


**Multi-generational  
Communication for Client  
Centered Business Intelligence**

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**Why Is learning Multi-generational  
Communication So Important?**

There are Three major forces at work that continue to widen the gap in the values, communication styles and work habits of each generation:

1. More and more boomers are working past the retirement age
2. The tech-savvy millennials continue to graduate and enter the workforce
3. Generation Z is quickly approaching college age, and will be joining the ranks of working professionals within the next few years

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**Learning Objectives**

- a. Pillars of Emotionally Intelligent Communication
- b. The various Communication styles
- c. Identifying your own internal dialogue
- d. Common Challenges in Multi-generational Communication
- e. Generational Preferences for different types of communication
- f. The necessary tools for an effective and results driven communication

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### Fact

According to a recent Survey from Manchester Consulting, 80% of executives get off-course because they didn't form partnerships with team members, subordinates and peers.

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### Measure of Success

With a leadership culture necessary for Success, failure has nothing to do with competence, knowledge, or expertise, but rather with vanity, ego or a **communication style** out of touch with today's market and global economical demands.

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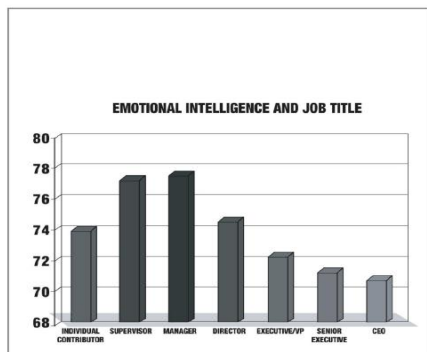
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The Emotional Intelligence Quick Book



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## What is Emotional Intelligence

Emotional intelligence is defined as the individual's ability to perceive and understand both his or her emotions, and that of others.



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"Knowing others is intelligence;  
Knowing yourself is true wisdom.  
Mastering others is strength;  
Mastering yourself is true power."

Lao Tzu



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## DEFINING GENERATIONS

HOW I PREFER TO COMMUNICATE WITH YOU...

Generation	Age	You Prefer...
Traditionalist	60	Let's have a conversation
Boomer	50	Call me on my cell
X'er	35	Send me an e-mail
Y'er	30	Text me
Millenial	25	Facebook/ Tweet to me

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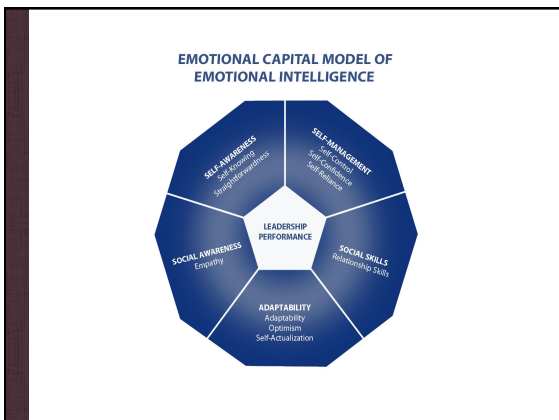
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### Communication:

- In order to convey your message, you have to first build an effective audience.



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### “Please Talk to Me”

The majority of companies arm their salespeople with a “one size fits all” sales pitch. But customers speak unique languages. In fact, each person on this planet speaks his or her own unique language. All the experiences of our lives have helped shape the structure of the language we use.

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**Presupposition #2:  
The Map is not the Territory**

Good Communicators know that the representations they use to organize their experience of the world ('Map') are not the world ('Territory').

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**Levels of Interpretation**

The two semantic levels of interpretation to recognize:

1. The world (the variety of interpretations out there)
2. The person's experience of the world. This experience is the person's 'map' or 'model' of the world and is different for each person. Every individual creates a unique model of the world and thus lives in a somewhat different reality from everyone else. You do not operate directly on the world but on your experience of it. This experience may or may not be correct.

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**Finding your communication Style  
means blending your map with  
that of your Audience's**

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## Fundamental Differences in Human Interaction

*There are various dimensions that reflect fundamental differences in the way human beings:*

- *interact with the environment,*
- *process information,*
- *and use that information to act*

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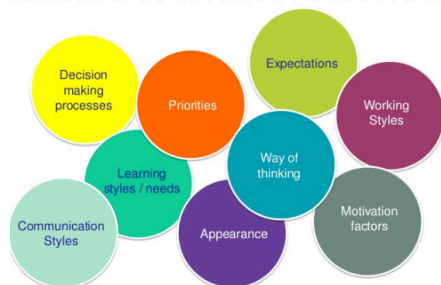
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## DIFFERENCES BETWEEN GENERATIONS



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## Personality Preferences

Some people are energized by being around people and seek out interaction as an enjoyable, relaxing activity. (Extravert)

Others have to spend energy to interact with people and need to recharge by getting away from people for a while. (Introvert)

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### Information source preferences

Some people prefer to use the information they get from their senses; what they can see and touch and hear (Sensate)

Others are more inclined to value the invisible ideas, concepts or theories that people create to explain sense data (Intuitive).

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### Problem-solving Preferences

Some people like to compare new information with other information; classifying, defining, and looking for ways in which one thing is different from another (Analytical).

Others like to see how information fits together, seeing the whole pattern of all the pieces together and worrying less about what the individual bits look like (Big picture or global).

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### Decision Making Preferences

Some people appreciate the sense of closure that a decision or action brings and will make it as soon as possible (Judger)

Others like to remain open to new information, new ideas or changes in the environment and prefer to delay a decision as long as possible (perceiver)

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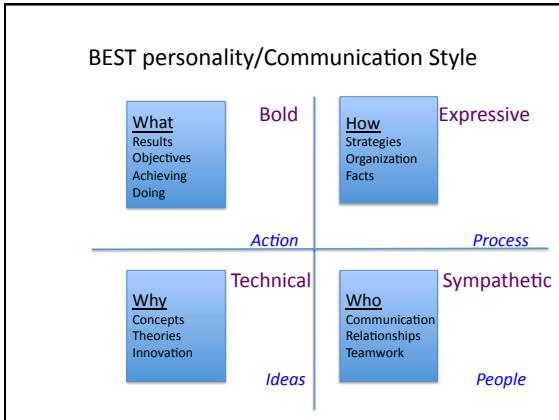
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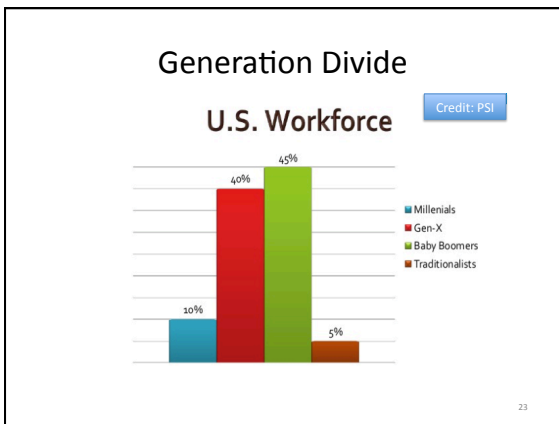
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### The Way Each See the World Credit: PSI

	Traditionalists	Boomers	Xers	Millennials
Outlook	Practical	Optimistic	Skeptical	Hopeful
Work ethic	Dedicated	Driven	Balanced	Determined
View of authority	Respectful	Love/hate	Unimpressed	Polite
Leadership by	Hierarchy	Consensus	Competence	Pulling together
Relationships	Personal Sacrifice	Personal Gratification	Reluctant to Commit	Inclusive
Turnoffs	Vulgarity	Political Incorrectness	Cliché, Hype	Promiscuity

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	Baby Boomers 1946 – 1964	Generation X 1965 – 1980	Millennials -- a.k.a. Generation Y 1980 – 2000
	1950's	1960's	1970's 1980's 1990's
TECHNOLOGY	Confidence in tasks	Technically competent	Tech savvy
WORK ETHIC & VALUES	Workaholics Work efficiently Crusading causes Personal fulfillment Desire quality Question authority	Eliminate the task Self-reliance Work structure & direction Skeptical	What's next Multitasking Tenacity Tolerant Goal-oriented
INTERACTIVE STYLE	Team player	Free agents	Entrepreneurial
COMMUNICATIONS	In person	Direct immediate	Email, voicemail
FEEDBACK & REWARDS	Don't appreciate it Money Title recognition	How am I doing? Freedom is best reward	Whenever I want it, at the push of a button Meaningful work
WORK & LIFESTYLE	No balance, work to live	Life work balance	Balance lifestyle & work, with more focus on lifestyle

Source: Adapted From: FDU Magazine Online

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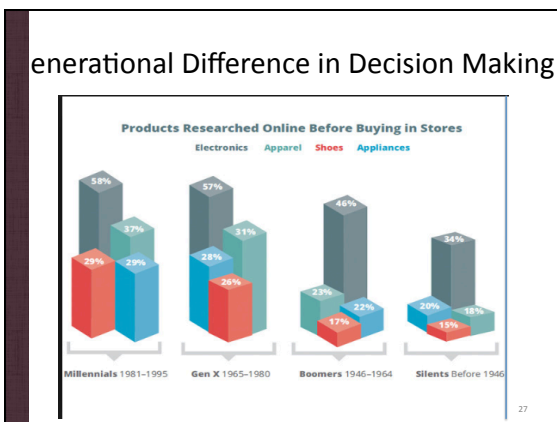
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### Common Challenges to Multi-Generational Communication

1. Varying Comm. Styles
2. Negative Stereotypes
3. Cultural Expectations regarding work ethics and life style etc.

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### Mehrabian's Communication Model

- 7% of message pertaining to feelings and attitudes is in the words that are spoken.
- 38% of message pertaining to feelings and attitudes is paralinguistic, the way that the words are said.
- 55% of message pertaining to feelings and attitudes is in facial expression.

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Good Communication starts with Yourself

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### 1. Assess your own abilities

- Are you stronger at influencing or intuition?  
Example: when you enter a room are you able to quickly pickup how people think and what makes them tick? Or are you an individual that is very fact oriented?

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### 2. Assess Your audience

- Are they fact/data oriented?
- Are they a quick decision maker or a slow one?
- Are they an independent thinker or a collaborative one?
- What are their values or driving forces?

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### 3. Design the Talking Points

Martin Luther King  
Highly influential and highly intuitive people are good at picking up cues and in turn using emotionally charged words (pathos) to grab and hook the audience.

Ex of words: strong, powerful, freedom, tragic, bloodshed, cruelty, aggression etc.

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#### 4. Stabilize the Conversation

- Use repeated phrases containing the words
- Use questions that you know the answer to which arouse the individual to think about what they care about deeply
- Don't ask them to decide, lead them to decide with an internal agreement to their emotions
- Use imagery, anecdotes, and known biblical/historical figures of speech or phrases.

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#### Linguistics

**Sociolinguistics** -the study of language-use in society and social networks

**psycholinguistics**- the study of how the mind acquires, uses, and represents language

**Neuro-linguistics**- the study of how the brain structures and processes language.

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#### Use Clean Language

Clean Language is a communications methodology, developed by David J Grove, a New Zealand Counseling Psychologist.

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### How Does Clean Language Work?

- Clean Language techniques are aligned closely with known principles of empathy, active listening and relatability (aka Emotional Intelligence) as opposed to traditional manipulative methods of influence and false subliminal messages projecting self-interest.
- Clean Language is a process of inquiry used especially for discovering, exploring and working with people's personal metaphors.

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### Use of Metaphors

According to research, we use up to six metaphors per minute in English; mostly unconsciously and unnoticed.

Credit: Gibbs, Raymond W Jr., 'Categorization and metaphor understanding', Psychological Review 99(3)

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### Why Metaphors Speak Louder

Def.: A metaphor is the use of imagery, to represent thoughts and feelings. Spoken and written language is full of metaphors.

Metaphors and imagery are potentially very useful in communications because they make abstract ideas more tangible, and can wrap large amounts of subtle and complex information, including emotional information, into a relatively **small package**.

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## Using "Team Briefing" as a Technique

What is It?

A powerful method of enabling communications up and down the management structure of any organization with a number of management levels.

Credit: British Industrial Society aka Work Foundation

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## Benefits of Team Briefing

-Team Briefing provides a consistent and measurable process for conveying strategic and operational information, and answering feedback questions, throughout an organization.

-Team Briefing ensures that staff at all levels receive information that is relevant to them, which is a mixture of corporate and local issues.

-The Team Briefing system is capable of being monitored by someone given responsibility to do so, including the satisfactory feedback of answers to questions at all levels.

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## For Best Learning Results



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### Application of Mehrabian's Communication Model as a Rule of Thumb

Given that now electronic communications increasingly allow a mixture of communication methods we can practice caution as follows:

1. Face-to-face, which is essential for all sensitive communications.
2. Telephone communication can convey words and the way that the words are said, but no facial expression.
3. Typical video-conferencing communications are not so reliable as genuine face-to-face communications, because of the intermittent transfer of images, which is of course incapable of conveying accurate non-verbal signals,
4. Text and Email: no tone of voice, no visual, just words

In short: Be aware of the vulnerabilities of each method, and use wherever it's appropriate, because they are all great modes of communication with different purposes.

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### Questions/Remarks

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