

**SEEK
THEN
SPEAK**

**Crack the code
on communication.**

**LEARNING
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GROUP**

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SEEK THEN SPEAK

Overview

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Seek Then Speak

Key definitions.

“Seek first to understand, then to be understood.”

Stephen R. Covey - Seven Habits of Highly Effective People

Seek : sēk

Attempt to find (something). Attempt or desire to obtain or achieve (something). Ask for (something) from someone.

Understand : un·der·stand

Perceive the intended meaning of (words, language, expressions, and actions of someone).

Speak : spēk

Say something in order to convey information, an opinion, or a feeling. Talk to in order to inform, convey, reprove, or advise.

T	F	Having information = having meaning.
T	F	Sending the message = communicating.
T	F	Taking in information = gaining understanding.
T	F	True communication requires mutual understanding.

Personal Experience

We can learn much from experience.

What has our own experience taught us?

When Not Understood

Think of a time when you
WERE NOT understood.

What was the situation?

What did the other person
do or not do?

How did you feel as a result?

When Understood

Think of a time when you
WERE TRULY understood.

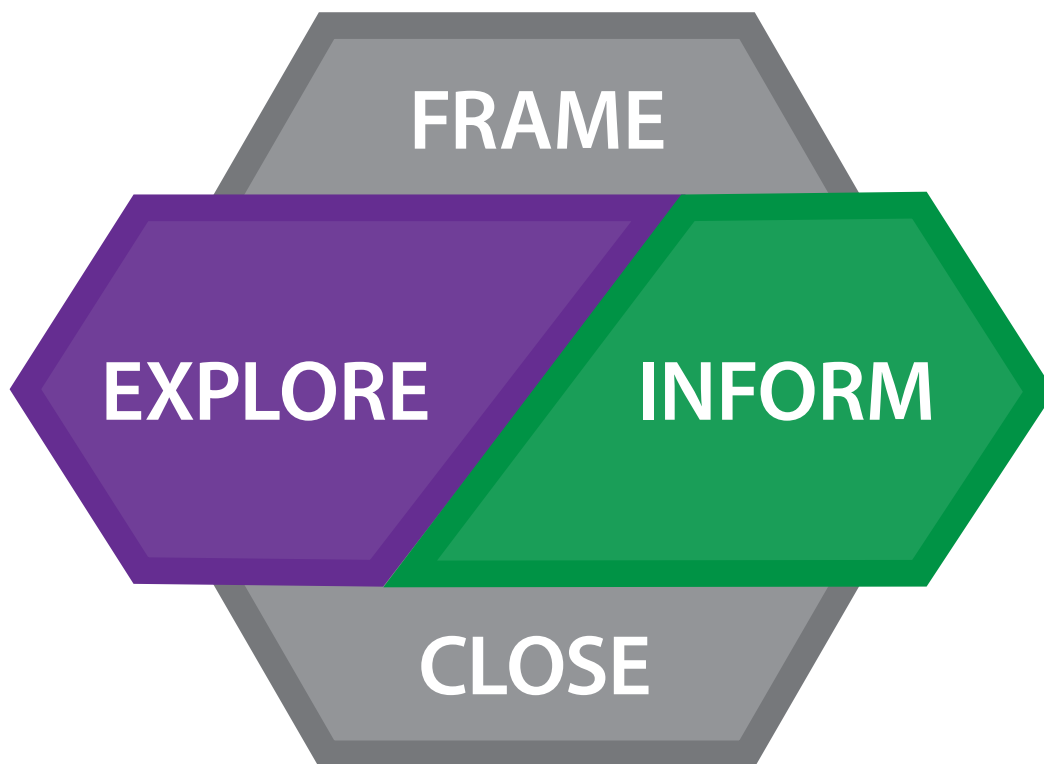
What was the situation?

What did the other person
do or not do?

How did you feel as a result?

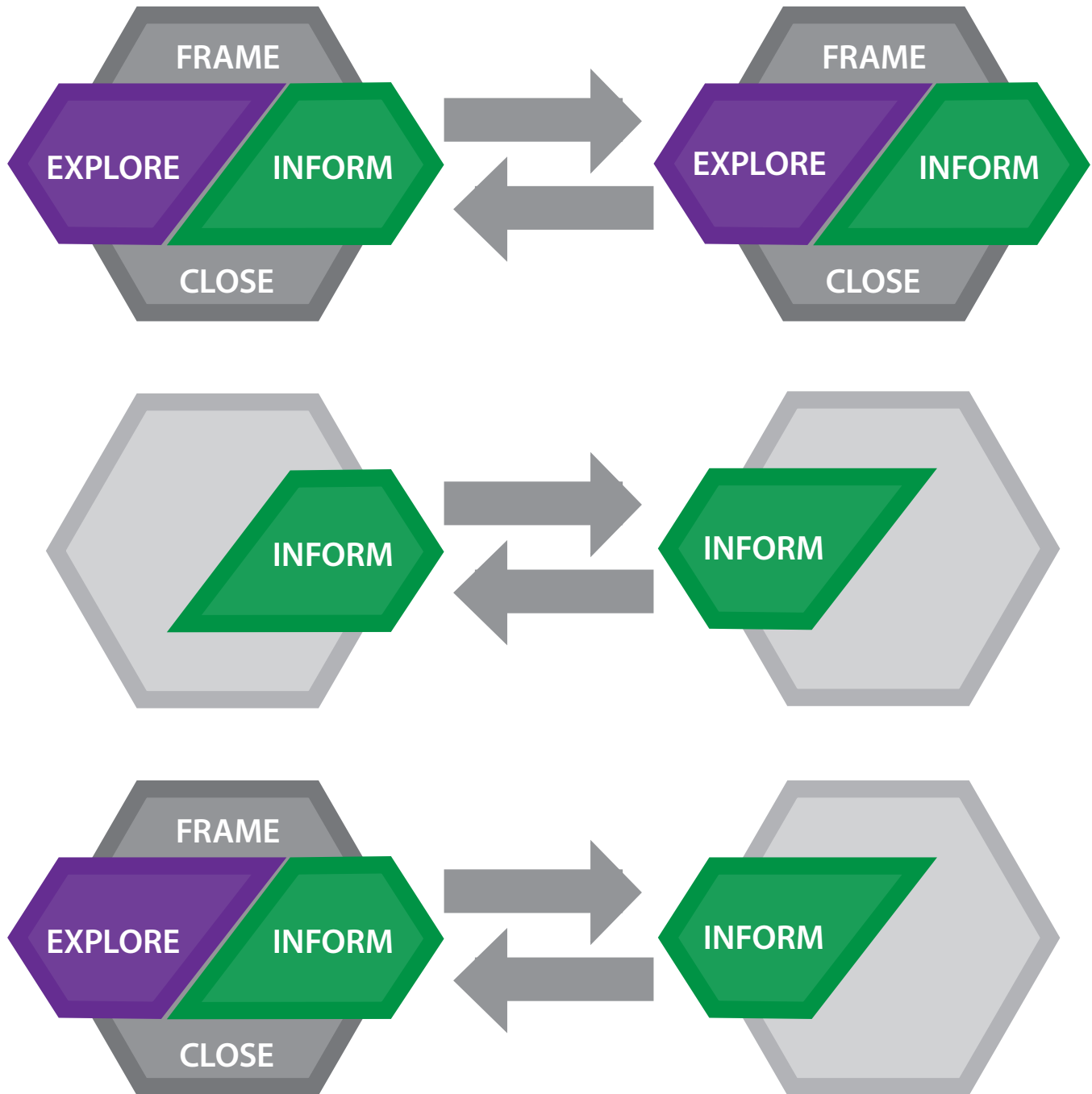
Seek Then Speak

Frame. Explore. Inform. Close.



Interaction Dynamics

Perfection is not the goal.



Seek Then Speak

Learning Roadmap.

Steps	Key Actions	Outcome
1 FRAME	<ul style="list-style-type: none"> • Size Up the Situation • Establish Connection • Match Your Approach • Clarify Purpose & Outcome • Provide Structure 	<ul style="list-style-type: none"> • Mutual understanding of what the conversation is about and how to proceed.
2 EXPLORE	<ul style="list-style-type: none"> • Observe • Empathize • Ask • Listen • Reflect & Check 	<ul style="list-style-type: none"> • Mutual understanding of the other person and they are communicating.
3 INFORM	<ul style="list-style-type: none"> • Observe • Express • Request • Direct 	<ul style="list-style-type: none"> • Mutual understanding of you and what you are communicating.
4 CLOSE	<ul style="list-style-type: none"> • Summarize & Verify • Commit to Action • Reinforce 	<ul style="list-style-type: none"> • Gain mutual understanding of what the conversation was about and what action will be taken as a result.

Conversation

Waiting for you.

What conversation awaits you right now? See if you can identify one that you find challenging and that holds high consequences.

Describe the situation

Who is involved?

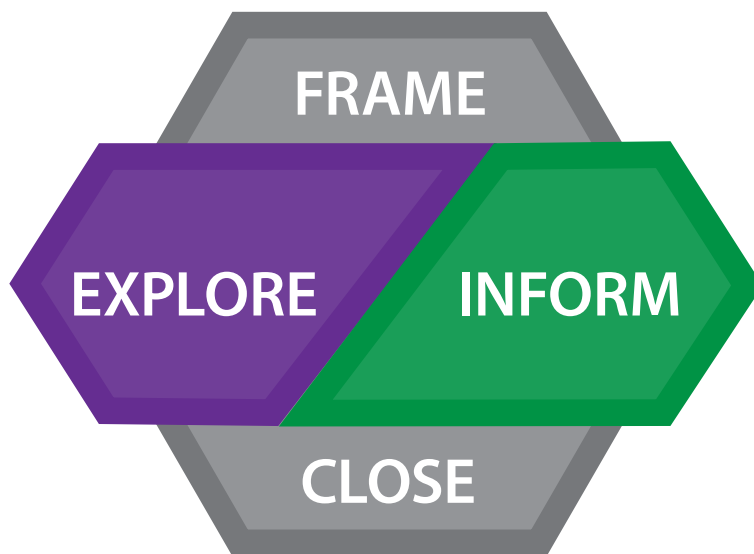
What is the impact, or the potential impact, of this situation on you, your team, or the organization?

How well do you understand the other person?

How well does the other person understand you?

SEEK THEN SPEAK

Frame

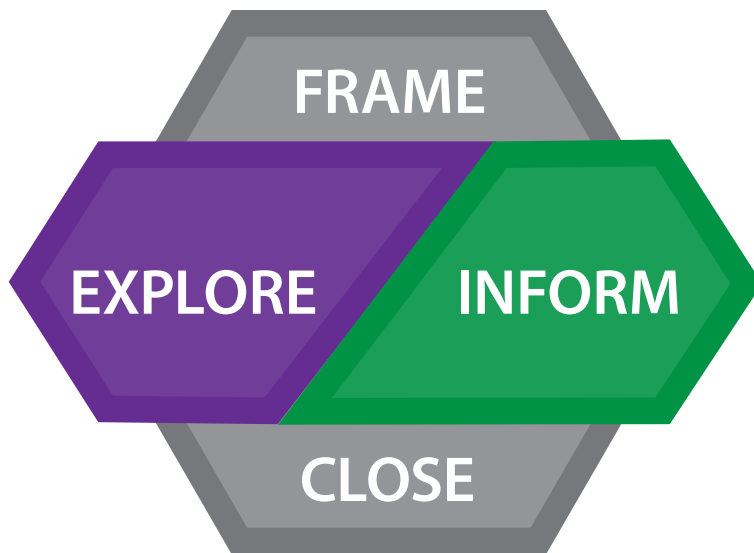


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Frame

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Gain mutual understanding of what the conversation is about and how to proceed.

- Size Up the Situation
- Establish Connection
- Set the Tone
- Match Your Approach
- Clarify Purpose & Outcome
- Provide Structure



Size Up the Situation

Know what you are dealing with.

Situation

Current Situation

What do you see (behaviors, actions, results, impact)?



Desired Situation

What would you like to see (behaviors, actions, results, impact)?

Associate

Associate's working style?
Associate's readiness to interact?
Associate's pressing needs and interests?
Potential barriers to communication?

Myself

My working style?
My readiness to interact?
My pressing needs and interests?
Potential barriers to communication?

My Self-Talk

My Hindering Self-Talk

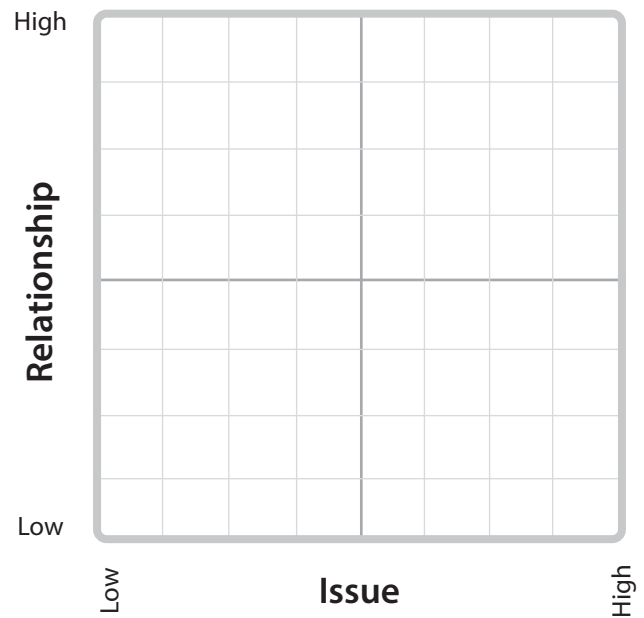
My Helping Self-Talk



Match Your Approach

Adjust to the needs of the situation.

Issue and Relationship





Clarify Purpose & Outcome

Be clear on what the conversation is about.

Purpose & Outcome

Purpose

Tips

- State **WHAT** you want to talk about
- State **WHY** it's important
- State **HOW** you wish to proceed.

Outcome

Tips

- Make sure it is **SPECIFIC**.
- Make sure it is **ATTAINABLE**.
- Make sure it is **ENGAGING**.

PRACTICE: PURPOSE STATEMENT

Assignment

Use a Purpose Statement to help you engage an associate in a conversation and ensure that it is:

- **FOCUSED**
- **RESPECTFUL**
- **PRODUCTIVE**

Purpose

What - Why - How

PRACTICE: OUTCOME STATEMENT

Assignment

Use an Outcome Statement to help you clarify the desired outcome of a conversation with an associate.

- **SPECIFIC**
- **ATTAINABLE**
- **ENGAGING**

Outcome

Specific - Attainable - Engaging



Provide Structure

Make sure you both can succeed.

- Structure the conversation so that it is **FOCUSED**.
 - Structure the conversation so that it is **SAFE**.
 - Structure the conversation so that it is **PRODUCTIVE**.
-

Scenario 1

How will you structure the conversation?

Scenario 2

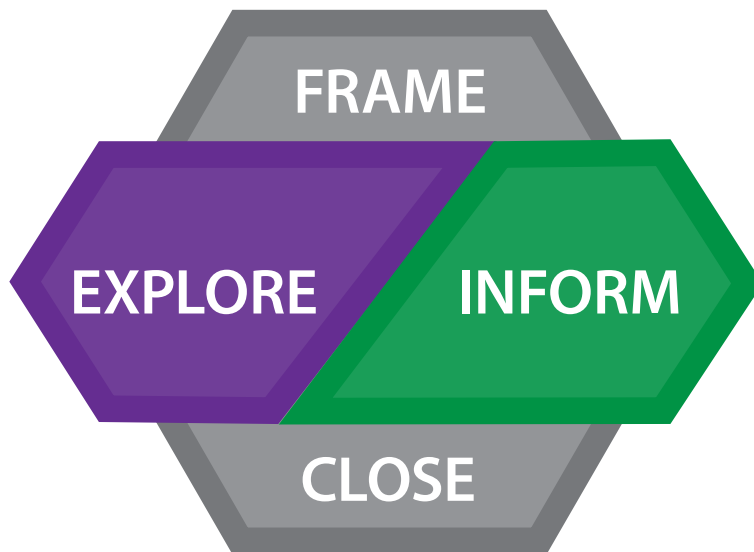
How will you structure the conversation?

Scenario 3

How will you structure the conversation?

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Explore

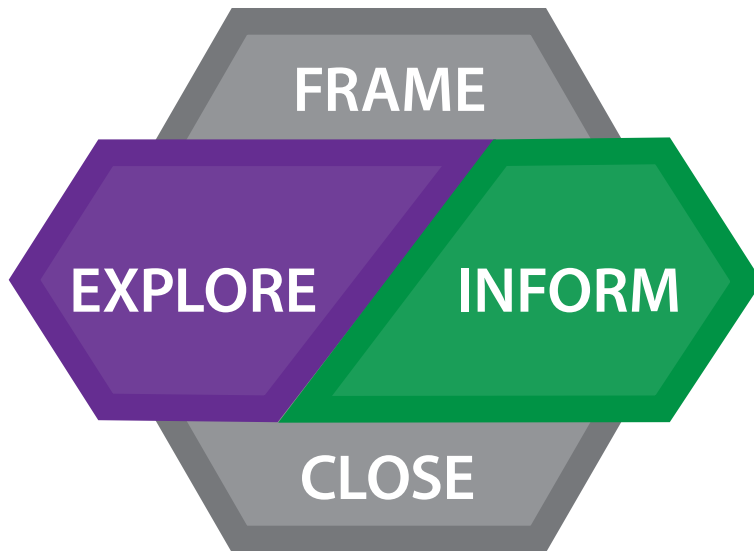


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Explore

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Gain mutual understanding of the other person and what they are communicating.

- Observe
- Empathize
- Ask
- Listen
- Reflect & Check



Observe

Go see what you can see.

- OBSERVE** first hand.
- ASK** direct, behavioral questions.
- CHECK** your biases and assumptions.

Scenario 1

What will you want to look for?

Scenario 2

What will you want to look for?

Scenario 3

What will you want to look for?



Empathize

What is it like to be in their shoes?

 T

 F

Empathy = sympathy.

 T

 F

Empathy = agreement.

Scenario 1

What empathy do you feel?
How will you express that empathy?

Scenario 2

What empathy do you feel?
How will you express that empathy?

Scenario 3

What empathy do you feel?
How will you express that empathy?



Ask

One right question can open many doors.

- Open versus closed.
- Behavioral.
- Primary and secondary.

Scenario 1	What questions will you ask?
Scenario 2	What questions will you ask?
Scenario 3	What questions will you ask?



Listen

We all know how. But do we?

Do's

Don'ts

Do's	Don'ts



Reflect & Check

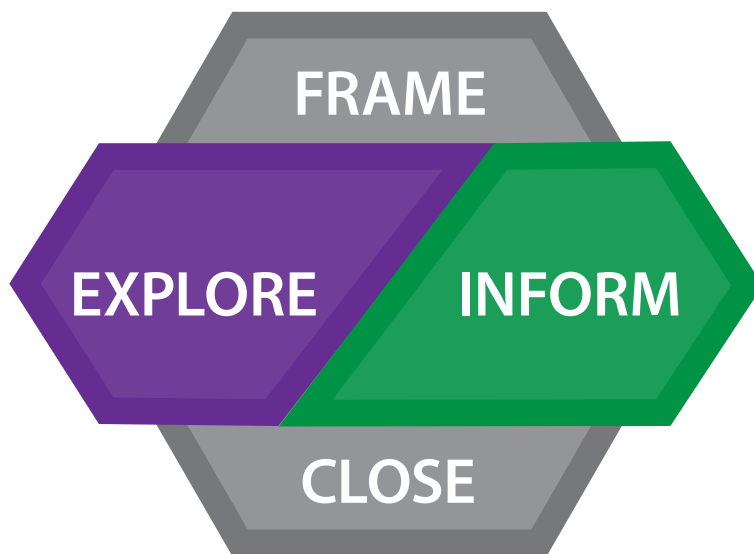
You become interesting as you show interest.

- Reflect & Check for **MEANING**.
- Reflect & Check for **FEELING**.

Scenario 1	How will you reflect & check for MEANING? How will you reflect & check for FEELING?
Scenario 2	How will you reflect & check for MEANING? How will you reflect & check for FEELING?
Scenario 3	How will you reflect & check for MEANING? How will you reflect & check for FEELING?

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Inform

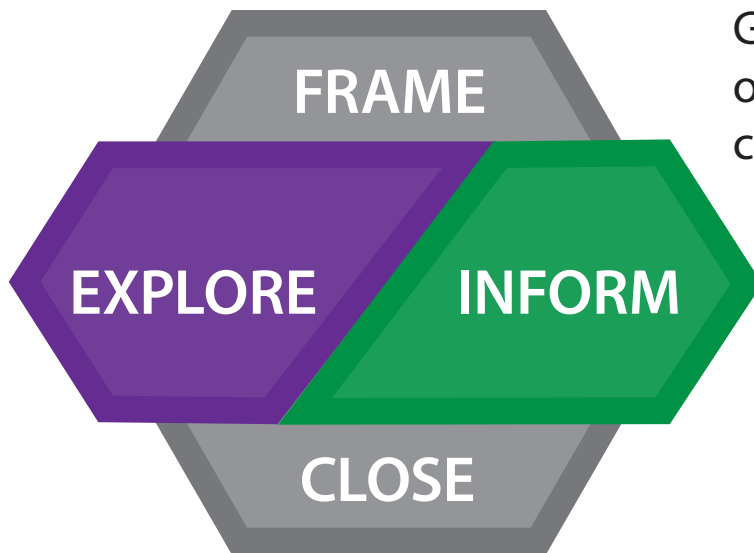


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Inform

Overview



Gain mutual understanding of you and what you are communicating.

- Observe
- Express
- Request
- Direct



Observe

State what you see.

- CONNECT** and lead in.
- State the **BEHAVIORS, FACTS,** or **PATTERNS** that you see.
- State the **IMPACT.**
- Ask for and **LISTEN** to their **RESPONSE.**

SCENARIO ONE	

ASK TELL

SCENARIO TWO	

ASK TELL



Express

Convey what you feel or believe.

- CONNECT** and lead in.
- Express **WHAT** you feel or believe.
- State **WHY** it is important.
- Ask for and **LISTEN** to their **RESPONSE**.





Request

Ask for what you need or want.

- CONNECT** and lead in.
- Convey the **NEED**.
- Make the specific **REQUEST**.
- Ask for and **LISTEN** to their **RESPONSE**.
- Ask for a **COMMITMENT**.





Direct

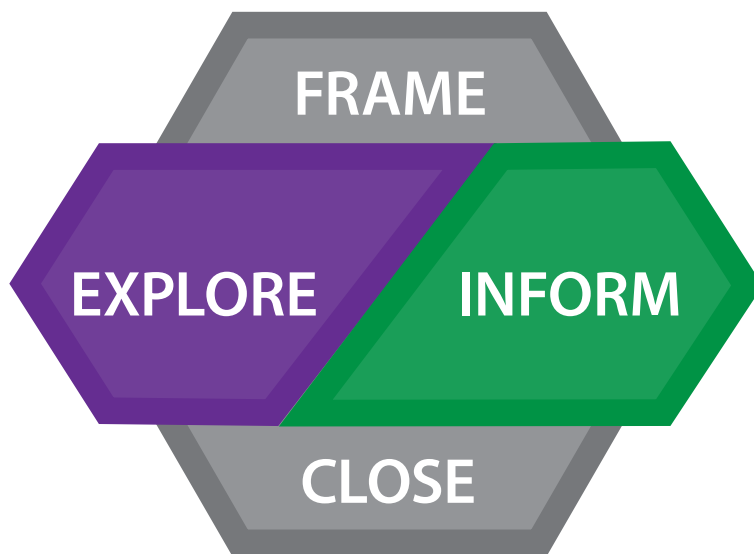
Provide instruction or direction.

- CONNECT** and lead in.
- PROVIDE** the why, what, how, etc.
- SHOW** the why, what, how, etc.
- LISTEN and OBSERVE** the why, what, how, etc.
- REINFORCE** what you hear and see.



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Close



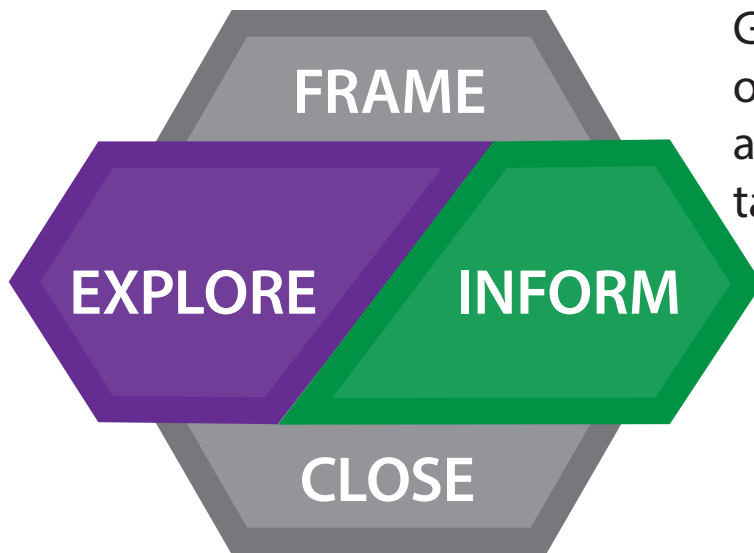
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Close

Overview



Gain mutual understanding of what the conversation was about and what action will be taken as a result.

- Summarize
- Commit to Action
- Reinforce



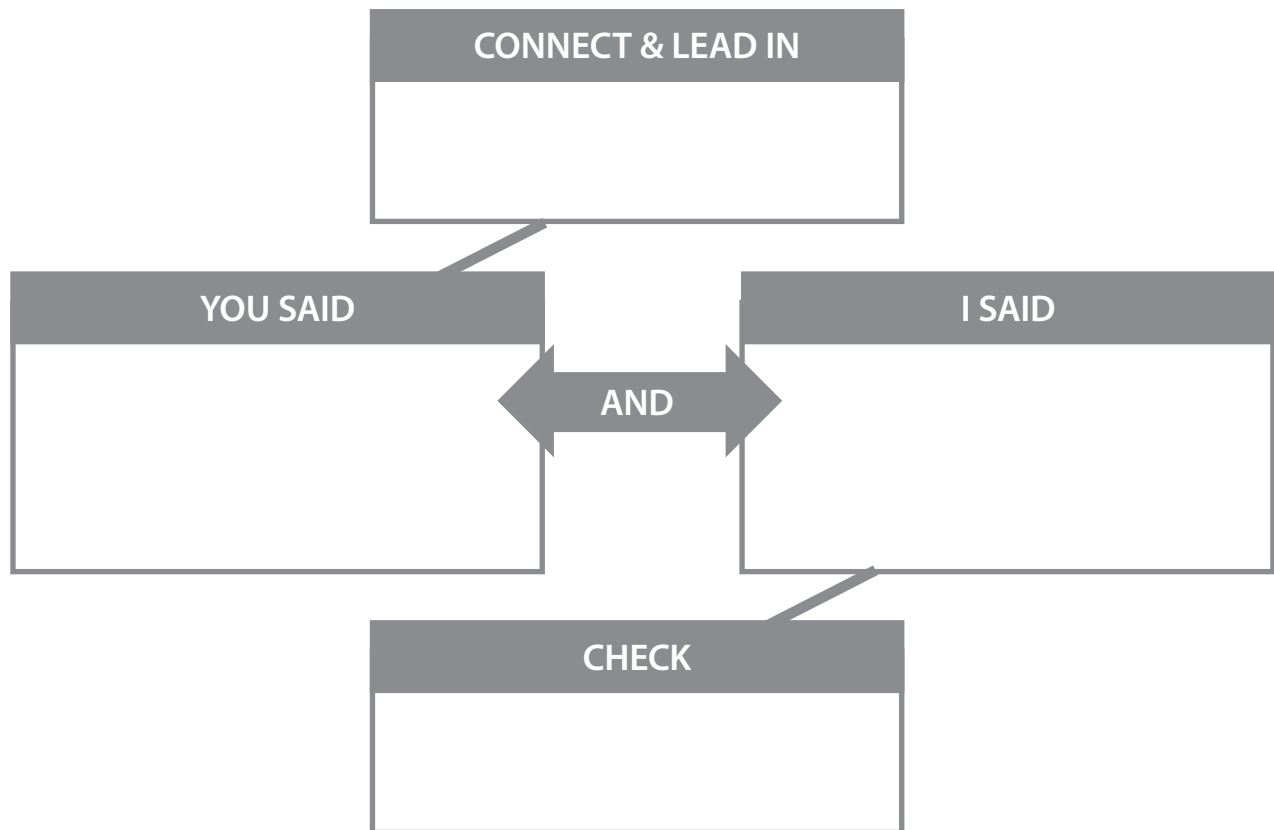
Summarize

Capture the meaning of the discussion.

Summary statements help to bring important conversations to closure so that important meaning is captured and so that commitments can be made on necessary actions.

Whereas purpose statements help to frame the conversation on the front end, summary statements frame meaning on the back end.

- CONNECT** and lead in.
- YOU SAID** (meaning, feeling, impact).
- AND** (inclusive not exclusive).
- I SAID** (meaning, feeling, impact).
- CHECK** for mutual understanding.





Commit to Action

Gain clarity and commitment on key actions.

Commitment to action is the litmus test for meaningful communication. If it was worth taking time to talk about it, there is probably a need for meaningful action to take place.

Where there is collaboration, there will be a need to commit for action. And where there is a commitment for action, there will be a need for accountability. Action planning is the tool that pulls all of that together.

- CONNECT** and lead in.
- Clarify and commit to **ACTIONS**.
- Clarify and commit to **OUTCOMES**.
- Clarify and commit to **TARGET DATES**.
- Clarify and commit to **FOLLOW-UP**.

ACTIONS	OUTCOMES	TARGET DATES
FOLLOW-UP		
<div style="display: flex; justify-content: space-between; align-items: center;"> ASK TELL </div>		



Reinforce

Make the relationship stronger.

To reinforce means to make stronger. Reinforce the mutual understanding that you have gained. Reinforce the relationship. Make them stronger.

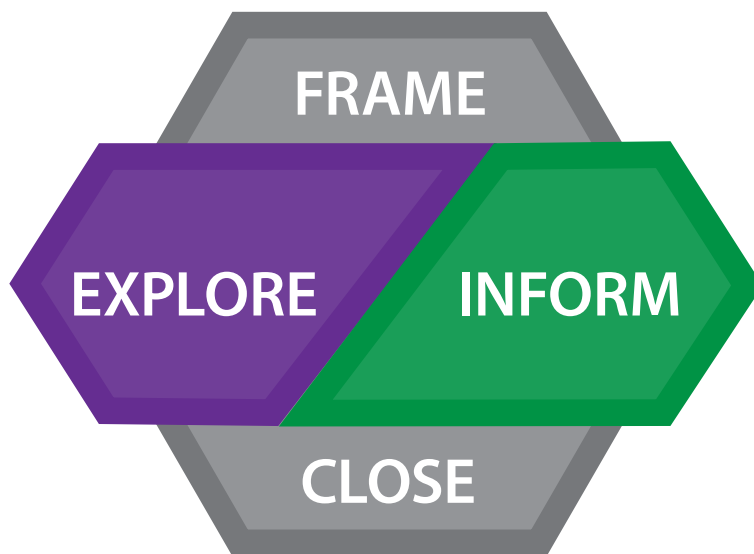
Leadership happens in the context of relationships. Interaction is the heartbeat of relationships. Mutual understanding is the life blood. The more challenging the conversation, the greater the need and opportunity to reinforce.

- RECONNECT** on key points of understanding.
- RESPECT** confidences, character, and esteem.
- REPORT** back on key actions and outcomes.
- REPLENISH** the vitality of the relationship.

	DO's	DON'Ts
RECONNECT		
RESPECT		
REPORT		
REPLENISH		

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Worksheet



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Interaction (Seek then Speak)

Worksheet

Frame

Size Up
 Connection
 Match Approach
 Purpose & Outcome
 Structure

Explore

Observe
 Empathize
 Ask
 Listen
 Reflect & Check

Inform

Observation
 Expression
 Request
 Direction

Close

Summarize & Verify
 Commit to Action
 Reinforce