



COMMUNICATION ROBBERS:

THE 15 PEOPLE WHO STEAL SUCCESS FROM YOUR ORGANIZATION

Barbara **Booster**
Reggie **Rulebound**
Ulrika **Unintegrated**
Sanjay **Scarcity**
Marianne **Micromanager**
Omar **Office**
Samantha **Safety**
Larry **Leadership**
Selena **Secretive**
Blake **Bigly**
Tai **Traditional**
Finn **Favoritism**
Una **Uh-uh**
Tyrell **Notell**
Barry **Bigview**



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Introduction:

“No Fair Using This Book for Target Practice!”

It was ironic.

I was developing training for a company on how to have difficult conversations and create more collaboration. One of their employees sent me an email.

He explained the business served a single industry. Its divisions provided different products and services that could be vertically integrated with the others or offered on their own. Each division had its own P&L responsibilities, goals and incentive program.

Here's the rub. There were times when one division needed information from another to quote on a larger job. However, the bonus structure only recognized the division that got the contract. Which meant that any others that helped the first division win the client didn't see a dime.

The result? Divisions didn't return each other's calls or emails on new business opportunities. They needed to focus on prospects that would improve *their* results and meet *their* goals.

This was hamstringing revenue and profit. Divisions would lose opportunities when they couldn't get information fast enough from a sister operation. To avoid this, often they had to work with outside companies rather than keep it all in-house.

The Evil that Silos Do

That's just one example of a communication silo. I call those who perpetuate these situations “communication robbers.” This is anyone who stops the flow of important information within your organization and the people it serves. That wreaks all kinds of havoc:

- **Work gets duplicated in different areas**
- **There's too much red tape before anything gets done**
- **New ideas and innovation are stifled**
- **Poor decisions are perpetuated because important information died somewhere**

Look familiar?

How to Use This Tome

This eBook is designed to help. It outlines the 15 different types of people who play leading roles in creating or sustaining communication silos.

We can think of communication robbers as bad actors who mean the company or others ill. Most of the time this isn't true. That's why each description begins with what you *love* about these people—which can obscure the harm they do.

Before you use this information for target practice—to identify then figuratively shoot these people—know three things.

One: Most of them had good intentions when they began doing things that create silos—making them largely unaware of the negative consequences they create.

Two: They have been rewarded for these behaviors—so feel justified in continuing to act this way.

Three: We're all doing some of this stuff—so there's plenty of blame (and need for change) to go around.

In the words of cartoonist Walt Kelly, “We have met the enemy, and he is us.”

Read on. Be amused by the snarky names I've given these people. Then read the “What Now?” section to plan *your* next steps (which don't involve gunplay).



#1

Robber: Barbara Booster**Departmental Loyalty Short Circuits Company Growth****What You Love About Barbara**

Barbara goes out of her way to support the team. When someone has a need, problem or complaint, she jumps on it. She often comes up with unusual solutions—drawing on her long experience at your company or ideas she brings from working elsewhere. Barbara does this in addition to her other duties.

She works overtime to make sure everything gets done. You never have to stand over her to ensure this happens.

Barbara is so indispensable that you'd hate to imagine the team without her. You wish *all* your people were as easy to work with and dedicated!

Why Barbara Is a Communication Robber

Barbara gives all her loyalty to the team—and has nothing left for any other area or the organization as a whole.

She has a general sense of what the company does but probably couldn't tell you much about its mission, vision or values. Or what any of its other divisions or subsidiaries do. Barbara only focuses on the people she works with and ensuring her group looks good and meets its goals.

So she doesn't pay attention to how your team needs to interact with others. While she actively seeks out the information and support you need, she's not forthcoming in communicating with "outsiders." Because she hasn't formed good working relationships with people elsewhere, Barbara can be suspicious of them and their motives—and they can find her uncooperative.

How to Talk with Barbara

- Let her know the team values her enough to want her to represent it to other areas of the company
- Create opportunities for her to learn about and interact with other departments/headquarters and support her in doing this
- Be prepared to move some of her work to the people who really *should* be doing it, so she has time for this

#2

Robber: Reggie **Rulebound****Policies and Procedures Become a Giant Stick****What You Love about Reggie**

Reggie knows all of the key policies, or procedures, or processes or systems!

He's a great resource for any of this stuff. Reggie can quote it from memory or knows how to quickly get his hands on what you need. He saves you time and frustration. He also keeps tabs on when things get updated, so you're not dealing with old information—and face do-overs because you haven't used the latest criteria.

Why Reggie is a Communication Robber

Reggie is rightfully proud of his contribution to the team. But he can be a bit hidebound about it.

For example, you know some policies must be adhered to without fail, because they're best practices or regulatory requirements. You also know others may have been put in place when things were different for the organization or industry—or were the pet peeve of a long-ago leader. Implementing them now could have unintended consequences.

But Reggie sees them as *all* the same: these are the rules, and everyone must abide by them. He has a fondness for pointing out when others stray too far from them. Reggie expects that saying this should be enough to bring people back in line. If they don't cooperate, he sees this as a sign of disrespect.

He often expects employees and customers from other areas to follow these rules. When they don't, he can be slow in replying to them—not sharing the information they need. And they can respond by doing the same, which escalates the communication silo.

How to Talk with Reggie

- Thank Reggie for his attention to detail and willingness to share his knowledge
- Work with him to identify the rules and regulations that deserve his focus, using a matrix with four quadrants: important versus unimportant, and urgent versus non-urgent
- Support him in communicating items that are important and urgent
- If Reggie's communication skills are an issue, invest in training for him



#3

Robber: Ulrika **Unintegrated****Multiple Systems and Platforms Bring Chaos****What You Love about Ulrika**

Ulrika is queen of the workaround.

She understands your legacy processes and systems, and all of the new ones grafted on top of these. While not designed to work together seamlessly, Ulrika has found a way to share information among them and create the reports you need to run your group.

This is not your area of expertise, so you're very grateful to Ulrika. You're also nervous about what would happen if she left.

Why Ulrika Is a Communication Robber

It's true: Ulrika gets some of her status in your organization by being the person who makes things work. But she's also annoyed (you see the eye roll) each time someone asks for a new report or capability that she must do backbends to create. This can make people reluctant to ask, so you're missing some of the important information on how to run the business.

Ulrika may even have suggested that the company invest in integrating its different platforms into a single system—or ones that communicate with each other. This would allow information-sharing among facilities as well as easier data mining. But it's likely that someone higher up put the kybosh on this: citing a combination of cost and "things are working OK for now." This has added to Ulrika's frustration: feeling that she hasn't been heard and appreciated. Which also can slow down her responsiveness.

How to Talk with Ulrika

- Let Ulrika know you want to understand how efficient/inefficient the current IT systems are and ask her help on gathering this data
- Work with her on how to present the information she's gathered to the powers that be—getting her some assistance with presentation skills if she needs it
- Do your best to gather support from others to put Ulrika in a position to lead this change

#4

Robber: Sanjay Scarcity

**“Us Versus Them” Creates Competition****What You Love about Sanjay**

Sanjay is the world’s best scrounger.

He knows where the plum resources are hidden and how to tap these when you and your people need them. He is so plugged into the organization, and networks outside your business, that he knows when stuff—from budgetary funds to data—becomes available. And Sanjay ensures he, you and your people get the first crack at it.

Sanjay also is a great bargainer. He knows how to negotiate hard to make sure your area gives up as little as possible to get what it needs.

Why Sanjay Is a Communication Robber

Because he’s so focused on resources, Sanjay knows these are limited. He views everyone outside your area as “them” pitted against your “us.” And he’ll do whatever it takes to make sure you get more than your fair share.

Because he sees other groups in your company as competitors, Sanjay doesn’t believe in “win/win” negotiation. That means he can drive hard bargains even on small things that don’t matter. So Sanjay can withhold information from others if he thinks that gives him an advantage.

People in other departments can be a bit jealous of Sanjay’s resourcefulness and may feel he’s acting unfairly. They could complain to you about him. More importantly, they withhold information from him—and you and your people—to either level the playing field or exact revenge. This can lead to some unpleasant surprises.

How to Talk with Sanjay

- Recognize his accomplishments and express your gratitude
- Share a specific instance or two that shows how the ire others feel is putting your department at a disadvantage
- Brainstorm ideas on different approaches he can use to get access to resources while “playing well with others”—and how building better relationships will help Sanjay and your area become more successful

#5

Robber: Marianne Micromanager**Unproductive Management Styles Create Grumbling****What You Love about Marianne**

Marianne has an incredible capacity for detail.

When she's in charge, you never have to worry that something will be left out or unattended. She knows systems and processes like no one else, how these work, and what to do when there's a breakdown. You're happy to leave the minutia to her and not be bothered by it.

Why Marianne Is a Communication Robber

Working with Marianne is the difference between taking a local versus an express train. She enjoys focusing on the all the little steps and sharing this knowledge.

The downside can be that Marianne does this to show how much she knows (supporting her ego rather than the organization's goals). She can enjoy playing "gotcha!" when she sees people aren't as thorough as she is, giving them a verbal or actual finger wagging. This can mean that she's missing the big picture, or taking too long to accomplish a task because everything must be done just so—and done over if it's not.

She often hovers. This can make those whose shoulders she's peering over feel she doesn't think they can do their jobs. And when they have questions, they often don't ask her. They're afraid Marianne will take too long to tell them what they need to know, and they don't have the time for this.

It's true: Marianne has a wealth of knowledge. But she doesn't communicate it in a way that others can understand it. And her coworkers can feel belittled when they don't do things exactly as she would, making them reluctant to work with her.

How to Talk with Marianne

- Let Marianne know you value her process and systems savvy
- To help her get to the next level in your organization, you want to invest in giving her some management skills training
- This will focus on ways to identify other people's work and personality styles, so she can better connect with and direct them (she'll appreciate hearing and using these details)



#6

Robber: Omar Office

Different Physical Spaces Means “Out of Sight, Out of Mind”

What You Love about Omar

Omar’s appreciation of the people at your office gives everyone a boost of energy.

He always has a kind word to say or a compliment to share. It seems that he effortlessly finds the good in people. His nonjudgmental attitude makes Omar the one that people often confide in and bring their troubles to. You know he will keep a confidence.

Why Omar Is a Communication Robber

During the pandemic and working from home, Omar is struggling a bit with connection. Because he gets much of his validation from interaction—and no one is popping into his space—he can feel some anxiety. That may mean he’s reaching out a lot. Depending upon the workload and attention span of his coworkers, this can be a blessing or an unwanted interruption.

Omar’s love extends only to the people in his office (which, at least, is a wider group than Barbara Booster’s team). For him, this location is the entire world. He doesn’t wish them ill (the way Sanjay Scarcity might)—they are just not on his radar.

He doesn’t pay much attention to the corporate office (unless he works there) or any other facilities—near or far. Omar truly believes in the power of this group of people, and that they can handle whatever comes their way. This springs from the personal relationships he has with so many of them.

Omar doesn’t think about sharing what’s happening here—or asking about what’s going on elsewhere. This means you’re not getting information you need from other places, and they aren’t hearing from Omar.

How to Talk with Omar

- Acknowledge that Omar truly is the heart of the office and how much you and everyone appreciate him
- Explain how much further and faster your office could go if it could leverage information from other locations—and how they’d appreciate learning what we’re doing well here—and Omar for sharing this
- Help Omar make contacts with people at different offices and check in with him regularly to see what he’s learning and sharing—and let him know the difference this is making for everyone here



#7 Robber: Samantha Safety



Security Issues Lead to Suspicion

What You Love about Samantha

Samantha can look at any situation and easily identify the risks.

She asks the “what if ...” questions that few others would think of. This means your group can better analyze new opportunities and face fewer negative surprises in the development phase.

Samantha also knows how to look out for potential security issues: particularly with storing data and keeping online information secure. She also is savvy enough to know what she doesn’t know, and taps her network of security experts to identify emerging issues and make recommendations on these before they become problems.

Why Samantha Is a Communication Robber

Samantha has seen too much of the bad things that happen—from wiped hard drives to ransomware to hacking. This has turned her into a chronic worrier. She reacts to every possibility—from dire to relatively benign—with the same intensity. She sees bad actors lurking in every shadow and is quick to raise the alarm.

To those not steeped in these issues, Samantha seems to be an alarmist. Coworkers tire of what they see as her too frequent warnings and often tune her out.

Samantha also is concerned about other parts of the company—or clients—who aren’t taking security as seriously as she believes they should. She is suspicious and thinks twice about giving them access to information that she believes they might not handle carefully enough or systems they could carelessly compromise. Others can take offense at her actions and choose to withhold information in return.

How to Talk with Samantha

- Tell her you care as much about safety as she does
- Invite her to analyze the security issues she’s identified, using a matrix with four quadrants: dangerous versus annoying, and urgent versus unlikely
- Work with her to address those that are dangerous and urgent

#8

Robber: Larry Leadership

Management Priorities Can Create Conflict**What You Love about Larry**

Larry is committed to helping the organization succeed.

While he expects everyone to work hard, Larry does the same. He is happy to delegate, which gives those around him opportunities to stretch and grow.

He also is decisive and doesn't make you wait in limbo.

Why Larry Is a Communication Robber

Larry wants only enough information to make his decision. Pages of details or long presentations bore and leave him impatient, which means he doesn't always make informed choices.

Larry likes to be large and in charge. He often sees any questions about why he prefers to do something one way rather than another as a challenge to his authority. Larry's answers can feel abrupt and critical. As a result, people don't like to disagree with or give him bad news because they don't want to suffer his withering disapproval.

That situation too often leads Larry to conclude that everyone agrees with him and everything is fine. He can become woefully out of touch with what's happening "in the trenches": so his requests and edicts are out of step with the people who report to him—and he can appear dictatorial and uncompromising.

How to Talk with Larry

- Because he loves the company, couch every suggestion in the framework that this is an untapped opportunity to improve things
- When he raises his voice and gets strident, keep your voice low and measured, which helps prevent the conversation from escalating in a negative direction
- Present your idea succinctly; have the data to back up your recommendations but don't share these unless he asks



#9

Robber: Selena **Secretive****"Dirt" Equals Leverage****What You Love about Selena**

Selena is an excellent listener, so people love to talk with her.

She's plugged into the grapevine. She knows who's doing what and how things are going. Selena also does research to uncover useful data, primarily on things affecting her area.

Why Selena Is a Communication Robber

Selena hoards the information she finds. You could say that she's your company's J. Edgar Hoover (notorious head of the FBI who compiled secret files on people). Because her coworkers are unsure what—if any—dirt she has on them or their area, they're afraid to challenge her. Selena may or may not have a position of traditional power in your company. However, holding this information gives her a feeling of security.

People often share gossip or corporate anecdotes with Selena, trying to stay on her good side.

She selectively shares what she learns with those who can 1) help her get what she wants, or to 2) block the advancement of people she dislikes

How to Talk with Selena

- Speak with others to get specific examples of backstabbing or gossip by Selena
- Bring one example to Selena's attention: let her know this has gone beyond "venting and complaining," is very upsetting, and needs to stop
- If she makes excuses or refuses to take responsibility, offer to arrange a meeting with the person you report to—so both of you may make your cases



#10

Robber: Blake Bigly



Size Equals Importance—and Discontent

What You Love about Blake

Blake is honored to work at such an influential company and makes everyone around him feel proud, too.

He also is zealous about ensuring his area gets the resources and recognition he believes it deserves.

Why Blake Is a Communication Robber

You'll find him at headquarters or at the largest operations. He believes size does matter. For him, it is the most important characteristic when analyzing any aspect of the business.

When it comes to allocating resources, Blake thinks his area should get the most. It's the largest, most prestigious, biggest contributor, etc. He has no problem taking from the smaller operations to support his. Blake truly believes that they should work harder and grow just as his area has—and they aren't entitled to the "more" his part of the company has earned. (He would make a great feudal lord.)

This creates ire with other divisions: particularly startups or newer operations. They see Blake as narcissistic. He is starving their growth and opportunities by championing only the more established (and likely slower growing) portion of the business. So they don't share information with him and look for ways to undercut his position with other company leaders. Blake often responds in kind: withholding information about opportunities and resources to make sure he gets first crack at these

How to Talk with Blake

- Enlist the help of a leader that Blake respects: because he will only see others at or below his level as jealous and not worth dealing with
- To give him perspective, present information to Blake about the health of the company as a whole—not just his and other larger areas
- Share specific details of how his "size trumps all" perspective and actions hurt the company and agree on the new approach that will keep it strong

#11

Robber: Tai **Traditional****“The Way We’ve Always Done It” Stifles Creativity****What You Love about Tai**

Tai’s long history with the organization means she’s a font of information about what has happened here.

Whenever you need to know anything about a product or service or leader, you start with Tai. If she doesn’t know the answer, she knows who probably does or where to find that information. She saves you countless wasted hours and enjoys sharing what she knows.

Why Tai Is a Communication Robber

Because she has seen so much, Tai believes she’s a great arbiter of what works and what won’t. She’ll say, “We tried that five years ago, and it was a disaster.” This can squash new ideas—or even better versions of ones being used now. Because there may not be anyone else who was around at the time, no one may ever know *why* something failed, and if it would again today.

Tai also hankers after her memories of the past (which probably wasn’t as rosy as she remembers). She believes the tried and true practices that brought historical success are the best, and we should keep doing those things. So she looks on any new approach with suspicion.

How to Talk with Tai

- Share your gratitude for her perspective (she’s earned this)
- Ask for a story of how she helped implement a new approach/system/process, what that was like and what the results were—and listen
- Tell her you want to give some of your younger employees that same kind of experience of success, and ask for her support in encouraging and working with them



#12

Robber: Finn **Favoritism****Preferential Promotions and Bonuses Lead to Inequity****What You Love about Finn**

Finn is charismatic and fun.

He goes out of his way to support the people he cares for. Finn praises and recognizes them, which makes everyone want to be his friend. He is always happy to promote from within.

Why Finn Is a Communication Robber

For all his good humor, Finn is looking to surround himself with others who will support and help him get ahead. While we all want that in theory, Finn goes too far to achieve this.

He often discounts negative feedback on his pals' performance. This means they may not get the training they need to excel in a new position, or may even be ill-suited to that job. Then, too often, they fail to earn the respect and cooperation of those who work with them.

This approach makes those who raise their concerns to Finn feel ignored and angry. They come away believing that only brown-nosers get ahead. And others, seeing this, choose to flatter Finn in the hopes they'll be let into his magic circle and reap the benefits of advancements and rewards.

In the meantime, people who have the talents and skills worthy of promotion may go unrecognized. They can become disgruntled, withhold information that would benefit Finn & Friends, and leave for other opportunities.

How to Talk with Finn

- Document specific instances where Finn's favoritism has hurt performance (otherwise this can just seem like gossip and sour grapes)
- In a just world, present this information to Finn; if he is the sort to practice character assassination on those who disagree with him, share it with his supervisor and ask for help



#13

Robber: Una Uh-uh



No Cooperation Means Nothing Big Gets Done

What You Love about Una

When you do a good turn for Una, she remembers.

She usually is a subject matter expert in a specialized area, such as IT or legal. You can go to her with a specific question, and she will help you answer it.

Why Una Is a Communication Robber

Una is a scorekeeper. Of course she'll help you only if you've already done something for her. Whether or not she says "quid pro quo," she lives it.

While Una is an expert, she often is stingy about working with others. She sees information as power and is loath to share any of hers—unless it's on her terms. And it always appears that Una is getting the better end of the deal.

When she *has* to attend meetings, Una generally says little. If asked a direct question, she will give a short and abrupt answer. Often, it's the equivalent of "that won't work." When pressed for details, Una rarely divulges anything specific and useful.

Her colleagues long ago have stopped pressing the issue to find out more, because they rarely do. Most of the time, Una has a slightly dyspeptic expression on her face, as if whatever meeting she's in is mildly distasteful for her.

How to Talk with Una

- Choose not to be intimidated by Una's knowledge and haughty attitude (this has worked on others, which is why she's still here)
- Be very clear about your expectations of how she needs to work with others and the consequences if this doesn't happen
- Offer to help her start to meet these expectations by providing her with training on how to work with other personalities in a team

#14

Robber: Tyrell Notell

**Lack of Trust Engenders Tension****What You Love about Tyrell**

Tyrell knows how to keep a confidence.

Tyrell is a great safety value for others' overheating passions. Plus he never tries to one-up anyone with stories about things that have happened to him.

Why Tyrell Is a Communication Robber

Just as Samantha Safety has seen too many security issues, Tyrell has heard too many things about the underside of the people and organization to trust anyone.

The result is that important information—even innocuous things—don't get passed along. This means people frequently make decisions based on incomplete knowledge. Processes become less efficient, productivity is lower, and mistakes are made. Often these things occur for reasons people can't understand or anticipate—let alone fix.

Tyrell observes all of this. Chances are good that he can see some issues coming. He waits and watches to learn if he's right.

How to Talk with Tyrell

- Recognize Tyrell for how he makes others feel seen and heard, and tell him you want to provide the same experience for him
- Let him know specifically the important information in his job that he needs to share with others, so that the company can meet its goals, and he and everyone else can continue to advance
- Ask for his suggestions on ideas, processes and policies, then praise and recognize him as he shares his thoughts

#15

Robber: Barry Bigview

The Vision Obscures the Path

What You Love about Barry

When Barry speaks about the organization's future, everyone is inspired! He taps into the zeitgeist of people wanting to be a part of something larger than themselves. To work together to create a better product, service and world.

When he speaks about what a special place this company is, and how the people who work here are the best in the industry, everyone knows he truly believes this. And in the moment, *they* believe it, too.

Why Barry Is a Communication Robber

Barry sees his role as the ultimate motivator and has a true gift for this. Achieving big goals—some that seem impossible—energizes him. But he has little time for the strategies and tactics that will make this happen.

His favorite saying is, “Don’t bring me problems. Bring me solutions!” While there is wisdom in the approach, unfortunately it can mask the issues that aren’t as easily overcome as Barry would like. This often makes the people in senior leadership (and other areas) reluctant to share bad news with Barry. It also means that those with enough foresight to see a potential problem—but don’t yet know what to do about it—sit on this for too long, making matters worse.

People who are willing to speak unpleasant truths to Barry can be accused of disloyalty. He sees them as unwilling to put aside the petty needs of their area for the service of the greater good of the company as a whole. “Work it out among yourselves,” he admonishes. Because he isn’t willing to be a sounding board or mediate, Barry often pits one part of the business against another. This further reinforces communication silos and prevents other leaders from challenging him.

How to Talk with Barry

- Let’s be honest: it may not be possible to get Barry to see the dark side of his approach on the company (in which case, you must decide whether or not you should stay and wait him out or go elsewhere)
- If you believe Barry is open enough, bring a specific and tangible example of how big picture-only thinking is preventing the organization from reaching the financial and operational goals he has set—along with some suggestions on how to improve this
- Consider creating coalitions with other leaders, including those on the board of directors, to work on longer term changes



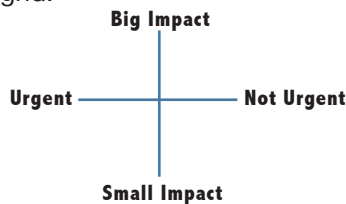


What Now?

As a neuroscience nerd—someone who studies the brain to become a better communicator—here’s what I know. If you don’t take action within a *week* of learning a new idea, you probably never will. I want the time *you* spent with me—and all these communication robbers—to make a difference for *you* and your company.

Helping Others Start to Change Their Silo Behavior

1. Take a quick look through the communication robbers and the silo issues they cause or exacerbate. Don’t get stuck on the sex of the person as indicated by her or his name: women and men are equally likely to be any of these. Notice the people in your organization they remind you of (“Susan in accounting is so Reggie Rulebound!”) and write these down.
2. Determine the relative seriousness of the silo every person perpetuates by placing each name in the corresponding part of this grid:



3. Start with those who are in the quadrant that’s urgent and has a big impact.
4. Review the bullets under the “How to Talk with ...” section. Then schedule your first candid, confidential conversation with individual communication robbers. Talk about how their actions are affecting the operation and agree on specific alternatives to start changing their unproductive—or downright punitive—behavior.
5. Monitor their progress and stay in regular touch on what both of you see. Adjust expectations as needed.
6. Share this eBook with others, so they can see and support what you’re doing and choose to dismantle the silos in their area.

Don’t Forget Yourself

1. Review those communication robber characteristics and be honest about which of these things *you’re* doing.
2. If you’ve done personality inventories on this or past jobs, review the qualities these say you are predisposed to have.
3. Check with people with you trust (at work and at home). Give them a copy of this eBook and ask them to tell you what they see. Do your best to listen for understanding rather than trying to rationalize (to them or yourself) why you do what they see or blame outside circumstances.
4. Analyze all the things you’ve learned—from your own review and feedback from others—and choose *one area* you’re committed to improve.
5. Share this commitment with others you trust. Ask for their support, and arrange to regularly and honestly report on what you’re doing to improve this.
6. When you’ve made enough progress on your first area, celebrate! Then select the *next* one you want to focus on.



What Now?

Discover More about Your Communication Silos—for Free

Because I feel so strongly about this, you can find links to quizzes that tell you more about where you work. Spend a few minutes answering some simple questions and get immediate insights, including more resources to help you:

- **Discover if you have silos in your organization and if these are having a negative impact**
 - **Uncover more about the siloed thinking in *your* head**

You'll find them here: www.lynnfranklin.com/siloquizzes.

You deserve to be in a place that lives up to its mission, vision and values—and does so profitably. One of the best ways to do this is to disarm the people who are unknowingly robbing your company of time and money—including yourself.

I hope the ideas you found here will get you started. If you need more help, let me know.

Lynne



About Lynne Franklin

After a boy threatened to kill her with a machete, Lynne Franklin started learning all she could about reaching unreachable people. Her secret? Listen well, tell the truth, and do it with a good story plus a wry sense of humor.

She spent most of her career showing executives how to connect with investors, the media, and their own employees. Along the way, Lynne became a neuroscience nerd: translating how the brain works into practical, easy-to-use communication tools. She shares this through her weekly blog (www.LynneFranklin.com/blog) and Persuasion Byte videos (www.youtube.com/lynnefranklin).

You deserve to be in a place that lives up to its mission, vision and values—and does so profitably. One of the best ways to do this is to disarm the people who are unknowingly robbing your company of time and money—including yourself.

Lynne is a leadership communication advisor and speaker. Leaders and teams—in companies of all sizes and many industries—work with her to break down their communication silos. They do this in three ways:

- **1:1 as a leadership communication coach**
- **Teams get custom training programs to discover communication tools to eliminate silos**
- **Executives and HR leaders work with her on retainer to create ongoing strategies and communications that break down silos and support engaging corporate cultures**

As a result, Lynne's clients advance their careers by building more rapport, creating more trust, and developing cultures where people *want* to work.

She is past president of the National Speakers Association Illinois Chapter and a Certified Virtual Presenter. Lynne wrote *Getting Others To Do What You Want* (<http://tinyurl.com/LynnesBook>) and is working on her next book—*Leaders on Rapport: Secrets to Creating Successful Connections*.

Lynne's TEDx Talk, on how to be a mind reader, went viral with over 4 million views (<https://tinyurl.com/LynneTEDx>).

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