

TALK LIKE A LEADER

How to Have Effective Everyday Conversations with Soldiers

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BOTTOM LINE UP FRONT

- TLAL is a six-session (12 hr.) communication skills training program.
- TLAL introduces a way of communicating with Soldiers that can be useful during counseling interactions, as well as more informal every-day interactions.
- Early modules talk about motivation, engaged leadership and behaviors that improve readiness.
- Middle modules focus on listening and speaking skills.
- Later modules show how to use conversations to draw out positive talk and motivation from Soldiers.
- Each module contains small group practice exercises.


MOTIVATION AND CHANGE

IF YOU HAD THE POWER OF THE "FORCE" WHAT SOLDIER BEHAVIORS WOULD YOU CHANGE?


WHAT AREAS CONTRIBUTE TO READINESS?




PHYSICAL HEALTH



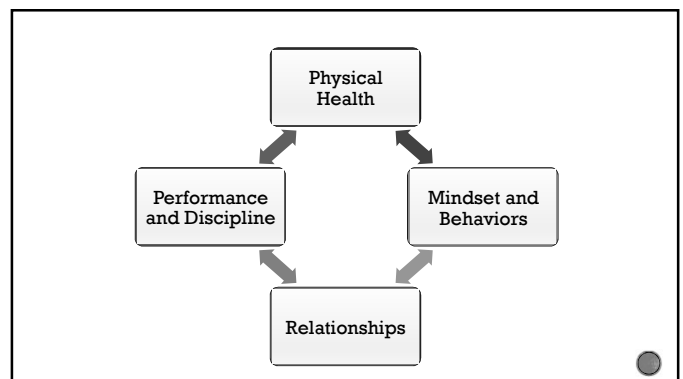
MINDSET AND CONCENTRATION



RELATIONSHIPS



PERFORMANCE AND DISCIPLINE



SOLDIER A

- Returning from deployment; reputation for being smart, a leader
- When in garrison, history of poor performance and heavy drinking
- Previous arrest, license suspension for DWI
- At times, was a poor influence on other squad members
- Married with two young children
- On time to formation this week, but looks worn out

What would a leader notice?

SOLDIER B

- Newly enlisted
- Nice enough, but lacks many life skills
- History of poor financial decisions
- Puts little effort into training, spends time eating junk food and playing video games
- Seems easily influenced. You're worried other Soldiers may be a bad influence on him

What would a leader notice?

READINESS IS ON A CONTINUUM

- Some people are very ready; others not so much
- The "stages of change" describe how people change
- Most times, people progress through a series of stages when thinking about change

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    graph TD
      Precontemplation --> Contemplation
      Contemplation --> Planning
      Planning --> Action
      Action --> Maintenance
      Maintenance --> Relapse
      Relapse --> Precontemplation
      Maintenance -.-> Sticks[Behavior Change that Sticks]
    
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Stage of Change	What the Soldier might Say
Precontemplation	<i>I work hard during the week. I deserve to have a good time when I'm off duty.</i>
Contemplation	<i>I like to go out on the weekend, but I can definitely overdo it at times. If I'm hung over, I'm really dragging the next day.</i>
Preparation	<i>When I move off base, I'm definitely slowing down. I need to get serious about my college credits so I have my associate's degree by the time I'm done with active duty.</i>
Action	<i>I've been drinking a lot less the last couple weeks. I just look for something else to do on the weekend.</i>
Maintenance	<i>The first few months I hit it pretty hard on the weekends, but since getting promoted, I'm more careful about how I spend my free time.</i>

IMAGINE A SOLDIER WITH A HISTORY OF PROBLEM DRINKING...

SOME CHANGES STICK BETTER THAN OTHERS

- *Why* people do things makes a difference
- "Self determination" describes *why* people change
- Some changes are more likely to stick, for instance when people make changes because of internal motivation (vs. external pressure)

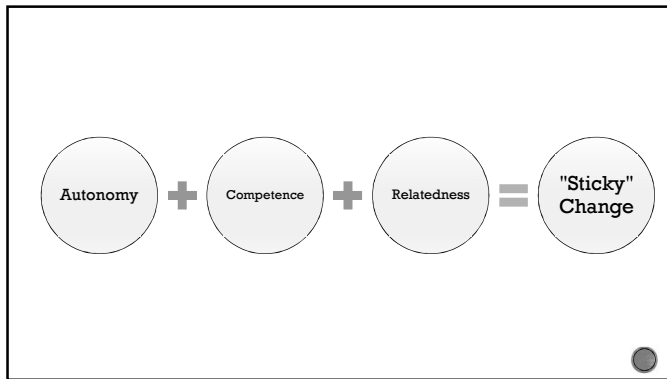
BEHAVIOR IS MORE LIKELY TO STICK IF PEOPLE BELIEVE...

- It was their choice (Autonomy)
- They have the skills (Competence)
- Other people will support it (Relatedness)

"The equipment's old and always breaking. It's just got to make it through dispatch, and then it'll be someone else's problem."

"I've learned a lot from doing PMCS on the equipment. I'd like to get more training so I can get a job as a mechanic one day."

WHICH OF THESE SOLDIERS WILL TRY HARDER?



TWO INTERVIEWERS EXERCISE

1. Everyone should think about a behavior they are interested in changing that they could talk about during this exercise (losing weight, drinking water, quitting smoking, better sleep, etc.).
2. Form groups of three people.
3. Whoever has the earliest birthday in the year is the "speaker".
4. One of the other people will be the first interviewer. That person's job is to spend 3 minutes strongly persuading the speaker to make that change in that behavior.
5. (The third person is the observer for the first round.)

FIRST INTERVIEWER: "THE PERSUADER"

1. The interviewer should give at least 2-3 benefits that the person would see if they made that change.
2. Suggest how the person could change.
3. Emphasize how important it is for them to change.
4. Warn the person what might happen if they don't change.
5. If you encounter any resistance, repeat steps 1-4.

SECOND INTERVIEWER: "THE LISTENER"

1. Listen carefully with the goal of understanding where the person is coming from.
2. Don't give any advice.
3. Try these five questions:
 - Why would you want to make this change?
 - What are your best reasons to make that change?
 - If you wanted to succeed, how would you go about it?
 - On a scale of 1-10, how important is it for you to make that change?
 - Why are you at a ___ and not a lower number?

TWO INTERVIEWERS DEBRIEF

To the Speaker:

What was the difference between the two interviewing styles?

In which scenario were you better understood, supported and hopeful?

"ROADBLOCKS" TO COMMUNICATION

Warning, threatening	Rush to provide advice or solutions	Persuading with logic, lecturing
Moralizing, preaching	Shaming, name-calling	Withdrawing, changing the subject

Adapted from Gordon (1970)

MODULE 1 DEBRIEF

Write down one thing you learned in this module that stands out

Notes:

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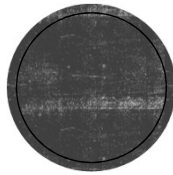
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LISTENING AND SPEAKING WITH QUESTIONS



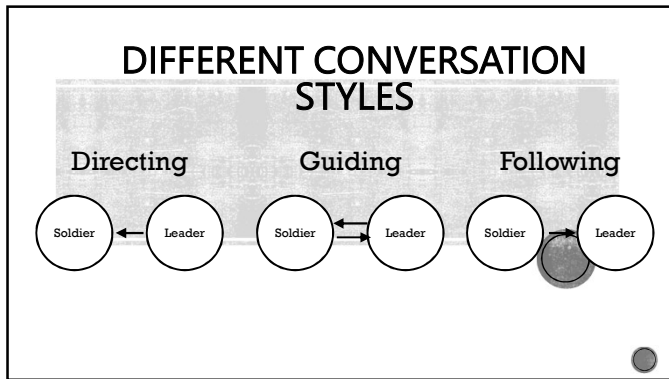
EXAMPLE: HOW ARE THESE DIFFERENT?

What is wrong with you?	What went wrong here?
Why didn't you do that?	Tell me what happened.
Why can't you do that?	How could you do that?
What you should do is...	How would you approach this?
This is all wrong.	Let me make a suggestion here.
Did you need something?	What's on your mind?

WHAT PERSON HAS BEEN A GOOD LEADER FOR YOU IN SOME AREA? WHAT WAS THIS PERSON LIKE?

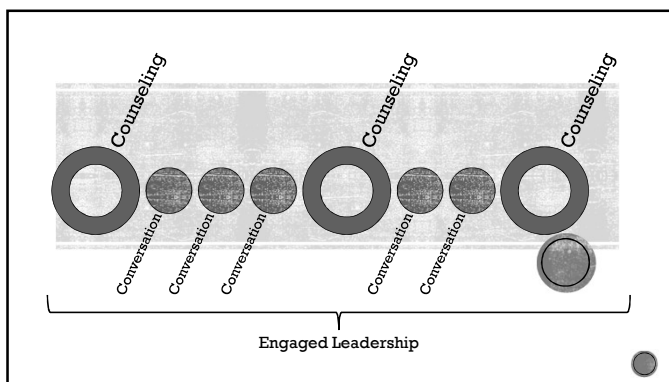
				
KNOWS THE JOB	WANTS YOU TO SUCCEED	RESPECTS YOU	CHALLENGES YOU	GUIDES YOU TOWARD THE SOLUTION

WHAT MAKES A GOOD LEADER?

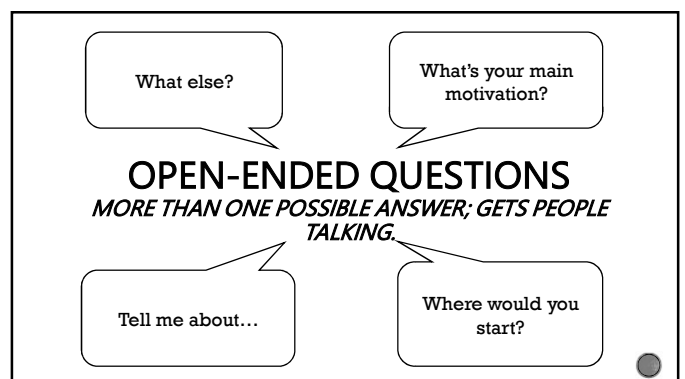
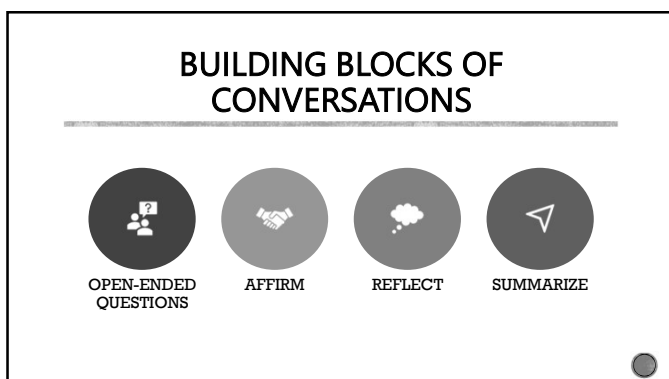


WHAT MAKES A "GUIDED" STYLE?

Less Guided	More Guided
Only one person speaks	Both people are speaking; people take turns
The leader speaks mainly to get his/her point across	The leader is interested in the other person's perspective
Soldier is in a passive role	Soldier is in an active role
Soldier learns little about how to conduct other guided interactions	Soldier learns how to conduct other guided interactions



*Motivational interviewing is a **collaborative conversation style** for strengthening a person's own **motivation and commitment to change.***



Closed Question	Open Question
Do you have any questions about this?	<i>What questions do you have about this?</i>
Is there anything you could do to remind yourself about the new assignment next Monday?	<i>What could you do to remind yourself about the new assignment next Monday?</i>
Is there someone you could talk to about this?	<i>Who could you talk to about this? How would that help?</i>
Anything else?	<i>What else?</i>

CLOSED VS. OPEN QUESTIONS

WHAT KIND OF QUESTIONS ARE BEST?

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    graph TD
      A[WHAT KIND OF QUESTIONS ARE BEST?] --> B[Questions to gather information—  
Use open or closed]
      A --> C[Questions to encourage thinking—Use mainly open questions]
    
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IS THIS AN OPEN OR CLOSED QUESTION?

- +Have you ever done this before?
- +Are you getting along okay with other Soldiers in your squad?
- +How's your sleep been the last few nights?
- +How are you going to do that?
- +How could you remind yourself about the new time on Monday?
- +Is there anything different you'd like to do with your free time?
- +How could you get help with this?
- +Haven't you ever heard, "If you're on time, you're late"?
- +Is this an open or a closed question?

SOME MORE OPEN QUESTIONS

- +So what do you think?
- +What do you remember from last time?
- +Where/when/how would you start?
- +What's the first step?
- +What would you add?
- +Who could help you with this?
- +What's your understanding of our conversation today?
- +What else do you need to do?

Appendix C: Open Questions and Alternatives

(This slide contains a list of open questions and alternatives, which is not legible in the image.)

WHAT'S A BETTER (OPEN) QUESTION ALTERNATIVE?

- +Any questions about this assignment?
- +Do you think you can manage your time better?
- +Have you ever done anything like this before?
- +Did the team have any problems this week?
- +Are you getting along with your roommate?
- +Do you think you're going to have any trouble in the future?
- +Things okay at home?
- +Do you think you can do better here?

MORE OPEN THAN CLOSED QUESTIONS

1. Form a group of three people: a speaker, an interviewer, and a recorder.
2. The speaker should think about a behavior he/she is interested in changing (losing weight, drinking water, quitting smoking, better sleep, etc.).
3. The interviewer should spend 5 minutes interviewing the speaker about their thoughts and ideas about that behavior. Try to use more open than closed questions.
4. The recorder should keep track of the number of open and closed questions used by the interviewer.
5. At the end of 5 minutes, switch roles.

"MORE OPEN THAN CLOSED" DEBRIEF

What's one thing the interviewer said that was helpful to the speaker?

What are some advantages of open questions as an interviewing style?

MODULE 2 DEBRIEF

Write down one thing you learned in this module that stands out

Notes:

Appendix C: Useful Questions and Statements

Useful Questions

What concerns do you (does your CO, squad leader, etc.) have?
How has...caused trouble for you?
What are some good things about...?
What are some not-so-good things about...?
How would things be better for you if you made that change?
What thoughts have you had about change?
What do you think will happen if you don't...?
If you look forward to, say, a year from now, where would you like to be in your performance?
How do you want things to end up when you're done with active duty? Where do you want to be?
How would that pay off for you, if you went ahead and made this change?
In what situations is it hardest for you to stay sober/avoid smoking/avoid spending money/manage your anger?
There are a few things that might work for you (provide a short list). Which of these would you like to try?
Here are some things that we need to talk about (provide a short list). Which of these would you like to talk about first?
On a scale of 1-10, how important is it for you to make a change in your...?
On a scale of 1-10, how confident are you that you could change if you wanted to?
If you wanted to change, how would you go about it?
Who would (or will) help you to...?
What worked for you in the past?
What would you like to work on first?
When would be a good time to start?
How could (or will) you do that?
What can I do to help you succeed at...?
What else?

Useful Statements

That's a good idea.
You're really well informed about...
That's really smart of you to...
You've made a great effort to...
You have a lot of great ideas for...
You've obviously put a lot of thought into this.
It's frustrating/difficult.
It's hard for you.
So the thing that most concerns you is...
You want to do the right thing.
I think you could do it if you really wanted to.
I think that will work for you.
Thanks for talking with me.
I appreciate your honesty.