



PRE-DRAFT 1

Everyone Communicates, Few Connect – Lunch and Learn Script by Roddy Galbraith

Let me start out by asking you a question .. how many of you have heard of John Maxwell? OK .. maybe 5% of you.. maybe less .. how many of you have heard of Ken Blanchard or Steven Covey? OK .. lot more hands going up. Well what if I were to tell you that John Maxwell has been voted the no. 1 leadership Guru by Amazon for the last 5 years in a row? Pretty interesting huh?

John is relatively unknown compared to some of the biggest names in the industry .. but they tend to be famous for one phenomenally successful book ..whereas John has continuously developed a string of leadership material for the last 30 or 40 years. He's written over 60 books .. sold around 20 million copies .. number of different markets.. military fortune 500 spiritual leaders public

And my purpose here today is to generally raise the awareness of leadership as a teachable skill .. and to give you some really practical information that you can apply right away. I want to convince you if you're not already that we are all leaders in one way or another .. and leadership comes down to one thing .. influence .. leadership is influence. And influence hinges on our ability to connect with people.

Now if you live on your own in a cave and you never speak to another human being .. maybe you don't need to develop your connecting skills .. but everyone else does!

Now if I ask you .. how many of you here want to improve your results.. almost every single hand would go up .. and for the few that didn't put their hand up .. if they were honest .. they'd say yes too .. because the bottom line is .. we all want to improve the results that we're getting in our lives.

For a lot of people it's money .. more time .. lifestyle .. relationships .. health ..

And what I've come to realize .. it's taken me far longer than it should have done mind you .. but what the truth of it is .. if you want to get better results .. you've got to get better at getting on with people.

Now I'm talking about a father or mother .. a spouse .. a son or daughter .. someone who runs their own business .. an employee a manager .. a vice president or CEO .. it doesn't matter who you are .. you can improve your results by improving your ability to connect and influence people in an ethical way. You want to improve you marriage .. connecting is gonna make a huge difference .. want to get a promotion .. you need to connect more with your boss .. or your

customers .. or your peers .. or your team. Want to improve your relationships with your friends .. it's all about connecting.

We need people .. you can't do anything on your own in today's world .. we need to be able to connect and influence other people to get on in this world. The friction you experience in your day to day life comes down to leadership, connecting and influence. And everything I'm talking about is absolutely 100% a teachable skill .. which means you can learn to connect .. you can learn to lead .. you can learn to improve your ability to influence people .. if you want to.

I spend a great deal of time trying to convince people that connecting with people is a learnable skill .. it's within your reach .. it might be out of your comfort zone .. but it is within your reach.

The reason that learning to connect can make such a difference to your results .. to all your results .. is that it is such a neglected skill. Most people don't give any thought whatsoever to developing their ability to connect with people. Either because they don't see it as a skill .. or they don't see it as important.

And because they don't give it any thought .. it's outside of their awareness .. they're not conscious of the impact it has on them. And this probably wouldn't be such a problem if people weren't so emotional. Human beings are emotional creatures at heart .. we have an intellect .. we kid ourselves that we are rational, logical human beings .. but that's a façade .. we're emotional creatures .. emotions rule our lives. Why is this a problem .. well how many of you have heard something like .. he does that if you push his buttons. You need to know how to get her going. We can all be logical in certain situations .. but there are others that .. a certain trigger can flip our switch and we can't help ourselves .. the red cloud descends and the emotional storm blows through us.

You've heard the expression .. it's like herding cats .. well that's people for you! Now if we had more time .. I'd love to go through with you my study and research into the mind .. the role that beliefs play in people's lives .. how what we believe is the cause of what we feel and experience .. we blame it on the events of our lives but it's really not the events .. it's how we see them that creates the feelings we experience .. and how we see them is determined by our beliefs. It's a fascinating area .. but given that time is short .. let me just say something that I think we can all agree on .. we are all different .. we all experience the world differently .. things that are critically important to one person another doesn't care about .. what winds one person up is not even noticed by another .. we're all different .. and so we need to connect with different people differently .. avoid the things that freak them out .. and tap into the buttons that turn them on .. and we could look at the psychology of this for hours .. but you don't need to understand why the techniques of connecting work .. you just need to understand the principles that underpin them .. and then apply them obviously.

Some people connect intuitively .. they have high interpersonal intelligence .. they seem to value people automatically .. others recognize it as important but lack the tools and techniques .. they need to learn to do what others do intuitively .. and some people don't recognize connecting as important at all .. they think they can do it all on their own .. they don't need other people .. why rely on others when it's quicker to do it your self .. if you want something done properly .. ? they'd only let you down anyway!

so the better able we are to get on with other people .. the better will be our results. Some one once said to me when I said this .. what about a rocket scientist .. it wouldn't apply to them would it .. and I thought for a while and said .. which is the rarer skill.. a rocket scientist .. or someone who can lead a team of rocket scientists to produce a meaningful result in a coordinated fashion .. on time .. and on budget. Or the CEO of rocket scientists inc.? often the more brilliant people are .. the more difficult they are to lead. So we need people .. and people are emotional creatures.

So to continue to try and outline the problem .. picture this .. here is a typical leader in an organization, he may be the owner of the company or the leader of his department .. or any kind of leader with a team .. it doesn't matter.

Now .. earlier I said that everyone wants to improve their results .. so the company owner wants to improve results .. the leader wants to improve his results .. and everyone in the team wants to improve their results .. everyone wants to improve their results.

Given that we are all different .. we can assume that we all want different results .. different things are important to us aren't they?

So.. we could represent this graphically as an arrow .. this person wants to go in this direction, this person in this direction .. etc. etc.

So if the leader of the organization wants to improve results .. he's talking about this. And if they're not a connector .. if they don't value others .. then there's a tendency to think that the way to improve results is to work harder yourself .. and tell everyone else to do the same!

After all .. how do most people get leadership positions in most organizations?

It's normally based on a technical assessment isn't? The best technician gets promoted to lead the team. The trouble is .. leadership and technical skills are two totally different skills. Technical skills are technical skills and leadership is influence .. connecting with people .. which comes from valuing people. And technical skill and valuing people are polar opposites ..

one is left brained one is right brained. The technician simply doesn't see the world that way .. if you want people to do what they should .. show them the policy manual!

So the leader who can't connect works harder themselves. And look what happens graphically when that happens. Leader works 20% harder .. or 30%. What does that do to the overall effort of the team .. it goes up very little doesn't it? Makes a big difference to him .. big difference to his wife and family .. but very little difference to anything else.

But the connector realizes that if they could just get another 10% out of everybody in the team .. then it adds up to far more than they can contribute themselves .. and they don't get divorced!

Leadership is influence .. leadership is results through others .. it's all about others.

But the reason connecting is such a skill .. is .. it's much more complicated than just saying ok .. I'm going to get more out of others. It's not something that you can just decide or even legislate for .. you have to connect.

Let me ask you a question to help illustrate the point .. what degree of your potential do you think you are currently using right now? How much of your potential .. as a percentage.. are you currently using right now. 100% .. 70% .. 40% .. less than that?

Now I'm talking about a work perspective at the moment .. but you could ask the same question in relation to any area of your life really. But at work .. how much of what you are truly capable of .. is currently being used?

I'm not going to ask you for the number .. but just think about it for a moment .. if you're only using 60% of your potential .. how easily could you give another 20% ..what's the block .. how easy could it be removed .. and what would it do for the company's results if you did? What would it do for your career .. your self-esteem?

If you were enjoying it more, contributing more, achieving more .. I'm not talking about working longer hours .. I'm talking about being switched on all the time you are working .. really enjoying what you do .. loving being a part of the team .. and everyone pulling in the same direction .. everyone would win wouldn't they if you were engaged to that degree.

Doesn't matter where you sit in the hierarchy .. everyone wins .. you win .. you grow .. you develop at a much faster rate .. your peers win because you're a joy to be around .. a source of inspiration.. your boss wins because you're a pleasure to manage instead of a nightmare .. the company wins because it does better in the market place .. so it is better able to look after its employees .. your spouse and kids win because they're happy when you're happy .. when you

feel good about yourself .. everybody wins. So who is responsible then .. for getting more out of the people in the team .. who's responsibility is it? And who stands to benefit?

Well how do we get more out of the team .. I think the fundamental thing to understand .. is that employees have a choice. They can choose how much to give to their company .. above a minimum line. I call that line their contractual obligations. You can bring in the lawyers and they'll charge you ludicrous amounts of money to try and write water tight contracts for everything you can possibly think of. And you can spend hours on job profiles .. set annual objectives .. try and document everything .. and guess what .. the employees still have a choice.

I'm not saying it's not a good idea .. I'm saying it's not the sole answer.

See this line .. represents what you can document .. it's pretty easy to document the contractual obligations of a role .. but this is literally the tip of the iceberg of what the average individual is truly capable of. They can contribute way more than this .. if they choose to. Just think about some of the things people do outside of their job ..

See on top of their contractual obligations .. they can choose to lend their discretionary goodwill. An employer can benefit from their creativity .. their inspiration .. their dogged determination .. they can benefit from the employee buying into the spirit of the goals of the organization.. not just the letter of the law.

An employee can easily give much, much more .. but they can just as easily fall straight back to the minimum line.

In fact some people live below the line don't they .. forever pushing the boundaries .. doing just enough not to get fired .. being paid just enough so they don't leave. What makes the difference?

Think of the people you know who are super committed .. why are they so committed?

You might think .. well they're more intelligent than the others .. but a clever person will pit their wits against the company just as easily as with it .. and many do don't they .. it's not IQ

Or passion ..well .. they're just more passionate .. but a passionate person can passionately fight perceived injustice .. it's not that either. why are some employees more motivated than others

In his book Freeing the Corporate Soul, Richard Barrett says that .. when employees find personal fulfillment at work, their productivity can be at least twice as high as when they don't. Twice as high.

And he goes on to cite a study of 25,000 employees .. that found that 39% of the variability of corporate performance is attributed to employee fulfillment. So 39% difference in the corporation's performance attributed to employee fulfillment

And listen to this .. this is the bit I find really interesting .. 69% of employee fulfillment is attributable to the quality of the employee's relationship with their manager. Now is that something that we can work on improving? But how many managers do? How many managers actively think about improving the quality of the relationship with their direct reports .. or their indirect reports. No need .. because they're paid to do a job .. right?

Think back to when you were at school .. I know it's a bit of a stretch for some of us .. but weren't there some teachers that you just connected with? And some that you just couldn't bear. Weren't there some who made the topic really interesting .. and weren't there others who .. just didn't seem to have a clue as to how to present information in a way that didn't send you to sleep? They don't need to think about it .. you have to go to school .. it's not like you have a choice .. right? WRONG .. we all have a choice .. a choice whether to engage .. a choice whether to do what we're capable of doing or what the teacher or boss or spouse .. or parent will accept as a minimum.

So to summarize the findings .. if we can improve the relationships between people in the team .. and particularly between every manager and their team .. if we can improve those relationships .. it will have an enormous impact on the productivity of all of the employees and on the corporation as a whole performance

Look at it this way .. here's the leader .. and here is the team .. there is a relationship between every person and every other person in that team isn't there .. but the key relationships are these. And the health of those relationships determines the productivity of the organization. And if you think about it .. when a company publishes its results .. it is looking back in time saying .. this is what we were doing then. But when you look at the health of the relationships in your organization you are saying .. this is what we are going to be doing in the future .. big difference! All companies spend a great deal of time measuring how much they've spent .. but how many spend time measuring the state of the key relationships? Most companies spend a lot of time and money developing technical skills of the team .. how many spend time developing the connecting skills?

Some organizations don't want to spend money on training at all .. rationale being .. why should we spend money training people so that they leave.. and it's true .. there's only one thing worse than spending money training people and then them leaving .. and that's not training them and them staying!

So we can probably all agree after some thought .. that relationships do matter .. and most companies don't invest in developing relationships .. at least not enough

Some do a lot .. they're not the ones that object to this .. see once you've had exposure to the difference it can make .. you're like .. bring it on .. give me more .. any help .. tools .. techniques in how to connect and communicate with people is very welcome. It's the ones with no awareness at all that tend to object .. because as I said earlier they just don't recognize connecting as a skill or as an important one.

But connecting with people is a learnable skill .. might be out of your comfort zone but it's within your reach.

Now I've spent a long time talking about why connecting is important .. because without understanding and accepting that .. you're not gonna be interested in how to develop your ability to connect.

So let me now move on to talk about the practicalities of connecting skills.

Now obviously .. there's more to connecting than we can cover here today .. we dedicate a whole day .. a one day workshop to really understanding the principles of connecting .. but let me just summarize them here now:

Applying the principles is through the practices that we also go over in the workshop .. but this is something that .. you can apply right away .. so let me just talk about some of the key practices today .. so that .. if this is something that interests you .. if you've decided you are going to improve your people skills .. your ability to connect .. then you have some tools that you can use right away.

The first thing anyone who wants to connect with other people needs to realize .. is that connecting is all about others. If we want to connect with other people .. we need to realize .. it's not about us .. it's about them. And it's not about them so that you can get them to do what you want them to do for you .. it's about them.

And then guess what .. you'll find that you get what you want as a by-product.

See .. there's a fundamental shift in perception that needs to take place in order to begin to progress for most people. We need to stop asking .. what can they do for me .. and we need to start asking what can I do for them. Stop saying to ourselves .. what have they got that I want .. and start asking what have I got that they want.

We have to go from putting ourselves at the centre of everything .. to putting others at the centre.

See .. connecting is all about others .. it really is .. my own journey of trying to understand this .. took me about 15 years .. I went from thinking .. it was all about me .. to pretending it was all about them but still secretly thinking it was all about me .. to .. eventually realizing that .. actually it is all about them

And the shift then in the nature of your relationships .. when you realize this .. you forget yourself .. you think about others .. and you become what's called a .. people person.

It's a service thing .. and you may think to yourself .. well how does that help improve my results .. but remember .. leadership is influence .. leadership is influence j.. leadership is results through others.

One of the questions I had when I first started thinking about .. my ability to become a people's person .. to become personable .. I really didn't think I was able to do it .. some of you may be thinking the same thing .. is it something I can learn to do .. if I don't have it naturally?

And the answer is absolutely yes .. connecting is a teachable skill .. connecting is partly natural for some people .. that's true .. some people are gifted in this area .. but it is more a skill than a natural talent.

So let me just recap here the key messages so far .. leadership is critical because anything worthwhile you achieve in life .. in every area of your life .. will be with and through other people. Everything rises and falls with leadership .. what is leadership .. leadership is influence .. how can I develop my ability to influence others .. develop the skill of connecting. How can I develop my skill of connecting .. learn to value others .. and that is a shift in perception .. take you out of the centre and place others at the centre.

I used to think it was all about being the best ..if you want to lead .. you have to be the best .. if you want people to listen to you .. you've got to impress them. but influence is not about impressing people .. it's about connecting with them. it's not a logical thing .. it's an emotional thing.

Remember we said at the beginning that people are emotional beings .. they're not principally logical .. they're principally emotional. And to understand how to connect with people emotionally .. we need to understand that .. we don't see the world as it is .. we see the world as we are .. and we're all different.

Let me try and illustrate what I mean by that .. take a look at this ..and you've got 5 seconds to decide what you see

Now believe it or not, when most people look at that they don't see the 9 dolphins we all see .. they see a naked couple!

Can anyone not see the dolphins?

Now the interesting thing about this picture is .. if you show it to a child they only see the dolphins .. but if you show it to an adult .. they only see the couple. But it's the same picture. Ummm .. that's interesting isn't it .. the same picture viewed differently by different people. Well if the picture is the same .. then the difference must be in the individual mustn't it. There is something different that has happened to the average adult that changes the way they see things .. and that difference is called conditioning.

See .. we don't see the world as it is .. we see it the way we are. Goes a long way towards explaining why we don't get what we want .. we get what we are doesn't it. The implications for this are enormous .. we haven't got time to explore them now .. but just spend a moment with me thinking about this

We see the world the way we are .. I talked briefly at the beginning about my research into beliefs .. beliefs are fascinating .. we tend to think that our beliefs are a reflection of reality .. but they're really not .. our beliefs are a product of a learning process .. not a reflection of reality. Our beliefs are the result of internalized environmental experience. We become the product of our environment .. those beliefs then filter the world we look upon.

We receive billions of bits of information about the world every second .. and almost all of it is filtered out by our subconscious mind .. ever listened to a clock in a room .. then stopped hearing it .. then consciously tried to hear it once more .. and there it is again. Well who's deciding what your subconscious is filtering out .. where do those programs come from?

Seeing isn't believing .. believing is seeing .. to a certain extent at least .. there's a self reinforcing relationship between the two .. we're a part of it.

Just before we move off of this slide .. I don't like to stand up and say anything that I have not investigated to be true to the best of my ability .. well I've been using this slide for years .. but when my daughter Amelie was old enough, I thought I'd test the hypothesis .. so I said to her .. she was about 3 I guess .. and I said Amelie .. have a look at this picture and tell me what you see .. and for a moment I was a little bit worried that she might say.. it's you and mummy .. but she looked at it and immediately said fishes .. and I said how many fishes can you see Amelie .. and she said free .. and I said where are they .. and she pointed out these three here .. so I said can you see any more .. and she said I don't want to look at this any more Daddy and walked off!

The implications of this with regard to communication are again .. enormous .. we all see the world differently.

Now this is a simple example .. but it underlines a powerful point .. in that we are all different .. we all see the world differently .. we all have different beliefs .. different values .. different things are important to us .. we have different passions .. expectations .. tolerances

To ignore this when trying to connect is to miss the whole point of connecting. Connectors understand this .. they know they have to connect with people .. on common ground.

See .. if I talk to you about my beliefs or my values .. and they're not yours .. you're probably not that interested intellectually .. but there's certainly no emotional resonance .. you can't relate to me .. you don't have a good feeling about me.

Worse still .. if I violate your beliefs while I do it .. now .. not only do you not get a good feeling .. you actually get a bad feeling. No one wants to be told that what they believe is wrong .. if you challenge someone's beliefs directly .. you are going to get their back up .. and if they're core beliefs .. what they really value .. they will want to kill you.

This is the ego in its stripped down .. raw .. it wants to exterminate everyone that doesn't agree with it!

So if you want to connect with someone .. you've got to go to them .. you have to go first .. and you need to connect on common ground

Where our beliefs and theirs intersect .. that's common ground .. we can connect with them here .. and then take them where we want them to go .. if you don't connect .. they won't go with you

Now this takes energy .. it takes energy to connect .. there's an investment necessary. But that's true of anything in life really isn't it .. you have to sow if you expect to reap.

Now we're about out of time .. so we're gonna have to leave it there .. but .. hopefully we've covered some information that you'll not only find interesting .. but given you some ideas that you can start using right away.

Just before we finish up .. let me just cover this .. because .. I think it is key to any kind of program of change really.

How many of you have found this interesting and enjoyable? Ok .. a lot of hands going up. This presentation is normally pretty well received .. it's got a lot of good information in it and it's presented in an entertaining way. The trouble is .. it doesn't have the impact that it needs to have .. for one simple reason .. change is not an event .. it's a process.

John's best selling book for years is called the 21 irrefutable laws of leadership .. and one of those laws

law of process .. knowing and doing .. table tennis vignette .. workshop etc. etc.
not complete ..