

SAMPLE DETAILED QUESTION ANALYSIS

The following sample of a Detailed Question Analysis (DQA) is intended for illustrative purposes and does not represent any particular individual. Please review this sample DQA as it has been scored using the 1 thru 5 ratings. A total of 20 techniques are presented. Most clients will either focus on specific questions and the related techniques, or they will focus of common techniques across the questions and develop their competencies. This is a paid for service of \$29.95.

Question and Score Results:

Question Number/Score

1/3

2/2

3/1

4/4

5/5

6/2

7/1

8/3

The Sample Detailed Question Analysis begins here:

Original Question

1. I can argue any of three sides (for, against or need more research) on topics in my field with no more than 5 minutes preparation. (1 - 5)

Why this question? There are two dimensions to this first question. The first is the level of social framing you can perform in an argument, discussion, debate or conversation. The 1st Order is always the argument you personally support. It is about your beliefs, your values, your experience and the social groups with which you participate that support your argument. We all need and participate in 1st Order groups. The ability to persuade others to your argument escalates you into the 2nd Order. To influence others, you first have to understand the alternative arguments. You must also be able to use multiple communication styles to make your argument. Can you deliver the message in technical, emotional, caring, logical, detailed and big-picture languages? The 3rd Order comes into play with the role of understanding all arguments from a master social framework that encompasses all sides and all variables, such that you can raise doubt on any issue that will require research. The 3rd Order is the communications framework for finding common ground among all arguments and communicating with mutual respect with all audiences. You must also be able to use 3rd Order skills in multiple communication and linguistic styles.

The second dimension to this question is the timing element: 5 minutes. Can you develop the thinking and caring social patterns that frame all social argument on this issue in 5 minutes? It takes practice, and it is a 3rd Order requirement.

Score ratings:

Score of 3 out of 5:

Behavioral Communication Pattern: Congratulations! Your score of 3 means you are already using some 2nd Order and possibly 3rd Order techniques. The communication pattern for a score of 3 can be summed up in the words “learning advocate.” The focus of this social interaction is generally on seeking to learn and understand the social arguments of others. A score of 2 would hint at starting the transition to the 2nd Order. You have progressed beyond simply acknowledging that there is value in competing arguments. 2nd Order with a 3 score is making good progress at taking the emotional response out of being personally challenged. You should be capable of presenting an advocacy position using multiple communication styles. For example, using the Myers-Briggs model, you can take an ISTJ argument and present it as an ENFP proposition. The key to your score is your willingness to learn more about others in two dimensions: what information others use to support their points of view, as well as the style of communication used when they interact socially. Mastering the 2nd Order beyond a score of 3 will mean being able to argue others’ points of view at any time, maintaining complete emotional control even when personally attacked and learning to communicate all this in multiple communication styles.

Socially Intelligent Strength: A score of 3 suggests that while you may strongly hold certain arguments, you can control when to play an advocacy role and when to play more of a facilitator role. While everyone holds strong beliefs on some social subjects, your ability to argue any of three sides on a social issue shows your willingness to learn and to seek understanding of others. This begins the social framing for finding common ground—a common social network you share with other people, even those who disagree with you. This is a fundamental skill required to transition to the 3rd Order. It also means you exhibit a reasonable degree of emotional intelligence. You know how to shift either the content of a message or your social role with the audience to diffuse social situations. You are beginning to develop some social intelligence in your communications. This is the ability to reframe your social role with an audience. You should also have a reasonable skill level at communicating in different styles.

Technique One: Continue to take the time to research and understand arguments that significantly differ from your own point of view. You do not have to agree with the opposition, but you should be able to describe the logical content of the argument, the emotional commitment of the opposition and the preferred communication style used by your audience. By now you know how to develop the content of messages. Also continue to pay attention to the emotional status of your own communications. Begin to explore the concept of emotional intelligence by taking one of the self-scoring tests. (Mark Daniel has a simple EI test available at most bookstores.) Use the emotional intelligence feedback to master your use of emotions in communications. Become very aware of your emotional status and learn how to shift between emotional states.

Technique Two: If you have not done so by now, this is the time to learn one of the basic communication tools that will enable you to characterize the communication style of other people. We use two models, depending on the social application. A very well researched and generally available tool is the Myers-Briggs Type Indicator (MBTI). Be sure to complete the Step II version. You should practice with MBTI until you can frame a message in any of the 16 communication styles. We will have clients draw the four letters from a hat and then take the test to achieve the random result. We give them 20 minutes to complete the MBTI. You can also consider Neuro-Linguistic Programming (NLP) which has been around since the 1970's. It is more difficult to find good NLP coaching support. There is a book in the "For Dummies" series on NLP that provides the basics, but most books get very technical. You may know of other great tools. Whichever tools you use, you must be able to shift your communications style using a model that works for you.

Next Incremental Skill Advancement: Your continued transition to a mastery level in 2nd Order involves completing the techniques we provided above. Can you make a genuine effort to communicate in another communication style or are you entrenched and emotionally committed to your style? Can you argue the other point of view with the same logic and passion as others argue in their preferred communication style? Are they very specific in detail or very general and big-picture? Are they focused on the impact on people in their argument or focused on the logical analysis of facts? Are they being parental or professorial in their style? You will remain in the 2nd Order until your emotional intelligence overrides reactions out of frustration, defensiveness or anger. When you can get all this down to a 3-minute drill, then you are ready to advance to the 3rd Order, if you have the need for that level of communication competence.

Stretch Skill Advancement: To experience more of a 3rd Order flavor, here are simple techniques to experiment with at any time. As a person with a score of 3 on this question, try these techniques with anyone who has already experienced you shifting communication styles. You should practice these techniques at least twice a day in different social environments.

Technique Three: During your conversation with any individual, make an abrupt and deliberate change in the social role you think the other person has framed for you. For example, are you the boss, the lawyer, the expert, the parent, the religious figure, the leader or the coworker? Acknowledge what you think the social role is by saying, "OK (Name), let's forget I'm playing this role of XXXXX and let me try another role." Watch the eyes, the head movements and the tone of conversation shift. Now go to a very basic social role that you share with this person. "Let's continue this conversation as a friend to a friend," or it could be as "man to man" or "one American to another American," or as "one voting citizen to another" or as "one parent to another parent." Your stretch opportunity is to shift your social role so you are not limited to your established social groups. You have to be sincere and genuine when playing this new role, otherwise you will be perceived as playing a communication trick and will probably foster even greater mistrust. You should try this technique with riskier audiences as you build your confidence and some successful patterns.

Technique Four: When you have succeeded in shifting the social role from which you are communicating, practice changing the other person's social role that you have framed for them. "I have listened and have gained some insight about your point of view in your role as an XXXX. But share with me how you see this as a YYYY." The XXXX role is the formal social role you have used to interpret their original communications. Make the YYYY role as universal, big picture, global and strategic as you can. For example, "How do you see this as a parent with children living on this warming planet facing an uncertain future?" Or, "As a citizen of the world, would you still promote your solution at the cost of warming the planet for our grandchildren? How do we both, as global citizens, tackle this social issue?" Practice shifting your social roles from the smallest "let's talk as one person to another person" to the most universal as in "global citizen to global citizen." This is a fundamental 3rd Order social adaptability skill that you must master in order to stretch into the 3rd Order.

Original Question:

2. I am able to influence others without referring to my credentials, training, education or organizational position. (1 - 5)

Why this question? The purpose of this question is to search for the communication factors that enable you to influence others. The factors in the question are 1st Order variables. We can define each of the Orders in terms of the social roles we play out in our communications. We define 1st Order as the formal social roles and recognized expertise that are tied to formal social organizations. We can inherit these formal social roles, attend schools for training, become formally educated or take an organizational position. We all have a list of these roles that are like our DNA, except they are our social DNA and not our biological DNA. 1st Order communications occur when we are playing out these roles with other people. We spend most of our time and effort in this 1st Order. It represents much of who we are. Its limitation to effective communications is that each of these formal social roles carries with it perceptions of values, beliefs, history, likes, dislikes and so forth. When you are communicating with an audience that finds all this fitting and proper, all goes well. But, to another audience, these formal social roles may be suspicious, untrustworthy, not credible or even dishonest. The ability to influence using 1st Order social roles can, in fact, be destructive or counter-productive with some audiences.

2nd Order continues to use the same formal social roles, but with a masterful degree of communication flexibility. Learning to expand your communication styles while using your formal social roles will help you reach more audiences. 2nd Order uses the persuasive abilities of varying communication styles to influence audiences while you transition from your 1st Order formal social roles to the 3rd Order informal social roles. 2nd Order is a kinder and gentler method of communication.

3rd Order communication uses informal social roles that are not based on any formal social institutions. The 3rd Order develops the socially intelligent capacity of the human

mind. Being social animals, our brains are searching for social links or couplings to other people and groups of people. In this Order, you communicate using the very personal or the highest general social grouping that you have in common with your audience. An example is a supervisor correcting your behavior, not by using the formal organizational role, but by communicating with you as someone who has personally made the same mistake in the past and asks you to learn from his or her personal experience. The supervisor is not using a parental, positional or 1st Order social role. Instead, the supervisor is communicating as one person to another person, one worker to another worker, or one head of family to another head of family.

How well you influence your audience depends heavily on how you use your formal and informal social roles. Let's see how well you do and what opportunities are in your future.

Score ratings:

Score of 2 out of 5:

Behavioral Communication Pattern: The communication pattern for a score of 2 indicates a break with dependence on the use of your credentials, training, education or organizational position to influence others. We all use our credentials, training, education or organizational position in communications. For example, all of us communicate from the social framework of our formal position in our organization. Our position is what gives us authority, responsibility, control or rights within the organization. Your score of 2 hints at a transition to the 2nd Order. It all begins with the recognition that you can influence people in more ways than just playing the roles of your formal organization, training, education or credentials. A score of 2 indicates that in certain communication situations, you have discovered your own capacity to use other social frameworks to influence audiences. There will be times when the audience perceives your credentials, training, education or the organization you represent as a negative. Your 1st Order strength will have minimum influence with some audiences. With a score of 2, you have broken into the 2nd Order and have the opportunity to continue your communication development.

Socially Intelligent Strength: A score of 2 on this question indicates that you are an effective communicator when you are dependent on your credentials, training, education or organizational position. It also suggests that you are beginning to use other social frameworks to communicate effectively. The strength of moving to 2nd Order is the increased capacity to reach more people in your communications. In the 2nd Order, you will develop alternate communication styles. You will learn about emotional intelligence. You will become even more effective as a communicator as you learn to communicate from other social roles. These recommended techniques will assist in your development.

Technique One: During your conversation with an audience or another person who needs your expert opinion or solution, make a conscious shift from your expert role to a coaching role. Your new coaching role is that of a decision coach. You are to facilitate the audience or other person in the process of making a decision about some aspect of

your expertise area. You could give them the answer and rationale as an expert. That is 1st Order communication behavior. Instead, you will not pass judgment on the decision they make, only assist in the process used to make the decision. You are the decision process coach. Start with what they know about the subject. Ask how they have made decisions like this in the past. Ask what information they need to make a good decision. You can provide data. You can advise on the decision process. Don't be surprised if their questions keep putting you in the expert role. You will have to work at staying in the coach role. You want them to learn the process of how to answer these types of questions on their own and with confidence.

Technique Two: During your conversation with a trusted individual, make an abrupt and deliberate change in the social role you think the other person has framed for you. For example, are you the boss, the lawyer, the expert, the parent, the religious figure, the leader or the coworker? Acknowledge what you think the social role is by saying, "OK (Name), let's forget I'm playing this role of XXXXX and let me try another role." Now go to a very basic social role that you share with this person. "Let's continue this conversation as a friend to a friend," or it could be as "man to man" or "one American to another American," or as "one voting citizen to another" or as "one parent to another parent." Shift your social role beyond your formal roles related to your credentials, training, education or organizational position. You have to be sincere and genuine when playing this new role, otherwise you will be seen as playing a communication trick and may foster even greater mistrust.

Next Incremental Skill Advancement: Your high dependence on the formal social roles that rely on your credentials, training, education and organizational position gives you two communication choices—stay with audiences that find you credible in these roles, or begin to build more capacity to communicate effectively with a wider mix of audiences. The techniques we provide will introduce you to alternate social roles that you can develop. All this leads to your advancing into the 2nd Order. Additional 2nd Order skills will be related to your emotional intelligence, which is your ability to manage your emotions, especially when being personally challenged about your credibility. You will want to learn one of the communication style models. We use two models, depending on the social application. A very well researched and generally available tool is the Myers-Briggs Type Indicator (MBTI). You should practice with MBTI until you can frame a message in any of the 16 communication styles. We will have clients draw the four letters from a hat and then take the test to achieve the random result. We give them 20 minutes to complete the MBTI. You can also consider Neuro-Linguistic Programming (NLP), which has been around since the 1970s. It is more difficult to find good NLP coaching support. There is a book in the "For Dummies" series on NLP that provides the basics, but most books get very technical. You may know of other great tools. Whichever tools you use, you must be able to shift your communications style using a model that works for you

Stretch Skill Advancement: If you decide to stay with your formal social roles to communicate effectively, then this technique will be of value in enhancing your ability to manage your emotions. The concept of emotional intelligence is about using your

emotions as a positive tool during communications. If you decide to expand into 2nd Order alternate social roles, then emotional intelligence is a requirement. New audiences will probably challenge your personal credibility. New social roles will create uncertainty and unknown audience responses. The ability to manage the emotional dimension of communications is fundamental to reaching more audiences effectively.

Technique Three: Developing a greater insight about the emotional dimension during communications begins by understanding what we know about it. In addition, making a conscious effort during communications provides experiential feedback. Pay attention to the emotional status of your own communications. Begin to explore the concept of emotional intelligence (EI) by taking one of the self-scoring tests. (Mark Daniel has a simple EI test available at most bookstores.) If you begin to sense that you are getting defensive during a conversation, shift from your current social role to a role you have in common with the audience. Start by taking a deep breath, being genuine and reframing the conversation by asking, “What can we agree upon that we have in common on this subject?” You may be surprised by the answer.

Original Question:

3. I am able to manage my frustration level and the need to defend my position when others fail to understand my message. (1 - 5)

Why this question? The purpose of this question is to explore what communication factors create frustration for you, how you deal with others not grasping your message, what triggers your defensiveness, and what is your flexibility in presenting your message in multiple communication styles. There are times when it is necessary and proper to show your emotional frustration, defensiveness and disappointment during the communication process. These can project emotional commitment to your message when properly executed. This question deals with the situation where the audience is not “getting” your message. Everyone has experienced this dimension of communications as a member of an audience or in a personal conversation. How do you feel when you tell the doctor your symptoms and you get handed a prescription with no explanation? Or you may have been sitting in calculus class focused, awake, and reading along in the text—and not have a clue about some wonderful mathematical insights? How about when you are told “just do what I tell you”? This question is about your mindset for audience feedback: does it trigger subjective emotions of frustration and defensiveness, or does it trigger proactive audience feedback. With a proactive mindset, you are able to adapt your style, emotional tone, neuro-linguistics or social framing of the message until the audience “gets it.”

1st Order is about the audience seeking your expertise and your relationship. Technically, this question is mostly a 2nd Order scenario. The exception is the case where the 1st Order presenter is so dogmatic, routine, predictable, rehearsed and never changing that there is no flexibility in the message. The presenter implies that you are the problem in this communication exercise. This often manifests itself with the presenter exhibiting defensive behavior. When the audience observes defensive behavior in the presenter, his

or her credibility and motivation comes into doubt. After all, if the presenter does not care enough to help us understand the message, then what is their true motivation? Nothing sparks frustration in an audience faster than a demeaning and pompous lecturer. And nothing sparks frustration faster in a 1st Order presenter than a frustrated audience declaring the presenter incompetent.

2nd Order communication is about adapting the message to match multiple audience communication needs. It deals with emotional intelligence—the proper use of emotions. It also brings neuro-linguistic and social framing into the skill mix.

3rd Order communication takes the initial audience feedback and adapts the content, emotional context and social role framing of the message to match the audience communication needs. 3rd Order communicators constantly seek audience feedback and adapt to accomplish their communication goals. It is 3rd Order skills that are critical to communicating with unfriendly or hostile audiences. Adapting your social role to find common ground with any audience is inhibited when you waste energy on frustration or defensiveness. You are not in the 3rd Order unless you are exercising total emotional intelligence and accept every audience feedback as positive. It is a master level mindset when you reframe your message for the good of both the presenter and the audience. It is communicating with mutual respect.

Let's see how your score places you in this hierarchy of mastery.

Score ratings:

Score of 1 out of 5

Behavioral Communication Pattern: A score of 1 indicates a high level of 1st Order behavior. This score would suggest a communication pattern with a heavy emphasis on expertise, technical accuracy, data presentation, credentials and social reputation with 1st Order audiences. When this 1st Order communication package fails to sway an audience, the presenter may not have sufficient communication style flexibility to match the communication requirements of the audience. In most of these cases, the presenter becomes defensive, since previous audiences have “gotten” the message. When the audience observes defensive behavior in the presenter, the credibility and motivation of the presenter comes into doubt. After all, if the presenter does not care if we understand the message, then what is the presenter's true motivation? A golden rule of 3rd Order communication is that when you become defensive as the presenter, you have already lost your audience. Your energy is being consumed with emotional reactions to the audience. Your energy should be focused on a positive feedback loop from the audience and making the correct adaptive behavior.

Socially Intelligent Strength: A score of 1 on this question indicates that you are programmed for 1st Order presentations. If the audience already thinks you are a great presenter, then you have no problems. If your social goodwill is a plus, you do well. If you are a social power player, you're a hit. Think of Al Gore. He can be an effective 1st

Order presenter with most audiences. Technique One is suggested to help expand your communication style flexibility.

Technique One: Your ability to manage your frustration level begins by understanding what triggers your frustration. Let's assume you are aware of your frustration shortly after the audience fails to get your message. What emotions are you experiencing? Can you identify the casual sources to your frustration? Is your frustration triggered by select individuals or the entire audience? How does the audience react to your frustration? How do you recover from this situation? The insight needed to take control of your frustration starts with your acknowledging the trigger events. Once acknowledged, then you can take control of your frustration and transition from an emotional reaction to a problem solving opportunity. Once you have transitioned out of the emotional dimension and are working in the logical dimension, then you are beginning to manage the situation.

Technique Two: This technique does not attempt to change your dependence on 1st Order behaviors. Instead, this technique will begin to expand your flexibility in your communication styles, a 2nd Order skill. To extend your influence to more audiences, you should consider learning about one of the basic communication tools that will enable you to characterize your expertise in the communication styles of other people. A very well researched and generally available tool is the Myers-Briggs Type Indicator (MBTI). You should take the MBTI and self-validate your results. Then take your 1st Order communication message and relate it to your MBTI profile. For example, if you are an ENTJ, is your message mostly about concepts, theories, and logical solutions with quick results. Or you are an ISFJ and your message is about the dedication and unselfish work of a few people who make the success of the company possible. You need to understand your message in MBTI style language before you can begin to adapt to other audience stylistic needs. .

Next Incremental Skill Advancement: There are lots of very successful people who never have to go beyond the 1st Order or a score of 1. The question is, do you need to address audiences that do not find your dependence on 1st Order behaviors satisfactory? If you do, then you need to begin the transition to 2nd Order communication skills. Your developmental program has two dimensions—expanding your communication style flexibility with communication tools such as the MBTI, and being prepared to control your emotional responses when future audiences challenge your personal credibility.

Stretch Skill Advancement: To experience a small flavor of working in the 2nd Order, here is a simple technique to experiment with at a time when you are not under stress or frustrated, and have a working relationship with the other person.

Technique Three: Pay attention to the emotional status of your own communications. Begin to explore the concept of emotional intelligence by taking one of the self-scoring tests. (Mark Daniel has a simple EI test available at most bookstores.) When you get defensive, shift from your 1st Order mindset by taking a deep breath, being genuine and reframing the conversation by asking, “What can we agree upon that we have in common

on this subject?” You may be surprised by the answer. A good reference is the book *Emotional Intelligence* by Daniel Goleman.

Original Question:

4. I can control my emotions when I am challenged by other individuals, even when they are emotional in their challenge. (1- 5)

Why this question? If you are going to stay with audiences that require 1st Order communication techniques, then your score on this question should not be a factor in your future development. 1st Order audiences, by definition, already think well of you, consider you credible, and are forgiving. If they challenge at all, it is with controlled emotion. If you are planning to advance your communication techniques into the 2nd and 3rd Orders, however, then this question is critical. You will be personally challenged when you leave the safe harbor of 1st Order audiences. You may be challenged on your content, your decision analysis, your social affiliations, your personal credibility or even your ethnic background. And some of the challenges may be emotional in tone. It is during the 2nd Order communication training that you learn techniques to manage your emotional reactions. You are still in the 2nd Order level any time you react to a challenge by becoming emotional yourself. In the 3rd Order, there are no emotional reactions, only effective emotional and social reframing to advance your relationship with the audience. Again, as with other questions, we are not saying that using 3rd Order communication is always the correct response to audience challenges. There are times when you do want to show your emotional reaction to a challenge. This question assumes that your communications goal is to foster a meaningful relationship with an audience, and not create an opportunity to draw battlelines or force an encounter.

Score ratings:

Score of 4 out of 5:

Behavioral Communication Pattern: A score of 4 out of 5 on this question indicates that you can control your response to an emotional challenge most of the time. This is a 2nd Order skill that you can continue to develop by working with more aggressive and unfriendly audiences. You can also use the challenge as an opportunity to shift your communication style or your social role. The communication pattern at this level is giving you several alternative responses. The best news is that you are not in a negative response pattern of automatic emotional defensive behavior. You can shift your communications style and relate to your audience in your opposite style. You have the ability to shift your social role into that of a coach or facilitator. You can also shift your expert social role to a different level in the expert hierarchy archetype. The communication goal is to use the challenge as an opportunity to develop another social channel with the audience. The more social channels and roles you explore with an audience, the higher your probability of influencing and building a relationship with that audience.

Socially Intelligent Strength: The score of 4 on this question means you are ready to advance into the 3rd Order. Your socially intelligent strength is your ability to control your emotional response to any type of challenge. You cannot be reacting emotionally and still have the focus to operate in the 3rd Order. Reacting emotionally is a defensive 1st Order behavior. Instead, your opportunity is to reframe the challenge positively as part of the solution. You have an opportunity to shift social roles to reinforce your relationship with the audience. Recognize that any challenge is always given within a social context—the organization, you personally, what other experts say, the industry or even your education level. You have arrived at the point of socially intelligent tactics. Only scores of 4 and 5 can progress using social reframing.

Technique One: When you are challenged during your communication message, you will still feel a hint of defensiveness, which is your cue to shift social roles. The perception of the audience or person has placed you in a social role that has resulted in your being challenged. You may be challenged on your level of expertise and asked why other experts disagree with you. Your education level may be questioned with other more highly educated people disagreeing with you. The challenge could be to the motivation of the organization you represent as being in it for the money. Whatever the challenge, the challenger has defined you within a specific social context. The number one mistake when being challenged is to respond to the challenge in the context of the challenger. You must shift the context to a higher social framing that will co-opt the challenger as a natural part of the social process. For example, if your presentation data is challenged by other experts, you can say, “This field of study is always learning from other perspectives on problems. We study other findings and make decisions about what is new and credible data. It is an ongoing and natural process in this field. You cannot present data in this field without someone challenging your presentation.” You shifted from your specific study of the field, using your selected data, to one that includes all data—yours and all others—and makes up a higher social domain. You can then go on with your presentation: “Recognizing that we are all still learning in this field, I want to continue to share my perspective, and then I want to learn more about your perspective.” Obviously, you have to use your own words and your own social contexts. You can practice this daily by taking any challenge directed at you and shifting the social role to a higher domain. When you master this technique, you can actually shift the challenger to the higher domain and they neutralize their own challenge.

Next Incremental Skill Advancement: With a score of 4, you should practice these techniques until you can respond “at will” with a carefully structured emotional response, shift social roles to that of a coach or facilitator, or shift the social framing to a higher domain for both you and any challengers. The 3rd Order will also require significant flexibility in your communication style, linguistics and neurolinguistics patterns.

Stretch Skill Advancement: There are three dimensions to every communication exchange: the content of the message, the emotional context of the presenter and audience, and the social role the audience uses to interpret the presenter’s content and emotional context. Your stretch skill will introduce you to developing your communication style flexibility.

Technique Two: This technique continues to expand the flexibility of your communication styles. To extend your influence to more audiences, you should consider learning more about one of the basic communication tools that will enable you to characterize your expertise in the communication styles of other people. A very well researched and generally available tool is the Myers-Briggs Type Indicator (MBTI). You should take the MBTI and self-validate your results. With a score of 4, we suggest you take the more advanced MBTI Step II version. Then take one of your standard communication messages and practice presenting it in at least two different letters from your own MBTI style. For example, if you are an ESTP, present your message in the style of an INTP. Then change three letters and practice your message. In our example, go from ESTP to INTJ. Then adapt your message by changing all four letters to reflect your opposite in communication styles. In our example, you would shift your message from ESTP to INFJ. It will take a lot of energy and conscious effort in the beginning. Practice this until you can communicate your message in any of the 16 MBTI communication styles.

Original Question:

_____ **5. I am able to withhold judging the motives of others. (1 – 5)**

Why this question? First and foremost, judging the motives of others is a survival skill. We are not suggesting that there is anything wrong about judging motives. When someone points a gun at you, this critical skill had better be a highly tuned response. There are times when it is necessary to control and limit judging others. The ability to communicate in the 2nd and 3rd Orders requires limiting your judgmental response.

There are two fundamental reasons for this question. The first deals with the conscious focus of your brain. The conscious brain can collect data as you observe, hear and sense a communications exchange. The conscious brain can also analyze and make decisions about data it has collected, including making judgments about the motives of others. The brain cannot collect, analyze and judge simultaneously. When you are focused on judging the motives of others, you are not fully engaged in listening and observing the person or audience. This is not so critical in 1st Order Communications. At the 1st Order, you are communicating your message to a friendly audience and judging their motives keeps you and your audience in sync. At the 2nd and 3rd Orders, you are paying attention to key verbal and nonverbal clues to adapt your communications style, linguistics and social framing in order to build rapport and a relationship with an audience. One of the critical skills you will need is the ability to stay focused on collecting data—communication styles, nonverbal signals, neuro-linguistics and social framing clues.

The second reason is that, when you are judging, you are categorizing behaviors into social roles you have defined for your audience. In many cases, you may selectively observe only communication behavior that reinforces your choices. In the 3rd Order, you must be flexible enough in your social role framing that you are able to search hundreds of social roles to discover those you have in common with the audience. Any selective roles you “force fit” for your audience will restrict your 3rd Order effectiveness.

Score ratings:

Score of 5 out of 5:

Behavioral Communication Pattern: Congratulations! Your score of 5 means you are already using 2nd Order and some 3rd Order techniques. The communication pattern for a score of 5 can be summed up in the words “relationship-centric.” Your focus is generally on seeking to learn and understand the social processes of others. You have the capacity to withhold your judgment of others’ motives. You have made good progress in managing your emotional intelligence. You’re capable of spontaneously shifting any social role. The key to your score is your willingness to step out of your formal social roles and find roles that foster a meaningful relationship with the audience. A score of 5 indicates great communication flexibility as it relates to social roles and much less dependence on your need to judge the motives of others. You have come full circle and find value in learning more about your audience until you can find common ground for a relationship. Your ability to reach and build relationships with difficult audiences is a rare talent.

Socially Intelligent Strength: A score of 5 on this question indicates that you have a keen sense of audience feedback. You are actively using audience feedback as a positive stimulus and proactively adapting your communication style by limiting your judgmental behavior. This positive change mindset is reinforced by your willingness to learn and practice new techniques. It also suggests that you are using alternate communication styles to communicate effectively. Keeping a record of how you transition your need for judging motives of others to finding common social roles to build relationships will provide important insights into your success. Your successful techniques can be cataloged as communication style, emotional intelligence or social role reframing. The technique below will assist you in learning and applying your strengths to reach 3rd Order competence.

Technique One: Continue to develop greater insight into the emotional dimension of your communications by understanding the role of judging in communications. In addition, making a conscious effort to use emotional feedback positively during communications provides experiential feedback. Pay close attention to the emotional status of your own communications. Explore the concept of emotional intelligence (EI) by reviewing the book *Emotional Intelligence* by Daniel Goleman. Once you have grasped the basic concepts of EI, take one of the self-scoring EI tests. (Mark Daniel has a simple EI test available at most bookstores.) To aid in developing your understanding of EI, practice it at least once a day. If you begin to sense any defensiveness during a conversation, then make a conscious shift from your current role to a different role that you have in common with the audience. For example, you could ask, “What can we agree upon that we have in common on this subject?” You want to break from your reactive emotional mindset and shift to a proactive feedback mindset. One technique is simply to go back to some common understanding you have with the audience and try again to advance from that common ground.

Next Incremental Skill Advancement: While a score of 5 places you in the advanced category on this question, the next incremental advancement is for you to practice 2nd and 3rd Order techniques until you reach the point where they are automatic, almost spontaneous learned behaviors. In the EI technique, you are always making a conscious choice of either judging others' motives or modifying your communication style to accommodate the audience. You are reinforcing and building the neural networks in your own brain to eventually make this an unconscious and highly competent skill. This is not an exercise in knowledge. It is an exercise in reprogramming your own brain in a new dimension of communication feedback capacity.

Stretch Skill Advancement: There are three dimensions to every communication exchange: the content of the message, the emotional context of the presenter and audience, and the social role the audience uses to interpret the presenter's content and emotional context. The previous technique dealt with the social role dimension. Your stretch skill will introduce you to Neuro-Linguistics Programming.

Technique Two: When you first observe or get the feeling that your communication effort is not going as you desired, there are three factors that will help you turn your audience difficulty into a 3rd Order opportunity:

1. **Social Role Factor:** Am I getting negative feedback because of the organization I represent? Am I getting negative feedback because of my lack of focus as I find myself judging motives and not fully engaged? Does the audience see me in one of my formal social roles? Can I still accomplish my communication objective if I transition social roles? Sometimes, you are an official representative of the organization and may not have the flexibility to waver from "talking points" provided to you. If you have the flexibility to shift your social role, go to the most basic social role you have in common with the audience. You must always articulate the change you are making in social roles. For example, "I have talked about our company's environmental policy as a company scientist. Let me now speak as a longtime member of the Wilderness Society and what I want my grandchildren to experience in the wilderness."
2. **Communication Style Factor:** With a shift in your social role comes a shift in your communication style. If you have been speaking in a highly logical, quantitative and thinking communication style, you cannot use this same style when you are sharing a personal experience. You have to shift to a subjective, caring and empathetic communication style. With some practice and coaching, any technical point can be made in caring human terms. You can also make any caring human point in technical terms. The language, social role and style will change with the audience.
3. **Neuro-Linguistic Factor:** Neuro-Linguistics Programming (NLP) has been around since the 1970s. New brain research in the social neurosciences is adding to a long list of effective nonverbal and verbal techniques used in NLP. Finding

one or two NLP techniques that work for you can add to your communications impact. We suggest that you master at least those dealing with pacing—the speed and rhythm of the language you and the audience are using. At the minimum, when you make a shift in your social or communication style, deliberately slow down your pacing. The brain goes on “alert” with a pace change. You want to reinforce that you are making a transition, so you want to use the NLP pacing technique. A good reference is the book on NLP in the “For Dummies” series.

When you can do all three of these as needed within seconds of audience feedback, then you are in the 3rd Order. You will have transitioned from the need to judge others’ motives into the need to find common ground and build new relationships through effective communications.

Original Question:

_____6. I am able to explain my professional work to an audience that has little or no experience in my field. (1- 5)

Why this question? Since most of our communication occurs in the 1st Order with audiences we already know and trust, we tend to reinforce the more technical explanations of our work. Your ability to communicate in very technical language is a requirement in your technical field. Some presenters also have to learn other “languages” for business applications that interface with their technical field. Examples are financial, regulatory, investors, academic and public relations. The category of public relations can be further expanded to include audiences that find you and your organization credible and those that find you not credible. Communication techniques that work with audiences that find you credible are not as effective with those that don’t. Credibility is a very subtle difference that requires a major communication shift in techniques. Learning to build credibility with an audience that is not in your technical field requires techniques that simplify complexity and bring a social relevance to your work. Communicating in other styles requires expressing your work in terms of its impact on people, both at the personal and global levels. This question aligns with question #2 and your dependence on technical credentials to manage your audience. As in question #2, an audience unfamiliar with your technical work will react negatively if you present your message in highly technical terms, implying an arrogant or superior knowledge. 2nd and 3rd Order communications are about delivering your message in the language of the audience.

This detailed analysis format differs from the other questions. Each of the five scores builds on each other. The techniques for a score of 3 build on the 1 and 2 score techniques. For this reason, each of the scores will contain all the techniques included for all the previous scores.

Score ratings:

Score of 2 out of 5:

Behavioral Communication Pattern: A score of 2 out of 5 indicates that you have made some attempts to simplify and present your message to audiences not familiar with your work. You have made an effort to move into the 2nd Order realm of communications. Your score could indicate that you are limited either by opportunity to communicate with more general audiences or by your skill level at communicating. The progressive developmental sequence is first to simplify and generalize the content of messages and then begin to add the emotional and caring dimension of the message. The question implies that the audience is interested in the technical content of a message. However, you need to keep in mind that 50% of the general audience, based on Myers-Briggs models, will be caring or feeling oriented. An effective presenter must be capable of presenting the technical message to the general audience in a simplified manner as well as conveying the social relevance of the message. Your score of 2 suggests progress in technical content simplification and limited practice at the affective or emotive and caring side of the message.

Technique One: This technique for a score of 1 expands your ability to work with non-technical audiences. Use it to help with your content development. Begin by taking your current technical message and simplifying the content. Start by defining your audience objective. The content objective should be stated in the single most important content point you are making. For example, this company is taking steps to limit our global warming impact. It should be stated in fewer than 12 words. If your message is very technical, you will need to generalize. Once you have defined the content objective, then define the three content elements that are needed to meet the objective. You may have to generalize your message to get just three elements. You can continue to break each of the three elements into not more than three additional sub-elements. You are building a pyramid of content with each level supporting the next higher level. You should be able to complete this content pyramid with not more than three levels, with the communication objective occupying the top of the pyramid. The content you have organized in the pyramid should be sufficient to accomplish the objective. If you have more technical data that would exceed this design, then either your objective is too vague and needs to be refined or some of your technical information is not general enough and you will bury your audience in detail. Your preferred style of presenting can then shape your message based on the content pyramid. Confirm with the audience that the content is understandable each time you change pyramid levels. You can build more complex messages using multiple pyramids. Eventually, you will organize content in a logical flow without the use of the pyramid.

Technique Two: Now we will add the emotive or caring side of your message. Create a caring objective for your message. This is similar to the content objective, except it must be about the impact of your message on people. All technical messages have an impact. It may not be obvious or well stated, but there is always an emotive side to technical presentations. The caring objective should be stated in the format, “At the end of this presentation, the audience should feel XXXX about YYYY.” Keep it simple and focused. Once you have defined your caring objective, identify opportunities to reinforce the caring objective in your message. This can be accomplished by adding a personal story,

sharing your own perspective on the impact on people, or asking the audience for their perception of the impact. When you have some experience with constructing a message for both content and caring objectives, you will find you have a greater impact with more general audiences.

Original Question:

_____ 7. I believe the professional category of work I do has obvious inherent social value. (1 – 5)

Why this question? Since most communication occurs in the 1st Order with audiences we already know and trust, we tend to focus primarily on the more technical explanations of our professional work. The inherent social value is always assumed to be positive in the 1st Order. Communication techniques that work with supportive 1st Order audiences are not as effective with audiences who need more convincing. 2nd and 3rd Order communication takes into account that your professional work may not be seen by the audience as having positive inherent social value. Building credibility as a professional or as an organization is a very subtle change from your traditional 1st Order patterns and requires a major communication shift in techniques. Learning to build credibility with an audience that is not in your professional field requires techniques that simplify complexity and bring social relevance to your work. Communicating in other styles requires expressing your professional work in terms of its impact on people, both at the personal and global levels. This credibility issue is further complicated by any previous negative press that your profession may have received. No profession is spared from negative media coverage in our social world. Most professions have acquired some negative perceptions somewhere in their past and overcoming any such negatives requires 2nd and 3rd Order techniques. This question aligns with question #8 and the social contribution of your professional work over your lifetime. 2nd and 3rd Order communications are about delivering your message in the language and social archetype of the audience so as to overcome credibility issues and begin to build rapport and relationships. Your communications objective is to have the audience discover the obvious inherent social value of your professional work without using talking points, lecturing or other 1st Order behavioral patterns. How you convey the social value of your professional work establishes your credibility.

The detailed analysis format for this question differs from that of the other questions. Each of the five scores builds on the others. The techniques for a score of 3 build on the 1 and 2 score techniques. For this reason, each of the scores will contain one new technique, as well as techniques for the previous scores.

Score ratings:

Score of 1 out of 5

Behavioral Communication Pattern: A score of 1 on this question indicates that your primary communication pattern is currently oriented to 1st Order audiences. You may not have developed your ability to relate the social value of your professional work simply

because you do not have a requirement to communicate with 2nd and 3rd Order audiences. If you do need to communicate with other than 1st Order audiences, then using your 1st Order behavioral patterns will probably result in an ineffective message. The audience may be polite and gracious and not indicate their dissatisfaction. The 3rd Order Communications model operates on the premise that all professional work adds value to our social world. How you relate that social value to an audience sets the context and credibility of your message. Your score indicates that you either have not developed the social context of your work or you find no social value in it. With 1st Order audiences, social value is assumed, since you have a common advocacy with them. If 2nd Order techniques are used with 1st Order audiences, they can further motivate and reinforce a common cause linked to the social value. With other audiences, the same message will be seen as political propaganda. The techniques we recommend build the social value of your professional work at multiple social levels, from personal experience to universal values. Learning to communicate in these “feeling and emotional” domains at various social levels will take practice and experience with increasingly difficult audiences.

Socially Intelligent Strength: A score of 1 on this question indicates that you may be an effective communicator with an audience that already accepts you as socially credible. As an example, most of us want to live on a planet that takes care of its environment. We have choices to make about who we do business with: companies that support a clean environment or those that abuse the environment. We have heard of companies that run ads about being environmentally friendly and then later read stories of how they are polluting. Social credibility is required to communicate with any audience that has reason not to trust your message. This social credibility can be developed in stages using various techniques. Your strength in the 1st Order can be augmented by gradually shifting the social context of your professional work.

Technique One: This technique will introduce you to working in the 2nd Order with an audience that doubts your social credibility. Begin by taking your current message and answering the following questions: What is its personal impact on you as you conduct your professional work? What would be the social impact of your message on a member of the audience? What would be the social impact of your message on the entire audience? Remember, your answers are statements about the feelings and emotional impact of your work. Start with articulating your own feelings when all goes well on your job. Develop a paragraph about that experience. Have someone read your paragraph and ask them what emotions are expressed. Then, from your perspective, do the same for any single member of the audience. What will they experience emotionally concerning your message? You should eventually find as many as five very different emotional and feeling responses to your message. For now, just develop one. The audience’s emotional and feeling response may differ from your own.

The next step is to begin to add some of the feeling and emotive context to your message. Start with a friendly audience. Plan where in your communications you will share your personal feelings. You will need to transition with words such as, “I’m going to depart from my regular presentation to share with you my personal experience on this topic.” Then share your feeling or emotional message and transition back to your regular

message. Practice this transition at least once a day. After you are comfortable with this, add the next step—ask the audience if someone would like to share what the personal impact of your message would be on them. “I’ve shared my personal experience with this topic. Can I have a member of the audience share their own personal experience?” You may explore the audience member’s experience, but do not make a judgment about it being right or wrong. A personal experience is always right to the person sharing the experience. Your interest is in understanding the social impact of your message and how it differs from your perception as articulated above. This starts to build your understanding of the inherent social value of your professional work at the individual level. You can then begin to share the audience feelings as part of your future communications to help build your social credibility.

Stretch Skill Advancement: Learning to communicate with more social credibility should be reinforced with additional “feeling and emotional” content in your message. This is another tool for building flexibility in your communication style. The technique is based on the Myers-Briggs Type Indicator. The communication goal for this technique is to reinforce your social credibility story from Technique One with content that aligns with your message’s inherent social value.

Technique Two: This technique expands your communication style flexibility. A very well researched and generally available tool is the Myers-Briggs Type Indicator (MBTI). You should take the MBTI and self-validate your results. Then take your 1st Order communication message and relate it to your MBTI profile. For example, if you are an ESTJ, your message may be mostly about facts, specific examples and logical solutions with immediate results. Or, if you are an ISFJ, your message may be about the dedication and unselfish work of a few people who make the success of a business possible. You want to understand your message in MBTI style language before you can begin to use social content in your communications with more difficult audiences. This technique focuses on the third letter in your MBTI profile, your value system for making decisions. In the MBTI model, you are somewhere on a range from “F” Feeling to “T” Thinking. Feeling value systems consider the impact on people as a primary concern. Thinking value systems consider the impact of logical problem solving on the business as a primary concern. If the third letter in your MBTI profile is an “F”, then your message probably already contains inherent social value content. If your message lacks this social content, then proceed as if your third letter is a “T”. As a “T”, you need to modify your message to use at least one example of “feeling” social content. You may want to use the personal experience you developed in Technique One for this question. Your communication goal is to get at least one inherent social value example in your communications. This is a very small step, but a necessary one if you want to move into 2nd and 3rd Order communication skills. You can build from this experience into more sophisticated techniques and more difficult audiences.

Original Question:

8. I believe my profession will make a positive contribution to mankind within my lifetime. (1 – 5)

Why this question? Question 8 is focused on one communications goal—provide a technique that can help make or reinforce a connection of trust with an audience. Is there a basic skill that is reasonably easy to learn that can help develop rapport and trust? Your profession may be the answer. Our techniques focus on your personal expectations of how your profession has changed, is changing, and will change some people in our world. Every profession makes some type of a positive contribution. Every profession exists for a social reason. No contribution is too small. Every profession started by helping that first person. Your profession is about you and not the organization you represent. This is about your personal credibility with an audience.

The question begins with “I believe...” These words were selected to determine the extent to which you expect and trust that your professional work will make a positive contribution in your lifetime. These are YOUR expectations. We organize audiences’ expectations by Order designations. With a 1st Order audience, they already know you make a positive contribution and you probably never have to reinforce the point. If you assume that you are credible with every audience, then you have no need to demonstrate your social credibility. That can lead to difficult experiences when you venture into 2nd and 3rd Order audiences. 2nd Order audiences have at least some doubt about your credibility, and 3rd Order audiences simply do not trust you or your personal credibility. If you have never developed the capacity to articulate your positive professional contribution, you will most likely find yourself emotionally defensive when your credibility is challenged. Conveying your profession’s contribution is a very powerful opportunity to build a relationship with 2nd and 3rd Order audiences. If you can match the audience’s communication style, select the best-fit social hierarchy and articulate your professional contribution, you will usually begin to find common ground with an audience. Professional contributions are one of the safest ways to build relationships with audiences, especially those that doubt your credibility.

The word “profession” is used to help set the social hierarchical level. It ranges from “profession,” as in your job title, to “profession,” as in a professional discipline. Let’s use CFO (Chief Finance Officer) as a “profession” to illustrate the organization of a social hierarchy. The smallest social hierarchy is one person, the CFO of your organization. The next higher social level would be groups of CFOs such as CFO professionals in your industry. Next, we can look at CFOs

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If you spend most of your time communicating with 1st Order audiences, then a score of 1 or 2 on this question is not a problem. We provide the same technique for either of these scores. In the 1st Order, the audience knows you are a credible professional and you can concentrate on message content. By default, you have already established social credibility with the audience. This all changes quickly as your audiences find you less credible. With 2nd and 3rd Order audiences, building your social credibility is one of your first tasks. Until you have social credibility, you cannot have technical or content credibility. To build social credibility, you have to find common social bonds that you share with the audience. Note again that the question asks about your profession, not your

job. Your profession could include thousands of professionals like you. What are all these professionals trying to achieve socially? In all likelihood, the outcome of your professional work has a positive social contribution that can be related to any audience. Detailing your professional contributions is a big part of our techniques. These positive social contributions are a credibility link that you need to create in the 3rd Order. Note also that we did not ask about the positive contribution of your work to any single client. We are again looking for its contribution to mankind. Mankind is the largest social grouping possible. Any audience is a subgroup of mankind. Therefore, your profession is making a positive contribution to audience members, another social credibility link to create in the 3rd Order. This question measures your capacity to think in these large social system hierarchies. The higher your score on this question, the more likely it is that you have the social hierarchy capacity to relate to audiences in the 3rd Order.

Score ratings:

Score of 3 out of 5:

Behavioral Communication Pattern: Congratulations! Your score of 3 means you may already be using 2nd Order techniques. Your score indicates that, in some situations, you may have been successful in conveying to an audience the positive contributions of your professional work. You may have intuitively presented these contributions. You may not have deliberately planned this type of message content, but think back to your communications behavior and see if you can find examples of talking about your work's impact on people, groups of people, organizations, or even the USA. At this score level, we want to capture your current examples of your profession's contributions and expand them into two social hierarchy levels—the smallest social group and the largest social group. Our technique is designed to help you learn when to use smallest or largest hierarchy contribution examples to achieve a level of rapport with an audience. However, there are still audience and content situations in which your ability will be limited. To go beyond your current score, you need to try new techniques to extend your success. We have provided two techniques for your consideration. The first is one we provide for scores of 1 or 2 on this question. Review it to create your list of basic contributions that will be needed in the more advanced technique. The second technique is designed to build upon the first and expand your ability to reach more audiences.

Technique One: This technique will introduce you to working in the 2nd Order with an audience that doubts your social credibility. This may be new to you, so some patience in getting results using this technique will be required. Our focus is to detail some of the positive contributions of your profession over your lifetime. Let's start by focusing on one contribution from the past. When you do your professional work, what has been the outcome? What are the specific contributions an individual would experience from your work? How has it made someone's life better? How many people have you helped over the years?

Describe the positive results of your professional work by answering these types of questions: How did you help people...

- ...feel more secure in their investments?

- ...make a better return on their investments?
- ...feel safer at home, in the car or elsewhere?
- ...be healthier persons?
- ...make better decisions about their lives?
- ...be more productive in their work?

The list could go on and on. Who do you touch? How do you help? What are the results of your professional work? Explore and detail how you make an impact on people. Your profession makes a difference in someone's life. You want to make this a personal statement about your professional contribution over the years. If your work helps departments or companies or families—how many have you helped? Define at least one and up to five positive contributions. With a score of 3 on this question, you have likely considered your contributions before and should be able to list several examples.

Next, begin to share your professional contributions with audiences. Start with a simple statement of fact to a friendly 1st Order audience. Plan where in your communications you will share your personal contributions and how you feel about successfully providing that product or service. Be sure to transition with words similar to, "I'm going to depart from my regular presentation to share with you my personal experience on how our work contributes to people's lives. Let me start with the example of..." Then share your positive contribution with the audience. To close your personal statement, say something like, "Thank you for allowing me to share this with you. I'm pleased that I was lucky enough to be a part of this profession. Now, I'd like to get back to the more technical part of my presentation." Then transition back to your regular message. Practice this transition as often as you can with friendly audiences. After you are comfortable with this addition to your message, add the next step. Ask the audience if someone would share their story of the profession's contribution to their life. "I've shared my personal story about this topic. Can I have a member of the audience share their own personal experience?" You may explore the audience member's experience, but do not make a judgment about it being right or wrong. A personal experience is always right to the person sharing it. Your interest is in having the audience elaborate on the positive contributions of your profession so as to build both your understanding of these contributions and your base of examples for future presentations. This technique expands on your personal knowledge, experience and insight concerning how others see the positive impact of your professional work.

Technique Two: With a score of 3, you are ready to add scale flexibility to your rapport-building techniques. From Technique One, you should have examples of the positive contributions made by your profession. These examples will most likely be about social groups as small as one individual or families. This additional technique is focused on giving you two social bridges to build with a less than friendly audience to help enhance your personal social credibility. This technique uses social scaling—shifting the focus of the audience from smallest to largest social groupings. By scaling, we mean the deliberate transition from the smallest to the largest social components of your message. If your personal credibility is in doubt, this technique is a safe way to show the audience that you care about people, and that you are part of a profession that cares about people. As in Technique One, share your personal contributions and how you feel about

successfully providing that product or service. In this technique, you add scaling with a second example. After you and your audience have shared your personal experiences of your profession's contributions—where your focus has been on the smallest social group, the individual—transition to the largest social group, all of mankind. “When you look at this profession across the entire globe, we are a diverse profession helping millions of people in a small but important way.” Share an example of your profession's impact on that global level. Then close as in Technique One and transition back to your regular message. Using two scaled social contributions will lend social credibility to a wider component of the audience. No one technique will build social credibility with everyone—people are just too socially different when it comes to personal credibility. This is a very basic social credibility technique that should transfer the positive aspects of your profession to your personal credibility with an audience.

As an example, let's take the job of Phlebotomy Technician in a hospital, the person who draws blood samples from patients. On the smallest scale, your positive professional contribution is helping one patient at a time, especially those of us who can't bear to watch, hate needles or faint at the sight of blood. At the largest hierarchy scale is the collective impact of all phlebotomy procedures on all patients in all countries across the globe. Hundreds of millions of lives are touched—and perhaps saved—through better diagnoses and better medical treatment. You are not trying to say that you are the reason for this contribution at the global level. You are simply shifting the social role of your communications from one phlebotomist to one of thousands of professionals having an impact on people's lives. This technique is a sophisticated social technique that increases your chances of finding a common social bond with your audience. Using this example, who in the audience has ever given a blood sample? The answer is probably everyone. After some practice, you can use this technique two ways—scale from smallest to largest or largest to smallest. Use smallest to largest scaling if content is more important to your audience. Use largest to smallest if social value is more important to your audience.