

About the Author

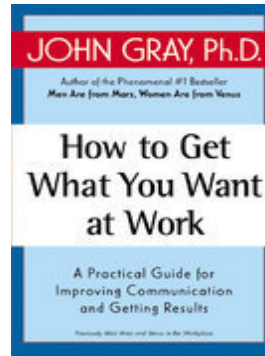


John Gray, Ph.D., is the author of 16 best-selling books, including *Men Are from Mars, Women Are from Venus*, the number one best-selling book of the last decade and the number one relationship book of all time. In the past 15 years, over 40 million *Mars and Venus* books have been sold in over 45 languages throughout the world.

An expert in the field of communication, Dr. Gray's focus is to help men and women understand, respect, and appreciate their differences in both personal and professional relationships. In his many books, CDs, DVDs, tapes, workshops, and seminars he provides practical tools and insights to effectively manage stress and improve relationships at all stages and ages by creating the brain chemistry of health, happiness, and lasting romance.

How to Get What You Want In The Workplace

A Practical Guide For Improving Communication and Getting Results



Author: John Gray
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■ The Big Idea

The insights and principles of communication revealed in this book are universal. They apply to everyone in the workplace – CEOs, COOs, executives, managers, consultants, workers, assistants, and secretaries. Despite the complexities of the workplace with its hierarchies, teams, divisions, departments, and various structures, the communication or miscommunication between men and women will always determine the success of a company.

In every facet of the workplace – from administration, marketing and sales to product development and delivery of services – the ability to better understand men and women gives both individuals and companies a much-appreciated competitive advantage.

As you learn the different ways men and woman communicate and approach problem solving in the workplace, you will have an extra edge to earn the respect, support and trust you deserve. By making small but significant changes in the way you present yourself and respond to others, you will experience immediately satisfying results.

From the bestselling author of the *Mars and Venus* series, here is the prescription for how to create lasting success, fulfillment and happiness at work.

Why You Need This Book

In this powerful new book, John Gray turns his successful Mars and Venus healing advice towards work and success in modern times – from how to create and maintain positive relationships at work, to how to maximize your potential, realize your creativity and more.

FOUR REASONS TO TALK

Men at work generally use language for one reason, while women have four reasons. Understanding this difference can open up a whole new world of communication between men and women. By understanding this distinction, women can understand why men don't seem to listen the way another woman would.

Here are four reasons for communicating on Venus:

1. **Talking to make a point.** Men primarily use language to convey content, while women use words for other reasons as well.
2. **Talking to give and receive emotional support.** When women share feelings it is like a "For Your Information Only" memo. On Venus, caring, understanding, and respect automatically earn trust.
3. **Talking to relieve tension.** By talking about what she has to do, a woman can relieve normal job pressures.
4. **Talking to discover a point.** Men generally know what they are going to say before they speak, but a woman may just begin talking and gradually discover what she wants to say.

SIX TIPS FOR GIVING UNSOLICITED ADVICE

1. Direct requests are generally more readily received than suggestions and advice. Instead of saying, "You should clean the filters when you are done," you can say, "Would you clean the filters when you are done?" or "Please clean the filters when you are done."
2. When making a request use "would you" instead of "could you." "Could you" is indirect, while "Would you" is direct and implies a trust that he can do what you are asking. Instead of saying, "Could you look this over again?" make your request direct by saying, "Would you look this over?"
3. State the simple facts and use the least amount of words. For example, "The paint is still wet." He doesn't need someone to tell him to be careful or to keep his hands off the wall.
4. Don't presume to know something he doesn't. This suggests you think you know more than he. You can give your experience. Instead of saying, "Don't worry, planes are always late," you could say, "I wouldn't worry. Planes are always late when I travel."
5. Don't presume that he needs help. Instead of saying, "The paper is in the bottom drawer," you could say, "In case you didn't know, the paper is in the bottom drawer."
6. Don't presume that he is asking for your opinion. Say what you think, in a casual way: "I think... we are not obligated in any way to finish this report."

These six tips are particularly helpful for managers directing male and female employees because their responsibilities require giving direction and advice. These approaches will be helpful for at any level of the workplace for giving advice when it is necessary. Such strategies will ensure that the advices are taken positively.

THE ADVANTAGES AND DISADVANTAGES OF TALKING ABOUT PROBLEMS

Many communication problems can be resolved when both men and women understand how we approach solving problems differently. With this insight, we are better equipped to determine when it is appropriate to talk about problems and when it is not.

On Venus, talking about problems is a way to feel better, but here on Earth where we work together, it has many strong advantages and disadvantages. An awareness of both assists you in making the right choice for you in different settings:

ADVANTAGE	DISADVANTAGE
1. By including others in the discussion of a problem, a deeper awareness of the problem is developed.	1. By including others in the process of solving a problem, different points of view can create unnecessary conflict.
2. By sharing the problem with others, you are insured of having their support in implementing your solution.	2. Involving others may motivate them to talk about their problems as well. Rather than getting their support, you can get their problems.
3. Involving others to find a solution engages others and creates an increased motivation to participate in the solution.	3. Making others aware of your problems can weaken your image as a competent worker.
4. Sharing the problem and the process of solving the problem increases a sense of community and connection between workers.	4. Familiarity breeds contempt. By sharing problems with others, a sense of equality is generated. If you have increased privileges or have made advances in the company, then jealousy arises.
5. With more women in management, some men feel resentful and resist female authority.	5. On Mars, they support those who appear to have the winning solution. To appear as if you don't have a solution makes you seem weak. To talk about your problems is advertising your incompetence.

THE BENEFITS OF LISTENING

Demonstrating that you care on Venus has more to do with how you listen and respond than with what you say and do. Most men don't have a clue what women are talking about when women feel, think, or say. Here are ten benefits of learning to listen in a way that makes Venusians feel heard:

1. When you listen to a woman and do not rush to the point, she will feel you care and will give you her trust. This increases her willingness to do business with you and work harmoniously together.
2. When you ask questions of a woman to gather more information, she will feel more engaged or drawn out and as a result more motivated to do business with you.
3. By not interrupting a woman's discussion with solutions, you will acknowledge the validity of her problems so that she can trust the validity of your solutions.
4. By reflecting on what she has said, you help to clarify her thinking, and then she will appreciate you more. With greater clarity, she is able to give you more trust and support.
5. By listening to her objections without interruption, you communicate the intention to be of service and make her feel safe. As a result, she can be more decisive in making a purchase or agreement.
6. If you remember what she has said and ask related questions, she will know that you are capable of responding to her needs. She will feel assured in depending on your services.
7. When you hear her frustration, worry and disappointment without minimizing her feelings with an immediate explanation or excuse, she will begin to appreciate you. By relating in some way to her feelings you will build rapport, which strengthens trust in any work relationship.
8. By not offering a solution right away when a woman talks about problems, you make a woman feel respected, because her competence in solving the problem is not being questioned or minimized. She feels validated and is more eager to receive your services and support.

9. By listening to a list of complaints and problems with patience, a man appears more confident to a woman. She trusts that he is a “can-do” person and feels assured that he values her and is not just interested in the bottom line. This builds rapport.
10. Listening to a woman with empathy will give comfort. She will feel she can count on you. She will support you and refer your services to all her friends.

TIPS FOR DIRECT ASKING

There are five secrets for asking for support on Mars and receiving it. Most men will not necessarily be aware of these secrets but they will instinctively follow them. They are appropriate timing, non-demanding attitude, being brief, being direct, and using correct wording.

1. **Appropriate timing:** Be careful not to ask him to do something that he is obviously just planning to do. Timing is very important even when a woman applies the other secrets of direct asking.
2. **Nondemanding attitude:** A request is not a demand. Men don't respond well to demands or ultimatums. A woman doesn't like demands either, but she will respect a demand if it is backed by valid reasons, feelings and justifications.
3. **Being brief:** When asking for support or for a raise, avoid giving a list of reasons why he should help. The more you feel as if you have to convince him the weaker your position becomes in his eyes.
4. **Being direct:** Women often think they are asking for men's support when on Mars they are not. When a woman wants assistance or support she may present the problem but not directly ask. A direct request does not imply a request.

THE PRIMARY EMOTIONAL NEEDS ON MARS AND VENUS

Certainly, every man and woman needs all twelve types of support, but under stress, women particularly appreciate six kinds of support and men particularly appreciate the other six. The more stress a person feels the more they will appreciate their particular kind of support.

This list helps us to remind us of what is more important on Mars or Venus for releasing stress. Without this list, it is easy for a man to give the kind of support he needs and overlook what may be more important to a woman. The same is true for women. Instead of focusing on giving the kind of support she appreciates most, she will be much more successful in giving the support men want most.

As stress levels go up, these types of support are needed more. Here are the different emotional needs listed side by side:

Stress Busters for Women	Stress Busters for Men
Caring	Trust
Understanding	Acceptance
Respect	Appreciation
Inclusion	Admiration
Validation	Acknowledgement
Reassurance	Encouragement

In this list of emotional needs each pairing of emotional needs is also reciprocal. In this way all of the different needs are reciprocal. To get a particular kind of support you want, focus on giving the reciprocal kind of support.

REMEMBERING OUR DIFFERENCES

By remembering once again how men and women are different and that we are supposed to be that way, we are set free from unnecessary judgments and instead experience increasing understanding, acceptance, and respect.

By taking responsibility to change yourself instead of waiting for others to change, you will feel and exercise your new power to create positive and supportive work relationships.
