

Styles of Communication

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Que1. How would relate the following behaviours to the above animals

- Aggressive
- Passive
- Assertive

Link them to the pictures of the animals on the PPT.

Words that describe aggressiveness – Behaviour of the Boss

- Pushy; demanding; thoughtless; unyielding; angry; loud; violent; forceful; hostile; destructive; forceful; insistent; hard-line; hard hitting; uncompromising; walking over others etc.

A. How do co-workers and customers react to aggressive behaviour?

- *Targeted response:*
- Feelings get hurt
- Distrust
- Problem may not get solved
- Resentment
- **Learning outcome:** Be assertive, not passive, and not aggressive.

Que2. Which words describe passive/submissive behaviour?

- Inert, inactive, indecisive, unreceptive, submissive, no mind of her/his own, sedentary, sluggish, lifeless, compliant, subservient, docile, meek, timid, Rarely express opinions, shy, anxious, tries to please others etc.

B. How do customers and co-workers react to passive behaviour?

- *Targeted response:*
- They may not believe the job will get done.
- They may override or ignore.
- They may insist on evidence of commitment or follow up frequently

Que3. Which words describe assertive behaviour?

- Self-confident, self-assured, confident, firm, forceful, forward, pushy, aggressive, open, honest, direct, calm, firm etc.

C. How do co-workers and customers react to assertive behaviour?

- *Targeted response:*
- They respect you
- They support you
- They try to work with you to solve the problem

Let's Ponder

Communication between a boss and a subordinate:

- The boss has got a call from the client that his deadline has not been met and if it continues he will give the contract to someone else . The boss is furious and apologises to the client. He calls his subordinate who was the project manager for this project. He gets aggressive, uses words and gestures..
- **The subordinate needs the job desperately and is therefore unable to speak. He wants to give his side of the picture but his boss's aggressive behaviour stops him from doing that.**
- These are the two extreme behaviours

Que1. Is there a middle path that both of them could have adopted?

Ans: Yes, the boss could have adopted a firm and a direct attitude. He should have provided the subordinate with facts and heard his side of the story.

Communication **Styles**

- Passive
- Aggressive
- Passive –Aggressive
- Assertive

Which is the best style???

- **AGGRESSIVENESS** is pushing to get what you want, and perhaps stepping on the feelings and needs of others to get there. One tends to show a lack of respect for others.
It is “I win, you lose” situation
- **PASSIVE** is giving in, and bending to the needs of others, at your own expense. You show a lack of respect for yourself
It is “You win, I lose” situation
- **ASSERTIVENESS** is working toward meeting your needs as well as others. Assertive behavior looks for and offers open, honest and direct communication.
It is a “Win-win” situation



Passive Communicators



Passive Communication –YOU WIN I LOSE

- You allow others to choose and make decisions for you.
- You are emotionally dishonest.
- You are indirect and self denying.
- You are inhibited.
- If you get your own way, it is by chance.
- You feel anxious, ignored, helpless, manipulated angry at yourself and/or others.
- Others feel guilty or superior and frustrated with you.
- Others view you in the exchange as a pushover and that you don't know what you want or how you stand on an issue.

PASSIVE COMMUNICATION is a style in which individuals have developed a pattern of avoiding expressing their opinions or feelings, protecting their rights, and identifying and meeting their needs. Passive communication is usually born of low self-esteem.

Passive communicators say or believe the above things about themselves

Passive communicators will:

- Fail to assert for themselves
- Allow others to deliberately or inadvertently infringe on their rights
- Fail to express their feelings, needs, or opinions
- Tend to speak softly or apologetically
- Exhibit poor eye contact and slumped body posture

Aggressive Communicators



Aggressive Communication- I WIN YOU LOSE

- You are brutally honest.
- You are direct and forceful.
- You are self enhancing and derogatory.
- You'll participate in a win-lose situation only if you'll win.
- You demand your own way.
- You feel righteous, superior, controlling – later possibly feeling guilt.
- Others feel humiliated, defensive, resentful and hurt around you.
- Others view you in the exchange as angry, vengeful, distrustful and fearful.

AGGRESSIVE COMMUNICATION is a style in which individuals express their feelings and opinions and advocate for their needs in a way that violates the rights of others.

Thus, aggressive communicators are verbally and/or physically abusive

Aggressive communicators say and believe this about themselves

- “I’m superior and right and you’re inferior and wrong.”
 - “I can dominate and intimidate you.”
 - “I’ll get my way no matter what.” “You’re not worth anything.”
 - “I react instantly.”
 - “You owe me.”
- “I’m loud, bossy and pushy.”
 - “I can violate your rights.”
 - “It’s all your fault.”
 - “I’m entitled.”
 - “I own you.”

Aggressive communicators will often:

1. Try to dominate others
2. Use humiliation to control others
3. Criticize, blame, or attack others
4. Be very impulsive
5. Have low frustration tolerance
6. Speak in a loud, demanding, and overbearing voice
7. act threateningly and rudely
8. Interrupt frequently and not listen well
9. have piercing eye contact and an overbearing posture
10. Use “you” statements

Passive / Aggressive Communicators

I am weak and
resentful so I sabotage,
frustrate and disrupt

I am powerless to deal
with
you head on so I use
guerrilla warfare

I will appear cooperative
but I'm not



Passive-Aggressive Communication

- You manipulate others to choose your way.
- You appear honest but underlying comments confuse.
- You tend towards indirectness with the air of being direct.
- You are self-enhancing but not straight forward about it.
- In win-lose situations you will make the opponent look bad or manipulate it so you win.
- If you don't get your way you'll make snide comments or pout and be the victim.

Passive-Aggressive Communication

- You feel confused, unclear on how to feel, you're angry but not sure why. Later you possibly feel guilty.
- Others feel confused, frustrated, not sure who you are or what you stand for or what to expect next.
- Others view you in the exchange as someone they need to protect themselves from and fear being manipulated and controlled.

PASSIVE-AGGRESSIVE COMMUNICATION is a style in which individuals appear passive on the surface but are really acting out anger in a subtle, indirect, or behind-the-scenes way (guerrilla warfare)

Passive aggressive communicators will say or believe this about themselves

- “I’m weak and resentful, so I sabotage, frustrate, and disrupt.”
- “I’m powerless to deal with you head on so I must use guerilla warfare.”
- “I will appear cooperative but I’m not.”

Passive-Aggressive communicators will often:

- Mutter to themselves rather than confront the person or issue
- Have difficulty acknowledging their anger
- Use facial expressions that don't match how they feel - i.e., smiling when angry
- Use sarcasm
- Deny there is a problem
- Appear cooperative while purposely doing things to annoy and disrupt
- Use subtle sabotage to get even

Assertive Communicators



The assertive communicator will say, believe, or behave in a way that says:

- “We are equally entitled to express ourselves respectfully to one another.”
“I realize I have choices in my life and I consider my options.”
“I can’t control others but I can control myself.”
“I place a high priority on having my rights respected.”
“I am responsible for getting my needs met in a respectful manner.”
“Nobody owes me anything unless they’ve agreed to give it to me.”
“I’m 100% responsible for my own happiness.”
- “I am confident about who I am”
“I speak clearly, honestly,
and to the point.”
- “I respect the rights of others.”

Assertive communicators will:

- 1.State needs and wants clearly, appropriately, and respectfully
- 2.Express feelings clearly, appropriately, and respectfully
- 3.Use “I” statements
4. Communicate respect for others
- 5.Listen well without interrupting
- 6.Feel in control of self
- 7.Have good eye contact
- 8.Speak in a calm and clear tone of voice
- 9.Have a relaxed body posture
10. Feel connected to others
- 11.Feel competent and in control
- 12.Not allow others to abuse or manipulate them
- 13.Stand up for their rights

Assertive Communication

- You choose and make decisions for you.
- You are sensitive and caring with your honesty.
- You are direct.
- You are self-respecting, self expressive and straight forward.
- You convert win-lose situations to win-win ones.
- You are willing to compromise and negotiate.
- You feel confident, self-respecting, goal-oriented, valued. Later you may feel a sense of accomplishment.
- Others feel valued and respected.
- Others view you with respect, trust and understand where you stand.

What is Assertiveness?

- Assertiveness is the knack of honestly articulating your opinions, feelings and attitudes without unwarranted concern, in a way that doesn't breach the rights of others
- It's a middle path between being a bully and a doormat
- It allows us to take responsibility for ourselves and our actions, without judging or blaming other people



Benefits of Assertive Communication

- Leaves no room for resentment
- Increases self-confidence
- Feel in control of yourself
- Fosters teambuilding
- Ensures a positive experience
- Allows you to manage colleagues and friends effectively
- Increases productivity
- Reduces stress and increases emotional freedom



Assertive Communication

- To be assertive, use positive language.

Incorrect

- I can't do that until Tuesday.
- You don't understand.
- You just can't do anything right.
- Don't you dare accuse me of that.
- "You don't love me any more."
- Why don't you ever take me out to dinner any more?



Assertive Communication

Correct:

- I will be able to do that on Thursday.
- Let me run through that again.
- I think you have made a mistake this time.
- I would really appreciate if you wouldn't speak to me in that tone.
- I miss you....
- It's been a long time since we went out for dinner together.



“I” Statements

- “I” statements provide a structure for communicating our points of view
- The “I” statement must be:
 - **Clear** – really stating what is the matter
 - **Clean** - no direct or implied blame

Consider the following situation:

You are trying to make a point in a meeting; however you can't complete it as someone keeps interrupting you frequently.

Depending on how disturbed you are about this issue, you may decide to confront the person who has been interrupting you. In this situation you might say “I’m tired of you interrupting me” or “You just never let me finish”. That would be aggressive behavior. By using such statements you force the other person to become defensive, attacking or apologize and leave the situation unresolved.



- One way of handling this situation more constructively is to personalize your statement.
- Start your statement with 'when'
- Use 'I' instead of 'you'
- Let the statement include how you are feeling by using 'I feel'
- Now this statement can be framed in the following manner:
- "When I am unable to complete what I am saying, I feel frustrated."
- Raising an issue with another person, knowing what outcome you want, can give direction to further discussion. However, you need to take care how you define 'outcome'. You must take care that the other person doesn't feel like he is being pushed in a corner or that you are unwilling to negotiate. The important thing is to not focus on how the other person can fix the problem, e.g., "...and I want you to keep quiet until I have finished".
- Instead, say what you want without expecting the other person to fix it. For e.g.
- **"When I'm not able to finish what I'm saying, I feel frustrated, and what I'd like is that I am able to complete all I want to say."**

Four Steps to Assertion

- Start statements with “When”
- Use “I” instead of “You”
- Include how you are feeling by using “I feel”
- Lead to the final outcome



Assertive Communicators

Have the ability
to say
NO

- Don't say no directly
- Problem Solution Approach
- Support with specific reason
- Back up with data, facts and figures
- Be polite