

# THAT'S NOT WHAT I MEANT!

IMPROVING YOUR ABILITY TO  
UNDERSTAND AND BE UNDERSTOOD



**Andy Kaufman**  
Host of The People and Projects Podcast  
<http://PeopleAndProjectsPodcast.com>

Parents,  
I am excited and looking forward to  
coaching your daughters next season.  
Wishing you all a super summer break,

Coach Shar

Shar, we're looking forward to having you leaving the team this next season! Have a great summer!

Andy Kaufman, PMP

<http://www.i-leadonline.com>

<http://PeopleAndProjectsPodcast.com>

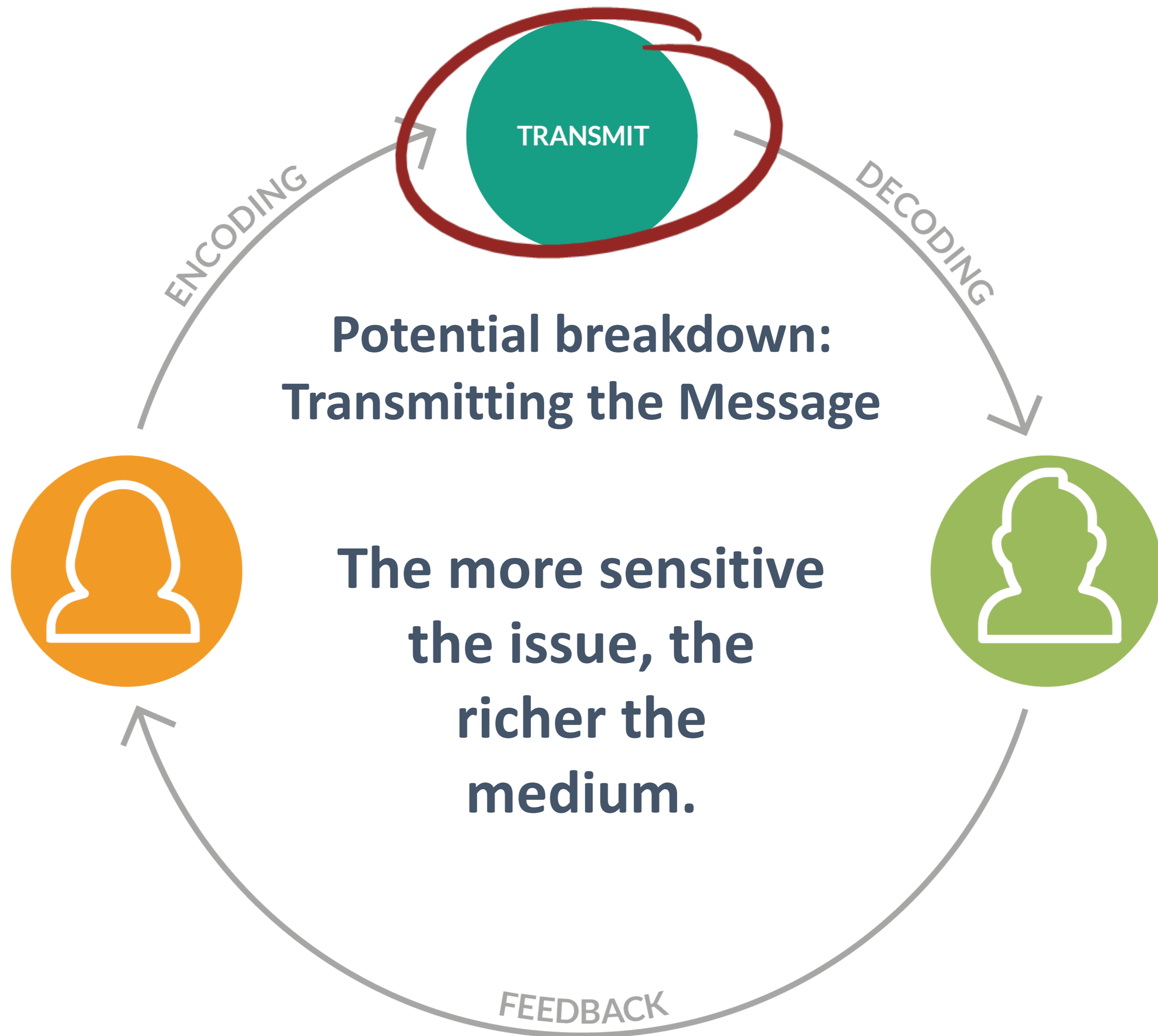
Sent from my mobile phone

Andy, thank you very much- I am sure you meant *leading* and not "*leaving*" (lol).

Also wishing you and your family a healthy and happy summer.

Coach Shar









Mon, 09/04

Hello from Lake Zurich!  
Would you by chance  
be available for a 3:20p  
pickup today to O'Hare?  
Andy Kaufman  
2:23 PM



Yes no problem  
2:24 PM

Great! Thx!  
2:24 PM



Ok  
2:24 PM

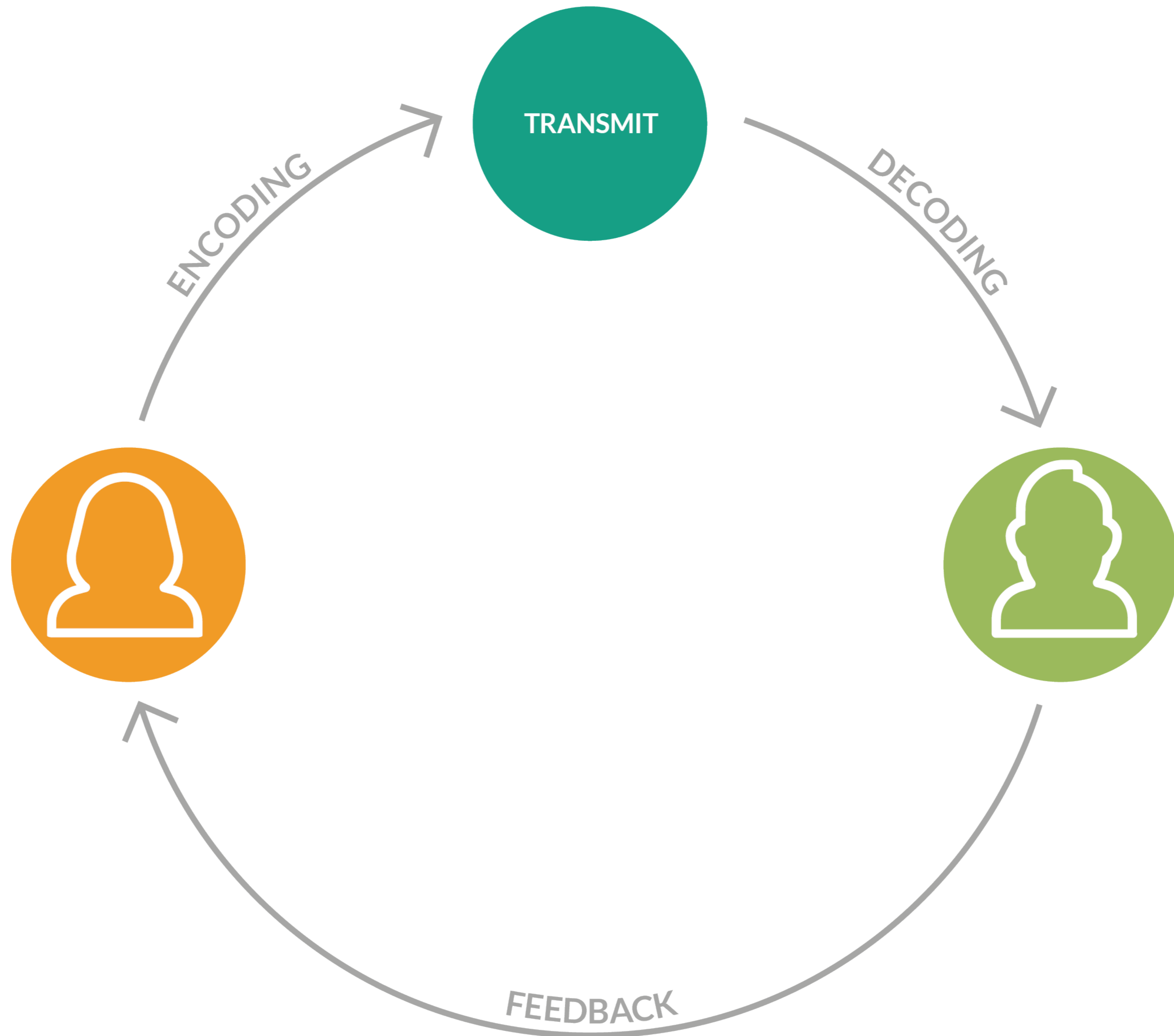



Enter message







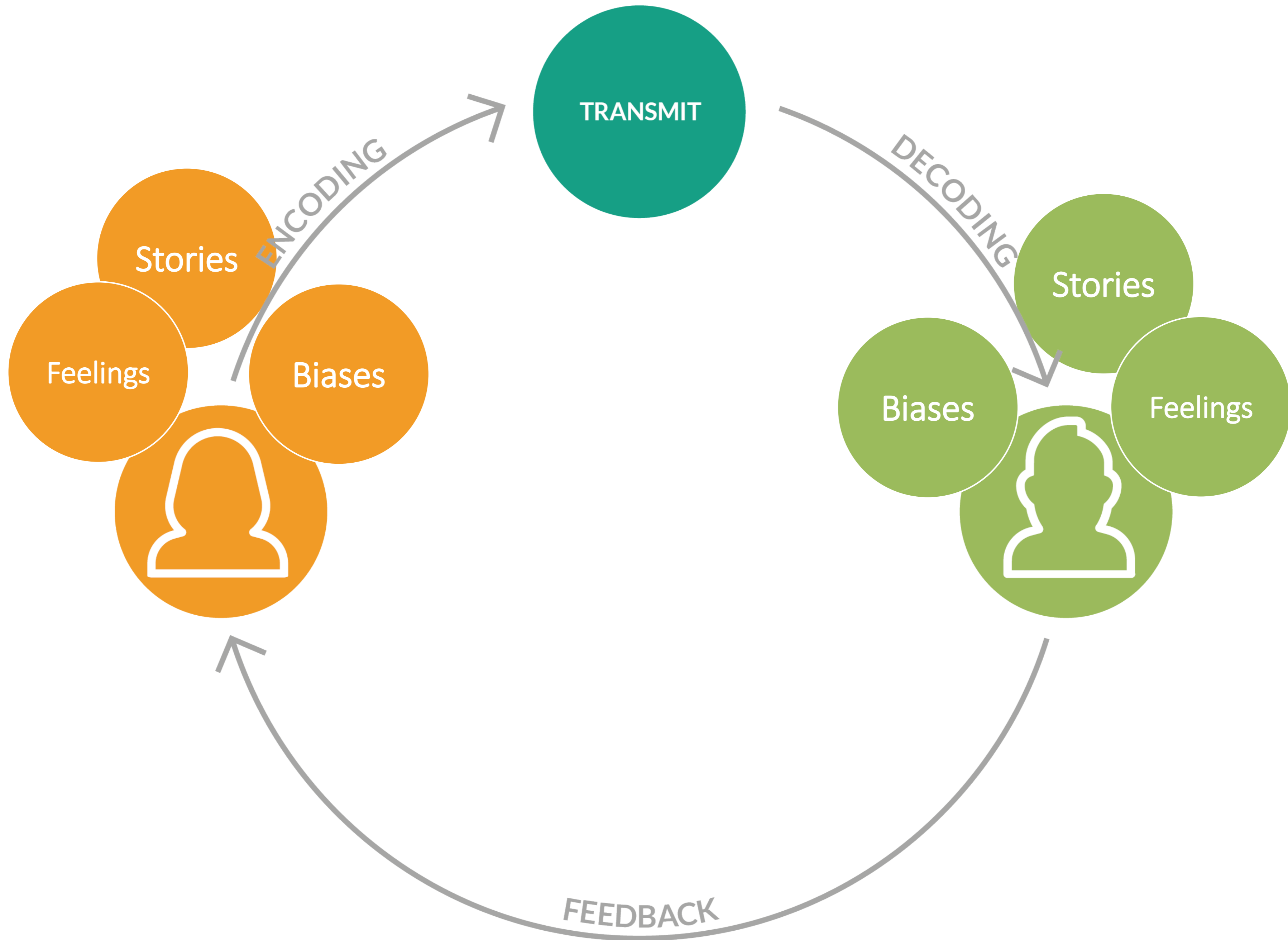



A man with glasses and a light-colored checkered shirt is speaking and gesturing with his hands. The background is a blurred whiteboard with some faint writing. The text is overlaid on the right side of the image.

**“Difficult conversations are almost never about getting the facts right. They are about conflicting perceptions, interpretations, and values.”**

Doug Stone

*Thanks for the Feedback and Difficult Conversations*  
[PeopleAndProjectsPodcast.com/108](http://PeopleAndProjectsPodcast.com/108)



A portrait of Daniel Shapiro, a man with dark hair, smiling, wearing a dark suit jacket, a light blue shirt, and a dark tie. The background is a dark, textured grey.

**Resolving the most challenging misunderstandings requires us to get “at the root, which stretches beneath rationality, beneath even emotions, to the heart of who you are: your identity.”**

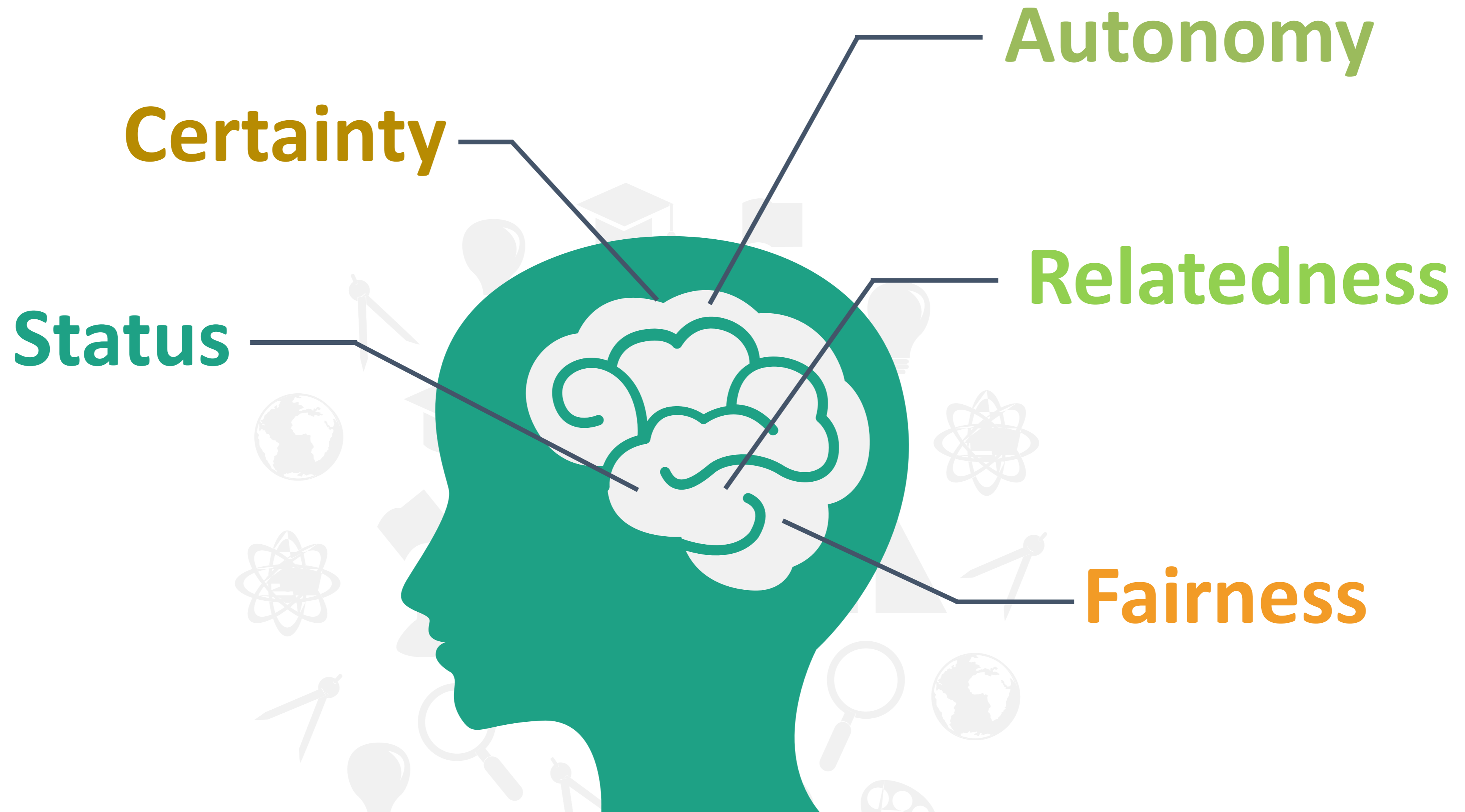
Daniel Shapiro

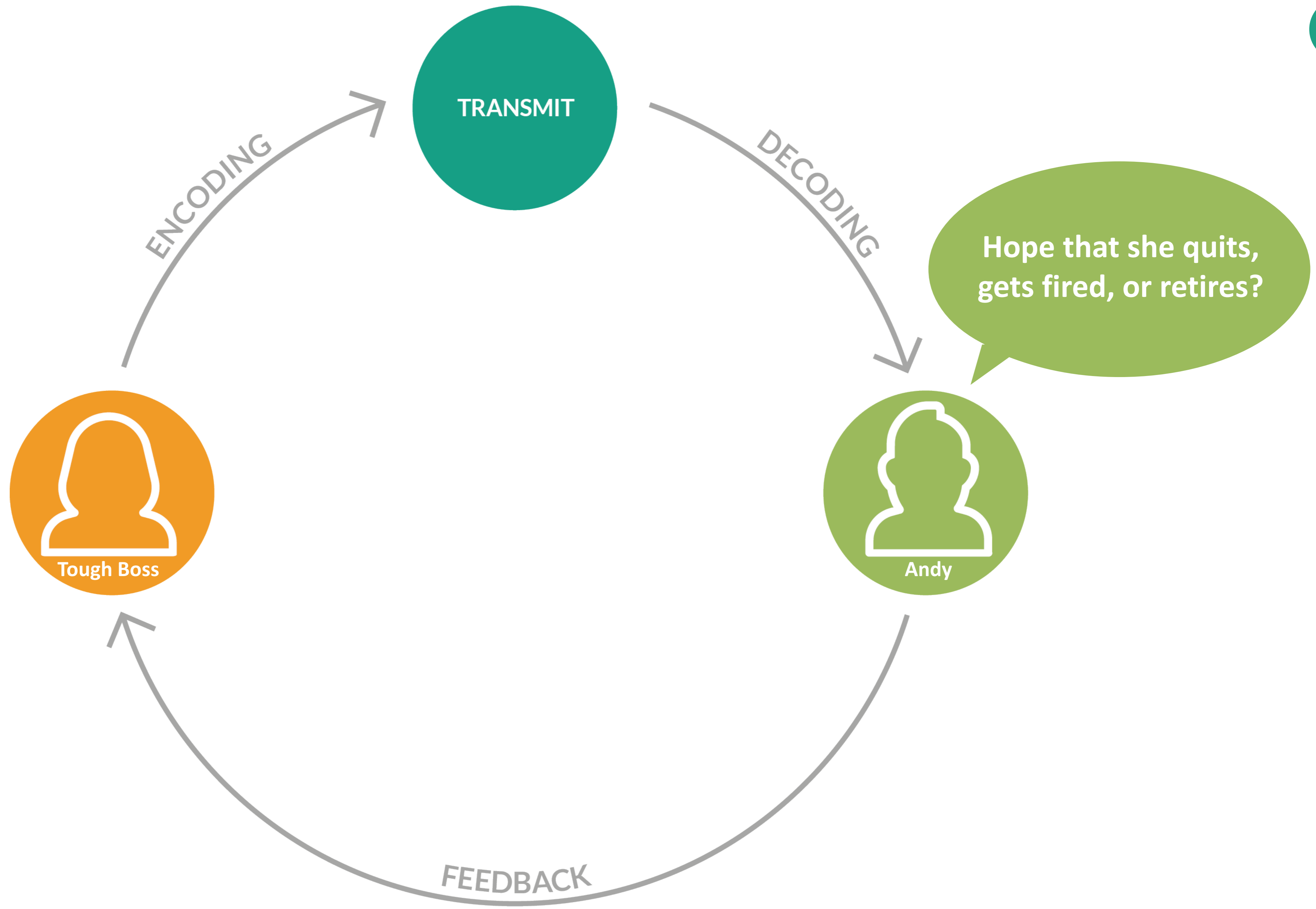
*Negotiating the Nonnegotiable*

[PeopleAndProjectsPodcast.com/148](http://PeopleAndProjectsPodcast.com/148)

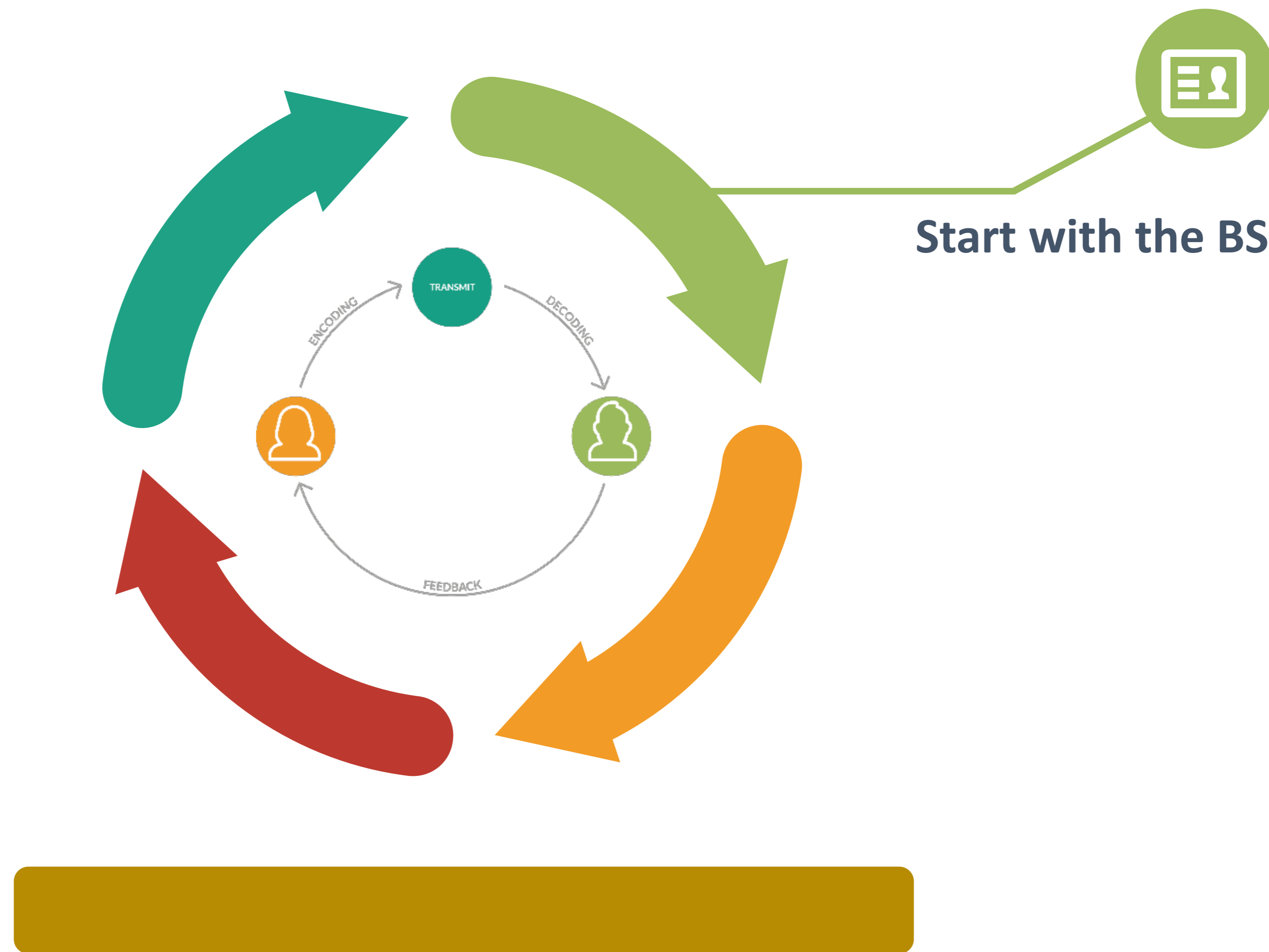
# SCARF Model

NeuroLeadership Institute





# Directing Great Communication





**“Every interaction is a  
performance.”**

Cathy Salit

*Performance Breakthrough*

[PeopleAndProjectsPodcast.com/149](https://PeopleAndProjectsPodcast.com/149)



# Start with the BS: Breakdown the Scene

Consider the Elements of Story

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## Characters

Who are the people involved?  
What is their backstory?



## Setting

Where is the interaction? What are the power dynamics of the setting?



## Story

What is the problem or conflict?  
What is the inciting incident? How does the plot tend to unfold?



**“Self-deception blinds us to the true causes of problems, and once we are blind, all the solutions we can think of will actually make matters worse.”**

Mitch Warner

*Leadership and Self-Deception*

[PeopleAndProjectsPodcast.com/185](http://PeopleAndProjectsPodcast.com/185)

# Start With You

Advice from *Negotiating the Nonnegotiable* and *Leadership and Self-Deception*

## Learn to Detect When You're Feeling

### Adversarial

- Magnifying differences
- Minimizing similarities
- Need to “lawyer up”

### Defensive

- “Who do they think they are?”
- “They don’t get it!”

### Self-Righteous

- Not only right but morally superior
- “Horribilizing” the other person

### Closed

- Apt to critique and condemn instead of listen
- Utter certainty of your assessment about them



**“Cultivate a stance of uncertainty  
to maintain openness to the  
possibility we have misunderstood  
or mischaracterized their  
perspective.”**

Donny Ebenstein

*I Hear You*

[PeopleAndProjectsPodcast.com/105](http://PeopleAndProjectsPodcast.com/105)



# Start with the BS: Breakdown the Scene

Advice from *I Hear You*, by Donny Ebenstein

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## Pay Attention to The Story

Who's the Villain?

Who's the Victim?

Who's the Hero?

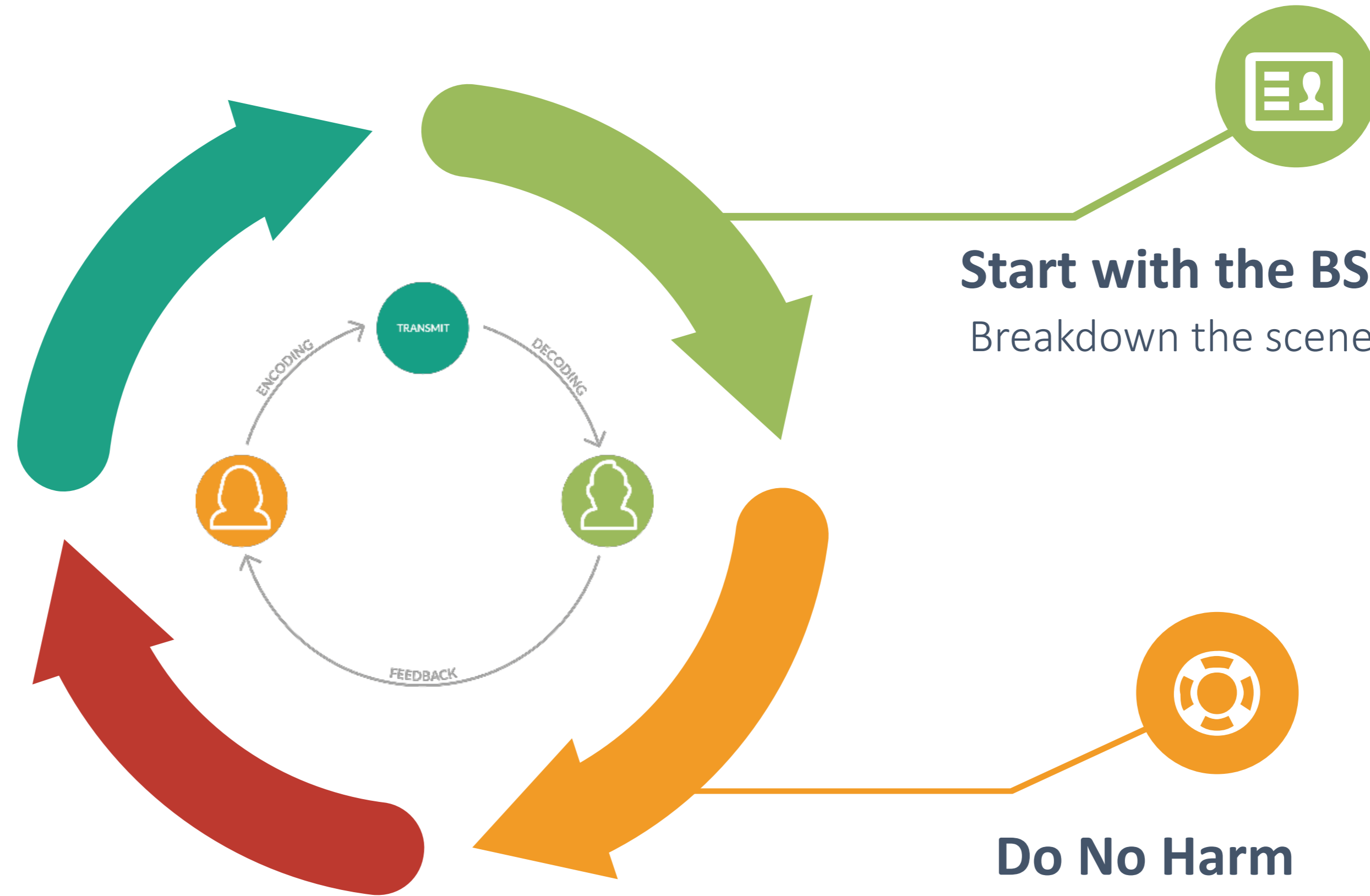
Impact of the setting?

How does the plot unfold?

**Don't Skip This Step!**



# Directing Great Communication



# Do No Harm: Clarify Goals and Objectives

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## Define Success

What does success look like?



## Risk Management

What could go wrong?





**“Approach conversations  
as opportunities for  
growth and relationship-  
building.”**

Cathy Salit

*Performance Breakthrough*

[PeopleAndProjectsPodcast.com/149](https://PeopleAndProjectsPodcast.com/149)



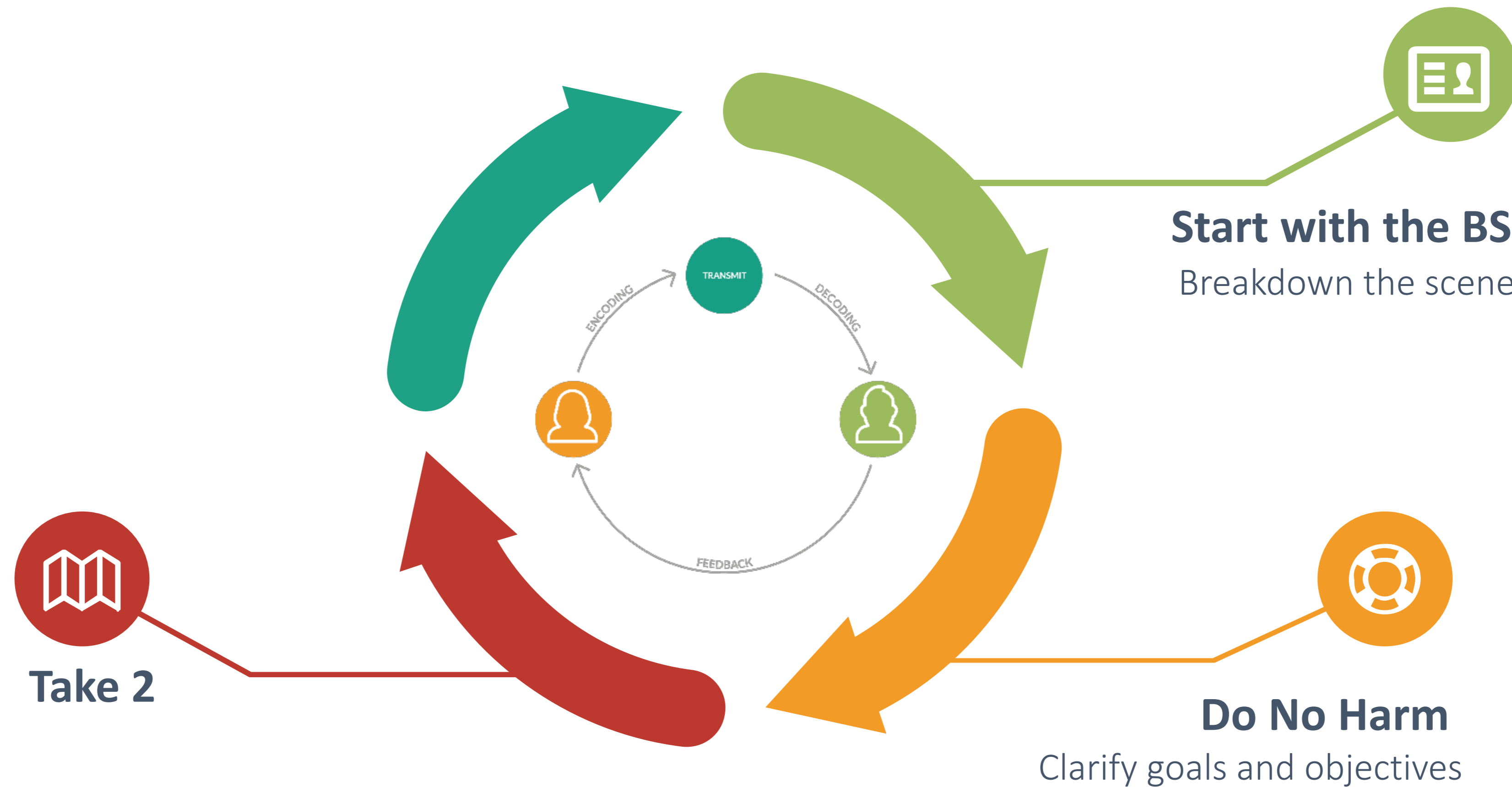
# Do No Harm: Clarify Goals and Objectives

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**Strive to ensure relationships are stronger after interactions.**



# Directing Great Communication



# Take 2: Draft a New Scene

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## Characters

Who to include? Not include?  
Change words? Body language? Tone?



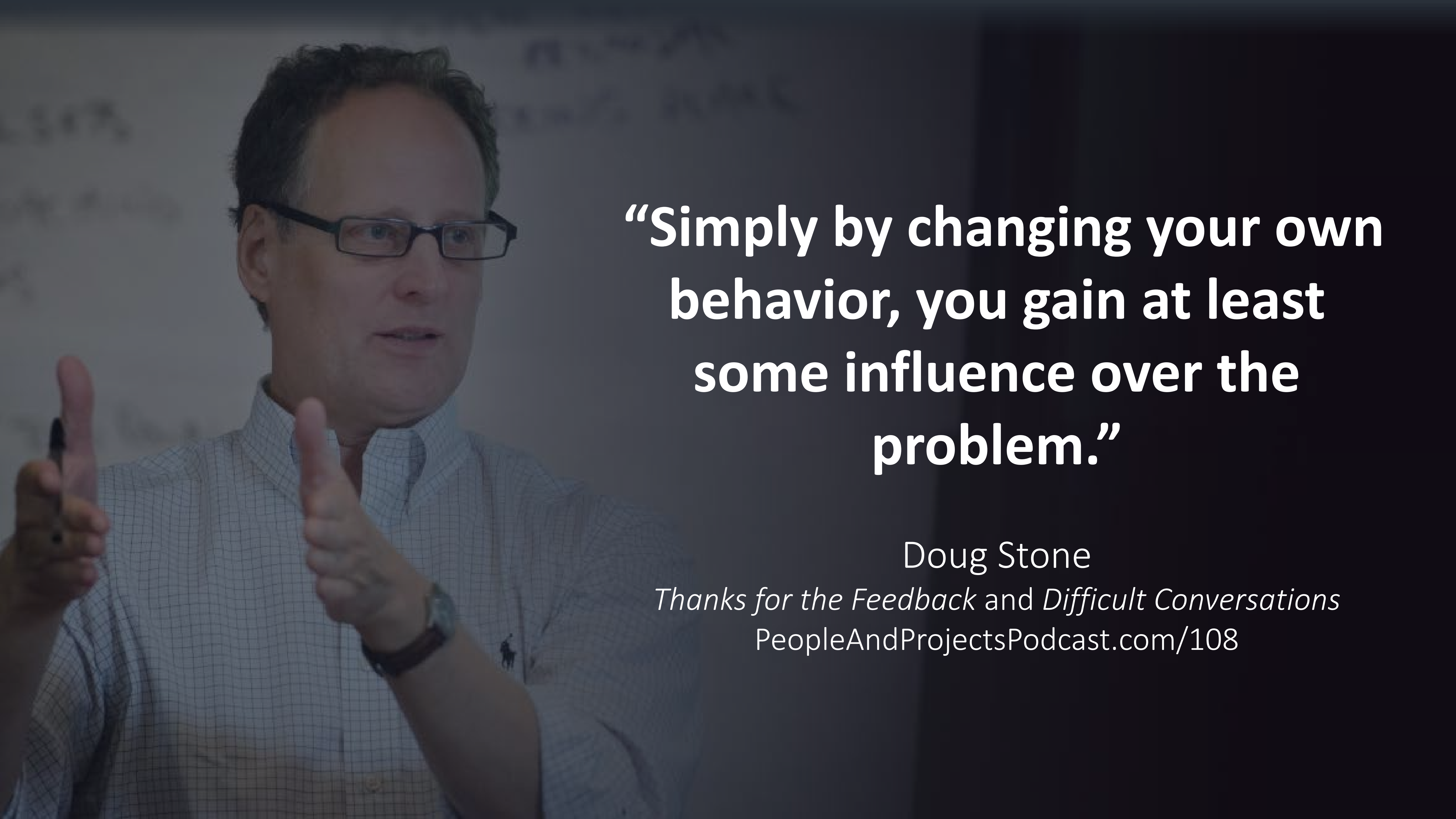
## Setting

Where should the interaction occur?  
Change in medium?



## Script

What's the best way to achieve the goals and objectives?

A man with glasses and a checkered shirt is speaking, gesturing with his hands. He is standing in front of a whiteboard with some faint writing on it. The image is dimmed to allow text to be overlaid.

**“Simply by changing your own  
behavior, you gain at least  
some influence over the  
problem.”**

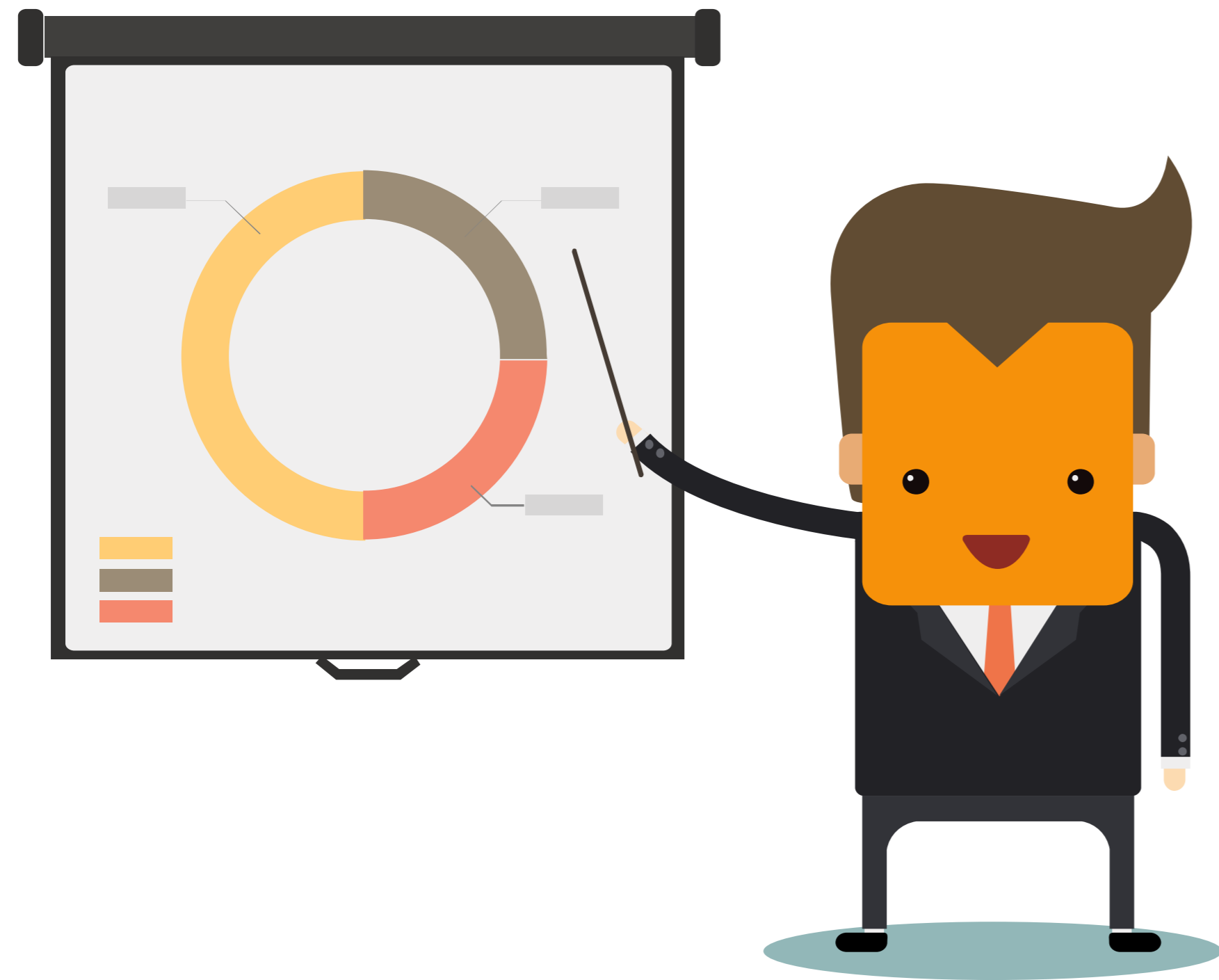
Doug Stone

*Thanks for the Feedback and Difficult Conversations*

[PeopleAndProjectsPodcast.com/108](http://PeopleAndProjectsPodcast.com/108)

# Take 2: Draft a New Scene

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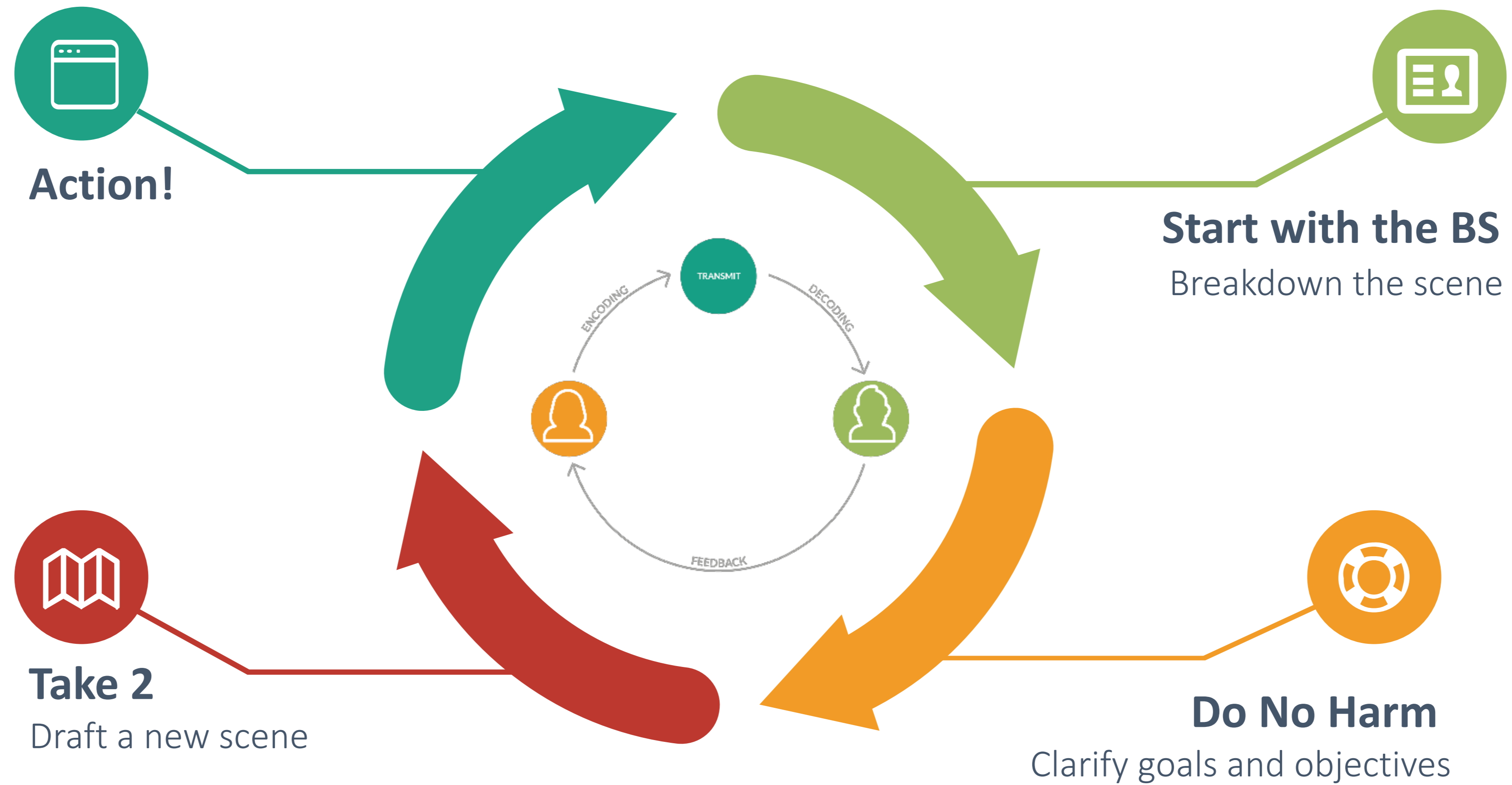
## Rehearse the revision

It can make the interaction easier.

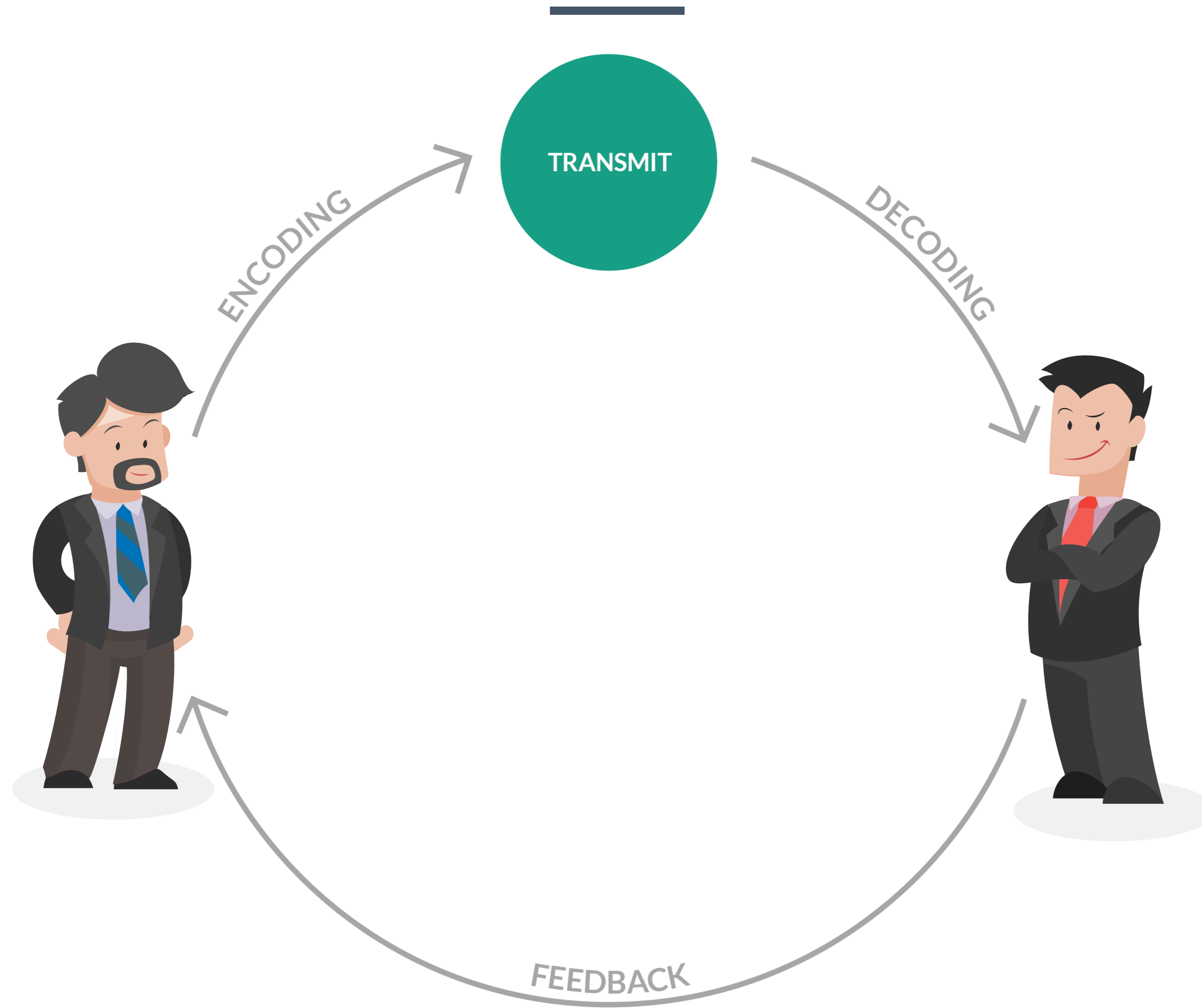
## “Try on” some alternatives

Iterate through some different ways to communicate your message.

# Directing Great Communication

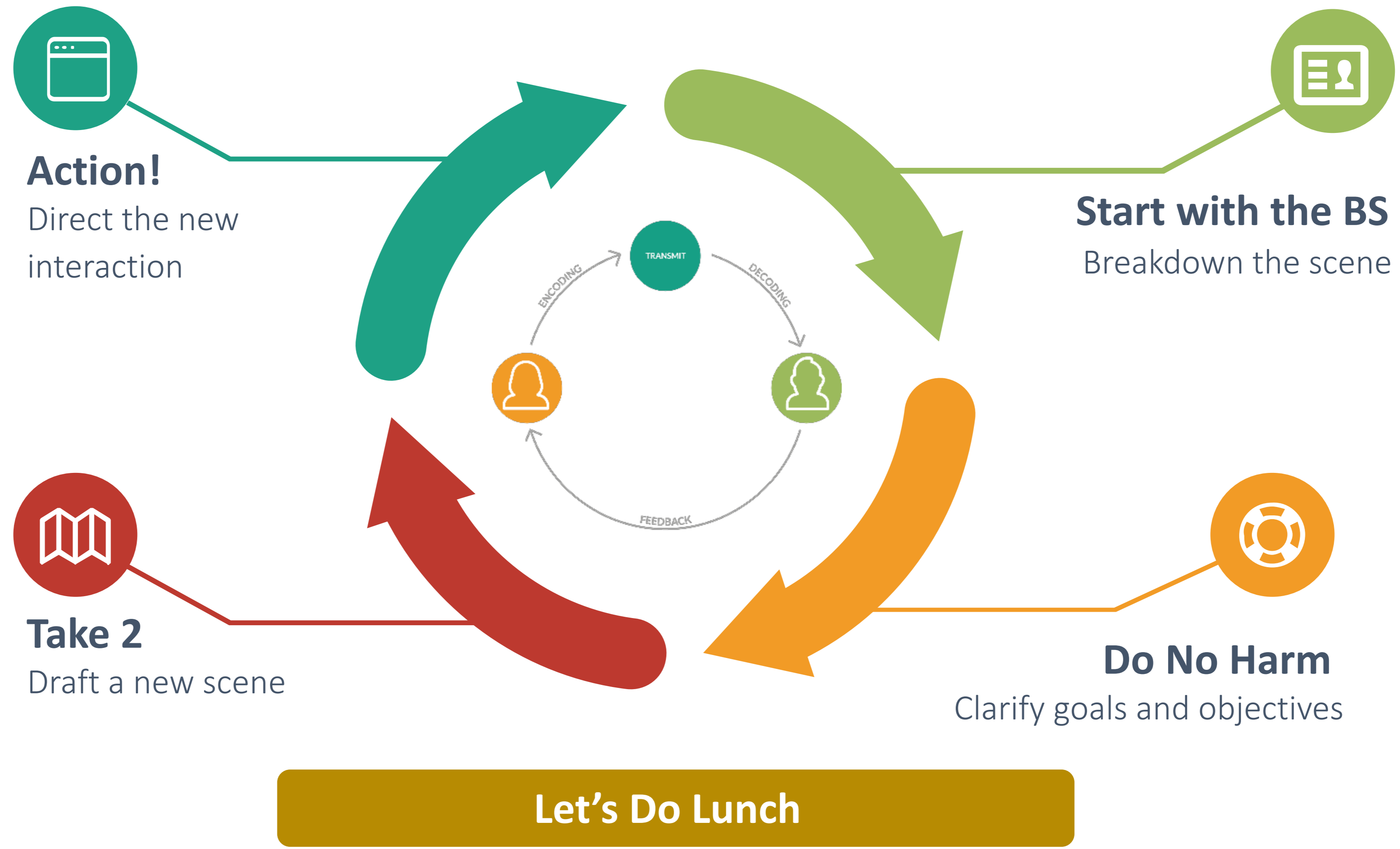


# Action! Direct the New Interaction

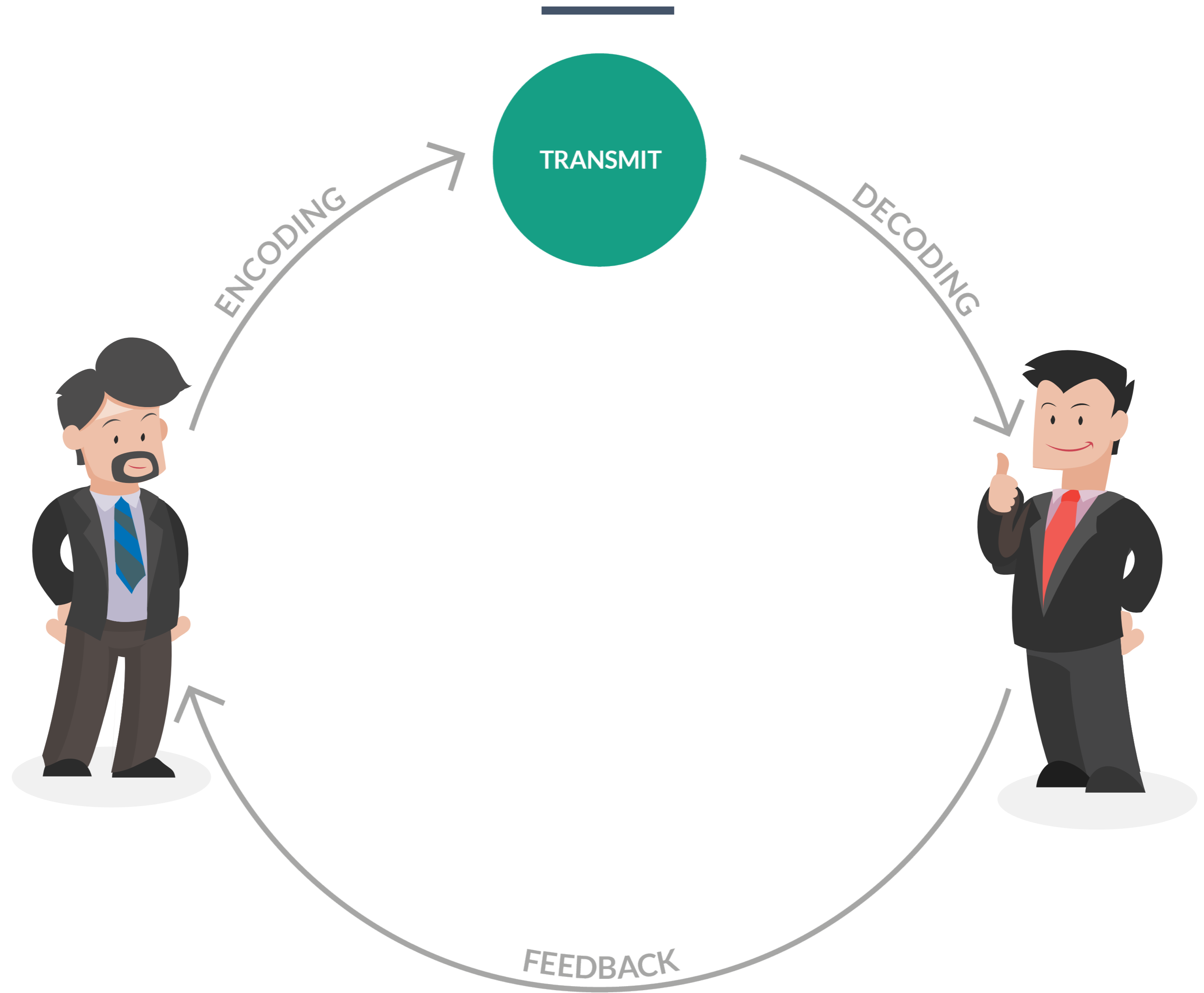




# Directing Great Communication



# Let's Do Lunch: Invest in Relationships





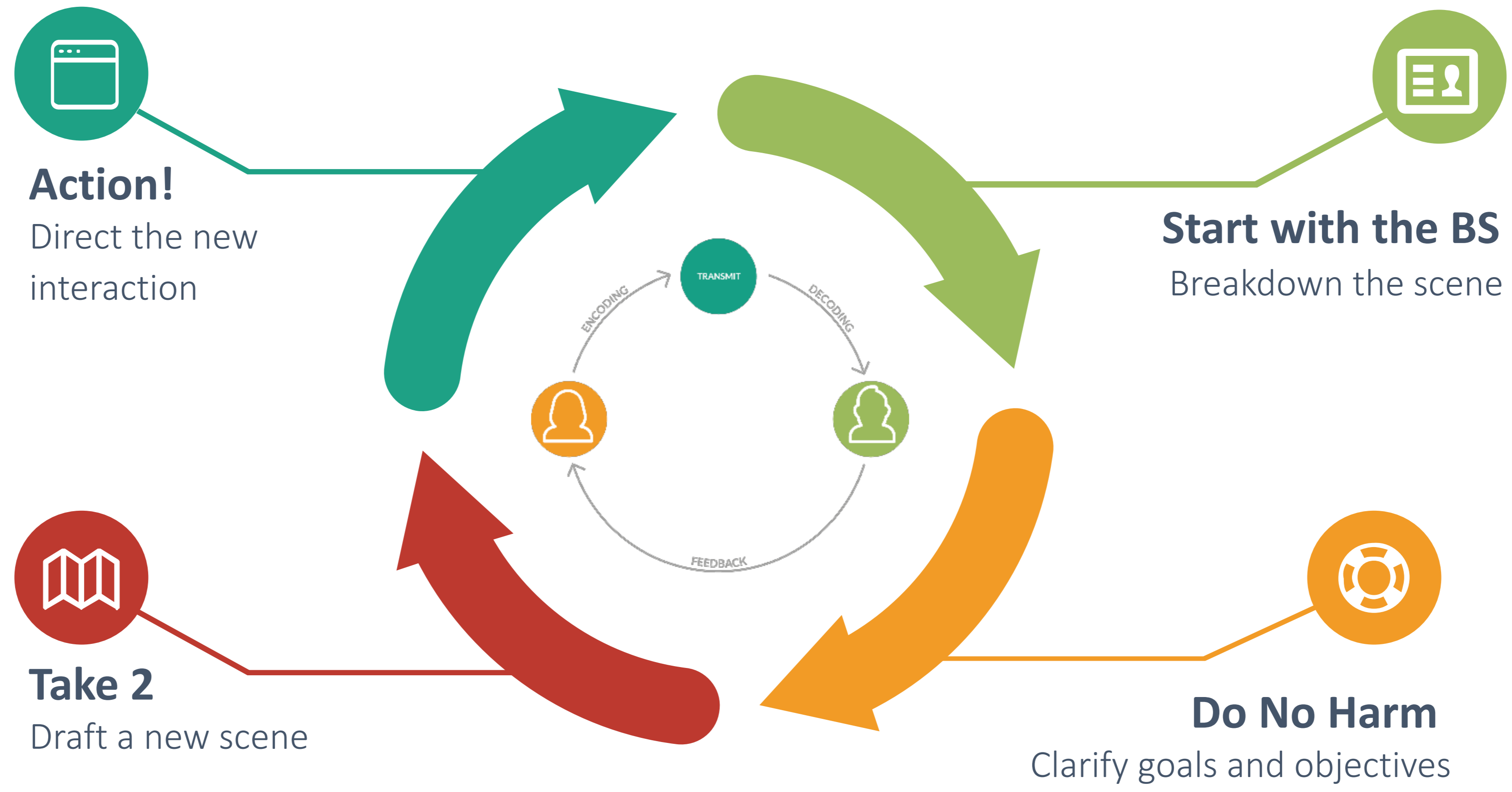
**“Left to our own devices,  
we build networks that are  
narcissistic and lazy.”**

Herminia Ibarra

*Act Like a Leader, Think Like a Leader*

[PeopleAndProjectsPodcast.com/130](https://PeopleAndProjectsPodcast.com/130)

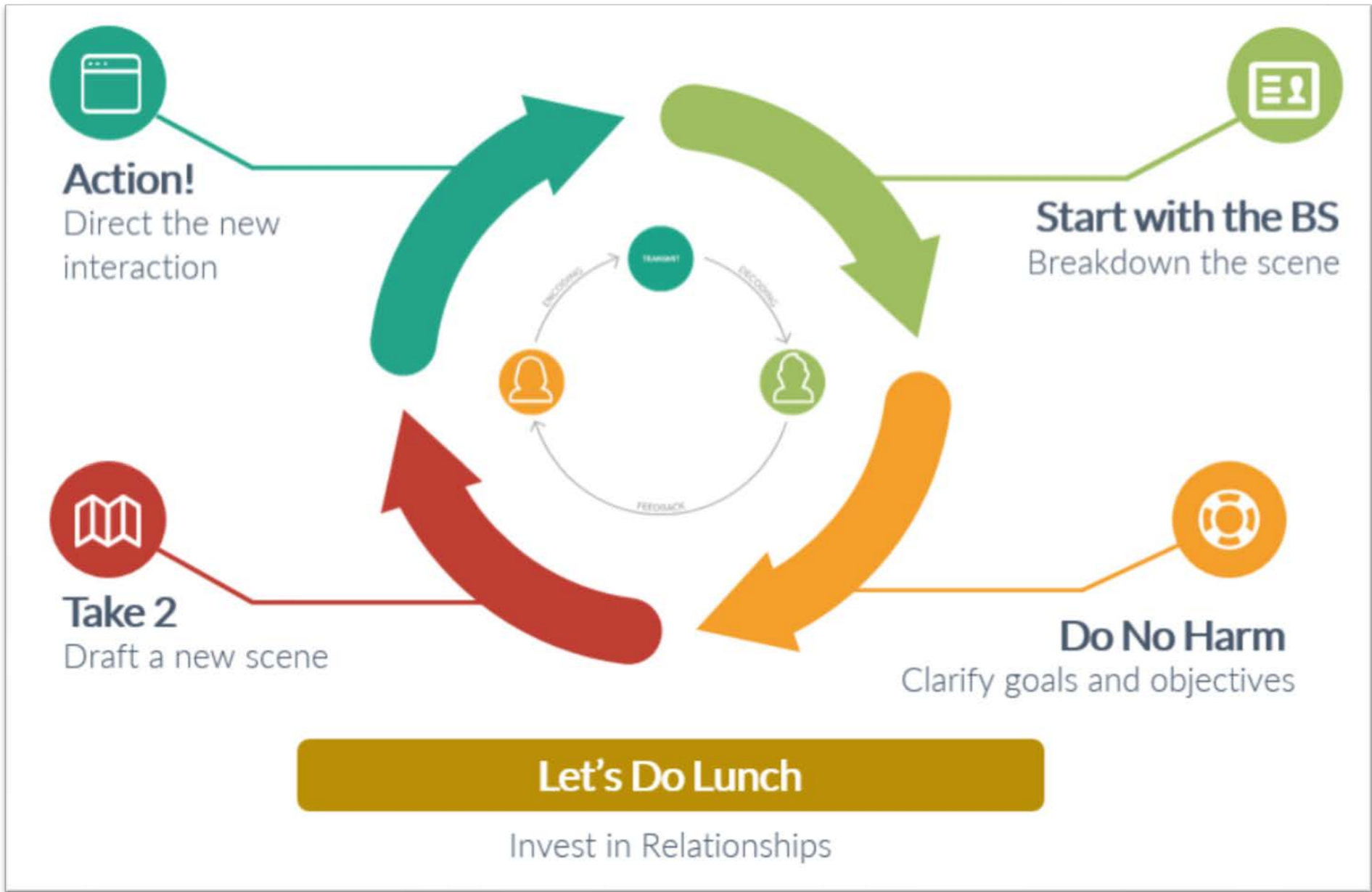
# Directing Great Communication



**Let's Do Lunch**

Invest in Relationships

# Scenario



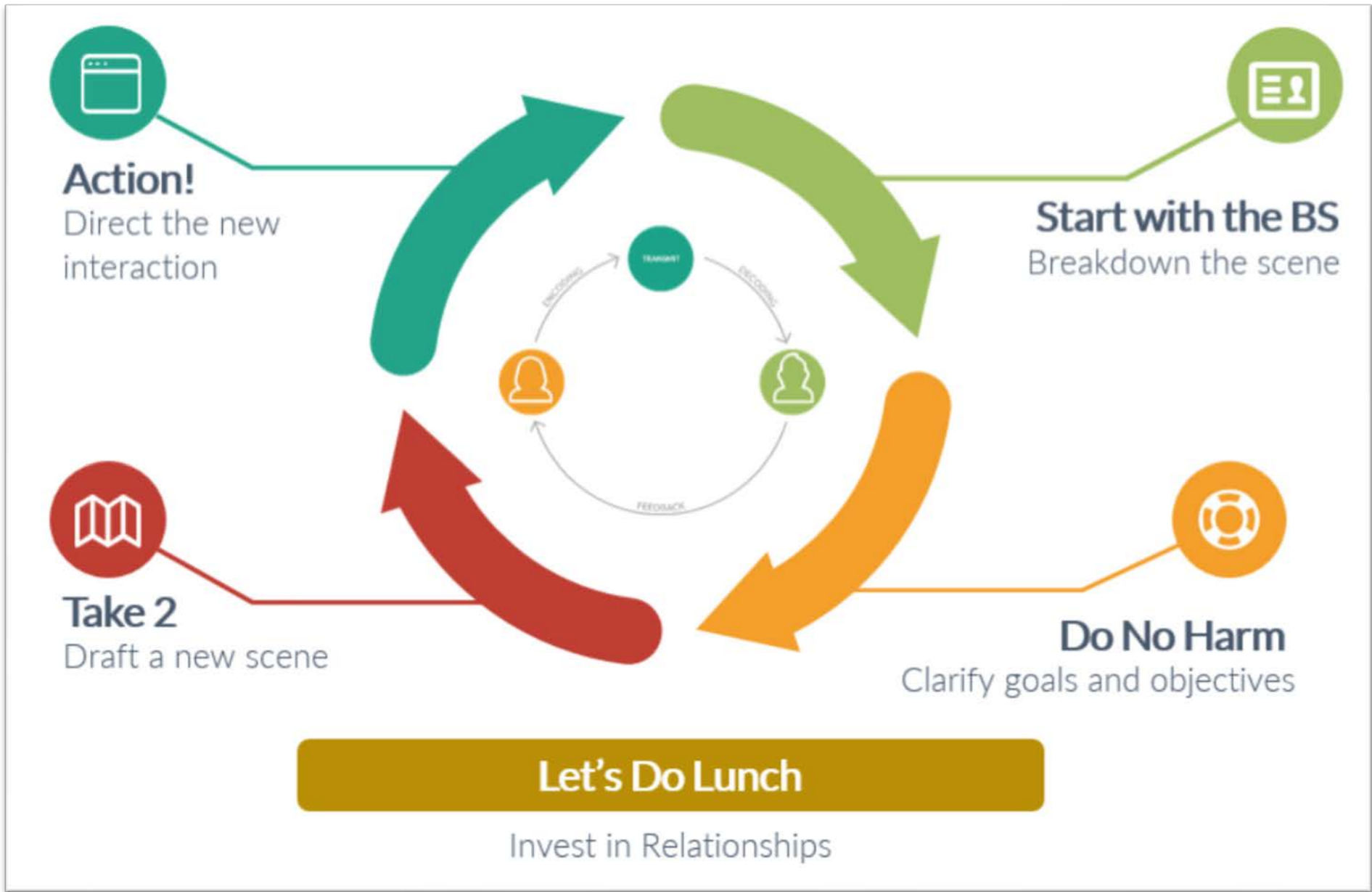
## Battling Stakeholders

- Sam is a project manager that depends on a Marketing executive named Martin.
- According to Sam, Martin is “a jerk! Completely unreasonable in his demands, slow responding to email, and overall clueless.”
- Interactions often turn into arguments.
- Sam needs Martin’s sign-off on requirements and is dreading the discussion.

## Discuss

- How can Sam make the situation worse as he pursues the sign-off?
- What recommendations do you have for Sam to improve his interactions with Martin?

# Scenario



## Rambling Rhonda

- Rhonda is a key stakeholder in a different side of the business. You and your team cannot get your work done without her involvement.
- When stress raises, she sends out rambling emails that are difficult to understand. They appear to be blaming others or shifting responsibility from her, but it's not clear.
- You just got one of those messages from Rhonda.

## Discuss

- How can you make the situation worse?
- What recommendations do you have for your response to Rhonda?

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