

ERAI Executive Conference

April 19th 2013 General Session



Quintessence

TRANSFORMATIONAL COACHING LLC

Taking your results beyond the stars!

Gaining Momentum Supply Chain Advancements in the Fight Against Counterfeits

Reducing Waste in Broken Communications:
Achieving Measurable Results

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Advanced Leadership Communications Development

Technical, Aerospace & Defense Industries

President and Founder Quintessence TC LLC

**Vice President Executive Coaching & Leadership Development in Organizations
with Newfield Network**

Rediscovering the Art of Communicating

“They’re a small band of people who help get management’s point of view across to employees, and employees’ perspective across to management. They’re the only people in the organization dedicated to that, and they’re particularly good at it, because they know how to communicate.”

- Robert J. Holland, Communications Consultant

- ▶ 30 Years in the Aerospace & Defense industries
- ▶ 10 Years of advanced study in Communications
- ▶ 4 Basic conversations
- ▶ 6 Fundamental speech acts
- ▶ 4 Elementary body dispositions
- ▶ 57 % fewer iterations of repeating verification of issue closure actions
- ▶ 54/180 :1 ROI depending on assumptions
- ▶ ∞ Concepts of this session can be practiced anywhere in your personal and professional life



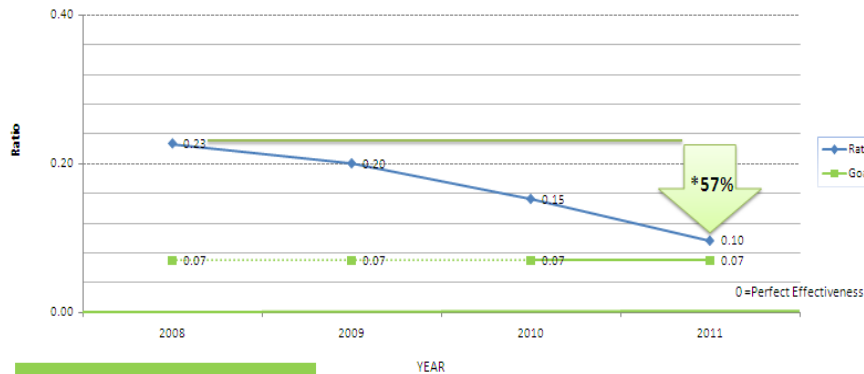
Impressive Measurable Results

 **AEROSPACE** Getting It Right - August 2012 Newsletter

Reduced Waste of Broken Communications

Ratio: Total Closure Iterations to Total Resolved Issues

Transforming with conversational leadership development and practice



Goal = (Entitlement - Baseline) X 70% + Baseline
Perfect Effectiveness=No Iterations per closed PCAs

Ratio	Entitlement	0
0.23	Baseline	= 0.23
0.20	Goal	= 0.07
0.15		
0.10		

	Method 1	Method 2
Data 2011=	0.1	0.1
Data 2008=	0.23	0.23
Decimal=	0.43	0.57
Inverse=	0.57	
or %	57	57

Method 1

- Step 1: Divide the new value by the old value (decimal) $0.1 / 0.23 = 0.43$
- Step 2: Convert that to a percentage (multiply by 100) $0.43 \times 100\% = 43\%$
- Step 3: Subtract 100% from that $100 - 43 = 57\%$

Note: Goal=0.07 calculated as a 70% shift from the baseline towards Perfect Effectiveness

Method 2

- Step 1: Calc the change(subtract old value from new) $0.23 - 0.1 = 0.13$
- Step 2: Divide that change by the old value $0.13 / 0.23 = 0.57$
- Step 3: Convert to a percentage(by multiplying by 100) $0.57 \times 100 = 57\%$

Ratio Data				
Total Iterations	Total PCAs Closed	Ratio	Year	Goal
34	150	0.23	2008	0.07
79	395	0.20	2009	0.07
39	256	0.15	2010	0.07
27	280	0.10	2011	0.07

LESSONS LEARNED

Reducing Waste in Broken Communications: Achieving Impressive Measurable Results

By DAN BERRY and DUANE VONESH
Ball Aerospace & Technologies Corporation

Starting in 2008, the director of the quality management system at Ball Aerospace calculated the ratio of the iterations needed to close a corrective action: He tracked how many times a meeting or communication was reiterated to resolve the same problem at hand. Zero iterations means one meeting or communication generated the desired result, no redo, no more volleys of clarifying what was meant to be said or accomplished. Zero iterating is a tall order and very difficult to achieve; everything must go perfectly. Perfect conversations and communications are very rare in any environment and are especially desirable in business.

In our personal and business lives, our time and money are important; not repeat-

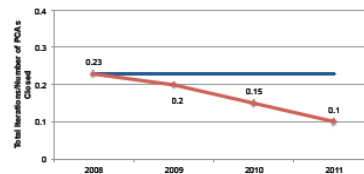


Figure 1. Transforming communications effectively with conversational leadership enabled a 57% reduction in preventive/corrective action (PCA) meetings.

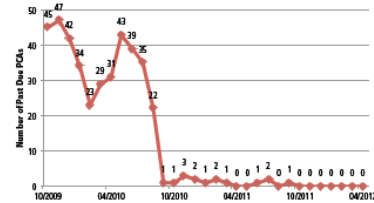


Figure 2. Sustainable behaviors established with organizational communication skill development.

ing meetings and conversations, not rehashing the same issue over and over, not having problems persist

are all important. Figure 1 illustrated how iterations were reduced by 57 percent over a three-year period in

one very small slice of the aerospace business world: managing corrective-action conversations. Not only did the number of meetings decrease, but the number of overdue preventive or corrective actions dropped to near zero, as shown in Figure 2. This dramatic reduction of broken communications was achieved through learning how language creates understanding and practicing the fundamentals of conversational leadership.

Corrective actions are the result of not meeting a customer or business requirement. Ideally, corrective actions are a well-managed process with data available from testing. This domain of corrective-action data is like looking at the large business of aerospace through a drinking straw, because it provides a very narrow field of view to the thousands of conversations available in any business venture.

Conversational leadership fundamentals were practiced and developed in teams

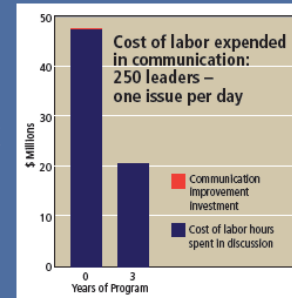
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Talk Adds Up (who says talk is cheap?)

For a rough estimate on Return on Investment (ROI) for improved communications, assume a company of 2,500 people and 250 leaders. Each company leader is engaged in at least one issue per day.

- Before the investment to improve communications, one issue consumed 15 hours of labor at an average rate of \$55/hour. In a working year with 228 days, that results in a total expenditure of \$188,100 per leader.
- Each leader engages in multiple issues per day, which makes this a conservative estimate.

- If each leader decreases the time required to achieve the same communication by 57% over three years, as supported by the empirical data, the savings amount to \$107,217 per leader.
- For 250 developed leaders across the organization of approximately 2,500 people, that is an overall savings of \$26.8M in three years or \$8.9M per year for a nominal investment of \$500K.
- That is an impressive ROI of 54:1 if each leader applies these skills to one issue per day.
- Using a train-the-trainer concept, ROI can approach 179:1.



COMMUNICATION

What could possibly go wrong??

Simplifying the Communication Challenge

- ▶ Communicating is the transfer of meaning
 - Four Basic Conversations
 - Comprised of 6 Speech Acts
 - Supported by 4 Physical Dispositions



Speech Acts and the Basic Conversations

Conversation for Action



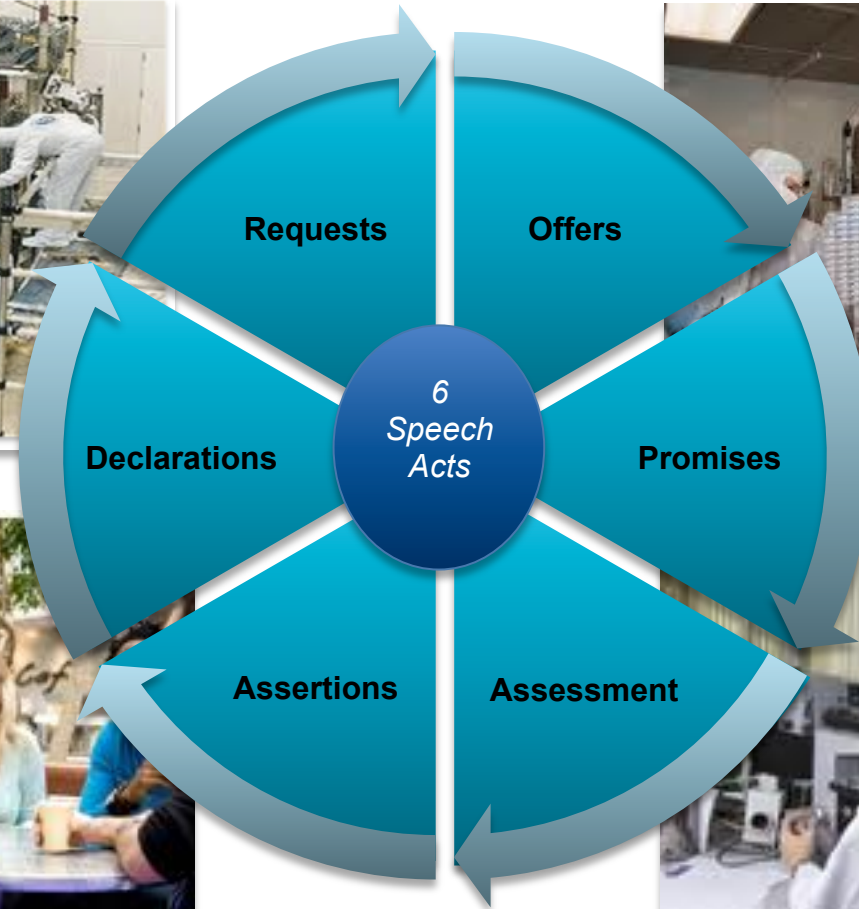
Conversation for Possibility



Conversation for Future Conversation



Conversation of Assessment



The Body of Leadership



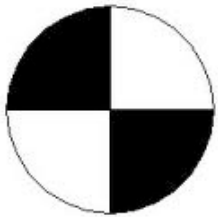
Open



Stable



Flexible



Resolute



How We Ask For Support or Help

- ▶ Drama request
- ▶ Logistical Request
- ▶ Middle Man Request
- ▶ Round About Request
- ▶ Irresponsible Request
- ▶ Special, Formal, Informal...
- ① Guess the Request
- ② A Clear Request



Clear Requests Generate Trust

Clear Request Components

1. Committed Speaker
2. Committed Listener
3. Set the context, the topic
4. Mutual understanding of words, acronyms etc. (on the same page)
5. State the future action
6. Set the timeline
7. Set your conditions of satisfaction (how I need to receive your response)

Possible Listener Moves

1. **Accept (Yes I will)**
2. **Decline (No)**
3. **Counteroffer, Negotiate**
4. **Commit to Commit (Get back with you)**

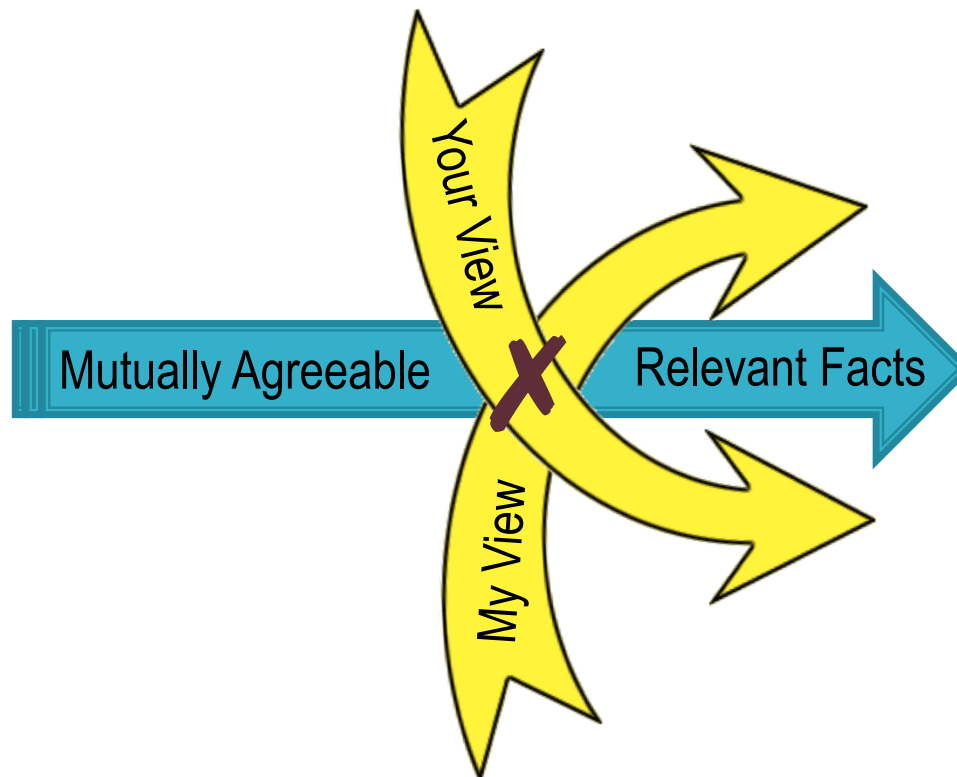
- Notice what is missing in your requests and requests made of you
- Take the initiative and time to ask for clarification



Stop, Look and Listen ~~At~~ For the Intersection

"We don't see things as they are, we see them as we are"

Anais Nin.....1903-1977 ... French Cuban Author



Don't Betray My Trust

“For there to be betrayal, there would have to have been trust first.”

– *Suzanne Collins, The Hunger Games*



Don't Betray My Trust

“For there to be betrayal, there would have to have been trust first.”

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i trust you

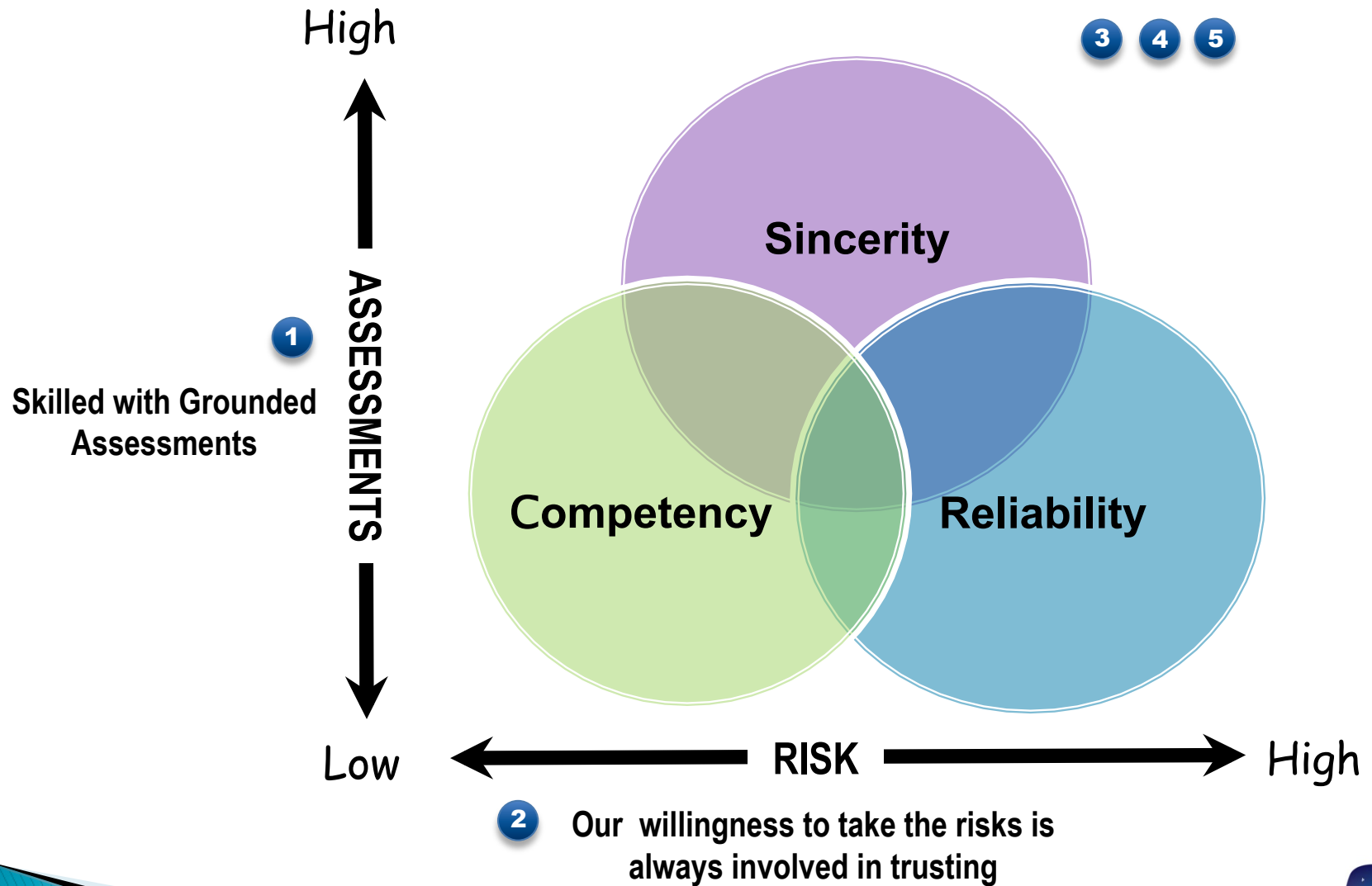


Learning to Understand Trust

- ▶ 3 Domains of trust to learn
- ▶ 2 Basic necessities
- ▶ 1/100 Emotions – The emotion that allows us to coordinate action
Jack Welch said “You know it when you feel it”
- ▶ 0 Without trust nothing happens, we stop working together, trust is a critical leadership competency, it is economic
- ▶ ∞ Possibilities are available with trust



Five Parts of Trust



What Your Track 13 Experience Will Be

Talk adds up, talk is not cheap when it comes to generating action



Track 13 this afternoon 1:45 to 3:15

Credibility with Trust and Full Contact Communication Workshop

- ▶ Offer you a fresh interpretation of Trust
- ▶ Simplify our Communication Challenge
- ▶ We will learn by doing
- ▶ See a way for you to sustain and apply this panel session to any business with a proven way to reach the dream of achieving results with more ease



How to Sustain This In Any Industry

- ▶ Get aligned, get an instructor, practice, progress, regress, repeat
- ▶ Notice what's in motion, the language, the somatics
- ▶ Don't do a workshop and stop
- ▶ Do a workshop followed with group and individual learning
- ▶ Work over 3 to 6 months with a closing workshop finale



Additional Learning Opportunities

- Employee Engagement Program
- Engineering Conversations for Action
- Overwhelm and Managing Capacity
- Trust with Leadership Presence
- Tapping into those gut feelings
- Six Emotions of Leaders
- The Gift of Clarity

