



Effective Communication: From Individual Differences to Practical Everyday Solutions

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Program szkolenia



INDIVIDUAL DIFFERENCES AND THEIR IMPACT ON COMMUNICATION

Temperament vs. Personality

Experiences and Perspectives

Thinking and Action Styles

Personality "Colors"



WHERE DO MISUNDERSTANDINGS COME FROM? - COMMUNICATION BARRIERS

Multigenerational collaboration

Projections, cognitive heuristics

F. S. von Thun's Four-sides model

Emotions and Interpretations



GOOD PRACTICES AND KEY COMMUNICATION SKILLS

I-statements

Feedback

FUKO method

Plain language in science





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Project "Actions towards the internationalization of the Doctoral School of the
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What Makes Us So Different?

Experiences shaping our perspective

Preferences, habits, routines

Needs and interests

Life stage we're currently in

Time (and place) of birth

Upbringing and value system

Thinking styles and reaction patterns

Emotions and sensitivity level

Attitude toward self and the world

Unique set of traits





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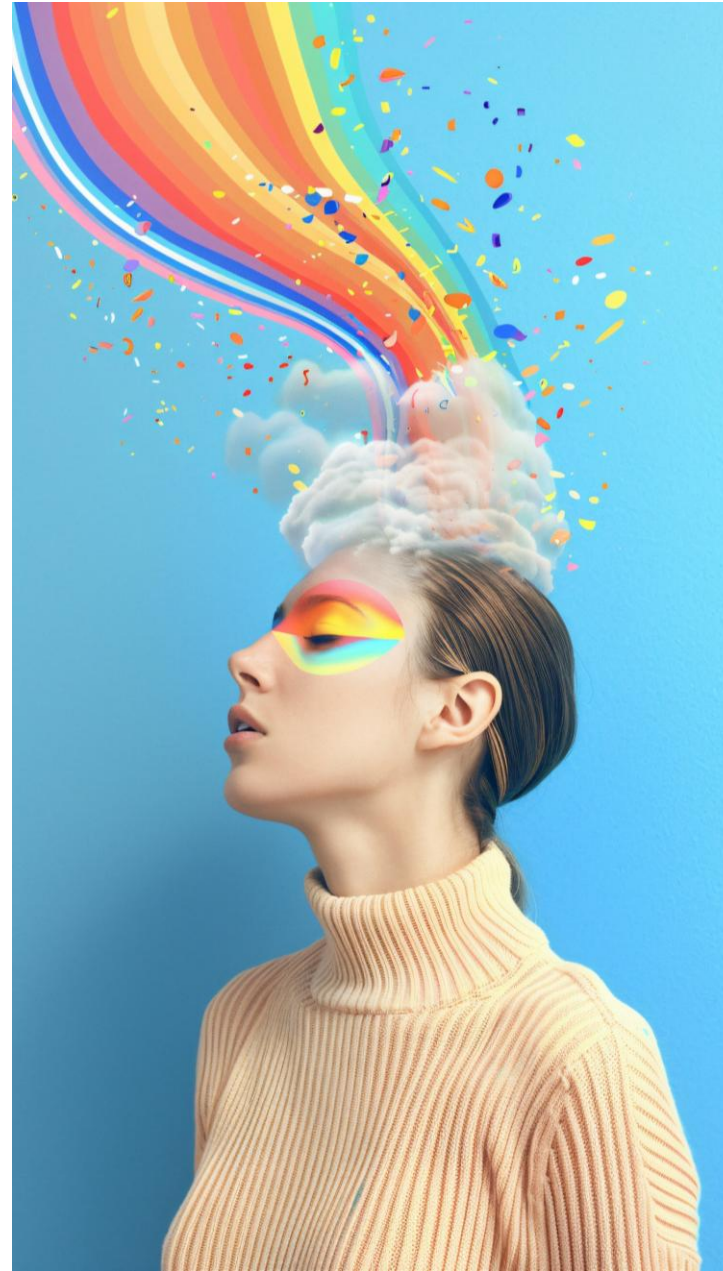
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TEMPERAMENT

Jan Strelau: Temperament is a set of basic, relatively stable traits present from early childhood.



PERSONALITY

Hans Eysenck: Personality is a relatively stable organization of character, temperament, intelligence, and physical constitution.

Raymond Cattell: Personality allows us to predict how someone will behave in a given situation.

Early Research on Temperament

Hippocrates (5th Century BC) – Pioneer of Medicine

- Referenced Empedocles' theory of the four elements (fire, water, earth, air).
- **Introduced the concept of four basic humors** (fluids) in the human body: blood, phlegm, yellow bile, and black bile.
- **Believed that the balance of these humors guaranteed health**, while an imbalance led to diseases.

Galen's Temperament Types (2nd century AD):

- He identified four main temperaments, each linked to the dominance of a specific humor:
 - Dominance of blood – **sanguine**
 - Dominance of phlegm – **phlegmatic**
 - Dominance of yellow bile – **choleric**
 - Dominance of black bile – **melancholic**.

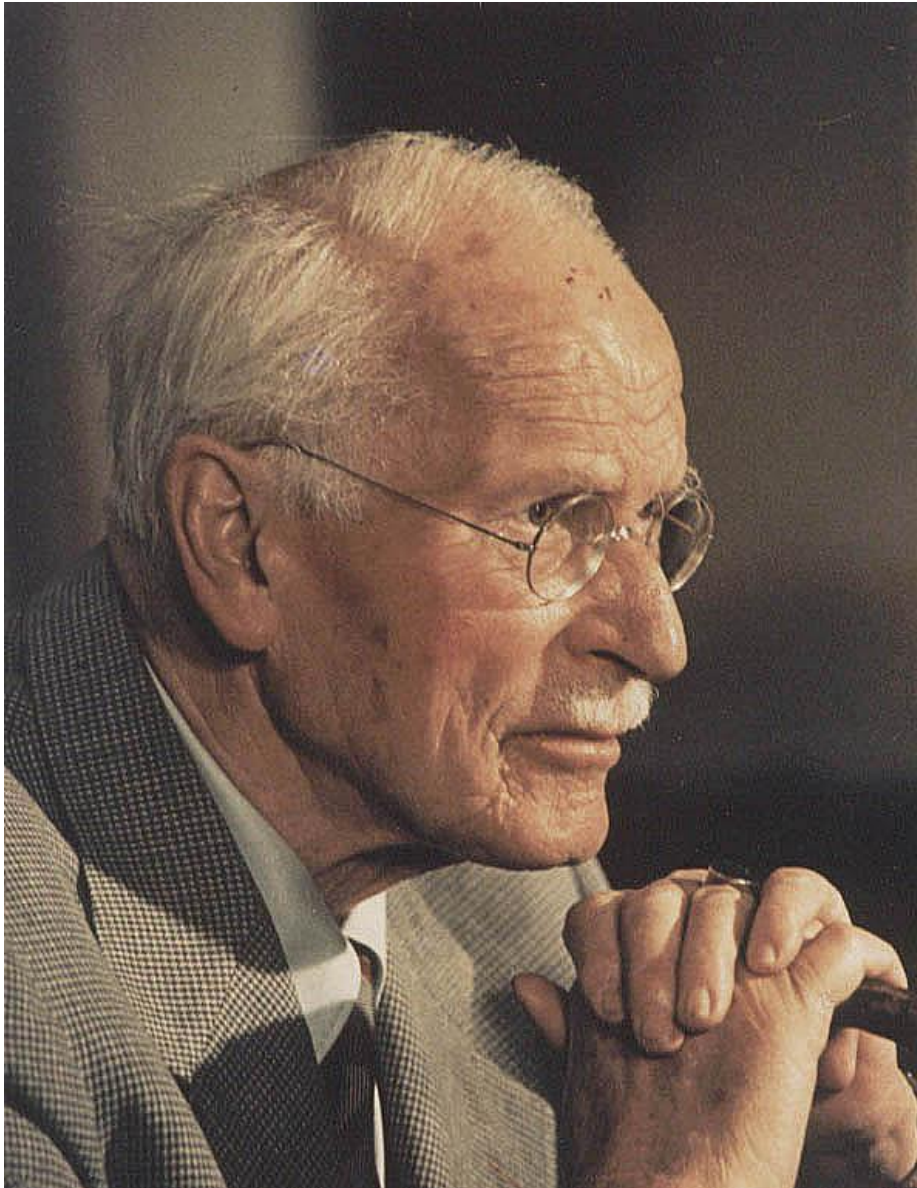


Key Concept of Personality

Carl Gustav Jung (1875–1961)

Swiss psychiatrist and founder of analytical psychology

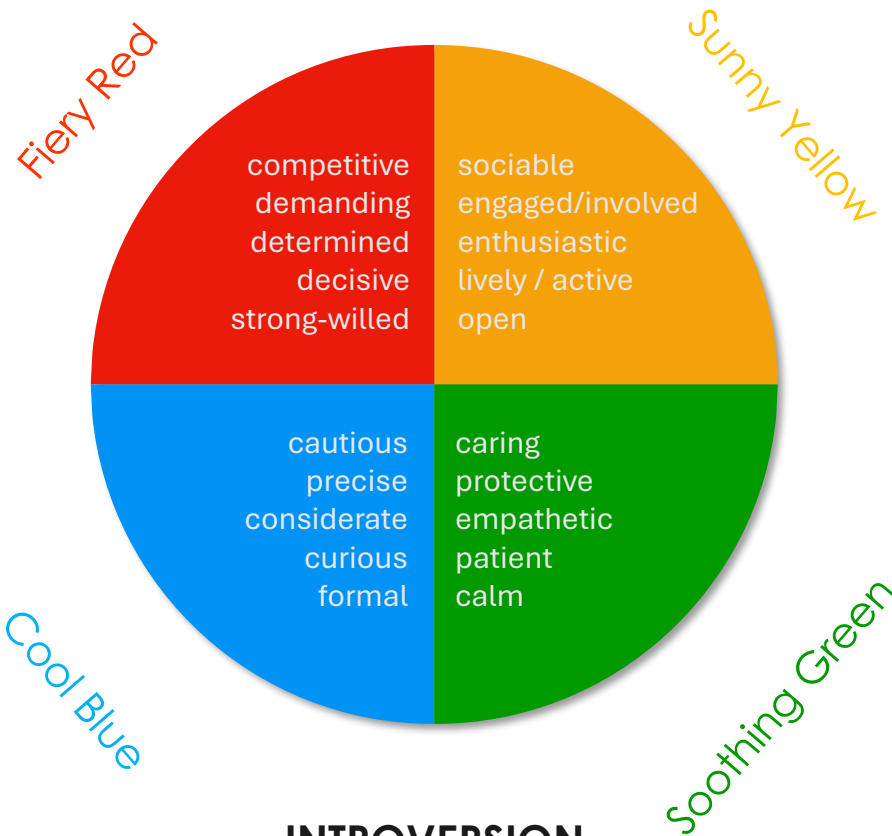
- Collaborated with Freud
- Explored the unconscious and dreams
- Introduced archetypes – universal symbolic patterns
- **Personality types based on perception, decision-making, and interaction with the external world.**



Source of the photo: [Genius Revive](#) (accessed: May 2025)

REACTING TO THE ENVIRONMENT

EXTRAVERSION



THINKING

FEELING

PERCEIVING
THE WORLD

SENSING VS. INTUITION

INTROVERSION

What color are you?



LIKES	Concrete things	Improving mood	Listening to others	Details and data
DISLIKES	Indecisiveness	Boredom and complicated matters	Lack of empathy and understanding	Errors and unreliable information
NEEDS	Control	Recognition	Acceptance	Accuracy
SLOGAN / MOTTO	"To the point"	"I'll tell you a story"	"How do you feel?"	"Why?"
HOW S/HE SPEAKS	Assertively, directly, leaves no room for discussion or objection	A lot, often about self, likes digressions, anecdotes, readily shows emotions	Calmly, readily asks questions, is interested in you	Logically, reliably, without emotion, often asks follow-up questions
PERCEIVED AS	Concrete, impatient	Talkative, social butterfly	Calm, good-hearted	Critical, meticulous
HOW TO COMMUNICATE WITH THIS COLOR	Quickly, concisely, and to the point. Key facts. Do not criticize.	Maintain a good atmosphere, avoid boring details, inspire.	Calmly and with sensitivity, discuss benefits for others. Do not pressure.	Be prepared. Do not disregard important details. Have data.
HOW TO SPEAK WHEN YOU ARE THIS COLOR	Avoid applying pressure. Give the interlocutor time to think. Speak more gently.	Focus on the topic of conversation, refrain from digressions. Think about what you want to say.	Challenges are natural and necessary. Be careful not to let yourself be exploited.	Limit details. Pay attention to people. Try to be more spontaneous/relaxed.





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Generations

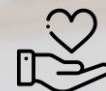
– What Does It Change?

1946  1964

Baby Boomers



Post-war baby boom and economic growth
generation



Strong authorities, stable values



Need for security and stability: starting
a family, good job – until retirement



Not used to receiving feedback
Conflict is uncomfortable



Technology may be challenging
Gradually leaving the labor market

TODAY  61+

1965  1979

Generation X



Key generational experience: political transformation in Poland



Career-focused, ambitious, striving for high social status




More people with higher education (27%)



Loyal to the company, trustworthy
Treat mistakes as personal failure



Prefer traditional face-to-face communication

TODAY  46-60

1980  1994

Generation Y Millenials



Raised to believe they shape their own destiny
Value flexibility in time and workplace



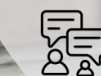
Resistant to authority, hard to impress
– seek mentors



Use technology and digital media



Live in a "global village"



Expect flat organizational structures, close contact
with supervisors, openness to discussion

TODA
Y



31-
45

1995  2009

Generation Z

Post Millenials

Generation C: „Connect”



Digital natives, get knowledge from the internet



Open to new solutions, creative




Oriented toward quick information search
and delivery



Not afraid to travel, meet new people
look for jobs worldwide



Explore what others see as threats

TODAY  16-
30

Cognitive Heuristics - Halo Effect

Cognitive Heuristics - simplified "mental shortcuts" facilitating decision-making but leading to cognitive biases.

Alex Todorov (Princeton):

a one-second evaluation of a politician's face photo can predict election results with 70% accuracy

Also:

- Trustworthy-looking people get more loans
- Companies prefer attractive CEOs
- Impressions of trustworthiness and dominance can influence court verdicts



Negative projections

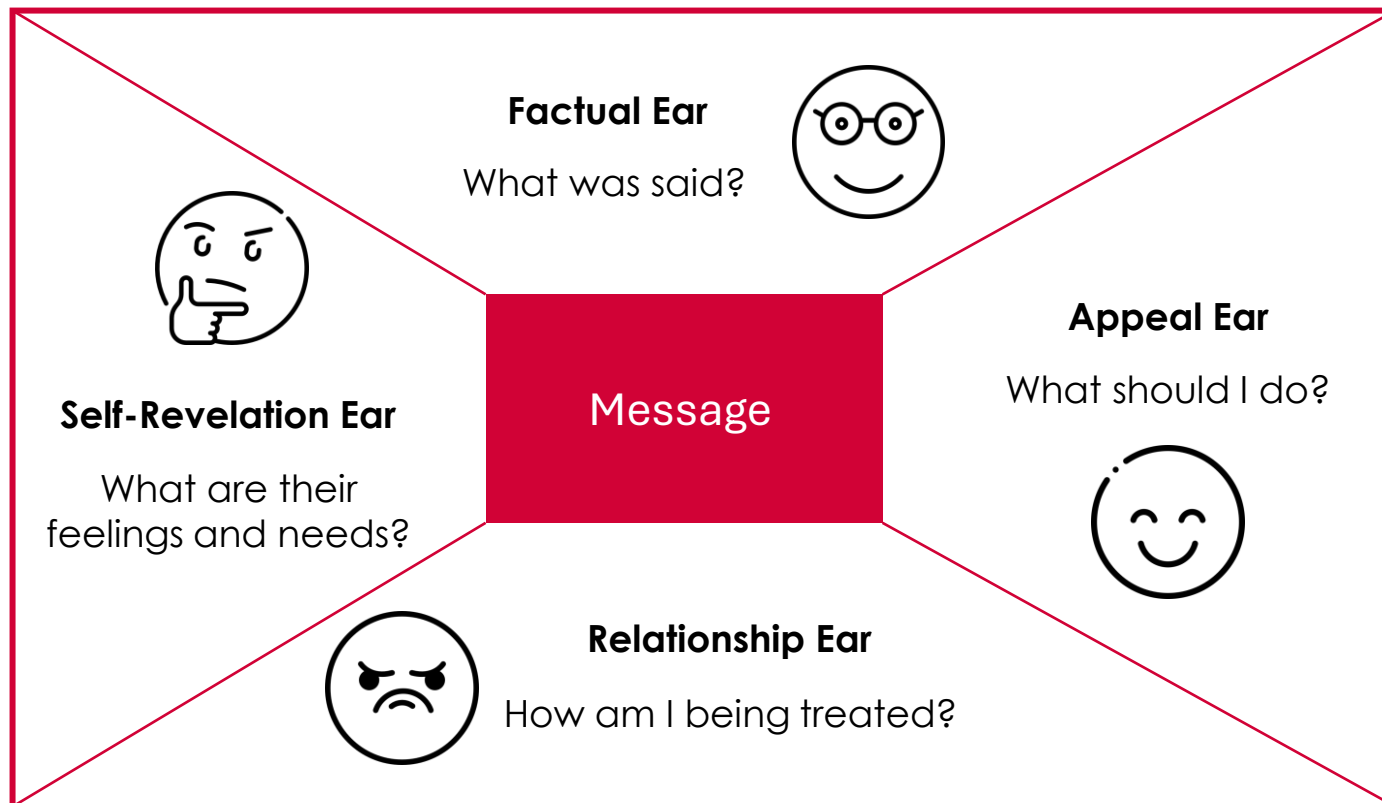
Projection - a defense mechanism involving the attribution of one's own undesirable feelings, views, behaviors, or traits to others, most often negative ones. The reason for this is the greater accessibility of these feelings, views, behaviors, and traits in the person who possesses them, making it easier to categorize them in this way.

Example: A mother yells at her child. She believes the child is exceptionally aggressive. In reality, she herself is aggressive.



Kwadrat komunikacyjny

Friedemann Schulz von Thun

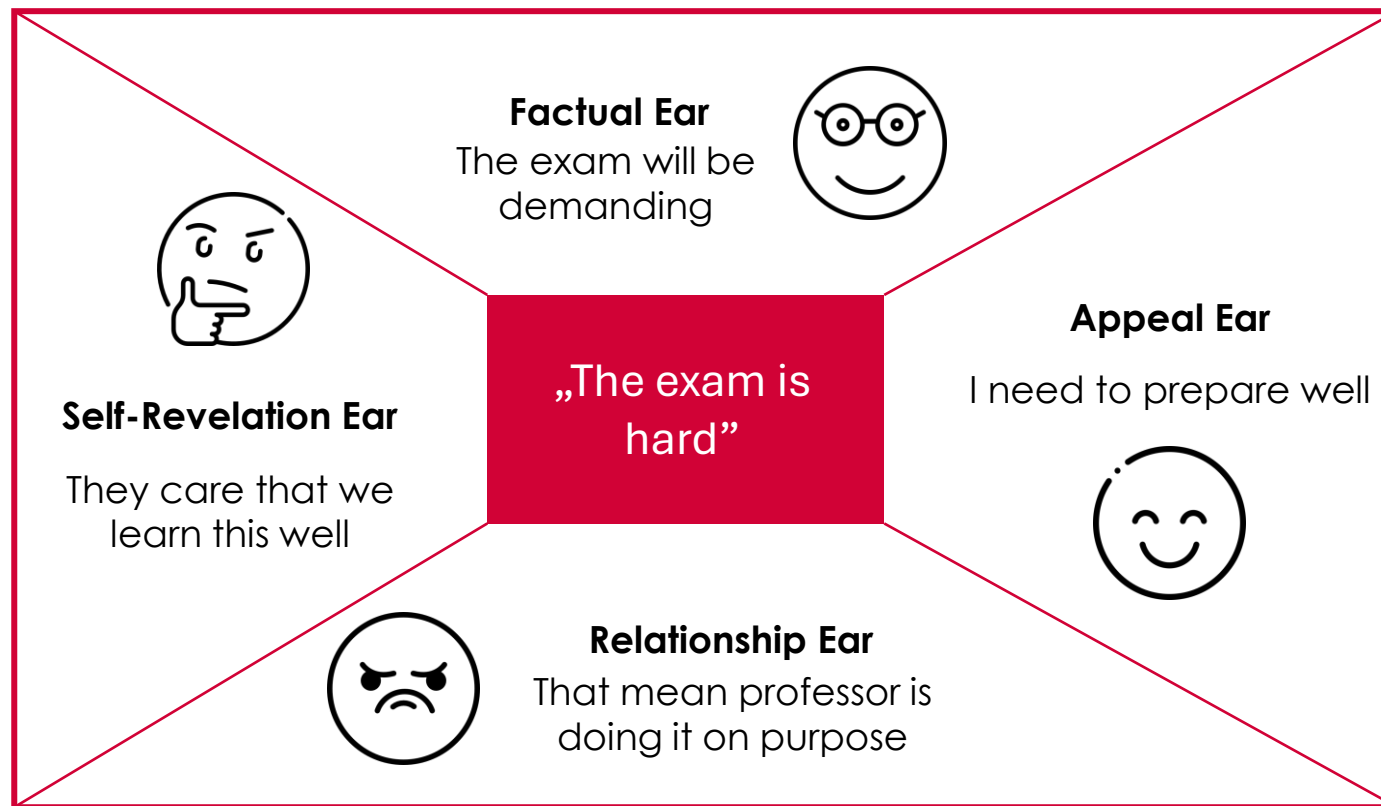


Four-Ears Model is a communication theory stating that every statement has four levels (ears):

- **Factual:** Facts, information.
- **Appeal:** What the sender wants to achieve.
- **Relationship:** How the sender views the receiver.
- **Self-Revelation:** What the sender reveals about themselves.

This helps understand why misunderstandings often occur.

Example



Stimulus → **Interpretation** → **Emotion** → **Reaction**



"An 'I' message is a way of formulating communications so as not to 'fall on deaf ears' (or 'be irritating'). It involves speaking about oneself, one's own emotions, and one's own perspective. It focuses on facts, not on my interpretation of someone else's behavior."

'I' statement

About my emotions and facts

- I am irritated
- I am angry
- I feel hurt / offended
- I am dissatisfied with the meeting
- I don't like it when...
- I feel sad when you behave like that

'You' statement

About my judgments of your behavior

- You irritate me
- You make me angry
- You don't care about my feelings
- The meeting was a waste of time.
- You are behaving childishly
- You always...
- You never...

Separate people from problems, and emotions from information. Speak about yourself, not about others!

I FEEL

**define your feelings,
state, emotions**

**WHEN
YOU**

**the other person's
specific behaviors**

BECAUSE

**what impact this
behavior has on you**

**I
WANT**

**your needs and
expectations**

Communication in Difficult Situations



Facts

FACTS: For the second time this week, during the team meeting, when I spoke, you commented with “Why am I not surprised?”



Feelings

FEELINGS: It annoys me and I feel like it’s an attempt to discredit me in front of the team.



Consequences

CONSEQUENCES: I’m afraid this could turn into a conflict between us.



Expectations

EXPECTATIONS: I’d like to agree that such situations won’t happen again, and if you have something to say to me, you’ll do it directly.

Conditions for Giving Feedback

Speak specifically, based on facts

The sooner the better, but not in the heat of emotion

Directly to the person (not in public)

Avoid judgments, interpretations, hasty conclusions

Describe behavior, not the person

Clearly state expectations

NOTE!

- No generalizations like “always”, “never”
- Avoid triggers like “again”, “of course”
- Use the here-and-now principle



Plain Language in the World of Science

Dysfunction of Pericentromeric Heterochromatin in the Context of Meiotic Irregularities: Epigenomic Perspective and Phenotypic Consequences

This discussion focuses on the transgression of the conventional paradigm of genomic stability through the lens of structural-functional perturbations of pericentromeric heterochromatin (PCH) and its implications for chromosome segregation fidelity during meiosis.

How many words in
sentence?

15-20 words

Difficult language

Plain Language in the World of Science

Thinking about "archival DNA" (called PCH) and how it causes problems when cells divide.

Let's see how this special DNA, PCH, can mess up how our genes normally work. We'll also check if changes in PCH stop chromosomes from splitting correctly when egg and sperm cells are made (that's meiosis).

We're not just looking at who has too many or too few chromosomes. We want to find the **deeper, tiny reasons** for these problems.

It turns out that PCH, which we used to think was just a small, unimportant piece of DNA, is actually a **major spot where things can go wrong**.

How many words in sentence?

15-20 words

Difficult language

ELI5: Explain it to me like I'm five

If you can't explain it simply, you don't understand it well enough.

A. Einstein

A Million Millions of Data

- In 2015, IBM announced that **90% of all data ever created was generated between 2013–2015**
- According to IDC's 2024 report, by **2025 there will be 180 zettabytes of data globally**
- **In 2015, there were 8 zettabytes**
- In one minute in 2024:
 - 200 million emails sent
 - Over 500,000 tweets posted
 - Google processed 5 million queries
 - Over 4.5 million videos watched on YouTube



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Thank you!

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