

Congruent Communication

Agile Africa 2017



Don Gray

DELIVERING CUSTOMER VALUE

MENTORING & TRAINING

for EXECUTIVES, MANAGERS & TEAMS

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I know that you believe that you understood what you think I said, but I am not sure you realize that what you heard is not what I meant.

Don's Mom

(and Robert J. McCloskey)

Why Bother?

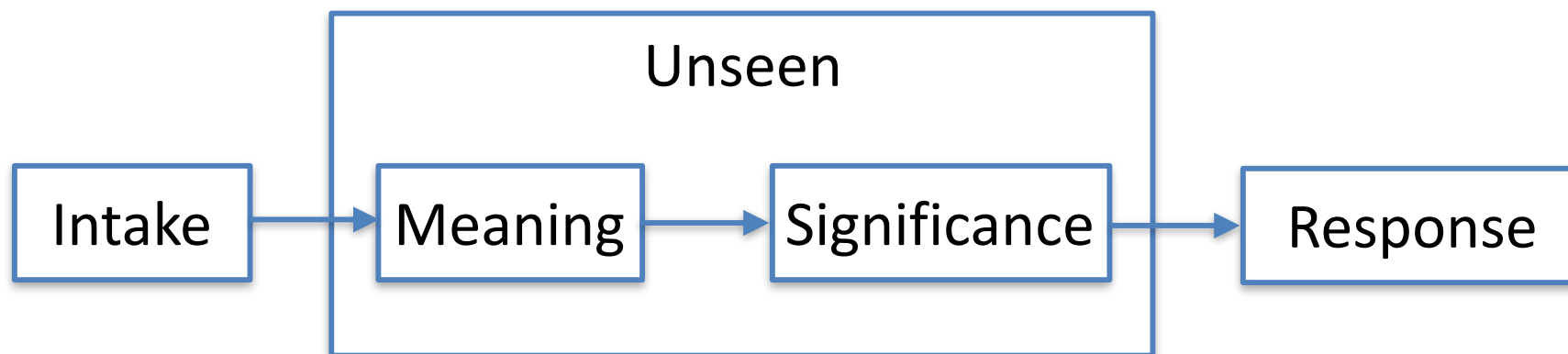
- What benefits do we get from communicating?
- What hazards exist when we communicate?

Our Time Together

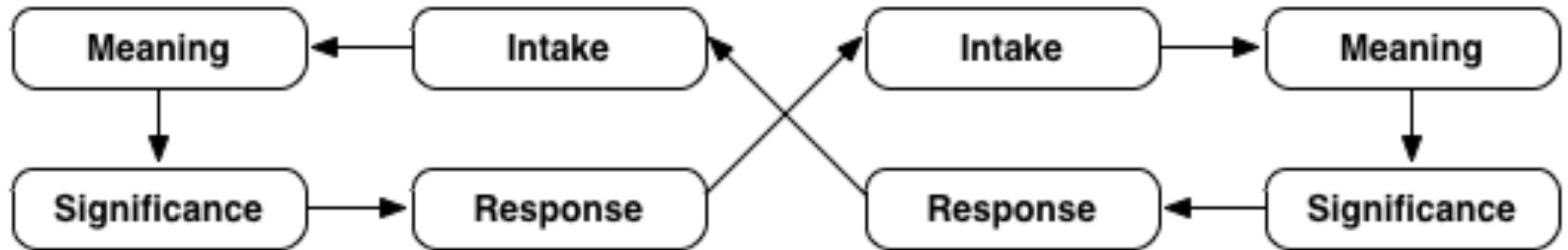
Agenda:

- The Satir Interaction Model
- Congruence
- Metaphor
- Discussion / Wrap up

The Satir Interaction Model



Communication



Intake / Meaning

- How many is several?
- What is a few?
- How often is frequently?

Intake / Meaning

Word	My Concept	Our Concept	Range
Several			
Few			
Frequently			

In Your Experience

Think of a recent conversation at work that surprised you.

- What did you use for intake?
- What meaning did you make? What other meanings could exist?
- How did this make you feel? What feelings did you have about that?
- How did you respond?

Interaction Tips & Tricks

Aiding Proper Intake

- I'm not really sure I heard to correctly. Would you please repeat what you said?
- I'm not sure I heard everything you said. Would you please repeat?

Ways to Check Meaning

- If I heard you correctly, the meaning I make is _____. Is that the meaning you intended?
- Do you mean _____?

Our Time Together

Agenda:

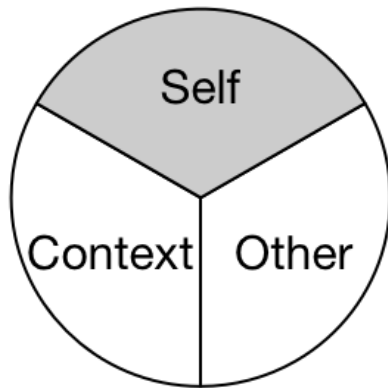
- The Satir Interaction Model
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Always Balancing

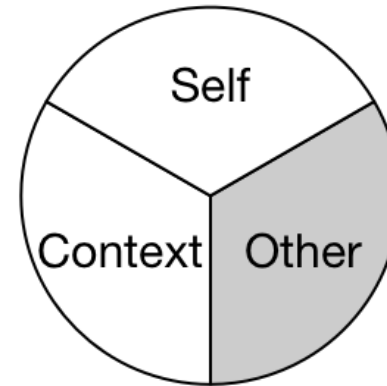


Wobble Stances

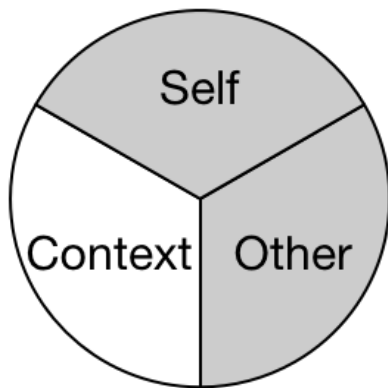
Placating



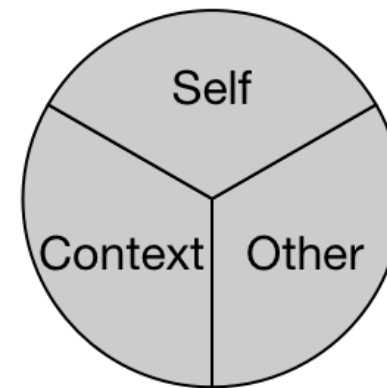
Blaming



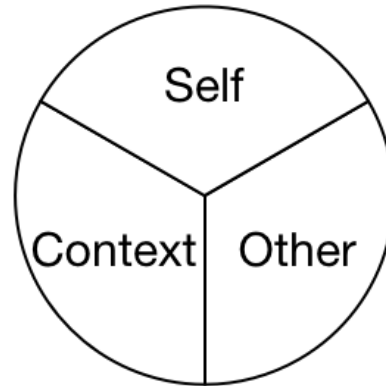
Super-Reasonable



Irrelevant



Congruent Action



To respond congruently is a choice. It is not another rule or a way to control the situation. Choice at a conscious level is based on awareness, acknowledgement, and acceptance of self, other and context. - Satir Model pg 73

Congruent action is acting appropriately to difficult interpersonal situations, even though you maybe confused, or angry, or so afraid you want to run away and hide. - Jerry Weinberg

It's Congruence Talking

- He is difficult to manage.
- She is always late.
- She doesn't get it.
- It must be done by Monday.

In Your Experience

Using the conversation from the Interaction activity ...

- Which (if any) of the Wobble Stances appeared?
- Did the conversation include self/other/context?
- If not, how could you have included the missing component?

Congruence Tips & Tricks

- Look for what's missing in the conversation
 - Self
 - Context
 - Other

- Us/Here/Now not Them/There/Then

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Metaphors

- Metaphor is the process of giving the thing a name that belongs to something else.
- Metaphor is a way of thought before it is a way with words.
- Whenever we give a thing a name that belongs to something else, we give it a whole network of analogies too.

More on Metaphor

- The **words** we use evoke frames.
- **Frames** are cognitive structures we use to think.
- Frames have **roles**, a cast of characters, relationships between roles, and **scenarios** that are acted out by those playing the roles.
- Example: Software Development
 - Roles: ScrumMaster, Product Owner, Developer, Customer, Program Managers
 - Scenarios: planning meetings, development, checking in, testing, deployment

Software Development Metaphors

- Software Factory
- Building Software (Construction)
- Software is Herding Cats
- Software is a Game
- Software is like a Play (theatre)
- Software is a Competition
- Growing Software (Gardening)
- Quilting Software Together

And the Problem Is

- Words invoke frames.
 - Frames are cognitive structures we use to think.
 - Frames have a cast of characters, roles, relationships between roles, and scenarios that are acted out by those playing the roles.
-
- List some of the characters, roles, relationships and scenarios for this metaphor.
 - Consider the assumptions and analogies that come with the metaphor and how they fit software development.

Metaphor Tips and Tricks

- Be aware we use a truckload of metaphors
- While useful, metaphors include thoughts that don't apply and / or mask differences between the metaphor and the actual context.

Our Time Together

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Discussion & Wrap Up

- What were the key ideas in the workshop?
- Where were you surprised?
- What does this bring up for you?
- What can you do about these issues?

Resources

Workshops (with Esther Derby)

- [Coaching Beyond the Team](#) - A human and systems based coaching workshop
- [Problem Solving Leadership](#)

Articles (by me)

- [Why Not Ask Why?](#)
- [Communication Disconnects](#)

Books (by Jerry Weinberg)

- [How To Observe Software Systems](#)
- [Responding to Significant Software Events](#)
- [Managing Yourself & Others](#)



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My experience across a variety of industries, from small startups to Fortune 50 organizations, provides a solid platform for assisting clients through their transition to Agile development practices.

I incorporate my study of communication, personality types, team styles, systems thinking, and human systems dynamics into my work and writing. You can find a number of my articles published at *Better Software* magazine and StickyMinds.com.

I'm frequently speak at local and regional conferences as well as Agile Development Practices and the Agile 201x conferences..

What Others Say

Learn more about me through the words of my clients.
<http://www.donaldegray.com/endorsements/>

What's Next

Call me to discuss how I can assist your Agile transition. 336.414.4645 / don@donaldegray.com

Attend upcoming workshops (with Esther Derby)
[Coaching Beyond the Team](#) Sept 12-14 Toronto, ON
[Problem Solving Leadership](#) Nov 4-10 Albuquerque, NM

Executive & Team Mentoring

As an Agile mentor, I work with executives and managers to:

- Quickly deliver user value
- Improve project management
- Align stakeholder expectations
- Increase productivity

On Site Workshops

Agile Leadership for Managers

How can managers provide effective leadership, given the different dynamic and needs of self-organizing Agile teams? This workshop provides a clear understanding of the management role, and how its functions are different in both objective and context. You will learn how to assess, define, and resolve problems to lead and support your teams using an Agile perspective.

Agile Fundamentals

This workshop provides the essential foundations and fundamentals for all teams engaging in Agile development. Team members, Scrum Masters and Product Owners come away with a shared language and understanding of perspective and context, the why and how of Agile processes and roles, and how to communicate and function effectively together.

Emergent Leadership within Self-Organizing Teams

Team members learn how to optimize their teams from within by fostering emergent, dynamic leadership. Participants gain a functional understanding of how to apply an Agile mindset to improve the way they self-organize and work together, to achieve their collective internal and external objectives.

Working in Agile Teams for Scrum Masters

Learn how to use proven techniques and tools to optimize your effectiveness as a Scrum Master. You will gain an understanding of personality preferences, communication styles, congruence, and team formation dynamics, and learn how to apply interpersonal skills in your role and in your interactions with other team members and stakeholders.