

▲ Communication Styles ▲

Objectives: LEAD participants will know their communication style, be able to recognize another person's style and begin to adapt their own communication to the other person's.

Plan ahead:

- Time required: 65 min
- The day before this lesson, have LEADs do Self Assessment and SCORE it for them
- Prepare pictures / models of Birds that stand for each Style (Owl, Eagle, Peacock, Dove)
- Put together a one-page list of the Explorer counselors, with space to write a couple lines between them (for the Homework)
- Have the Explorer Counselors take the Communication Styles Self Assessment Questionnaire (p.6-9 of this file). Evaluate their style.

Before this lesson, LEADs must:

- Take the Self Assessment the day before the class, as a group activity
- Read the Communication Article

Supplies:

- Newsprint or white board and pens
 - One list of Explorer Counselors for each LEAD
 - Comm Style Worksheet (8 copies, two for each Style, Page 5 of this file)
 - Comm Style Descriptions (2 Copies of each, in case one group is too big and needs split, Pages 10-13 of this file)
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Instructor notes: Plan ahead to have the LEADs do the Self Assessment and leave yourself enough time to have it scored and ready to return to the LEADs. The basic overview of this course is to present the Styles, to learn how to figure out someone else's Style in conversation and finally, to tailor one's own communication to the other person's Style. The fact that they will be most effective if they tailor their communication and how they can do that, are the most important take-aways! You will need to be a bit flexible depending on how many LEADs have each Style. If there are too many in one group, be ready to divide that group.

Also, it would be best for you to take the Styles test and come up with answers for yourself for the statements on the bottom of the Chart page. You can use these as examples for the LEADs.

Thinker - Owl

Doer - Eagle

Influencer - Peacock

Connector - Dove

❖ **Get Started (hook, 10 min)**

First a note: these communication styles have NOTHING to do with any staff who may bear their names!!

(Have placed around the room pictures or models of the four birds (owl, eagle, peacock, dove) which represent four communication styles. Have the LEADs stand by the bird they most identify with according to its characteristics.)

(Once they are in their groups, hand back their "graded" Communications Style Quizzes. Explain that their Style is the one with the highest number in the box at the bottom of the page and have them MOVE to the bird that corresponds to their style - or stay where they are. Note how many people move.

Emphasize that

- There is NO right or wrong style

- There is no better or worse style
- Almost NO ONE fits entirely in ONE category
- Therefore, don't label others, just as you don't want to be labeled (because you don't entirely fit either!)
- We are all unique and complex - Comm Styles are just a tool to communicate BETTER

Often we fall between two categories, or we *want* to be one way but really *are* another. If you did move, there is a chance that some of this is happening, or that you have a different understanding of the birds - maybe better! If you didn't have to move, either you've done this before, or you have a good understanding of yourself, or you got lucky (smile!). Regardless, there is no *right* or *wrong* communication style, no *better* and no *worse*.

But they are different. And that can make it harder to communicate to some people and to receive communication from others.

Why do we care about different communication styles? What if a Dove were trying to convince an Owl to go help in the office for her free time. (Ask the Doves how they might convince the Owl to go. For example, the people there really need help and it would mean so much to them if you went... Ask the Owls if they felt that was convincing. And ask them what they *would* find convincing. For example, there is this specific work that needs to be done and a deadline that the office staff is having trouble meeting; it would be great if you could get this done for them.)

There is no right or wrong way to motivate that Owl to go, but there is a far more *effective* way to do it. And as leaders, we want to be *effective*, right?

❖ Learn / observe (book / look, 45 min)

Before we dive into the different ways we each communicate, let's review a little.

What is *communication*? (The TOOL leaders use to move people toward the goal)

(Read the following excerpt from the article the LEADs should have read before they came to class.)

Communication - the Tool of Leadership

Communication represents the how of leadership. You cannot lead unless you can communicate. Communication is to the leader what water is to the body. Communication is the exchange of information and ideas. Effective communication occurs when others understand precisely what you are trying to tell them and you understand exactly what they are trying to tell you.

Communication and the Team: Effective communication is the prerequisite for the synergy that creates the kinds of bonds that allow your team to follow you and act appropriately during [times of greatest pressure]. [Effective communication] is the glue for all teamwork and team activity.

So the better we can communicate, the better we will be able to use the tool that motivates people to move, and the more effective we'll be as leaders. Yesterday we talked about handling conflict in your group of people and learned some guidelines to help us communicate better. Today we'll talk about each of our natural Communication Styles and how they impact our communication and relationships. The better we understand our own tendencies toward a given Communication Style and how to interact with people of other styles, the better we will be able to *communicate*, the stronger we will be able to build our *relationships* and therefore, the better we will be able to *LEAD*.

So...What are the Communication Styles and what characterizes each? (Rhetorical / transitional question)

LEARNING TASK 1 (20 minutes): Around the room, you can see the emblem of each style. I'll give you a one-page summary of each style, just to help put some concepts and ideas into words. (Hand them out, one to each group.)

As a group, complete this worksheet that describes your communication style (bird). Then we will regroup and share them with everyone.

Sentences: (These are on the Worksheet that you will hand out to them, one per group along with the Comm Style Description for that group. If there is a group that is too big, split it in half.)

1. **Hi, my name is ____ (your bird emblem). I am a ____ (your style).** (They can circle the right answers)
2. **I am really good at _____. If you want someone to _____, ask me! I can do that!** (This is a two part question to help them process and flesh out the description of this Style.)
3. **But sometimes I can take that too far. I need to be careful that I don't _____.**
4. **So the most effective way to convince me to get up at 5am to clean the poop out of the horse stalls is: _____** (For this "application" section, they should pay special attention to what their Style values and what motivates them. This gives practical ideas to the other groups for interacting with people of this style.)

(After 10 minutes, bring the group together. Have everyone open their notebooks to the Comm Styles Chart and fill in the blanks as each group gives their answers. Repeat that these Styles are not better or worse, good or bad. They are just different. **Have them save the page but CLOSE their notebooks.)

LEARNING TASK 2 (20 minutes): Now that we know a little more about the different Styles, let's make it more practical. So there you are, beginning a conversation with a person or group, trying to lead them to do something. How do you know which Style they are, so that you can communicate as effectively as possible?! And once you know it, how can you best influence them or convince them to do what you are asking?

For example, think of the scenario we talked about at the beginning, trying to convince someone to help in the office during free time, or of the scenario on your worksheet, asking someone to help in the stables. You'll most likely start with some small talk before you ask the question. How does your Style respond in small talk? What might they say? What is their typical body language? And then when you present the "opportunity," the request you have of them, what types of questions will they ask?

All these things will help you figure out what Style they are. Write some ideas at #5 on your Worksheet: "In a conversation, you can recognize me because _____"

Once you've come up with 2-3 ideas, go on to the last question, #6, on the Worksheet. This is similar to #4, but more general. What types of information and manner of relaying that information will be most convincing for this Style? Use also the Handout on your Style.

Your goal is to come up with 2-3 short bullet statements for the chart for each of these questions. I'll be available to answer questions or help you if you want help. We'll come back together in 10 minutes.

(After 10 min, regroup and share the bullet statements. Have them open their notebooks to their Comm Styles Chart and fill in the blanks. See the Master for answers.)

❖ Get Practical (took, 10 min)

(In the Style Name column on the Chart, have each girl WRITE, "I am a/an," right above her Style, so that the box reads, "I am a Thinker," for example. Put a DATE at the bottom of that box.)

(CIRCLE or UNDERLINE the Strengths of that Style that each girl recognizes in herself. And compliment the girls on some of these good characteristics that God gave them. Also explain that...)

<p><i>I am a</i> Thinker (Owl) <i>July 28, 2017</i></p>	<p>Thinking Thorough Disciplined</p>
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Because God is infinitely creative, He made us each unique. Therefore NONE of us fits 100% into any box. We may

have some Strengths of any or even all of the Styles. And our Strengths, and even our Styles can change over time. That's why we put the date. But these are some really good things about who you are right now.

(FILL IN the two lines on the bottom of the page:

I need to be careful that I do / don't:

I can communicate better by:

In order to do that, have the girls consider the following:)

All strengths have a tendency to be taken too far and become weaknesses. Likewise, weaknesses when kept in perspective and worked on constructively, can become strengths. For now, look at the *Potential* Weaknesses for your Style, pick one that you might most likely fall prey to, and transform it into a sentence that begins with, "I need to be careful that I do / don't..." Fill in the blank.

Do the same for the second statement at the bottom of the page. Look through the "Convince Me..." column for ideas to broaden your communication skills.

❖ Homework (follow up assignment)

(Hand out the list of Explorer counselors.) Now that you know the Communication Styles, your assignment is to figure out the Communication Styles of each of the Explorer Counselors. You'll have the weekend to figure this out. Work together. We'll talk about it before the lesson on Monday.

▲ Communication Styles Worksheet 1 ▲

1. Hi, my name is (circle one) Owl Dove Peacock Eagle
I am a (circle one) Thinker Connector Influencer Doer
2. I am really good at _____. If you want someone to _____, ask me! I can do that!
3. But sometimes I can take that too far. I need to be careful that I don't _____
4. So the most effective way to convince me to get up at 5am to clean the poop out of the horse stalls is: _____
5. In a conversation, you can recognize me because _____ (Think of the words this Style is likely to use, their body language or gestures and their questions.)
6. You can convince me most effectively by _____ (Think of what types of information or manner of speaking and/or body language will be most convincing.)

▲ Communication Styles ▲

Self Assessment Questionnaire

Name: _____

What's Your Style?

Consider each of the following questions separately and circle the *one* letter (a, b, c, or d) that corresponds to the description that best fits you. If you have trouble selecting only one answer, ask yourself which response, at work, would be the most natural or likely for you to make.

There are no right *answers* to these questions, so base your response on how you are today, not how you think you should be or would like to be in the future.

- 1. When talking to a friend or co-worker ...**
 - a. I maintain eye contact the whole time.
 - b. I alternate between looking at the person and looking down.
 - c. I look around the room a good deal of the time.
 - d. I try to maintain eye contact but look away from time to time.

- 2. If I have an important decision to make ...**
 - a. I think it through completely before deciding.
 - b. I go with my gut instincts.
 - c. I consider the impact it will have on other people before deciding.
 - d. I run it by someone whose opinion I respect before deciding.

- 3. My desk or work area mostly has ...**
 - a. Family photos and sentimental items displayed.
 - b. Inspirational posters, awards, and art displayed.
 - c. Graphs and charts displayed.
 - d. Calendars and project outlines displayed.

- 4. If I am having a conflict with a co-worker or friend ...**
 - a. I try to help the situation along by focusing on the positive.
 - b. I stay calm and try to understand the cause of the conflict.
 - c. I try to avoid discussing the issue causing the conflict.
 - d. I confront it right away so that it can get resolved as soon as possible.

- 5. When I talk on the phone ...**
 - a. I keep the conversation focused on the purpose of the call.
 - b. I spend a few minutes chatting before getting down to business.
 - c. I am in no hurry to get off the phone and don't mind chatting about personal things, the weather, and so on.
 - d. I try to keep the conversation as brief as possible.

- 6. If a friend is upset ...**
 - a. I ask if I can do anything to help.
 - b. I leave him alone because I don't want to intrude on his privacy.
 - c. I try to cheer him up and help him to see the bright side.
 - d. I feel uncomfortable and hope he gets over it soon.

- 7. When I attend discussions in my classes...**
 - a. I sit back and think about what is being said before offering my opinion.
 - b. I put all my cards on the table so my opinion is well known.
 - c. I express my opinion enthusiastically, but listen to other's ideas as well.
 - d. I try to support the ideas of the other people in the meeting.

- 8. When I make a presentation in front of a group ...**
 - a. I am entertaining and often humorous.
 - b. I am clear and concise.
 - c. I speak relatively quietly.
 - d. I am direct, specific, and sometimes loud.

- 9. When a friend is explaining a problem to me ...**
 - a. I try to understand and empathize with how she is feeling.
 - b. I look for the specific facts pertaining to the situation.
 - c. I listen carefully for the main issue so that I can find a solution.
 - d. I use my body language and tone of voice to show her that I understand.

- 10. When I attend classes or presentations ...**
 - a. I get bored if the person moves too slowly.
 - b. I try to be supportive of the speaker, knowing how hard the job is.
 - c. I want it to be entertaining as well as informative.
 - d. I look for the logic behind what the speaker is saying.

- 11. When I want to get my point across to friends or co-workers ...**
 - a. I listen to their point of view first and then express my ideas gently.
 - b. I strongly state my opinion so that they know where I stand.
 - c. I try to persuade them without being too forceful.
 - d. I explain the thinking and logic behind what I am saying.

- 12. When I am late for a meeting or class ...**
 - a. I don't panic but call ahead to say that I will be a few minutes late.
 - b. I feel bad about keeping the other person waiting.
 - c. I get very upset and rush to get there as soon as possible.
 - d. I apologize profusely once I arrive.

- 13. I set goals and objectives at school that ...**
 - a. I think I can realistically attain.
 - b. I feel are challenging and would be exciting to achieve.
 - c. I need to achieve as part of a bigger objective.
 - d. Will make me feel good when I achieve them.

- 14. When explaining a problem to a friend from whom I need help...**
- I explain the problem in as much detail as possible.
 - I sometimes exaggerate to make my point.
 - I try to explain how the problem makes me feel.
 - I explain how I would like the problem to be solved.
- 15. If friends are late for a meeting with me at my home...**
- I keep myself busy by making phone calls or working until they arrive.
 - I assume they were delayed a bit and don't get upset.
 - I call to make sure that I have the correct information (date, time, and so on).
 - I get upset that the person is wasting my time.
- 16. When I am behind on a project and feel pressure to get it done ...**
- I make a list of everything I need to do, in what order, by when.
 - I block out everything else and focus 100 percent on the work I need to do.
 - I become anxious and have a hard time focusing on my work.
 - I set a date to get the project done by and go for it.
- 17. When I feel verbally attacked by a friend or a co-worker ...**
- I tell her to stop it.
 - I feel hurt but usually don't say anything about it to her.
 - I ignore her anger and try to focus on the facts of the situation.
 - I let her know in strong terms that I don't like her behavior.
- 18. When I see a co-worker or friend whom I like and haven't seen recently ...**
- I give her a friendly hug.
 - I greet her but don't shake her hand.
 - I give her a firm but quick handshake.
 - I give her an enthusiastic handshake that lasts a few moments.

Note 1: The original four terms (Analytical, Amiable, Driver, Expressive) were coined by Dr. David Merrill, founder of Tracom Consulting Group. If you are interested in reading more about the research done by Dr. Merrill and his associates, read *Personal Styles and Effective Performance: Make your Style Work for You* by Dr. David Merrill and Roger Reid (Radnor, PA.: Chilton, 1981)

Note 2: This test and info on the Four Styles are available online from **Peter Urs Bender's Guide to Strengths and Weaknesses of Personality Types.**

Note 3: The four original terms (Analytical, Amiable, Driver, Expressive) have been changed in the LEAD course for simplicity to the following: Thinker, Doer, Connector, Influencer.

▲ Communication Styles ▲

Scoring the Questionnaire

Name: _____

Transfer the answers from the questionnaire to the scoring sheet and then count up the number of times you circled each style. Enter these scores at the bottom of the scoring sheet. The style where you scored the most points is your primary working style.

Scoring Form

1 a Doer b Connector c Thinker d Influencer	7 a Thinker b Doer c Influencer d Connector	13 a Thinker b Influencer c Doer d Connector
2 a Thinker b Doer c Connector d Influencer	8 a Influencer b Thinker c Connector d Doer	14 a Thinker b Influencer c Connector d Doer
3 a Connector b Influencer c Thinker d Doer	9 a Connector b Thinker c Doer d Influencer	15 a Influencer b Connector c Thinker d Doer
4 a Influencer b Connector c Thinker d Doer	10 a Doer b Connector c Influencer d Thinker	16 a Thinker b Doer c Connector d Influencer
5 a Doer b Influencer c Connector d Thinker	11 a Connector b Doer c Influencer d Thinker	17 a Doer b Connector c Thinker d Influencer
6 a Connector b Thinker c Influencer d Doer	12 a Thinker b Connector c Doer d Influencer	18 a Connector b Thinker c Doer d Influencer

Total Doer Score _____	Total Influencer Score _____
Total Connector Score _____	Total Thinker Score _____

The original four terms (Analytical, Amiable, Driver, Expressive) were coined by Dr. David Merrill, founder of Tracom Consulting Group. If you are interested in reading more about the research done by Dr. Merrill and his associates, read *Personal Styles and Effective Performance: Make your Style Work for You* by Dr. David Merrill and Roger Reid (Radnor, PA.: Chilton, 1981)

The Thinker

The Thinker is polite but reserved, logical, fact- and task-oriented. This person's focus is on precision and perfection. Other strengths include persistence, diligence, caution, and a systematic approach.

Weaknesses involve being withdrawn, boring, quiet, reclusive, and even sullen at times. If he or she seems indecisive, it's because of a need to assess all the data. Perfectionism can be a fault if the Thinker pushes it too far. This person is definitely not a risk-taker.

The Thinker needs to be right, and won't openly discuss ideas until confident in a decision. His or her pleasure is accuracy. Pain is to be wrong and criticized.

- Wants to know how things work
- Wants to be accurate, have accuracy with others
- Values numbers, stats, ideas
- Loves details
- Fears being embarrassed or losing face
- Often introverted and **hide [МОТКРІ]** feelings

When communicating with a thinker:

- Be systematic, thorough, deliberate, and precise
- Focus on the task
- Be prepared to answer many "how" questions
- Provide analysis and facts
- Don't get too personal
- Recognize and acknowledge the need to be accurate and logical
- Don't rush unnecessarily
- Expect to repeat yourself
- Allow time for evaluation
- Use lots of evidence
- Compliment the precision and accuracy of the completed work.

Portrait of a thinker's office

The first thing you notice will probably be the glasses. The Thinker will have worn out his or her eyes from constantly reading everything. On the wall you may see a framed degree, but the chief decoration will be charts, figures, and graphs of every kind. The Thinker is not very friendly, will often greet you skeptically, and doesn't want to share much – especially anything personal. There will be no flowers or plant; for the Thinker, they belong in greenhouses. On the desk will be only business-related information, and that will be carefully arranged. It's not a power office, but it definitely will be functional. As for color, black and white will do nicely.

Symbol: Owl.

The Connector

Devoted, consistent, dependable, and loyal, the Connector is a hard worker and will persevere long after others have given up. He or she is a team player, cooperative and easy to get along with, trustful, sensitive and a good listener. Working in groups with cooperative individuals, the Connector tries to avoid confrontation. He or she enjoys company, performs best in a stable environment, and often has a stabilizing effect on others.

Weaknesses include indecision and an inability to take risks. Connectors are often too focused on others, conforming, quiet, and passive. They often won't speak up for themselves, are too compliant and nice, and often painstakingly slow to make decisions.

The Connector's pleasure is stability and cooperation. His or her pain is change and chaos.

- Wants to know "why" why am I doing this
- Wants to build relationships
- Loves to give support to others
- Values suggestions for others
- Fears losing trust or having disagreements
- Tend to display emotions.
- Often introverts thought

When communicating with a connector:

- Be relaxed and agreeable
- Maintain the status quo
- Be logical and systematic
- Create a plan with written guidelines
- Be prepared to answer "why" questions
- Be predictable
- Agree clearly and often
- Use the word "we"
- Don't push, Don't rush
- Compliment him or her as a team player
- Be a good listener

Portrait of a connector's office

The first thing you will notice will be pictures of loved ones on the desk: husband, wife, family, favorite pets. They'll be in a candid style, and the Connector loves to talk about them. On the walls will be colorful photos of landscapes, waterfalls, birds, and sunsets. You'll find flowers or plants that are growing well and office colors that are harmonious and restful. The person will almost certainly be dressed in colors that match. Furniture will be fashionable, but not overwhelming. Files are present, but usually kept out of the way. If you're a little late, the Connector won't mind. If you have the Connector in your company, he or she will stay with you. The Connector likes company, newsletters, picnics, gatherings, and retirement parties.

Symbol: Dove.

The Doer

The Doer is a high achiever – a mover and shaker who is definitely not averse to risk. The individual is extroverted, strong-willed, direct, practical, organized, forceful, and decisive. Look for someone who tells it the way it is and is very persuasive. Watch out or you'll be worn down and bowled over. A Doer is task-rather than relationship-oriented and wants immediate results.

This individual is not concerned with how something is done, but what is being done, and what results can be expected. “What” is his or her battle cry. “What’s going on? What’s being done about it? What you should do is ...!”

The Doer can be stubborn, domineering, impatient, insensitive, and short-tempered[MOTKP4], with little time for formalities or niceties. He or she can also be demanding, opinionated, controlling, and uncompromising – or even overbearing, cold, and harsh.

The Doer’s pleasure is power, control, and respect. His or her pain is loss of respect, lack of results, and the feeling that he or she is being taken advantage of.

- Wants to know “what” what will this do for me
- Wants to save time
- Values results
- Loves being in control, in charge, doing it his way
- Fears giving up control.
- Often extroverted but do[MOTKP5]not show emotions

When communicating with a Doer:

- Focus on the task; Talk about expected results
- Be businesslike and factual
- Provide concise, precise, and organized information
- Discuss and answer “what” questions
- Argue facts, not feelings
- Don’t waste time; Don’t argue details
- Provide options.

Portrait of a Doer’s office

Of course, it must be the corner office with two windows, but the Doer never looks at the view. Pictures on the wall are of battlefields, maps, and boats. The Doer is a multi-tasked person and can sign letters, hold interviews, and talk on the phone simultaneously. Office furniture contributes to the impression of power and control,[MOTKP6] and is the most expensive and incredible available.

The office may also contain flowers and plants, even exotic ones like orchids (carefully chose[MOTKP7] to contribute to the impression of power), but the Doer never looks after them. There’s an assistant to do that. On the desk are often family portraits, but never candid shots. They are formal portraits showing everyone in his or her proper role, frozen forever as the Doer sees them.

The office will probably be decorated by an interior designer to create the feeling of power, and the colors of the office will be strong power colors. Curt and tough, straight to business. That’s the Doer at work in his or her den. Don’t waste time. Get straight to the point!

Symbol: Eagle.

The Influencer

The Influencer, a verbally adept personality, is engaging, accommodating, supportive of others, persuasive, socially adept, and relationship- rather than task-oriented. He or she loves to be one of the gang, and is always ready for something new and exciting, especially if the gang is ready to participate. Additional strengths include enthusiasm, diplomatic skills, and the ability to inspire others.

Weaknesses involve impatience, a tendency to generalize, verbal assaults, and sometimes irrational behavior. The Influencer can also be egotistical, manipulative, undisciplined, reactive, unorganized, and abrasive.

The Influencer readily exchanges information and life experiences. His or her main need is to be appreciated and accepted. The Influencer's pleasure is recognition and approval. His or her pain is isolation and lack of attention.

- Wants to know “who” who else is involved
- Values appreciation, applause a pat on the back
- Loves social situations and parties
- Likes to inspire others
- Fear [MOTKP8]being rejected.

When communicating with an Influencer:

- Focus on developing a relationship
- Try to show how your ideas will improve his or her image
- Be enthusiastic, open, and responsive
- Relate to the need to share information, stories, and experience
- Be forthcoming and willing to talk
- Ask and answer “who” questions
- Remember to be warm and approachable at all times
- Work to minimize his or her direct involvement with details or personal conflicts.

Portrait of an Influencer's office

In short, it's a mess. The Influencer loves favorite sayings and has them plastered on the wall or sitting on the desk. Files are never in a filing cabinet. Rather, they're piled all over the office in stacks. But don't be misled. The Influencer knows exactly where everything is and can find virtually anything by its location. Office colors will probably be loud and lively. If there are flowers or plants, they're likely dead – either talked to death or lacking water. The Influencer's greatest reward is personal acknowledgment from others, and examples of this will be displayed. The Influencer is an excitable dreamer, with lots of ideas and projects, but without the time to follow them up.

Symbol: Peacock.

▲ Communication Styles Worksheet ▲

Identify their primary LEADship style. What works well? What might work better?

Counselor name: _____

Counselor name: _____

Counselor name: _____

Counselor name: _____