

*Leading Self & Others
Motivation & Leadership*

Advanced Communication Skills - Module 2



**CAMBRIDGE
INNER GAME
LEADERSHIP**
Cambridge UK Branch

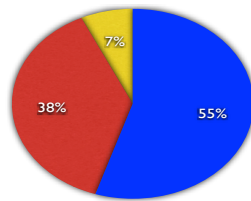


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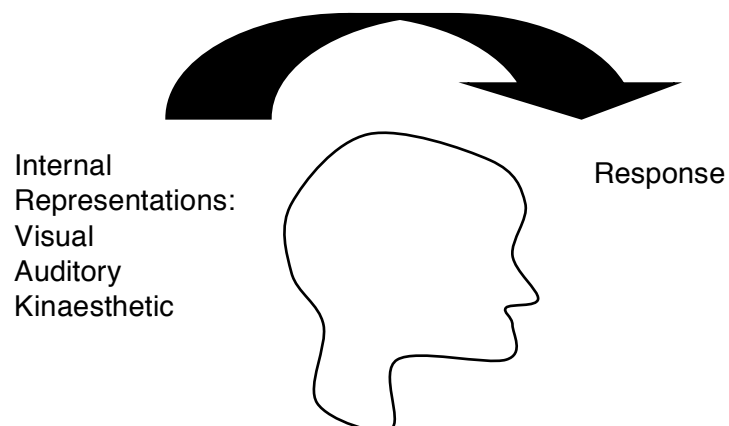
Sensory Acuity

Research has taught us that much of our communication is non-verbal.

55 % Non Verbal
38% Tonality
7% Words



According to Professor Ray Birdwhistell 93% of communication is unconscious. It is useful to pay attention to a person's unconscious non-verbal communication. This is the key to discovering more about someone's internal filters: and being able to connect with them, to see and hear if your message is being received in a positive way.



It is essential for us as modern leaders to have good sensory acuity. That is, recognising changing signals in a person both verbally and non-verbally.

Sensory acuity is about paying more attention to what's going on. It's not about actually making your eyesight better, it's about noticing more, by paying attention to the information that was there all along.

People give out huge amounts of information from moment to moment. Changes in their emotional states and in what they are thinking about, will cause changes in their physiology. We can all notice these changes – when we once know what to look for. Sometimes these changes are subtle; sometimes they are so obvious that you'll wonder how you missed them previously.

If you notice a change in someone's physiology, or a shift in their voice, this will give you an indication that some sort of internal change has happened. If you observe it consistently happening in a particular situation, or in response to something that you're doing, you can get an idea of what your message means to the person you are communicating your ideas to.

Also, the more you practice paying attention, the more you can track these subtle changes in people's state with your unconscious mind. Imagine gauging exactly the right time to introduce a new idea, or close an important contract. The more you notice about a person, the easier it is to do that.

Below is an example of some signals to look out for;

Visual Cues

Skin colour

Skin Tone - Minute muscle changes

Lower lip changes

Pupil dilation

Breathing changes

Auditory Cues

Volume

Tone

Speed

Pauses

Rhythm

Kinaesthetic

Head and spine position

Facial gestures

Arms, hands and leg position

Sensory Signals Exercise

This exercise is for two people A-B (B's task is to observe A)

1. A closes his/her eyes and thinks of someone or something they dislike. Allow A time to establish a strong representation of the person, or thing they have chosen. B observes A
2. While A thinks about this person or thing, A will count from 1 to 10 out loud.
3. Once A finishes the counting B makes a note of the sensory information. For example, B may have observed a breathing pattern change, or the change in the tone of A's voice etc
4. Once step 3 is completed, B breaks A's state with a question.

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5. A closes their eyes and repeats steps 2 and 3 while thinking of someone, or something they like.
6. Once again A finishes the counting out loud and B makes a note of what they have seen and heard.
7. B breaks A's state by asking a question.

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8. Repeat from 1 to 7 twice more, A using the same like and dislike examples every time.
9. A then chooses a like or a dislike. B makes a guess. Once B has guessed correctly 3 times, it is time to swap over. A becomes B and B is now A.

Caution

Do not 'mind read'. Only think about and note, what you see, do not put content onto the observation.

RAPPORT

Sometimes, you meet someone for the first time, and it's like you have known that person for years, it clicks. You feel comfortable with that person even though you don't know them that well. Yet with another person, however hard you try, you can't seem to get along with them. How is that possible? How does that work?

Rapport is sometimes described as the "magic feeling" what you can experience from one person to another. With rapport we get direct access to the unconsciousness of others. Rapport is not a technique or method, it is much more an attitude. This attitude is characterized by:

- 1 **Attention.** Paying attention to the other person
- 2 **Respect.** Respect for the model of the world of the other person.
- 3 **Tuning.** Tuning (follow) in on the other's micro movements.

When people are not able to create rapport with each other then communication will have little effect. You sometimes hear the statement: "It is impossible to communicate with him/her". Rapport is a condition that is characterized by mutual respect and receptivity. In such a situation suggestions are accepted unconditionally. If you want to be good in achieving your goals, make sure you are good at creating rapport.

Rapport is the basis of communication. Communication is a process in which a message is sent, the message is internally processed by the other (making an internal representation) and based on that, a response is given. By placing the process in the communication model, we see that we process the message through our filters, by making an internal representation and communicate our response back through behaviour. This is called the "circle of communication".

The more the messenger and the receiver are involved with respect and mutual receptivity in this circle, the better the communication becomes. People, who are really involved with the messenger and his/her message, will be more open to each other's suggestions, opinions and ideas.

People are willing to follow you, if you are willing to follow them, and people love people who are the same as they are. We all know that at an unconscious level. We join up with the people who have the same model of the world as we have.

Rapport is a process of being responsive to each other and importantly does not necessarily mean that they agree with the opinion and behaviour of the other. Therefore there is no manipulation, only a clearing of openness to other's opinions. This makes the communication a win, win process.

To connect to the level of behaviour, it is good to know what elements of our behavior (communication) exists in order to join. Ray Birdwhistell (1918-1994) is one of the people who have done much research on this. His research has shown that our communication consists of three elements, namely:

- Physiology
- Tonality
- Words

Professor Albert Mehrabian (1939) has also done much research into the meaning of our communication. In 1971 he published the '7 -38 to 55 rule '. This shows that the importance of our physiology and tonality in our communication is usually larger than

we think, and the importance of words is often overestimated.

The investigation has shown that the meaning of our communication consists of 55% from body-language and 38% of the use of the voice. So, for 93% of our communication, we are (often) not aware. The remaining 7% consists of the words we use.

To communicate effectively and meaningfully these three elements should be congruent with each other. For example, if someone says, "I'm not mad at you" in a loud tone, with his arms crossed and not looking at you, you may ask yourself as the recipient "What meaning do I give to this?".

We establish rapport by discovering or creating corresponding issues. There are many ways to commonly achieve a status of rapport with someone. You can mirror appearances with non-verbal and verbal communication. The combination of non-verbal and verbal is important because words are not enough to create rapport. While "words" influence one's consciousness, 'physiology' influences the subconscious. To mirror someone it is important that you can observe sharply (sensory acuity) and that you have a great personal flexibility.

With mirroring, we fully mirror the other. For example, we completely take over the physiology of the other. A certain physiology belongs to a certain mood and internal representation. By mirroring the physiology we get access to the mood and even the internal representation of people. The aim is not to obtain unauthorized information from people, but rather to obtain better contact, based on empathy.

With matching we tune in on a particular element of the physiology, the use of voice (tone) or words of the other. Matching is mirroring of one element of the verbal or non-verbal communication of the other. Matching means equality and understanding. For example, people with the same voice feel that they understand each other. Matching on verbal grounds is agreeing with someone. You acknowledge, in principle, the others model of the world. When mirroring we experience the internal representation (world model) of the other, with matching we maintain our own model of the world.

The opposite of matching is mismatching. That is to consciously, or unconsciously turn away from, or not tune in to the other. A clear form of mismatching is to not look at someone during an interview. People do this consciously or unconsciously. Such as "Yes" is an expression of mirror or matching and "No" is an expression of mismatching. Another, more covert, form in language is, "Yes, but". By matching, we focus on the similarities, or equality and mismatching on the differences or inequalities.

When do we know we have rapport with someone? When there is a rapport, several of these indicators are present.

- 1 A feeling inside (warmth, peace, confidence, security).
- 2 The skin color (of the face) changes.
- 3 Verbal phrases such as "I know you from somewhere?".

In summary rapport is a state of unconscious responsiveness. Rapport is when the subject responds to you non-verbally by unconsciously matching your body movements and tonal qualities. When rapport is established a person has unconscious responsiveness from the subject and less interference from the conscious mind (internal dialogue).

We match and mirror

Physiology

- Posture
- Significant gestures
- Facial expressions
- Blinking
- Breathing

Tonality

- Tone (pitch)
- Tempo (speed)
- Volume (loudness)

Words

- Predicates
- Key words
- Common experiences and associations

Name:

Course Evaluation

We are constantly striving to be the best that we can be. In order to ensure this happens we invite all our member's to complete this short feedforward form on completion of the workshop.

Please rate each service area on a scale of 1-5, where 1 is unsatisfactory and 5 is Excellent

Your comments will remain confidential and only used by Cambridge Inner Game Leadership member's club in the development of its services.

Service	1	2	3	4	5
Content of training					
Ambience of environment					
Quality of training materials					
Was your expectation of the workshop met today?					

Please suggest any feedforward for the service of the Cambridge Inner Game Leadership member's club. Anything you would like to add to make it even better, please write on the back of the sheet.

- Write down 1 learning from today, which you will take back and use within a work environment?