

LEAD WELL

THE TEN
COMPETENCIES
OF
OUTSTANDING
LEADERSHIP

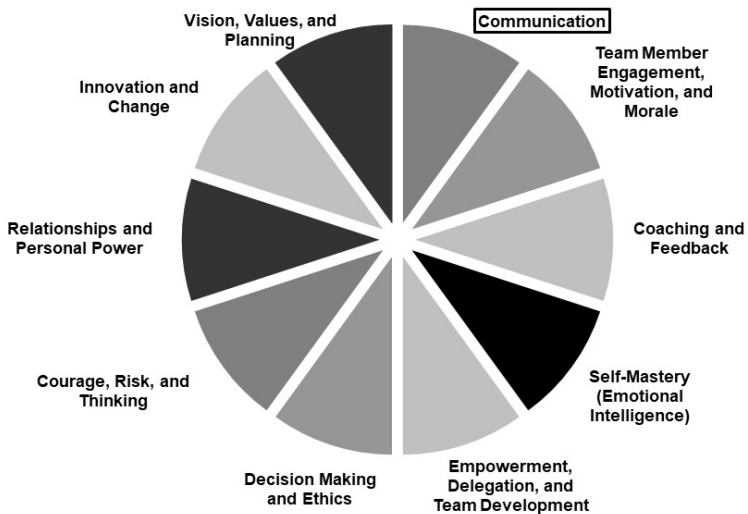
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Chapter 1

Communication Skills

"The single biggest problem in communication is the illusion that it has taken place." George Bernard Shaw



- ✓ Richness
- ✓ Style Matching
- ✓ Listening
- ✓ Writing
- ✓ Strategic Communication
- ✓ Frequency
- ✓ Clarity
- ✓ Motions and Tones
- ✓ Group Communication

The need for effective communication in a leadership role is indisputable. The role played by poor communication patterns and skills is equally known and understood. In fact, most issues surrounding team morale, lack of involvement, poor accountability, and bad performance can be traced back to the communication of a group's leader.

Communication is a tricky combination of art and science. In its basic form, communication is the flow of information between humans. The part about it being a human phenomenon is important to remember. Communication is a human connectivity that is critical to the leadership role because it enjoins people in a unique and personal way to the tasks and mission of an organization. It also relates directly to the personal nature of leadership and the connection point of why people will follow a leader. To have people to want to follow, the leader must communicate with them.

If you look at leadership as the consistent and constant application of skill sets, communication is the foundation upon which all others will be built. Failed communication is the cardinal sin of leadership. Effective communication will be the rock on which the other skill sets rest.

Richness

The first concept of communication effectiveness in leadership is to understand message richness. Richness

describes the total content within any communication and the points that a communication receiver is able connect.

Richness is highly related to the emotional nature of humans. Our team members are creatures of emotion, not creatures of logic. The greater the degree of richness, the greater the emotional connection to the message.

In-person interaction has the highest degree of richness because all parts of the message sender and receiver can be evaluated and processed. Body language can be read. Tone can be interpreted with accuracy. Clarification can be requested. Understanding can be evaluated. Rapport can be built. By far and away, one-on-one personal dialog has the highest richness.

When using the telephone, richness begins to diminish. Although tone can still be evaluated and clarification can be achieved, there are no non-verbal messages to evaluate. Similarly, in public communications, meetings and presentations, richness also fades because of the lack of interactive elements related to clarification and understanding.

Richness takes a final hit when we convert communication to the written word. With the exception of Pulitzer winners, most people cannot achieve any type of meaningful connectivity in writing. Even with emoticons, colored backgrounds and dancing symbols, emails have a coldness and lack any ability for clarification. Written communication

also has a high probability for misinterpretation and misunderstanding. Humor and personality can rarely be translated well in the written word.

One challenge is to compare the amount of time spent recovering from a misunderstood email with the amount of time spent walking down the hall and talking to the recipient. Consider how much time you might spend repairing a relationship from a terse, one line email. When at all possible, engage in interpersonal, one-on-one communication.

Frequency and Not Volume

As far as leadership jobs go, the strong, silent type need not apply. Leadership requires a consistent stream of quality communication to team members. Communication frequency is at the core of group performance issues like trust, understanding direction, achieving objectives, and even integrity.

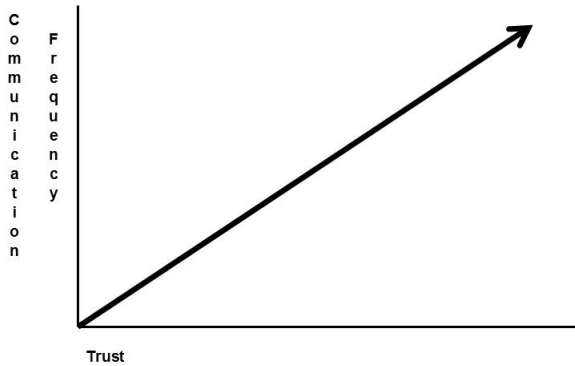
One common misconception among leaders is that volume makes up for frequency. So instead of talking frequently with team members, the leader simply conducts a marathon staff meeting once a month. During that meeting, the leader drones endlessly about all the issues past and current and indulges in a pontification designed to prove his commitment to quality communication. A three-hour state of the organization address does not make up for a lack of

consistent and frequent communication on a more personal and individual level.

In comparing volume and frequency, consider the human disconnect point in communication. In any dialog, people disengage and cease listening somewhere between ninety seconds and three minutes when the object of the dialog is not forthcoming, and the content has suspect value. So, as a rambles, the target audience is left daydreaming. Visualize a Far Side cartoon when the dog hears “blah, blah, blah, Spot.” More frequent, shorter, individual interactions will cure this phenomenon.

The other big issue surrounding communication frequency is trust. Without frequent communication, team members will often mistrust the motive of the leader and lack the personal connection and loyalty needed to be as effective as possible. Equate this to personal relationships. When communication is infrequent, trust often sags dramatically. When communication occurs, even in troubled relationships, trust can be established as a baseline for moving forward. Relationship therapists always work to establish frequent communication before resolving other issues in the relationship.

Communication and Trust



Trust and communication are closely linked. The more you communicate, the greater the trust from team members and individuals.

Team members also report that one of their largest frustrations is not knowing where they stand with the boss. They are unsure of their future and don't know where they fit in the organization. All these issues are curable by increasing the frequency of leadership communication.

The easy way to improve frequency is to remember that the leadership legacy is about other people's achievements and not your own workflow. Increased communication will increase trust and your team will work harder for you.

Style Matching and Connection

People communicate in dramatically different methods and styles. Almost as if there are sub-languages within each major language.

Imagine for a moment that you are a leader who must instruct someone in Berlin to perform a series of tasks. You speak in your native tongue of English. The Berliner smiles and nods his head approvingly. Communication complete and successful, right?

Just as different languages will lead to communication disconnects, different communication styles will often cause a lack of information flow and impede any real communication. Five or more years ago, the leader would often proclaim “I am who I am” and it was your job to adapt. Sometimes it was followed by the gentle reminder “or leave.” More recently, successful leadership communication has become a more chameleon-like and adaptive approach.

The most commonly identified communication styles include direct, relational, low-key, and detailed. The direct style often communicates in a very blunt, matter of fact, or bullet point method. There is not a lot of language wasted on pleasantries and not a lot of background or supporting data is provided. Many times, an assertive tone, implied urgency, and rapid pacing come along with the direct style.

By contrast, the relational communicator is often wordier with the goal of building rapport. An upbeat demeanor and an eagerness to contact people are usually part of this style, as are animated non-verbal messages. These people are often considered chatty and optimistic.

The two additional styles of communication are a little harder to peg and pigeonhole. Low-key communicators speak with a flat demeanor and are seen as reserved. They prefer a soft, methodically paced and predictable approach to interpersonal communication. The detailed communicator is data driven and often prefers a low-key tone. One unique trait of the detailed communicator is they will tend to answer the why question first and provide multiple sides of a point prior to communicating the resolution.

Now imagine for a moment all of these styles thrown into a working environment and told to perform. Just as foreign languages cause disconnects, non-modified communication styles will do the same. A relational style leader attempts to communicate with a key team member who prefers a direct style. A low-key team member tries to interact with a direct style boss and soon loses her in minutiae.

The effective leader will bridge this disconnect with adaptive communication styles. He or she will read the style of the receiver very quickly and adapt appropriately. Quite simply, that means to know your communication style and

learn how to read the style of others and adapt your style to that of the communication receiver. When that is done, messages will be transmitted with greater clarity and less misunderstanding. Subconsciously, team members recognize and appreciate the leader's attempt at adaptation and better connection.

It's relatively easy to assess the communication styles of people you know. You have observed them. You have communicated with them previously. You have seen what style of communication works and does not work with them. What about new contacts and those people who are not as well known?

One technique that works with a high degree of accuracy is to assess the response to the "how are you?" question. Direct style communicators will respond quickly with one word and one word only. Relational communicators will provide between three and five words and many times, inquire about you. Low-key and high detail communicators will often pause while they assess the reason for your inquiry and the need to respond in an accurate manner.

The final word on communication style goes back to why adaptation is important. If, as a leader, your communication style disconnects with some people and the messages you send are not followed, you lose. If you adapt your style and more people engage with the messages you send, you win.

Premium on Direct and Improving Clarity

One of the most common challenges associated with leadership communication is message clarity. Fortunately, this is also the easiest issue to fix.

Quite simply, to improve clarity, use fewer words.

Visualize this setting for a moment. The leader requests a corrective coaching session with a team member. Starting with, “You know that you have been a very effective employee here and we appreciate your hard work, attention to detail, and reliability.” Continuing without a breath, “In fact, the time back in ‘05 when you came in early during the computer transition was especially valuable and recently when you helped with the holiday party was very valuable.” Continuing on with, “The bottom line is that we need more people like you but unfortunately, we cannot tolerate you not getting along well with your fellow, and equally valuable, team members.”

Clarity was impacted early and often in the above interaction. The point of the dialog was to discuss the team member’s relationship with peers. It is extremely likely in the above model that the team member did not get the point and was entirely uninterested by the time the point was communicated.

Think about another example related to a changed procedure. The leader begins by saying, “When we began

processing orders in the late nineties, there were only a few of us working on about thirty orders every day. From there, we installed the first automated processing system, that a few of you long-timers can remember; and I am sure you remember the problems we had with that conversion. We are now at a great crossroads in our department where I had to hire a consulting team to work with our order processes and hope to devise a method to handle the new increased volume, mostly from the internet, without hiring an army of new people. With that said, we will need to, effective immediately, begin coding our orders with a separate source identifier when it is an internet or email order.” Even the most eager and high energy team members will be long gone by the time the punch line rolls around on this one.

In both examples, the leader needed to engage in object-oriented communication, which is the articulation of the objective first, while holding all other details for counter-punching opportunities or responding to questions. This means to express the important part first to ensure the communication receiver is engaged and to not jumble the message with unimportant fluff or unneeded explanations.

Some people are a little too anxious to add explanations and history when none are necessary. Still others provide mounds of information in support of their position. When this is unneeded or unsolicited, the speaker loses credibility. Many

subordinates will quickly see through the overly pontificating boss, and this lost respect will be hard to recover.

Open the Listening Channels

An overlooked facet of the leadership communication puzzle is the ability to listen effectively. Listening skills, when not properly engaged, will result in significant communication and relational disconnects with peers and team members.

The easiest method of improving the listening side of communication is to manage the environment in which listening is performed. If the dialog is important, the environment must be conducive to listening. Interruptions and distractions must be significantly reduced or eliminated. If your phone will disrupt an important dialog, silence it. If your cellular phone vibrating will move your attention to who's calling, turn it off. If the traffic by your office distracts you and draws your attention, move to a more private or less traveled location.

There are two important elements to consider about distraction values and listening. First is your time investment. Consider how long it will take you to reconnect to a conversation after a distraction compared with simply avoiding distractions from the beginning. Or worse still, how much time will it take to repair an error you make because you missed important details in the conversation.

The final consideration is the not-so-subtle message of disrespect. In a conversation, your phone rings and you look down to see who's calling. How does that make the other person feel? Is he the most important or does that depend on who's calling you? This disrespectful lack of focus will often cause greater dysfunction in a relationship and many times impact future approachability and trust.

Another barrier to effective listening is the concept of assumptive responding. Assumptive responding is providing a response, not based on what you just heard, but rather on what you believed was said. This can be based on the situation or with whom you are having a dialog. Imagine for a moment, a team member has spent the last several days complaining about his co-worker, Ed. The team member asks if you have a moment to talk about Ed. Regardless of what is actually said in this conversation, there's a pretty good chance your assumption about the dialog will be the team member will be continuing to complain about Ed.

Those of you that have done what you do for a living for five or more years are the most likely candidates of assumptive responding. Having "been there, done that" or "heard it all before" will greatly impact your ability to truly listen rather than assumptive responding. Unlike managing your listening environment, dealing with assumptive responding is a little tougher. The skill is cognitive and requires both an improved focus and a reduction in the time

desired to move into response mode. The bottom line is, don't be so anxious to judge the situation and hear something coming out of your mouth.

One additional listening skill is the use of complimentary validation. This is an extraordinary skill that improves the flow of information while validating the comments of a communication sender. Complimentary validation is providing a compliment when key information is heard or processed in the listening cycle. Many people do this almost naturally or automatically and we often comment that they were great listeners or were excellent communicators or relationship builders.

In a typical conversation, routine relational dialog occurs. When you ask what someone did this past weekend and the person responds, "We sat around and watched the grass grow." Right behind that comment you will need to add a complimentary statement such as, "Those relaxing weekends are the best. It's outstanding you were able to do that." In another conversation, you ask where someone is from and they answer, "Pawtucket." You fire back a comment about what a pretty city Pawtucket is.

The purpose of complimentary validation is simple. You are providing acknowledgement that you were listening and, more importantly, you are providing communication feedback that you want to hear more and are legitimately interested in

the dialog. Using this skill will allow you to obtain far more information from a person than by using more traditional validation methods.

Listening is an important element in leadership communication that must be managed as actively as the rest of the communication cycle. Failure to engage good listening skills can have an adverse reaction in relationship management and the ability to communicate effectively in the future.



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Manage the Motions and Tones

A great deal has been written about the importance of non-verbal elements in the totality of the communication picture. Ranging between sixty and eighty percent of either message

content or message richness, all experts agree that body language, facial expressions, and tones account for a big part of the message received.

In addressing tone, a good communicator must understand their environment and situation. During corrective coaching, a leader cannot be overly upbeat or friendly in tone. When having relationship-based dialog, you cannot come across in a flat, monotone or disinterested tone. In communication, tone is driven by attitude. When the attitude is strong and healthy, a person is more likely to correctly adapt to different tone situations. When attitude is poor, tone adaptations are less likely to occur well, or at all.

The great mirror of tone, and attitude for that matter, is the human face. Very few leaders are truly in tune with how their faces look during communication. Many are unaware of the wrinkled brow, scowl, or stares of indifference they cast on a regular basis. Under stress and with a poor or sinking attitude, managing facial expressions becomes a remote afterthought.

Effective leaders and great communicators make a special point to be aware of and manage their facial expressions. They understand what others see on their faces and they actively work to create facial expressions that add to, not distract from, the message. This facial management is an important part of the non-verbal communication package and critical in controlling the tone of any dialog.

Other non-verbal messages to be aware of include crossed arms, hands in pockets, and single finger pointing. The crossed arm position, especially prevalent when sitting and in colder temperatures, signals a closed and uninterested attitude. For men more than women, the hands in pants pocket message are very common. When those hands slide in the front pockets, it demonstrates a nervousness or disinterested position. Many people show this when standing for introductions or in other uncomfortable situations.

First recognized by the airline industry, the single finger point is a very aggressive piece of body language. Many people report feeling assaulted or at the least, uncomfortable when others point. And as we all remember from our parents, it's rude. An interesting side note on single finger pointing is that many studies conclude the aggressive nature of this piece of body language is not limited to pointing at a person but rather is equally aggressive when pointing toward other objects.

We can't put them in our pockets, cross them, put them around our mouth, or point them, so what do we do with our hands and arms? Effective leaders have found great value to engaging their hands and arms as message accentuation tools. Quite simply this means to use your hands and arms to assist in adding emphasis and enthusiasm to the message package. A little hand and arm movement shows you are engaged and believe your message.

Conversion to Writing

You've heard the comment, "I didn't read the memo." You've been frustrated when someone doesn't read the procedure in the manual. You felt like screaming when someone said, "I read it but didn't get it," or, "I started to read it but didn't get to that part."

A common frustration among people in leadership positions is that much of what is provided in writing is not understood, or it's misunderstood, or ignored entirely. They send the memo or email, and nothing changes. They send the memo or email and get fifty back in response. Still nothing changes. Someone accuses you of being mad or upset because of a two-line email you sent. Unfortunately, all of this is a reflection of the written communication skills used by leaders.

We must come to grips with the societal fact that many people in the workplace are reading at a significantly lower comprehension level compared to just ten years ago. Many more people are not native to English but rather to another language. The bottom line is, unless we write well and for the audience intended, much of it will be for naught.

Often described as the elephant in the room that no one acknowledges, written communication skills in leadership are under-valued and often poorly used. A leader with overall

good communication habits can lose a great deal of credibility with just one poor email.

Looking back in history for a moment, one of the primary reasons the causality rate in the American Civil War was so high was the use of 17th and 18th century tactics with technology from the 19th century. Quite simply, they used conical shaped bullets with rifled bore muskets, capable of accurate shots at well over two hundred yards, while lining up fifty yards from each other in straight lines.

Bringing us back to the present, we are experiencing a similar phenomenon related to email and other electronic forms of communication. Twenty-first century technology is being used with twentieth century tactics. Email is a great tool. It works well for follow-up, documenting previous conversations or meetings, and to contact someone when no other method is available. As a primary communication tool, however, email is pretty bad and extremely overused.

First, a couple of simple rules about email. If the email is going outside the organization or outside your circle of close associates, it should have all of the style elements of a standard business letter. That includes the address header, salutation, and closing. It should be in block format using black, twelve-point Arial or Times New Roman font and a plain white background. No smiley faces or dancing elves at the bottom. The simple point is that your email represents you

and your organization, and you want it to be professional in appearance.

The second easy rule is to gauge both the urgency and the need to use email rather than the phone or an in-person visit. When you use written communication, you miss the tone and verbal elements of richness so the use should be limited to when no other source is available or there's the need to document the communication.

Often, people use email to avoid true interaction with other people. This leads to misunderstanding and misreading of the tone or intent of the email. If you can walk down the hall and talk to someone, do so, rather than sending the email.

One other point about email is learning to use the *reply* and *reply all* features. *Reply all* sends your message to everyone on the original distribution list, including the copy recipients. *Reply* sends it to the single sender of the original email. Avoid the killing of cyber trees by understanding that basic functionality.

The final word on email is about who we choose to copy. We all assume our written word is pretty important stuff and a lot of people would be interested in it. If you need to prove that you followed-up on someone's request, send them the copy. If you just think they may be interested or you're trying to cover your posterior, don't send the copy. It's estimated

that unnecessary email copies account for 25% to 30% of total email volume in larger organizations.

Beyond email, the leader's word in writing is looked at a little differently than a memo or note from anyone else. Many people look for hidden meanings. Others look for spelling or grammatical mistakes. Because, after all, as the leader, you should be smarter than that.

When writing a memo, letter, or email, the leader must practice the art of tone-setting. This is using the first sentence to thank, appreciate, or praise the efforts of the group. It may look like, "Thanks to all of you, we are making great headway in the current fiscal year," or, "I really appreciate all of your contributions and work this month." This opening line invites the reader to continue and teaches that your notes and emails are not to be feared. When closing a document, the tone-setting should be repeated and can just about be a mirror image of the opening line.

A common pitfall in written communication is the need to be overly wordy. As indicated previously, the best way to improve understanding and clarity is to use fewer words. This is especially true for written communication. Assume that all readers will tune out your document at about the 45 second mark. Make sure you get to substance and get to it quickly or you will lose understanding. The use of numbered lists or bullet points helps this greatly.

Finally, always use both spell and grammar check prior to sending an email or printing a memo. One more quality step would be to enlist a peer review prior to distribution. This final piece avoids the embarrassment over the incorrect use of *their*, *there* or *they're*, which will pass all spell check features.

It may not seem like much but when the leader commits his or her words to writing, they live in perpetuity. Make sure those words make sense and reflect well on you and your credibility.

Communicating in Groups and Public Speaking

Many careers have been made or broken when the leader rises and addresses a group. Be stunning and your reputation is greatly enhanced. Be nervous, unsure, or read from a script and watch your stock fall faster than a Wall Street market crash.

Fair or not, leaders are judged based on their ability to communicate in group settings. From small staff meetings to delivering a keynote at the annual meeting, the credibility of the leader is at stake.

It has often been noted that the most common fear among adults is the fear of public speaking. Like all fears, this is pretty unreasonable yet common, even among leaders. Overcoming this requires a combination of skill honing and practice to reassure yourself that there's nothing to fear.

The skills involved in good public presentation are not very complicated and are wrapped around a single objective. The purpose of all public speaking is to be memorable. Long after the meeting participants or audience members forget the content of what was said, successful leaders are remembered for how they spoke and took control of the environment. You want them to remember what you said but way beyond that, you want them to remember you and your ability.

The first skill in public presentation is to change your voice. Successful leaders project a little stronger, a little deeper, and a little slower. Bigger voices have a commanding presence and keep audience members from losing focus. A deeper tone and slower delivery ensures that you are easier to understand, and your content is heard. Fast, shrill voices often leave participants disconnected and wondering what was said. Up and down inflection is also a great help in noting important elements and avoiding the drone of a monotone voice.

As important as voice is managing your body language and facial expressions. In group settings, the need for good, open non-verbal signals is more important than in individual communication. Become more animated, use your arms and smile. Become a visual that people want to focus on and continue to watch.

Closely related to non-verbal signals is your movement. Don't be too anxious to be locked down in a fixed position. Move around a bit to make your audience pay attention by giving them an animated target to follow. This also helps you with the requisite breathing and assists in your voice inflection.

In meetings and public presentations, extraneous information does not help. Effective leaders are direct and focus only on a few points. Being direct allows the key parts of the message to be understood and demonstrates that the leader is confident in her or his presentation.

The final part of public presentation skills is confidence. It's normal to be nervous. The key is to get the butterflies in your stomach to fly in formation and drive your skills, not cause you to be disabled. No harm will come to you when you speak to a group, but you'll never know that until you attempt it. After the first try, debrief with yourself to reinforce the fact that there was nothing to be scared about. Repeating this process multiple times will improve your confidence.

There is no substitute for practice. Start small in staff meetings and work up to greater challenges in larger settings to improve your confidence. Don't shy away from an opportunity to speak to a group and embrace the challenge associated with this type of format.

Strategic Communication

The final piece of the communication puzzle for leaders is strategic communication. In one sense, all communication from a leader is strategic but there are some unique dynamics in this medium.

Strategic communication has more impact than other forms of communication and generally has a longer term and significant impact on operations. Strategic communication is usually directional and a little more formal. It focusses on the bigger picture and has a heavier influence.

The leader must first realize when communication is strategic compared to ordinary dialog used during coaching, tone setting, or other interactions. The defining factor of strategic communication is purpose and intent. When the purpose and intent is designed to produce a specific outcome, the communication becomes strategic. When the purpose or intent of communication, in any forum, is to change or modify the direction of the organization or department, that communication becomes strategic in nature.

Stylistically, strategic communication will always have a few important elements. First, strategic communication must have a relational element. Before a leader can move into the objective segment of communication, rapport must be established. This is usually done by thanking team members.

From there, strategic communication moves onto the objective. This must be articulated in a clear and concise manner and the reason for the directional change must also be communicated.

Strategic communication requires more preparation than casual forms of interaction. The objective or message being delivered must be clearly understood and the effective leader must be able to articulate that message in the simplest form possible. The preparation stage must also include understanding the strategic impacts of the direction being provided. All angles must be reviewed and all “what ifs” should be examined.

Quick Guide: Improving Listening

1. Focus on the person communicating. Disengage from other activities. Avoid looking at your computer, phone or watch.
2. Clear your mind and avoid any pre-judging related to the person or situation. This will help you avoid assumptive responding. Avoid formulating or starting to formulate a response.
3. Provide validation in a complimentary form. This is about praising, thanking, and complimenting what you are hearing.
4. Make good legitimate eye contact with the person communicating.
5. Avoid any signals of rushing the person communicating. Overuse of “uh huhs” and head nods send this signal.
6. Avoid interrupting.
7. Ask questions to aid in clarifications and understanding.
8. Recap key information or actions back to the communicator. Recap any commitments or agreements made.

Quick Guide: Improving Tone

1. Avoid reacting. Become a deliberate responder. This requires pausing before response and avoiding hasty and emotionally charged reactions. Breathe. Age a response. Check your emotional composition.
2. Slow down and avoid quick, one word and sharp responses.
3. Avoid the use of sarcasm or sarcastic remarks. It may certainly seem appropriate or funny, but the receiver may not see it that way.
4. Make sure your non-verbal signals and body language match the message you are attempting to convey.
5. Seek feedback from others about your tone and how your tone impacts your communication. Tone is a common behavioral blind spot with people and leaders. Use feedback, including listening to your recorded voice, to hear what others hear.
6. Practice a three second pause before any response.
7. Defer communication in highly emotional and charged interactions. Take some time for composure prior to response.

Quick Guide: Improving Clarity

1. Use the highest form of communication richness available to you.
2. Use less words. Being overly verbose with a great deal of extra language will convolute the message and leave the receiver perplexed and grasping for understanding.
3. Slow down. People talk faster than the words can be comprehended and processed. This is also a common behavior blind spot in which feedback can be very useful. The best approach to slowing down is to consciously open your mouth a bit wider. This also aids enunciation and provides a solid lip-reading tool.
4. Avoid techno speak, jargon, slang, acronyms or any piece of language that may be common to you but very foreign to the person receiving the message.
5. Reiterate your key points or any required actions or commitments.
6. Avoid the use of overly complex, “million-dollar vocabulary” words. Use simple words and phrases.

Quick Guide: Communication Boundaries

Avoid communication when you feel and sense these emotions:

- Anger
- Jealousy
- Disappointment
- Frustration
- Overwhelm
- Hurt
- Resentment
- Unsupported
- Rejected
- Betrayed

Avoid using any of these communication style approaches:

- Sarcasm
- Cursing or Coarse Language
- Slang
- Acronyms
- Techno Speak
- Company or Industry Jargon
- Political, Sexual or Religion Based Humor

Avoid talking about any of the following topics in the working environment:

- Religion
- Politics
- Issues or Problems in Your Personal Life
- Financial Challenges
- People in Other Departments or Other Team Members
- Gossip of Any Kind
- Health Problems
- Issues with Children or Significant Others
- Career Aspirations

