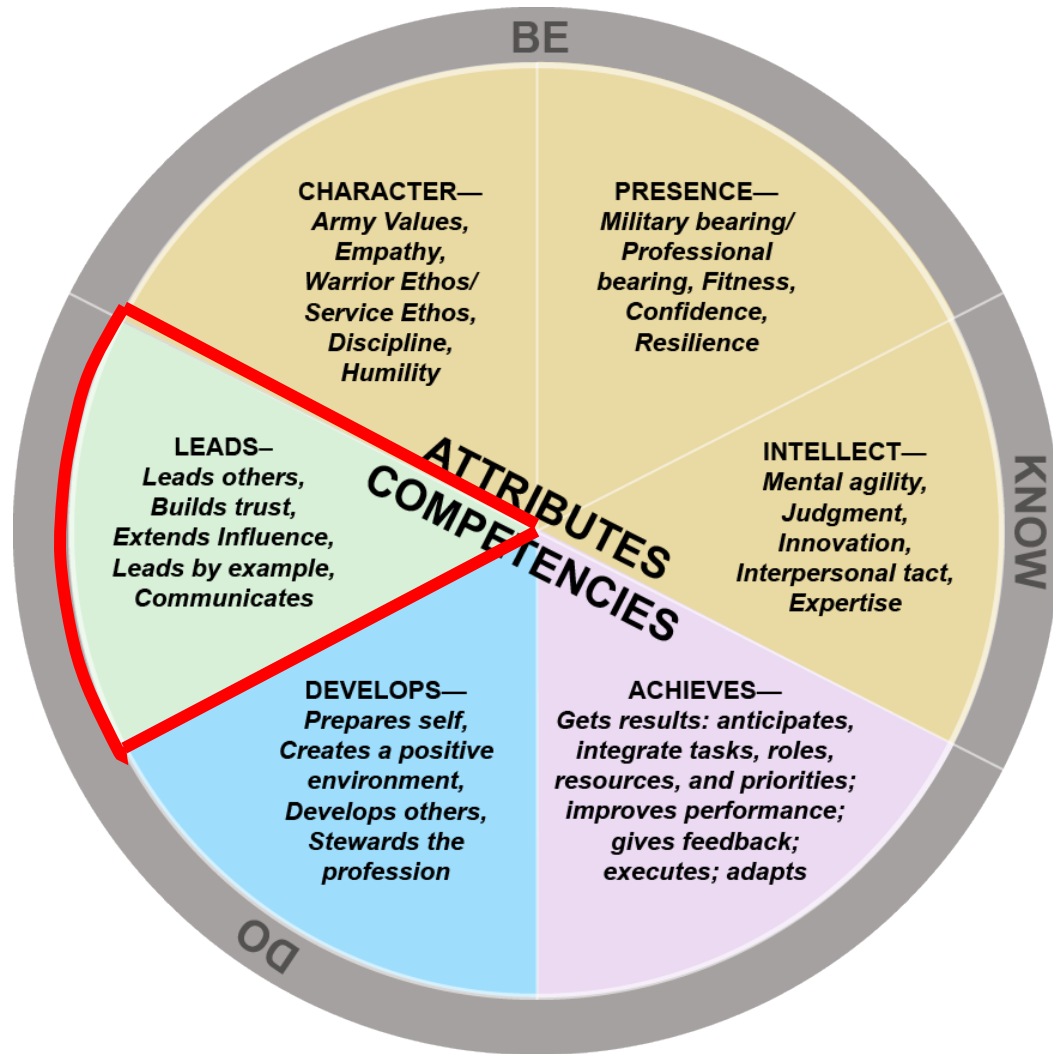# Achieving Shared Understanding

Leader Professional Development

United States Army

Center for Army Leadership

Army Leadership Requirements Model (LRM)

- This LPD session focuses on the following competency:
  - Communicates

- Learn more about the LRM by reviewing:
  - ADP 6-22
    - Describes what right looks like for all leaders
  - FM 6-22
    - Teaches you how to develop as a leader

Session Objectives

- Describe the importance of shared understanding.

- Discuss methods for achieving a shared understanding.

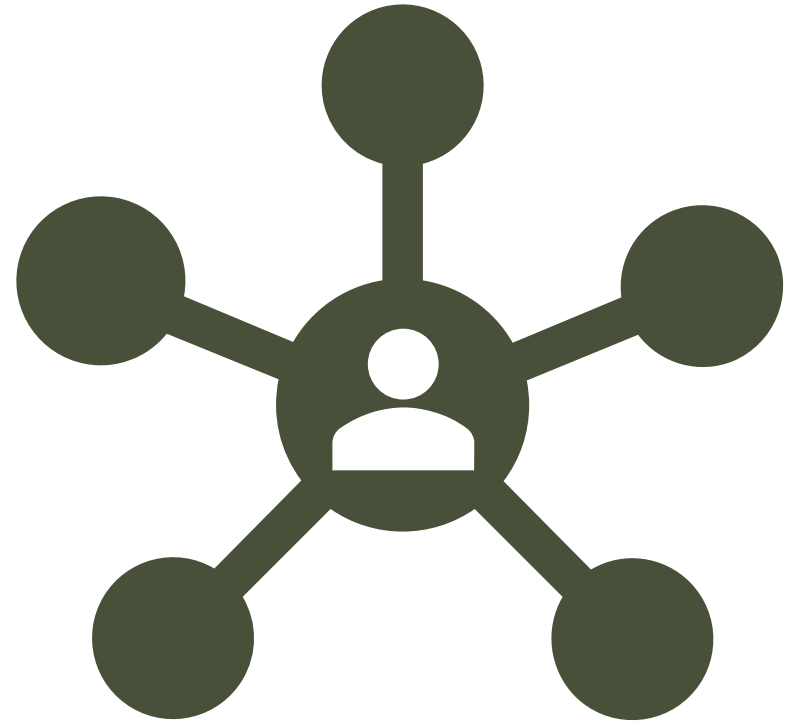- Discuss how to determine whether you've achieved a shared understanding.
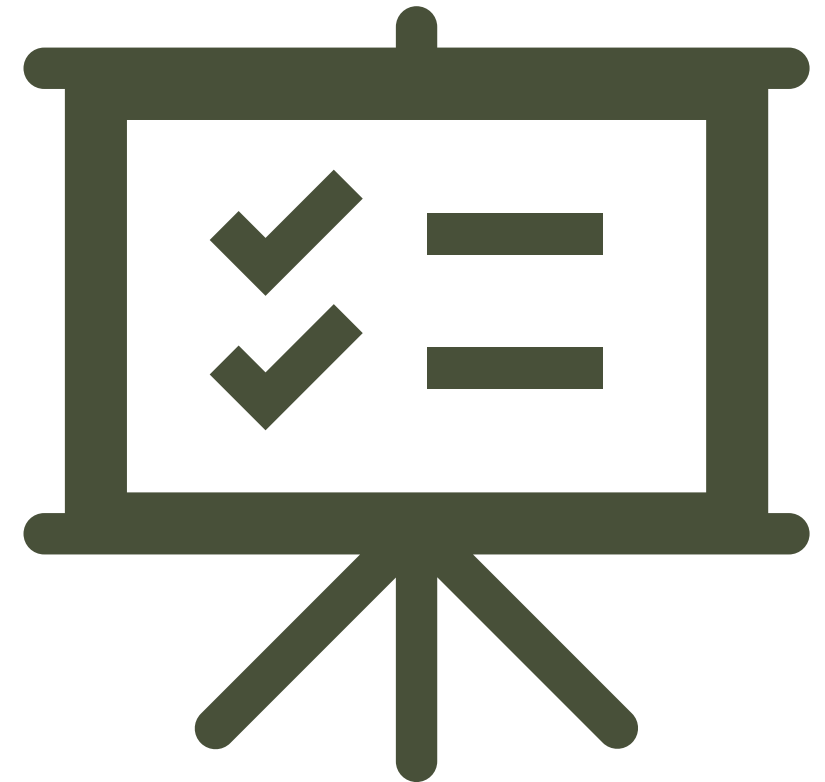
The Importance of Shared Understanding

What Is Shared Understanding

- Ensuring everyone has the same interpretation of information being communicated

Benefits of Achieving Shared Understanding

Increases mission effectiveness

Builds trust with those under your command

Reduces stress within your unit/organization

Discussion

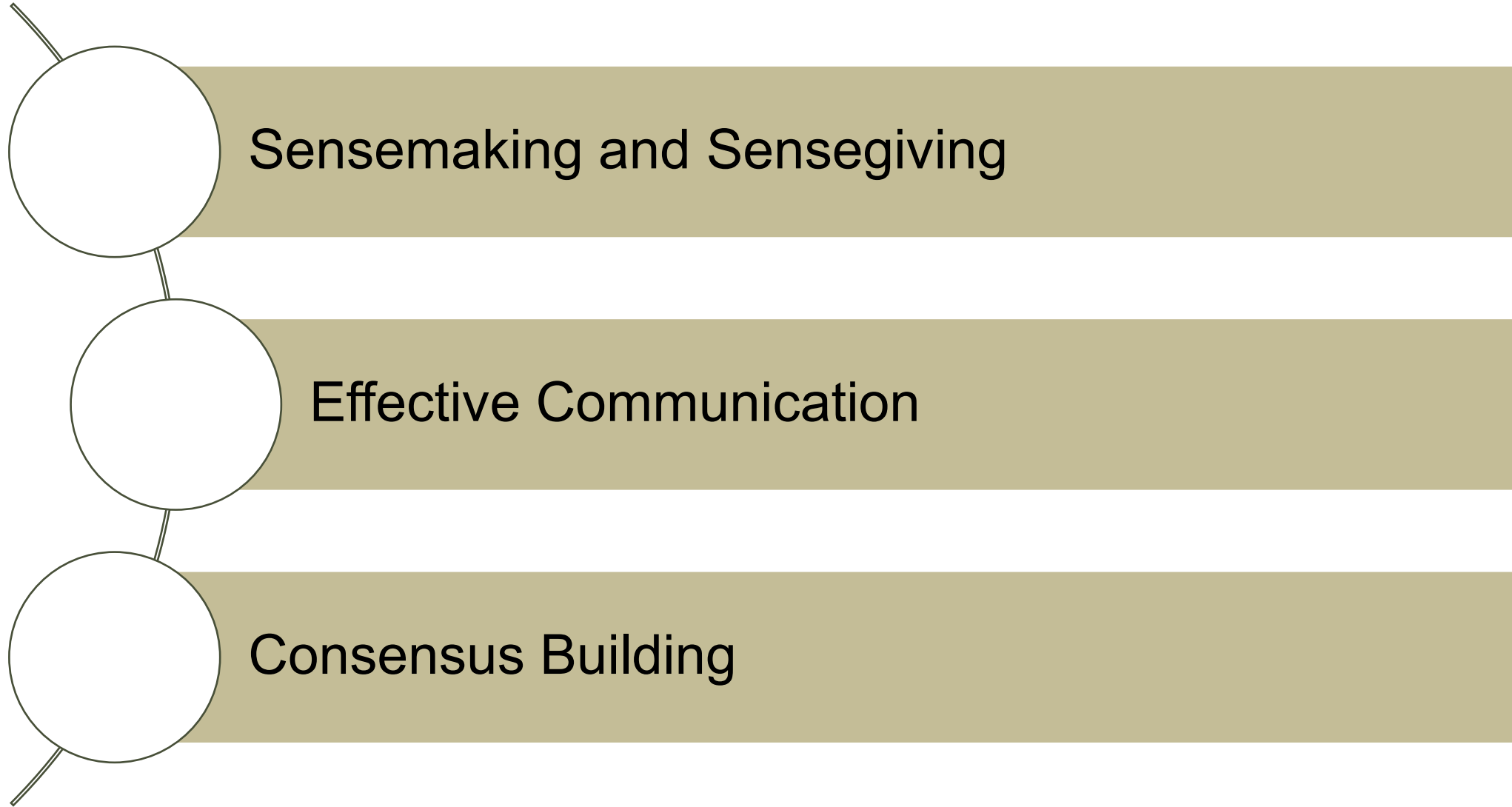- Share examples of both good and bad personal experiences you've had with shared understanding.

How to Achieve Shared Understanding

Methods for Achieving a Shared Understanding

Sensemaking and Sensegiving

Effective Communication

Consensus Building

Sensemaking and Sensegiving

Sensemaking = Interpreting events to understand their meaning

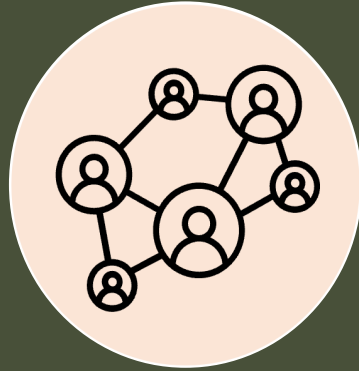Sensegiving = Helping another individual or group make sense of a concept or event

Best used in uncertain or ambiguous situations

Techniques for Sensemaking

Gather information

What is going on?

Create a concept map

How does it all connect?

Examine map for flaws

Is my understanding correct?

Identify possible actions, impacts, and outcomes

What actions are available and what are their impacts?

Continue to monitor and update map

Is my understanding still accurate?

Techniques for Sensegiving

Use open dialogue

Share information

Accept input from others

Disclose personal feelings

Use metaphors

Effective Communication

Involves:	Can be used:
• Setting the standards and goals for communicating with those from whom you seek a shared understanding • Being clear and concise • Actively listening to others	• Anytime you are trying to convey or obtain information from another person or group • On its own or in conjunction with other methods discussed in this session

Techniques for Effective Communication

Planning

Set standards

Credibility

Clarity

Active Listening

Consensus Building

- Consensus building is the process of seeking agreement between two or more stakeholders.

Techniques for Consensus Building

Use working groups

Verbalize your vision clearly

Link the present to the past

Discussion

- What are some methods you've used to develop a shared understanding? Did some methods work better than others? Why?

Determining Whether You've Achieved a Shared Understanding

Discussion

- How do you know whether or not you've been successful in achieving a shared understanding? What are some of the signs?

Indicators of Shared Understanding

Verbal confirmation

Paraphrasing

Nonverbal cues

Asking questions

Techniques for Assessing Shared Understanding

Back briefs

Observation of practice and rehearsal

Battlefield circulation

Interpreting feedback

Discussion

- What is one thing you can do to try to improve shared understanding in your unit/organization?

- As the Army moves toward Large Scale Combat Operations (LCSO), how important do you think achieving understanding is? Explain.

Want to Learn More?

https://cal.army.mil

Doctrine

Provides leader expectations

- ADP 6-22
  - Paragraphs 5-73 through 5-80
- FM 6-22
  - Paragraph 4-79
  - Table 4-46

Self-paced Online Lessons

Provide additional content and real-world examples/scenarios

- Achieving Shared Understanding

After Action Review

- Complete the AAR form in your Participant Packet and return it to the facilitator.
    - The form allows you to provide feedback about this session.
    - Your feedback will be used to improve future deliveries of this session.

Let's Connect

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