

Always remember you are unique. Just like everyone else. - Margaret Meade

Through your actions, **be a Positive Influence on others.**

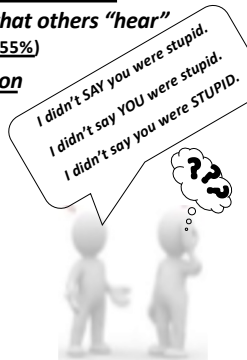
- Use the **“R & R principle” (Respect & Reframe):**
Respect We’re all **Equal**. “Equal” doesn’t mean **“same.”**
Reframe It’s not about good or bad, right or wrong, better or worse; **it’s about “Different.”**
- When someone “pushes your button” **What “signals” do you give yourself?**
 Ask yourself: **“What’s REALLY going on?”**
 Sometimes, what’s REALLY going on is a: **“STYLE Thing.”**
- You can’t change anyone else, so be able to **“Flex your own style”** to better manage style differences.

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I don’t like that person very much. I ought to get to know them better. - Will Rogers

A few examples of “style differences”

- What you “say” isn’t always what others “hear”**
 (words=8%, tone=37%, non-verbal=55%)
- 1. Race, 2. Gender, 3. Generation**
- Communication Styles**
- Personality & Behavior
- Expressing emotions
- Leadership & Supervision
- Conflict resolution
- Problem solving
- Learning
- Personal “Quirks”



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What’s Your “Primary” & “Range” of Communication Styles?

<p>ANALYTICAL (quad 1) (CONTROL)</p> <p>Asks: “HOW?”</p> <p>Likes: Details, Accuracy</p> <p>Stellar Quality: Technical</p> <p>Work on: Decide & Declare</p> <p>Under stress: Avoid</p>	<p>DRIVER (quad 2)</p> <p>Asks: “WHAT?”</p> <p>Likes: Goals, Results</p> <p>Stellar Quality: Control</p> <p>Work on: Listening</p> <p>Under stress: Autocratic</p>
<p>AMIABLE (quad 3) (ASK)</p> <p>Asks: “WHY?”</p> <p>Likes: Peace, Safety, No Conflict</p> <p>Stellar Quality: Support</p> <p>Work on: Initiate Action</p> <p>Under Stress: Acquiesce</p>	<p>EXPRESSIVE (quad 4) (TELL)</p> <p>Asks: “WHO?”</p> <p>Likes: Relationships, Feelings</p> <p>Stellar Quality: Social Skills</p> <p>Work on: Deal with Facts & Reality</p> <p>Under Stress: Attack</p>

Reframe: “conflicting” roles into “complementing” roles!
Flex your style, build on each others’ strengths & what each team member can bring to your tasks & situations!

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The reason why so few people are agreeable in conversation is that each is thinking more about what he intends to say than what others are saying. - Francois de La Rochefoucauld

Tips for “Flexing your Style,” between --

- Analyticals “An” & Drivers “D”**
An: Remember **D’s** focus on goal, proactively offer update to reassure.
D: Remember **An’s** focus on details, reinforce goal and don’t press.
- Analyticals “An” & Amiables “Am”**
An: Remember **Am’s** focus on support, state task & how they can support.
Am: Remember **An’s** focus on details, don’t take their focus personally.
- Analyticals “An” & Expressives “E”**
An: Remember **E’s** focus on relationships, expect some interaction.
E: Remember **An’s** focus on details, don’t expect as much conversation.
- Drivers “D” & Amiables “Am”**
D: Remember **Am’s** focus on support, reinforce goal in supportive way.
Am: Remember **D’s** focus on goals, don’t take task-orientation personally.
- Drivers “D” & Expressives “E”**
D: Remember **E’s** focus on relationships, expect some info. re: people.
E: Remember **D’s** focus on goal, address first, and offer how people feel.
- Expressives “E” & Amiables “Am”**
E: Remember **Am’s** focus on support, try not to come on too strong.
Am: Remember **E’s** focus on relationships, take what they do lightly.

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“We don’t see things as they are - we see them as we are.” Anais Nin

X & Y Factor #1: Gender Gaps!

Females (51%), Males (49%) – remember “80/20 Rule”:

- PERCEIVE** things differently (5 senses)
- PROCESS** things differently (“Compartmental” & “Global” Thinking)
- PERFORM** communication tasks differently (#words, Listening)

They say genes skip generations. Maybe that’s why grandparents find their grandchildren so likeable. - Joan McIntosh

X & Y Factor #2: Generation Gaps!

- How decisions are made
- The degree of flexibility
- How change is handled
- Who each generation interacts with
- How promotions are determined
- Use of technology
- How problems are solved
- How information is shared

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A group is a bunch of people waiting for an elevator. A team is a bunch people stuck in a broken elevator. - Bonnie Edelstein

Bottom line: Be a positive influence by reframing **“conflicting”** styles to **“complementing”** styles!

- First: **Everybody brings something unique/special to the party!**
 Get over yourself - **TEAM UP!**
- Ask questions;** expect to learn from each other.
- Acknowledge **“style differences”** - **FLEX YOUR STYLE!**
- Give people opportunities to **improve their skills: TEACH.**
- Take turns **“Taking the lead”** based on style strength & task.
- Strive for a balance of **“high tech” AND “high touch.”**
- Help people **learn how to be right w/out making “them” wrong.**
- Help people learn how to **develop trust by LISTENING like a leader.**

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I don't need to like something to recognize it's true. - C. Klosterman


Tips to address the **"Blind Spot!"** (Where's the WIIFM?)

Giving Feedback:

- Position the discussion – **"3 plusses & a wish."**
- Use **"I statements."**
- Describe **specific, observable behavior.**

Receiving Feedback:

- Positive: **Listen carefully** for the message. Thank them and tell them how it helped. (WIIFM?)
- Corrective/Negative: **remember the "Blind spot."** Thank them - explain how it can help.
- **Ask for specifics** if vague.
- **Be approachable.** Don't get defensive. (WIIFM?)



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4 stages of group dev: Forming, Storming, Norming, Performing.

Examples of Group Norms to improve a Behavior/Policy/Philosophy:

- We will not gossip about people.
- We won't interrupt someone who is speaking.
- We will occasionally disagree, and "Agree to disagree."
- If we say 8:30, we mean 8:30 and not 8:47.
- We will return all voice & e-mail inquiries w/in 24 hrs.
- Walkie-talkie communications will be professional.
- We will strive for continuous improvement.
- Each employee is an equal member of the team.
- We will convey to everyone: We care/want to help.

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Instructions to create Group Norms:

1. Invite people to a meeting with at least one idea to improve your group.
2. Group process: (1) Brainstorm, (2) Discuss/Clarify, (3) Prioritize top 3 Norms for your group to work on.
3. Everyone agrees to hold self & each other accountable.
4. Write out & post your Norms for visibility at meetings.
5. Agree on, Practice, & Use a code word (ex: "Norm")
6. 3 month follow-up: Evaluate progress, Celebrate success, Revise as needed.

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One can play comedy, two are required for melodrama, but a tragedy demands three. - Elbert Hubbard

Games People Play
(Berne, E., "Games People Play: The Psychology of Human Relationships," NY, NY, Ballantine Books.)

Employees	Supervisors
"Wounded animal"	"It's my duty"
"Diversion"	"Lifesaver"
"Counter attack"	"Bury the message"
"Self-abuse"	"Denial"

How to deal with Games:

- Avoid games. Figure out what's REALLY going on.
- Be Direct, Communicate clearly & effectively, be Firm & Fair.
- Use "I statements" & cite specific, observable Behaviors.

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Whenever you're in conflict with someone, there is one factor that can make the difference between damaging your relationship and deepening it - that factor is attitude. - William James

When conflict happens – make good choices:

ASK YOURSELF:

- Can I "Agree to disagree?"
- Which is "better": Be happy or right?
- Can I accept what I can't change?

DON'T:

- Become detached
- Be an "awfulizer"
- Let conflict establish agenda

DO:

- Listen actively, consider others' views
- Separate fact & fiction, people & problem
- Reframe the situation

Use an appropriate Conflict Resolution Style:
Accommodate – Avoid – Compete – Compromise -- Collaborate

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Are you as good today as you're ever going to be?

The "call to action" - What will you do?

Have an Honest Conversation with, & make a **Personal Promise to yourself:**

What's 1 thing I WILL do to keep "playing nice in the sandbox, even in a radically changing world?"

What are my WIIFMs to do this?

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