

The logo for OKR Institute is a circular emblem. It features a white center with the text 'OKR' in a large, bold, black sans-serif font, and 'INSTITUTE' in a smaller, black sans-serif font directly below it. This central circle is surrounded by a blue ring, which is itself enclosed within a larger green ring. The entire logo is positioned in the upper left quadrant of the slide.

OKR
INSTITUTE

The background of the slide is a dark teal color. On the right side, there is a vertical, top-down aerial photograph of a rowing team in a long, narrow boat. The boat is red and white, and several rowers are visible, each with their oars dipping into the water. The water shows ripples and the wake of the boat. A large, semi-transparent green circle is overlaid on the left and bottom portions of the slide, partially covering the background image.

MODULE 4

Communication with an ROI

OKRINSTITUTE®

COMMUNICATION WITH AN ROI

Communication as a tool for success:

- The leadership /management balance
- The 'Speed of trust'
- Consistency in messaging
- Clarity of communication
- Empathy
- Highlighting priorities



Sometimes, ‘small tweaks’ have a huge impact. – An experimental OKR

Prove that increased customer-centric communication can increase the sales average of experienced salespeople.

The Foundation of Communication With an ROI



VISUAL

- **Fast Rate of Speech**
- **Use Words and Phrases such as:** can you see, can you picture yourself, a visual representation.
- **Eye Movement:** upwards,
Predominantly



EMOTIONAL

- **Slow Rate of Speech**
- **Use Words and Phrases such as**
I feel that how do you feel about...?
I have the desire to...
- **Eye Movement:** Downwards



DATA AND FACTS

- **Medium Rate of Speech**
- **Use Words and Phrases such as I**
feel that how do you feel about...?,
I have a desire to...
- **Eye Movement:** Downwards

A shared performance language



Module 4: Communication with an ROI

- Group discussion: Give an example of one meeting with zero ROI and one with a tangible ROI – Highlight Differences
- Meetings with an ROI
- Management usually happens through meetings
- Meetings come at a cost of time and productivity

Communication with an ROI (Coaching)

Building relationships

- **Individualise (address different personality types)**
- **Briefing**
- **Rapport**
- **Belonging cues**
- **Inspire**
- **Magical feedback**

Maintaining and growing relationships

- **What and how collaborative questions**
- **Manage conflicts (Drink a Latte)**
- **How am I supposed to do that?**
- **Summary agreement**
- **Accountability metrics (inspirational)**

Comms with an ROI: Rapport

- Body Language – Follow then lead
- Verbal Rapport :
- A – Turn statements into questions
- B – This is proof that you are listening and builds empathy and trust

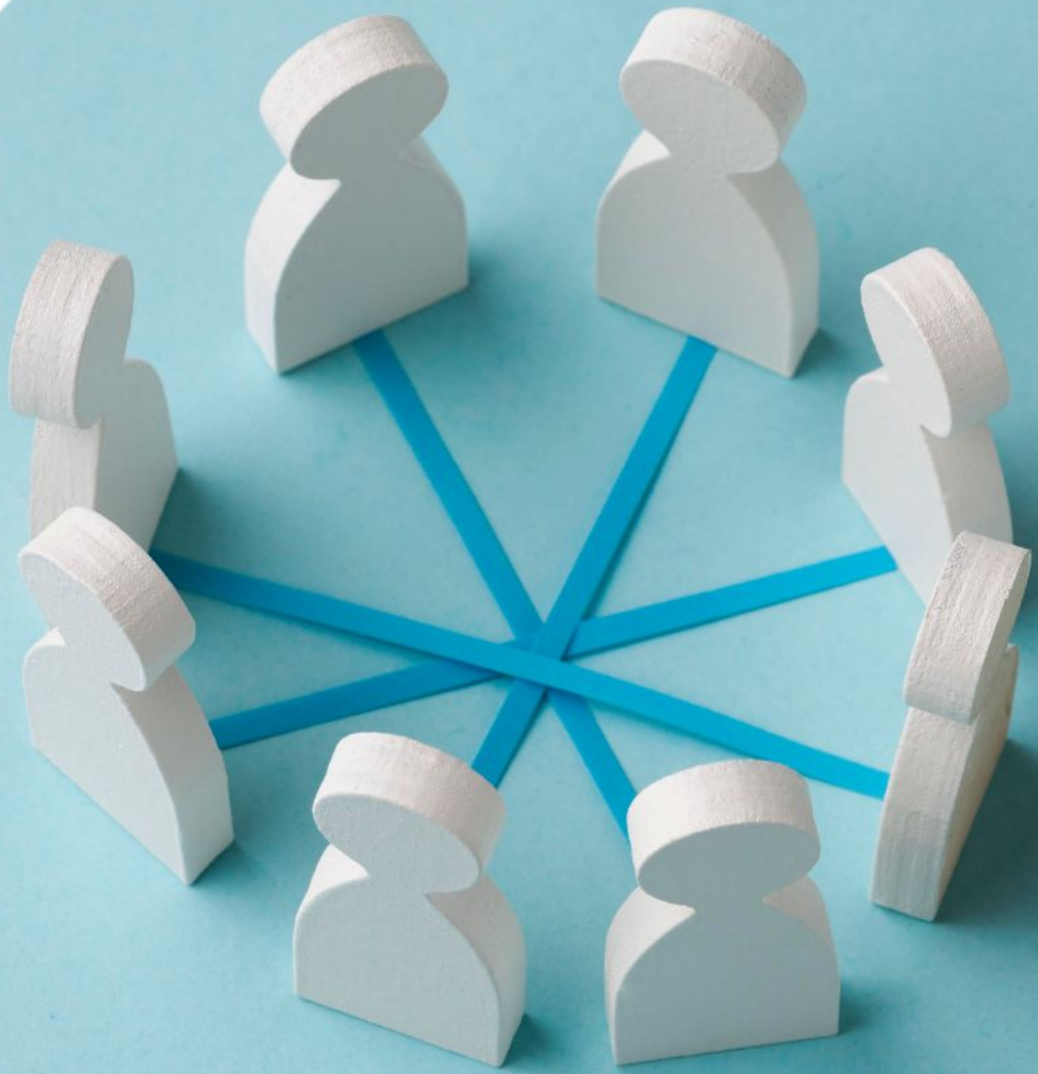


Module 4: Communication with an ROI (Coaching)

Magical feedback: “ I am giving you these comments because I have very high expectations, and I know that you can reach them”

Cues within magical feedback:

1. You are part of this group
2. This group is special. We have high standards here
3. I believe you can reach those standards



Comms with an ROI: Briefing

- The average American employee can only apply focus, 3 minutes at a time (Stolen Focus)
- It takes, on average 20 minutes to regain focus after being Distracted
- The purpose of a meeting briefing is to regain focus
- Length: Never longer than one page, preferably three paragraphs

Comms with an ROI : Belonging Cues

When people are in survival mode, they will not 'stretch'
Sincere belonging cues helps them to grow from being in 'survival mode'

Examples:

- 'You are a valuable team member'.
- 'I trust you'
- 'You are doing a great job'
- 'This was your great idea, run with it'
- 'Your enthusiasm helps this team to be more excited'



Comms with an ROI: Magical Feedback

'Magical feedback' : " I am giving you these comments because I have very high expectations and I know that you can reach them"

Cues within magical feedback:

- You are part of this group
- This group is special we have high standards here
- I believe you can reach those standards



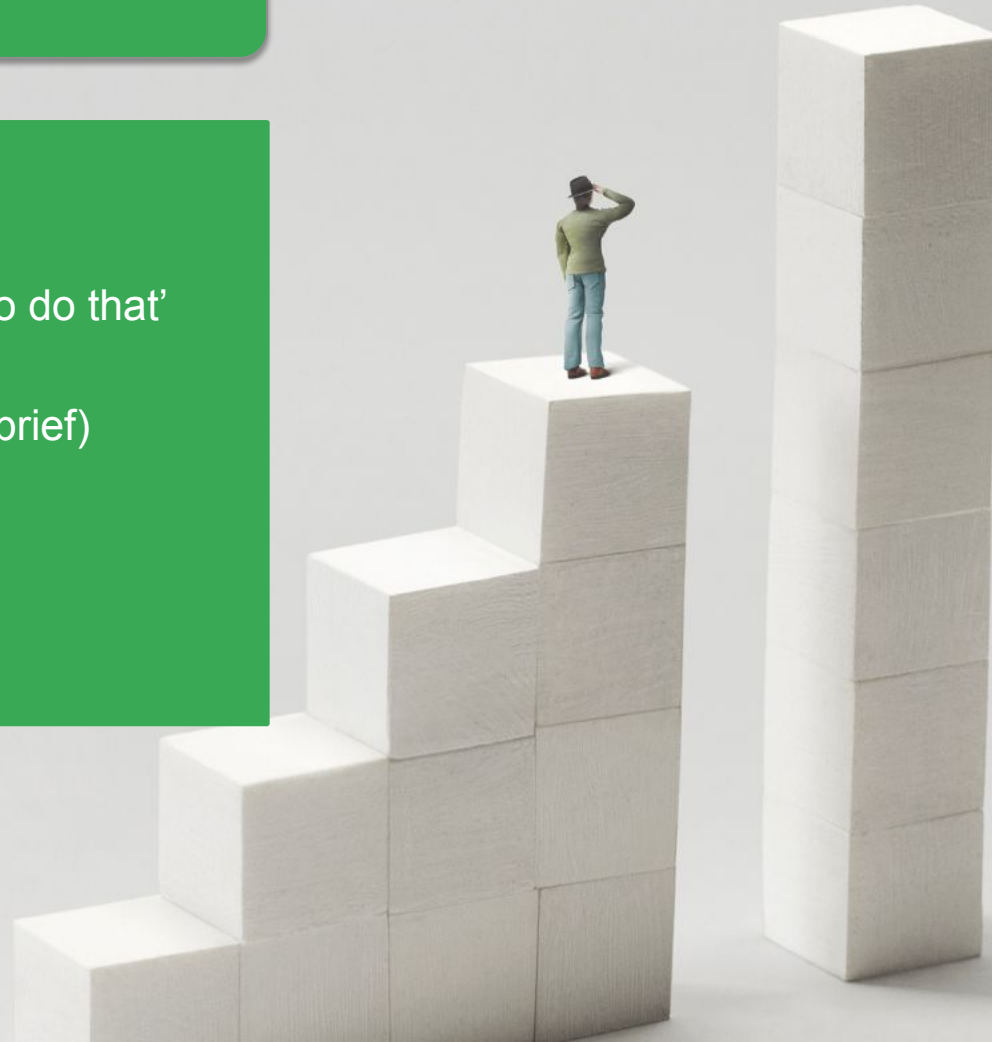
Comms with an ROI: What and How Collaborative Questions

- What should we prioritize?
- How can I better support you?
- What is it that we need to do differently to achieve this key result?
- How did you manage to do this?
- How can we turn this OKR into a more outcome-focused goal framework?



Comms with an ROI: How am I supposed to do that?

- Make a positive statement: 'I would love to do that'
- Explain why it cannot be done (crisp and brief)
- Ask: How am I supposed to do that?



Module 4: Communication with an ROI (Vulnerability loops)

<https://link.okrinstitute.org/com-roi>



Module 4: Communication with an ROI

When there is conflict just drink a latte!:



Listen (Actively)

5

Acknowledge
(the discomfort)

4

Think on a solution
(in the form of questions)

3

Thank

2

Explain

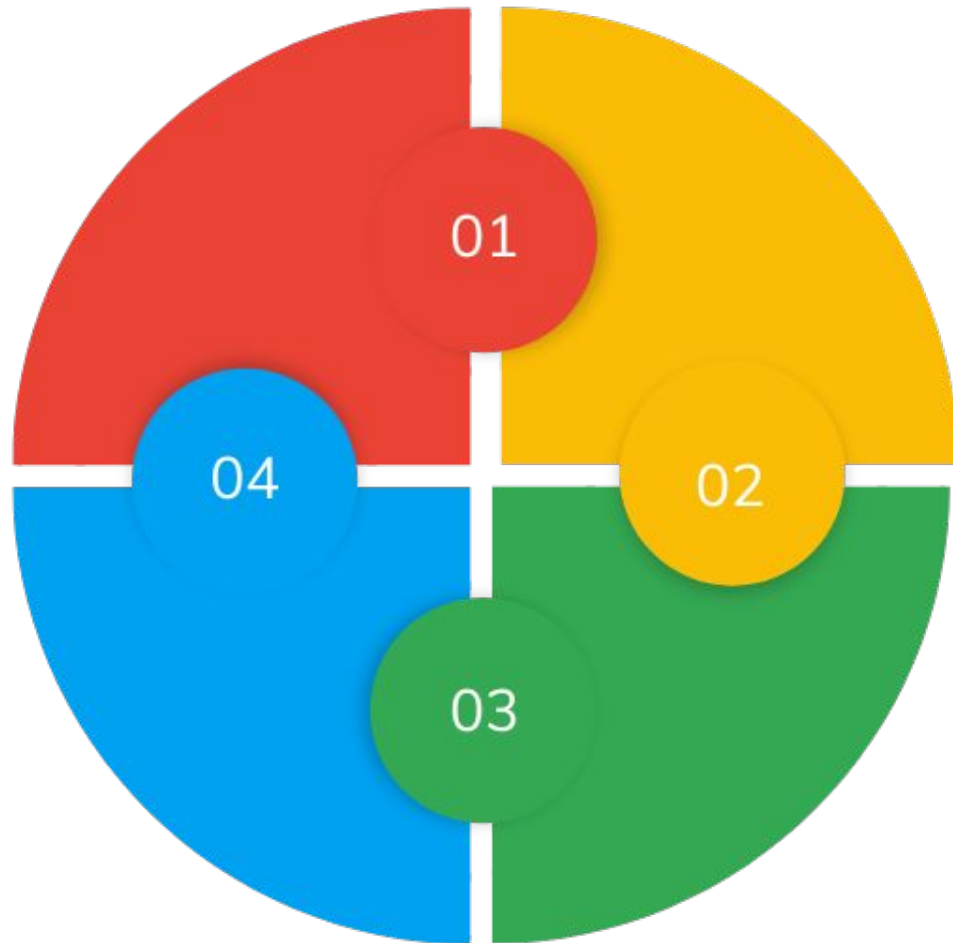
1

Comms with an ROI: Summary agreement

- Summarize what was said and clarify
- Come to an agreement of the next steps
- 'That's' right' is the new Yes



Module 4: Communication with an ROI



- Structured Performance comms
- PDCA cycles
 - Plan
 - Do
 - Check
 - Adjust

Module 4: Communication with an ROI: Exercise 3

- A special projects Team is embarking on an OKR journey for the first time. Within their traditional organization, they have only used KPIs as performance metrics for the past 20 years
- Their purpose is to create a ‘Human connection” within the Insurance industry and add more value to their clients.
- You are the OKR coach responsible for Introducing OKRs to the team, helping build their confidence, and overcoming their doubts and fears.
- You have 2 Hours to achieve your objective. How would you go about achieving your objective? (Using the Communication with n ROI model.)

Module 4: Communication with an ROI: Exercise 4

- Sam is an experienced employee in the banking industry, highly skilled and intelligent. He is part of a special projects team that will be deploying OKRs.
- He prefers KPIs, which the company has used as a performance metric system for the past twenty years.
- He is a valued team member, yet he is resistant to implementing OKRs.
- Coach him according to the Communication with an ROI model

Module 4: Communication with an ROI

Feedback: 3 Key Learnings exercise
What are my three key Learnings, and what will I
immediately apply?