

# 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

**3 Content**  
Subject—what we end up talking about

**4 Process**  
How we look \_\_\_\_\_ %  
How we sound \_\_\_\_\_ %  
Words we choose \_\_\_\_\_ %



**IF our message is incongruent!**

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.....  
.....

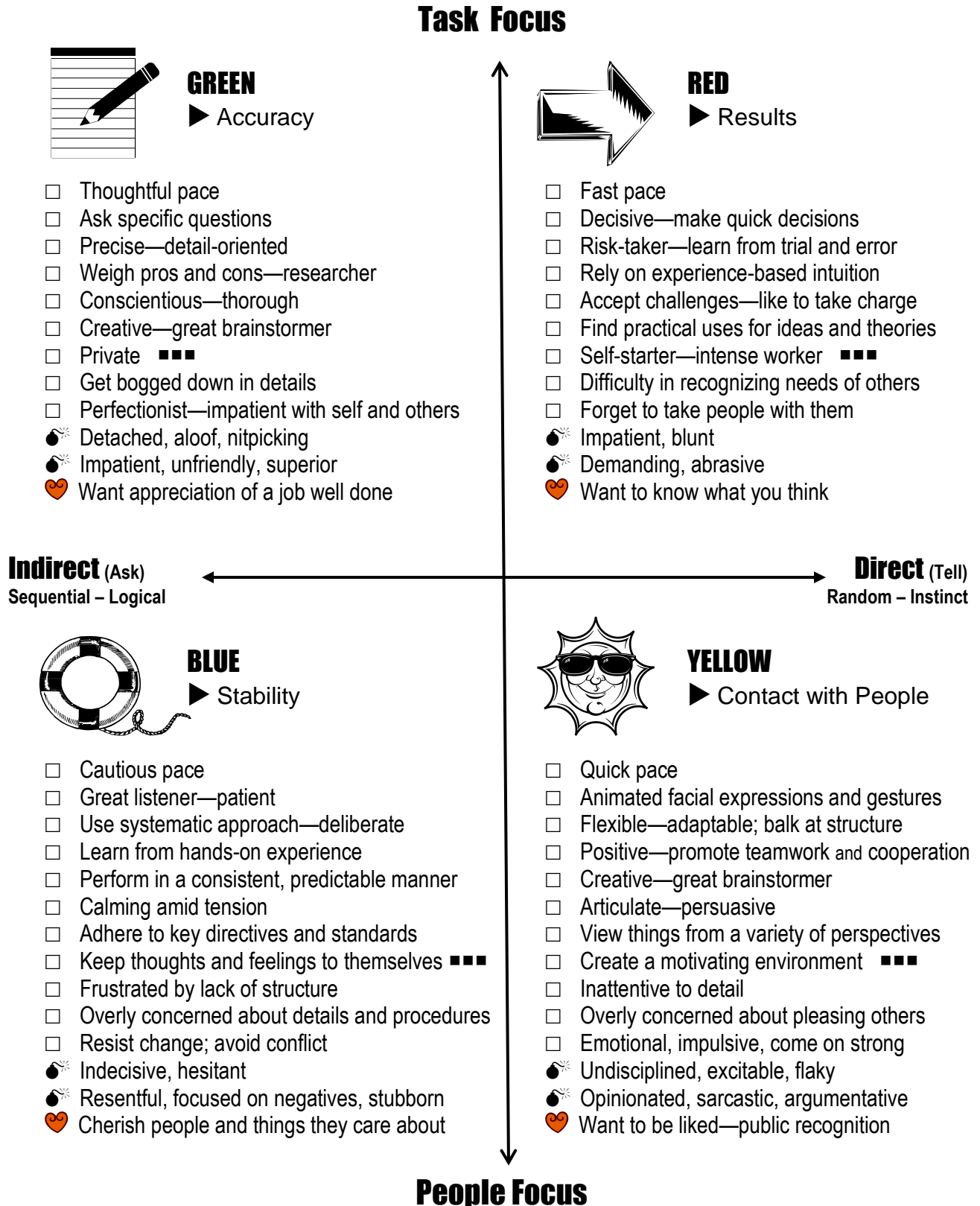
## Communication style self-assessment

**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.

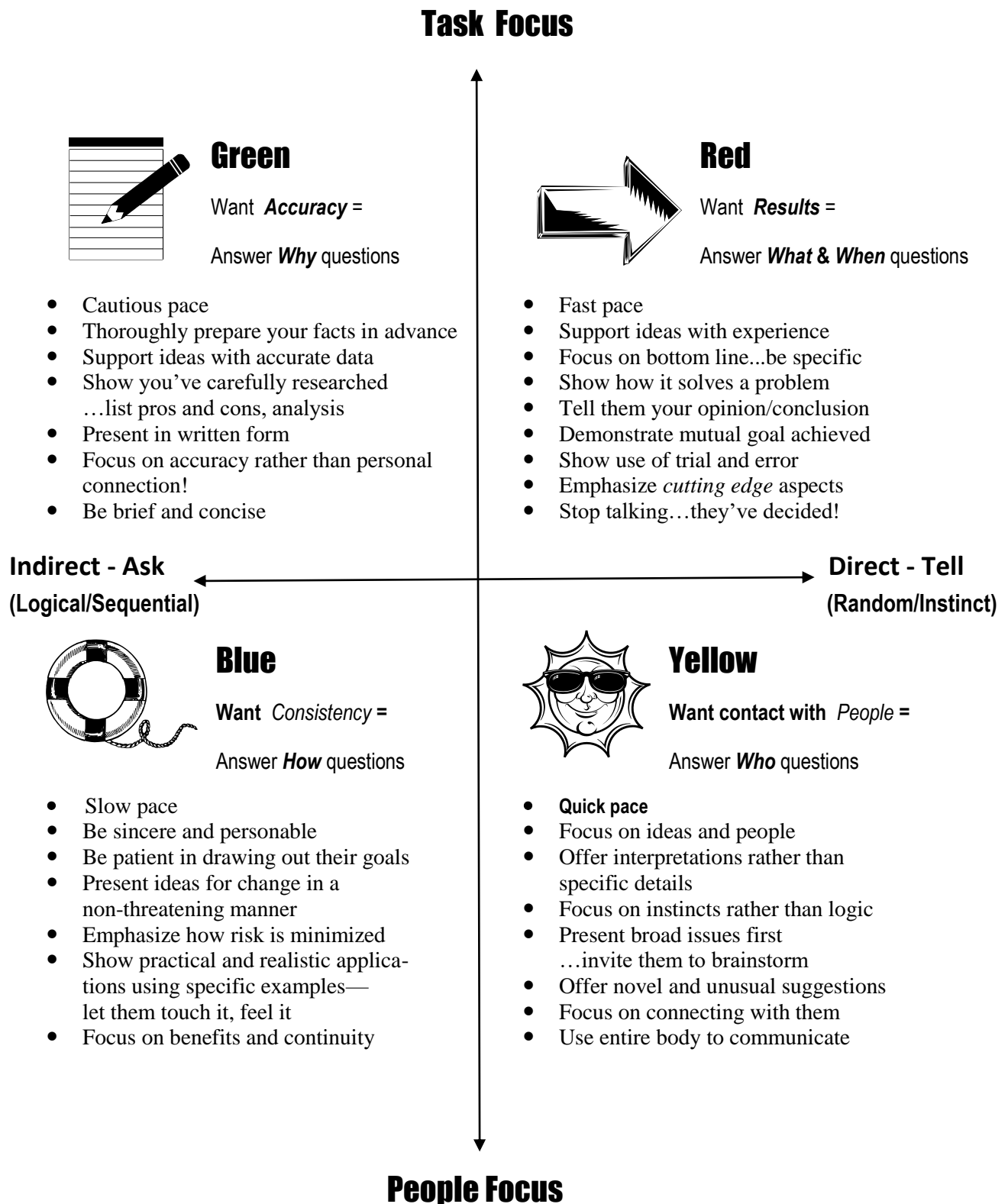
You're focusing on which **role**? \_\_\_\_\_

_____	_____	_____	_____
___ 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?



# Adjusting your style to influence the response you receive



# 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.

**Style:** .....

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:** .....

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

**Then decide:**

1. What do I want to accomplish—what’s my **intent**?  
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2. What will influence or persuade them / their **criteria**?  
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3. What about my **content**? What should I say or write?  
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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  
.....  
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5. What will be the greatest challenge for me when communicating with a person of this style?  
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*“Blessed are the flexible, for they shall not be bent out of shape.”*  
 —Michael McGriffey, MD

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## Your action plan

### Something I would do well to

...keep doing

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...stop doing

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...start doing

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**An aspect of my communication style** that I may need to adjust to get a more positive response from customers and coworkers

◀ Identify an aspect for each style—room to the left

### **Suggested Reading:**

*What Makes a Leader?* by Daniel Goleman. \$8.95 at [hbr.org](https://hbr.org)  
<https://hbr.org/product/what-makes-a-leader-hbr-bestseller/R0401H-PDF-ENG>

Goldsmith, Marshall. *What Got You Here Won't Get You There*

Patterson, Grenny, McMillan, Switzler. *Crucial Conversations*

Pease, Barbara & Allan. *The Definitive Book of Body Language*

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