

USING THE NBI™ – TIPS AND TECHNIQUES

1. When you are communicating or influencing, and you know the other person's profile...

For maximum impact when influencing or just in general communications, flex your own style to the other person's preferences using the tips and techniques below.

L1 – "WHAT?"

- Present all the information/evidence
- Facts, data driven, who has been involved
- Accurate, objective, robust analysis
- Use clear precise terms
- Logical, realistic
- Give me the pros and cons
- Not "wishy washy" or "too much fluff"
- Be decisive
- Be direct

"Keep it factual and logical"
"The facts speak for themselves"

R1 – "WHY?"

- Explain the context, focus on the why
- Take me on a journey
- Visual, easy to understand; paint me a picture
- Present multiple alternatives and options
- Novel ideas
- Convince me that it is good for the future
- Don't ramble or give too much detail; the detail needs to be relevant
- Don't ignore my ideas
- Don't give me a recommendation without a coherent and understandable story

"Paint me a picture"
"Don't bog me in the details"

L2 – "HOW?"

- Come with a realistic plan
- Be prepared, don't wing it
- Don't stay too high level – get to the detail
- Show me how we will get it done (structure, process, bullet points)
- When will we see the benefits (timelines, financial upside etc.)
- Tell me how soon we can start
- Let me know if we have tried this before and if so, what happened
- Know what you want, don't rely on gut feel

"What's the plan?"

R2 – "WHO?"

- Empathise, acknowledge, understand emotion and feelings of those involved
- Tell me what it means for others?
- Cooperate, idea sharing, consensus
- Listen
- Not aggressive or overly formal; use humour
- Show enthusiasm and passion
- Consider the personal relationship
- Not too transactional
- No small detailed graphs in tiny font
- I need to feel part of the decision

"Cooperate - Don't dictate"
"We feel it, we hear it, we speak it"

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2. When you don't know the profile of the other person or you are speaking to a group of people...

Ensure that your approach touches on all the NBI™ quadrants using the Reverse Z model below and watch for clues to see when you have 'landed' in a person's high preference quadrant, then adjust your approach accordingly.

Usually when someone is speaking to us in a way that resonates with our particular communication style, our energy increases; we may move forward, seem more engaged, start asking questions or writing notes and so on. If we are watching we can also learn when our style isn't landing, which is a signal to us that it is time to flex; the other person's energy drops, they move back in their seat, they seem distracted or 'glazed over'.

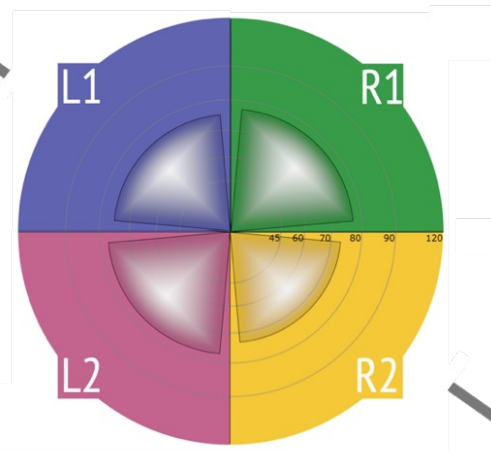
THE REVERSE 'Z' MODEL

WHAT...

3. Analyse
4. Reality check

WHY...

1. Imagine
2. Strategise



HOW...

7. Preserve
8. Organise

WHO...

5. Empathise
6. Socialise

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3. As a robust model for problem solving

Use the reverse Z below to ensure that you address each quadrant as you develop an idea or address an issue. Remember you will likely need to iterate, don't think of the Reverse Z as a linear inflexible approach, it is simply a starting point.

4. To access the strengths of your colleagues...

SEEK OUT A HIGH L1 TO...

- "Stress test" your idea to understand the pros and cons
- Understand what the analysis shows
- Know if your idea is realistic
- Ensure that you are focussed on the most important matters
- Help with assessing and measuring results and performance

SEEK OUT A HIGH L2 TO...

- Get ideas on how to organise, plan and arrange things
- Ensure that in and amongst your new and novel ideas or data and analysis, you haven't thrown out what is already working
- Help you reduce your the idea/solution to an actionable plan
- Bring order to your (maybe) more unstructured way of thinking

SEEK OUT A HIGH R1 TO...

- Understand how your idea, or the issue connects to the strategy or big picture
- Generate some other ideas or solutions that you haven't thought about
- See how might you tell the story or tell it in a different way
- Push the boundaries of your thinking

SEE OUT A HIGH R2 TO...

- Help you think about how your idea/solution will impact others (colleagues, customers, other stakeholders)
- Help you 'unpack' the mood of the group
- Think about how to leverage human networks and connections
- Work with a natural collaborator