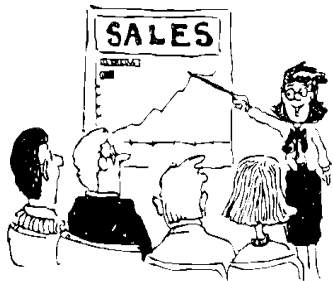




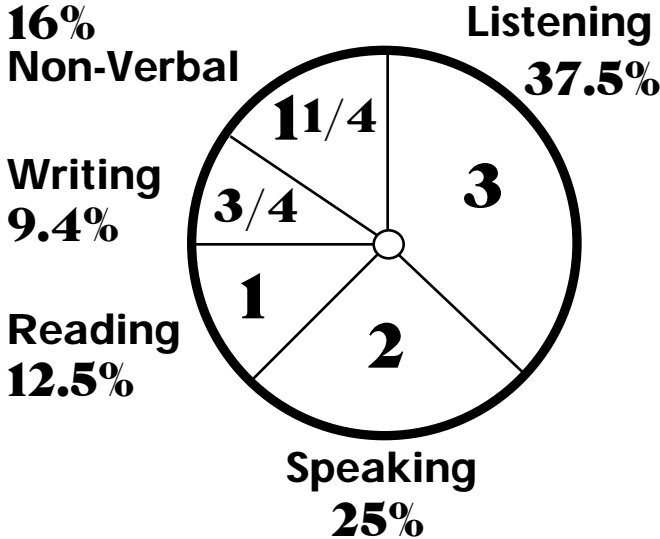
**Is What
I Think I Said
What They
Believe They
Heard**



Communicating

How We Communicate

During a typical day of 8 hours at work we communicate in different ways. Here is an estimate of how we spend our time communicating during our work days.



How We Learn

We can learn through all our senses and through many different ways. These can be called our "learning styles".



83.0	sight	eyes	say & do	90
11.0	hearing	ears	say & hear	70
3.5	smell	nose	see & hear	50
1.5	touch	body	see	30
1.0	taste	mouth	hear	20
			read	10

Show Tell Involve Reach

We want to know that people care before we care what they know.

To improve your public speaking and business presentations focus on the 5P's of Speaking.

- P**lan Choose your topic, points to cover & organize
- P**practice Practice your opening, closing and your key points
- P**prepare Your key points, your props, visuals and room
- P**lace Visit the place, image yourself in the place
- P**eople Get to know the people, speak to them
- P**resent Make it fun, dynamic, worthwhile & meaningful

The following are lists of many of the common causes of **Mis-Communication** at the workplace. How do you think they may happen in your workplace.

1. Vagueness
2. Interpretation
3. Complexity
4. Too Little
5. Too Much/Too Long
6. Ambiguity
7. No Planning
8. Too Much Planning
9. No Notes
10. Lack of Understanding
11. Not Knowing the Subject
12. Conflicting Viewpoints
13. Interruptions
14. Level of Awareness
15. Abbreviations/Acronyms
16. Last Word of Message
17. Language
18. Technicality
19. Assumptions
20. Presentation Approach
21. Attitude
22. Degree of Interest
23. Terminology
24. Bad Timing
25. Involvement
26. Distractions
27. Delivery
28. Poor Listening
29. In-Attention
30. Indecision
31. Hidden Agenda(s)
32. Personality Clash

Add any you can think above that are included in the lists above.

If and when you need to speak with someone who's **Communication Style** is different from yours', you will probably need to translate what you are saying (speak in their language (**Communication Style**) to be better understood. In Europe if you are in France and you are Italian you speak in French to be better understood. In Germany if you are Spanish you speak in German to be better understood. In the United States we all use the same language (words), **BUT** we **DO NOT** speak it in the same way. We do not use the same Communication Style. Therefore we need to translate what we mean into another Communication Style. Communication Styles may vary from region (Southeast to Northwest), profession, occupation, age, perhaps even county to county or city to city or town to town. The following are sample ways you can translate what you are saying to be better understood by someone who has a different **Communication Style**.

MEDITATIVE

1. Prepare your facts ahead of time.
2. Link all your facts together.
3. Stick to business.
4. Ask your listener to explain what they understood.

Intuitive

1. Have your facts but keep your conclusions flexible.
2. Stay flexible to possibilities of different understandings or viewpoints.
3. Allow wandering but keep bringing the discussion back to business.
4. Summarize what you were saying and listen to the listener's version.

negotiative

1. Be friendly and casual while you talk about business.
2. Use first names not titles.
3. Get them involved. This is easily done by talking about something of interest to them. Ask their opinions based upon their experiences and their fellow workers' experiences.
4. Ask them to explain what they are going to do and ask if they require any assistance from you.

Directive

1. Have your message very well organized.
2. Make reference to rules, policies, regulations & authorities
3. Have a written backup and refer to specifics by number or name.
4. Review the actions or results you want when you summarize.

Communicating CHARACTERISTICS OF M.I.N.D. DESIGN'S

Developing Cre8ng Workplace Communities
Continually Increasing Productivity

All people have their own **MIND DESIGN's**,
which represent how people
THINK, LEARN, SOLVE PROBLEMS, & COMMUNICATE.

MEDITATIVE	<i>Intuitive</i>	<i>negotiative</i>	Directive
1. rational	1. intuitive	1. personal	1. systematic
2. logical	2. imaginative	2. loyal	2. practical minded
3. analyzer	3. synthesizer	3. doer	3. planner
4. investigative	4. instinctive	4. involved	4. organized
5. examiner	5. experimenter	5. socializer	5. administrator
6. questioner	6. possibility producer	6. joiner	6. tradition follower
7. calculator	7. guesser	7. follower	7. director
8. precise	8. risk taker	8. trustworthy	8. predictable
9. mathematical	9. inventive	9. personably verbal	9. grammatical
10. theoretical	10. original	10. adaptable	10. customary
11. problem solver	11. conceptualizer	11. working member	11. coordinator
12. rational loner	12. flexible loner/joiner	12. team member	12. group member
13. distant	13. empathetic	13. sympathetic	13. removed
14. details	14. wholeness	14. compromise	14. preciseness
15. changer	15. changing	15. changeable	15. consistent
16. clearly distinct	16. multiple possibilities	16. agreeable	16. exact
17. rule critic	17. rule challenger	17. rule challenger	17. rule follower
18. structured	18. simultaneous	18. random	18. sequential
19. goal oriented	19. possibility seeker	19. today enjoyer	19. goal directed
20. time controlling	20. time open	20. time flexible	20. time focused

The following descriptions clarify four basic Communication Styles.

FIRST—Read the one that matches your highest number on the **M.I.N.D. Design**© questionnaire you just completed. . Does it describe or fit you?

MEDITATIVE

You tend to be a very precise and factual person when you talk and write. You are usually matter of fact, straight-forward, and have very little patience with people who are “ramblers” or people who become too personal or are too talkative. You usually do not show such emotion in your voice. All you say or write is very clear and logical without any fuzzy, incomplete thoughts.

Intuitive

You tend to be creative and sometimes playful in your speaking and writing. You usually see things in different ways than other people. Sometimes this causes you not to be understood by other people, even some who know you. You speak very colorfully, using images and gestures. People try to pin you down to specifics which annoys you usually. You may tend to be excitable and dramatic. You are frustrated by people who follow rules too much.

SECOND--Read the one that matches your lowest number. If you have matching low numbers read the one 2 to right or 2 to the left from your highest, ie: if your highest was **MEDITATIVE** now read **NEGOTIATIVE**, if your highest was **DIRECTIVE** now read **INTUITIVE**.

negotiative

You usually are a very talkative very personal. fun, joke-telling (one after another) talker. You will sometimes talk over other people or at the same time. You try to listen very closely to anyone who talks openly and honestly. You talk and write with a lot of emotion or would like to if it was accepted. You talk or write very personally using: you, me, we, us, they, them or first names. You change your inflection to show emphasis. You are frustrated by people who are just factual and not very friendly.

Directive

You are very specific when you talk and write. You are very orderly and exacting. You generally can remember and use code numbers, model or serial numbers (rarely having to look them up to verify your accuracy). and you use exact dimensions not about's. You usually can quote policies, procedures. or experts. You rarely show emotion in your voice unless your accuracy is challenged, then you will get very firm or simply tell the other person they are wrong and stop listening to them. You are easily frustrated by people who are vague and too creative.

Communicating

ABC's of COMMUNICATION

based upon MIND Design©1985

Developing Cre8ng Workplace Communities

Continually Increasing Productivity

The following are 26 separate Communication Tips that may help you communicate more effectively. All of them will not necessarily work with every **Communication Style**. Your assignment is to read them and decide which of the four

Basic Communication Styles (based upon M.I.N.D. Design©) they are each aimed at. Some might work with more than one Style. You need only justify why you chose the style or styles you picked.

- A. Be specific, logical and clear.,
- B. Leave time to socialize.
- C. Be straight-forward and direct, sticking to business.
- D. Watch for change in feelings in the voice and face or posture.
- E. Always refer to an expert's or someone in authority's opinion.
- F. Take your time getting into the business issue.
- G. Get them involved personally in the conversation.
- H. Always ask specific questions.
- I. Speak about objectives and results.
- J. Ask for their opinions and ideas.
- K. Organize what you are going to say ahead of time.
- L. Use a minimum of facts and figures.
- M. Stay open-minded about opinions.
- N. Speak about possibilities and ask for others.
- O. Present your ideas one at a time in order (first things first).
- P. Have a specific purpose.
- Q. Leave room for debate.
- R. Predetermine specific times (starting & ending) and deadlines.
- S. Discuss personal feelings and ask for their's.
- T. Always stick to business.
- U. Move casually and informally, getting them involved gradually.
- V. Be pragmatic and follows rules, policies & guidelines precisely.
- W. Give definite, provable and practical examples.
- X. Ask "How?" questions to get their ideas and opinions.
- Y. Emphasize facts, figures and logic.
- Z. Be relaxed, kid around some don't focus on time.,

Communicating

HOW TO IMPROVE LISTENING SKILLS

Developing Cre8ng Workplace Communities

Continually Increasing Productivity

The following are basic suggestions that can be used to develop effective listening skills no matter what communication style may be most natural for you.

1. _____ something you can use.
2. Find areas of _____.
3. Take the initiative to get _____.
4. Work at it. _____.
5. Focus your attention on _____ not.
6. Take meaningful _____.
7. Resist _____.
8. Hold your _____.
9. Don't just _____.
10. Watch out for _____ or _____.
11. Keep an _____.
12. Take advantage of your _____.
13. Study what is said _____.
14. Evaluate and be critical of _____ not their delivery.

As separate pieces of communication, individual types or forms of non-verbal communication are not always the same. Each of them may vary with the situation or the individual personality of the listeners and speakers. The emotional relationships between people also affect the reading of non-verbal clues.

There are typical groups of clues. Individual clues may represent different meanings. The following are twelve typical groups of non-verbal communication clues. Write down an example of one for each of them you experience on the job.

TYPICAL GROUPS

1. Openness
2. Defensiveness
3. Evaluation
4. Suspicion
5. Readiness
6. Cooperation
7. Frustration
8. Confidence
9. Nervousness
10. Self-Control
11. Boredom
12. Acceptance

Samples

actions	body parts, whole body in place	gestures	hand, arm, head, leg, foot, body
charts		location	close, far, up, down, side, front, rear
clothing	amount, style, color,	movements	small, large, fast, slow
color	amount, shade, hue, color	position	close, far, standing, sitting
design	type, style, complexity/simplicity	props	amount, size, movement
diagrams		quality	degree or level of
displays	two, three, four dimensional	quantity	amount
drawings	type, style: freehand, drafted, computer artistic, engineering, scientific	relationship	work, family, friend, stranger, client
facial expressions	eyes, nose, mouth, forehead, chin, etc.	relocation	
furniture	amount, style, type, size, use	room layout	type of room or area
		sounds	
		timing	
		titles	appointed, volunteer, official, unofficial
		tools	
		touch	amount, where, how, degree (hard, soft, gentle, rough, tender, aggressive.

Communicating Recommended Reading

Developing Cre8ng Workplace Communities
Continually Increasing Productivity

To add to the experience of this workshop you might read some of these books. Your reading will enhance and expand the knowledge and skills you gathered, acquired or reinforced during the program.

Donald Walton

Are You Communicating?

McGraw-Hill 1989

David Greenberg

Simply Speaking!

Simply Speaking, Inc. 1997

Deborah Tannen, Ph.D.

Talking 9 to 5

William Morrow 1995
and Company, Inc.

You Just Don't Understand

William Morrow 1990
and Company, Inc.

That's Not What I Meant!

Ballantine Books 1986

George Walther

Power Talking

Berkeley Books 1992

Richard Saul Wurman

Information Anxiety

Doubleday 1989

Gerard Nierenberg

How to Read a Person Like a Book

Pocket Books 1971

The following are basic suggestions that can be used to develop effective listening skills no matter what communication style may be most natural for you.

1. Find something you can use.
2. Find areas of common interest.
3. Take the initiative to get involved.
4. Work at it. Practice. Practice..
5. Focus your attention on over all intent not correctness.
6. Take meaningful notes.
7. Resist interruptions.
8. Hold your input.
9. Don't just wait your turn to speak.
10. Watch out for buzzwords or hot buttons.
11. Keep an open mind.
12. Take advantage of your thinking time.
13. Study what is said not what you think is said.
14. Evaluate and be critical of content not the delivery.