MAKE IT WORK: PLANB

COMMUNICATION WITHIN ORGANISATIONS

BY DAPHNE DEPASSÉ

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PREFACE

his ebook contains a bundling of Plan B blogs regarding effective communication within organisations.

The content of the original Plan B website is translated and transferred to the (Dutch) website depasse.nl. A selection of the English blogs are bundled and recorded in ebooks.

This is one of them: about communication.

The content in this ebook is universal and can be read without any knowledge of plan B. However, in case you are curious: check out the last chapter of this ebook for more free ebooks, including one on the introduction of Plan B.

Enjoy your reading! xoxo Daphne Depassé

Plan B is just what it says. It's another path. For problem solving and innovation. Reshape the way you think. Unscrew the system and act different. Break through the status quo.



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1. LOST IN LANGUAGE

W e use words to identify, define and describe. In business we often use abstract terms and jargon. When you take a close look and listen carefully: we talk like idiots.



Can be funny. But harmful. Too.

Do you know it's one of the main causes of miscommunication, frustration and engagement issues? Running around in circles, energy is gone, no progress.

Why are we talking like idiots? Why is it harmful? And why should you care?

WHY WE USE JARGON AND ABSTRACT TERMS

There are several reasons why we use **jargon**. It's related to the way we have organised our society. We are 'masters in pieces'.

We have divided our society into closed communities, where focus and tasks are neatly divided.

Every group has their own specialisation with its own education, literature and language.

Many of us work in such a defined area, whether it's an organisation, department or profession.

To reduce ambiguity in language, we figured out that it is easier to use jargon: clear definitions, standardised rational language within groups.

What about abstract language?

There are lots of reasons for people to use this. For example:

- It's used by people to hide that they do not really know what they are talking about.
- * It is also used to stay into the comfort zone; it's safer to use indirect and vague language, so you can hide. (This is happening quite often; especially with delicate things like transformation and change. They want it to be unclear ("I could explain, but I will not even try.")
- * Abstract terms are also used when the message is actually quite meaningless; lots of words are needed to conceal that.
- Thereby, the use of difficult and abstract words also can be used for stature; speakers who want to sound smart and show that they're busy with complex and important stuff (watch John Cleese;-)

* Another reason is: lack of words. Sometimes we simply don't have the words to express ourselves, because our language is limited. When we have no words and are not able to describe, some areas will be unspoken or underexposed. We simply talk the least about things we do not understand.

WHY LANGUAGE MATTERS

Those were some reasons why we talk like idiots. Let's dive a little deeper in the underlying errors. Why should you care?

Language can make it difficult to understand each other, when you come from different worlds, with different words and jargon. It is difficult to understand each other if you don't speak each other's language.

When we just don't get it (and we are afraid to ask...we don't want to feel stupid), the way we use language could lead to **frustration** and miscommunication. (What the @#\$ is he/she talking about?)

Incomprehension and hassle may arise in collaboration; also because we all have different perspectives and interests. **What we say doesn't have to be what others hear**. As George Bernad Shaw said:

"The single biggest problem in communication is the illusion that is has taken place."

People can interpret words in different ways. The thing is: our interpretation depends on our perception. In that respect, words are not simple representations of facts; they will always be interpreted from a certain perspective. It's about understanding. The meaning is not in the language itself; it's in the way of life of the person concerned. How words are interpreted is determined by perception.

Thereby, using abstract terms can lead to **empty messages.** Trying to hypnotise people with woolly language will not work. It has no meaning. And in the worst case, you suck all the energy out of people (See Randy Glasbergen cartoon in the beginning of this chapter...).

LET'S MAKE SOME SENSE

So, language is an extremely valuable tool, but it all depends on the way we use it. And it is not as perfect and complete as we might believe.

It has a big influence on collaboration, management and teamwork. If we want to have meaningful conversations, smooth collaboration and happy teamwork, we have to stop talk like idiots. We have to start acting a little different for common understanding. And the use of a language that is meaningful, exciting, inspiring and invites people to move and act.

We are soaked in abstract terms and jargon. Time to unsoak. Start making sense.

FOR THE CURIOUS

If want to know more about language stuff:

- View our <u>Flipboard Magazine on Business Language</u> (and how words matter).
- * Watch this video (10 min). RSA animation. <u>Language as a Window into Human Nature</u>
- * Read this book. Why business people speak like idiots (see: Amazon or Bol.com)
- * Read this book. Weick, K. E. (1995). Sensemaking in Organizations. SAGE Publications.
- * Read this book. Bono, E. de (2000). New Thinking for the New Millennium. England: Penguin Group.

UPCOMING

Visualisation is one way to help you to avoid this language pitfall. In the next chapter, you'll learn more on the Power of Visualisation. This chapter is focused on language in relation to collaboration and understanding. In upcoming chapters, you'll read about the impact of language and communication in a way that affects people, convince them and boosts their enthusiasm.

2. LET'S GET VISUAL

o you know the power of visualisation?
It helps you to solve problems, understand, banish confusion, discover new ideas, envision, think, communicate, present, convince, show, sell. And more. Let's get visual.

WORDS ARE LIMITED

Within organisations, we mostly use words. As we wrote in the previous chapter "Lost in language": there is nothing wrong with words, but they are limited.

Visualisation or visual thinking doesn't get a lot of attention in organisations. That is a pity, because it can be extremely powerful. Here are some random thoughts on the power of visualisation. How it adds an extraordinary amount to your ability to solve problems, understand, banish confusion, discover new ideas, envision, think and communicate, present, convince, show, sell.

BRING IN YOUR VISUAL MIND

Let's start with <u>Dave Gray</u>. He says: "Visual thinking is a way to organise your thoughts and improve your ability to think and communicate. It's a way to expand your range and capacity by going beyond the linear world of the written word, list and spreadsheet, and entering the non-linear world of complex spacial relationships, networks, maps and diagrams...It is a way to externalise your internal thinking processes, making them more clear, explicit and actionable."

When we take a step further, visualisation is a way to discover and understand the essence, and literally 'see the big picture' ('the whole picture, relationships, dependencies). This will lead to a clearer picture of the situation and it can help you to see things that would otherwise remain invisible or unspoken.

Thereby, it's a great way to discover hidden ideas, to envision new products or services (and expressing functional and emotional merits) and to develop and test ideas. And is extremely powerful to share ideas with other people in a way they are simply going to 'get'.

So, visualisation can work vigorously for **problem solving**: quickly look at problems, understand them and more rapidly **convey to others** what you have discovered.

It's also a very powerful way to banish confusion. In visualisation, you are forced to make things concrete. You have to step out of the world of abstraction and make implicit assumptions explicit. This helps for shared understanding; visualisation as a shared language to understand each other better. And is valuable as support in discussions about the meaning of things. To be on the same page. And it'll help you to increase the dialogue.

Thereby, an amazing way to clarify complexity. As Ole Qvist-Sørensen puts it: "Pictures can convey complex information in a way, which is natural for our brains to grasp. Visual thinking is a gift we all have and drawing is an easy and simple way to show and involve others in understanding — or seeing — what we mean." (watch his TED x Talk: "Draw more, together")

This is also the case when it comes to **data visualisation**. Make information more 'manageable' and communicate and **present data** in a way that is attractive and people understand.

See, for example, Hans Rosling in this 5 min BBC video: <u>The joy of stats</u> or look at the beauty of data visualisation in this book "<u>Information is beautiful</u>", with the most beautiful infographics).

Of course, there also is the power of visual storytelling. Yes, here comes the cliche: "A picture says a thousand words". In this age, millions of pictures are shared on social media every day. Visual content is appealing. People generally react more strongly to images than words. Images transfer messages immediately and can express things that otherwise require many words. Therefore, it is helpful to sell an idea or convince people. Visualisation helps to connect people to thoughts and goals.

In the upcoming chapters, we'll dive into business storytelling and storySelling within organisations.

LET'S GET VISUAL

For now, many reasons to bring in your visual mind. It adds an extraordinary amount to your ability to solve problems, understand, banish confusion, discover new ideas, envision, think, communicate, present, convince, show, sell. And more.

As author Dan Roam says: "It's time to bring our visual mind back." According to him, everyone is born with a talent for visual thinking, but — especially in the business world — we are never encouraged to develop it.

Try it. Do it.
Bring in your visual mind.
Go beyond words.
And experience the power of visualisation.

FOR THE CURIOUS

- * Anyone with a pen and a scrap of paper can exercise their imagination and develop quick visualisation skills (you may like this slideshare: The 10 1/2 Commandments of Visual Thinking)
- * Check this Flipboard Magazine: all about visualization.

3. HOW TO WRITE. TO INFLUENCE

n September 7th, 1982, <u>David Ogilvy</u> sent the following internal memo to all employees. It's titled "How to Write". These are some great points.

A memo drafted by David Ogilvy for the management to circulate as they saw fit:

September 7, 1982

How To Write

The better you write, the higher you will go in Ogilvy & Mather. People who think well, write well.

Good writing is not a natural gift. You have to learn to write well. Here are 10 hints:

- Read the Roman-Raphaelson book on writing.* Read it three times.
- (2) Write the way you talk. Naturally.
 (3) Use short words, short sentences and short paragraphs
- Never use jargon words like reconceptualize, demassification, attitudinally, judgmentally. They are hallmarks of a pretentious ass.
- (5) Never write more than two pages on any subject.
- (6) Check your quotations.
- (7) Never send a letter or a memo on the day you write it. Read it aloud the next morning-and then edit it.
- (8) If it is something important, get a colleague to improve it.
- (9) Before you send your letter or memo, make sure it is crystal clear what you want the recipient to do.

Ogilvy

(10) If you want ACTION, don't write. Go and tell the guy what you want.

David

*Writing That Works, Harper & Row, 1981

Facebook.com/Ogilvy

Ultimately, you want to influence your audience to take action.

David Ogilvy is called 'The father of advertising' We know the importance of 'selling'.

A lot of effort, time and money is spent on marketing, sales, advertising and branding.

To move the 'outside world'.

But within organisations, it's a different story. Literally. Within organisations, there is still a lot of communication going on that is far removed from what appeals to people. Boring language, death by powerpoint, incomprehensible stories. Name it.

Why should you care?

Great ideas that are going down the drain, solutions that never will be executed, a hard road trying to change mindsets of people, trying to convince them of value, usefulness or necessity. It all gets stuck somewhere, because we are not able to move people.

It seems like we don't know how to tell and sell the story within organisations. And how to move others. As <u>Daniel Pink</u> says: Like it or not, we're all in sales now.

So, how do you tell/sell your story within your organisation? How to get other people to love your idea, service or product within your organisation? Take Davids advice and read the upcoming chapters about storytelling and storyselling.

"If you want action, don't write. Go and tell the Guy what you want."

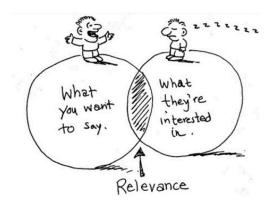
4. STORYSELLING WITHIN ORGANISATIONS

lot of effort, time and money is spent on marketing, sales, advertising and branding. Experts are busy doing the job of 'selling'. But within organisations, it's a different story. Literally. It seems like we don't know how to tell and sell the story. And how to move others. So, how do you tell/sell your story?

THE SYSTEM

As <u>Daniel Pink</u> says: "Whether we're employees pitching colleagues on a new idea, entrepreneurs enticing funders to invest, or parents and teachers cajoling children to study, we spend our days trying to move others. Like it or not, we're all in sales now."

So, if we spend our days trying to move others, how could do you do it? How do you get other people to love your idea, service or product?



TIPS & TRICKS

Note. Of course, there are many other things of great influence to move people than just a story. We call it the fundamentals. In this blog, we'll not go there. We've just wrote down some tips & tricks on how to create support, move and convince people.

No rocket science this time.

Just some things we think might help you.

How you tell your story; communicating the essence and value in a way, so that it is understood, inspires to action and create enthusiasm, connection and support.

Bar language

As mentioned in the first chapter, in business we often use abstract terms and jargon. When you take a close look and listen carefully: we talk like idiots. This isn't working; it makes it harder to get heard, harder to be understood and definitely harder to be appealing.

The objective is to communicate so that your audience can quickly and clearly understand your message. That means: using clear language. Plain language. We call it 'bar language'. It's easy: don't use words that you are not using at home or in a bar. Tell the story like you're talking to your 75 year old aunt. (Try it and you will find out how you are soaked in abstract, conceptual terms and jargon.) Like Albert Einstein said: "If you can't explain it simply, you don't understand it well enough." That also means: keep it simple and short; present a broad picture — without going into too much detail.

Know your audience

This probably sounds like an open door: what is your target audience? Everybody knows this is one of the keys. What we mean by this, is to really take their perceptions and values into account. Every audience need a specific story, that is developed in line with their experiences. In organisations, often the same story that is developed for management is used for employees. This will never work. You need an inspiring story, designed from empathy, that matches your audience. To make this happen, you have to really know your audience. Step into their shoes.

Choice of words

Besides using the 'bar language' to be understood, words can have a huge impact whether something is perceived as attractive, or not. Abstract terms, empty messages, woolly language are meaningless. It does not make anyone tick. And in the worst case, you suck all the energy out of people. Employees are not affected by words like strategy, policy and implementation. Everyday life is about frustration, gossip, stories, sex, confusion, joy and despair. We search for sensemaking and meaning. We don't want empty messages. We want sincere, honest, personal human stories. So, choice of words: important. Using the vocabulary of your audience. Use words that matches their worlds and values. Using words that wow your audience. Do you want to be attractive or not? Make meaning. Choose your words.

To make this happen, you have to know your audience (as mentioned before). You have to know what they like and dislike; their gains and pains. For example, if your audience is focused on certainty and reliability, words as evidence, security and best practices will match their values. Words like new, breakthrough and 'awesome!' are associated with risk, uncertainty and guesswork. They do not like that. On the other hand; for 'speculators' and 'early adopters' these are attractive words. Be aware.

BTW. Uncertainty about the future often leads to a natural aversion to new ideas. New stuff feels like disruption, risk, stress and hassle. In organisations, we prefer to continue what we do, until we are really forced to change. Creating a movement and change can therefore be hard. Besides helping people to see the importance of your idea/solution, there are more ways to help them. For example, by making it small: by using 'small' words (let's try it for a while, momentarily, tiny change, small comments, etc.). Or by showing that the unknown doesn't have to be frightening, but can be painless, easy and beautiful. Emphasising that the new does not have to have a negative effect to the old.

The power of storytelling

Storytelling in organisations still is undervalued and under-utilised, while storytelling is one of the most powerful ways to activate our brains. The use of storytelling is extremely powerful. In many ways. In the next chapter, we'll dive more specific into the power of business storytelling.

Forms and vehicles

Often, traditional forms (text documents and power-points) are used to tell and sell stories within organisations. The way you tell your story, depends on the purpose. An A4 paper is excellent for a quick update. A long spelled report is a good form for for subsequent accountability. But those forms don't drive people. Text is often logical, sequential, analytical, and does not invite interpretation and imagination. Thereby, people are flooded with information everyday. They don't want to read long documents or emails (riddled with abstract terms and jargon).

So, use appropriate, on-traditional ways/forms to communicate. Forms that people will get really excited about. Innumerable ways are imaginable; there are countless ways to shape it and to tell the story. Think of visuals (see chapter 2); go beyond the written, add pictures to your story, make a short video, use drawings, cartoons, mapping, voices of personas. Use anecdotes, quotes, metaphors and statements. And the best tip ever: show it. Make it tangible and show it. Think creatively and keep it simple. Here's some inspiration on venues and vehicles.

Owh, and if you still want to use PowerPoint, watch this short (and very funny) video first: <u>How NOT to do PowerPoint</u> by Don McMillan.

Start with why

Most people try to persuade by communicating from the 'what'. Simon Sinek speaks in his TED Talk <u>How great leaders inspire action</u> about his simple but powerful model for inspirational leadership: The Golden Circle. Here, it's all starting with the question "Why?" When we communicate from the why, we talk directly to where behaviour occurs. As he says: "People do not buy what you do, but why you do it".

There are many organisations that do this successfully. Apple is perhaps the best known example. Apple's success is mainly due to the way they tell the story. As Steve Jobs said: "Sell those dreams and not the products. People only care about their dreams, hopes and ambitions and do not actually care about your company, products or brand." You do not just buy an Apple tool, you buy a sense, a feeling, a meaning. It is about **creating value by meaning, identity or experience**. A company like Disney does not sell

products, they sell magic and fantasy. And Starbucks and The Coffee Company don't sell coffee, they deliver an experience, a daily ritual, a personal expression. And Harley Davidson "sells the ability for a 43-year old accountant to dress in all black leather, ride through small towns and have people be afraid of him".

It is about the emotional connection with the audience. This means that the story starts with the why (motivation), in combination with the how (the specific actions, in active terms) and what (the why in a tangible way). Touching people directly in their world. People need to feel it themselves. **Bring in emotions.** Use concrete quotes or statements. As Mark Twain said: "Do not say the old lady screamed. Bring her on and let her scream".

BTW. Now Simon takes the next step. After why comes: trust. When we surround ourselves with people who believe what we believe, trust emerges. Watch this great TEDx Talk about trust and why. And if you are interested; we're partnering with Sinek and made a beautiful mixture of Plan B and Sinek's Why Discovery.

Make it, and them, look good

Aesthetics are important. Make it look good. As <u>Tim Brown</u> says: "Great design satisfies both our needs and our desires (...) That products appeal to us emotionally and functionally. In other words, they do the job and we love them". Besides, to inspire enthusiasm, make them look good. Vanity and motivation are strongly interconnected. Respond to the ambition and drives of your audience.

Owh, and always add a call for action. Speak directly to your audience and ask for what you want. Always. And, as David Ogilvy says: "If you want action, don't write. Go and tell the guy what you want."

SOOO...

Let's face it: we're all in sales now. Like it or not. We hope these tips & tricks will help you to create support, move and convince people.

Because, wouldn't it be great if we are able to use the same skills of storySelling within organisations as we apply in 'the outside' world?

FOR THE CURIOUS

There's a lot to say about gurus and experts and hypes and models. We won't (in this blog;-). For now, we just want to say: learn from them. That's all.

For example:

- * The Expectancy Theory of Motivation of Vroom (1964). This theory assumes that people move through avoiding/minimising pain or maximising pleasure. You can use this by delivering great values (maximising pleasure) and make them aware that you know how they feel and the problems they experience (minimise pain).
- * <u>Cialdini's theory of influence</u>: based on the principles of reciprocity, commitment and consistency, social proof, authority, liking, and scarcity.
- * The 'SUCCES' characteristics of Chip and Dan Heath that can help make an idea "sticky".

Check this <u>Flipboard Magazine</u>: all about storySelling: getting other people to love your idea, service or product. Move others.

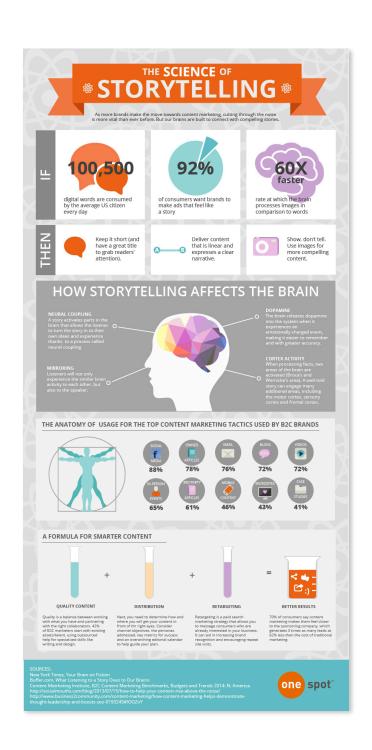
5. THE POWER OF BUSINESS STORYTELLING

torytelling in organisations still is undervalued and underutilised, while it is extremely powerful. Here's why. About the power of storytelling and the use of storytelling as a business tool.

WHY STORYTELLING?

People think more narrative than through arguments or paradigms and are more affected by stories than by logic. Emotions are essential for any 'rational' decision and emotions are extracted from frames (context) and stories. A story is a direct connection to someone's heart. Thereby, stories are shared and distributed. And remembered.

The use of storytelling in business is powerful in many ways. A story can help to make the new future **more clear** – to blur the line between reality and fiction. Stories provide a **reference point** and **give meaning** to a particular situation. Stories can **connect cause and effect** – something our minds 'normal' not easily do. Good stories **connect listeners** and **encourage shared experience** ("do you remember when we ..."). Storytelling can work vigorously to **make things more tangible.** And complex stuff can be made **accessible** to non-specialists in a narrative style. Stories help to **hold attention** and to **generate curiosity** for the unknown, to **move people, overcoming resistance**... And more. Fact is: it is one of the most powerful ways to activate our brains. Check out this infographic (by OneSpot) for more on the science of storytelling and how it affects the brain.



THE USE OF PATTERNS AND METAPHORS

There's a lot to say about storytelling. At the end of this chapter, we've made a collection for you. For now, we want to point out two things: the structure of a story and the use of metaphors.

Hero's journey

The hero's journey is a basic pattern that is found in narratives. Here's a picture of <u>Kathy Sierra's' Modified Hero's Journey</u>:



You will probably recognise this. Many movies and books are built on this: life is good, then something happens, ending in complete malaise (things really suck), but then there is the hero/solution and everyone lives happily ever after.

If you apply this in business storytelling, think about starting with confrontation. This is about awareness. And sensibility. As we wrote previously: touching people directly, they need to feel it themselves. We first have to feel something is not right. We become aware that there is something lacking, by seeing or feeling some kind of problem. When this feeling is strong, we feel the sense of urgency and are prepared to move to the next step: acceptance – the willingness to do something about it. Then, we're open for things and tools that help us. And if it's working for us, we return to a new normal.

Metaphors

Metaphors could be very powerful. The essence of metaphor is understanding and experiencing one thing in terms of the other. Metaphors provide a framework to large groups of people so that everyone understands the context. You could see a metaphor as a pair of glasses, making the world appear in a certain way.

Watch this TED talk 'Metaphorically speaking' by James Geary, where he talks about how a metaphor can subtly influence the decisions we make. Or check out this blog by Brainpickings about the magic of metaphors.

STORYTELLING AS A TOOL

Storytelling has always been the first communicational strategies humans used to pass on knowledge, traditions and customs. Cultures and civilisations have been built through stories. Stories are always part of our daily lives. And also in businesses; think about how stories are shared (often unconsciously and in an informal way) and distributed.

Storytelling in organisations still is undervalued and under-utilised, while it is one of the most powerful ways to activate our brains. It could be one of your most powerful business tools.

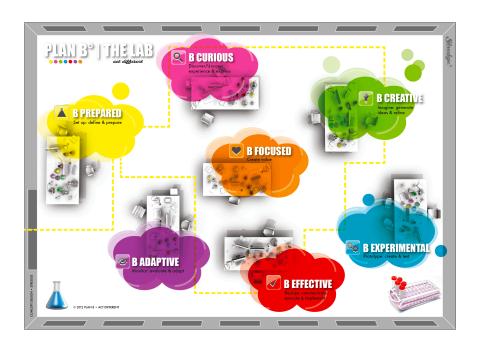
As Harrison Monarth says in the irresistible power of storytelling as a strategic business tool: "Storytelling may seem like an old-fashioned tool, today — and it is. That's exactly what makes it so powerful. Life happens in the narratives we tell one another. A story can go where quantitative analysis is denied admission: our hearts. Data can persuade people, but it doesn't inspire them to act; to do that, you need to wrap your vision in a story that fires the imagination and stirs the soul."

FOR THE CURIOUS

If you want to better understand the secrets of the art of storytelling, we recommend this collection of 6 TED talks.

If you're trying to influence, inspire or convince others to believe in your message, <u>this free ebook</u> might help you. If you want to change the world, change your story.

Check out our <u>Flipboard Magazine on StoryTelling</u>: how to tell a compelling story that touches, will be remembered and initiate action.



ABOUT & CONTACT

he Plan B method (It's called "The Lab") consist of six (+1) phases and six (+1) roles. And a toolbox filled with supporting how-to tools.

One of the phases is called: B Effective, in which communication takes a central place. Besides, Plan B contains the role of The Storyteller. The Storyteller monitors common understanding by verifying the message, making things explicit and translated into simple and clear (visual) messages. The Storyteller knows how to tell the story in a way that affects people and boosts their enthusiasm. The storyteller uses the most appropriate tools, in line with the purpose and audience. And is not afraid to use alternative tools, such as storytelling and the use of images, movies and metaphors.

If you want to know more about the Plan B method, read the free ebook: The introduction. Explaining Plan B.

More free ebooks can be found on this page. Including:

- * Plan B for Projects
- Plan B for Innovation and Creativity

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