

from **SIMPLICITY SURVIVAL HANDBOOK** and **SIMPLICITY** by Bill Jensen

Communication Tools



What's Here

A few pages from our Communication Workshop based upon *Search for Simpler Way* research and Bill Jensen's Simplicity books

- Know, Feel, Do
- Behavioral Communication
- CLEAR
- Email/Meeting Tips



What's Not Here

The talent/expertise/process behind the workshop, case studies, and subsequent participant Aha's

The detailed how-to next steps

(Hey...We're a consulting firm! Information may want to be free, but our mortgages aren't.)



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Control

WHAT I HOPE YOU'LL KNOW

You have a lot more control over your workload than you think you do!

Time

WHAT I HOPE YOU'LL DO

Stop wasting one of your life's most precious, and limited, resources.

Respect

WHAT I HOPE YOU'LL FEEL

Self respect:

You must stop doing stuff that doesn't really matter. Now!

Respect for others:

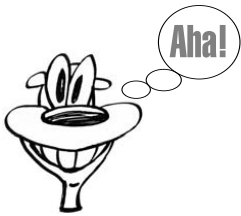
Your to-do's and your communication use a portion of their life.



TOOL 1

Changing How You Prepare

SPEED-FREAK CLARITY



TIME COMMITMENT

30 secs
TO
15 mins

PREPARING TO COMMUNICATE WITH ANYONE, ABOUT ANYTHING

Know, Feel, Do

- 1 ONE SENTENCE:** What do I want people to know, understand, learn or question?
- 2 ONE SENTENCE:** How do I want people to feel?
- 3 ONE SENTENCE:** What do I want people to do as a direct result of my communication?

Competing for Attention in a World of **MoreBetterFaster**

- 1 No matter what you **say**... Everyone **listens** for **their** Know, Feel, Do!
- 2 People **tolerate** your logic, but they **act** on their own conclusions!
- 3 Cover **their** Know, Feel, Do in your first five minutes (for a meeting...five seconds for email):
or accept that they're already **leaping to their own conclusions!**

Know, Feel, Do: Applications

Presentations

One-page summary: Know, Feel, Do from viewer's perspective

Teleconferences

Same: 30 second summary

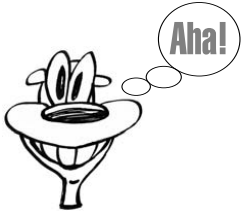
Meetings

Open with one minute summary of what you hope attendees will Know, Feel, Do

Letters/Memos

Know, Feel, and Do bolded or highlighted...And no longer than one page!

Know, Feel, Do **Tips**



Overall: It's extremely important to think through **Know** and **Feel** and **Do**, and not let cultural pressure force you to drop one or more dimension. For example, your culture may be extremely action-oriented.

So the cultural tendency may be to just “get to the point” on **Do**, and forget the others.

This may get the desired actions — this time — but fails to engage and educate teammates on what's behind those actions. So you'll have to repeat **Do, Do, Do** again and again.

All three parts of the model are necessary if you are going to have a sustainable impact people's behaviors.

Know

Forget all the BlahBlahBlah about context-setting and trying to explain the big picture.

The most important thing to get across is how you listener's actions, or thinking, or communication, or questions will change as a direct result of whatever you have to say.

Clearly state the **one thing** that's new and different from *their* perspective.

For example: “Customer satisfaction has tanked, and even though we don't directly affect that, here's what the new company directive means to us...”

Feel

No, you can't mandate how people should feel — (“Be happy, dammit!”) — but you do have to consider the emotional impact you want, and how to accomplish that. For example:

If you are asking people to take on a large change in their work, you'll need to allow time for them to process the information — possibly creating facilitated dialogue sessions before moving onto **Do**.

Do

Even “empowered” teammates often need **Next Steps** defined fairly tightly.

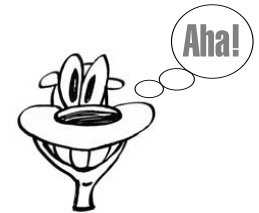
Don't micro-manage their to-do's. But do detail their suggested and immediate next steps.

Most everyone needs help in getting started.

TOOL 2

Behavioral Communication

HAVING CONVERSATIONS THAT MAKE A DIFFERENCE



WHY THIS WORKS

When people choose between doing nothing, acting by complying, or committing to act, they consistently make their decisions based on the answers they get to the five questions of Behavioral Communication.

Since 1994, tested with over 300,000 people in 17 countries

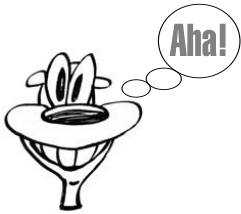
ANATOMY OF A DECISION: MAKING IT AS EASY TO COMMIT, AS IT IS TO COMPLY

- How is this relevant to what I do?
- What, specifically, should I do?
- What does success look like? (What does failure look like?)
- What tools and support are available?
- WIIFM — What's in it for me? And for us?

Behavioral **Tips**

The biggest mistake I have seen in implementing this tool is *imposing* the “correct” or desired answers on people. As in: “This is relevant to you because our boss says it is.” And: “What’s in it for you is you get to keep your job. Now shut up and just do it.”

If this tool is used properly, it “forces” *empathy* on you — the answers have to come from the audience’s perspective, not yours. If an activity is not truly relevant to your listener, no amount of spin or mandates will make it so



Relevant

Relevance doesn’t mean relevant to the Company or Division or Department.

It means relevant to how that person currently does their job. Relevant to their daily activities.

Do

Not a call for command-and-control, or micro-management. This is all about spelling out immediate next steps, so that person can get started *without* a lot of management

Success

Not just success from the Company’s or Division’s or Department’s perspective.

Spell out how the listener would know if he/she was succeeding or failing.

Tools

Not just the tools that help the *company* succeed.

What tools/support/training will this person get to ensure *he/she* will succeed?

WIIFM

Every person on the planet is motivated, in part, by WIIFM.

Work hard to find a WIIFM from your listener’s perspective. And if there truly is none, tell them that! Don’t try to sell a made-up WIIFM. The people who will truly change their behaviors want the truth — not spin.

TOOL 3

Managing Timebandits



CLEAR is a deeper dive variation of Behavioral Communication



PUSH FOR EVERYTHING TO BE CLEAR



DEVILISH DETAILS

Even though this is so simple, and so rigorous, and guaranteed to be successful, most in this workshop will **not** use it.

Only a few will. Why?

It requires consistent personal discipline.

THE CLEAR MODEL: THE ULTIMATE SCANNING, FILTERING, PRIORITIZING TOOL

C onnected	to my current projects and workload
L ist next steps	What I should do next
E xpectations	What success looks like
A bility	How I will get things done: Tools and support
R eturn	My WIFM: What's in it for me?

CLEAR **Realities**

GUARANTEE 1:

Using CLEAR consistently, in a disciplined manner, can save you at least one to two hours per day!

Why?

Because four out of the five biggest time wasters in your day result from unclear, or overly-complicated, or unnecessary, or less-than-useful communication between you and your boss and your teammates.

If you ask the questions behind this tool — (e.g., “Now, help me understand how this is connected to my current workload?”) — during your daily interactions, you can clarify or deflect those communications, and the associated work, much more quickly — saving you gazillions of hours over your entire career.



GUARANTEE 2:

Almost 9 out of every 10 people who learn about the CLEAR model will not use it for more than a couple months, and will keep frittering away all those wasted hours.

Why?

Because getting any benefit out of the CLEAR model requires personal discipline.

Discipline to question, ask “Why?”, to pushback, and to say “no.”

Discipline that most of us lack.

Will you be the 1 in 10?

Or among the 9 in 10?

AND IF WE EVER BELIEVE WE'VE GOT IT ALL FIGURED OUT . . .

Simple Truths



SOUNDBITES FROM **SIMPLICITY, SIMPLICITY HANDBOOK, and WORK 2.0**

- The depth of one's character, conviction, and priorities is revealed when we must choose between doing less and doing more
- Your ability to manage how your time is spent is directly related to your ability to push back, question, and say no
- We live in the Attention Economy; Every project is about bartering for someone's time and attention
- The paradox of simplicity is that making things simpler is hard work
- Change all you want, just know that execution travels at the speed of sense-making
- It is no longer acceptable to say that there's *work* and there's *life*, and it's up to employees to balance the two.

THE BIO OF

A Simpleton



ABOUT THE FOOL BEHIND THE TOOLS

Harvard Business Review, CNBC and Fast Company have called **Bill Jensen**

today's foremost expert on work complexity and cutting through clutter to what really matters.

He has spent the past two decades studying how work gets done. (Much of what he's found horrifies him.)

He is an internationally-acclaimed author and speaker who is known for provocative ideas, extremely useful content, and his passion for making it easier for everyone to work smarter.

- His first book, *Simplicity*, was the Number 5 Leadership/Management book on Amazon in 2000.
- His latest best-seller is *Simplicity Survival Handbook: 32 Ways to Do Less and Accomplish More*.
- His new book, *What is Your Life's Work?*, captures the intimate exchanges between mothers and daughters, fathers and sons, and caring teammates, all talking about what matters at work, and in life.

Bill holds degrees in Communication Design and Organizational Development.

He's CEO of The Jensen Group, whose mission is: To make it easier to get stuff done.

Among the Jensen Group's clients are GE, Bank of America, Genentech, Pfizer, Johnson&Johnson, NASA, Walt Disney World, American Express, the US Navy SEALs, the government of Ontario, Singapore Institute of Mgmt, Guangzhou China Development District, and the Swedish Post Office.



Some people see things that are and ask, Why?

Some people dream of things that never were and ask, Why not?

Some people have to go to work and don't have time for all that...

George Carlin