

II. Second Person Focus

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At the end of this segment, you will be able to:

- Identify the different communication styles
- Use this knowledge over the phone to achieve results.
- Use this knowledge to relate better to customers

A Introduction

People communicate in predictable patterns. There are clues in what people say and do that can give you a clear idea of these patterns. Each person has a communication pattern that is a "comfort zone."

In order to have a good working relationship with customers, prospects, managers, co-workers, and others, you need to discover the typical needs and expectations of each pattern. This section introduces you to the four basic patterns or styles.

Each of us possesses one of the four styles in a dominant manner. While you will "see" yourself in more than one style, one pattern will resemble your pattern of communication more than the others.

Often you will find your style different at home than at work. Sometimes it is necessary to adopt a different style at work. Your style is more authentic in your personal interactions. All four styles are good. One is not better than another. Each style, as you will learn, has strengths and weaknesses. It is your challenge to enhance your strengths and work to eliminate the weaknesses.

Discovery Time

Below are two sets of phrases that describe a pattern of one who displays more self-control or more emotion. Circle the phrase that describes your behavior in each column. Pick one phrase in each line.

Control

Display

Independent	Warm, approachable
Cautious in speaking	Impulsive in speaking
Discipline about time	Undisciplined about time
Factual	Opinions
Formal	Informal
Careful actions	Dramatic actions
Strict/disciplined	Permissive
Rational decision maker	Emotional decision maker
Demanding of others & self	Easygoing with others
Impersonal & business like	Personal & friendly
Indifferent to other's feelings	Sensitive to other's feelings
Reserved in social settings	Casual in social settings
Cool, critical	Understanding & sympathetic

Count the number in each column that you have circled. Then circle either Control or Display depending on which had more selections that you identified.

CONTROL

DISPLAY

Below are two sets of phrases that describe a pattern of one who displays a behavior of “telling” (running the show), or “asking” (being part of the team.) Circle the phrase that describes your behavior in each column. Pick one phrase in each line.

Asking

Telling

Supportive	Directive
Avoids using power	Uses Power
Cooperative	Makes statements
Deliberate actions	Competitive
Avoids risks	Risk taker
Quiet	Aggressive
Moderate opinions	Strong opinions
Go along with opinions	Take charge attitude
Reserved	Active Ambitions
Easy going	Intense
Keeps thoughts to self	Makes presence known
Avoids imposing on others	Shares thoughts
Will talk is there is a need	Likes to know what’s going on
Supportive	Challenging

Circle one of the following

Asking

Telling

Understanding Behaviors

Now, go back and find the two words you circled at the bottom of pages 17 and 18.

Check which category you resemble more closely.

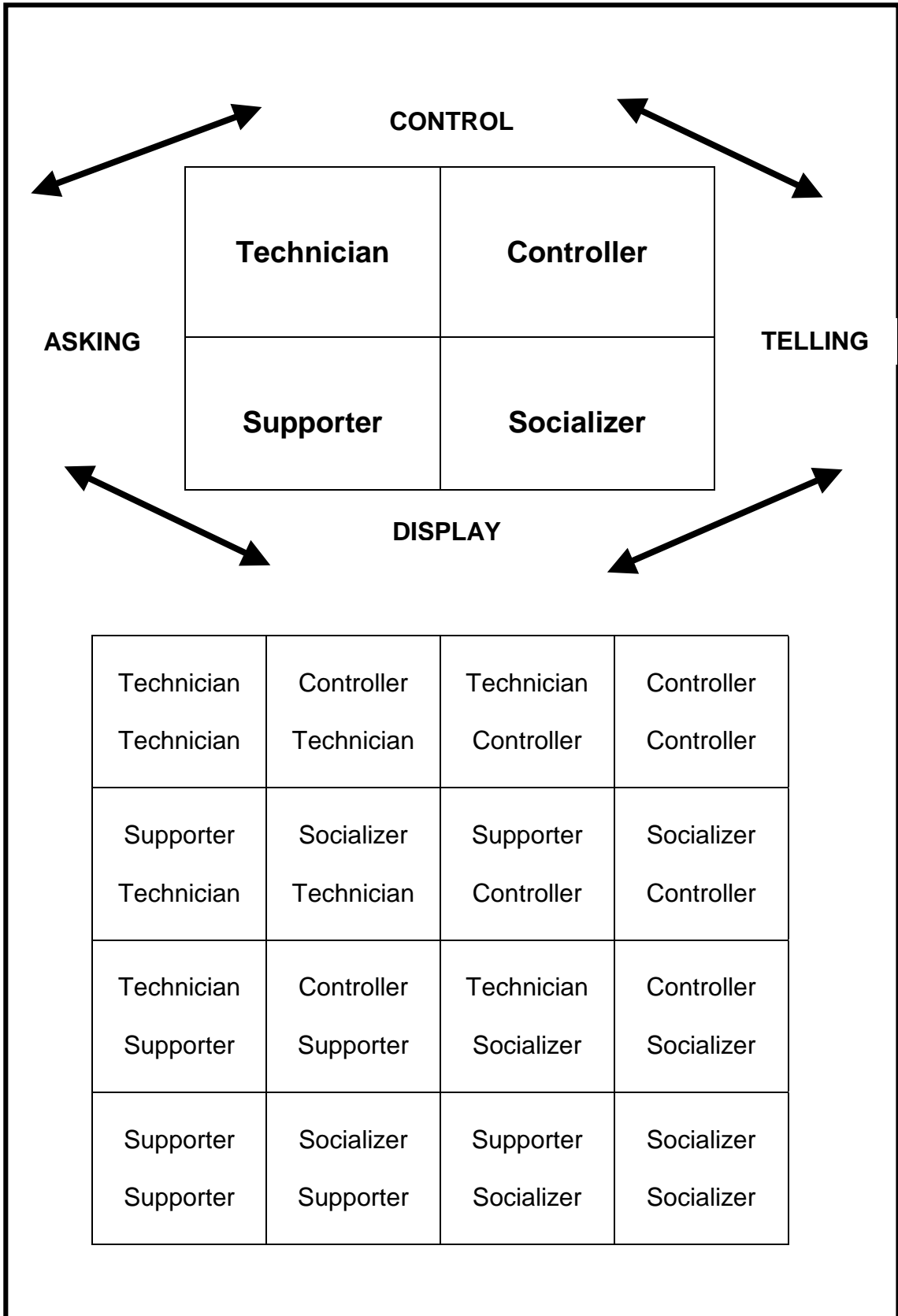
If you checked control-telling, you tend to be a Controller.

If you checked control-asking, you tend to be a Technician.

If you check display-telling, you tend to be a Socializer.

If you checked display-asking, you tend to be a Supporter

Write your communications style below.



B. Where Do You Fit?

Behavior is usually predictable. People depend upon this consistent behavior in relating to others. A short description of each of the communication behaviors is helpful in understanding your self and others.

CONTROLLER

SUPPORTER

SOCIALIZER

TECHNICIAN

What is our dominant communication style? (Refer to page 18)

What is your back-up style? _____

Identify the styles of three people with whom you often communicate?

A co-worker: _____

Your significant other: _____

Your Manager: _____

C. The Two-Sided Coin

CONTROLLER	Determined Thorough Decisive Responsible	Pushy Dominating Harsh Severe
SUPPORTER	Supportive Respectable Dependable Willing	Conforming Hesitant Undisciplined Emotional
SOCIALIZER	Personable Stimulating Enthusiastic Dramatic	Opinionated Excitable Reactive Unpredictable
TECHNICIAN	Persistent Serious Orderly Industrious	Uncommunicative Indecisive Stuffy Exacting

D. The Right Card

It is important to have a clear picture of the needs of each style. This will enable you to adapt your communications more to the needs of the person you are interacting with. Each style has specific needs that must be addressed.

Controller:

Be very businesslike. Let him/her make the decisions. Support their ideas - not them personally. No small talk. To influence decisions, provide alternative actions with grief supporting analysis. Be good, be brief, and be gone. **ABOVE ALL BE** efficient and competent.

Supporter:

Show a personal interest. Assure him/her that you can be trusted. Offer suggestions. Allow them time to trust you. Move along in an informal, slow manner. Show that you are "actively" listening. Provide personal assurances that any actions will involve a minimum of risk. **ABOVE ALL BE** warm and sincere.

Socializer:

Give the person recognition. Support their opinion, ideas, and dreams. Don't argue. Control the conversation, Specific objectives. Summarize in writing who is to do what, where, when. Be entertaining and fast moving. Use testimonials and incentives to positively affect decisions. **ABOVE ALL BE** interested in them.

Technician:

Be factual and specific. Pay attention to detail. Listen patiently. Have your facts in front of you. They need time to analyze. Praise thoroughness. Demonstrate through actions rather than words. List advantages and disadvantages of any plan. Provide solid, tangible factual evidence. Provide guarantees that actions can't backfire. **ABOVE ALL BE** thorough and well prepared.

E. Observable Characteristics

Style	Verbal Words	Vocal (Tone of voice)	Visual Body language)
Controller	Tells more than asks; Talks more than listens; Lots of verbal communication; Makes emphatic statements; Blunt and to the point.	More vocal variety; More forceful tone; Communicates readily; High volume, faster speech; Challenging voice intonation	Firm handshake; Steady eye contact; Gestures to emphasize points; Displays impatience; fast moving
Supporter	Asks more than tells; Listens (more than talks) Reserves opinions; Less verbal communication	Steady, warm delivery; Less forceful tone; Lower volume; slower speech	Intermittent eye contact; Gentle handshake; Exhibits patience; slower moving
Socializer	Tells stories, anecdotes; Shares personal feelings; Informal speech; Expresses opinions readily; flexible time perspective; Digresses from conversation	Lots of inflection; More pitch variation; More variety in vocal quality; Dramatic; High volume; Fast speech	Animated facial expressions; Much hand/body movement; Contact oriented; Spontaneous actions
Technician	Fact and task-oriented; Limited sharing of feeling; More formal and proper; focused conversation	Little inflection; Few pitch variations; Less variety in vocal quality; Steady, monotone delivery; Low volume, slow speech	Few facial expressions; Non-contact oriented; Few gestures

F. A Capsule

This chart will help you understand:

3. What a person with a given style is wanting when you speak with him or her for the first time.
4. How you can win the person's confidence.
5. How to achieve your objectives.

Description	Controller	Supporter	Socializer	Technician
Looking for:	Qualifications and facts (what it does, costs, and by when)	Affects them personally	How it will enhance their status	How they can justify it logically/how it works
Communicate with:	Convictions	Warmth	Flair	Accuracy
Save them:	Time	Conflict	Effort	Embarrassment
For decisions provide:	Options/analysis	Assurance/service	Testimonials	Documentations
They like you to be:	To the point	Pleasant	Stimulating	Precise
Support their:	Goals	Feeling	Ideas	Procedure
Environment that is:	Businesslike	Personal	Enthusiastic	Serious
Keep this pace:	Fast/decisive	Slow/relaxed	Fast/spontaneous	Slow/systematic
Use time to:	Act efficiently	Develop relationship	Enjoy the interaction	Ensure accuracy
Letters should be	Short & to the point	Warm & Friendly	Informal & dramatic	Detailed & precise
On the phone be:	To the point	Warm & pleasant	Conversational	Precise & formal

G. Behavioral Flexibility

Controllers need to:

Supporters need to:

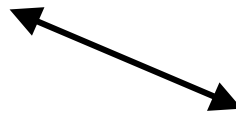
Socializers need to:

Technicians need to:

H. Style Modification

If you are a Controller or a Technician and are communication with a Supporter or a Socializer:

Increase your **display** side



Decrease your **control** side

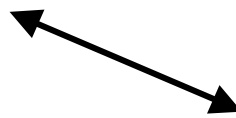
Remember to:

1. Verbalize feelings
2. Pay personal compliment.
3. Be willing to spend time on the relationship
4. Use more friendly non-verbal language (smile more)

Technician	Controller
Socializer	Technician

If you are a Supporter or a Socializer and are communication with a Controller or a Technician:

Increase your **control** side



Decrease your **display** side

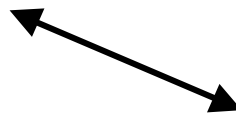
Remember to:

1. Talk less
2. Restrain your enthusiasm
3. Make decisions based on facts
4. Acknowledge the thoughts of others

Technician	Controller
Socializer	Technician

If you are a Controller or a Socializer and are communication with a Supporter or a Technician:

Increase your **asking** side



Decrease your **telling** side

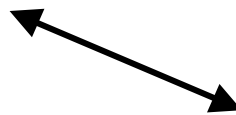
Remember to:

1. Ask for the opinions of others
2. Negotiate decisions, listening to the ideas of others.
3. Listen without interrupting
4. Adapt to the time need of others (slow down)
5. Allow others to assume leadership more often

Technician	Controller
Socializer	Technician

If you are a Supporter or a Technician and are communication with a Controller or a Socializer:

Increase your **telling** side



Decrease your **asking** side

Remember to:

1. Get to the point
2. Volunteer information
3. Be willing to disagree
4. Act on your convictions
5. Initiate conversations

Technician	Controller
Socializer	Technician

Success Strategies

My communication style is: _____

My problem communication style usually is: _____

Things I need to remember about my “problem style” that will help.

1. _____
2. _____
3. _____
4. _____
5. _____

J. The Telephone

Controllers:

Supporters:

Socializers:

Technicians:
