

Communication Series:

Styles of Communication

Oklahoma Department of Corrections

2016



Course Information:

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- ▶ Original Course Creator: Pam Ferguson, CTO IV, EDU
- ▶ Original Course Date: April 10, 2006
- ▶ Annual Reviewer and Date: Scott Magoon, Feb 2016;
Terri Vogt, APO II, EDU, 18APR2016
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- ▶ Delivery/Presentation Method: Self-Paced / Classroom
- ▶ Evaluation Procedures: None / Instructor Observation

Course Information

Data Sources:

- ▶ Communication. www.scu.edu.au/schools/gcm, accessed February 19, 2006.
- ▶ Human Relations in Organizations, Fifth ed. Dan Costley, Carmen Santana-Melgoza, Ralph Todd. 1994 West Publishing Co. New York.
- ▶ *"Nonverbal Communication: "You'd better smile when you say that, Pilgrim!"* Oklahoma Panhandle University, Communications Department. Retrieved 16 Feb 2016.
<http://www.opsu.edu/Academics/LiberalArts/Speech/files/COMM1113/>
- ▶ Wilkes University, MBA 552 Lecture Four, *Communication: Management and Processes*
<http://www.wilkes.edu/academics/colleges/sidhu-school-of-business-leadership/d-frear-phd/powerpoint-lectures.aspx>
- ▶ Copyright Clearance: N/A

Performance Objectives

- ▶ Using the provided communication styles assessment, determine your personal communication style.
- ▶ Explain how your communication style affects communication.
- ▶ Explain why non-verbal cues are important in communication.
- ▶ Explain how individuals may adapt their personal communication style to meet the needs of others.

Have you ever met someone with which you just could not communicate?

- ▶ A person who, for some reason, seems to bristle upon our approach, leaving communication as we know it completely out of the question?



Have you ever been misunderstood by someone?

Have you ever said or done something, with pure motives and good intentions, but were misinterpreted by the other person(s)?



Which is more important in social interactions and interpersonal relationships?

The actual behavior, or the motivation behind the behavior?



No matter how important (or pure) our motives are, people read us by what *they* see and hear – not by what *we* want them to see and hear.

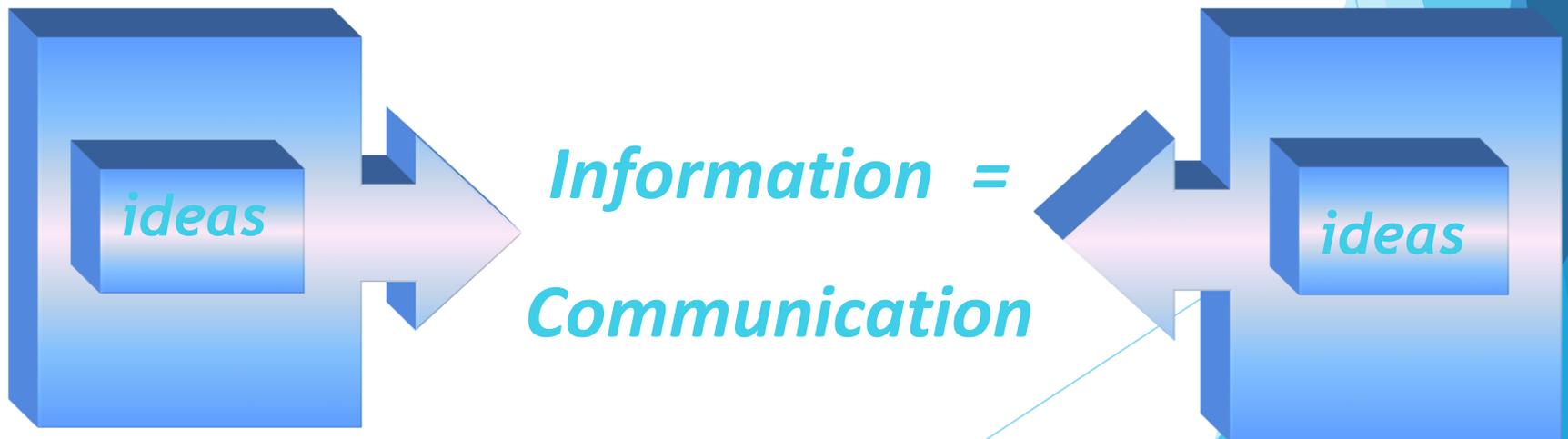
Therefore, our ability to understand how people see and hear us is critical to effective communications.



Communications Theory

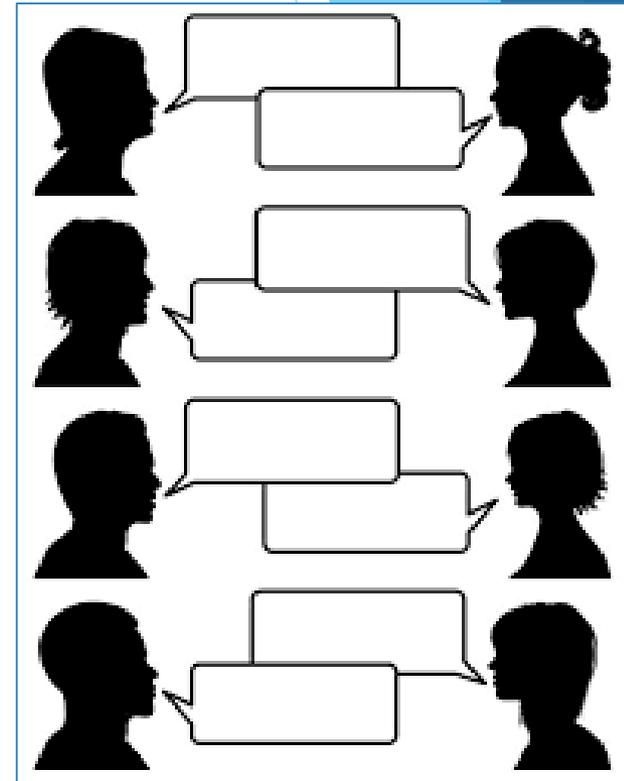
Communication is the exchange of ideas (messages) through a common set of symbols.

Whenever information is gained and uncertainty is reduced, communication has taken place.



Definitions:

- ▶ **Communication** - the evoking of a shared or common meaning in another person
- ▶ **Interpersonal Communication** - communication between two or more people in an organization
- ▶ **Communicator** - the person originating the message
- ▶ **Receiver** - the person receiving a message

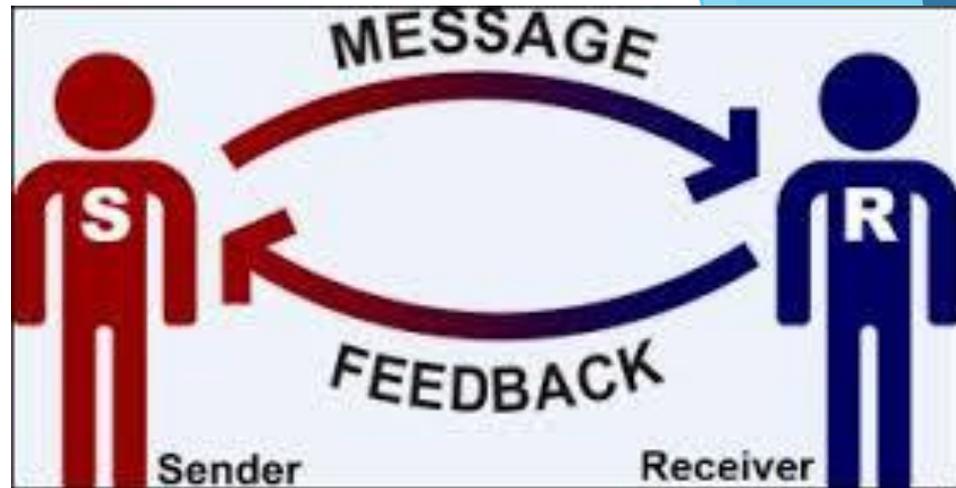


Definitions:

Perceptual Screen: A window through which we interact with people that influences the quality, accuracy, and clarity of the communication.

- ▶ Your race, culture, ethnicity, age, and gender may affect how much people will listen to you. This is part of the perceptual screen that people put up.
- ▶ An example might be watching partisan-oriented news. Your “perceptual screen” may come into play when you hear what you want to hear and block out the news not in sync with your partisan beliefs. Innately, we do not want to be told our views are wrong, so we will quickly turn away from opposing opinions.

Definitions:



- ▶ **Message** - the thoughts and feelings that the communicator is attempting to elicit in the receiver
- ▶ **Feedback Loop** - the pathway that completes two-way communication
- ▶ **Language** - the words, their pronunciation, and the methods of combining them used & understood by a group of people

Definitions:

- ▶ **Data** - uninterrupted and unanalyzed facts
- ▶ **Information** - data that have been interpreted, analyzed, and have meaning to some user
- ▶ **Richness** - the ability of a medium or channel to elicit or evoke meaning in the receiver



“

What you do speaks so loud that I cannot hear what you say.

”

- Ralph Waldo Emerson

**NON-VERBAL
COMMUNICATION**

Communications Theory :

- ▶ Communication is not always verbal. Clues in the nonverbal "channels" of communication (how something is said) are often more important than words alone (what is said).
- ▶ *Non-verbal cues* are an important part of communication. Let's examine some of these cues...

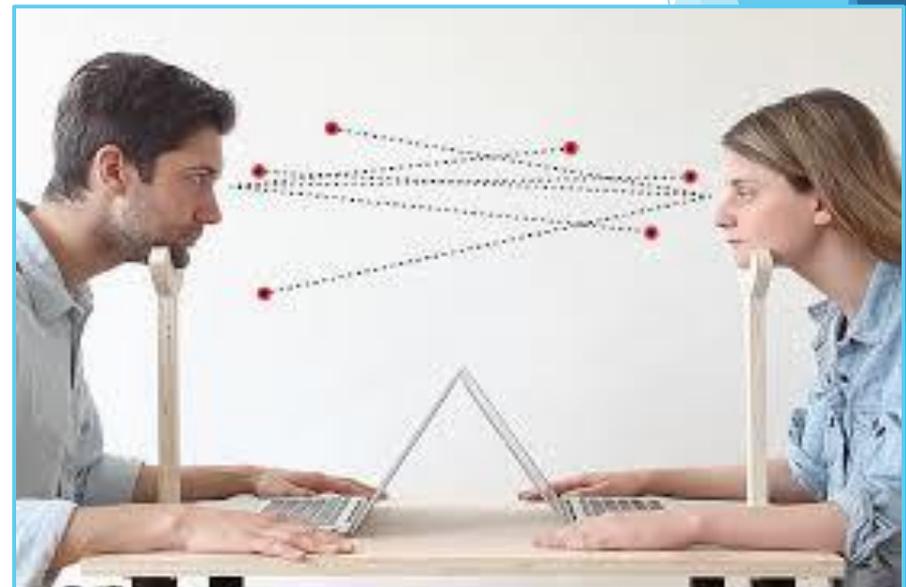
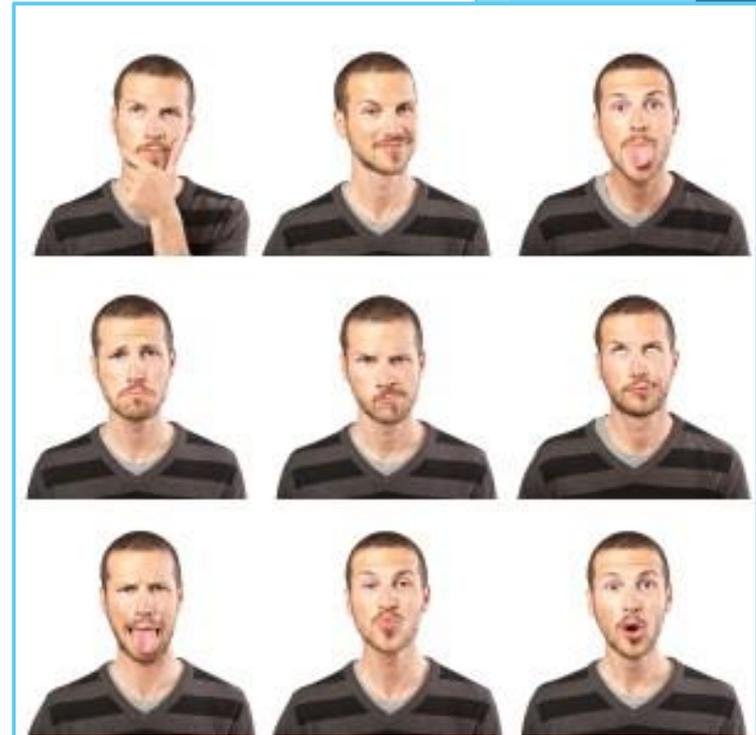
Nonverbal Communication



Communications Theory

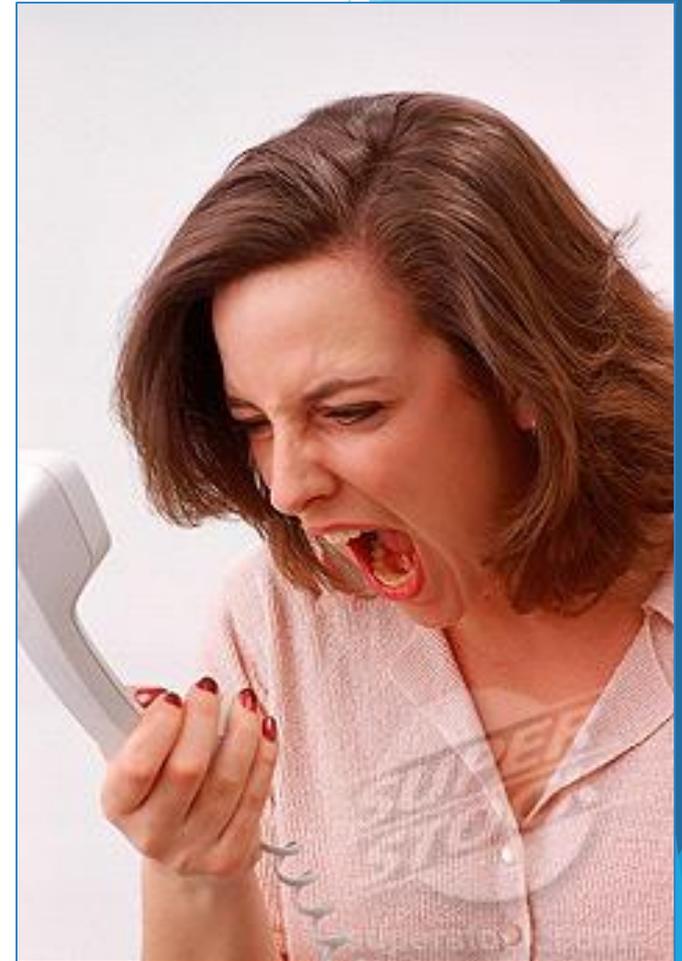
Non-Verbal Communication:

- ▶ Includes the use of visual cues such as body language (kinesics), distance (proxemics) and physical environments/appearance, of voice (paralanguage) and of touch (haptics).
- ▶ Can also include the use of time (chronemics), or eye contact and the actions of looking while talking and listening, frequency of glances, patterns of fixation, pupil dilation, and blink rate (oculesics).



Forms of non-verbal communication

- ▶ *Paralanguage* is a form of language in which meaning is conveyed through variations in speech qualities, such as:
 - ▶ intonation
 - ▶ loudness
 - ▶ pitch
 - ▶ rate
 - ▶ hesitations



Forms of non-verbal communication

- ▶ *Kinesics* is the use of:
 - ▶ Body language
 - ▶ gestures
 - ▶ facial expressions
 - ▶ eye movements
 - ▶ body posturesto communicate emotions.



Forms of non-verbal communications

- ▶ *Haptics* is the use of touch in communicating, such as:
 - ▶ a handshake
 - ▶ a pat on the back
 - ▶ an arm around the shoulder
 - ▶ a hug



Haptics

▶ Low contact cultures

- ▶ North America
- ▶ United Kingdom
- ▶ China
- ▶ Japan

▶ High contact cultures

- ▶ Italians
- ▶ French
- ▶ Russians
- ▶ Middle East
- ▶ Latin
Americas

Forms of non-verbal communications

Chronemics describes when a person communicates status through the use of time, such as:

- ▶ making people wait
- ▶ allowing some people to go ahead of others
- ▶ America is an extremely time conscious culture



Forms of non-verbal communication

Iconics is the use of physical objects, artifacts or office designs to communicate status or culture, such as:

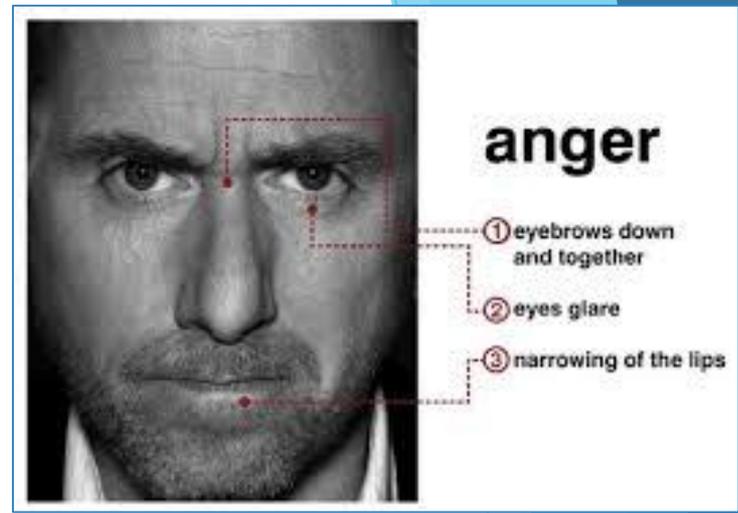
- ▶ display of trophies
- ▶ diplomas
- ▶ pictures of important people
- ▶ Also called *objectics*



Forms of non-verbal communication

Oculesics

- ▶ Use of eyes
- ▶ “The eyes are the windows to the soul.”
- ▶ Eye contact rules are culturally determined.
 - ▶ In China and Japan people avoid looking at each other in public places or in a crowd.
 - ▶ Asians, West Africans consider direct eye contact to be rude, or disrespectful, or intimidating.
 - ▶ Europeans find it a sign of openness and honesty.



Forms of non-verbal communication

- ▶ *Proxemics* is the study of the cultural, behavioral, and sociological aspects of spatial distances between individuals.
- ▶ Individuals normally establish what is a comfortable “personal space” or “conversational distance” for themselves during communication or interaction with others.
- ▶ What is considered “normal” distance between individuals when interacting is influenced by:
 - Cultural/social norms
 - Relationship between the individuals
 - Formal versus informal setting
 - Circumstances for the interaction and/or environment



Forms of non-verbal communication:

Intimate zone (0' - 18")

Appropriate for private conversations between close friends.

Personal zone (18" - 4')

The space for casual conversation

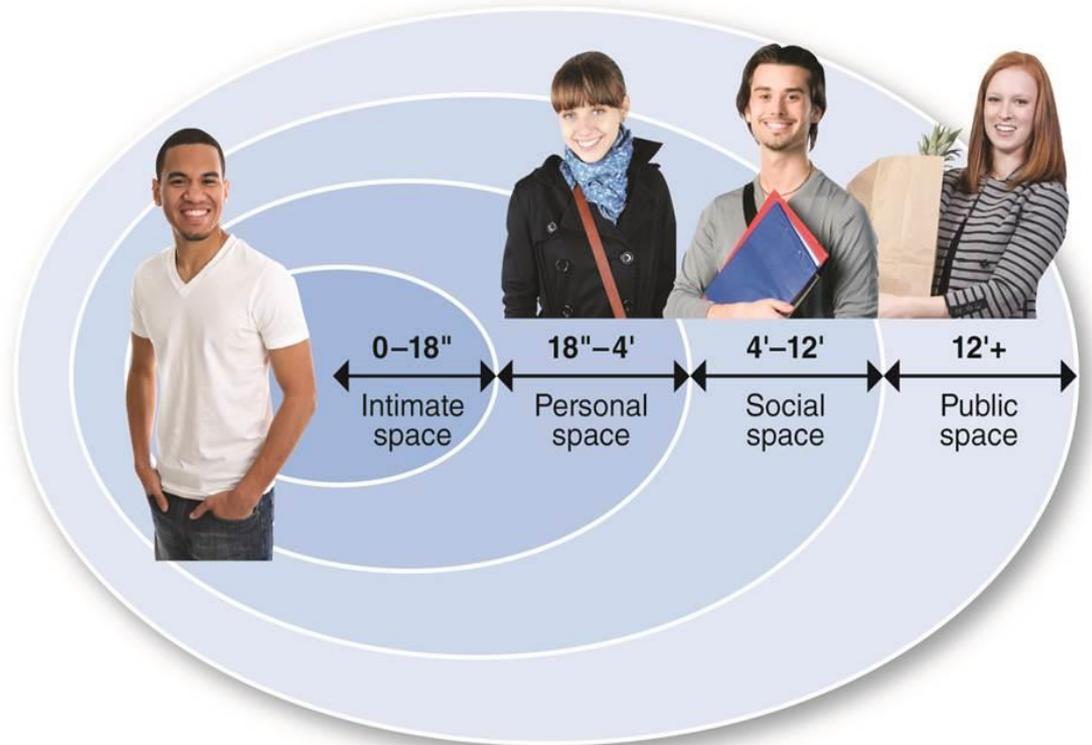
Social zone (4'-12')

Impersonal business or more formal settings

Public zone (12' or more)

Public places; interacting with a group of people, such as on a stage

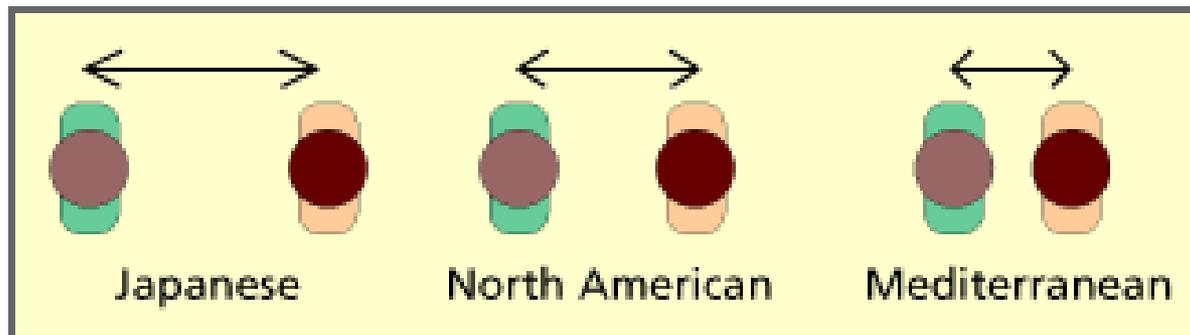
Proxemics: Spatial Distances in the United States



Forms of non-verbal communication:

- ▶ In the U.S., comfortable “conversational distance” is *generally* established between two persons at about 2-3 feet. Think of a handshake and (maybe) a slight step backward.

Conversational distance varies from one culture to another. For example, Japanese would consider a larger distance for conversation more comfortable, while those in the Mediterranean regions would be most comfortable conversing more closely to one another.



Forms of non-verbal communication:

▶ *Olfactics*

- ▶ Use of smell
- ▶ A smell can trigger the oldest of memories
- ▶ We can remember what we smell longer than what we see hear.
- ▶ Americans are very smell conscious.
 - ▶ Some cultures try to cover up all bodily smells and some cultures feel they are natural and should not be covered up.

Jordan Gaines Lewis, PhD student in neuroscience at Penn State College of Medicine, writes, “A number of behavioral studies have demonstrated that smells trigger more vivid emotional memories and are better at inducing that feeling of ‘being brought back in time’ than images....Unfortunately, smells can also be potent triggers of negative emotions, particularly in individuals with posttraumatic [stress](#) disorder ([PTSD](#)).”

“Smells Ring Bells: How Smell Triggers Memories and Emotions,” Brain Babble, *Psychology Today*, January 12, 2015.

Forms of non-verbal communication

Gustorics:

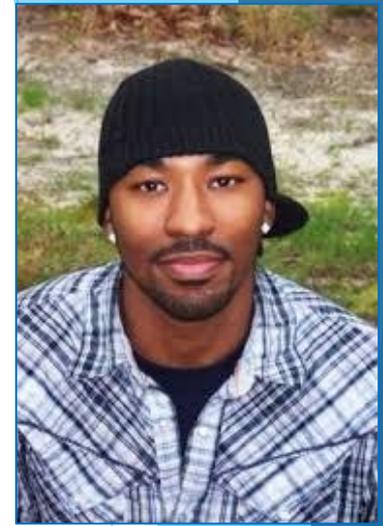
- ▶ Use of taste
- ▶ Can communicate pleasure, displeasure or warning
- ▶ We can savor flavors we enjoy.
- ▶ What one person perceives as mildly spicy may be hot and displeasure able to another

Forms of non-verbal communication:

Clothing and other dimensions of physical appearance communicate values and expectations.

Clothing and mode of dress may also communicate:

- Occasion/event
- Wealth/social status
- Occupation
- Personal expression
- Cultural, national or religious heritage

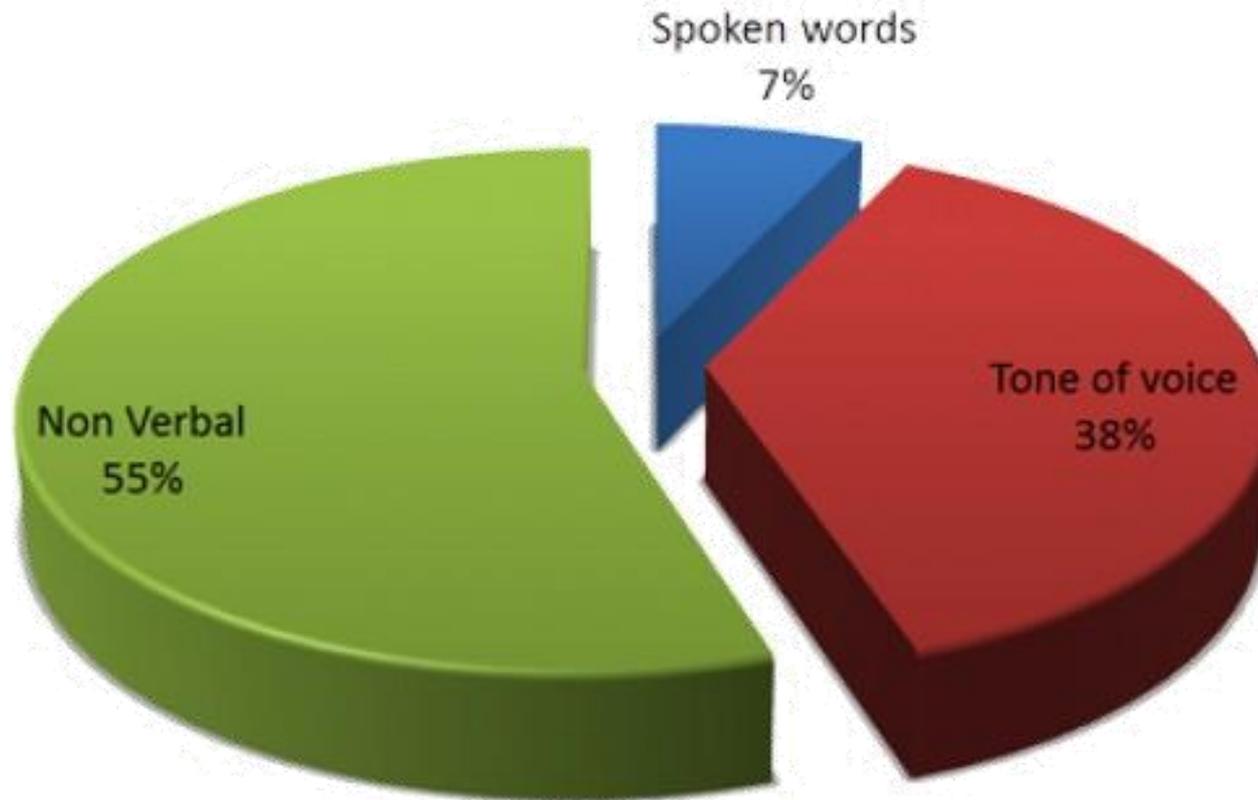


How important are non-verbal communications?



What percentage of the message transfer do they account for?

NON VERBAL COMMUNICATION



Remarkable, right? Think about not only what you say, but how you say it and how you present yourself. Remember that other people's perception of you is their reality!

The 7/38/55 % Communication Rule

- ▶ The pie-chart on the previous page illustrates the theory that humans pay attention to the messages conveyed by non-verbal elements (55%), followed by tone of voice (38%), rather than spoken language(7%).
- ▶ This has enormous implications for communication since non-verbal elements are often subconscious in nature, versus language which is developed and used consciously.
- ▶ Albert Mehrabian currently Professor Emeritus of Psychology, UCLA, has become known best by his publications on the relative importance of verbal and nonverbal messages, although often misquoted.
- ▶ Please note that this and other equations regarding relative importance of verbal and nonverbal messages were derived from experiments dealing with communications of feelings and attitudes (*i.e.*, *like-dislike*). Unless a communicator is talking about their feelings or attitudes, these equations are not applicable.

Dominant Communication Style

Activity

- ▶ Print out the handout for this course.
- ▶ On page 3 of the handout, please read each line from left to right and choose the word that most fits you. Write the number that is beside the word you have chosen in the right hand column.
- ▶ Once you have completed each line follow the scoring instructions at the bottom of the page, adding up each of the 1s, 2s, 3s and 4s.
- ▶ On page 4 you find your interpretation on the following slides. Your highest score demonstrates your strongest communication style.



Dominant Communication Style Assessment Results

- ▶ **Task** refers to how much time and energy we prefer to spend on planning, developing ideas, organizing and directing our work and the work of others.
- ▶ **Relationship** refers to how much time and energy we prefer to spend on interacting with others, building relationships, supporting, coaching and group oriented activities.
- ▶ Now that you know your dominant communication style from your assessment results, you can examine how task and relationship influence your communication style.

Communication Styles:

**The two
styles most
focused on
task are:**

- ▶ **Doers**
- ▶ **Thinkers**

Communication Styles

Doers:

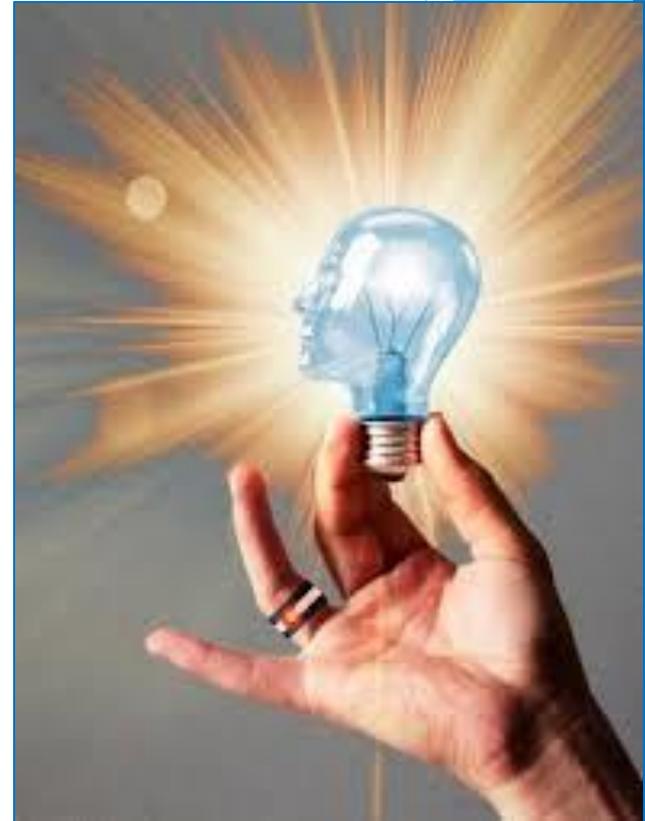
- ▶ Doers like to be in control. They like quick action and they like to see results.
- ▶ They like to get to the point with little formalities. They don't care for details, and love finding shortcuts. Otherwise, they get bored easily.
- ▶ They like autonomy, freedom and taking risks. They are self-starters, innovators and love to expend physical energy. They like public recognition, especially for putting what they most value into action and for creating results that make a difference in the world.



Communication Styles

Thinkers:

- ▶ Thinkers love to gather information. They enjoy reading and presenting their findings in detail. However, they need to mentally rehearse before they present, and take time to evaluate and wind down after the show.
- ▶ They take their time making decisions, but stand by what they decide once they do. They don't care to talk about personal issues, but enjoy discussing hobbies and non-personal issues. They desire clear expectations, specific goals, deadlines and structure.
- ▶ They live by a sense of order, methodologies and personal responsibility. Thinkers love to win and will compete with themselves if no one is available. They are proud of their work. They like acknowledgement, but won't ask for it.



Communication Styles

The two styles most focused on relationship are:

- ▶ **Influencers**
- ▶ **Connectors**

Communication Styles Influencers:

- ▶ Influencers like to verbally process their thoughts so they welcome situations where they can "think out loud" with others. They like to interrupt others, especially when they are excited about the topic. They view this as conversation, not a disruption. They enjoy people, desire approval, and tend to be friendly, creative and persuasive.
- ▶ However, they may need some help staying on track and following through on tasks. They desire social interaction, acknowledgement and chances to be creative and have fun. They often see the bright side and can be very amusing, dramatic and passionate about work. They help others get through difficult times. They genuinely like people.



Communication Styles

Connectors:

- ▶ Connectors count on others to set the tone and determine direction. They are consistent and reliable once given their responsibilities. They like to work with others instead of alone, but take their time trusting and allowing new people to join their established groups.
- ▶ They do not readily give opinions, but this does not mean they don't have any. Because they are diligent and dependable, they often know the most about how work is getting done. They like to be asked what they know and they appreciate personal recognition (done privately, not in front of others).
- ▶ **They seek to reduce stress and promote harmony.** They desire consistency, social bonds and acknowledgement for effort, as well as results. Although they may appear stubborn, they can be flexible if they understand why the changes are being made and how they will benefit themselves and others.



The Friction Factor

- ▶ There are two main reasons why people become irritated with each other's behavior, and both relate to social styles:
 - ▶ **Pace:** People think and move at different paces
 - ▶ **Priorities:** Some people regard tasks more important than relationships and vice-versa

Pace and Priority Problems

Pace is the biggest source of friction and conflict between:

- ▶ **Askers** (Thinkers and Connectors) and
- ▶ **Tellers** (Doers and Influencers).
- ▶ **Example:** Askers are generally slower paced than Tellers, so when people with these two styles work together, they may be uncomfortable with each other's progress, or perceived lack of progress.

Pace and Priority Problems

The issue of priorities is the biggest point of contention between:

- ▶ Task-oriented styles (Doers and Thinkers)
- ▶ Relationship-oriented styles (Influencers and Connectors).
 - ▶ **Example:** When people with these two styles work together, they may be uncomfortable with each other's attitudes and the sequence in which they accomplish their work.

Pace and Priority Conflicts: A Closer Look

- ▶ A major part of learning to get along and communicate with others is to understand their perspective on life.



Pace Conflicts

Askers <i>(Thinkers & Connectors)</i>	Tellers <i>(Doers & Influencers)</i>
Cannot live life until they understand it	Cannot understand life until they have lived it
Discuss pertinent facts	Discuss new possibilities
Have a reserved and questioning attitude	Have a relaxed and confident attitude
Apply experience to problems	Apply ingenuity to problems
Have inwardly-directed minds	Have outwardly-directed minds

Priority Conflicts

Task-Oriented (Doers & Thinkers)	Relationship-Oriented (Influencers & Connectors)
Value logic above sentiment	Value sentiment above logic
Are truthful rather than tactful	Are tactful rather than truthful
Like to organize	Like to conciliate
Question conclusions	Accept conclusions
Are brief & business-like	Are not brief, but are friendly
Tend to decide impersonally	Tend to be influenced in decisions

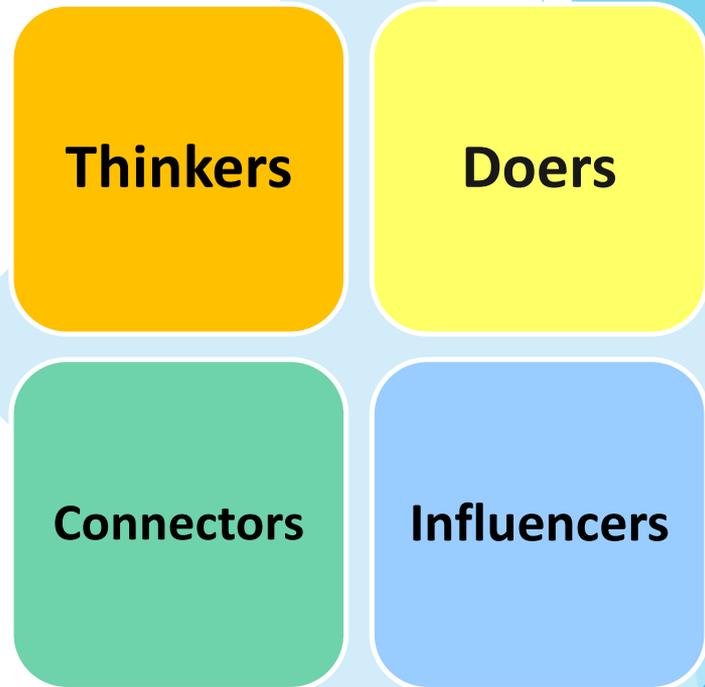
The Bottom Line:

- ▶ No one communication style is better than another.
- ▶ What does this mean for you? If you want to communicate effectively, remember this:
Each style must reach out, because it's up to the sender to adapt to meet the needs of the receiver.



Adapting to Meet Different Needs

Most communication experts tell us that it's important to fine-tune our communication approach to the behavioral style of the person with which we are talking. Making a few adjustments in our own style to suit each specific situation can dramatically improve our odds for getting our message through.





Thinkers

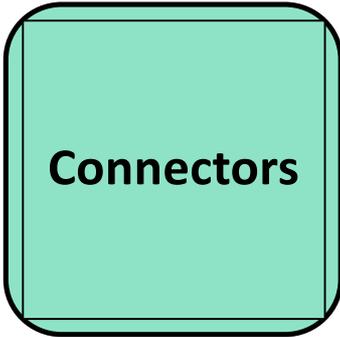
Adapting to Meet the Needs of Thinkers

- ▶ They do not appreciate people who come on too strong - speak softly and slowly to them.
- ▶ They appreciate discussions about achievements - talk to them about reachable goals.
- ▶ Be sure to meet their needs for facts, data, and timelines.
- ▶ Give them time to reflect on information before they decide.
- ▶ Exercise patience with thinkers.



Adapting to Meet the Needs of Doers

- ▶ Try not to bore them with details - get to the bottom line quickly.
- ▶ Do not try to give them a big sales pitch - they are intuitive thinkers and will trust their hunches.
- ▶ Let them choose their methods or paths of response.
- ▶ Be sure to let them know what your expectations are.
- ▶ Try to increase your pace around doers - they appreciate saving time in order to get on to their many tasks.



Connectors

Adapting to Meet the Needs of Connectors

- ▶ They most appreciate those who are gentle and not brash.
- ▶ They do not offer opinions or make quick decisions, because they do not want to hamper their relationships.
- ▶ They need information that will explain the "why."
- ▶ They do not like to work alone - they need much encouragement and assurance.

Influencers

Adapting to Meet the Needs of Influencers

- ▶ They appreciate people who will listen to them and share with them.
- ▶ Be prepared for their quick decision-making.
- ▶ They are outspoken - try not to take their comments personally.
- ▶ They want to know who is going to be involved.
- ▶ They tend to start many jobs and not complete them.
- ▶ They tend to exaggerate and over-generalize.

Assumptions:

Remember that the greatest barrier to communication is assuming that it has taken place.



Conclusion



We communicate everyday to a wide variety of people. It is **ESSENTIAL** to our success as professionals to be able to assess another's non-verbal cues, pace of work, priorities, motivations and communication style so that we may adapt our communication style to better meet their needs.

If we can do this effectively, there will be less conflict and miscommunication.

Take a minute and think about someone with whom you have a tough time communicating with on a regular basis.

Ask yourself these questions:

- ▶ Are their priorities more task or relationship oriented?
- ▶ Do they prefer a slower pace or faster pace?
- ▶ What sorts of non-verbal cues can you pick up from them? How do they use touch, speech, dress, facial expressions to communicate?
- ▶ Now, can you think of ways to communicate with them that will be easier for them to understand?

It's all up to you!