KNOW-FEEL-DO COMMUNICATION MODEL

THE KNOW-FEEL-DO COMMUNICATION MODEL IS A TOOL TO SUPPORT LEADERS IN SHARING RESULTS WITH THEIR TEAMS IN AN ENGAGING AND EFFECTIVE WAY.

Communicating with your team will include elements such as the overall results, what was said, what you have heard, and how to use the feedback to help improve in the most important areas.

A key part of communicating and sharing back with your team is to validate the accuracy of your understanding of what was said and that you have listened and heard. This helps to make the communication an engaging, two-way conversation which generates:

- an outcome where you and your team have a shared understanding of what was said, what was heard, and
- buy-in from the team in being actively involved in moving from results to action to realise positive change and improvement.

QUICK TIPS

- Be discerning when using graph results from the WTW report – when using them, remember to spend time ensuring your team understand the methodology and how to read them accurately
- For some, the graphs may be confronting (e.g. present a negative team picture), create disinterest or distraction from the insights of what the data means (in the context of the team)
- Generally, teams are more interested in what YOU have heard and the what YOU think rather than telling them what they have already know through a graph
- For best outcomes, share what you have heard in your own words and in the language your people understand
- Remember you have had time to understand the results – this is your team's first opportunity to do so. Help them benefit from your exploration and analysis so they gain a clear understanding of the results.

USING THE KNOW – FEEL – DO COMMUNICATION MODEL

This approach applies to situations when you want to communicate effectively and persuasively.

This approach is based on Stephen Covey's first habit for Highly Effective People - Begin with the end in mind".

1. **Know** refers to the left-brain, linear, logical, orderly processing. Your goal is to have your audience understand, if not agree, with your key messages.
2. **Feel** references the right-brain, emotions, heart, passions, etc. It is essential to also tap the emotional aspects of your story.
3. **Do** is the change in action or perspective you seek as a result of the presentation. What, exactly, do you want the recipient to think or do differently after hearing your presentation/communication?

KNOW

What do you want your people to know, think or understand?

FEEL

How do you want your people to feel or respond?

DO

What specific action/s do you want your people to take?

USING KNOW – FEEL – DO TO DEVELOP YOUR COMMUNICATIONS PLAN

KNOW What do you want your people to know, think or understand?	List the most important things you want your team to know, think or understand. I want my audience/team to KNOW, THINK or UNDERSTAND...	In order to deliver on what I want my team to know, think or understand - the information and messages I will share is...
FEEL How do you want your people to feel or respond?	Identify the important things you want your team to FEEL. I want my audience/team to FEEL - e.g. engaged, involved, heard, valued, listened to...	Identify how you will share. e.g. open, asking questions, asking for udnerstanding, being honest, open and transparent. To create this emotional impact/effect, I will...
DO What specific action/s do you want your people to take?	Identify the key thing/s you want your team to DO as a result. (e.g. validate the accuracy of your interpretation, ask questions, willing to be actively involved in next steps, etc. I want my team to DO...)	Focus on clear call-to-action/inviting their help/ buy-in support etc. To make this possible, I will need to ask/encourage them to...

LOGISTICS – HOW, WHEN, WHERE & WHO

After working through the KNOW – FEEL – DO model you will have developed a draft storyboard of the key information you will share, how you will deliver it and a call to action/s for your team and what's next.

The next step is to further refine your storyboard by identifying the most effective and realistic way for sharing with your team.

1. Determining HOW you will share the results

- Use the method/s you know to be the most effective, appropriate and realistic for your team. Utilise what works – e.g. at shift handover, in small groups, etc.
- How many sessions will you need to cover all your team members?
- What additional methods can help deliver an effective outcome? E.g. follow-up email, poster/letter etc.

Best Practice TIP:

Use face to face sharing approaches wherever possible – doing so is more engaging, involving, allows members to ask questions, validate your interpretation of the feedback, share the root causes behind the results and as such reinforces their integral role within all facets of the improvement and action planning process.

2. Determining the length of the session/s

- Look at the information you have identified you want to share in Step 1a (Understanding Results).
- How much time do you think it will realistically take to share it (without rushing)?
- Is this time realistic (including time for team discussion, questions and input)?

If yes, refine and update your storyboard based on HOW you will share and for how long.

If not you have 3 elements you can look to adjust:

1. **Time:** Can you extend the time to allow all content elements to be shared and discussed?, and/or
2. **Content:** Can you reduce the amount of (non-critical) information you share?, and/or
3. **Method:** Can you refine or find an alternative way of sharing?

To deliver on you most important KNOW-FEEL-DO outcomes, refine and update your communication plan based on the information content, method/s and time available.

YOUR PLAN SHOULD NOW BE COMPLETE. GOOD LUCK!