

And you know those others? The strangers? The ones who've got it made, who have convinced you with *their* public image that none of your concerns apply to them? They're going through exactly the same thing! The same inner-outer conflict and the same fears that you'll find *them* out!

What's the bottom line, then? How can we get to a place where we express ourself as an integrated person? How do we become free enough to tune into *our* personal message and skilled and confident enough to get that message across to *others*, clearly and persuasively?

What We Already Know

One key to better communication is awareness and discovery. *Awareness* of what's already there and *discovery* of what you've never noticed before, in yourself and in others. It's looking for what connects us.

In some respects, you're really an *expert* on your opposite number, your co-workers. Since we all start with the common denominator of being vulnerable, needy human beings, we're all eminently able to know and understand these elements in each other. At work we add the commonality of sharing specific and unique experiences, known only to those who work together.

This means that the knowledge to start solving the problem of how to say what you mean so others listen, understand, and get convinced is *already there*. You own it. The blinders that get in the way are forgetting how potentially connected we all are, despite our uniqueness.

There are also, of course, differences between us. Mankind is a theme with endless variations. But the ability to understand, recognize, and diagnose these differences is the other key to better communication. Recognizing and understanding human differences helps you change and adapt your communication style. Adjusting your communication behavior to account for the needs of others gives you the kind of personal power that makes you more effective at work and in life, generally.

With this in mind, let's take a look at the basic work personalities to further define and understand who we are at work and how we operate.

BASIC WORK PERSONALITIES

ACHIEVERS

AFFILIATORS

INFLUENCERS

We each have a dominant set of motivations that shape how we work—based on what matters most to us and what seems the best way to achieve the gratification of our inner desires.