Don't Just Talk, Communicate!



"The greatest problem with communication is the assumption that it has taken place."
—George Bernard Shaw

Common deviations from our intent:

- Defending ourselves
- Saving face
- Seeking revenge
- Avoiding embarrassment
- Wanting to win...

From Crucial Conversations

What about
you? What do
you do when you
deviate from your
intent—react to the other person
or get caught up in the content?

4 important factors in communication

1 Intent
Purpose—what you want to have happen

- 2 Criteria, Expectations or Needs
 Relevant factors to be taken into consideration
- **Content**Subject—what we end up talking about

4	Process	
	How we look	%
	How we sound	%
	Words we choose	%



•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
																										•				•				•				•		•		•						•
																																		•														•

Communication style self-assessment

DIRECTIONS: Working across each horizontal row of four words, place a 4, 3, 2 or 1 in the space in front of each word. Numbers range from 4 being **most like you** to 1 being **least like you**. For accurate analysis, it's important that you use each number only once in each horizontal row of words. Move quickly and write down your *first reaction*. When you have written a number in the space in front of each word, total the columns vertically; write the total in the space at the bottom.

u're focusing o	on which role ?		
_ Accurate	Direct	Friendly	Patient
_ Systematic	Adventuresome	Persuasive	Loyal
_ Judgmental	Stubborn	Impulsive	Passive
_ Competent	Self-reliant	Confident	Neighborly
_ Conventional	Forceful	Optimistic	Gentle
_ Restrained	Quick	Colorful	Even-tempered
_ Practical	Outspoken	Emotional	Predictable
_ Perfectionist	Impatient	Talkative	Easy mark
_ Law-abiding	Self-directed	High-spirited	Good listener
_ Cautious	Risk-taker	Playful	Content

What's your style—what's their style?

Task Focus



GREEN

Accuracy

- ☐ Thoughtful pace
- □ Ask specific questions
- □ Precise—detail-oriented
- ☐ Weigh pros and cons—researcher
- □ Conscientious—thorough
- ☐ Creative—great brainstormer
- □ Private ■■■
- □ Get bogged down in details
- □ Perfectionist—impatient with self and others

- Want appreciation of a job well done

RED

Results

- □ Fast pace
- □ Decisive—make quick decisions
- ☐ Risk-taker—learn from trial and error
- ☐ Rely on experience-based intuition
- ☐ Accept challenges—like to take charge
- ☐ Find practical uses for ideas and theories
- ☐ Self-starter—intense worker ■■■
- □ Difficulty in recognizing needs of others
- □ Forget to take people with them

- Want to know what you think

Indirect (Ask) Sequential – Logical



BLUE

Stability

- □ Cautious pace
- ☐ Great listener—patient
- ☐ Use systematic approach—deliberate
- ☐ Learn from hands-on experience
- ☐ Perform in a consistent, predictable manner
- ☐ Calming amid tension
- ☐ Adhere to key directives and standards
- □ Keep thoughts and feelings to themselves ■■■
- ☐ Frustrated by lack of structure
- ☐ Overly concerned about details and procedures
- ☐ Resist change; avoid conflict
- ♠ Resentful, focused on negatives, stubborn
- Cherish people and things they care about



YELLOW

Contact with People

Direct (Tell)

Random - Instinct

- □ Quick pace
- Animated facial expressions and gestures
- ☐ Flexible—adaptable; balk at structure
- ☐ Positive—promote teamwork and cooperation
- ☐ Creative—great brainstormer
- □ Articulate—persuasive
- ☐ View things from a variety of perspectives
- □ Create a motivating environment ■■■
- □ Inattentive to detail
- □ Overly concerned about pleasing others
- ☐ Emotional, impulsive, come on strong
- Undisciplined, excitable, flaky
- ◆ Opinionated, sarcastic, argumentative
- Want to be liked—public recognition

People Focus

Adjusting your style to influence the response you receive

Task Focus



Green

Want Accuracy =

Answer Why questions

- Cautious pace
- Thoroughly prepare your facts in advance
- Support ideas with accurate data
- Show you've carefully researched ...list pros and cons, analysis
- Present in written form
- Focus on accuracy rather than personal connection!
- Be brief and concise



Red

Want Results =

Answer What & When questions

Direct - Tell

(Random/Instinct)

- Fast pace
- Support ideas with experience
- Focus on bottom line...be specific
- Show how it solves a problem
- Tell them your opinion/conclusion
- Demonstrate mutual goal achieved
- Show use of trial and error
- Emphasize *cutting edge* aspects
- Stop talking...they've decided!

Indirect - Ask (Logical/Sequential)



Blue

Want Consistency =

Answer **How** questions

- Slow pace
- Be sincere and personable
- Be patient in drawing out their goals
- Present ideas for change in a non-threatening manner
- Emphasize how risk is minimized
- Show practical and realistic applications using specific examples let them touch it, feel it
- Focus on benefits and continuity



Yellow

Want contact with People =

Answer Who questions

- Quick pace
- Focus on ideas and people
- Offer interpretations rather than specific details
- Focus on instincts rather than logic
- Present broad issues first
 ...invite them to brainstorm
- Offer novel and unusual suggestions
- Focus on connecting with them
- Use entire body to communicate

People Focus

Adjust your style—a specific style and situation



Directions: Think of a communication style/color you may have some difficulty communicating with effectively in person, by email or over the phone.

Think of a situation with a coworker or customer of this style in which you could have some difficulty meeting your goal/intent for the communication.

Situation:

Review: Adjusting your Style for that color on page four.

Th	en decide:
1.	What do I want to accomplish—what's my intent?
2.	What will influence or persuade them / their criteria?
3.	What about my content ? What should I say or write?
4.	What do I need to focus on regarding the process ?
	My nonverbals—if face-to-face
	My tone —either of my voice or the tone of my email
5.	What will be the greatest shallongs for me when
J.	What will be the greatest challenge for me when communicating with a person of this style?



"Blessed are the flexible, for they shall not be bent out of shape."

—Michael McGriffey

•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
	_																						

.....



Your action plan

So	omething I would do well to
	keep doing
• •	
	stop doing
• •	
• •	
	start doing
adj	a aspect of my communication style that I may need to just to get a more positive response from customers and workers
◀	Identify an aspect for each style—room to the left
Su	ggested Reading:
htt	nat Makes a Leader? by Daniel Goleman. \$8.95 at os://hbr.org/product/what-makes-a-leader-hbr-bestseller/R0401H
Go	ldsmith, Marshall. What Got You Here Won't Get You There
Pa	tterson, Grenny, McMillan, Switzler. Crucial Conversations
	ase, Barbara & Pease, Allan. The Definitive Book of Body

Seligman, Martin E.P., Ph.D. Learned Optimism

Tannen, Deborah. You Just Don't Understand Talking from 9 to 5

◆ Check out Jan's blog posts, tweets & articles for ongoing support