

# Communication Skills Self-reflection Workbook

Version 1.1

Owned by © 2023 Revolent Group

PROPERTY OF TENTH REVOLUTION GROUP D/B/A THE REVOLENT GROUP; CONFIDENTIAL; FOR  
INTERNAL REVOLENT GROUP EMPLOYEE USE ONLY; DO NOT DISSEMINATE; DO NOT DISTRIBUTE

## Contents

Introduction.....	3
What's Your Communication Style? .....	4
Scoring the questionnaire .....	7
Scoring Form .....	8
Guidelines for Recognition of Behavioural Styles based on Perceptions of Assertiveness .....	9
Perceptions of Less or Ask-Assertive Behaviour .....	9
Perceptions of More or Tell-Assertive Behaviour .....	9
Guidelines for Recognition of Behavioural Styles based on Perceptions of Responsiveness ..	10
Control Responsiveness .....	10
Emote Responsiveness.....	10
Communication Styles.....	12
Communication Styles Overviews.....	13
Amiable.....	13
Analytical .....	14
Driver .....	15
Expressive.....	16
Adapting Your Communication Style .....	17
Increasing Responsiveness.....	17
Decreasing Responsiveness.....	17
Increasing Assertiveness.....	18
Decreasing Assertiveness.....	18
Back up Behaviours.....	19
Expressives in Backup.....	19
Analytical in Backup .....	19
Amiables in Backup.....	20
Drivers in Backup .....	20
Relationship Types Matrix .....	21
Relationship Seekers .....	22
Relationship Exploiters.....	22
Loyal Clients .....	23
Arms-Length Transaction Clients .....	23
Planning Template.....	25
Personal Learning Log .....	26
Version Control .....	27

## Introduction

Being a great communicator requires a combination of skills, qualities, and practices that allow you to convey your ideas, thoughts, and information effectively while also being receptive to others.

It is an ongoing process that requires self-awareness and a willingness to learn and adapt. By developing these skills and qualities, you can enhance your ability to connect with others, resolve conflicts, and achieve your personal and professional goals through effective communication.

This workbook will help you establish a foothold, increasing self-awareness of your personal 'preference.'

Pause for a second, and just fold your arms as you normally do so. Now try and fold them the opposite way. How did that feel? Uncomfortable? Unnatural? But you did it, right? Just because you prefer to do something in a comfortable, familiar way, doesn't mean that you are not capable of changing this when you need to. Communication is no different!

## What's Your Communication Style?

Consider each of the following questions separately and circle the one letter (a, b, c, or d) that corresponds to the description that best fits you. If you have trouble selecting only one answer, ask yourself which response, at work, would be the most natural or likely for you to make.

After scoring your responses, you will notice you are not just one style, and neither is anyone else, so you have to adjust your communication accordingly. It is important not to label someone because we are all different and complex, so no one fits into a box.

This tool, as with other tools, is meant to be a guide and to give your ideas but the best learning is through trial, error, reflection and trying again.

There are no right answers to these questions, so base your response on how you are today, not how you think you should be or would like to be in the future.

- 
- 1.** When talking to a colleague or friend ...
    - a.** I maintain eye contact the whole time.
    - b.** I alternate between looking at the person and looking down.
    - c.** I look around the room a good deal of the time.
    - d.** I try to maintain eye contact but look away from time to time.
  
  - 2.** If I have an important decision to make ...
    - a.** I think it through completely before deciding.
    - b.** I go with my gut instincts.
    - c.** I consider the impact it will have on other people before deciding.
    - d.** I run it by someone whose opinion I respect before deciding.
  
  - 3.** My work area mostly has ...
    - a.** Family photos and sentimental items displayed.
    - b.** Inspirational posters, awards, and art displayed.
    - c.** Graphs and charts displayed.
    - d.** Calendars and project outlines displayed.
  
  - 4.** If I am having a conflict with a colleague or friend...
    - a.** I try to help the situation along by focusing on the positive.
    - b.** I stay calm and try to understand the cause of the conflict.
    - c.** I try to avoid discussing the issue causing the conflict.
    - d.** I confront it right away so that it can get resolved as soon as possible.

- 5.** When I talk on the phone at work ...
  - a.** I keep the conversation focused on the purpose of the call.
  - b.** I spend a few minutes chatting before getting down to business.
  - c.** I am in no hurry to get off the phone and don't mind chatting about personal things, the weather, and so on.
  - d.** I try to keep the conversation as brief as possible.
  
- 6.** If a colleague or friend is upset ...
  - a.** I ask if I can do anything to help.
  - b.** I leave him alone because I don't want to intrude on his privacy.
  - c.** I try to cheer him up and help him to see the bright side.
  - d.** I feel uncomfortable and hope he gets over it soon.
  
- 7.** When I attend meetings at work ...
  - a.** I sit back and think about what is being said before offering my opinion.
  - b.** I put all my cards on the table so my opinion is well known.
  - c.** I express my opinion enthusiastically but listen to other's ideas as well.
  - d.** I try to support the ideas of the other people in the meeting.
  
- 8.** When I make a presentation in front of a group ...
  - a.** I am entertaining and often humorous.
  - b.** I am clear and concise.
  - c.** I speak relatively quietly.
  - d.** I am direct, specific, and sometimes loud.
  
- 9.** 9. When a colleague is explaining a problem to me ...
  - a.** I try to understand and empathize with how the person is feeling.
  - b.** I look for the specific facts pertaining to the situation.
  - c.** I listen carefully for the main issue so that I can find a solution.
  - d.** I use my body language and tone of voice to show the person that I understand.
  
- 10.** 10. When I attend training programs or presentations ...
  - a.** I get bored if the person moves too slowly.
  - b.** I try to be supportive of the speaker, knowing how hard the job is.
  - c.** I want it to be entertaining as well as informative.
  - d.** I look for the logic behind what the speaker is saying.
  
- 11.** When I want to get my point across to colleagues or friends...
  - a.** I listen to their point of view first and then express my ideas gently.
  - b.** I strongly state my opinion so that they know where I stand.
  - c.** I try to persuade them without being too forceful.
  - d.** I explain the thinking and logic behind what I am saying.



- 12.** When I am late for a meeting or appointment ...
- a.** I don't panic but call ahead to say that I will be a few minutes late.
  - b.** I feel bad about keeping the other person waiting.
  - c.** I get very upset and rush to get there as soon as possible.
  - d.** I apologize profusely once I arrive.
- 13.** I set goals and objectives at work that ...
- a.** I think I can realistically attain.
  - b.** I feel are challenging and would be exciting to achieve.
  - c.** I need to achieve as part of a bigger objective.
  - d.** Will make me feel good when I achieve them.
- 14.** When explaining a problem to a co-worker whom I need help from ...
- a.** I explain the problem in as much detail as possible.
  - b.** I sometimes exaggerate to make my point.
  - c.** I try to explain how the problem makes me feel.
  - d.** I explain how I would like the problem to be solved.
- 15.** If a colleague or friend late for a meeting with me at a location I chose ...
- a.** I keep myself busy by making phone calls or working until they arrive.
  - b.** I assume they were delayed a bit and don't get upset.
  - c.** I call to make sure that I have the correct information (date, time, etc.)
  - d.** I get upset that the person is wasting my time.
- 16.** When I am behind on a project and feel pressure to get it done ...
- a.** I make a list of everything I need to do, in what order, by when.
  - b.** I block out everything else and focus 100 percent on the work I need to do.
  - c.** I become anxious and have a hard time focusing on my work.
  - d.** I set a date to get the project done by and go for it.
- 17.** When I feel verbally attacked by a colleague or friend...
- a.** I tell the person to stop it.
  - b.** I feel hurt but usually don't say anything about it to the person.
  - c.** I ignore the person anger and try to focus on the facts of the situation.
  - d.** I let the person know in strong terms that I don't like their behavior.
- 18.** When I see a colleague or friend whom I like and haven't seen recently ...
- e.** I give the person a friendly hug.
  - f.** I greet the person but don't shake their hand.
  - g.** I give the person a firm but quick handshake.
  - h.** I give the person an enthusiastic handshake that lasts a few moments.

## Scoring the questionnaire

Once you have finished the questionnaire, review the following scoring sheet (shown on the next page). You will be scoring yourself on four specific working styles. They are:

<b>Driver</b> (DR)	<b>Expressive</b> (EX)	<b>Amiable</b> (AM)	<b>Analytical</b> (A)
-----------------------	---------------------------	------------------------	--------------------------

Transfer your answers from the questionnaire to the scoring sheet and then count up the number of times you circled each style. Enter these scores at the bottom of the scoring sheet. The style where you scored the most points is your primary working style.

The four terms (Driver, Expressive, Amiable, and Analytical) were originally coined by Dr. David Merrill, founder of Tracom Consulting Group. If you are interested in reading more, read *Personal Styles and Effective Performance: Make your Style Work for You* by Dr. David Merrill and Roger Reid (Radnor, PA.: Chilton, 1981)

## Scoring Form

1 <b>a.</b> Driver <b>b.</b> Amiable <b>c.</b> Analytical <b>d.</b> Expressive	7 <b>a.</b> Analytical <b>b.</b> Driver <b>c.</b> Expressive <b>d.</b> Amiable	13 <b>a.</b> Analytical <b>b.</b> Expressive <b>c.</b> Driver <b>d.</b> Amiable
2 <b>a.</b> Analytical <b>b.</b> Driver <b>c.</b> Amiable <b>d.</b> Expressive	8 <b>a.</b> Expressive <b>b.</b> Analytical <b>c.</b> Amiable <b>d.</b> Driver	14 <b>a.</b> Analytical <b>b.</b> Expressive <b>c.</b> Amiable <b>d.</b> Driver
3 <b>a.</b> Amiable <b>b.</b> Expressive <b>c.</b> Analytical <b>d.</b> Driver	9 <b>a.</b> Amiable <b>b.</b> Analytical <b>c.</b> Driver <b>d.</b> Expressive	15 <b>a.</b> Expressive <b>b.</b> Amiable <b>c.</b> Analytical <b>d.</b> Driver
4 <b>a.</b> Expressive <b>b.</b> Amiable <b>c.</b> Analytical <b>d.</b> Driver	10 <b>a.</b> Driver <b>b.</b> Amiable <b>c.</b> Expressive <b>d.</b> Analytical	16 <b>a.</b> Analytical <b>b.</b> Driver <b>c.</b> Amiable <b>d.</b> Expressive
5 <b>a.</b> Driver <b>b.</b> Expressive <b>c.</b> Amiable <b>d.</b> Analytical	11 <b>a.</b> Amiable <b>b.</b> Driver <b>c.</b> Expressive <b>d.</b> Analytical	17 <b>a.</b> Driver <b>b.</b> Amiable <b>c.</b> Analytical <b>d.</b> Expressive
6 <b>a.</b> Amiable <b>b.</b> Analytical <b>c.</b> Expressive <b>d.</b> Driver	12 <b>a.</b> Analytical <b>b.</b> Amiable <b>c.</b> Driver <b>d.</b> Expressive	18 <b>a.</b> Amiable <b>b.</b> Analytical <b>c.</b> Driver <b>d.</b> Expressive

Driver = 4  
Amiable = 4  
Analytical = 8  
Expressive = 2



## Guidelines for Recognition of Behavioral Styles based on Perceptions of Assertiveness

**Less**  
Ask  
Assertive



**More**  
Tell  
Assertive

### Perceptions of Less or Ask-Assertive Behavior

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>• Demonstrate less energy.</li><li>• Move more slowly.</li><li>• Gesture less vigorously</li><li>• Have less eye contact.</li><li>• Lean backward even when making a point.</li><li>• Speak less rapidly.</li><li>• Speak more softly.</li><li>• Speak less often.</li><li>• Be slower to address problems</li></ul> | <ul style="list-style-type: none"><li>• Decide less quickly.</li><li>• Be less risk orientated.</li><li>• Be less confrontational.</li><li>• Be less direct and less emphatic when expressing opinions, making requests and giving directions.</li><li>• Exert less pressure for making a decision or taking action.</li><li>• Demonstrate anger less quickly</li></ul> |
|--|---|

### Perceptions of More or Tell-Assertive Behavior

- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>• Demonstrate more energy.</li><li>• Move faster.</li><li>• Gesture more vigorously</li><li>• Have more intense eye contact.</li><li>• Be erect or lean forward especially when making a point.</li><li>• Speak more rapidly.</li><li>• Speak louder.</li><li>• Speak more often.</li><li>• Address problems more quickly</li></ul> | <ul style="list-style-type: none"><li>• Decide more quickly.</li><li>• Be more risk orientated.</li><li>• Be more confrontational.</li><li>• Be more direct and emphatic when expressing opinions, making requests and giving directions.</li><li>• Exert more pressure for a decision or for taking action.</li><li>• Demonstrate anger more quickly</li></ul> |
|---|---|

## Guidelines for Recognition of Behavioral Styles based on Perceptions of Responsiveness

### Control Responsiveness

#### Perceptions of Control or Less-Responsiveness Behavior:

- Be less disclosing of feelings.
- Appear more reserved.
- Be less facially expressiveness.
- Gesture less freely
- Have less vocal inflection.
- Be less interested in and less adept at “small talk.”
- Use more facts and logic than anecdotes.
- Be more task orientated.
- Prefer working alone.
- Dress more formally
- Be more structured in their use of time

### Emote Responsiveness

#### Perceptions of Emote or More-Responsiveness Behavior:

- Express feelings more quickly
- Appear more friendly.
- Be more facially expressive.
- Gesture more freely
- Have more vocal inflection.
- Be more comfortable with small talk.
- Use more anecdotes and stories.
- Express more concern about the human aspects of issues.
- Prefer working with people.
- Dress more casually
- Be less structured in their use of time

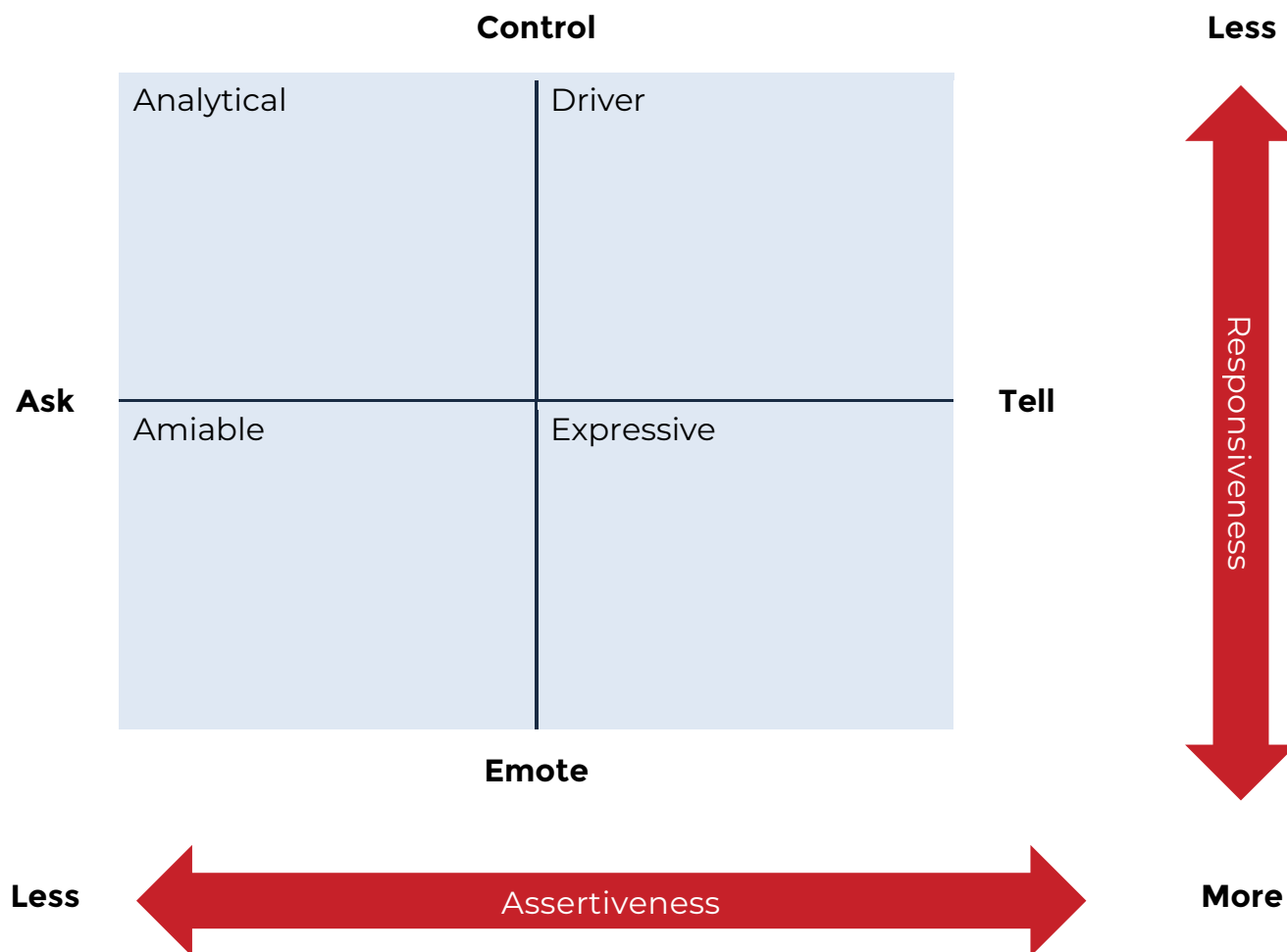
Less



More

Notes:

## Communication Styles



## Communication Styles Overviews

### Amiable

<p>As an Amiable you are likely to demonstrate the following tendencies: -</p> <ul style="list-style-type: none"><li>• Performing in a consistent, predictable manner.</li><li>• Demonstrating patience.</li><li>• Developing specialized skills.</li><li>• Desiring to help others.</li><li>• Showing loyalty.</li><li>• Being a good listener.</li><li>• Calming excited people.</li><li>• Creating a stable, harmonious work environment.</li></ul>	<p>It is important for you to have an environment which includes: -</p> <ul style="list-style-type: none"><li>• Maintenance of the status quo unless given reasons for change.</li><li>• Predictable routines.</li><li>• Credit for work accomplished.</li><li>• Minimal work infringement on home life.</li><li>• Sincere appreciation.</li><li>• Identification with a group.</li><li>• Standard operating procedures.</li><li>• Minimal conflict.</li></ul>
<p>You are likely to need others around you who: -</p> <ul style="list-style-type: none"><li>• React quickly to unexpected change.</li><li>• Stretch towards the challenges of accepted tasks.</li><li>• Become involved in more than one thing.</li><li>• Are self-promoting.</li><li>• Apply pressure on others.</li><li>• Work comfortably in an unpredictable environment.</li><li>• Help prioritize work.</li><li>• Are flexible in work procedures.</li></ul>	<p>To be more effective, you will need: -</p> <ul style="list-style-type: none"><li>• Conditioning prior to change.</li><li>• Validation of self-worth.</li><li>• Information on how one's effort contributes to the total effort.</li><li>• Work associates of similar competence and sincerity.</li><li>• Guidelines for accomplishing the task.</li><li>• Encouragement of creativity.</li></ul>

## Analytical

<p>As an Analytical you are likely to demonstrate the following tendencies: -</p> <ul style="list-style-type: none"> <li>• Attention to key directives and standards.</li> <li>• Concentrating on key details.</li> <li>• Thinking analytically and weighing the pros and cons.</li> <li>• Being diplomatic with people.</li> <li>• Using subtle or indirect approaches to conflict.</li> <li>• Checking for accuracy.</li> <li>• Analyzing performance critically.</li> <li>• Using a systematic approach to situations or activities.</li> </ul>	<p>It is important for you to have an environment which includes: -</p> <ul style="list-style-type: none"> <li>• Clearly defined performance expectations.</li> <li>• Valuing quality and accuracy.</li> <li>• Reserved business-like atmosphere.</li> <li>• Opportunity to demonstrate expertise.</li> <li>• Control over those factors that affect your performance.</li> <li>• Opportunity to ask why questions.</li> <li>• Recognition for specific skills and accomplishments.</li> </ul>
<p>You are likely to need others around you who: -</p> <ul style="list-style-type: none"> <li>• Delegate important tasks.</li> <li>• Make quick decisions.</li> <li>• Use policies only as guidelines.</li> <li>• Compromise with the opposition.</li> <li>• State unpopular positions.</li> <li>• Initiate and facilitate discussions.</li> <li>• Encourage teamwork.</li> </ul>	<p>To be more effective, you will need: -</p> <ul style="list-style-type: none"> <li>• Opportunity for careful planning.</li> <li>• Exact job descriptions and performance objectives.</li> <li>• Scheduled performance appraisals.</li> <li>• Specific feedback on performance.</li> <li>• To respect people's worth as much as their accomplishments.</li> <li>• To develop tolerance for conflict.</li> </ul>



## Driver

<p>As a Driver you are likely to demonstrate the following tendencies: -</p> <ul style="list-style-type: none"> <li>• Focus on getting immediate results.</li> <li>• Cause action.</li> <li>• Accept challenges.</li> <li>• Make quick decisions.</li> <li>• Question the status quo.</li> <li>• Take authority.</li> <li>• Manage trouble.</li> <li>• Solve problems.</li> </ul>	<p>It is important for you to have an environment which includes: -</p> <ul style="list-style-type: none"> <li>• Power and authority.</li> <li>• Prestige and challenge.</li> <li>• Opportunity for individual accomplishments.</li> <li>• Wide scope of operations.</li> <li>• Direct answers.</li> <li>• Opportunity for advancement.</li> <li>• Freedom from controls and supervision.</li> <li>• Many new and varied activities.</li> </ul>
<p>You are likely to need others around you who: -</p> <ul style="list-style-type: none"> <li>• Weigh the pros and cons.</li> <li>• Calculate risks.</li> <li>• Use caution.</li> <li>• Structure a more predictable environment.</li> <li>• Research facts.</li> <li>• Deliberate before deciding.</li> <li>• Recognize the needs of others.</li> </ul>	<p>To be more effective, you will need: -</p> <ul style="list-style-type: none"> <li>• Difficult assignments.</li> <li>• To understand that you need people.</li> <li>• Techniques based on practical experience.</li> <li>• An occasional shock.</li> <li>• Identification with a group.</li> <li>• To verbalize reasons for conclusions.</li> <li>• An awareness of existing sanctions.</li> <li>• To pace yourself and relax more.</li> </ul>

## Expressive

<p>As an Expressive you are likely to demonstrate the following tendencies: -</p> <ul style="list-style-type: none"> <li>• Contacting people.</li> <li>• Making a favorable impression.</li> <li>• Verbalizing articulately.</li> <li>• Creating a motivational environment.</li> <li>• Generating enthusiasm.</li> <li>• Entertaining people.</li> <li>• Viewing people and situations optimistically.</li> <li>• Participating in a group.</li> </ul>	<p>It is important for you to have an environment which includes: -</p> <ul style="list-style-type: none"> <li>• Popularity and social recognition.</li> <li>• Public recognition of ability.</li> <li>• Freedom of expression.</li> <li>• Group activities outside of the job.</li> <li>• Democratic relationships.</li> <li>• Freedom from control and detail.</li> <li>• Opportunity to verbalize proposals.</li> <li>• Coaching and counselling.</li> <li>• Favorable working conditions.</li> </ul>
<p>You are likely to need others around you who: -</p> <ul style="list-style-type: none"> <li>• Concentrate on the task.</li> <li>• Seek facts.</li> <li>• Speak directly.</li> <li>• Respect sincerity.</li> <li>• Develop systematic approaches.</li> <li>• Prefer dealing with things rather than dealing with people.</li> <li>• Take a logical approach.</li> <li>• Demonstrate individual follow through.</li> </ul>	<p>To be more effective, you will need: -</p> <ul style="list-style-type: none"> <li>• Control of time if low in other behavioral tendencies.</li> <li>• Objectivity in decision making.</li> <li>• Participatory management.</li> <li>• More realistic appraisals of others.</li> <li>• Priorities and deadlines.</li> <li>• To be firmer with others if there is little of the “driver” in you.</li> </ul>

## Adapting Your Communication Style

### Increasing Responsiveness

Central Theme	<b>Emote</b> a little more often
	<b>Control</b> a little less often

#### How to Increase Responsiveness:

1. Verbalize feelings.
2. Pay personal compliments.
3. Be willing to spend time on the relationship.
4. Engage more in small talk.
5. Use more friendly non-verbal language.

Things I need to do to increase my responsiveness:

### Decreasing Responsiveness

Central Theme	<b>Control</b> a little more often
	<b>Emote</b> a little less often

#### How to Decrease Responsiveness:

1. Talk less.
2. Restrain your enthusiasm.
3. Make decisions based on facts.
4. Stop and think.
5. Acknowledge the thoughts of others.

Things I need to do to decrease my responsiveness:

## Increasing Assertiveness

Central Theme	<b>Tell</b> a little more often
	<b>Ask</b> a little less often

### How to Increase Assertiveness:

1. Get to the point.
2. Volunteer information
3. Be willing to disagree.
4. Act on your own convictions
5. Initiate conversation

Things I need to do to increase my Assertiveness:

## Decreasing Assertiveness

Central Theme	<b>Ask</b> a little more often
	<b>Tell</b> a little less often

### How to Decrease Assertiveness:

1. Ask for opinions of others.
2. Negotiate decision-making.
3. Listen without interrupting.
4. Adapt to time needs of others.
5. Allow others to take the lead more.

Things I need to do to decrease my Assertiveness:

## Back up Behaviors

### Expressives in Backup

- People orientated.
- Become even more assertive and emotionally unstrained.
- Angry
- Boil at different degree
  - Quick tempered
  - Hot headed
  - Temper over quickly

**Notes:**

### Analytical in Backup

- Try to avoid interpersonal tension.
- Emotionally reserved
  - Prefer working alone.
- Say even less than normal.
- If they do speak, they are.
  - Rational
  - Factual
  - Logical
- Facial expressions even more limited
- Withdraw emotionally.

**Notes:**

## Amiables in Backup

- Quiet
- Friendly
- Co-operative
- When stressed.
  - Desires avoidance of conflict
  - Go overboard to minimize tension.
  - Still smiling – still agreeing
  - Hearing the words – Body language will have changed.
    - Empty of commitment
- Only hint at frustration
- Expressive don't like Amiables as if there is a problem Expressive would prefer to know.
- Takes longer for Amiables to move to backup.

**Notes:**

## Drivers in Backup

- Normally strong willed
- Under pressure become:
  - Controlling
  - Impose thoughts and plans on others.
  - Unbending
  - Closed to ideas other than their own.
  - Express less emotion than normal.
  - Totally focused on themselves
- Less assertive people are intimidated by Drivers.
  - Feel Bull dozed.
  - Pushed around.

**Notes:**



# Relationship Types Matrix

This is one way of defining the kind of customer your organization has and the type of relationship your customer wants. The matrix makes us think about whether our customers want a long- or short-term relationship with us and also if it needs to be a close or distant one.

The matrix below demonstrates the 4 types of customers on the basis of these 2 dimensions:

		Long Term	Short Term
Intimacy wanted by customers in relationship with supplier	Close Relations	<b>Relationship Seekers</b>	<b>Relationship Exploiters</b>
	Distant Relations	<b>Loyal Buyers</b>	<b>Arm's-length Transaction Clients</b>

Notes:

## Relationship Seekers

These are customers who want a long-term relationship with the supplier and a high degree of closeness. Business-to-business relationships often fall into this category.

**Notes:**

## Relationship Exploiters

In this quadrant, the customers want a short term but close relationship. These are customers who will take every advantage from relationships until they can find a better deal elsewhere.

Companies try to generate loyalty through, for example, some stores offer loyalty cards which offer customers rewards and incentives for shopping regularly with them. However, customers tend to grow cynical about the benefits of this type of loyalty scheme.

Generally, the kind of purchase involved is packaged consumer goods and customers in this category need to feel that there is a benefit from remaining loyal. If they do not, they will continue with the relationship only until a better deal comes along. Recent research showed that most customers believed that the purpose of loyalty schemes was to make more money from them rather than offer them a better service.

**Notes:**

## Loyal Clients

These are customers who want a long-term relationship but not a close one. Customers of utility companies are a good example of this. People may well stay with the same supplier through satisfaction with the supply and service, but not want to deepen the relationship by sharing information with the company or involving themselves in the development of services and products.

**Notes:**

## Arms-Length Transaction Clients

Customers falling into this quadrant want a short term, distant relationship. These include customers who shop around for the best deal. They will probably buy something if it is cheap and do not want a close relationship with the supplier, they buy from whichever company offers the lowest price and feel no affinity to any particular station.

**Notes:**

Categorizing clients this way highlights the fact that customers may want different forms of relationships. It is important for the organization to identify both the type of relationship that is appropriate and profitable and the type which will appeal to different segments of clients which it targets.

## Notes:

## Planning Template

How will I frame the conversation?	
How will I open the conversation?	
Introductions	
Purpose of the Meeting	
Share Agenda for the Meeting	
Ask where the other person would like to start	
Before the meeting starts check:	
What else needs to be covered?	
Who else needs to be involved?	
Has anything changed since last contact?	
What are my outcomes for the conversation? (Specific and measurable)	
Relationship?	
Implementation?	
What questions do I have? (Clear, Precise, Conversational – open)	
Implementation?	
Relationship?	
Discovery?	
Post-Conversation Summary	
What Progress towards outcomes have been made? What 'Advances' have been made?	
Relationship?	
Implementation?	
Discovery?	
Action Required?	
What do I need to do?	
What are they doing now?	
What are my outcomes for the next contact?	
Relationship?	
Implementation?	
Discovery?	

Personal Learning Log

Name:		Date of Workshop:	
-------	--	-------------------	--

What are my key take-aways from today?	How am I going to use it?	What was the outcome?



Personal Learning Log

Name:		Date of Workshop:	
-------	--	-------------------	--

What are my key take-aways from today?	How am I going to use it?	What was the outcome?

Personal Learning Log

Name:		Date of Workshop:	
-------	--	-------------------	--

What are my key take-aways from today?	How am I going to use it?	What was the outcome?

## Version Control

This document is currently owned by **L&D Operations**.  
All change requests made to this document must be made to **help@revolentgroup.com**

Change	Changed By	New Version	Date Changed	Date Approved
Original Document	David Noble	V1.0	20OCT23	N/A
Branding	Joe Catterall	V1.1	23OCT23	N/A