

TALK LIKE A LEADER

How to Have Effective Everyday Conversations with Soldiers

POC: Dr. April Sanders
Army Research Institute Fort Hood Research Unit
april.d.sanders9.civ@army.mil

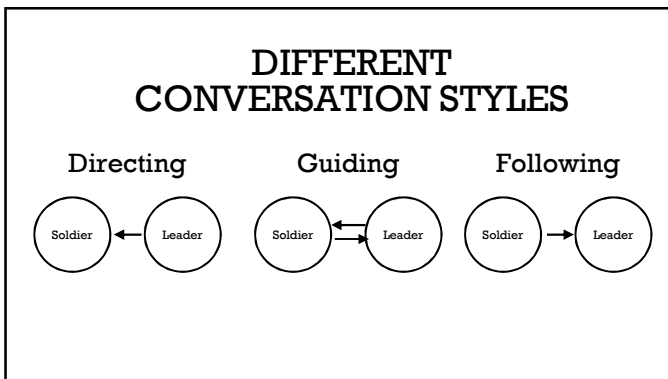
LISTENING AND SPEAKING WITH REFLECTIONS

Module 3

WHAT'S AN EXAMPLE OF A TIME YOU SAW COMMUNICATION BREAK DOWN? WHAT WAS THE RESULT?

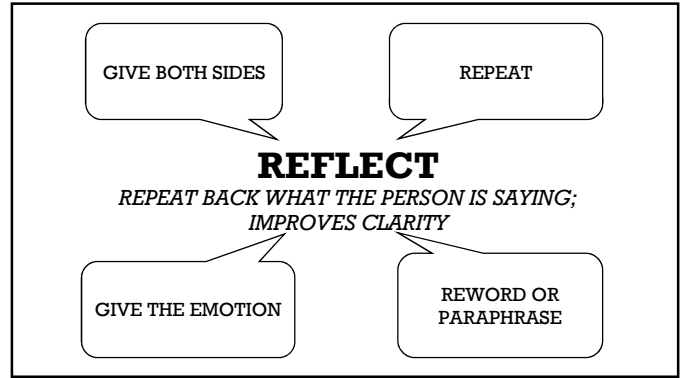
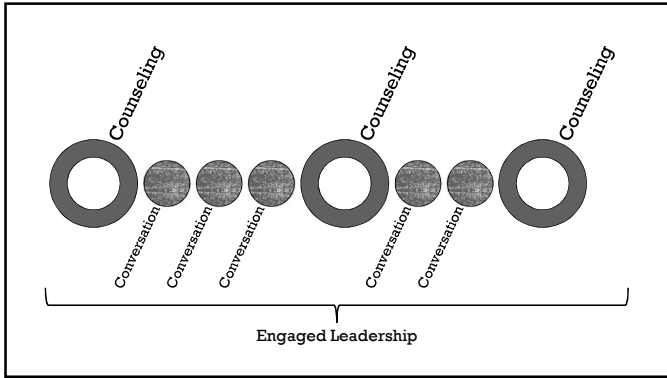
BUILDING BLOCKS OF CONVERSATIONS

- OPEN-ENDED QUESTIONS
- AFFIRM
- REFLECT
- SUMMARIZE



WHAT MAKES A "GUIDED" STYLE?

Less Guided	More Guided
Only one person speaks	Both people are speaking; people take turns
The leader speaks mainly to get his/her point across	The leader is interested in the other person's perspective
Soldier is in a passive role	Soldier is in an active role
Soldier learns little about how to conduct other guided interactions	Soldier learns how to conduct other guided interactions



Soldier Says...

I'd really like to get started on my associates degree.

If you Said...

Not a Reflection	Basic Reflection	Advanced Reflection
<ul style="list-style-type: none"> That's interesting. What would you study? I've been thinking of going back to school too. I understand. 	<ul style="list-style-type: none"> So you'd like to get started on your Associate's degree. It sounds like you're ready to get started. 	<ul style="list-style-type: none"> Sounds like you're trying to plan for your future. You're really excited about the thought of going back to school!

REFLECTIONS ARE FREQUENTLY USED IN...

Business Negotiation: *It's not enough to listen...they need to know that you have heard what they have said. So reflect back what you hear.*
Ury, 1993, Getting Past No: Negotiating in Difficult Situations

Crisis Negotiation: *Actively listening to what the person in crisis is saying is vital. When a listener (negotiator) is able to reflect the subject's feelings, the former is perceived as being understanding. This is the basis for a relationship in which the person in crisis is ready to accept and act upon the suggestions of the negotiator.*
Vecchi, 2006, Crisis Negotiation: Current Strategies and Issues

Parenting: *Resist the temptation to "make better" instantly. Instead of giving advice, continue to accept and reflect your child's feelings.*
Faber, 2012, How to Talk So Kids Will Listen & Listen So Kids Will Talk

WHAT'S THE POINT OF REFLECTIONS?

SHOWS RESPECT, BUILDS TRUST

HELPS YOU TO UNDERSTAND THE PERSON'S MEANING

HELPS THE PERSON TO SEE HOW THEIR WORDS ARE BEING INTERPRETED

BASIC REFLECTIONS

- Start with a reflection "stem"
 - So you're saying...
 - It's kind of like...
 - So what I'm hearing is...
- Summarize what the person said using your own words.
- Reflections can summarize the "gist" of what the person is saying. Think: "What is point the person is trying to make?"
- Keep voice "flat" at the end so it is a reflection, rather than a question.

We just found out my girlfriend is pregnant again. Finances are already stretched so thin, I'm not sure how we're going to make it work.

Overall we're pretty happy here. It helps to have a good neighborhood. I don't have to worry.

I've got to figure out what I'm doing after the Army. It's hard to be 25 years old and not know where you're headed.

There isn't much to do around here on the weekends.	So you're a little bored.	EMOTION WORDS MAKE GREAT REFLECTIONS
I keep practicing and never get any better.	It's frustrating to be putting in so much work, and not seeing any results.	
We did the same thing, and I'm the one that gets in trouble?	The whole thing feels unfair.	
I got my best time yet!	That's exciting!	

HOW WOULD YOU REFLECT THESE?

- Computers aren't my strong point. I'm having a hard time figuring out this new system.
- I'm having a hard time adjusting to this new location. I've always lived in big towns, and it seems like there's not a lot going on here.
- I've switched from cigarettes to vaping. I'd love to quit entirely, but it's been tougher than I thought.
- It's hard being away from my family. My wife gets mad that I can't be around for birthdays and stuff.

ADVANCED REFLECTIONS

- Strip the statement down; state only the most important parts.
 - *It's surprising.*
 - *It feels like a waste of your time, and so it frustrates you.*
 - *It almost feels like you're being singled out.*
- Continue the thought; say what comes next. Try starting with a conjunction:
 - *...and because of that, you feel...*
 - *...based on that, you...*
 - *...because it feels like...*

So your main reason for wanting to...

Let me summarize here...

SUMMARIZE
BEFORE YOU LEAVE, CONNECT THE DOTS

So you're going to...

So what we've decided is...

TIPS FOR SUMMARIES

- Summaries are just longer reflections.
- Summaries can be used at the end of a conversation to remind the person of what they said.
- Summaries can be used during a conversation to move from one topic to another.
 - So your most important reasons are...What do you want to do about it then?
- If you are using frequent reflections, it will be easier to remember what the person said in your summary.

MORE REFLECTIONS THAN QUESTIONS

1. Form a group of three people: a speaker, an interviewer, and a recorder.
2. The speaker should think about a behavior he/she is interested in changing (losing weight, drinking water, quitting smoking, better sleep, etc.).
3. The interviewer should spend 5 minutes interviewing the speaker about their thoughts and ideas about that behavior. Try to use more reflections than questions.
4. The recorder should keep track of the number of reflections, open questions and closed questions used by the interviewer.
5. At the end of 5 minutes, switch roles.

“MORE REFLECTIONS THAN QUESTIONS” DEBRIEF

What’s one thing the interviewer said that was helpful to the speaker?

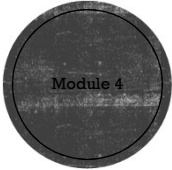
What’s the point of reflections? Why repeat back what a person is saying?

MODULE 3 DEBRIEF

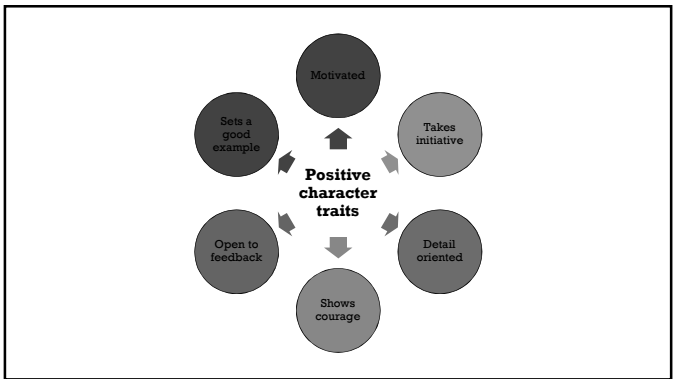
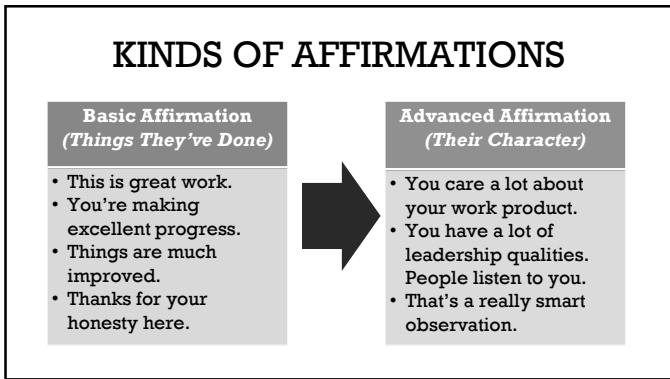
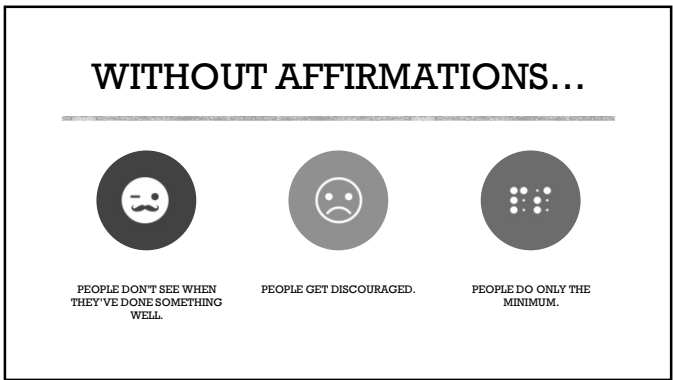
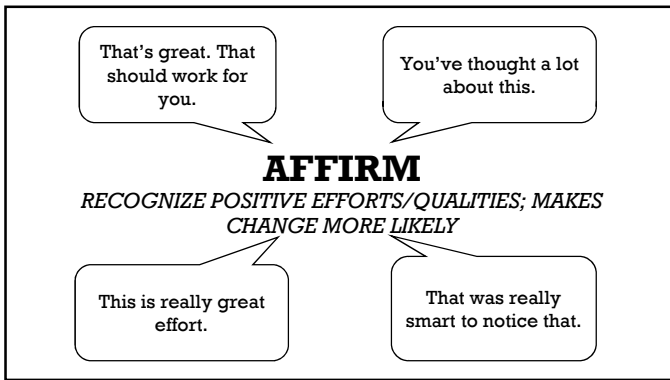
Write down one thing you learned in this module that stands out

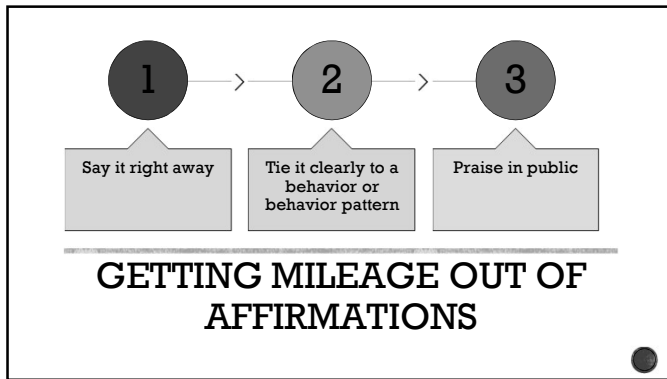
Notes:

LISTENING AND SPEAKING WITH AFFIRMATIONS



WHAT'S AN EXAMPLE OF A TIME WHERE A LEADER SAID SOMETHING TO YOU THAT MEANT A GREAT DEAL?





STRENGTHS EXERCISE

1. Circle five strengths on the sheet that apply to you.
2. Find a partner.
3. One person should interview the other about their strengths:
 - a. Ask the person to describe what they meant by that strength.
 - b. Ask the person to give an example of a time they exhibited that strength.
 - c. Look for ways that words might cluster together, to form an overall picture.
 - d. After 5 minutes, summarize the main points of the interview.

Some Characteristics of Successful Change

Accepting	Committed	Flexible	Persevering	Stubborn
Active	Competent	Focused	Persistent	Thankful
Adaptable	Concerned	Forgiving	Positive	Thorough
Adventurous	Confident	Forward-looking	Powerful	Thoughtful
Affectionate	Considerate	Free	Prayerful	Tough
Affirmative	Courageous	Happy	Quick	Trusting
Alert	Creative	Healthy	Reasonable	Trustworthy
Alive	Decisive	Hopeful	Receptive	Truthful
Ambitious	Dedicated	Imaginative	Relaxed	Understanding
Anchored	Disciplined	Ingenuous	Reliable	Unique
Assertive	Dis-hard	Intelligent	Resourceful	Unstoppable
Assured	Diligent	Knowledgeable	Responsible	Vigorous
Attentive	Doer	Loving	Sensible	Visionary
Bold	Eager	Mature	Skilful	Whole
Brave	Earnest	Open	Solid	Willing
Bright	Effective	Optimistic	Spiritual	Winning
Capable	Energetic	Orderly	Stable	Wise
Careful	Esportiscent	Organized	Steady	Worthy
Cheerful	Faithful	Patient	Straight	Zealous
Clever	Fearless	Perceptive	Strong	Zealful

“STRENGTHS EXERCISE” DEBRIEF

What’s one thing the interviewer said that was helpful to the speaker?

Why is a strength-based approach important in improving performance and readiness?

AFFIRMING EXERCISE

1. Form a group of three people: a speaker, an interviewer, and a recorder.
2. The speaker should think about a behavior he/she is interested in changing (losing weight, drinking water, quitting smoking, better sleep, etc.).
3. The interviewer should spend 5 minutes interviewing the speaker about their thoughts and ideas about that behavior. **Try to use at least 2-3 affirmations that are specific to the person.**
4. The recorder should keep track of the number of reflections, open questions, closed questions, and affirmations used by the interviewer.
5. At the end of 5 minutes, switch roles.

“AFFIRMATIONS” DEBRIEF

What’s one thing the interviewer said that was helpful to the speaker?

How could you use an activity like this?

MODULE 4 DEBRIEF

*Write down one thing you learned in this
module that stands out*

Notes:

. _____

Appendix D: Characteristics of Successful Changers (“Strengths Exercise”)

Accepting	Committed	Flexible	Persevering	Stubborn
Active	Competent	Focused	Persistent	Thankful
Adaptable	Concerned	Forgiving	Positive	Thorough
Adventuresome	Confident	Forward-looking	Powerful	Thoughtful
Affectionate	Considerate	Free	Prayerful	Tough
Affirmative	Courageous	Happy	Quick	Trusting
Alert	Creative	Healthy	Reasonable	Trustworthy
Alive	Decisive	Hopeful	Receptive	Truthful
Ambitious	Dedicated	Imaginative	Relaxed	Understanding
Anchored	Determined	Ingenious	Reliable	Unique
Assertive	Die-hard	Intelligent	Resourceful	Unstoppable
Assured	Diligent	Knowledgeable	Responsible	Vigorous
Attentive	Doer	Loving	Sensible	Visionary
Bold	Eager	Mature	Skillful	Whole
Brave	Earnest	Open	Solid	Willing
Bright	Effective	Optimistic	Spiritual	Winning
Capable	Energetic	Orderly	Stable	Wise
Careful	Experienced	Organized	Steady	Worthy
Cheerful	Faithful	Patient	Straight	Zealous
Clever	Fearless	Perceptive	Strong	Zestful

“Some Characteristics of Successful Changers” is in the public domain and may be reproduced and adapted without further permission. Original source: Miller, W. R. (Ed.). (2004). *Combined Behavioral Intervention manual: A clinical research guide for therapists treating people with alcohol abuse and dependence* (Vol. 1). Bethesda, MD: National Institute on Alcohol Abuse and Alcoholism.