

ACEMentoring

Module #5

Calibration: How to know what is really going on.

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Presentation Notes

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Introduction

Setting The Stage

Welcome

- **Welcome**
- **Title: Calibration: How to know what is really going on.**
 - What is this?
- **Logistics**
 - About 60 minutes
 - 40-50 minutes presentation
 - 10-20 minutes Q&A
 - Tape recording ready in to 72 hours at the URL

Agenda

- 1 Introduction
- 2 What is calibration? (Definition)
- 3 Circle of Influence for those who do not Calibrate accurately
- 4 Why is calibrating well so important to your success
- 5 Real-time calibration
- 6 Do's and Don'ts of excellent calibration
- 7 Real world examples
- 8 How to get good at calibration
- 9 Circle of Influence for those who do Calibrate
- 10 Going Forward

Real Experience

- **Everything I'm going to be talking about comes from real experience.**
 - My experience.
 - If I have not used it successfully, you won't hear about it.
 - This is about what works.
- **However, there are contradictions**
 - The world is not black and white.
 - The world is made of multiple grays and multiple colors.
 - Judgment is often a necessary step in being successful.
 - So I will give tools that work as well as some judgment that you will have to apply to be successful.

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What Is Calibration? (Definition)

Calibration In Engineering

- Definition as it applies to engineering, science and technology.
- Definition as it applies to human communication.
 - Examples to follow

Or... Has This Ever Happened?

- **You go to a meeting and someone in the room (customer, colleague, manager)...**
 - They look angry and upset (they scowl)
 - They have their arms crossed
 - They are leaning back
- **You calibrate that they are going to be a problem**
- **And then they speak and...**
 - Their voice sounds angry
 - They sound unhappy and annoyed to be there
 - Their words are not supportive
- **Your calibration was **accurate**.**

Has This Ever Happened To You?

- **You go to a meeting and someone in the room (customer, colleague, manager)...**
 - They look angry and upset (they scowl)
 - They have their arms crossed
 - They are leaning back
- **You calibrate that they are going to be a problem**
- **And then they speak and...**
 - Their voice sounds supportive
 - They sound happy and excited to be there
 - Their words are supportive
- **Your calibration was **not accurate.****

Or Has This Happened

- **You meet someone...**
 - You calibrate them... and
 - You conclude that they will become a **GREAT** friend.
- **As time progresses, it becomes clear that they are not, in any way, going to become your friend.**
- **You find that you were completely and totally... WRONG**
- **Your calibration was **not accurate.****

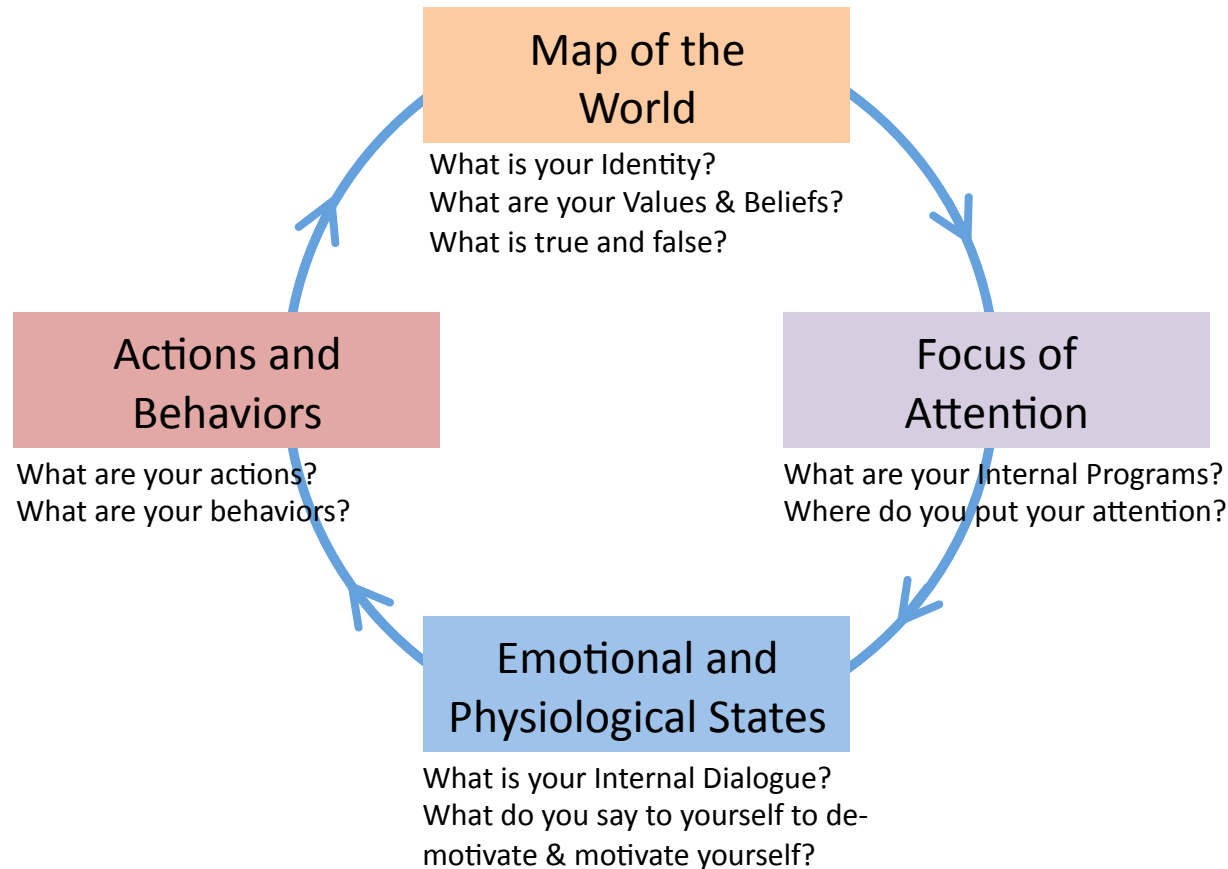
Calibration Is:

- **It is the ability to accurately correlate human non-verbal communication cues to the real communication content.**
- **It is the ability to accurately determine either the congruity or the lack of congruity between verbal and non-verbal communication.**
- **The ability to assess if the words and the non-verbal cues of a human communication “say the same thing” or are they sending different messages.**

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Circle of Influence For Those Who Do not Calibrate Accurately

Circle of Influence for Calibration



Circle of Influence-Not Calibrating

- **Map of the World**
 - I know what people's non-verbal cues mean
 - Crossed arms mean closed off
 - A sour face means they are upset with me/the meeting/etc
- **Focus of Attention**
 - How does the person look / sound / the words they us
- **Emotional / Physiological States**
 - Defensive / Emotional
- **Behaviors**
 - Reactive to the cues of others

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Why Is Calibrating Well So Important To Your Success?

What Does This Mean?

- **This means that often our first impressions are often **WRONG****
- **The old saying “First impressions are important” is **WRONG****
- **For us and for others... this is the case.**
- **The conclusion is: “Don’t sweat the first impression”.**
- **You have plenty of time to reverse your first impression.**

We Do This All The Time

- **We calibrate non-verbal cues all the time.**
- **We have been “programmed” since childhood to calibrate the non-verbal communication cues of others.**
- **Our programming comes in two forms:**
 - **Genetic programming**
 - **Cultural / Behavioral programming**

Our Genetic Calibration Programs

- **The human species has a good deal of calibration already programmed into us at the genetic level**
 - The startled response
 - Our common response to the odor of spoiled food
 - The common response to iconic representations (snakes, etc.)
 - Common response to a symmetrical human face
- **These and many more are genetically programmed into us so that we were able to survive and “calibrate” our environment and those around us accurately.**

Our Cultural Calibration Programs

- **Other calibration programs come from our culture and our environment**
 - These are taught to us as social calibration code.
- **These codes help us to move through the world understanding what others around us mean.**
 - We need it in order to get along in our culture.
 - We need it to get along with others whom we depend upon.
 - We need it to understand what others around us really mean.
 - And if people around us do not know how to use our cultural calibration programs, we may rightly assume they are not from our culture and they may not be “one of us”.

Our Cultural Calibration Programs

- **Each culture certain norms regarding non-verbal communication cues:**
 - **Showing the bottom of the shoe in the middle east**
 - **Unique gestures specific to certain European cultures / bowing in Asian cultures**
 - **Shaking hands... nor not**
- **Much of the time we are correct in our interpretation because most people conform to our general social / cultural code.**
 - **But there are outliers... people who are from our culture, our group who do not use the same calibration codes that we expect!**

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Real-Time Calibration

Real-Time Calibration

- **Most of the time we calibrate most people pretty well.**
 - 80% of the time we do a pretty good job of calibrating non-verbal communication cues.
- **We want to calibrate those people who, for whatever reason, do not seem to be using our “calibration codes”.**
 - These I call the “communication protocol outliers”.
 - These are the people who use a different set of calibration codes.
 - These are the people who present a real communication challenge.
- **Who / What are the “outliers”**

Who Are These Outliers

- **Some people are outliers when it comes to your ability to accurately correlate their non-verbal cues with what is really going on with them.**
- **Now imagine a standard distribution, a Bell curve of..**
 - The vertical (y) axis is a measure of your ability to interpret the meaning of someone's non-verbal communication cues accurately.
 - The horizontal (x) axis is the percentage of people with whom you have a specific level of accuracy.
- **For the majority of people, you can accurately determine the “meaning” of their non-verbal communication cues.**
 - A frown means a frown, etc.

Calibrating Outliers Is Critical

- **But at each side of the “x” axis are those people who you have a very difficult time being certain what their non-verbal cues really mean.**
- **These are the outliers.**
- **It is critical that you develop the ability to accurately determine the meaning of their non-verbal communication cues because these people are often very important to your success.**

Genetic & Cultural Calibration

- **Genetic & Cultural Calibration often works because...**
- **We are all trained and we all play by the same rules.**
- **How do we interpret this data?**
- **The reason it works, the reason we can interpret the majority of the Bell Curve so well is that we have “calibrated” these already as part of our “learned, general population”.**

Calibrating Outliers Is Different

- **However, we are not calibrated for the outliers.**
- **Outliers do not fit our “calibrated” relationship between “non-verbal cues” and “meaning”.**
- **Therefore, we have to calibrate the outliers in “REAL TIME”.**
- **Real time calibration is critical to effective communication.**
- **Critical to long-term, successful career in the technical world.**

How To Perform RT Calibration

- **Since we must calibrate outliers in real time...**
- **How do we perform this real time calibration?**
- **There are six steps:**
 - 1. Notice the disconnect**
 - 2. Withhold judgment**
 - 3. Understand your assumptions**
 - 4. Check for validity**
 - 5. What does the new data tell you?**
 - 6. Pick the most accurate interpretation based on data.**

1st Step In RT Calibration

- **First Step: Notice the Disconnect**
- **Notice what is the “disconnect” between your interpretive meaning of the non-verbal cue and the meaning of the verbal message and/or context.**
- **Do they “say” the same thing or are they different?**

2nd Step In RT Calibration

- **Second Step: Withhold Judgment**
- **Withhold meaning and judgment of the non-verbal cue.**
 - Most people are quick to use their standard, programmed calibration process.
- **To be successful with outliers...**
 - We must resist using the standard calibration process.
 - Do not use your standard calibration.

3rd Step In RT Calibration

- **Third Step: Know Your Assumptions**
- **Understand that you are making an assumption.**
 - Your calibration process is based on assumptions.
 - Your genetic and cultural calibration programs are based on assumptions.
- **What is that assumption.**
 - Know what your assumptions are.
 - Are you assuming the person is angry?
 - Are you assuming the person is irritated?

4th Step In RT Calibration

- **Fourth Step: Check For Validity**
- **Check the validity of your assumption against other data.**
 - Check the non-verbal messages/cues over time.
 - Check the non-verbal messages/cues against the message by words.
 - Check the non-verbal messages/cues against the message by voice.
 - Check against other verbal and non-verbal cues.

5th Step In RT Calibration

- **Fifth Step: New Data Message**
- **What does this data through other “channels” tell you?**
- **What does this new perspective tell you?**
- **Is the old assumption still correct?**
- **Does a new interpretation seem to make more sense?**
 - **Is a new interpretation more accurate?**

6th Step In RT Calibration

- **Sixth Step: Pick the Most Accurate Interpretation**
- **If a new assumption or a new interpretation seems more accurate, then you should re-calibrated the non-verbal cue.**

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Do's and Don't of Excellent Calibration

Does and Don'ts of Calibration

- **Don't respond emotionally**
 - Realize what this means
- **Withhold your judgment**
 - Become self aware
- **Develop sensory acuity**
 - Do the following

How To Calibrate In Real Time

- **Calibrate the Whole Person's Communication ... not just pieces**
- **Visual Calibration**
 - Calibrating the visual cues
- **Auditory Calibration**
 - Calibrating the auditory / voice cues
- **Meaning Calibration**
 - Calibrating the content or meaning

Calibrating the Whole Form

- **Do ALL the communication cues “say” the same thing?**
 - Visual information
 - Auditory information
 - Content information
 - Contextual information
- **Are ALL the cues “congruent”?**
 - Send the same message?
 - Say the same thing?
- **If they do not, don’t believe your emotional response.**
 - Wait and check to verify the complete message.

How To Practice Calibration

- **How to practice in a meeting**
 - Notice people you know well
 - Are they congruent?
 - Voice, tone, speed, etc.
 - Small movements and changes in posture.
- **Practice with friends and family**
 - Notice people you know well
 - Are they congruent?
 - Practice with eyes closed on...
 - Voice, tone, speed, etc.
 - Practice with eyes open then closed then open on...
 - Small movements and changes in posture.

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Real-World Examples

Example #1

- **Person in the workshop looked angry, upset**
- **Was not the case at all**
- **Just the way she was.**
- **What did I do? What were my behaviors?**

Example #2

- **Young woman who was told that she had a angry look on her face... from the time she was a little girl.**
- **What did I do? What were my behaviors?**

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How To Get Good At Calibration

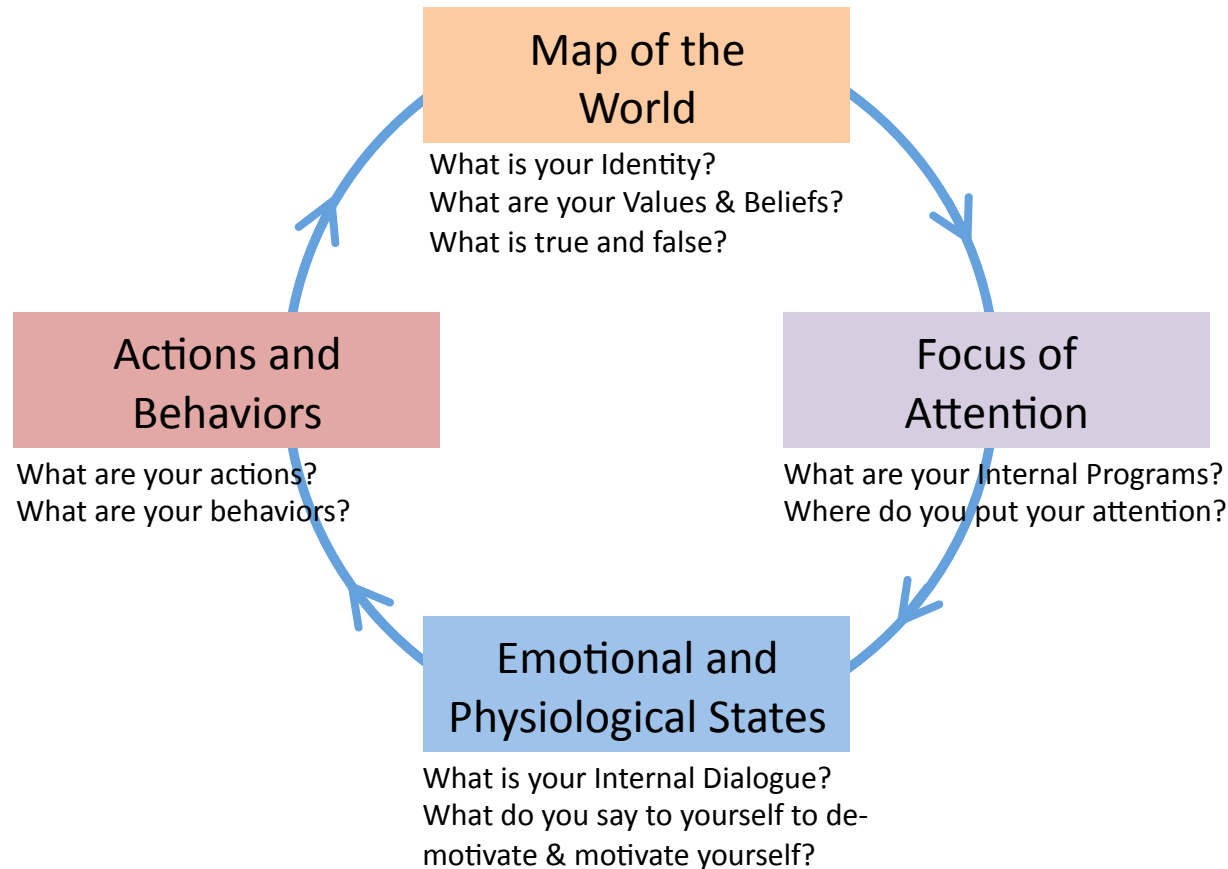
How Do You Learn Calibration?

- **Your ability to calibrate accurately depends, directly, on your “sensory acuity”.**
- **Sensory acuity is your ability to “notice” subtle changes in non-verbal cues.**
- **How well do you notice the changes in someone’s non-verbal communication cues?**
 - **Do you notice small and subtle changes in posture and gestures?**
 - **Do you notice small and subtle changes in voice tone and volume?**

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The Circle Of Influence For Those Who Calibrate Well

Circle of Influence for Calibration



Map of the World Of Calibration

- **Map of the World**

- People are interesting
- You will withhold judgment until you have overwhelming data for your conclusion.
- You will wait patiently to decide.

- **Focus of Attention**

- You notice their body language.
- You notice their voice tone, cadence, and volume.
- You notice their words, the content being conveyed.

Focus of Attention

- **What are your emotional and physiological states?**
 - You are calm.
 - You are curious.
 - You are confident.

- **What are your actions?**
 - You withhold judgment.
 - You ask questions.
 - You are slow to judge.
 - You ask to know more.

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Going Forward

What Might You Do In The Future?

- **Get with friends and practice, practice, practice.**

Q & A

- I know people who always behave in a negative and sour way. How do I change them?
 - You don't. That is not what calibration is about. In this case, you have calibrated them accurately... that is, they always behave in a negative and sour way.
 - This process is about not knowing for sure, what a non-verbal cue means and being able to reserve judgment and ask questions in order to factually determine the meaning.
- Question #2
- Question #3

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