Integral Leadership Dynamics

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EFFECTIVE COMMUNICATION FOR CHANGE

> If we have our own why of life, we shall get along with almost any how.
>
> **Friedrich Nietzsche**

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In my candid conversations with global leaders, I often hear a familiar question - one that resonates deeply with me.

"How can we improve communication during times of change"

The reality is that good communication, 'the language of leaders' needs to become a culture, a consistent and purposeful 'way of being', not something 'we might do now and then'. For years I've observed the organisational goal of 'improving communication', often entrusted to a select few, remain an inactive intention rather than become an expansive skills development and 'way of being', throughout the organisation.

Communication must be even more effective for any change to become successful and sustainable.

In the space between the delivery of a message and the initiation of actions lies a crucial phase: deep listening, understanding, acceptance, and the inspiration to act. **Trust** plays a pivotal role in this phase, influencing how we perceive and respond. Our own suspicions and biases colour how and what we take from any message. Deep trust facilitates motivation for action and lasting change.

We often assume that everyone knows, understands, and agrees with our **'Why'**. Bringing change into the mix adds to the complexity. You'll observe leaders and managers frequently focus excessively on the 'What,' 'How,' 'When,' and 'Who,' providing little to no context or clarity on the 'Why.'

Simon Sinek's Golden Circle places 'Why' at the heart of successful leadership and change.

People are inspired by the **purpose**, **values,** and **beliefs** behind an organisation or proposed change. This inspiration leads to easier implementation of the 'What' and 'How.' Neuroscience supports this concept, revealing that we respond best when messages resonate with the parts of our brain controlling emotions, behaviour, and decision-making. 'Why' taps into the Limbic Brain, where Trust influences feelings, decisions, and behaviour. 'What,' on the other hand, appeals to our rational Neocortex. Rational explanations alone do not inspire people. Understanding the 'Why' does.

Start by embracing the 'Why' behind your messages and fostering an environment of trust, openness, and deep listening.

Key Elements of Effective Communication

- The art of delivering the message
- Receiving and understanding the message
- Providing meaningful feedback
- Actionable steps

My Commitment - Leading Self

As leaders during change, we want our people to be intentional, clear, articulate and aligned.

We start by leading self:

- Investing in our communication skills
- Fostering psychological safety
- Building and nurturing trust
- Clarifying our own 'Why'

What can I do to improve my communication today?