

Good Morning!!!!



Communication Skills: Do you know your blind spots?

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Objectives

- At the end of this presentation, the attendees will be able to:
 - Identify 4 basic communication styles, derived from Jungian thought
 - Identify their own communication styles in normal circumstances and under stress and communication blind spots
 - Appreciate the communication styles of others
 - Modify personal communication styles to improve communication with others
 - Locate web-based communication skills references

Why are we here?

To address the ACGME Competency

Interpersonal and communication skills that result in effective information exchange and collaboration with patients, their families, and other health professionals.

Premises

- All individuals have recognizable, consistent communication styles.
- After a relatively short exposure, you can identify an individual's communication style.

Premises

- People communicate most effectively with individuals who have similar styles to their own, and have difficulty with people who have dissimilar styles.
- You can adapt or modify your style to “speak the language” of others.

Assumptions

- All people have a characteristic interpersonal style
- All interpersonal styles have strengths.
- Excess use of strengths may cause weakness.

Under stress, styles may change!!!

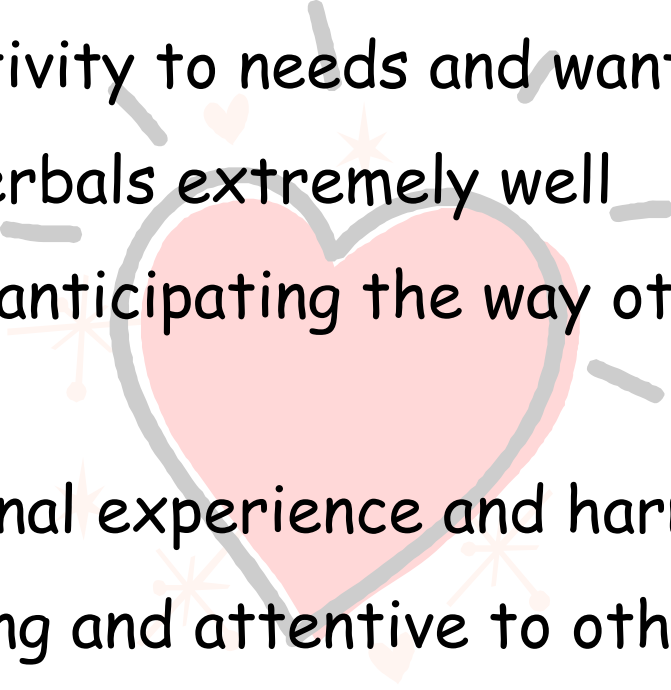
Interpersonal Styles?

From "I-Speak
your language"

Just one of many tools
to assess
communication styles



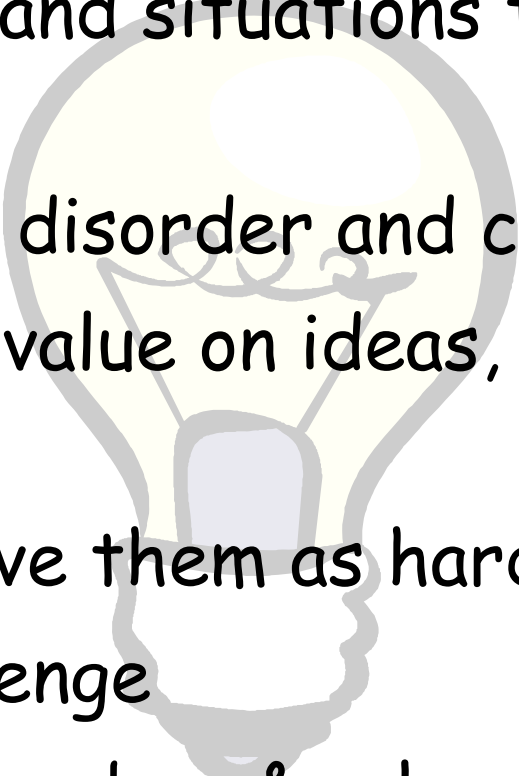
Feelers

- Dynamic, stimulating, and "warm"
 - Shows sensitivity to needs and wants of others
 - Reads non-verbals extremely well
 - Effective in anticipating the way others may respond to change
 - Values personal experience and harmony
 - Understanding and attentive to others
 - Notices subtle changes in other's mood
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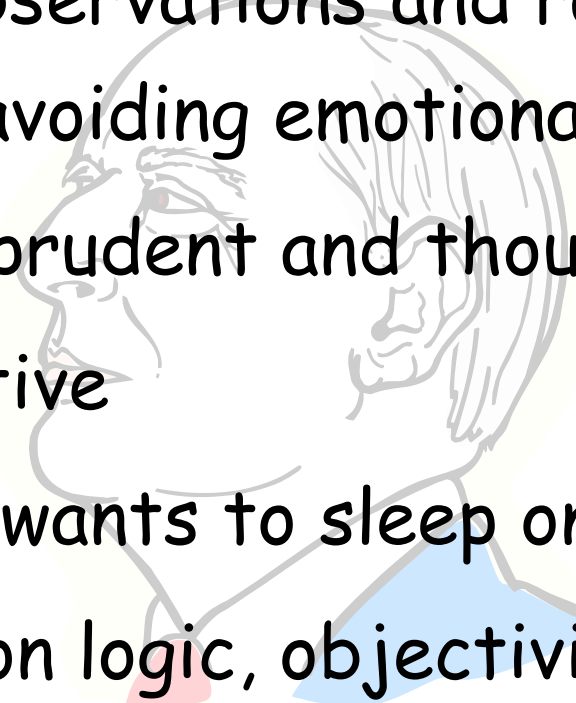
Sensors

- Works on wide variety of tasks at once
- Demonstrates incredible attention to detail
- Often asks "will it work", "how", "who will do what"?
- Assesses growth and progress in specific and measurable terms
- High value placed on action, thrive on getting things done
- Direct & down-to-earth
- Energetic

Intuitors

- Enjoys tasks and situations that demand a long-term view
 - Accepts that disorder and chaos are inevitable
 - Places a high value on ideas, innovations, and concepts
 - Other perceive them as hard to pin down
 - Tend to challenge
 - Continuously probes & asks questions
- 

Thinkers

- Relies on observations and rational principles, avoiding emotionalism
 - Valued for prudent and thoughtful analysis
 - Very objective
 - Skeptical - wants to sleep on it
 - High value on logic, objectivity, and systematic inquiry
- 

Time to do our questionnaire



**1 = least like
you**

**4 = most like
you**

1. I am likely to impress others as:

- Practical and direct
- Emotional and somewhat stimulating
- Objective and logical
- Conceptual and creative

2. In the way I approach my work, I:

- Want it to involve meaningful experiences with others
- Prefer work that is systematically or logically organized
- Like to see the tangible benefits that result from my expenditure of time and energy
- Prefer novel work or problem-solving that is innovative and advances knowledge

3. In communicating with others, I tend to:

- Show less interest in thoughts and ideas that show little or no originality
- Become impatient with people who make leaps of logic or do not express ideas completely
- Gravitate toward people who express their feelings about an issue or topic
- Focus more on the here-and-now, rather than the future

4. When circumstances prevent me from doing what I want, I find it most helpful to:

- Objectively review the logic of my approach and modify it accordingly
- Re-think all that has happened and develop a new hypothesis or model for action
- Review all the facts, identify the key obstacles, and proceed in a manner that is close to the original plan
- Analyze the motivations and concerns of others in order to develop a new awareness of the situation

5. I may appear to others as being:

- Sometimes too emotional or sensitive
- Sometimes too logical or aloof
- Sometimes overly concerned with details and specifics
- Sometimes too concerned with ideas and concepts

6. When I write to an individual I do not know, I usually try to:

- Clarify the reasons for the contact and relate this to my purpose in writing
- Highlight in plain language what I want, need, or expect of the other person
- Show how my main points fit into a broader perspective
- Reveal some aspect of myself and my style

7. When confronted by others with a different point of view, I can usually make progress by:

- Getting one or two specific commitments on which we can build later
- Trying to put myself in someone else's place
- Keeping my composure and helping others to see things simply and logically
- Relying on my basic ability to conceptualize and pull ideas together

8. When acting on a decision, I tend to focus first on:

- The consequences of what I'm doing as it pertains to its impact on others
- Making sure that my actions are consistent and part of a systematic progression
- The here-and-now implications of any actions I take
- Its long range significance and how it relates to future actions or conditions

9. I tend to respond more favorably to social interactions with individuals who:

- Can contribute ideas and challenge my thinking
- Come across as being tough-minded but fair
- Are comfortable sharing their feelings on a given issue
- Are realistic, practical, and know how to get things done

10. When speaking to a group with whom I have little regular contact, I would likely give the impression of being:

- A systematic thinker who can analyze the kind of problems the particular group is concerned about
- An individual capable of making some innovative contribution
- A pragmatic and resourceful individual who could help the group define its concerns and who could assist in solving their problems
- A lively and effective individual who was sensitive to their moods and needs

11. In stressful interactions with others, I may occasionally:

- Be too open, expressing feelings that might have been better left unsaid
- Ignore the other person's experience of the situation and hold my own position
- Become so concerned with a given facet of the interaction that I fail to see other less obvious ways to resolve things
- Become distracted by the many possible consequences produced by the interaction

12. If I am not careful, others may at times feel that I am:

- Unemotional and inclined toward being impersonal or detached
- Superficial or self-centered
- Snobbish, superior, or condescending
- Moody, excitable, or unpredictable

13. I feel satisfied with myself when I:

- Get more accomplished than I planned
- Understand the underlying feelings of others and react in a helpful way
- Solve a problem by using a logical or systematic method
- Develop feasible new thoughts or ideas

14. I find it easy to be convincing when I am:

- Sensitive to my own feelings and those of others
- Logical, patient, and forbearing
- Practical and direct
- Intellectually in control of things and take all relevant factors into account

15. At my best, others may see me as:

- A gifted and creative person
- A decisive and disciplined person
- A thoughtful and compassionate person
- A dependable and reliable person

16. When things are not going well, I tend to:

- Trust my ability to maintain objectivity and pursue a logical course of action
- Trust my instincts and feel that there are a variety of ways in which I can respond
- Concentrate on accomplishing what needs to be done according to the plan in use
- Seek the support of others and freely express my thoughts and concerns to them

17. When others pressure me, I tend to:

- Become overly emotional, impulsive, or inclined to let my feelings get in the way
- Become too analytical and critical of them
- Become too concerned with proving myself by taking immediate action
- Become involved in creating a variety of ways to respond

18. When approaching difficult situations, I can sometimes become overly involved:

- In intellectual arguments based on logical principles
- In sticking to the current issues and getting done what needs to be done now
- In analyzing how each situation relates to others things that must be considered
- In analyzing and responding to the feelings of others

**DO NOT ADD SCORES
JUST YET!!!!**



How to recognize Feelers

- Uses your name in the course of conversation and letters
- Close eye contact
- Will physically touch others when making points
- Often defends the action of others
- Keeps plants and personal pictures in office
- Under stress is thin skinned, emotional, & over reactive

Feeler

- Strengths

- Spontaneous
- Persuasive
- Draws out feelings of others
- Loyal & friendly
- Approachable

- Weaknesses

- Impulsive
- Manipulative
- Stirs up conflict
- Subjective

How to recognize Sensors

- Easily made impatient
- Running behind schedule
- Wants to get to the point!!!!
- Prefer to call on phone rather than write
- Makes short, abrupt gestures with hands
- Eyes jump from object to object
- Constructively impatient
- Direct in dialogue

Sensor

- Strengths

- Pragmatic
- Results oriented
- Perfectionist
- Bases opinion on personal experience
- Decisive

- Weaknesses

- Doesn't see long range
- Acts first, then thinks
- Nit picking
- Lacks trust in others

How to recognize Intuitors

- Relates two different trends to each other
- Over generalize
- Make frequent references to future events
- Tend not to use examples
- Asks big picture type questions
- Keep social distance
- Expects their actions to be understood
- Presents insights, concepts, and ideas first

Intuitor

- Strengths

- Creative
- Idealistic
- Ideological
- Imaginative

- Weaknesses

- Fantasy bound
- Out of touch
- Impractical
- Far out

How to recognize Thinkers

- Write letters in outline form
- Neat and orderly in their work habits
- Offer more detail than one may feel necessary
- Specific in their choice of words
- Consistent producer
- Results oriented



Thinker

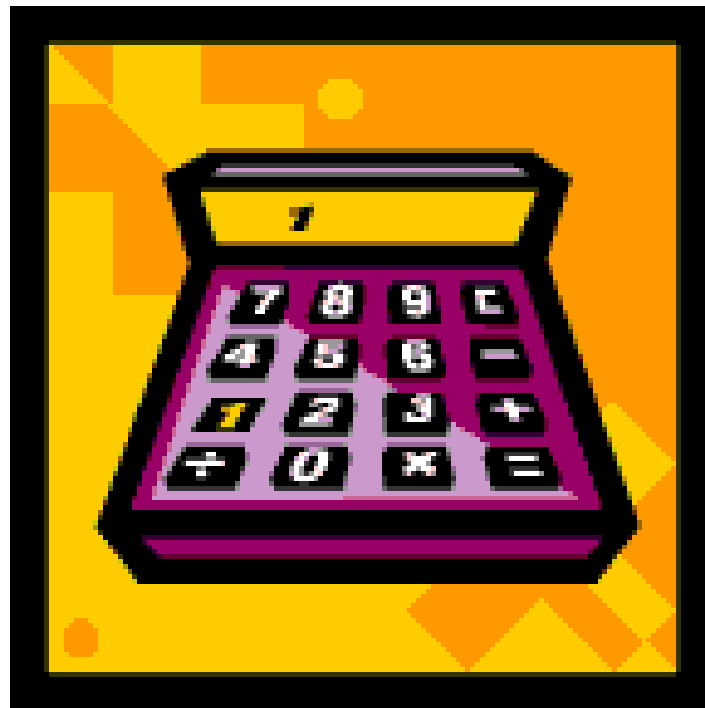
- Strengths

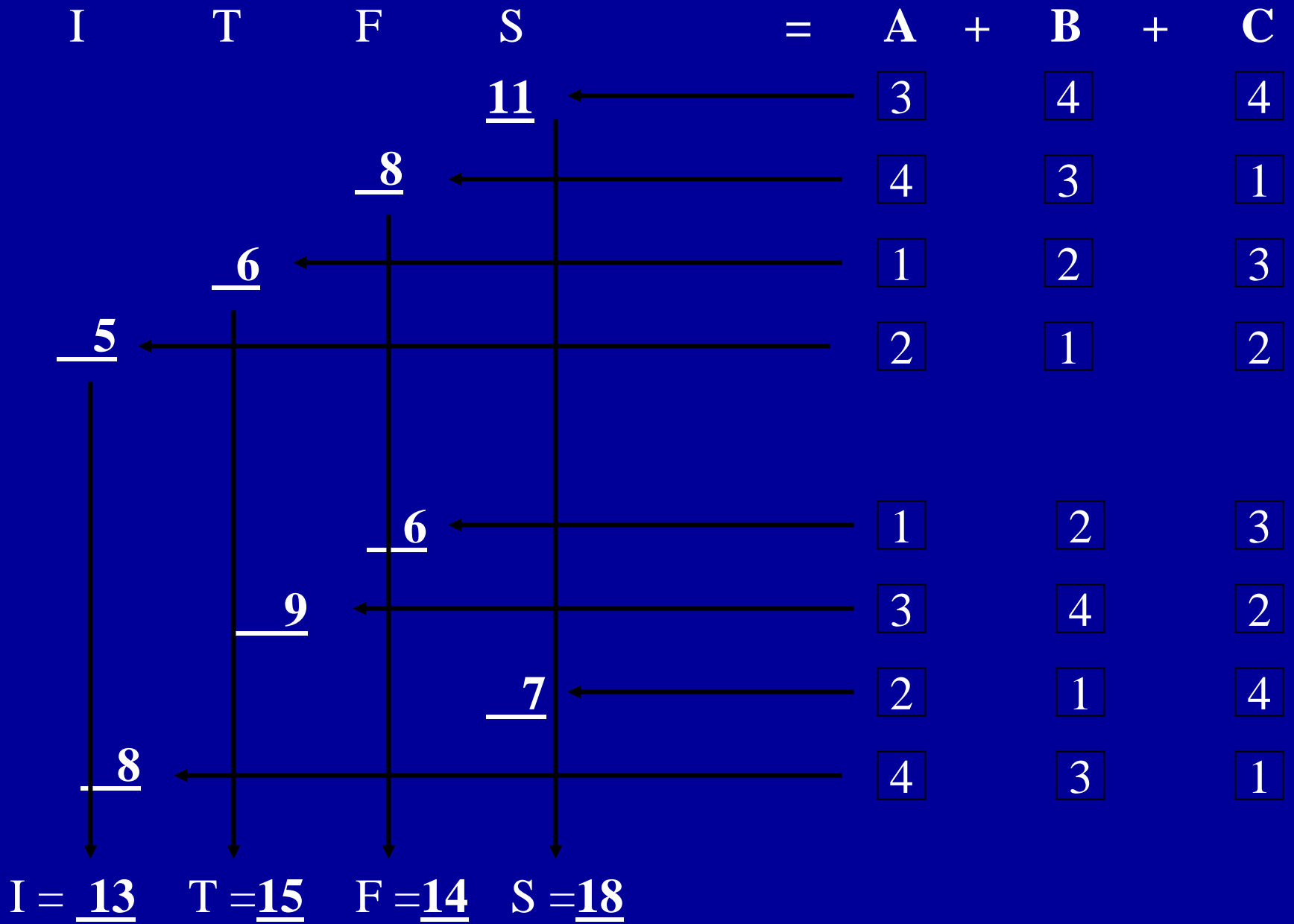
- Deliberative
- Prudent
- Analytical
- Rigid
- Unemotional

- Weaknesses

- Indecisive
- Over-cautious
- Over-serious
- Stabilizing
- Cold, aloof

Time to add our scores...



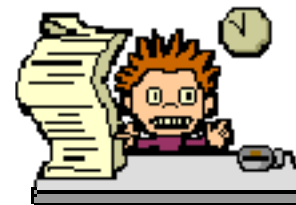


What does your score mean?

- High score = primary style (most often used by you and the way others may describe you)
- Second highest score = Back-up style (influences your thoughts and actions but not as strong as primary style)

What does your score mean?

- Top $\frac{1}{2}$ sheet = your style under normal circumstances
- Lower $\frac{1}{2}$ sheet = your style under stress conditions



Note: Styles *may* change under stress

**Know your
blind spots!!!**

Feeler's Blind Spots

- Talks to much about the past
- Forgets to cite facts
- Oversimplifies
- Tells too many anecdotal stories
- Never gets to the point
- Avoids bringing to the surface unpleasant facts
- Uses self-pity as a crutch
- Overreacts

Sensor's Blind Spots

- Tries to resolve things to quickly
- Does not ask enough questions
- Commands
- Not taking time to learn others objectives
- Comes on to strong, overwhelm others
- Talks to fast
- Over-competitive & being proud to a fault

Intuitors Blind Spots

- Comments are scattered
- Raises too many issues
- Being too lengthy
- Appears rigid
- Appears too judgmental
- Appears condescending
- Leaves issues dangling

Thinker's Blind Spots

- Over explains
- Being too noncommittal
- Use a monotone
- Does not express feelings enough
- Gets involved in asking too many questions
- Wants to organize in too rigid a fashion
- Gives people more background than they really want



Conclusions

- The four basic communications styles—sensors, feelers, intuitors, and thinkers—each have their strengths and weaknesses
- Recognizing one's own preferred style at ease and at times of stress can help communication with others
- Communication strategies can be tailored to fit various people's styles

Let's see how you do



Communication Case Studies

CASE #1 THE REP AND DR. BROWN

A year ago, you were attracted to your present position with Better Pharmaceuticals because BPI is a professionally oriented, sound company with good, well-tested products and a reputation for ethical practices. In the past six weeks, you have made two calls on a physician who has just moved into your area. Dr. Brown was abrupt on your first visit, spent only several minutes with you, demanded some samples that you were unable to provide, and then hastily excused himself to get back to his patients. Two weeks ago, you called on him again and tried to reorient him about BPI and one of your better products. Dr. Brown was impolite, seemed disinterested, and interrupted you several times with pricing questions concerning other BPI products. When you answered his questions, Dr. Brown said he wasn't really interested in these products. Finally, you said, "Dr. Brown, I am here to fill your professional needs, and I am finding it difficult to do so. If I can really be of help and service, please tell me how."

CASE #1 THE REP AND DR. BROWN (CONTD.)

This was his response: "Listen, Mr. Carruthers, where I come from, I got terrific deals from my suppliers. Plenty of free samples and substantial price reductions, which I worked out informally, of course, with salespeople just like you. I might be interested in BPI's preparations 'A' and 'H,' but I'd like enough samples for two months, and then let's sit down and discuss a special deal."

Before you could respond, his nurse buzzed, and Dr. Brown left, asking you to drop by in a week's time. BPI does not have a rigid policy against sampling, but it discourages it because both physicians and some reps have abused such practices in the past.

CASE #1 THE REP AND DR. BROWN (CONTD.)

1. What is Mr. Carruthers's style? Reason: _____

2. What is Dr. Brown's style? Reason: _____

3. How would you analyze the cause of the possible style conflict? _____

CASE #1 THE REP AND DR. BROWN

Answers

1. It is difficult to state precisely the style of Carruthers. However, his question to the doctor asking how he could be of "help and service" is a Feeler statement. Moreover, the fact that he seems somewhat concerned about the impoliteness and disinterest of the physician also support the sensitivity aspect of the Feeler. Thus, in the absence of other data, we would probably conclude that Feeler is his primary style.
2. Dr. Brown's style seems classic Senser. He is quite busy, works on close schedules, interrupts, seems impatient, has little time for things that he doesn't feel have an immediate payoff. He doesn't seem to have the sensitivity of the Feeler or the conceptual agility and theoretical orientation of the Intuitor, although he may have a backup Thinker style. The last point is a fair guess, since he has a medical education, which includes many scientific and technical courses that have the rigid methodology and logic Thinkers thrive on.

CASE #1 THE REP AND DR. BROWN

Answers

3. Assuming for a moment that this is a situation involving a conflict of personal style, one possible reason is the basic Feeler/Senser conflict. The Feeler is upset and disturbed by the Senser's seeming arrogance, insensitivity, and blatant concern for somewhat apparently selfish motives. The reaction to this is often one of rejection on the part of the Feeler, and, at the same time, the Senser sees the Feeler as being not really concerned about the Senser's immediate problems.

CASE #2 SAM BOSSY

You are chatting with one of your contacts. In response to the question "How are things going?" the contact tells you about Sam, her boss. As you listen, try to figure out Sam's style. Here is how your contact relays the story:

Sam usually wants things done right away, and he likes those things to be based on factual information. As a result, his staff tries to anticipate what is coming next, and they are always familiar with the facts. Most of the time this works, and Sam's potentially stormy response is avoided. Sam threw them a curve, however, when he decided to update a vintage ad campaign for current use. Nobody had enough data, for one thing. Ben saved the day by dredging up statistics on one of the company's major product lines for each two-year period over the last twenty years, and the sun came out again. Things don't tend to bother Sam for long, but he doesn't like to hear excuses for why things were not done properly.

Sam's Style

- Primary = Sensor
- Secondary = Thinker

CASE #3 IMPATIENT PAT

Pat seems to sound off at someone every ten minutes. He keeps a tight schedule, is under a lot of pressure, and doesn't take the time to keep off other people's toes. Pat tells it like he sees it and isn't concerned with anyone else's feelings, or so it seems. If you look a little closer, you realize that Pat never really stays angry and, when a tough project is finished, he is sure to make amends and to verbally reward everyone's efforts.

Pat's Style

- Primary = Sensor
- Secondary = Feeler

CASE #4 INQUISITIVE CUSTOMER

A customer wants to see comparative model changes for the past five years and any other bits of information you can give. She presents her needs in a coherent, no-nonsense style that makes good use of the information you provide. You feel that she is looking for meaning in everything you say, and you feel a need to be very clear in your presentation. At one point, the customer apologizes for asking so many questions and then launches into a lengthy and philosophical description of how convenient it will be when we have fourth-generation banks of memory and can dial the information by telephone.

Customer's Style

- Primary = Thinker
- Secondary = Intuitor

Resources

- School District of Menomonee Falls Staff Development Website, Communication Styles
 - <http://www.sdmf.k12.wi.us/bf/resources/toolkit/commstyles.html>
- University of Kansas Virtual Communication Assistants Website
 - Virtual Presentation Assistant
 - Virtual Meeting Assistant
 - Virtual Teaching Assistant (forthcoming)
 - <http://www.ukans.edu/cwis/units/coms2/virtualassistants.html>

Resources

- Association of American Medical Colleges, Medical School Objectives Project, Report III: Contemporary Issues in Medicine: Communication in Medicine, 1999
- Indiana University Office for Learning Resources, Improving Lecturing Skills: Some Insights from Speech Communication, 1989
 - <http://www.indiana.edu/~teaching/lectskills.html>

Thank you!!!

