Lecture 2: Collaboration, Interpersonal Communication, and Business Etiquette

INTRODUCTION

Working in both large and small companies requires interaction with many people and effective interpersonal skills

Listening: A Critical Component

- Listening is the most frequently used communication skill for new employees in the workplace

- People typically listen at only 25% efficiency

- **Passive listening**: hearing what someone says without actively paying attention to ensure understanding

- **Active listening** involves:
  - Focusing attentively on what speaker says
  - Actively working to understand and interpret the content
  - Responding to acknowledge understanding

Four Elements of Active Listening

- Hearing

- Comprehending and interpreting

- Evaluating

- Responding

Barriers to Hearing Accurately

- **Physiological**
  - The speed at which the brain can process what it hears

- **Environmental**
  - Example: a noisy office or work area

FOCUS

Comprehending and Interpreting

- **Comprehension** – how well you understand what you hear or read

- **Interpretation** – analyzing the meaning of what you hear, read, or see to determine its intent

"Listen" to Nonverbal Communication

Nonverbal communication

messages conveyed through means other than words

- **Examples of nonverbal communication**
  - Tone of voice
  - Facial expressions
  - Gestures
  - Body language

Nonverbal Signals Can Have Multiple Meanings

FIGURE 2.1 Nonverbal Signals Have Multiple Meanings

GESTURE	DOES IT MEAN THIS?	OR THIS?
Leaning forward	Openness	Hostility
Eye contact	Friendliness	Anger
Lack of eye contact	Shyness, Respect	Guilt, Disrespect
Wrinkled forehead	Concentration	Anger, Frustration
Straight posture	Self-confidence	Rigidity

Culture: Facial Expressions Are Not Universal

CULTURE: Facial Expressions Are Not Universal

- Eastern cultures tend to focus on a person's eyes when reading facial expressions

- Western cultures tend to focus on a person's entire face

Emoticons reflect cultural differences		
EMOTION	WEST	EAST
Surprise	:-0	o.o
Sad	:-(	(;_;)

Ask Questions and Paraphrase to Ensure Understanding

- Ask questions

- **Paraphrase** for content, intent, and feeling
  - restate someone's point in different words

Three Types of Paraphrase

Comment from the supervisor:

"I'd like all employees to take at least half of their vacation days by November 1."

CONTENT	INTENT	FEELING
Restate the message in different words to ensure you understand it.	Dig beneath the content to understand the reason for the statement.	Confirm your understanding of the speaker's emotions.
"So you are saying that you want us to use our vacation days before the end of the year."	"Are you concerned that too many people will want to take vacations in December?" "Are you concerned that people are working too hard and need a break?"	"You sound frustrated that people seem to be saving their vacation time and burning out on the job."

Evaluating

Making good decisions depends on one's ability to **evaluate** what is heard.

- **Evaluating** – the practice of critically reviewing and judging communication

- Evaluating *fairly* requires:
  - Being open-minded
  - Separating emotions from logic

Responding

- Responding plays two roles in listening:

  - Letting the speaker know you understand the point

  - Initiating the next step in the conversation

- Responses can be verbal or nonverbal

Five Ways to Respond to a Speaker

SPEAKER: "The auditors are coming tomorrow to look at our books. We're not ready. I don't know what to do."

YOUR RESPONSE OPTIONS	
Ask a Question	What do we need to do to get ready? How long do you think it will take?
Give an Opinion	I think if you have most of the documents they will need tomorrow, they can get a good start.
Give Advice	Let's try to reschedule the audit until next week.
Argue/Disagree	Actually, I think we are ready. We have completed everything on the checklist.
Express Empathy	It's nerve-wracking to get everything ready for a major audit. You're doing fine, and I'll be glad to help.

Seven General Speaking Strategies

1. Focus on the audience
2. Share the conversation
3. Use clear, concrete, unambiguous language
4. Support the message with good nonverbal communication
5. Avoid language that triggers a negative response
6. Frame negative comments positively
7. Be aware of gender-specific communication styles

The Nature of Conflict in the Workplace

Conflict is one of the most significant and costly problems in a workplace, but not all workplace conflict is bad.

Two Types of Conflict

- **Cognitive conflict**:

  - results in differences in understanding content and tasks
  - when worked through, often leads to better decisions and products

- **Affective conflict**:

  - results in differences in personalities and relationships
  - if unaddressed, can lead to tension, stress, and dysfunctional work processes

Identify the Cause of the Conflict
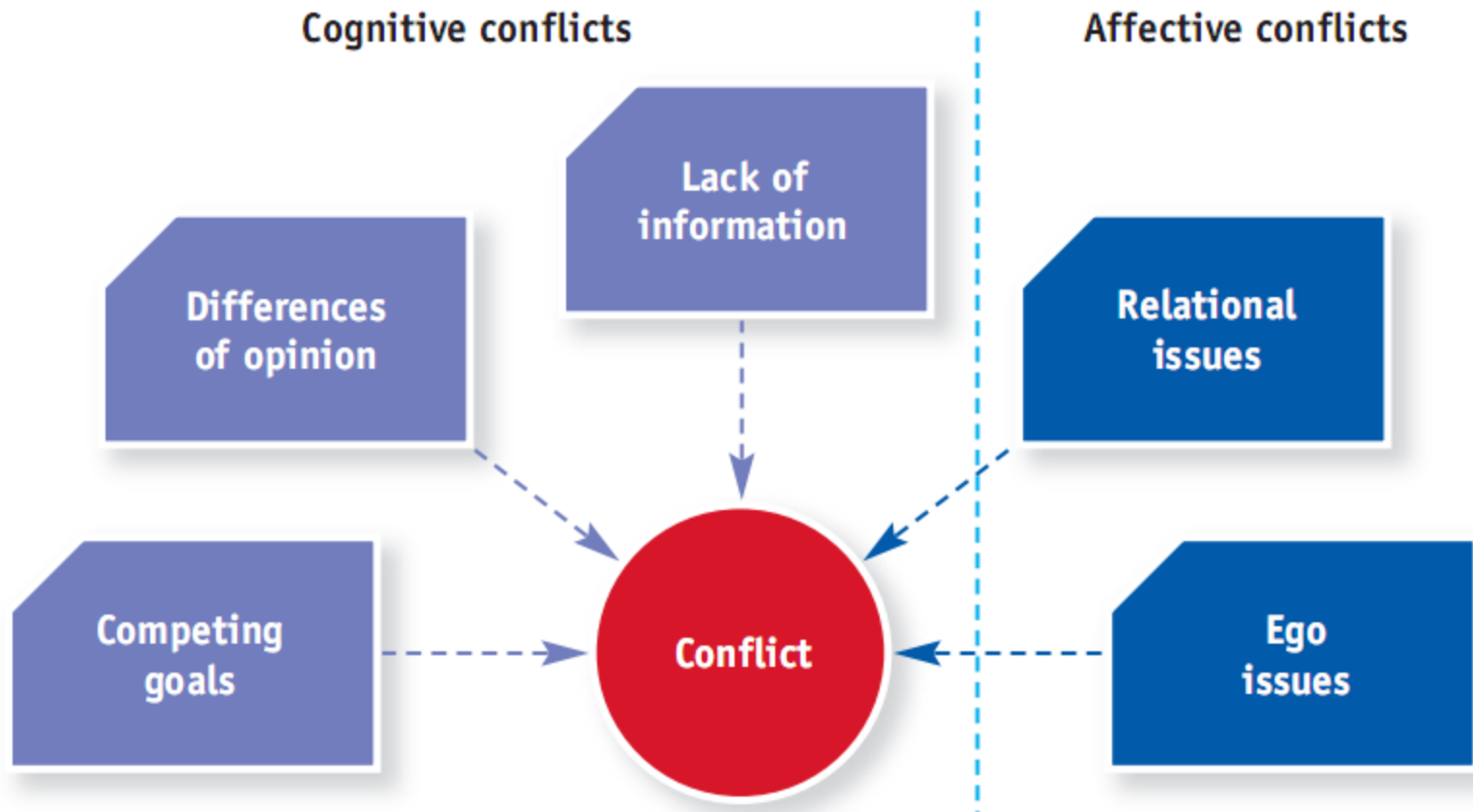
Conflict Management vs. Conflict Resolution

Conflict *management* is more helpful because it recognizes that some conflicts cannot be resolved.

Select an Appropriate Management Technique

- **Avoiding** confrontation is a good choice when:
  - there is no chance of resolving conflict and it does not interfere with productivity

- **Accommodating,** or giving in, is a good choice when:
  - you decide your position was wrong
  - the conflict is trivial and you don't care about result
  - you believe maintaining a good relationship is more important than the outcome of issue

Select an Appropriate Management Technique

- **Competing to win** may be a good choice when
  - A quick decision is needed
  - A third party can choose between two points of view

  Caution: May result in quick solution but often leads to relational conflicts

- **Compromising** may be a good choice when
  - Parties have competing goals
  - All parties involved have something they are willing to sacrifice in order to get something they want or can accept

- **Collaborating** is a good choice when
  - All parties are willing to work together to determine best possible solution

  Caution: Is the best approach for managing complex conflicts but takes time

Teamwork

In the workplace, work is often done in teams.

Effective teams involve two or more people who:

- recognize and share a commitment to a specific, common goal

- collaborate in their efforts to achieve that goal

Advantages of Teams

Increased Information and Knowledge

Increased Diversity of Viewpoints

Increased Acceptance of Solutions

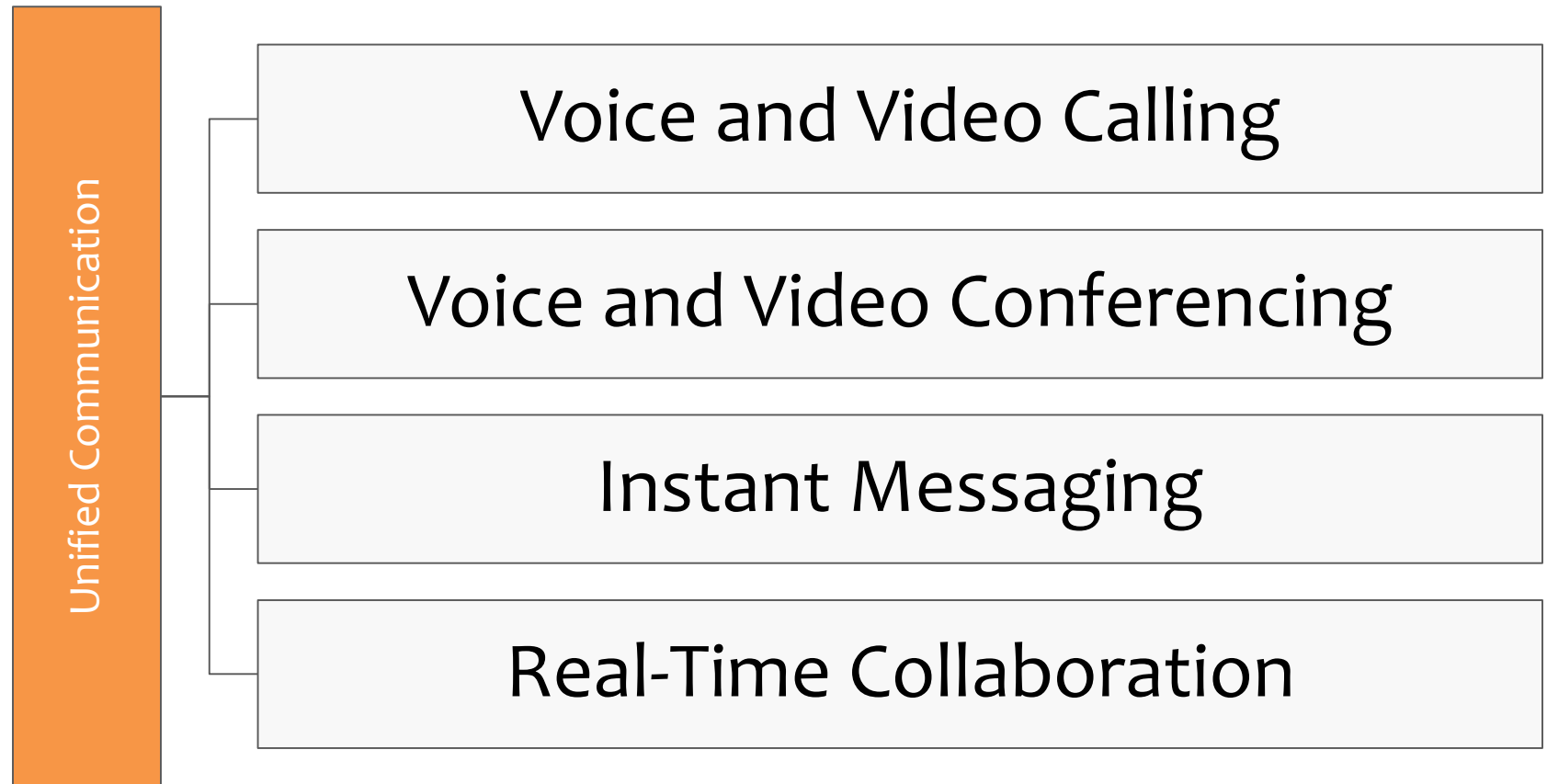Increased Levels of Performance

Disadvantages of Teams

Groupthink	
Pressure to Conform	Affects Decision Quality

Hidden Agenda	
Restricts Interaction	Limits Productivity

High Cost	
Aligning Schedules	Arranging Meetings

Characteristics of Effective Teams

Clear Objective	Shared Purpose
Full Engagement	Consensus Decision Making
Creativity and Technical Skills	Communication

Collaboration via Mobile Devices

Unified Communication

- Voice and Video Calling
- Voice and Video Conferencing
- Instant Messaging
- Real-Time Collaboration

Plan for Effective Meetings

- Create an **agenda** – a detailed plan or outline of items to be discussed

- Assign a timekeeper

- Assign a note taker for the **minutes** – notes describing what was discussed and what actions will follow

- Plan follow-up

Sample Agenda and Minutes

agenda

AGENDA

Online Internship Handbook Team

Human Resources Conference Room
Tuesday, July 31, 20XX
4:00 – 5:00 PM

MEETING PURPOSE:
To kick off the internship handbook project and develop a six-week plan.

I.   Introductions   5–10 min.

   a. Jay Macintosh, Intern to Director for Human Resources, Team Leader
   b. Rachel Ferrera, Intern to Assistant to CEO
   c. Arnie Glover, Intern to Temp Pool Supervisor
   d. Roberto Washington, Intern, Web Development Department

II. Project Overview   - Jay Macintosh   10–15 min.

   a. Brainstorm Initial Ideas for Topic Content
   b. Assign Responsibilities

III. Web Development Support   - Roberto Washington   10–15 min.

   a. Discuss Format / Layout Options
   b. Determine Resource Needs (Materials)

IV. Six-Week Timeline   - Jay Macintosh   10–15 min.
   a. Meeting Times
   b. Progress Reports and Submission Schedule
   c. Interns Who Will Provide Feedback:
         1. Sarah Fernandez, Marketing Department
         2. Paul Mason, Research & Development
         3. Soren Afzabi, Research & Development
         4. Melanie Godfarb, Accounting

V.   Other?   5–10 min.

VI. Due Next Week: Content Reports
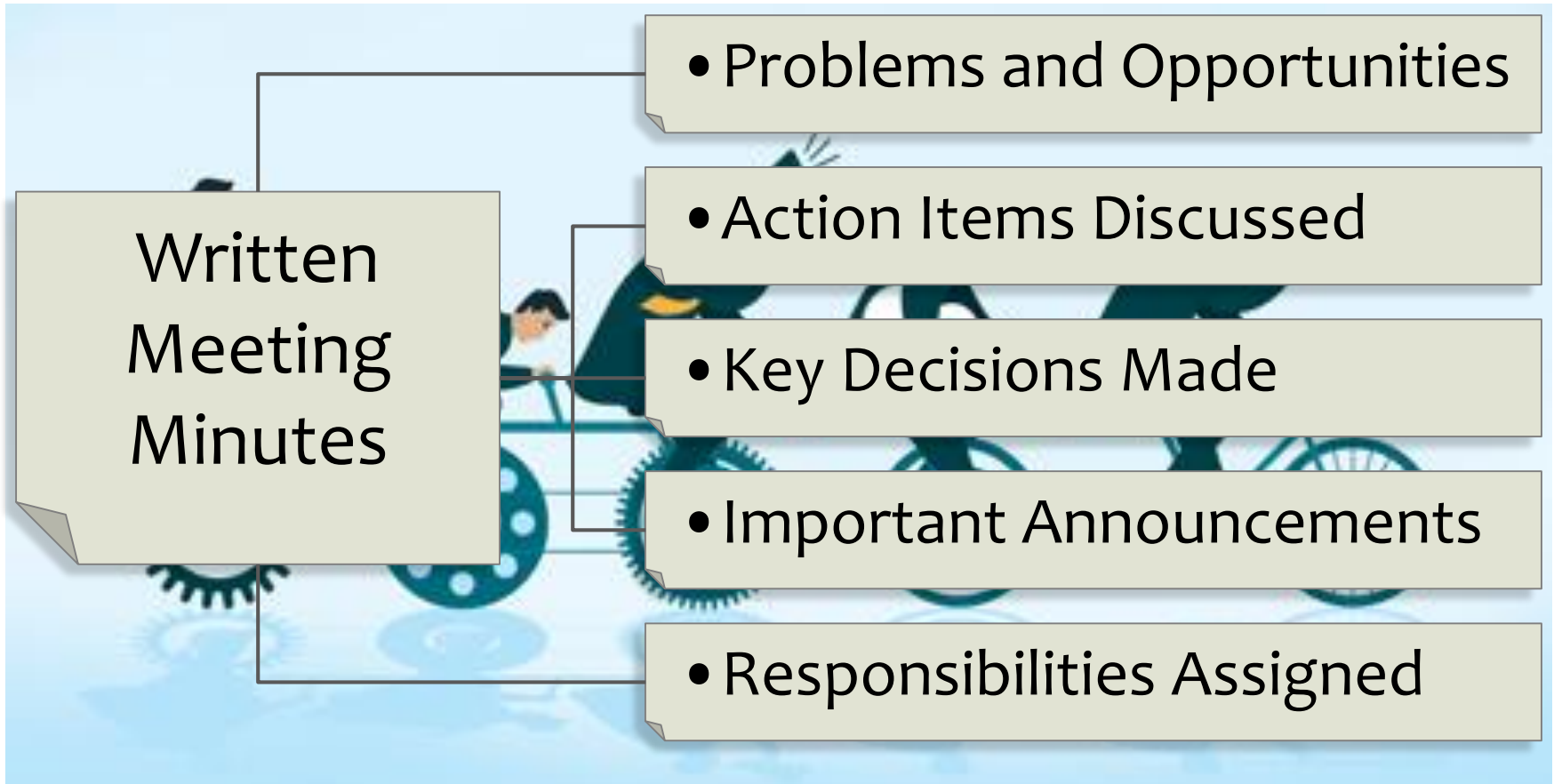
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minutes

MINUTES

Online Internship Handbook Team

Human Resources Conference Room
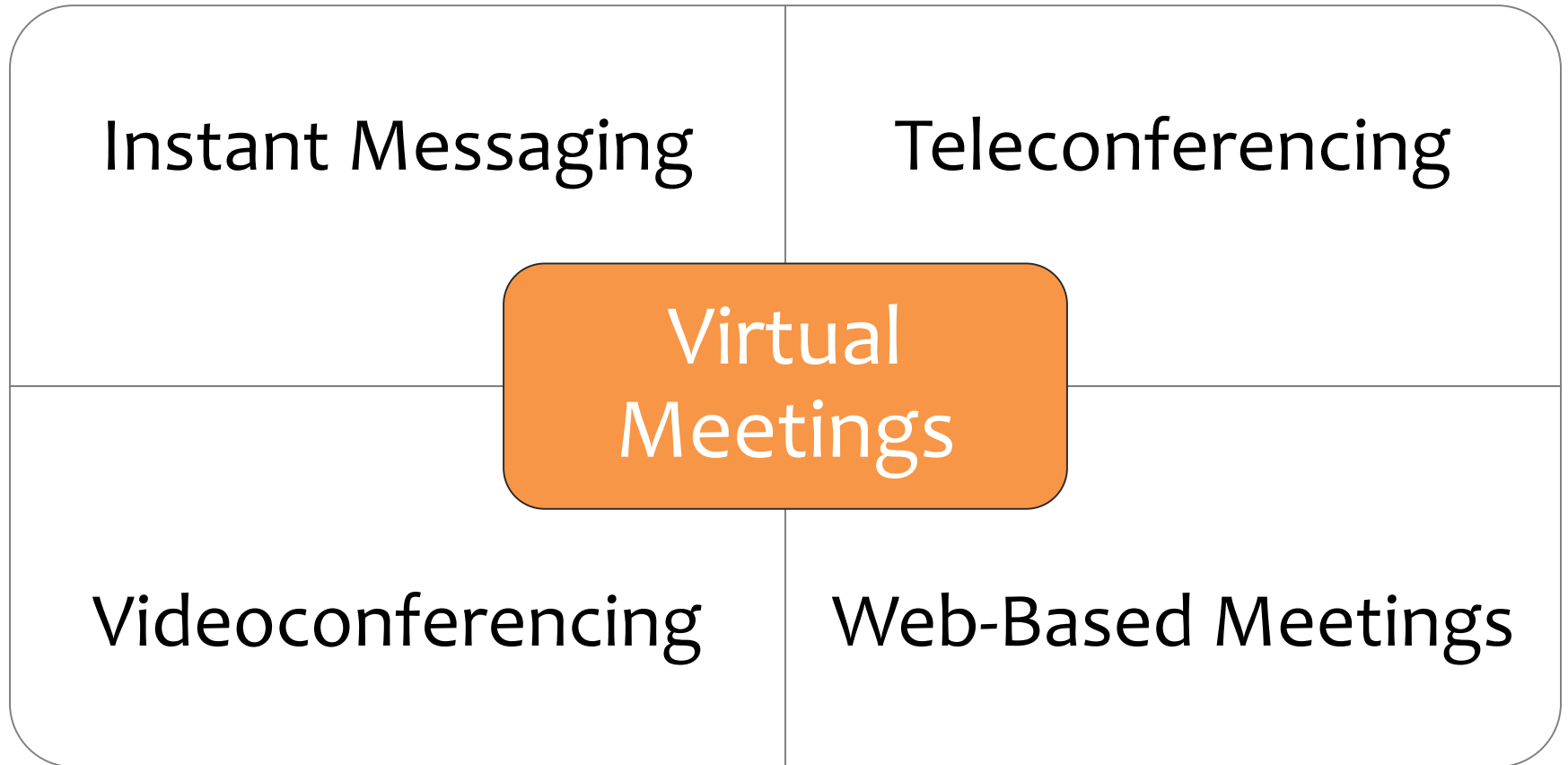July 31, 20XX

Present: Jay Macintosh, Intern to Director for Human Resources, Team Leader
          Rachel Ferrera, Intern to Assistant to CEO
          Arnie Glover, Intern for Temp Pool Supervisor
          Roberto Washington, Intern, Web Development Department

I. **Introductions:** Jay Macintosh called the meeting to order, introduced himself, and asked the others to state their department, experience, and skills.

II. **Project Overview:** Jay Macintosh explained the project goals. The team brainstormed ideas for topics and assigned content as follows:

   a. Welcome to the Company   - Rachel Ferrera
         1. History of the Organization
         2. Mission / Vision Statements
         3. Organizational Chart
         4. Your Role as an Intern

   b. Policies and Procedures   - Arnie Glover
         1. Maintaining Work Hours and Reporting Absences
         2. Sending and Responding to Email
         3. Logging Telephone Calls
         4. Using the Internet
         5. Using Social Media
         6. Submitting Reimbursement Requests

   c. Human Resources   - Jay Macintosh
         1. Salary and Payroll Procedures
         2. Health Benefits
         3. Educational Resources
         4. Applying for Permanent Employment

III. **Web Development Support:** Roberto Washington explained company policies about website format, layout, and design options. The team discussed where on the current company website the internship handbook should be located.
   Decision: Roberto will check with his supervisor about content and resource needs and report to the team by email before the end of the week.

IV. **Six-Week Timeline: Decisions:**
         1. We will meet on Tuesdays from 3–5 PM. Between meetings we will update each other by email.
         2. Jay will send our weekly meeting minutes to his supervisor as our progress reports.
         3. We will send the completed version of our first draft to the other interns who volunteered for this project to get their feedback by Week 3.
         4. We will submit a draft to the Director of Human Resources by Week 4.
         5. Roberto will begin putting the material on the web in Week 5.

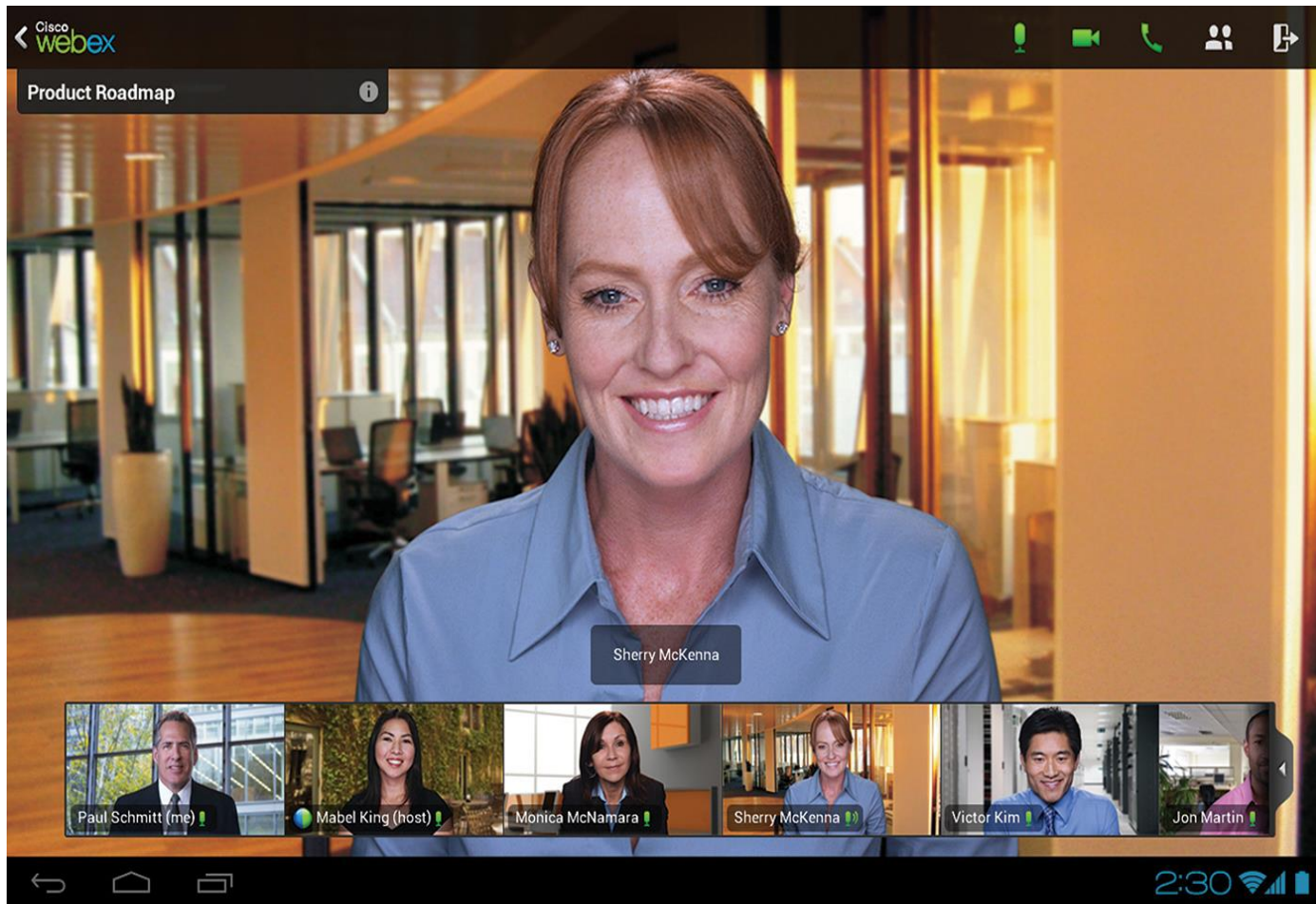V. **Next meeting:** The team will meet on August 7 to discuss the content reports.

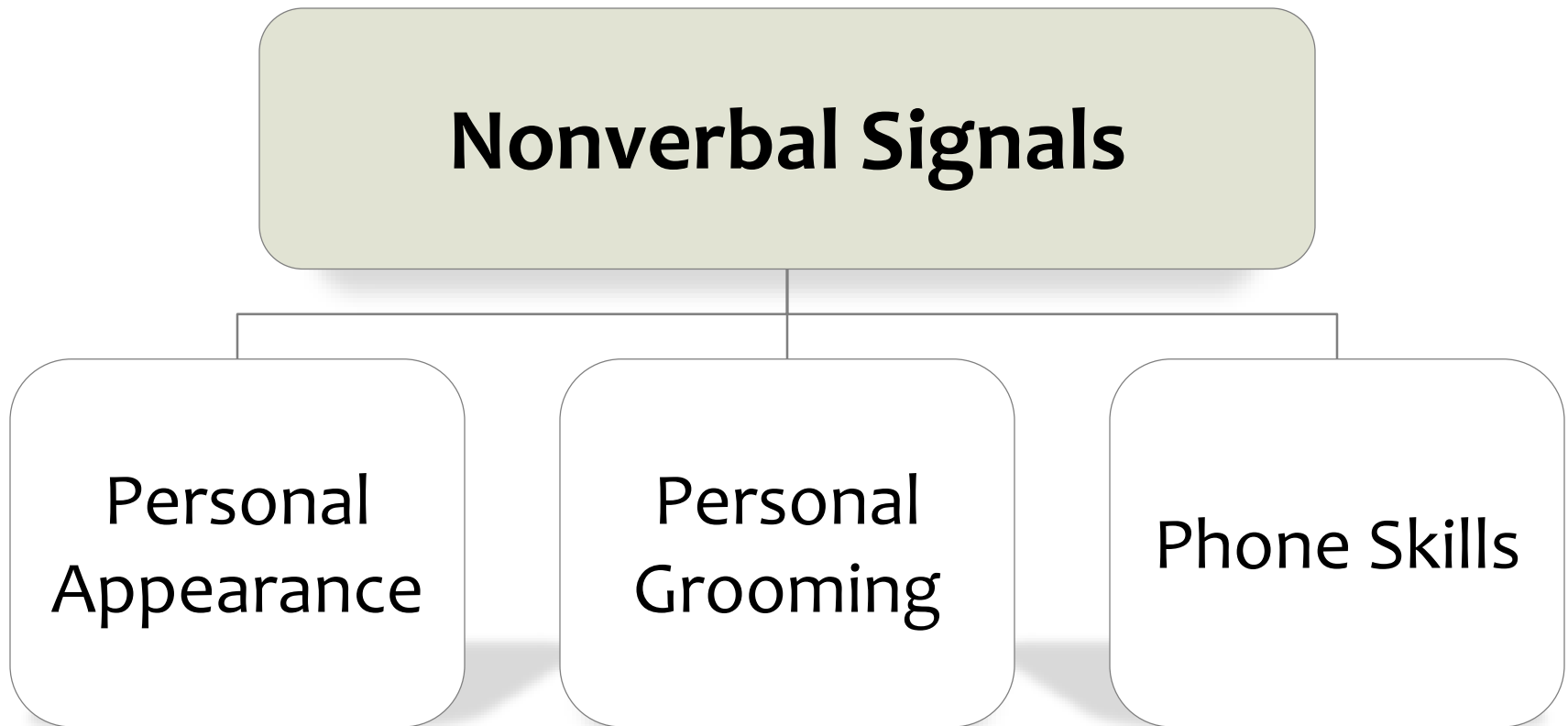# Putting Meeting Results to Productive Use

Written Meeting Minutes

- Problems and Opportunities
- Action Items Discussed
- Key Decisions Made
- Important Announcements
- Responsibilities Assigned

Meeting Technologies

Instant Messaging

Teleconferencing

Virtual Meetings

Videoconferencing

Web-Based Meetings

Virtual Meetings

Business Etiquette in the Workplace

Nonverbal Signals

Personal Appearance

Personal Grooming

Phone Skills

Business Etiquette in Social Settings

Meeting Others
- Representing Your Company
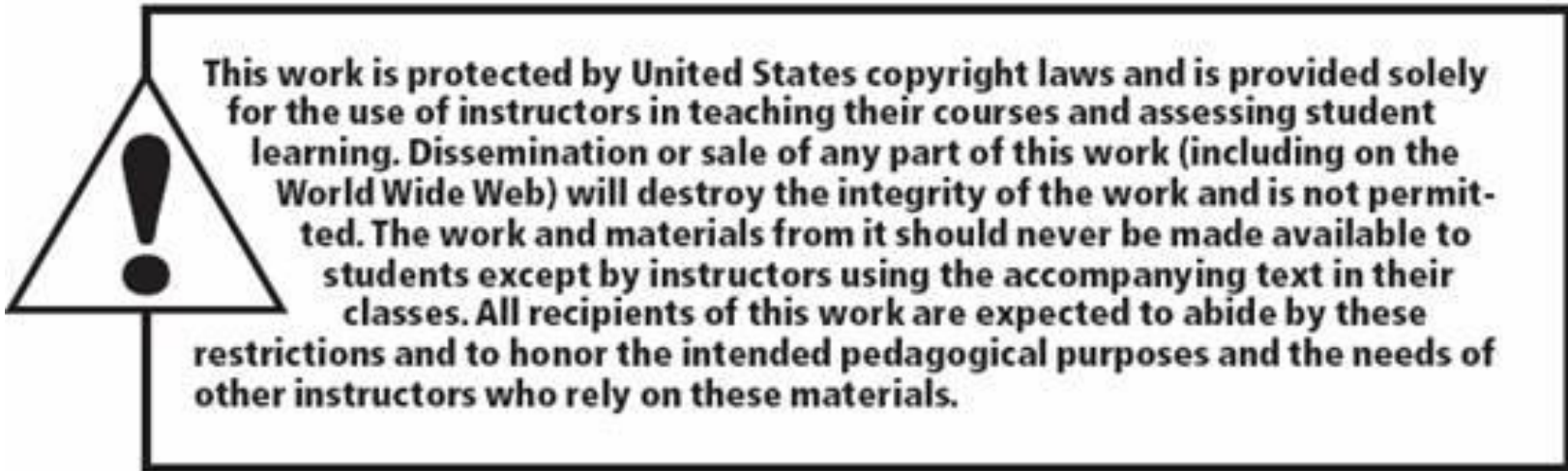- Introducing Yourself
- Introducing Other People

Business Meals
- Observing Dining Etiquette
- Starting Polite Conversations
- Choosing Appropriate Topics

Be a Good Team Member

- Make a commitment to the team and its goals
- Create a collaborative working environment
- Support and encourage teammates
- Support team decisions
- Focus on continuous quality improvement