# RISK MANAGEMENT FOR LEADERS

## Certificate Series

# Communication & Transparency

ICW Group Risk Management Services

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Series Presenters:

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Director of Risk Management – West

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Director of Risk Management – East

# Risk Management for Leaders Certificate Series

A Framework for Success

Commitment to Safety – A Way of Doing Business

Cultural Impact on Safety

Engaging and Empowering Teams

Continuous Improvement – A Fundamental of Growth

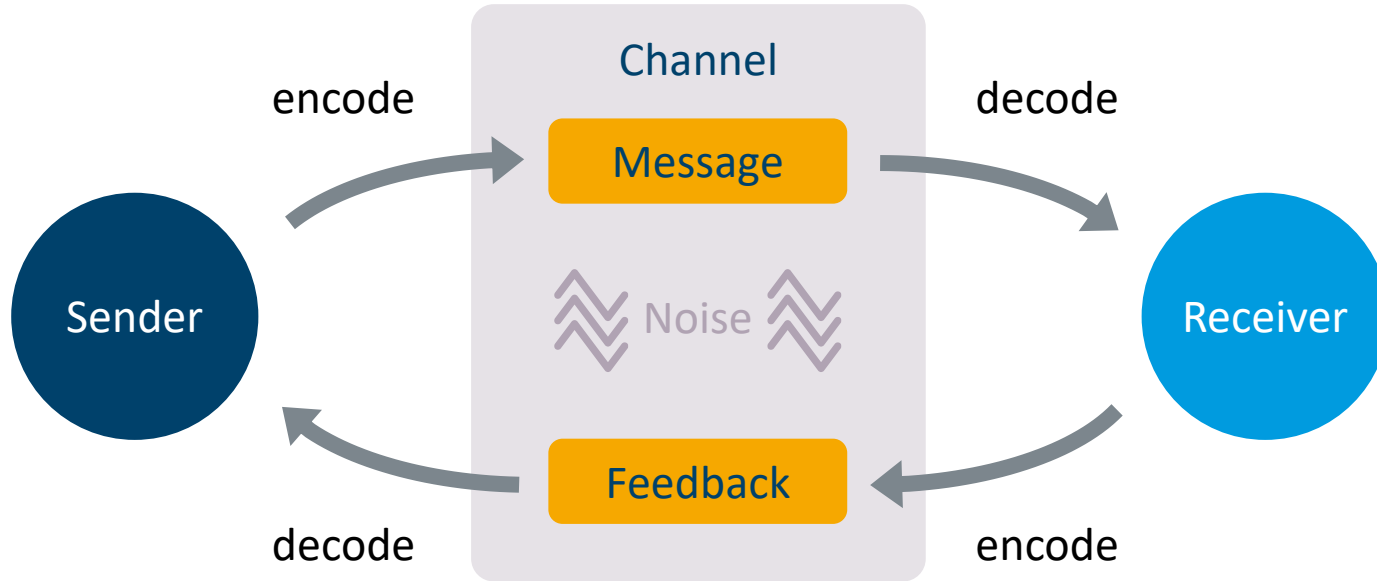The Power of Communication and Transparency

# Leadership Responsibilities

1. Methods of communication
2. Environment open to communication
3. Confirmation of understanding
4. Having difficult conversations
5. Normalize learning from mistakes

# Methods of Communication
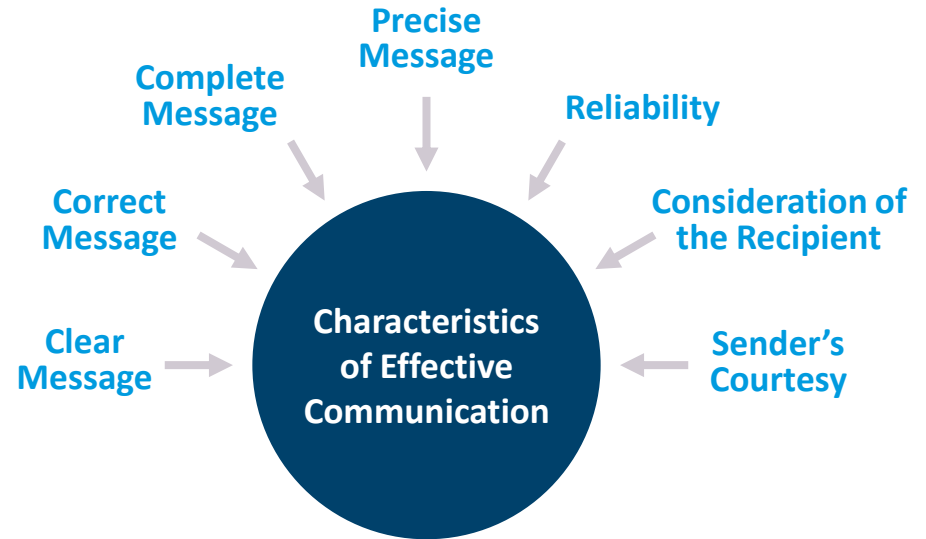
# Communication Model

# Communication Filters

- Level of knowledge

- Bias & experience

- Mood & emotions

- Language

- Distractions & noise

- Meaning is independently in the mind of the sender and receiver.

- We can only take in a certain amount of information at any one time.

- Meaning is created by what we are motivated to want to hear.

- The most important role of a communicator is to ensure meanings are aligned.

**Precise Message**

**Complete Message**

**Reliability**

**Correct Message**

**Consideration of the Recipient**

**Clear Message**

**Characteristics of Effective Communication**

**Sender's Courtesy**

# Louis A. Allen's Principle of Communication

"Motivation to **accomplish** results tends to increase as people are **informed** about matters affecting results."

# Principle of Emotional Appeal

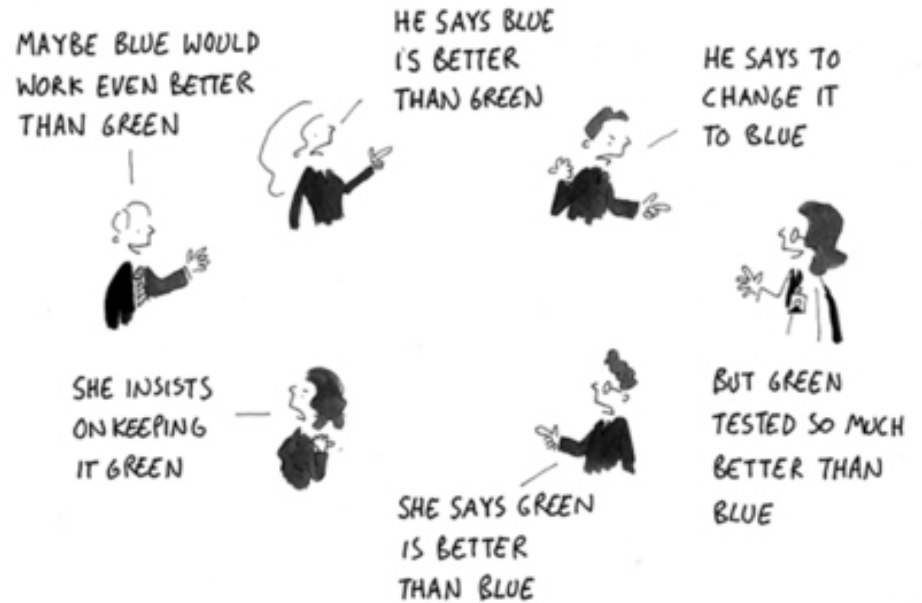Appeals to emotion are communicated more readily than appeals to reason.

# Principle of Application

The more a communication is applied (put to work), the better it is understood and remembered.



**Curve of Forgetting**
For newly learned information
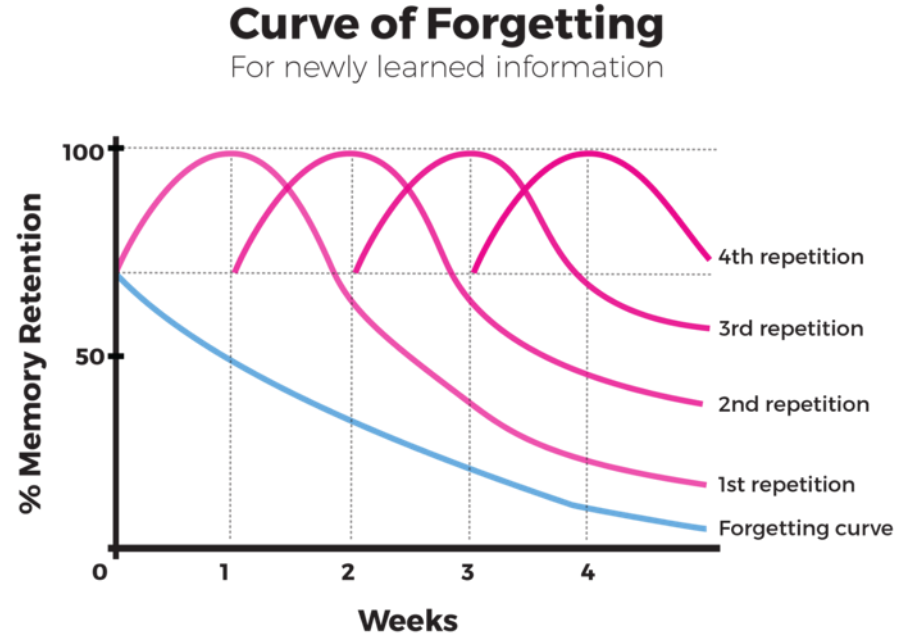
# Principle of Line Loss

The effectiveness of a communication tends to vary inversely with its extension.

# Needs Assessment

- Commonly overlooked

- Exposures identified

- Physical resources

- Organizational needs and goals

- Team learning styles



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# Learning Styles

You can greatly increase your learning ability by identifying your learning style and modifying your learning strategies to leverage your preferred mode of acquiring and processing information.

**Visual** = absorbing information in written form

**Auditory** = hearing lectures or verbal instructions

**Kinesthetic** = doing or hands-on methods

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# Visual

- Can see information in their mind's eye
- Can follow written instructions better than verbal
- Prefer that information be presented visually (in notes, diagrams, or pictures)
- Remember through visualization

- Pick up on body language
- Have a developed aesthetic sense
- Have strong visual skills
- Desire passive surroundings
- Prefer to take detailed notes while learning

# Auditory

- Relate most strongly to the spoken word
- Clearly communicate ideas
- Can easily follow information given verbally
- Have strong language skills, written and verbal

- Remember by verbalizing to themselves
- Retain information by reading aloud
- Talk or sing to themselves
- Have musical talent or a good memory for music

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# Kinesthetic

- Can communicate best through touching
- Have excellent body coordination
- Fidget when sitting or standing still
- Gesture flamboyantly when speaking
- Have trouble sitting still for long periods of time

- May be labeled hyperactive
- Prefer to learn through direct experience
- Remember actions more than images and words
- Work well with their hands

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# The "Standard" Eye Directions

Visual          Auditory          Kinesthetic

A) Use a map – Visual 🙂

B) Ask for directions – Auditory 🙂

C) Just keep walking… – Kinesthetic 🙂

# Understanding Learning Styles

Think about how you complain.
What style of presentation do you prefer?

# Training to Learning Styles

Tell them

Show them

Have them
tell you

Have them
show you

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# Environment Open to Communication

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# Creating an Open Environment

- Psychological safety
- Growth mindset
- Effective feedback loop
- Time as a resource
- Choosing your space

# What is Psychological Safety

> "Psychological safety means an absence of interpersonal fear. When psychological safety is present, people are able to speak up with work relevant content."
>
> – Amy Edmonson

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# Growth Mindset

- Open to feedback and learning
- Less afraid of challenges
- More adaptable to change
- Opportunities instead of excuses
- Happier teams



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# Feedback Loop

- Multiple methods
- Clarity and understanding
- Building trust
- Conflict resolution
- Adaptability and responsiveness

# Time as a Resource

- Timeliness of communication
- Time for preparation
- Time for reflection and understanding
- Pacing of communication
- Timing of feedback

# Choosing Your Space

- Comfort and well being
- Minimize distractions
- Facilitate engagement
- Positive atmosphere
- Influence on group dynamics

**Confirmation of Understanding**

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# Confirming Understanding

- Ensures message accuracy
- Enhances learning outcomes
- Identifies gaps in knowledge
- Supports feedback and accountability
- Improves decision making
- Supports effective collaboration

# Methods of Confirming Understanding

- Interactive questioning and group discussions

- Quizzes and tests

- Team member demonstrations and hands on practice

- Observation, feedback and reflection

- Digital tools and e-learning

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# Confirming Understanding

Tell them

Show them

Have them tell you

Have them show you

# Difficult Conversations

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# Stages of a Difficult Conversation

**Prepare** for the conversation

**Initiate** the conversation

**Deliver** the message

**Listen** and respond

**Explore alternatives** and solutions, if appropriate

**Close** the conversation

**Follow up**, if appropriate

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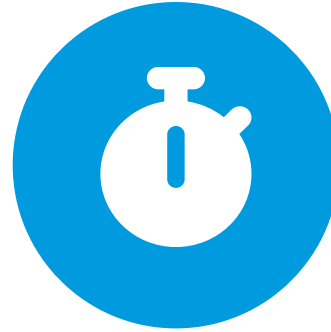
# Preparation

Helps you:

- Feel less stress and tension

- Get the message across clearly and tactfully

- Cope with your emotions

- Be ready for possible responses

# Initiating the Conversation

Best practices:

- Let the person know you want to talk

- Set the stage

- Get to the point quickly

- Use empathy

# Delivering the Difficult Message

Best practices:

- Be clear and specific
- Be sincere
- Ask questions
- Invite questions

- Stay calm
- Avoid distractions
- Take responsibility
- Reframe in a positive light



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# Listening and Responding

- Stay focused
- Capture the message
- Help the speaker

# Difficult Responses

- Stay calm
- Acknowledge and respect
- Let them talk
- Show empathy

# Difficult Responses

When a team member is:

- **Angry** – Allow them to vent

- **Tearful** – Give them time

- **Frustrated** – Acknowledge and empathize

- **Resistant** – Empathize, focus on facts, offer evidence

- **Passive** – Ask questions

# Exploring Alternatives and Solutions

- Make sure you both understand the issue

- See it from their point of view

- Show empathy

- Be aware of your feelings

- Identify what is non-negotiable

- Have a collaborative attitude

- Keep an open mind
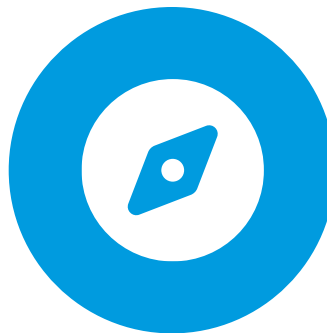
# Close the Conversation

- Avoid letting the conversation drag out.

- Clarify next steps and actions that each of you can agree to take.

- Look for ways to end on a positive note.

- Offer the person a chance to add anything that may have been missed.
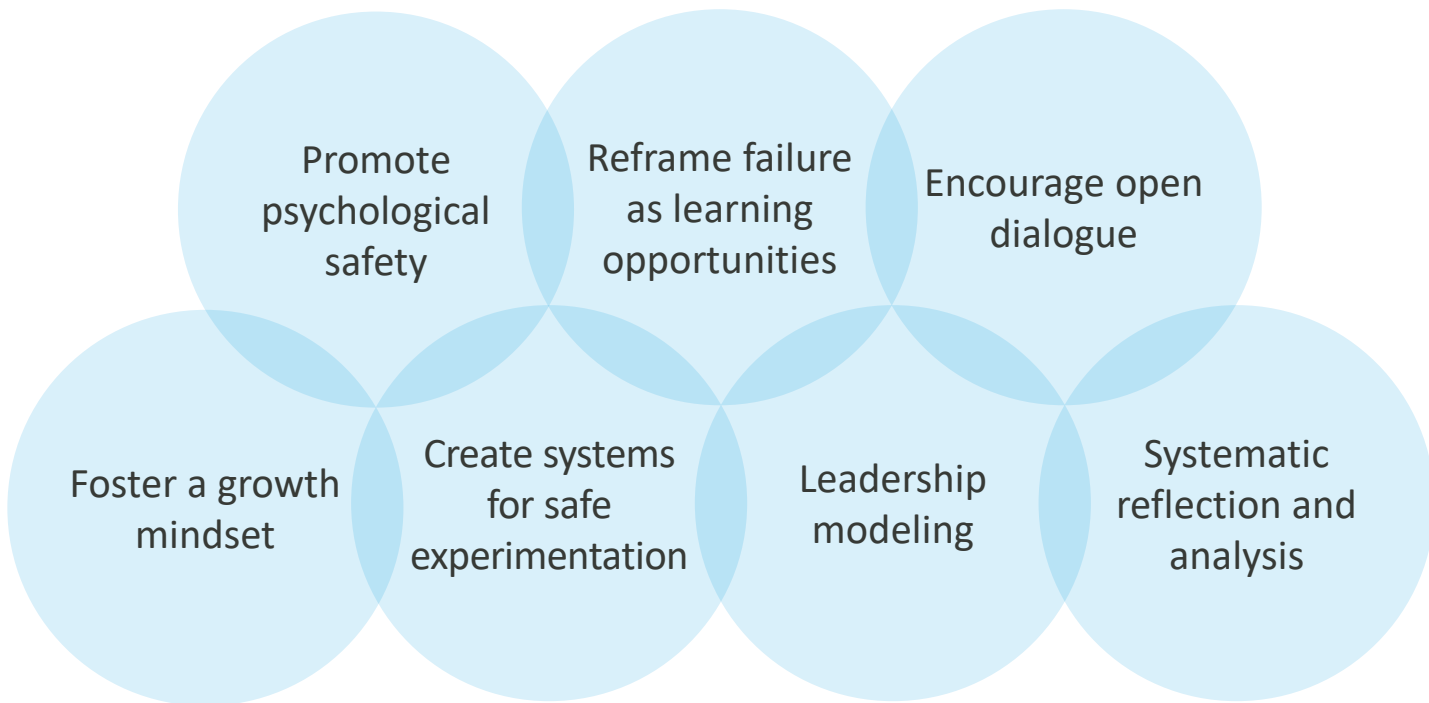
# Following Up

- Keep a journal.
- Talk to the other person involved in the conversation.
- Find out what others do.

# Normalize Learning from Mistakes

# Learning from Mistakes

Promote psychological safety

Reframe failure as learning opportunities

Encourage open dialogue

Foster a growth mindset

Create systems for safe experimentation

Leadership modeling

Systematic reflection and analysis

# Systems for Safe Experimentation

- Controlled risk taking

- Learning loops

- Systematic reflection and analysis

# Recap

1. Methods of communication
2. Environment open to communication
3. Confirmation of understanding
4. Having difficult conversations
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# Resources

*Start with Why* – Simon Sinek

*Dare to Lead* – Brené Brown

*The Fearless Organization* – Amy C. Edmondson

*Safety by Objective* – Dan Peterson

*People Work* – Kevin Burns

*Practical Loss Control Leadership* – Bird and Germain

*Difficult Conversations* – Stone et al.

*Influencer* – Patterson et al.

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✓ The Power of Communication and Transparency
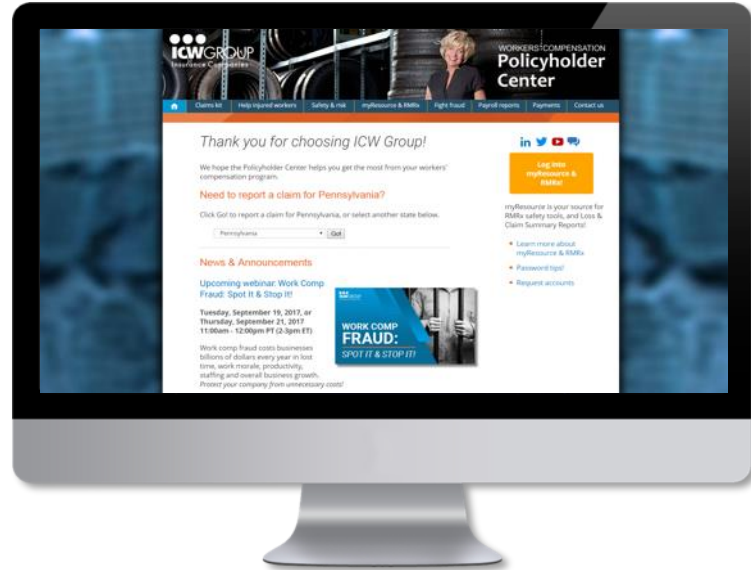
# Earn Your Risk Management for Leaders Certificate



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# Safety Resources Available to You
## Policyholder Website

- Injured Workers Resources
- Safety Webinars on demand
- Safety *OnDemand®*
- And More!

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## THANK YOU!

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