The Hidden Dimension of Human Communication

Rancho la Puerta

Presented by Susan R. Glaser, Ph.D. Peter A. Glaser, Ph.D.



Organizational Background

Drs. Peter A. Glaser and Susan R. Glaser received their Ph.D.s in Communication from the Pennsylvania State University. Authors of the internationally acclaimed book, *Be Quiet, Be Heard: The Paradox of Persuasion,* they have been married business partners and co-presenters for 36 years. Drs. Glaser have published



three books and more than 40 research articles. Their research on transforming organizational culture has received the International Association of Business Communication Research Foundation Award for bridging communication theory and practice. Feature stories have been written about them in Business Week, Nation's Business, National Business Review, Working Woman, Success Magazine, and the Washington Post.

The Glasers joined the faculty of the University of Oregon in 1975. Active consultants since 1970, their work has taken them around the world working with leaders from Fortune 500 companies such as Microsoft, Hitachi, Hewlett Packard, Weyerhaeuser, Tektronix, Hyundai, and Sony Corporation. They spend February in New Zealand working with leaders from both the private and public sectors. They have worked with federal, state, and local government leaders, from New York to Scotland and the U.K. Their ongoing work with the United States Senate includes assisting a bipartisan group of Chiefs of Staff to reach beyond the political divide and create consensus.

The Glasers now offer research-based multi-media learning materials, including a DVD version of their Mastery of Leadership Communication series and a CD of their BreakThrough Conflict program. Their latest book, *Be Quiet, Be Heard: The Paradox of Persuasion*, is available on Amazon.com.

The Hidden Dimension

1. Intent does not equal impact

2. Every message has two levels

- CONTENT LEVEL: information, details, facts
- **RELATIONSHIP LEVEL**: communicated through tone of voice, volume, rate

3. Selective Perception

- How we expect a person to be is what we selectively notice them doing.
- How we expect them *not* to be we subconsciously ignore.

4. "As If" Principle

• We act "as if" a person is going to be a certain way, and they begin to play out those behaviors.

5. Silence and Avoidance: A main response to conflict

- People retreat from discomfort.
- A spiral of silence envelops crucial issues.
- "Unspeakables" develop when we avoid small issues.

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Quality Listening in High Stress Situations

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A Model for Responding to Criticism

I. Get more information



Active Listening—Nonverbal curiosity and paraphrasing

Nonverbal Attention—A Posture of curiosity

Paraphrasing—Listening to the message, reflecting it back; discovering speaker's intent

STEP 2

Ask for Details—Requesting clarifying information

STEP 3

Guess—When a speaker can't think of a specific, you come up with one.

II. Agreement—Seek out agreement, wherever it exists



Agree with Facts—Be explicit in your agreement



Agree with Critic's Perception—Acknowledge the critic's perception is reasonable.

Raising Delicate Issues

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A Model for Raising Delicate Issues



Opener—Psychological agreement to have the conversation

I-Feeling Language—When people feel pushed, it creates a counter resistance

Edit Accusative Language—Look for loaded language and red flag terms



Pinpoint Details—Tell the person exactly what they said and when they said it, or exactly what they did and when they did it



Acknowledge Your Part—Search for and communicate how you've contributed to the problem



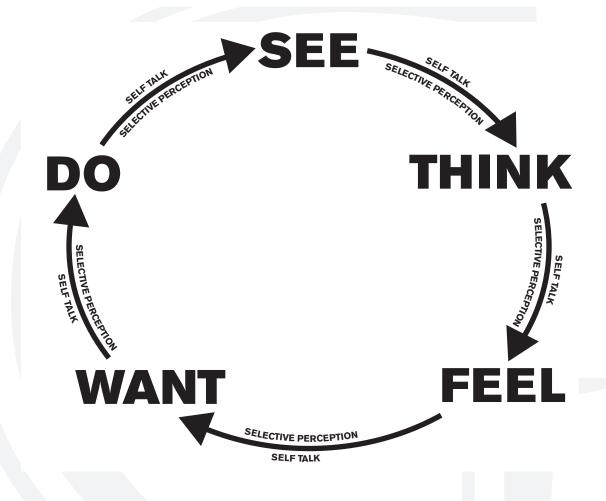
Agree on a Solution—Develop a solution that you both create and both implement.

Perceptions and Reality

Rancho la Puerta April, 2009

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- 1. Opener
- 2. Behaviors
- 3. Assumption
- 4. Confirmation Request