



DEVELOPING EFFECTIVE TEAMS

PART 1: COMMUNICATION

Participant's Manual

*Comprehensive Public Training Program (CPTP)
Sponsored by the Louisiana State Civil Service*

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DEVELOPING EFFECTIVE TEAMS PART 1: COMMUNICATION

COURSE DESCRIPTION

This one day class will help participants improve their communication and feedback strategies. After this class, participants will be able to identify communication styles; use nonverbal and verbal communication effectively; listen actively; deliver a message in the most optimal way; and determine when various communication methods and strategies should be used.

LEARNING OBJECTIVES

- ✓ Use nonverbal cues to communicate with and better understand others.
- ✓ Apply techniques to improve listening skills.
- ✓ Discuss strategies for improving your verbal skills.
- ✓ Examine the importance of a clear thought process.

JOB OUTCOMES

- ✓ Communicates ideas and facts verbally in a clear and organized way.
- ✓ Adjusts style, tone and level of verbal communication to fit the audience and situations.
- ✓ Listens to others and shows understanding of what they are saying.
- ✓ Anticipates the implications of words and actions inside and outside of the work group.



UNDERSTANDING THE COMMUNICATION STYLES

1 CONTROLLER/DIRECTOR – THE RESULTS ORIENTED COMMANDER

Controller-directors are the results oriented commanders. They prefer the take charge, competitive, and efficient approach and tend to be good at delegating work and giving orders. Controller-directors are decisive risk takers and like to be where the action is. They value a job well done. Watch out though, controller-directors are often viewed as poor listeners, controlling, inflexible, and impatient.

When communicating with controller-directors, be assertive, but respectful. Be physically, mentally and emotionally centered before a discussion. Maintain a formal, business-like relationship. Focus on the task, rather than personal feelings. Emphasize efficiency, productivity, and the bottom line. Do your homework – do not arrive unprepared. Compliment their leadership and efficiency.

2 PROMOTER/SOCIALIZER – THE CELEBRATION ORIENTED ENTERTAINER

The promoter-socializer is the celebration oriented entertainer. Promoter-socializers are highly persuasive, love people, and tend to be rather talkative. They value relationships and are open about self. They are full of new ideas, enjoy brainstorming, and asks for others opinions. They are flexible, spontaneous, and easily bored with routine. However, the promoter-socializer tends to exaggerate and disregard facts and details when confronted with them.

When communicating with promoter-socializers, use lots of acknowledgment for their ideas. Do not rush the conversation – allow enough time for them to talk about their concerns. Use animation, hand gestures, and vocal variety to keep them interested. Keep things moving quickly as they are easily bored. Confirm all agreements in writing with clear guideposts. Avoid arguments – it is impossible to win! Compliment their accomplishments.

UNDERSTANDING THE COMMUNICATION STYLES

3 SUPPORTER/RELATER – THE RELATIONSHIP ORIENTED HARMONIZER

The supporter-relater is known as the relationship oriented harmonizer. Supporter-relaters are easy-going, friendly, sensitive souls who focus on the good in people and value acceptance of others. They are excellent listeners and team players who prefer to build a strong network of supportive people to help do work. Be careful though, supporter-relaters can be viewed as oversensitive, unassertive, and fear change and risk.

When communicating with a supporter-relater, be friendly and sincere. Spend time engaging them at a personal level before getting to the bottom line. Try small talk, allowing time to let them discuss their feelings. Encourage expression of differing opinions, as they tend to have trouble with assertiveness. Help them balance tangible gain with their concern for relationships. Compliment their team player skills and relationships.

4 ANALYZER/THINKER – THE IDEA ORIENTED ASSESSOR

The analyzer-thinker is considered the idea oriented assessor. Analyzer-thinkers are excellent problem solvers who value accuracy, details, and being right. They plan thoroughly before deciding to act, and are highly organized and reliable individuals who prefer to work independently. Analyzer-thinkers be careful though, you can be viewed as closed-off, overly-cautious, picky, and inflexible.

When communicating with analyzer-thinkers, always address their needs for efficiency, thoroughness, organization, and accuracy. Come prepared to any discussion, and be systematic in your presentation. Be sure to allow time to evaluate and analyze the risks of a situation, and allow time for questions. Don't rush the process. Compliment their efficiency and accuracy.

NONVERBAL COMMUNICATION CUES



SMALL GROUP ACTIVITY - NONVERBAL COMMUNICATION



Brainstorm the possible meanings of the list of nonverbal cues. The instructor may assign each group a few of the cues to work on.

NONVERBAL CUE	POSSIBLE MEANINGS
Crossed arms	
Wrinkling the forehead	
Poor eye contact	
Tapping fingers	
Leaning back in chair	
Mouth in a tight line	
Rolling eyes	
Heavy sigh	
Prolonged silence	

THINKING

THINKING: TO EMPLOY ONE'S MIND RATIONALLY AND OBJECTIVELY IN EVALUATING OR DEALING WITH A GIVEN SITUATION. TO HAVE OR FORM IN THE MIND IN ORDER TO UNDERSTAND, KNOW OR REMEMBER.

Effective communication starts with a clear thought process. Listed below are some strategies for improving your thinking skills and delivering a message in the most optimal way.

1 THINK BEFORE YOU SPEAK

- Words can create or destroy.
- Words can clarify or confuse.
- Words can help or hinder.
- Words can inspire or demotivate.

2 THINK ABOUT YOUR WORDS

- Words stay with us forever.
- Words can change over time.
- Word choice is impactful.
- Choose wisely.

3 THINK ABOUT PERSPECTIVES

- We all see things differently.
- The true value of other perspectives lies within seeing more of a situation and being able to make a better judgment for ourselves.

"Think twice before you speak, because your words and influence will plant the seed of either success or failure in the mind of another."

- Napoleon Hill

FOUR STEPS OF ACTIVE LISTENING

There are four key elements to active listening.

- 1 RECEIVE THE MESSAGE.** When receiving the message, give the speaker your undivided attention and acknowledge the message. Don't worry about what you are going to say next, just listen.
 - Stop talking
 - Relax (put aside distracting thoughts)
 - Remove distractions (side conversations, other work, etc.)
 - Give the speaker space
 - Don't interrupt
 - Use good body language

- 2 SHOW THAT YOU ARE LISTENING.** When the speaker is sending the message, it's important to show them that you are listening. Your body language and gestures are a good method for doing so.
 - Nod
 - Smile
 - Have open posture
 - Encourage the speaker to continue with small comments (yes, uh huh, go on)

- 3 DEFER JUDGMENT.** Interrupting the speaker with counter arguments or comments limits your understanding of the message and frustrates the speaker. It's a waste of time.
 - Try to put yourself in the speakers shoes
 - Listen carefully for emotional content
 - Watch your own emotions and don't let them control you

- 4 CONFIRM UNDERSTANDING.** Once you have received the message, you should reflect on what was said and ask questions.
 - Summarize and paraphrase the speakers message
 - Repeat the message you heard to make sure you got it right
 - Repeat both facts and emotional content
 - Ask questions for clarification

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