

# Tools from Neuro-linguistic programming

## “Tool kit” for Secretaries

### Soft Skills Training

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Part II: Learning forum for Secretaries of Economic and Social Councils  
Sub-Regional Technical Meeting of Economic and Social Councils

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Tool 1

# Maslow's Hierarchy of Needs

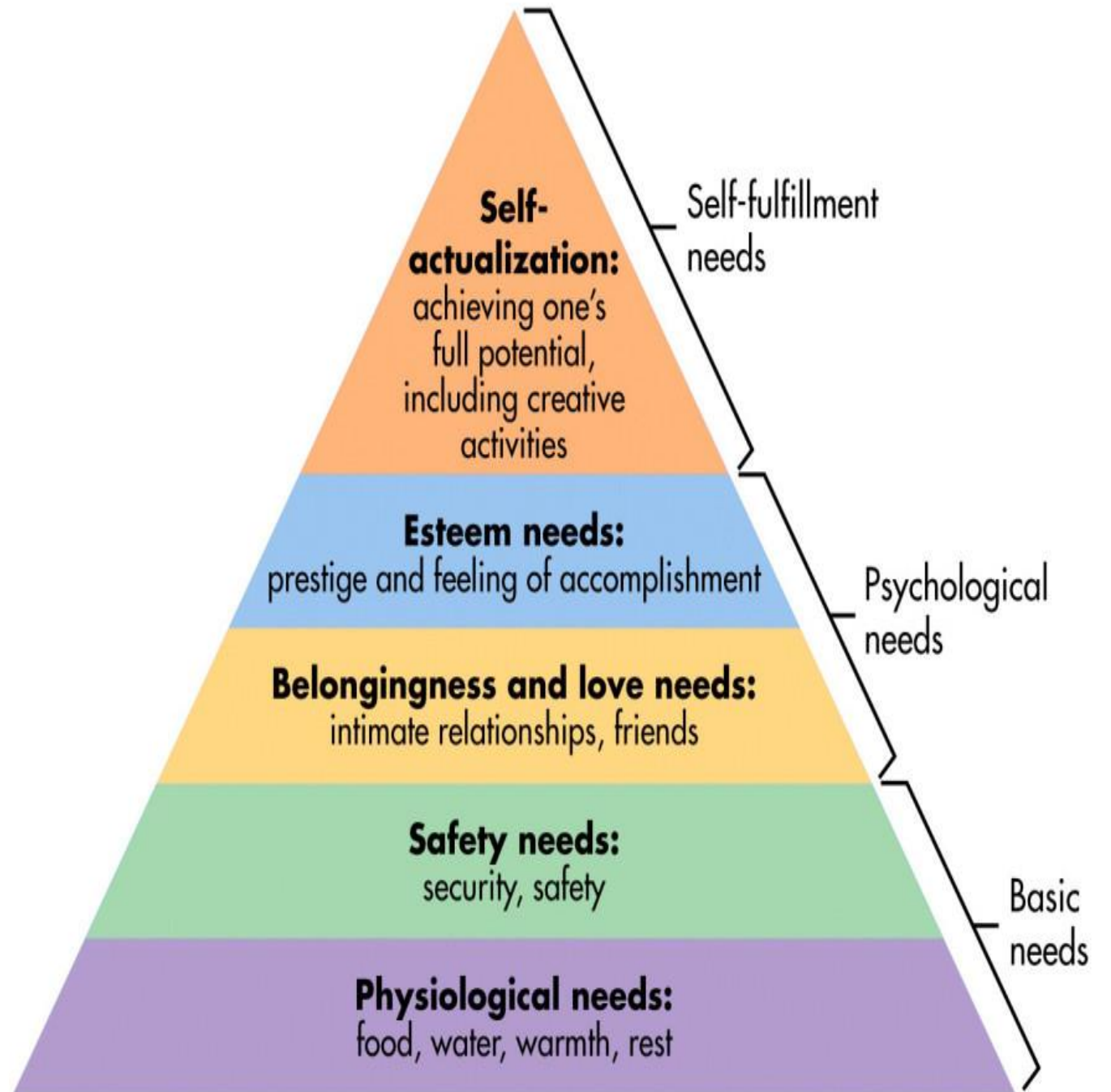
Watch video

[https://www.youtube.com/watch?v=O-4ithG\\_07Q](https://www.youtube.com/watch?v=O-4ithG_07Q)



# Maslow's Hierarchy of Needs

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# Maslow's Hierarchy of Needs adapted to professional life



This will never work out!

I feel tired and over-loaded with my work

We need new training on communications skills

Reduction in number of team meetings

Working tools such as PC very slow

# Maslow's Hierarchy of Needs: belief

Beliefs – liberating yourself and others

- A belief is a feeling of certainty about what something means. It can also be seen as a judgement. The challenge is that most of our negative beliefs are generalizations about our past, based on our misinterpretation of painful and difficult experiences.
- Beliefs are:
  - Very powerful and potentially destructive
  - Strongly linked to identity
  - More weight when loaded with words such as always, never, impossible

# Maslow's Hierarchy of Needs: belief

- Once we accept a belief, we act as if it is true. We start to behave in a manner that is consistent by interpreting, rationalization and justifying since we like to feel congruent.

## Limiting beliefs:

- Hold us back from goals
- Take away options and flexibility
- Limits how we experience relationships

## Empowering beliefs:

- Reach out for goals
- Give power and choices
- Grant relationships a chance to develop

Exercise



# Exercise 1: Maslow's Hierarchy of Needs: belief

## Step 1

- Think of a limiting belief (a weakness) that you may have from since you are young

## Step 2

How can you overcome this limited belief and turn it into an empowering one?

# Maslow's Hierarchy of Needs: Feelings

- Many of us grew up denying our real feelings. To become fluent in this language of acceptance, we have to learn how to create rapport and practice active listening.
- Examples: Desire to advise, question, defend pity or analyse
- We need to start viewing feelings as symptoms of needs. If our feelings are met then we experience happy feelings. If our needs are not met, then we move towards negative emotions.
- Building rapport to show empathy and meet people in their model of the world.
  - Rapport is what we call unconscious and conscious signals that we send and pick up from others.
  - Non-verbal communication, especially eye contact and voice patterns
  - Pay attention to posture, energy level, gestures, tonality, speech, patterns and breathing

# Maslow's Hierarchy of Needs: Skills & Info

- Separate people from information
- Focus on interests, not positions
- Generate options for mutual gain: win-win and insist on using objective criteria for assessing your performance

# Maslow's Hierarchy of Needs: Behaviour

## Behavioural types:

<p>Expert:</p> <ul style="list-style-type: none"><li>- I would like to present some information to you</li><li>- I would like your comments on..</li></ul>	<p>Busy manager:</p> <ul style="list-style-type: none"><li>- I need five minutes of your time</li><li>- I need the result by..</li></ul>
<p>Harmony seeker:</p> <ul style="list-style-type: none"><li>- How do you feel this can be done?</li><li>- Who else needs to be involved?</li></ul>	<p>People persons:</p> <ul style="list-style-type: none"><li>- I would like your opinion on..</li><li>- Can we meet up and discuss?</li></ul>

# Maslow's Hierarchy of Needs: resources

**Unlocking resources**

**problem-oriented versus solution oriented communication**

# Tool 2

# Distinguishing Facts/Opinions/Feelings

## 1. Describe the Situation

Identify the specific situation(s) where you observed this behaviour Be factual with examples Be precise and specific Be descriptive (not judgemental)

## 2. Express the Consequences and Feelings

Describe the impact on you, then others, and possible consequences of the behaviour Be responsible when you express feelings. Avoid judgmental feelings such as: disappointed, abandoned, let down, etc. Use non-violent feelings such as: sad, in a difficult situation, etc.

## 3. Suggest or Ask for a Solution and Identify Alternative Behaviours

Ask for a solution to the problem If the solution is not acceptable, negotiate Offer a solution if necessary Recall rules and procedures if that is necessary

## 4. Commit and Conclude

Party to repeat the commitment and always finish on a high note

Exercise



# Distinguishing Facts/Opinions/Feelings

In a conflict or negotiations, it is important to distinguish between facts, opinions and feelings.

- The Social Partners have prepared a new proposal together.
- The Presenidet of the Council seems to be angry today.
- The government representatives never listen carefully.
- I cannot do it.
- I found two spelling mistakes in the agenda.
- From my pint of view the third Trdae Union party shall be offered to join the Commitee meetings.
- I am frustrated with the end result.

# Tool 3

# PSYCHOLOGICAL TYPES

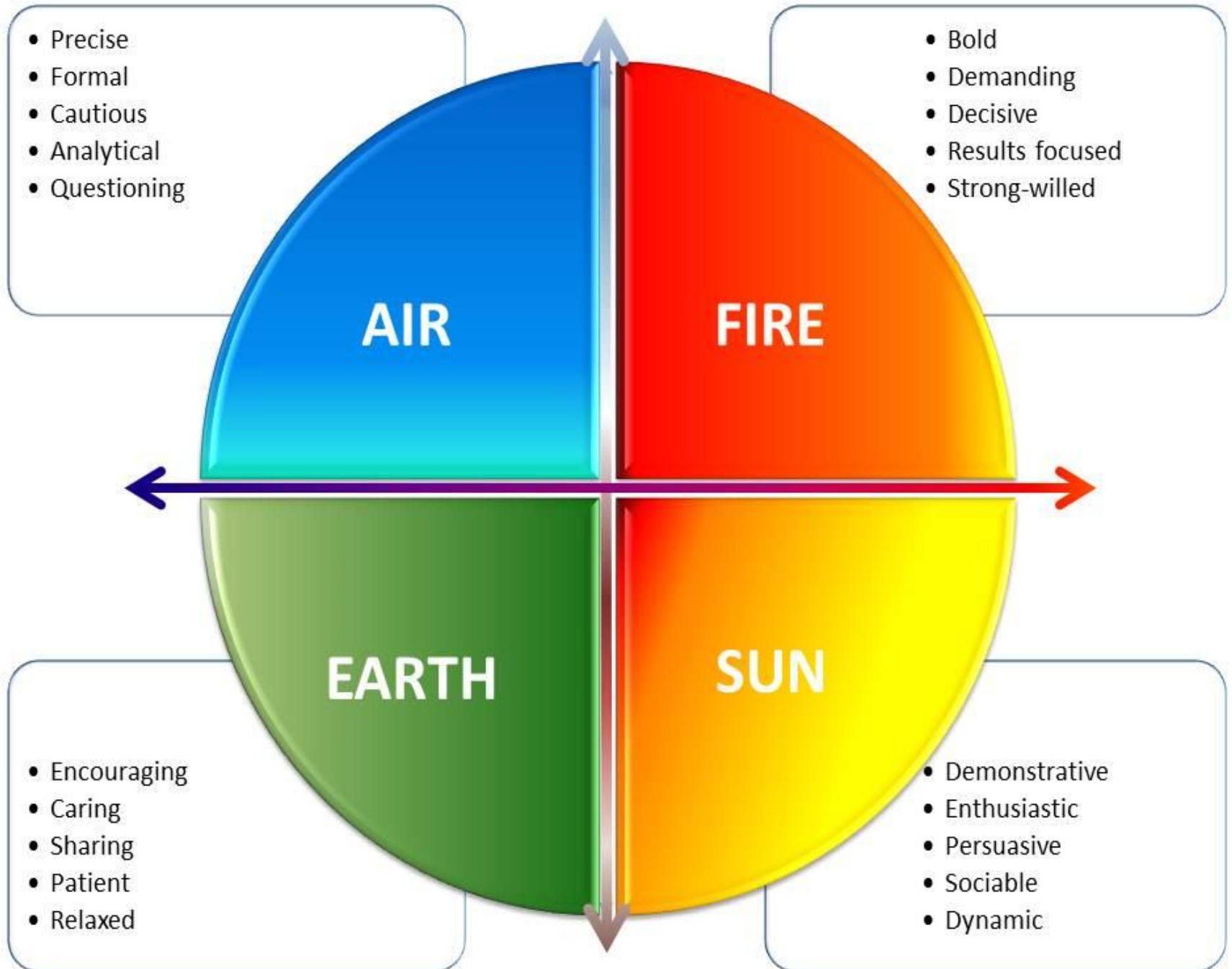
The basis for the four colored model is Dr Carl Gustav Jung's 'Psychological Types'. He suggested that people have different psychological preferences that influence how they behave, approach situations and make sense of the world.

These differences in how people:

- **orient their energy**; introversion & extroversion
- **judge and make decisions**; thinking & feeling
- **perceive the world**; sensing & intuition

are seen as highly relevant to understanding the needs of people in relation to themselves and others.

# Jung's typology



# COMMUNICATION STYLES - Connecting with different types

- BLUE (introvert & thinking preference):

Blue Listener:

- Want to receive information in a logical manner
- Need supporting materials for further clarification/detailed examination
- Include facts, figures, prices and proof
- Often like to come back to you after a presentation for further clarification

Blue communication style:

- Voice: Little variation in tone, speed and pitch (tendency to be monotonous/too low)
- Focus: More on the content/message as on the group
- Style: Cautious, precise, methodological, and formal
- Body language: Rigid, little movement and facial expressions
- Presentation tools: Slides & handouts can be too detailed and loaded with figures, stats and information

# COMMUNICATION STYLES - Connecting with different types

## RED (extrovert & thinking preference):

### Red listener:

- Prefer a fast pace and like communication to be to the point
- Like written documents, presentations to be brief and concise
- Need to be captivated by the speaker, otherwise will lose patience and might stop listening

### Red communication style:

- Voice: Clear, determined and powerful (tendency to speak too fast/loud)
- Focus: On facts, not feelings. Clear goals and strategy with aim to convince/inform others
- Body Language: Dynamic movements, uses large gestures and power poses (possible overbearing)
- Style: Daring, determined, purposeful and high energy
- Presentation tools: Factual, big picture, functional
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# COMMUNICATION STYLES - Connecting with different types

## GREEN (introvert & feeling preference):

### Green Listener:

- Prefer a slow pace with time to reflect
- Do not like being pushed to an immediate response
- Like to be asked for commitment in a gentle and friendly way
- Have to feel that the presentation content is meaningful and attainable

### Green communication characteristics:

- Voice: Trusting and warm. Often a deep and calm voice. (tendency to speak too low and hypnotic)
- Focus: Making sure the audience is comfortable and happy with presentation whilst focusing on benefits, values and concerns (risk of being too accommodating)
- Body Language: Unassuming presence, small gestures, cautious smiles and eye contact, possibly fidgety and nervous
- Style: Caring, encouraging, patient, relaxed and well meaning
- Presentation tools: Carefully written, detailed and personalized
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# COMMUNICATION STYLES - Connecting with different types

## **YELLOW (extrovert & feeling):**

### Yellow Listener:

- Prefer when speaker is enthusiastic and excited
- Tend to prefer the use of pictures to text
- Prefer to speak than listen and hence can be easily distracted if not actively involved

### Yellow communication characteristics:

- Voice: Friendly and optimistic. Can easily express humor, charm and infectious enthusiasm (tendency to speak too fast whilst possibly losing train of thoughts or getting carried away on a tangent)
- Focus: Connecting/Interacting with the audience, future oriented, use of stories
- Body Language: Dynamic, high levels of eye contact, proximity to audience, confident movements and vivid facial expressions
- Style: Engaging, creative, visual and inspiring
- Presentation tools: Visually attractive, aware of design/coloring, use of pictures, graphs, and tables (could lack structure and important supporting data)



# COMMUNICATION STYLES - Connecting with different types

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- The goal of every speaker is to be able to master all four emotional communication styles in order to maximize one's impact when addressing a variety of audiences.
- The most effective method to becoming a well-rounded speaker is to start by practicing to "speak the language" of one's own opposite type.



# POSSIBLE BLIND SPOTS - *Improving communication skills*

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Our perceptions of self may be different to the perceptions others have of us. We project who we are onto the outside world through our “persona” and are not always aware of the effect our less conscious behaviors have on others. These less conscious behaviors are termed “**Blind Spots**”.



**The following color types prefer to be addressed as follows...**

**If you have a lot of the following color type, address the opposite type in the left column as follows...**

**Cool Blue**

**I would like to present some information to you  
What alternatives can you think of for...  
I would like your comments on  
Could you list me for the key points to...  
Would you consider this and come back to me?**

**Sunshine Yellow**

**Focus on “what/why/if” objectives  
Prepare, slow down and think before acting  
Be thorough with explanations and feedback  
Keep informed in writing  
Use an authentic, low key approach**

**Earth Green**

**How do you feel this can be done  
How do we need to proceed  
How will people feel about this  
Who else needs to be involved in this  
I need five minutes of your time.**

**Fiery Red**

**Focus on “who/how much” objectives  
Allow time to consider in depth  
Give advance warning of any changes  
Be less assertive, focus on other people  
Avoid pushing for immediate response**

**The following color types prefer to be addressed as follows...**

**If you have a lot of the following color type, address the opposite type in the left column as follows...**

**Sunshine Yellow**

**I would like your opinion on...  
Can we talk about this?  
Can we meet up and discuss it?  
I want discuss some new options with you  
How do you feel we should do this**

**Cool Blue**

Be open to discussion  
Focus on “who/what else” objectives  
Stay involved with the person  
Be more flexible  
Adopt a group mentality

**I need five minutes of your time  
Which option is the correct one  
This is a problem you need to deal with  
I need a result by...**

**Earth Green**

Act more quickly  
Focus on the task  
Give regular verbal feedback  
Show an interested attitude

Exercise

# Communication styles- Connecting with different types

## Step 1

- Read out the statements and judge which communication style connects best with a colour type

## Step 2

Compare your answers with the others in plenum



**Thank you for  
your attention!**

