

PREFERENCES

MODEL & TOOLS

What combination of preferences impact your communication effectiveness?





Nicole L Jenkins, MS

“ You are the architect.
You are the builder.
Value your journey.
It is uniquely yours!

Leadership is a Journey!

The leadership journey includes a complex, interconnected web of our communication effectiveness, response navigation of ourselves and others, and trust. This participant guide supplements the workshop session and emphasizes the ongoing process of discovery about ourselves and others.

My role for the workshop and this journal oriented guide is to help facilitate deeper discovery and tap into an abundance of ideas, practices and connections. This interactive (fillable) participant guidebook provides you a place to continue to reflect and explore beyond the workshop. There are tools and questions you can use to engage with others.

There will be times on this journey where we sit in the murky waters of contradiction. That's ok. I invite you to embrace it, and use this time and space to:

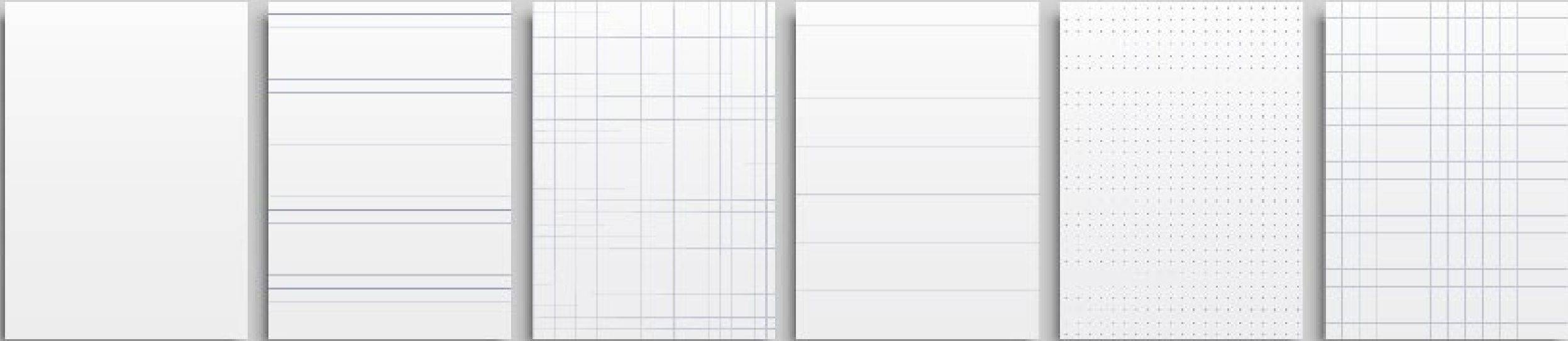
- explore, reflect, stew, grapple and swim with your discoveries
- get curious, be real with yourself and find gaps to fill and adjust
- grow, evolve and expand the depth and breadth of responses you have to limitless variables

At the end of the day, this journey is your journey. I am deeply grateful for your engagement, because collectively we make this a meaningful experience as we learn and grow together.

Let's get started...

Nicole!

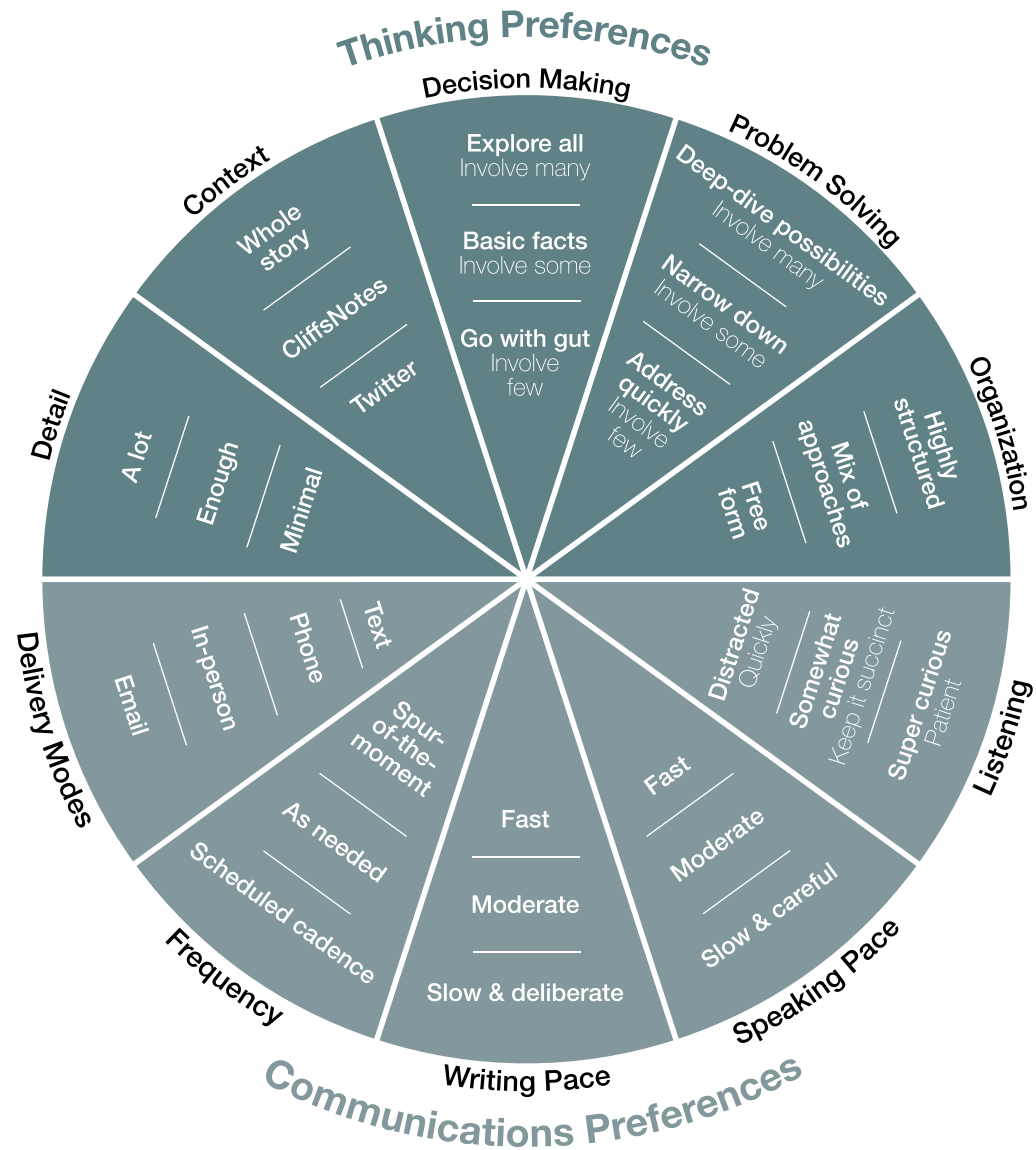
WARM UP EXERCISE



You have these choices of paper in front of you, which one is your “go to” choice?

Notes

Preferences Model as a Tool for Exploration



Notes

THINKING PREFERENCES

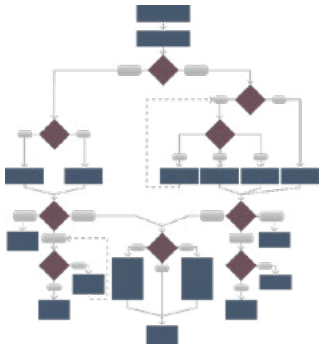
DETAIL CONTEXT DECISION-MAKING PROBLEM-SOLVING ORGANIZATION
DETAIL CONTEXT DECISION-MAKING PROBLEM-SOLVING ORGANIZATION
DETAIL CONTEXT DECISION-MAKING PROBLEM-SOLVING ORGANIZATION
DETAIL CONTEXT DECISION-MAKING PROBLEM-SOLVING ORGANIZATION

5 Continuums

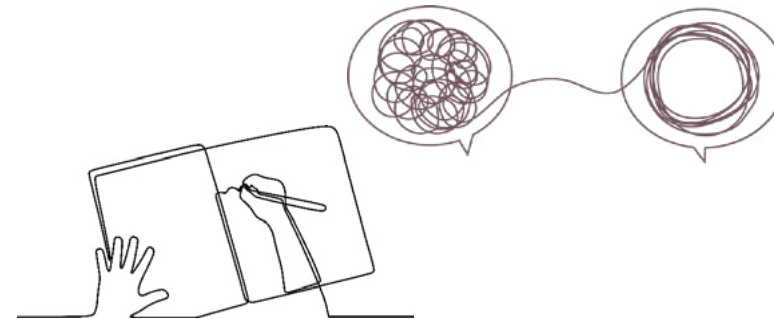
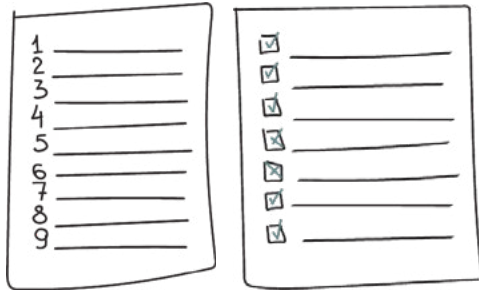
ORGANIZATION

The approaches to organizing thoughts and ideas through lists, visuals, writing, verbalizing, brainstorming, charts and others.

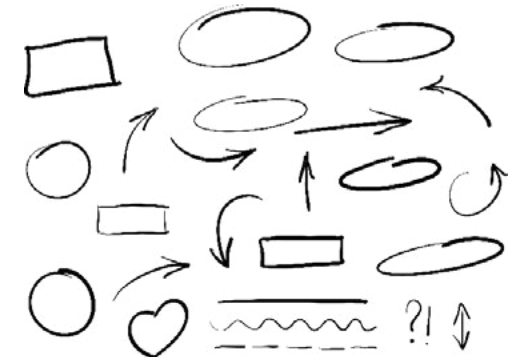
Highly Structured



Mix of approaches



Extremely free form



How do you tend to process and retain information?

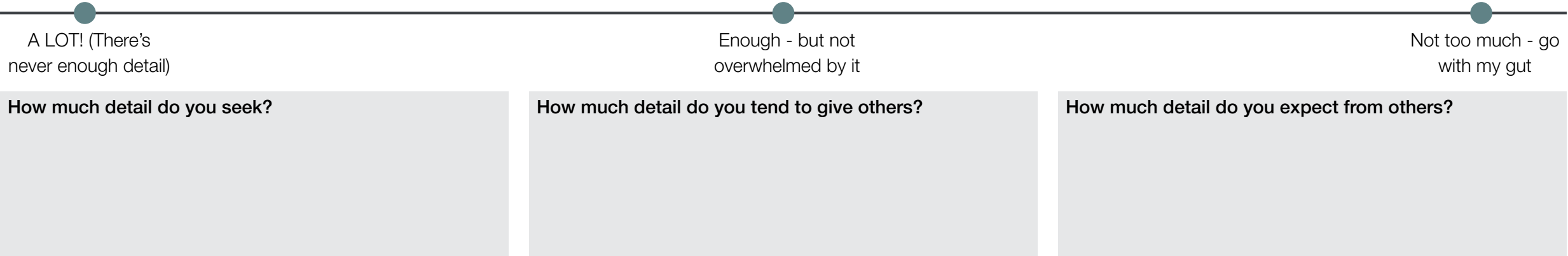
Looking at these images, which makes you most anxious?

What are the +’s and -’s of your thought organization?

5 Continuums

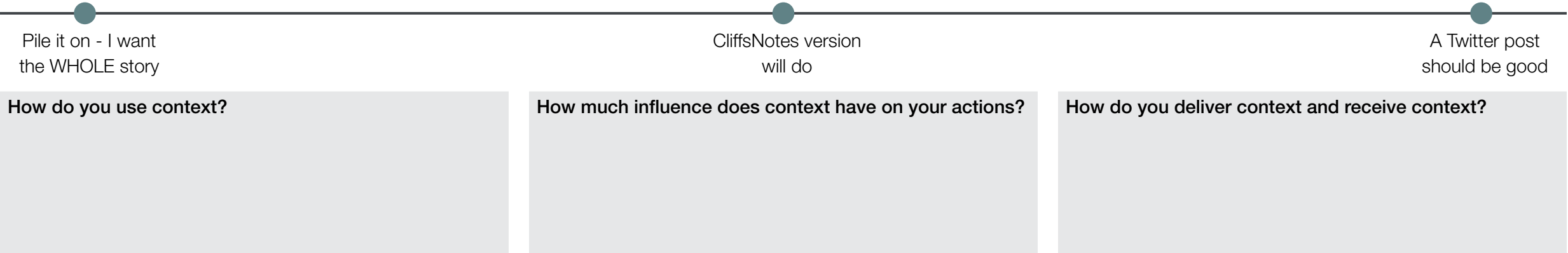
DETAIL

The level of attention given to or needed in the form of individual facts or features, data, specifics, particulars or elements.



CONTEXT

The surrounding information that informs the circumstances such as conditions, people involved, setting, timing and other frames of reference.



5 Continuums

DECISION MAKING

The act or process for deciding a course of action among options that may include determinations, judgment, exploration, anticipation and reasoning.

Set process - Explore all - Involve many

Situational and adjust - Basic facts - Involve some

Decide - Go with gut - Involve few

How does detail/context play into your decision-making?

What does it take to “change your mind?”

Who do you engage with in decision-making?

PROBLEM SOLVING

The act or process for finding solutions to a problem that may include defining, gathering, generating, evaluating and implementing.

Deep dive root cause & possibilities - Involve many

Narrow it down but don't overdo it - Involve some

Address quickly - treat symptoms - Involve few

What is most difficult for you in problem-solving?

How much detail or context do you need?

Who do you engage with in problem-solving?

Thinking Preferences - Step Back & Ponder

Our thinking preferences and patterns are the foundation for how we communicate and respond.

What patterns are emerging for you?

Are there any contradictions between your preferences and your expectations of others?

Pick one area you'd like to explore more in your thinking preferences.

COMMUNICATING PREFERENCES

DELIVERY STYLE FREQUENCY PACE MODES MEETINGS COLLABORATION
DELIVERY STYLE FREQUENCY PACE MODES MEETINGS COLLABORATION
DELIVERY STYLE FREQUENCY PACE MODES MEETINGS COLLABORATION
DELIVERY STYLE FREQUENCY PACE MODES MEETINGS COLLABORATION

Communicating Preferences Examined

Notes

DELIVERY MODES

The modes or channels we prefer, how we use each and where we need practice.

FREQUENCY

The variables of communication frequency for different individuals or situations.

PACE

The impact of pace on our delivery for being understood and understanding others.

LISTENING

The actions of listening to others and feeling heard.

DELIVERY STYLE

Our style of communicating in writing and verbally and the styles we prefer from others.

MEETINGS & COLLABORATION

The challenges posed by different meeting preferences and definitions of collaboration.

Delivery Modes

When you think about interacting with others, what are your preferences?

Email

In-Person

Phone Call

Text

Video Call

Other

Rank in order of your favorite go-to (1) to least favorite (5)

Note your strengths in how you utilize each

Note your weaknesses in how you utilize each

Rank your effectiveness at using each from most effective (1) to least effective (5)

Note how often you use each

Delivery Modes - Step Back & Ponder

Effective communication requires us to use multiple modes successfully.

Where do you have gaps that could use more intentional practice to improve?

Thinking about how others use these modes, what is irksome or frustrating to you?

Consider your thinking preferences, what modes help and challenge you to communicate your thinking?

Frequency

How does frequency of communication impact steadiness?

Identify people important for you to communicate with at the top of each column. *This could be your family, children, friends, colleagues, manager, clients, etc.*

Using the prompts, go through your list of people to describe the frequency and type of communication interactions.

What connections can you make about how frequency and expectations impact the success of communication with individuals on your list?

There is not one perfect formula.
In some cases infrequent communication is more impactful than constant communication and vice versa.

	Person #1	Person #2	Person #3
List Your People			
How often do you reach out to them?			
How often do they reach out to you?			
What mode(s) are used?			
How quickly do you expect a response? How about them?			
Observations			

Pace Scales

How does pace impact our delivery and how the receiver understands us, and vice versa?

WRITING EMAILS

Consider your pace with your boss, with friends or family, with a high trust relationship, with a low trust relationship. Where would each fall?

Quick & Short
to the point
and press send

Moderate
always reread
but don't stew

Slow & Deliberate
careful editing
before sending

CONVERSATION

Consider your pace with your boss, with friends or family, with a high trust relationship, with a low trust relationship. Where would each fall?

Talk Really Fast
so much to say

Talk at a Normal Pace
balanced with listening

Talk Slow & Carefully
deliberate with my words

What pace frustrates you as a receiver?

When has pace been a factor in a communication exchange that went wrong?

How does your pace fluctuate or change depending on the situation?

Identify an individual you chose for the trust tightrope exercise or another you communicate with regularly. Using the prompts, consider how you listen to them and how they listen to you.

What is your body doing when you listen to them?

(Eye contact, movements such as nodding, lean in or away, facial expressions, toe tapping, etc.)

What is their body doing when they listen to you?

(Eye contact, movements such as nodding, lean in or away, facial expressions, toe tapping, etc.)

What is your mind doing when you listen?

(Preparing your response, curious, empathetic, present in the moment or distracted, open or judging, etc.)

What do you think their mind is doing when listening to you?

(Preparing their response, curious, empathetic, present in the moment or distracted, open or judging, etc.)

How do they know you are listening?

(Are you asking clarifying questions, reinforcing by paraphrasing, verbal cues or inquiries like tell me more, and/or waiting for a pause rather than interrupting?)

How do you know they are listening to you?

(Are they asking clarifying questions, reinforcing by paraphrasing, verbal cues or inquiries like tell me more, and/or waiting for a pause rather than interrupting?)

What connections can you make about how listening impacts the success of communication with this individual?

Delivery Style

What is your delivery style in writing and verbally and the style you prefer in others?

Using the following list of words to describe various writing or speech styles, select words that describe your style.

If you want to learn more about how others perceive you – share a copy of this list for others to complete with you in mind.

Notes

- | Oral | Written | |
|--------------------------|--------------------------|----------------|
| <input type="checkbox"/> | <input type="checkbox"/> | Ambiguous |
| <input type="checkbox"/> | <input type="checkbox"/> | Articulate |
| <input type="checkbox"/> | <input type="checkbox"/> | Chatty |
| <input type="checkbox"/> | <input type="checkbox"/> | Circuitous |
| <input type="checkbox"/> | <input type="checkbox"/> | Clean |
| <input type="checkbox"/> | <input type="checkbox"/> | Clever |
| <input type="checkbox"/> | <input type="checkbox"/> | Considerate |
| <input type="checkbox"/> | <input type="checkbox"/> | Conversational |
| <input type="checkbox"/> | <input type="checkbox"/> | Couched |
| <input type="checkbox"/> | <input type="checkbox"/> | Crisp |
| <input type="checkbox"/> | <input type="checkbox"/> | Direct |
| <input type="checkbox"/> | <input type="checkbox"/> | Dynamic |

- | Oral | Written | |
|--------------------------|--------------------------|--------------|
| <input type="checkbox"/> | <input type="checkbox"/> | Emphatic |
| <input type="checkbox"/> | <input type="checkbox"/> | Emotional |
| <input type="checkbox"/> | <input type="checkbox"/> | Flowery |
| <input type="checkbox"/> | <input type="checkbox"/> | Formal |
| <input type="checkbox"/> | <input type="checkbox"/> | Gossipy |
| <input type="checkbox"/> | <input type="checkbox"/> | Informal |
| <input type="checkbox"/> | <input type="checkbox"/> | Journalistic |
| <input type="checkbox"/> | <input type="checkbox"/> | Learned |
| <input type="checkbox"/> | <input type="checkbox"/> | Loud |
| <input type="checkbox"/> | <input type="checkbox"/> | Lyrical |
| <input type="checkbox"/> | <input type="checkbox"/> | Ornate |
| <input type="checkbox"/> | <input type="checkbox"/> | Patient |

- | Oral | Written | |
|--------------------------|--------------------------|------------|
| <input type="checkbox"/> | <input type="checkbox"/> | Persistent |
| <input type="checkbox"/> | <input type="checkbox"/> | Pithy |
| <input type="checkbox"/> | <input type="checkbox"/> | Ponderous |
| <input type="checkbox"/> | <input type="checkbox"/> | Portentous |
| <input type="checkbox"/> | <input type="checkbox"/> | Punchy |
| <input type="checkbox"/> | <input type="checkbox"/> | Rambling |
| <input type="checkbox"/> | <input type="checkbox"/> | Readable |
| <input type="checkbox"/> | <input type="checkbox"/> | Rhetorical |
| <input type="checkbox"/> | <input type="checkbox"/> | Rough |
| <input type="checkbox"/> | <input type="checkbox"/> | Safe |
| <input type="checkbox"/> | <input type="checkbox"/> | Sincere |
| <input type="checkbox"/> | <input type="checkbox"/> | Slangy |

- | Oral | Written | |
|--------------------------|--------------------------|-----------------|
| <input type="checkbox"/> | <input type="checkbox"/> | Soft-spoken |
| <input type="checkbox"/> | <input type="checkbox"/> | Spirited |
| <input type="checkbox"/> | <input type="checkbox"/> | Storyteller |
| <input type="checkbox"/> | <input type="checkbox"/> | Straightforward |
| <input type="checkbox"/> | <input type="checkbox"/> | Succinct |
| <input type="checkbox"/> | <input type="checkbox"/> | Vague |
| <input type="checkbox"/> | <input type="checkbox"/> | Verbose |
| <input type="checkbox"/> | <input type="checkbox"/> | Wordy |
| <input type="checkbox"/> | <input type="checkbox"/> | |
| <input type="checkbox"/> | <input type="checkbox"/> | |
| <input type="checkbox"/> | <input type="checkbox"/> | |
| <input type="checkbox"/> | <input type="checkbox"/> | |

When you think of others you believe are excellent at communicating their ideas in writing or verbally, what words do you use to describe their delivery style?

Delivery Style - Step Back & Ponder

Effective communication requires us to hone a variety of style attributes that fit the circumstance or others to ensure communication is received.

Based on your delivery style, when/where are you most effective and successful?

Based on your delivery style, when/where has your delivery style NOT worked out?

Compared to others you believe are excellent communicators, are the words to describe them the same or different from how you describe your style?

Meetings & Collaboration

Describe your ideal meeting:

List your meeting pet peeves:

Your Meeting Pain Scale

List three meetings you attend or have attended in the past

How painful is/was this meeting?
0=No Pain
10=Extreme Pain

List a few reasons for your pain scale rating

What mode does/did this meeting happen?
In-person, video call, phone call, etc.

Define Collaboration (attributes, what it looks like, feels like, outcomes)

Meetings & Collaboration - Step Back & Ponder

Meetings and collaboration are staples in today's workplace and often are a communication showcase.

Consider your role in meetings, are you calling and organizing them or mostly a participant? Describe those experiences.

When you hold meetings, how well do you do your ideal and avoid your pet peeves? What pain scale might your participants give these meetings?

When have you experienced collaboration that had excellent outcomes for all? What attributes contributed to that experience working so well?

Tips & Tricks

Critical Communication Cues

Does this need to be said/communicated? Is it absolutely necessary?

When should it be communicated? When the message is delivered impacts reception.

Who should communicate it? Credibility of the message is influenced by who delivers it.

How should it be communicated? What is the best mode to get the message across?

“ Does this need to be said?

Does this need to be said by me?

Does this need to be said by me right now?

First heard this from CU Professor Matt Koshmann and later by James Clear in his weekly email.

Motivations Matter & Preferences Prevail Weed the Wordy Wilderness

Identify Goals & Motivations

What motivates the other person(s)? What are their goals?

What barriers do they face? (Time, expertise, what else?)

What are your motivations and goals?

Ask About & Observe Preferences

What formats are preferred?

When do they respond better?

What level of detail do they need?

Use these worksheet prompts to help you.

Clear & Concise - Just Enough Words

Find sentences that can be completely eliminated and not change the message.

Look for phrases that don't add meaning and delete them.

Look for complicated or extra words and replace them with shorter alternatives or delete.

Example: With the exception of **to** Except for

Look for disclaimers and trigger words and remove or replace with neutral versions.

Break long sentences into shorter sentences.

Clue: Lots of commas

QUIRKS & STRESSORS

HABITS EXPRESSIONS PHRASES CONFLICT FEEDBACK CHANGE EVENTS
HABITS EXPRESSIONS PHRASES CONFLICT FEEDBACK CHANGE EVENTS
HABITS EXPRESSIONS PHRASES CONFLICT FEEDBACK CHANGE EVENTS
HABITS EXPRESSIONS PHRASES CONFLICT FEEDBACK CHANGE EVENTS

What are your best and worst times of day? What happens during each?

Describe your body language and facial expressions under stress, happy/excited, upset/angry, etc.

What are your nervous habits?

Describe your presence. Walking into a room, sitting (desk, meeting, home), standing

What are your frequently used words or expressions?

How do you use humor? What do you get teased about?

We don't always know our quirks unless someone tells us.

Common Stressors

Conflict or perceived conflict

Uncertainty or lack of control

Feedback (giving or receiving)

Environmental (noise, clutter, light/dark)

Daily "stress" events (traffic, lost keys, money)

Life changes (job, marriage/divorce, children)

Workplace demands (workload, deadlines)

Workplace relationships (boss, colleagues)

Chemical use (caffeine, alcohol, drugs)

Social demands (family, friends, societal)

Time (lateness, overcommitted, hecticness)

Anticipatory (future worry, dread, "something will go wrong")

Unpredictable events (pandemic, accident)

Fears (public speaking, flying, disease)

Beliefs (attitudes, opinions, expectations)

What are your greatest stressors? (Use the list, consider situations, concerns, challenges, etc.)

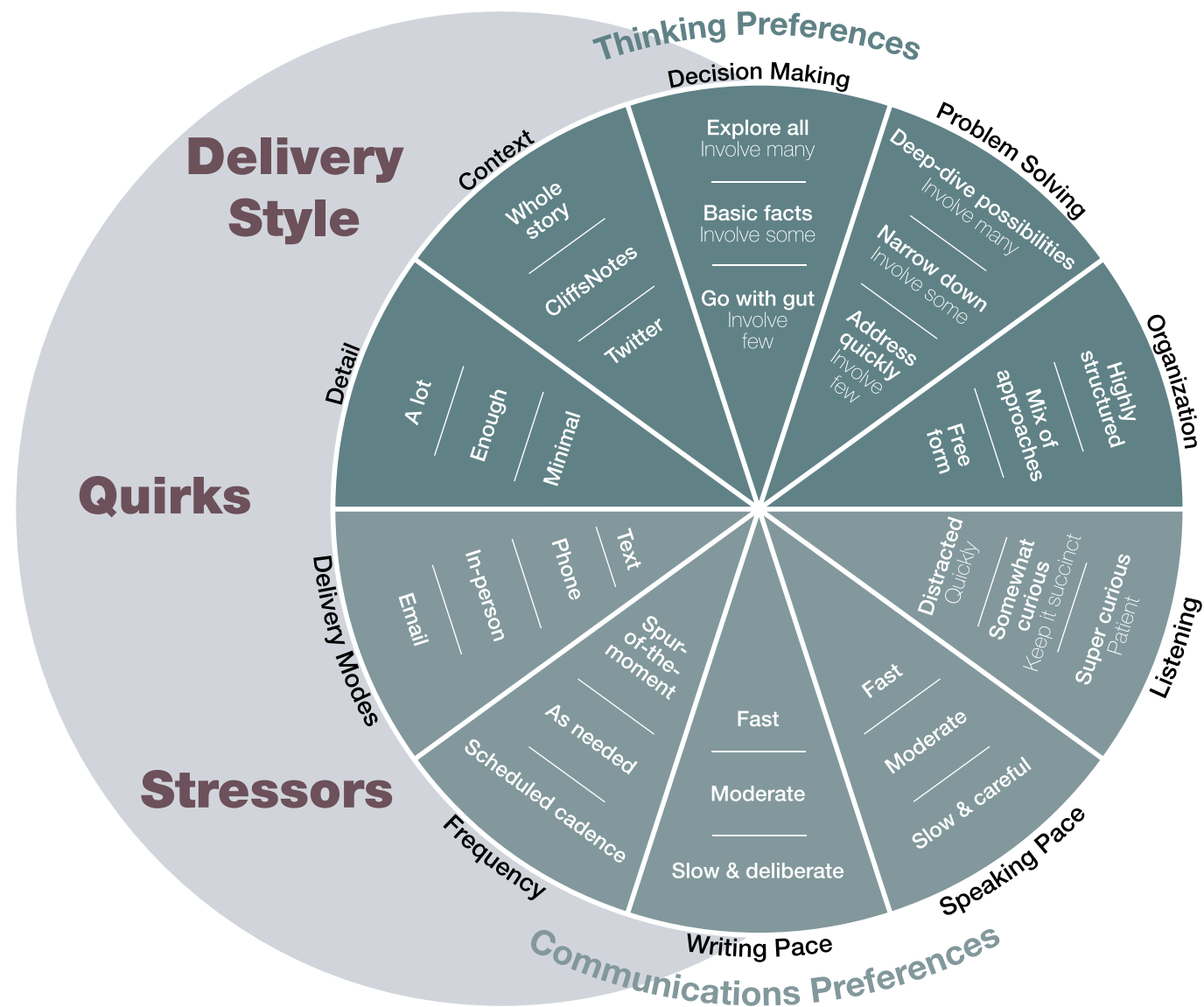
What are the triggers that alert you to your stressors? (Physical, mental, emotional, etc.)

What stressors happen to you?

What stressors originate from you?

How do your stressors impact your thinking and communicating?

Communication Persona Model



Key Takeaways

Everyone has different combinations of preferences.

We often consider our preferences as the "right" way.

Quirks and stressors combined with delivery style are always circulating in the background.

Our thinking and communicating preferences shift under different conditions.

Get to know your own preferences - name and describe them to others.

Be curious about others' preferences - ask and learn more about their preferences.

Find common ground and discover effective adjustments and strategies.

Embrace differences - they can lead to better outcomes when navigated with an open mind.

THIS WEEK

Be aware, note and reflect on your tendencies

Identify at least one other person and have a conversation about each other's preferences

Thank you!

Nicole Jenkins
nicole.jenkins@colorado.edu

Thinking Preferences Resources & References

Resources

Whole Brain Thinking
[Herrmann Resources](#)

Whole Brain Thinking Video:
[One Thing to Know About Your Brain That Will Change Your Life TedxTalk with Ann Herrmann-Nehdi](#)

Other Articles:

[Decision-Making](#) from Psychology Today

[A Brief History of Decision Making](#) in Harvard Business Review

[11 Brilliant Problem-Solving Techniques Nobody Taught You](#) from Chanty Blog

[Our Brain Typically Overlooks This Brilliant Problem-Solving Strategy](#) in Scientific American (video included)

References

Herrmann, N. & Herrmann-Dehdi, A. (2015). The Whole Brain Business Book (2nd ed., pp. 22, 28, 55, 134). McGraw-Hill Education.

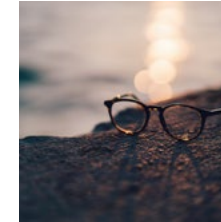


Photo by Joshua Newton on [Unsplash](#)

Communicating Preferences Resources & References

Resources

Articles on Communication from Herrmann (Whole Brain Thinking)

[4 Steps to More Effective Virtual Communications](#)

[More is Not Always Better: How to Improve Communication at Work](#)

[The four different communication styles: How to communicate more effectively at work using Whole Brain Thinking](#)

[Improve Email Communication by Asking Yourself 4 Simple Questions](#)

[The Real Reason They're Not Reading Your Emails](#)

Other Articles:

[Intent vs. Impact \(When Communication Goes Awry\)](#) by Ed Batista

[15 Clunky Phrases to Eliminate From Your Writing Today...and How to Crack Down on Wordiness](#) from Oxford Royale Academy

[Effective Communication is Something You Learn, Not Something You're Born With](#) in Entrepreneur

[5 Communication Skills You Can Learn at Any Age](#) from Grammarly Blog

References

Koshmann, M. (2016, June). *Rethinking Communication*. Training presented to Office of Contracts and Grants, Boulder, CO.

Clear, J. (2020, November 26). 3-2-1: On social skills, gratitude, and making life count. Retrieved from <https://jamesclear.com/3-2-1/november-26-2020>

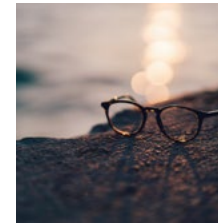


Photo by Joshua Newton on [Unsplash](#)

Leader's Library (Books & Blogs)

Burnout & Resilience

[Burnout to Breakthrough](#) by Eileen McDargh

[The Burnout Epidemic](#) by Jennifer Moss

Change

[It Starts with One](#) by J. Stewart Black

[Managing Transitions](#) by William Bridges

Communication

[Listen Like You Mean It](#) by Ximena Vengoechea

[Communicate Like a Leader](#) by Dianna Booher

[Faster, Fewer, Better Emails](#) by Dianna Booher

Conversations & Questions

[We Need to Talk](#) by Celeste Headlee

[Ask Powerful Questions](#) by Will Wise

[Questions are the Answer](#) by Hal Gregersen

Diversity & Inclusion

[Inclusify](#) by Stefanie K. Johnson

[Difference Matters](#) by Dr. Brenda J. Allen

Emotional Intelligence & Feedback

[Emotional Intelligence](#) by Daniel Goleman

[Thanks for the Feedback](#) by Douglas Stone & Sheila Heen

[Insight](#) by Tasha Eurich

Habits

[Atomic Habits](#) by James Clear

[Tiny Habits](#) by BJ Fogg

[The Power of Habit](#) by Charles Duhigg

Leadership

[Start with Why](#) by Simon Sinek

[Multipliers](#) by Liz Wiseman

[Speed of Trust](#) by Stephen M. R. Covey

[Dare to Lead](#) by Brené Brown

Mindset

[Mindset: The New Psychology of Success](#) by Carol Dweck

[Success Mindsets](#) by Ryan Gottfredson

[Puke & Rally](#) by Dr. Rob Bell

Personal & Professional Development

[Range](#) by David Epstein

[Impact Players](#) by Liz Wiseman

[How Women Rise](#) by Sally Helgesen

[Managing Up](#) by Mary Abbajay

[The Gifts of Imperfection](#) by Brené Brown

[Designing your Life](#) by Bill Burnett & Dave Evans

[Designing Your Work Life](#) by Bill Burnett & Dave Evans

[Life's Great Question](#) by Tom Rath

Remote & Hybrid Work

[Long-Distance Leader](#) by Kevin Eikenberry & Wayne Turmel

[Long-Distance Teammate](#) by Kevin Eikenberry & Wayne Turmel

[Work Together Anywhere](#) by Lisette Sutherland

[How to Thrive in the Virtual Workplace](#) by Robert Glazer

[The Online Meetings Handbook](#) by Gary Genard

Thinking & Our Brain

[The Whole Brain Business Book](#) by Ned Hermann & Ann Herrmann-Nehdi

[Your Brain Is Always Listening](#) by Dr. Daniel G. Amen

Blogs & Newsletters

[The 3-2-1 Newsletter](#) by James Clear

[Daily Dose of Inspiration](#) by Simon Sinek

[Remote Leadership Institute](#)

[On Leadership](#) Author Interviews by FranklinCovey

[The Energizer](#) by Eileen McDargh

[Friday Forward](#) by Robert Glazer

[Harvard Business Review](#) subscription

[99U](#) by Adobe

[Shine](#) a self-care toolkit app with resources at the link

[TalentSmartEQ](#) by Dr. Travis Bradberry