

some clarity and new techniques to this seemingly simple, instinctive, spontaneous but often unsuccessful process—communicating.

I started working with trial lawyers to show them how their audience—the jury—sees them, what they expect, and what they need in order to be persuaded. I worked with doctors on the doctor-patient relationship and how to establish dialogues, not monologues, in the office. With politicians, the challenge was to get past the initial cynical audience response; to find ways to be credible as well as forceful, interesting, and clear.

The business world presents its own unique challenges and that's what this book is about. Whether it's my work with CEOs, with executives, managers, or staff, the hardest things to do are to find out what you actually want to communicate, and then, in your natural style, to get others to listen and understand.

So—that's why I know.

Now, let's begin by setting the scene: Our basic communications problems; how we communicate in the workplace; and how the three basic work types, Achiever, Affiliator, and Influencer, operate.

WHY WE HAVE SUCH A HARD TIME COMMUNICATING

As I walked into the office of one of my clients, a senior vice-president of one of America's major corporations, he said:

"You know, Sonya, it's incredible. I just walked out of a meeting with two other executives and I still don't know if one of them really *wants* to do this project or whether the other one even *understands* it yet!"

"What seemed to be missing?" I asked

"Well, I guess it's . . . the *truth*! Ralph just fudges whenever I ask for a direct answer. I can't tell if he's simply unable to make up his mind or doesn't want to tell me how he really feels. And Jim, he's so competitive I think he'd never *admit* that he doesn't understand!"

Why do we keep missing each other as we try to communicate? How come we end up mainly bad at it, instead of being clear and direct? What has happened along the way, in our development, so that by the time we get to the workplace we can no longer communicate? So much so that I'm called in to work with people on the whole gamut of communicating: