

9 Important Communication Skills for a

HEALTHY WORKPLACE

Written and compiled by Victor W. Harris







9 Important Communication Skills for Every Relationship

TEACHER'S OUTLINE

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Family Strengths Perspective

- Appreciation and Affection
- Commitment
- Positive Communication
- Time Together
- The Ability to Cope with Stress and Crisis
- Spiritual Well-being

Community Strengths

- Supportive environment
- Effective educational system
- Support for families practicing religion
- Support for families needing assistance
- Safe, secure, and healthful environment

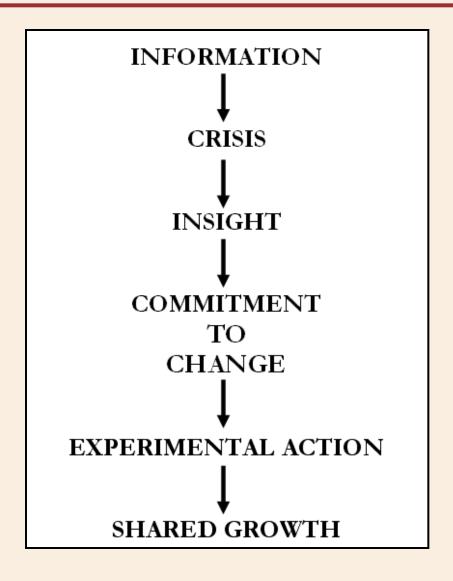


Cultural Strengths

- Rich cultural heritage
- Shared cultural meanings
- Political stability
- Economic stability
- Understanding of global culture and society

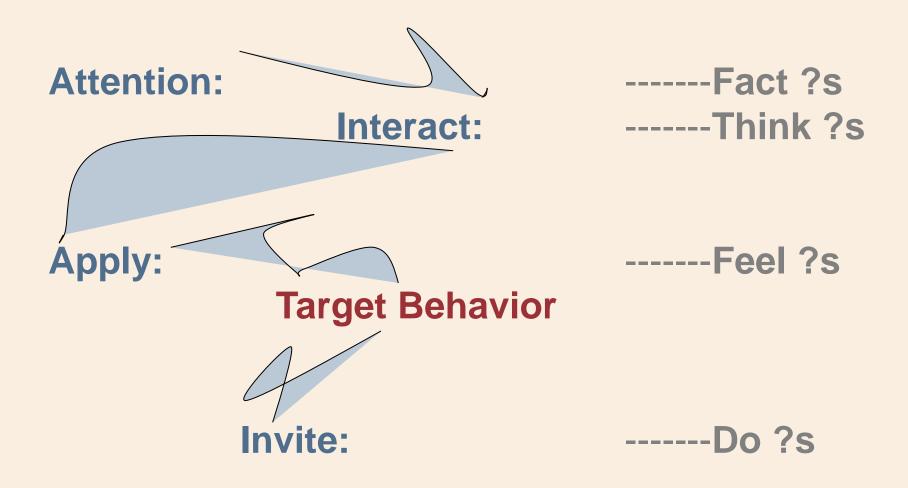
Source: Defrain, J. & Asay, S. (2007). Epilogue. *Marriage & Family Review*, 41 (3): 447-466 http://dx.doi.org/10.1300/J002v41n03_10

The Process of Change



Source: Mace, D. (1981). The long trail from information giving to behavioral change. *Family Relations*, *30*, 599-606.

AIAI-FTFD Teaching Model © Victor William Harris



Topic: AIAI-FTFD Preparation © Victor William Harris

Student Need(s): Competence,				
Growth (knowledge and skills)				
Content 2-3 Concepts/Principles:				
(1) 4 Don'ts (2) 5 Do's = 9 Skills				

Overall Goal: Help students learn the 9 Skills (i.e., practice them in class and motivate them to use them at home).

Target Skills-Cognitive, Emotional, and Behavioral Processes:

Cognitive – Identify 5 Do's & 4 Don'ts Emotional – Confidence using 9 Skills Behavioral – Implement the 9 Skills

Objectives: Teach Knowledge & Skills:

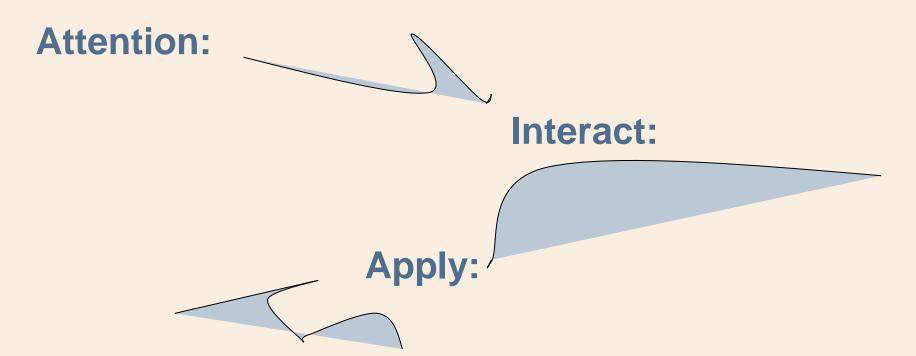
Part I: The Four Don'ts Part II: The Five Do's

Provide Opportunities to practice the 9 Skills (in class and at home)

Role: Facilitator, Expert, Consultant....Delivery Strategies: AIAI, FTFD, Variety

<u>Unit/</u>	Instructor	<u>Learner</u>	Content	Mental	Method
Section	Will Do	Will Do	(Bold Items)	<u>Process</u>	(Bold Items)
	- Teach the 5 Do's	- Understand	1. Facts	(Bold Items)	1. Audio
	- Teach the 4 Don'ts	the 5 Do's	2. Concepts	1. Remember	2. Visual
	- Provide	- Understand	3. Principles	2. Understand	3. Praxis
	opportunities to	the 4 Don'ts		3. Apply	
	practice the 9	- Practice and		4. Analyze 5. Evaluate	
	Skills (in class	apply the 9		6. Solve	
	and at home)	Skills in class		7. Create	
		and at home		8. Design	

AIAI-FTFD Delivery © Victor William Harris



Practice Target Skill: Cognitive/Emotional/Behavioral

Invite:



NAME		

Welcome to Class!

GOAL: The overall goal of this workshop is to teach you a minimal set of 9 Skills that can help you, if you choose, to drive a wedge into some of the negative communication cycles that may be disrupting your relationships and overall happiness.

You will be asked at the end of this workshop to evaluate the information and skills training you have received in terms of how helpful it has been for you personally and for your relationships. We appreciate and value your feedback and will keep your results confidential.

One purpose/goal for attending this workshop:				



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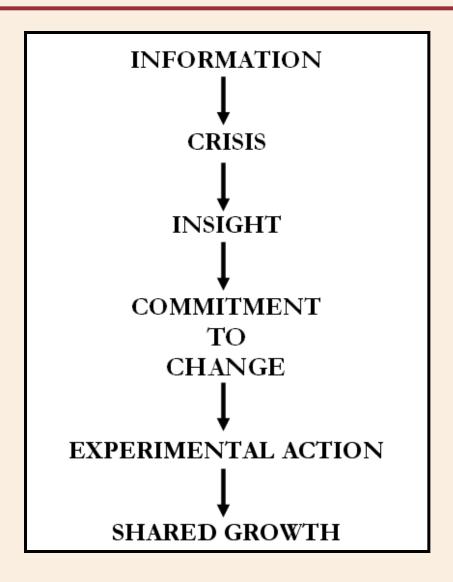


Welcome!

- Electronic Data Information Source (EDIS) Publications
 - 9 Important Communication Skills for Every Relationship
 - Online: http://edis.ifas.ufl.edu/fy1277
 - 10 Rules for Constructive Conflict
 - Online: http://edis.ifas.ufl.edu/fy1276
- Introductions
- Welcome Handout



The Process of Change



Source: Mace, D. (1981). The Long Trail from Information Giving to Behavioral Change. *Family Relations*, *30*, 599-606.

9 Important Skills Training

Learning Objectives

Knowledge

- Part I: The Four Don'ts
- Part II: The Five Do's

Skills

 Provide Opportunities to practice the 9 Skills (in class and at home)

Learning Outcomes

Knowledge

- Understand the Four Don'ts
- Understand the Five Do's

Skills

- Practice and apply the 9 Skills (in class)
- Practice and Apply the
 9 Skills (at home)

9 Important Skills Training

- **Knowledge:** Defined as awareness and accessibility to "information, facts, ideas, truths, and principles" (Encarta, 2007).
- Skills: "The ability to do something well, usually gained through training or experience" (Encarta, 2007).

- Kindergarten Teacher: To get to the other side.
- Plato: For the greater good.
- Aristotle: It is the nature of chickens to cross roads.
- Darwin: Chickens over long periods of time have been naturally selected and are, therefore, genetically disposed to cross roads.
- Karl Marx: It was an historical inevitability.









- Sir Isaac Newton: A chicken will continue crossing the road in a uniform motion unless acted upon by some other force.
- Albert Einstein: Did the chicken really cross the road or did the road move beneath the chicken?
- Ralph Waldo Emerson: The chicken did not cross the road...it transcended it.
- Robert Frost: To cross the road less traveled by.

- Earnest Hemingway: To die, in the rain.
- Sigmund Freud: The fact that you are at all concerned about the chicken crossing the road reveals your latent sexual insecurities.
- The Bible: "And God came down from the heavens, and He said unto the chicken, 'Thou shalt cross the road.' And it came to pass that the chicken obeyed and crossed the road and much rejoicing was heard in all the land."

- **Dr. Seuss:** Did the chicken cross the road? Did he cross it with a toad? Yes! The chicken crossed the road, but why he crossed, we've not been told.
- Captain James T. Kirk: To boldly go where no chicken has gone before!
- Harry Potter: To find the final horcrux, die, come back to life, and defeat Lord Voldemort!

- Martin Luther King, Jr.: I envision a world where all chickens will be free to cross roads. Free at last! Free at last!
- Richard Nixon: The chicken did not cross the road. I repeat, I knew nothing about the chicken crossing the road.
- **Bill Clinton:** I did not cross the road with that chicken. What do you mean by 'chicken?' Could you define 'chicken,' please?

- Bill Gates: Who cares! We own the road! We own the chicken!
- Grandpa: In my day, we didn't ask why the chicken crossed the road. Someone told us that the chicken crossed the road and that was good enough for us.
- Colonel Sanders (Founder of Kentucky Fried Chicken):
 I missed one?

Why Talk about How to Communicate?

It All Depends On Who You Ask -

- Why talk about how to communicate?
- Many meaningful (and heated!) discussions take place about work, colleague, money, health, friendship, parenting, and romantic relationships within the context of the workplace.
- How we think and talk about these issues impacts our relationships.

Focusing on the process of communication is KEY TO SUCCESS!

What Does a Healthy Workplace Look Like?

- Provide physical support for growth and development
- Provide safe, secure, and nurturing environment
- Have positive communication
- Can resolve disagreements and conflicts
- Never resort to violence or abuse
- Spend positive, enjoyable time together
- Provide social and emotional support

Sources: Harris, V.W., Johnson, A.C., & Olsen, K.M. (2010). *Balancing work and family in the real world*. Plymouth, MI: Hayden-McNeil.

National Healthy Marriage Resource Center: Moore, K.A. et al (2004). What is a healthy marriage? Defining the concept. A research brief. Available at www.childtrends.org

How is Trust Developed in a Healthy Workplace?

- Dependability: You can depend on your colleagues to be supportive socially and emotionally.
- Availability: Your bosses and colleagues are available to talk to and are welcoming of your ideas.
- Responsiveness: Your colleagues respond with respect and validation.
- Constructive Conflict Resolution: You communicate and resolve conflict in healthy ways.
- A Positive Sense of the Future: You want to stay at your job because it's a safe and healthy workplace.

4 Keys to a Healthy Workplace

- 1) Job Autonomy
- 2) Job Complexity
- 3) Job Flexibility
- 4) Job Status



Triangular Theory of Balancing Work and Family



School-Work Needs/Responsibilities

Source: Harris, V.W., Johnson, A.C., & Olsen, K.M. (2010). Balancing work and family in the real world. Plymouth, MI: Hayden-McNeil.

Criticism

Complain appropriately

Defensiveness

Speak non-defensively

Contempt

Calm down

Stonewalling

Over-learn 9 skills

Validate each other

Part I: The Four Don'ts



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What Do We Talk About?

- Describe a happy workplace . . .
- What I like most about myself is . . .
- What I appreciate most about my children is . . .
- What worries me most is . . .
- My favorite thing to eat is . . .
- What makes me happy is . . .
- My most prized material possession is . . .
- I like to spend money on . . .
- Something my child does pretty well is . . .
- I exercise . . .
- Something that bothers me is . . .

What Are Some Things We Argue About?

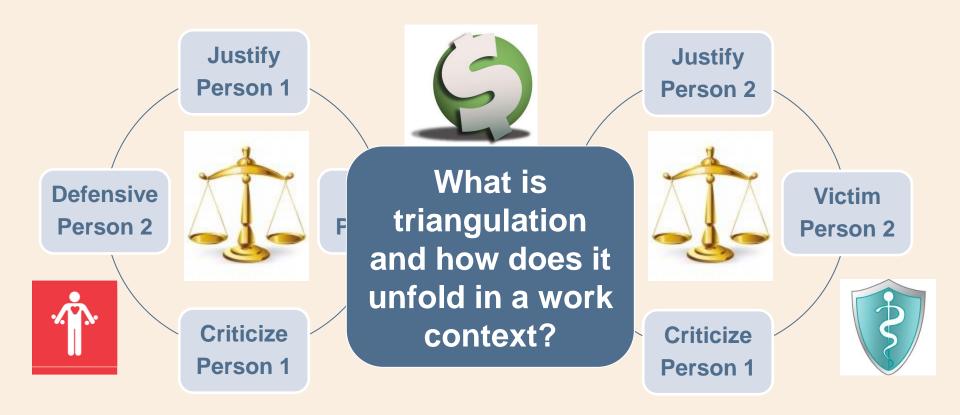
- 1) Gender Issues and Perspectives
- 2) Commitment and Loyalty
- 3) Power and Control
- 4) Money and Finances
- 5) Sexual Issues and Ideologies
- 6) Autonomy and Privacy
- 7) Children and Parenting
- 8) Work Issues, Productivity, and Deadlines

The Struggling Employee

While James was at work, he heard through the grapevine that a colleague had criticized his handling of a recent interaction with a client. His first thought was to just let it go, but as he thought about it more and more he became enraged with anger. He thought to himself, "Who did his colleague think he was criticizing him when he didn't even know the context of the situation?" James decided to confront his colleague about it by accusing him of talking behind his back. His colleague vehemently denied it and claimed, in return, that he had absolute proof that James had talked behind his back. Both felt they had been wronged by the other.

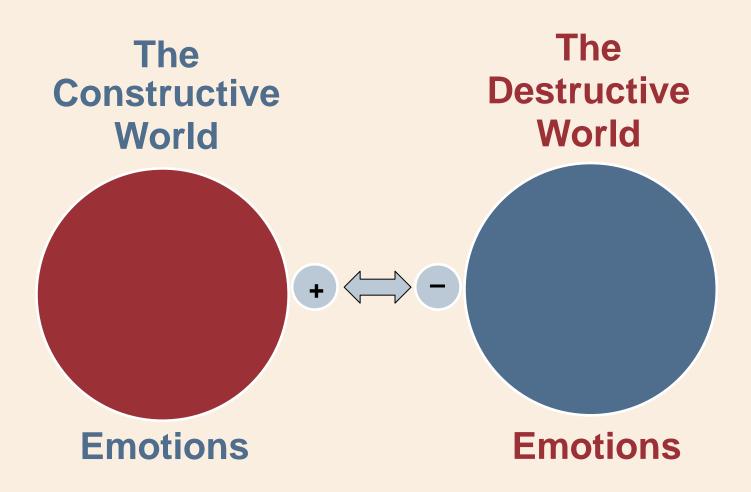
Communication Patterns

What principles and patterns can we learn from this story?



How do these communication patterns play out when we talk about work-related issues?

Doing the Right Thing for the Right Reason



9 Important Skills

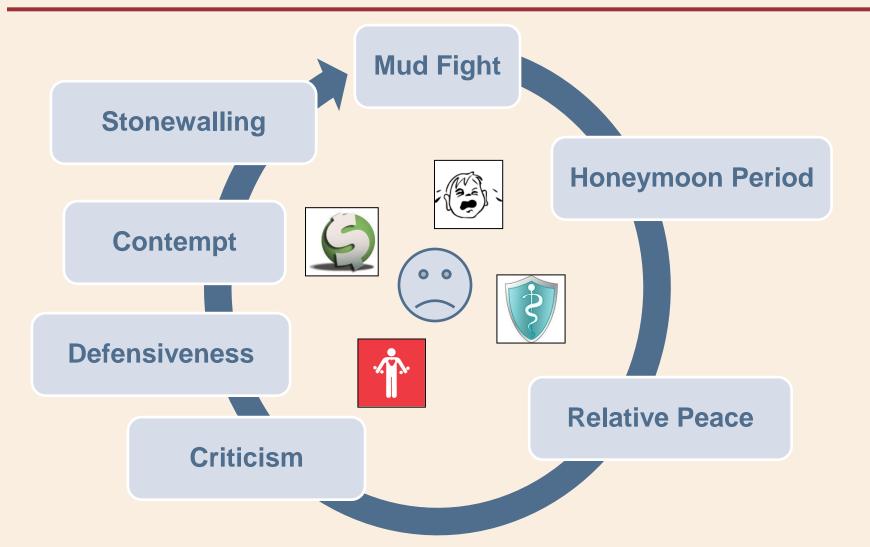
Part I: The Four Don'ts

- 1) Criticism
- 2) Contempt
- 3) Defensiveness
- 4) Stonewalling

Part II: The Five Do's

- 1) Calm Down
- 2) Speak Non-defensively
- 3) Use Specific Complaints
- 4) Validate
- 5) Overlearn 9 Skills

The Cycle of Negativity



How might this cycle play out with people when they talk about money, health, relationship, or parenting issues?

9 Important Skills

Criticism

- You never
- You always
- I accuse you ...
- I blame you ...

Contempt

 Mock, sarcastic, yell, mimic, roll the eyes, call names, ignore

Defensiveness

- Deny responsibility
- Make excuses
- Rubber man/ Rubber woman
- Yes-but . . .
- Repeat yourself
- Whine
- Body language

Application: Choose One!

- Scenario 1: Your boss chooses a colleague over you for a promotion.
- Scenario 2: Your colleague throws you under the bus in a meeting about work-related health benefits.
- Scenario 3: Your child and spouse are very ill and your workplace frowns on missing work for family-related issues.

⇒ Use the Four Don'ts to discuss the issue. Have fun, but be nice!

Application

Scenario 1: Discuss a recent work conflict you had.

- Discuss how criticism, contempt, defensiveness or stonewalling may have been involved in the conflict.
- Identify how you can avoid the use of criticism, contempt, defensiveness, and stonewalling in future conflicts.

Target Behavior:	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Totals
1. Don't Criticize	+							
-Don't attack core personality	_							
-Don't use "never" or "always"								
2. Don't Become Defensive								
-Do accept responsibility								
-Don't make excuses								
3. Don't Use Contempt								
-Don't mock, call names, roll eyes								
4. Don't Stonewall								
-Do be open and available to talk								



Validate each other

Part II: The Five Do's



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Effective Communication

- "I'm getting more exercise lately," really means ... "The batteries in the remote are dead."
- "I got a lot done" really means ... "I found Waldo in every picture!"
- "Take a break honey, you're working too hard," really means ... "I can't hear the game over the vacuum cleaner!"
- "You know I could never love anyone else," really means ... "I'm used to the way you yell at me and I realize it could be worse."

Effective Communication

- "This relationship is getting too serious," really means
 … "I'm starting to like you more than my truck."
- "I know exactly where we are," really means ... "No one will ever see us alive again!"
- "Will you marry me?" really means ... "Both of my roommates have moved out, I can't find the peanut butter, and we're out of toilet paper."

Anonymous

Application: What Would You Say?

- You accept a new job and the first day on the job the human resource manager says your employer retirement contribution has been reduced from 10% to 5%.
- You tell your boss about a serious health concern your child is experiencing and your boss is insensitive.
- Your colleague tells you she is getting divorced and is worried about the children.

10 Rules for Constructive Conflict

- 1) Refuse to Use Destructive Conflict Tactics
- 2) Choose to Gain the Skills to Conflict Constructively
- 3) Focus on Feelings First, then Move to the Specific Issue
- 4) Focus on One Issue at a Time
- 5) Identify the Patterns of Behavior that Reveal the Root Cause of the Issue
- 6) Think Win/Win
- 7) Learn to Calm Yourself
- 8) Learn to Calm Your Partner
- 9) Be Congruent in Your Communication
- 10) Seek Closure and to Resolve the Specific Issue ASAP

9 Important Skills

Part I: The Four Don'ts

- 1) Criticism
- 2) Contempt
- 3) Defensiveness
- 4) Stonewalling

Part II: The Five Do's

- 1) Calm Down
- 2) Speak Non-Defensively
- 3) Use Specific Complaints
- 4) Validate
- 5) Overlearn 9 Skills

Steps to Fair-Fighting

- Step 1: Soften Your Start-up
- Step 2: Learn to Make and Receive Repair Attempts
- Step 3: Soothe Yourself and Each Other (Calm Down, Call "Time Out")
- Step 4: Compromise (Learn to Accept Your Partner's Faults)

Key: Focus on fondness, respect, and admiration

9 Important Skills

I-Messages

- I feel...when this... (behavior), because...
 - Describe a feeling
 - Identify a behavior
 - Identify a reason

Accept Responsibility

- I'm sorry . . .
- I understand . . .
- I now realize . . .

Speak Non-defensively

- Soft start-up
- Reduce emotion

Validate

- Listen
 - Eyes, ears, mind, heart
 - Needs and emotions
- Use bridge words

Cycle of Positivity



Adapted from: Gottman, J.M. (1994). Why Marriages Succeed or Fail. New York: Fireside.

Application: "I-Messages"

Rewrite the statements using positive I-Messages.

1) You never call.	1) I like it when you call
2) You're always late.	2)
3) That's stupid.	3)
4) You always ignore me	4)
when we are together.	
5) Don't yell at me!	
6) You probably won't think	5)
it is important, but I need	6)
to talk to you about	

Application: Speak Non-Defensively

Practice using I-Messages, soft voice, low emotion.

- 1) You never call.
- 2) You're always late.
- 3) That's stupid.
- 4) You always ignore me when we are together.
- 5) Don't yell at me!
- 6) You probably won't think it is important, but I need to talk to you about . . .

- 1) I feel (identify behavior) because...
- 2) _____
- 3) _____
- 4) _____
- 5) _____
- 6) _____

Application: Accept Responsibility

Practice accepting responsibility for the criticisms.

- 1) You never call.
- 2) You're always late.
- 3) That's stupid.
- 4) You always ignore me when we are together.
- 5) Don't yell at me!
- 6) You probably won't think it is important, but I need to talk to you about . . .

- 1) I need to call you more.
- 2) _____
- 3) _____
- 4) _____
- 5) _____
- 6) _____

Application: Validation

Determine the needs/emotions being expressed.

1) You never call.	1) feel loved/lonely-hurt
2) You're always late.	2)
3) That's stupid.	3)
4) You always ignore me when we are together.	4)
5) Don't yell at me!	
6) You probably won't think	5)
it is important, but I need	6)
to talk to you about	

Application: Validation & Appreciation

Practice listening with the eyes, ears, mind, heart.

- 1) Partner 1: Tell a recent story of an experience you shared with you child that you really enjoyed and why.
- 2) Partner 1: Use bridge words and listening with your eyes, ears, mind, and heart to validate what s/he is saying.

- 1) Partner 2: Use bridge words and listening with your eyes, ears, mind, and heart to validate what s/he is saying.
- 2) Partner 2: Tell a recent story of an experience you shared with your child that you really enjoyed and why.

Application: Putting it All Together

Scenario 1: Discuss a recent work conflict you had.

- Discuss how calming down, complaining, speaking nondefensively, and validation could have been used to negotiate the conflict more effectively.
- Identify specific ways you can calm down, complain, speak non-defensively, and validate in future discussions to short-circuit the negative cycle of communication.

Antidotes to the Four Don'ts

Criticism

Complain w/o Blame

(I-Messages; Speak Non-defensively)

Contempt

Build a Culture of Appreciation

(Validate)

Defensiveness

Take Responsibility

(Validate)

Stonewalling

Do Physiological Self-Soothing

(Calm Down)

Cycle of Positivity



Adapted from: Gottman, J.M. (1994). Why marriages succeed or fail. New York: Fireside.

Target Behavior:	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Totals
1. <u>Don't</u> Criticize (Complain w/o Blame, I- Messages)	+							
2. <u>Don't</u> Become Defensive (<i>Take</i> <i>Responsibility</i>)	-							
3. <u>Don't</u> Use Contempt (<i>Build</i> <i>Culture of</i> <i>Appreciation</i>)								
4. <u>Don't</u> Stonewall (<i>Calm Down &</i> Soothe Partner)								
5. <u>Do</u> Calm Down								
6. <u>Do</u> Complain Using I-Messages								
7. <u>Do</u> Speak Non- Defensively								
8. <u>Do</u> Validate w/ Eyes, Ears, Mind, & Heart								
9. <u>Do</u> Overlearn the 9 Skills								

Adapted from: Gottman, J.M. (1994). Why marriages succeed or fail. New York: Fireside.

9 Important Skills Training

Learning Objectives

Knowledge

Part I: The Four Don'ts

Part II: The Five Dos

Skills

 Provide Opportunities to practice the 9 Skills (in webinar and at home)

Learning Outcomes

Knowledge

 Understand the Four Don'ts

Understand the Five Dos

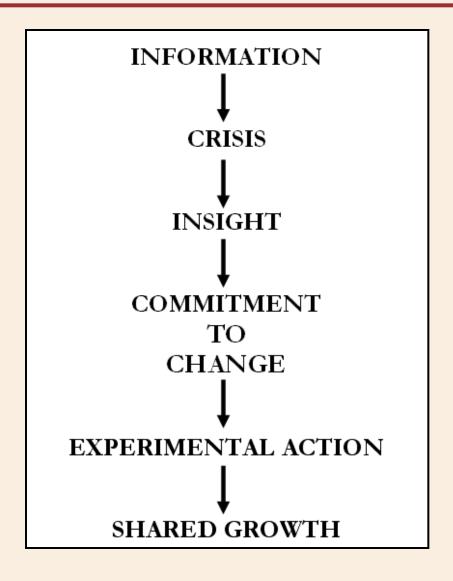
Skills

- Practice and apply the
 9 Skills (in webinar)
- Practice and Apply the
 9 Skills (at home)

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- **Knowledge:** Defined as awareness and accessibility to "information, facts, ideas, truths, and principles" (Encarta, 2007).
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The Process of Change



Source: Mace, D. (1981). The long trail from information giving to behavioral change. *Family Relations*, *30*, 599-606.

How Do We Achieve Success?

It All Depends On Who You Ask -



- Relationship Satisfaction: Defined as a positive perceptual evaluation of the health of a friendship and the levels of well-being (e.g., happiness) each member of the friendship experiences.
- How we think about and talk about issues influences our mental health and relationships.

THE PROCESS IS THE KEY TO SUCCESS!

Good Luck!

How Do We Achieve Success?

It All Depends On Who You Ask -

Questions?

Evaluation: 9 Communication Skills



1. Please tell us how much you agree with each statement by circling a number for each one.

	BEFORE this 9 Skills Program:				Now, AFTER this 9 Skills Program:					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. I understand how to avoid using criticism.	1	2	3	4	5	1	2	3	4	5
b. I understand how to complain effectively using <i>I-messages</i> .	1	2	3	4	5	1	2	3	4	5
c. I understand how to avoid <i>contempt</i> .	1	2	3	4	5	1	2	3	4	5
d. I understand how to validate others.	1	2	3	4	5	1	2	3	4	5
e. I understand how to avoid defensiveness.	1	2	3	4	5	1	2	3	4	5
f. I understand how to speak non-defensively.	1	2	3	4	5	1	2	3	4	5
g. I understand how to <i>calm down</i> .	1	2	3	4	5	1	2	3	4	5
h. I understand how to avoid stonewalling.	1	2	3	4	5	1	2	3	4	5
i. Overall, I understand how to use the 9 Skills when communicating.	1	2	3	4	5	1	2	3	4	5
j. I avoid using <i>criticism</i> when I communicate.	1	2	3	4	5	1	2	3	4	5
k. I use I-messages when I communicate.	1	2	3	4	5	1	2	3	4	5
I. I avoid using contempt when I communicate.	1	2	3	4	5	1	2	3	4	5
m. I validate others when I communicate,	1	2	3	4	5	1	2	3	4	5
n. I avoid <i>defensiveness</i> when I communicate.	1	2	3	4	5	1	2	3	4	5
o. I speak non-defensively when I communicate.	1	2	3	4	5	1	2	3	4	5
p. I calm down when I communicate.	1	2	3	4	5	1	2	3	4	5
q. I avoid stonewalling when I communicate.	1	2	3	4	5	1	2	3	4	5
Overall, I am in confident in using the 9 Skills when communicating.	1	2	3	4	5	1	2	3	4	5
Overall, I use the 9 <i>healthy</i> skills to increase positive interactions in my relationships.	1	2	3	4	5	1	2	3	4	5
Overall, I use the 9 healthy skills to decrease negative interactions in my relationships.	1	2	3	4	5	1	2	3	4	5
Overall. I use the 9 <i>healthy</i> skills to increase positive bonds (<i>friendship</i>) in my relationships.	1	2	3	4	5	1	2	3	4	5
Overall. I use the 9 <i>healthy</i> skills to increase happiness and satisfaction in my relationships.	1	2	3	4	5	1	2	3	4	5



Please check the box that best corresponds to when you *first* received the 9 Skills training: ☐ Today ☐ 3 months ago ☐ 6 months ago ☐ One year or more ago **Evaluation: 9 Communication Skills** Please check or list: 2. I am: ☐ Female ☐ Male 3. Age What did you learn (knowledge) in this program that was most helpful? Please explain. 4. What is the highest level of education you have achieved? Is it: ☐ Associate's degree ☐ Less than high school ☐ High school diploma/GED ☐ 4-year college degree (bachelor's) ☐ Some college, no diploma ☐ Graduate or professional degree 5. What is your total household income? □Under \$20.000 **□** \$60.000 **−** \$79.999 \square \$20,000 - \$39,999 **□** \$80,000 **−** \$99,999 \square \$40,000 - \$59,999 □ \$100,000 or more 6. Marital status: 7. I consider myself to be: ☐ Remarried ☐ Hispanic/Latino ☐ Not Hispanic/Latino ☐ Married □ Divorced □ Partnered ☐ Black ☐ American Indian or ☐ Separated ☐ Widowed ☐ White Alaska Native 10. What skills did you learn in this session that were most helpful? ☐ Asian ☐ Single/never married ☐ Other (Please specify) Please explain. ☐ Native Hawaiian or Other Pacific Islander 8. We would appreciate your feedback for the following: UF/IFAS is conducting a study to determine if providing the BYTK Skills training is helpful for improving healthy relationships. If you would like to participate, please fill in the information below. We will send you a brief survey in three months. ☐ Yes, I will participate in the survey. Send it to us by: Please send all feedback to Dr. Victor W. Harris at: victorharris@ufl.edu □Email. Address: _____ or: 3028 McCarty Hall D, PO Box 110310, Gainesville, FL 32611-0310 ☐Mail. Address: