

## CHAPTER-2

# COLLABORATION, INTERPERSONAL, AND BUSINESS ETIQUETTE



## LEARNING OBJECTIVES:

- Describe the characteristics of effective teams, outline five steps for resolving team conflict, and offer advice on working in virtual team.
- Offer guidelines for collaborative communication, explain what it means to give constructive feedback, and identify major collaboration technologies.
- List the key steps needed to ensure productive meetings.
- Explain why listening is such a complex communication process, and describe three steps to becoming a better listener.
- Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression.
- Explain the importance of business etiquette, and identify five key areas in which good etiquette is essential.

# COMMUNICATING EFFECTIVELY IN TEAMS

- Collaboration, working together to solve complex problems, is an essential skill for workers in nearly every profession.
- A team is a unit of two or more people who work toward a shared goal and, unlike other work groups, depend on one another to achieve that goal.
- Participative management is the effort to involve employees in the company's decision-making.
- A cross-functional team combines the efforts of people from multiple departments of functional team combines the efforts of people from multiple departments or functional areas across the company.

# TYPES OF TEAMS

TYPE	CHARACTERISTICS
COMMITTEE	A permanent team established to address recurring issues, such as corporate governance or workplace safety.
Problem-Solving	Team assembled to analyze a problem or issue, recommend a solution and, in some cases, implement the solution; sometimes referred to as a task force
Project	Team assembled to complete a specific project, such as a new product launch or installation of a new computer system.
Creative	Similar to project teams but used in fields such as advertising and web design; combines the efforts of various creative professionals and may work on a series of projects together.
Cross-functional	Pulls together people from across multiple departments or functional areas; the best way to tackle companywide issues or opportunities but can be challenging to manage.

# ADVANTAGES AND DISADVANTAGES OF TEAMS

## Advantages

- More information and knowledge.
- Learning Opportunities.
- Boldness.
- Accountability.
- Trust Building.
- A broader range of viewpoints.
- Buy-in for solutions the team creates.
- Improved performance.
- A sense of community in good times and bad.

# ADVANTAGES AND DISADVANTAGES OF TEAMS

## Disadvantages

- Groupthink.
- Hidden agendas.
- Cost.
- Overload.

# CHARACTERISTICS OF EFFECTIVE TEAMS

- A shared sense of purpose and compatible values.
- A clear and challenging goal.
- A belief in the value of the team's efforts.
- A well-balanced mix of people who can provide the insights and skills needed to achieve the goal.
- A size that aligns well with the team's responsibilities.
- An environment of psychological safety, encouraging people to share information, propose unproven ideas, and express vulnerability without fear of repercussion.
- A willingness to put the team's needs ahead of individual needs.
- Open and honest communication.

# STAGES OF TEAM DEVELOPMENT

The Tuckman model of group development usually includes five phases.

- Forming
- Storming
- Norming
- Performing
- Adjourning



# STAGES OF TEAM DEVELOPMENT

FORMING	<ul style="list-style-type: none"><li>• Team comes together</li><li>• Members begin to establish themselves in specific roles</li><li>• If team goal isn't already defined, team works to define</li></ul>
STORMING	<ul style="list-style-type: none"><li>• Conflict can emerge</li><li>• Disagreements and uncertainties natural in this phase</li><li>• Constructive conflict can help, but destructive conflict should be addressed</li></ul>
NORMING	<ul style="list-style-type: none"><li>• Behavioral norms become clear</li><li>• Expectations for individual performance and group interaction emerge</li><li>• Group begins to enforce those norms</li></ul>
PERFORMING	<ul style="list-style-type: none"><li>• Team begins to work productively</li><li>• Work can be done individually or collaboratively</li><li>• If conflict emerges, team may spend some time storming and re-norming</li></ul>
ADJOURNING	<ul style="list-style-type: none"><li>• Temporary teams disband at this point</li><li>• Team may engage in a post-project analysis of success or failure</li><li>• Team may record discoveries and advice for future teams</li></ul>

# GIVING-AND RESPONDING TO-CONSTRUCTIVE FEEDBACK

- Constructive feedback focuses on the process and outcomes of communication, not on the people involved.
- When you receive constructive feedback on your writing, keep your emotions in check and view it as an opportunity to improve.

# GIVING-AND RESPONDING TO-CONSTRUCTIVE FEEDBACK

How to Be Constructive	Explanation
Think through your suggested changes carefully.	Many business documents must illustrate complex relationships between ideas and other information, so isolated and superficial edits can do more harm than good.
Discuss improvements rather than flaws	Instead of saying “this is confusing,” for instance, explain how the writing can be improved to make it clearer.
Focus on controllable behavior.	The writer may not have control over every variable that affects the quality of the message, so focus on those aspects the writer can control.
Be specific.	Comments such as “I don’t get this” or “Make this clearer” don’t give the writer much direction.
Keep feedback impersonal.	Focus comments on the message, not on the person who created it.
Verify understanding.	If in doubt, ask for confirmation from the recipient to make sure that the person understood your feedback.
Time your feedback carefully.	Respond in a timely fashion so that the writer will have sufficient time to implement the changes you suggest.
Highlight any limitations your feedback may have	If you didn’t have time to give the document a through edit, or if you’re not an expert in some aspect of the content, let the writer know so that he or she can handle your comments appropriately.