

The Missing Element of Literacy



BECOME AN ANALYTIC TRANSLATOR

Make sense of data in business.
Make allies of analysts and business leaders.

WENDY D. LYNCH, PhD

Get to **What Matters**

Tools to Transform Conversations at Work



**Wendy D. Lynch
Clydette de Groot**

Why Communication?

Higher paying jobs that require less communication

1. Software developers
2. Database administrators
3. Dentists
4. Nurse Anesthetists
5. Optometrists
6. Data scientist
7. Postal Service Mail Sorters
8. Elevator Installers
9. Mine Shuttle Car Operators
10. Dermatologists



Careers that don't require strong
communication skills

FORBES: The Problems with Data Literacy

Assuming data illiteracy is the reason companies fail to realize value from data creates a toxic divide between data producers and consumers.





If we were to improve data literacy

Q: What specifically would people know?

Q: What data do they need to understand?

Q: What methods should they know?

Q: What skills do they need to have?

Top Business Communication Skills

<u>Importance Ranking</u>	<u>Effectiveness Ranking</u>
1. Listening	19 th
2. Asking questions	15 th
3. Having discussions	16 th
4. Sharing information	8 th
5. Agreeing	34 th
6. Suggesting	20 th
7. Getting Feedback	33 rd
8. Seeking Feedback	37 th
9. Answering questions	6 th
10. Explaining	13 th

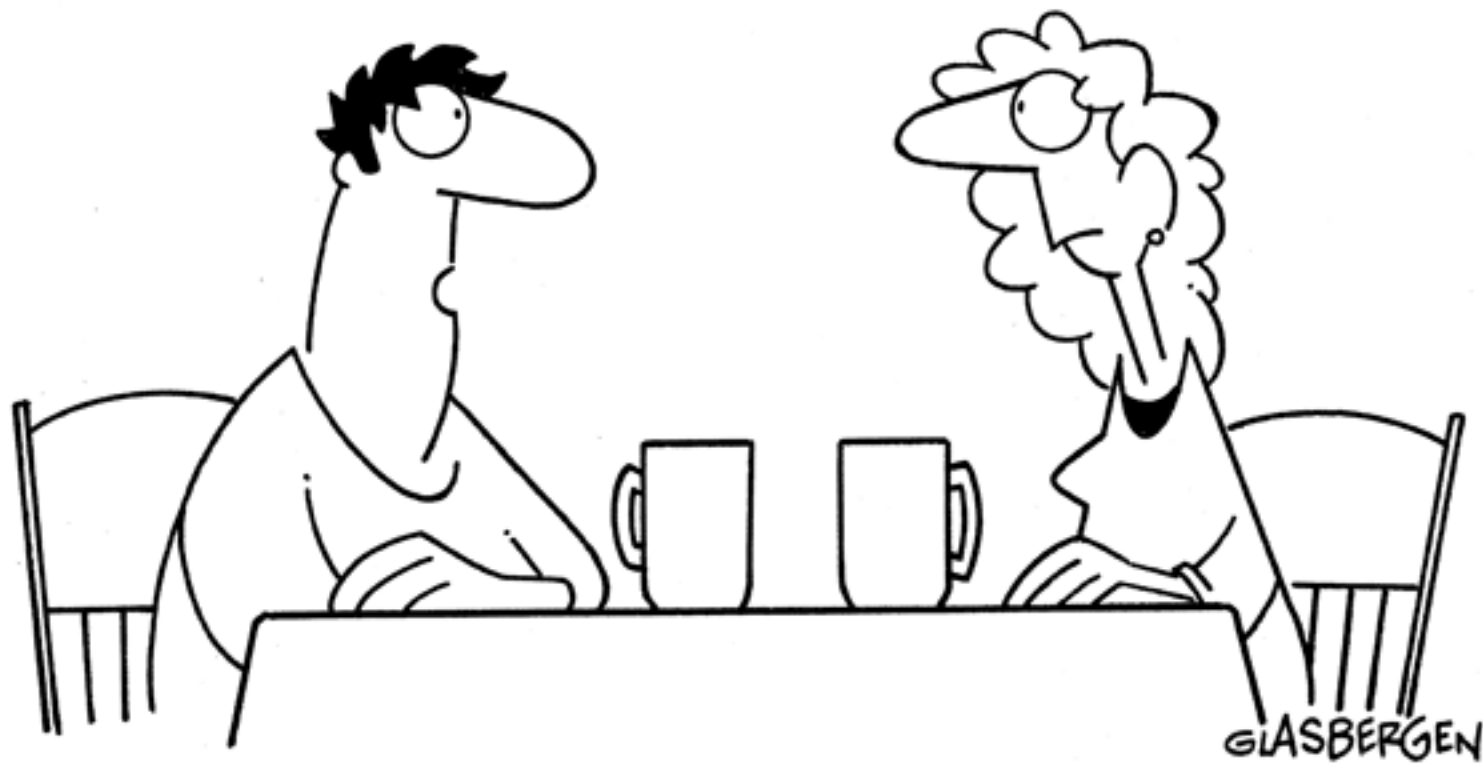
What employers want

Number 1 quality in hiring candidates: **communication skills**

The most important characteristic that makes an executive promotable: **the ability to communicate**

(More important than hard work, ambition, or education)

Fewer than 2% of employees have had formal training in listening



“I’m trying to be a good listener, but you keep breaking my concentration by talking!”

What's the big deal?

I listen to people all day!

The average person hears **between 20,000 and 30,000 words per day**

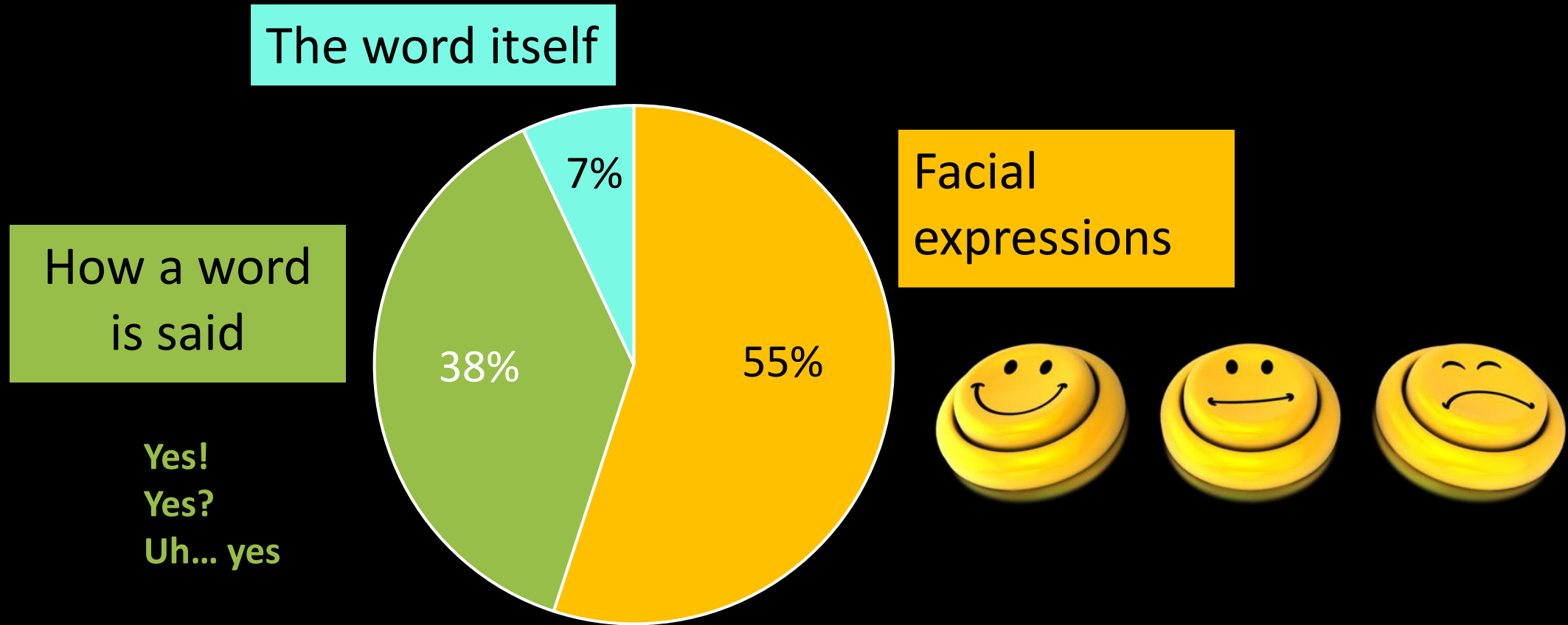
Some as many as 100,000



Fortune 100 workers:
experience 1800
unique email, text,
voice mail, written
memos, calls and
conversations

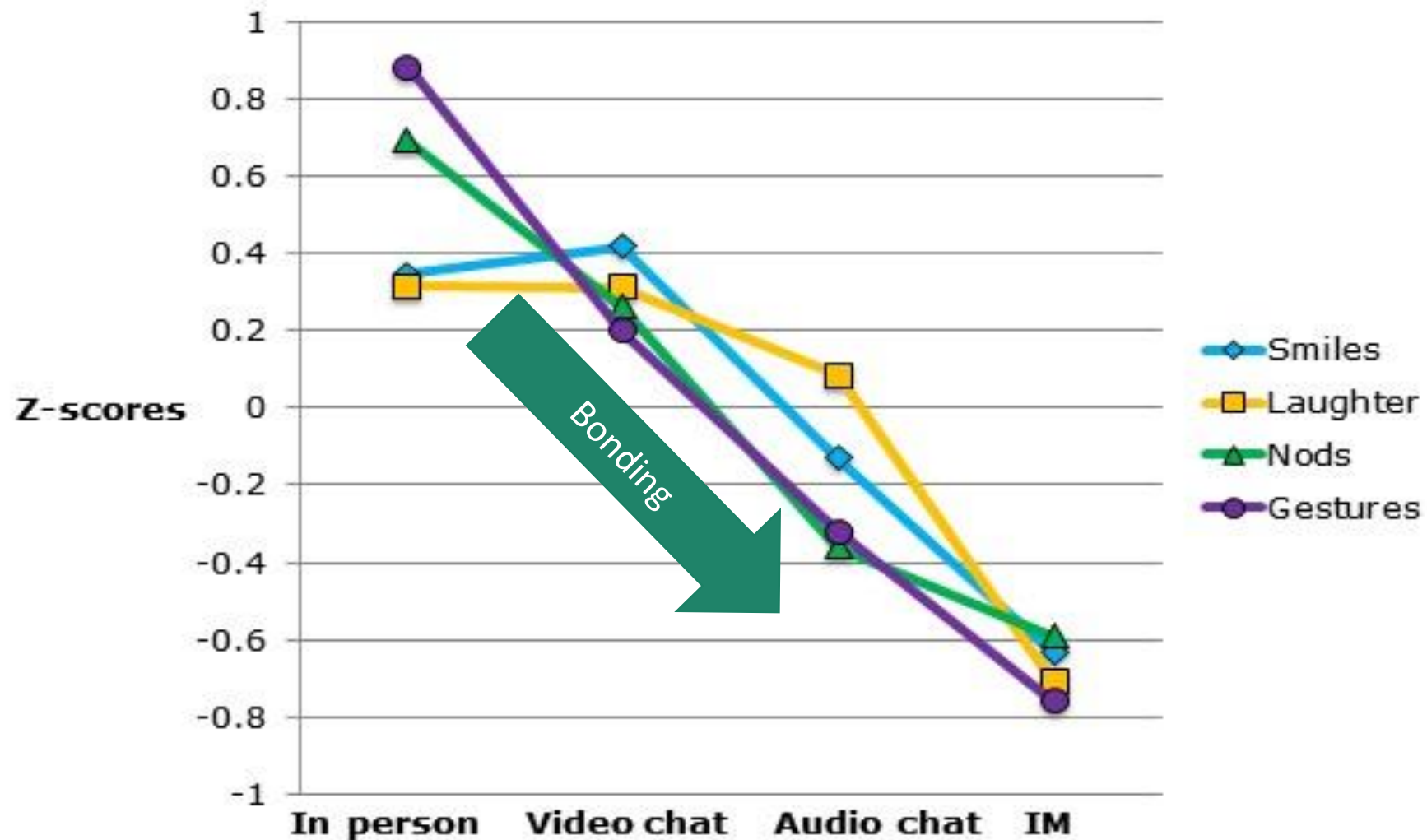


Meaning is derived from



Post-COVID interactions

Signals of affiliation across modes of communications



Phubbing.....

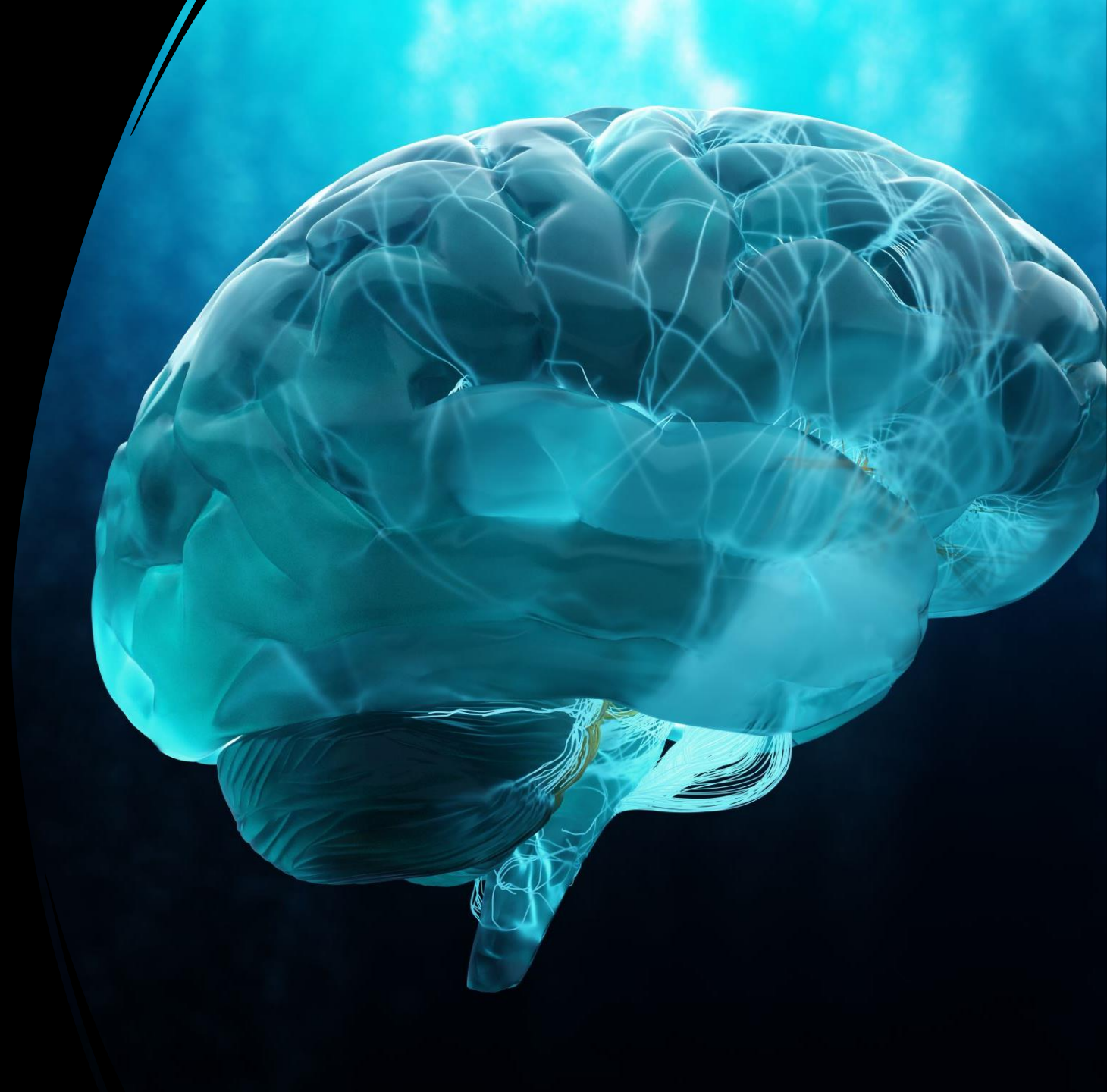
Diminishes:

- Connection
- Satisfaction
- Quality of interaction
- Marital happiness

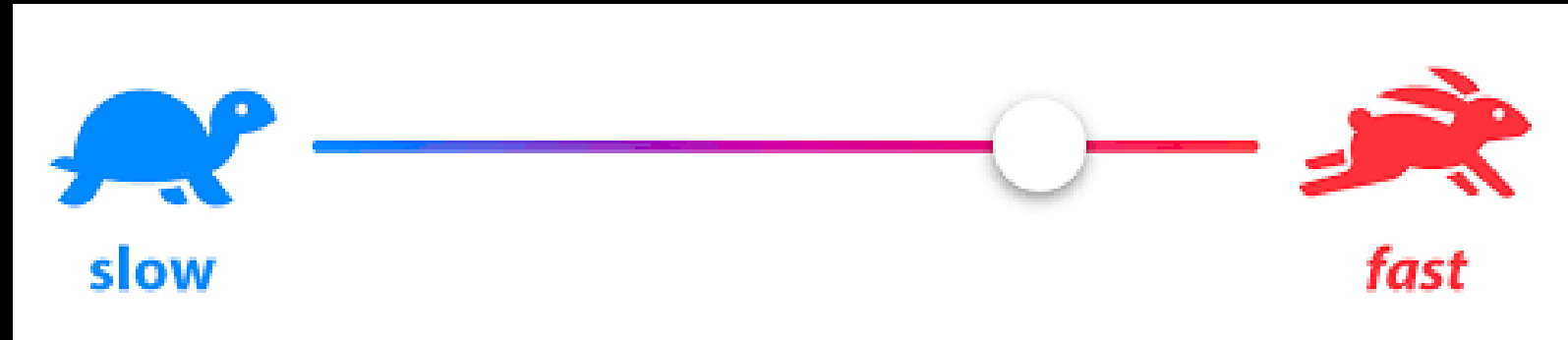
Even the presence of the phone has an effect.

Success Can Be a Liability

- Expertise
- Time pressure
- Solution orientation
- Simple brain speed



Brain Mismatch



Speaking rate:

125- 250

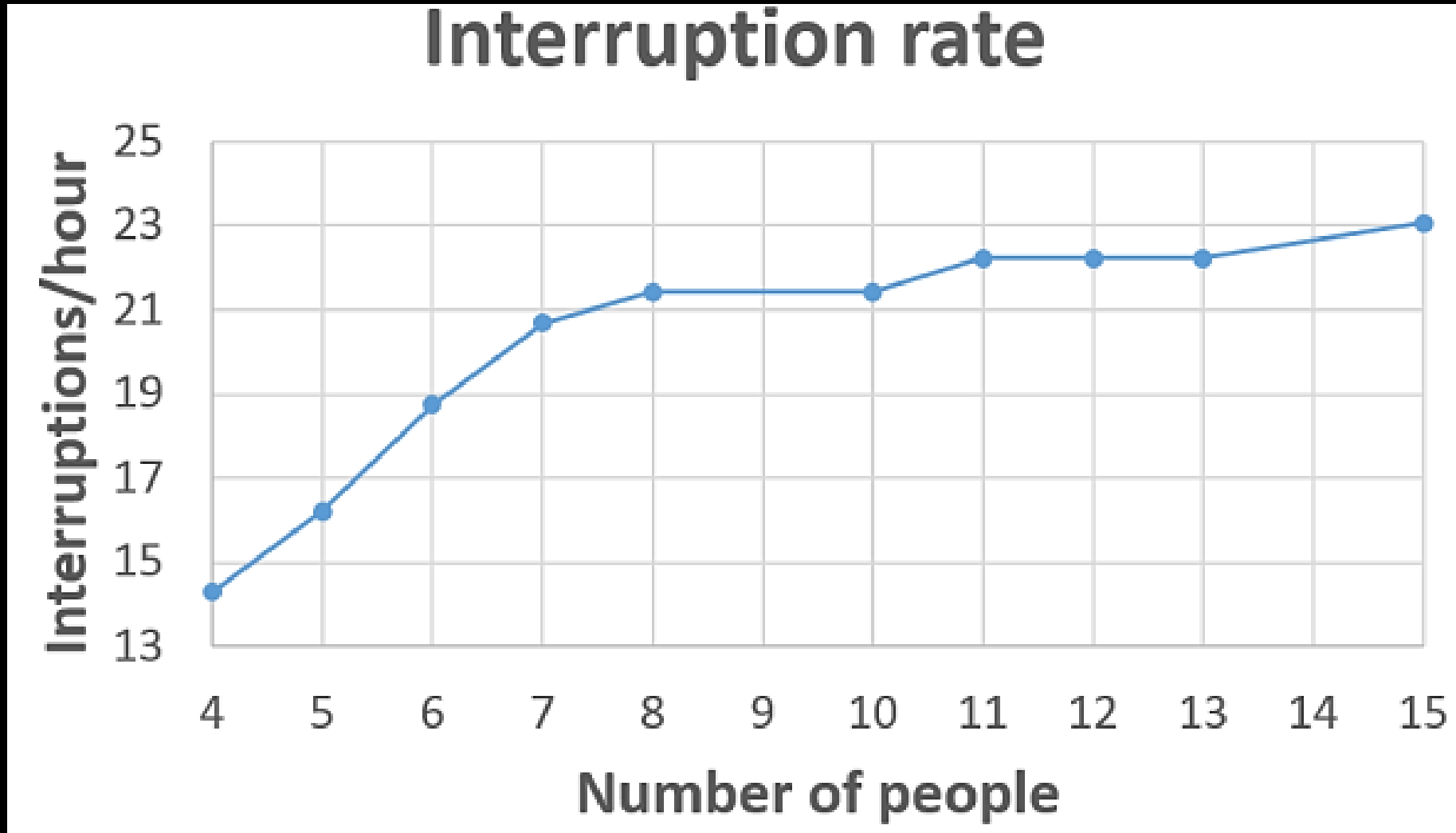
Words per minute

Thinking rate:

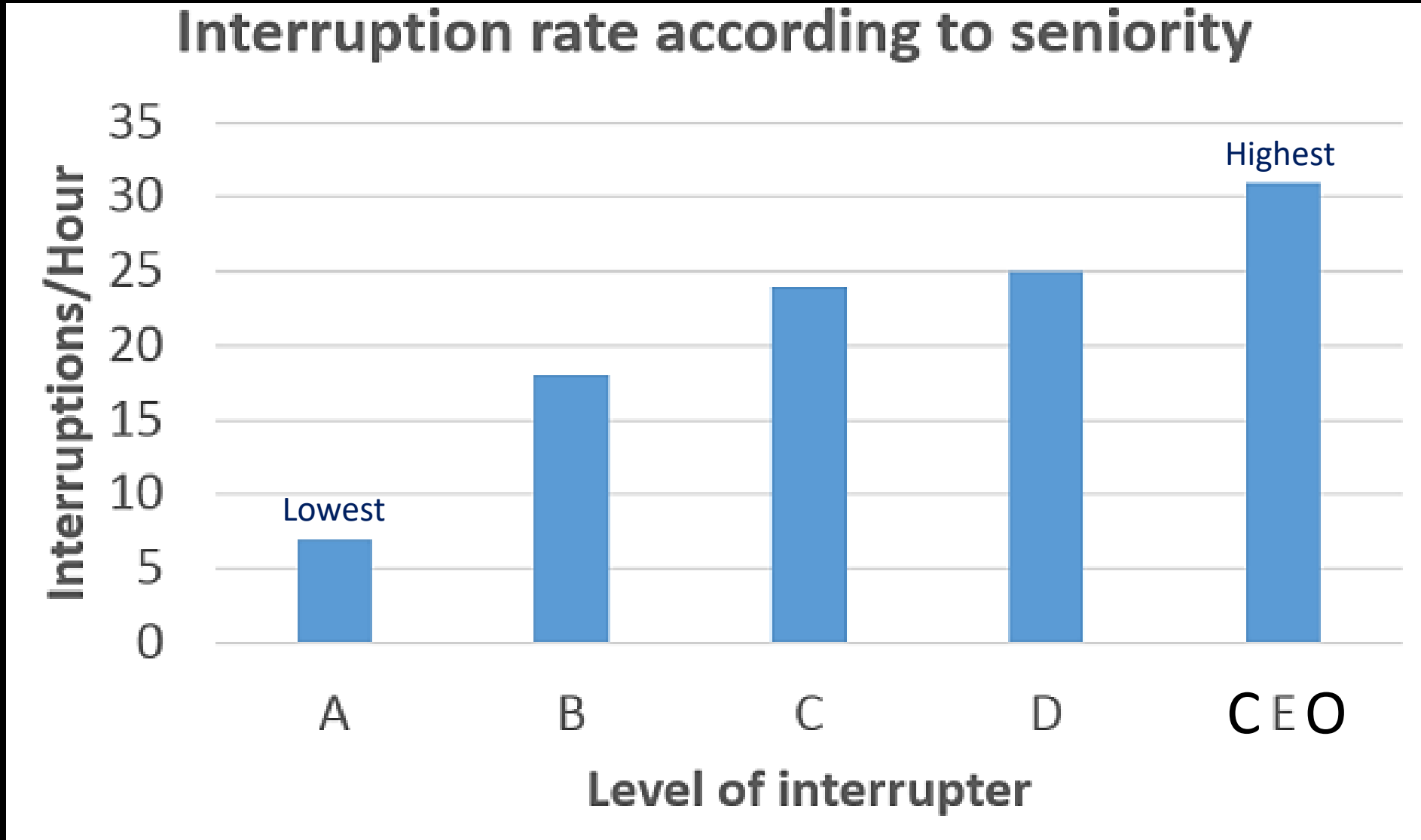
1000- 3000

Words per minute

How Often Do We Interrupt?



Who Interrupts . . . ?



How long....



Before a typical doctor interrupts a patient?

18 seconds....



What you may
not know
about listening



A powerful intervention

When a boss listens well:

Psychological safety

- Their workers are more **creative**
- Their workers have better, more accurate **memory**
- Their teams have higher **job satisfaction, trust**
- Their teams have lower **burnout**
- Their workers have lower **turnover**
- They are perceived as **better leaders**



**Your investment in listening
impacts worker performance**

A powerful intervention- for data literacy

When a boss listens well:

Psychological safety

Remember –

29% of adults cannot interpret a graph

19% have severe math anxiety

62% operate at a very base math level



**Your investment in listening
will impact buy-in for literacy**

A powerful intervention

When someone really listens to you talk about a difficult issue (without rebuttal or interruption):

- Your thinking gets clearer
- You become more aligned with the other person
- You become more aware of and open to your mixed feelings
- You often experience a shift to a less extreme position

**Your investment in listening
can improve teamwork**



A powerful intervention

In a business setting, listening improves outcomes:

- Sales **revenue** increases
- Clients are more **loyal**
- Manufacturing plants **earn** more
- Start-ups **succeed** more often

Poor listening:

- Malpractice



Your investment in listening impacts corporate earnings

Listening means



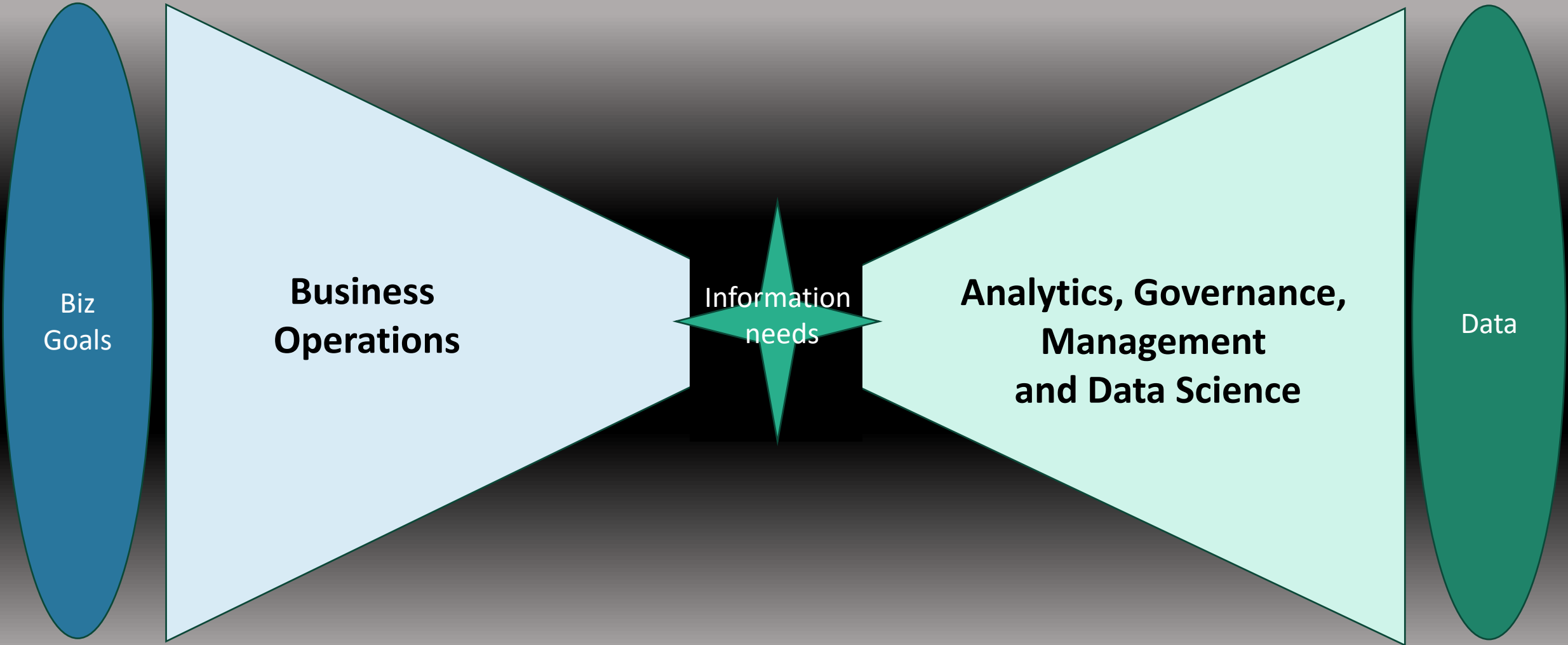
- Paying attention
- Eye contact, body language
- Empathic words/sounds
- Slowing down
- Removing distractions
- Not interrupting
- Confirming what you heard

Listening is critical
for data-driven
decision-making





Tell me
something
that
MATTERS
to me



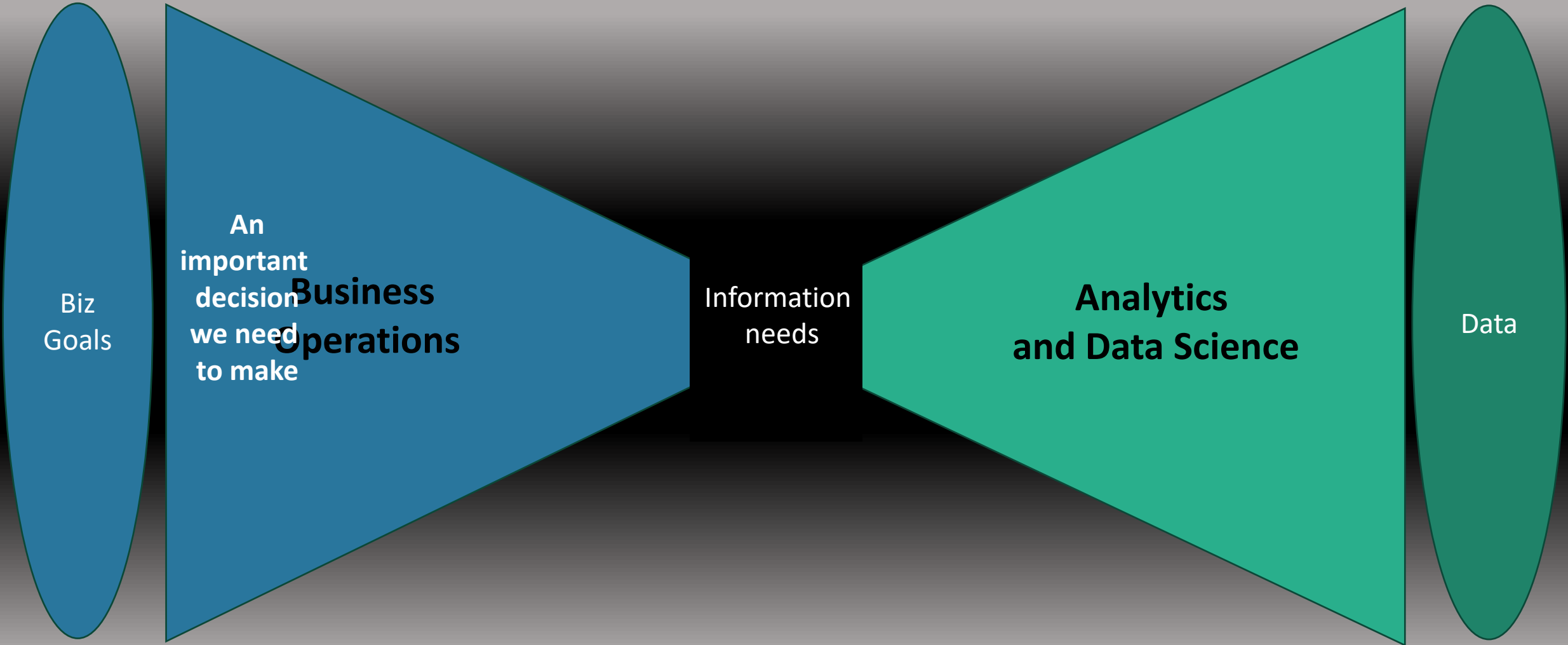
Biz
Goals

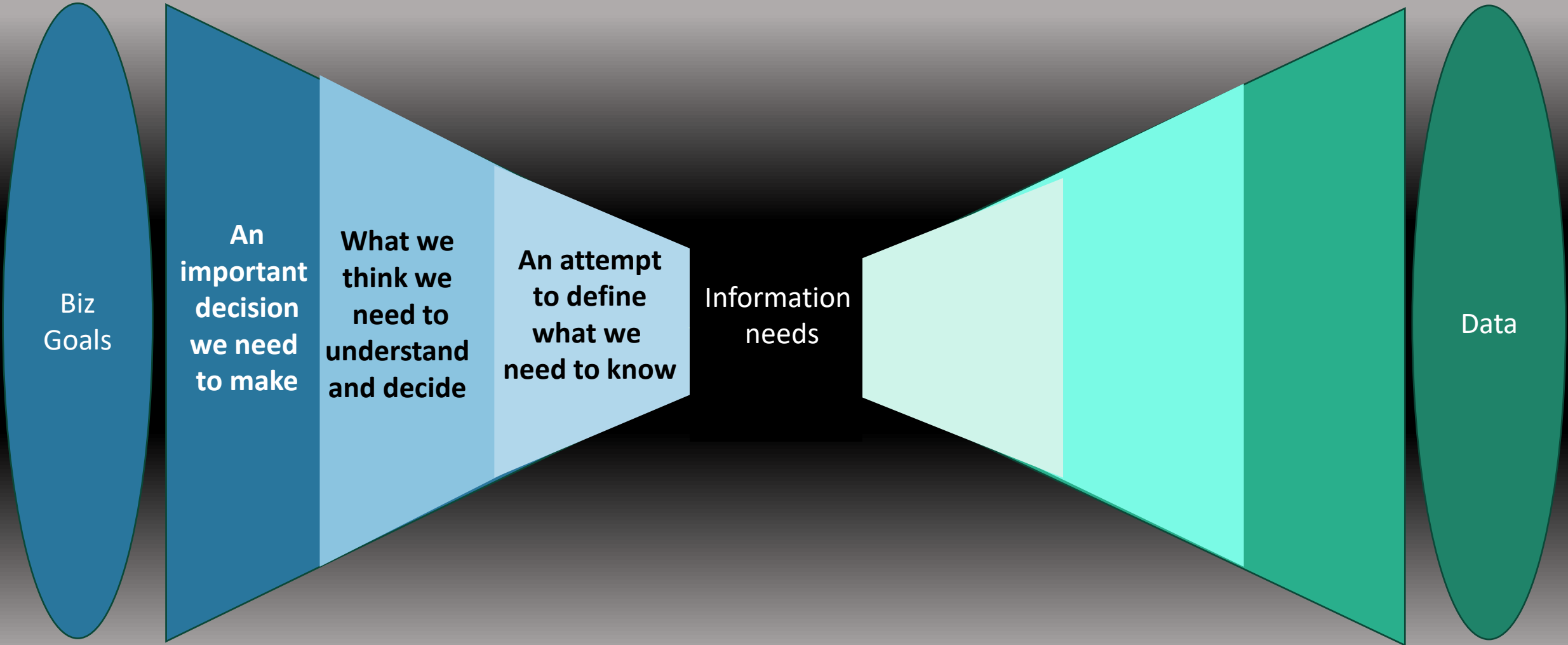
**Business
Operations**

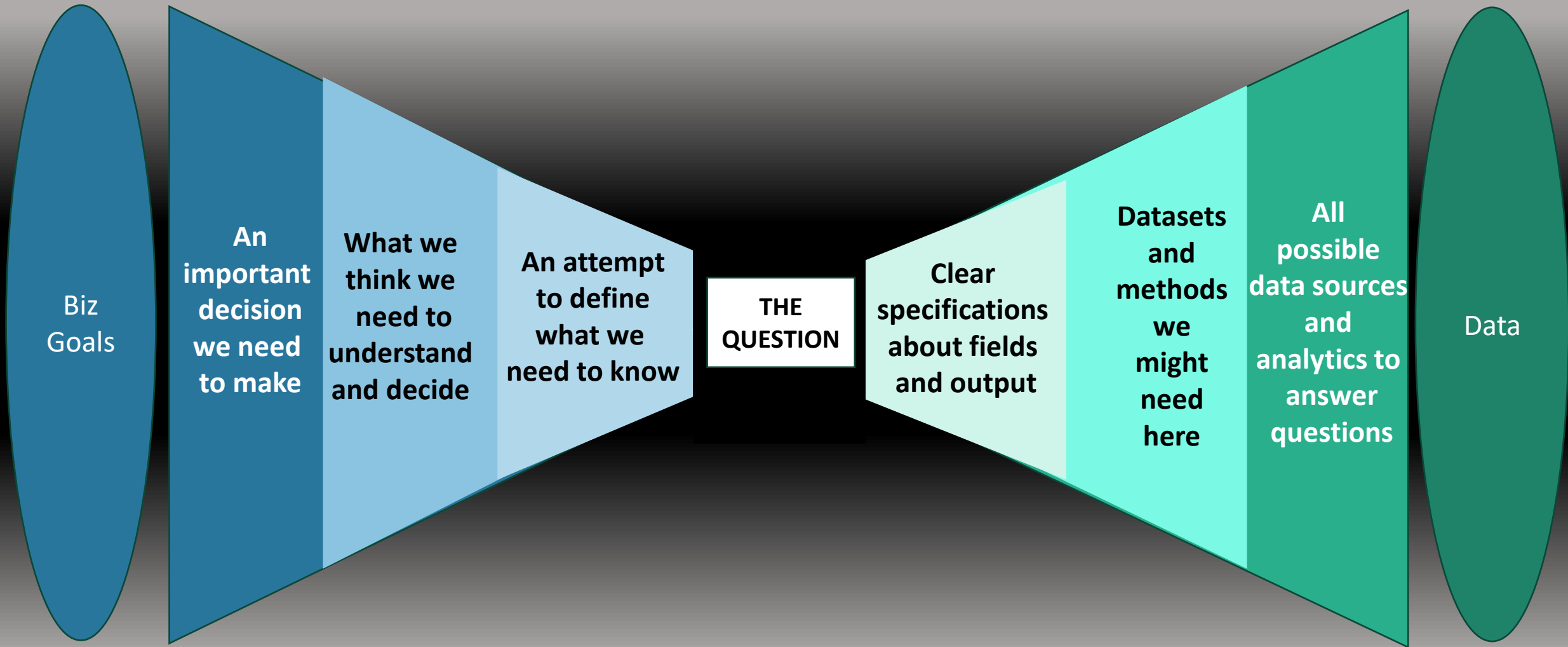
Information
needs

**Analytics, Governance,
Management
and Data Science**

Data

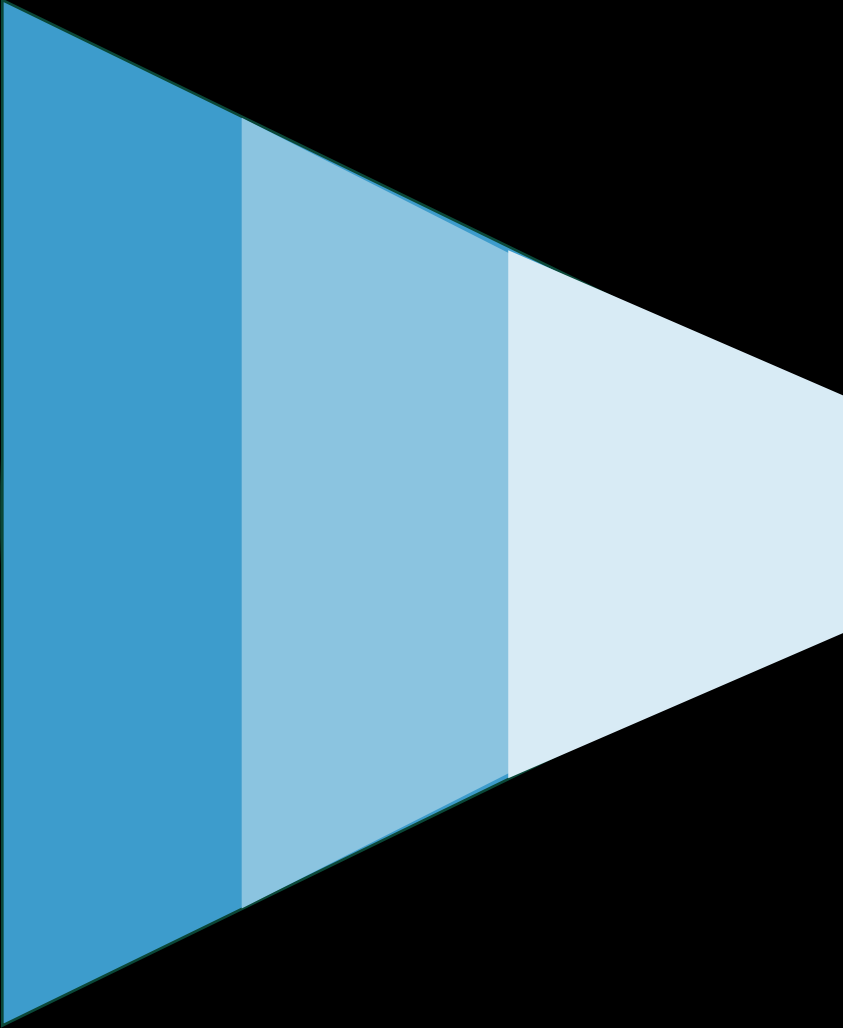




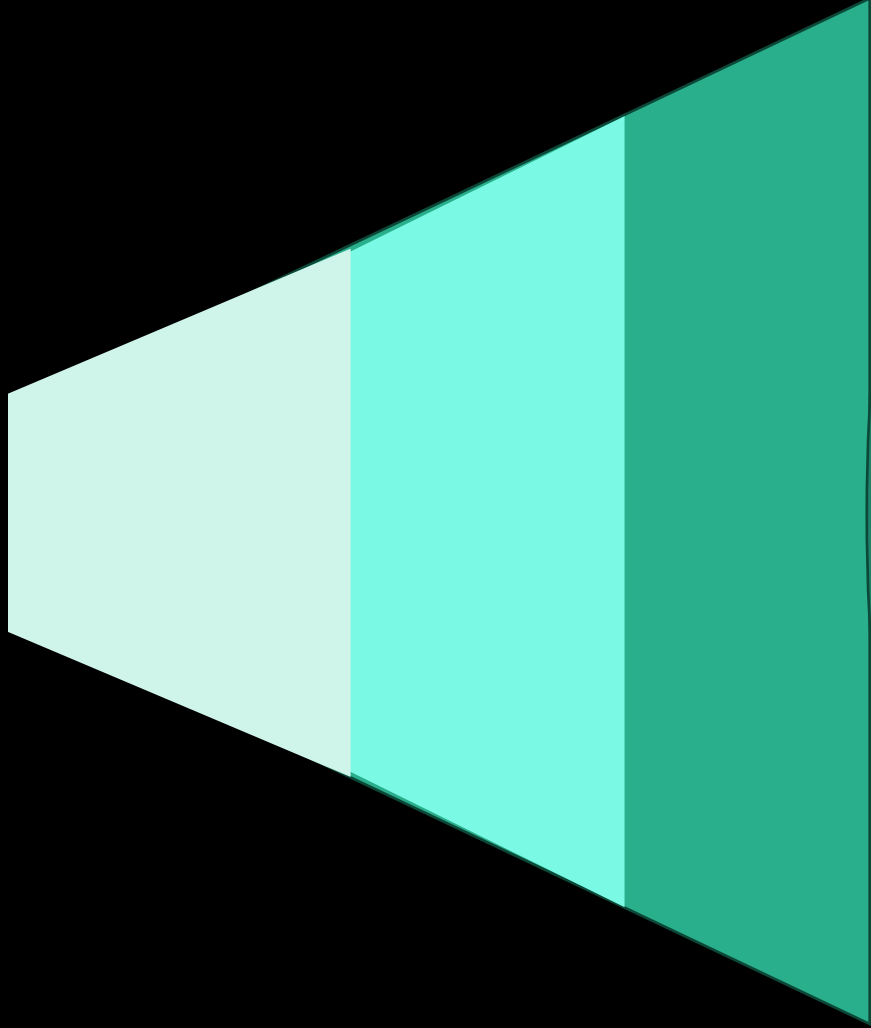




Biz
Goals



THE
QUESTION



Data



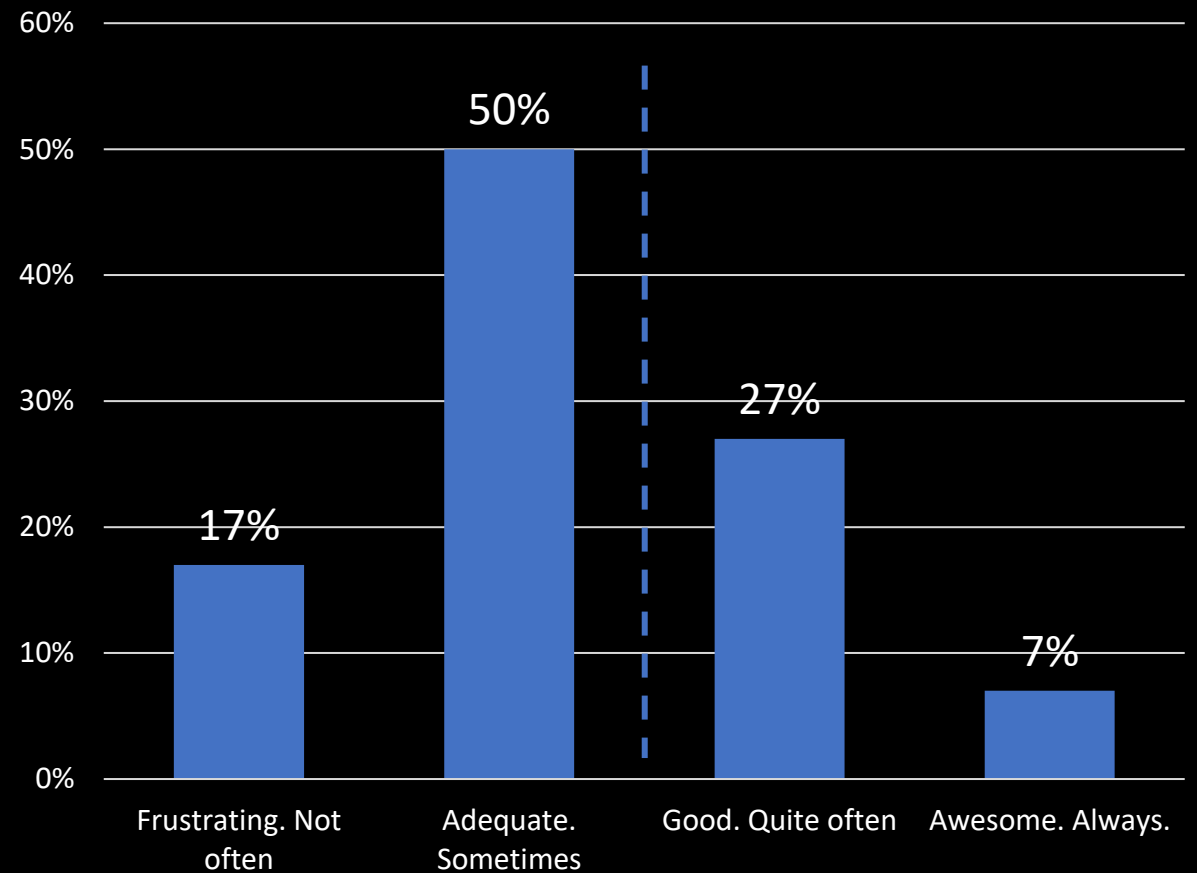


**THE
QUESTION**

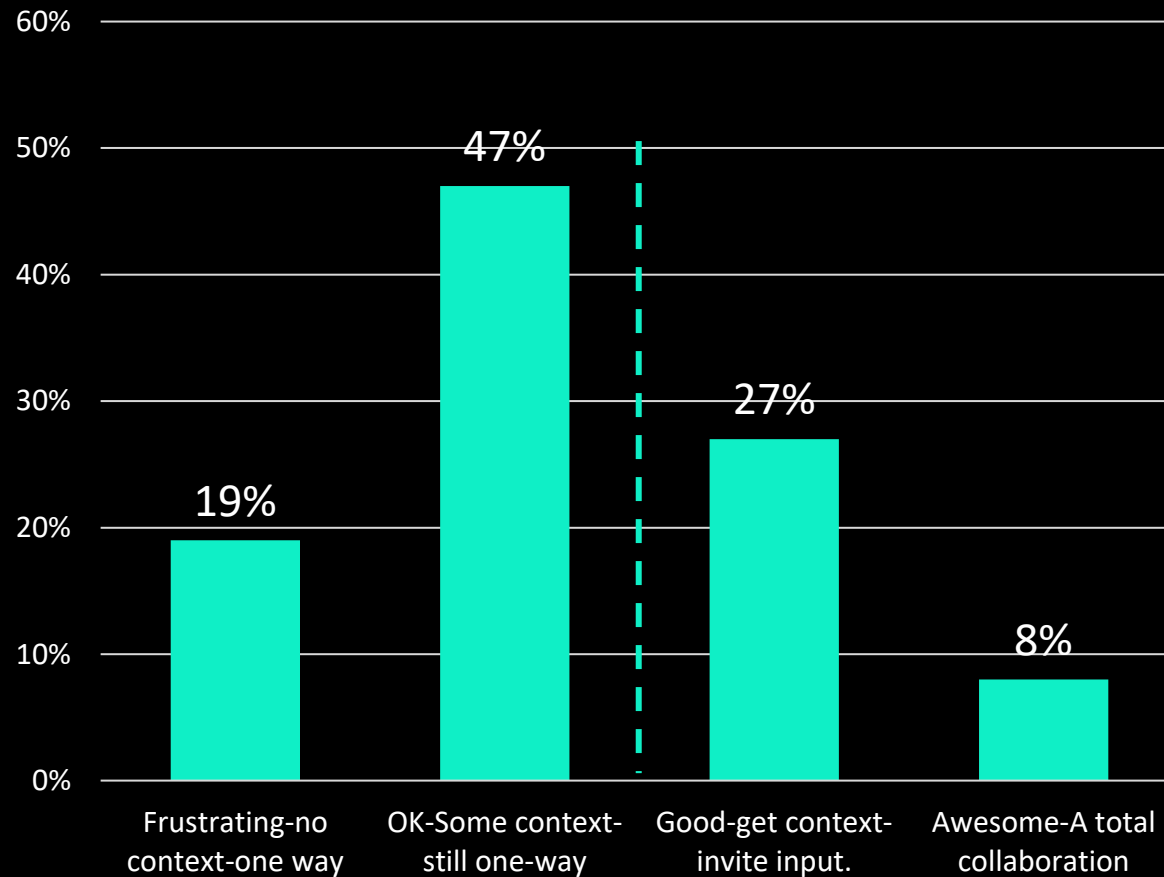


“They don’t give me what I need in a way I can understand...”

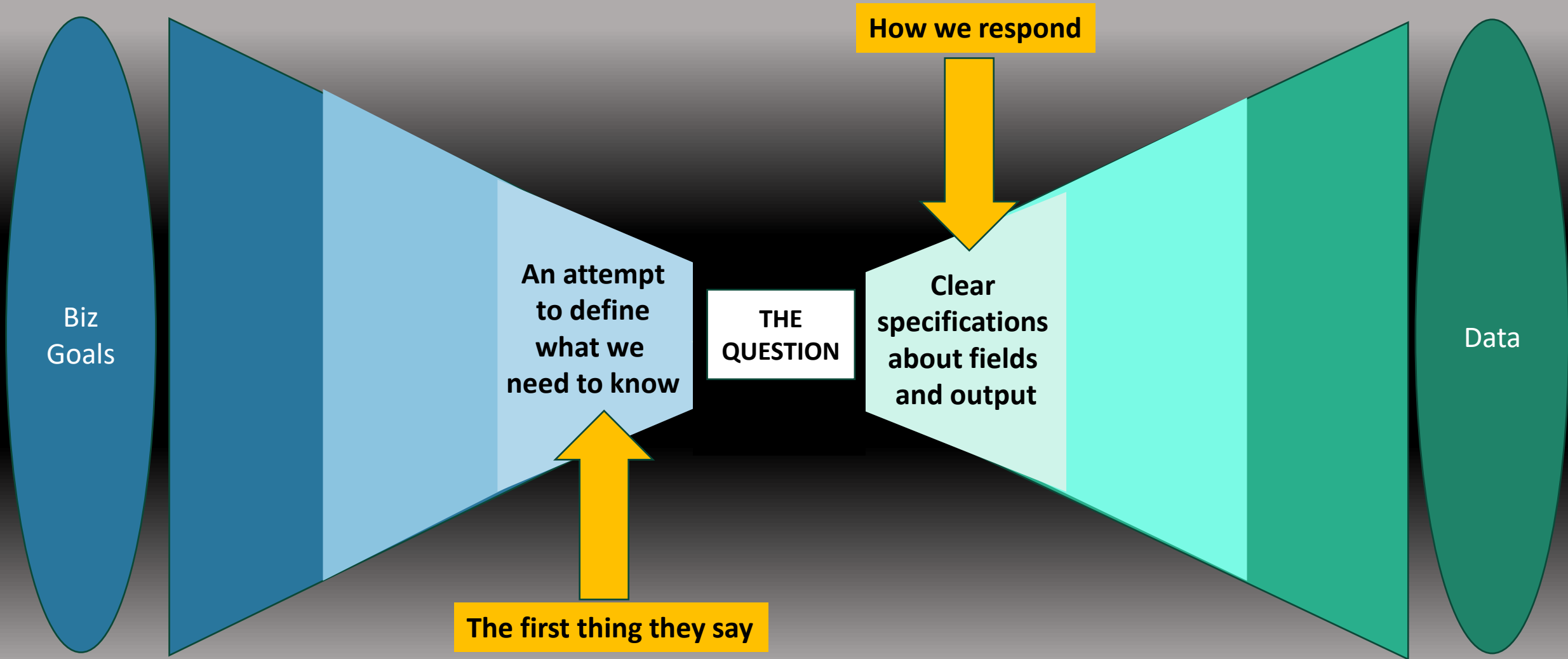
Business describes interactions with data analytic teams. How often **you get (and understand) the exact answers you need.**



Analytic team describes requests from business.



“They give me a request with little or no context. They don’t ask for my input.”



If you don't explore

What they
say first



The first thing someone says
is not the full story
and probably not
what really matters

The Journey

what they
say first

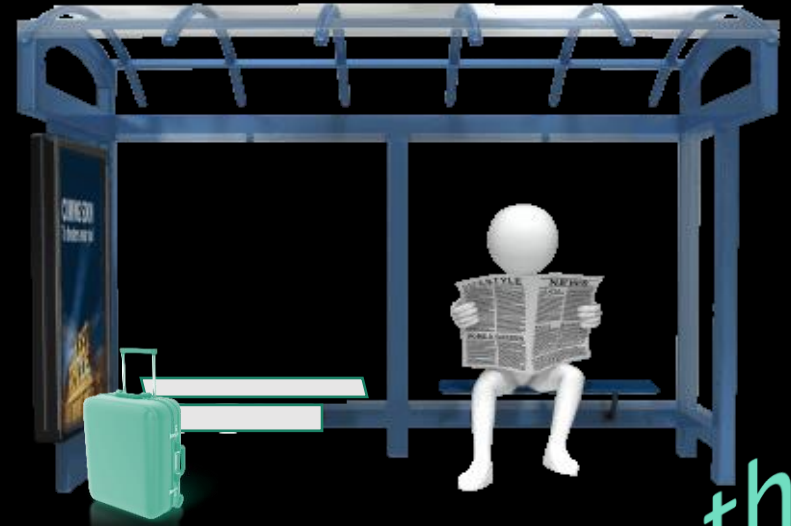


Your conversation



what really
matters

There's more to the story....



What already happened

*what they
say first*

What matters is here somewhere

My hopes

How I decide

My experiences

What matters now

What's at stake

Project goals

My
Backstory

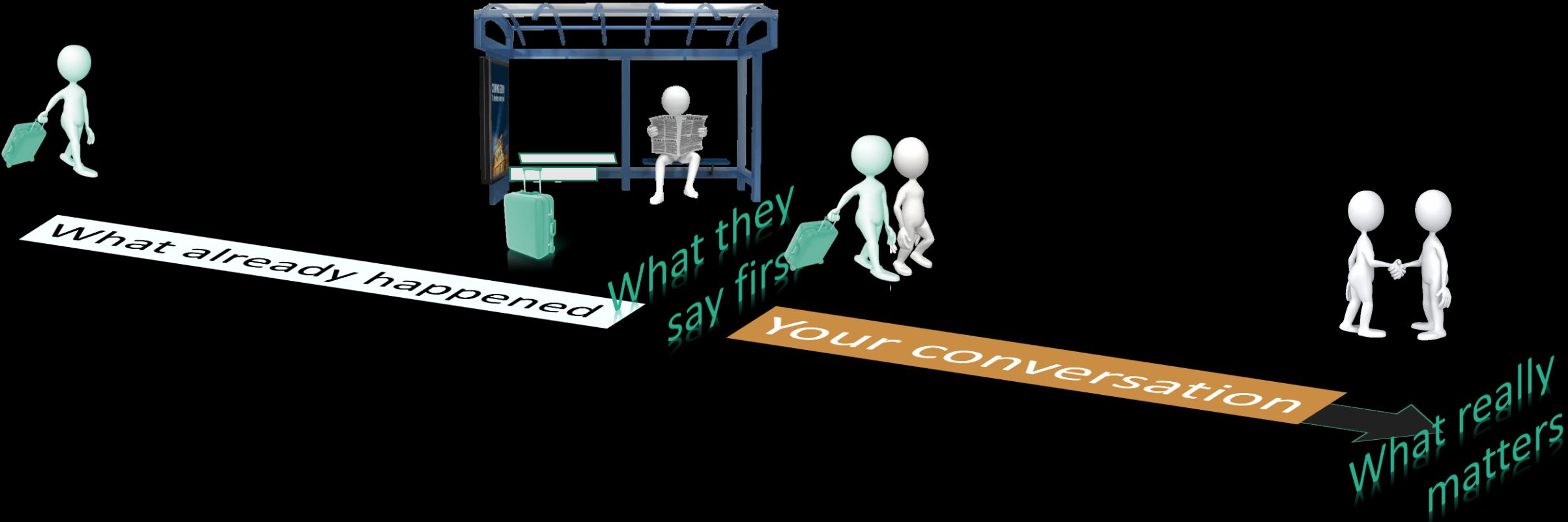
What I value

What I believe



Context

There's more to the story....



Even small differences in how you ask a question will affect the quality, length, and content of the answer.

If we were to improve data literacy

Q: What specifically would people know?

Q: What data do they need to understand?

Q: What methods should they know?

If we were to improve data literacy

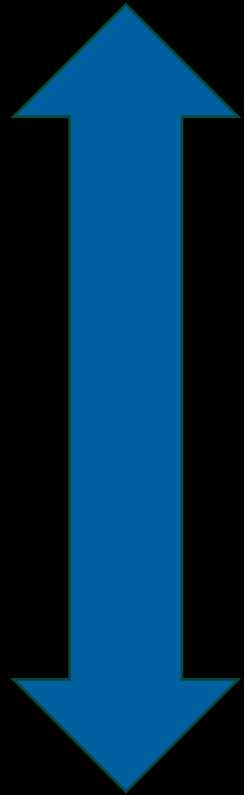
Q: First, how is literacy important?

Q: How that will be useful to the organization?

Q: How would you decide it was successful?

Q: What are you most looking forward to?

Levels of What Matters



Motivation

What really matters
How will that be useful?

Strategy

How I decide
How will you decide?

Specifics

How I know
How will you know?

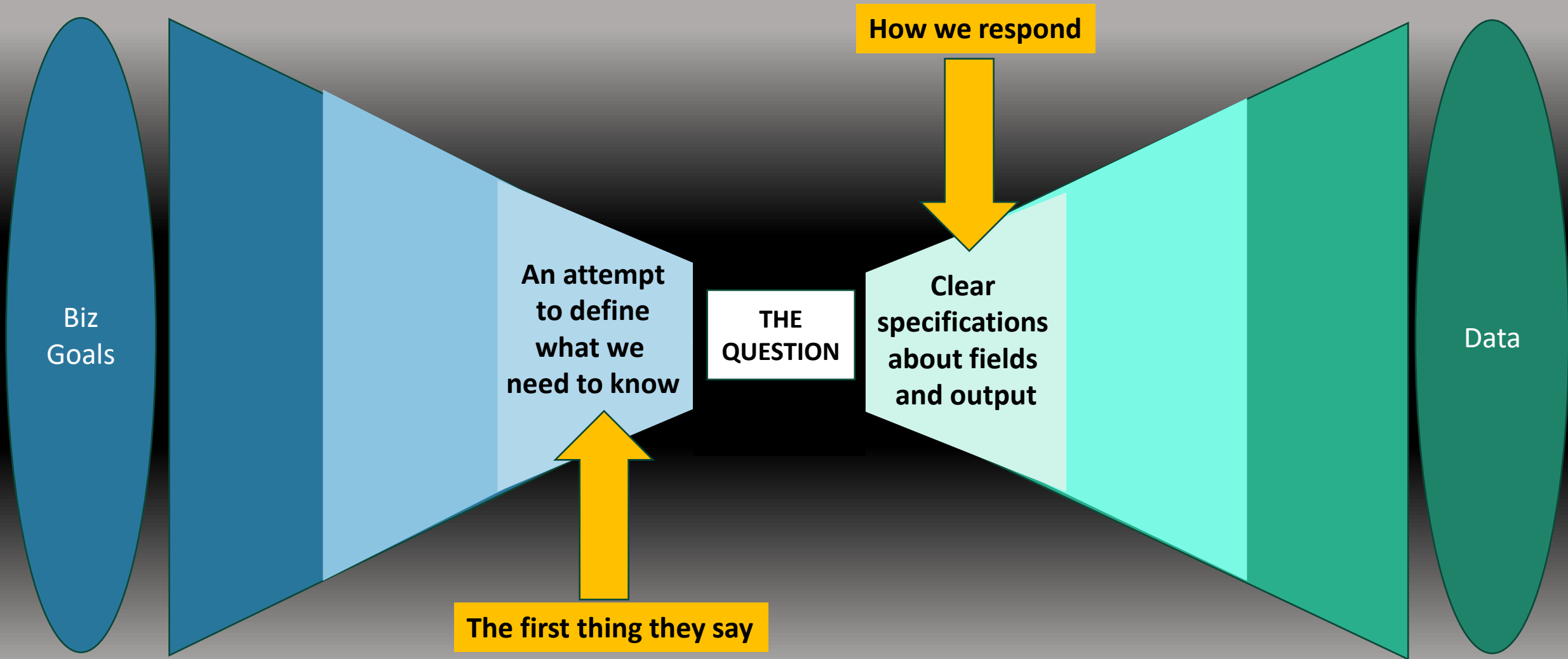
Shift the focus

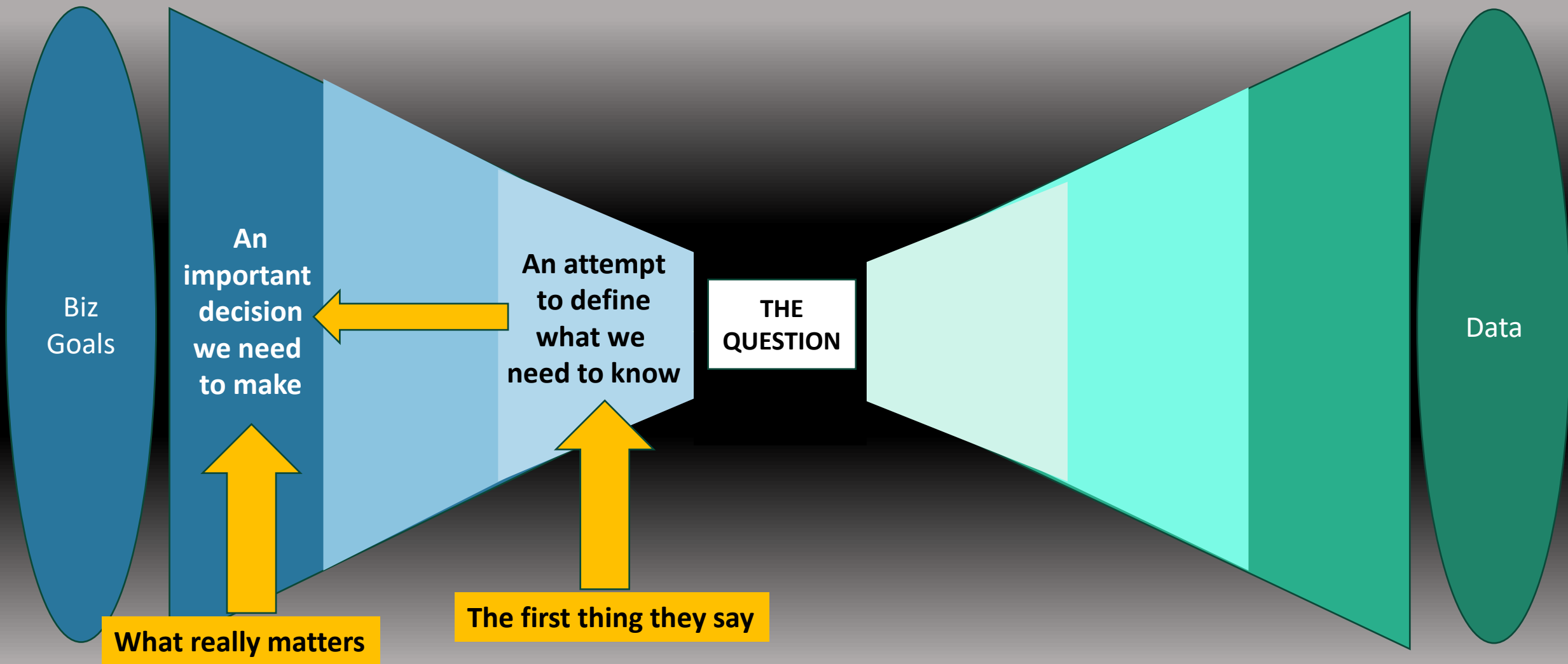
Past  *Future*



What are you most looking forward to?

Don't want  *Do want*





Biz Goals

An important decision we need to make

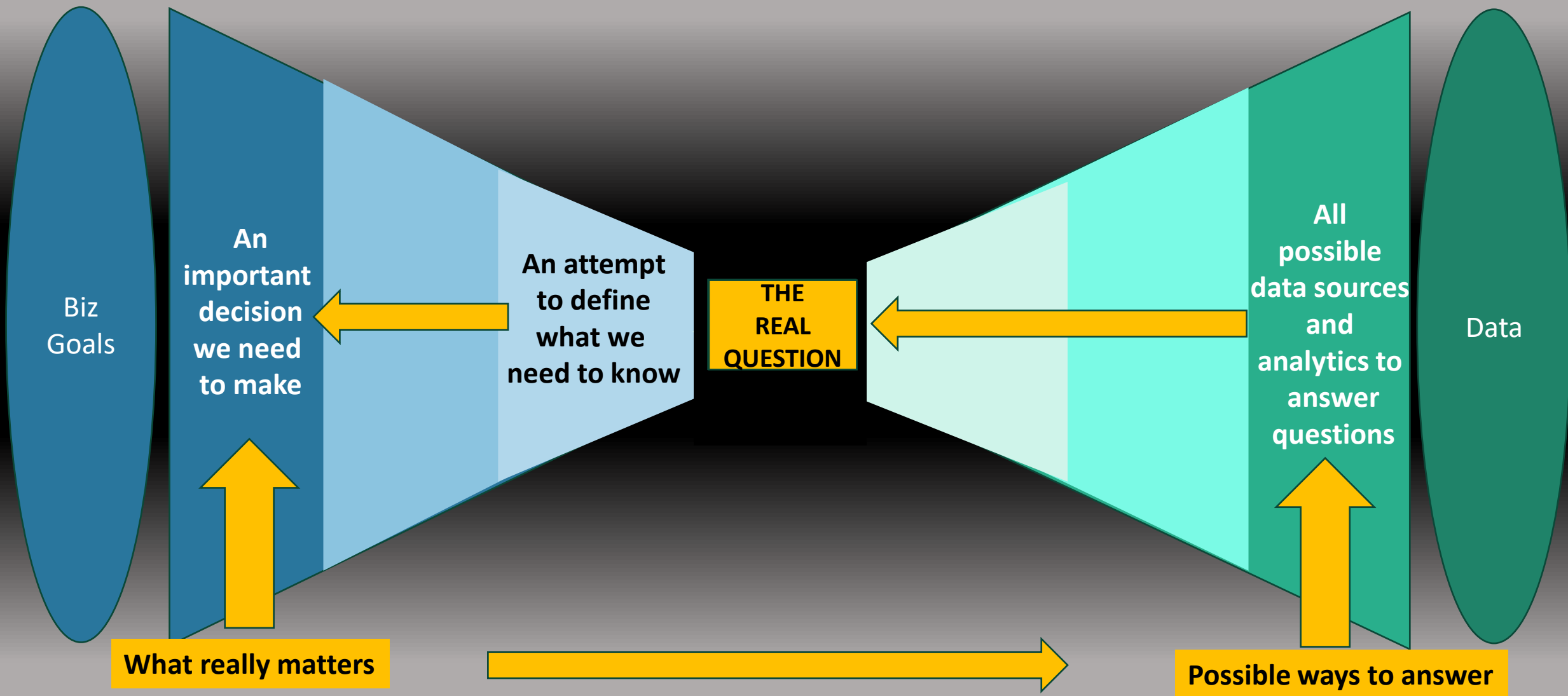
What really matters

An attempt to define what we need to know

The first thing they say

THE QUESTION

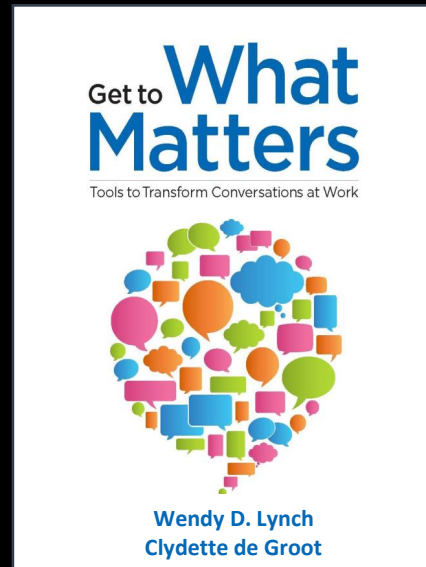
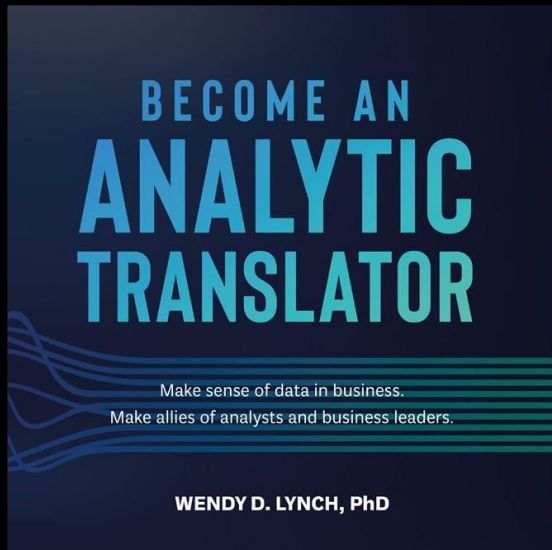
Data



Why Communication?

Our mutual success depends on it.





Generate Clarity, Confidence and Powerful Partnership
Among Business and Analytic Teams