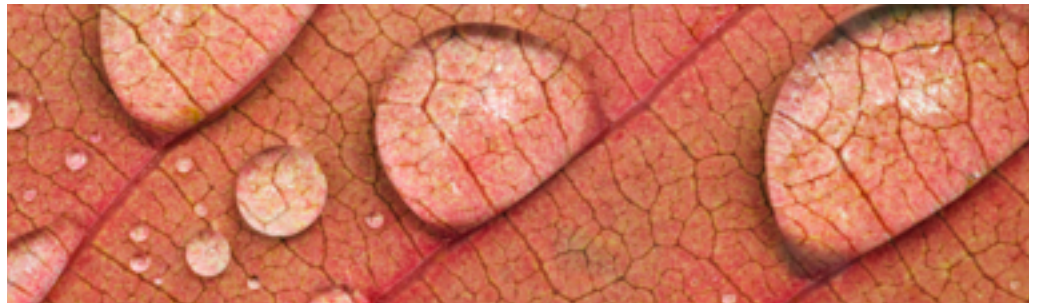




Ask More, Tell Less: Communicate to Motivate & Develop Others

Linda Garverick, PhD and Anthony Barabani, MBA



Learning Objectives

- ② *Distinguish between Data and Assessments by Applying the “Ladder of Inference”*
- ② *Recognize Four Conversational Styles: Advocate, Observe, Inquire, Generate*
- ② *Assess One’s Own Conversational Style & Blocks to Listening*
- ② *Practice Listening Actively & Asking Powerful Questions*

Experts know how to communicate knowledge and express opinions with conviction and authority. However, as Experts become Leaders, or transition from “Doing” to “Leading,” they must master additional conversational skills. When coming from the leader, forcefully expressed opinions thwart dissension, which inhibits generative conversation, collaboration and engagement. Instead, Leaders must make sound decisions and communicate them in ways that earn trust and engage those who follow.

Through active listening and asking powerful questions, leaders discover how followers think about problems and situations: both what they know and care about. By first striving to understand multiple perspectives, leaders can make informed, reasoned decisions and be influential rather than coercive.

In this workshop, four conversational styles are explored: advocate, observe, inquire and generate. Participants will assess their own styles and practice essential skills to increase the range over which they can communicate effectively.



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