

Interpersonal Communication Skills: Working Together

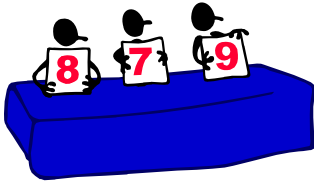
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Communication Worksheet

On the line below, place an x to indicate how well you think you communicate.



1 _____ 10
Not well Excellent

Why did you give yourself this score?

Why Smart People Fail

Poor interpersonal skills

Wrong fit

Lack of commitment

Wild card (bad luck)

Self-destructive behavior

Too scattered to focus

Hanging on



Carnegie Institute of Technology analyzed records of ten thousand people and this is what they said.....15% of success is due to technical skills, to brains and skill on the job...85% is due to personality factors and the ability to deal with people successfully.

Behavioral Communication Styles

AMIABLE

Wants personal relationships
Hesitates on decisions, slow to take action
Avoids interpersonal conflict
Good listener
Good at gaining support
Often weak at setting goals and direction
Needs security and belongingness
Good counseling skills

EXPRESSIVE

Spontaneous decisions and actions
Wants involvement
Often generalizes and exaggerates
Dislikes being alone
Good persuasion skills
Jumps from one activity to another
Works well with others
Seeks esteem and belongingness

ANALYTICAL

Likes organization and structure
Cautious actions and decisions
Dislikes involvement with others
Wants to know specific details
Likes task-oriented, objective work
Hates to make mistakes so therefore often
relies too much on data collection
Works slowly and methodically alone
Seeks security and self-actualization
Good problem-solving skills

DRIVER

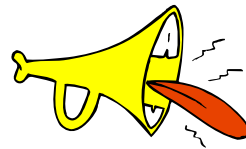
Firm actions and decisions
Needs control
Dislikes inaction
Likes freedom to manage situations
Independent, cool and competitive
Low tolerance for feelings, attitudes
and advice of others
Works quickly by self
Seeks esteem and self-actualization
Good administrative skills

Perceptions Are REALITY

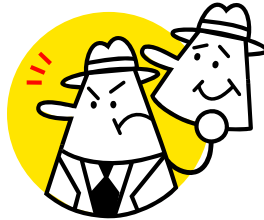
Point to remember: People don't know what we're trying to say or want to say; they don't know our best intentions. People judge on what they see and hear or what they THINK they see and hear.

The three major ways we communicate are through:

Tone of Voice



Body language



Choice of Words



Rate the above in order of power and immediate effect.

1. _____

2. _____

3. _____

Body Language Tune Outs and Turn Offs

10 Things That People See in Your Body Language That Turn Them Off to You and Your Message:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____



The Red Flag

How You Say It

When you are dealing with people and there are concerns, differences and problems, separate the behavior from the person. This means condemning the deeds, not the doers. This will minimize defensiveness and will encourage them to listen to what you have to say. One way to avoid condemning doers is to prevent the word “you” from appearing anywhere near the beginning of your criticism.

Read the following statements and questions. If you feel like they are a statement of fact, don't mark anything. If you feel like they are attacking the person instead of the problem, put an **x** by it.

1. How can you say that?
2. I don't like your attitude.
3. Problem number 15 was answered incorrectly.
4. You can't be serious about that suggestion.
5. If you would listen, you wouldn't have a problem.
6. You have worked here long enough that this should not have happened.
7. What ideas do you have so this problem won't occur again?
8. You should know better than that.
9. There were four errors on your weekly report.
10. You make me so angry.
12. I don't understand that approach.

“You will never turn a man-eating tiger into a vegetarian, but the tiger can be trained to refrain from eating his trainer. That the tiger may still want to eat the trainer is less important than the fact that he refrains from doing so.”

Lyle Sussman

Persuasion Techniques

“The only way on earth to influence the other fellow is to talk about what he wants and show him how to get it.”

~Dale Carnegie

Words are only a small part of the communication and persuasion process. However, some words do have a powerful impact on those you are attempting to persuade.

Power Words:

The Name—The most powerful word on the face of the earth is our own name. Research has shown that if you use a person’s first name, at the very beginning or the very end of a sentence, the likelihood of persuading that person is drastically increased.

- “John, do you think we could go to that program tonight?”
- “If our new computer software can save you over two thousand dollars in administrative time this year, would you want it, Jane?”

Please and Thank You—Please and thank you are second and third to a person’s name in giving a person a persuasive edge. When these terms are used in communication, they carry a great deal of impact.

- “Thank you helping me today.”
- “Please give this proposal every consideration, Sam.”

Because—The fourth most powerful term in the English language is “because.” Ellen Langer, a Harvard social psychologist, performed an interesting experiment. She asked a favor of people waiting in line to use the library’s copy machine. When she asked, “Excuse me, I have five pages. May I use the machine, *because I’m in a rush?*” 94 percent let her move ahead in line! When the request was phrased without those last five words, only 60 percent let her move ahead in line.

- “Because of the amount of money you’ll make, you’ll want to invest now.”
- “You’d probably be happiest investing in the largest advertisement available because of the increased response you’ll get.”

Factors that Make Good Listening Difficult

- _____ 1. Mind on other things
- _____ 2. Noise distractions
- _____ 3. Don't really care
- _____ 4. Negative attitude
- _____ 5. Emotions
- _____ 6. Daydreaming
- _____ 7. Mind racing ahead
- _____ 8. Don't hear well
- _____ 9. Already made up mind as to what the person means
- _____ 10. Lack of concentration
- _____ 11. Tendency to interrupt
- _____ 12. Personal bias
- _____ 13. Feeling rushed



What are your listening strengths?

What areas could use some work?

Passive, Assertive or Aggressive?

VERBAL

Passive:

- Saying yes when you want to say no
- “This might seem silly, but...”
- “I know I’m probably wrong....”
- “I’m sorry, but.....”
- “If I could only....”
- “You’re probably better at this....”
- “I never...”

Assertive:

- “Let’s talk about this...”
- “I feel.....”
- “My thoughts are...”
- “I disagree...”
- Few words
- Who, where, when, how
- Direct words

Aggressive:

- “You should, have to, better, must...”
- “Everyone knows that..”
- “You always, never....”
- “Why don’t you...”
- “You need to...”



NON-VERBAL

Passive:

- Nervous gestures
- Weak voice
- Slumped posture
- Fidgets
- Talks with hands over mouth
- Little eye contact when talking with others



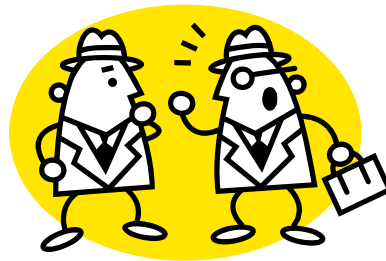
Assertive:

- Open
- Looks people in the eye
- Open posture
- Even tone of voice
- Attentive
- Relaxed



Aggressive:

- Hands on hips
- Points finger
- Frowns
- Glares
- Rolls eyes
- Tightly crossed arms



Getting Others to See Things Your Way

The old saying, “Nobody ever won an argument” is true if you mean by argument the shouting session or the ego battle. However, there are ways that you can induce the other person to see things your way. You must learn to work with human nature, rather than against it, if you want to have power with people.

You will be successful in winning arguments to the degree that you are successful in slipping your ideas past the ego of the other person.

Six Tested Rules for Winning Arguments

1. Let him state his case

Don’t interrupt. Let him state his case. If you can get him to “play back” his complaint two or three times, it drains off virtually all his emotions.

2. Pause before you answer

When someone asks you a question, look at him and pause slightly before answering. This approach will let the other person know that you consider what he has said of sufficient importance to “think about it”, or “consider it.”

3. Don’t insist on winning 100 per cent

Most of us, when we get into an argument, attempt to prove that we are totally and completely right, and the other person is wrong on all points. Good persuaders, however, always concede *something* and find some point of agreement.

“Yes, I can see you have a good point there, but have you considered this...”

4. State your case moderately and accurately

Most people have a tendency to exaggerate and make too forceful an appeal. Tests proved that calmly stated facts are more effective in getting people to change their minds than are threats and force. Benjamin Franklin said that, "The best way to convince another is to state your case moderately. Then say that of course you may be mistaken about it; which causes your listener to receive what you have to say, and, like as not, turn about and convince you of it, since you are in doubt. But, if you go at him in a tone of arrogance, you only make an opponent of him."

5. Speak through third persons

Speaking through third persons is especially valuable when you have a difference of opinion and want the other person to see things your way. People are skeptical of you when you are saying things to your own advantage. Also important is the fact that what third persons say is much less likely to arouse the ego of the other person than what you say. Records, statistics, history, a quotation from some well-known person, can all be cited as third persons.

When you ask the boss for a raise it will carry more weight if you say, "*I believe my record will show that I have earned a raise,*" rather than, "*I believe I deserve a raise.*"

6. Let the other person save face

Many times the other person would gladly change his mind and agree with you, except for one thing. He has already made a definite commitment and he cannot change his position in good grace. Skillful persuaders know how to leave the door open so that the other person can escape from his previous position without losing face.

Here is one method. Assume that the other person did not have all the facts to begin with. "*Of course, I can understand how you might have thought-so-and-so, since you did not know about such-and-such at the time.*"

If the other person was wrong, find some excuse for his being wrong. "*Anybody would have thought the same thing under the circumstances.*"

Receiving Criticism Without Taking It Personally

“Fogging” is a technique developed by Dr. Manuel Smith as a way to deal with criticism. Even if the criticism is well intended, most of us have a tendency to take it personally, especially if we do not agree with the criticism. Then we become defensive and thin-skinned. Fogging is a way to focus on something we both can agree on, and that helps us focus on the situation instead of feelings.

Someone criticizes our suggestion in a meeting. We do not agree with their criticism and rather than take it personally, we “fog.”

- **“Fogging”**- Even if we don’t agree with the criticism, we can agree with the **principle** of the criticism. This means we train our mind to focus on the situation and try to find anything at all we can agree with as a starting point.
- **Negative Inquiry**- This is a technique used to get facts and issues out in the open so they can be dealt with.

EXAMPLE: You are in a team meeting when a co-worker says to you:
“Sam, your proposal will just make more work for some of us and I don’t like it.”

“Fogging”: “Jane, none of us wants to create more work.

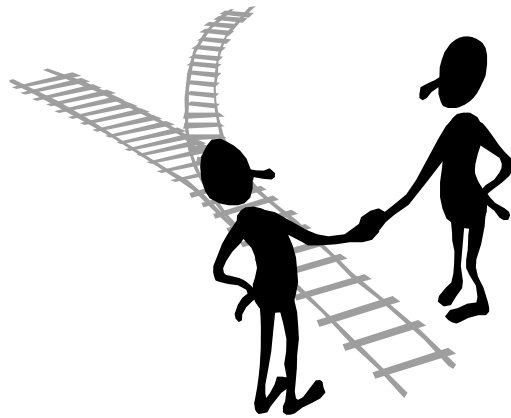
Negative inquiry: “What is it about my proposal that you feel will cause more work?”

Your Situation-

“Fogging”:

Tips for Working With People

- ✓
- ✓
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- ✓
- ✓



References

The Art of Managing People by Philip Hunsaker

The Psychology of Persuasion by Kevin Hogan