

Confidence, Communication, Leadership

19 October, 2025

Most Valuable Communication Skill

If I was world class at listening,
what would be possible,
and what would be easier than it is right now?

Listening to Create Connection

What type of listening creates the greatest connection with others?

Active Listening

Active Listening is summarising the key concepts heard as concisely as possible and reflecting them, along with whatever emotional intensity present, back to the speaker.

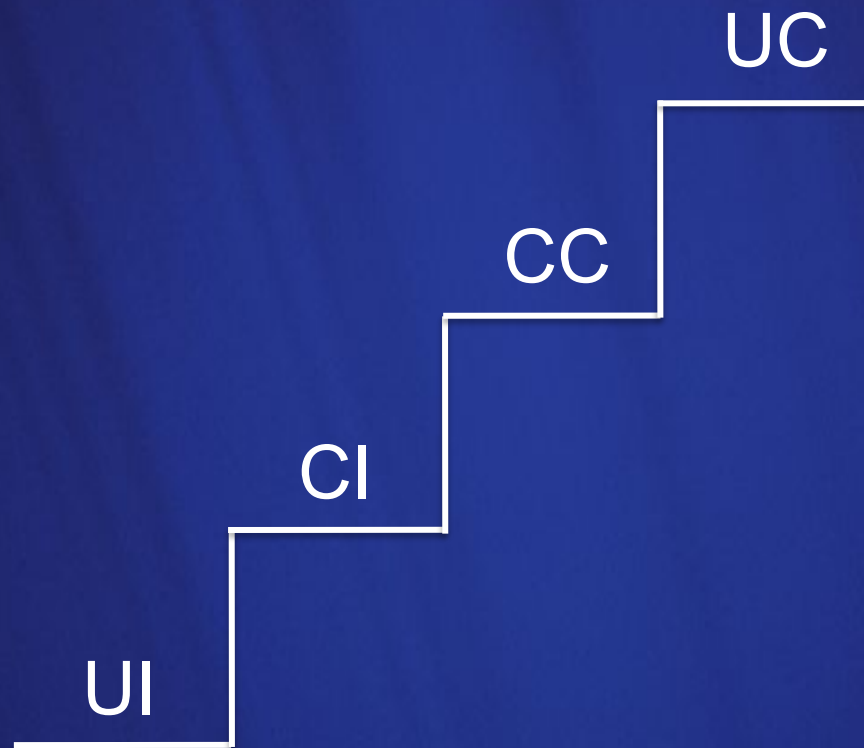
Active Listening is valuable any time the communication is important to the sender, or the receiver.

Two Models

Behaviour Development Cycle



4 Stages of Learning



Skill Build #1

Think of an Impression

Receiving Feedback

1. (Active) Listen
 2. Confirm Understanding
 3. Recognise/Thank Giver
-
4. Ask to Probe
 5. Probe to Understand

Manage
Mindset

Two Types of Feedback

Recognition Feedback

- Increases the probability of recurrence
- Most important motivation tool

Improvement Feedback

- Improves future performance
- Most important development tool

Performance Management Model

Best Practice Feedback Communication

Regular, Frequent, Ongoing
Sincere, Honest
Specific observable behaviour
Cites an example
Articulates benefits, consequences, impact
Balanced
Owned
Timely
Concise

Future oriented
About behaviour, not the person
Non-judgmental
Improvement is additive
One on one
From a mindset of helpfulness

is Motivating

I-Message Components

What happened

The effect it had

The emotion experienced

Recognition I-Message Syntax

I was...

- description of emotional sensation experienced
- personalises the communication: builds connection, relationship, 'glue'
- establishes communication as my perspective, not fact
- is authentic

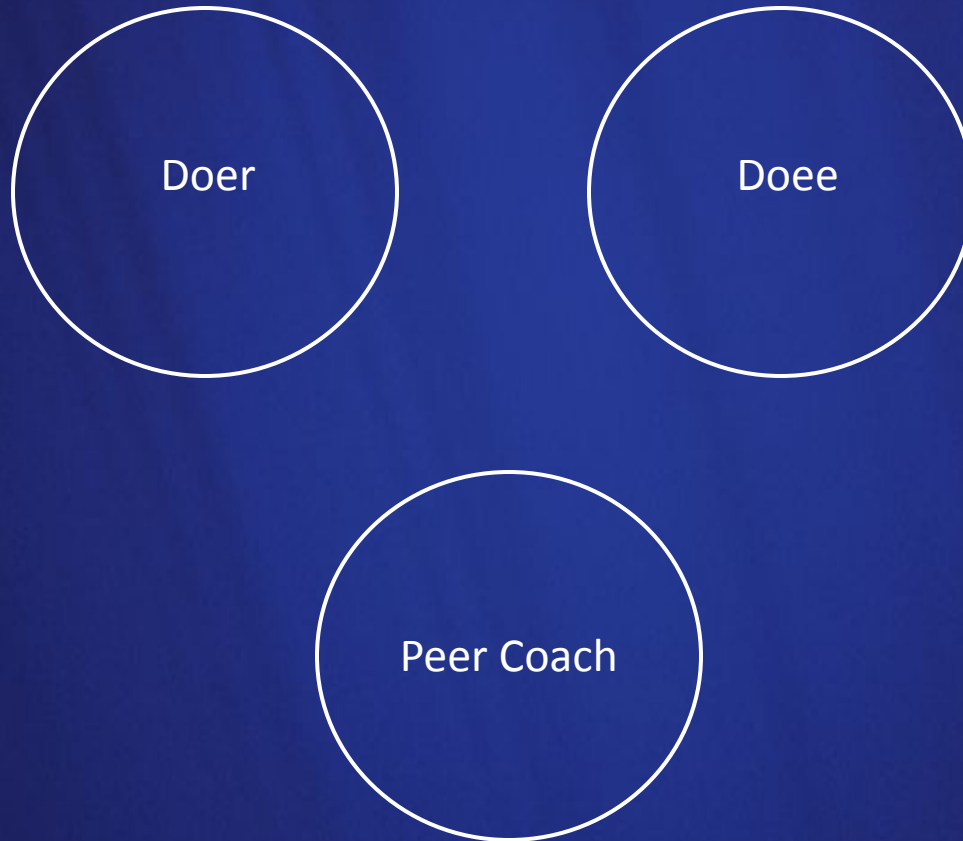
when you...

- specific, succinct, non-judgmental description of behaviour

because...

- impact, consequence of behaviour described
- ideally (but not always) the impact on you
- establishes 'that makes sense' in receiver's mind

Skill Building Methodology



Giving and Receiving Feedback Practice (Speed Dating)

Feedback Value

What type of feedback is most valuable?

Leadership and Engagement

1. I know what is expected of me at work
2. I have the materials and equipment I need to do my work right
3. At work, I have the opportunity to do what I do best every day
4. In the last 7 days, I have received recognition or praise for doing good work
5. My supervisor, or someone at work, seems to care about me as a person
6. There is someone at work who encourages my development
7. At work, my opinions seem to count
8. The mission/purpose of my company makes me feel that my job is important
9. My associates (fellow employees) are committed to doing quality work
10. I have a best friend at work
11. In the last 6 months, someone at work has talked to me about my progress
12. In the last year, I have had opportunities to learn and grow

Source: Gallup Q12 Engagement Survey

Self-Efficacy

What is self-efficacy?

Task-specific confidence

How do you build it?

1. Enactive Self-Mastery
2. Vicarious Experience
 - Internal
 - External
3. Verbal Persuasion
4. Affect Management

What is Leadership

Leadership is the ability of an individual
to influence, motivate and enable others
to contribute towards the effectiveness and success of the organisation

House et al., 1999

Insights, Goals and Actions

What did you get from today?

What are you committed to do as a result of today?

What actions will you take in support of these goals?

How will you measure your progress? By when?

Who are you going to share your goals with?