



# Advanced Agile Skills

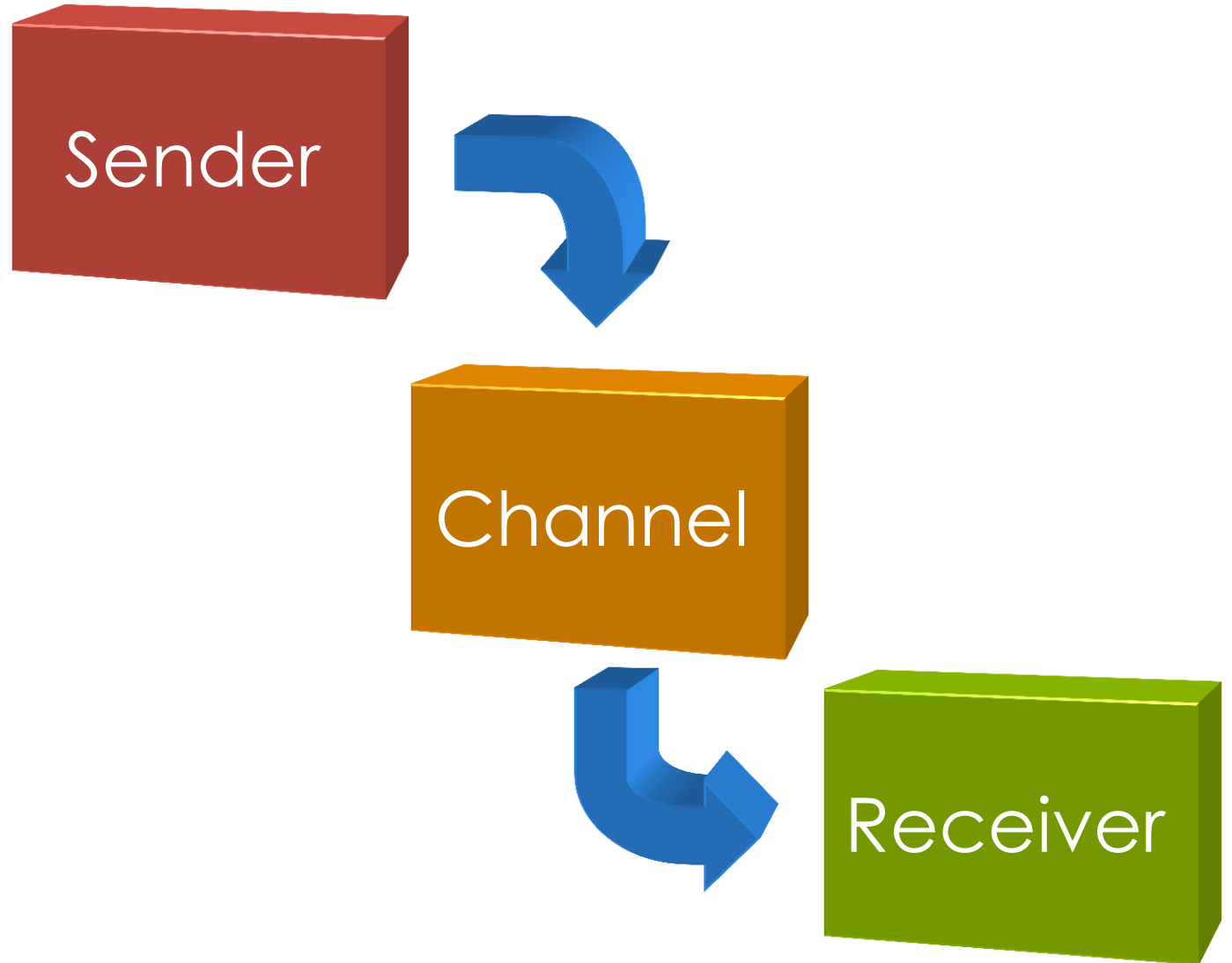
## Working with Agile Teams



# Communications

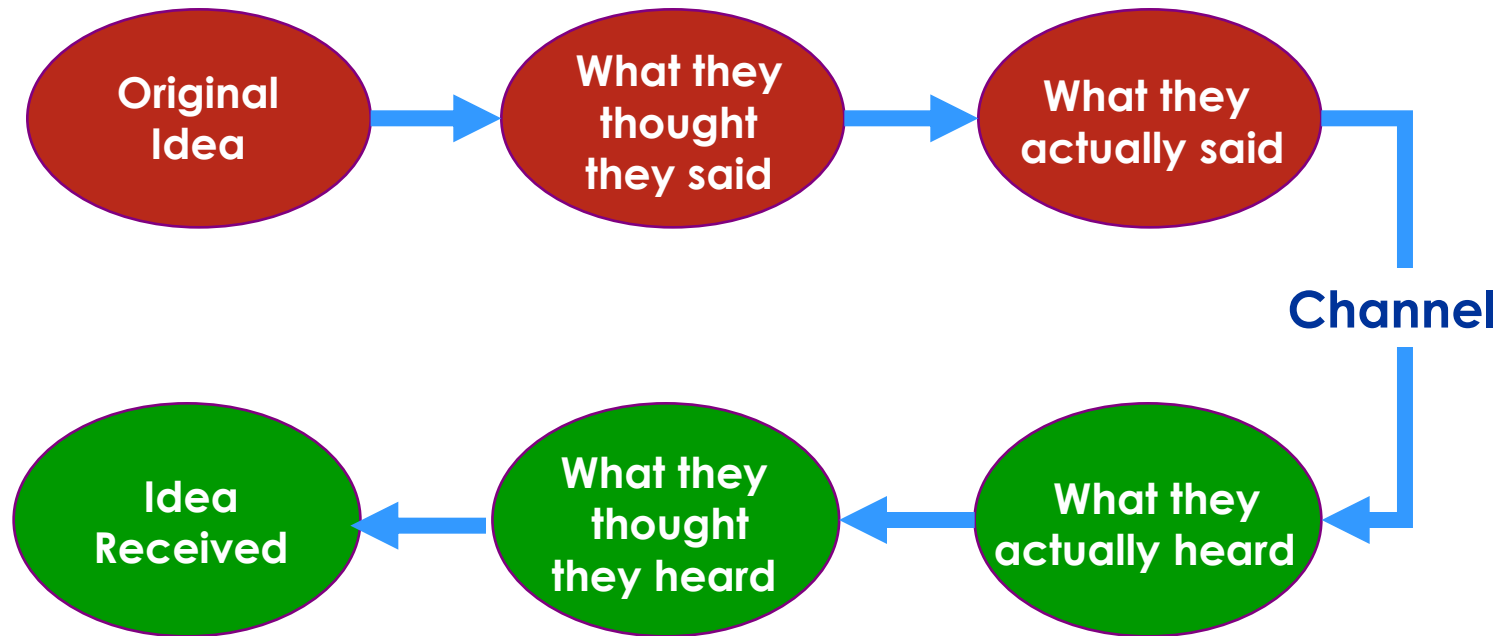
It's not just talking...

# Model communications



# Actual communication

## Mind of the Sender



## Mind of the Receiver



# Brain & functions

## Pre-motor Cortex

Prepares instructions for Primary Motor Cortex to generate speech

## Primary Motor Cortex

Muscle control to generate speech

## Somatosensory Cortex

Collates & processes signals from different parts of the body

## Pre Frontal & Frontal Lobes

Personality, creation of ideas, memory & experience & interpretation of information.

Primary Motor Cortex  
Premotor Cortex

Primary Somatosensory Cortex

Wernicke's Area

## Wernicke's Area

Convert ideas to sentences (communicate) or sentences to ideas (listening or reading)

Broca's Area

**Broca's Area** – Identifies how speech will be produced

Primary Auditory Cortex

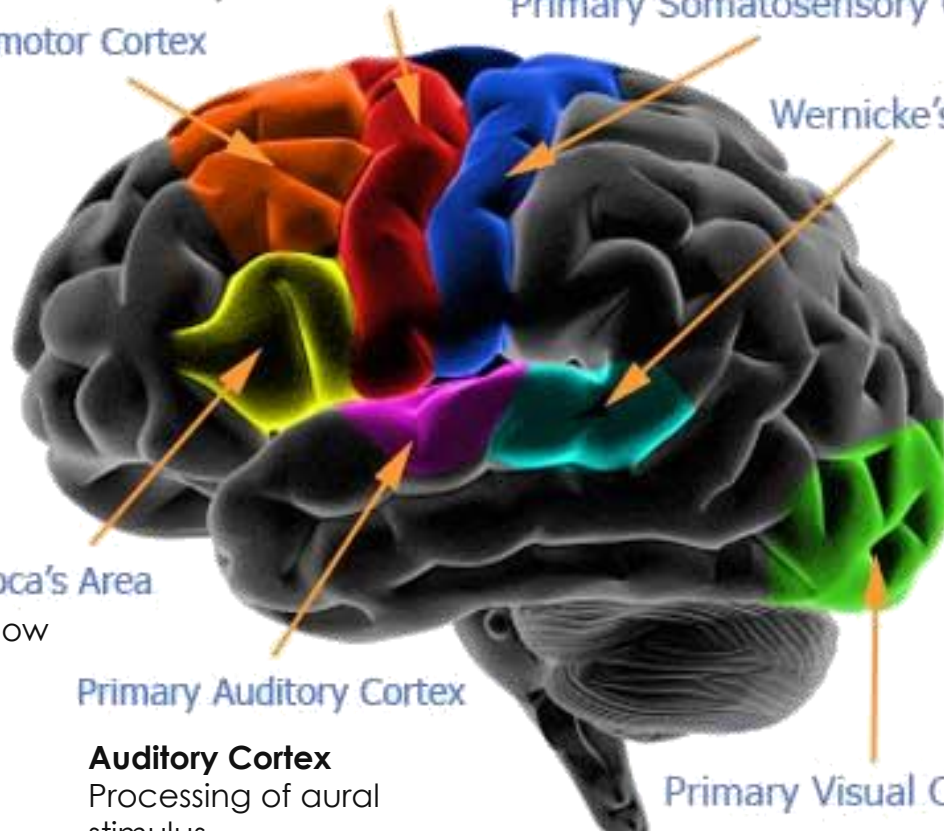
## Auditory Cortex

Processing of aural stimulus

Primary Visual Cortex

## Primary Visual Cortex

Translation of visual stimulus



# Brain activity- talking

## Pre-motor Cortex

Prepares instructions for Primary Motor Cortex to generate speech

## Primary Motor Cortex

Muscle control to generate speech

## Somatosensory Cortex

Collates & processes signals from different parts of the body

## Pre Frontal & Frontal Lobes

Ideas & concepts formed based on knowledge, experience and memories and pre-conceptions

## Broca's Area

Sentence structure completed

## Primary Motor Cortex

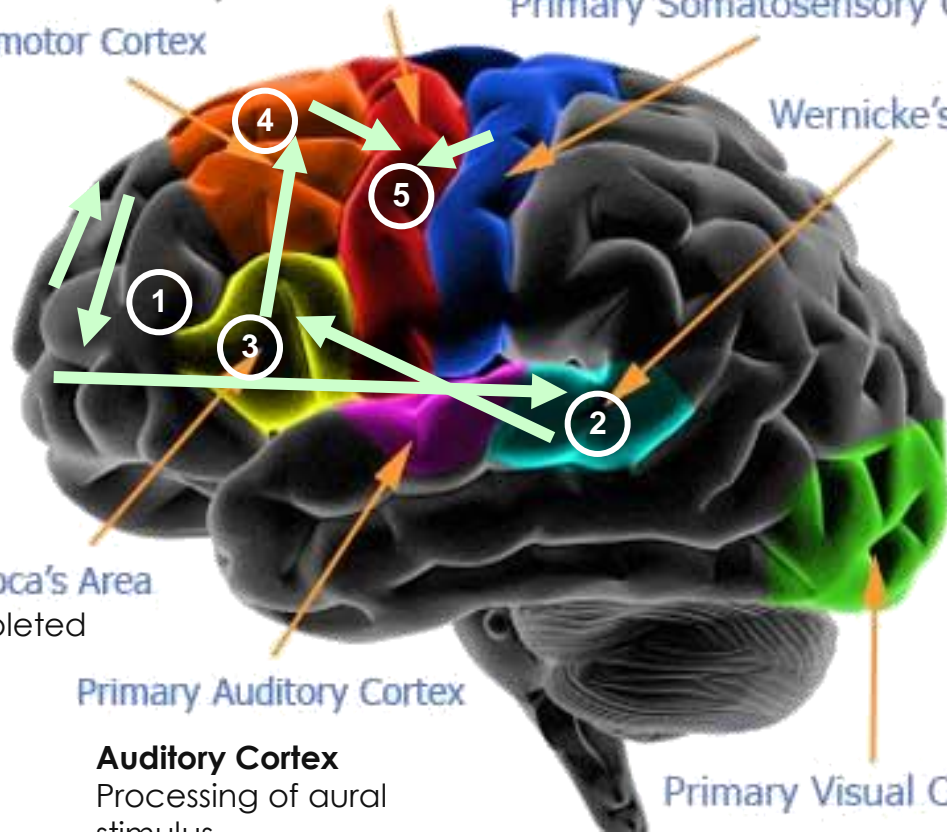
## Premotor Cortex

## Primary Somatosensory Cortex

## Wernicke's Area

## Wernicke's Area

Ideas & concepts processed into words and basic sentence constructs



## Primary Auditory Cortex

## Auditory Cortex

Processing of aural stimulus

## Primary Visual Cortex

## Primary Visual Cortex

Translation of visual stimulus



# Brain activity – visual/aural

## Primary Motor Cortex

Promote muscle activity to read/listen/touch (although some activity is driven from the brain stem)

## Somatosensory Cortex

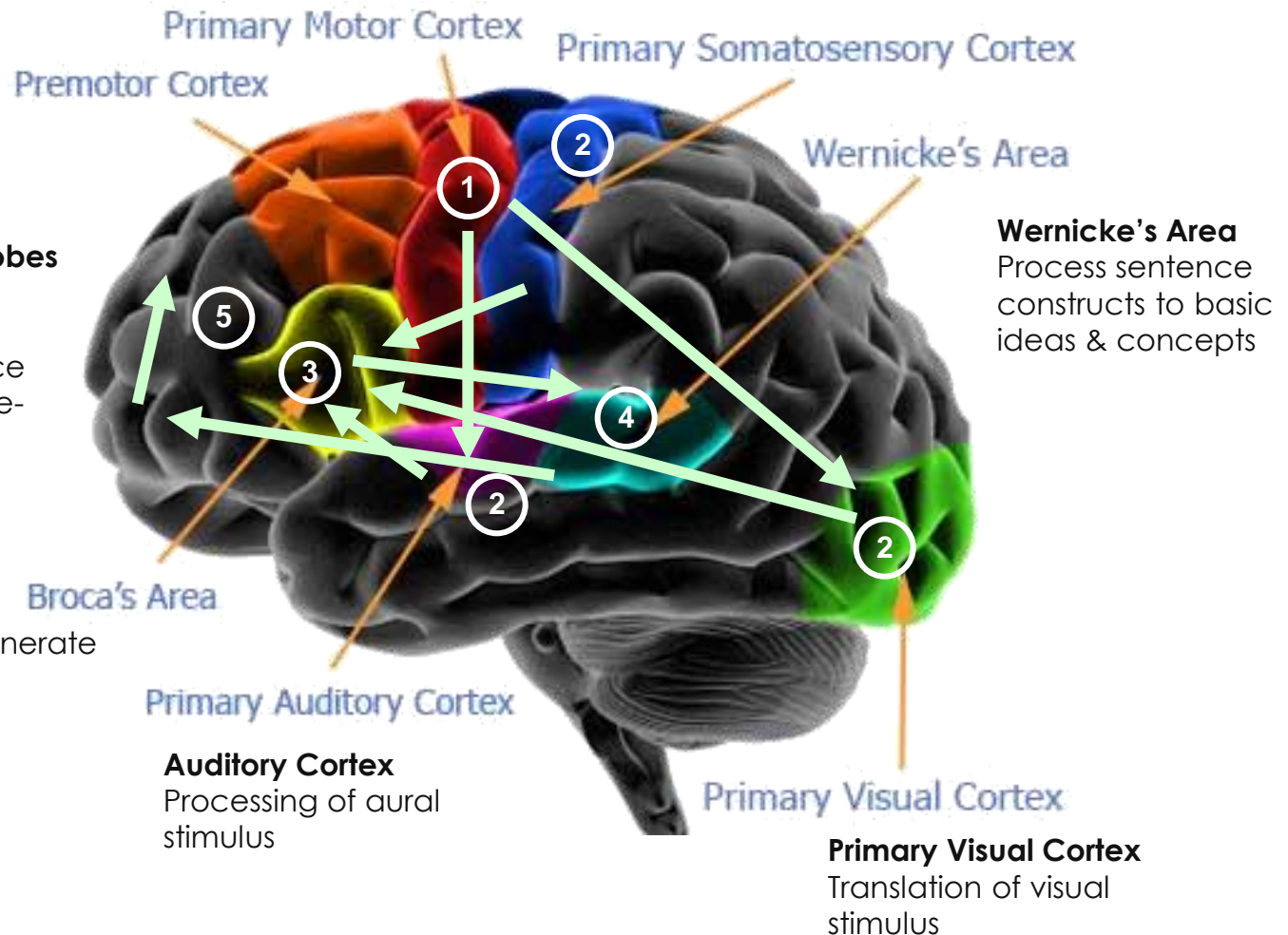
Collates & processes signals from different parts of the body (touch, environment, pain, etc...)

## Pre Frontal & Frontal Lobes

Ideas & concepts developed based on knowledge, experience and memories and pre-conceptions

## Broca's Area

Process aural, visual and somatosensory clues to generate language constructs



# Barriers to communications



Despite learning from birth, and much evidence suggests even earlier, we still have problems communicating

Work as a team and list the main barriers to communications





# Barriers to communication

- The words we use
  - Jargon
  - Three letter abbreviations (TLAs or FLAs)
  - Dialect
  - Different word definitions
  - Emphasis...
- Culture & social desirability
- Poor listening
- Emotions & feeling
- Experience
- Prejudice or fixed viewpoints
- Physical environment
- Channel noise
- Detail (too much, too little, etc...)
- Lack of feedback/not taking feedback
- Ignoring non-verbal messages
- Poor questioning techniques



# Active listening

“A wise old owl lived in an oak  
The more he saw the less he spoke  
The less he spoke the more he heard.  
Why can't we all be like that wise old bird?”

American nursery rhyme

Anonymous 1915 - but popularised in 1940-1945 in World War II poster



# Getting answers



Open

Leading

Closed

Hypothetical

Probing

Comparison

Reflective

Multiple

When is each type of question useful and when should it be used or avoided?



# Body language



- Watch the following videos on Body Language at work – do you recognise the signs?
- Role playing exercise  
(NB: if you feel uncomfortable with role playing or acting take on role of observer in your group of three)

Record non verbal clues that you observe in each case

- Consider people you have observed in the following situations. Can you list any body language signals they displayed?
  - Disagreement/agreement
  - Submission/nervous
  - Defensive/in conflict
  - Opting out
  - Lying/Not confident in what they are saying



# Body Language warnings!

- Body language is not an exact science
- **No single body language sign is a reliable indicator**
- Understanding body language involves the interpretation of several consistent signals to support or indicate a particular conclusion

## Note

The body language signals on the slides that follow are grouped together according to parts of the body

**Left and right** are for the person **giving** the signals and making the movements **not** the person reading them



# Key Areas to Watch

- Eyes
- Mouth
- Head
- Arms
- Hands
- Handshakes
- Legs and feet



# Eyes...

## Sign

## Proposed meaning

**looking right (generally)**

creating, fabricating, guessing, lying, storytelling

**looking left (generally)**

recalling, remembering, retrieving 'facts'

**looking right and up**

visual imagining, fabrication, lying

**looking right sideways**

imagining sounds

**looking right and down**

accessing feelings

**looking left and up**

recalling images truthfulness

**looking left sideways**

recalling or remembering sounds

**looking left down**

self-talking, rationalizing

**direct eye contact (when speaking)**

honesty - or faked honesty

**direct eye contact (when listening)**

attentiveness, interest, attraction

**widening eyes**

interest, appeal, invitation

**rubbing eye or eyes**

disbelief, upset, or tiredness

**eye shrug**

frustration

**pupils dilated (enlarged)**

attraction, desire

**blinking frequently**

excitement, pressure

**blinking infrequently**

various

**eyebrow raising (eyebrow 'flash')**

greeting, recognition, acknowledgement

**winking**

friendly acknowledgement, complicity



# Mouth

## Sign

## Proposed meaning

**pasted smile**

faked smile

**tight-lipped smile**

secrecy or withheld feelings

**twisted smile**

mixed feelings or sarcasm

**dropped-jaw smile**

faked smile

**smile - head tilted, looking up**

playfulness, teasing, coy

**bottom lip jutting out**

upset

**laughter**

relaxation

**forced laughter**

nervousness, cooperation

**biting lip**

tension

**teeth grinding**

tension, suppression

**chewing gum**

tension, suppression

**smoking**

self-comforting

**thumb-sucking**

self-comforting

**chewing pen or pencil**

self-comforting

**pursing lips**

thoughtfulness, or upset

**tongue poke**

disapproval, rejection

**hand clamped over mouth**

suppression, holding back, shock

**nail biting**

frustration, suppression





# Head

## Sign

## Proposed meaning

head nodding

agreement

slow head nodding

attentive listening

fast head nodding

hurry up, impatience

head held up

neutrality, alertness

head held high

superiority, fearlessness, arrogance

head tilted to one side

non-threatening, submissive, thoughtfulness

head forward, upright

interest, positive reaction

head tilted downward

criticism, admonishment

head shaking

disagreement

pronounced head shaking

strong disagreement

head down (in response to a speaker or proposition)

negative, disinterested

head down (while performing an activity)

defeat, tiredness

chin up

pride, defiance, confidence

active listening

attention, interest, attraction



# Arms

## Sign

## Proposed meaning

**crossed arms (folded arms)**

defensiveness, reluctance

**crossed arms with clenched fists**

hostile defensiveness

**gripping own upper arms**

insecurity

**one arm across body clasping other arm by side (female)**

nervousness

**arms held behind body with hands clasped**

confidence, authority

**handbag held in front of body (female)**

nervousness

**holding papers across chest (mainly male)**

nervousness

**adjusting cuff, watchstrap, tie, etc., using an arm across the body**

nervousness

**arms/hands covering genital region (male)**

nervousness

**holding a drink in front of body with both hands**

nervousness

**seated, holding drink on one side with hand from other side**

nervousness

**touching or scratching shoulder using arm across body**

nervousness



# Hands (1)

## Sign

## Proposed meaning

**palm(s) up or open**

submissive, truthful, honesty, appealing

**palm(s) up, fingers pointing up**

defensive, instruction to stop

**palm(s) down**

authority, strength, dominance

**palm up and moving up & down as if weighing**

striving for or seeking an answer

**hand(s) on heart (left side of chest)**

seeking to be believed

**finger pointing (at a person)**

aggression, threat, emphasis

**finger point and wink**

acknowledgement or confirmation

**finger pointing (in the air)**

emphasis

**finger wagging (side to side)**

warning, refusal

**finger wagging (up and down)**

admonishment, emphasis

**hand chop**

emphasis - especially the last word on a matter

**clenched fist(s)**

resistance, aggression, determination

**finger tips and thumbs touching each other on opposite hands ('steeping')**

thoughtfulness, looking for or explaining connections or engagement

**steeped fingers pointing forward**

thoughtfulness and barrier

**palms down moving up and down, fingers spread**

seeking or asking for calm, loss of control of a group or situation

**interwoven clenched fingers**

frustration, negativity, anxiousness



# Hands (2)

## Sign

## Proposed meaning

**index finger and thumb touching at tips**

satisfaction, 'OK'

**thumb(s) up**

positive approval, agreement, all well

**thumbs down**

disapproval, failure

**thumb(s) clenched inside fist(s)**

self-comforting, frustration, insecurity

**hand held horizontally and rocked from side to side**

undecided, in the balance

**rubbing hands together**

anticipation, relish

**hand(s) clamped over mouth**

suppression, shock

**touching nose, while speaking**

lying or exaggeration

**scratching nose, while speaking**

lying or exaggeration

**pinching or rubbing nose, while listening**

thoughtfulness, suppressing comment

**picking nose**

day-dreaming, inattentive, socially disconnected

**pinching bridge of nose**

negative evaluation

**hands clamped on ears**

rejection of or resistance to something

**ear tugging**

indecision, self-comforting

**hands clasping head**

calamity

**hand stroking chin**

thoughtfulness

**hand supporting chin or side of face**

evaluation, tiredness or boredom



# Handshakes

## Sign

## Proposed meaning

**handshake - palm down**

dominance

**handshake - palm up**

submission, accommodating

**handshake - both hands**

seeking to convey trustworthiness and honesty,  
seeking to control

**handshake - equal and vertical**

non-threatening, relaxed

**pumping handshake**

enthusiasm

**weak handshake**

various

**firm handshake**

outward confidence

**handshake with arm clasp**

seeking control, paternalism



# Legs & feet

## Sign

## Proposed meaning

**leg direction, sitting - general**

interest, attentiveness (according to direction)

**uncrossed legs, sitting - general**

openness

**parallel legs together, sitting  
(mainly female)**

properness

**crossed legs, sitting – general**

caution, disinterest

**crossing legs, sitting - specific  
change**

interest or disinterest in direction of crossed knee

**American or figure-4 leg cross**

independent, stubborn

**American or figure-4 leg cross with  
hand clamp**

resistant, stubborn

**open legs, sitting (mainly male)**

arrogance, combative, sexual posturing

**ankle lock, sitting**

defensiveness

**splayed legs, standing**

aggression, ready for action

**standing 'at attention'**

respectful

**legs intertwined, sitting (female)**

insecurity or sexual posing

**legs crossed, standing**

insecurity or submission or engagement

**knee buckle, standing**

under pressure

**feet or foot direction or pointing**

foot direction indicates direction of interest

**foot forward, standing**

directed towards dominant group member

**shoe-play (female)**

relaxation, flirting, sexual



# More information

For more information on Body Language read:

The Definitive Book of Body Language  
by Alan & Barbara Pease

ISBN 13: 9785551942269

ISBN 10: 5551942260

