

SESSION TWO: CREATING POSITIVE RELATIONSHIPS

MAKING CONNECTIONS

On a scale of 1-10, how would you rate your present ability to carry out these 10 strategies on a daily basis?

- ___ Speak to people
- ___ Smile at people
- ___ Call people by name
- ___ Be friendly and helpful
- ___ Be cordial
- ___ Be genuinely interested in people
- ___ Be generous with praise
- ___ Be considerate
- ___ Watch for opportunities to give service
- ___ Practice your positive sense of humor

Name one area where you want to improve.

SESSION THREE: GROWING OUR SELF-AWARENESS

DO YOU QUESTION YOUR COMPETENCE?

Complete the quiz to provide some clarity about your feelings.

	Yes	No
I am concerned that I am not effective enough when dealing with my supervisor or my co-workers.		
After I have had a conversation with someone, I sometimes worry if I have said anything that could be construed as offensive.		
I am frequently in a position of trying to counteract a bad impression I believe I have made.		
I rarely worry about being considered by others as misinformed or ignorant on things.		
When I am in social situations, I am not concerned about following rules of etiquette or being self-conscious.		
I tend to fret that others may think I do not know what I am doing.		
I fear that others may not see me as adequately disciplined.		
I usually wonder whether my co-workers think that I am not putting enough time and energy into my job.		
I avoid criticizing someone else's judgment for fear of appearing in the wrong.		
I tend to worry that others will laugh at my ideas.		

SESSION FOUR: COMMUNICATION BASICS

DEFINING A SKILLED COMMUNICATOR

What is your definition of a skilled communicator?

MAKING CONNECTIONS

Think of a time when you are at your best as a communicator. What do you do? How do you act?

Think of a time when you are at your worst as a communicator. What do you do? How do you act?

Think of someone you know, perhaps through work (now or in the past), or in your network somewhere, who is an excellent communicator. What makes that person stand out to you?

What things are they doing that we could learn from?

Do you also see things in them that they could learn to make themselves even better at communicating?

What did you learn about yourself?

What kinds of learning will you take away from this session to become a more skilled communicator than you already are?

SESSION FIVE: COMMUNICATION BARRIERS

CASE STUDY: NEW NEIGHBORS

You have taken a job working in a manufacturing plant in a fictional city called Midland. It is about a four-hour flight from where you currently live. You and your family are able to find a nice home to rent and you are happy to notice that the couple living next door is approximately your age. The afternoon you move in, you and your family go next door to introduce yourselves to your neighbors. Although they are polite, they do not seem very friendly. Several days later, while you are preparing dinner for a new associate at work, you run out of sugar and rush next door to borrow a cup. Again, you receive a polite but cool reception from your neighbor.

What is the problem?

APPLYING THE ANSWERS

What are some of the things that can be done in your organization/department to communicate better?

Are these physical or mental activities?

Are these individual or team activities?

BEING MINDFUL

Directions

Get a \$20 bill from your wallet. If you don't have a \$20 bill, use a different bill (\$5, \$10 or something in local currency). **Don't look closely at the bill!**

Answer these questions without looking at the money:

How many times is the number 20 (or 10, or 5, depending on the denomination) printed on one side?

How many times is the word 'twenty' spelled out on one side? _____

How many numbers are in the serial number? _____

Whose picture is on one side? _____

What other features are there?

What direction is the person in the portrait facing? _____

What sentences are on one side of the bill?

**Think about how familiarity can breed mindlessness:
What work-related resources do we take for granted?**

What are the dangers if we take resources (including people) for granted?

What can we gain by paying attention to these things?

SESSION SIX: ASKING QUESTIONS

PUSHING MY BUTTONS

Pick one of the following statements:

- I'm really nervous about speaking in public.
- I am looking for a new car, and I hate car shopping.
- I really hate my job.
- I think this city is too hot.
- I really dislike cooking.
- You're not very good at your job.
- I don't like the way you speak to me.
- I think the report you wrote is terrible.
- Your new hair cut isn't flattering.
- I wish I didn't have to go to that meeting tomorrow.

If someone said this to you, what questions would you use to probe for more information?

Try to list at least five good probing statements or questions.

SESSION SEVEN: LISTENING SKILLS

CAN YOU HEAR ME?

Walk in the Woods

Question: What was growing along the edges of the path where I was walking?

Networking

Question: What is the new vice president's name?

Procurement Process

Question: What is it that you want to order?

Anniversary Celebrations

Question: Which anniversary is this story about?

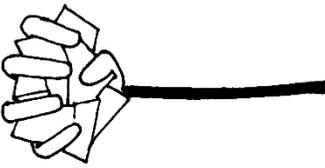
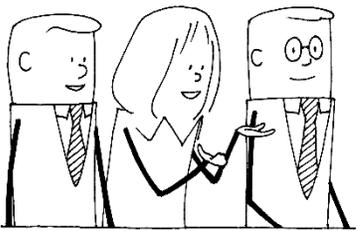
Company Expansion

Question: Which of the five W's and the H is missing?

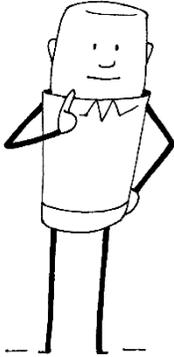
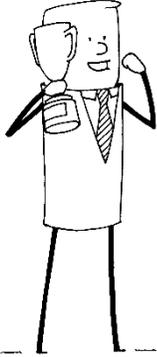
SESSION EIGHT: BODY LANGUAGE

Gestures

Look at the images below. Beside each one, write what you think is happening and what it means to you.

Illustration	What is happening?	How do you feel about it?
		
		
		

Communication Strategies

Illustration	What is happening?	How do you feel about it?
		
		
		

Communication Strategies

Illustration	What is happening?	How do you feel about it?
		
		

SESSION NINE: COMMUNICATION STYLES

MAKING CONNECTIONS

Do you prefer direct or indirect communication?

Why do you think you feel this way?

How do you communicate with others?

DICHOTOMIES IN ACTION

Choose three of these dichotomy pairs.

- abstract - concrete
- accommodating - competing
- active - passive
- animated - lethargic
- arrogant - humble
- assertive - meek
- attached - detached
- big picture - details
- competitive - cooperative
- decisive - indecisive
- deep - shallow
- direct - indirect
- factual - intuitive
- formal - informal
- harmonious - disruptive
- hesitant - impulsive
- individualistic - team oriented
- listening - talking
- objective - subjective
- optimistic - pessimistic
- organized - chaotic
- patient - impatient
- personal - impersonal
- playful - serious
- realistic - idealistic
- reflective - impulsive
- simple - complex
- structured - flexible
- taking turns - interrupting
- tense - relaxed
- yes, and - yes, but

List the advantages and disadvantages or examples of each side of each dichotomy.

Dichotomy One: _____

	Advantages	Disadvantages
Side A:		
Side B:		

Dichotomy Two: _____

	Advantages	Disadvantages
Side A:		
Side B:		

Dichotomy Three: _____

	Advantages	Disadvantages
Side A:		
Side B:		

What can you conclude from this exercise?

How can you use this exercise to become more empathetic and a better communicator?

SESSION TEN: CREATING A POSITIVE SELF-IMAGE

PRE-ASSIGNMENT REVIEW

Think back to your pre-assignment. How would your evaluation differ now?

What might people say about you if your picture was in a magazine?

What lessons can we take away from this about self-image and assumptions?

SELF-EVALUATION

Self-Assessment

Read the following questions and check yes or no for each question.

	Yes	No
Have you tried to wear your hair in a different way? Some ideas: part it on the other side, straighten it, curl it, color it, or have it buzzed short.		
Do your glasses allow for good eye contact to take place?		
Do people notice your jewelry?		
Are people distracted by your clothing or jewelry?		
Do you organize the clothes in your closet so that they are coordinated for easy dressing in the morning?		
Are you always neatly groomed? (Includes a daily shower, nails neat and trimmed, clothes clean and pressed, and shoes polished.)		

Part Two: A Plan for Change

List three habits about your dress and appearance that you want to enhance, strengthen, or eliminate.

1. _____

2. _____

3. _____

Write out your plan to achieve these changes.

SESSION TWELVE: TECHNIQUES FOR THE WORKPLACE

TESTING OUR THEORIES

Situation One

Your supervisor calls you to say that he has chosen someone else for a project team position that you were hoping for. You love your current job, but you know you would have done a great job on that project team. Your first reaction is to be mad at your boss for being a jerk and not selecting you.

Using positive intent, think of a reason your boss would have selected someone else.

Situation Two

You are in a team meeting and you suggest a great solution to the problem. Your supervisor says that she cannot go in that direction, and asks the team for other suggestions.

Using positive intent, think of a reason your supervisor would have answered that way.

DELIVERING YOUR MESSAGE

Activity: Being Clear

Rewrite the following vague messages to make them clear.

I need that email ASAP.

That is a ridiculous idea.

Stop behaving like a child; this is work!

Check for Understanding

What are three ways to check for understanding?

SESSION THIRTEEN: ASSERTIVENESS

CASE STUDY: A NEGATIVE IMAGE

Marlene's Promotion

What steps would you suggest she take?

Do you think she will face obstacles in her quest for a more assertive style?

Why might she succeed?

PERSONAL ACTION PLAN

I am already doing these things well:

I want to improve these areas:

I have these resources to help me:

Communication Strategies

As a result of what I have learned in this course, I am going to...	My target date is...	I will know I have succeeded when...	I will follow up with myself on...