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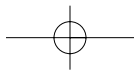
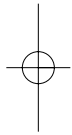
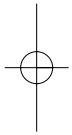
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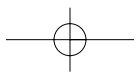
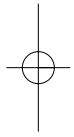
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*“The warrior’s approach is to say
‘yes’ to life: ‘yea’ to it all.”*
~ Joseph Campbell



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INTRODUCTION

Society is increasingly using technology to replace human relationships and enhance living through better and faster information. Yet, our ability to communicate and be understood is facing interesting challenges these days. The political and economic climate of skepticism and suspicion permeating our society is at an all-time high and trust is at an all-time low. The by-product of all this is that people are feeling overwhelmed, disconnected, and frustrated. This is expressed in the ways we communicate, most notably in the phenomenon brought about by the Internet: email.

I was sitting in my client Jeremy's office looking over his emails. He was negotiating a contract with the CEO of a large clothing company. I was hired to assist in the communication and negotiating process. The challenge: all communications were done through email. He had never met with the CEO with whom he was negotiating or even spoken to him on the phone.

Jeremy was becoming increasingly frustrated because each email he sent was creating greater distance between he and the CEO rather than aligning them more closely with their main goal: the signing of a contract. Things were quickly deteriorating and both parties were losing their patience.

I read each email and was amazed at how each had communicated right past each other. I quickly created a "how to" guide using my Language Response System™. This system helped determine the CEO's style of communication, what he valued most, his emotional position, and what was holding him back. All this from his emails!

Jeremy used this system and to his surprise, things began to shift. After just a few rounds of email, a contract was agreed on. The deal was finalized and both parties were happy.

With email communications, the normal cues found in face-to-face exchanges are absent.

You may be wondering, “What was different?” “How did things shift so quickly?” It’s simple: Using *The Language Response System™*, Jeremy was able to connect with the CEO, creating trust and rapport. For the first time, Jeremy spoke the same language as the CEO by communicating *with* him rather than *at* him.

Why should you take the time to analyze emails? I’m sure you’re busy enough without having to add to what’s on your plate. The fact is, though, it’s simple to create successful outcomes that yield positive results and create relationships that flourish. We are in a day and age wherein we need to negotiate, be understood, and connect. And customers and clients expect it. If you want to satisfy customers, manage employees, close deals faster and more efficiently thrive in your business, you better be able to deliver. The greater your connection with someone, the easier and smoother your communications will be. To create this connection, you need to enter the world of the person or people with whom you are communicating.

The days when we communicated face to face have now been replaced by numerous digital devices, mainly email. The human touch in communication is quickly diminishing. As humans, our ultimate goal in communication is to be understood and when this happens, we feel accepted. Our most basic human instinct drives this need. Research supports this conclusion. A Ryan and Lynch study (1989) revealed that a “lack of warmth and meaningful relationships” played a significant role in the cause of heart attacks in people. Simply put, it is a biological need for people to feel understood. It stands to reason then, that if we want to be understood, we must learn how to reconnect as humans in our digital world. Email is an integral aspect of our digital technology, one of the greatest advancements in communication in our modern times.

Let's face it, people like people who are like them. We all gravitate to people who are similar to us, to whom we can relate, whom we are comfortable with, and with whom we most identify. The more we transform our email style to match our sender's email, the more comfortable they become with us and what we have to say. Negotiations go more smoothly, sales transpire more readily, there are fewer customer upsets, and customer issues are handled more quickly.

Email Power is a coaching and training method to help you create trust and rapport, reduce conversation time, and increase the quality of your relationships. Ultimately, it's to get what you want from every email you send. The foundation of this book is based on *The Language Response System*, a process for analyzing email conversations and determining the emotion, tone, and communication style of the people with whom you are corresponding – all in 60 seconds. It then teaches you how to respond to a sender using the correct language response. You learn how to enter the world of your client, customer, employee, or friend and respond in a way they can understand creating the results you desire. You can transform your relationships one message at a time and *The Language Response System* can get you there.

As you proceed through this book, relax and know that you are taking it all in on several levels, integrating all the information as you progress. When you are done, you will have the power to evaluate emails in 60 seconds. It's just like learning to ride a bike: Once you get it, you've got it for good. Enjoy the ride!

*“I hear and I forget
I see and I remember
I do and I understand.”*

~ Confucius

1

UNDERSTANDING THE LANGUAGE OF EMAIL

*“When the eyes say one thing and the
tongue another, a practiced man relies
on the language of the first.”*

~ Ralph Waldo Emerson

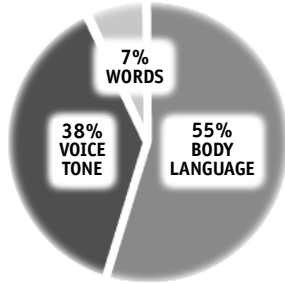
You've just returned from a great lunch and are feeling pumped to take on your afternoon's workload. Sitting down at your computer, you log onto the Internet and access your email. Several have come in and the client you want most to hear back from has responded to your morning email. Great! You eagerly open it and instantly freeze, your mouth drops open, your heart stops. Your client is fuming, his anger at you is so great he's decided to take his account and business elsewhere. You're in complete shock. Confusion, hurt and anger surge through your body, your stomach now in threatening turmoil. You can't believe this has happened. Your first thought is that the guy is nuts. You want to immediately write back. Your impulse to tell him off, to write him a spiteful note back is incredibly strong. But then you remember the last time you had a knee-jerk reaction, the wind goes out of your sails. Nothing feels worse than email regret, when you wish you had an "unsubscribe" button. What do you do now? How can you recover this situation? Now's the time you wish someone had written an all-encompassing email communication manual.

In everyday occurrences the world over, an estimated 31 billion email messages are transacted every day and these numbers are expected to rise to 60 billion in 2006 (IDC, World Wide Email Usage study). In the U.S., 130 million employees send approximately 2.8 billion email messages daily. U.S. corporations receive approximately 50 million in-bound customer emails every day. In a recent survey conducted by the American Management Association, it was reported that 65% of employees polled spent up to two hours a day emailing. A full 10% spent more than four hours per day emailing. Some research suggests that 80% of business communication is now handled via email. The question becomes: How much damage is being done in these communications? How many deals are being lost? How many people are getting insulted, hurt, or angered to the point that they are no longer motivated or engaged? How many relationships have gone sour without an understanding of why?

These and many other questions are what prompted the research, training program, development, and the ultimate writing of this book. My clients, friends, and associates kept running into the same problem. It seemed that there was a critical communication issue no one had ever been able to address. With my 15 years of expertise in communication coaching, I began to see the same pattern. Time after time, the writer of the email had no idea the affect their words had on others. And when they got a response they were not expecting, they would respond exactly as they should not, making the problem exponentially worse. As I continued coaching people, I realized that if they had a system to understand the incoming email, as well as the person who wrote it, they could respond in a way that would create a favorable outcome. Over time, I created seminars, workshops, and a training company in these new methods. The results were phenomenal. I discovered I'd come up with a system that could help businesses and people to communicate better in their everyday lives, *Email Power: How to get what you want from every email you send*.

The new trend in instant messaging (IM) and text messaging within organizations is growing rapidly as well. Email has replaced how we once conducted business either face to face or via telephone. With email and instant messaging, the signaling cues of a normal face-to-face exchange are absent: eye contact, vocal cues, and body language are gone. And there is no feedback loop or way to adjust as communications develop.

***We need to
enter the world
of the person or
people with
whom we are
communicating.***



Dr. Albert Mehrabian of UCLA researched the importance of verbal and non-verbal messages in communication. In his research, he found that 93% of all communication is non-verbal: 55% is body language and 38% is voice tone. The remaining 7% is comprised of the actual content of what we're saying, the words.

With that said, Mehrabian's model is a seminal piece of research and clearly demonstrates the importance of all three channels of communication. It is important to note, though, that with any model, care must be taken when applying this to different communication situations. The percentages listed above can and do vary greatly depending upon a number of factors: The context of the communication, how much trust and rapport is already present (familiarity), how well you know the person, etc. These findings should only be used as a guide. Body language and voice tone appear to be most important when the message seems to be incongruent with one or more of the channels. In these situations, body language and voice tone become paramount in the transfer of meaning. Words, tone of voice, and body language must be consistent with and support one another. Words in many situations, especially after a degree of trust and rapport have been established, have a much greater impact than just 7 percent.

***Just as individual
as our finger-
prints, so is our
language.***

When speaking with someone in person, we intuitively know if they are being sincere or not. We have all experienced this to one degree or another. Often, we know if news is good or bad before a word is spoken. When my doctor examines my sinuses during the cold and flu season, I always know

if it's good news or bad news before he even says a word, just by the look on his face.

We all do this by using non-verbal signals to determine if what we're hearing rings true for us. These non-verbal indicators are absent in email conversation, leaving the reader to decipher words with 93% of the clues missing. The very fact that we are staring at an electronic machine in and of itself begins the disconnection process. It is no wonder the misinterpretation of email messages is a daily occurrence that causes personal relationships to deteriorate and costs businesses billions of dollars in lost revenue. Consequently, we are forever scanning the emotional landscape of our emails for clues to determine what is really being said.

Since the introduction of computers, people have begun to treat others as digital beings, as an appendage of their computer. We've forgotten that there are people connected to their email addresses. As a result, we've managed to disconnect ourselves from our humanity and our shared human experience, and begun to feel that we as individuals no longer matter. We are simply conveyers of information without all the qualities of our humanness that make us engaging, compassionate, patient, respectful, etc. The time has come to reconnect to our humanness and use this extraordinary technology to create mutually beneficial relationships that honor each other's experiences and to not only solidly establish deeper levels of connection, but greater trust and rapport.

The Importance of Trust and Rapport in Conversation

We are continually checking our emotional landscape to see if it is okay to trust others and the world at large. When trust and rapport are present, we are heard, people listen, and there is comfort and ease. Do you remember being in rapport with a friend? It was easy as you both moved with elegance and timing in your conversation. You almost

knew what the other person was going to say before they said it. It just felt good.

On the other hand, we all know what it is like to not trust and what it feels like to not be in rapport. Imagine a time when no matter what you said or how you said it, the person with whom you were talking just didn't get it. You felt uneasy and the communication was challenging. You were not in rapport.

Building a Record of Trust and Rapport

Each time an email conversation occurs with a client, customer or colleague, we have the opportunity to build a record of trust and rapport. It either supports or detracts from the quality of our relationship. Trust and rapport are always changing. They never stay the same. When both are high, communication is easy, fast, and effective. When both are low, communication is challenging, slow, and ineffective.

Webster's (second edition) definition of trust and rapport reads:

Trust: Assured reliance on the character, ability, strength, or truth of someone or something.

Trust creates a feeling of being safe and secure, which leads to:

Rapport: Relations marked by harmony, conformity, accord, and affinity. It is the ability to connect and relate to another person.

When these magical conditions are present, communication is simple, easy, we feel understood, and we also feel a sense of connection. Unfortunately, this is not always the case. There are times when the emails we receive are challenging.

Our Choice of Words Creates Our Reality

The English language has the greatest number of word choices: approximately 750,000. The average English-speaking person uses approximately 2,000 of those words in their vocabulary, less than .5 percent of what the English language has to offer.

When we write or speak, our word choices create a physiological response in the person with whom we are communicating- and vice versa. It is through the individual interpretation of words and phrases that feeling or emotion is created. Think of a time when you received bad news. Now think of a time when you received great news. How did that feel? In each situation it was your interpretation of the words that created the positive and negative emotion you felt. Each word we read or hear has the potential for an emotional response. For example, what emotions do you feel when you read the following three words? (Read and experience what occurs for you with each word for 5 seconds. Notice your emotional response to each word.)

***It is through
how we use
language in our
email that we
create trust
and rapport.***

- Love
- War
- Vacation

Language is the currency of our life and the words we choose shape our reality. They are the map to our beliefs, values, emotions, and personality. It is the choice and manner in which we write that gives us the clues to what is happening in our world.

There are two communication styles present in every email conversation: your's and the sender's.

All language is an attempt to persuade someone. There is no neutral language. Each word we use in our conversations and written communications has a specific intention. Our day consists of multiple conversations, all of which have various desired outcomes: to be respected, understood, agreed with, or just listened to. There is always an outcome.

We use language to get what we want, or sometimes, what we don't want. The more skilled you are with your email language, the more possibilities you can create. This gives the person with whom you are communicating clarity and the ability to make more appropriate choices.

This becomes a significant issue in business when the words and the tone we use can be the difference in closing a deal or not, of satisfying a customer or losing them, or empowering an employee or discouraging them.

In their recent book, *First Break All the Rules*, Marcus Buckingham and Curt Coffman reported some key findings in their Gallup poll study of a billion customer interviews over 20 years. They found that partnership and advice were the most significant aspects of a customer's expectations. They wrote,

*"...to meet this expectation, you need employees on the front line who are wired to find the **right words and right tone for each specific customer.**"*

Now that we have the Internet for high-speed communication, we need to learn how to create a human connection that complements this speed. This applies to virtually anyone who uses email from company presidents to managers at all levels, client and cus-

tomers service departments, call centers, marketing, advertising, sales, etc.

The quality of your life is in direct correlation to your ability to communicate. Since you can't "unsend" email, you might as well become a pro in your communication and get the results you want.

How We Create Our Conversation Reality

Most of us enter the world thinking everyone is like us. Then, when we have a disagreement, a difference of opinion or we just aren't understood for who we are, we wonder, "What's wrong with them?" Nothing! They just interpret and perceive the world in their way. This process of interpretation is called generalizing, deleting, and distorting? It's our process for creating meaning of the world.

Here's how it works: As information comes into our brain through our senses and in order to handle the billions of pieces of information:

- we assign information to general categories,
 - delete what is not relevant, and
 - distort other information to fit our model of the world
- all of this unconsciously happening in microseconds.

This process is based on our individual personal filters, which consist of beliefs, values, attitudes, memories, etc., all unique to our model of the world. The end result is an internal representation creating emotions, feelings, and thoughts. We use our language to then communicate these feelings and thoughts about our experience.

In every conversation, this process is taking place and most people are not aware that this filtering system is at work. As a result, we often don't hear or process what is really being said. We simply get in the way of ourselves. Is it any wonder there is massive miscommunication?

***We are
meaning
making
machines.***

Essentially, we are meaning making machines – we create our reality via the meaning we assign to things.

The following are factors that make up our own reality in conversation:

- Emotional State/Stress
- Values and beliefs
- Attitudes
- Memories
- Ethnic heritage and religion
- Education and profession
- Gender
- Economic status
- Geographic culture
- Language

Independent of these considerations, our culture and educational systems give us minimal training and skills covering how to respond when evaluating written or spoken communication. Human communication is not just a transfer of information from one person to another or one email to another. People rely on their intuition, subjectivity and emotions, which is a moment-to-moment experience.

A great real-life example of how people process information – *generalize, delete* and *distort* – involves an episode of the top-rated television show *American Idol*.

A lovely girl gave a great effort and was met with the critical eye of Simon Cowell. He told her she'd given an enthusiastic performance but that her voice was terrible. When she returned to the general holding area for the contestants, she told everyone the judges loved her and that she just needed a little work. Was she in the same reality as Simon? Apparently, she heard only what she wanted to hear.

The Challenges of Email Communication

By its very nature, email communication is a monologue with no feedback loop. In regular conversation, we can adjust our voice tone and/or body language as we proceed through our conversations. Since the feedback loop is missing in email, the reader must create the tone, which may or may not be accurate, e.g., emails that are supposed to be funny are mistakenly taken seriously and serious emails are thought to be funny. These misinterpretations begin the breakdown of trust and rapport, and a potentially costly cycle begins.

This is where *The Language Response System* becomes your most valuable asset for affecting quick and constructive analysis of incoming emails, and replying with the most appropriate and effective response that produces a win-win relationship.

Top Ten Email Challenges

1. Email lacks tone; no body language or voice tone
2. Email is a monologue
3. Email arrives instantly and creates a sense of urgency
4. Email communication is centered on the writer
5. Email communication has no feedback loop
6. Email invites a quick response
7. Email can trigger an emotional reaction

“A computer lets you make more mistakes faster than any invention in human history with the possible exception of hand guns and tequila.”

~ Mitch Ratcliff



8. Email is permanent when sent
9. Email is open for misinterpretation
10. Email has the potential for exaggeration and fabrication

Email is one of the greatest advances in communication of our time. It allows 24-hour access to clients, customers, colleagues, and friends. Here is when to email and when to avoid emailing.

Email When:

- you want to deliver a message across different time zones and the information is ready when the receiver opens it,
- you want to send a message to multiple locations,
- you want to stay in contact with clients and customers,
- you want to follow up from a call or face-to-face meeting, or
- you want to document a phone or face-to-face conversation.

Avoid Email When:

- your conversation is sensitive or confidential in nature,
- your topic could easily be misunderstood or misinterpreted,
- your topic requires feedback within the conversation,
- your topic requires a fast response, or
- delivering bad news.

Email Power is organized to first teach you how to evaluate and diagnose an email and how to enter the world of the person with whom you are communicating. It then teaches you, using *The Language Response System*, how to initiate and respond to emails. Once you have identified the communication style and emotion of an email conversation, you have the ability to respond with power and persuasiveness. When you communicate in the sender's style, you're understood and get the results you're seeking. Conversely, you will also be helping the sender do the same with you. In this manner, both parties are rewarded and stand to gain greater mutual respect.



Essentially, what you are learning with *The Language Response System* is how to gather intelligence that will then help you make more informed and well-composed email communiqués. Everyone benefits when the communications they have with others connects. The intention of this methodology is not to manipulate others, rather simply provide you with tools that will connect you on deeper and more authentic levels in all your relationships. Keeping that in mind, let's move on to learning about the four types of communication styles: Visual, Auditory, Kinesthetic, and Digital. And at the end of Chapter 2, you'll have the opportunity to take a short questionnaire to determine which is your primary style of communication.