EFFECTIVE COMMUNICATION: MOTIVATION, IMPACT AND BEING HEARD
OUTLINE

• Motivation: *EQ & Leadership*
• Impact of Communication Style
• What’s your Style?
• Strengths & Supports
• Communicating with Other Styles
• References
EQ or "Emotional Intelligence" first appeared as a concept in 1940 (David Wechsler) and was made famous by Daniel Goleman in his landmark 1995 book "Emotional Intelligence" (Salovey and Mayer, 1990) 

“Emotional intelligence refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and our relationships.”

Daniel Goleman, Working with Emotional Intelligence, 1998
“Rigidity, poor relationships, and inability to lead teams are the most common traits of executives who derail.”
Center for Creative Leadership Study

“Managers who derailed all had high levels of expertise and intelligence but many were arrogant and had a disdain for teamwork.”
Egon Zehender Study

A study of 100’s of executives at 15 global organizations (Pepsi, IBM, Vovlo, etc.) found that 2/3 of the competencies essential for success were emotional competencies.
Hay McBer Study

An analysis of 181 jobs in 121 organizations found that emotional competencies were the best differentiators between star performers and typical performers.
Daniel Goleman
WHAT IS EMOTIONAL COMPETENCE?

Structure of Emotional Competence¹

- Self-Awareness
- Self-Management
- Social Awareness
- Relationship Management

- Emotional Intelligence is not as fixed as IQ.
- EQ can develop or improve over time.
- Participating in training, coaching, and feedback can significantly improve your EQ.

¹ Primal Leadership, Daniel Goleman, HBS Press: 2002
HOW DO COMMUNICATION STYLES LINK TO EQ?

Knowing Your Communication Style and that of those around you helps you address three of the four Emotional Competencies:

- **Self-Awareness**
- **Self-Management**
- **Relationship Management**
UNDERSTANDING YOUR COMMUNICATION STYLE IMPACTS

Self-Awareness & Self-Management:
- How you respond to conflict
- What motivates you
- What causes you stress
- How you solve problems

UNDERSTANDING OTHERS’ COMMUNICATION STYLE IMPACTS

Relationship Management:
- Facilitates teamwork
- Improves interactions
- Helps you manage others more effectively
- Assists you in responding more efficiently
WHAT’S YOUR STYLE?  

- **Dominance**
  - Shape the environment by overcoming opposition to accomplish results
  - **Priorities:** Get immediate results, take action, challenge self and others

- **Influence**
  - Shape the environment by influencing or persuading others
  - **Motivation:** Social recognition, disapproval, loss of influence, being ignored

- **Steadiness**
  - Cooperate with others within existing circumstances to carry out the task
  - **Displays:** Patience, team player, calm approach, good listener, humility

- **Conscientiousness**
  - Work conscientiously within existing circumstances to ensure quality and accuracy
  - **Avoids:** Social criticism, slipshod methods, errors

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### TAKE THE COMMUNICATION STYLE SURVEY!

Rank the words in each row from 1 – 4 with 1 = word that describes you the least, 4 = word that describes you the most. Total each column.

<table>
<thead>
<tr>
<th>Decisive</th>
<th>Optimistic</th>
<th>Reserved</th>
<th>Deliberate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal Driven</td>
<td>Self-Promoting</td>
<td>Serene</td>
<td>Perfectionist</td>
</tr>
<tr>
<td>Daring</td>
<td>Impulsive</td>
<td>Predictable</td>
<td>Systematic</td>
</tr>
<tr>
<td>Takes Charge</td>
<td>Emotional</td>
<td>Comfortable</td>
<td>Courteous</td>
</tr>
<tr>
<td>Demanding</td>
<td>Influential</td>
<td>Peaceful</td>
<td>Restrained</td>
</tr>
<tr>
<td>Forceful</td>
<td>Persuasive</td>
<td>Complacent</td>
<td>Diplomatic</td>
</tr>
<tr>
<td>Risk Taker</td>
<td>Sociable</td>
<td>Content</td>
<td>Practical</td>
</tr>
<tr>
<td>Adventurous</td>
<td>Spontaneous</td>
<td>Relaxed</td>
<td>Organized</td>
</tr>
<tr>
<td>Direct</td>
<td>Upbeat</td>
<td>Even Keel</td>
<td>Serious</td>
</tr>
<tr>
<td>Argumentative</td>
<td>Fun-Loving</td>
<td>Patient</td>
<td>Logical</td>
</tr>
<tr>
<td>Control</td>
<td>Enjoys Change</td>
<td>Harmonious</td>
<td>Orderly</td>
</tr>
<tr>
<td>Variety</td>
<td>Non-structured</td>
<td>Routine</td>
<td>Structured</td>
</tr>
<tr>
<td>Self-Reliant</td>
<td>Enthusiastic</td>
<td>Team Person</td>
<td>Analytical</td>
</tr>
<tr>
<td>Total:___________</td>
<td>Total:___________</td>
<td>Total:___________</td>
<td>Total:_________</td>
</tr>
</tbody>
</table>
Look at the four column totals for your survey. The two highest totals represent your primary strengths (sometimes people have three totals that are very close together instead of just two). The first column measures “Dominance” style, the second column measures “Influence” style, the third column measures “Steady” style and the fourth column measures “Conscientious” style.

Now that you know your communication style preferences, let learn what strengths they give you, how they impact your motivation, the types of support skills you need to seek in others, and what items you can work on to improve your skills!
**SURVEY SUMMARY**

**Dominance**
Direct, Daring, Domineering, Demanding, Risk-Taker, Adventurous, Decisive

**Influencing**
Enthusiastic, Impulsive, Emotional, Self-Promoting, Trusting, Influential, Sociable

**Conscientiousness**
Perfectionist, Accurate, Diplomatic, Systemic, Courteous, High Standards

**Steadiness**
Peaceful, Patient, Loyal, Predictable, Team-Person, Serene, Possessive, Reserved

**Task-Focused**
Fast-Paced

**People-Focused**
Moderate-Paced
STRENGTHS AND SUPPORTS

Dominance

- **Strengths:** Results-oriented, Decisive, Direct, Takes Charge, Questions the Status Quo, Problem Solver, Competitive, Accepts Challenges

- **Ideal Environment:** Power, prestige, authority, individual accomplishment, wide scope, direct responses, advancement opportunities, freedom from controls

- **Needs Support Personnel who:** Consider all options before making decisions, calculate risks, are cautious, provide a predictable environment, are fact finders, and highlight the needs of others

- **Areas for Growth:** Think before talking, understand need for people, don’t juggle too many balls, communicate reasons for conclusions, relate to the group, listen to others, pace self and relax more
STRENGTHS AND SUPPORTS

**Influence**

- **Strengths**: Makes favorable impressions, connects with people, create motivational environment, generates enthusiasm, optimistic viewpoints, group work

- **Ideal Environment**: Popularity and social recognition, socializing outside of work, democratic relationships, freedom, motivating and persuading, teams

- **Needs Support Personnel who**: Are task-oriented, fact finders, direct, respect sincerity, systematic, logical, organized, and think before they speak

- **Areas for Growth**: Time management, objectivity in decision-making, stick to decisions, directness, realistic assessments, focus on task deadlines and priorities, increase firmness
STRENGTHS AND SUPPORTS

Steadiness

- **Strengths**: Performs predictably and consistently, patient, loyal and good listener, specialized skills, helping others, calming excited people, creating a stable & harmonious work atmosphere

- **Ideal Environment**: Peace and maintaining status quo, predictability, strong work/life balance, appreciation for their work, group interaction, minimal conflict, conditioning prior to change

- **Needs Support Personnel who**: React quickly and can work well in uncertain environments, are good multi-taskers, self-promoters, can put pressure on others when needed, have attention to detail, and are able to prioritize

- **Areas for Growth**: Risk-taking, understand how effort contributes to bottom line, encouragement & creativity, more direct in responses, avoid passive aggressive behavior
Conscientiousness

- **Strengths**: Attention to details, analytical thinking, diplomatic, subtle/indirect approaches to conflict, checks for accuracy, systematic approaches

- **Ideal Environment**: Clear performance expectations, high quality, control over factors affecting performance, ability to ask “why”, recognition

- **Needs Support Personnel who**: Can delegate, are quick decision makers, use policies only as a guideline, state unpopular positions, initiative and facilitate discussions, and encourage teamwork

- **Areas for Growth**: Understand performance objectives, ask for feedback on performance, respect people’s personal worth as much as achievements, develop tolerance for conflict
STOP AND THINK OF THOSE AROUND YOU

- Peers
- Staff
- Administrators
- Collaborators
- Students
- Family

 Dominance
Direct, Daring, Domineering,
Demanding, Risk-Taker,
Adventuresome, Decisive

 Influencing
Enthusiastic, Impulsive,
Emotional, Self-Promoting,
Trusting, Influential, Sociable

 Task-Focused

 Fast-Paced

 People-Focused

 Moderate-Paced

 Conscientiousness
Perfectionist, Accurate,
Diplomatic, Systemic,
Courteous, High Standards

 Steadiness
Peaceful, Patient, Loyal,
Predictable, Team-Person,
Serene, Possessive,
Reserved
COMMUNICATING WITH OTHERS

High “D” People
- Be logical, direct, to the point, brief
- Stick to business
- Highlight data important to the situation (don’t overuse)
- Focus on win/win situation

High “C” People
- Focus on task, not people side
- Supply supporting data to answer “whys”
- Focus on quality
- Have an organized approach
COMMUNICATING WITH OTHERS

High “I” People
- Allow for a few minutes of “social” time at the beginning
- Focus on the impact on the people
- Don’t get into details too much – give enough to get the point across
- Give responses quickly

High “S” People
- Be patient – they need time to internalize
- Involve them early in discussions
- Ask for their opinions – especially if high “D’s” are around
- Describe the benefits for them
QUESTIONS?
References:

“Emotional Intelligence,”

“Daniel Goleman,”

Dattner, Ben, “Succeeding With Emotional intelligence,”


“What is DiSC©?”, Inscape Publishing Company,