



COMMUNICATION

The following is condensed and shared with permission from the multiple award-winning book, [*The Leadership Integrity Challenge: Assessing and Facilitating Emotional Maturity*](#) by Edward Morler, MBA, Ph.D.

Introduction

The primary purpose of communication is to expand understanding – to listen and speak with intent to understand and be understood, regardless of agreement.

How an individual and group communicates – how they listen and speak – is one of the best indicators of the individual or group’s capacity for *presence* – their ability to be with and respond (not react) to whatever is, regardless of what it is.

To optimize personal and professional effectiveness, we need to be present, and able to consciously and consistently utilize good communication skills.

Core Components of Communication

Active Listening

- Being Present with focused attention on the Speaker and their message, with intent to receive the essence of their message without judgment or evaluation.

Acknowledgment

- Communicate that the other person’s communication is received and understood.
- Does not necessarily indicate acceptance or rejection.
- Keeps the speaker from wandering. Lets the speaker know s/he need not repeat.
- Validates speaker by indicating his or her communication was valuable enough for the listener to pay attention to and respond.

In-Depth Probing

- A process to understand the other person’s unique needs, aspirations, and points of view, requiring presence, good listening skills, appropriate use of acknowledgements, and a willingness to persist for deeper meaning using a series of open-ended questions until the Speaker and Listener are each satisfied that a complete and accurate picture has been presented.

Consultative Relationship

- Start with Active Listening, Acknowledging, and In-Depth Probing then:
 - Match the person's perceived needs and interests with your services and products
 - Gain agreement
 - Deliver on your promise to the other person's satisfaction.
 - Refer responsibly if you cannot effectively meet their needs and interests.

True Dialogue

- Share multiple viewpoints with all parties having an honest desire to learn from one another's perspective.
- Expands awareness and understanding
- Develops empathy
- Validates and honors all parties
- Builds respect, broadens our consideration of what's possible
- Requires higher range levels emotional maturity.

Dealing with Repressed Communication

To end repression:

Leaders

- Create a safe, secure environment where people are free to express their opinions, needs and desires.

Individuals

- Self determine their desire to engage in the conversation.
Doing so is an act with courage, where individuals will need to face their fears and let go of old, familiar, comfortable though dysfunctional patterns.

Everyone who is part of this process must:

- Persist through the inevitable resistance to change,
- Learn to communicate candidly, responsibly with honest communication in manner indicating honor, dignity and respect for all.

Ideally these conversations are facilitated by a leader committed to open communication, or by a neutral third party.

To reduce upsets and misunderstandings, increase clarity and appreciation, and create the possibility for ongoing dialogue, use the **Communication Clearing Process**.