to feel good

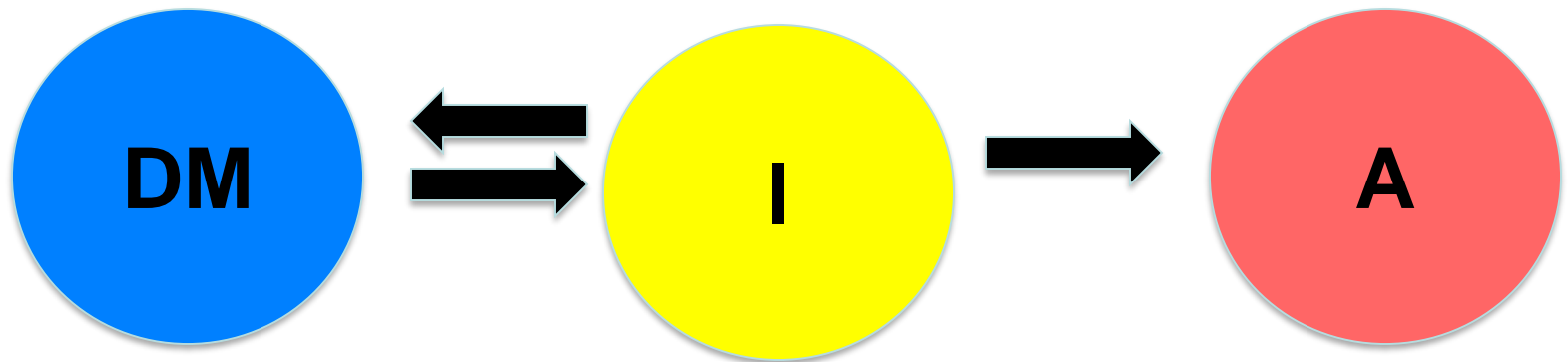
PLAN: GET IN SHAPE

RESISTING FORCES

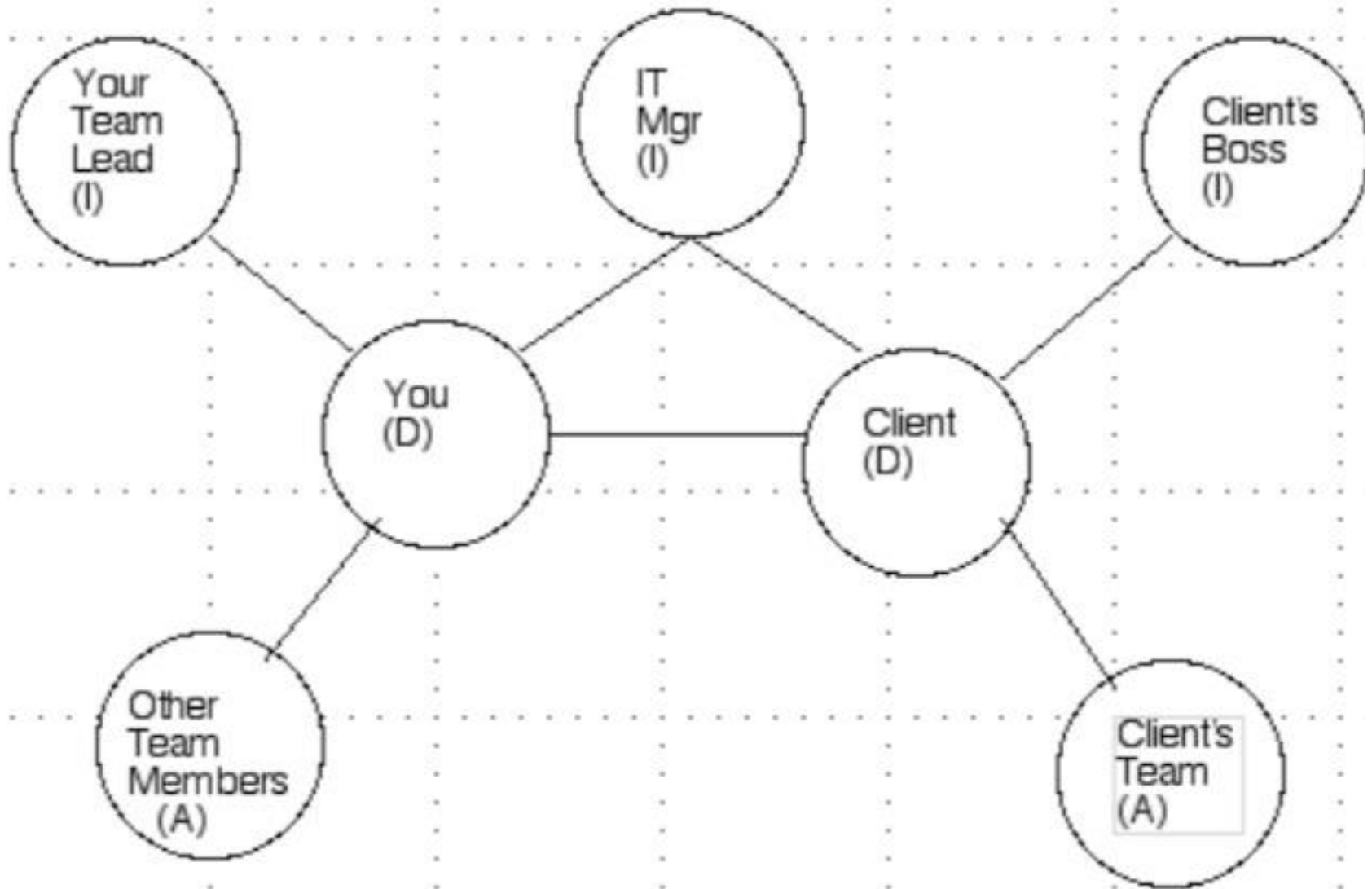
I work next to kitchen
I eat when I'm stressed
I have no time

Stakeholder Mapping

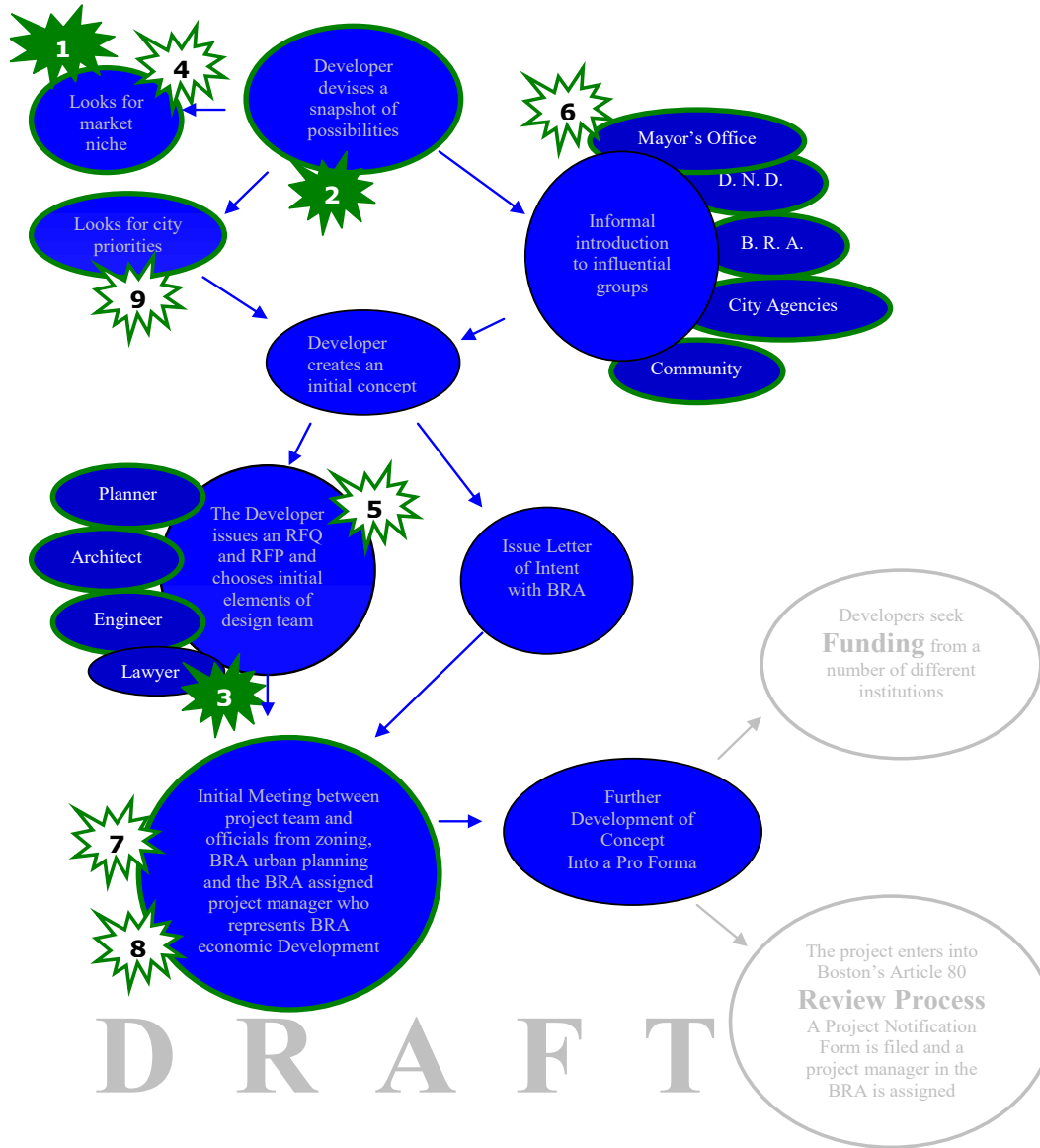
- ? Who are the relevant **decision makers** ?
- ? Who are the chief **influencers** ?
- ? Who are **affected** by ?



STAKEHOLDER ANALYSIS



Stakeholder Mapping



Barriers and Opportunities For Green Development

- A green circle denotes a point influence to the design.
- A dark blue circle indicates a key stakeholder.

Barriers

- The process at this stage is very fragmented. There is not yet a clear process and the design team has not been fully assembled. Developer relies on input from critical design team members who may not be aware of early stage intervention strategies.
- Feasibility and profitability analysis does not include life cycle considerations, or benefits of sustainable strategies that are 'out of the box' thinking and achieve biggest gains.
- A collaborative, integrated design process is not typical practice, and negatively impacts the outcome driving up cost and inefficiencies.

Opportunities

- The Health benefits of green buildings can generate significant market demand.
- Property owners that commit early on to a collaborative process and green strategies can capture capital cost savings.
- The Mayor and City are strongly supporting the green initiative and taking a leadership role.
- The Review process (and other potential BRA/ City involvement) is an opportunity for early coordination and collaboration to explore green strategies.
- Green design language can be included in any RFQ/RFP.
- There are many current programs and activities in various city departments that can support green development and job creation, affordable housing and healthy communities.



Basic Negotiation & Mediation Skills for Green

7 elements of Collaborative Influence

Interests

Alternatives

Options

Objective Criteria

Relationships (pattern of your interactions with people over time)

Commitment

Communication

Speaking in order to be heard (facts, feelings, Identity)

Listening  Asking Q's, Listening, Reflecting Back

Ladder of Influence: Data - Observations - Inferences - Conclusions

Leadership: Model the way, Inspire shared vision, Encourage risk taking & innovation, foster collaboration, encourage the heart (celebrate incremental successes)

Facilitation: Right people at the table, Desired outcomes, Design agenda based on Desired Outcomes, Facilitate Communication using Listening Skills and manage group process.

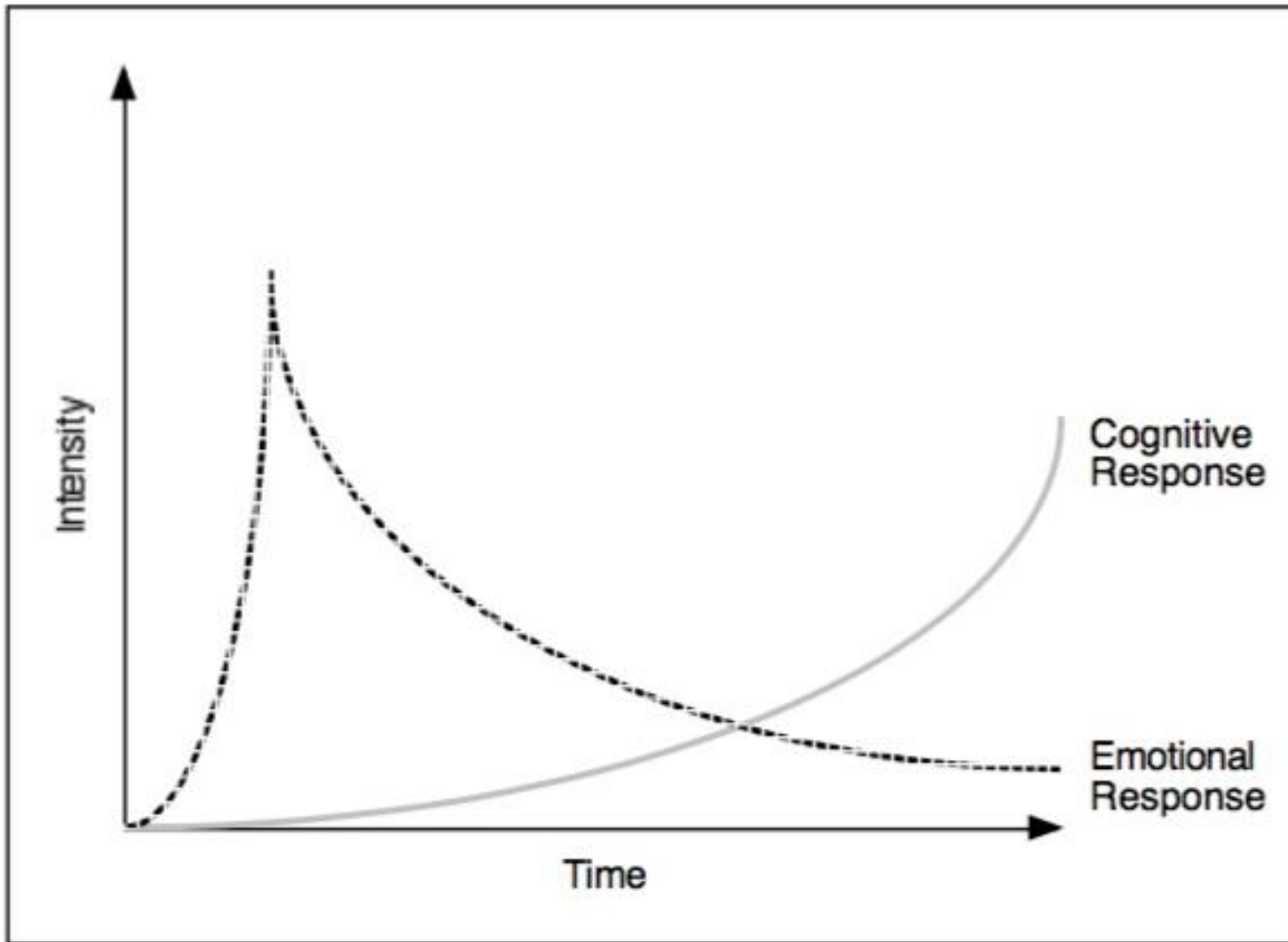


**EXERCISE:
Strategies
&
Change
management**

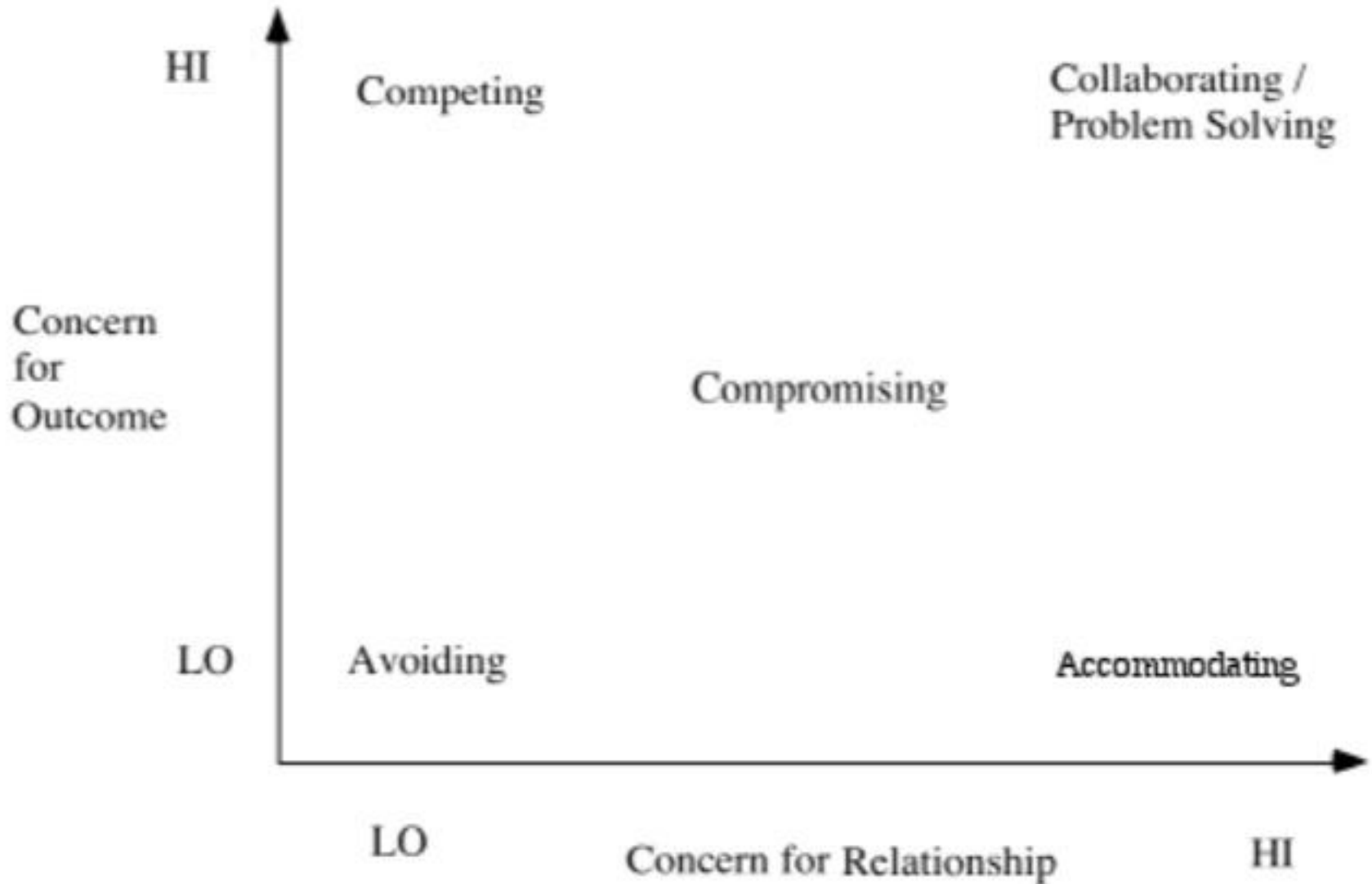


Revisit your strategies. Think about implementation and what it will take to make things happen....

EMOTIONAL RESPONSE CURVE



NEGOTIATION STYLES



Collaborative Negotiations

