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# IMPROVING YOUR COMMUNICATION STYLE TO BETTER FACILITATE CQI IN YOUR AGENCY

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**ILLINOIS CONTINUOUS QUALITY IMPROVEMENT COMMUNITY  
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# Hi! We're happy to be here.



**Rebecca Johnson, LCPC, MA,  
Senior Research Coordinator,  
Texas Institute for Excellence in Mental Health,  
Steve Hicks School of Social Work, UT-Austin**

I am committed to creating sustainable change in youth & young adult mental health by supporting community engagement & workforce professional development efforts. I love connecting with youth, families, & providers to make sense of data & uplifting lived experience perspectives in advocacy efforts to improve youth & family service quality.



**Vanessa Klodnick, PhD, LCSW,  
Research Associate Professor,  
Texas Institute for Excellence in Mental Health,  
Steve Hicks School of Social Work, UT-Austin**

I am committed to changing how our community sees & supports young people in navigating our increasingly complex world while also contending with poverty, trauma & hardship. We can together build youth resilience thru strong systems of care + valuing lived experience & data.

The views, opinions, and content expressed in this presentation and discussion do not necessarily reflect the views, opinions, or policies of the IL CQI Community, our funders (NIDILRR, NIH, State Departments, etc.), or The University of Texas at Austin.

# Indigenous Peoples Acknowledgement



## Illinois:

Kaskaskia

Kiikaapoi (Kickapoo)

Meskwaki

Myaamia

Niuchi

Očhéthi Šakówinj

Osage

Peoria

Potawatomi

Sauk



# Objectives

- Understand how our communication styles impact our CQI work.
- Identify 4 main communication styles & their unique characteristics.
- Gain insight into personal communication style when under ideal & stressful conditions.
- Consider how to adapt communication style to match your CQI partners.

# So let's get started....

Please respond to our polling questions.

***What do you think is your primary communication style?***

***What do you think is your primary communication style using these types?***

***How good of a communicator are you?***

# Communication Style History

- Swiss psychiatrist Carl Jung published *Psychological Types* (1921) distinguishing between:
  - **Thinking** (logic-driven) vs. **Feeling** (value-driven) in decision-making
  - **Sensing** (focusing on concrete, present realities) & **Intuition** (looking for patterns & possibilities) as modes of perceiving information
- American psychologist William Moulton Marston published *Emotions of Normal People* (1928) where he described four primary behavioral styles: **dominance, influence, steadiness, & compliance.**
- Psychologist Dr. Edmund J. Bourne wrote *The Anxiety & Phobia Workbook* (1995) & identified 5 communication styles: **passive, aggressive, passive-aggressive, assertive & manipulative.**
- Robert Youker's 2013 theory on communication styles recognized the following 4 ways people process information: **action-oriented, process-oriented, idea-oriented & people-oriented.**

# How knowing your communication style(s) will help you in CQI.

(1) You will gain self-insight. This is always good.

(2) You can celebrate all of the diversity in how we approach CQI. Not only do we have different priorities, interests, & experiences – we also have different communication styles. This is 1 tool to help you be successful in facilitating CQI. YAY!

(3) You will have new insights into your collaboration struggles (and successes) with others in your efforts to facilitate CQI in your agency.

(4) You can also think about how to change your communication style – AND appeal to different communication styles when you are facilitating CQI.



**Now, take the  
communication  
survey.**

# Communication Styles

- There are 4 major communication styles. Everyone uses a blend of the 4, but has a primary & backup style.
- Styles are reflected in how we share & act – & how we take in information.
- Observe others to see their primary & backup styles.
- Usually people are most receptive to a style similar to their own.
- For each style, there are pros & cons on good days & on stressful days.
- When stressed, we often lean into 1 or 2 styles that may not be our primary or backup styles.
- You can modify your primary style to match others when you need to better communicate.

# Thinker

**COMPUTING**

- Efficient
- Calm & Stable
- Steady & Deliberate
- Problem Solver

**CONNECTING**

- Good Listener
- Loyal
- Eager to Help Others
- Warm & Likeable

# Feeler

# Intuititor

# Sensor

**COMMANDING**

- Self Confident
- Takes Charge
- Natural Leader
- Driven

**CREATING**

- Imaginative
- High Energy
- Spontaneous
- Competitive

**Thinker**

**Intuitor**

# Whole-Brain Creativity

**Goals Driven:  
Analytical  
Intelligence**

**Vision Driven:  
Creative  
Intelligence**

**Results Driven:  
Operational  
Intelligence**

**People Driven:  
Relational  
Intelligence**



**Sensor**

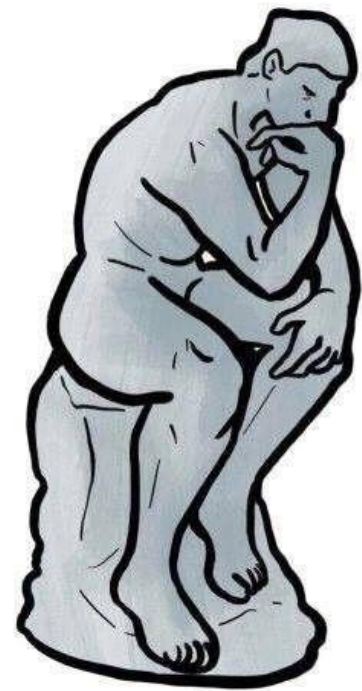
**Feeler**

Adapted from Ned Herrmann © CreativityatWork.com

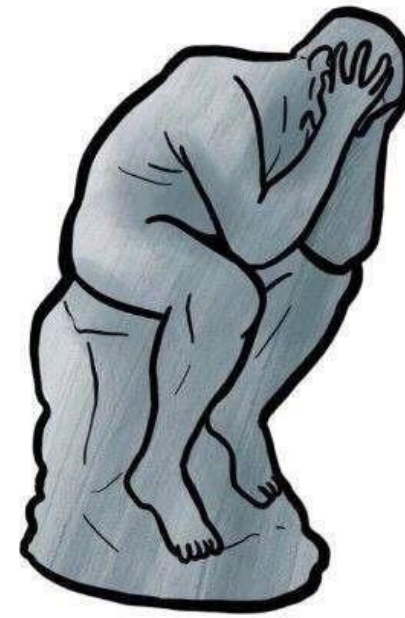
# Thinker

## Pros/Good Days

- Analytical: relies upon observations & logic to solve problems.
- Efficient & Articulate
- Steady & Deliberate
- Calm & Stable – avoids emotion
- Skeptical of new ideas, wants to see evidence before committing to anything.



"THE THINKER"



"THE OVERTHINKER"

thesanesparzo

## Cons/Under Stress

- Can be Verbose with explanations.
- Can be overly task-focused
- Can overanalyze, be indecisive & overly cautious
- Can seem un-emotional & rigid
- Unwilling to depart from established routines

# Feeler

## Pros/Good Days

- Sensitive to others' needs & wants
- Acts on gut feelings, often without evidence
- Deeply empathetic, good listener, loyal
- Patient with others & can be persuasive by appealing to others emotions.
- Easily connects with others & gets them to open up



Thinkers: \*Say literally anything\*

Feelers:



## Cons/Under Stress

- Can over-personalize a situation that has little or nothing to do with them.
- Can be moody or overly sentimental
- Can get over-focused on emotionality of situation, can get stuck
- Can be thin-skinned or over-reactive (aka drama)

# Sensor

## Pros/Good Days

- Practical, learns best by doing
- Direct, Driven & Assertive
- Results-oriented, decision-maker who bases opinions on what they actually see
- Confident, has high standards for self & others
- Doer, gets things done.
- Commits to things only after they think it's likely to work



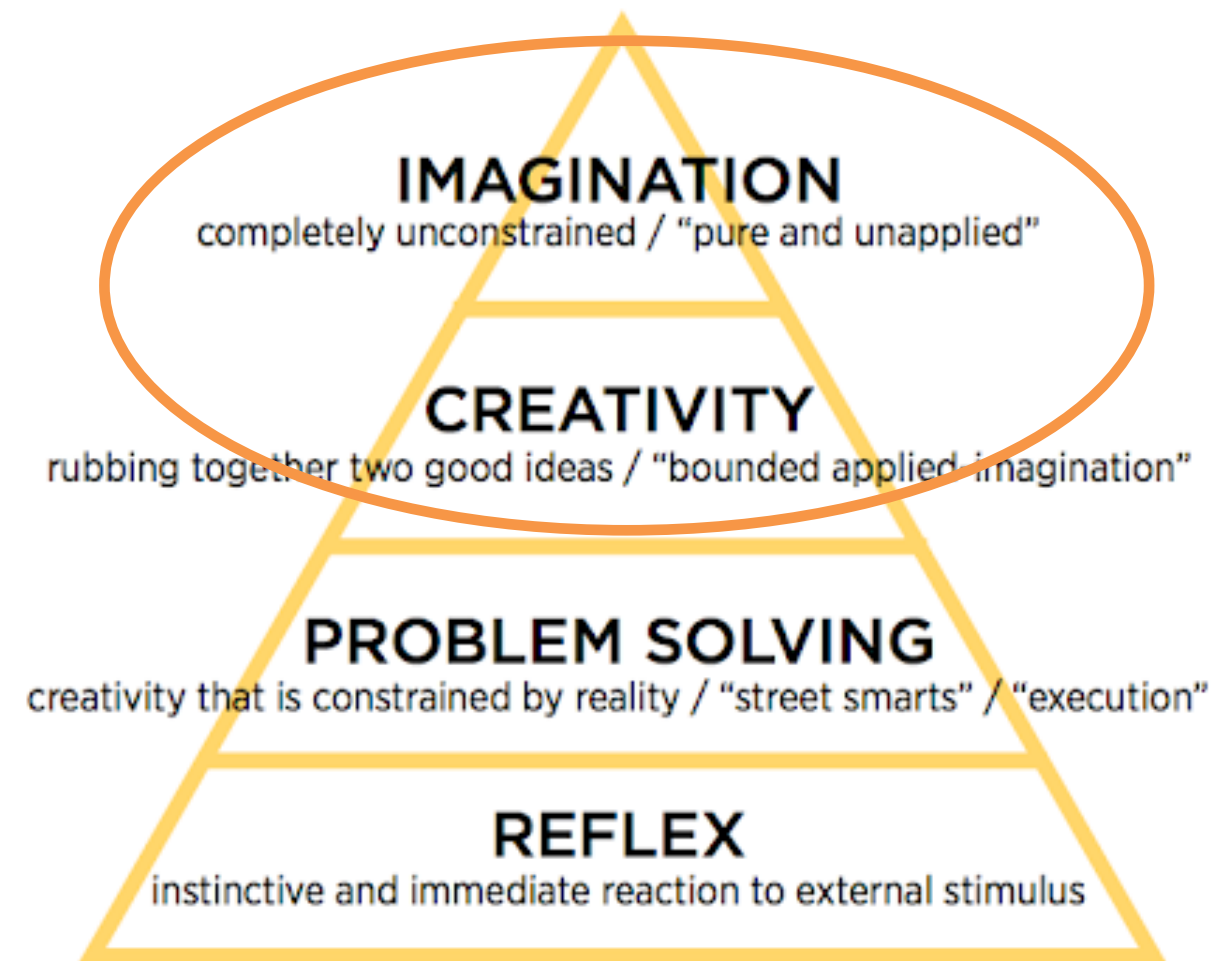
## Cons/Under Stress

- Can be impatient & impulsive; acts first, then thinks
- Can miss big picture.
- Status seeking; can be self-involved & domineering
- Can get frustrated with perspectives not in line with theirs.
- Can distrust others; sees loyalty as how much others agree with/help them

# Intuitor

## Pros/Good Days

- Imaginative, creative, fast, deep thinker
- Questions themselves & others
- Cuts through traditional thought & sees new directions & solutions
- Creates structure & sense out of disorder
- Theoretical: concerned with big picture, not details



"BRENNAN'S HIERARCHY OF IMAGINATION" / FROM TEDMED 2010 AT THE RWJF PIONEER PORTFOLIO HTG / BY JOHN MAEDA

## Cons/Under Stress

- Can seem disconnected, unrealistic, & out of touch
- Can get irritated when details are questioned
- At times, uncompromising & impractical
- More concerned with development & defense of ideas
- Can struggle with adapting vision based on others suggestions



# Partner Reflection Activity 1

- Breakout in pairs
- Share your primary & secondary communication style from your quiz.
- Discuss: *Do these fit for you? Why or why not?*
- Discuss: *What do you think your communication style is under stress? Why?*

# Partner Reflection Activity 2

- Get back in your pair
- Think about 1 person who you are struggling to partner with in facilitating CQI.
- Discuss: *What communication style does this person have?*
- Discuss: *How might you change your communication style?*

# In Reflection

- Communication Styles are a thing. They are all valuable, & we need all of them in CQI.
- We can't control other people's communication style, but we can control our own.
- Shifting your communication style doesn't mean that you're not being authentic, it means you're committed to strong collaboration.
- Sometimes when we are stressed, we communicate differently. That's OK. We just need to be aware of it.
- Use your new knowledge to better facilitate CQI in your agency.

# THANK YOU!

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