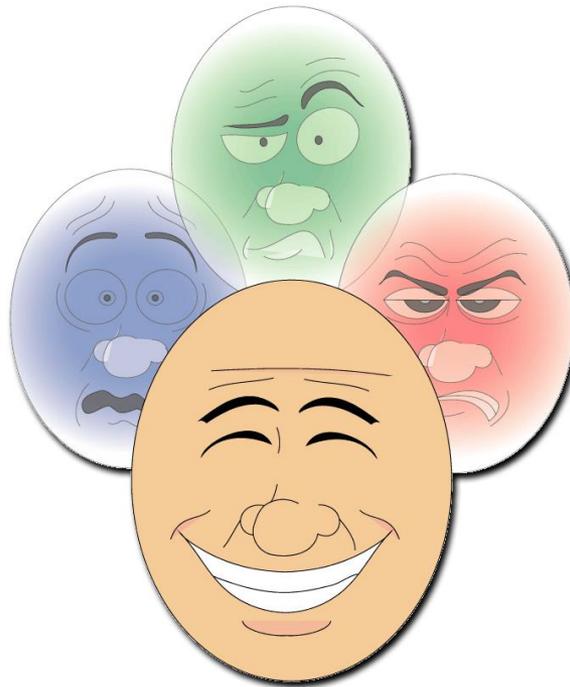


Jean Ford Knight
presents

The ACT System Training

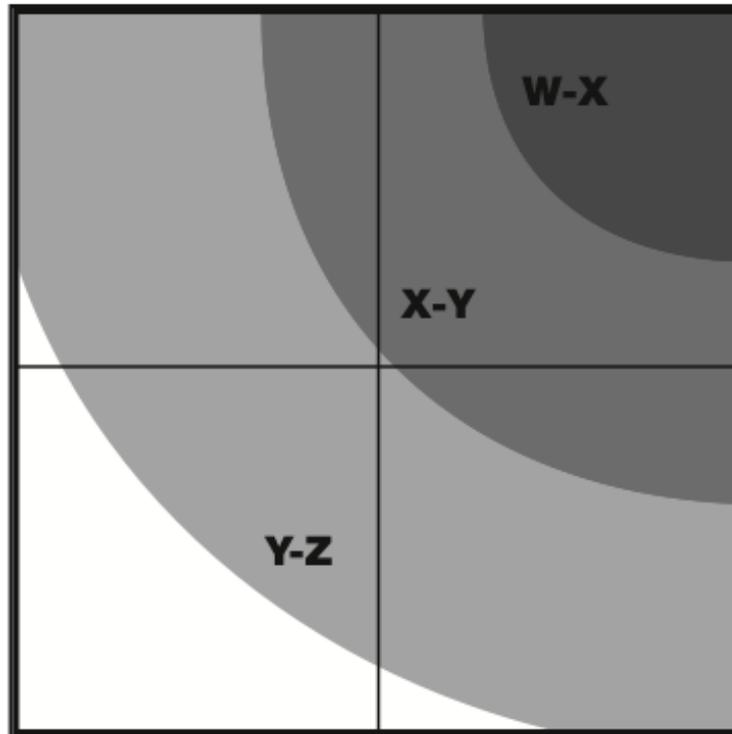
(Basic 12-hour Workshop)



AFFECTIVE COMMUNICATION TRAINING
EMPHASIZING CONFLICT RESOLUTION, LEADERSHIP, AND SALES & MARKETING TRAINING
jfknight@tx.rr.om / www.jeanknight.net / 972.242.5685

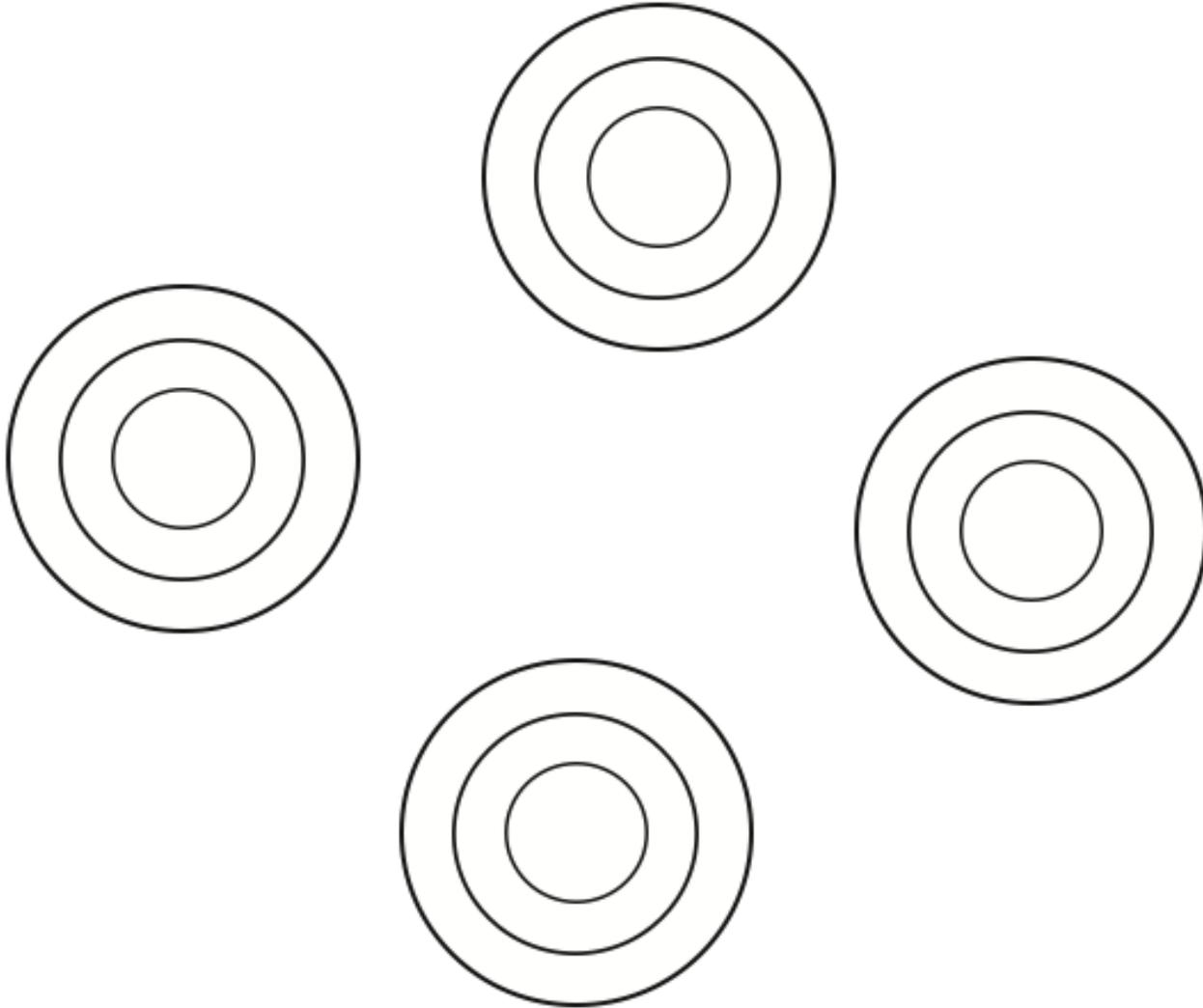
VERSATILITY

The Effort To Please More People While
Keeping Your Own Objectives Intact.



DOING UNTO OTHERS AS THEY WOULD BE DONE UNTO...

FEELING THINKING BEHAVING



Your Feelings promote Thinking...which results in Behavior...and Your Behavior impacts the Feelings of others, which prompts them to Think and Behave in response. So, how much of the problem am I?

Behavior Can Be Evaluated By
Three Separate Dimensions

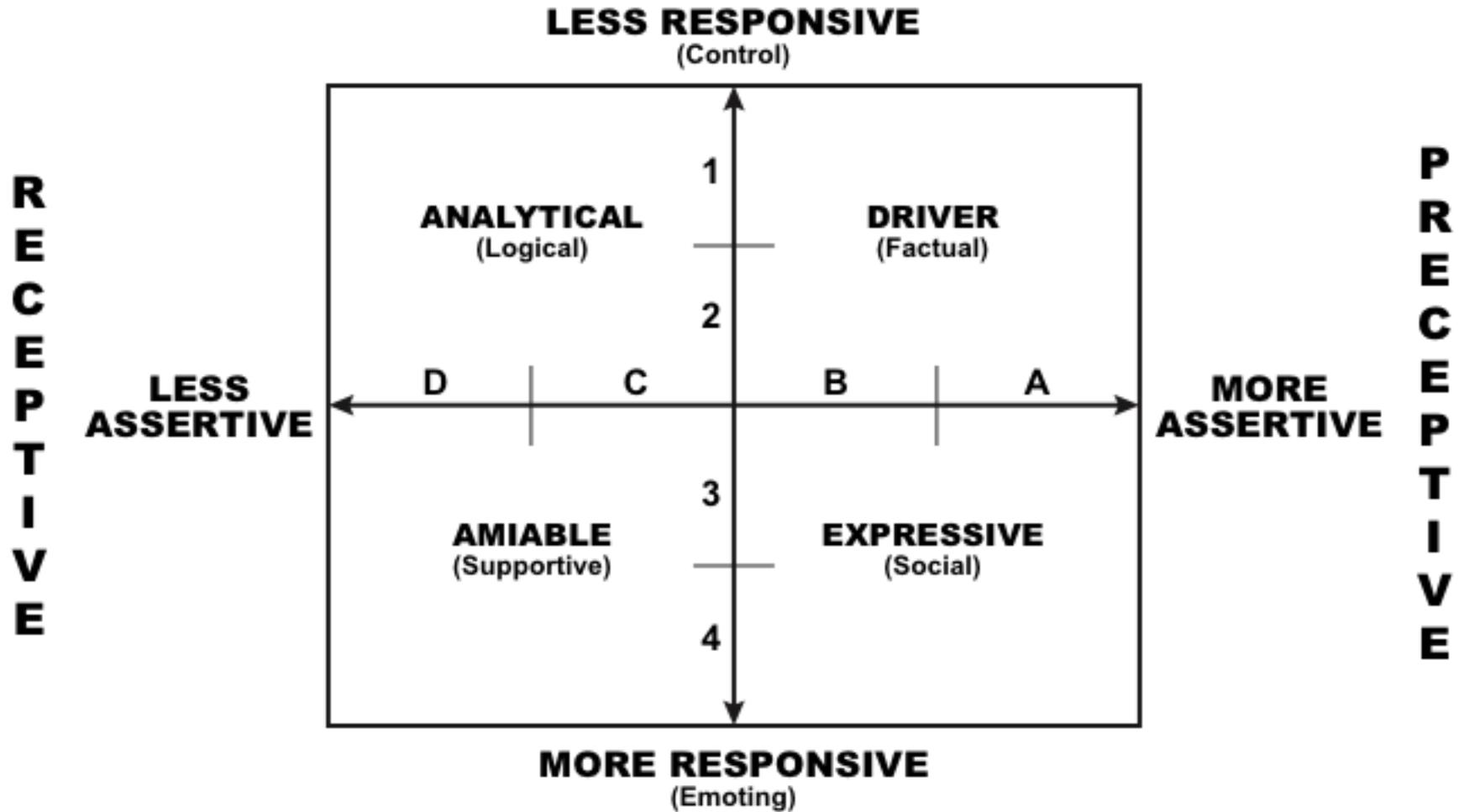
THE THREE DIMENSIONS OF BEHAVIOR ARE

- **ASSERTIVENESS**
- **RESPONSIVENESS**
- **VERSATILITY**



*Behavioral Recognition
Model*

Behavioral Styles



STRENGTHS

DRIVER	DETERMINED EFFICIENT DECISIVE PRACTICAL
EXPRESSIVE	AMBITIOUS STIMULATING ENTHUSIASTIC DRAMATIC
AMIABLE	SUPPORTIVE DEPENDABLE AGREEABLE WILLING
ANALYTICAL	SERIOUS INDUSTRIOUS PERSISTENT EXACTING

WEAKNESSES

DRIVER	PUSHY HARSH DOMINATING UNSENTIMENTAL
EXPRESSIVE	MANIPULATIVE EXCITABLE UNDISCIPLINED EGOTISTICAL
AMIABLE	CONFORMING DEPENDENT WISHY-WASHY SUBMISSIVE
ANALYTICAL	STUFFY CRITICAL INDECISIVE PICKY

STRENGTHS WEAKNESSES

DRIVER	DETERMINED EFFICIENT DECISIVE PRACTICAL	PUSHY HARSH DOMINATING UNSENTIMENTAL
EXPRESSIVE	AMBITIOUS STIMULATING ENTHUSIASTIC DRAMATIC	MANIPULATIVE EXCITABLE UNDISCIPLINED EGOTISTICAL
AMIABLE	SUPPORTIVE DEPENDABLE AGREEABLE WILLING	CONFORMING DEPENDENT WISHY-WASHY SUBMISSIVE
ANALYTICAL	SERIOUS INDUSTRIOUS PERSISTENT EXACTING	STUFFY CRITICAL INDECISIVE PICKY

**Any Strength Taken To An Extreme
Can Become A *Liability***

What Lack of Versatility Looks Like...

- And your cry-baby, whiney opinion would be...?
- Do I look like a people person?
- This isn't an office. It's hell with fluorescent lighting.
- Sarcasm is just one of the services we offer.
- Am I supposed to care about that?

- If I throw a stick will you leave?
- Does your train of thought have a caboose?
- Allow me to introduce my selves.
- Well, this day was a total waste of makeup.
- Stress is when you wake up screaming and realize you haven't fallen asleep yet.

- Can I trade this job for what's behind door #1?
- Nice perfume/aftershave; must you marinate in it?
- How do I set a laser printer to stun?
- I thought I wanted a career; turns out I just wanted paychecks.
- I started out with nothing and still have most of it left.

The ACT System

**If you answer “yes”
to any of the following questions...**

the use of **Affective Communication Training**
could cause you to re-think, re-evaluate and
re-define your approach in most situations.

- 1• Are you frustrated working with people who seem to understand and agree one minute, then when it comes to a showdown, what they say they heard, is not what you think you said. **Yes No Not sure**
- 2• Are you tired of trying to figure out what it takes to motivate certain people? **Yes No**
- 3• Do you have to get really mad before you lash out at someone? **Yes No**
- 4• Are you tired of having your intelligence insulted by the games you have to play with certain people?
Yes No I'm a game player myself

- 5• Are there certain people who really push your buttons and you hate dealing with them? **Yes No**

- 6• Do you have two employees that don't get along, and your effort to correct the problem has only made things worse. **Yes No Who Cares?**

- 7• In this ever changing world is it difficult to stay abreast of the changes? **Yes No**

- 8• Do you believe that change affects certain people more than others? **Yes No Maybe**

- 9• Can you recognize in advance which people will be affected more by change? **Yes No I'd Like To!**

- 10• Is there a method to assure that two people will communicate better? **Yes No How?**

- 11• When two people are working together, is there a possibility of resistance and a destructive attitude, on both their parts, even when they are trying to reach the same goal? **Yes No**

- 12• Do you know when the trainee/client has grasped the information...or is faking it? **Yes No**

- 13• Do you know how to convince others that it is time to take action? **Yes No**

- 14• Do you know how to make yourself completely understood by everyone on your staff as well as those other important placed peers? **Yes No**

- 15• Has your request for information been ignored by a co-worker, peer, or subordinate? **Yes No**

Customer Services

- 1• Do you ever have to remind people that the customer is not the enemy? **Yes No**
- 2• Do you have to be concerned about keeping confrontation in the workplace and out of the newspaper? **Yes No Not my problem**
- 3• Does it ever become an issue when you try to solve a customer complaint but in the process you disenfranchise a peer or subordinate? **Yes No**

- 1• With a certain person, every instruction becomes an argument.
- 2• Every project appears to end up with a whiner, a complainer, and a dictator on it. Ugh..
- 3• A staff member who tries to change the priorities.
- 4• A staff member that changed the process but you weren't informed.
- 5• Those long Staff meetings, with the whiner, complainer and dictator, but no one has a better solution.

- 6• Volunteers who do the job but try and take over.
- 7• Volunteers who are very nice but just get in the way.
- 8• A boss who doesn't understand that what they want, can't be done (in their time frame).
- 9• Employees who have wonderful people skills and wreck every machine they touch.
- 10• People who have great technical skills but walk on relationships.

- 11• Customers who are hostile or appear to be violent.
- 12• Having to deal with the mental fall-out of others when the organization is going through so much change.
- 13• Having to deal with your additional stress when your department is going through great change.
- 14• Dealing with all of your employees in a fair and impartial way, when you are under the gun.

- 15• Delegating projects that you keep getting back, those that come back late or not at all.
- 16• Receiving an unexpected, negative reaction from someone after you gave them feedback that you thought was constructive and non-threatening.
- 17• Feeling out of control and knowing others around you may be feeling the same.

The ACT System

Behavioral Style Indicator/2

I would describe myself as:

go along take charge
willing, easy strong-willed, controlled
D **C** **B** **A**

quiet (until I know you) talkative (most often)
D **C** **B** **A**

supportive challenging
consenting, compromise question, dispute
placate, pacify cock sure, argue
D **C** **B** **A**

The ACT System

Behavioral Style Indicator/2

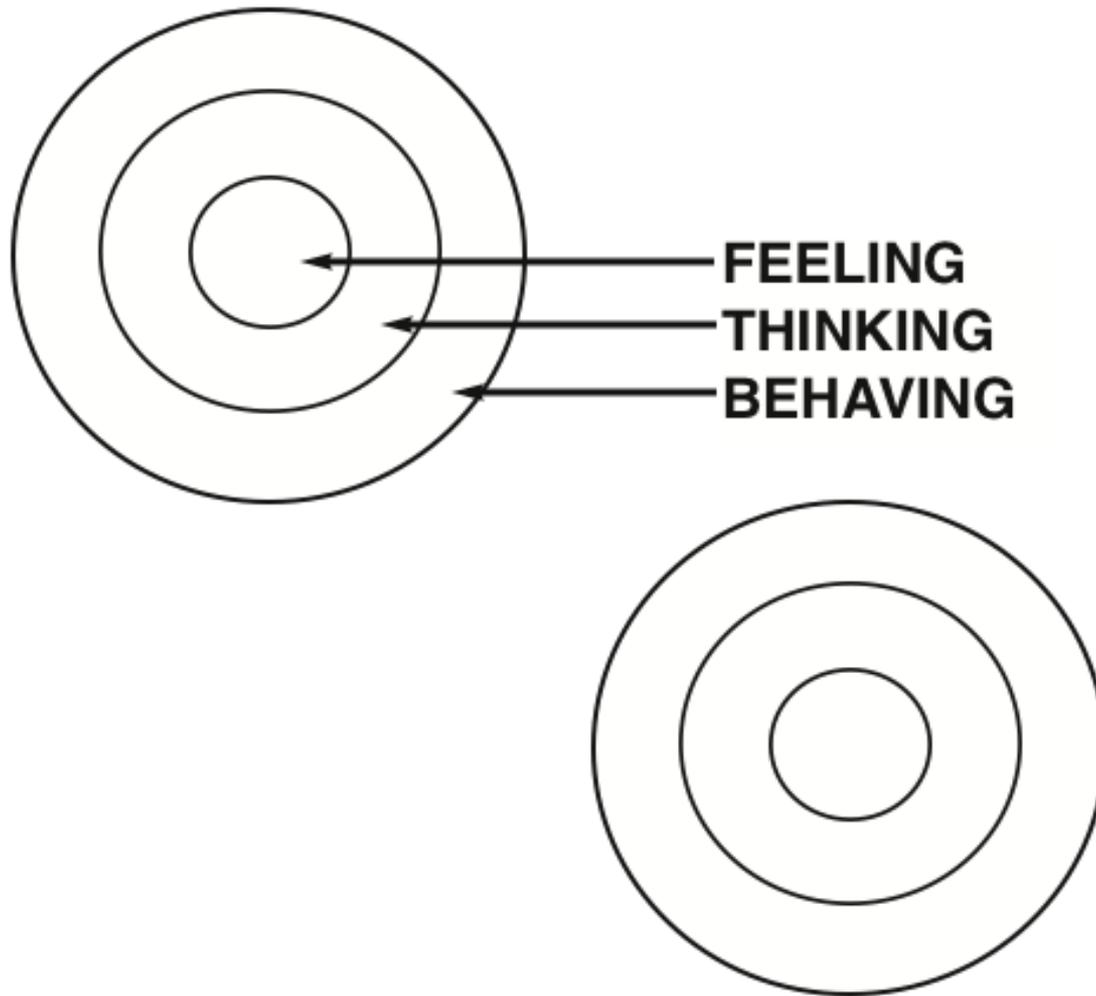
I would describe myself as:

compliant, mild dominant, bossy
peace-loving commanding
D **C** **B** **A**

asks questions makes statements
D **C** **B** **A**

cooperative competitive
not demanding lock horns, rival
agreeing, uniting contentious
D **C** **B** **A**

BEHAVIORAL STYLE MODEL



The ACT System

Behavioral Style Indicator/2

I would describe myself as:

eyes serious or severe (more formal) eyes friendly & attentive (more casual)
1 2 3 4

talks only business shares personal feelings
1 2 3 4

reserved, private outgoing, sociable
conservative, self-contained kind, friendly
1 2 3 4

The ACT System

Behavioral Style Indicator/2

I would describe myself as:

uses facts & logic for decision making uses opinions & feelings to make decisions
1 2 3 4

non-responsive, cool deliberate, remote responsive, warm warm-hearted, tender
1 2 3 4

non-emotional, rational deliberate, impartial emotional, spontaneous impetuous, demonstrative prudent melodramatic
1 2 3 4

Totals: _____

Summary Of Evaluation

(Totals from Behavioral Style Indicator/2)

Carry the *Totals* forward from Page 2 and circle the letter with the highest number...likewise, circle the numeral with the highest number.

■ Number of: D _____ C _____ B _____ A _____
1 _____ 2 _____ 3 _____ 4 _____

Check the appropriate square for **your Behavioral Style ID** —

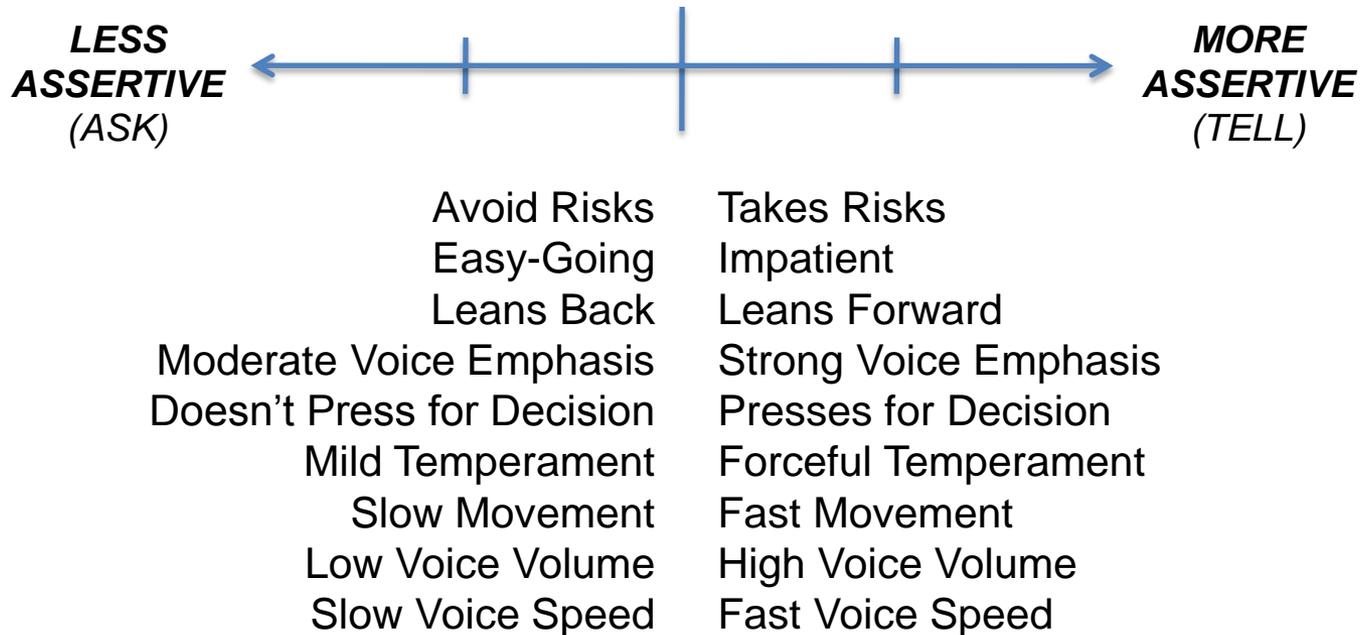
1				
2				
3				
4				
	D	C	B	A

OTHER TEAM MEMBERS' STYLES

	ANALYTICAL		DRIVER	
	D	C	B	A
1				
2				
3				
4				
	AMIABLE		EXPRESSIVE	

ASSERTIVENESS

The Effort We Make
To Influence the Actions
Or Options of Others



ASSERTIVENESS

The Effort a Person Makes
To Sway and Direct the Actions and
Thinking of Others



RESPONSIVENESS

The Effort a Person Puts Forth
to Control Their Feelings
and Emotions

**LESS
RESPONSIVE
(CONTROL)**



Few Gestures
Cool, Distant
Poker Face
Facts and Logic
Calm

Many Gestures
Warm, Friendly
Smiles, Frowns
Opinions and Feelings
Excitable

**MORE
RESPONSIVE
(EMOTE)**

RESPONSIVENESS

The Natural Restraint Associated
With One's Feelings
and Emotions

**MORE
RESTRAINT**



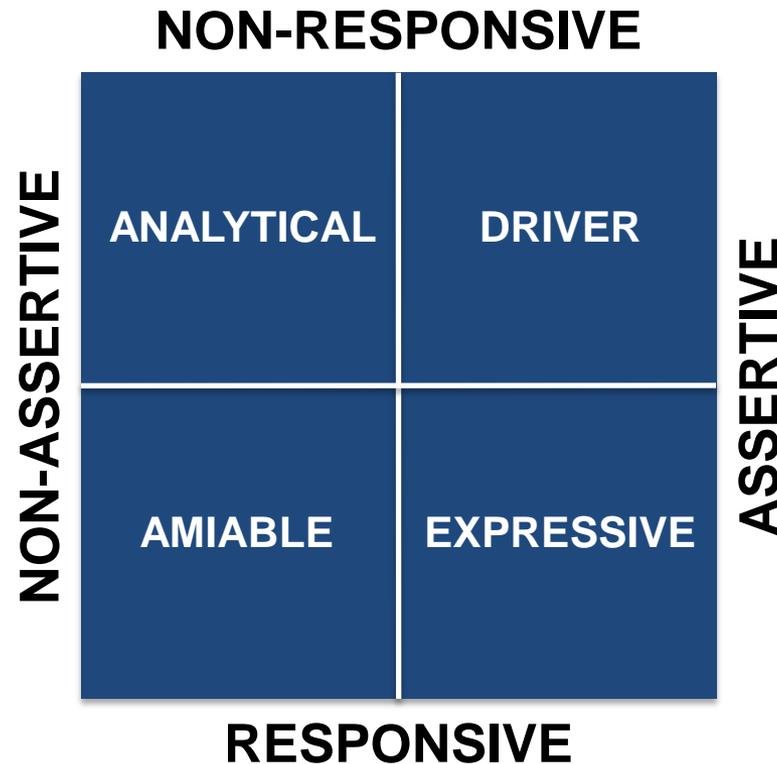
Mannered
Gracious
Unassuming
Precise, Correct
Reserved
Listens

Joyful, Cheery
High-Spirited
Likes Socializing
Life-of-the-Party
Jovial, Funny

**LESS
RESTRAINT**

Guideline for Recognition

How *Responsive* Is The Person?
How *Assertive* Is The Person?



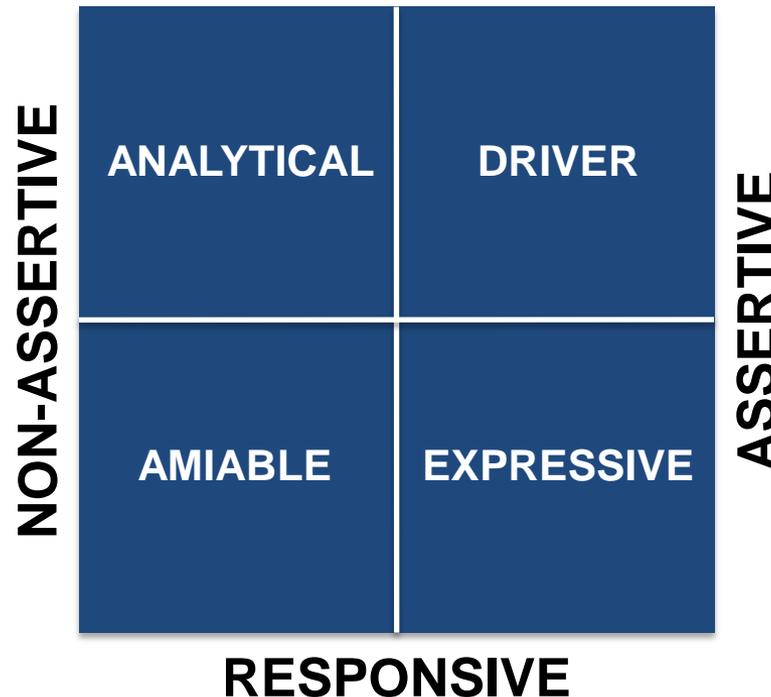
Guideline for Recognition

How *Responsive* Is The Person?

NON-RESPONSIVE

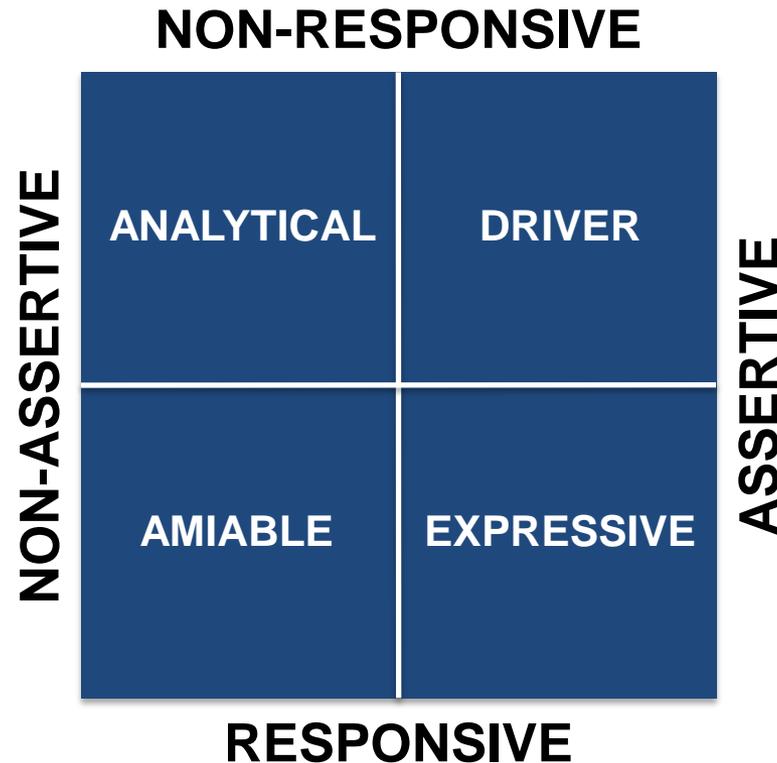
Reserved, unresponsive
Poker face
Actions cautious or careful
Wants facts and details
Eyes harsh, severe or serious

Limited use of hands, clenched tightly, folded or pointed
Limited personal feelings, story telling or small talk
Preoccupied or vigilant



Guideline for Recognition

How *Responsive* Is The Person?



Animated, uses facial expressions
Smiles, nods, frowns
Actions open or eager
Little effort to push for facts
Friendly gaze

Hands free, palms up, open
Friendly gestures
Shares personal feelings
Attentive, responsive, enjoys
the relationship

Guideline for Recognition

How *Assertive* Is The Person?

NON-ASSERTIVE

Few uses of voice to emphasize ideas

Expressions and posture are quiet and submissive

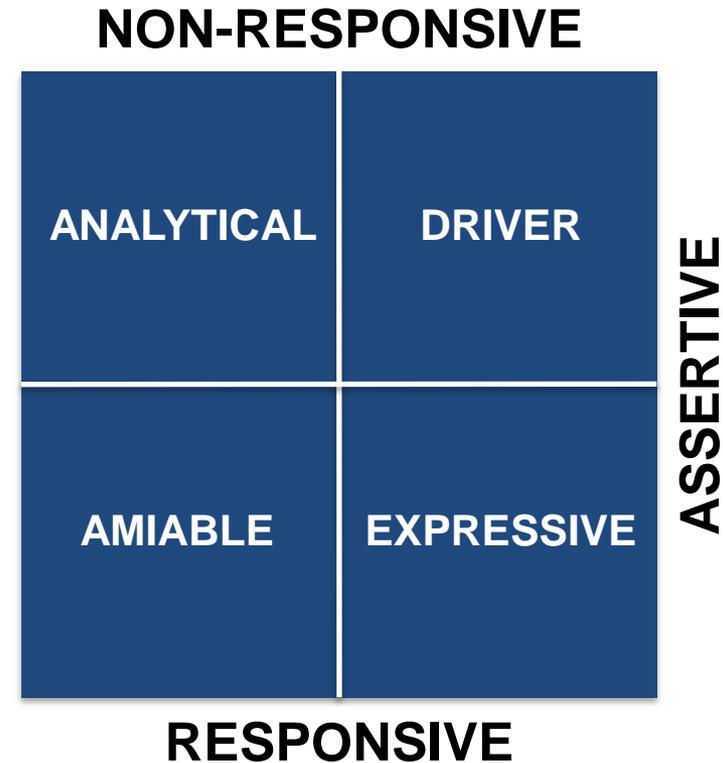
Deliberate, studied or slow in speech

Indifferent handshake

Asks questions more often than makes statements

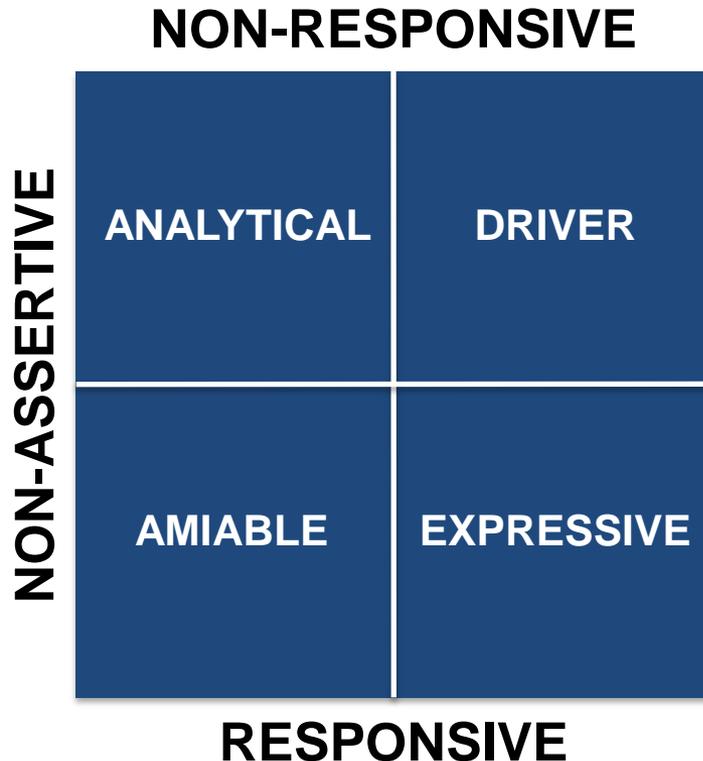
Vague, unclear about what is wanted

Tends to lean backwards



Guideline for Recognition

How *Assertive* Is The Person?



ASSERTIVE

Emphasizes ideas by tone change

Expressions are aggressive or dominant

Quick, clear or fast-paced

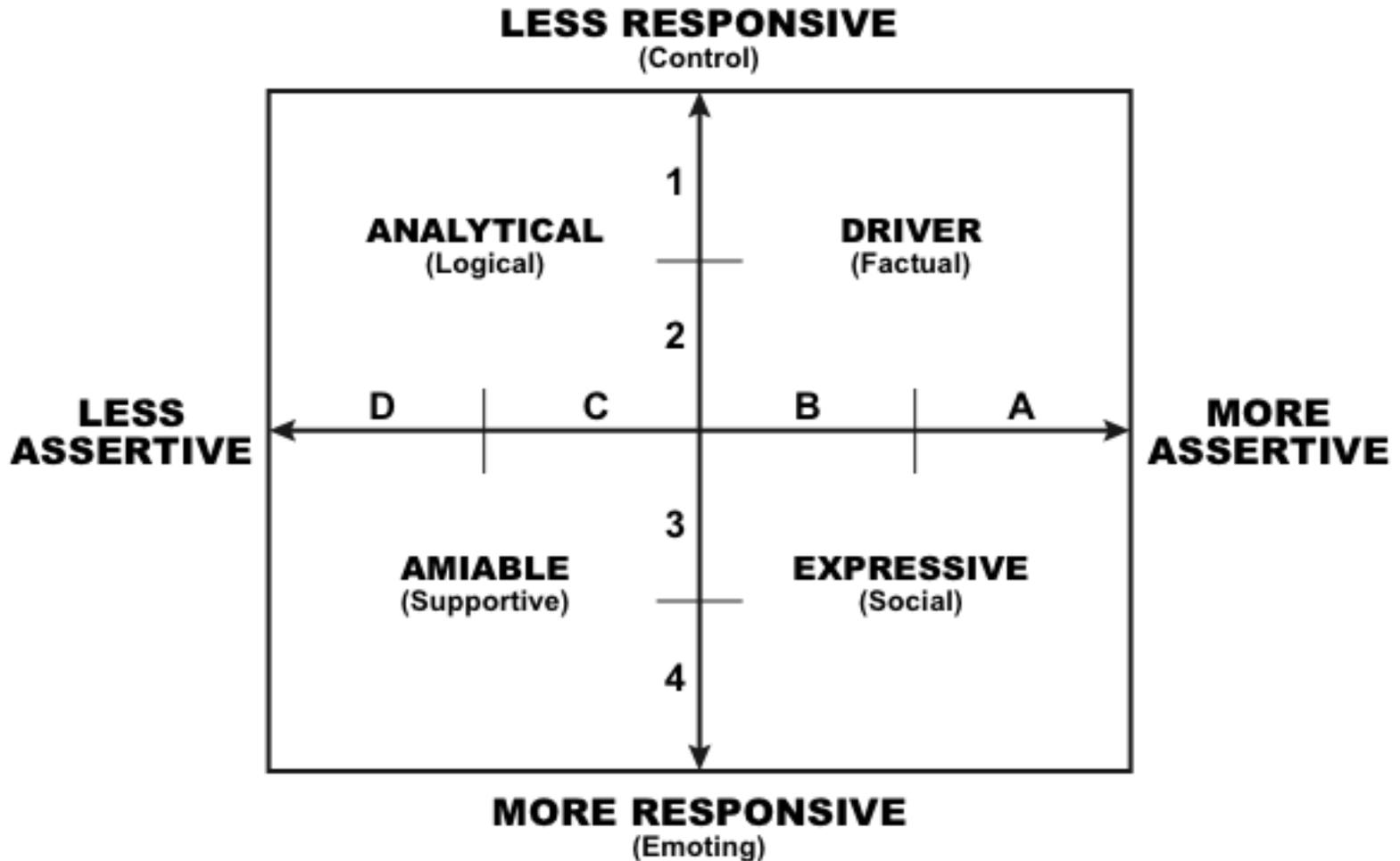
Firm handshake

Makes statements more often than asks questions

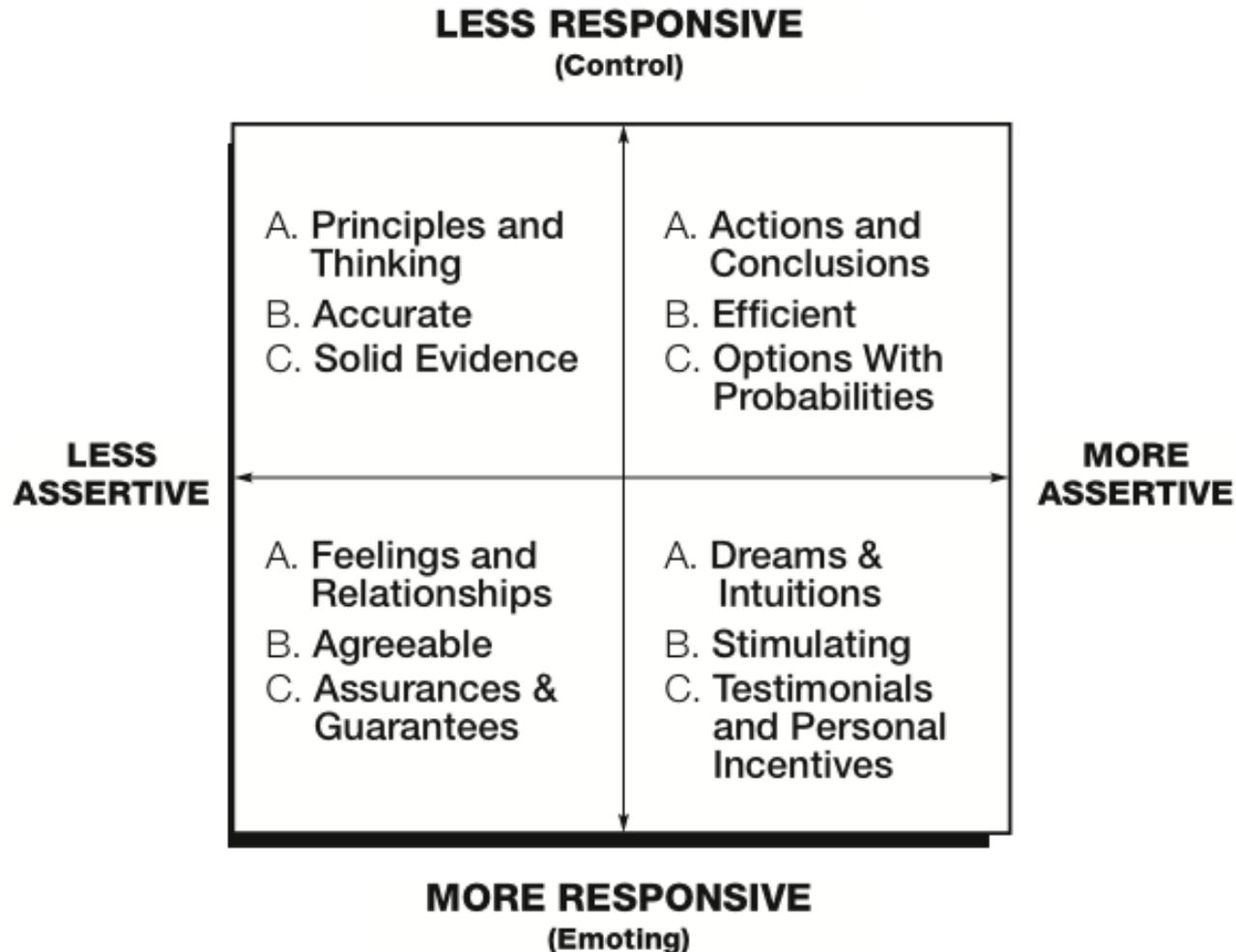
Lets one know what is wanted

Tends to lean forward to make a point

Behavioral Styles



- A. To Get Their Attention
- B. To Maintain Their Attention
- C. To Get Their Commitment



PRIORITY

(By Style)

ANALYTICAL

DRIVER

<p>HOW WHAT WHY WHO</p>	<p>WHAT HOW WHO WHY</p>
<p>WHY WHO HOW WHAT</p>	<p>WHO WHY WHAT HOW</p>

AMIABLE

EXPRESSIVE

In a stressful situation
Affective Communication Training
will help you keep a stiff upper lip
when you feel like you are
walking on your tongue.

Dear Lord...

SO FAR TODAY, GOD, I'VE DONE ALL RIGHT.

I HAVEN'T GOSSIPED,

HAVEN'T LOST MY TEMPER,

HAVEN'T BEEN GREEDY, GRUMPY, NASTY,

SELFISH OR OVER-INDULGENT.

I'M THANKFUL FOR THAT.

BUT IN A FEW MINUTES, GOD, I'M GOING

TO GET OUT OF BED, AND FROM THEN ON,

I'M GOING TO NEED A

LOT MORE HELP.

AMEN

Communicating with the Relationship AMIABLE

(Works alone. Impresses others by being a great team member.)

1. Start with a personal comment.....**Don't** rush straight into the problem/situation.
2. Show interest in them as people.....Ask about their concerns.
3. Patiently draw out personal preferences.....Put down your pencil and listen.
4. Present your case softly, non-threateningly.....**Don't** push them for quick response.
5. Ask "why and how" questions to draw out their opinions.....**Don't** argue the facts.
6. If you disagree, look for hurt feelings.....**Don't** demean or scold.
7. Move casually, informally.....**Don't** be abrupt, speak fast or move fast.

Communicating with the Thinking-Oriented ANALYTICAL
(Works alone and carefully. Impresses others with precision and thoughtfulness.)

1. Hold the meeting in a quiet, private place.....**Don't** be casual, informal, loud.
2. Be on time, be prepared, stick to business.....**Don't** ramble on.
3. Make a written, organized presentation of your needs or concerns.....**Don't** be vague.
4. To build credibility, list pros and cons to any suggestion you make.....**Don't** be personal.
5. Provide solid, tangible, practical evidence...**Don't** use someone's opinion as evidence.
6. Be specific about your expectations...**Don't** fail to follow through on commitments.
7. Set dead-lines.....**Don't** rush the decision-making process but be persistent.

Communicating With The Action-Oriented DRIVER

(Works fast and alone. Impresses others with individual effort.)

1. Be clear, specific, brief, and to the point.....**Don't** ramble on, or waste time.
2. Stick to business.....**Don't** insist on building a personal relationship.
3. Present the facts logically, repeat the rules often.....**Don't** allow things to get personal.
4. Be specific about the issue(s).....**Don't** leave loopholes, cloudy issues or argue.
5. If you disagree, take issue with the facts.....**Don't** let it reflect on them personally.
6. Always deal with their options and alternatives.....**Don't** present ready-made decisions.
7. Promise only that which you know you can deliver on — deadlines, ability, results.....**Don't** say “maybe” or “I’ll try.”

Communicating With The Intuitive-Oriented EXPRESSIVE (Works fast. Impresses others by the ability to do many things at once.)

1. Start the meeting on time, get to the bottom-line quick.....**Don't** lecture.
2. Ask for their opinion/ideas regarding people/problem.....**Don't** be impersonal.
3. Keep interactions stimulating, fast moving.....**Don't** drone on about facts and figures.
4. Offer special, immediate and extra incentives for deciding *now*.....**Don't** push them.
5. Layout deadlines, requirements and penalties.....**Don't** be judgmental about their choices.
6. Leave time for relating, socializing.....**Don't** leave decisions open-ended.
7. Let them talk and vent their frustrations.....**Don't** ever talk down to them.

Behavior Is Identifiable, Recognizable and Predictable

- **ASSERTIVENESS**
- **RESPONSIVENESS**
- **VERSATILITY**

Focus on the Future

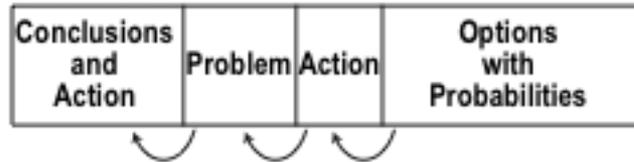
How — Method What — Results	What — Results How — Method
Why — Personal Who — Attitude	Who — Attitude Why — Personal
Why — Personal Who — Attitude	Who — Attitude Why — Personal
How — Method What — Results	What — Results How — Method

Focus on the Present

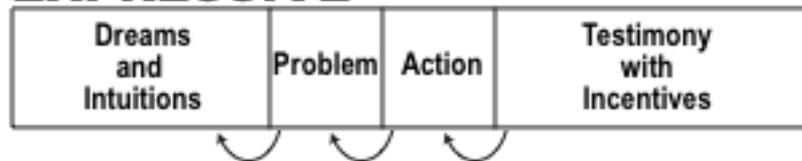
Time-Frame Needs of the 4 Styles

- ✓ Get Attention
- ✓ Keep Attention
- ✓ Get Commitment

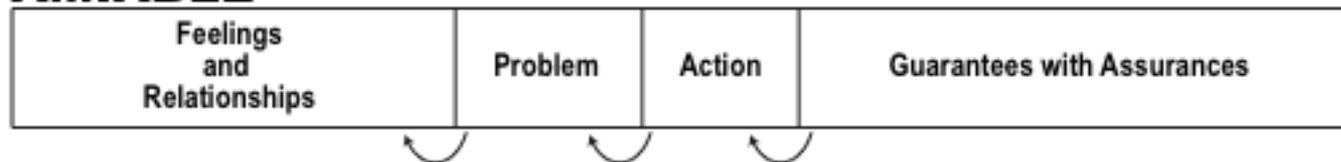
DRIVER



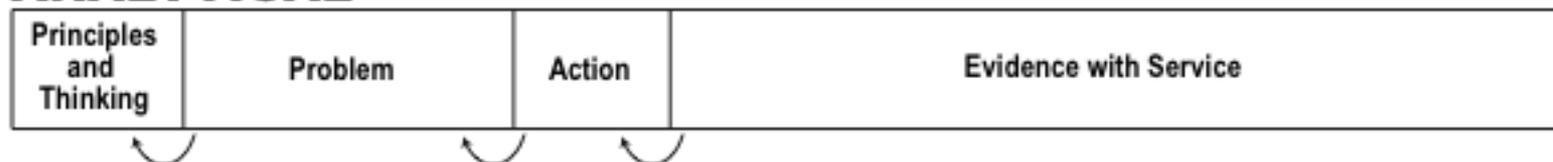
EXPRESSIVE



AMIABLE



ANALYTICAL



TIME

ANALYTICAL

DRIVER

AVOID

Withdrawal from
the conflict —
Time to think

AUTOCRATIC

Over-control of the
situation and action

ACQUIESCE

Quiet —
Attempting to retain
the relationship

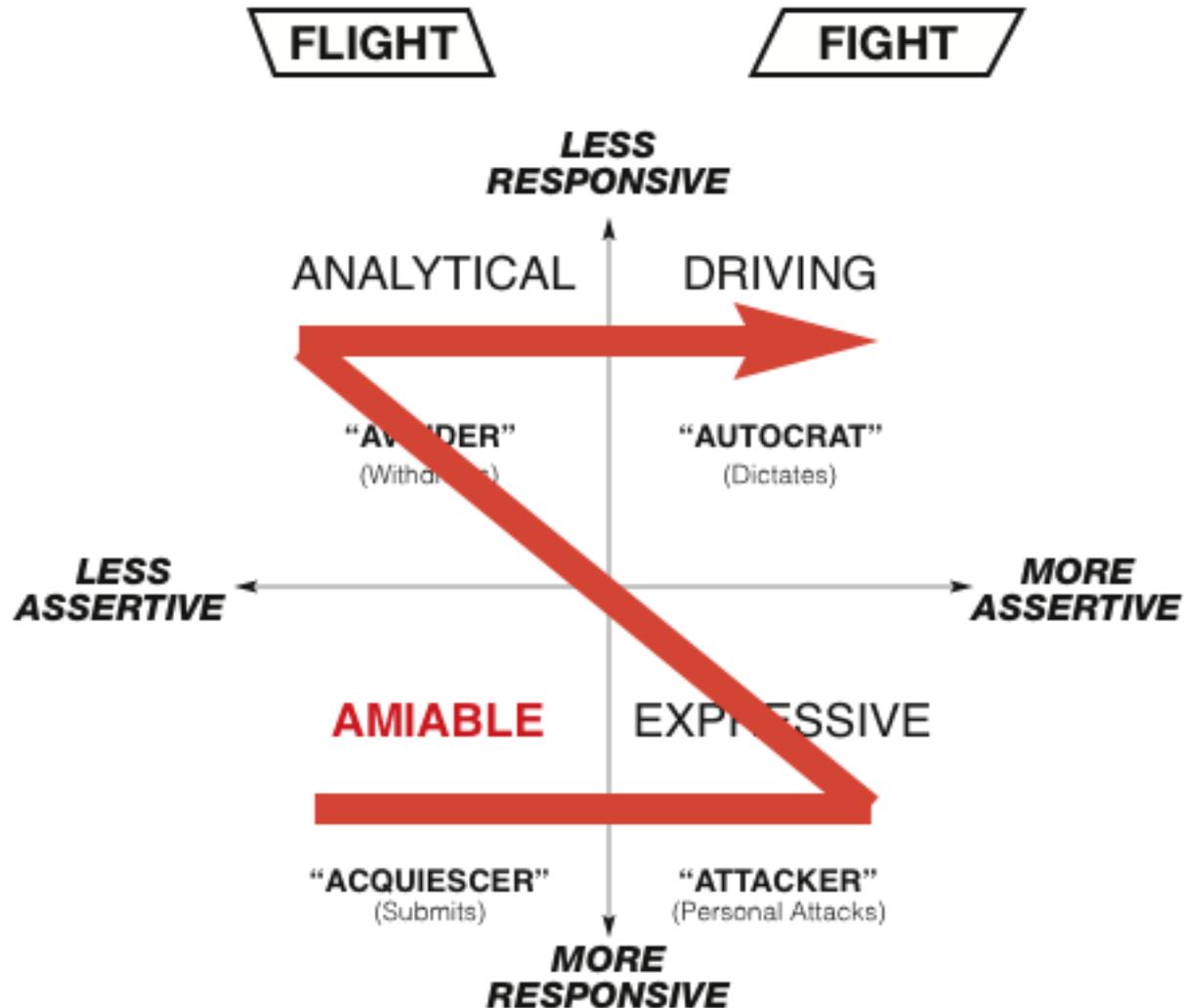
ATTACK

Emotional, loud
and personal

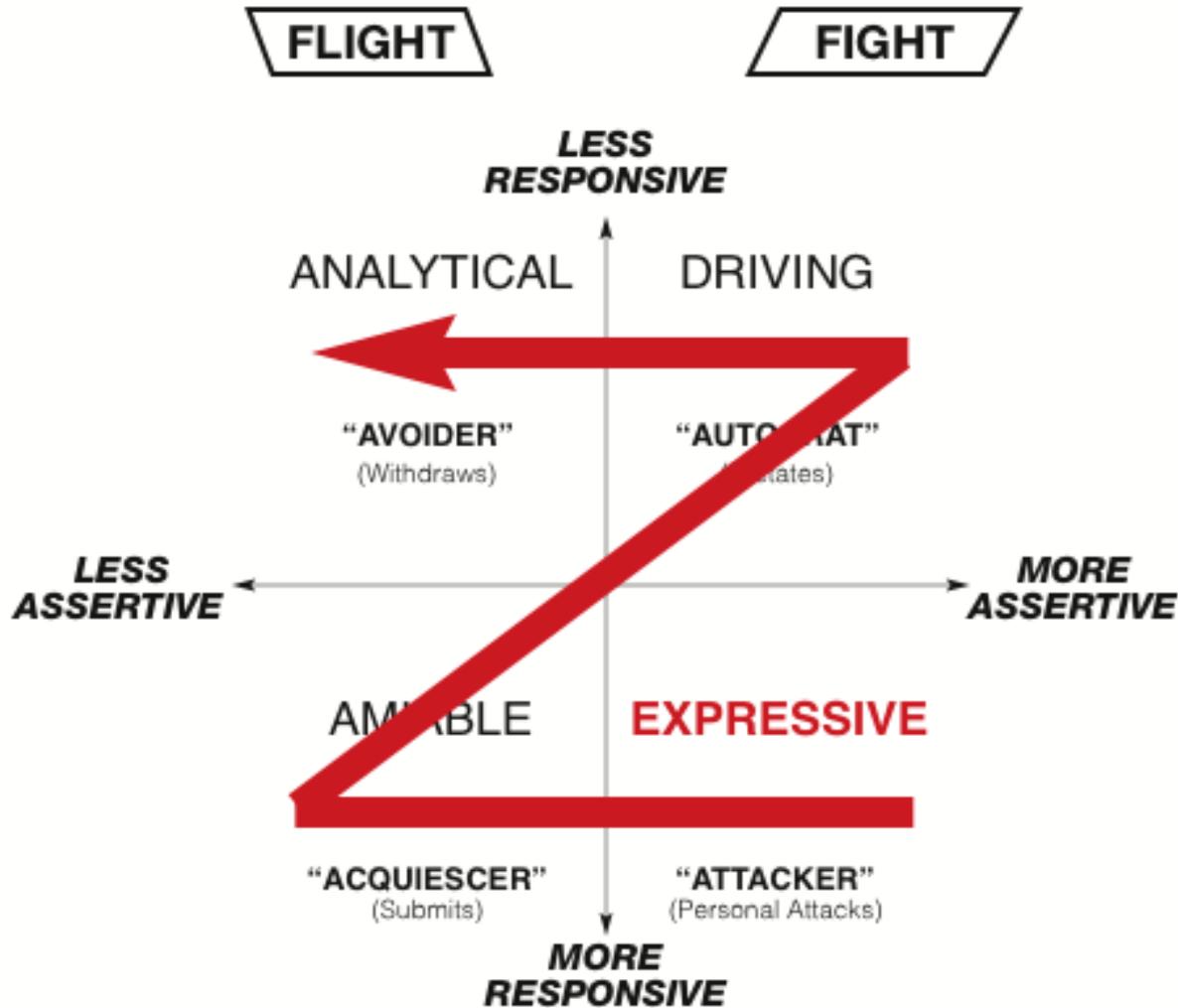
AMIABLE

EXPRESSIVE

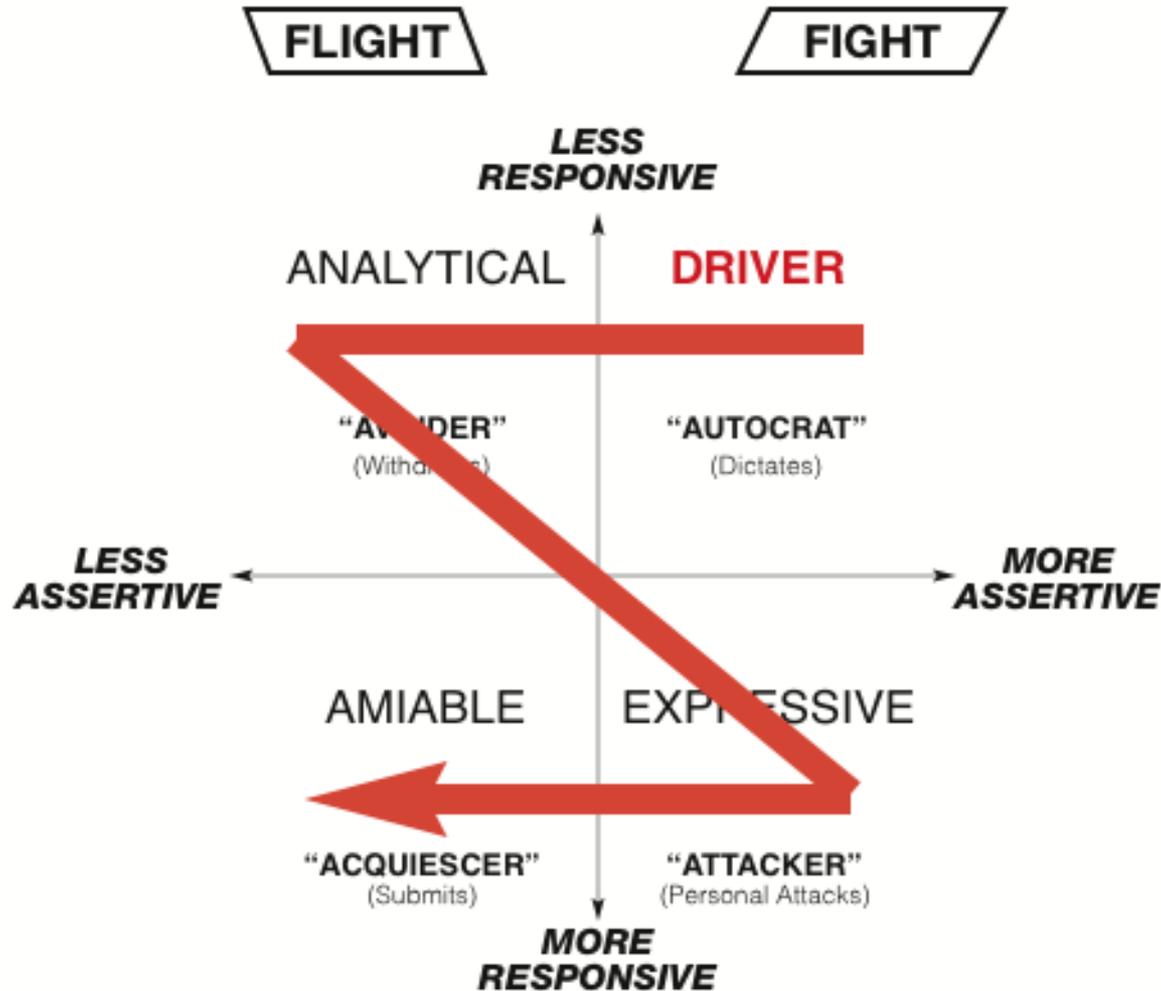
TENSION INDUCED “BACK-UP” BEHAVIOR



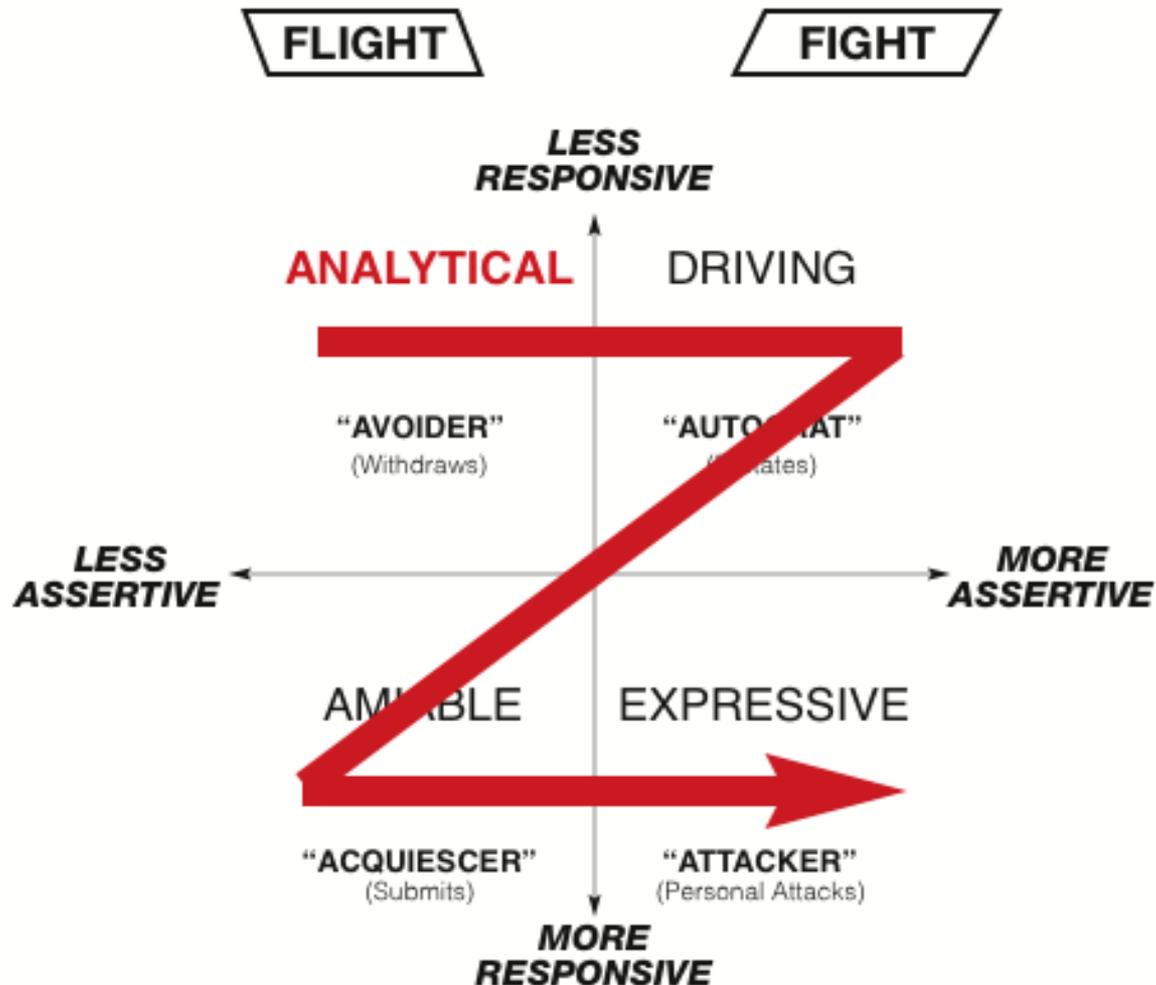
TENSION INDUCED “BACK-UP” BEHAVIOR



TENSION INDUCED “BACK-UP” BEHAVIOR



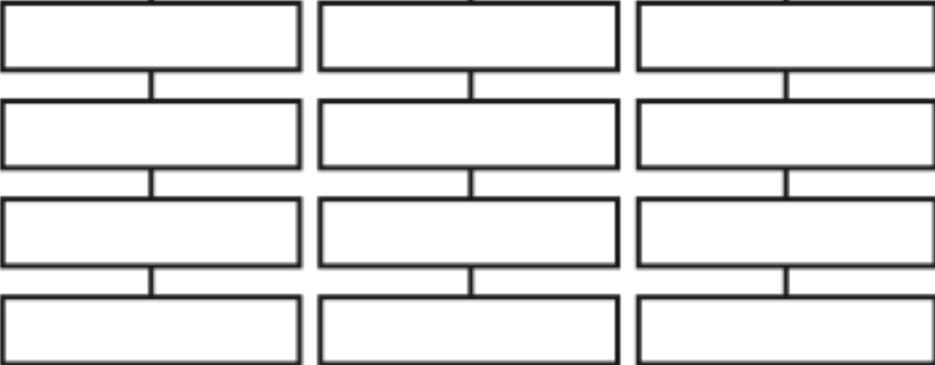
TENSION INDUCED “BACK-UP” BEHAVIOR



**City
Manager**

**Department
Head** **Department
Head** **Department
Head** **Department
Head** **Department
Head**

Supervisor **Supervisor** **Supervisor**



Affective Communication

Other Obstructions To Team Building



Dealing with any of these other occurrences means additional stress, aggravation and lack of productivity

You are affected — Directly or Indirectly (*but you are affected*)

- **Rise...**Everyone up, shower & dress (*one person is always late*)
- **Breakfast...**Some eat, some don't (*you don't have time*)
- **Everyone brush** (*you hope*)
- **School** (*drop kids*)...Meeting with teacher makes your heart sink (*definitely a relationship problem between them*) but what can you do?
- **Normal traffic** is bad enough...But you started late **and** there's a major wreck

- **Work...** Staff meeting, then a project meeting. Both meetings are too long, with little accomplished — one team member dragging their feet, deadline too short to begin with, key team member late, one out with sick child, one out with flu (*you feel sick yourself*), two members are crossing swords, another is not listening, one is arguing over the direction the project is taking, and one is asking for more information.
- **Lunch...** It's somebody's birthday, baby shower, bridal shower, going away party (*you wish they would all go away*)
- **Emergency** on the project you just finished, supplier didn't deliver on time, computer crash holds up current project, overcharge on your MasterCard (*not your fault, but now your problem*), phone calls to make, phone calls to return, client meeting

- **5:15**...Your kid(s) has ball practice, a game, dance class, music lesson, you or your child has a problem with the coach, the instructor, or both
- **No time to cook**...Okay, pick up fast food...barely time for the kids to eat
- **Pack briefcase**...Maybe you can work at home tonight
- **Unmentionables**...Laundry, grocery shopping, dry cleaners, paying personal bills, family visits, yard to keep, car repairs...and the list goes on and on

You may be one of those people who doesn't talk about stress...and you're sick of hearing other people talk about it...but the truth be known, you may be responsible for creating stress in others.