

# NAVIGATOR



Guidance at every turn

July 2006

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## SUMMER HOURS

For the months of July and August, the office will close at 2:00 pm on Fridays.

# Congratulations!

We are pleased to announce the following promotions:

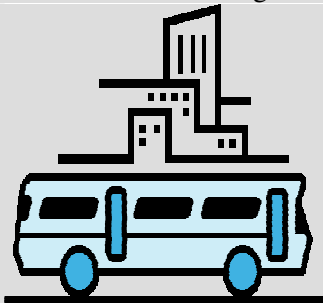
- *Jim Doak to the position of Principal*
- *Todd Brooks to Manager*
- *Veronique Lacasse to Senior*

*Stern Cohen is committed to the continued development and advancement of its people. Congratulations to Jim, Todd and Veronique.*

## Keep transit pass documentation

For those who wish to claim the new credit for transit pass expenses from July 2006 on their tax returns, the Canada Revenue Agency has announced that the passes themselves, and possibly receipts, must be kept to support entitlement in the event of a challenge. If a transit pass displays sufficient information to

establish that it is for a monthly or longer period, the period of validity, the name of the issuing authority, the amount paid, and the identity of the rider, the pass alone will be sufficient. Otherwise further evidence in the form of receipts, cancelled cheques and/or credit card statements must be retained.



*Our business continues to grow through referrals from our clients and friends. Thank you.*

This notice is designed to alert clients to recent developments and to existing planning opportunities, which are often discussed in general terms, and therefore should not be acted upon without professional advice.

# Effective Communications

By: Marie Day

It was once said that there are no certainties when communicating with people – only probabilities but fortunately, the more we understand human nature, the higher the probability is for success. This paper sheds light on some aspects of communication behaviour and these are: format preferences for sending and receiving information, modes of processing this information and style of delivery.

## Format Preferences for Sending and Receiving Information

Preferences for sending and receiving information can be in a visual, auditory or physical form. Examples of visual information are charts and written reports. People who prefer receiving visual information are most aware of visual imagery in their mind and may express themselves accordingly 'let's add some clarity to this image'. People who have a preference for auditory information will engage in discussions or leave copious information in voice mails. Samples or demonstrations are physical in nature and 'feel right' to people who have this preference. These people are usually aware of their physical environment such as physical proximity to others.

## Modes of Processing Information

Processing information can be done either in a serial or parallel fashion. People who prefer to 'think' in a serial mode pay attention to detail and to step-by-step sequencing. They focus on one task at a time and have the ability to construct logical analyses. On the other hand, people who prefer to process information in parallel like to see the big picture and have the ability to multitask.

## Style of Delivery

The style of delivery plays an important role and it has to do with the sender's degree of assertiveness and responsiveness: Assertive people 'tell' and less assertive people 'ask'. Extremely responsive people 'emote' and less responsive people 'control' their emotions. With these two variables, we can develop a grid of styles (as defined by D. Merrill), from which four predominant styles emerge:

- Very high in both assertiveness and responsiveness produce '**Expressives**', passionate people who want to get noticed.
- Very high in assertiveness but lower in responsiveness produce '**Drivers**', people who want to get things done.
- Lower in both responsiveness and assertiveness produce '**Analyticals**', people who want to get it right.
- Very high in responsiveness but lower in assertiveness produce '**Amiables**', people who just want to get along.

Keep in mind that no one style is better than the other, just different. The average person will have most of the characteristics of one style but not all of them, and you as an effective communicator, need to be aware of that predominant style.



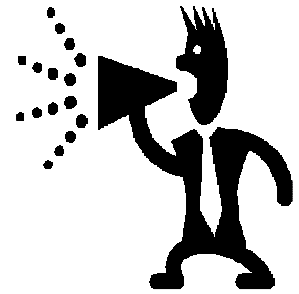
## Expressives

Expressives are usually very intuitive people and can be highly persuasive because of their personal power and degree of passion. They think out loud, often in a manner that defies logic. They are warm, outgoing, entertaining, flamboyant and enjoy the spotlight. They take risks, tend to be visionary and creative, and therefore prefer the big picture to detail. While expressives prefer to talk and dominate a discussion, they prefer the visual and written word when receiving information. Expressives jump on opportunities rather than work to a plan. They act first and think later, often creating problems for their organizations. Resign yourself to not winning an argument with an expressive because they rely on intuition and feelings. Instead explore alternative solutions and if you do

reach an agreement, document the specifics quickly! When dealing with an expressive, show appreciation for their creativity and support for their dreams. Do not argue, do not rush a conversation or downplay the big picture.

### Drivers

Drivers are most comfortable when they are in control. They are confident, persuasive, power and action-oriented people, persistent, disciplined and independent. They want quick action and are very proud of their bottom line. Drivers speak forcefully and are more comfortable with verbal communications. They perk up when competing and thrive in a pressure-cooker schedule. Because they want to get things done, drivers may give in to impatience and rely on educated guesses rather than facts. As such, they are likely to change their minds abruptly and surprise people with a change in direction: In their mind the situation has changed, so should the outcome. Their forceful nature, while intimidating to the less assertive, may be wrongly interpreted as lack of caring for other people. In reality, they deeply care but choose not to talk about it. When dealing with a driver, demonstrate competence, keep focused on the bottom line, be direct and use time efficiently. Do not make excuses and do not expect compliments or friendly words.



### Analyticals

Analyticals are obsessed with getting information, the more information the better as they agonize over every decision because they want to get it right. They are practical, factual, thorough, extremely organized, economical, reserved and consistent. They are proper and formal and prefer the written word. They thrive on accuracy (and perfection) and expect it from others. Words are extremely important to them so be precise and they understand 'I think that...' more than 'I feel that...'. Facts, analyses, logical conclusions are their building blocks. Analytics dislike change because the future is an unknown variable where things can go wrong. Allow them the time to investigate the possible risks so they can feel more comfortable with the change. Also, allow an analytic to save face as they fear being wrong more than anything! When dealing with an analytic, you need to appeal to their sense of accuracy, logic and structure. Do your homework, be systematic and move forward slowly. Do not surprise, do not try gimmicks or talk of high risk. And most of all do not ignore what's worked before!

### Amiables

Amiables take time to build relationships. They project sensitivity and patience with other people. They are attentive, friendly, flexible, supportive, warm and easy going. They are team players, encourage others to expand on their ideas and see value in their contribution. They are more interested in your concerns rather than expressing their own. But they get sidetracked easily. They prefer personal interaction to telephone or e-mail. They often defer decisions and feel more comfortable with group decisions. They will withhold feelings of anger and critical judgement of others. They may seem calm on the outside while a storm is raging on the inside! When dealing with an amiable, be informal and allow plenty of time. Be ready to do more talking than listening as they feel uncomfortable in the limelight. When expressing your thoughts, invite an amiable to join in and express theirs. When problems occur, be sure to address one problem, one step at a time. Deal with matters calmly as amiables tend to take things personally.

So how do you become an effective communicator? By modifying your style to accommodate theirs. Easy??? Far from it...but not impossible!! Just watch successful sales people in action!!

*Marie Day is an independent consultant and may be reached at: 'marieday@sympatico.ca'.*

## *Statistics Canada*

*StatsCan now offers many of its internet publications free of charge. For example, the annual report, Trucking in Canada, which previously cost about \$40 can now be downloaded without charge. Maybe this is your reward for completing all those annoying StatsCan questionnaires! Visit [www.statcan.ca](http://www.statcan.ca).*

# BONNIE STERN'S SUMMER COOKING

## ASIAN STEAK SALAD

This is a wonderful refreshing summer salad for people who love beef but want to reduce the quantity they eat. A small amount of thinly sliced flank or sirloin goes a long way. The steak itself is delicious with mashed potatoes or roasted fries and the salad can be served with any grilled or roasted meat. The dressing is a great dipping sauce for Asian spring rolls or dumplings. Yield: 6 servings

### Ingredients

- 1 flank steak (about 1 lb/500g) or sirloin steak (about 1 1/2lbs/750g trimmed)

### Marinade

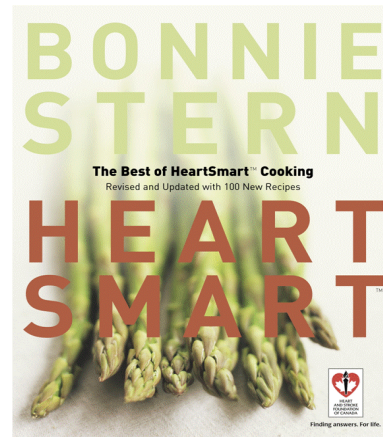
- 1 cup cilantro, leaves, stems and roots (250mL)
- 2 cloves garlic
- 1 1 1/2.5cm piece fresh ginger root
- 2 tbsp hoisin sauce (25mL)
- 2 tbsp soy sauce (25mL)
- 2 tbsp lemon juice (25mL)
- 1 tsp hot Asian chili paste (5mL)

### Salad

- 8 cups mixed greens (2L)
- 1/2 English cucumber, thinly sliced
- 1 carrot, grated
- 2 cups cherry tomatoes (500mL)
- 2 ears fresh corn
- 1/4 cup chopped fresh cilantro (50mL)
- 2 tbsp chopped fresh mint (25mL)
- 2 tbsp chopped fresh chives (25mL)

### Dressing

- 1/4 cup sugar (50mL)
- 1/4 cup water (50mL)
- 2 tbsp rice vinegar (25mL)
- 2 tbsp orange juice (25mL)
- 1 tbsp lemon juice (15mL)
- 1 tbsp soy sauce (15mL)
- 1 clove garlic, minced
- 1/2 tsp hot Asian chili paste (2mL)



### Method

1. For the marinade process cilantro, garlic and ginger in a food processor until minced. Add hoisin, soy, lemon juice and chili. Puree. Rub into steak and marinate one hour at room temperature or overnight in the refrigerator.
2. Grill steak 4 to 5 minutes per side for rare. Let it rest at least 10 minutes before slicing. Slice thinly on the diagonal.
3. Meanwhile prepare dressing by bringing sugar and water to a boil in a small saucepan. Cook until sugar dissolves. Add vinegar, orange juice, lemon juice, soy, garlic and hot chili paste.
4. While steak is resting prepare and grill corn. Remove husks and silk. Place directly on the barbecue and cook, turning often until corn is slightly brown. Cool. Remove corn from cobs.
5. Arrange salad greens and herbs on a large platter. Top with cucumber, grated carrots, corn and cherry tomatoes. Arrange steak on top. Drizzle with dressing.

Bonnie Stern is an award winning cookbook author, a Stern Cohen client and daughter of our founding partner, Max Stern. Bonnie's renowned cooking school is now in its 33rd year and her latest cookbook, "Heartsmart: The Best of Heart Smart Cooking" has just been published by Random House Canada in conjunction with The Heart and Stroke Foundation of Canada. We invite you to visit [www.bonniestern.com](http://www.bonniestern.com).