

Training Strategies, Inc.
Houston, Texas
(713) 680-1727 – eFax 1(713) 583-3858
nbaird@sbcglobal.net
<http://www.nancybairdtraining.com/>

**Texas Association of County Auditors
70th Annual Fall Conference**

***Working Smart:
Communicating for Results***



October 23, 2015

**Presented by
Nancy H. Baird, M.Ed.**

Working Smart: Communicating for Results

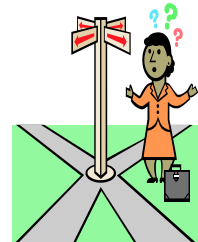
Worksheet – "Pessimist versus Optimist"

"The Pessimist sees the difficulty in every opportunity."

"The Optimist sees the opportunity in every difficulty"

Attitude:

- ❖ The way you mentally look at the world around you – how you view your environment and your future.
- ❖ The focus you develop toward life itself.
- ❖ Experts estimate that success is 80 percent attitude and 20 percent aptitude.
- ❖ One study showed insurance agents who anticipated a positive response outsold their negative counterparts by 37%. (Seligman)



Pessimist

- Tend to believe bad events will last a long time, will undermine everything they do and are their own fault.
- When things go bad, blame external factors, uncontrollable forces.
- When things go right, credit luck.
- Give up more easily and are depressed more often.
- Tend to feel sense of helplessness – nothing they do affects what happens to them.



1. Think of someone at your work you consider a **PESSIMIST**. Write his or her first name or initials in the space provided.

Pessimist's Name: _____

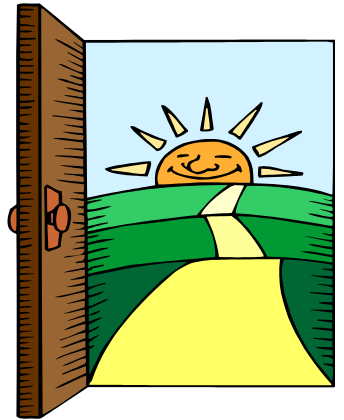
2. Write a brief description of this person. Describe his or her manner of dress, his or her way of talking, and/or his or her overall attitude.

3. How does this **PESSIMIST** make you feel? How does he or she influence your ability to be successful and positive?



Optimist

- Tend to believe defeat is just a temporary setback, and its causes are confined to this one event.
- Tend to take the most hopeful or positive view of life, regardless of the circumstances.
- When things go wrong, blame whatever or whomever is responsible. “I didn’t study enough.” “If I study harder I can improve my grade.”
- Defeat is temporary.
- Perceive bad situations as challenges and want to try harder.
- When things go right, credit hard work and their behavior – takes responsibility for consequences/results.
- More successful at school, work, and any playing field.
- Tend to have sense of personal control – ability to change events/things by their voluntary action.



Optimist

1. Think of someone at your work you consider an **OPTIMIST**. Write his or her first name or initials in the space provided.

Optimist’s Name: _____

2. Write a brief description of this person. Describe his or her manner of dress, his or her way of talking, and/or his or her overall attitude.

3. How does this **OPTIMIST** make you feel? How does he or she influence your ability to be successful and positive?

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Handout – "Changing Our Perceptions"

All of us have events that can produce negativity. We need to remember:

Any event can lead to negativity

Working too hard, viewing or being involved in conflict, criticism from a friend, family, or "the boss," and even seemingly happy events can produce negativity.

Negativity is a reaction to events

A physical reaction that prepares our bodies to meet life's threatening situations. The threats used to be of a physical nature. Today, the perceived threats are usually of an emotional or social nature or work related.

Any event can be viewed as negative

This depends on personal perception habits you have developed over your life history.

You create your own negativity by assigning meanings to events

Although you cannot control what happens – you **CAN** control your perception and reaction.

You can change your habits

By changing your habits of perception and re-labeling experiences, you can change the impact events have on you.

Negativity is really between your ears

If you do not like it you can change it!



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Worksheet – “My Communication Style” 1

Instructions: Circle all of the words you feel describe your behavior when you are at **WORK**.

1			2
Critical	Diplomatic	Pushy	Strong-Willed
Indecisive	Conscientious	Impatient	Independent
Systematic	Serious	Tough	Practical
Picky	Logical	Dominating	Decisive
Cautious	Orderly	Competitive	Out-spoken
Precise	Accurate	Brave	Goal-Oriented
Careful	Thorough	Assertive	Persistent
Conforming	Supportive	Manipulating	Ambitious
Unsure	Respectful	Optimistic	Extrovert
Helpful	Considerate	Talkative	Enthusiastic
Satisfied	Dependable	Reacting	Sociable
Cooperative	Agreeable	Egotistical	Friendly
Easy-going	Approachable	Out-going	Creative
Patient	Loyal	Convincing	Charming
3			4

1 Adapted from Inscape Publishing. 1992.

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Handout – "My Communication Style"²

<p style="text-align: center;"><u>1 ANALYTICAL</u></p> <p><u>Key Value:</u> Work with existing circumstances to promote quality in products and services.</p> <p><u>Orientation:</u> Thinking-oriented</p> <p><u>Time:</u> Past-oriented</p> <p><u>Description:</u></p> <ul style="list-style-type: none"> • Tendency toward perfection • Deal with facts, data, logic, details • Sometimes slow to make decisions • Can appear overly cautious • Not usually risk-takers • Decisions and information accurate • Feelings and emotions kept inside 	<p style="text-align: center;"><u>2 DRIVER</u></p> <p><u>Key Value:</u> Shape the environment by overcoming opposition to get immediate results.</p> <p><u>Orientation:</u> <u>Action-oriented</u></p> <p><u>Time:</u> <u>Present-oriented</u></p> <p><u>Description:</u></p> <ul style="list-style-type: none"> • Strong, decisive, results-oriented • Provide strong guidance • Can appear overly pushy • Demanding of themselves and others • Keep emotions to themselves • Very self-critical • Do not like idle chit-chat • Resent those who waste time
<p style="text-align: center;"><u>3 AMIABLE</u></p> <p><u>Key Value:</u> Cooperate with others, make sure people are included and feel good about the process.</p> <p><u>Orientation:</u> Relationship-oriented</p> <p><u>Time:</u> Depends on who they are with at the time</p> <p><u>Description:</u></p> <ul style="list-style-type: none"> • People and friendships most important • Get people involved • Good at recruiting others • Good at juggling multiple tasks • Concerned with feelings of others • Considerate of others • Offended when others are not as considerate 	<p style="text-align: center;"><u>4 EXPRESSIVE</u></p> <p><u>Key Value:</u> Shape the environment by bringing others into an alliance to generate enthusiasm for results.</p> <p><u>Orientation:</u> Intuition-oriented</p> <p><u>Time:</u> Future-oriented</p> <p><u>Description:</u></p> <ul style="list-style-type: none"> • Party people • Love to have good time • Very enthusiastic and creative • Operate primarily on intuition • Little tolerance for those not like them • Easily bored, go off-task easily • Go off on "tangents"

² Adapted from Inscape Publishing. 1992.

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Handout – “Tips for Communicating with Different Styles”

With ANALYTICALS (1) — DO:

- Prepare your case in advance. Be as accurate as you can.
- Be direct, stick to business.
- Support their principles and thoughtful approach. List pros and cons to any suggestion you make.
- Present specifics and do what you say you can do.
- Take your time, but be persistent.
- Draw up a scheduled approach (with timetable) to any action steps.
- Follow through if you agree.
- Make an organized presentation of your position if you disagree.
- Be accurate, realistic. Give them time to verify that you are reliable.
- Provide tangible practical evidence.



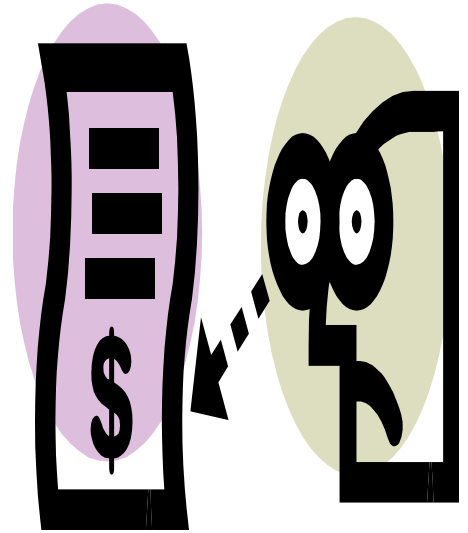
With ANALYTICALS (1) — DON'T:



- Be disorganized or messy.
- Be casual, informal, or loud.
- Rush the decision-making process.
- Fail to follow through.
- Waste time.
- Leave things to chance.
- Talk on a personal note, using personal incentives.
- Threaten, cajole, wheedle, coax, or whine.
- Use testimonials from others or unreliable sources.
- Use someone's opinion as evidence.
- Be manipulative.

With DRIVERS (2) – DO:

- Be brief, specific, and to the point. Use time efficiently.
- Stick to business. Do not chit-chat.
- Come prepared with all necessary requirements, objectives, and support materials in a well-organized "package."
- Present the facts cleanly and logically.
- Ask specific questions.
- Provide alternative solutions and let them make the decision.
- If you disagree, take issue with the facts, not the person.
- If you agree, support the results, and the person.
- Persuade by referring to the objectives and results--the outcomes.
- After talking business, leave quickly--do not linger.



With DRIVERS (2) – DON'T:



- Ramble on or waste their time.
- Build up a personal relationship unless they initiate it.
- Be disorganized or messy.
- Leave loopholes or cloudy issues.
- Ask rhetorical or unanswerable questions.
- Come with predetermined decisions.
- Speculate wildly or offer unproven guarantees.
- Let your disagreement reflect on them personally.
- Reinforce your agreement with "I'm with you." They usually do not care.
- Direct them or order them around. They will rebel.

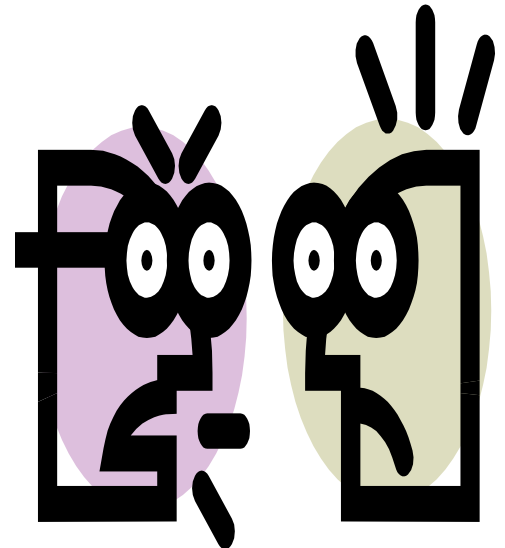
With AMIABLES (3) – **DO:**



- Start with some personal comment to break the ice.
- Show sincere interest in them as people, find areas of common involvement, and be candid and open.
- Listen and be responsive.
- Be non-threatening, casual, and informal.
- Ask "how" questions to draw out their opinions.
- Watch out for hurt feelings and personal reasons if you disagree.
- Define individual contributions.
- Provide assurances and guarantees that their decisions will minimize risk and harm to others.
- Provide back-up support.

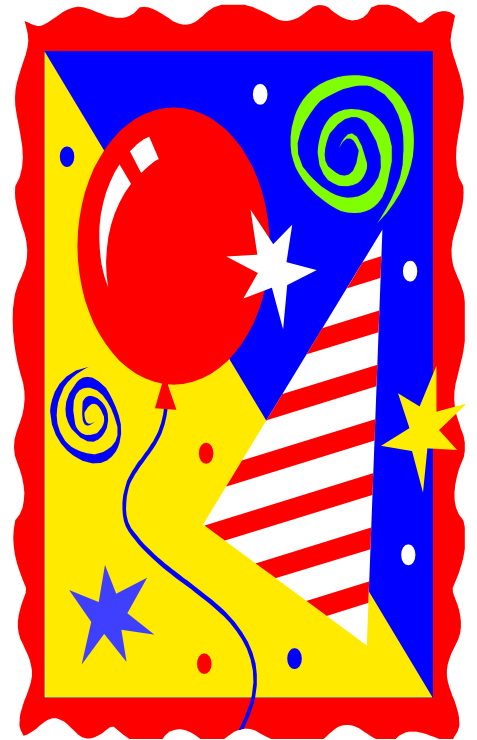
With AMIABLES (3) – **DON'T:**

- Rush headlong into business or the agenda.
- Stick to business constantly.
- Force them to respond quickly to your objectives.
- Be domineering, demanding, or manipulating. Don't threaten.
- Debate about facts and figures.
- Be patronizing.
- Be abrupt and rapid.
- Offer options and probabilities. Don't be vague.
- Offer assurances you can't live up to.
- Decide for them or they will lose the initiative.

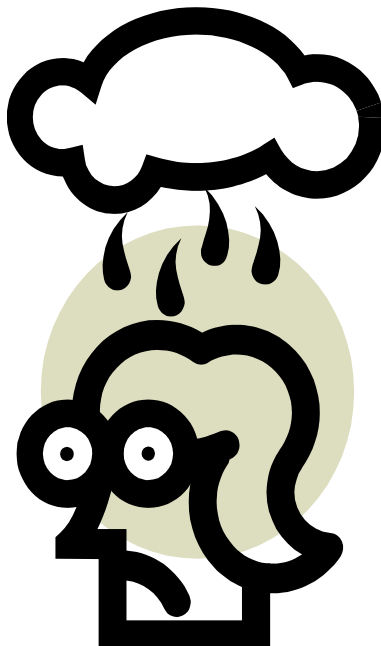


With EXPRESSIVES (4) – **DO**:

- Plan the interaction to support their hopes, dreams, and intentions.
- Use the time to be entertaining, stimulating, fun and fast moving.
- Leave time for socializing.
- Talk about their goals and what they find interesting.
- Deal with the "big picture." not petty details.
- Ask for their opinions and ideas.
- Provide ideas and concepts for implementing any necessary actions.
- Provide supporting examples from people they see as important.
- Offer special deals, extras, and incentive.



With EXPRESSIVES (4) – **DON'T**:



- Legislate.
- Be cold, aloof or tight-lipped.
- Drive on to the facts and press for solutions.
- Deal with details, or put them in writing, or pin them down to actions.
- Talk to them about generalities.
- Leave things hanging in the air--or they will be left there.
- Dream with them if time is of the essence-or else you will lose time.
- Talk down to them.
- Be dogmatic.

Words, of course, are the most powerful drug used by mankind.

~Rudyard Kipling~

Working Smart: Communicating for Results

**Worksheet –
"Understanding Communication Styles"**

Instructions: The key to achieving success with others is to understand their communication style and adjust your approach so you can communicate more effectively. Working with your group, describe how the different communication styles would respond to the statement or situation.

1. On a **Work Team**, a
High "Analytical" will: _____

High "Driver" will: _____

High "Amiable" will: _____

High "Expressive" will: _____

2. To be more effective, when our **Supervisor/Co-Worker/Customer** is a:
High "Analytical" we need to: _____

High "Driver" we need to: _____

High "Amiable" we need to: _____

High "Expressive" we need to: _____

*Speak so people will listen...
Listen so people will speak.*

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Handout – "Managing Change"

Instructions: Take a minute to think about your past and times when you survived professional and/or personal changes. Also think about the future as you complete the following questions.

1. What do you like **best** about professional or personal changes/transitions?

2. What do you like **least** about professional or personal changes/transitions?

3. What is one **positive** thing you learned about yourself during your last professional or personal change/transition?

*If you don't like something change it;
If you can't change it,
Change the way you think about it.*

~Mary Engelbreit ~

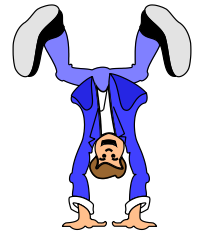
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Handout – “Stages of Change”

Stage 1: Confusion

Description: This is the beginning of change – when things do not feel right. This situation makes me off balance. I am not comfortable with these events.

Learn from Completing: I can handle confusion and discomfort.



Stage 2: Denial

Description: You continue to push the awareness into your subconscious. You are not ready to deal with the change. You are in denial.

Learn from Completing: I can handle not knowing the truth and facts.



Stage 3: Acceptance

Description: You now have the courage to admit how different things are, without dramatizing or exaggerating. You also begin to realize and use the resources you presently have for creating positive change. You can no longer escape the facts of change.

Learn from Completing: I am comfortable with the unknown as long as I can visualize hope.



Stage 4: Letting Go of the Past

Description: The ways of the past are not working, but the future is still unclear. You feel a little lost because you do not know the future. You mourn the loss of the familiar old ways. You surrender to the uncomfortable feeling that you do not know what to do, and may not even know what you want.

Learn from Completing: I can safely say good-bye to the old without knowing the new.

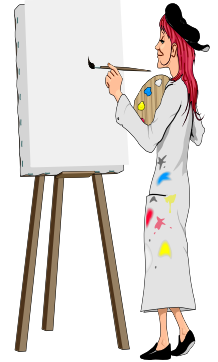


Stage 5: Visualizing the Future

Description: You know what you want. You can see a new picture. You think you can make it happen. You see the possibility.

Clarity about your desires and goals begin to emerge out of the confusion. Create a vision that is realistic, specific, and controllable.

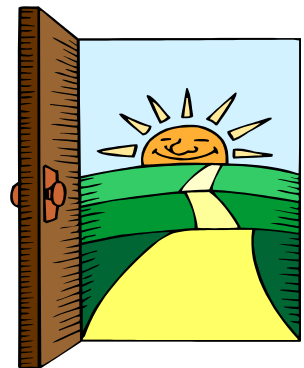
Learn from Completing: I can trust my instincts and draw a new picture or vision for myself.



Stage 6: Exploring a New Path

Description: You try on various new ways of thinking and acting. You begin to see things differently and act accordingly. You are able to focus more energy on the future and less on the past.

Learn from Completing: I am open to new ways of thinking and behaving.



Stage 7: Taking Action

Description: You have acknowledged and worked through your fears and resistance. You create the necessary structures in your life that will allow the “new you” to emerge.

Learn from Completing: I can take some risks.



Stage 8: Making the Change

Description: You have selected a new path and have made successful changes. You have left the past that was causing you pain and confusion. You can relax and enjoy the new experiences.

Learning from Completing: I can successfully handle change.



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Worksheet – “Don’t Burn Your Bridges”³

Instructions: Under each item give an example of how this could happen in your workplace.

1. ***Do Not Self-Destruct***

As much as you would like to see the changes go away and things go back to the old way, this will probably not happen. Feeling scared and upset are perfectly natural reactions to change. Just don’t let these feelings cause you to become self-destructive. Do not let your emotions cause you to do anything you may later regret.

Example: _____

2. ***Do Not Over-React***

Remember a time in your life when something happened to you and you thought it was the end of the world. When you looked back, it really was not so bad. Put your current situation in perspective. There are many things worse than a major professional change.

Example: _____

3. ***Do Not Say Anything You Will Regret***

There are very few secrets in the workplace. Others hear what is being said and may make decisions about your future by your words. Do not make threats and explode in frustration or anger. Do not make promises you may not want to fulfill. You never know who your next boss or employee might be. Think before you speak.

Example: _____

4. ***Do Not Begin Your Own Silent Protest***

Be careful not to be the victim for your organization and begin your own silent protest. At first your co-workers may support you, but eventually they will adapt to the change and leave you behind.

Example: _____

3 Adapted from *Turbulent Change: Every Working Person’s Survival Guide* by Peter R. Garber. Davies-Black Publishing: 1999.

5. ***Do Maintain Your Self-Esteem***

Act like a *winner* not a *whiner*. Take care of your self-esteem by doing what you know is right. Do not allow others to influence you. Become a leader in looking for opportunities. Volunteer to chair a committee on the changes.

Example: _____

6. ***Do Strengthen Your Professional Network***

Your relationships with co-workers and friends are critical when you are making major professional or personal transitions. This is the time to treat everyone with kindness and respect. Remember people react differently to change. Respect your co-workers' methods of dealing with change. Do not judge their methods and choices. Go out of your way to show your empathy and understanding. A strong network of both professional and personal friends will make any change you face in the future easier.

Example: _____

***“Change is Inevitable.
Progress is Optional.”***

***“Your life does not get better by chance.
It gets better by change.”***

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Handout – "Leaning In to Your Career – Taking Down the Barriers" 4

1. **Stereotypes and Biases – Acknowledge and Change**

- Change the status quo.
- Challenge, when possible.
- Check your own biases and make changes.

"Don't live up to your stereotypes."

2. **Take Risks**

- Sit at the table. Ask questions. Do not wait to be called on.
- Be a participant, not just a spectator (in meetings, in discussions, etc.).
- Grab opportunities. Do not wait to be asked.
- Seek Opportunities.
- Accept "stretch" assignments.

***"He who is not courageous enough to take risks will accomplish nothing in life."
~Muhammad Ali~***

3. **Build Coalitions**

- Look out for one another.
- Work together.
- Actively support each other.
- Share success.
- Be a cheerleader for yourself and others.

***"The whole is greater than the sum of its parts."
~Aristotle~***

4. **Resolve Conflicts Quickly**

- Focus on shared goals.
- Do not fall into stereotypes.
- Look for win-win solutions.
- Do not allow gender to either magnify or excuse rude and dismissive treatment.

"The conflicts we have with others are often conflicts we have within ourselves."

5. Quit Blaming Others

- For not getting promotion.
- For your inabilities.
- For your failures.

Resentment is like drinking poison and waiting for the other person to die.

6. Pay it Forward

- Share what has worked and what has not worked in your success.
- Find mentees to mentor.
- Give a hand to those below you.

“In the End, we will remember not the words of our enemies, but the silence of our friends.”

~Martin Luther King, Jr.~

7. You Control Your Morale!

- Definition –

*A state of **individual psychological well-being** based upon a sense of confidence, usefulness, cheerfulness, discipline, purpose, and willingness to perform assigned tasks.*

- Your morale is up to YOU!
- Do not allow others to affect your morale.

“The best morale exists when you never hear the word mentioned.

When you hear a lot of talk about it, it’s usually lousy.”

~Dwight D. Eisenhower~

8. Find a Mentor

- Ask for help with specific skills.

“You are the best at negotiation skills. I would like to improve my negotiation skills. Would you please mentor me in this area?”

- Do not wait for power to be offered.

Crown Syndrome – Expect that if they keep doing their job well someone will notice them and place a crown on their head.

- Do not walk up to someone and say:

“Will you be my mentor?”

This sounds like you are asking for a therapist.

- **Excel and you will get a mentor!!**

“If your actions inspire others to dream more, learn more, do more, and become more, you are a leader.”

~John Quincy Adams~

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Handout – “Dynamic Leadership”

The Dynamic Leader:

1. Has the **courage** to take calculated **risks**.
2. Has a **passion** to make a **difference** with others.
3. Takes **responsibility** while others are making excuses.
4. Sees the **possibilities** in a situation while others are seeing the limitations.
5. Is **willing** and ready to **stand out** in a crowd.
6. Leads with an **open-mind** and an **open-heart**.
7. **Checks** his or her **ego** at the door.
8. **Sees** problems and obstacles as invitations to growth and **solutions**.
9. **Empowers** others to achieve greatness.
10. **Inspires** others by **respecting everyone**, whether they deserve it or not.
11. **Visualizes** the contribution of everyone.
12. Has the ability to **harness the power** of many.
13. Has unconditional capacity to **listen** to everyone.
14. Knows when to **lead**, when to **manage**, and when to stand down.
15. **Is not a victim!**

Leadership is the art of getting someone else to do something you want done because he or she wants to do it.

~Dwight Eisenhower~

Example is not the main thing in influencing others. It is the only thing.

~Albert Schweitzer~



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Handout – “Dynamic Leader...Pay It Forward”

1. **Be on Time**

- Most basic service offered.
- Set your clock 15 minutes early.
- Allow time for traffic.
- Get to work on time and Be Ready to Work!



2. **Do Your Best**

- No matter what you are doing, do your BEST!
- Do not allow anyone to steal your best.
- Be proud of your efforts, at all times.
- Successful people always do their best.

3. **Have Integrity**

- Your word is your bond – keep your promises.
- No lie is small enough that it doesn't matter.
- Take responsibility when you make a mistake – people forgive errors in judgment; people do not forget errors in character.
- **Be Ethical – honest, fair, compassionate, loyal, dependable, courageous, helpful, self-control.**



4. **Make Coffee – Bring Food**

- Any food, the possibilities are endless.
- Food is often the way to people's hearts.
- Food is a great way to spend a minute with your co-workers.

5. Say “Please,” “Thank You,” and “You’re Welcome” Often

- It is just good manners.
- Manners go a long way in the workplace.
- Remember what your parents taught you – “You Catch More Flies with Honey.”



6. Show Respect for Everyone

- Always show respect for each and every member of your team – whether or not they deserve it.
- Regardless of their actions or your opinions, everyone deserves respect.
- Find new ways to be kind to your team members.

7. Exceed Expectations

- Surprise internal and external customers by exceeding their expectations.
- If it is due at noon on Thursday, turn it in at 3:00 p.m. on Wednesday.
- Most people feel delighted, excited, upbeat and very, very positive about co-workers who exceed expectations.
- Think of what you can accomplish in your organization by exceeding the expectations of fellow employees and customers.
- **ALWAYS BEAT the DEADLINE!**



8. You Are Your Agency/Organization

- Demonstrate your pride in your agency every day.
- Dress and act like you care about where you work – you picked it!
- Give yourself the gift of liking your work and your co-workers.
- Do not complain about anything within earshot of external customers.
- Never complain to **external customers** about other employees.

Working Smart: Communicating for Results

Worksheet – "My Plan of Action"

*"People Don't Grow Automatically.
To Grow, You Have to Be Intentional."*

Instructions: Complete the following.

1. One (1) thing I learned during this workshop is:

2. I will use this to become a better and more productive leader by:

Action Steps Needed:

- 1.) _____
- 2.) _____
- 3.) _____
- 4.) _____

3. The person I will check-in with to make sure I am sticking to my plan of action is:

Name: _____

Date: _____

*"The greater part of instruction is being
reminded of things you already know."
~ Plato~*

Training Strategies, Inc.
Houston, Texas
(713) 680-1727 – Fax (713) 583-3858
nbaird@sbcglobal.net
<http://www.nancybairdtraining.com/>

NANCY H. BAIRD, M.ED.

Nancy H. Baird, M.Ed., is the president of Training Strategies, Inc., a Human Resources consulting company specializing in management and organizational development. During her 25+ years of consulting, Nancy has provided extensive expertise in Human Resources including setting up the Human Resources Department for an oil and gas company in Houston for two years. Nancy began her career with Harris County where she worked as a Juvenile Probation Officer and Training Specialist.



Nancy, a native Houstonian, attended the University of New Mexico and received her undergraduate degree in Cultural Anthropology and a Master of Education Degree in Educational Psychology from the University of Houston.

Nancy has provided Human Resources consulting, executive coaching, and training to more than 300 companies, associations and agencies including: Hilcorp Energy Company; Brunel Energy, St. Mary Land and Exploration Company; Mariner Energy; Vinson & Elkins, LLP; Friedkin Companies; Scientific Drilling International; P2 Energy Solutions; American Red Cross; United Way; The Methodist Hospital; MD Anderson Cancer Center; El Paso Housing Authority; Rice University; University of Texas; Sam Houston State University; Dallas County Sheriff's Department; and National Association of Lease & Title Analysts (NALTA).

Nancy specializes in training, keynote speeches, technical writing, team building, management coaching, and strategic planning. She is an expert in designing creative training programs that change the way people think. Her humor and energy invite participants to learn and work in a relaxed, positive atmosphere.

For Information contact:

Email: nbaird@sbcglobal.net

(713) 680-1727 (office)

(713) 569-2469 (cell)

Website: <http://www.nancybairdtraining.com/>