

*Always remember you are unique. Just like everyone else. - Margaret Meade*

Through your actions, **be a Positive Influence on others.**

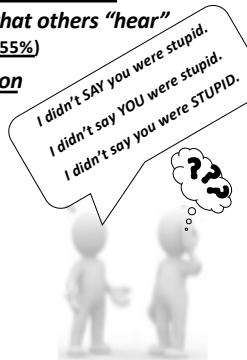
- Use the **"R & R principle"** (**Respect & Reframe**):  
**Respect** We're all **Equal**. "Equal" doesn't mean **"same."**  
**Reframe** It's not about good or bad, right or wrong, better or worse; **it's about "Different."**
- When someone "pushes your button" **What "signals" do you give yourself?"**  
 Ask yourself: **"What's REALLY going on?"**  
 Sometimes, what's REALLY going on is a: **"STYLE Thing."**
- You can't change anyone else, so be able to **"Flex your own style"** to better manage style differences.

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*I don't like that person very much. I ought to get to know them better. - Will Rogers*

**A few examples of "style differences"**

- **What you "say" isn't always what others "hear"**  
 (words=8%, tone=37%, non-verbal=55%)
- **1. Race, 2. Gender, 3. Generation**
- **Communication Styles**
- **Personality & Behavior**
- **Expressing emotions**
- **Leadership & Supervision**
- **Conflict resolution**
- **Problem solving**
- **Learning**
- **Personal "Quirks"**



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**What's Your "Primary" & "Range" of Communication Styles?**

<p><b><u>ANALYTICAL (quad 1)</u></b> (CONTROL)</p> <p>Asks: <b><u>"HOW?"</u></b>                  Likes: <b><u>Details, Accuracy</u></b>                  Stellar Quality: <b><u>Technical</u></b>                  Work on: <b><u>Decide &amp; Declare</u></b>                  Under stress: <b><u>Avoid</u></b></p>	<p><b><u>DRIVER (quad 2)</u></b></p> <p>Asks: <b><u>"WHAT?"</u></b>                  Likes: <b><u>Goals, Results</u></b>                  Stellar Quality: <b><u>Control</u></b>                  Work on: <b><u>Listening</u></b>                  Under stress: <b><u>Autocratic</u></b></p>
<p><b><u>AMIABLE (quad 3)</u></b> (ASK)</p> <p>Asks: <b><u>"WHY?"</u></b>                  Likes: <b><u>Peace, Safety, No Conflict</u></b>                  Stellar Quality: <b><u>Support</u></b>                  Work on: <b><u>Initiate Action</u></b>                  Under Stress: <b><u>Acquiesce</u></b></p>	<p><b><u>EXPRESSIVE (quad 4)</u></b> (TELL)</p> <p>Asks: <b><u>"WHO?"</u></b>                  Likes: <b><u>Relationships, Feelings</u></b>                  Stellar Quality: <b><u>Social Skills</u></b>                  Work on: <b><u>Deal with Facts &amp; Reality</u></b>                  Under Stress: <b><u>Attack</u></b></p>

**Reframe: "conflicting" roles into "complementing" roles!**  
**Flex your style, build on each others' strengths & what each team member can bring to your tasks & situations!**

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*The reason why so few people are agreeable in conversation is that each is thinking more about what he intends to say than what others are saying. - Francois de La Rochefoucauld*

**Tips for "Flexing your Style," between --**

- **Analyticals "An" & Drivers "D"** An: Remember **D's** focus on goal, proactively offer update to reassure. D: Remember **An's** focus on details, reinforce goal and don't press.
- **Analyticals "An" & Amiables "Am"** An: Remember **Am's** focus on support, state task & how they can support. Am: Remember **An's** focus on details, don't take their focus personally.
- **Analyticals "An" & Expressives "E"** An: Remember **E's** focus on relationships, expect some interaction. E: Remember **An's** focus on details, don't expect as much conversation.
- **Drivers "D" & Amiables "Am"** D: Remember **Am's** focus on support, reinforce goal in supportive way. Am: Remember **D's** focus on goals, don't take task-orientation personally.
- **Drivers "D" & Expressives "E"** D: Remember **E's** focus on relationships, expect some info. re: people. E: Remember **D's** focus on goal, address first, and offer how people feel.
- **Expressives "E" & Amiables "Am"** E: Remember **Am's** focus on support, try not to come on too strong. Am: Remember **E's** focus on relationships, take what they do lightly.

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*A group is a bunch of people waiting for an elevator. A team is a bunch of people stuck in a broken elevator. - Bonnie Edelman*

**Bottom line:** Be a positive influence by reframing **"conflicting"** styles to **"complementing"** styles!

- First: **Everybody brings something unique/special to the party!**  
 Get over yourself - **TEAM UP!**
- **Ask questions;** expect to learn from each other.
- Acknowledge **"style differences"** - **FLEX YOUR STYLE!**
- Give people opportunities to **improve their skills: TEACH.**
- Take turns **"Taking the lead"** based on style strength & task.
- Strive for a balance of **"high tech" AND "high touch."**
- Help people **learn how to be right w/out making "them" wrong.**
- Help people learn how to **develop trust by LISTENING like a leader.**

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**4 stages Group Dev.: FORMING -- STORMING-- NORMING -- PERFORMING**

**Examples of Group Norms to improve a Behavior/Policy/Philosophy:**

- We will not gossip about people.
- We won't interrupt someone who is speaking.
- We will occasionally disagree, and "Agree to disagree."
- If we say 8:30, we mean 8:30 and not 8:47.
- We will return all voice & e-mail inquiries w/in 24 hrs.
- Walkie-talkie communications will be professional.
- We will strive for continuous improvement.
- Each member is an equal member of the team.
- We will convey to school users that we care & want to help.

**Instructions to create your Group Norms:**

1. Discuss & select 1-3 Norms to help your group.
2. Everyone must agree to hold self & each other accountable.
3. Write out & post your Norms for visibility at each meeting.
4. Agree on, Practice, & use a code word (ex: **"Norm"**)
5. Evaluate progress, celebrate success, revise as needed ...

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*I don't need to like something to recognize it's true. - C. Klosterman*


Tips to address the **"Blind Spot!"** (Where's the WIIFM?)

**Giving Feedback:**

- Position the discussion – **"3 plusses & a wish."**
- Use **"I statements."**
- Describe **specific, observable behavior.**

**Receiving Feedback:**

- Positive: **Listen carefully** for the message. Thank them and tell them how it helped. (WIIFM?)
- Corrective/Negative: **remember the "Blind spot."** Thank them - explain how it can help.
- **Ask for specifics** if vague.
- **Be approachable.** Don't get defensive. (WIIFM?)



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*One can play comedy, two are required for melodrama, but a tragedy demands three. - Elbert Hubbard*

**Games People Play**  
(Berne, E., "Games People Play: The Psychology of Human Relationships," NY, NY, Ballantine Books.)

<b>Employees</b>	<b>Supervisors</b>
"Wounded animal"	"It's my duty"
"Diversion"	"Lifesaver"
"Counter attack"	"Bury the message"
"Self-abuse"	"Denial"

**How to deal with Games:**

- Avoid games. Figure out what's REALLY going on.
- Be Direct, Communicate clearly & effectively, be Firm & Fair.
- Use "I statements" & cite specific, observable Behaviors.

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*You must be able to say "I understand," before you can say "I agree or Disagree." - Mortimer J. Adler*

**When you run into "Anger"**  
(one letter away from "danger")

- Remember why you're there
- Breathe deep and smile
- Listen
- Restate the problem
- Deal w/ person 1st, problem 2nd
- Don't get defensive or take personal
- If the only answer is "No," explain it
- Ask what the other person wants done

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*Whenever you're in conflict with someone, there is one factor that can make the difference between damaging your relationship and deepening it - that factor is attitude. - William James*

**When conflict happens – make good choices:**

**ASK YOURSELF:**

- Can I "Agree to disagree?"
- Which is "better": Be happy or right?
- Can I accept what I can't change?
- Can I forgive & let go?

**DON'T:**

- Become detached
- Be an "awfulizer"
- Let conflict establish agenda
- Get caught in power struggle

**DO:**

- Listen actively, consider others' views
- Separate fact & fiction, people & problem
- Reframe the situation
- Encourage participation

**What's your "Primary" & your "Range of Styles" to resolve conflict?"**

Accommodate – Avoid – Compete – Compromise -- Collaborate

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*Are you as good today as you're ever going to be?*


**The "call to action" - What will you do?**

Have an Honest Conversation with, & make a **Personal Promise to yourself:**

**What's 1 thing I WILL do to keep "playing nice in the sandbox, even in a radically changing world?"**

**What are my WIIFMs to do this?**

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**A couple of things to "note":** 

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