

Process Communication Model® (PCM)

Increase productivity. Leverage diversity. Reduce conflict.



What is Process Communication?

Nearly 40 years ago, Dr. Taibi Kahler discovered a PROCESS, a sequence by which people interacted with one another both in positive and negative ways. The uniqueness of this discovery was that human behavior could be identified objectively literally second by second as being either productive (COMMUNICATION) or non-productive (MISCOMMUNICATION). Both patterns were sequential, measurable and *predictable*. This means that:

- The PROCESS, or mechanics of communication can be **observed, measured, assessed, and taught**.
- PCM training teaches how to recognize and respond to **words, tones, postures, gestures, and facial expressions** that precisely compliment the receiver in a manner that engages and motivates.
- Professionals can be evaluated and *held accountable* for communication skills which form the basis of **social-emotional intelligence and leadership**.

For over 30 years PCM has been applied to business, education, government and politics, healthcare, and industry, and is used in countries around the world.

Next Element Consulting has a **team of trainers certified in the PCM**, including specific specialties in Corporate, Education, Clinical, and Spiritual applications. To learn more about our trainers, go to www.next-element.com. To research PCM, we suggest starting with www.taibikahlerassociates.com.

PCM Skill Set

- **Assess** preferred communication style or “currency” of the student, customer or client *within seconds*.
- **Engage** the receiver so they *hear, understand, and remember* your message.
- **Highlight** which characteristics about your product or message will appeal to the receiver’s *specific psychological needs and motivators*.
- **Influence** behavior in a way that is consistent with what the *receiver truly wants and needs*.
- **Reduce Conflict** by avoiding sabotaging behavior in yourself and those you work with.
- **Develop a trusting partnership** with others.

The Power of Communication

- Communication forms the basis for trust.
- Communication has the power to motivate and influence behavior.
- Relationships are made or broken based on communication.
- 90% of all interactions do not qualify as efficient and effective communication.
- Most people take miscommunication for granted – so when they experience effective communication, it is unexpected and refreshing.

Why Most Training Efforts Fail

- Focuses on the *what* instead of the *how* - It’s not what you say, but how you say it that makes all the difference.
- Inadequate practice to ensure proficiency and application when it really counts.
- Lack of awareness of the impact of miscommunication.
- The assumption that knowledge or experience is sufficient to be an effective communicator.
- Lack of grounding in the science and psychology of human behavior and motivation.

“Over the years, I’ve been exposed to multiple models including Myers-Briggs and the Herrmann Whole Brain Model that attempt to assess and categorize human thinking and perception. These are interesting, even intellectually stimulating models, but they’ve done next-to-nothing to improve my effectiveness in actually interacting with other people, and over time I can’t even remember the details without checking the reference material.

PCM, in contrast, has had an immediate and lasting positive impact on how my work group understands and appreciates each other, and more importantly on how effectively we work together. We’ve also each seen improvements in our relationships outside work. Because it’s practical, (and fun), we apply it every day. The model, far from being forgotten, has become ingrained in our lexicon. It’s a big part of how we work together.” - Tim Williams, VP Six Sigma

PCM Is Different

- Extremely accurate in predicting behavior under a wide range of conditions.
- Individualizes communication based on personality rather than gender or other broad categories.
- Cuts through the content (what is being said) to reveal the process beneath the surface.
- Incorporates the psychology of personality and behavior.
- Provides specific techniques for dealing with distress and miscommunication.
- Outlines guidelines to assess proficiency.
- A NASA-funded research study in 1990 comparing PCM to **Myers-Briggs Type Indicator (MBTI)** concluded that the PCM profile is far more practical and applicable because of "phase" – identification of psychological need motivators and predictability of distress patterns, and cited its value for immediate intervention strategies.
- The overwhelming majority of our clients rate the PCM as more useful than any other model of personality and motivation that they have used.

DISC vs. PCM Comparative Analysis

Attribute	DISC	PCM	Comments
Valid & Reliable	Yes	Yes	Each has excellent track record
Founder	William Moulton Marston, Ph.D. 1928	Taibi Kahler, Ph.D. - 1971	
Used by Fortune 500 companies	Yes	Yes	
Dimensions	Dominant Interpersonal Steady Conscientious	Workaholic Persister Reactor Rebel Promoter Dreamer	PCM Identifies distinct differences between groups that other models do not.
Unique Personality Combinations	14	720	Only need to learn 6 dimensions to understand nuances of 720 combinations
Describes life changes, or “phasing”	No	Yes	Phasing adds critical dimension for understanding change, motivation, distress, and life transitions
Outlines predictable distress (negative attention) behavior patterns	No	Yes	PCM offers tools and formulas to predict and respond proactively to negative behaviors

Attribute	DISC	PCM	Comments
Seminars and profiles customized to work setting and occupation	Some	Many	PCM applications for HR, Leadership and Supervision, Sales, Parenting, Customer Service, Counseling, Mentoring, Group Facilitation, Education, and more

PCM Applications

- **NASA** – Astronaut selection, training, and management with Dr. Terry McGuire, NASA staff psychiatrist.
- **Education** – Creating learning environments where all children excel and disruptive behavior is greatly reduced.
- **Business** - Leadership development, employee engagement, change management, increasing efficiency of oral, written, and electronic communication.
- **Customer Care** - Improving customer relationships, managing complaints, increasing loyalty.
- **Government Leadership** – President Clinton, Senator Hillary Clinton, General Wesley Clark, and others have studied under Dr. Kahler and used PCM during their careers.
- **Healthcare** – Tailored training programs for patient care, bedside manner, customer service, and healthcare leadership.
- **Interpersonal** - Specific seminars for couples, parents, and mentors to more effectively engage motivate, and reduce conflicts with loved ones.
- **Sales/Marketing** – Specific training and coaching programs to enhance effectiveness.

Return on Investment

- **Aircraft Company** - Leadership Development
 - 95% of participants reported that PCM was superior to other models of communication they had studied.
 - 100% said they would recommend PCM to others.
 - 100% said that they experienced immediate and practical impact.
 - Participants experienced significant and lasting increases in social-emotional competencies.
 - Six weeks following training, participants reported lasting improvements in effectiveness dealing with clients, leadership skills, e-mail/written communication, managing conflict, relationships with peers and supervisors, engagement in work, and productivity.
- **Regional Medical Center** – Leadership Development
 - 6.5% reduction in turnover among nurses in first year, saving \$250,000.
 - Increases in employee engagement.
 - A number of participants noted that this was the most significant training they had ever been to, and reported immediate results in communicating with other professionals.

Selected PCM Publications

Kahler, Taibi. The Mastery of Management. Kahler Communications, Inc., Little Rock, Arkansas, 1988.
kahlercom@aristotle.net

Pauley & Pauley (2009). Communication: The Key to Effective Leadership. ASQ Quality Press, Milwaukee, WI.

Pauley & Pauley (2009). Establishing relationships: the key to maintaining quality teams. Quality Management Forum. American Society for Quality, Winter, 2009, Volume 34(4).

Pauley, Bradley & Pauley. Here's How to Reach Me: Matching Instruction to Personality Types in Your Classroom. Paul H. Brookes Publishing Company, Baltimore, Maryland 2002.
<http://www.brookespublishing.com>

Bradley, Pauley & Pauley. Effective Classroom Management: Six Keys to Success. Rowman and Littlefield Publishing Company, Lanham, Maryland 2006 <http://www.rowmaneducation.com/ISBN/1578863023>

Gilbert, Michael. Communicating Effectively: Tools for Educational Leaders. Scarecrow Education, Lanham, Maryland 2004. <http://www.scarecroweducation.com>

Endorsements

"PCM Core Competency Training with Next Element has been one of the most professionally and personally productive training sessions I have ever experienced."

- Matthew French, Branch Manager, Wichita Clinic, Wichita, KS

"Partnering with Next Element has been a significant step in moving us towards our goals. Without exception, our leadership team believed that the PCM Seminar was the most effective and applicable training program they have ever participated in."

- Dan Stutterheim, President, KASA Industrial Controls, Salina, KS

*"Incorporating the PCM into our day-to-day staff interactions has been invaluable for me as a supervisor and for our productivity and **efficiency in meetings** as a staff in general."*

- Aaron Chappel-Deckert, VP of Student Services, Bethel College, Newton, KS

*"In the healthcare industry our biggest challenge is keeping pace with a constantly changing environment. More than ever healthcare leaders have to communicate efficiently and effectively and build teams that work for our patients. We partnered with the professionals from Next Element 2 years ago and have **transformed our team from good to great through them and the PCM tools**. In the past year we have experienced **higher employee engagement, lower employee turnover** and most importantly **increased patient satisfaction**. We have also heard countless testimonials from our employees about the life changing impact the PCM and Next Element have had on their personal lives including relationships with children, spouses, and friends."*

- Don Morris, Vice President Human Resources, Wesley Medical Center, Wichita, KS

References are available on our website, www.next-element.com

To view others who have invested in PCM worldwide, visit <http://www.kahlercom.com>