*Speak Up*

*Talk to your boss with ease and effectiveness*

*Let's get started*

Your most satisfying relationship with a boss -- what made it good?

*Everyone’s different*

How communication works

Communication styles

Expression/Direction BEST Birds Animals DISC Reader/Listener

Get to know your style and your boss's

Show your best self

*Real-world practice*

It’s words … and more

Words/body language/tone of voice/assumptions

The Conversation – Real-time practice

The set-up

The role-play

Revising, practicing, learning

Managing your manager

You may not know what’s on your boss’s plate

Beware excuses, explanations, and justifications

Offer solutions, not just problems

*Let's wrap up*

Review your good ideas

Identify your next step

Recall your most satisfying relationship with a boss. Write up some highlights.

What about your interactions made this relationship good?

Think about their communication style, expectations, how they supported you, what kind of direction they gave you, how they acknowledged your work, group/teamwork issues, and anything else that worked.

*Communication Basics*

Communication is more than talking or writing. Any behavior that carries a message (verbal or non-verbal, intended or not) which is perceived by someone else (consciously or unconsciously) is communication. As soon as the message gets through on any level, we have communication.

“Communication is a huge umbrella that covers and affects all that goes on between human beings… [It is] the largest single factor determining what kinds of relationships you make with others and what happens to you in the world. How you manage your survival, how you develop intimacy, how productive you are, how you make sense, are all largely dependent on your communication skills.” (Virginia Satir)

When listening

set aside judgments

give your full attention

avoid figuring out your response while listening

demonstrate understanding

When speaking

be aware of your habits

use a style appropriate to the situation

speak for yourself

focus on needs and how to satisfy them

Be aware of body language and tone of voice (your own and others’)

Facial expression (positive, neutral, negative) Body position (open, mixed, closed)

Response (affirmations, nods, hesitation) Eye contact (engaged, mixed, avoid)

Movement (calm, fidgeting, distance, touch) Voice (tone, pace, silences, changes)

Ensure understanding by paraphrasing content; invite listeners to do so too

“This is what I’m hearing you say …” “So it looks to you like …”

“I want to be sure we’re on the same page” “How does this sound to you?”

Invite further contribution; ask open-ended questions, not Yes/No questions

“What else is on your mind?” “Any further ideas?”

“What more do you need from me?” Nod, leave space to continue

Show you understand where this is leading

“I guess if you did that, you’d be able to …” “That might lead to …”

Show you understand the feelings involved

“If that happened to me, I’d be very annoyed.” “If I did that, I’d be proud.”

Adjust to the other person’s style and timing while being true to yourself.

*Communication Styles*

Communication styles show how people express themselves (loud, quiet, lots of words, few words, etc.) and where their interest lies (details/data, interpersonal dynamics, the big picture, results, processes, etc.). Many style systems overlap. Which resonates with you?

*The Expression/Direction Axis*

http://www.mmsonline.com/columns/understanding-the-four-major-behavioral-styles

*Directive* is results-directed, not too expressive

*Visionary* is future-oriented, very expressive

*Amiable* is people-oriented, expressive

*Data* is detail-oriented, less expressive

*BEST*

http://www.slideshare.net/bryorio/who-are-you-14867230

*Bold* wants challenge, freedom, power, quick results, authority, action, change

*Expressive* wants popularity, influence, acceptance, to be around people, to persuade

*Sympathetic* wants adjustment time, stability, appreciation, schedules

*Technical* wants organization, rules, standards, explanations, little risk

***Birds***

http://richardstep.com/self-tests-quizzes/dope-bird-personality-test-printable/

***Eagle* is** bold, confident, results-focused

***Peacock* is** expressive, persuasive, recognition-focused

***Dove* is** sympathetic, moderate, people-focused

***Owl* is** technical, analytical, process-focused

*Animals*

http://www.sagestrategies.biz/documents/FiveMinutePersonalityTestforclass.pdf

*Lion* is practical, productive, and strong-willed, yet can be cold and domineering

*Otter* is outgoing and enthusiastic yet can be undisciplined and egocentric

*Golden Retriever* is easy-going and dependable yet can be a fearful worrier

*Beaver* is industrious and organized yet can be moody, negative, and critical

*DISC*

https://www.discprofile.com/what-is-disc/overview/

*Dominance* likes accomplishing, results, the bottom line, confidence

*Influence* likes persuading others, being open and enthusiastic, relationships

*Steadiness* likes cooperation, sincerity, dependability

*Conscientiousness* likes accuracy, expertise, competence

*Reader/Listener*

Zen Leader: http://www.youtube.com/watch?v=c1YE6C2dtSo

*Stylistic adaptation*

What's your style?

What's your boss's style?

When you adapt to another's style, they understand you more easily. Reframe these sentences using stylistic adaptation. Pretend you are the staff person (SP) of one style who is talking to your boss (B) who is of a different style.

(SP = Data; B = Directive) "I've assembled the history of the project for you to review."

(SP = Amiable; B = Visionary) "This office move is happening too fast. No one's ready!"

(SP = Directive; B = Data) "I can have the new brochures ready by next week at the latest."

(SP = Visionary; B = Amiable) "The staff recognition party will be a great time!"

(SP = Data; B = Visionary) "We need to have all the information for the monthly reports."

(SP = Listener; B = Reader) "Here's what we talked about at the last meeting."

Considering your actual situation, how might you communicate to adapt to your boss's style?

Describe a recent accomplishment of yours in your boss's style. Make your description neutral, not apologetic, qualified, or arrogant, but framed in such a way that your boss can hear it.

*The Conversation – Real-time practice*

Write up a real-life situation with your boss where communication didn't go as well as you would have liked. Include several exchanges.

The set-up -- Pick a partner to play your boss; brief them on the background. Others in your group are observers that keep an ear/eye peeled

The role-play -- Run the conversation. Afterwards, everyone helps identify possible changes in stylistic adaptation, body language, and tone of voice. Run the conversation again, using the changes.

What have you learned, practiced, and observed?

*When the Emotional Temperature Goes Awry*

Emotions are part and parcel of communication. However, they're not always taken into account, nor are they always obvious -- to the other person, or even to ourselves. Since they have great influence on communication, we need to pay attention to them, and for that we need perspective -- the ability to step outside of ourselves and then step back into the conversation.

Green Light -- things are going smoothly, all parties demonstrate understanding

Yellow Light -- there's some misunderstanding. This is the signal for perspective

Red Light -- time to Stop and use strategies to bring out and resolve issues

The Reset Button: Often a physical Reset helps -- agree to take a break and take up the issue later, go outside, take some deep breaths, write down your goals for the conversation, come back with more focus, more compassion, less reactivity.

Feelings and Needs: Non-Violent Communication is a practice based on the assumption that all humans have feelings and needs. We feel good when our needs are met; we feel bad when they aren't. NVC holds that regardless of what happens, everyone has the same needs. For example, we all need acceptance; we all need autonomy; we all need peace; we all need to make things happen (agency).

Here's how to communicate feelings and needs --

Rather than blaming the other person, acknowledge your feelings -- your emotional response to their behavior.

“I feel …” (how you feel, not what you think)

“when you …” (the outward, observable act, not what you think is their motive)

“because …” (state the results of the act for you)

# When responding to others, use Need Statements. Seeing concerns as needs leads to satisfaction of those needs.

“So you need …” “I need …”

# Although you might not actually say what's on your mind/heart, your feelings and needs have influence in the conversation. When you speak your feelings and needs using NVC guidelines, you move towards getting those needs met.

# Reframe these emotionally hot statements in terms of feelings and needs:

You’re always trying to tell me what to do

You want everything done right now

You always want to know every little detail of my life

I can’t believe anything you tell me

You say one thing and do another

You never say what’s really going on

Every time I put something down you say I’m making a mess

*Satisfaction practice – good ideas*

Note, in 25 words or less, any good ideas that occurred to you in each segment. These ideas stand out from the rest and show you the path to follow.

*Communication Style Self-Test*

## Select one statement from each pair, either a or b, that more closely describes you.

1. I prefer to: a. ask a lot of questions b. tell it like it is
2. I prefer to: a. work on my own b. work with others
3. In a team a. I am supportive of others b. I like to take initiative
4. As for my social style, a. I am a more private person b. I am very sociable
5. As for conversational style, a. I am pretty gabby b. I tend not to speak up
6. Working on new project a. I like to keep to the facts b. I like to express my opinion

## In the grid below, circle each of your responses.

Other Directed Self Directed

1. a. 1. b.

2. b. 2. a.

3. a. 3. b.

Less Expressive More Expressive

4. a. 4. b.

5. b. 5. a.

6. a. 6. b.

## Find yourself on the axis below by circling either Other Directed or Self Directed in the Direction pair, and either Less Expressive or More Expressive in the Expression pair, depending on which of the pair has more circles in the grid above. Connect your Expression and Direction circles. The resulting line will pass through one of the four style names.

Less Expressive

Mr/Ms DATA Mr./Ms. DIRECTIVE

Other Self

Directed Directed

Mr./Ms. AMIABLE Mr./Ms. VISIONARY

More Expressive

*Communicating in Type*

***Datas***

ask detailed questions and expect detailed answers, give specific assignments

prepare thoroughly rather than 'wing it'

have several meetings along the way with progress reports rather than a final meeting

build relationships on confidence and credibility, not impressions, feelings, opinions

*When communicating with Datas*

keep things low-key, even toned, not too fast or loud

initiate changes/decisions with supporting facts upon which to base the decisions

demonstrate, with examples from the past, how you will deliver on your promises

provide sufficient time for decisions/changes; be patient, don't push

***Directives***

have business-like offices with fewer personal touches

get right down to business, telling you what they are looking for, what the requirements are, when it is needed, what kind of service is expected, etc

may seem inflexible or abrupt

*When communicating with Directives*

be direct, to the point, concise, with a plan of action rather than a personal guarantee

keep things businesslike, with a minimum show of feelings

respond directly to their problem with specifics on how you can meet their needs

let them decide about changes in time frame or the outcome

***Amiables***

are open, friendly, interested in people and how things are going for them

work well in relaxed situations

avoid anger and confrontation, even when they disagree

ask questions, work others' ideas in, need support in decision-making

*When communicating with Amiables*

start on a personal note before jumping into business

ask for their help, develop mutual agreements, strengthen the relationship

have them describe a plan that would work best for them, point out benefits to others

offer suggestions, not directives (*“Let's try this" “How can I support you?")*

***Visionaries***

express their feelings openly, have a lot of body-movement

are quick to give an opinion

change their minds a lot, have many interests

are futuristic in their thinking, see the big picture

*When communicating with Visionaries*

be adaptable, take time to listen, relax, have fun, and still get the job done

ask for their views on where they want to go and how they plan to get there

if they change their mind, ask what influenced the change

offer help to make “our” program work, confirm commitments to a change of mind