



Mastering the Art of Communication

Using the four Communication Styles

Tasi Gottschlag

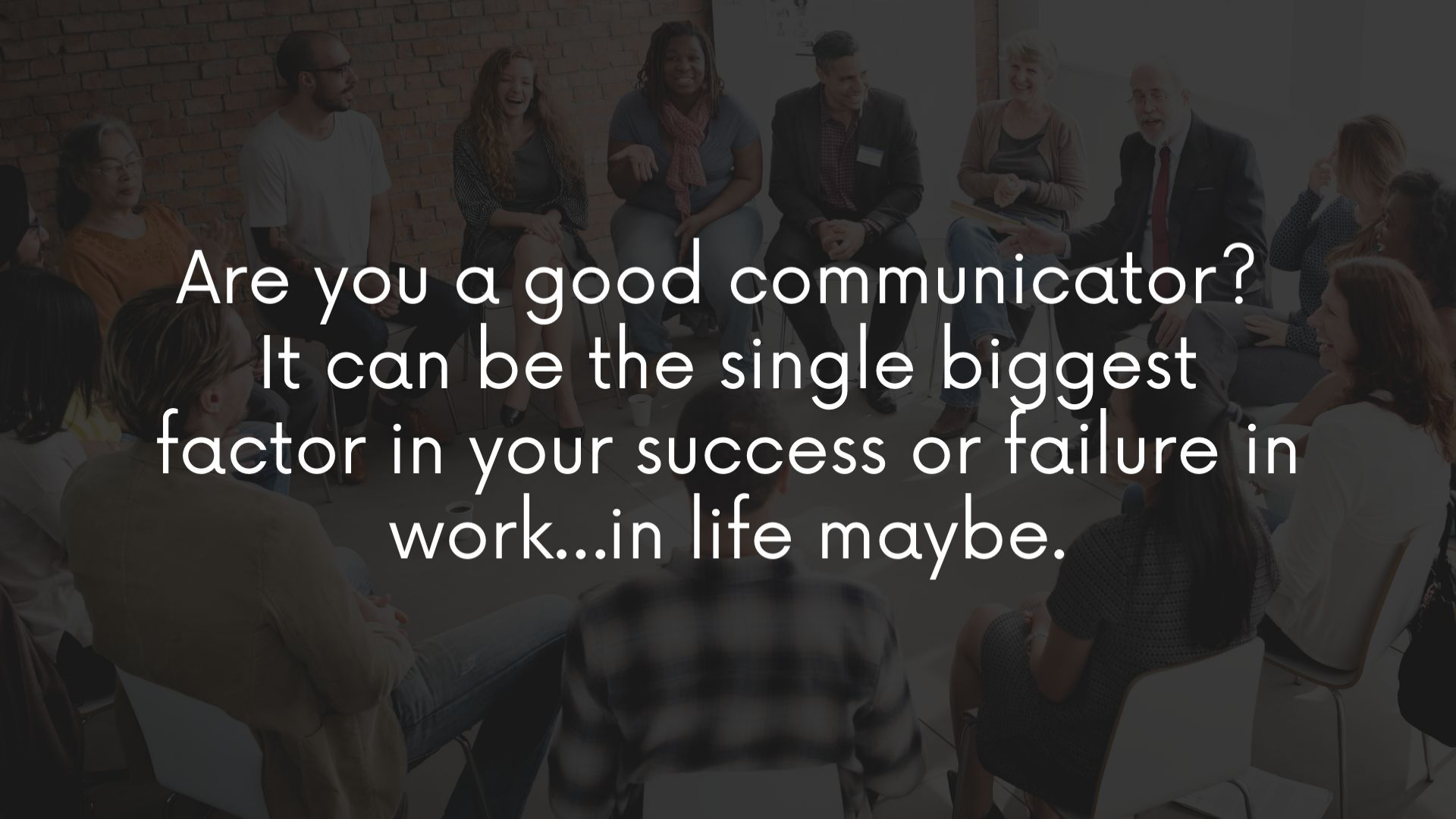
- COO of Keela a CRM designed for nonprofits
- BA Psychology, MBA
- 15 years building start ups
- Communication Style: **Director**

- 2 daughters (3 & 5 yrs old)
- 1 fur baby (11 year old boxer)
- Passion for sailing, reading



Structure of this workshop

- Teach the tool
- Describe the four styles of communication
- Breakout team exercise
- How to identify someone's dominant communication style
- How to manage your blindspots
- Scenario & brainstorm

A group of diverse people, including men and women of various ethnicities, are sitting in a circle on chairs. They appear to be in a meeting or a workshop, engaged in a discussion. The background is a brick wall. The image is dimmed, with the text overlaid in white.

Are you a good communicator?
It can be the single biggest
factor in your success or failure in
work...in life maybe.

Faster & Direct

Guarded &
Task Focused

Open &
People Focused

Slower & Indirect



Spectrums

Faster vs Slower

The speed at which they make decisions, analyze problems, speak, walk and talk.

Direct vs Indirect

Direct: Explicit communication. Clarity above all else!

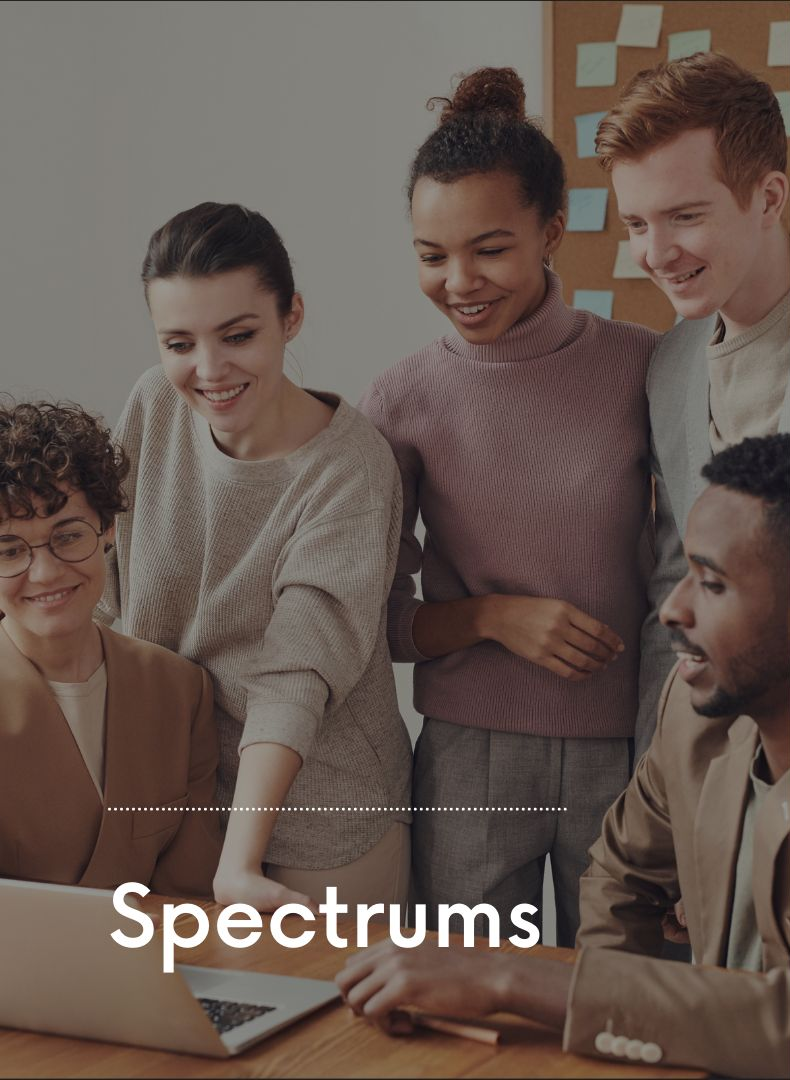
Indirect: Value politeness and compassion over clarity.

Faster & Direct

Guarded &
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Slower & Indirect



Spectrums

Guarded vs Open

The level to which they openly share their thoughts, feelings and wants.

Task Focused vs People Focused

Task Focused:

Considers the action required for completion of each step in the process.

People Focused:

Considers the people involved in the process: how they feel and are impacted along the way.

Faster & Direct

Director

Socializer

Every

Style

Guarded &
Task Focused

Open &
People Focused

Has its

Benefits

Thinker

Relator

Slower & Indirect



Not everyone will fit perfectly into one style!

In fact, most people fall somewhere along the spectrums mentioned before.

Focus on finding YOUR blindspots!

Faster & Direct

Director

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Directors

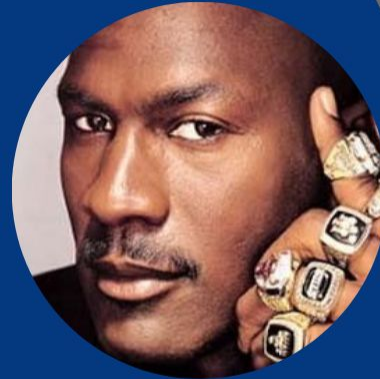
- Results-oriented
- A possibilities thinker
- Independent
- Ambitious

- Easily bored
- Driven & decisive
- Confident & competitive
- Takes charge

- Accepts responsibility
- Considers cost/benefit & the bottom line
- Plans with options & alternatives
- Likes a challenge

How to Identify a Director

- Fast talking
- Bold and confident
- Tells more than they ask
- Interrupts
- Not the best listener
- Can be abrupt
- Gets right to the point
- Multitasks when impatient...often impatient
- Give them a challenge, they will accept





"I haven't failed.
I've just found
10,000 ways
that won't work."

Thomas Edison

Thinkers

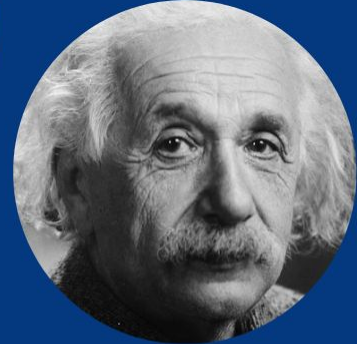
- Considers facts, data & details
- Private with personal information
- Critical thinker
- Organized

- Systematic
- Diplomatic
- Deliberate
- Conscientious

- Methodical problem solvers
- Perfectionist
- Precise & thorough
- Cautious

How to Identify a Thinker

- Is more formal
- Has less vocal variety
- Is focused
- Considers facts more than ideas
- Avoids sharing feelings
- May avoid direct eye contact
- Listens well
- Doesn't compliment or reassure the speaker
- May seem unenthused (even if they aren't)
- Slower paced and quieter than other styles
- Less hand/body gestures
- May not initiate conversation
- If you have a tough problem to solve, something the team really depends on, ask a Thinker for help, the quality of their solution will be off the charts.





Socializers

- Innovative & animated
- Energetic & spontaneous
- Fun-loving, risk-taker
- Relies on intuition

- Inspires & promotes
- Celebrates
- Expressive & persuasive
- Outgoing & self-assured

- Sensitive
- Includes others
- Influences
- Encourages

How to Identify a Socializer

- Talks a lot
- Has great vocal variety
- Animated
- Tells stories, often personal ones
- Shares their feelings and opinions
- Loud, dramatic and fast speaking
- Lots of hand and body movements
- Spontaneous





Relators

- Puts high priority on close relationships
 - Friendly, patient
 - Listens well
 - Calms & affirms others
-
- Is empathetic & sympathetic
 - Warm tone of voice
 - Considerate
 - Genuinely concerned
-
- Anticipates needs
 - Is stable, slow and steady
 - Self-controlled
 - Conscientious worker

How to Identify a Relator

- Asks lots of questions
- Listens to understand
- Listens well, smiles and nods encouragingly
- Reserves their opinions
- Is warm and less forceful
- Quieter, slower speech than other styles
- Intermittent eye contact
- Gentle handshake
- Patient





In order to
communicate
with me
effectively

DO

Eg. Tell me why

DON'T

Eg. Rush me

In order to communicate with a DIRECTOR effectively

DO

- Have deadlines
- Be specific
- Be quick and to the point
- Be direct
- Be clear
- Say what you really mean
- Explain the goal
- Give autonomy and freedom
- Tell us why!

DON'T

- Don't dilly dally
- Don't keep us out of the loop
- Don't be vague
- Don't repeat yourself!!!
- Don't speak too slowly
- Don't be too detailed. Focus on the goal

In order to communicate with a SOCIALIZER effectively

DO

- Be honest and open
- Value authenticity
- Express yourself clearly to us
- We don't get offended, be real
- Allow for time at the beginning/end to chat
- Take us seriously
- Tell us the whole story
- Keep it quick, summarize

DON'T

- Don't bore us
- Don't have low energy
- Don't talk too long without letting us contribute
- Don't dismiss us
- Don't take us too seriously
- Don't speak slowly
- Don't get into ALL the details, give us the big picture

In order to communicate with a THINKER effectively

DO

- Allow us time to process
- Give us space to think
- Be open to our feedback and suggestions
- Trust we have thought through everything
- Give us all the details! Don't miss anything
- Show us validation as we speak
- If we are quiet, don't get offended, we are thinking
- Let us change our mind
- Communicate your expectations clearly
- Give us MORE than the big picture

DON'T

- Don't rush us
- Don't interrupt us!
- Don't pressure us about deadlines
- Don't change the plan last minute, or ever if possible
- Don't add variables halfway through
- Don't dismiss our thoughts
- Don't ignore facts and logic
- Don't leave things vague & ambiguous

In order to communicate with a RELATOR effectively

DO

- Seek mutual agreement on goals & deadlines
- Be adaptable
- Show sincere interest
- Communicate openly & respectfully
- Share relatable examples
- Give us time to prepare
- Show sincere interest in us as a person
- Invite everyone's thoughts in a meeting
- Make time to really listen
- Check in with us often
- Be nice!

DON'T

- Don't multitask while we're talking to you
- Don't rush us
- Don't speak over us
- Don't be rude
- Don't ignore emotions, they matter
- Don't shut down someone's idea before listening to it all
- Don't pressure us
- Don't disrespect others
- Don't discount our prior commitments



Socializer




Thinker



Director



Relator



How Unintentional Friction Occurs on Teams

Director Do's

- Have **deadlines**
- Let me **multitask**
- Be specific
- **Be quick and to the point**
- **Be Direct**
- Be Clear
- Say what you really mean
- Explain the goal
- Give autonomy and freedom
- Tell me why!

Relator Don'ts

- **Don't multitask** while I'm talking to you
- **Don't rush me**
- Don't speak over me
- **Don't be rude**
- Don't ignore emotions, they matter
- Don't shut down someone's idea before listening to it all
- **Don't pressure me**
- Don't disrespect others
- Don't discount my prior commitments



How Unintentional Friction Occurs on Teams

Socializer Do's

- **Be honest and open**
- Value authenticity
- Express yourself clearly to us
- We don't get offended, be real
- **Allow for time at the beginning/end to chat**
- **Keep it fun and entertaining**
- Tell us the whole story
- **Keep it quick, summarize**

Thinker Don'ts

- **Don't rush us**
- Don't interrupt us!
- Don't pressure us about deadlines
- **Don't make things personal**
- Don't change the plan last minute, or ever if possible
- Don't add variables halfway through
- **Don't get off track, focus on the problem**
- Don't dismiss our thoughts
- Don't ignore facts and logic
- **Don't leave things vague & ambiguous**



Your Strengths

Director's Strengths

- ✓ Makes fast decisions when that's what's needed.
- ✓ Takes the lead, when others hesitate.
- ✓ Gets things done!
- ✓ Takes action!

Relator's Strengths

- ✓ Includes others, makes the team feel respected.
- ✓ Is aware of unhappy team members before it's too late to help.
- ✓ Can foresee problems with people before they occur.



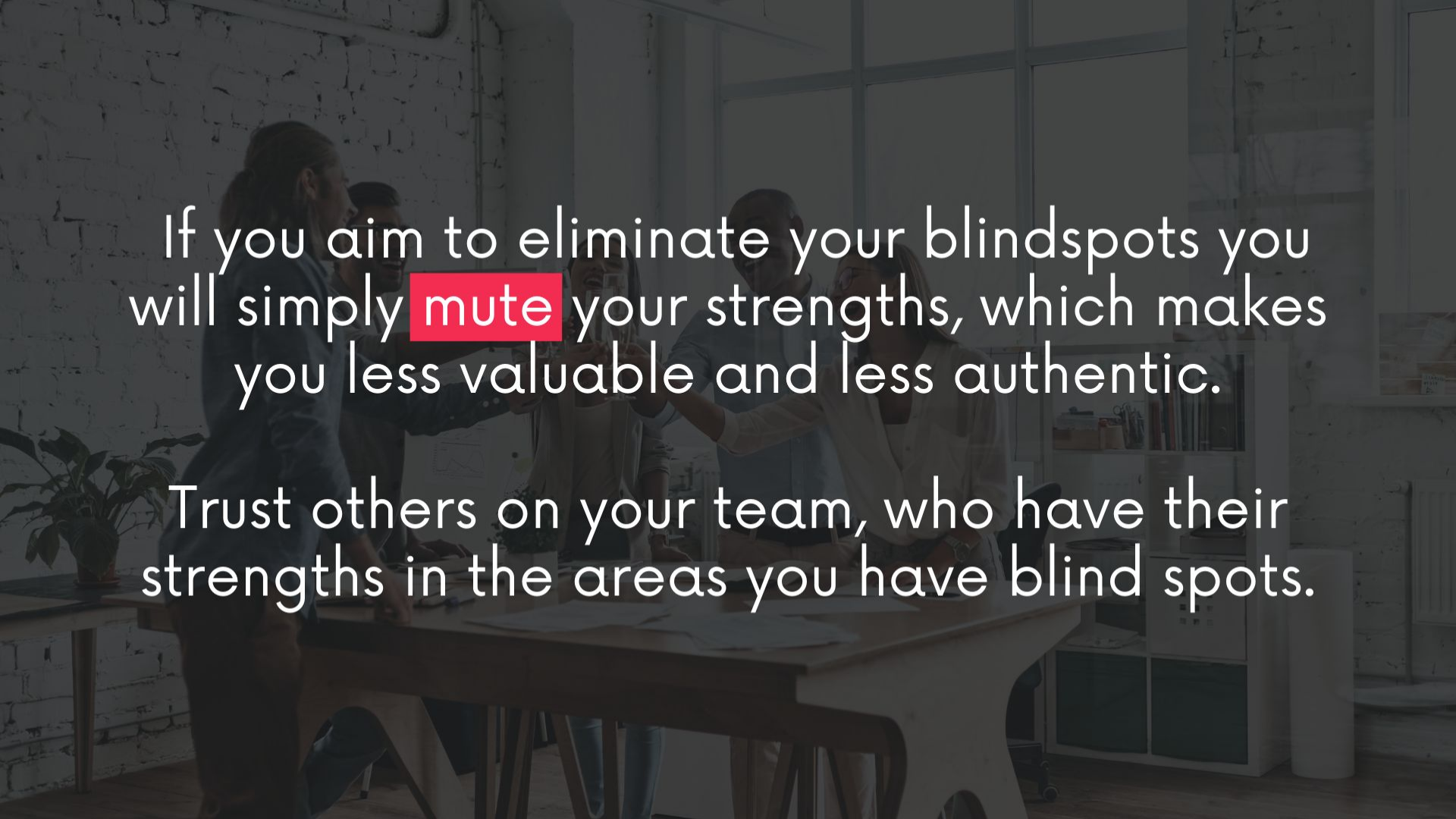
Your Strengths

Socializer's Strengths

- ✓ Inspire others to get involved and connect to a mission or goal.
- ✓ They can sell a vision.
- ✓ They keep things fun and energy high.

Thinker's Strengths

- ✓ They solve complex problems with quality solutions.
- ✓ They find the right answer.
- ✓ They can work at a problem for hours or days without getting bored.

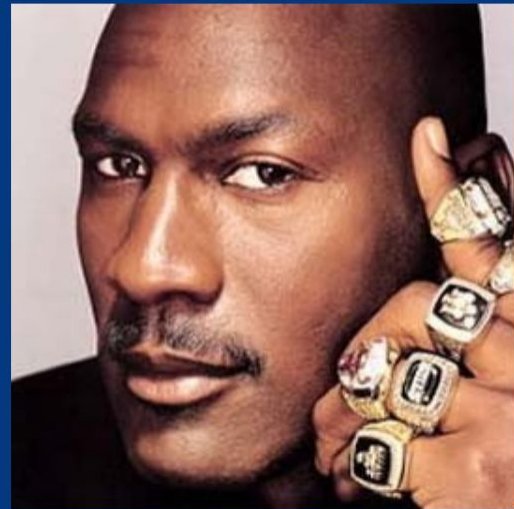
A group of people in a meeting room, with the word 'mute' highlighted in red.

If you aim to eliminate your blindspots you will simply **mute** your strengths, which makes you less valuable and less authentic.

Trust others on your team, who have their strengths in the areas you have blind spots.

Director's Blind Spots

- Can ignore and undervalue feelings
- Can miss signs or indirect communication
- They can get wrapped up in being so busy, they lose sight of the purpose
- Impatient working with others
- Make decisions before having enough info



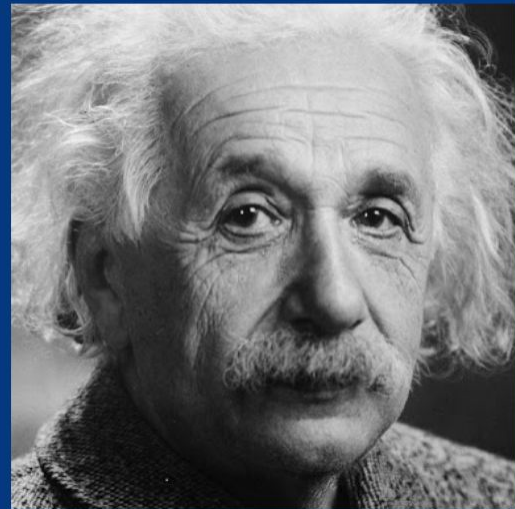
Socializer's Blind Spots

- They can miss details
- They can miss deadlines getting wrapped up in a story/chat
- They can start things they don't finish
- They can pull meetings off track
- They can distract others from staying on task



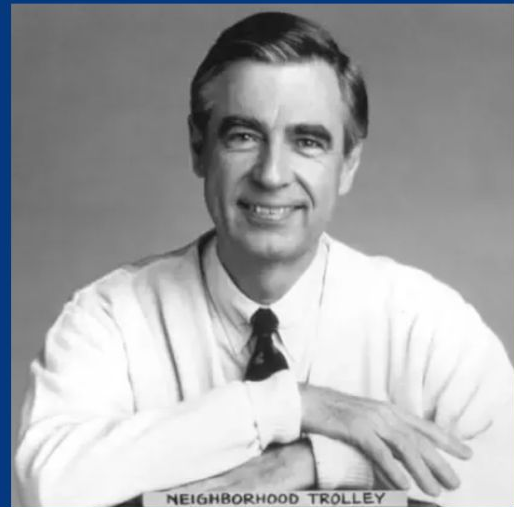
Thinker's Blind Spots

- They can become stuck over-analyzing things
- Can feel they never have enough info to make the decision
- They convey little enthusiasm for other's ideas even if they like them
- They can be risk-averse when risks are required



Relator's Blind Spots

- Can frustrate others with their need to consider feelings
- Can take too long to take action
- Can become overwhelmed trying to avoid conflict/maintain peace
- Can hesitate when action is needed



Faster & Direct

Director

Socializer



Guarded &
Task Focused

Open &
People Focused

Slow me down and
make me think
through things
more carefully.

Thinker

Relator



Can help get
things done.
Check things off
their lists and
move initiatives
forward.

Help them make faster
decisions, push them to get
things done and to know
when they have enough info
for the decision at hand.



Be more people focused,
understand the value of
emotion, connection and
building rapport.

Slower &
Indirect

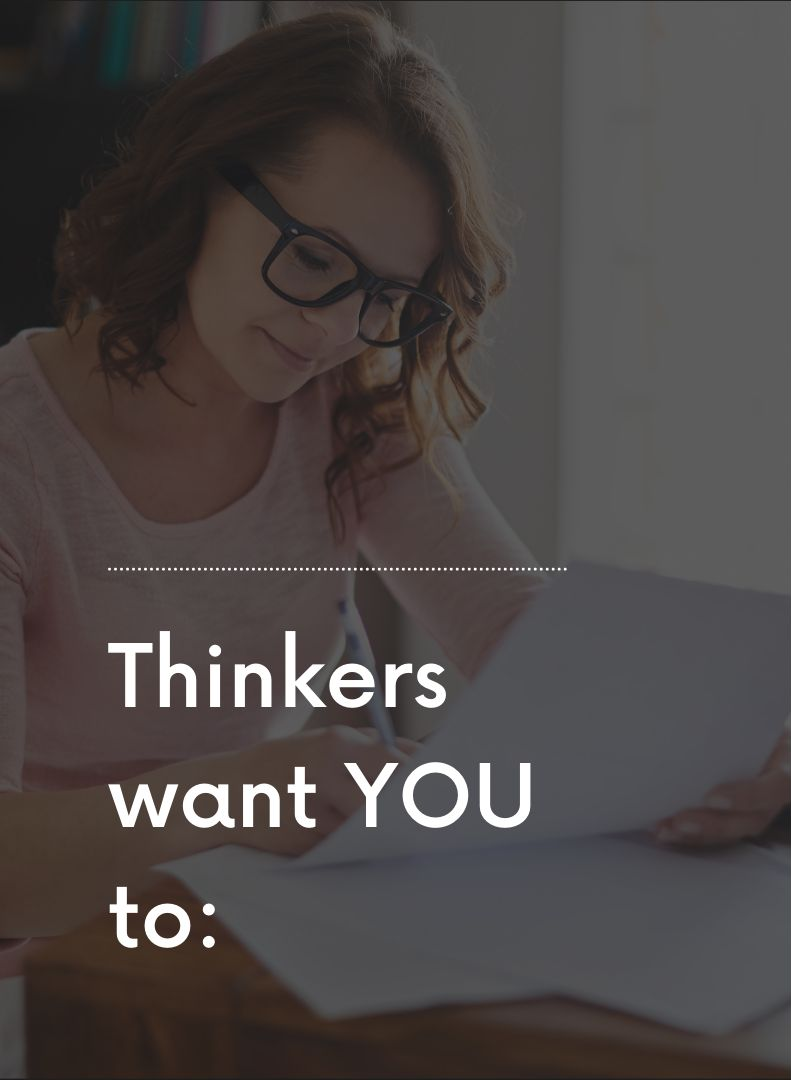


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**Directors
want YOU
to:**

- Be fast!
- Get to the point
- Be confident, direct and structured
- Have a solution in mind
- Present your solution, don't wait to be asked
- Be efficient
- Stay focused

They want you to support their GOALS

A woman with glasses is shown from the chest up, looking down at a document she is writing on. The image is dimmed and serves as a background for the text on the left side of the slide.

**Thinkers
want YOU
to:**

- Be thorough!
- Use logic and reason
- Refrain from making quick changes to a plan
- Give them time to prepare
- Respect their process
- Give them time to think!
- Respect their personal boundaries

They want you to support their THOUGHTS

A woman with glasses is looking down at papers on a desk. The image is dimmed and serves as a background for the text on the left side of the slide.

Relators
want YOU
to:

- Ask them about their ideas and opinions
- Never rush them
- Ask them about their family, friends, weekend...
- Give them time to prepare
- Take time to get to know them
- Confide in them
- Speak authentically
- Trust them

They want you to support their FEELINGS



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Socializers
want YOU
to:

- Motivate them with principles, goals & causes
- Entertain them
- Don't bore them!
- Tell them a story
- Keep things fun and moving along
- Share your ideas & feelings with them
- Show your enthusiasm for their ideas

They want you to support their IDEAS



Who is having
this
conversation?

Speaking Styles:

Kyle, slower and concise. Paul, fast and impatient

K- "Hey Paul, How was your weekend?"

P- "Good Kyle, what's up?"

K- "I wanted to run something by you, can we schedule a time to chat?"

P- "Sure, now works, what's up?"

-They move to a meeting room-

K- "So how did your son do at that baseball game?"

P- "Uhhhh good, what did you want to discuss?"

K- *Visibly flustered*..."Oh...oh uh ya, I wanted to suggest we go a new direction with the way we approach the client, I really feel they will want more information before we ask them to commit to the project the way it is, I am concerned we may lose them if we push them too soon"

P- "Oh no I don't think so, can't hurt to just ask them... is that it?"

K- "Yes thanks for your time"

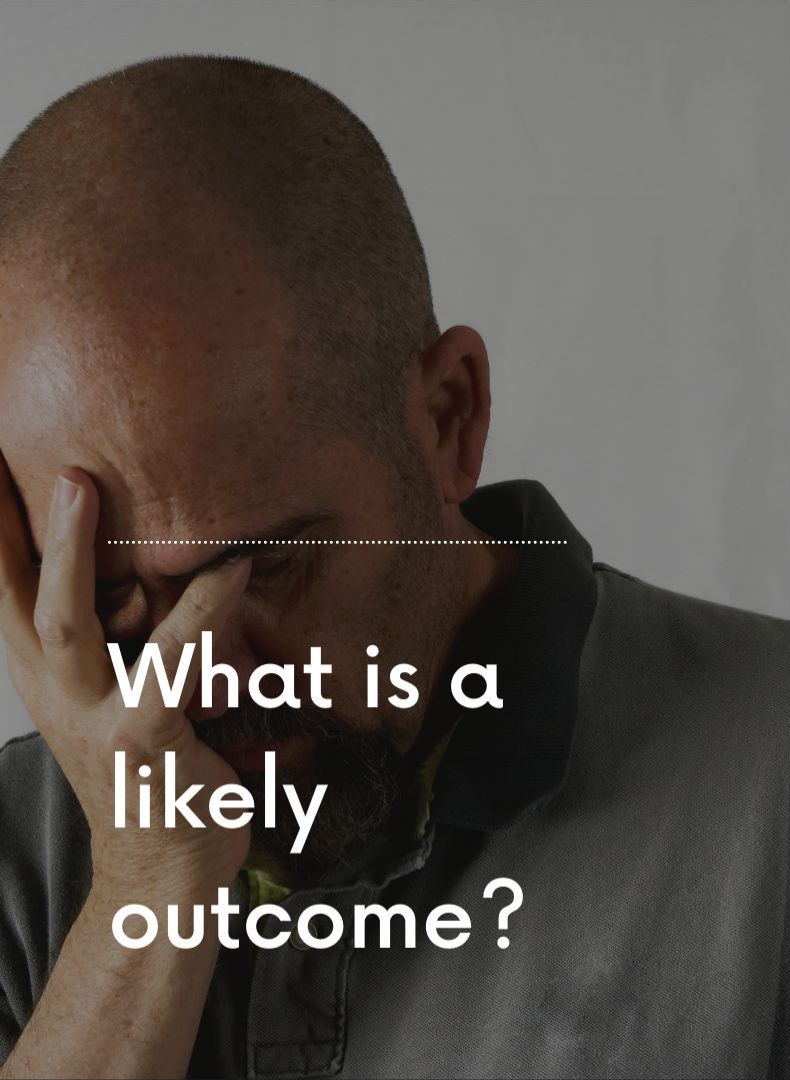
How are Paul and Kyle Feeling?

RELATOR Kyle is feeling:

- Rushed
- Frustrated Paul didn't listen
- Unsure of how to get through to Paul
- Unsupported
- Trust and rapport was weakened

DIRECTOR Paul is feeling:

- Irritated
- Slightly annoyed Kyle wasted his time
- Wished Kyle had just told him directly
- Already thinking about something else
- Paul may hesitate to bring things to Kyle in the future for fear of it taking too long on irrelevant things



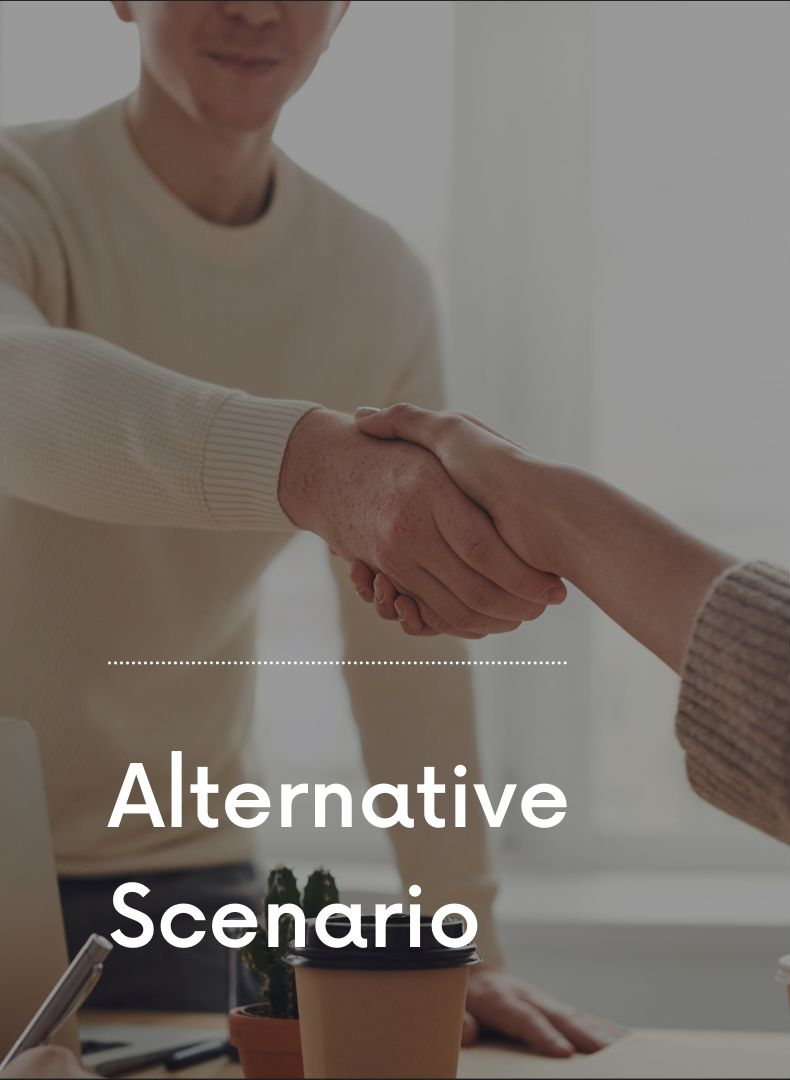
What is a
likely
outcome?

They lose the client.

Kyle saw the nuances in their behaviour, and he was able to ascertain how the client felt. This is a blindspot for Paul.

Instead of leaning on Kyle to help with his blindspots, Paul will avoid working with him because he finds him frustrating.

Kyle does not push for his feelings to be validated, so the plan goes ahead.



Paul recognizes that Kyle is a Relator and may be able to offer insight into something he knows he has a blind spot around.

He makes the time to listen and acknowledge Kyle's idea, even if the delivery takes longer than he would like.

Kyle knows Paul is a Director and works to get right to the point, even comes prepared with some suggested action items.

Kyle could lean on Paul to help present his idea in a way the rest of the executive team (most of whom are Directors) will hear it.

They keep the client.

Alternative Scenario

Annual Company Roadmap Meeting

The Management team of eight is made up of:

- 4 Directors
- 0 Relators
- 1 Thinker
- 3 Socializers

What gets done well:

Where might the blindspots be:

Annual Company Roadmap Meeting

The Management team of eight is made up of:

- 1 Director
- 4 Relators
- 5 Thinkers
- 1 Socializer

What gets done well:

Where might the blindspots be:

A group of diverse people, including men and women of various ethnicities, are smiling and stacking their hands in a circle. The image is dimmed with a dark blue overlay. The text is centered over the hands.

The best decisions are made with
input from all.

A dimly lit photograph of two women sitting at a round table in what appears to be a meeting or office setting. The woman on the left is smiling and looking towards the other woman. The woman on the right is seen from the back, looking towards the first woman. The background shows a window with a view of a city. The overall tone is professional and collaborative.

Each style has its strengths
& its **BLINDSPOTS**.



Your **power** comes from recognizing your strengths, being aware of your blindspots & collaborating to be better.