innOsci, Forum for open innovation culture | Communication in trans-sectoral projects – a self reflection
Communication in transsectoral settings
Communication – general thoughts

• Communication is about
  • how we express our internal emotions through our external behaviour (iceberg metaphor!)
  • how we prefer to interact with the people around us and our environment (temperament)
• Communication is always highly error-prone!
• Various communication models illuminate the pitfalls, especially when different communication styles clash
• Communication styles are not fixed, they always result from the triangle of
Four sides model of communication (F.v. Schulz von Thun)

Each message has actually 4 messages

- The factual information
- A self-revelation
- An appeal
- A relationship message

The sender speaks (mostly unintentionally) with 4 tongues whilst the receiver hears with 4 ears.

I don’t understand the diagnosis

I don’t feel seen and heard!
Or
I feel stupid

Please try to talk in an understandable way

You make no effort for me!
Schulz von Thun characterizes ideal-typical communication styles that are associated with certain personality traits.

In his model, he describes the origin of style (early biographical emergence of personality and communication traits), as well as strengths and weaknesses of each style.
Communication styles - DiSC

Source: https://www.discard.com/
**Communication styles - DiSC**

**Dominance:** A person primarily in this DISC quadrant places emphasis on *accomplishing results* and “seeing the big picture.” They are confident, sometimes blunt, outspoken, and demanding.

**Influence:** A person in this DISC quadrant places emphasis on *influencing or persuading others*. They tend to be enthusiastic, optimistic, open, trusting, and energetic.

**Steadiness:** A person in this DISC quadrant places emphasis on *cooperation, sincerity, loyalty, and dependability*. They tend to have calm, deliberate dispositions, and don’t like to be rushed.

**Conscientiousness:** A person in this DISC quadrant places emphasis on *quality and accuracy, expertise and competency*. They enjoy their independence, demand the details, and often fear being wrong.

Source: [https://www.discprofile.com/](https://www.discprofile.com/)
Conflict types & styles

What types of conflict can we distinguish?

- Factual conflicts
- Relational conflicts
- Perception conflicts
- Role conflicts
- Goal conflicts
- Distribution conflicts

Source: https://bookboon.com/blog/
What conflict styles do we distinguish?
The Thomas-Killman Model describes the following:

- Competing
- Collaborating
- Avoiding
- Accommodating
- Compromise
M. Hammer developed a model that is
- not culturally biased
- cross-culturally generalizable
- valid of intercultural communication & conflict style differences

The two parameters used are
- Direct vs indirect communication
- Emotionally restrained vs emotionally expressive communication

Source: https://icsinventory.com/ics-inventory/how-the-ics-inventory-compares
Conclusions I

• Communication is a highly personal topic!
• A good communication competence means to self reflect truly and deeply,
  • … to understand yourself, your communication patterns and roles
  • … and to be empathic and able to change perspectives

Are you willing to look in the mirror?
Conclusions II

• **To train your communication skills or to support your team** you can start with the following simple yet effective tools:
  • Ask questions to clarify when in uncertain communication and conflict situations
  • Create space for meta communication
  • Self-reflect on a daily basis and train your brain!
  • Take part in trainings that focus on experiential learning (e.g. intercultural trainings that fokus on „non-culture-specific“ trainings)
  • Invite self reflection by check-in and check-out questions in team meetings (e.g. here: [http://checkin.daresay.io/](http://checkin.daresay.io/))
  • Nominate staff to further train in mediation
  • Coaching-Sessions
Thank you for your attention!

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