

THE VALUE OF 168



JODIE GILBERT
HR BUSINESS PARTNER-AMERICAS

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REMOVING ROADBLOCKS — THE JOURNEY TO BETTER COMMUNICATION

01

**WHY
COMMUNICATION
MATTERS**

VALUES & EXPECTATIONS OF 168

The entrepreneurial philosophy that connects all RPM individual brands, cultures and markets and a key driving force behind RPM's past performance for more than seven decades as well as the foundation for our success in the future.



**HIRE THE BEST PEOPLE
YOU CAN FIND. CREATE
AN ATMOSPHERE THAT
WILL KEEP THEM. THEN,
LET THEM DO THEIR
JOBS.**

- FRANK C. SULLIVAN



Employee
Experience

Policies

Standards

Governance

Regulations



**WHY IS COMMUNICATION
IMPORTANT TO YOU AND WHAT
YOU DO?**



**WE BUILD AT
THE SPEED OF ...**

ROUTE
168

RESPECT IS A TWO-WAY STREET

It's something both learned and earned.



DEFINING EFFECTIVE COMMUNICATION

Communication is said to be effective when all parties (sender and receiver) in the exchange assign similar meanings to the message, listen carefully to what has been said and also allows the sender to feel heard and understood. In the business context, communication is effective if the exchange also contributes towards desired employee experience, performance and alignment for shared success.

TO ACHIEVE OUR GOALS, WE NEED TO COMMUNICATE WELL WITH OTHERS

Goal	6-8 %	25-30%	55-60%	85+%
	Set	Set and Written	Set, Written, and Shared	Set, Written, and Shared with an Accountability Partner
FINISH				

DIFFERENT BUT THE SAME



02

Online interaction can often lack context, or other benefits such as that of body language / non-verbal cues. That said, we still need effective communication to build mutual understanding, alignment and commitment to the path forward.

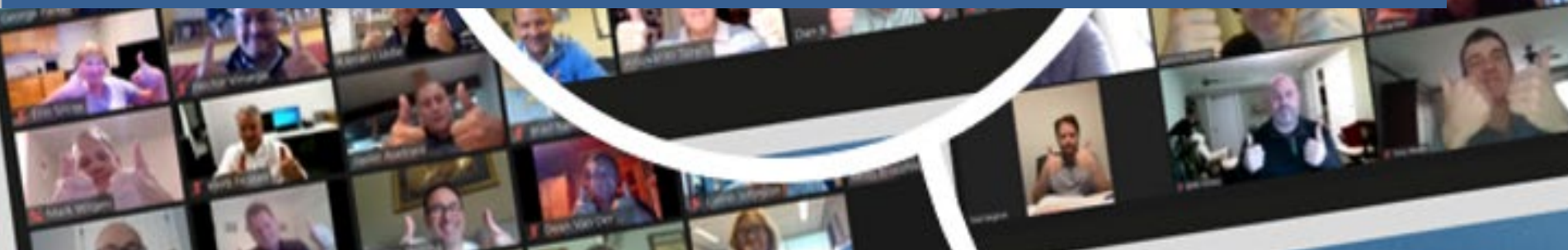
VALUES ONLINE APPLY OFFLINE, AND VICE VERSA

In a virtual world, we rely on technology and other methods for communication. Online etiquette is based on face-to-face behavior. How you behave in the virtual world reflects how you act in real life.

In the same way, what we learn through connecting with others online can be applied offline.



**WE ARE ALREADY ON OUR WAY
TO BETTER CONVERSATIONS**





CONVERSATION BEHAVIORS

Telling

Problem
Solve

Give
Advice

Make
Suggestions

Provide
Feedback

Challenge
Thinking

Listen

Asking

Directive Conversations

Developmental Conversations



THINK OF YOUR BEST BOSS

Telling

Problem
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THINK OF YOUR WORST BOSS

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4 CORE SKILLS FOR BETTER COMMUNICATION

L**LISTEN TO UNDERSTAND****A****ASK POWERFUL QUESTIONS****C****CHALLENGE AND SUPPORT****E****ESTABLISH NEXT STEPS AND ACCOUNTABILITY**

03

**WE ARE THE
GATEKEEPERS TO
RPM COMPANIES
& EMPLOYEES**

PRACTICE WHAT WE PREACH

Effective Listening : Listening to Understand
in Compliance, Legal and HR positions

1

EMPLOYEE SHARES
ISSUE

2

Listening for **FACTS**.
LEGAL REP

3

Listening for **FEELINGS**
HR REP

4

Listening for **VALUES**
COMPLIANCE REP

Whether in HR, Compliance or Legal, we often encounter situations where people come to us with an issue that they need support with.

A lot of information is shared during a conversation. If listening effectively, we can break this into 3 categories: facts, feelings and values.

The actions we take will depend largely on the nature (facts) of the issue, however, our dealings and interactions (communication) will always require sensitivity to how the individual sharing feels about that issue.

In HR, Compliance and Legal communications, we need to be conscious to build shared understanding of what are often dynamic and complex situations and we can assist in creating value alignment with the values & expectations of 168.

PRACTICE WHAT WE PREACH

Asking Powerful Questions: What & How
in Compliance, Legal and HR positions

1

EMPLOYEE BUILDS ON
SAME ISSUE

2

LEGAL REP
Asks Powerful
Questions
to expand on Facts.

3

COMPLIANCE REP
Asks Powerful
Questions to expand
on Values.

4

HR REP
Asks Powerful
Questions to expand
on Feelings.

Once an employee raises an issue, whether directly in conversation or via the RPM Hotline or another mechanism we can deploy for effective communication is crafting powerful questions to get everything “out in the open” to truly understand the big picture.

Asking Powerful Questions is about letting the person sharing on the issue share more without us inferring, making assumptions or trying to problem solve (directive conversation behaviors). The sole objective is to ensure all information and thoughts are unpacked by the complainant/employee sharing.

Focus on “unpacking” the issue, or “Double-clicking” to expand on what is being shared by asking short and crisp questions that start with “What” and “How”; or “Tell Me More”. No leading, long questions or problem solving!!

Some examples of Powerful Questions:

- Tell me more about x, y, z?
- What has happened?
- What are your concerns?
- What led to these events occurring?
 - What time/date/place?
 - How long has this been going on?
 - How did you become aware of this?
- What is the impact of this on you and/or the company?
- How did you and/or others approach this situation?
 - What have you tried?
- What action has been taken by your business unit?
 - How can we support you?

PRACTICE WHAT WE PREACH

Challenge & Support: SBII and Ask Why & IF
in Compliance, Legal and HR positions

1

EMPLOYEE USES SBII
TO EXPLAIN PRIOR
CONVERSATION WITH
MANAGER

2

LEGAL REP
Asks Challenge &
Support Questions

3

COMPLIANCE REP
Asks Challenge &
Support Questions

4

HR REP
Asks Challenge &
Support Questions

SBII IS A CONVERSATION FRAMEWORK FOR FEEDBACK:

- ✓ **SITUATION** –Specific time and place where the behavior occurred.
- ✓ **BEHAVIOR** –Objective observable behavior e.g. what would a video camera capture?
- ✓ **IMPACT** –impact of behavior on feelings of employee/person sharing the team and/or business.

[PAUSE]

- ✓ 4. **INTENT** - What the other person is hoping to accomplish with the behavior. This is the opportunity to ask a powerful or challenge & support question “what”, “how”, “tell me more”, “why” or “if”?

EXAMPLES OF CHALLENGE & SUPPORT QUESTIONS:

- If you raised this matter internally, what do you think would happen?
 - Why do you think this is occurring?
- If you could look at this situation from another perspective what would that look like?
 - If nothing is done what will happen?
 - Why is this important to you, to the business and/or others?
 - If this has been an ongoing matter, why now?

Effective communication often comes down to a balance between challenge & support; Feedback AND Questions. In HR, Compliance & Legal often we are need to seek out truth in challenging, sensitive situations. To do this, we must work in a manner than is structured and supportive to the person(s) sharing concerns. This is important to build trust and ensure the right actions are taken for the business and people involved.

PRACTICE WHAT WE PREACH

Next Steps & Accountability:
in Compliance, Legal and HR positions

1

LEGAL REP

Shares on their areas of control, influence and what they must accept in the case.

2

COMPLIANCE REP

Shares on their areas of control, influence and what they must accept in the case

3

HR REP

Shares on their areas of control, influence and what they must accept in the case

A LOT HAPPENS WITHIN THE HR, COMPLIANCE AND LEGAL ARENAS!
Each day brings new conversations, new challenges and additional workload and beyond us, in and across the RPM Business, there are additional goals, targets and objectives at play.

In order to be successful as individuals, teams and as one RPM organization, we need to increase chances of follow through on goals and be able to navigate our own :
Areas of PERSONAL RESPONSIBILITY,
Areas of INFLUENCE; and
Areas we must ACCEPT.

EXAMPLES OF NEXT STEP & ACCOUNTABILITY QUESTIONS:

- What can you control/ influence/accept?
- What do you plan to do next in this situation?
 - What will you begin to do differently?
- How will you know you have been successful?
 - How will you stay committed?
 - What sacrifices are required?
- Who will be your accountability partner?

**TIP: WE CAN WORK TOGETHER
TO REMAIN ACCOUNTABLE FOR SUCCESS ON THIS JOURNEY!**



RIGHT



WRONG



**AS WE GO FORWARD, LET'S
CONTINUE ON THE RIGHT TRACK**

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ANY QUESTIONS?