

# *The CHAMELEON COMMUNICATOR – How to Effectively Communicate in Today’s Multi-Generational Workplace*

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ATTORNEYS AT LAW

**BRAD E. BENNETT**  
Partner  
bbennett@fishelhass.com

LEADERS IN EMPLOYMENT LAW AND BEYOND

FISHELHASS.COM



FISHEL HASS KIM ALBRECHT LLP | 400 S. FIFTH STREET, SUITE 200  
COLUMBUS, OHIO 43215 | P (614) 221-1216 | F (614) 221-8769

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## Firm Profile





**Super Lawyers**

**Brad E. Bennett** is a partner with the law firm of Fishel Hass Kim Albrecht LLP. Brad received his law degree, *cum laude*, from Capital University Law School and received a Bachelor of Science from Ohio University, with a major in Communications and a minor in Business Administration. Mr. Bennett handles cases in both Federal and State courts and administrative agencies. He represents clients in all aspects of civil litigation, labor and employment law, collective bargaining, civil service law, human resource compliance and audits, public sector agency administration, construction law, and small business consulting and formation. Brad is also a sought after speaker and trainer who frequently lectures and conducts training and seminars throughout Ohio.

Mr. Bennett is certified as a Specialist in Labor and Employment Law by the Ohio State Bar Association and is a former recipient of the prestigious Burton Award, rewarding effectiveness in legal writing. Brad has previous experience in human resources management and is an adjunct professor of employment law for the Keller Graduate School of Management and DeVry University. Brad has been named to the 2015 Ohio Super Lawyers, recognized for his outstanding work in the areas of Labor and Employment Law and Litigation. Mr. Bennett is the past Chair of the Columbus Bar Association’s Labor and Employment Law Committee, is on the board of the Ohio State Bar Association’s Labor and Employment Section, and is a member of the Ohio and Columbus Bar Associations, as well as a member of the Society for Human Resources Management (“SHRM”) and Human Resources Association of Central Ohio (“HRACO”).



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## **I. INTRODUCTION**

Effective communication in today's workplace has become an art. Those unwilling to become masters of the art of communication will likely find themselves facing barriers to upward advancement, unneeded stress, and anxiety. For good reason. Not only must today's employee work in a multi-generational work environment where members of each generation have unique characteristics that impact communication, they must also deal with individual personalities. Some personalities can be properly labeled "difficult." This is the "nature" vs. "nurture" of today's communication. "Nature" is the personality that each individual is born with – typically very hard to change. "Nurture" consists of the impact that life events had on each generation in their youth and how that molded their outlook toward work and communication.

Learning what communication styles typically work better with each generation and how to identify and communicate with difficult personalities are only half the battle. To effectively communicate, one must also have high Emotional Intelligence ("E.Q.") – the ability to understand, read, and control your own emotions and consider the emotions of others. Research into E.Q. over the last decade has provided a wealth of insight into the importance of E.Q. on effective communication. Quite frankly, those with a higher E.Q. are better leaders, co-workers, and communicators. The good news is that E.Q. is something that you can improve with commitment and practice.

What does a chameleon do? It changes its colors to blend in with its surrounding. Developing higher E.Q. and adapting your communication style to fit each generation and personality in the workplace will help you become a "chameleon communicator" at work – allowing for better and more professional communication at work (and lowering your own stress at the same time)

## **II. THE MULTI-GENERATIONAL WORKFORCE OF TODAY**

### **A. Traditionalists (born before 1945).**

Also referred to as the "silent generation," this generation was raised with the notion that "work" involves building a lifetime career with a single employer. The societal contract involved commitment to working up the ranks in exchange for the employer's promise to take care of their employees in return. Typical Characteristics:

1. Respect authority and adhere well to "the rules" – tend to avoid confrontation.
2. Like and expect a hierarchal work structure.
3. Pride themselves on being hard workers.
4. Work is an obligation and seniority deserves respect.
5. "No news is good news," so if called into a meeting, they initially believe it is for a negative reason.

## **B. Baby Boomers (born between 1946 - 1964).**

Having a career and achieving professional accomplishments are important to this generation. This generation has a high percentage of “workaholics” and it thrives on competition. One reason given for the competitive drive of this generation is likely due to seeing their parents (“silent generation”) struggle for work and the fact that this “boom” of employees found it necessary to fight for the available jobs. Typical Characteristics:

1. Due to growing up in time of reform, they question authority and are not afraid of confrontation.
2. Tend to lean to a less formal, hierarchal structure, and are open to being “team players” but do expect to report to the office/workplace.
3. Expect co-workers to “work hard” by putting in the hours that they do.
4. Communicate best one-on-one, tend to hold lots of meetings as a result.
5. Dislikes and is negative toward working from home/flexible schedules.

## **C. Generation X (born between 1965-1980).**

As children of “workaholic” boomers, this generation grew up as latch key kids in a typically two-income family setting. Born into households where work-life was unbalanced, this generation tends to seek employment that will permit them to strike their own balance between work and life that they often did not see their parents have. However, as a generation accustomed to taking care of themselves, this group tends to be entrepreneurial. Typical Characterizes:

1. After seeing their parents downsized after years on a job, this group believes in gaining transferable skills and are cautious about investing in long term relationships with employers.
2. This group constantly reevaluates its career paths and is not afraid to change careers when perceived needed.
3. Tend to be independent and entrepreneurial.
4. While not afraid to work longer hours when necessary, this group tends to focus on “working smarter” to avoid having to consistently work longer hours.
5. Enjoys having freedom and discretion at work – including flexible work schedules.
6. Prefers immediate feedback and is more apt to communicate by email rather than in-person meetings.

#### **D. Millennials (born between 1981-1999).**

Also known as “Generation Y,” this newest group in the workplace craves an even greater work-life balance than Generation X. Statistically, for this group work is seen often as a “means to an end” and more focus is placed on life outside of work/social life. Typical Characteristics:

1. This generation grew up multi-tasking and using computers so technology is important and they rely on it for almost everything.
2. Prefer to communicate through technology instead of in-person.
3. Prefer instant recognition and feedback (after all, they get all information they want instantly from Google so why would the workplace be any different?).
4. Often perceived as impatient and “not wanting to put the time in.”
5. Tend to live for the moment and not afraid to speak their minds.
6. Expect flexible workplaces and enjoys telecommuting.

### **III. HOW DO YOU COMMUNICATE WITH SUCH A DIVERSE WORKFORCE?**

#### **A. Make the Communication Fit the Generation.**

Regardless of the generation, carrots are better than sticks when communicating. However, certain carrots taste better to different generations. Generally, the following guidelines will help decide which carrot to use when communicating with the various generations:

1. **Traditionalists:** This group is self-sufficient, understands the value of work and does not normally need to be motivated. They are good team players and often prefer to work behind the scenes. However, they grew up with a culture steeped in formality and rewarding seniority. Therefore, recognition (think wall plaques and “employee of the month”) of their service and contribution works well in gaining trust and respect.
  - a. Can be reluctant to embrace new technology for communication so patience and training will be needed in this area. Often, face-to-face communication will be best as opposed to email or less formal means.
  - b. To effectively communicate to this group:
    - i. Use testimonials and expert endorsements.
    - ii. Do not rush or pressure them to make a decision. This group likes to take their time.
    - iii. Promote patriotism, teamwork and doing more with less.
    - iv. Use the rules of conduct, respect for authority and a top-down chain of command approach. (“Mr.” “Mrs.” “Director\_\_\_”)

- v. Provide detailed directions on how to do something as they work as instructed.
2. **Baby Boomers:** Also tend to like recognition ceremonies; however, they like to be recognized more for their individual hard work as opposed to seniority.
    - a. Tend to be committed to work and appreciate having a mission to align themselves with. Communicate with goal of showing you both have the same mission and are on the same team.
    - b. Communication through meetings is preferred and providing a chance for them to offer input in the meeting is appreciated (think competitive nature).
    - c. Appreciate personal attention and one-on-one communications that speak to the individual's worth ("We need your expertise on this..." or "We value your work on this...").
    - d. To effectively communicate to this group:
      - i. Provide knowledge. This group likes to understand the big picture.
      - ii. Offer them a new experience. This group is adventurous and likes to try new things.
      - iii. Provide choices. This group likes to weigh their options.
      - iv. Speak less about the past and more about the future.
      - v. Considering communicating via social media? Baby boomers generally do use Facebook, LinkedIn, have smartphones, and tablets. They rarely use these devices for texting, however.
      - vi. Focus on their achievements and the goals they want to attain.
  3. **Generation X:** This group is less formal than the preceding generations (think "casual Fridays") and tends to like company golf outings and social events as a form of "team building." As a skeptical group, too much praise may be seen as "fake" or will be met with the perception that you are trying to get something out of them. If communicating criticism, it should be done in a positive manner with the underlining communication theme being how you can work together to improve the situation.
    - a. Motivated by supervisor and co-worker respect.
    - b. Provide honest, timely feedback when issues arise.
    - c. Need autonomy when doing job (no micro-managing – especially if you are their co-worker).
    - d. To effectively communicate to this group:
      - i. Provide a variety of choices.
      - ii. Let this group make their decision at their own pace. Don't use hard selling techniques.
      - iii. Deliver what you promise.

- iv. Offer suggestions rather than telling them what to do.
  - v. Steer away from anything that threatens their lifestyle - - be it political, social or business.
  - vi. Go straight to the point rather than hinting at something.
  - vii. Let them get to know you and trust you.
4. **Millennials:** Tend to place the greatest emphasis on work-life balance out of all other generations. However, raised in a culture where everyone gets a trophy for showing up and where large amounts of praise was used to build up self-esteem, it may be difficult to communicate criticism. Beginning by explaining what they did correctly and thanking them for meeting any deadlines or other aspects of the job is crucial. Communicating errors will often require pain-staking detail and factual support in order to be received. Good documentation is crucial.
- a. Enjoy teambuilding and collaboration (team projects).
  - b. They prefer supervisors/co-workers who they believe will actually “listen” to them and who are open to trying new things (sometimes this is perceived as impatience and complaining when it is not).
  - c. To effectively communicate to this group:
    - i. Consider communicating through instant messaging, text and email, video conferencing, blogs, and social networks.
    - ii. Let them communicate with you online for convenience.
    - iii. Give them feedback on their ideas (promptly).
    - iv. Find a way to get them involved and feeling valued.
    - v. Be transparent.
    - vi. Offer valuable information that will help them solve their problems.
    - vii. Do your homework on them as they will have done it on you.
5. **Both Generation X and Millennials:**
- a. Take time to notice/comment on their successful efforts (#1 reason they list as being unhappy at a job is feeling unappreciated).
  - b. Show you take interest in them individually (do you know their spouse’s name, children, birthdays, etc.).
  - c. If management, don’t wait to provide performance feedback until the yearly review (they want to know more frequently – especially Millennials).
    - i. Both will require factual support for poor performance and expect rationale to support unexpected rankings.
    - ii. Generation X’ers (a cynical group by nature) may meet high levels of praise with suspicion or as being “fake.” Conversely, they tend to expect some areas of improvement to be mentioned.

- iii. Millennials may prove to have a harder time with negative feedback as a product of their generational upbringing (“you’re special,” everyone wins, high praise/reward culture, and “helicopter parents”).

**B. Communication Attributes Millennials Respect.**

1. Team environment: You need to communicate a team approach. Statistics reveal that Millennials show a heightened interest in being friends with co-workers. Therefore, provide social aspects of work to develop friendships. You will likely be rewarded for such efforts.
2. Challenge Them: Millennials can find an answer to almost anything quickly through their smart phone. Therefore, they like a challenge and the opportunity to try new things. If you can give that to them, do it.
3. Respect: Millennials have no problem voicing their opinions but tend to respond very unfavorably when they perceive their ideas get no respect or consideration from others. Be sure to provide feedback to their ideas – if constructive, be sure to supply factual support for your rejection of their idea.
4. Flexible: Rigid schedules tend to turn off this “busiest generation ever” (soccer camp, ballet, and other scheduled events left little unstructured time). Promote flexibility or become flexible in your means and method of communicating.

**IV. DIFFICULT PERSONALITY TYPES**

Each generation is impacted by their generational “nurture” (things that occurred within their generation as they grew up which now impacts how they see/view the world as employees). However, each person within each generation is also impacted by “nature” (the individual personality that each person is born with) which can also impact the communication style used with that person.

Below is a list of some of the most difficult personality types and suggested communicative action plans to help deal with them. To make matters worse, some individuals may actually have more than one personality type depending upon the situation. The Chameleon Communicator’s job is to correctly identify the personality type through the symptoms seen and enact the proper action plan in response.

TYPE/SYMPTOMS	SUGGESTED ACTION PLAN
<p><b><u>The Complainer</u></b></p> <ul style="list-style-type: none"> <li>· Voices lots of complaints but few, if any, suggestions.</li> <li>· Even imagines problems.</li> <li>· Appears blameless and innocent</li> </ul>	<ol style="list-style-type: none"> <li>1. Try to find the cause.</li> <li>2. Listen; do not agree or disagree.</li> <li>3. Avoid accusations.</li> <li>4. Ask specific questions.</li> <li>5. Stick to the facts.</li> <li>6. If their complaints are job-related, determine</li> </ol>

<ul style="list-style-type: none"> <li>· Feels he/she must get personal opinions across.</li> <li>· Gets worse if ignored.</li> <li>· Includes disillusioned youth and perfectionists.</li> </ul>	<p>whether they're unable or unwilling to perform the required duties.</p> <p>7. Take appropriate action.</p>
<p><b><u>The Subversive Sniper</u></b></p> <ul style="list-style-type: none"> <li>· Often wants to “move up.”</li> <li>· Seeks to undermine their supervisor (you) and make him (you) look foolish.</li> <li>· Is extremely passive-aggressive.</li> <li>· Puts on a friendly face but “snipes” behind your back.</li> </ul>	<ol style="list-style-type: none"> <li>1. Make it clear that you are aware of his/her ways.</li> <li>2. Give specific, job-related orders.</li> <li>3. Set necessary limits regarding behaviors that won't be tolerated.</li> </ol>
<p><b><u>The Busybody</u></b></p> <ul style="list-style-type: none"> <li>· Is a professional meddler.</li> <li>· Believes he/she knows everything (and is usually wrong).</li> <li>· Likes to drop-in anytime to gossip and relate their latest “discovery.”</li> </ul>	<ol style="list-style-type: none"> <li>1. Visit him/her privately.</li> <li>2. Help this person see how whispered charges hurt the whole unit.</li> <li>3. Do NOT act like a prosecutor with a hostile witness.</li> <li>4. Keep him/her busy, leaving little time to gossip.</li> <li>5. Focus on the problem-its impact on their work and that of others-and take necessary corrective action.</li> </ol>
<p><b><u>The “Maybe” Person</u></b></p> <ul style="list-style-type: none"> <li>· Usually doesn't produce.</li> <li>· Procrastinates, hoping a better choice will present itself.</li> <li>- Worries about negatives too much</li> <li>- Afraid to hurt other's feelings</li> </ul>	<ol style="list-style-type: none"> <li>1. Make your expectations clear. Pinpoint work objectives; tie him/her down in advance; and cover “who does what for whom and by when.”</li> <li>2. Seek any other causes. The source isn't always shiftlessness; sometimes they might be acting out of fear, inability, confusion or boredom.</li> <li>3. Develop decision-making plan</li> <li>4. Comfort, be patient, and reinsure action.</li> </ol>
<p><b><u>The “No” Person</u></b></p> <ul style="list-style-type: none"> <li>· Is sometimes a perfectionist.</li> <li>· Avoids mistakes at any cost.</li> <li>· Loses hope and share feelings with all when things go wrong.</li> <li>· Extinguishes hope in others, smothering all creative sparks.</li> </ul>	<ol style="list-style-type: none"> <li>1. Employ compassion and patience, not contempt.</li> <li>2. Use him/her as a resource for others.</li> <li>3. Use this person as your personal character-builder.</li> <li>4. Run new ideas past this person for critique before moving ahead.</li> </ol>
<p><b><u>The “Explosive” Person</u></b></p> <ul style="list-style-type: none"> <li>· “Blows up” if threatened.</li> </ul>	<ol style="list-style-type: none"> <li>1. Don't expect change.</li> <li>2. Let them run down, then regain their control after they explode.</li> </ol>

<ul style="list-style-type: none"> <li>· Needs to prove himself.</li> <li>· Has concrete answers for everything.</li> <li>· Opposes any variations in process.</li> <li>· Becomes irritated and impatient if plans are resisted.</li> <li>· Deals with all others in the above manner.</li> </ul>	<p>3. Show them you take their opinion-and others’-seriously, and that there’s a need to respect all equally.</p>
<p><b><u>The “Belligerent Aggressor”</u></b></p> <ul style="list-style-type: none"> <li>· Bullies his/her way to achieve what they want.</li> <li>· Embarrasses co-workers, thinking they’ll gain support of others.</li> <li>· Throws temper tantrums.</li> <li>· Tries to make supervisor (you) feel you’re doing poorly when you’re actually doing well.</li> </ul>	<ol style="list-style-type: none"> <li>1. Use self-control and be consistent.</li> <li>2. Do NOT let them pressure you into doing what you don’t want to do.</li> <li>3. Confront but do NOT oppose their accusations of you.</li> <li>4. Anticipate challenges.</li> <li>5. Practice what to say.</li> <li>6. Respond with caution.</li> <li>7. Set a time to deal with the situation.</li> </ol>
<p><b><u>The Harasser</u></b></p> <ul style="list-style-type: none"> <li>· Personally attacks co-workers.</li> <li>· Avoids the real issue.</li> <li>· Tries to set others up as “opponents” to impress others.</li> <li>· Cannot be objective.</li> </ul>	<ol style="list-style-type: none"> <li>1. Establish and maintain a meeting plan to discuss the concerns.</li> <li>2. Do NOT allow the discussion to drift.</li> <li>3. Keep discussions to the point.</li> <li>4. Refocus conversations as necessary.</li> </ol>
<p><b><u>The “Green-Eyed Monster”</u></b></p> <ul style="list-style-type: none"> <li>· Distinguishing mark is jealousy.</li> <li>· Believes he/she should have something not earned.</li> <li>· Reacts with spiteful behavior when others get raises or promotions.</li> </ul>	<ol style="list-style-type: none"> <li>1. Keep conversations friendly and professional.</li> <li>2. Avoid being dragged into an argument.</li> <li>3. Always remind this person that everyone is evaluated or assessed according to their own efforts.</li> </ol>

**V. EMOTIONAL INTELLIGENCE**

In many failed communications, an inability to control one’s own emotions (and inability to correctly identify the other side’s emotional needs) are the root of the problem. Over the past 10 years, the development of Emotional Intelligence (or “E.Q.” for short) research has enabled researchers to analyze the effectiveness of communication. EQ is defined as the ability of a person to handle and manage their own emotions in a positive manner that enables better relationships and success at work.

**A. Stress Destroys Your Ability to Communicate:** The concept of E.Q. is built upon acknowledging and controlling your own emotions –especially stress.

1. High stress destroys your ability to: accurately “read” a situation; hear what someone is saying; be aware of your own feelings and needs; and to communicate effectively.

2. Being able to quickly calm yourself down and relieve the stress helps you stay balanced, focused and in control – no matter what challenge or stressful situation you face.

## **B. Using E.Q. to reduce stress and improve a difficult situation.**

1. **Step 1: Beat Stress with Emotional Awareness:** Many people are disconnected from their emotions (especially anger, fear, sadness, and joy). Some experts speculate that this may have been due to negative childhood experiences that taught you to shut off those feelings. But, you CAN'T eliminate them! You must become aware of your emotions and how to deal with them to improve your E.Q.
2. **Step 2: Identify When You Are Stressed:**
  - a. Realize when you are stressed.
    - i. How does your body feel? Are your muscles or stomach tight/sore? Hands clenched and/or sweaty? Breathe shallow?
  - b. Identify your personal stress response. Everyone's different.
    - i. Do you become angry? Agitated? Passive-aggressive?
      - If so –you will respond to stress-relieving activities that are stimulating
    - ii. Do you freeze up?
      - If so – you need activities that provide both comfort and stimulation.
  - c. Discover a stress-busting technique that works for you.
    - i. Research shows that one of the best ways to reduce stress quickly is to engage one or more of your senses – sight, sound, smell, taste, touch.
      - Visual learner? Surround yourself in uplifting images
      - Auditory? Find pleasant sounds, music to play.
      - Smells? Try a candle that reminds you of a “happy place.”
3. **Step 3: Pay Attention to Non-Verbals.** Being a great communicator is more than *what* you say – it is *how* you say it!
  - a. The way you sit, your gestures, how fast/loud you talk, how close you stand, how much eye contact you have – ALL communicate your message.
  - b. Even when you're not speaking – these messages continue communicating.
  - c. To be effective – you need to be aware of your (and others) body language and control your own body language.
    - i. EX; saying “I’m fine” (while clenching your fist and/or teeth and looking away).
    - ii. EX: saying “I want to talk to you” (with arms crossed and tapping your foot).

- iii. EX: saying “look at that jerk in front of me” (while smiling real big and reaching for a hug from a friend you haven’t seen in a while who is in front of you).
- d. Tips to Improve Non-verbal communication:
  - i. Focus on the other person’s communication instead of planning what you are going to say next or daydreaming (blocking them out). You will certainly miss their non-verbal language.
  - ii. Make eye contact. This shows sincere interest and can help gauge the other person’s response.
  - iii. Pay attention to other non-verbal cues (that you may be sending or receiving).

#### **4. Step 4: Use humor!**

- a. Humor and laugh (and play) are natural antidotes to difficulties in life. A hearty laugh reduces stress and elevates moods – bringing balance back to the situation.

#### **5. Step 5: Resolve conflict positively!**

- a. Conflict and disagreements are inevitable. Contrary to popular belief – conflict is not all bad. It is healthy – if done constructively.
- b. We can’t all agree all the time. But, when conflict is not seen as threatening or punishing, it enables constructive discussion.
- c. Goals when in resolving disagreements positively:
  - i. Stay focused on the present. Don’t hold onto past hurts – focus on the current issue.
  - ii. Choose your arguments. Arguing takes time and energy – even more so when trying to resolve them in a positive manner. Consider what is worth it and what can be let go.
  - iii. Forgive! Remember others can be hurt by the same situation that hurt you. Neither side’s hurt should outweigh the other. You need to give up the urge for revenge or to punish the other side.
  - iv. End conflicts that can’t be resolved. It takes two to continue a conflict. You can choose to disengage even if you still disagree.

## **VI. BRINGING IT HOME**

### **A. EFFECTIVE COMMUNICATION = POSITIVE RELATIONSHIPS.**

#### **1. Always be Prepared.**

- a. Know the context of the situation.
- b. Be organized.

- c. Avoid conveying the wrong message (think before you speak).
  - i. Don't just think about what you are going to say, but think it through
    - How will my comments be received?
    - Is my tone proper?
    - Is my body language confident, but non-threatening?
    - If I were in the other person's shoes how would I receive the message?
- d. Research all sides of a topic(s) in advance.
- e. You don't have to immediately respond; Remember it is appropriate, and often advisable, to say, "I'll get back with you" or "Let me look into that and I'll let you know."
  - i. Always follow-up when you make such a commitment or you will lose credibility.
- f. Listen (effective communicators are good listener as well as good presenters).

## **2. Be Objective – Don't Attack the Person.**

- a. Maintain a positive attitude.
- b. Be direct, descriptive and non-judgmental (Wear the shoes of the other person).
- c. Know your FACTS, not speculation of other.
- d. Do NOT get emotional.
  - i. Always ask am I being rational?
- g. Do NOT be SCARED to confront difficult issues.
  - i. Don't let the white elephant in the room go unnoticed.
  - ii. Seek solutions.
  - iii. What is the other person's perspective?
  - iv. What are the common interests?

## **3. Maintain Your Own Behavior.**

- a. Be aware that everything you do during a meeting, discussion, etc. is a part of the communication process and will impact (good and bad) results.
- b. Proper Eye Contact.
- c. Tone of Voice.

- d. Body Posture.
- e. Time the Discussion Properly.
- f. Be Realistic & Clear When Discussing Expectations.
- g. Remember this discussion impacts more than just you and the other person.
- h. Actions are louder than words.

#### **4. Be Polite & Watch Out for People's Ego's.**

- a. Don't interrupt.
- b. Don't argue.
- c. Don't jump in with solutions.
- d. Allow others to let off steam.
- e. Don't say, "Calm down."
- f. Don't disparage another's ideas.
- g. Don't speak negatively of others (If he speaks this way about Fred in Fred's absence what does he say about me when I'm not around?)

#### **B. Put it All Together:**

1. **Manage the discussion.** Make yourself responsible for setting the tone (subtle actions are just as effective as overt ones) Keep your own emotions in check.
2. **Be concise.** (people tune out those who drone on & rambling gives people "more rope" to hang you with.)
3. **LISTEN! LISTEN! LISTEN!**
  - a. Provide the other person with an opportunity to communicate...LISTEN - same letters spell "silent."
  - b. Use silence to your benefit (people often have a natural tendency to fill the silent moments).
  - c. Eliminate interruptions (turn off cell phone; advise staff unavailable, etc.)

4. **Try to avoid a combative environment** (“I” vs. “You”)
  - a. Make it a point to communicate in a fashion that says “My position is a benefit for you.”
    - i. For example, when you interview for a job you don’t say “I’ll work for you for this much money.” Instead you sell yourself by saying, “Here are how my skills and experience are of benefit to you.”
5. **Frame the Issue.** Remember the person with whom you are dealing may not completely understand the situation.
  - a. This is an opportunity to frame the issues in a manner that benefit you as you can educate the other person.
6. **Difficult Employees.** All of the above applies with equal force when dealing with difficult employees. Employing the same approach will lead to a better employment relationship, higher productivity and the lessening of your own stress.
  - a. Ask -is there anything you can agree on?
  - b. Responding to an Irrational Attack.
    - i. Ask the difficult person what exactly he/she is upset about.
      - This shows you are interested in communicating rather than arguing.
      - This also places the burden of responsibility on the difficult person.
  - c. Document! Document! Document!
  - d. Don’t keep saying SORRY.
  - e. Remember you cannot make everyone happy all of the time - be realistic.
  - f. See if you can have the difficult person reiterate the agreed upon expectations at the completion of the discussion (w/o being condescending.)
    - i. What were the mutually agreed upon goals discussed?
    - ii. Set reasonable time for improvement of the situation.
    - iii. DO NOT come off in a threatening manner.

## **VII. CONCLUSION**

Today’s workforce contains employees from up to four different generations, each with their own unique and generational expectations and outlooks concerning work and communication. While acknowledging that each employee is unique, having an understanding of the basic differences among the generations can assist you in understanding how to more effectively

communicate with fellow employees. Further, understanding that personalities, regardless of generation, are also at play will help improve your communication style. Ultimately, working to improve your own Emotional Intelligence will lead to more fruitful communications – allowing you to become a true Chameleon Communicator.

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