Communication & Transparency– Certificate Series

ICW Group Risk Management Services

ICWGROUP
Insurance Companies

Series Presenters:

Stacey DeVries

Regional Manager – Risk Management Services

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

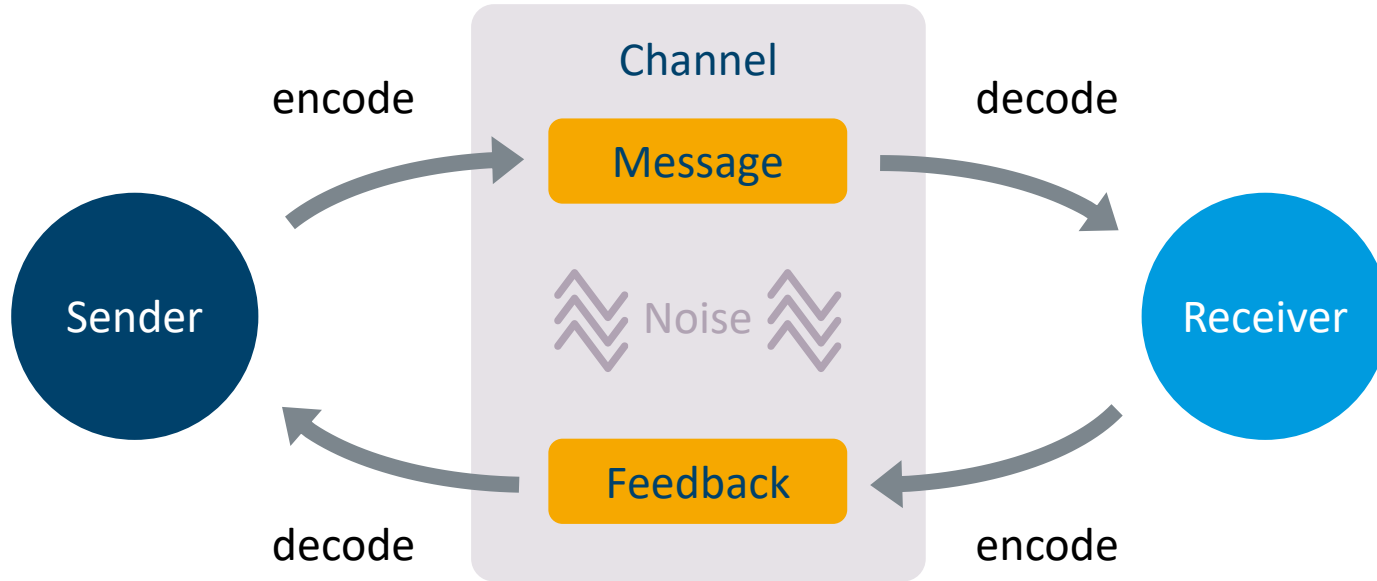The Power of Communication and Transparency

Leadership Responsibilities

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

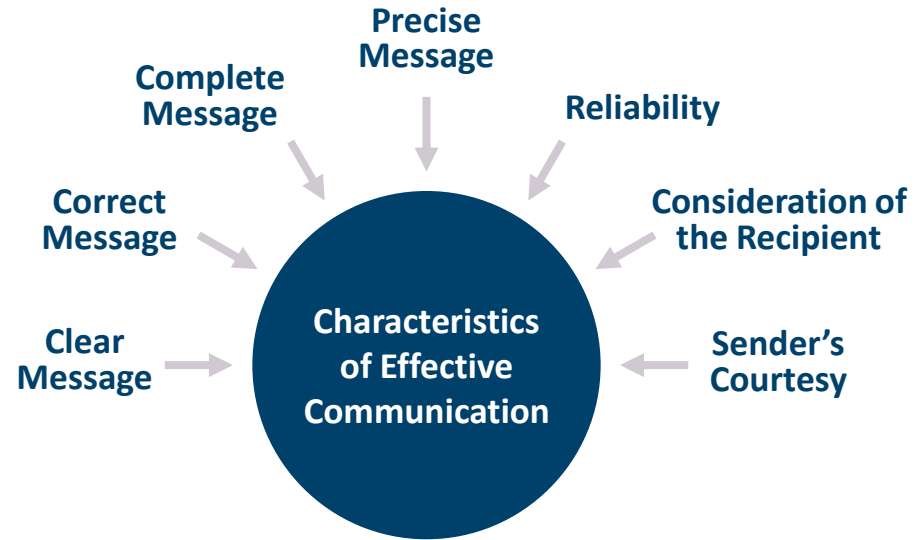# Methods of Communication

Communication Model

Communication Filters

- Level of knowledge

- Bias & experience

- Mood & emotions

- Language

- Distractions & noise

ICW GROUP
Insurance Companies

- 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.

Complete Message

Precise 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."
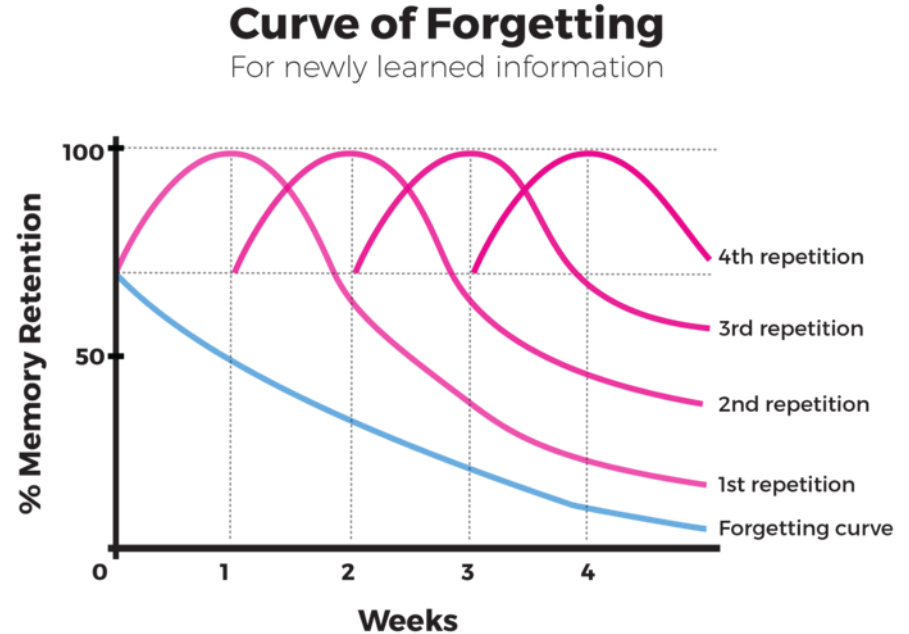
ICWGROUP
Insurance Companies

Principle of Emotional Appeal

Appeals to emotion are communicated more readily than appeals to reason.
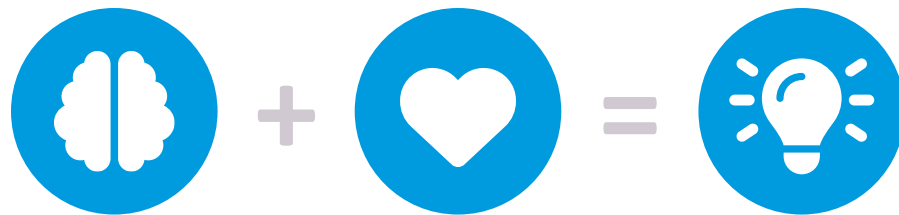
Principle of Application

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

Curve of Forgetting
For newly learned information

- 4th repetition
- 3rd repetition
- 2nd repetition
- 1st repetition
- Forgetting curve

% Memory Retention

Weeks

Principle of Line Loss

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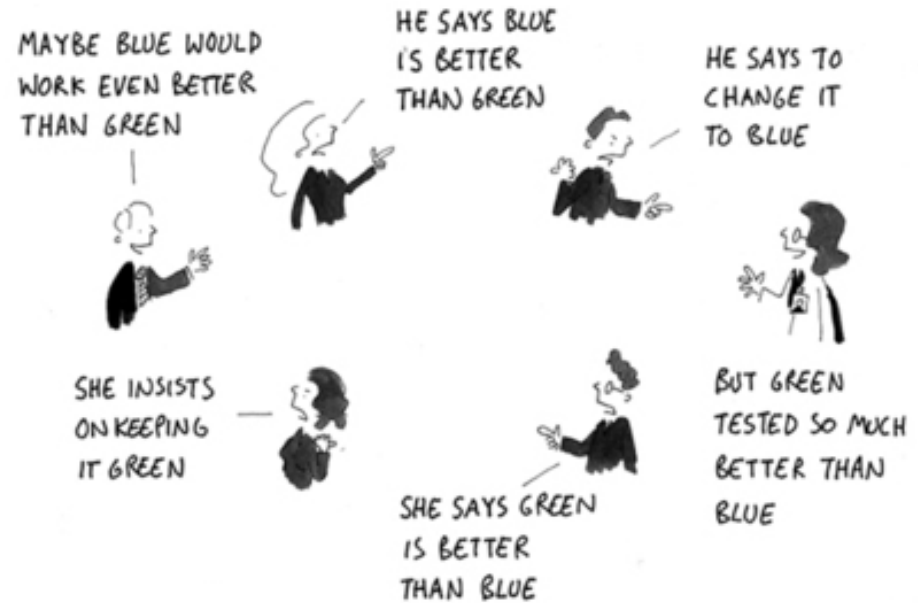
Needs Assessment

- Commonly overlooked

- Exposures identified

- Physical resources

- Organizational needs and goals

- Team learning styles

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

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

ICW GROUP
Insurance Companies

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

ICW GROUP
Insurance Companies

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

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

Environment Open to Communication

![ICW Group Insurance Companies logo]

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

ICW GROUP
Insurance Companies

Growth Mindset

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

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

ICW GROUP
Insurance Companies

Confirmation of Understanding

Confirming Understanding

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

ICW GROUP
Insurance Companies

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

Confirming Understanding

Tell them

Show them

Have them tell you

Have them show you

ICW GROUP
Insurance Companies

Difficult Conversations

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

ICW GROUP
Insurance Companies

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

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
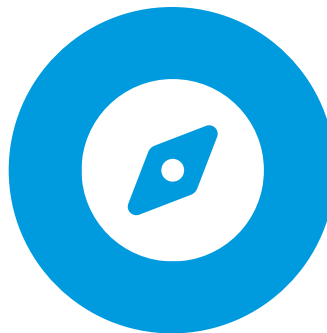
Close the Conversation

- 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.

ICW GROUP
Insurance Companies

Following Up

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

Normalize Learning from Mistakes
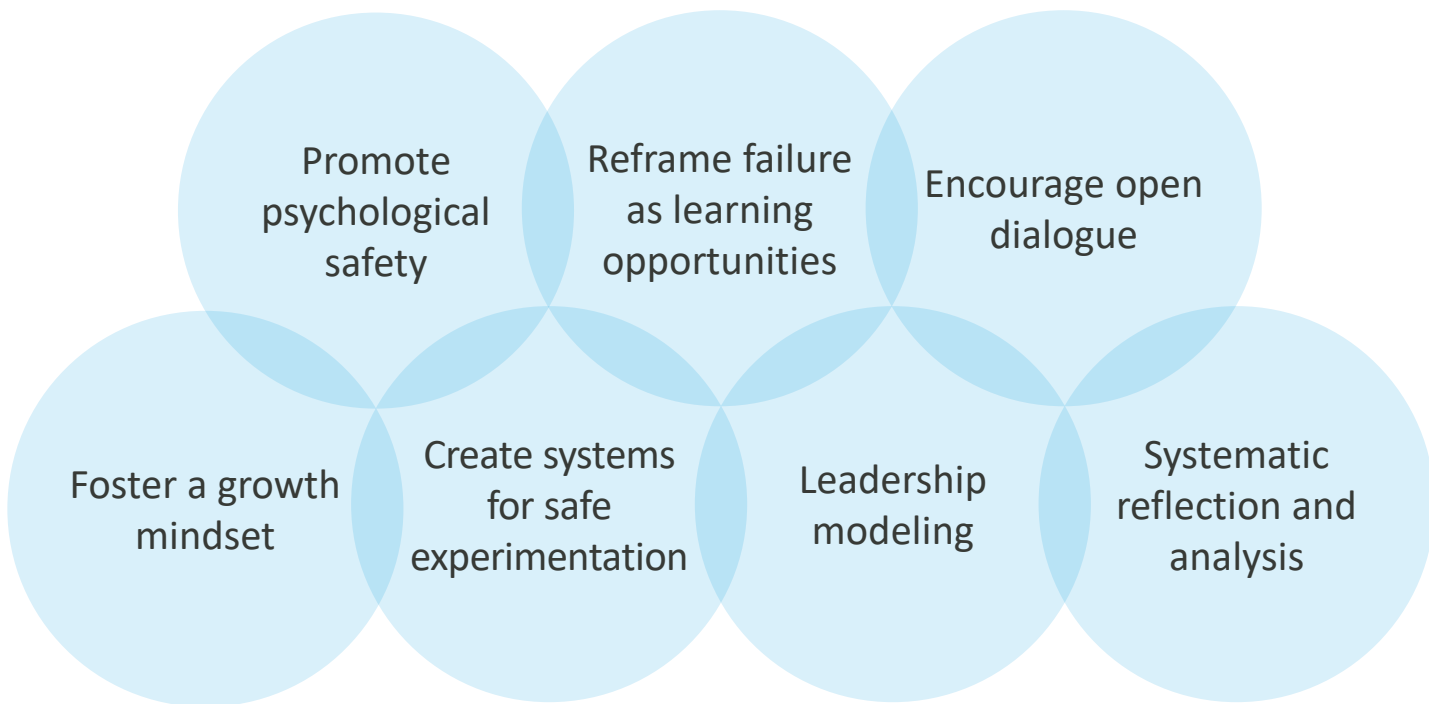
ICW GROUP
Insurance Companies

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

ICW GROUP
Insurance Companies

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
5. Normalize learning from mistakes

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.

ICW GROUP
Insurance Companies

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

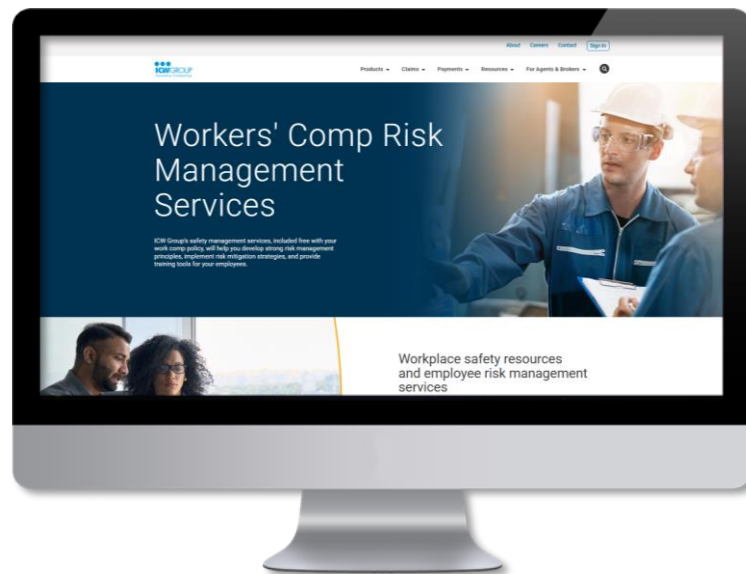# You've Earned Your Certificate!

Social Media Badge

Safety Resources Available to You
Policyholder Website

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

icwgroup.com/safety

QUESTIONS?

Contact Us:

riskmanagement@icwgroup.com

THANK YOU!

riskmanagement@icwgroup.com