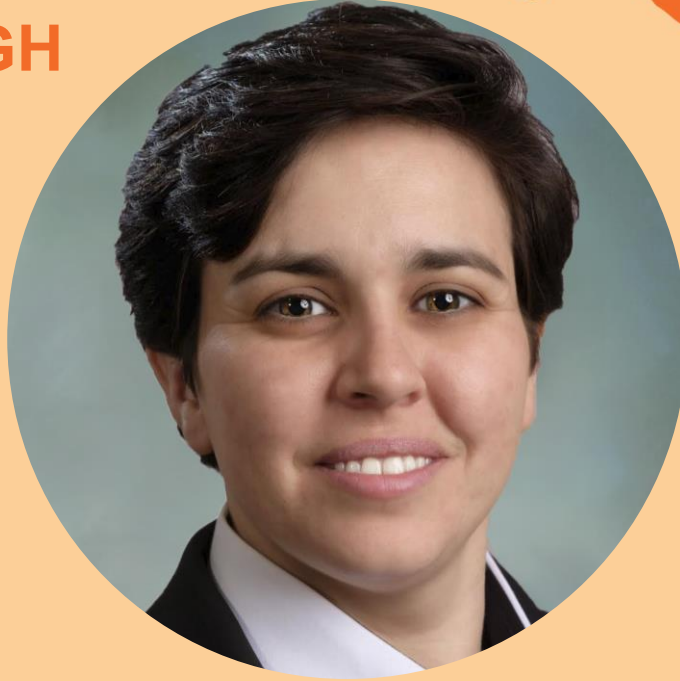


INTRODUCING

NATALIE MCVEIGH

EISNER ADVISORY
GROUP LLC

CONVERSATION AND
COMMUNICATION
BASICS...
YES, WE ALSO MEAN
CONFLICT



EISNERAMPER



CONVERSATION AND
COMMUNICATION
BASICS... YES, WE
ALSO MEAN
CONFLICT

CFBE
CENTER FOR FAMILY
BUSINESS EXCELLENCE

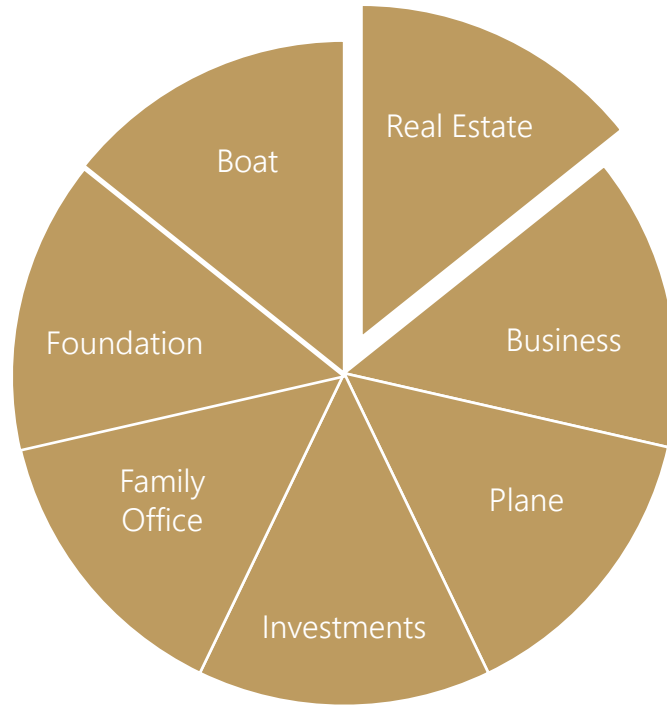
Don't Speak Twice



Listening

- Remember only about 50% of what has been said
- Go inward every 12 seconds
- Spent up to 14 hours a day in self talk
- Most bad listeners are that way because they do not feel heard.

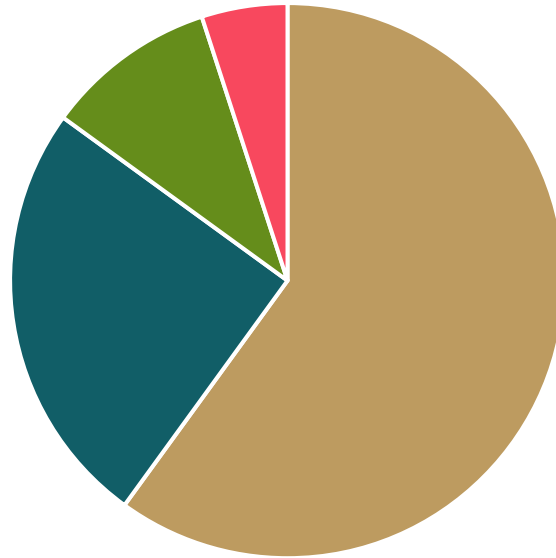
Family Enterprise



*Anything with
shared ownership,
shared
management or
shared decision-
making*

70% of Wealth Transitions Fail by the 3rd Generation

Reasons for failure



■ Communication and Trust ■ Preparing Heirs ■ Mission Statement ■ Tax & Other

Challenges to Communication in Families

- Hurting Feelings
 - I do not want to upset or hurt _____
 - I do not want to displease or let _____ down
 - _____ might think this is about them
- Knowing family/history/precedent
 - I already know how they will respond
 - Last time we talked about this it was unpleasant
 - Talking about it will make it worse
- Boundaries
 - I do not want to burden my kids
 - I do not want to seem impertinent or entitled to my parents
- Distance
 - If they know everything, we might not gather anymore
 - Opening up might disincentive work

Trust

Components of Trust

- **Sincerity** – you want to do what you say you will do (believable, earnestly)
 - i.e. “I really do want to help you move”
- **Reliability** – you will do what you say you will do (consistently, repeatable)
 - i.e. “I have shown up for you and others on the weekend before”
- **Competence** – you are capable of doing what you say you will do (knowledge, experience, capability)
 - i.e. “I have helped other friends move in the past and my shoulder injury is healed”

**Trust is relational, multidimensional, changes over time, easier to lose than to build, and is predicated on being ‘we’.*

Seconds to build or break



0.07 First impressions are made

0.07 Trust is lost

0.07 Voice is lost

0.10 - Judgements are made

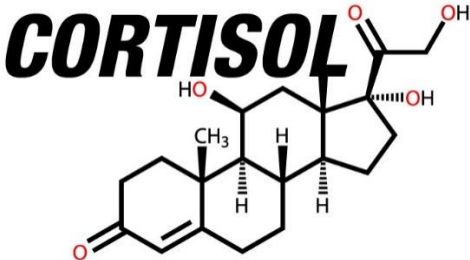
1.0 - Conclusions are made

10.0 Decisions are made

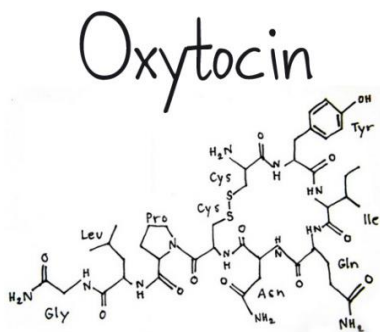
Knowing which chemicals are involved is a part of managing them

Activity: Chemicals 1

Cortisol - Distrust



Oxytocin - Trust



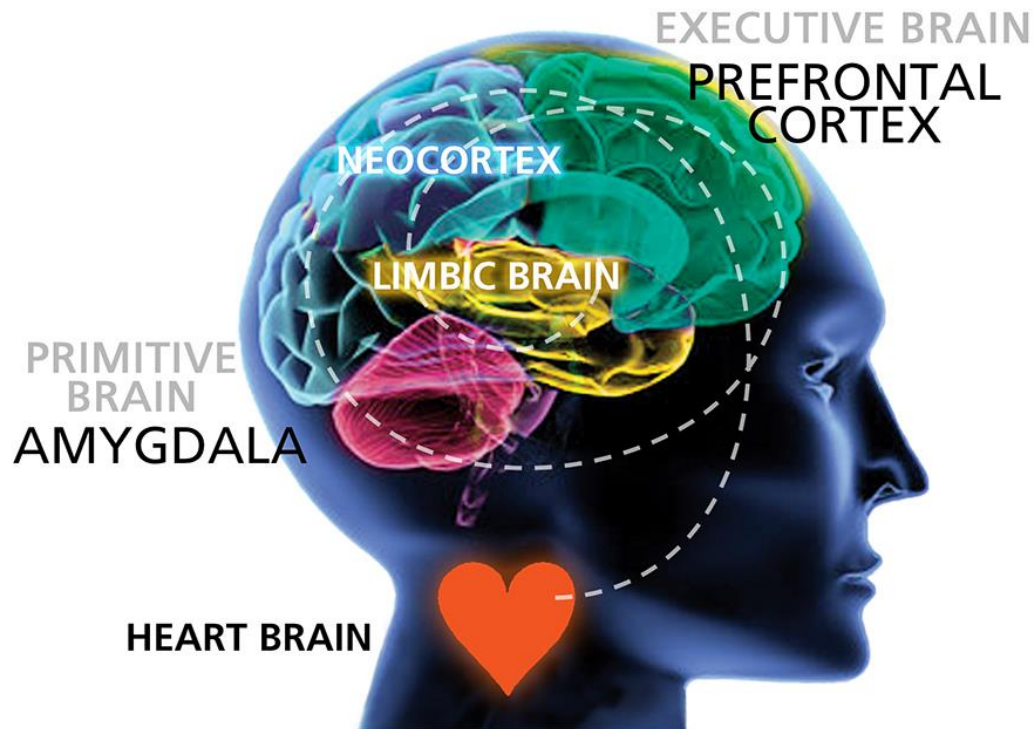
A look at our brain

Healthy
Conversation -
Executive:

- Oxytocin
- Dopamine
- Serotonin

Unhealthy
Conversations -
Primitive:

- Cortisol
- Testosterone
- Norepinephrine



Components of Conversation

Conversations may seem like a one-time event and that their effects happen simultaneously but there are moving components within conversations

The things we say

The things we hear

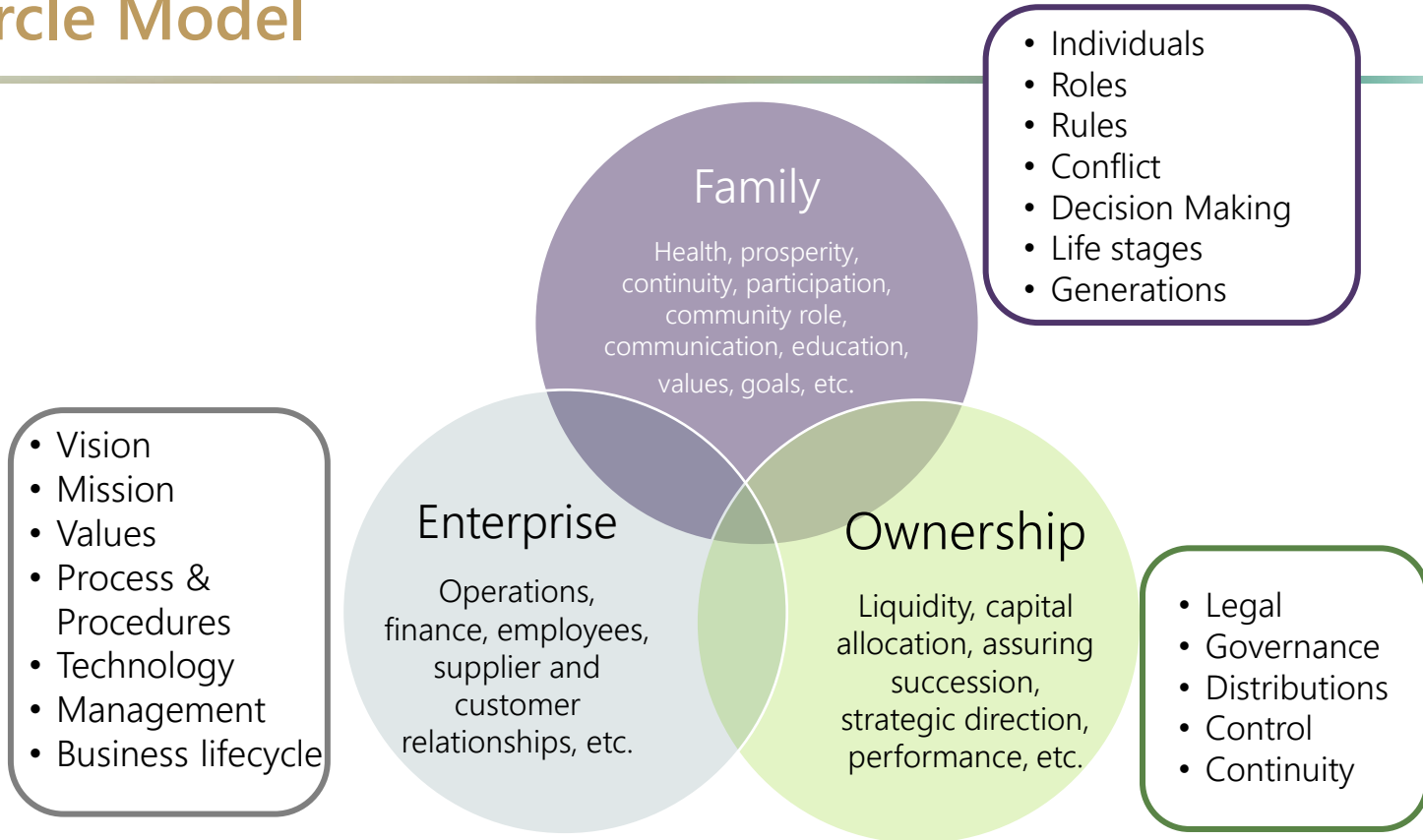
The things we mean

The way we feel after we say it



All often arrive at separate times for us

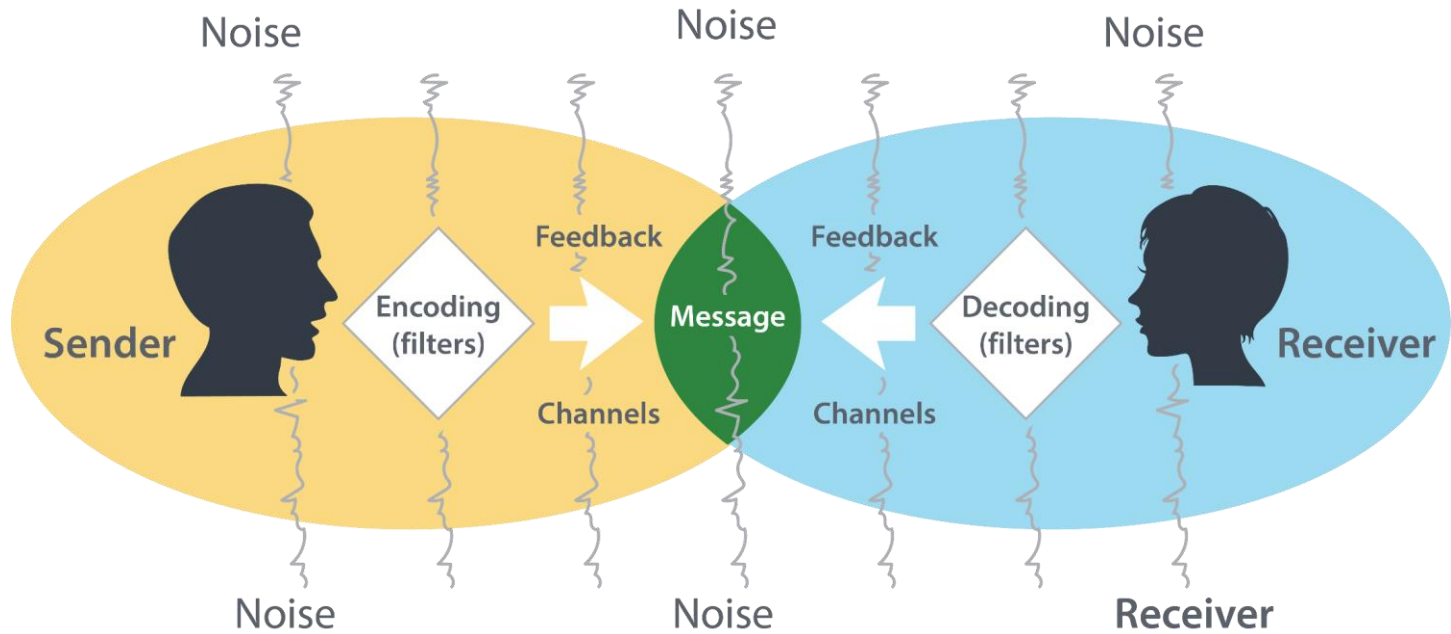
3 Circle Model



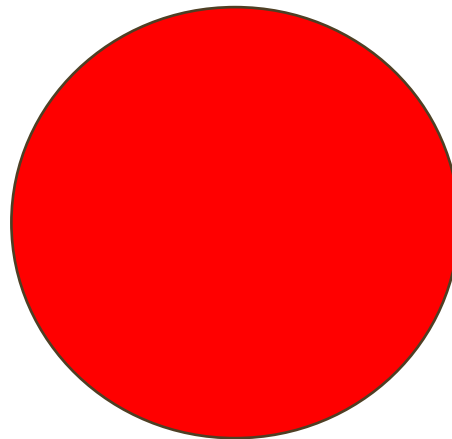
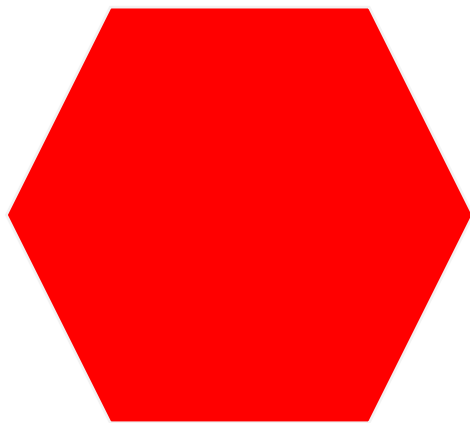
5 to 1 and "being seen"



Sender / Receiver



What is this saying?



- Language
- Experience
- Denotation – what it means
- Connotation – what it means to us

Activity: Chemicals 2



Two ideas holding the same space

How Do You Know Your Dog Loves You?



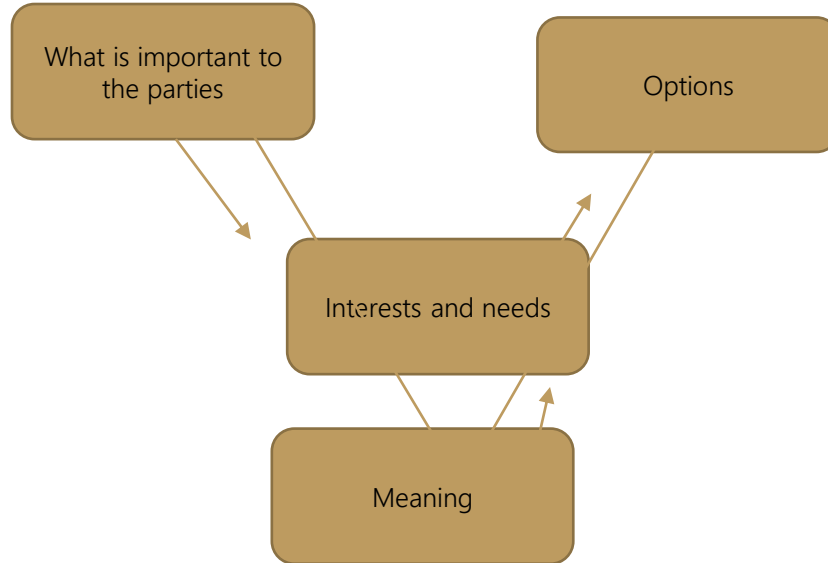
Activity: 5-min debates

- Dog v. Cat
- Winter break v. Summer break
- Hike v. Biking
- Mountain v. Beach vacation
- Chocolate v. Any other flavor of ice cream
- Spices in cocoa v. Without
- Asking for directions v. I would rather die lost
- Road trip v. Flying to destination
- Breakfast v. Dinner
- Left side v. Right side of bed
- Movie night v. Netflix/Acorn a series
- Milk/Cream in tea/coffee v. black
- Bar v. Club
- Wine v. Mixed drink

Position v Interest

Positions

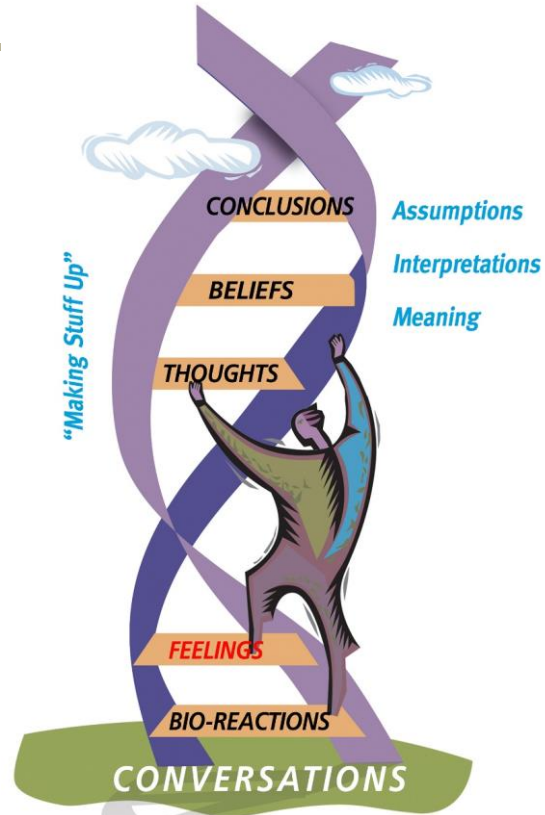
Solutions



Interests

- Dog v. Cat
- Winter break v. Summer break
- Hike v. Biking
- Mountain v. Beach vacation
- Chocolate v. Any other flavor of ice cream
- Spices in cocoa v. Without
- Asking for directions v. I would rather die lost
- Road trip v. Flying to destination
- Breakfast v. Dinner
- Left side v. Right side of bed
- Movie night v. Netflix/Acorn a series
- Milk/Cream in tea/coffee v. black
- Bar v. Club
- Wine v Mixed drink
- Pets
- Time off
- Exercise
- Time together
- Ice cream
- Cocoa
- Get somewhere
- Travel
- Eating
- Sleeping
- Watching something
- Caffeine
- Night out
- Drink

LADDER OF CONCLUSIONS™



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**The model was potentially derived from and first put forward by organizational psychologist Chris Argyris and used by Peter Senge in "The Fifth Discipline: The Art and Practice of the Learning Organization.*

Emotions

According to emotional intelligence research, there are seven essential feelings:

1. Anger
2. Anxiety
3. Fear
4. Joy
5. Love
6. Sadness
7. Shame



Research has shown that individuals who are more aware of their emotions are far less affected by them

Noticing Neutrally

Events are exactly what you may expect - - something happens.

We often say that events are good or bad, but events, in themselves are not bad or good.



Rain is a natural process to help plants grow but when it affects us, we often attribute good or bad to it e.g. rain is good in a drought, bad at a picnic... the rain didn't change, how we looked at it did.

Component of listening

- Listener's demeanor – clam expression that transmits interest and acceptance
- Create environment for listening
- Engage your curiosity – what excites them
- What are they trying to say – go toward the resistance
- Support rather than shift way
- Don't take their story away
- Walk and talks
- Speech thought differential
- Don't be afraid to say nothing



What it is

- 4000 words per minute
- Developmentally useful – and can be detrimental
- Creates attention – perfection or ‘yips’
- Trying to consolidate/make sense
- Beware of “I” talk

What can we do

- Zoom out
- Depersonalize: “you” or name
- Imagine advising a friend
- Challenge reframe



- To be passive is to let others choose for us,
- To be aggressive is to choose for others.
- To be assertive is to choose for ourselves.
- To be passive-aggressive is to choose for others by preventing them from achieving what they are choosing for themselves.

In the discussion consider -

- How often are you confusing these interests?
- How are you showing up?
- Where is this impacting you?

Asking Open Question

When possible, use the four W's or the H to ask a question.



These questions encourage discussion, self-evaluation, and open conversation.
Some useful questions include:

