Communication Styles
Identify Your Personal Style & Understanding others-
Janel Welch MS, MPA, RD, CDN
Objectives

• Assess and learn about your communication style
• Learn about and understand other styles
• Understand and apply best approaches for each style and how to leverage each style on a team and in the workplace

• It’s really all about…

Awareness!

How health care should be
Communication

- Words: 7%
- Non-verbal: 55%
- How you say it:
  - Visual, Auditory, Kinesthetic
  - Pitch
  - Pace
  - Volume
  - Emotion
  - Detail/ High level

How health care should be
One Size Does NOT Fit All!

- People communicate and desire to be communicated to in various ways.
- Not one will work for an entire team.
- Good communication skills require a high level of self-awareness.
- Understanding your personal style of communicating helps you to communicate well with others.
To understand different communication and behavioral styles, we must first analyze how we interact with others and in turn, how others interact with us.
Group Exercise

Take a blank piece of paper

Make a horizontal line across the middle of the paper

Make a vertical line down the middle of the paper – it should look something like a four pane window when you are done.
• Write the words Passive on the left side and Assertive on the right side.

• Now place a dot on the horizontal line where you are most comfortable communicating.

• You cannot be right in the middle.
• Write the words Task Focused at the top and People Focused at the bottom

• Place a dot on the vertical line where you are most comfortable communicating
Now it’s time to plot your findings…

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How health care should be
Identify and Build on Communication (Behavior Styles)

List up to three people with whom you find it difficult to communicate.

1. _______________________  2. _______________________  3. _______________________

Describe the behaviors that cause problems for you.

_____________________  __________________  __________ ______
_____________________  __________________  __________ ______
_____________________  __________________  __________ ______
_____________________  __________________  __________ ______

Note how you generally respond to these problematic behaviors.

_____________________  __________________  __________ ______
_____________________  __________________  __________ ______
_____________________  __________________  __________ ______

Now, look at yourself. Identify at least one behavior that may need modifying.

______________     ________________   _____________ __
Understanding Your Personal Styles and the Styles of Those Around You

Directions:
1. Think about a specific situation with someone you consider challenging.
2. Read each pair of behavior characteristics below and put your initial on the line after the word in each pair that best describes your behavior in that situation. Then add up the number of times you placed your initial after a word in Column A.
3. Now do the same for the other person.

<table>
<thead>
<tr>
<th></th>
<th>Column A</th>
<th>Column B</th>
</tr>
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</table>
| a. | more animated | more passive |<br> |________<br>|________<br>
| b. | more “take charge” | more “go along” |<br> |________<br>|________<br>
| c. | more assertive | more hesitant |<br> |________<br>|________<br>
| d. | more demanding | more accepting |<br> |________<br>|________<br>
| e. | more demonstrative | more thoughtful |<br> |________<br>|________<br>
| f. | more confronting | more supportive |<br> |________<br>|________<br>
| g. | more talkative | more quiet |<br> |________<br>|________<br>
| h. | more bold | more timid |<br> |________<br>|________<br>
| i. | more intense | more subdued |<br> |________<br>|________<br>
| j. | more direct | more indirect |<br> |________<br>|________<br>

Your Total in Column A _______<br>His/Her Total _______<br>(do not total Column B)
Understanding Your Personal Styles and the Styles of Those Around You Continued…

<table>
<thead>
<tr>
<th></th>
<th>C</th>
<th>or</th>
<th>D</th>
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<tbody>
<tr>
<td>a.</td>
<td>more flamboyant</td>
<td></td>
<td>more restrained</td>
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<tr>
<td>b.</td>
<td>more spontaneous</td>
<td></td>
<td>more deliberate</td>
</tr>
<tr>
<td>c.</td>
<td>more responsive</td>
<td></td>
<td>more detached</td>
</tr>
<tr>
<td>d.</td>
<td>more impulsive</td>
<td></td>
<td>more methodical</td>
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<tr>
<td>e.</td>
<td>more sociable</td>
<td></td>
<td>more aloof</td>
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<td>f.</td>
<td>more sentimental</td>
<td></td>
<td>more analytical</td>
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<tr>
<td>g.</td>
<td>more people-oriented</td>
<td></td>
<td>more task-oriented</td>
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<tr>
<td>h.</td>
<td>more outgoing</td>
<td></td>
<td>more reserved</td>
</tr>
<tr>
<td>i.</td>
<td>more dramatic</td>
<td></td>
<td>more self-controlled</td>
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<tr>
<td>j.</td>
<td>more friendly</td>
<td></td>
<td>more unfriendly</td>
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Your total in Column C  ______  
His/Her Total  ______  

(Do not total Column D)
Now plot your findings
DiSC Behavioral Model

- **BUILDERS**
  - Active
  - Fast Paced
  - Assertive
  - Dynamic
  - Bold

- **TASK**
  - Oriented
  - Questioning
  - Task Focused
  - Objective
  - Skeptical
  - Challenging

- **RESULTS**

- **RELATIONSHIP**
  - Oriented
  - Accepting
  - People Focused
  - Empathizing
  - Receptive
  - Agreeable

- **CARETAKERS**
  - Thoughtful
  - Moderate Pace
  - Calm
  - Methodical
  - Careful

- **Progress**

- **Quality**

- **Teamwork**

- **Conscientiousness**
  - Wants to Analyze
    - Certainty
    - Accuracy
    - Rules

- **Influence**
  - Likes to Persuade
    - New/Variety
    - Enthusiasm
    - Flexible

- **Domiance**
  - Seeks Control
    - Decisive
    - Focused
    - Sense of Urgency

- **Steadiness**
  - Wants to Support
    - Implement
    - Stability
    - Cooperation

How health care should be
## Strengths and Opportunities of Behavior Styles

### D – Dominance or Get It Done Styles

<table>
<thead>
<tr>
<th><strong>Behavior Characteristics:</strong></th>
<th><strong>Under Pressure:</strong></th>
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<tbody>
<tr>
<td>* Focus on tasks</td>
<td>* Raise their voice</td>
</tr>
<tr>
<td>* Intend to “get it done”</td>
<td>* Bully and take pot shots at others</td>
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<tr>
<td>* Focused, direct, blunt</td>
<td>* Behave arrogantly</td>
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<tr>
<td>* Need to be in control</td>
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<tr>
<td>* Communicate directly and to the point</td>
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### Strengths:

__________  _______________ _______________ ___ ___________

### Opportunities:

__________  _______________ _______________ ___ ___________

What are ineffective behaviors?

___________________ __________________ ___________________ __________________ ___________________

What are effective behaviors?

___________________ __________________ ___________________ _______________
Interacting with extreme “D” or “Get it Done” Behavior Styles

**Tanks**
Tank people are motivated by an intense need to get things done and are extremely task oriented. When obstacles get in the way, they resort to an attack-mode. Many times attacks are not personal – you happen to be in the line of fire.

**Best ways to communicate include:**
- Stand your ground - hold your position
- Focus on the bottom line - look at the underlying problem

**Snipers**
Snipers exhibit sarcasm, rude comments, and exaggerated body language. They grow angry or frustrated because of how events end or because of their inability to control the situation. Snipers may also be motivated by grudges that they draw you into.

**Best ways to communicate include:**
- Stop, look, and rewind
- Ask clarifying questions about their intent

**Know-It-Alls**
Know-it-alls are highly competent and knowledgeable people - they know their stuff. They are assertive and excel in presenting their viewpoints. Since they are driven to “get it done,” they tend to be extremely controlling and demonstrate minimal tolerance for correction and differences in opinions. Their way is the right way – the end.

**Best ways to communicate include:**
- Know your stuff – be prepared, if possible
- Direct the know-it-all into a mentoring opportunity
# Strengths and Opportunities of Behavior Styles

## I – Influencer or Get Appreciated Styles

### Behavior Characteristics:
- Focus on people
- Intend to “get appreciated”
- Display creativity, warmth, charisma, and energy
- Need to be recognized and applauded
- Communicate directly and elaborately

### Under Pressure:
- Talk more loudly and quickly
- Throw tantrums
- Exaggerate

### Strengths:
- 
- 
- 
- 
- 

### Opportunities:
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- 
- 

What are ineffective behaviors?
- 
- 
- 

What are effective behaviors?
- 
- 
- 

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How health care should be
Interacting with extreme “I” or “Get Appreciated” Behavior Styles

Grenade People
Grenade people have a high need – crave – appreciation. If unnoticed by others, Grenades may explode. The pin that pulls the grenade can be almost anything you do – or don’t do. Generally, the outburst makes the grenade feel worse rather than better – creating a volatile environment.

Best ways to communicate include:
* During an explosion, redirect their focus – get their attention
* Focus on their emotions – let them know you care

Think- They-Know - It -All People
Think -they - know - it -all people have a ravenous desire to be appreciated. These individuals are aggressive and extremely people focused. They use others as their source of attention and appreciation. This behavior frequently turns people off and the result is even less appreciation.

Best ways to communicate include:
* Ask for specifics
* Use third-party documentation

Sniper People
Sniper people want the attention of people they like and admire. This need for attention results in sarcasm, rude comments, and exaggerated body language. They turn on others with covert tactics and devious remarks to avoid retaliation.

Best ways to communicate include:
* Stop, look, and rewind
* Ask clarifying questions regarding their intent
## Strengths and Opportunities of Behavior Styles

### S – Steadiness or Get Along Styles

#### Behavior Characteristics:
- Focus on people
- Intend to “get along” behavior
- Behave in an agreeable, personable, friendly, caring, and helpful manner
- Need to be liked
- Communicate indirectly and considerately.

#### Under Pressure:
- Accommodate
- Exhibit passive – aggressive

#### Strengths:

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#### Opportunities:

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What are ineffective behaviors?

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What are effective behaviors?

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Interacting with extreme “S” or “Get Along” Behavior Styles

Yes People
Yes People have an extremely high desire to get along with others. They will agree with or say “yes” to almost anything so everyone gets along. These individuals frequently over-commit and fall short on the results promised. Confronting or blaming “Yes people” generally perpetuates the “yes” behavior.

Best ways to communicate include:
* Encourage honesty
* Assist in making realistic commitments

Maybe People
Maybe People focus on getting along. Decision-making is extremely difficult because the decision may make someone unhappy. Always wanting to please, these individuals are hesitant to ask for assistance because they don’t want to bother others. They don’t want to upset anyone or be the cause of anything going wrong.

Best ways to communicate include:
* Identify hidden fears and concerns
* Reassure them and hold them accountable for follow-through

Nothing People
Nothing People practice the belief that “unless you have something nice to say, don’t say anything at all.” By saying nothing, they avoid offending people.

Best ways to communicate include:
* Create a safe environment for talking
* Ask open-ended, specific questions
# Strengths and Opportunities of Behavior Styles

## C – Conscientiousness or Get It Right Styles

**Behavior Characteristics:**
- Focus on tasks
- Intend to “get it right”
- Pay attention to details; think systematically
- Need to be correct
- Communicate indirectly and detailed

**Under Pressure:**
- Become Silent
- Flee and Withdraw
- Exhibit negative behavior

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<th>Strengths:</th>
<th>Opportunities:</th>
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What are ineffective behaviors?

What are effective behaviors?

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Interacting with extreme “C” or “Get it Right” Behavior Styles

Nothing People
“Getting it Right, Nothing People” resort to an extremely passive mode when “getting it right” is at risk. These people seek perfection, but nothing measures up. If you lose your temper with these un-reactive people, they will shut down and communicate even less.

Best ways to communicate include:
* Ask open-ended, specific questions
* Use facts, logic, and structure

No People
“Get it Right, No People” are task-oriented and extremely motivated to “get it right” by avoiding any mistakes. Negativity rears its head when others prevent perfection. Many times they unintentionally say and respond in ways that squelch hope and creativity in others.

Best ways to communicate include:
* Let them voice concerns and use them as a resource
* Clarify to reduce generalizations

Complainers
“Get it Right, Complainer People” have an insatiable need to “get it right.” When perfection is not achieved, they verbalize frustration with what’s wrong by complaining. Generally, they are not equipped to offer suggestions to correct their problem or deal effectively with what they don’t like.

Best ways to communicate include:
* Listen carefully for their areas of concern
* Direct efforts toward a solution
Email Etiquette

- Keep your mails short and simple
- Check for correct usages of grammar, punctuation, & spellings.
- Read and re-read your mail before finally sending it
- Format your mail to make it look attractive and impressive
- Highlight key sentences either by using bold or different colors
- Respond immediately to mails as soon as you receive them
- ZIP large file attachments before attaching.
- Delete some of the trail mails when possible.
- Carefully choose options such as, ‘Reply all’, ‘URGENT & IMPORTANT’?
Barriers to Written Communication- Be Careful the TONE of your message

- Does not suggest you are instructing.
- Does not come across as threatening.
- Does not display you being authoritative.
- Does not suggest you are commanding.
- Does not make your listener feel like they are being evaluated.
- Or put’s your listener on the defense.
Let’s Check In…

• What is one observation that you can make now that you understand your communication/behavioral style?

• What questions do you have?
Hot Buttons: How to Keep People from Pushing Yours

Be Aware!!

List three of your “hot buttons.”
1. 
2. 
3. 

Three to make you aware of:
1. 
2. 
3.
Ways to Avoid Having Your Buttons Pushed:

1. Identify your “hot buttons”

2. Identify situations that trigger your “hot buttons”

3. Be prepared to respond tactfully

4. Any Other’s?????
At a Glance – Cheat Sheet!

<table>
<thead>
<tr>
<th>D – Get it Done</th>
<th>I – Get Appreciated</th>
<th>S – Get Along</th>
<th>C – Get It Right</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Understand and support their goals</td>
<td>• Be flexible</td>
<td>• Be casual and sincere</td>
<td>• Know your stuff</td>
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<tr>
<td>• Get to the point</td>
<td>• Be enthusiastic</td>
<td>• Slow down and listen</td>
<td>• Go step-by step</td>
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<tr>
<td>• Be businesslike</td>
<td>• Let them talk</td>
<td>• Make honesty safe</td>
<td>• Use facts, logic, and structure</td>
</tr>
<tr>
<td>• Be task-oriented</td>
<td>• Use demonstrations</td>
<td>• Set goals</td>
<td>• Backtrack to address their concerns</td>
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<td></td>
<td>• Build them up</td>
<td>• Turn the person into a mentor</td>
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How health care should be
Create an Action Plan

**Before developing an action plan, you need to:**

1) Understand the problem/issue you’re trying to solve or the improvement you want to make
2) Develop goals and solutions for the problem/issue or improvement
3) Evaluate possible goals and solutions
4) Make a decision
5) Identify the steps you will take to achieve goals and solutions

**Sample Action Plan:**

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Target Completion Date</th>
<th>Completed</th>
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**Remember:**
- Plan before doing
- Focus your action on solving the problem/issue or making the improvement
- Build flexibility into your action plan
- Examine the plan regularly and make necessary adjustments
Questions/ Comments?

Thank you!
Recommended Resources:


