



5 Voices

How to Effectively Communicate with Everyone You Lead

OVERALL BRIEFING CLASSIFICATION:
UNCLASSIFIED



Opening

- The 5 Voices model places emphasis on **communication** and **cognitive diversity**
 - Recognizing personal Voice preferences impacts a leader's **communications** and **interactions**
 - Understanding personal Voice preferences and **triggers** for **Weapons Systems** promotes organizational harmony
 - Successful leaders **align** personal Voice preferences with **team** and **organizational goals**
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5 Voices

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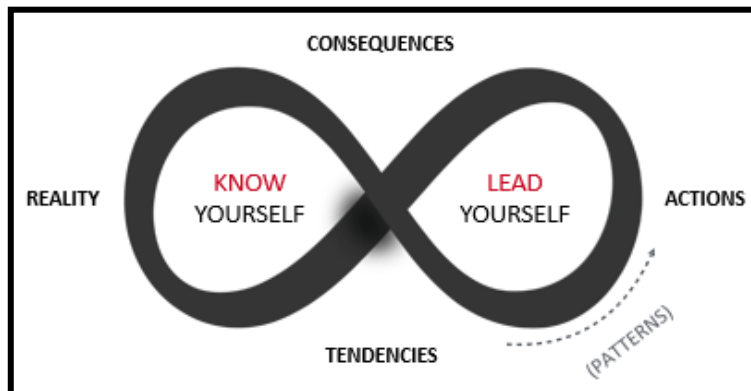




Weapons Systems Overview

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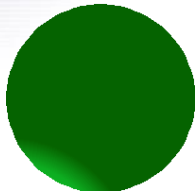
- Each voice has a Weapons System that it uses during communication
- What is a Weapons System?
 - Mature: as a positive communication
 - Immature/under stress: hurtful or destructive communication tendencies that erode team effectiveness
- If you don't understand your triggers, your voice becomes a weapon...your organization/team becomes less effective





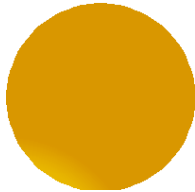
How to Rate Your Voice

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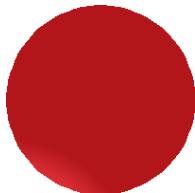
■ **GREEN**

- ▶ My Foundational Voice, my default pattern of communication & thinking



■ **YELLOW**

- ▶ Not my Foundational Voice but I value it and it's easily accessible



■ **RED**

- ▶ Not my Foundational Voice, I find it hard to value and hard to access
-



Nurturer

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- **HOW DO YOU HEAR A NURTURER?**
 - **Champion of people, always concerned about the relational health and harmony of the group**
 - **Completely committed to protecting values and principles**
 - **Have a hard time separating their work from who they are**
 - **Innately understand how certain actions, behaviors or initiatives will affect people**
-



- **WHAT DO THEY BRING AT THEIR BEST?**
 - **Everyone deserves to be heard – they appreciate each contribution**
 - **They intuitively feel how an organization will react to a new idea**
 - **Pragmatic realism – has this really been thought through?**
 - **Function as the relational oil inside the organization**
 - **Commitment to relational harmony before/during/after meetings**



- **WHAT QUESTIONS ARE THEY REALLY ASKING INSIDE?**
 - What are people going to be most upset about?
 - Who is going to hate this?
 - Is this really practical? Is it really going to happen?
 - Has the final decision been made?
 - Do they really want to hear what I think?

- **NEGATIVE IMPACT**
 - Overly resistant to change & can be passive aggressive
 - Reluctant to challenge proposed direction when they disagree
 - Don't value the contribution they make

A black and white photograph showing a medic in a military uniform, wearing a helmet and a white armband with a red cross, kneeling on the ground. The medic is tending to a wounded soldier who is lying on his back. The soldier's head is resting on the ground, and his arms are visible. The scene is set in a field with tall grass and a blurred background. The word "NURTURER" is overlaid in large, white, sans-serif capital letters across the center of the image.

NURTURER



Nurturer Triggers

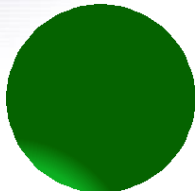
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- **Feel taken for granted**
 - **Not heard**
 - **Values are being ignored**
 - **People you care about being treated unfairly**
-



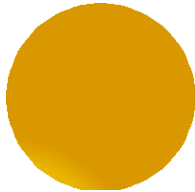
Rate Your Nurturer Voice

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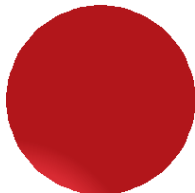
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- **HOW DO YOU HEAR A CREATIVE?**
 - Champions of innovation and outside the box thinkers
 - “Early warning radar system” that sees the opportunities and dangers of the future before everyone else
 - Never satisfied with the status quo—they always believe it can be better. The word “can’t” is not in their vocabulary
 - Ask the question: “Why do people never seem to fully understand my ideas?”
 - Long for an environment where they know their contribution is valued and appreciated
 - They are defenders of values and integrity



Creative

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- **WHAT DO THEY BRING AT THEIR BEST?**
 - **Creatives see the future first, both in terms of long term opportunities and potential dangers**
 - **They are never satisfied with good enough**
 - **They are Conceptual Architects, able to see how all the pieces fit together**
 - **Capacity to think outside the box**
 - **Strong social conscience and a desire for organizational integrity**
-



- **WHAT QUESTIONS ARE THEY REALLY ASKING INSIDE?**
 - So what? Does all this activity really get us nearer to delivering the big picture vision?
 - Are we compromising our values in a way that we might regret later?
 - Are you ready to listen to what I need to share?
 - Why are we limiting ourselves? How could we do it better?
- **NEGATIVE IMPACT**
 - They can often fail to celebrate the 90% that has been achieved, focusing instead on the 10% that hasn't!
 - Idealism often trumps pragmatism, leading to a sense of paralysis until they believe it can be perfect
 - Tendency to ignore financial constraints and other practical hurdles

CREATIVE-CONNECTOR





Creative-Connector Triggers

- **Values held dear being ignored/trampled**
 - **People you feel responsible for are being treated poorly**
 - **Broken promises**
-



CREATIVE-PIONEER



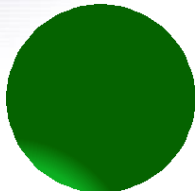
Creative-Pioneer Triggers

- **Incompetence or inefficiency**
 - **Arrogance**
 - **People appearing to dismiss your ideas**
 - **Exaggeration of the truth**
-



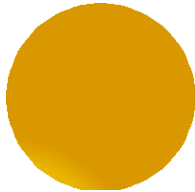
Rate Your Creative Voice

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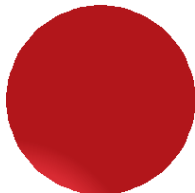
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- **HOW DO YOU HEAR A GUARDIAN?**
 - Guardians are champions of responsibility and stewardship
 - They respect and value logic, order, procedure and process
 - They seek clarity as well as logical and proven decision-making criteria even if they have to ask the tough questions to get there!
 - Guardians like to see established track records of success to justify trying something different
 - They can feel frustrated that they are sometimes seen as “raining on the parade” just because they are trying to make sure the team makes the best decision possible



- **WHAT DO THEY BRING AT THEIR BEST?**
 - Relentless commitment to ask the difficult questions
 - Selfless capacity to deliver the vision once it has been agreed
 - Long-term commitment to deliver on time and on budget
 - Custodian of resources and how money is invested/spent
 - Ability to detach decision-making from personal sentiments
 - Guard what we already have that is working
-



- **WHAT QUESTIONS ARE THEY REALLY ASKING INSIDE?**
 - Is it worth the risk and investment?
 - Convince me that change is really necessary
 - Can we test the hypothesis before we go all in?
 - Am I at risk of being taken advantage of?
 - Are we honoring the past as we look towards the future?

- **NEGATIVE IMPACT**
 - Inability to compromise when they have a strongly held opinion
 - Desire for truth & right decisions override feelings of others
 - Can appear overly critical of people and ideas
 - Tone and Tact



GUARDIAN



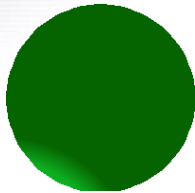
Guardian Triggers

- **Loss or lack of trust in credibility of others**
- **Unnecessary risk taking**
- **Unresponsive arrogance**
- **Illogical people appear incompetent**



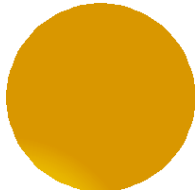
Rate Your Guardian Voice

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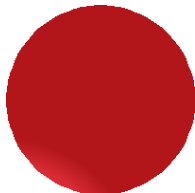
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Connector

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- **HOW DO YOU HEAR A **CONNECTOR**?**
 - **Champion of relationships and strategic partnerships**
 - **Connectors rally people to causes and things they believe in**
 - **Connectors believe in a world where everyone can play and get excited about future opportunities...and they want to make it happen!**
 - **Receiving appreciation and credit for making key connections is highly motivating and energizing for Connectors**
 - **Connectors often respond to challenges with: “Whatever we need, I can get it or I have a source”**



Connector

- WHAT DO THEY **BRING** AT THEIR BEST?
 - Capacity to maintain a large number of relationships
 - They know how to connect with people & their aspirations
 - Boundless creativity, energy & imagination
 - Connections to new opportunities and networks
 - Persuasive and inspirational communication
-



Connector

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- **WHAT QUESTIONS ARE THEY REALLY ASKING INSIDE?**
 - What will make this idea connect with people?
 - You really can't "see it"?
 - Is everyone still with me?
 - Are you aware of what I've done?
- **NEGATIVE IMPACT**
 - People-pleasing tendencies means they struggle to bring challenge
 - When they feel critiqued they sell harder
 - They don't hear or engage fully with critical feedback
 - They hijack the conversation and bring it back to being about them
 - Passive aggression & withdrawal after their idea is rejected

cyber

warfare

CONNECTOR



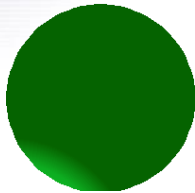
Connector Triggers

- **People take credit for your work**
- **People don't recognize validity of your ideas**
- **Sense that people are not "for" you**
- **People unwilling to collaborate**



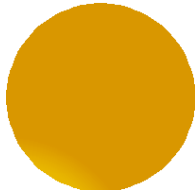
Rate Your Connector Voice

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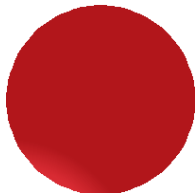
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- **WHAT IS A PIONEER?**
 - **Pioneers are champions of change and ingenuity**
 - **They approach life with an “anything is possible!” attitude**
 - **Pioneers believe visioning a new future is always the highest priority**
 - **They are always seeking to find the quickest, fastest and most efficient way to do things**
 - **Pioneers value “outside the box thinking,” interesting or different ways of doing things and tend to seek out the most interesting people to learn from and add to their body of knowledge**



- **WHAT DO THEY BRING AT THEIR BEST?**
 - **Strategic thinking to achieve the agreed objective**
 - **Courage to make difficult decisions and prioritize the vision**
 - **Communicate an attractive vision of the future**
 - **Capacity to align resources and people to make things happen**
 - **Tenacity, energy and a strong desire for the team to win**



- **WHAT QUESTIONS ARE THEY REALLY ASKING INSIDE?**
 - Who says we can't?
 - Do you really not "get it"?
 - Are you competent?
 - Have you got a proven track record?

- **NEGATIVE IMPACT**
 - They appear arrogant with a "me-focused" agenda
 - They fail to hear or value all of the 5 Voices
 - Quickly get frustrated with those who don't "get it"
 - "Back me or fight me!" when they present their ideas
 - Driving too hard with an insensitivity to the needs of others

PIONEER





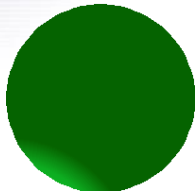
Pioneer Triggers

- **Perceived incompetence in others**
- **People challenging your competence**
- **People threatening your vision**
- **Time wasting**



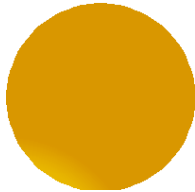
Rate Your Pioneer Voice

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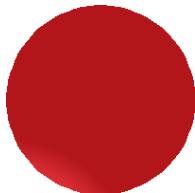
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Champions of...

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Nurturer	Relational harmony, values and people
Creative	Future ideas, organizational integrity and social conscience
Guardian	Truth, stewardship of money and systems
Connector	Relational networks, branding and messaging and internal collaboration
Pioneer	Strategic vision, tough decisions and problem-solving



Guardian / Nurturer

1. Guardian
2. Nurturer
3. Pioneer
4. Creative
5. Connector

Often test as an ISTJ

Nurturer / Guardian

1. Nurturer
2. Guardian
3. Connector
4. Creative
5. Pioneer

Often test as an ISFJ

Creative / Connector / Pioneer

1. Creative
2. Connector
3. Pioneer
4. Nurturer
5. Guardian

Often test as an INFJ

Pioneer / Creative

1. Pioneer
2. Creative
3. Connector
4. Guardian
5. Nurturer

Often test as an INTJ

Guardian / Creative

1. Guardian
2. Creative
3. Pioneer
4. Nurturer
5. Connector

Often test as an ISTP

Nurturer / Creative

1. Nurturer
2. Creative
3. Connector
4. Guardian
5. Pioneer

Often test as an ISFP

Creative / Connector / Nurturer

1. Creative
2. Connector
3. Nurturer
4. Pioneer
5. Guardian

Often test as an INFP

Creative / Pioneer

1. Creative
2. Pioneer
3. Guardian
4. Connector
5. Nurturer

Often test as an INTP

Guardian / Connector

1. Guardian
2. Connector
3. Pioneer
4. Nurturer
5. Creative

Often test as an ESTP

Nurturer / Connector / Creative

1. Nurturer
2. Connector
3. Creative
4. Guardian
5. Pioneer

Often test as an ESFP

Connector / Creative / Pioneer

1. Connector
2. Creative
3. Pioneer
4. Nurturer
5. Guardian

Often test as an ENFP

Pioneer / Connector

1. Pioneer
2. Connector
3. Creative
4. Guardian
5. Nurturer

Often test as an ENTP

Guardian / Pioneer

1. Guardian
2. Pioneer
3. Nurturer
4. Connector
5. Creative

Often test as an ESTJ

Nurturer / Connector / Guardian

1. Nurturer
2. Connector
3. Guardian
4. Creative
5. Pioneer

Often test as an ESFJ

Connector / Creative / Nurturer

1. Connector
2. Creative
3. Nurturer
4. Pioneer
5. Guardian

Often test as an ENFJ

Pioneer / Guardian

1. Pioneer
2. Guardian
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5. Nurturer

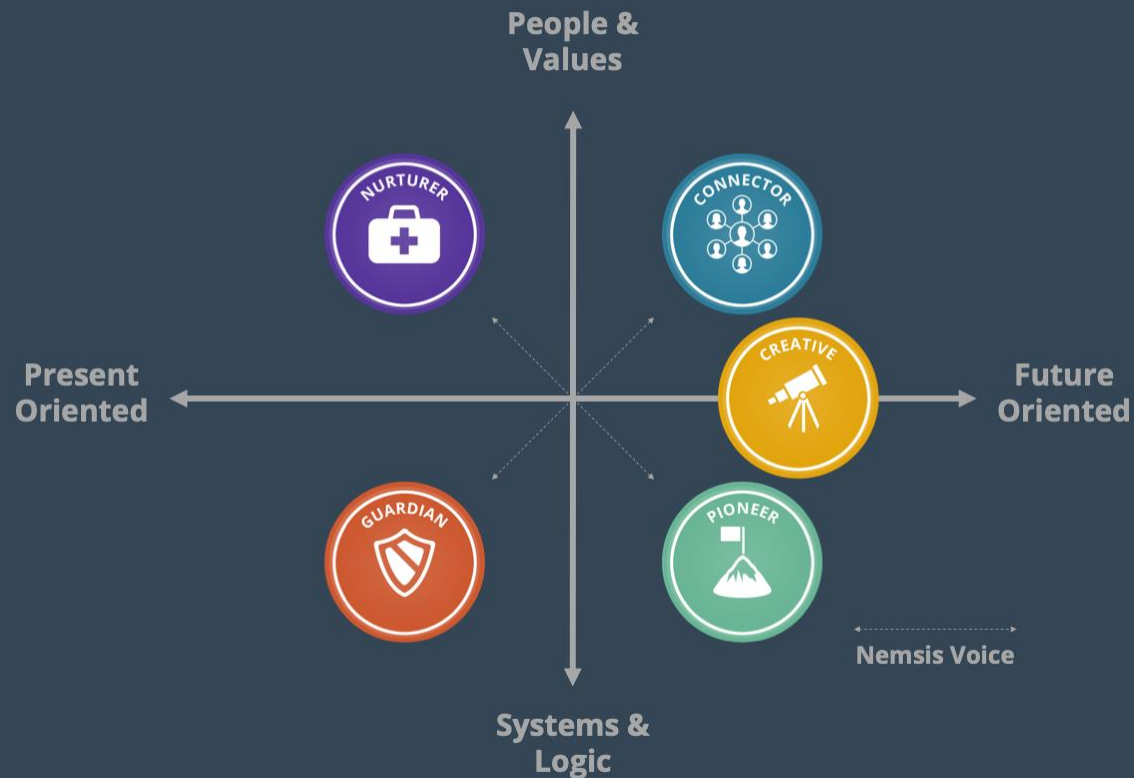
Often test as an ENTJ



Knowing your Voices

- In groups according to foundational Voice, create 4 columns on the whiteboard and discuss answers to the following questions:
- As a leader, what strengths do you naturally bring to the table for leading your people effectively?
- What weaknesses/risks does it bring?
- How can you mitigate your own weaknesses?
- How can a leader get the most out of you?

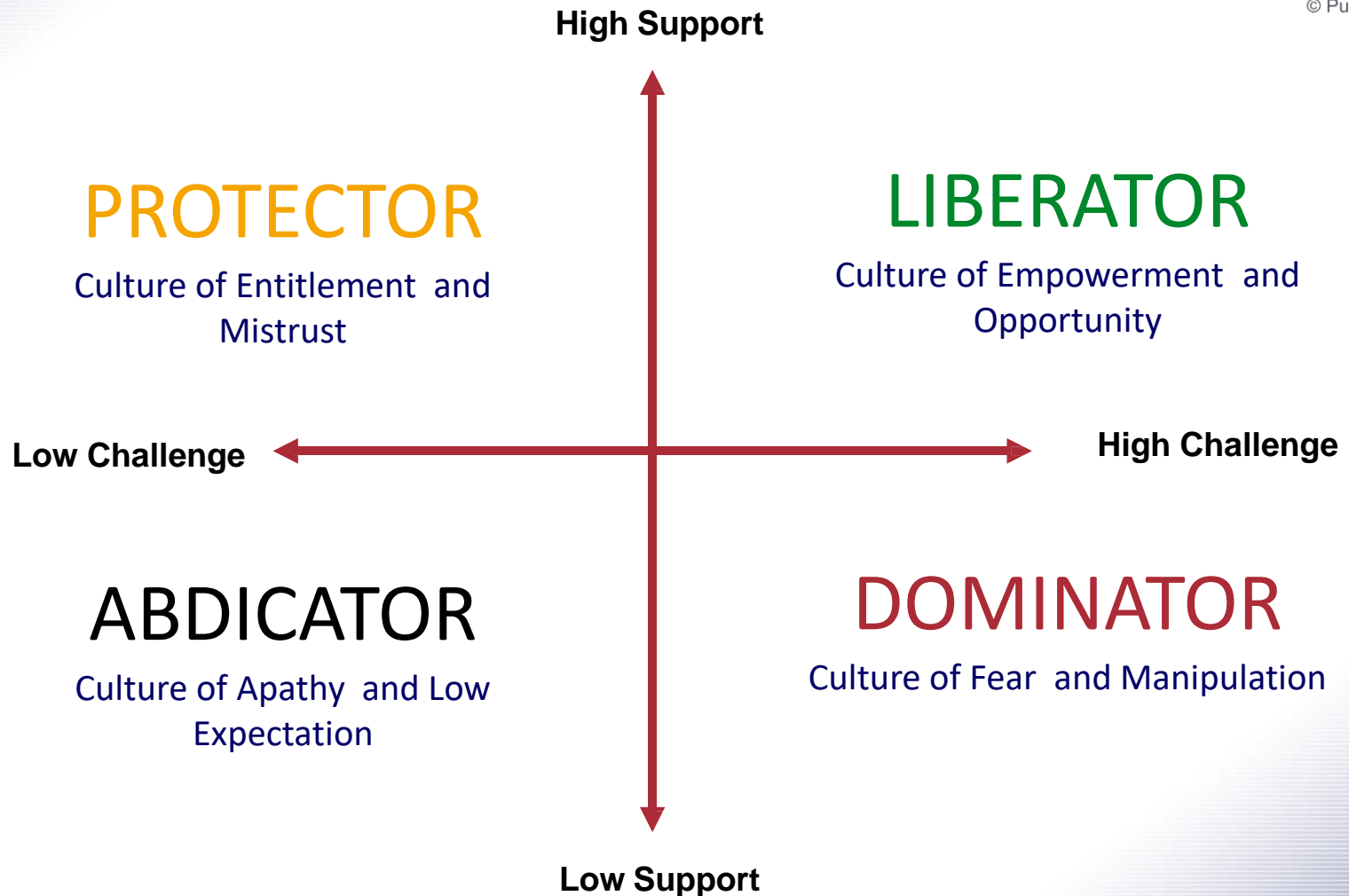
Differences between voices





Support Challenge Matrix

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Select 2 Leadership insights - Nurturer



1. When you speak you represent 43% of people. Your views and opinion truly matter!
 2. People see you as a highly skilled professional. It's time you started to believe that!
 3. People chose you to lead because they believe in you. Act knowing that you belong!
 4. Learn to challenge the views of other voices in your team when you believe they are wrong!
 5. Embrace change and help lead it. Don't be passive and function as a victim of it.
 6. People trust your judgment and genuinely want to hear your opinion. Use that as a springboard for influence, and speak the truth in love.
 7. When people challenge your views and opinions they are trying to help. It's not a personal attack!
 8. Pioneers are not as insensitive and arrogant as you think. They just see the world differently to you!
-



Select 2 Leadership insights - Creative

1. Learn to celebrate the wins even if it wasn't quite as perfect as you hoped
2. When members of your team critique your vision and ask for the details they are genuinely trying to help
3. Don't play safe, give yourself permission to think outside the box
4. It's ok to be wrong sometimes, it comes with the territory of creativity and imagination
5. What you see as an imminent opportunity or threat may actually be a further away than you think
6. Financial realities are important, good enough may have to be good enough sometimes
7. People are not deliberately ignoring your ideas, it's hard to truly hear a Creative
8. You don't have to prove your worth to team mates, relax and trust the unique contribution you bring



Select 2 Leadership insights - Guardian

1. How you communicate is important (volume and sensitivity) – it's possible for you be right and wrong at the same time
2. Learn to value the future orientated voices, they drive innovation and progress
3. Sometimes goal posts move on projects and it's not anyone's fault
4. Learning to compromise is a healthy part of team life
5. Be careful: constantly driving yourself and your team will eventually lead to burnout and resentment
6. Take time to invest in your key relationships today, you are not defined by task achievement alone
7. Your team know you are competent, do they know you care?
8. Networking events and social media platforms are not a waste of time



Select 2 Leadership insights Connector

1. When people reject your idea it's not as personal as it sometimes feels.
2. Hinting at your frustrations with team mates does not guarantee anyone has truly heard you.
3. People will critique your ideas, try and avoid becoming overly defensive too soon.
4. It's ok to be you - when you believe something passionately never be afraid to share it.
5. When you speak complete your sentences and stay focussed on one idea at a time.
6. Be consistent in your external communication, avoid the temptation to sell to individuals ahead of the meeting.
7. Be Intentional - take time to think through how you can create a culture where other voices can bring their best.
8. Be patient with those whose due diligence process is rigorous, painful and time consuming.



Select 2 Leadership insights - Pioneer

1. Beware the intellectual superiority complex, you don't have all the best ideas, sometimes you are actually wrong
2. Take time to truly hear the views and opinions of others on the team, memorize the rules of engagement
3. Please make sure your safety catch is always on, in a moment of frustration you can do a lot of damage with a grenade launcher
4. Only 7% of people view the world through your eyes. Remember, winning is not the driving motivation for most people.
5. Your team knows you are competent, they are not convinced you know anything about them or their life outside of work
6. Find a Nurturer and ask them to mentor you in how they see the world
7. Take time each day to encourage someone who doesn't deserve it
8. If you are wrong, fight your initial instinct to justify your decision and deflect blame. You will earn respect and influence if you own up to your mistakes.



Communicating Vision Slide

