



Rick Brinkman
PRODUCTIONS, INC.

Conscious Communication®



*Dealing with People You Can't Stand,
How to Bring Out the Best
in People at Their Worst*



Dr. Rick Brinkman CONTACT INFO & RESOURCES

Conscious Communication®
Keynotes & Trainings since 1980

IN-HOUSE TRAININGS, LICENSING OF FACILITATORS & DO-IT-YOURSELF TRAINING KITS

Dr. Brinkman has worked with Fortune 500 companies and government agencies for over 30 years providing customized training and keynotes in the areas of communication, leadership, team building and customer service.

Dr. Brinkman has many forms of training and tools:

- In house small group trainings and keynote speeches by Dr. Rick.
- Licensing programs for your trainers.
- "Do-it-Yourself" training kits.
- An Online Course.
- Books, Audio seminars, Video seminars for individuals and in bulk.

Contact: 503-793-0521

Visit: www.drrickbrinkman.com

Email: seminars@rickbrinkman.com

FREE ARTICLES

Subscribe to Dr. Brinkman's e-newsletter, the Conscious Communicator™ and receive valuable articles on how to apply and hone your Conscious Communication® skills. **Subscribe at <http://rickbrinkman.com/enews>**

ONLINE LIBRARY OF SHORT ARTICLES

For a library of short articles by subject, **visit: <http://rickbrinkman.com/blog>**

PRIVATE COUNSELING SESSIONS

Dr. Brinkman is available for private counseling sessions over the phone. After the phone session Dr. Brinkman creates a custom hypnotic relaxation audio for you to transform your issues. You can change your reactions to anybody and anything, you can change your attitudes, habits and even address the root cause of physical symptoms.

To schedule or for more info write or call:

**Contact Dr. Rick directly: dr_rickbrinkman@mac.com
503-793-0521**



Conscious Communication®, To Bring Out the Best in People

OVERVIEW: WHAT IS CONSCIOUS COMMUNICATION

Conscious Communication® is based on the belief that good communication skills are the foundation of relationships and the lifeblood of effective leadership, teamwork, and organizational performance. In general, people's leadership and organizational effectiveness are a result of their ability to communicate.

The Hidden Cost of Unconscious Communication

In our research we found when under stress people may go into one of 10 "red zone" behaviors that cross all cultures and languages. They are:

- Whining and Negativity,
- Attacks and Tantrums,
- Sniping,
- Know-it-all and Think-they-know-it-all behaviors,
- Yes and Maybe behavior with it's possible passive aggressive counterpart,
- Nothing behavior (complete withdrawal).

In stressful times people are more likely to exhibit these behaviors. To make it worse each person in the red zone, usually triggers a red zone reaction in others. Perhaps you have experienced how Know-it-all behavior in a meeting can shut down everyone else turning them into nothing people who no longer speak because the Know-it-all is too dominant, arrogant, and condescending.

Whining and negativity stem from a feeling of being helpless and hopeless. They feel out of control. In uncertain economic times these feelings can be prevalent. It can also be due to mergers, as one client of an international pharmacology company explained to me, where the people taken over feel helpless.

Even worse whining and negativity tend to spread like the flu through teams of people and before you know it becomes a group habit.

Sniping is another behavior can become a group habit. Sniping's origin is in suppressed resentment or anger. Most of us have experienced how one department or team can have an ongoing sniping relationship with another. Consider the loss of time and productivity that these behaviors are causing.

BRINGING OUT THE BEST IN PEOPLE

A Conscious Communicator understands what causes these behaviors and therefore knows how to prevent them. Communication is like a phone number, you need all the digits and you need them in the right order. The Conscious Communicator knows the strategies to take people out of the "red zone" behaviors and prevent them from occurring.

They also know how to prevent it in themselves. They take responsibility for their own attitude and behavior.



Conscious Communication®, To Bring Out the Best in People

BUT WAIT THERE'S MORE

As a Conscious Communicator takes responsibility for Communication Contexts.

EMAIL

A Conscious Communicator pays attention to the forms of communication and knows when to use them. Unfortunately email is too often used unconsciously when an interaction (face to face or phone) is really required. Email tends to be read quickly, written quickly, and edited poorly. Have you ever read an email the next day and found sentences in it that didn't notice the day before?

Consider how much time is lost due to email misunderstandings, being concerned about what you wrote and how the reader will react, going back and forth clarifying what everyone really meant, only to discover an initial misunderstanding in the first place?

MEETINGS

Consider the loss of time and productivity in meetings. A Wall St. Journal survey found 98% of people agreed half their time in meetings is a waste of time. A Conscious Communicator knows how to apply the Meeting Magic® process to meetings, that prevents more assertive people from dominating, gets more passive people to contribute, maintains the focus, has everyone feeling heard, and creates an integration of points of view.

EFFECT ON TEAMWORK

When people learn Conscious Communication® together the results are exponential. Each person sees their role in the group dynamic and is compelled to take a little bit of responsibility for their behavior. That "little bit of responsibility" multiplied by a team of people reinforces everyone into positive communication patterns. Group behaviors like sniping, whining and negativity are a thing of the past.

EFFECT ON LEADERSHIP

A Conscious Communicator leader:

- Knows how to give feedback in a way people can receive.
- Uses conscious communication to structure meetings for maximum participation and focus.
- Even more important a Conscious Communicator leader knows how to take responsibility for setting an example of good communication. Albert Schweitzer once said, "Example isn't part of leadership, it's all of it."
- She or he even knows how to neutralize group stress behaviors like whining, negativity and sniping as well as how to prevent them from occurring.

OVERALL EFFECTS

As you pay attention as a Conscious Communicator you will improve your ability to:

1. Communicate in a manner that prevents problem behaviors from occurring.
2. Move people out of the ten problem behaviors if they exhibit them.
3. Positively influence the behavior of your sphere of contacts on a daily basis.
4. Set a positive example for good communication.

THE FOUR CHOICES

1. Do nothing
2. Leave
3. Change your attitude
4. Change your behavior

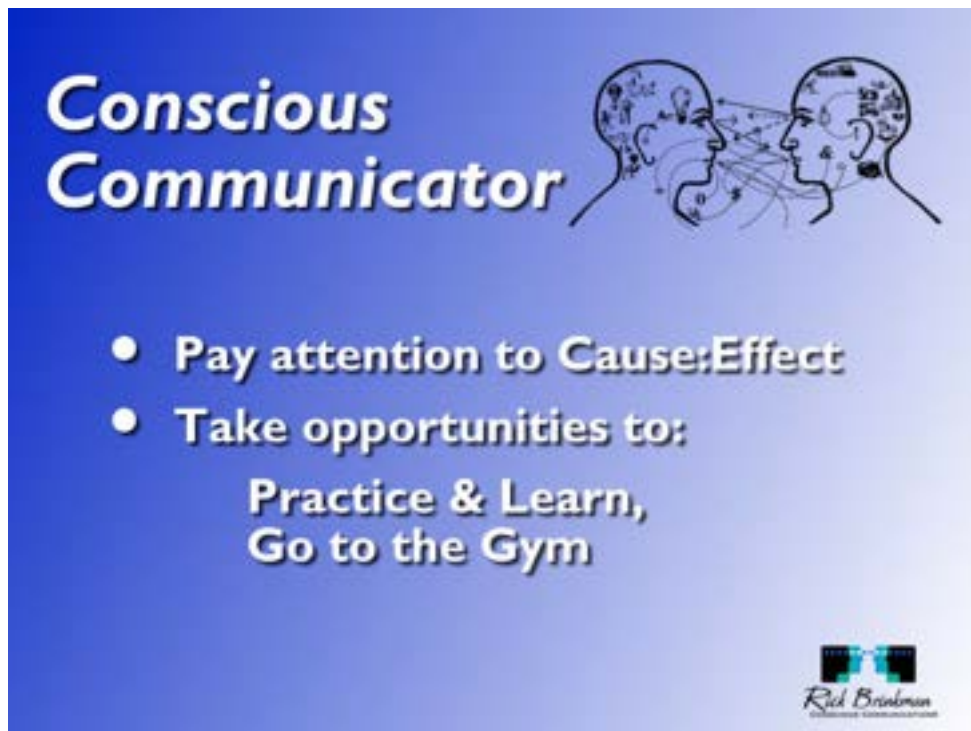


GENERAL STRATEGY


1. Know what you want
* *context & relationship*
2. Pay attention
3. Be flexible

Objectives


1. Know you have a choice
2. Recognize the 10 difficult behaviors
3. Understand the strategy for each behavior
4. Begin to take the attitude of a 'Conscious Communicator'[™]



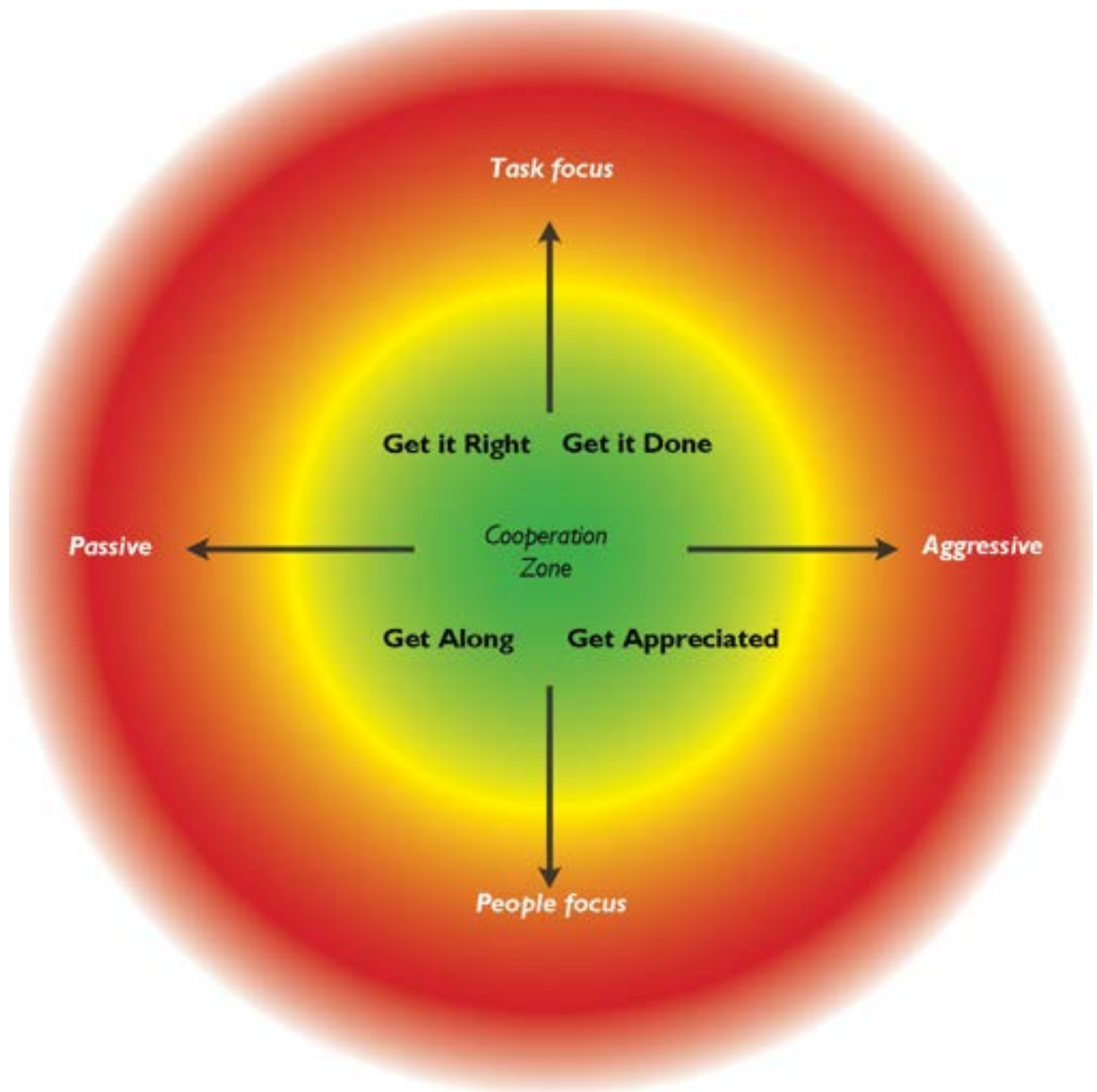
Conscious Communicator



- Pay attention to Cause:Effect
- Take opportunities to:
Practice & Learn,
Go to the Gym

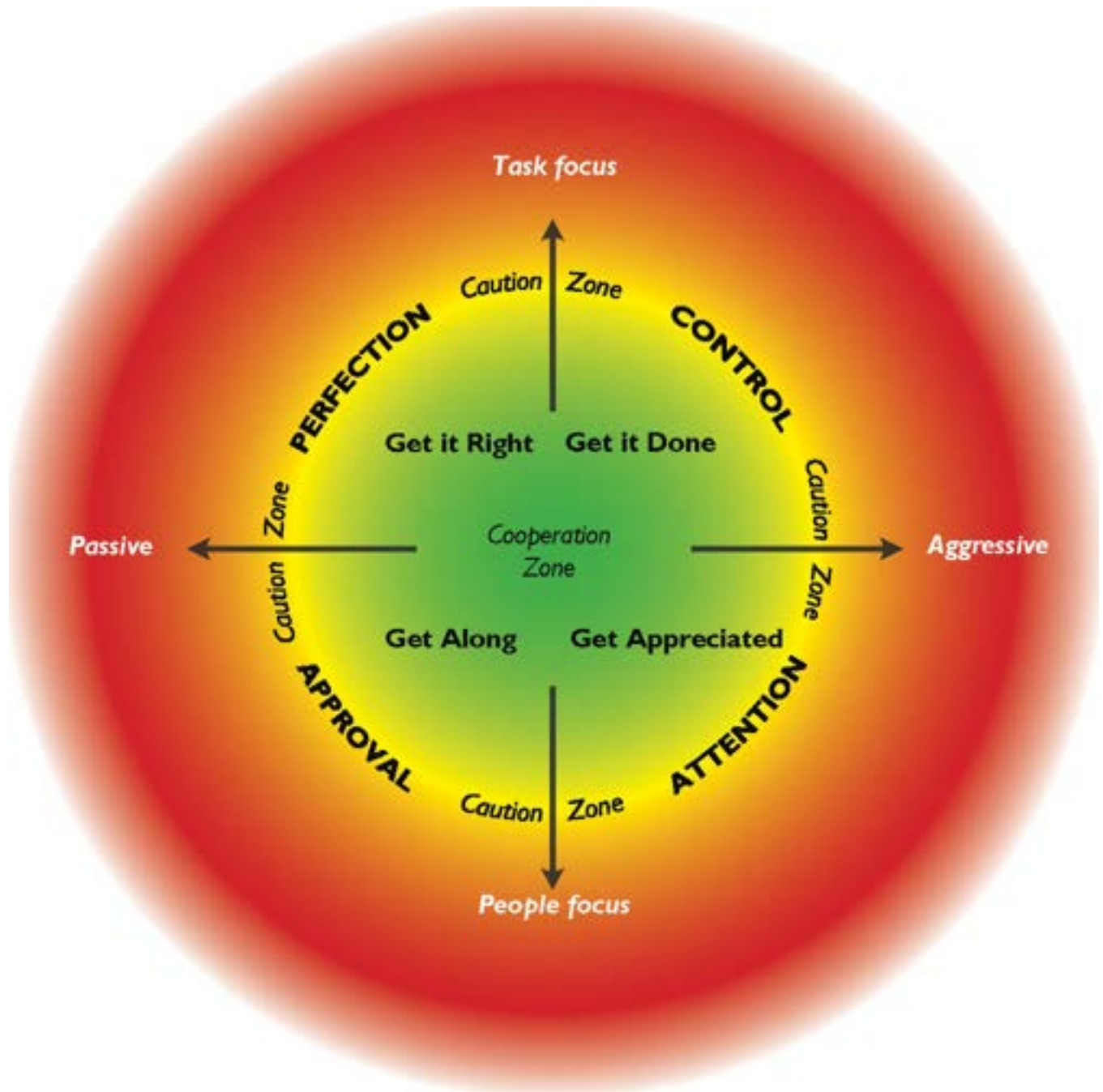


Lens of Understanding: Cooperation Zone



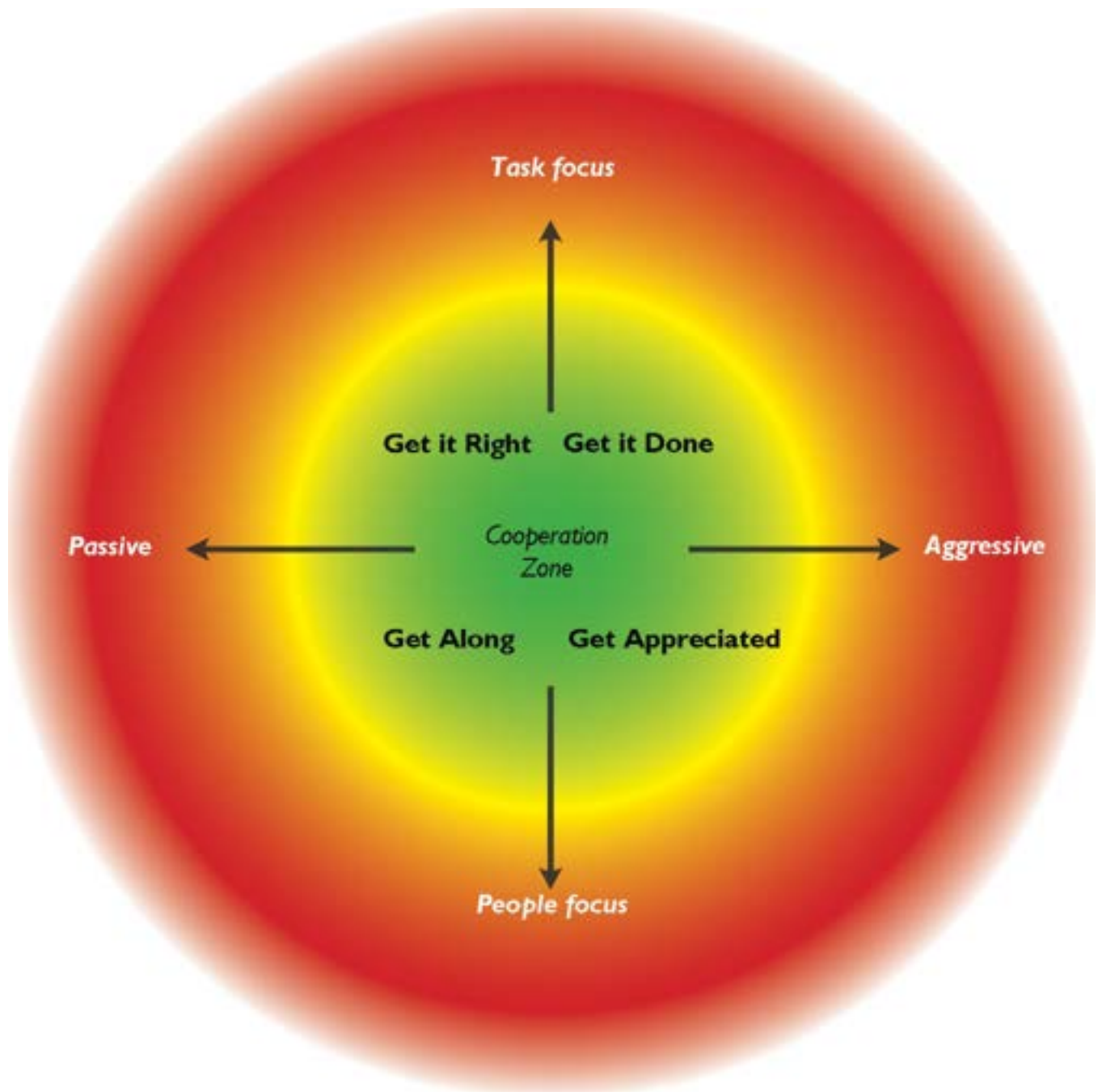
The Lens of Understanding is from:
Dealing With People You Can't Stand, How to Bring Out the Best in People at Their Worst,
Brinkman & Kirschner, McGraw-Hill, 1996, 2003, 2012

Lens of Understanding: Caution Zone Behaviors



The Lens of Understanding is from:
Dealing With People You Can't Stand, How to Bring Out the Best in People at Their Worst,
Brinkman & Kirschner, McGraw-Hill, 1996, 2003, 2012

Lens of Understanding: Danger Zone Behaviors



The Lens of Understanding is from:
Dealing With People You Can't Stand, How to Bring Out the Best in People at Their Worst,
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BLENDING



- **Reducing differences**
- **Meeting people where they are**

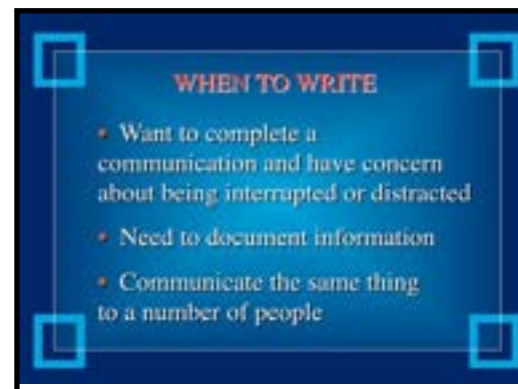
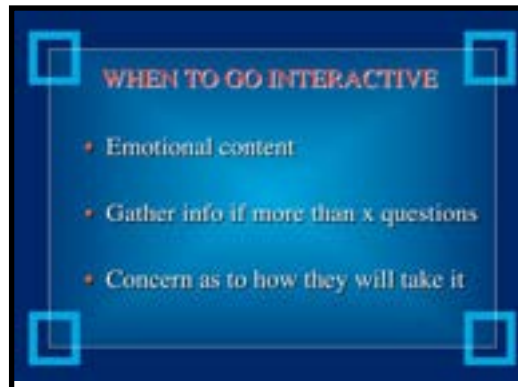
BLENDING



- 55% How it looks**
- 38% How it sounds**
- 7% What is said**

✓ *When you are successful you are congruent*

✓ *All channels - same direction*





e M@il

1. "I am hallucinating freely."
2. "Is email the best way to proceed?"
3. Take Time on your side
 - Reread
 - Read Out Loud
 - Order of concepts - start positive
 - Use more paragraph spacing



e M@il

1. "I am hallucinating freely."
2. "Is email the best way to proceed?"
3. Take Time on your side
 - Emoticons as quotes
 - Read Out Loud
 - Is your meaning tone dependent?

BLENDING



55% = Gestures, Posture, Expressions

38% = Volume, Speed and Tone

7% = Listening & Understanding

Emotions & Concepts

INTENT



- The area code
- The purpose behind a communication or action
- ➔ Mental signal: concern about something being taken the wrong way

CHANGING YOUR ATTITUDE



MASTERING ATTITUDE

1. Want?
2. Where --- Context
Who --- Model
3. Association --- Trigger
4. Transplant

5. Repetition



SNIPER

Goal: Call Attention to It

1. Stop, Look and Backtrack
2. Probe for grievance

OR

1. State and Align with Higher Intent
2. Ask for Relevancy



SNIPER

Goal: Clear the Air

- **Passive aggressive: blend with "get along" to make it safe to be honest**
- **One on one: UNDERSTANDING**
Backtrack, Clarify and Summarize to have Sniper feel you understand their point of view
- **Meeting with 3rd party**



KNOW-IT-ALLS

Goal: Open their mind

1. Backtrack with respect (detailed)
2. Clarify their criteria (doubts & desires)
3. When leading:
 - Be indirect, "We", Question
 - Blend with their criteria
 - Use documentation
- Turn them into Mentors



CRITERIA



- Reasons positive or negative
- ➔ Signal: when **IDEAS** or **POINTS OF VIEW** are discussed
- Make criteria visual

THINK-THEY- KNOW-IT-ALLS

Goal: Derail bad ideas

1. Give recognition by acknowledging intent, not content
2. Ask questions innocently
3. Be indirect, refer to documentation
4. Provide a face-saving escape
 - Long Term: Give them deserved recognition
 - Be Honest



Minimize Defensiveness



- Project Positive Intent
- State Your Intent
- Be Ready to Understand

GRENADES

Goal: Put out the fire



1. **Get their attention; name, volume**
2. **Say the words they need to hear**
3. **Lead by reducing your intensity**
4. **Take a break**

*** Grenade Prevention**

"How would you know ___?"

"How to you know you're not ___?"



WHINERS

**Goal: Get them to
problem-solve**

1. Listen & Interrupt
2. Backtrack & Clarify
3. "What do you want?"
4. Assign/Suggest
 - Ways to help, empower them
5. Set future actions
6. Draw a line



YES & MAYBE PEOPLE

Goal: Honesty

- Make honesty safe
- Acknowledge honesty
- Help them
- Ensure commitments



NOTHING PEOPLE

Goal: Get them to talk

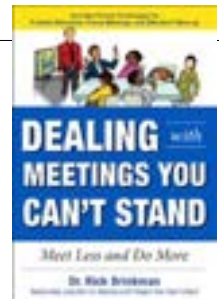
- Plan enough time
- Ask open ended questions
- Give them the expectant look
- Show the future
- Guess
- Lighten it up



WAITER FOR THE NOTHING PEOPLE TO BRING...







Think of a Meeting
Like an Long Jet Flight

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Holographic Thinking



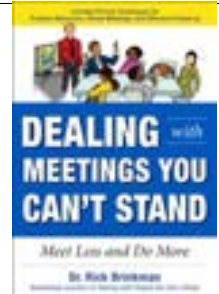
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Holographic Thinking

- Everyone has a unique point of view
- The highest options come from the integration of points of view

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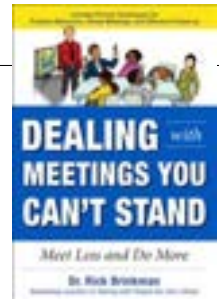


At the Meeting

Goal: Holographic Thinking

- Focal Point:
 - Purpose & Focus
 - Topic & Process
- Balanced Participation
- Visual Recording

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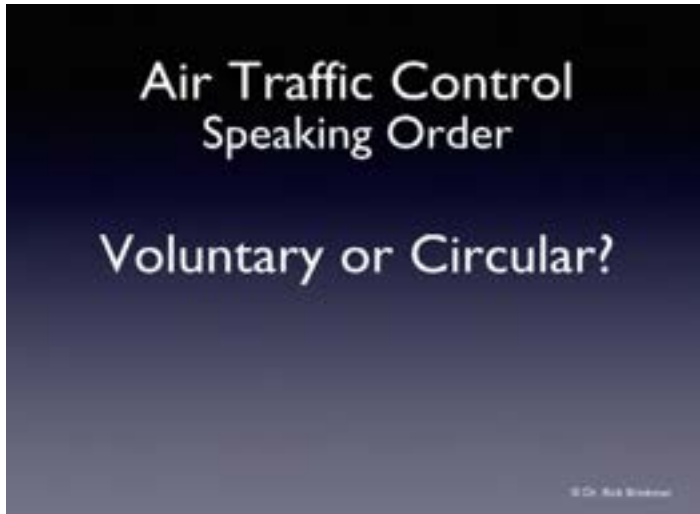
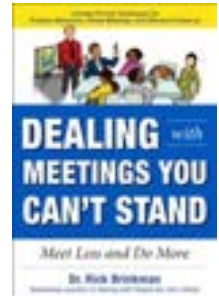
Topic	Q
New policy	Sue
	Tim
	Jose
Process	Yin
Discussion (30)	Mary
	Sue

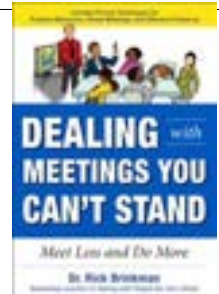
TOPIC: Understand the problem to solve
 PURPOSE: Understand the problem so we can accurately identify a solution.
 What is wanted from the group: Consider the projects you have and the ideal time
 Process: Circular order.

Air Traffic Control
Focus is Created by

- Topic
- Process
- Agenda Purpose
- Agenda Focus

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FLIGHT RECORDING

Must be Visual

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FLIGHT RECORDING

- Eliminates lots of Repetition
- Saves time

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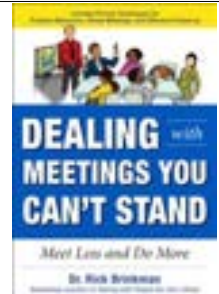
FLIGHT RECORDING

- Remains over time
- Let's you see totality of factors
- Depersonalizes

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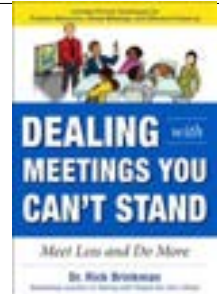


Conscious Communication[®], To Bring Out the Best in People




TOPIC: The Office Move 30 min
PROCESS: Circular order Discussion
PURPOSE: Minimize the impact on your workflow
FOCUS: What is wanted from the group: Consider your projects and ideal times

- FLIGHT RECORDING
- FLIGHT RECORDING
- FLIGHT RECORDING
- FLIGHT RECORDING



Role of the Air Traffic Controller


- Keeper of the Topic & Process Focus
- Keeper of the Q



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Role of the Flight Recorder

- Don't let an idea get away
- Capture points of view accurately
- Get info to the right people after the meeting



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Role of the Pilot

- Time Keeper
- Stay on course with the agenda
- Keeper of the process



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CHANGING YOUR ATTITUDE



CHANGING YOUR ATTITUDE



Maintain PERSPECTIVE

Big Picture

Comparison

FOLLOW-UP PLAN

- Stay Conscious
- Meet with Communication Partner
 - What did you notice?
 - What did you try?
 - What worked?
 - What didn't work?
 - What will you try next week?
- Follow up, Book - Audio - Video
- Follow up Resource Page

<https://www.drrickbrinkman.com/clients-afscme-council-5-1>

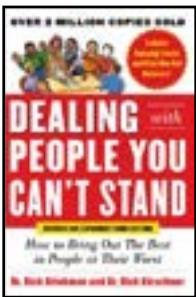
How Become a Great Conscious Communicator

The deck is stacked in your favor to become a masterful communicator because you already do it unconsciously and also have hundreds of opportunities every day to observe and practice. The secret is to pay attention to the cause effect relationship between how you communicate and the reactions you get from others.

Here are the two actions to take. 1. Have a communication partner, someone you meet with once a week and debrief your week in communication: What did you notice? What did you try? What worked? What didn't work? What will you do next time with that person? This will keep you accountable. 2. And follow-up with a resource, book, audio, online class with your partner. Choose the form that fits your learning style.

All available at the store at www.drrickbrinkman.com.

The BOOK or AUDIO



An international bestseller published by McGraw-Hill in 25 languages.

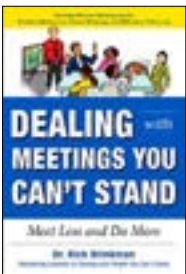


An AUDIO of a live full-day Dr. Rick Seminar.

Experience the humor, stories and master the skills even while commuting, exercising or cleaning. 4.5 hours of training covering all behaviors in downloadable audio format.

Apply Conscious Communication to DEALING WITH MEETINGS

Why are most meetings unproductive and what can we do to change them? Over the last twenty years, Dr. Brinkman has developed and trained organizations how to have great meetings that are shorter, more effective and more enjoyable! This simple guidebook that will transform your meetings so you can get more done, at higher quality and in less time.



"We have had a 3-hour weekly meeting for years. The first time we did your process we got it done in one hour and got more accomplished at a higher quality. Wow."

Don Anselm, Boeing Aircraft & Missiles

THE ONLINE COURSE

Designed for individuals to do online and then meet as a team for practical discussions, exercises, accountability to apply the skills in their situations.



There are 14 classes of 30-40 minutes each.

Each class has 5 Parts:

1. Video training with Dr. Rick from a live seminar
2. Coach Rick teaching you the mental muscles you develop by being successful with the behavior
3. Coach Android Rick reads to you the important points that are in the notes you will download.
4. In the lab meet either Professor Bologorodko, the disembodied floating head and his two grad assistants Righty and Lefty. Or perhaps Professor McFly who will remind you to be a fly on the wall and pay attention to communication. In the lab you'll see the strategies in action.
5. Then it's time for the Conscious Communication Game Show.



Each team member commits to doing a lesson a week and then have a meeting with the whole team. The included Facilitator's guide for team discussions and exercises will create accountability and results!

For more info: www.drrickbrinkman.com or call 503-635-4145 or write dr.rick@rickbrinkman.com.

How to Bring Conscious Communication to Your Teams

When people learn Conscious Communication® together the results are exponential. Each person sees their role in the group dynamic and is compelled to take a little bit of responsibility for their behavior. That "little bit of responsibility" multiplied by a team of people reinforces everyone into positive communication patterns. Group behaviors like sniping, whining and negativity are a thing of the past.

"To this day, one year later, people are still talking about the seminar and utilizing the skills." Harry Olsen, Department of Corrections

"I never thought a one day communication program could change behaviors, but it's been 9 months and things are still different around here." Carolyn Strong, Xerox

3 OPTIONS:

- 1) An in-house training with Dr. Rick
- 2) The Do-It-Yourself Training kit
- 3) The Online Course with Team Facilitation guide.

The Training Kit: Designed as a do-it-yourself course for a team to do together. It includes:

- * A 2.5 hour DVD video training by Dr. Rick
- * A 169 page facilitators guide with instructions on how to use the video, discussion questions and exercises to do with the group for each chapter of the video.
- * Individual participant's kits consisting of:
 - * A 150 page workbook, spiral bound desk reference, and a copy of the book *Dealing With People You Can't Stand, How to Bring Out the Best in People at Their Worst*

The course is designed to be done in 8 weeks requiring less than an hour per meeting. Other options are also suggested.



The Online Course: Designed for individuals to do online and then meet as a team for practical discussions, exercises, accountability to apply the skills in their situations.

There are 14 classes of 30-40 minutes each. Each class has 5 Parts:

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