

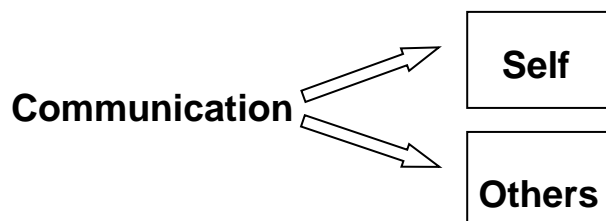
# ***Customer Service Excellence (Intermediate)***

***Delivering a "WOW"  
Service!***

## Self Positive Talk

The quality of my life is the quality of my communication

*“Anthony Robbins”*



So congruence is the name of the game.

So it's not what happened with you but what you do with what happens that affects the quality of change and quality of life.

So for things to change, I need to change to get better in my communication.

### **What are Affirmations?**

Affirmations are a sort of internal communication with ourselves, a statement repeated time and again either verbally or mentally or even written down.

The words of the affirmation statements in themselves when spoken, thought of, or written without a pictorial (visualizing) or emotional connection, become very weak.

On the other hand, when they are worded correctly and when emotionally charged, are able to tap into unlimited power of your subconscious mind and manifest your desires.

Affirmations are not all created equal. Some are more powerful than others. Examine the following:

*“I am what I choose to be”*

*“All my needs are met instantaneously”*

*“I love and accept myself as I am”*

*“I am now perfectly healthy in body, mind and spirit”*

*“\_\_\_\_\_ comes to me easily and effortlessly”*

## **Self Positive Talk**

All are stated in the present tense; express a positive statement, short and specific.

The simple mechanics that makes affirmation powerful are:

- Repetition
- Emotions
- Persistence
- Belief
- Impress yourself

## Effective Communication

### Definition 1

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### Definition 2

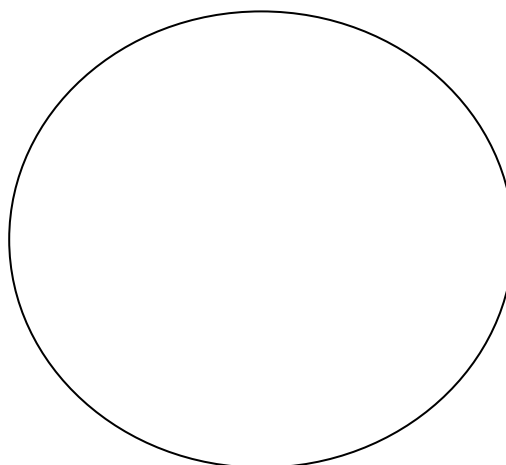
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100%  
face to face

### Comments Exercise 1

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### Comments: Exercise 2

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## Elements of Communication

How many parts do exist in a communication model?

☐

☐

☐

☐

☐

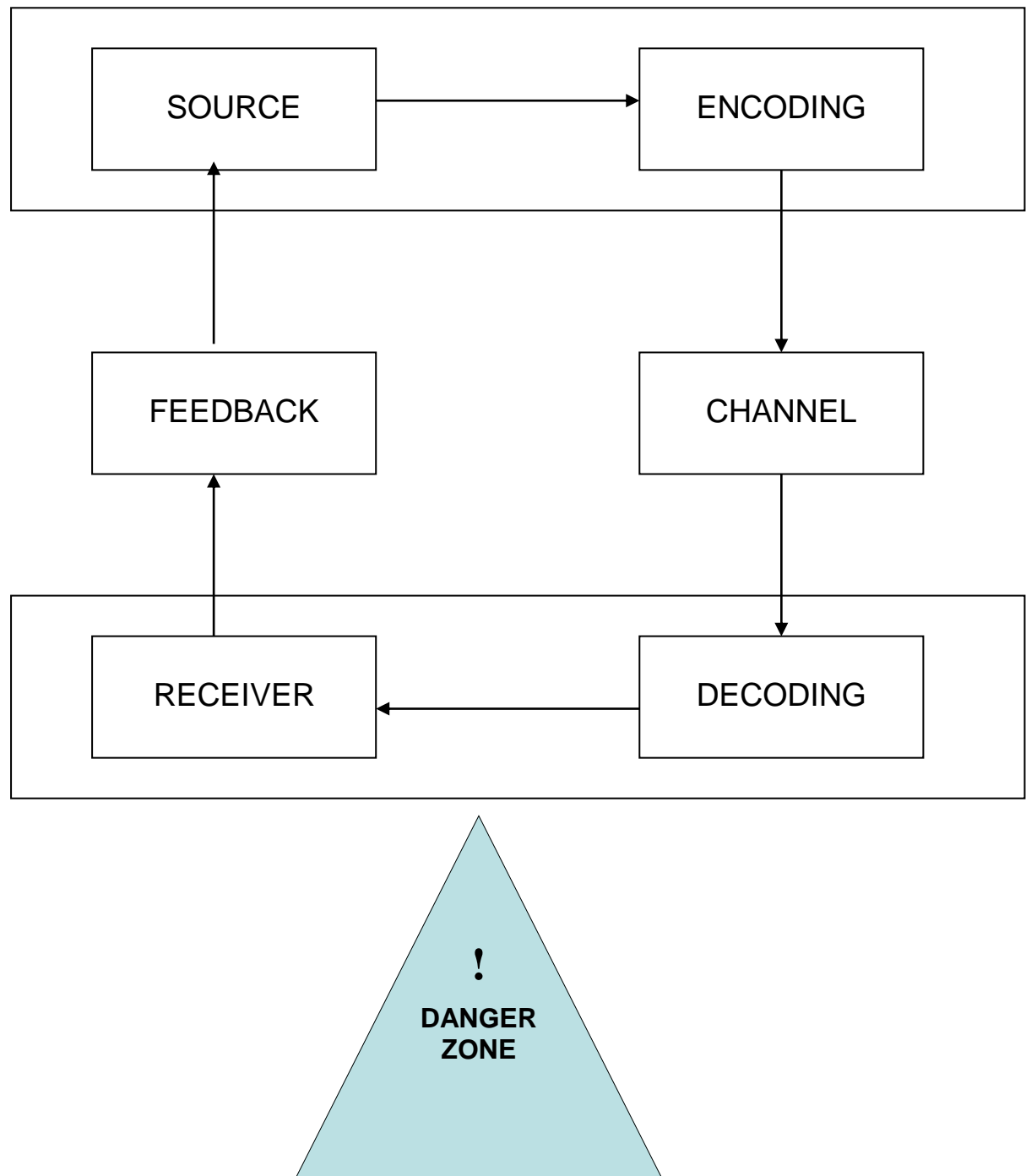
Barriers to good communication at work:

How to overcome these barriers?

Why people don't communicate well?

What are the various communication types?

## How a Message Flows



# Communication

People recognize the need to communicate but find it difficult. All sorts of barriers exist between the person communicating and the person receiving the message. Unless barriers are broken down, the message will not get through.

## **Barriers to communication**

- ***Hearing what we want to hear***

What we hear and understand when someone speaks to us is mainly based on our own experience and background. Instead of hearing what people have told us, we hear what our minds tell us they have said. We have ideas about what people are going to say, and if it does not fit with what we know or believe, we often adjust it until it does.

- ***Ignoring conflicting information***

We tend to ignore or reject communication that conflict with our beliefs. If they are not rejected, we find some way to twist the meaning. When a message does not fit in with our beliefs, the receiver will often think it is not important and will reject or forget the information.

- ***Ideas and thoughts about the communicator***

It is difficult to separate what we hear from our feelings about the communicator. If we like someone we are more likely to accept what he or she says - whatever it is right or wrong - rather than if we dislike him or her.

- ***Non-verbal communication***

When we try to understand the meaning of what people say, we listen to the words but we also notice how they communicate. We form impressions from body language – eyes, shape of mouth, the muscles of the face, even their posture. We may feel this will tell us more about what someone is really saying rather than the words they use. However, the body language, like words can sometimes be also very misleading.

# Communication

What is important is that you look for matching verbal and non-verbal signals. We call it congruency.

- ***Emotions***

Our emotions affect the way we communicate. When we are worried, what we hear seems more threatening than when we are secure and at peace with the world. When we are angry, we tend to reject what, at another time, might seem to be a good idea.

## **Overcoming the barriers to effective communication**

There are simple ways to improve communication. Three of the most useful are the following:

### **1. Use Feedback**

Simply checking to see if the message sent was the message received can prevent many communication problems. Asking “did you understand that?” is a good beginning but usually gets a simple ‘yes’ or ‘no’ answers. It is better to ask a brief set of questions to confirm that the message was decoded in detail. If the sender hears back and clarifies, if necessary, what he or she intended to send, then understanding and accuracy are improved. The receiver can also help the feedback by responding. E.g. ‘here’s what I understand so far ...!’

### **2. Simplify language**

In virtually every case, communication is improved when the sender uses clear, easily understandable words and phrases. Avoid jargon, except when communication with a specialized receiver or group. “Antecedent conditions”, “beta weights” and “leverage” are examples of jargon. “Ubiquitous”, “magnanimous” and “avuncular” are examples of words that may be misunderstood or not understood at all.

**When in doubt .... Keep your language as simple as possible.**



# Communication

## 3. Listen actively

The most powerful tool at your disposal is to **work at listening**.

**Listening is a skill. It is also hard work.**

Most of us speak at a rate of about 150 words per minute, but have the capacity to listen at a rate far in excess of this (some experts suggest between 600 up to 1000 words per minute). The gap between the two creates 'idle brain time' during which many people's minds wander; they go off the subject and/or wrongly interpret what they are being told. Active listening is the active search for meaning; the receiver reserves the judgment, weights up the words and places himself or herself in the sender's position. The aim is to receive as much of the original meaning as possible.

### **To summarize**

Any manager or employee would do well to avoid communication barriers by:

- **Inviting feedback from the receiver**
- **Keeping messages simple and direct (\* K.I.S.S.)**
- **Actively listening**

**\*(K.I.S.S. = Keep It Short & Simple)**

## Body Language

Body language can be explained as the non-verbal channels of communication. Each of a person's senses is an open channel for receiving expressive communication. Scientists estimate that there are some 250000 different facial expressions. However, there are social conventions about how much emotion and what kind of emotion is appropriate to express in particular situations. For example, the Japanese try not to show negative emotions in public, while many Mediterranean people emphasize their emotions. Culture is an important influence.

Reading body language can never be absolutely straightforward since a particular gesture may be purely physical and unconscious in origin and have no psychological or conscious importance. For instance, someone crossing their arms may be doing so due to the cold, as opposed to a feeling of insecurity or negativity. However, a cluster of gestures can be pieced together like a jigsaw and interpreted with reasonable accuracy. Studies have proven that body language is a communication tool all of its own.

We cannot say there is a right or wrong language, since it is a reflection of one's thoughts and feelings at that time. However to improve communication skills we can become more aware of the power of certain gestures and pay attention to their potential effects. Here are more examples:

**To project confidence in a business situation, use eye contact.** If this is difficult, focus on the triangle between the eyes and the center of the forehead. Avoid nervous movements of the head or the hands. Adopt relaxed open postures but not in excess. Avoid crossing arms over the chest, hands in the pockets or leaning back with your hands behind your head. This could be interpreted as arrogant and may therefore provoke a defensive reaction.

## Body Language

**To break down the reserve of a person who has adopted an uncomfortable defensive posture, lean back and avoid confronting him or her too directly.** This will help to put the person more at ease. When he/she loosens up lean forward attentively and begin to establish a greater degree of eye contact.

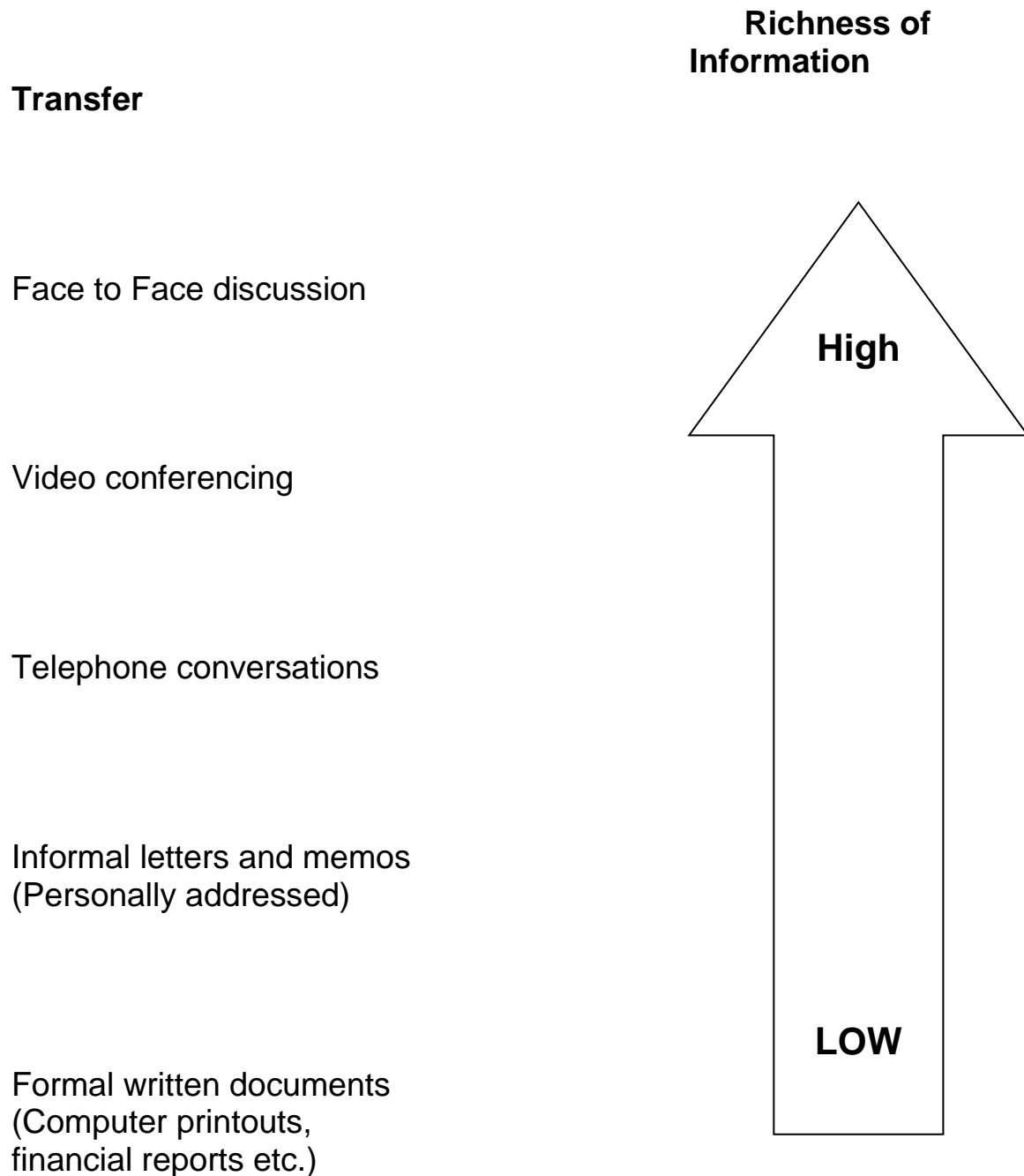
**One of the most important body language gestures when communicating is giving your full attention to a colleague.** Often we are so busy on the computer that we half-communicate with the person.

## Identifying Body Language Signals



# Communication

## Communication media and information richness



## Communication and Rapport

Rapport is:

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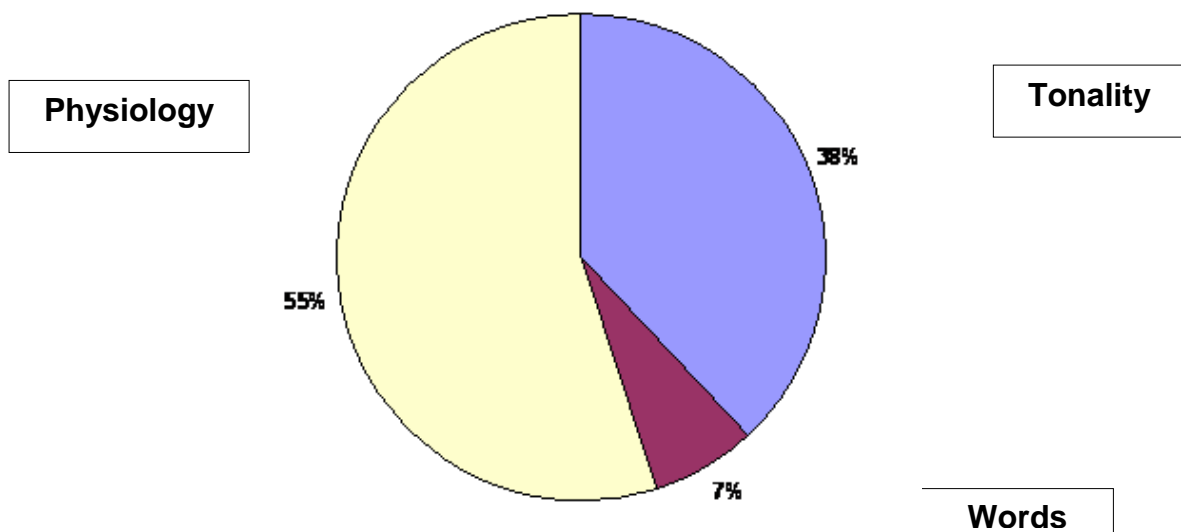
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Communication is made up of:



## **Building Rapport with Words**

1. Predicates
2. Key Words
3. Common Experiences and Associations
4. Values and Beliefs
5. Content Chunks

### **Understanding the written words**

- Read the sentence below carefully
- Punctuate it – insert punctuation marks where you want
- Be prepared to read it out making the right emphasis on the words so that you clearly get the message across what you want.

#### **A WOMAN WITHOUT HER MAN IS NOTHING**

Two different interpretations

**A woman without her man is nothing**

**Or**

**A woman: without her, man is nothing**

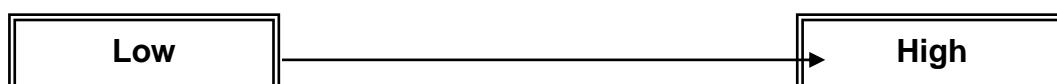
#### **I DID NOT SAY JACK STOLE MY MONEY**

(Try to change your tone of voice each time you read the above statement while stressing each time on one word)

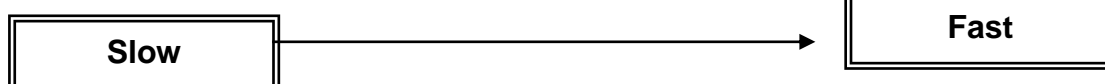
# Building Rapport through Voice Tonality



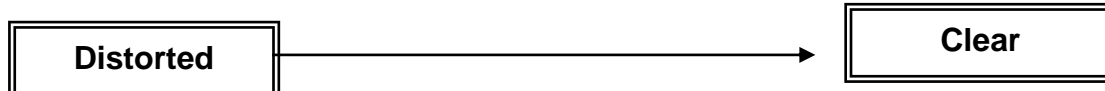
## 1. Tone / Frequency / Pitch



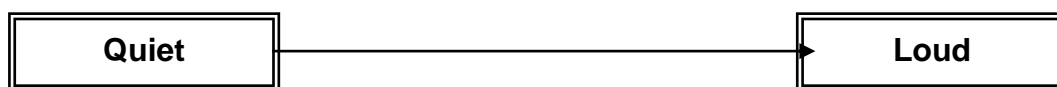
## 2. Tempo / Speed



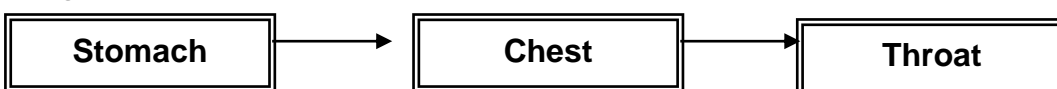
## 3. Timbre / Quality



## 4. Volume / Loudness



## 5. Origin





# Building Rapport through Physiology

## The Main Processes of Rapport

- Matching
- Mirroring
- Crossover mirroring

## Building Rapport through Matching and Mirroring

### 1. Posture

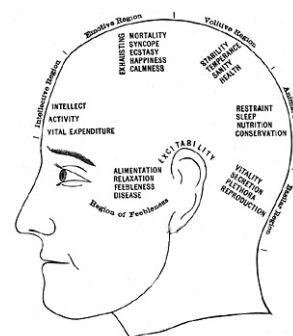
- Angle of spine when sitting
- Head shoulder relationship
- Upper body position
- Lower body position

### 2. Gestures

### 3. Facial Expression and Blinking

### 4. Breathing

- Rate
- Location



## Indicators of Rapport

- Feeling
- Color shift
- They say something
- Leading

## Some Stories of Miscommunication

- In China when they launched Pepsi .... With the slogan *"Come Alive with Pepsi"*

It was translated as:

*Pepsi brings your ancestors back from the grave"*

- A detergent manufacturer in the Gulf launched an advertising with two images, one showing dirty clothes on the left and the other clean clothes on the right. "Before" and "After" images (as you would normally do in the West). When the Arabic writing was added the writer did the writing from right to left. So the "Before" writing appeared on the right under the clean image and the "After" writing appeared under the dirty image. (No one noticed before the campaign ran.)

The manufacturers had very red faces, as their product now appeared to make clean clothes dirty!

## Communication Skills

Hindering Behaviors	Helping Behaviors
➤ Leaning away with hands clinched, arms crossed and legs crossed	➤ Leaning forward, hands open arms, uncrosses and legs uncrossed
➤ Look at the other person for less than 50% of the time	➤ Look at the person for approx 80% of the time
➤ Listen silently with no continuity noises and/or interruption before the other person has had their say	➤ When listening, nod and make "I'm listening" noises such as 'uh-huh', 'yes' and 'really'
➤ Having a blank expression	➤ Smiling
➤ Sitting opposite the other person, or if this is not possible at a 90 degree angle to them	➤ Sitting next to the other person if possible
➤ Don't use the other person's name or use it artificially so that it irritates	➤ Using the other person's name early on in the transaction
➤ Don't ask too many leading questions or closed to show understanding	➤ Summarizing back to the other person what you think they have said
➤ Sticking to saying things that are routing and standard	➤ Saying things that refer back to what the other person has said
➤ Don't acknowledge the other person's expressed feelings or point of view	➤ Showing empathy by saying you appreciate how the other person feels and can see things from their point of view
➤ Picking holes in the other person's ideas	➤ Building on the other person's ideas
➤ Criticizing the other person	➤ Being non-judgmental towards the other person
➤ Disagreeing first, then saying why	➤ If you have to disagree with the other person, give the reason first then say you disagree
➤ Being defensive and never admitting to any inadequacy	➤ Admitting it when you don't know the answer or have made a mistake
➤ Being secretive and withholding information from the other person, even though it affects them	➤ Openly explaining what you are doing or intending to do for the other person
➤ Having visual and verbal behaviors out of step with each other	➤ Being genuine with visual and verbal behaviors telling the same story (congruency)
➤ Don't give the other person anything	➤ Giving the other person something, even if it is only a business card or a piece of paper with notes on it

### How well do you communicate?

Take a few minutes to answer the questions below. Answer honestly; no one will see your response, but you.

Yes/No		Yes/No	
<input type="checkbox"/> <input type="checkbox"/>	Do I avoid favoring people who are like me and being critical of people who are not like me?	<input type="checkbox"/> <input type="checkbox"/>	Do I think of the single point I want a person to remember before I speak with him or her?
<input type="checkbox"/> <input type="checkbox"/>	Do I separate my personal life from my work life, and not let personal matters affect me on the job?	<input type="checkbox"/> <input type="checkbox"/>	Do I check with my listener to see if he or she understands what I said?
<input type="checkbox"/> <input type="checkbox"/>	Do I judge a person as an individual and not because he or she is a member of a certain group of people?	<input type="checkbox"/> <input type="checkbox"/>	Do I know ways to improve my listening skills so that I am a more effective communicator?
<input type="checkbox"/> <input type="checkbox"/>	Do I know if the quality of my voice helps me when I talk with other people?	<input type="checkbox"/> <input type="checkbox"/>	Do I stop myself from interrupting a person when he or she is speaking with me?
<input type="checkbox"/> <input type="checkbox"/>	Am I aware of where I am looking when I talk to someone?	<input type="checkbox"/> <input type="checkbox"/>	Do I give a person full attention and not prepare my response while he or she is talking?
<input type="checkbox"/> <input type="checkbox"/>	Do I look at the person with whom I am speaking 80% to 90% of the time?	<input type="checkbox"/> <input type="checkbox"/>	Do I know what my 'emotional triggers' are (things that will upset or anger me?)
<input type="checkbox"/> <input type="checkbox"/>	Do I stand and walk as though I am confident and comfortable with myself?	<input type="checkbox"/> <input type="checkbox"/>	Do I control myself when someone sets off one of my 'emotional triggers'?
<input type="checkbox"/> <input type="checkbox"/>	Do I use my hands, arms, shoulders and head to emphasize what I am saying?	<input type="checkbox"/> <input type="checkbox"/>	Do I know and follow my company's standards for promptly answering the telephone?
<input type="checkbox"/> <input type="checkbox"/>	Do I feel comfortable using my face to show my emotions?	<input type="checkbox"/> <input type="checkbox"/>	Do I smile and sit up straight when talking on the telephone?
<input type="checkbox"/> <input type="checkbox"/>	Do I take care that my facial expression does not contradict my words?	<input type="checkbox"/> <input type="checkbox"/>	Do I know and use the proper mechanics for both making telephone calls and taking telephone messages?

# Active Listening

## Definition

Active listening is an expression borrowed from psychotherapy to describe a type of communication. By listening actively, we mean trying to hear and understand the emotional reasons behind the words people say. We can then demonstrate understanding, whether verbally or non-verbally. It means really putting yourself in the other person's shoes and showing interest, rather than talking about yourself. It is about giving signals, not steering the conversation.

## Why do we train people in active listening?

People make most decisions from emotional rather than rational reasons. We train people to:

- Understand the emotions behind the words.
- Signal willingness to listen so that others will trust you and be open with you.
- Help to form solutions and to solve problems.
- Help to avoid embroidering or misinterpreting the message.
- Reduce their own part in the communication.

## 9 Tips for active listening

1. Give signals to the other person that you are willing to listen. Show that you understand him (I'm OK, you're OK).
2. Show that you are concentrating – give signals that you are prepared to talk.
3. Use positive body language – changes can stop communication.
4. Maintain eye contact – otherwise it will appear that you don't care. Encourage the other person to trust you.
5. Show that you are waiting for something important by being silent. Note how people tolerate silence and how people view time differently.

## **Active Listening**

6. A challenge for an active listener – reduce your own part of the communication.
7. Don't talk about yourself, about your own situation or give advice. The other person will not feel respected.
8. Listening must be learned. Make the customer the focus of your attention. Do not manipulate him, but help him to solve his problems himself.
9. Use self-control. Reduce your own participation and do not try to interpret what you are hearing. We often think we know what the other person wants – but then we stop being open to his words.

## Active Listening

By **good communication** we basically mean that you have understood the other person and his situation and he has understood and accepted what you have said to him.

The precondition for this is that you listen actively so that you can satisfy the requirements of others.

### Why is it hard to listen actively?

- ✓ We think three times faster than we speak.
- ✓ There are thoughts in our heads which we cannot get rid of.
- ✓ The issue is not important to us.
- ✓ We don't listen to opinions which differ from our own.
- ✓ We don't think highly of the other person and his opinions.
- ✓ We like the sound of our own voice.
- ✓ We draw conclusions before the other person has finished speaking.

### 7 Influential thoughts

1. Understand the importance of listening
  - ✓ i.e. be sure to have the will to listen.
  
2. Look at the other person when you talk to him!
  - ✓ It cuts out the environment and outside distractions
  - ✓ It gives you a chance to notice the other person's body language (reactions)
  - ✓ It shows the other person that you are interested in him
  
3. Use questions!
  - ✓ Increases your concentration because you are forced to listen
  - ✓ Helps you to suggest the best solution to the other person

## Active Listening

4. Show your interest through body language!
  - ✓ Nod, lean forward, change your expression, and look at the other person
  - ✓ If the other person can see this interest, communication will be more simple and straightforward
5. Never interrupt!
  - ✓ We often think we know what the other person is aiming for so we finish his sentence for him. Be sure to listen to the whole story
6. Try to keep what you are saying in order
  - ✓ Be sure that your reasoning is built up in a logical way.
7. Try to control your feelings!
  - ✓ Don't disturb the other person by showing anger
  - ✓ Discussion must be left until he has finished speaking
  - ✓ Don't burst out in anger



## Active Listening

### Nonverbal Active Listening

The following body language (nonverbal behavior) communicates the effectiveness of your listening:

- Eye contact
- Body Posture
- Gestures
- Spatial Relationships

### Verbal Active Listening

Your verbal responses communicates that you are listening. Examples of verbal responses are:

- Brief comments and short neutral phrases  
“Yes”; “un-huh”; “I see”; “oh”  
“Yes, I understand”  
“Go on, tell me more”  
“I’d like to hear about that”
- Paraphrasing / reflective statements  
You repeat a word or a short phrase or rephrase the main content of the message
- Empathic / responsive statements  
You make a statement that “mirrors” back both the content and feelings expressed
- Summary statements  
You condense several points or one lengthy point
- Pertinent questions  
You ask questions that don’t sidetrack, blame, shift the attention, discount, analyze, or give advice

## **Applications of Active Listening**

### **Advantages of Active Listening**

- 1) Keeps the channels of communication open
- 2) Develops trust and rapport
- 3) Helps people find solutions to their own problems
- 4) Reduces defensiveness, yours and others
- 5) Prevents and reduces conflicts
- 6) Clarifies and verifies information
- 7) Enhances personal growth
- 8) Builds enjoyable and productive relationships
- 9) Increases the odds that others will actively listen to you

### **Use Paraphrasing When**

- 1) You want to let the speaker know you understand
- 2) You want to check out the speaker's meaning
- 3) You want to encourage the speaker to elaborate
- 4) You want to reduce defensiveness, yours and others
- 5) You want to encourage the speaker to find a solution to his or her problem or explore a solution to a mutual problem

### **Use Empathy When**

- 1) Strong emotions are expressed
- 2) You want to let the speaker know you understand and care
- 3) You want to surface feelings
- 4) You want to check out the speaker's meaning
- 5) You want to encourage the speaker to elaborate
- 6) You want to reduce defensiveness, yours and others
- 7) You want to encourage the speaker to find a solution to his her problem or explore a solution to a mutual problem

### **Basic Rules of Active Listening**

- Get ready to listen
- Listen to understand rather than to refute
- Take responsibility for comprehending
- Control the emotions
- Be mentally agile

## How to be a Bad Listener

- ◆ Considering the subject uninteresting
- ◆ Making judgments about the speaker himself instead of listening to what he is actually saying
- ◆ Becoming too emotionally involved
- ◆ Listening only for facts
- ◆ Taking notes which are too copious
- ◆ Try to “make believe” that you are listening
- ◆ Allowing yourself to be too easily distracted by your physical surroundings
- ◆ Reading or listening to only that which is easy to understand

### The Importance of Listening

How do you know somebody is actively listening?

- \_\_\_\_\_  
\_\_\_\_\_
- \_\_\_\_\_  
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## What is Assertiveness?

In many difficult situations, people often react by being aggressive, saying too much too loudly, sometimes going way over the top and then regretting it later. Alternatively they become passive. Silent, holding back; saying and doing nothing afterwards, thinking: *'What should I have done?'* or *'What could I have said?'* and feeling bad about themselves. In both circumstances this poor handling of the situation usually reinforces people's view of themselves and leads to a lack of self-respect. Take a common example of someone jumping the queue in the supermarket or at the cinema. Aggressive people shout, swear, are sarcastic and use aggressive gestures. They will not change the situation and the anger may still be with them hours later.

Passive people are likely to let the person jump the queue and not say or do anything. They feel angry and fume inwardly thinking of all the things they would like to do, but doing none of them and feeling angry with themselves for failing to act. Again, this inward anger and self-disappointment may still be there hours later.

In both cases, if this is their usual way of dealing with problem issues, it will just be adding to a sometimes – poor image of themselves – *'Yet again I blew up'* or *'Yet again I did nothing.'*

By being assertive in this situation it is possible for them to change both outcomes and feel good about the way they handled the situation.

One assertive response would be to speak to the queue jumper as follows: *'Excuse me. There is a queue. I have been waiting longer than you and I am also in a hurry. Please join the end of the queue.'*

You may get an angry reply (aggressive) or be ignored (passive) or you may get an apology and the person may move to the back of the queue. It has been known! What you will definitely get is a strong feeling of self-respect for having tackled it in a straightforward way and even if you do not succeed, it will not spoil the rest of your day.

## What is Assertiveness?

So it is important to be assertive, not only to get more of what you want but also to feel better about yourself and your behavior.

There are three simple steps to assertiveness, it is important that individuals learning to be assertive understand and practice all three, and in order. It may seem rather cumbersome at first; however, persistence will reap rewards. With practice it becomes almost second nature.

### Step 1

Actively listen to what is being said then show the other person that you both heard and understood them.

### Step 2

Say what you think or what you feel

### Step 3

Say what you want to happen

Step one forces you to focus on the other person and not use the time they are talking to build up a defense or attack. By really listening you are able to demonstrate some understanding and empathy for their situation or point of view, even if you do not wholly agree with it.

Step two enables you to directly state your thoughts or feelings without insistence or apology. The word “*However*” is a good linking word between step 1 and step 2. “*But*” tends to contradict your first statement, and can be unhelpful. The word “*However*” can become routine, therefore it is worth thinking of a number of reasonable alternatives like: *On the other hand, nonetheless, in addition, even so, nevertheless, alternatively, etc*

Step three is essential so that you can indicate in a clear and straightforward way, what action or outcome you want, without hesitating.

## Assertiveness Techniques

Once the three basic steps to assertiveness have been mastered there are a number of key assertive behaviors and techniques, which will add to the competence and confidence of people working with assertiveness.

### **Workable Compromise**

Being '*compromised*' is unpleasant and uncomfortable and very different from reaching a '*workable compromise*'. We all face problems even in ordinary day-to-day situations. Usually in order to solve them, we have to work together with others to find a practical solution, which is acceptable, to all. If we don't do that we get into a 'win/lose' situation, which often has difficult or unpleasant repercussions for both the individuals and the organization. Nobody likes to be the '*loser*'.

'*Workable compromise*' means giving each person room to manoeuvre in order to work out a solution that will be acceptable to all parties. It means each person giving up a bit of what they want in order to move from an extreme position to a middle one. It really means looking for a third or alternative way forward. There can be:

**“Your Solution”**

**“My Solution”**

**And**

**“OUR SOLUTION”**

Very often the third choice is a much better one all round.

# What is Assertiveness?

## Why is Assertiveness important?

There are two major reasons why it is important for people to learn how to be assertive and in a way that allows them to say more directly what they really think, want or feel without denying the thoughts, needs or feelings of others.

The **FIRST** most obvious is, that with this ability people are much more likely to get more of what they want. Very often it is this reason, which leads people to the subject of assertiveness in the first place and this in itself is a worthwhile goal. However, even with the ability to be assertive, people don't always be one hundred per cent successful in getting all they want.

The **SECOND** major reason for people to learn to be assertive is quite simply this: it is to feel good about themselves and their behavior. This is just as important, although initially it may be less obvious. Difficult situations often arise unexpectedly, and are in addition to the problem situations, which can be anticipated and planned for. Either way, there are two different things, which we carry forward from those occasions:

- **The first is**                      what actually happened?
- **The second is**                how did I handle it?

At the time of the event, what actually happened often occupied first place. However, the thinking that tends to live on in our minds is not the event itself but ***how we handled it at the time.***

## Assertiveness

Assertiveness is based on a philosophy of personal responsibility and an awareness of the rights of other people.

Being assertive means being honest, with yourself and others. It means having the ability to say directly what is it that you want, or you feel, but not at the expense of other people.

It means having the confidence in yourself and being positive, while at the same time understanding other people's points of view. It means being able to behave in a rational and adult way. Being assertive, means being able to negotiate and reach workable compromises. Above all, being assertive means having self respect and respect for other people.

### **What it is not ....**

Being assertive is not

- About getting your own way and winning every time
- A series of quick fix tricks or techniques to learn 'parrot fashion' and say in difficult situations
- A way to manipulate and manage other people so that you get your own way whilst looking as though you are considering others.



## Communicating Assertively

In living and communicating with others, we behave in many ways. It is helpful to look at our reactions to others and group them into three main ways of behaving. We can be assertive, aggressive, or passive. What do we mean by these words?

### **Passive Behavior**

Passive behavior means giving up your rights by not expressing your honest feelings, thoughts, and beliefs. It often involves permitting others to “walk all over” you. It can also mean expressing yourself in such an apologetic way that you are overlooked. We behave passively when we do what we are told, regardless of how we feel about it. When we act passively, we often feel helpless, anxious, resentful, and disappointed with ourselves. The goal of passivity is usually to please others and to avoid conflict or rejection.

### **Aggressive Behavior**

When we are aggressive, we stand up for our personal rights and express our thoughts and feelings. But we do this in dishonest ways, which usually are not helpful and almost always step on the personal rights of others. Examples of aggressive behavior are blaming, threatening, and fighting. When we are aggressive, we usually feel angry, frustrated, or self-righteous. We often feel bitter, guilty, or lonely afterwards. The usual goals of aggressive behavior are to dominate, protect, win, humiliate, and force other people to lose.

### **Assertive Behavior**

Assertive behavior means standing up for your personal rights and expressing your thoughts, feelings, and beliefs in direct, honest, and helpful ways, which do not violate the rights of others. Assertiveness means respecting yourself, expressing your needs, and defending your rights. It also means respecting the needs, feelings and rights of other people. When we are assertive, we usually feel better about ourselves and more self-confident. Assertiveness does not guarantee winning, but it does increase the chances of a good compromise or a better result without making others angry.

## **Taking the Right Attitude**

### **Aggressive is**

- Blaming
- Showing contempt
- Attacking
- Patronizing
- Your opinions are more important
- I'm Ok – you are not Ok
- Win-Lose

### **Submissive is**

- Apologetic
- Cautious
- Self-effacing
- Failure to communicate confidently
- I'm not OK – you are OK
- Lose-Win

### **Assertive is**

- Honest
- Open
- Direct
- We do not violate the rights of others
- I'm OK – you are OK
- Win-Win

# How to be Assertive

## Step 1

Listen actively, acknowledge and show you understand  
(Nod, ask questions and take notes)

## Step 2

Make a link and make your point  
(Say what you think or feel)

## Step 3

Give Direction  
(Say what you want to happen)

## Assertiveness Drill

“I need your help on something ...”

“The situation is ...”

“The problem this causes is ...”

“This makes me feel ...”

“In the future ...”

“Which will mean that ...?”

# Assertiveness Techniques

## Example: Airport staff (high stress situation)

### 1. Broken Record

The repetition / restating of your position, using calm voice over and over again.

E.g. *"I will need to put that in the hold for you sir" (Airline check-in) "*  
*"I will need to put that in the hold for you sir" (Airline check-in) "*  
*"I will need to put that in the hold for you sir" (Airline check-in) "*

### 2. Acknowledge Feelings

Is showing empathy, by identifying with people's feeling and emotions; a rapport building technique.

E.g. *"I appreciate how annoying/upsetting this must be for you"*  
 More tactful and personal than: *"I understand how you feel"*

### 3. Consequence

Stating what the result of an action will be.

E.g. *"If you hand me your passport, I can check you in immediately ..."*  
*"If you tell me what the problem is, I will do my best to solve it for you ..."*

### 4. Fogging

Is appearing to agree with the sentiment.

E.g. *"You may be right to say that Swissair never charge excess ..."*  
*"Yes, it may seem unfair ..."*

A powerful technique, these statements do not provide an opportunity for 'retaliation'. The effect is therefore to disarm the argument.

# Behaviors

## Non-verbal Behaviors

### Passive

You use actions instead of words. You hope someone will guess what you want. You look as though you don't mean what you say. Your voice is weak, hesitant, and soft. You whisper in a monotone. Your eyes averted or downcast. You nod your head to almost anything another person says. You sit or stand far away from the other person. You don't know what to do with your hands, and they are trembling or clammy. You look uncomfortable, shuffle, and are tense or inhibited.

### Assertive

You listen closely. Your manner is calm and assured. You communicate caring and strength. Your voice is firm, warm, and expressive. You look directly at the other person, but you don't stare. You face the person. Your hands are relaxed. You hold your head erect, and you lean toward the other person. You have a relaxed expression.

### Aggressive

You make an exaggerated show of strength. You are flippant. You have an air of superiority. Your voice is tense, loud, cold or demanding. You are deadly quiet. Your eyes are narrow, cold and staring. You almost see through the other person. You take a macho fight stance. Your hands are on your hips, and you are inches from the other person. Your hands are in fists, or your fingers are pointed at the other person. You are tense and appear angry.

## Things to Remember

1. Know your goal. Know what you want to accomplish.
2. Be honest, direct, and “empathic”; empathic means showing your understanding and appreciation of the other person’s view or problem.
3. Assertive communication is best 90% of the time. Aggression is appropriate if you have been threatened and you need to take immediate action. Passivity is appropriate if the subject under discussion is not important enough to warrant assertive behavior.
4. People are aggressive because it often works to get what they want. However, they pay a heavy price because they alienate people in the process of getting what they want.
5. Passive people get very little respect, which usually causes them to have less self-esteem.
6. It is a myth that you should be aggressive with someone who is aggressive with you. The best way to calm an aggressive person is by being assertive.
7. Assertiveness is the best bet for helping you to achieve your goals and maintain the cooperation of the people around you.
8. Assertive behavior is on a continuum.

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Passive	Assertive
Aggressive	

# Assertiveness



## ▪ Instructions

Attached are 10 sample situations with types of behavior. Decide whether the behavior is aggressive, assertive or non-assertive. Where you judge the behavior to be either aggressive or non-assertive write a possible assertive approach. If you judge the behavior to be assertive, alternate between creating an aggressive and a non-assertive approach.

# Assertiveness

## Situation 1

The date is being set for the next meeting of the committee of which you are a member. You are keen to attend but the proposed date, accepted by everyone else, means you cannot attend. When the chairman says, "Is that OK for everyone, then?" You say *"Well, all right, as it seems to be convenient to everyone else."*

### Type of behavior

Aggressive ☐      Assertive ☐      Non-Assertive ☐

Alternative Behavior

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## Situation 2

A colleague asks you for a lift home. It's inconvenient to you as you are late already and the drive will take you out of your way. You say *"I'm about 20 minutes late so I won't be able to take you home. If it helps, I can drop you off at the nearest bus stop."*

### Type of behavior

Aggressive ☐      Assertive ☐      Non-Assertive ☐

Alternative Behavior

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## Assertiveness

### Situation 3

You are having trouble getting started on a report. You can't see a logical starting point.

You say to a colleague *"I'm pretty useless at writing reports. I can't really see how to even start it. I must be getting old!"*

#### Type of behavior

Aggressive

☐

Assertive

☐

Non-Assertive

☐

Alternative Behavior

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### Situation 4

Your boss asks what went wrong when you were installing a new machine for a customer.

You say *"You wasted a lot of my time! You never even told me he didn't have the area ready."*

#### Type of behavior

Aggressive

☐

Assertive

☐

Non-Assertive

☐

Alternative Behavior

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# Assertiveness

## Situation 5

A subordinate interrupts you when you are making an important call to a supplier.

You say *"I'd like to finish this phone call, and then I'll be happy to answer your question."*

### Type of behavior

Aggressive

☐

Assertive

☐

Non-Assertive

☐

Alternative Behavior

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## Situation 6

Your boss asks you to attend a meeting. The last time you went it wasn't relevant to your department so you don't want to go.

You say *"I'm really busy this week with schedules. I don't think I'll have time to go."*

### Type of behavior

Aggressive

☐

Assertive

☐

Non-Assertive

☐

Alternative Behavior

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## Assertiveness

### Situation 7

You are about to do some copying when a fellow employee who often asks you to do his copying says: "Can you just run off 30 of these for me?"

You say *"I'm usually happy to help you out but I don't want to spend time on extra copying this morning."*

#### Type of behavior

Aggressive

☐

Assertive

☐

Non-Assertive

☐

Alternative Behavior

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### Situation 8

One of your staff is going to visit a customer who is well known as a *slippery character*. You know your subordinate is *hesitant in his dealings with people*.

You say *"You've got to stand up to him, Pete. Tell him what's acceptable to us. You mustn't let him get away with airy fairy nonsense like last time."*

#### Type of behavior

Aggressive

☐

Assertive

☐

Non-Assertive

☐

Alternative Behavior

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# Assertiveness

## Situation 9

A colleague has just produced a good work plan for his department. You'd like his help with one for your department.

You say *"That work plan you produced is a good approach. Will you be able to spend half an hour working on one with me for my department?"*

### Type of behavior

Aggressive ☐

Assertive ☐

Non-Assertive ☐

Alternative Behavior

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## Situation 10

A member of staff tells you she wants to take responsibility for some of the enquiries.

You say *"What on earth for? You know jolly well you are struggling to keep up with the filing without doing extra work."*

### Type of behavior

Aggressive ☐

Assertive ☐

Non-Assertive ☐

Alternative Behavior

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## Examples of Different Styles

The Situation you might be in	What you say and do
You are watching a movie, but people seated in front of you are making it hard to hear the sound.	You sit and fume, clearing your throat occasionally. -----
At a meeting one person often interrupts you when you are speaking.	You look at the person and say firmly, "excuse me, I'd like to finish what I'm saying". ----- -
You'd like a raise.	You shuffle into your boss's office and say, "Do you think that, ah, you could see your way clear to giving me a raise?" ----- -----
You have talked with your boss about a helpful suggestion for organizing the work in the office. He says that he thinks it is a good idea and he will ask someone else to put the change into effect.	You put your hands on your hips and shout, "This was my suggestion, and I'll not stand for someone else getting all the credit for it." -----
You are looking forward to a quiet night alone. A relative calls and ask you to baby-sit/	You communicate caring but strength as you say, "I put aside tonight for myself, and I won't be able to baby-sit." ----- -
Your parents or in-laws call and tell you they are dropping by. You are busy.	In a loud voice you say, "You always call two minutes before you are here and expect me to drop everything. ----- -
Two workers in your office have been talking about personal matters. The work is piling up. Others have been complaining. You are their supervisor	You call the offenders together, lean toward them, and say, "I know how easy it is for time to slip by when you are relaxing and talking to your friends. But your work is piling up and I would like you to use the twenty-minute break for personal conversation. -----

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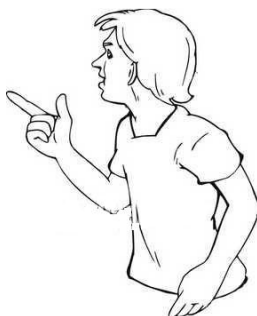
A good friend is always late for things you plan to do together. You have not said anything for several weeks.	When your friend arrives, you look as though you are ready to explode. You say, "You're never on time!" -----
A date and time is being set for a weekly meeting. The time is not convenient for you. The times are set when it will be next to impossible for you to make the meeting regularly.	When asked about the time, you look down and almost whisper, "Well, I guess it's okay. I'm not going to be able to come very much, but if it fits everyone else's schedule, it's OK with me." -----
<i>You are the only woman (or man) in a group of men (or women). You are asked to be the secretary at the meeting.</i>	You respond, "I'm willing to do my share and take the notes this time. In future meetings I'd like others to take their turn." ----- -

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## Questioning Techniques

*It is not about what you say, but how you say it!*

**What are the types of questions we use in communication?**



1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_
4. \_\_\_\_\_  
\_\_\_\_\_
5. \_\_\_\_\_  
\_\_\_\_\_
6. \_\_\_\_\_  
\_\_\_\_\_
7. \_\_\_\_\_  
\_\_\_\_\_
8. \_\_\_\_\_  
\_\_\_\_\_

**The importance of three major questions**

- The open -----  
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- The leading -----  
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- The Closed -----  
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## **Applying the Questioning Techniques**

You will be working in teams to gather as many open, closed and leading questions as possible, related to your business. They should cover the different products portfolio, you currently have at **your company**.

**You are requested to gather the following information in your teams. Your team leader will present the list to the other teams and ensures that all teams have a copy of his presentation.**

1. 10 open questions (clients related)
2. 20 leading questions (clients related)
3. 10 closed questions (clients related)



## Defining the Customer's Requirement

### Controlling the Conversation – the Funnel Technique



This is the method where we use a lot of WHERE, WHAT, WHEN, HOW, WHICH in order to control the sales or service call and get to diagnose the real needs of the client. Once those needs are summarized we box them and we move on to presenting the solutions or service related to those needs.

#### 1. The Motivating Question

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#### 2. The Open Questions

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#### 3. The Leading Questions

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## Defining the Customer's Requirement

4. The Closed Questions

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5. The Summary Question

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6. The “*is there anything else*” Question

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