



INTENT-IMPACT
THE HIDDEN

GAP

AFFECTING YOUR
BOTTOM LINE



WHAT IS THE INTENT-IMPACT GAP?

The gap occurs when what we intend to communicate with our words or actions is misinterpreted by our colleagues or employees.



THE BUSINESS IMPLICATIONS OF MISCOMMUNICATION

Miscommunication costs companies of 100 employees an average of \$420,000 per year.

The average loss due to inadequate communication for large companies of 10,000 employees increased to \$62.4 million per year.



HOW DOES THIS PLAY OUT?

Consider this example with colleagues who have different Flexibility preferences.

At Emergenetics, we define Flexibility as the degree to which you are willing to accommodate new ideas and actions.



FLEXIBILITY **IN EMERGENETICS**

We split preferences for Flexibility into thirds, as described below:



FIRST-THIRD & THIRD-THIRD FLEXIBILITY

First-Third Direct Report



FLEXIBILITY
26

With first-third Flexibility, Sam is generally focused, firm and absolute. He likely gains energy from driving an original decision forward.

Third-Third Manager



FLEXIBILITY
95

With third-third Flexibility, Meg is generally affable, accommodating and easygoing. She is likely to change with little resistance and may prefer to keep options open.

MEG & SAM DISCUSS THEIR NEXT PROJECT

They plan to either revamp their onboarding program or re-evaluate their Learning Management System (LMS). After discussion, the team chooses to focus on their LMS.



THE CONFLICT



One week later, after Sam made significant progress on the project, Meg comes back from conversations with other teams and shares that onboarding will need to be the priority.



Immediately, Sam's demeanor changes and he starts asking a lot of questions.

WHERE THE GAP OCCURS

INTENT

Meg Select the project with the best ROI for the company

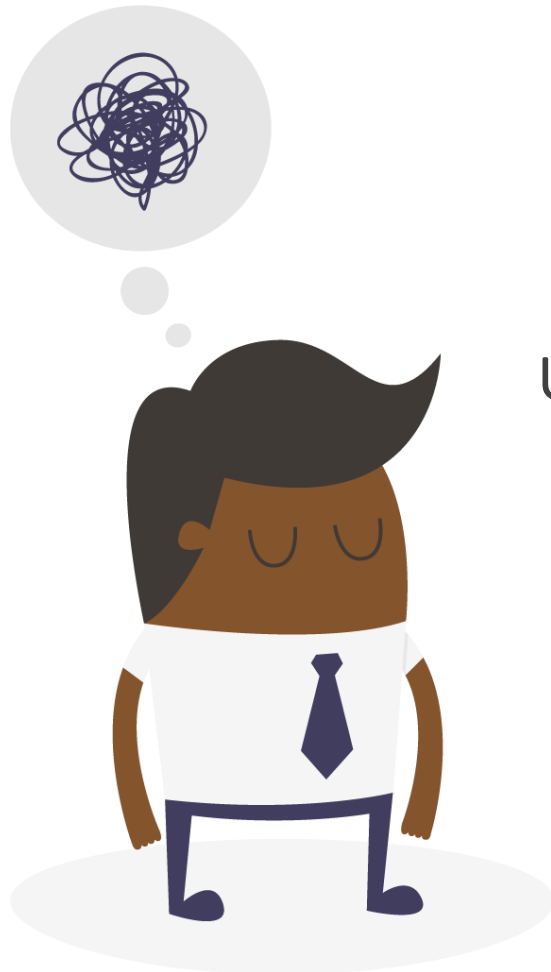
Sam Gain clarity about the change in direction

IMPACT

She's wishy-washy, can't land on a decision

He's not a team player

LEFT UNRESOLVED, THE GAP CAN BE SEVERE



Annoyance

Unproductive Conflict

Distrust



BRIDGING THE GAP

1 Remove Judgment

Decisions at work are rarely personal.

Instead of making assumptions and judging a response, focus on addressing the situation at hand.



BRIDGING THE GAP

Removing judgment, Meg realizes that Sam's questions are simply driving at *why* the change occurred.



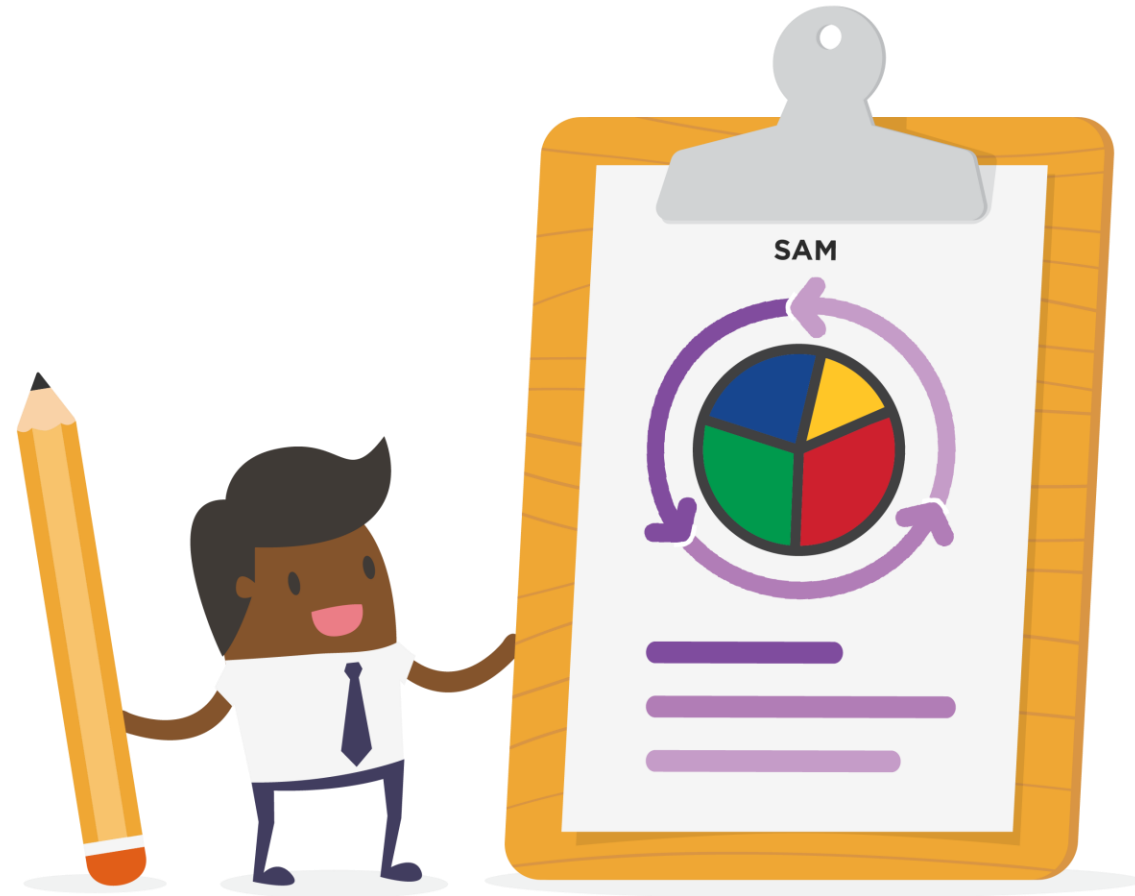
Removing judgment, Sam recognizes that there *must be a reason* for Meg's change in course and more calmly asks why.

BRIDGING THE GAP

2 Understand Yourself

Self-awareness is the first step to recognizing strengths and blind spots.

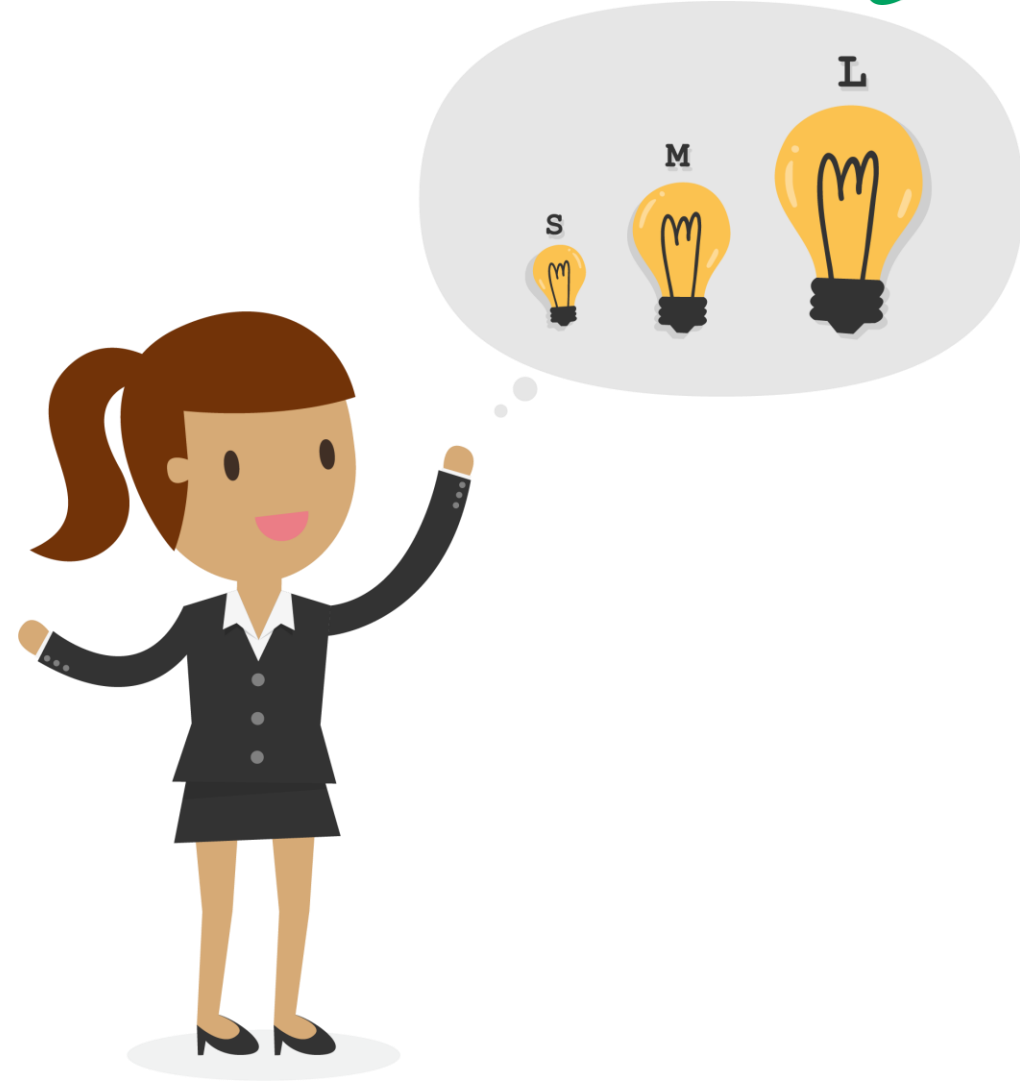
Tools like the Emergenetics Profile help you gain insights into your natural Thinking and Behavioral preferences.



BRIDGING THE GAP

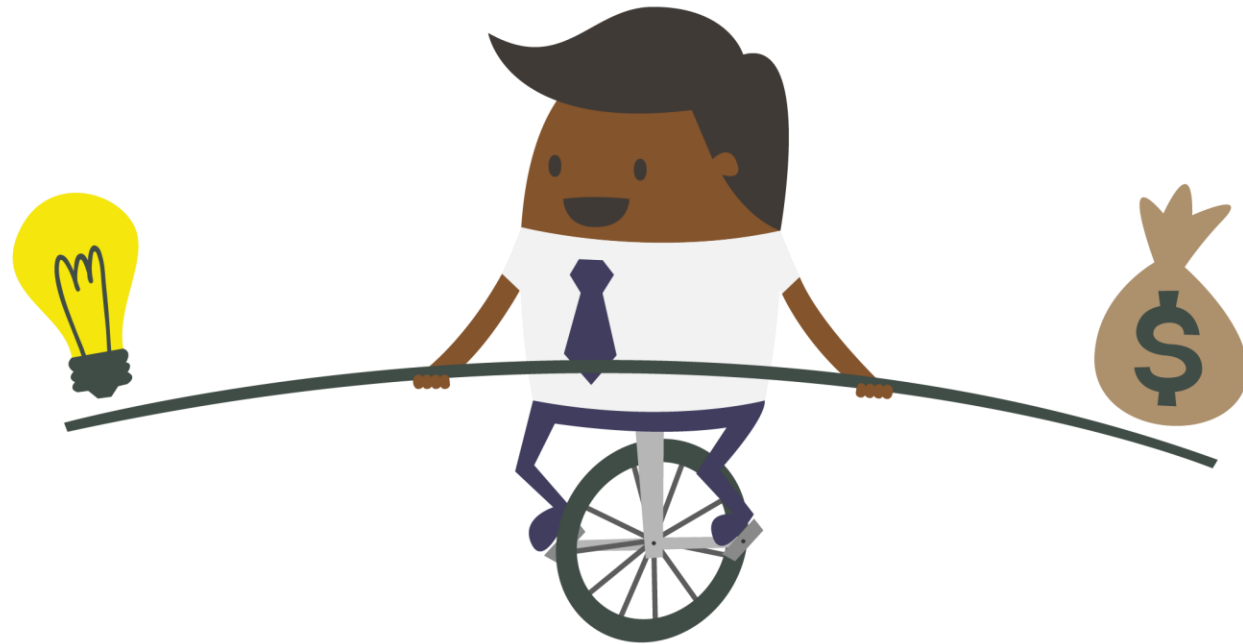
If Meg knew her Emergenetics Profile, she might have recognized that her third-third Flexibility makes her very open to change – and others may need more time and context to get on board.

With this self knowledge, she might have provided the reason behind the new direction right up front.



BRIDGING THE GAP

If Sam had his Emergenetics Profile, he might have recognized that while he prefers to stay firm and focused from his first-third Flexibility, priorities do change.



BRIDGING THE GAP



How do **OTHERS**
want to receive
information?

3

Consider how you can flex and build skill to meet the needs of others.

- Directly
- Peacefully
- Supportively
- In Writing
- In Person
- Lots of Detail
- Get the Big Picture
- Tell Me Who's Impacted
- Give Me Data

BRIDGING THE GAP

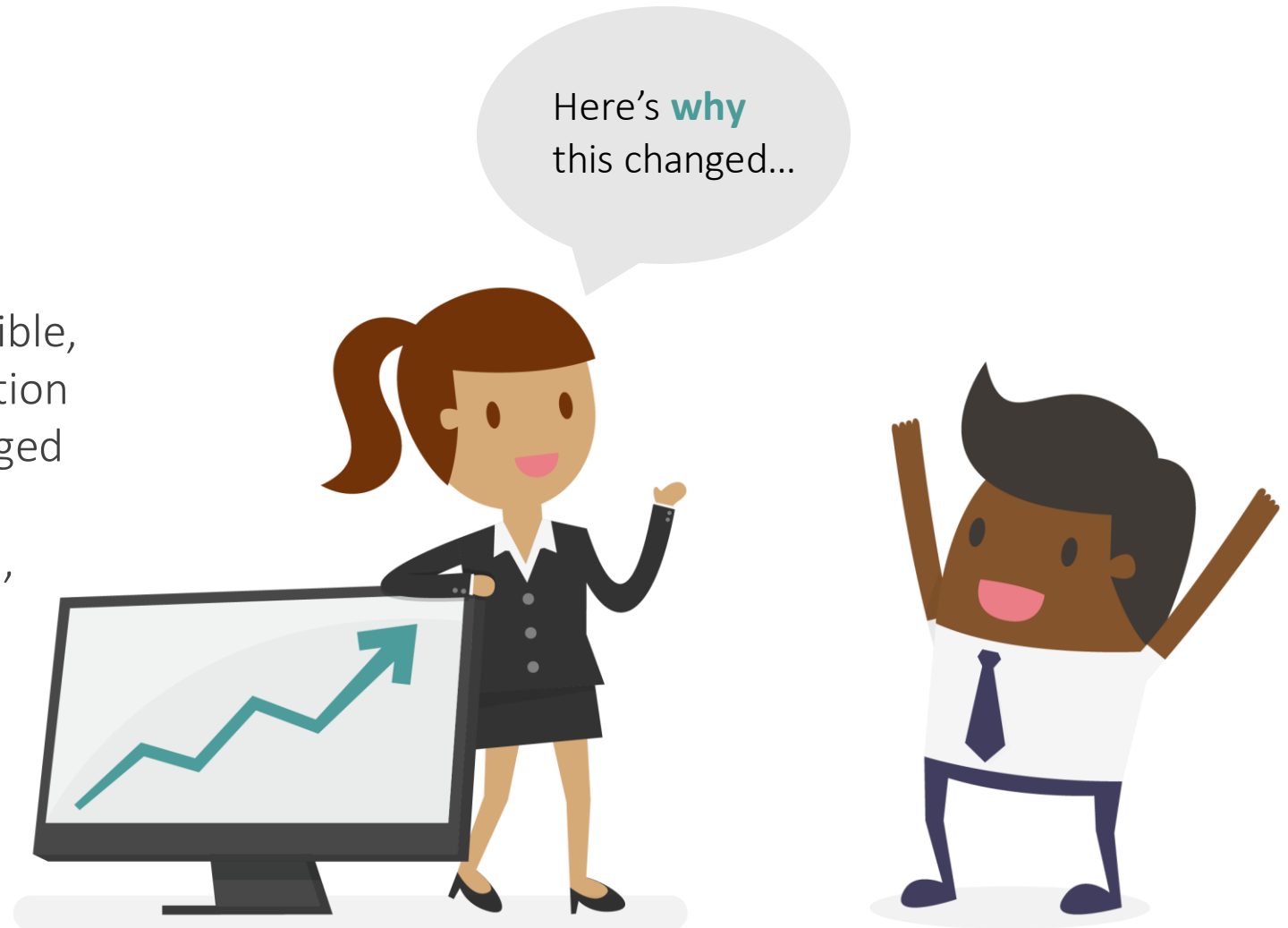
Tools like the Emergenetics Profile, Tip Sheets or our Meeting of the Minds workshop can help you better understand the preferences and communication needs of your teammates.

With this knowledge of others, you can adjust your approach to provide the information they need to get on board and explain decision in a way that honors their Thinking and Behavioral preferences.



BRIDGING THE GAP

If Meg knew Sam was first-third Flexible, she could have started the conversation by explaining why the decision changed so Sam could digest this information before he was asked to get on board, which could have eliminated the miscommunication altogether.



HOW CAN YOU MANAGE MISCOMMUNICATION AT WORK?



- 1 Help Employees Learn to Remove Judgment
- 2 Understand Yourself with Tools like Emergenetics
- 3 Build Skill and Use Tools to Meet the Needs of Others



LEARN MORE ABOUT **THE INTENT-IMPACT GAP**

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