Communication Strategies For Functional Exchanges with Complex People & Situations

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PREMIER THERAPY

Objectives

- Attendee will be able to describe personality types and their associated behaviors that lead to difficulties in the workplace.

- Attendee will be able to describe and utilize strategies and communication protocols that reduce conflict and improve cooperation in the workplace to facilitate positive workplace outcomes, including staff retention and resident/family satisfaction.

Causes of Workplace Miscommunication and Conflict

- Leadership Style
- Personality Type
- Responsibility Type
- Cultural Conflicts
- Working Style Type
- Lack of Soft Skills

What do we know about human behavior?

- Human behavior is a science and an art.
- Core emotional need is to feel valued and valuable.
- We avoid stressful situations or conversations.
- Behavior is due to the environment you are in.

Inevitably people's attitudes will affect you. So how do we understand their behavior, in addition to understanding our own behaviors and reactions?

Emotional Awareness

Emotional Awareness

- One's psychological make-up, their "temperament", "style", or "type", influences one's judgment and establishes one's relationship to the world.

- Research shows:
  - That recognition of one's preferred behavior and preferred environment influences the challenges one accepts and the decisions one is most likely to make.
  - That positive transfer occurs when learning in one context improves performance in another context.

- Learning, leadership, conflict resolution, and communication are natural extensions of personality and emotional awareness.

Emotional Awareness

- Know yourself! This helps you maintain your own personal power.

- Increase your self-awareness.

- Know your triggers.

- Know your vulnerability, then you can improve your response.

Personal mastery is "Learning to expand our personal capacity to create the results we most desire, and creating an organizational environment which encourages all its members."

(Jones & Hartley, 2013, p. 460)

DISC

The "Four Temperament" Model of Human Behavior

Free DISC Assessment:
https://discpersonalitytesting.com/free-disc-test/

DISC

Developed by William Marston- a lawyer and physiological psychologist in the 1920's and1930's.

Most widely used assessment used by business organizations.

Proven to be reliable and consistent.

Easy to administer and interpret.

Task Oriented Or People Oriented

Task oriented: Want to make tangible progress on projects

People oriented: Focus on the relationship between people

Dominators & Conscientious

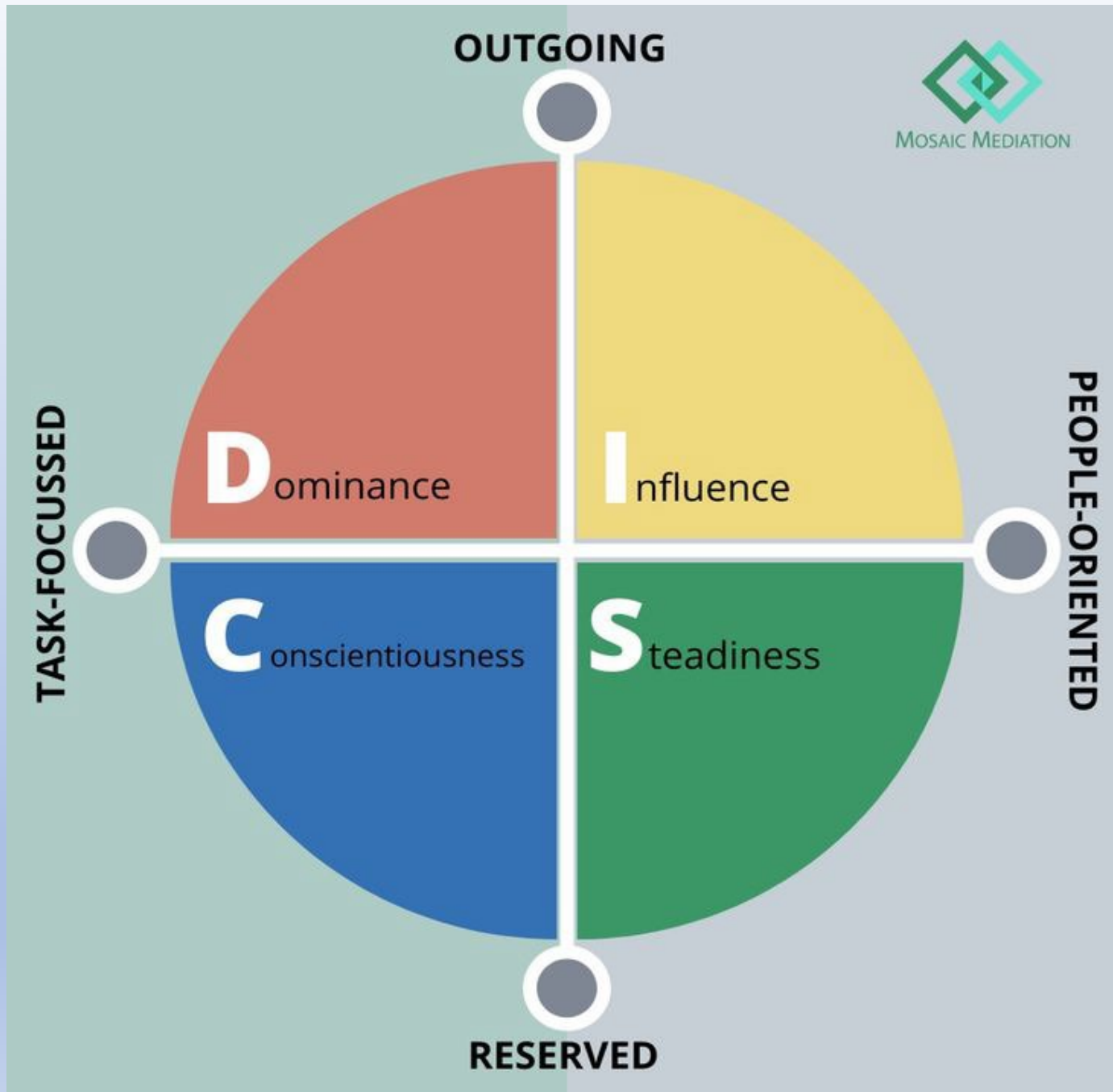**Influencers & Steady**

Reserved or Outgoing

Reserved: Keep to themselves, private, thoughtful.
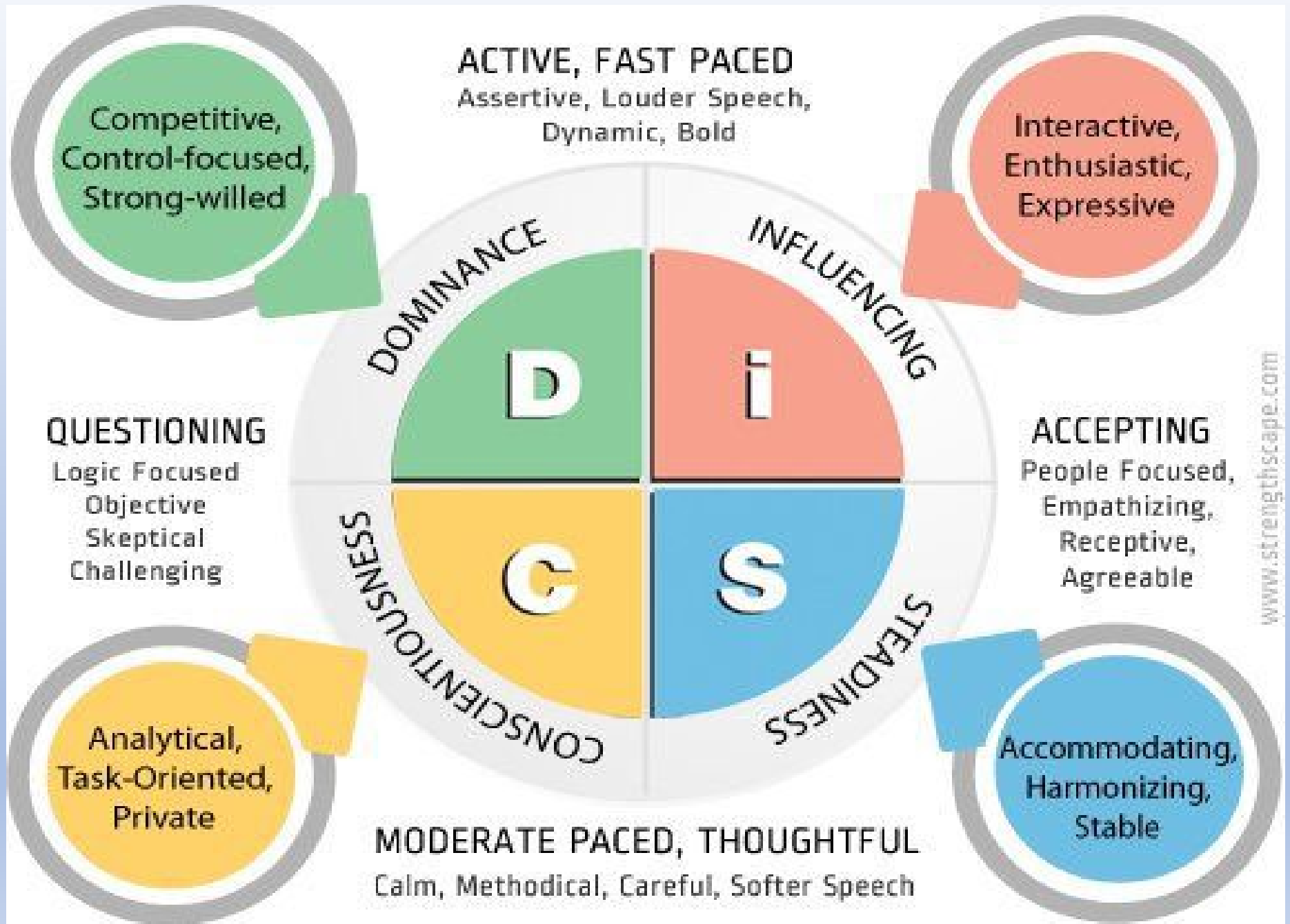
Outgoing: Forthcoming, takes initiative

Internalizing Or Externalizing Processor

Internalizing: Will process information quietly and completely before speaking.

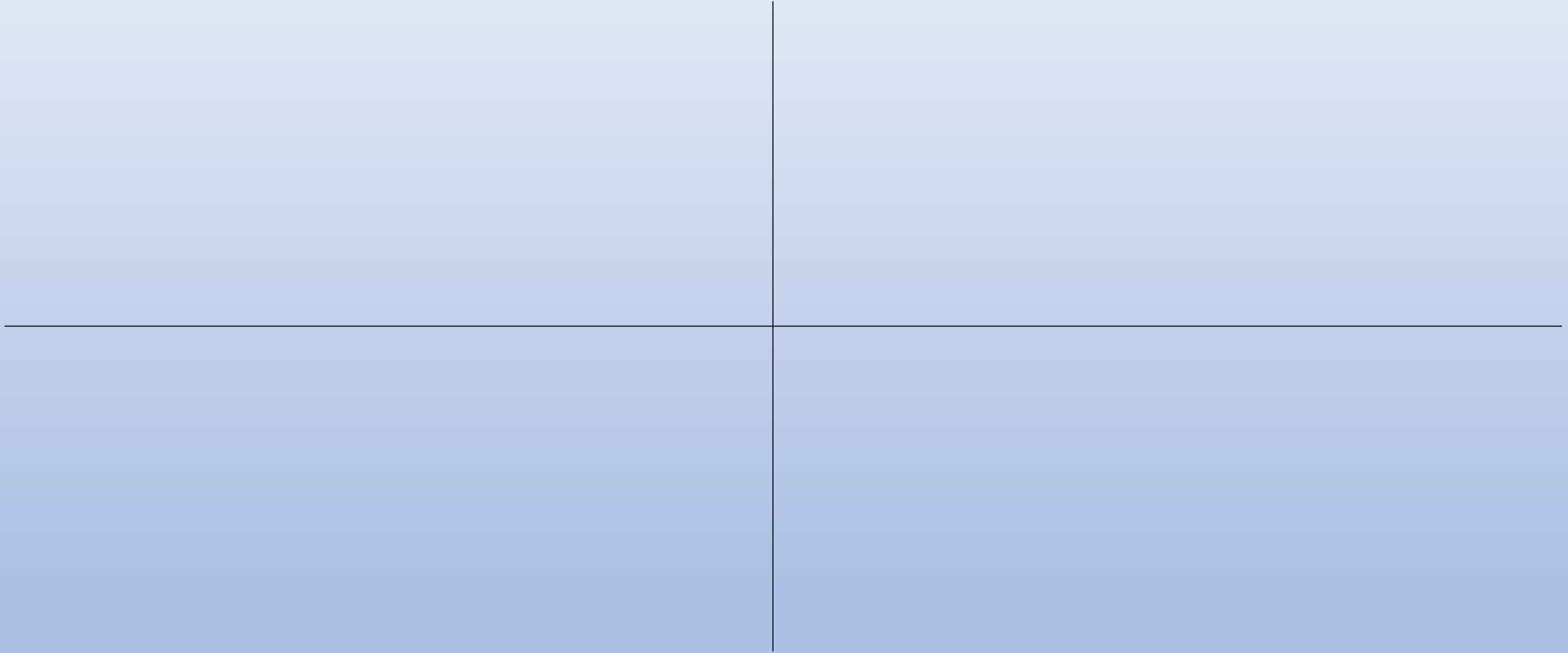**Externalizing:** Needs to talk outside of their own mind to work through ideas.

DISC

Curious about where you may fall?

Where do you fall?

Dominant

Environmental Preferences

- Freedom

- Authority

- Varied activity

- Difficult assignments

Opportunities for Growth

- Relaxation is not a crime

- Some controls are necessary

- Everyone has a boss

- Verbalizing conclusions helps others understand them better

Interacting with D

Motivations

- Challenge
- Choices
- Control

Communication Style: Ask "what" ?s

- Provide direct answers
- Stick to business
- Stress goals

Influential

Environmental Preferences

- Prestige
- Friendly relationships
- Opportunities to influence others
- Opportunities to inspire others
- Chance to verbalize ideas

Opportunities for Growth

- Time must be managed
- Listening is importing
- Tasks must be completed
- Accountability is imperative

Interacting with I

Motivations

- Recognition
- Approval
- Popularity

Communication Style: Ask "who" ?s

- Is a democratic leader and friend
- Provides recognition of abilities
- Creates an atmosphere of excitement

Steady

Environmental Preferences

- An area of specialization
- Stability of situation
- Consistent, familiar environment

Opportunities for Growth

- Change provides opportunity
- Discipline is good
- It is all right to say "No"

Interacting with S

Motivations

- Security
- Appreciation
- Assurance

Communication Style: Ask "how" ?s

- Be relaxed and amiable
- Allow time to adjust to change in plans
- Allow people to work at their own pace
- Clearly define goals and means of reaching them

Conscientious

Environmental Preferences

- Sufficient time and resources to accomplish tasks

- Assignments that require planning and precision

- Limited risks

- Team participation

Opportunities of Growth

- Total support is not always necessary

- Thorough explanations is not always possible

- Deadlines must be met

- Taking a calculated risk can be profitable

- There are varying degrees of excellence

Interacting with C

Motivations

- Quality answers
- Excellence
- Value

Communication Style: ask "why" ?s

- Be straightforward, do not adlib
- Be detail-oriented

Employees' Perception on Supervisor's Personality Traits

- **Agreeableness:** Orients, fostering well being
- **Extraversion:**
  - Creates a warm environment
  - Transformational leadership
  - Avoid being too bold in conversations!
- **Openness to experience:** Become receptive to input from others
- **Conscientiousness:**
  - Natural leaders and can create an ethical environment
  - Avoid Micromanaging.

Dealing With Difficult People

Do not label people as "difficult" or assume their intentions.

Avoid Biases

- **Confirmation Biases:** Only look at information to support our ideas.
- **Stereotypes:** Judging someone based on minimal facts creates "us" vs. "them" mentality.
- **Fundamental Attribution Error:** Deeming that something is innately wrong with them when they behave a way, but when we have similar behaviors, we deem it due to the situation or context.

"Difficult" People

Focus on behaviors as tactics
- It can be a life-long personality pattern of thinking, feeling, and acting.
- May be starved for empathy, attention and respect.
- May have alienated everyone around them.
- May use conflict as a way to get attention.

Conflict Resolution

In the workplace..

- 85% dealt with conflict in some way

- 29% dealt with conflict frequently

- In the US, about 2.8 hours a week are spent on managing conflict

Two Types of Conflict

- Task Conflict

- Relationship Conflict

Objections

Definition – "*A question or concern raised which must be satisfactorily addressed in order to reach an outcome or resolution*"

General Context: Objections are unresolved sources of potential conflict which, if left unresolved, undercut the ability for a healthy, functional relationship.

Unresolved conflict is widely considered the most destructive factor in interpersonal relationships, personal and professional.

Objections

Examples:

- "I'm sorry, but if you can't raise my pay to $XX/hour, I'm going to have to quit and go work somewhere else"

- "If you can't waive your Community Entrance fee, I will have to sign with your competitor"

- "If you can't admit this resident by 5 PM, I will have to send the referral elsewhere"

- "If you don't open a pub with daily Happy Hours, I'm going to move Mom down the road"

What should our attitude be towards objections?

Are objections good?
Or bad?

Objection Handling

- Not just a "sales" skill!

- Handling objections = Managing Conflict

- Ignoring objections is not an effective strategy!

- Our attitude towards objections will have significant bearing not only on the outcome of the conversation, but on the relationship

Objection Handling

Is "objection handling" a skill that can be trained?

Yes!

Handling objections well is a skill which brings personal, as well as professional benefits!

How can we effectively answer objections?
L-A-A-R-C

- Listen
- Acknowledge
- Assess
- Respond
- Confirm

- Understand the objection; Clarify as needed

- Validate the question or concern

- Determine how important this objection is

- Attempt to satisfactorily address the question/concern

- Request feedback from the "objector".

- Have you satisfactorily addressed the question?

- Restart the process as necessary

Effective Objection Handling Example

- Objection: "I'm sorry, but if you can't raise my pay to $XX/hour, I'm going to have to quit and go work somewhere else"

- **Listen / Assess** – Very negative body language observed, arms folded, state of upset

- **Acknowledge** – "I understand that you're thinking about another opportunity that pays more. Is that the only reason you're thinking about changing positions?" (Seeks to clarify the true objection)

- (Objector) – "Well, I'm not sure that I'm really valued as an employee here"

- (Active **listening**) "I'm glad you shared that concern with me. Can you help me understand why you don't feel valued?" (Clarifying Question)

- (Objector) explains their concern

- (Once objection is better understood), **Respond** - "Thank you for sharing that with me. Would you feel more valued if we were able to do "X" (to address your area of concern)? **(Trial Close)**

- (Objector) "I guess that would be a start"

- **Confirm** - "So, we will do X going forward. Does this address your concern?"

- (Objector) – "OK, sure, I'd like to make things work, I like working here"

Feedback

We can't effectively communicate without it!

Skills

SELF ASSESSMENT

The Passive Person		The Passive-Aggressive Person		The Aggressive Person		The Assertive Person	
Is afraid to speak up		Engages in gossip		Interrupts and talks over others		Speaks openly	
Speaks softly		Speaks loudly or behind people's backs		Yells and raises voice		Uses a conversational tone	
Avoids looking at people		Rolls eyes often		Glares and stares at others		Makes good eye contact	
Shows little or no expression		Uses sarcasm		Intimidates by using expressions		Shows expression which matches the message	
Slouches and withdrawals		displays as grumpy, sulky or moody and unpredictable		Stands rigidly, crosses arms, invades the personal space of others		Relaxes and adopts an open stance and expressions	
Isolates self from groups		Resents others in the group and manipulates		Controls groups		Participates in groups	
Agrees with others despite personal feelings		Denies being angry or upset at first		Only considers own feelings and/or makes demands of others		Keeps to the point	
Values self less than others		Self-enhancing		Values self more than others		Values self equal to others	
Hurts self to avoid hurting others		Hurts others to avoid being hurt		Deliberately hurts others		Tries to hurt no one (including self)	
Does not reach goals and may not even know goals		Demands credit for reaching goals		Reaches goals but hurts others in the process		Usually reaches goals without hurting others	

TEAM ASSESSMENT

The Passive Person	The Passive-Aggressive Person	The Aggressive Person	The Assertive Person
Is afraid to speak up	Engages in gossip	Interrupts and talks over others	Speaks openly
Speaks softly	Speaks loudly or behind people's backs	Yells and raises voice	Uses a conversational tone
Avoids looking at people	Rolls eyes often	Glares and stares at others	Makes good eye contact
Shows little or no expression	Uses sarcasm	Intimidates by using expressions	Shows expression which matches the message
Slouches and withdrawals	displays as grumpy, sulky or moody and unpredictable	Stands rigidly, crosses arms, invades the personal space of others	Relaxes and adopts an open stance and expressions
Isolates self from groups	Resents others in the group and manipulates	Controls groups	Participates in groups
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Does not reach goals and may not even know goals	Demands credit for reaching goals	Reaches goals but hurts others in the process	Usually reaches goals without hurting others
How Many Passive Employees do you Have?	**How Many Passive-Aggressive Employees do you Have?**	**How Many Aggressive Employees do you Have?**	**How Many Assertive Employees do you Have?**

IDENTIFYING AND MANAGING BEHAVIORS

The Passive Person	The Passive-Aggressive Person	The Aggressive Person	The Assertive Person
Most Dominant Traits: Reserved Low Self-Confidence Patient/Steady Caring Don't like Conflict Hard Working	**Most Dominant Traits:** Low Self-esteem Judger Procrastinates Anayltic Thinker Methodical Sabotaging	**Most Dominant Traits:** Impulsive Skeptical Regimented Anger Demanding Doesn't Fear Conflict	**Most Dominant Traits:** Self-Confidence Directness Decisivness Impatience Influential Creative
Advantages to Having Them on Your Team: • Have a calming effect on the team • Have the most potential to be top performers • Don't force them into being leaders unless they seek it	**Advantages to Having Them on Your Team:** • They want to advance, use this to motivate them • Has the potential to be a good Project Manager if behavior is addressed early on with defined expectations. Will not thrive with leading a team	**Advantages to Having Them on Your Team:** • Not afraid to take risks • Advocates for new ideas • Great Project Managers NOT good Leaders	**Advantages to Having Them on Your Team:** • Excel in stressful situations and heavy workloads • Able to inspire and motivate others • Take on new challenges willingly • Great Project Manager AND Leader
Who Do They Clash with the Most? The Aggressive	**Who Do They Clash with the Most?** The Assertive	**Who do They Clash with The Most?** The Passive	**Who Do They Clash with the Most?** The Passive-Agressive

Behaviors	How To Manage	Phrases to Use with Them	Behaviors	How to Manage	Phrases to Use with Them	Behaviors	How to Manage	Phrases to Use with Them	Behaviors	How to Manage	Phrases to Use With Them
• Is afraid to speak up • Speaks softly • Avoids looking at people • Shows little or no expression • Slouches and withdrawals Isolates self from groups • Agrees with others despite personal feelings • Values self less than	• Look for potential. They could be your best employee that you never realized • Use positive reinforcement Negative reinforcement will only cause the employee to become more defensive and withdrawn	*"It's important to me to hear your feedback."* *"What do you think?"* *"Make sense to you?"* *"What you're saying is very*	• Engages in gossip • Speaks loudly or behind people's backs • Rolls eyes often; • Uses sarcasm • displays as grumpy, sulky or moody and unpredictable • Resents others in the group and manipulates	• Call them out • Ask about the anger. Doing so FORCES them to address the issue • Recognize your role in the dynamic. Is there something you're doing to elicit their reaction? • Dig deeper for intent. If they still wont talk Push them into a more honest conversation • Explicitly clarify	*"I'm not sure if I'm reading this correctly. Is something bothering you?"* *"Are you doing this on purpose?"*	• Interrupts and talks over others • Yells and raises voice • Glares and stares at others •Intimidates by using expressions • Stands rigidly, crosses arms, invades the personal space of others • Controls groups • Only considers own feelings and/or makes demands of others	• Never scold in public, • Better in one-on-onealways in private • Give more one-on-ones, not group discussions • Determine what's causing the aggression. Is the behavior out of the ordinary? Are there personal problems? • Show compassion. Acknowledge feelings and avoid being	*"Did you hear how you just spoke to me?"* *"Help me to understand why you're so upset?"* *"I can't help you if you're being aggressive. Do you need to take a moment and come back later to talk?* *"There is no need to stress out over this, let's find a*	• Speaks openly • Uses a conversational tone • Makes good eye contact • Shows expression which matches the message • Relaxes and adopts an open stance and expressions • Participates in groups Keeps to the point	• Assign them challenging work. Many people with dominant personalities enjoy being challenged at work, so try to find projects that will test their skills and abilities •Recognize their work. Like all team members, dominant people enjoy being praised for their ideas and work	*"I know you want to say something, but we need to hear everyone's opinions first."* *"Your feedback is important to me, maybe we can discuss after the meeting?"* *"I know you want to get through this quickly, but*

The Passive Person	The Passive-Aggressive Person	The Aggressive Person	The Assertive Person
HOW YOU'RE PERCEIVED BY OTHERS			
Weakness, apathy	Difficult to read, unpredictable	Is a jerk, mean	Easy to get along with, confident and cooperative
OUTCOMES			
Lose yourself, allows others to win	Everybody loses	May win, but loses relationships	It's not about winning, its about outcomes for everyone

Basic Active Listening and Communication Skills

Positive listening skills:
- Visual/eye contact, vocal qualities, verbal tracking, attentive and authentic body language
- Mirroring
- Clarifying questions
- Paraphrasing

Listening or problem solving?

Listening:

- Is this a problem that needs to be listened to <u>or</u> needs a solution?

- Some situations just can't be solved; and that's okay.

Problem solving: Don't focus on who is "right"; focus on collaboration.

- Issues that are pet peeves

- Issues that can wait

- Issues that must be prioritized

What would you do?

You reach out to a DPOA, who every time you call with important care updates about their loved one, reacts nonchalantly with an "okay" response. They then launch into a series of complaints about the food, parking lot conditions, and nail care.

How do you respond?

Mindful Communication

Good communication: Clarity, neutrality, temperance

- Use "I Statements".
    - I feel ＿＿＿ when you ＿＿＿.

- Use "AND" not "BUT"
    - Takes people off the defensive; allows for flexible thinking.

- Saying, "I understand" usually makes things worse. Instead, say, "Tell me more so I can understand better."

The Yes, And – Yes, But Activity

Empathy

Feeling with People

Empathy

- The ability to share your understanding of a person's experience and reflect that understanding to another to foster connection. The ability to feel what they may be feeling by stepping into their experience, although you have not experienced it yourself.

- NOT SYMPATHY: Sympathy conveys understanding because you have been in a similar situation.

Characteristics of Empathy

1. **<u>Perspective taking:</u>** Understanding someone's perspective as their truth.

2. **Staying clear of judgment:** No "Should", "Could", "Good vs Bad".

3. Recognizing emotion in others.

4. Communicating that emotion to them.

We think we listen, but very rarely do we listen with real understanding, true empathy. Yet listening, of this very special kind, is one of the most potent forces for change that I know.

Carl Rogers

Anger Management

"Speak when you are angry, and you will make the best speech you will ever regret."

–Ambrose Bierce

Training To
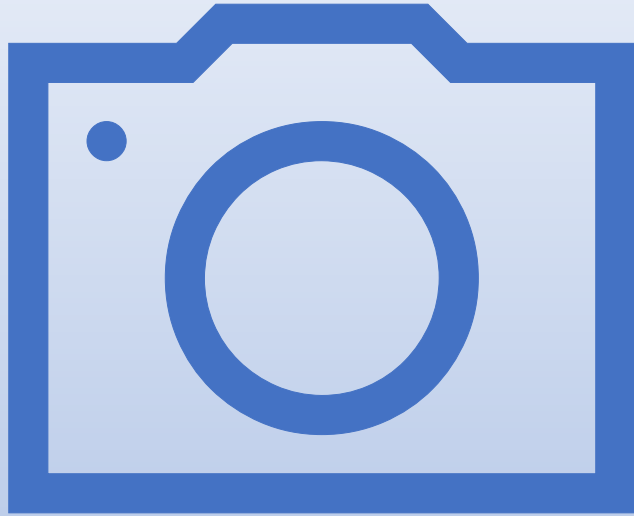
Lens of realistic optimism

- **Is this helpful to me?**

Reverse lens

- **View it through the person who triggered you.**

The long lens

- **How can this help me grow?**

The Balance of Self-Care

- Mindfulness
- Play music.. if you can
- Change temperatures
- Go for a walk
- Deep Breaths

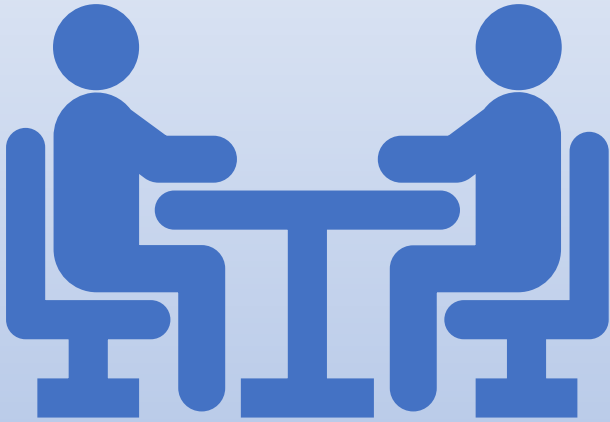I'm sorry I offended you by asking you to do your job.

yourecards
someecards.com

Time to Practice

What would you do?

You're in a meeting and you have a coworker who tends to be more outgoing, assertive, and speaks over others. You begin to share an idea, but you are cut off and are overcorrected with your coworker's point of view. You feel dismissed and invalidated. This has happened frequently in the past. How do you respond?

Pause. Do not get defensive or take it personally. This says more about your coworker's personality type than whether you are right or wrong. Remember to understand the behavior. What is their need? Meet it. Reflect back their statements, mirror, paraphrase, then restate ideas.

Conclusion

- Attempt to understand yourself by working on emotional awareness and competency.
- Employ skills to build connection, address conflict, and maintain boundaries.
- Understand and apply techniques.
- BE HUMAN

Thank you!

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