

Likes to Save:	Effort they rely heavily on hunches, intuition, feelings.	Time. They like to be efficient, get things done now.	Relationships. Friendship means a lot to them.	Face. They hate to make an error, be wrong or get caught without enough info.
For Best Results:	Inspire them to bigger & better accomplishments.	Allow them freedom to do things their own way.	Care & provide detail, specific plans&activities to be accomplished.	Structure a framework or "track" to follow.

Communication Styles by Christopher L. Heffner, M.S.

	Passive	Assertive	Aggressive
Definition	Communication style in which you put the rights of others before your own, minimizing your own self worth	Communication style in which you stand up for your rights while maintaining respect for the rights of others	Communication style in which you stand up for your rights but you violate the rights of others
Implications to Others	my feelings are not important I don't matter I think I'm inferior	we are both important we both matter I think we are equal	your feelings are not important you don't matter I think I'm superior
Verbal Styles	apologetic overly soft or tentative voice	I statements firm voice	you statements loud voice
Non-Verbal Styles	looking down or away stooped posture, excessive head nodding	looking direct relaxed posture, smooth and relaxed movements	staring, narrow eyes tense, clenched fists, rigid posture, pointing fingers
Potential Consequences	lowered self esteem anger at self false feelings of inferiority disrespect from others pitied by others	higher self esteem self respect respect from others respect of others	guilt anger from others lowered self esteem disrespect from others feared by others

The following are examples of a couple of Communication Style models.

COMMUNICATION STYLES TABLE (from GST Telecom, formally Call America)
4 Different Personality Types: Expresser, Driver, Relater & Analytical.
How to Recognize Each, What They Ask, Dislikes, Reacts to, Improves with, Must be Allowed to, For Best Results.

FACTORS:	EXPRESSER	DRIVER	RELATER	ANALYTICAL
How to Recognize:	They get excited.	They like their own way; decisive & strong viewpoints.	They like positive attention, to be helpful & to be regarded warmly.	They seek a lot of data, ask many questions, behave methodically & systematically.
Tends to Ask:	Who? (the personal dominant question)	What (the results oriented question.)	Why? (the personal non-goal question.)	How? (the technical analytical question.)
What They Dislike:	Boring explanations/wasting time with too many facts.	Someone wasting their time trying to decide for them.	Rejection, treated impersonally, uncaring & unfeeling attitudes.	making an error, being unprepared, spontaneity.
Reacts to Pressure and Tension By:	"Selling" their ideas or argumentative.	Taking charge taking more control.	Becoming silent, withdraws, introspective.	Seeking more data & information.
Best way to Deal With:	Get excited with them. Show emotion.	Let them be in charge.	Be supportive; show you care.	Provide lots of data & information.
Likes To Be Measured By:	Applause, feedback, recognition.	Results, Goal-oriented.	Friends, close relationships.	Activity & busyness that leads to results.
Must Be Allowed To:	Get ahead quickly. Likes challenges.	Get into a competitive situation. Likes to win.	Relax, feel, care, know you care.	make decisions at own pace, not cornered or pressured.
Will Improve With:	Recognition & some structure with which to reach the goal.	A position that requires cooperation with others.	A structure of goals & methods for achieving each goal.	Interpersonal and communication skills.

Helpful Words in a Discussion of Differences

The words we use in a dispute are critically important. They can inflame and confuse or they can clarify and invite dialogue. Here are some helpful words and phrases to include in your vocabulary when you are engaged in a conflict situation.

- We both seem to want...
- Let me see if I understand what you are saying...(and then repeat or rephrase what you think you just heard)
- Let's look at what might happen if we adopted your proposal...and then let's do the same with my proposal...
- Let's be clear on the outcomes we would like to achieve...
- Who else besides us has something at stake in what we are discussing?
- Who else might shed some light on this?
- I could support what you propose if...
- We both seem to agree on x, but we have different views on y...
- Is there any additional information or other points of view that would be helpful to us?
- You seem to be saying (state what you think was said)...Is that right?

Reference: Schmidt, W. H., & Hateley, B.J. (2001). Is it always right to be right? New York: Amacom.

What words do you use in a dispute?

Interpersonal Communication

In order to negotiate the problem solving process effectively, we need to pay attention to how we communicate with each other.

I. Receiving Communication

As listeners, we:

- a. Pay attention to how we encourage expression on the other's part.
- b. We listen to understand the problem from the other's perspective.
- c. We ask open/closed questions.
- d. We validate/recognize the other.
- e. We empathize if appropriate.
- f. Modify our position or offer alternatives if called for.

We accomplish this through **active listening**. That is verbal and non-verbal messages such as: body language, tone, distance, facial expressions, etc.

Paraphrasing is testing how well you understand what the other said by putting his/her ideas in your own words and checking for accuracy.

II. Sending Communication

In communicating our intentions/position directly and effectively, we:

- a. Used "I" statements to own our message.
- b. Are consistent; we match our tone, manner and posture to the content of our message.
- c. Are specific and clear rather than general.
- d. Are aware and in control of our emotions.
- e. Are descriptive, not judgmental, about others.

III. Assertiveness

- a. Establish clarity of purpose for your self. Believe that what you have to say is important.
- b. Carry yourself confidently.
- c. Use "broken record" technique and escalate with consequences to confront resistances.
- d. Describe/offer alternative toward resolution.
- e. Try not to get caught up in another person's escalating, spiral. At this time, it may be best to acknowledge what they are saying simply by body language, tone and sound, i.e. Uhm...Uhm...Uhm...doing so respectfully until they are done, before your reflective comments and/or response.

Styles of Conflict Management

Assertiveness

COMPETING

“THE BULL”

This is a Win/Lose Situation

Favorite Phrase:

“Do it my way or not at all.”

Strategies:

~ Complete, Control, Outwit, Coerce, Fight

Prefers others who:

~ Avoid or Accommodate

***Bulls are Impatient w/ Dialogue,
And Information Gathering

COLLABORATING:

“THE OWL”

This is a Win/Win Situation

Favorite Phrase:

“My preference is... What’s your choice?”

Strategies:

~ Gather Information, Look for Alternatives,

~ Speak Openly, Welcome Disagreement

Prefers others who:

~ Collaborate or Compromise

*** Owls focus on Information Gathering

COMPROMISING:

“THE FOX”

This is a Win Some/Lose Some Situation.

Favorite Phrase:

“I’ll back off if you do the same.”

Strategies:

~ Bargain, Split difference

~ Lower Expectations

~ a Little Something for Everyone

Prefers others who:

~ Compromise or Accommodate

***The Fox tolerates Exchange of Views but finds
this Uncomfortable.

AVOIDING:

“THE TURTLE”

This is a Lose/Lose Situation

Favorite Phrase:

“Conflict? What Conflict?”

Strategies:

- Deny, Ignore, Withdraw, Delay, Wish,

Prefers others who:

- avoid

ACCOMMODATING:

“THE TEDDY BEAR”

This is a Lose/Win Situation

Favorite Phrase:

“Whatever you say”

Strategies:

- Agree, Appease, Flatter

Prefers others who:

- force

Both the Turtle and Teddy Bear Refuse to Dialogue or Gather Information

COOPERATIVENESS

CONFLICT STYLES

When to Use Which Style?

FORCING/COMPETING:

Often APPROPRIATE When:

- ~ an Emergency Looms.
- ~ you're sure you're Right and being Right matters more than Preserving Relationships
- ~ the Issue is Trivial and others don't really care what happens.

Often INAPPROPRIATE When:

- Collaboration has not yet been Attempted.
- Cooperation from others is Important
- used Routinely for Most Issues.
- Self-Respect of others is Diminished needlessly

COLLABORATING:

Often APPROPRIATE When:

- ~ the Issues and Relationship and both Significant
- ~ Cooperation is Important

Often INAPPROPRIATE When:

- ~ Time is Short.
- the Issues are Unimportant.
- the Goals of the other person are Wrong.

COMPROMISING:

Often APPROPRIATE When:

- ~ Cooperation is Important but Time or Resources are Limited.
- ~ when finding Some Solution is Better than a Complete Stalemate.
- ~ when Efforts to Collaborate will be Misunderstood as Forcing.

Often INAPPROPRIATE When:

- ~ Finding the most Creative Solutions Possible is Essential.
- ~ when you can't Deal with the Consequences.

AVOIDING:

Often APPROPRIATE When:

- ~ the Issue is Trivial.
- ~ the Relationship is Insignificant.
- ~ Time is Short and a decision is Not Necessary.
- ~ you have Little Power but want to Block the other person.

Often INAPPROPRIATE When:

- ~ you Care about Both the Relationship and the Issues involved.
- ~ used Regularly for most issues.
- ~ Negative Feelings may linger
- ~ others would Benefit from Caring Confrontation

ACCOMMODATING

Often APPROPRIATE When:

- ~ you really Don't Care about the issue
- ~ you're Powerless but Don't want to Block the Other Person

Often INAPPROPRIATE When:

- ~ you are Likely to Harbor Resentment.
- ~ used Often in order to Gain Acceptance
- ~ Others Wish to Collaborate and will feel Uncomfortable if you Accommodate

ASSERTIVENESS GUIDELINES

1. Be aware of what you are feeling in the situation.
2. Decide what you are reacting to. What did the other person do?
3. Try not to make assumptions, either about what the other person's intentions are, or that the other person knows that is on your mind. Assumptions can be blocks to assertiveness.
4. Be aware of what has been in your way of being assertive in the past.
5. Be aware of the potential risks involved in what you are planning to say.
6. Ask what will be the most effective way to make your statement. You may want to rehearse what you plan to say.
7. Give yourself a moment before you make your assertion. That will help eliminate impulsiveness.
8. Approach the interaction with confidence.
9. Once you have decided what to say, when to say it, and how to say it; approach the person being aware of how you appear, your voice, and your expression.
10. Have your words and expression communicate the same message.
11. Be clear, direct, and specific with your message.
12. Don't include value judgments, blame or put downs in what you say. Blame causes other to become defensive, and when others are busy defending against attack, they are less likely to hear you.
13. Be fair. Remember you have rights and do do the other person. Stand up for your rights and respect the rights of the other person.
14. Address the issue at hand. Don't bring extraneous issues into the situation.
15. Keep your temper in check. Don't let the situation get out of control.
16. Make your communication as positive as possible. Others hear you if you let them know you are willing to work things out.
17. Include negotiation and compromise in your interaction, if appropriate. No one has to leave the situation feeling like they lost everything.
18. Learn to become a sensitive listener. Give others your full attention when they are talking to you, look at them and don't interrupt.
19. Try to understand the other person's point of view.
20. Learn to disagree without destructive arguments.
21. Don't dominate the other person or submit to them. Strive for a sense of equality in your relationship.

Assertiveness Questionnaire

Indicate how comfortable you feel in each of the following situations

- Score 1 if you feel very uncomfortable
 2 if you feel slightly uncomfortable
 3 if you feel reasonable comfortable
 4 if you feel very comfortable.

ENTER

1 2 3 4

	1	2	3	4
1. Asking for the service you expect when you haven't received it in a shop or restaurant				
2. Expressing anger when you are angry				
3. Receiving a compliment and saying something to acknowledge that you agree				
4. Discussing another person's criticism of you openly with them				
5. Speaking up in front of a group				
6. Telling a friend that they are doing something that bothers you				
7. Requesting the return of a borrowed item without apology				
8. Initiating a conversation with a stranger				
9. Telling an acquaintance that you like him or her				
10. Returning a defective item to a shop or restaurant				
11. Asking a favour of someone				
12. Turning down a request for a meeting or date				
13. Admitting to either fear or ignorance				
14. Asking for and accepting constructive criticism				
15. saying no to someone without being apologetic				
16. Telling a friend exactly how you feel				
17. Arguing with another person				
18. Touching a colleague or friend affectionately				
19. Treating yourself or doing something just for you				
20. Refusing a friend a favour when you don't want to go it				
TOTAL SCORE				

ASSERTIVE RIGHTS

Include these rights in your everyday thinking and gain self-respect, as well as respect from others:

I have the right to...

1. _____ say "NO".
2. _____ be competent and proud of my accomplishments.
3. _____ feel and express anger.
4. _____ be treated as a capable human being.
5. _____ make mistakes and be responsible for them.
6. _____ change a situation.
7. _____ say "I don't know, I don't agree, and I don't understand."
8. _____ be treated with respect.
9. _____ express my needs, opinions, thoughts, ideas, and feelings.
10. _____ judge my own behavior and be responsible for it.
11. _____ take pride in my body and define attractiveness in my own terms.
12. _____ have a support system.
13. _____ be myself and have a separate identify.
14. _____ structure my own time priorities.
15. _____ request help and receive information from others.
16. _____ ask and not assume.
17. _____ have privacy.
18. _____ say "I'm not willing to accept that responsibility."
19. _____ be imperfect.
20. _____ grow, learn, change, and to value my age and experience.
21. _____ recognize MY needs as important.

