



COMMUNICATION II

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The course

**MPV_COMA Communication and Managerial Skills
Training**

Brno, March 14, 2014



SCHEDULE OF LECTURE 14 OF MARCH, 2014

- 9:20 – 10:40 part I *Presentation skills*
 - *Form and content of presentation*
 - *Presentations and feedback*
- 10:40 – 11:00 break
- 11:00 – 12:45 part II *Assertiveness*
 - *Assertive, aggressive, passive behaviour*
 - *Assertive techniques*
 - *Training*
- *Communication types – interpersonal behaviour*



ASSERTIVENESS

- In Latin *assere* means claim, affirm, emphasize, declare
- Self-confident, be responsible for myself, respect the others, listen to them, cooperate with them
- Assertiveness is often linked to self-esteem.
- In some situations: to be able to say NO, resist the pressure
- Mostly, understand others, cooperate, find the consensus



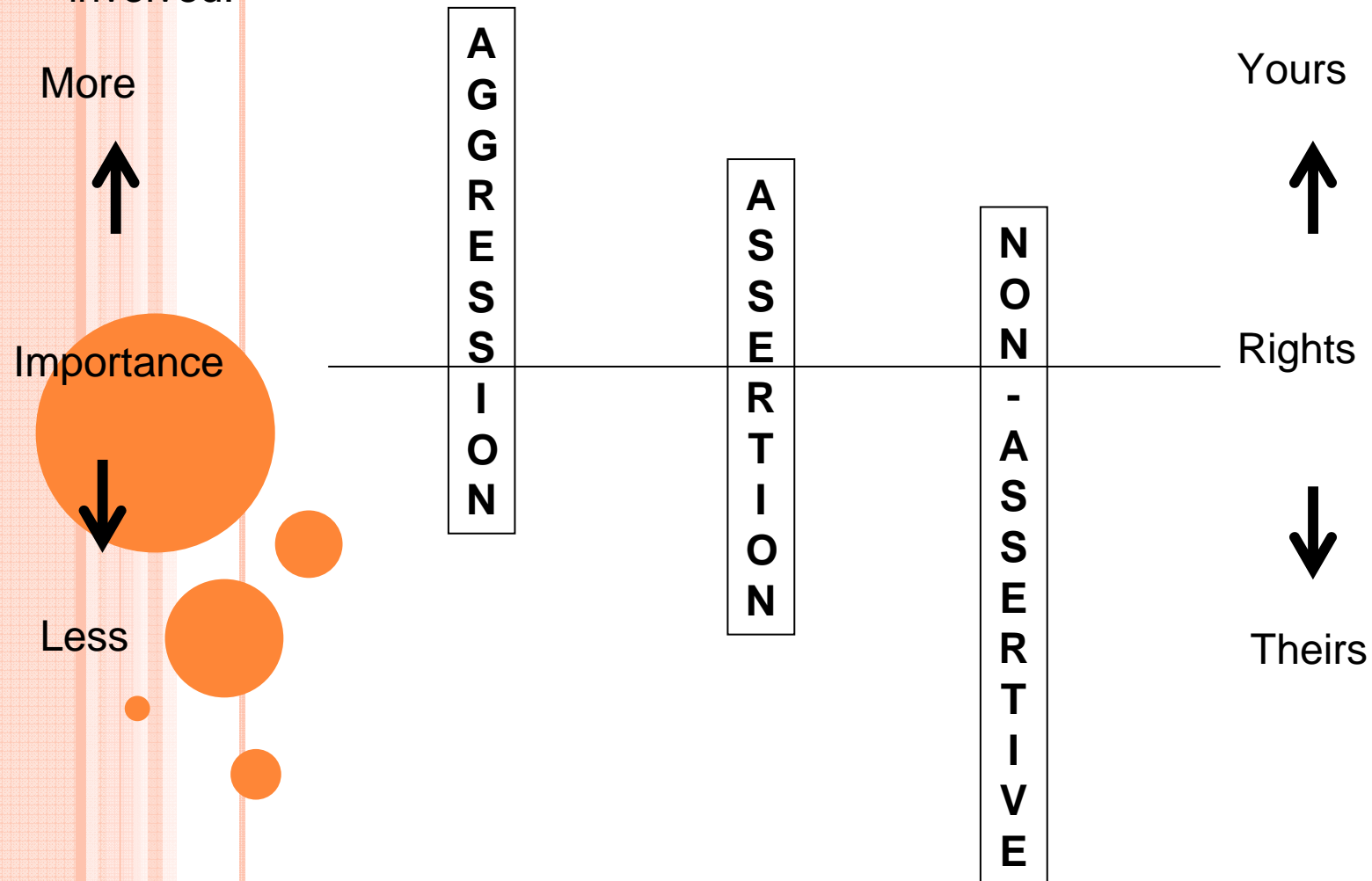
ASSERTIVENESS

- is the quality of being self-assured and confident without being aggressive.
- In the field of psychology and psychotherapy, it is a **learnable skill** and **mode of communication**.
- **passive behaviour**: sometimes the way we react and respond to others can make us feel inadequate, guilty or regretful.
- **aggressive behaviour**: we may also feel angry and critical of others during conversations.
- **assertive behaviour**: is expressing your thoughts, emotions, beliefs and opinions in an honest and appropriate way.



Assertiveness and Rights

Assertiveness can be described as a way to balance the rights of the two parties involved.





- Zdroj: <http://www.alchemyformanagers.co.uk/topics/U7FcjfSSxK3jHuCS.html>



FOR EXAMPLE...

○ **Aggressive**

- you exert your right to have ideas and opinions at the expense of the other person's rights. In fact you behave as if the other person's rights don't matter.

○ **Assertive**

- you exert your rights freely, but at the same time recognise the other person's rights to be heard, to have pride in what they do, etc.

○ **Non-Assertive**

- you take too much account of the other person's rights, to the extent that you forego some or all of your rights to express ideas or influence events.

- .



FOR EXAMPLE...

- **Aggressive**

- “I don’t know how you’ve got the nerve to give me this sort of stuff for signing. It’s full of mistakes.”

- **Assertive**

- “Jane, I’d like you to re-do this document as there are several mistakes in it.”

- **Non-Assertive**

- “I know it’s er....probably my fault in.... not writing very clearly, but is there, um....any chance at all you could find a spare minute to um....just change one or two small things on this letter for me?” Or you find an excuse not to take the document back at all.



WHAT DRIVES THESE BEHAVIOURS

- Inner Dialogues can affect the way we respond, for example:
- **Aggressive** “If people produce rubbish, I have every right to tell them so”. “She obviously doesn’t care. That’s typical of young people today.” “This reflects badly on me, and I won’t stand for it.”
- **Assertive** “This may be uncomfortable for us both, but we can handle it.” “She has the right to make mistakes, but the responsibility to correct them.” “I want her to know the effect her errors have on other people.”
- **Non-Assertive** “I don’t want to make a scene or upset our working relationship.” “I’m sure these are unintentional errors – I’ll let it go this time.” “I know she’s very busy, so I expect that’s why these mistakes happened.”
- **Being aware of these Inner Dialogues can help us consider our response and adjust behaviour to be assertive!**



ASSERTIVE PEOPLE

- feel free to express their feelings, thoughts, and desires;
- are also able to initiate and maintain comfortable relationships with other people;
- know their rights;
- have control over their anger. This does not mean that they repress this feeling; it means that they control anger and talk about it in a reasoning manner;
- are willing to compromise with others, rather than always wanting their own way ... and tend to have good self-esteem;
- enter friendships from an 'I count my needs. I count your needs' position".



ASSERTIVE TECHNIQUES I

○ Fogging

- Fogging is a useful technique if people are behaving in a manipulative or aggressive way.
- Fogging is so termed because the individual acts like a 'wall of fog' into which arguments are thrown, but not returned.
- involves agreeing with any truth that may be contained within statements, even if critical. By not responding in the expected way, in other words by being defensive or argumentative, the other person will cease confrontation as the desired effect is not being achieved.



Find more at: <http://www.skillsyouneed.com/ps/assertiveness-techniques.html#ixzz2vpzAfket>



FOGGING

- **Example Situation**

- *“What time do you call this? You're nearly half an hour late, I'm fed up with you letting me down all the time.”*

- Fogging response:

- ***“Yes, I am later than I hoped to be and I can see this has annoyed you.”***

- *“Annoyed? Of course I'm annoyed, this has left me waiting for ages. You really should try to think about other people a bit more.”*

- Fogging response:

- ***“Yes, I was concerned that you would be left waiting for almost half an hour.”***

- *“Well... why were you late?”*



ASSERTIVE TECHNIQUES II

○ **The Stuck Record Technique**

- **employs the key assertive skill of 'calm persistence.'**
- It involves repeating what you want, time and time again, without raising the tone of your voice, becoming angry, irritated, or involved in side issues.



THE STUCK RECORD TECHNIQUE

- **Example Situation**
- Imagine that you are returning something that is faulty to a store. The conversation may go as follows.
- ***“I bought these shoes last week and the heels have fallen off. I would like a refund please.”***
- “It looks like they've been worn a lot and these shoes were only designed for occasional wear.”
- Stuck Record technique response:
- ***“I have only had them a week and they are faulty. I would like a refund please.”***
- “You cannot expect me to give you your money back after you've worn them out.”
- Stuck Record technique response:
- ***“The heels have fallen off after only a week and I would like a refund please.”***
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ASSERTIVE TECHNIQUES III

- **Positive enquiry is a simple technique for handling positive comments such as praise and compliments.**
- People often struggle with responding to praise and compliments, especially those with lower self-esteem as they may feel inadequate or that the positive comments are not justified.
- **Positive enquiry is used to find out more details about the compliment or praise given, and agree with it.**



POSITIVE ENQUIRY

- **Example Situation**

- Sender:

- *“You made an excellent meal tonight, it was delicious!”*

- Receiver:

- *“Thanks. Yes, it was good. What did you like about it in particular?”*

- This is different from a passive response that may have been:

- *“It was no effort” or “It was just a standard recipe”*



ASSERTIVE TECHNIQUES IV

○ **Negative Enquiry**

- The opposite of positive enquiry is negative enquiry.
- Negative enquiry is a way to respond to more negative exchanges such as receiving criticism.
- Negative enquiry is used to find out more about critical comments and is a good alternative to more aggressive or angry responses to criticism.



NEGATIVE ENQUIRY

- **Example Situation**
- Sender:
 - *“That meal was practically inedible, I can't remember the last time I ate something so awful”*
- Receiver:
 - *“It wasn't the best, exactly what didn't you like about it?”*
- This is different from an aggressive response that may have been:
 - *“How dare you, I spent all afternoon preparing that meal”* or *“Well that's the last time I cook for you”*



WHY IS IT DIFFICULT TO SAY NO?

- If I say no, they may feel hurt or injected
- If I say no this time, they may not like me anymore
- If I say no this time, they may never ask again
- They won't take any notice if I say no
- They would say 'yes' to me (and so I will feel guilty if I refuse them)
- I can't say no, because I feel sorry for them



HOW TO SAY „NO“ ASSERTIVELY

- Start your reply with a clear ,firm,audible ‘no’.
- Do not justify or make excuses. Giving a reason is different from over-appologizing.
- Feel that you have a right to say no.
- Once you have said ‘no’ , do not stay around waiting to be persuaded to change your mind. Make a definite closure by changing the subject,walking away, contiuiung with what you are doing-whatever is appropriate.



HOW TO SAY „NO“ ASSERTIVELY CONTINUES

- Remember you are saying 'no' to that particular request, not rejecting the person.
- If the request takes you unawares or you have not sufficient time to think when asked, you can always say, 'I will let you know' in order to give yourself time to think about what you want to say.
- Take responsibility for saying no-do not blame the other person for asking you.
- Ask for more information if you need it in order to decide whether you want to say 'yes' or 'no'.



WHY IS IT DIFFICULT TO SAY „YES“

- I don't deserve it.
- They might not really mean it.
- I am not really sure that is what I want.
- I don't have enough information.



HOW TO SAY „YES“ ASSERTIVELY

- Say 'yes' clearly and definitely.
- Identify why you would find it difficult.
- Examine thoughts realistically and ask yourself.
- Having clarified thoughts for yourself then reaffirm your desire to say 'yes'.

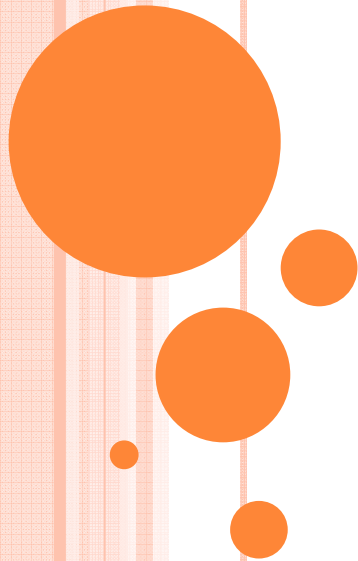


IN WHAT SITUATIONS DO YOU FIND IT DIFFICULT TO ASSERT YOURSELF?

- Exercise:
- In groups of 3 or 4, identify one situation each in which you find it difficult to assert yourself?
 - What gets in your way?
 - How do you feel?
 - How does the other person react?
- Choose, and be prepared to share an example from your group



What Are the Benefits of Behaving Assertively?



TEST YOURSELF

- http://psychologytoday.tests.psychtests.com/take_test.php?idRegTest=3195



- Be assertive, change your thinking
- <http://www.youtube.com/watch?v=XI5XBKZZBlc>
- Tips for being assertive
- <http://www.youtube.com/watch?v=ubSL1tFmgDc>
- Training videos good!:
- http://www.youtube.com/watch?v=kW6_U4e5DVI&list=P_L1ACDDEFDD444060B
- http://www.youtube.com/watch?v=HVF2bg_BMqk
- Good web page:
- <http://www.psychologytoday.com/basics/assertiveness>

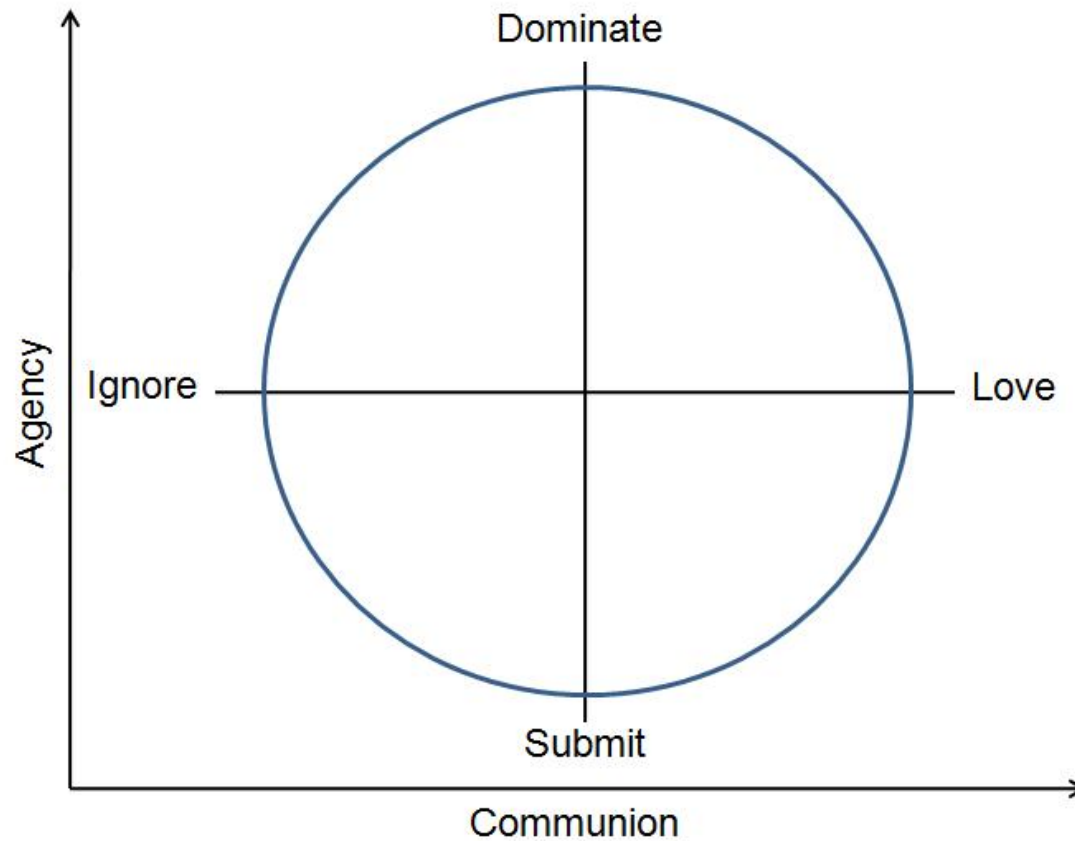


THE INTERPERSONAL CIRCUMPLEX THEORY AND MODEL

- model for conceptualizing, organizing, and assessing interpersonal behavior, traits, and motives (Wiggins, 2003),
- was initially inspired by Harry Stack Sullivan (1953) and later realized as a model by Timothy Leary (1957).
- These theories suggest that we can understand people's personality in social situations by using only two basic personality trait dimensions. The two traits can have many names depending on the specific theory but here we will conceptualize them as **agency** and **communion**.



INTERPERSONAL CIRCUMPLEX MODEL



- Source: <http://webpace.ship.edu/tosato/interpc.htm>



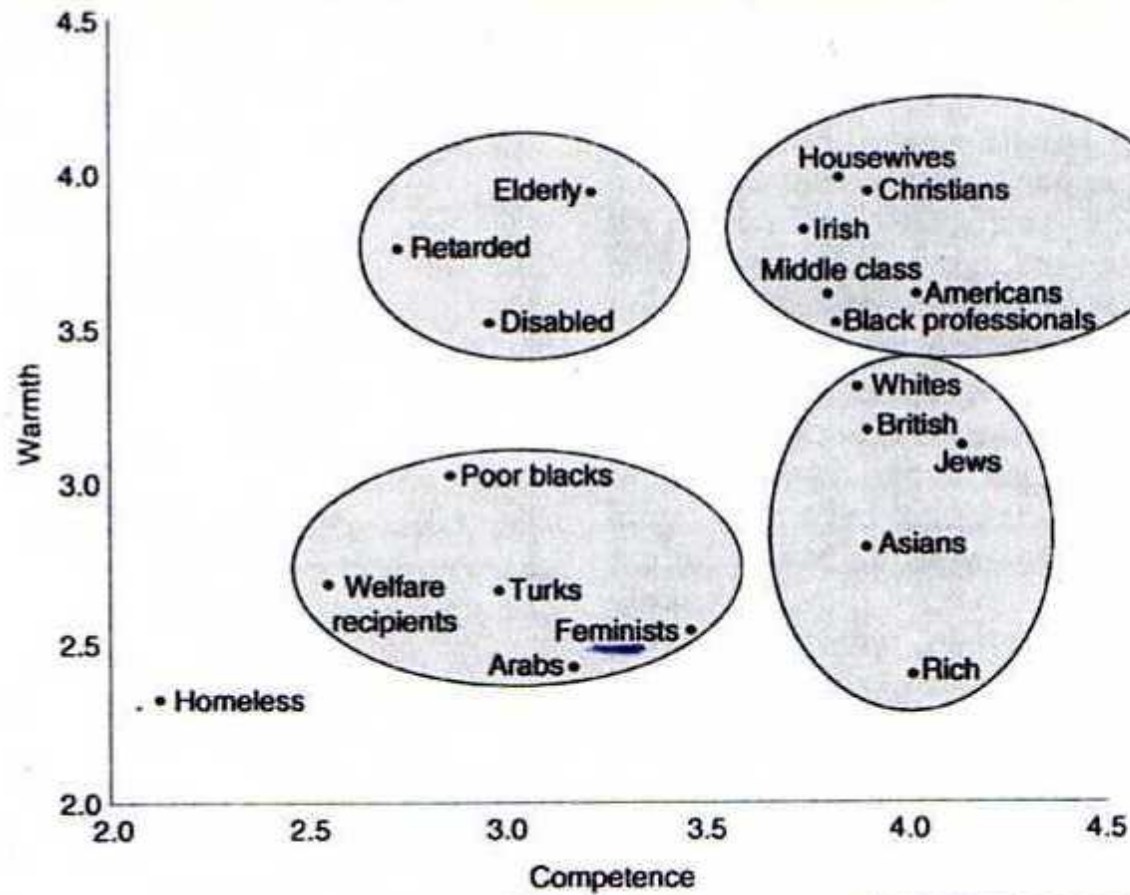
INTERPERSONAL CIRCUMPLEX

□ **Group perception and stereotypes**

- agency/male dimension vs communion/female dimension
(Abele, 2003; Abele, Wojciszke, 2007; Eagly, 1987; Spence, Helmreich, Stapp, 1974)
- warmth vs competence
(Fiske et. al., 2006; Glick, Fiske, 2001)
 - the intention & the ability to act
 - liking & respecting
 - **Warmth judgments are primary**



STEREOTYPE CONTENT MODEL OF SUSAN FISKE



BEHAVIORAL CONSEQUENCES

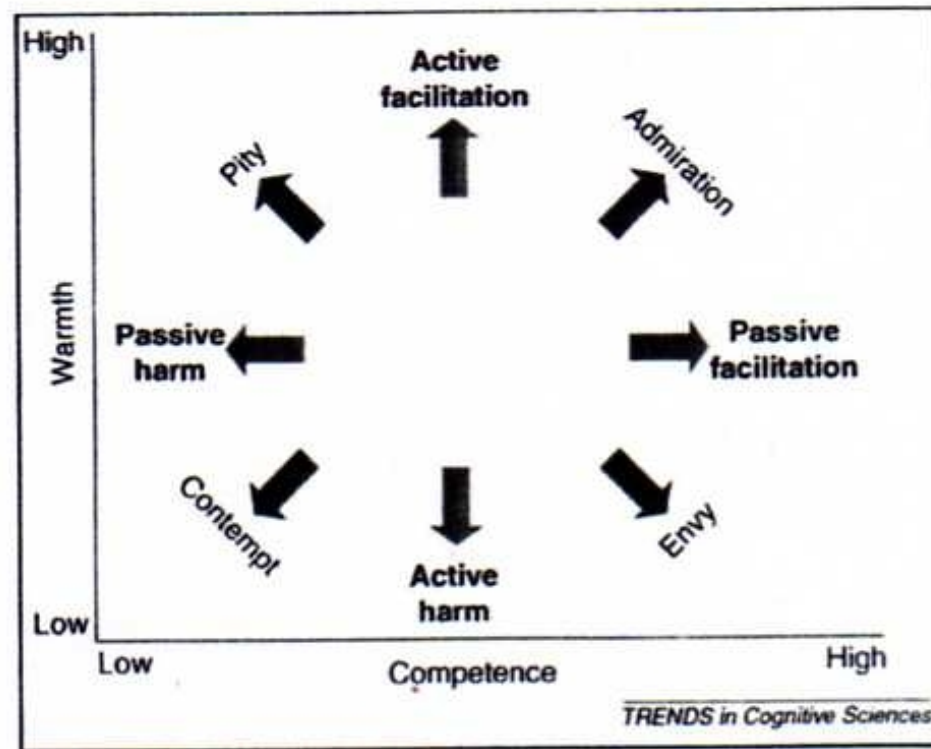


Figure 2. Schematic representation of behaviors from intergroup affect and stereotypes (BIAS) map. Competence and warmth stereotypes are represented along the x and y axes. Emotions are represented by red arrows on diagonal axes. Thus, groups in different quadrants are rated as receiving one predicted emotional prejudice and two predicted behaviors. Behavioral tendencies are represented by blue arrows on horizontal and vertical axes.



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ELECTRONIC SOURCES

- <http://www.skillsyouneed.com/ps/assertiveness-techniques.html#ixzz2vpzAfket>
- <http://webpace.ship.edu/tosato/interpc.htm>
- **Business Communication**
http://stu.westga.edu/~ahinson1/abed6107/business_comm_index.htm
- and more were presented during communication



Thanks for your attention.

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