SEPT 2020

MODULE 1

LEADERSHIP AND MANAGEMENT PRACTICE FOR THE CONSTRUCTION SECTOR

COMMUNICATIONS CYCLE

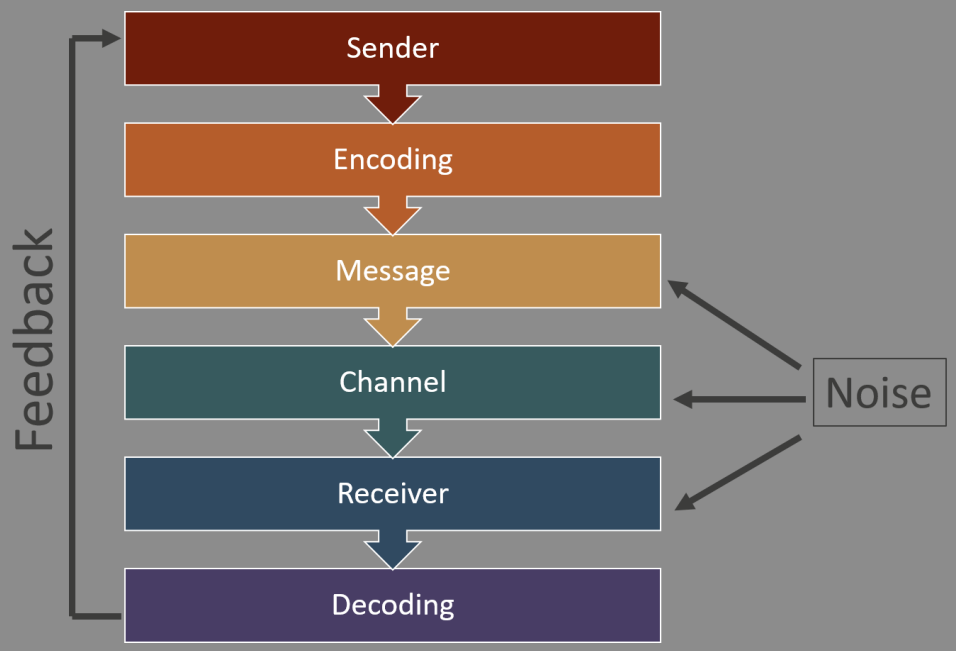
CALA CONSTRUCTION
ACADEMY OF EXCELLENCE

keystone

INSTRUCTIONS

Please read the description of the Communications Cycle and then complete the questionnaire below to self-assess your own style. Please do this in advance of the module and have this handy on Day 1 as the facilitator will refer to it on the day as part of the discussion.

COMMUNICATIONS CYCLE



WHAT IS THE COMMUNICATION CYCLE?

Communication is one of the most vital elements of society. People need people, and to interact, it's essential they be able to convey messages and understand each other.

The communication cycle expresses how the system of conveying and understanding messages operates.

Different depictions of the cycle may include slightly different steps and descriptions, but most agree on the basic elements:

- Sender: the person or entity originating the communication
- Message: the information that the sender wishes to convey
- Encoding: how the sender chooses to bring the message into a form appropriate for sending
- Channel: the means by which the message is sent
- Receiver: the person or entity to whom the message is sent
- Decoding: how the receiver interprets and understands the message
- Feedback: the receiver's response to the message

UNDERSTANDING MY LANGUAGE AND BEHAVIOUR PREFERENCES

DIRECTION OF MOTIVATION (TOWARDS OR AWAY FROM)

Our motivation preferences will determine where we choose to place our attention and focus our energy. Some people will place their attention upon the goals that they are seeking to achieve and the benefits that their actions can derive. Other people will focus their attention upon the problems, barriers and risks that they are likely to encounter.

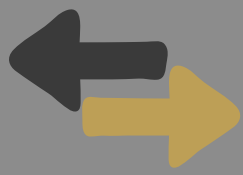
It stands to reason that people who place their attention upon goals and achievements will tend to see the positive benefits of change initiatives whilst people who place the majority of their attention upon potential problems, risks and barriers will tend to see the drawbacks of change.

TIME TO ACTION (PROACTIVE OR REACTIVE)

Our motivation preferences will determine how quickly we make decisions about our situation and how quickly we choose to take action. Some people will want to make decisions straight away and initiate action to support the decisions that they have made. Other people will prefer to hang back and wait to see how others respond before deciding upon their course of action.

It stands to reason that people who are keen to take action are likely to move more quickly through a situation whilst people who are more comfortable hanging back and waiting to gauge others' responses may well take longer to move through it.

SOURCE OF MOTIVATION (INTERNAL OR EXTERNAL)



Our motivation preferences will determine the level of support and feedback from others that we need. Some people will use their own internal sense of how they are doing to assess their performance and will not need or want feedback from others. Other people will need to validate their own assessment of how they are doing against feedback from others and / or performance against targets or established benchmarks.

It stands to reason that people who use internal references to assess their progress will be quite self-contained and may resist help or feedback from others whilst people who rely more upon external sources of reference will need feedback, guidance and reassurance from others.

UNDERSTANDING MY LANGUAGE AND BEHAVIOUR PREFERENCES

APPROACH TO WORK (OPTIONS OR PROCEDURES)

Our motivation preferences will also determine how we like to structure our work. Some people will want to have the freedom and autonomy to make their own decisions and find their own ways of working. Other people prefer to work within established procedures with clear rules and guidelines.

It stands to reason that people who like freedom and autonomy will want to find their own way through without feeling as though it has all been mapped out without any contribution from them. People who like to work within established procedures will want someone to set a clear direction and establish the rules and ways of working.

RESPONSE TO CHANGE (SAMENESS OR EVOLUTION)

Our motivation preferences determine how readily we accept change and how often we want major change to occur. Some people will want things to stay pretty much the same over time and may struggle to adapt to regularly-changing environments. Other people will deal well with change if it is well-managed and supported by a clear rationale and may be stimulated by times of transition.

It stands to reason that the people who want things to stay the same will find it most difficult to deal with change and to accept its impact whilst people who deal with well-managed change are likely to accept it more quickly.

FOCUS OF ATTENTION (PERSON OR THING)

Our motivation preferences determine where we place the majority of our attention during times of change. Some people concentrate upon tasks, systems and objectives and have a strong sense of the processes that should be followed. Other people concentrate upon the people and relationship issues and have a strong sense of motivation and morale in their environment.

It stands to reason that the people who focus upon tasks are likely to update the processes and systems associated with change but may lose sight of the 'people' aspects of change such as relationships and motivation whilst the people who focus upon the 'people' side of change may become sidetracked by emotional, subjective issues.

MY MOTIVATION PREFERENCES

For each of the 18 questions in this questionnaire, please tick the statement which most closely matches your preference.

Once you have answered all 18 questions, use the scoring matrix to analyse your scores.

1. When beginning a new project, I tend to focus upon:

- ☐ a) What I will achieve by completing the project
- ☐ b) How I will overcome potential problems within the project

2. In my work, I prefer to:

- ☐ a) Plunge straight into new tasks and learn about it as I go along
- ☐ b) Take my time to build up my skills and knowledge and weigh up the situation

3. I know I have done a good job because:

- ☐ a) It just feels right to me
- ☐ b) I get positive comments and feedback from others

4. I prefer my work environment to be:

- ☐ a) Flexible enough to enable me to find new ways of completing my tasks
- ☐ b) Based upon tried and tested processes that increase efficiency

5. I prefer to work in an environment which is:

- ☐ a) Stable
- ☐ b) Progressive

6. One of my favourite parts of my work involves:

- ☐ a) Dealing with targets, processes or systems
- ☐ b) Building relationships with people

7. When buying a new car, it is more important for me to consider:

- ☐ a) The features and extra gadgets available on the model I want to buy
- ☐ b) The safety record of the model I want to buy

8. In my social life, I tend to be:

- ☐ a) The person who suggests social get-togethers and makes the arrangements
- ☐ b) Happy to go with the flow and fit in with others' plans

MY MOTIVATION PREFERENCES

9. If someone criticised my work, I would be more likely to:

- ☐ a) Decide whether or not they were in a position to pass comment
- ☐ b) Take the criticism on board and make changes to my approach

10. When choosing a restaurant, I am more likely to go for:

- ☐ a) A place with a varied menu
- ☐ b) Somewhere that has been recommended

11. When choosing a holiday destination, I am more likely to go for:

- ☐ a) Somewhere I have been before and really enjoyed
- ☐ b) Somewhere new and exciting

12. When I remember happy occasions, I tend to think about:

- ☐ a) What I was doing
- ☐ b) Who I was with

13. I would rather be known as:

- ☐ a) Someone who achieves their objectives
- ☐ b) Someone who can solve problems

14. I would rather be accused of being:

- ☐ a) Too impatient
- ☐ b) Too cautious

15. I would rather be described as:

- ☐ a) Self-reliant
- ☐ b) Open to feedback

16. It is a bigger compliment to be called:

- ☐ a) Creative
- ☐ b) Disciplined

17. I would prefer to be thought of as:

- ☐ a) Steady and dependable
- ☐ b) Forward-thinking

18. I would rather be described as:

- ☐ a) Objective and rational
- ☐ b) Compassionate and caring

ANALYSING MY MOTIVATION PREFERENCES

To understand your motivation preferences in more detail, use the scoring guide below to analyse your questionnaire responses:

Motivation Preference	Question Numbers	No. of a.) responses	No. of b.) responses
Direction of motivation	1, 7, 13	Attention upon goals (Towards)	Attention upon problems (Away from)
Time to action	2, 8, 14	Desire to initiate action (Proactive)	Desire to wait for others (Reactive)
Source of motivation	3, 9, 15	Internally-referenced (Internal)	Need for external feedback (External)
Approach to work	4, 10, 16	Desire for flexibility (Options)	Desire for structure (Procedures)
Response to change	5, 11, 17	Desire for stability (Sameness)	Desire for controlled change (Evolution)
Focus of attention	6, 12, 18	Focus upon task (Thing)	Focus upon people (Person)

For each of the motivation preferences, you should have a score that totals 3. Your predominant preference is the one with the highest score.

CASE STUDIES

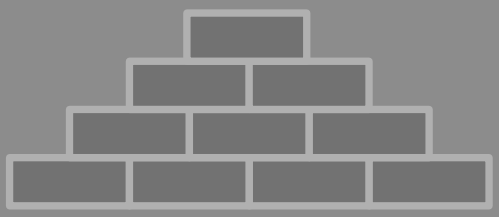
Please read the short case study below and type your answers into the box provided.

At a site office meeting John delivers some news to the group about some changes he wants to affect within working hours to meet customer demand. He uses a "bigger picture" approach and talks about the benefits which will ensue as a result. Some of the body language shows people looking slightly concerned and unsure but he pushes on as the majority of people in the room seem to be on board.

What LAB behaviours may or may not be on show? What could change in the communication to hit all the groups affected?

Erica is speaking to Keith but is frustrated that before she finishes briefing him about the job at hand he is already smiling and on his way telling her: "I'll get that done Boss, straight away, don't worry!"

What LAB behaviours may or may not be on show? What could change in the communication to hit all the groups affected?

Mark has a boss who didn't give him praise in his last job. He is suspicious when the site manager makes a big fuss of something good he has done on the latest job and feels uncomfortable being praised.

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