

The 4 step communication process.
Know what's going on in your team.

STEP is the four STEP process to encourage engagement in your team, focus on actions and being in control. It's about recognising the whole team, not focusing on the strengths of one category over another. Most importantly it's about diversity of thought and building resilient solutions.

1. **S**pot the spot the introverts.
 - Look out especially the ones hiding in plain sight. They may be trying to behave as somebody else, which is draining, so they're not at their best.
2. **T**ime: Give introverts the gift of time
 - Clear agendas, especially online
 - Put times on and stick to them, or ask the room
 - #Zipit
 - #Holdback
 - #Writeit
 - #Activityproxy Activity is only a proxy for engagement
 - These steps will help you hear from the quieter members of the team, help them inform decisions and glue the team together. Introverts tend to like close knit, properly operating, teams.
3. **E**ncourage extraverts expertise
 - Everybody has strengths, their's may be around excitement and energy, which has its

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place. Use the extravert opinion and discussion, but carefully.

- All meetings, online or offline, need energy. Different technology will help, technology can be as simple as paper and pen. Mix up the medium that you use, this will help energise meetings.
 - Different meetings, different purposes, different formats – this will help create the right energy.
 - Different people to run the meetings. Introverts are often the best facilitators, they listen well, summarise well and use the process; extraverts tend to enjoy the conversations and may go off track.
 - Focus the meeting to action points, which are specific and achievable before the next meeting (so you can follow up). Also create longer term rocks that form the really important long term change that you can focus on.
4. **Postscript:** If you are promising change (which the very act of listening implies), follow it through. Keep the change going and make it grow, rather than it being “flavour of the month”, which simply leads to the team ignoring another one of “the bosses latest fads”