COMMUNICATION TECHNIQUES
DESIGNED TO DEVELOP TRUST AND AVOID CONFLICTS

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The communication techniques described and contrasted in this table will help you be a more effective leader, coach, partner, friend. They are designed to develop trust and avoid conflict among people in groups and organizations. Try them out. Practice them. If you find them effective, incorporate them into your personal communication style through practice.

Effective Communication Techniques Do this more and develop trust:	Ineffective Communication Techniques Do this less to avoid conflict and fear:
♦ Active listening, focus on their issues and how you can better understand them	◊ Interrupting them, focus on your own issues and prerogatives
♦ Clarifying mutual goals, objectives and outcomes, allowing different approaches	◊ Being vague about desired outcomes; prescribing what others should do
♦ Making agreements for mutual advantage; keeping the agreements or changing them when necessary; not breaking agreements	◊ Demanding compliance from others; using excuses for own failures
♦ Releasing energy of people to perform at their best using all of their talents and skills in the ways they think best	◊ Controlling energy of people to get them to do exactly what you want them to do the way you want them to do it
♦ Describing desired outcomes and developing agreement and support	◊ Telling people what to do and demanding compliance
♦ Sharing as much information as possible with everyone and let them decide if they need it or not (except for confidential information)	◊ Withholding information from everyone unless there is a "need to know;" determining for others whether or not they need information
♦ Accepting and valuing people as they are, with all the differences they bring to the organization	◊ Judging people for how they should be and expecting them to all be the same (e.g. more like you)
♦ Person-centered, sharing of self so that people see the humanity of all	◊ Authority-centered, impersonal so that people only see rank and status
♦ Attitude of problem-avoidance through planning; fixing problems as soon as they occur and learning from them without regard to blame	◊ Attitude of letting things go until something goes wrong then focusing on fixing the blame rather than the problem
♦ Shared planning and decision-making	◊ Unilateral planning and decision-making
♦ Problem-centered, focusing on what will work best	◊ Control-centered, focus on showing who is in charge
♦ Enabling and training for long term improvement	◊ Pressuring for immediate performance without appreciating difficulties
♦ Rewarding, recognizing, and actively appreciating excellence	◊ Punishing and blaming for errors, ignoring even exemplary performance
♦ Emphasis on responsibility and developing individual initiative	◊ Emphasis on accountability and assigning blame for errors or failures