

Actualize YOUR Greatest Potential NOW! Cheat Sheet of Practical, Powerful 3Q Tips

Empowering, Engaging, Actualizing Your Greatest Potential NOW!

A 3Q Edge™ Cheat Sheet of Practical, Powerful, Tips (Including bonus posts and 3 minute tools!)

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Challenge the status quo, because ways of thinking,

communicating and doing that worked so well in the past may be impotent. Change is the greatest constant we face, and our ability to USE the changes we face to optimize our potential is real...and critical. **Success at the speed of change means embracing a mind-set and skill-set that can help YOU** play to strengths, AND USE changes, challenges, stressors, even failures to ideate, communicate, collaborate, lead and succeed forward by building three essential strengths:

| | | |
|-----------|-------------|------------------------------------------------------------------------------------------------------|
| Q1 | -IQ- | (intelligence-focus-strategic thought-design thinking-ability to learn-relearn) |
| Q2 | -EQ- | (emotional mastery-self management-relationship management-risk tolerance/resiliency, communication) |
| Q3 | -SQ- | (values alignment/positive purpose, integrity of thought communication and action) |

STEP 1: Embrace change, embrace your incredible ability to adapt, learn and relearn. See change with new eyes, eyes that help you reset default thinking patterns thinking. Recognize that change is not a problem; it is our greatest opportunity to adapt, learn, re-learn, evolve and lead forward. Our intrinsic or automatic response is to fear change, react to change, balk at change. So what? When we recognize that while this pattern served us well in the caves but will not take us forward today, we can embrace change with positivity. Push yourself to make a positive change in thinking, doing in a routine action every day. A small change made consistently is powerful and leads to BIG changes.

STEP 2. Refuse to be a victim or a victimizer. Victims cannot recognize their own power; victimizers feel truly

powerless and can only get empowered by abusing others. Our ability to be a victim or victimizer is the easiest course of action, the default pattern that arises when we are confronted by fear, stress or challenges. Resetting this default pattern is doable for most people. We all slip into the victim or victimizer role at times, because it is perhaps an automatic default, a need or desire to have someone give us all the answers, or to quell our own fear about not being able to be in total control of our lives. Realizing we are slipping, and make a thought course correction that allows us to become free of the victim or victimizer role is transformational.

STEP 3. Turn failure, challenges and stressors around by making everything a learning and growing experience. Change your head space, think counter-intuitively because success is often born of failure or challenges. Develop an attitude for gratitude, not only for what you have but for the very challenges you face. Human history tells us that our greatest inventions were the results of our greatest challenges. Personal history tells us that more often than not our greatest learning, our most important personal evolution occurs when we have faced an incredible struggle or challenge and come out the other side with our head, heart and values intact. Cultivate the art of failing forward! Model failing forward, use it to transform failures into positive learning experiences.

STEP 4. You are your thoughts. Use them carefully to live, learn and lead forward. Get provocative with your thoughts by turning them around! Refocus, repurpose. See challenges and strengths with NEW eyes. Learn how to R-E-A-C-H™ (Redirect focus-Empower Confidence-Optimize Potential-Harvest Results) Understand that your world is your thoughts; your consciousness creates your world. Most of us have the ability

to control our thoughts, to develop our minds and give orders to our brain that help us live, communicate and lead forward smarter, faster and happier. Neuroscience is teaching us that neuroplasticity; the ability to rewrite our brains is real. Neurogenesis has been located in the hippocampus and we are at the cusp of discovering new ways of tapping into the incredible ability of our minds to help our brains optimize their potential.

STEP 5. Drown out the noise and refocus on what is truly important. What is your end game? What do you really want from your life, your relationships, your job/your career? Dig deeper in order to get clarity on YOUR purpose. Find it, embrace it and use it to lead forward. We each have a unique purpose that drives our best thoughts, best actions and best outcomes. Every purpose is important to our individual and collective success and happiness. Take time to reflect upon what you really want. I believe that what we all truly want is love and a sense that we have something important to contribute. Find out what love really means to you, and remember that your true purpose is a purpose that is founded in sustainability, in the ability to do something that creates value for yourself and others. The value you contribute can be as simple a smile and empathy for others that contribute to a happy home or workplace or as complex and challenging as leading an organization or country. What remains critical is finding your true purpose and recognizing it in your daily thoughts and actions.

STEP 6. Get happier and more fulfilled by taking your ego out of the equation and getting rid of toxic inputs, environments and people. By ego, I mean that sense of having to be validated by external things and people. Servant leaders serve the greatest good, and leave footprints that will be followed

by others are not driven by ego, but by greatest good. If you are a servant leader, lead forward by finding new ways to inspire and engage the best in others. If you are not a servant leader, find a leader whose work resonates with your heart and fill your thoughts with the thoughts of an actual or historical leader whose words speak to your highest power and greatest good. Start focusing on the words of people whose highest values and words resonate with your truest purpose, your highest values. Focus forward, and you will start to discover and get rid of toxicity in your thoughts, environment and relationships. **Brain science now tells us that we have to prime our brains to be happy in order to optimize our potential; common sense tells us that this is also the path to improved health, happiness and wellbeing!**

STEP 7. Develop a community of purpose. In a social world, in the new age of innovation success is achieved through and with the collaboration of others. Whether you want to do well at your job, build your career, department, business unit, organization, community or country you are impotent without the collaboration of those you can trust and those who share your values and objectives. On a personal level we all need a community of purpose, a core group of friends and advisors in who share our values, understand and applaud our objectives and will be there to add the critical human touch, the human heart to our daily lives. We all need a community of refuge where we can tell our truth, share our wins and challenges in total candor, knowing that we will be accepted with the confidentiality and empathy we need to lead forward. On a macro level communities of purpose represent employees, constituents and stakeholders who share our values and objectives; people who will help us champion the cause and lead forward.

STEP 8. Celebrate your ability to be the difference and make a difference, nothing is more important. Building a better self, better team, better business unit, better organization and a better world starts with YOU. We each have a critical role to play in our best life, best work environment and best world. A role that starts when we decide to win the race with the wolves that are chasing us, one positive purposeful step at a time. A role that is solidified when we decide to become part of the solution by living, learning and leading forward every day in every way! Yes we can!

Try one of the following steps. Integrate it slowly, consistently in small ways that will lead to BIG Results!

More on Building Your 3Q Edge™-Empowering-Optimizing and Actualizing YOUR Talent and Potential in Disruptive Times? YOU Betcha

3Q Leadership Benefits and Why I Have Dedicated My LIfe to This Work

From Victim to Victor

Using Failure to Succeed

Remove the Wall to Your Greatest Potential

The Essentialist Leader

The Purpose Equation

The Happiness Compendium

Leadership Means Developing a Community of Purpose

The Empowerment Compendium

Bonus:

Recharge-Repower: Whole Brain Leadership in 3 Minutes a Day!

Enough? Almost! If you are in Toronto, I hope you will join me for the following events. If you are in London and NYC...stay tuned, coming to you later this year!

Effective Teambuilding in One Hour | Project World, June 10th
Metro Convention Centre
3Q Leadership | Canadian Institute of Management Symposium,
June 13, Sheraton Four Points

Are you ready to actualize your greatest potential?

Get re-inspired by what you can achieve at the speed of
change/challenges? Recharge, refocus, repurpose, repower?
Build YOUR 3Q Leadership, Career, Business Development or
Talent Optimization Edge?



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Practical Guidelines for Communicating Ethically at Work

Practical Guidelines for Communicating Ethically at Work

Guest Post by Author, Coach, Career/Professional Development Expert, Dr. Laura Hills, President, Blue Pencil Institute

Irene Becker, Just Coach It-The 3Q Edge™ | (IQ-EQ-SQ) Reach-Resonance-Results

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Practicing ethical communication at work isn't always easy. Often, you'll find it easier to say nothing rather than to tell the truth. However, ethical communication means being truthful and upfront and saying what needs to be said, even when that's difficult. Fabricating false information is clearly unethical, but so, too, is exaggerating or omitting important information that others need to know.

Ethical communication expresses care and respect for others. Everyone in your workplace deserves to be respected, regardless of the individual's job, socioeconomic status, gender, race, or age. Communicating ethically means that you speak, write, and behave in ways that demonstrate that respect. It also means that you don't tolerate communication from others that degrades individuals and humanity through the expression of intolerance and hatred – even if that communication is intended to be humorous.

Career professionals who practice ethical communication also support others as they share information, opinions, and feelings. A person who communicates ethically supports diversity of perspective and freedom of expression in the workplace. He or she believes wholeheartedly that unethical communication threatens the well-being of others and the integrity of all communication. Therefore, an ethical communicator is a thoughtful listener who keeps an open mind.

Badmouthing or gossiping about your employer or colleagues is unethical communication. Even after work hours, you need to be very careful about what you say about your employer, colleagues, and customers, and to whom. Avoid negative communication about your workplace in a public place where your conversation may be overheard. The most ethical behavior is to keep your thoughts to yourself and to address important matters directly with the individuals involved, at appropriate times, in an appropriate place, and in appropriate ways.

Finally, a career professional who communicates ethically

maintains confidentiality. Once you've agreed to work in your profession or your place of business, you've also agreed to abide by certain policies and procedures for maintaining confidentiality. Breaching these rules, except with prior and appropriate permission and under very special circumstances, is unethical communication that carries with it severe consequences. You have an ethical duty not only to keep things confidential by not sharing them wrongfully, but also, to safeguard confidentiality by making sure you're not overheard and by keeping documents from wandering eyes. Be careful when handling confidential documents or computer files to ensure that others without need don't have access to the information. Close doors, keep your voice low, and do whatever else you must do to ensure confidentiality.



Dr. Laura Hills is an author, speaker, trainer, and coach who specializes in personal and professional development for career professionals.

***She is the president of Blue Pencil Institute,
www.bluepencilinstitute.com.***

Join her mailing list for updates about her latest books, articles, and programs at: <http://eepurl.com/0wd55>.

More on Effective Communication in the Workplace? YOU Betcha

Over 599 Articles on Communication, Workplace Challenges and Solutions

A Failure to Communicate: The Role of Talent, Learning and OD in Effective Workplace Communication by Paul Tuck

Build Better Communication Now

Seven Ways to Turn Communication Challenges/Conflict Around

From How to NOW: Building Social, Digital and Cross Generational Communication and Leadership

Ten Ways to Build Employee Engagement

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A Failure to Communicate: The Role of Talent, Learning and OD in Effective Workplace Communication

A Failure to Communicate by Paul Tuck

Irene Becker, Just Coach It-The 3Q Edge™ | (IQ-EQ-SQ) Reach-Resonance-Results

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I am honoured to host an excellent guest article by Paul Tuck, Head of Talent, Elysian Training, UK on the importance of effective communication. Communication is perhaps the most significant deterrent to business results, workplace development and engagement and the imperative to improve the way we communicate and build bridges that take us forward with internal and external constituents is critical. Elysian has been breaking new ground in training and development for the past ten years. The quality of their work and growing reach is outstanding.



Ever

since we have been able to communicate there have been failures and misunderstandings. In the context of the workplace, these communication failures cause a variety of problems at both individual and business levels. The talent, learning and OD function plays a key part in minimising the risk of failure in communication and maximising its effectiveness at work. In this article, I will explore the

impact of communication failure and identify the steps needed to create an environment of communication excellence.

A failure to communicate!

At a corporate level the consequences of failing to communicate can be catastrophic. Here are some examples to illustrate what can happen if you fail to meet the standards of communication expected by customers, employees or shareholders.

Take the example of Nokia, which fell out of step with the market and struggled to turn its good ideas into products. This was caused partly by *"habits of communication that favour unfocused discussions about strategy over clear plans to bring new phone models to market"*. Enron's collapse can point to *"communication-based leader responsibilities"* that senior managers failed to meet – responsibilities such as *"communicating appropriate values"* and *"maintaining openness to signs of problems"*. Among the key factors that contributed to the BP oil disaster were *"poor communications"* and a failure *"to share important information"*¹

The recent worldwide Toyota recall was a major communications disaster for the firm because it *"forgot the need for transparency"*. The company hanged the story and 'covered up' the true problems, resulting in its image being significantly tarnished. Toyota Motors as a whole announced that it could face losses totaling as much as \$2bn from lost output and sales worldwide. Had it been transparent, the problem *"could have been resolved with far less negative press, without Congressional sanction, and without the decline in sales"*, according to Avi Hein²

What can we learn from such failures?

Pay attention to communication in the workplace

Communication is a strategic agenda topic, a central part of the culture of the organisation. It is important to communicate the vision and mission in a compelling way that sets out the purpose of the organisation clearly to create the context for the people who connect it.

The shared vision and values, including the choice of words, the message and the tone together create the blocks on which the organisation is built. Failure to communicate this effectively undermines the entire strategic effort and erodes trust in the top leadership

[pullquote align="left|center|right" textalign="left|center|right" width="30%"]Leadership practices have a real-time impact on the way employees experience the quality of workplace communication[/pullquote]

Trust is a critical element that is hard to fake. It is the one thing that changes everything; it is common to every individual, team and relationship, and, if removed, can destroy even the most powerful organization³. In high-trust organisations, information is shared openly and mistakes are tolerated as a means of learning.

Failures of communication erode and destroy trust. The challenge is to embed an authentic culture of communication in a way that reflects the values of the people in the organisation. If tuning into the values is critical to maintain trust, listening to what the stakeholders have to say becomes essential if the trust is to be maintained in a genuine two-way relationship.

Employee surveys are common tools for understanding the expectations of the workforce. Communication-related topics form seven out of the 12 actionable workplace elements with proven links to performance outcomes. They are key to achieving higher levels of employee engagement⁴:

- I know what is expected of me at work
- at work, my opinions seem to count
- there is someone at work who encourages my development
- the mission or purpose of my company makes me feel my job is important
- in the last seven days, I have received recognition or praise for doing good work
- my supervisor, or someone at work, seems to care about me as a person
- in the last six months, someone at work has talked to me about my progress.

[pullquote align="left|center|right" textalign="left|center|right" width="30%"]“Worldwide, only 13 per cent of employees are engaged at work”⁵[/pullquote]

Survey responses provide a good data source for informing efforts to improve engagement levels. Look to additional ‘proof points’ to validate and enrich your understanding of the level and quality of communication in your organisation, such as development planning, performance reviews, leaver interviews, joiner interviews, customer feedback – ask yourself *how can I use this insight to increase the level of engagement in our organisation?*

Lack of communication in a workplace can create conflict in relationships. The tension created in these working relationships can ultimately lead to low morale and poor operational results⁶, affecting productivity and performance. Common elements of poor or negative communication include rumours, misinformation, incomplete information and workplace conflict⁷. This can bring added stress to the workplace that makes it difficult to develop a productive work environment. When negative communication becomes habitual, it can lead to a drop in staff confidence in the company. The longer it is allowed to degrade the quality of communication and teamwork in the workplace, the longer it takes for the workplace to

recover and become productive.

Enable effective leadership

Leadership practices have a real-time impact on the way employees experience the quality of workplace communication. - The team leader has a responsibility to communicate but it is the style and preferences he adopts that provides the proof of the communication. Selecting the right style for each situation is essential. **Are all the team leaders in your organisation excellent communicators?**

Encouraging authentic communication that is consistent and aligned with actions increases the level not only of understanding of the message but also of trust in the communicator. **Are your words and actions in sync on the topic of leadership communication?**

Consider the type of leader profile you promote in your organisation by your actions or inaction:

| | | |
|----------------------|--------------------------|--------------------|
| Asking | < Communication focus > | Telling |
| Coaching style | < Leadership style > | Directive style |
| Stories and dialogue | < Communication method > | Issue instructions |
| Concern for people | < Focus of concern > | Concern for Task |

There are many tools to help identify leadership styles and the diligent use of a leadership 360° feedback tool goes a long way to providing answers to questions about the way leaders behave and the skills they use. The real work starts when you look at the information with the individual leader and use it to help him make the changes necessary to achieve the standard of excellence. Providing hands-on support at that

point is invaluable and helps to ensure that the follow-up actions are relevant and effective.

Coaching is a 'resonant style' of leadership that involves the art of one-to-one communication and helping others to identify their true strengths and weaknesses⁸. Coaching leaders listen to workers' feelings and respond empathically and supportively is a crucial skill during chaotic times. In general they build positive work climates, while commanding and directive leaders are out of sync and out of touch, creating disharmony⁹. Encouraging a leader to adopt a coaching style, and supporting him in using it, will hone his active communication skills and make sure he remains alive to the need to 'ask' rather than 'tell'¹⁰.

Of course, each leader must develop his own 'natural' style that is authentic to him and his values. Encouraging such authentic behaviour, aligned to the individual's identity, helps to keep the relationship on a trust basis. He needs to ask others what they think and mean it by "listening from the heart, with curiosity and compassion", in order to be credible¹¹.

The leader's agenda should be full of communication activities that increase employees' engagement levels, such as acknowledging when work is done well, clarifying when work needs improvement and remaining open to hearing opinions or feedback.

Each leader is encouraged to 'walk the talk' and set the tone he wants other to follow.

[pullquote align="left|center|right" textalign="left|center|right" width="30%"]Failures of communication erode and destroy trust[/pullquote]

His own behaviour has a direct bearing on the outcomes he

achieves. This role-modelling approach serves to reinforce the excellence in communication that you have set as the standard – it brings the standards to life, builds the culture and creates ‘the right way of doing things’ in which others can operate successfully. This virtuous circle is based on behaving in ways that people value themselves.

As individuals, people tend to adapt their behaviour to the prevailing culture. If that culture fosters communication and encourages a standard of excellence, while embracing failures as learning opportunities, the potential for a communication culture is high. The opposite is also true.

You need to systematically address the causes of communications in the organisation to reduce the risk of failures.

In an open communication environment, people can have the kind of difficult conversation that they might otherwise avoid, or handle poorly, and achieve the most effective outcomes. Knowing that it is okay to fail because there is a learning culture – one in which people can acknowledge what they do not know¹² – provides the necessary platform for mastering the skills needed to push the frontiers and excel.

[pullquote align="left|center|right" textalign="left|center|right" width="30%"]TLOD is perfectly placed to take the lead by creating the environment and setting the climate in which excellent communication thrives[/pullquote]

Examples of the causes of communication problems in organisations¹³:

- People are not aligned with mission and vision
- People are unclear on goals, accomplishments and timelines
- People don't always realise who their internal and

external customers are, who they need to work with and who has the information or other resources they need

- People are undisciplined about when to communicate with others

People don't know how to communicate appropriately with managers, staff, and others.

What is the role of training, learning and OD in workplace communication?

TLOD must step up and harness the power of workplace communication. Of course there are (mainly perceived) barriers that prevent it from taking up the challenge. "Sure," I hear you say, "*but every individual has the responsibility to communicate effectively and we cannot do it for them!*" -that is true but TLOD is perfectly placed to take the lead by creating the environment and setting the climate in which excellent communication thrives.

Failure to do so can result in the whole function being perceived as a transactional, rather than strategic, contributor to the organisation. For example, focusing solely on providing training courses on the topic of communication is important and has a positive impact on individuals but is unlikely to create a meaningful impact on the organisation as a whole.

If failures in workplace communication provide the opportunity for TLOD to take the lead, how are you making the most of that opportunity?

Take the lead – be strategic

Treat workplace communication as a strategic imperative and set out to measure your contribution to the return on investment of effective communication. Use the ROI achieved to demonstrate the value of TLOD. Make a systematic effort to take a leadership position on communication:

- take ownership of the communication topic and place it on the strategic agenda
- create the strategic framework as an enabler of excellent communication
- develop an open culture that values information sharing and collaboration
- foster trusting relationships that encourage candour
- promote leadership by example, such as asking, not telling and adopting a coaching style
- encourage engagement of employees and appreciation of personal values.

Set the tone around core values and the need for explicit communication standards – set the standard at excellence and undertake a thorough, consistent and persistent pursuit of that standard. Be sure to enforce the standards once they have been set.

Influence and direct the policy – refresh and upgrade existing communications policies and integrate them, along with the standards, into the opportunity for TLOD to take the lead, how are you making the most of that opportunity?

Set the tone around core values and the need for explicit communication standards – set the standard at excellence and undertake a thorough, consistent and persistent pursuit of that standard. Be sure to enforce the standards once they have been set.

Influence and direct the policy – refresh and upgrade existing communications policies and integrate them, along with the standards, into the HR processes and line management practices such as:

- talent acquisition and on-boarding
- leader development
- performance review
- team development

- reward and recognition
- job design.

Model the way. Act as role models in the way you communicate and enlist 'champions' to act as ambassadors of communication excellence, such as members of the executive team, senior leaders, project sponsors and high potentials.

Enable key influencers by supporting them with communicating their key objectives.

Get tactical too

Don't stay at the 50,000-feet-up level. Follow up at a granular, detailed level. Embed the best practices into the services you provide, such as training, coaching, mentoring, toolkits and reference materials. Work to ensure that each person, case by case, is supported in their efforts to communicate at the highest standard.

Be active at each of the many 'touch points' for communication, such as meetings one-to-one dialogue, feedback, negotiation, customer interactions and intranet messaging. Reinforce the message at every opportunity by emphasising what excellence in communication involves in situations such as performance appraisal meetings, briefings, team meetings, onboarding discussions giving and getting feedback or group presentations.

[pullquote align="left|center|right" textalign="left|center|right" width="30%"]Create an accessible proposition that offers learning opportunities for leaders and employees. Pick from the vast array of available methods for developing skills.[/pullquote]

Follow the learning into the workplace to help individuals and teams be more effective and reach the standard of excellence in a way that delivers better results. Measuring the outcomes in terms of impact on results demonstrates the value of the

services that you provide and can reinforce the benefit to the organisation of getting communication right – particularly if you include a comparison with the consequences of failed communications!

As you strive for excellence, remember not to treat communication failures as the enemy, instead treat them as learning opportunities towards the excellence goal. Actively review instances of poor or failed communication and treat it as 'feed forward' that can be incorporated into improvement efforts.

Moving from the strategic to the tactical requires a seamless transition. There needs to be clear and obvious congruence between the policies and the practices. The strategic intent should be delivered by the operational practices and part of the TLOD role is to enable the transitions and ensure they actually work in the real world.

Summary

Workplace communication failure is a significant issue for organisations, with major consequences. It is also a learning opportunity in which talent, learning and OD should take a lead and play a key part in creating an environment of communication excellence by:

- driving the strategic agenda and framing the issue for the organisation
- setting the standards and helping to enforce them
- modelling the way in communication and how to learn from failure
- getting tactical with hands-on support through the practical delivery of services.

Achieving excellence in workplace communication requires a consistent and persistent drive towards the highest and the

desire to treat failures to communicate as an opportunity

So, one last question: are you failing to communicate the importance to the organisation of excellence in workplace communication?

Paul Tuck is Head of Talent for Elysian Training. He can be contacted via www.elysiantraining.com

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[Original Source]

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Paul is a senior, business focused, talent management and learning professional with a broad generalist HR background and international experience. He has extensive change management knowledge and experience gained from leading the people aspects of major change programmes. He is an experienced specialist in leadership development, executive assessment, talent management, and organisational development.

Paul has held a number of senior Talent, Learning and OD positions with a Global, European and UK remit for Zurich Insurance. He is currently consulting on various Talent and Leadership challenges faced by clients and delivering master class workshops for leadership teams in the area of coaching, mentoring and talent development.

More on Effective Communication? YOU Betcha!

[How to Build Better Communication NOW](#)

From Now to How: Building Social, Digital and Cross-Generational Communication/Leadership

Seven Ways to Turn Conflict Around

The Power of Communication by Fred Helio Garcia: Great Read Excerpt and Review

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