

Communicating to Build Trust and Teamwork



Participate
Perform
Produce

Workbook

This workbook accompanies Individual Session 6 in the eLearning Series, *CultureEX™ Guided Transformation Process*.

Presented for you by



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Communication Realities

- You cannot *not* communicate
- Whenever contact is made, communication occurs
- Meanings are in people, not in words alone
- Meanings and feelings cannot be transferred by words alone
- Of all communications received, 70 to 90% are filtered or changed by the receiver

When *You* Do the Talking



Make sure when you *spea*k, your words are:

- **Honest**
- **Caring**
- (Intended to create) **Harmony**
- **Useful** (the other person is *receptive*)

When *You* Do the Listening

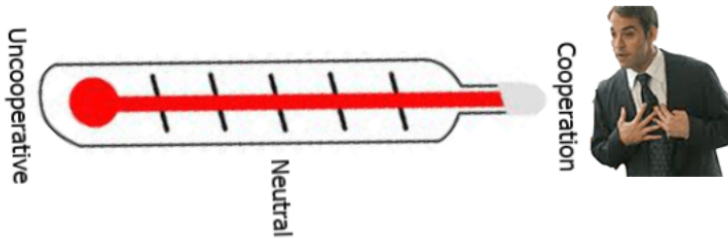


Thermometer Exercise

I often use this tool in mentoring sessions or with family or friends dissatisfied with outcomes. While in a group setting, we physically do this exercise (person on the thermometer moves forward (toward cooperation) or backwards (away from cooperation) or stays on the same spot which is neither positive or negative. This can be done on paper.

You may often think that just because you are doing your best to communicate, that the messages you are sending are effective and respectful. For numerous reasons, you don't often want to take immediate notice or responsibility for what occurs in each moment. The best indicator to help you determine the quality of your communications and your ability to

influence effectively is right in front of you. You don't have to invite or ask for feedback. It's always there in your results and in the face and behavior of the other person. It's in the responses you get from others that you can either choose to pay close attention to or ignore. Here are things to consider when you ask for something and don't seem to gain cooperation or an "accountable" agreement:



1. Have I asked directly for what I want?
2. Have I asked without putting undue pressure on this person using my emotions or by using comments designed to engender guilt, shame or fear?
3. Am I making room for the other person to have another option and/or viewpoint?
4. Did I actually have a full agreement? Did this person make eye contact, and/or say yes without resistance?
5. If I'm speaking firmly, am I being respectful?
6. Am I willing to influence this person or do I just want to control?
7. What am I feeling?
8. Would it help for me to be vulnerable and share my feelings?
9. What does it appear that this person is feeling?
10. What do I see in their body language?
11. What is this person's body language saying to me?
12. If I don't take his or her response as a personal attack, what else might be going on?
13. What are the words this person is using in speaking to me?
14. What tone of voice am I using?
15. What tone of voice is this other person using?
16. Am I creating closeness or distance?
17. Am I moving closer to cooperation or further away?
18. How can I build trust?
19. Do I need to slow down and take a breath?
20. How am I judging this person right at this moment?
21. How can I shift my judgments to acceptance?
22. Do I believe he or she has an overall positive intention to be caring to himself/herself and me?
23. If I don't have cooperation and accountability, what can I change in my delivery?
24. If I tried anything different, what are just a few of the things I could do instead?
25. What can I do to encourage myself no matter what is happening rather than feel burdened and discouraged?
26. What would _____ (someone whom you admire) do with this type of person or in this type of situation?
27. How can I change the energy of this moment to one that is lighter and more relaxed?

4 Reasons People Communicate

1. **Persuading:** to convince the person about an idea or course of action
2. **Informing:** to convey information and ideas to another person
3. **Self-Expressing:** to share personal feelings, values and experiences
4. **Pleasing:** to entertain, comfort or bring enjoyment to one or more people

5 Listening Styles

There are no bad listeners, just inflexible ones

Consider the following listening styles and come prepared to discuss these questions at your next group session. What style is your strongest? Where does it serve you and where does it hurt you when listening to others? Which style would you benefit from practicing?



1. Appreciative ●

Focus

- To relax and enjoy the experience

Motivation

- To be entertained
- To be inspired
- To enjoy
- To find humor in the situation

Behavioral Indicators

- Pays attention to context and style
- Responds to color, sound, rhythm
- Finds the humor in the message
- Relaxes

2. Empathic ●

Focus

- To emotionally witness the sender

Motivation

- To provide an opportunity for someone to talk through feelings
- To accept message... no judgment
- To learn from others' experiences

Behavioral Indicators

- Lets the sender know he or she cares
- Lets the sender do all the talking
- Shows interest
- Asks open-ended questions
- Remains relatively silent, not offering solutions immediately





3. Comprehensive



Focus

- To organize and make sense of info

Motivation

- To relate message to own experience
- To understand relationships among the ideas
- To determine the rationale
- To listen for the main idea

Behavioral Indicators

- Elaborates on what has been said
- Asks for clarification
- Brings up related issues
- Summarizes... explains in own words

4. Discerning



Focus

- To get complete information

Motivation

- To determine the main message
- To sort out the details
- To decide what's important
- To make sure nothing is missed

Behavioral Indicators

- Takes notes
- Asks for clarification
- Concentrates
- Eliminates distractions
- Repeats to confirm accuracy



5. Evaluative



Focus

- To make a decision

Motivation

- To relate message to own beliefs
- To question senders motives
- To support message with facts
- To accept or reject the message

Behavioral Indicators

- Actively agrees or disagrees
- Responds selectively
- Expresses skepticism
- Gives the sender advice
- Quits listening







Exercise: Flexing Your Listening Style

This exercise is a little tricky. First, consider the style of listening that comes most naturally to you and put that style into the space next to *Predominant Listening Style*. **Note:** If you know your Ntrinsx temperament colors, this will often help you recognize the lens through which you often listen by default. You may also notice your weakest listening style correlates to your lowest Ntrinsx color as well. Whatever style you feel weakest in, put that style next to *Weakest Listening Style*. Now, think of a situation in which someone is trying to persuade you. What about your predominant listening style would be helpful to the person speaking and what might be a challenge for you because of your weakest listening style. This exercise is to help you recognize that you can flex your listening style, especially if how you are listening does not appear to be working for the person speaking.

4 Reasons We Speak

1. Persuade
2. Inform
3. Self-Express
4. Please, inspire, comfort

5 Listening Styles

1. **Appreciative:** To relax and enjoy the experience 
2. **Empathic:** To emotionally support the sender 
3. **Comprehensive:** To organize and make sense of info 
4. **Discerning:** To get complete information 
5. **Evaluative:** To make a decision  

Predominant Listening Style		Weakest Listening Style	
Reasons We Communicate	Possible Strength	Possible Challenges	What Style Might Be Better and Why?
Persuade			
Inform			
Self-Express			
Please, Inspire, Comfort/Entertain			

Strength: How might my predominant style **enhance** listening to this person?

Challenge 1: How might my predominant listening style **detract** from listening to this person?

Challenge 2: How might my weakest listening style **detract** from listening to this person?

What listening style might be better to flex to and why?

How NOT to Listen

1. **Denial of Feelings** – “Oh don’t feel that way... Let’s see that pretty little smile...”
2. **Philosophizing** – “Life is like that. It’s like a bowl of cherries and sometimes you get the pits.”
3. **Advice** – “Next time, just do this...”
4. **Questions** – “Does this happen often? Did you say anything? Have you had challenges with this before?”
5. **Defending Others Involved** – “Your boss probably has a lot on his plate and needs you to take burdens off him.”
6. **Pity** – “Bless your heart. I feel so sorry for you.”
7. **Psycho-Analyzing** – “You may have reacted that way because of your unresolved issues with your dad.”

Empathy

4 Qualities of Empathy

1. Taking the perspective of the other
2. Staying out of judgment
3. Recognizing emotions in others
4. Effectively communicating you recognize emotions in others



Empathy Exercise

1. Describe someone you are highly critical of (What qualities do you hate or think of as the worst)
2. How are you just like them? (Same qualities)
3. What core needs might they be trying to meet? You?
4. Share empathy. (Take their perspective, suspend judgment)
5. Role-Play in your imagination: See yourself understanding them and acknowledge them at their best.



The 8 Values That Build Trust

Make copies of this page to use every time you have a relationship challenge, large or small. **Note:** Restoring trust when a relationship is a “9” is much easier than when your score goes lower.

Step 1: What score do I assign this relationship? The most important score to maintain in a healthy workplace culture is trustworthiness. Ideally, this score is at a “10” with ALL co-workers, including direct reports and authority figures. Even maintaining trustworthiness at a 10 with those outside of work impacts your wellbeing in all aspects of your life, including at work. This information below is foundational to everything else even though many people do not realize this, nor treat trust with others as crucial to success. You may be a very trustworthy person, but not be good at building trust with others. Here’s where to begin. First, take a copy of this page and put in your name and that of another person. You may also wish to give a copy of this to the other person to complete at the same time.

(Your Name) _____ (Name of the Other Person) _____

Consider your relationship with the **other** person above. Assign a # to your relationship *at this time*. A score of 10 indicates a relationship with NO unresolved issues. Anything below a 10 indicates one or more trust behaviors listed in the table below are being neglected/violated. A 10 with all should be an ongoing priority. **Score:** I give this current relationship a score of ____ **Note:** There is no wrong or right answer here. Whatever number you choose, it indicates how severe or minor you assess the relationship and unresolved issues in it at this time.

Step 2: Next, review the 8 values that build trust chart below and do the following:

- Identify values **you** are *violating* or neglecting in this relationship? Put an x in each box under YOU.
- Identify values **the other person** is *violating or neglecting*? Put an x in each box under THEM.
- Choose one trust value marked x under **YOU** and circle that word.
- Choose one trust value marked x for **the other person** under **THEM** and draw a box around it. **Note:** These could be the same for both you and them. Ideally these are the behaviors that if changed, will most quickly raise the number.
- Bring this information to your relationship. Your intention is to establish or restore this relationship to a 10.
- Commit to resolving challenges and moving forward asap. This is crucial to trustworthiness.
- Involve your mentor or another person capable of supporting you until you eventually get this relationship to a 10. In the beginning, you will likely have less tools and confidence, but even acknowledging an issue helps. Make resolution your eventual goal and make incremental improvements towards a 10, your benchmarks along the way. **Note:** This does not mean you have to be best friends. *A 10 relationship is one with no current, unresolved issues.*

8 Values That Build Trust	Description	You	Them
1. Honesty	Am I ethical? Do I tell the truth? Lie? Cheat? Steal?		
2. Straightforwardness	Do I ask for what I <u>want</u> (get commitment) and state what I expect?		
3. Receptivity	Am I fully open to hear and consider their feedback and ideas?		
4. Disclosure	Do I share my opinions, needs, ideas and feelings fully?		
5. Respect	Do I treat them as worthy, important and separate with unique needs?		
6. Recognition	Do I acknowledge gifts, talents and differences appreciatively?		
7. Keeps Commitments	Do I deliver on what I say I'll do and when I say I'll do it?		
8. Seeks Excellence	Am I determined to cause and be the best? In relationships? Otherwise?		

It Just Got Real!

Name _____

Date _____

A-Ha Idea

Challenges

Resources (How you will overcome challenges/barriers)

1

Next Step

Date

A-Ha Idea

Challenges

Resources (How you will overcome challenges/barriers)

2

Next Step

Date