

Communicating for Results



Lesley Morrissey

Book Five
HANDS ON MANAGEMENT
Managing Yourself Series

Communicating for Results

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About the Author



Lesley Morrissey is CIPD qualified and has worked as a training manager, human resources manager and management training consultant.

She has worked in the UK and overseas with a diverse range of nationalities and with managers of many levels of expertise. Without exception, her practical approach to solutions has been received with enthusiasm by trainees and companies with who she consults.

A great believer in 'getting what you expect', Lesley helps people to focus on what they want and then create a path to success.

Practical and pragmatic approaches to real world results are a particular focus for Lesley's development

strategies. “Does it really work?” is the benchmark all these techniques focus on. In the end the success of anything is in the results achieved.

Lesley now runs Inside News Limited specialising in Reputation Marketing.

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How to use this book

This book aims to be a practical guide for you. There are many exercises that you will want to do – and should do to get the most out of what you will learn. You remember much more about something when you've actually done it for yourself, rather than when someone has told you how to do it!

There are places in the book where you can write notes and carry out the exercises. You'll recognise them when you see this sign:



By all means use these spaces to make this book truly your own.

If you have purchased an electronic copy you will need to print some, or all, of this out – or have paper handy. I find that it is a wonderful way to recycle the backs of old letters, printouts and photocopies that would otherwise have been thrown out!

If, like me, you have been indoctrinated at birth that defacing books is sacrilegious, then have a pad of paper at the ready!

If you simply read and don't take action you'll find the useful lessons will quickly fade and this will

become another of those books that gather dust (or fill up your computer hard disk).

If you've bought this book because you want to improve your skills and your life - make this one count and take action!

What's it all about?

Having the basic skills of communication – speaking and listening effectively – are fine until you remember that in any communication there are at least two people involved.

The problem is that, no matter how well you express yourself, there is no guarantee that the other person wants to listen. Similarly, no matter how willing you are to listen, it is very difficult to remain focused if the person speaking says things in a confrontational way.

The attitude of the other person can dramatically affect your communication with them. This book takes a look at how to recognise different attitudes and approaches and take action to ensure that you still end up with a really productive outcome.

The much-maligned art of assertiveness will also be examined to ensure that you can establish your point of view without straying into aggressive behaviour or letting someone push you into submission.

Some people have problems – and when they do, they stop communicating in a reasonable manner. How can you ensure that even these communications come to a satisfactory conclusion for both parties?

This book will give you some guidance on how to achieve this.

What's in it for me?

The more advanced your communication skills are – the better the results you get!

Personal benefits

- You will be able to respond rationally when others respond emotionally – this will win you the reputation of being level-headed and a problem solver.
- You will find your analytical side develops and your responses are more likely to get results – quicker.
- You will find you are able to see both sides of the issue – and explain why you agree or disagree with someone else.
- Focusing on the issue - not on the person - usually defuses the emotional part of the conversation.
- You will get what you want more often and more easily.
- You will more conversations and far fewer confrontations!

What other personal benefits can you add?



Your approach

The way you verbally approach people largely dictates the response you get. In fact, you can say that the meaning of your communication is the response you get!

This is nothing new – most of us are aware that if we talk to people in a certain way we can almost predict the type of response we are going to get.

If you are aggressive people are likely to be aggressive back – unless they feel intimidated by you, in which case they will be submissive.

A few – very few – people are skilled in communication and are able to enter a conversation that changes that initial approach to a more reasonable style.

In the 1950's an American psychiatrist called Dr Eric Berne recognised this and produced a model. He called this Transactional Analysis (TA) – literally meaning the analysis of a 'transaction' – in this case any verbal communication between two people.

TA is a useful tool for helping people to understand and improve their interactions with others.

How people communicate

All the feeling and experiences people are exposed to during infancy and childhood are unconsciously recorded in the brain. These recorded messages greatly influence our behaviour for the rest of our lives. Someone speaks to us in a particular way and our response is automatic.

Most of us assume that this is 'the way we are' however, we have a great deal of freedom of choice in how any transaction in which we are involved develops. The emphasis is on the opening statement, which is often the determining factor of the outcome of the interaction.

Transactional Analysis examines the three main states of mind (called ego states*), which we continuously move between, depending on our mood and the situation in which we find ourselves. These ego states considerably affect our style of communication and its effectiveness.

Each ego state leads to certain patterns of behaviour. This affects our attitudes, thoughts, language, tone of voice and body language. Once we recognize our tendencies to use particular ego states we can significantly improve our interactions.