



When you do not know what to choose, show total involvement in everything. Then life will choose, and it is never wrong.

Sadhguru

Communicating in Teams and Mastering Listening and Nonverbal Communication Skills

Structure

- Communicating Effectively in Teams
- Collaborative Communication
- Meeting Technologies
- Listening Skills
- Nonverbal Communication
- Business Etiquette

Improving Your Performance in Teams

Formal

Permanent Committees

- Plan strategy
- Review results
- Handle employee issues

Informal

Task Forces and Problem-Solving Teams

- Solve problems
- Handle specific issues
- Encourage participation

Overview of Teams

Advantages

Increased Information

Diversity of Views

Acceptance of Solutions

Levels of Performance

Disadvantages

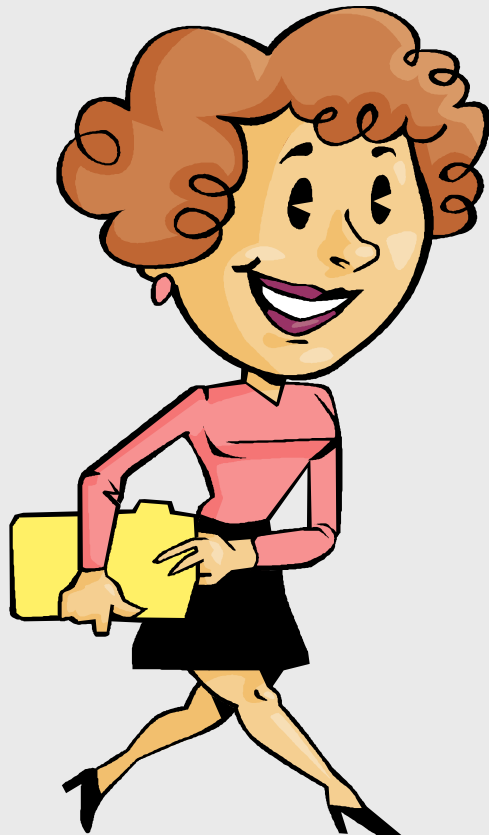
Groupthink

Hidden Agendas

Free Riders

High Costs

Effective Teams



- ✓ **Clear objective**
- ✓ **Sense of purpose**
- ✓ **Open communication**
- ✓ **Shared decision making**
- ✓ **Creative thinking**
- ✓ **Conflict resolution**

Collaborative Writing - Guidelines

Select Members

Clarify Processes

Agree on Goals

Avoid Group Writing

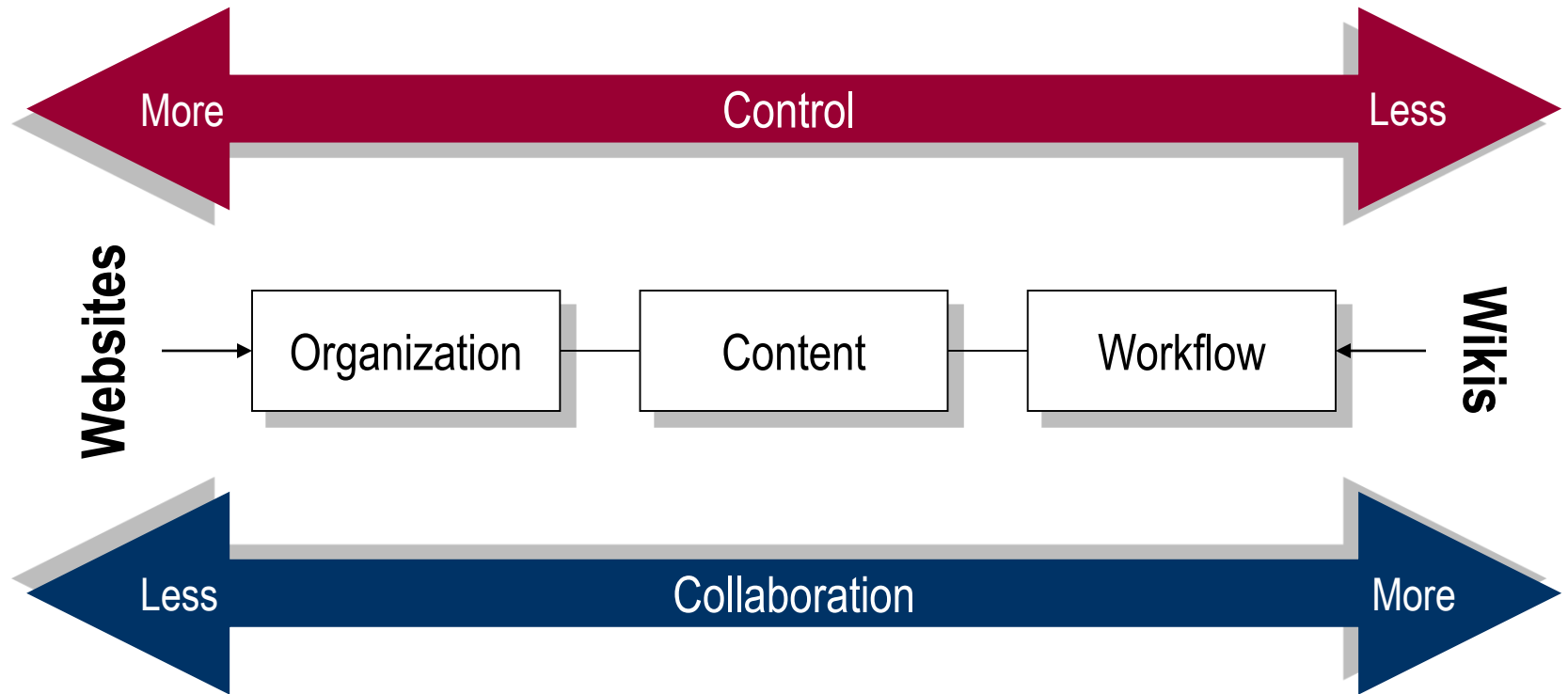
Take Time to Bond

Ensure Compatibility

Clarify Responsibilities

Check Progress Often

Collaborative Writing Technologies



Group Dynamics

Team Roles

Team Development

Conflict & Resistance



Assuming Team Roles

Self-Oriented	Group-Maintenance	Task-Oriented
Controlling and Diverting	Encouraging	Initiating and Coordinating
Withdrawing	Harmonizing	Seeking Information
Seeking Attention	Compromising	Setting Procedures

TABLE 2.1**Team Roles – Functional and Dysfunctional****Dysfunctional: Self-Oriented Roles**

Controlling: Dominating others by exhibiting superiority or authority

Withdrawing: Retiring from the team either by becoming silent or by refusing to deal with a particular aspect of the team's work

Attention seeking: Calling attention to oneself and demanding recognition from others

Diverting: Focusing the team on topics of interest to the individual rather than those relevant to the task

Functional: Team-Maintenance Roles

Encouraging: Drawing out other members by showing verbal and nonverbal support, praise, or agreement

Harmonizing: Reconciling differences among team members through mediation or by using humor to relieve tension

Compromising/Conciliating: Yielding on a point in order to reach a mutually acceptable solution

Functional: Task-Facilitating Roles

Initiating: Getting the team started on a line of inquiry

Information giving or seeking: Offering (or seeking) information relevant to questions facing the team

Coordinating: Showing relationships among ideas, clarifying issues, summarizing what the team has done

Procedure setting: Suggesting decision-making procedures that will move the team toward a goal

Team Evolution

1. Orientation

Team members get to know each other and establish roles.

2. Conflict

Different opinions and perspectives begin to emerge.

3. Brainstorming

Team members explore their options and evaluate alternatives.

4. Emergence

The team reaches a consensus on the chosen decision.

5. Reinforcement

The team re-establishes harmony and makes plans to put the decision into action.

Sources of Team Conflict

- ✓ **Scarce resources**
- ✓ **Task responsibilities**
- ✓ **Incompatible ideas**
- ✓ **Poor communication**
- ✓ **Attitudes and values**
- ✓ **Power struggles**
- ✓ **Conflicting goals**



Types of Team Conflict

Constructive

Win-Win Strategy

Exposes Issues

Boosts Involvement

Generates Ideas

Destructive

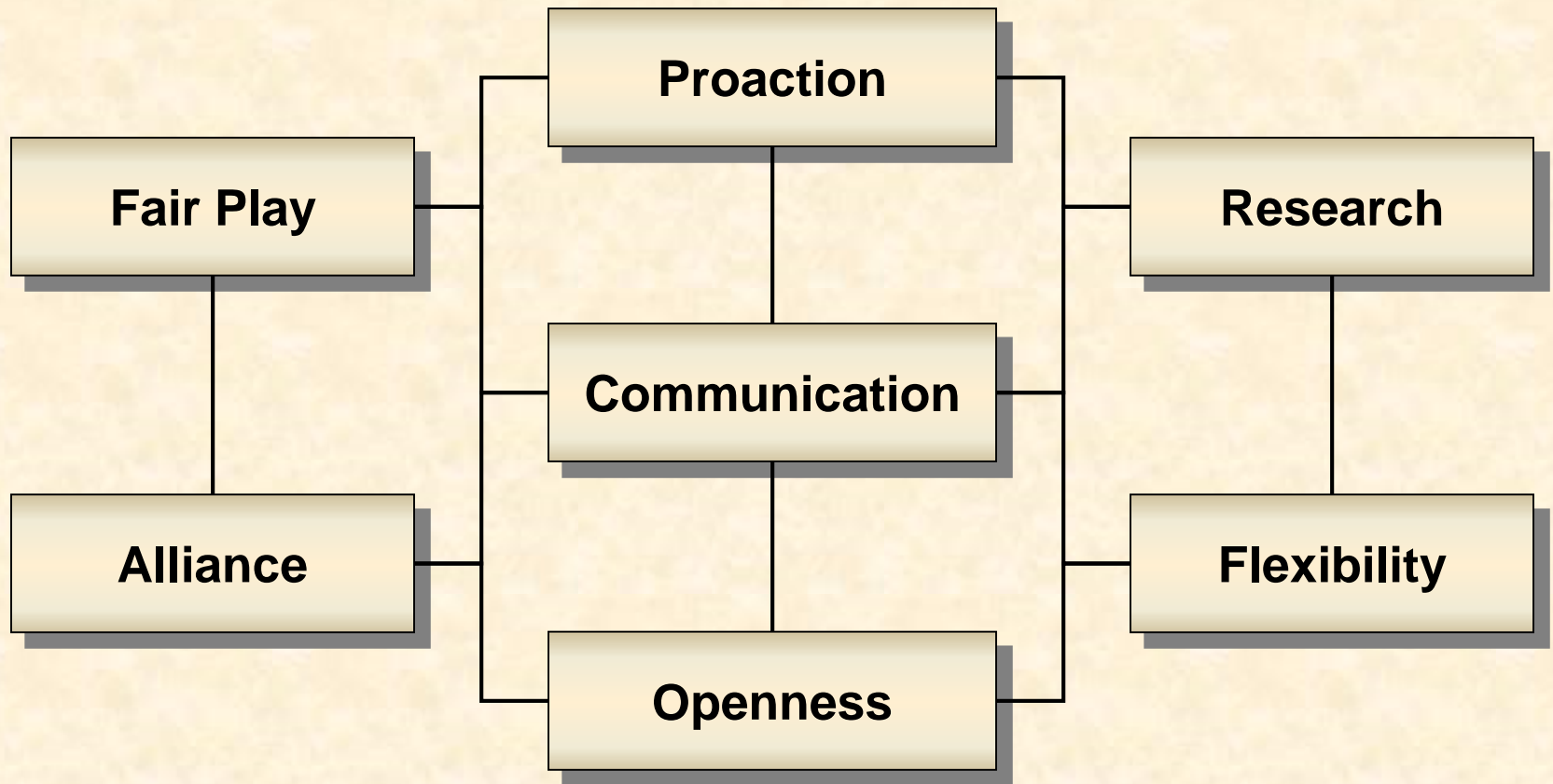
Win-Lose or Lose-Lose Outcome

Diverts Energy

Destroys Morale

Divides the Team

Resolving Conflict



Overcoming Resistance

Express Understanding

Uncover Resistance

Evaluate Objections

Withhold Arguments



TABLE 2.2 Business Uses of Social Networking Technology

BUSINESS CHALLENGE	EXAMPLE OF SOCIAL NETWORKING IN ACTION
Supporting customers	Allowing customers to develop close relationships with product experts within the company
Integrating new employees	Helping new employees navigate their way through the organization, finding experts, mentors, and other important contacts
Easing the transition after reorganizations and mergers	Helping employees connect and bond after internal staff reorganizations or mergers with other organizations
Overcoming structural barriers in communication channels	Bypassing the formal communication system in order to deliver information where it is needed in a timely fashion
Assembling teams	Identifying the best people, both inside the company and in other companies, to collaborate on projects
Fostering the growth of communities	Helping people with similar—or complementary—interests and skills find each other in order to provide mutual assistance and development
Solving problems	Finding “pockets of knowledge” within the organization—the expertise and experience of individual employees
Preparing for major meetings and events	Giving participants a way to meet before an event takes place, helping to ensure that the meeting or event becomes more productive more quickly
Accelerating the evolution of teams	Accelerating the sometimes slow process of getting to know one another and identifying individual areas of expertise
Maintaining business relationships	Giving people an easy way to stay in contact after meetings and conferences
Sharing and distributing information	Making it easy for employees to share information with people who may need it and for people who need information to find employees who might have it
Finding potential customers, business partners, and employees	Identifying strong candidates by matching user profiles with current business needs and linking from existing member profiles

Purpose

Participants

Preparing for Meetings

Time and Place

Agenda

Leading and Participating



✓ Stay on track

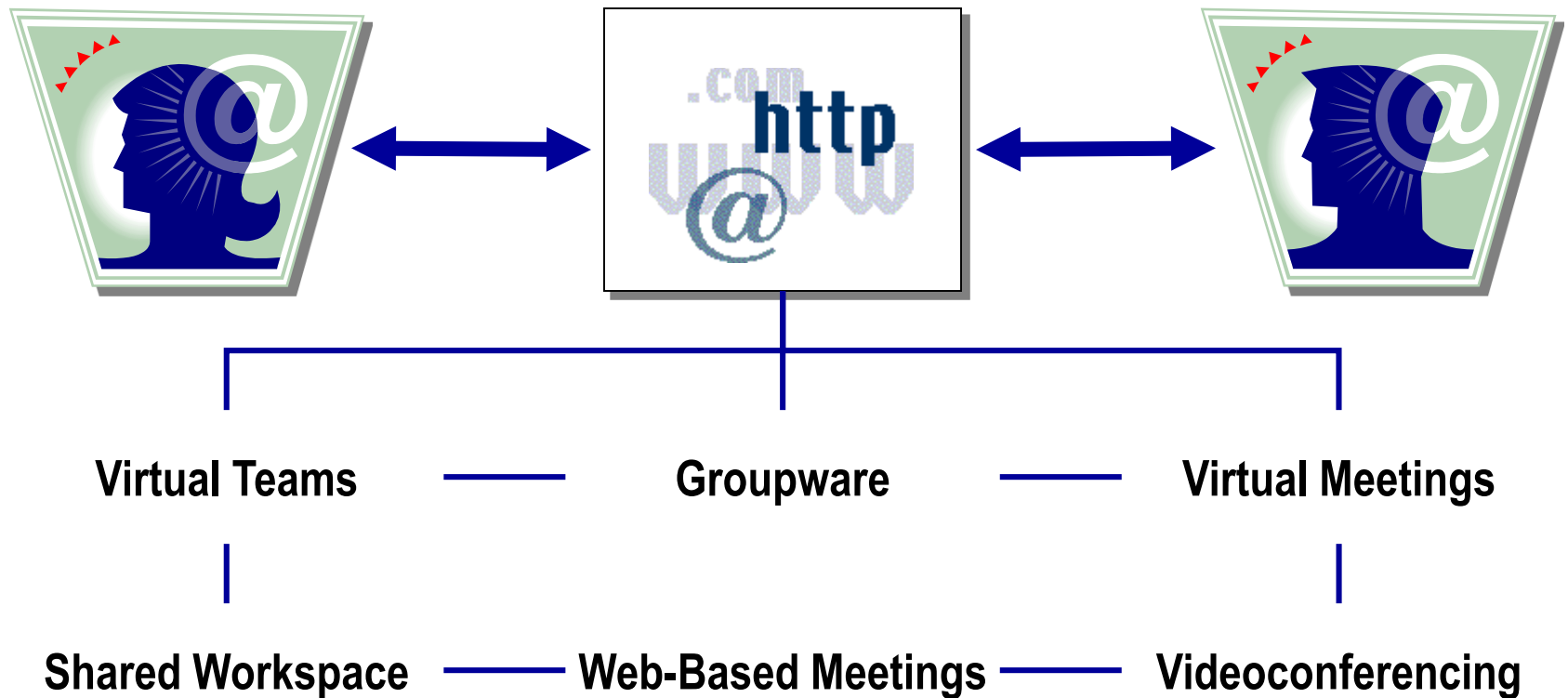
✓ Follow the rules

✓ Promote participation

✓ Participate actively

✓ Close effectively

Meeting Technologies





"The most important thing in communication is to hear what isn't being said."

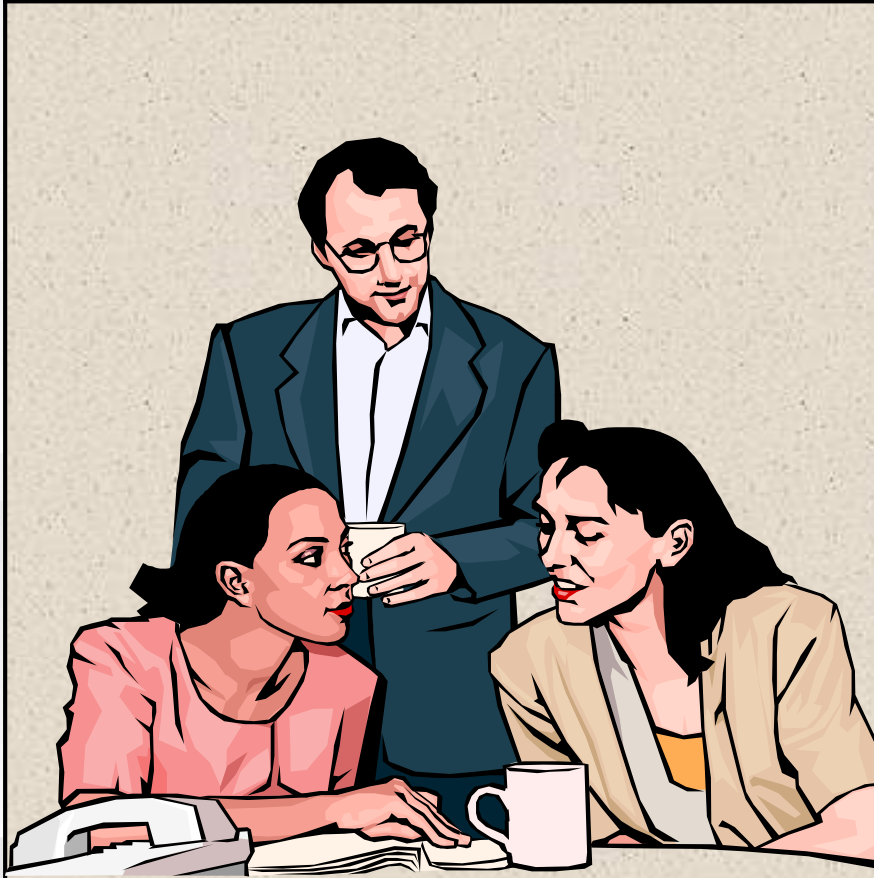
Peter F. Drucker,
Author and
Management Expert

Improving Listening Skills



- ✓ **Strengthen relationships**
- ✓ **Speed product delivery**
- ✓ **Highlight opportunities**
- ✓ **Support diversity**
- ✓ **Promote trust**
- ✓ **Enhance performance**

Types of Listening



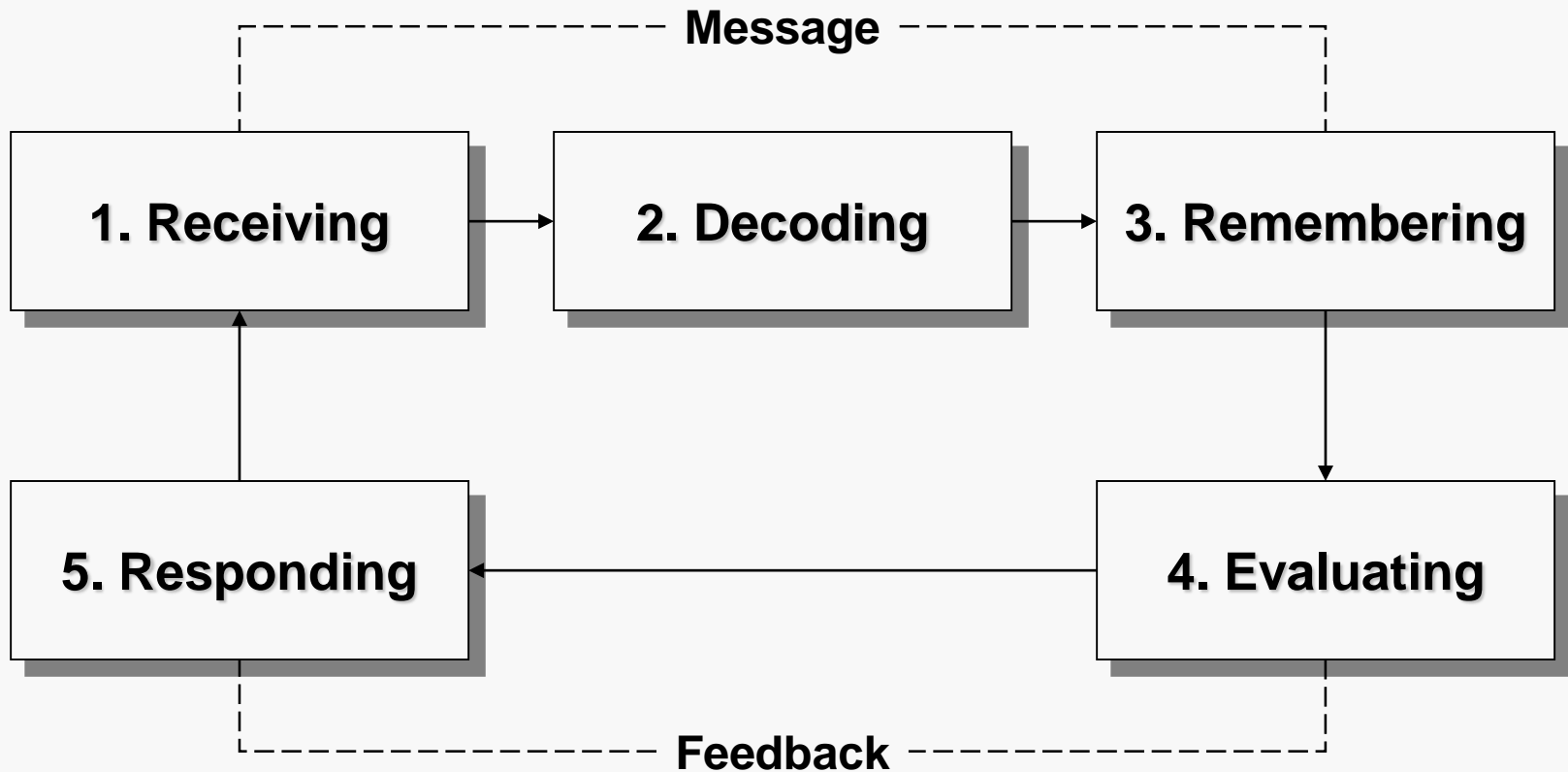
Content

Critical

Empathetic

Active

The Listening Process



Barriers to Listening

Physical
Reception

Selective
Listening

Prejudgment or
Defensiveness

Selective
Perception

Little Common
Ground

Memory
Problems

✓ CHECKLIST: Overcoming Barriers to Effective Listening

- ✓ Control whatever barriers to physical reception you can (such as avoiding interrupting speakers by asking questions or by exhibiting disruptive nonverbal behaviors).
- ✓ Avoid selective listening by trying to focus on the speaker and analyzing what you hear.
- ✓ Keep an open mind by avoiding any prejudgment and by not listening defensively.
- ✓ Try to paraphrase the speaker's ideas, giving that person a chance to confirm or correct your interpretation.
- ✓ Don't count on your memory; write down or record important information.
- ✓ Improve your short-term memory by repeating information or breaking it into shorter lists.
- ✓ Improve your long-term memory through association, categorization, visualization, and mnemonics.

DISTINGUISHING EFFECTIVE LISTENERS FROM INEFFECTIVE LISTENERS

Effective Listeners

- Listen
- Take careful and complete notes
- Make frequent eye contact with the speaker (depends on culture to some extent)
- Stay focused on the speaker and the content
- Mentally paraphrase key points to maintain attention level and ensure comprehension
- Adjust listening style to the situation
- Give the speaker nonverbal cues (such as nodding to show agreement or raising eyebrows to show surprise or skepticism)
- Save questions or points of disagreement until an appropriate time
- Overlook stylistic differences and focus on the speaker's message
- Make distinctions between main points and supporting details
- Look for opportunities to learn.

Ineffective Listeners

- Listen passively
- Take no notes or take ineffective notes
- Make little or no eye contact
- Allow their minds to wander; are easily distracted
- Fail to paraphrase
- Listen with the same style, regardless of the situation
- Fail to give the speaker nonverbal feedback
- Interrupt whenever they disagree or don't understand
- Are distracted by or unduly influenced by stylistic differences; are judgmental
- Are unable to distinguish main points from details
- Assume they already know everything that's important to know.

Listen

When I ask you to listen and you start giving advice, you have not done what I have asked.

When I ask you to listen and you begin to tell me why I shouldn't feel the way I do, you are trampling on my feelings.

When I ask you to listen and you feel you have to do something to solve my problem, you have failed me, strange as it may seem.

... Listen

Listen.

All I asked you to do was listen, not talk or do. Just hear me. I can do for myself. I am not helpless. Perhaps discouraged for faltering, but not helpless.

When you do something for me that I need to do for myself, you contribute to my fear and weakness.

... Listen

But when you accept as fact that I feel what I feel no matter how irrational, then I can stop trying to convince you and get on with understanding what's behind that irrational feeling and when that's clear, the answer will be obvious and I won't need advice.

Anonymous



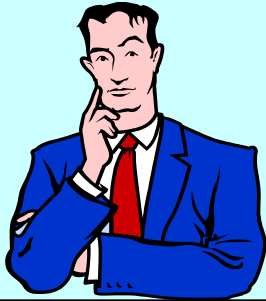
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Nonverbal Communication



Complement Verbal Language

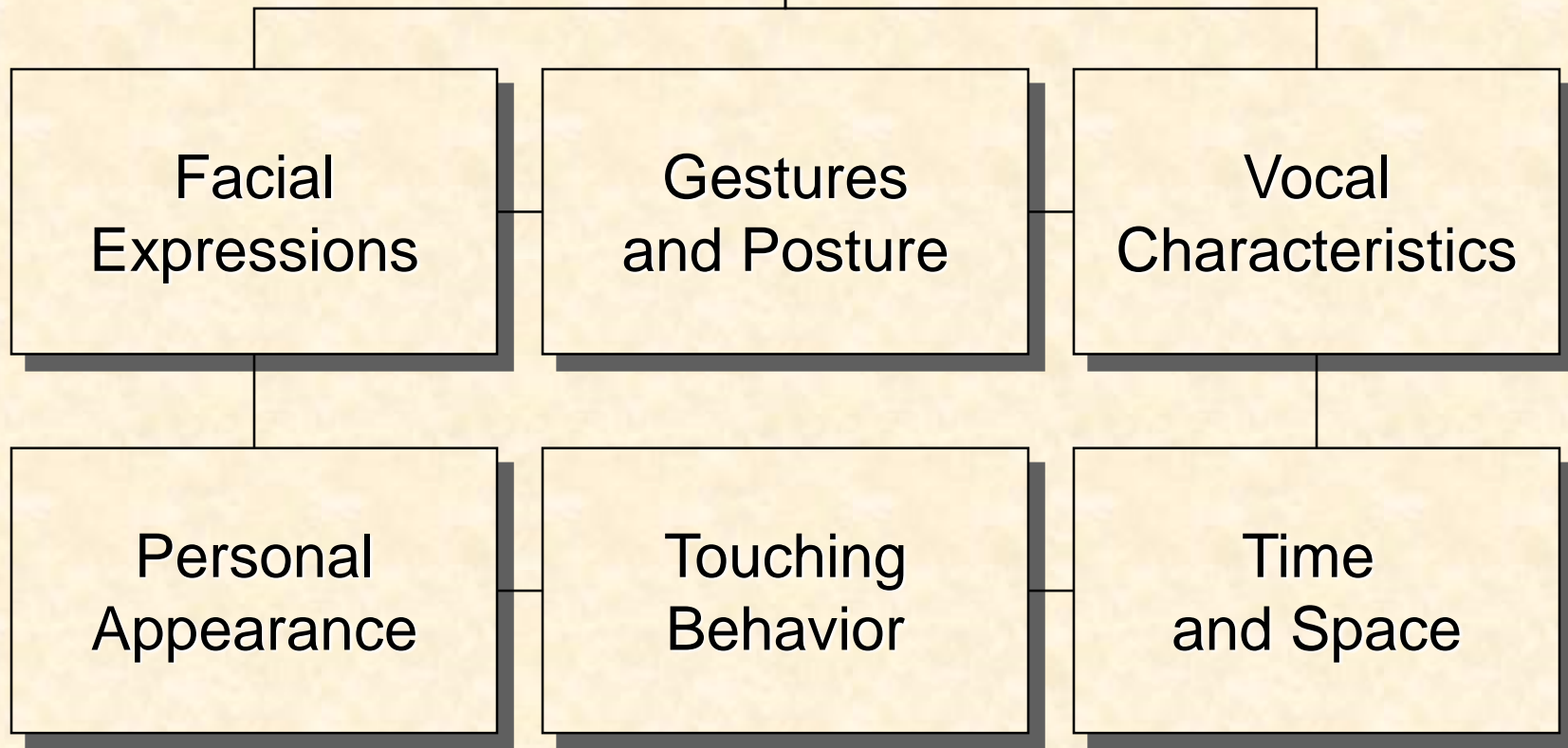


Reveal Hidden Meanings



Convey Information Efficiently

Recognizing Nonverbal Communication



Maximizing Nonverbal Communication

- **Note facial expressions**
- **Watch gestures and postures**
- **Listen for vocal characteristics**
- **Recognize physical appearance**
- **Be careful with physical contact**
- **Observe use of time and space**

A. Understand the roles that nonverbal signals play in communication.

- ✓ Nonverbal signals complement verbal language by strengthening, weakening, or replacing words.
- ✓ Nonverbal signals often reveal the truth, sometimes conveying more to listeners than spoken words.

B. Recognize nonverbal communication signals.

- ✓ Note that facial expressions (especially eye contact) reveal the type and intensity of a speaker's feelings.
- ✓ Watch for cues from gesture and posture.
- ✓ Listen for vocal characteristics that signal who the speaker is, the speaker's relationship with the audience, and the emotions underlying the speaker's words.
- ✓ Recognize that listeners are influenced by physical appearance.
- ✓ Be careful with physical contact; touch can convey positive attributes but can also be interpreted as dominance or sexual interest.
- ✓ Pay attention to the use of time and space.

FIGURE 2.4 Avoiding Nonverbal Mishaps

These few examples demonstrate the complexities of nonverbal communication across cultures. Be sure to learn the basic nonverbal signals of any culture in which you need to communicate.

In the United States



A firm grip should last for several seconds.

Direct, sustained eye contact is considered a sign of friendliness, strength, and trustworthiness.

This gesture expresses a variety of positive meanings, from "yes" to "nice job."

The "OK" sign indicates approval or assurance.

A genuine smile indicates happiness, agreement, or friendliness.

In Other Cultures

Japanese traditionally prefer a slight bow of the head; some Southeast Asians prefer to press their palms together in a slight praying motion; when people do shake hands in the Middle East and Far East, gentle pressure is preferred (a firm handshake is considered aggressive).

In countries such as Japan and South Korea, eye contact can be considered aggressive.

This gesture means "one" in Germany and "five" in Japan; it is an obscene gesture in Australia and some other countries.

The "OK" sign means "zero" or "worthless" in France; indicates money in Japan; it is an obscene gesture in Germany, Brazil, and some other countries.

Good news: A simple smile works everywhere in the world!

Etiquette in the Workplace

First Impressions

Personal Appearance

A Genuine Smile

Telephone Skills



Etiquette in Social Settings

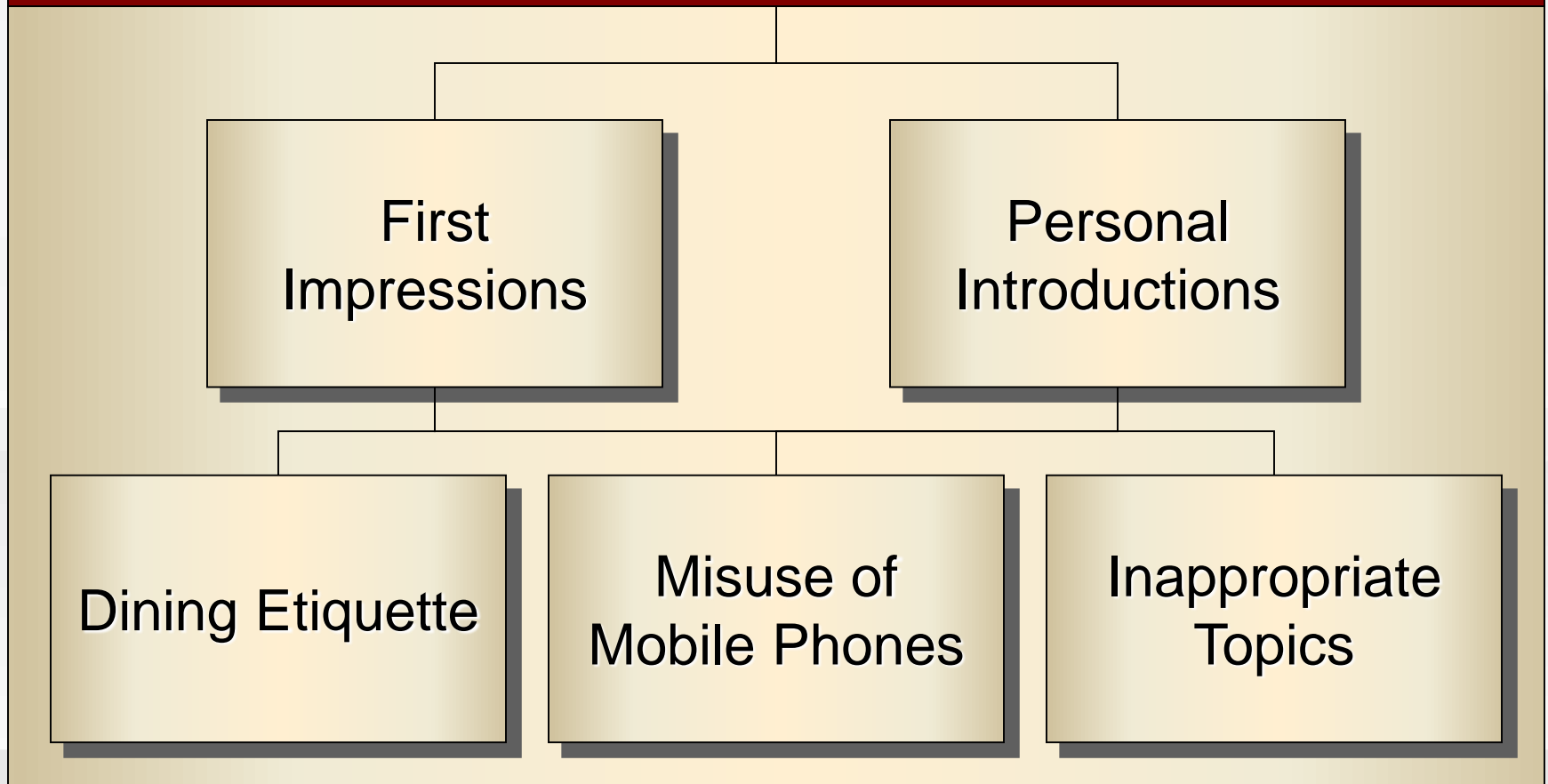


Table 2.3**ASSEMBLING A BUSINESS WARDROBE**

1 <i>Smooth and Finished</i> <i>(Start with this)</i>	2 <i>Elegant and Refined</i> <i>(To column 1, add this)</i>	3 <i>Crisp and Starchy</i> <i>(To column 2, add this)</i>	4 <i>Up-to-the-Minute Trendy</i> <i>(To column 3, add this)</i>
<ol style="list-style-type: none">1. Wear well-tailored clothing that fits well.2. Keep buttons, zippers, and hemlines in good repair.3. Keep shoes shined and in good condition.4. Make sure the fabrics you wear are clean, are carefully pressed, and do not wrinkle easily.5. Choose colors that flatter your height, weight, skin tone, and style.	<ol style="list-style-type: none">1. Choose form-fitting (but not skin-tight) clothing—not swinging or flowing fabrics, frills, or fussy trimmings.2. Choose muted tones and soft colors or classics, such as the dark blue suit or the basic black dress.3. If possible, select a few classic pieces of jewelry (such as a string of pearls or diamond cuff links) for formal occasions.	<ol style="list-style-type: none">1. Wear blouses or shirts that are or appear starched.2. Choose closed top-button shirts or button-down shirt collars, higher-neckline blouses, long sleeves with French cuffs and cuff links.3. Wear creased trousers or longer skirt hemline.4. Wear jackets that complement an outfit and lend an air of formality to your appearance. Avoid jackets with more than two tones—one color should dominate.	<ol style="list-style-type: none">1. Add trendy clothing items to your wardrobe often.2. Choose bold colors (but sparingly so that you won't appear garish).3. Embellish your look with trendy jewelry and hairstyles.

Table 2.1**Quick Tips for Improving Your Phone Skills****General Tips**

Use frequent verbal responses that show you're listening ("Oh yes," "I see," "That's right").

Increase your volume just slightly to convey your confidence.

Don't speak in a monotone; vary your pitch and inflections so people know you're interested.

Slow down when conversing with people whose native language isn't the same as yours.

Stay focused on the call throughout; others can easily tell when you're not paying attention.

Placing Calls

Be ready before you call so that you don't waste the other person's time.

Minimize distractions and avoid making noise that could annoy the other party.

Identify yourself and your organization, briefly describe why you're calling, and verify that you've called at a good time.

Don't take up too much time. Speak quickly and clearly, and get right to the point of the call.

Close in a friendly, positive manner and double-check all vital information such as meeting times and dates.

Receiving Calls

Answer promptly and with a smile so that you sound friendly and positive.

Identify yourself and your company (some companies have specific instructions for what to say when you answer).

Establish the needs of your caller by asking, "How may I help you?" If you know the caller's name, use it.

If you can, answer questions promptly and efficiently; if you can't help, tell them what you can do for them.

If you must forward a call or put someone on hold, explain what you are doing first.

If you forward a call to someone else, try to speak with that person first to verify that he or she is available and to introduce the caller.

If you take a message for someone else, be complete and accurate, including the caller's name, number, and organization.

Using Voice Mail

When recording your own outgoing message, make it brief and professional.

If you can, record temporary greetings on days when you are unavailable all day so that callers will know you're gone for the day.

Check your voice-mail messages regularly and return all necessary calls within 24 hours.

Leave simple, clear messages with your name, number, purpose for calling, and times when you can be reached.

State your name and telephone number slowly so that the other person can easily write them down; repeat both if the other person doesn't know you.

Be careful what you say; most voice-mail systems allow users to forward messages to anyone else in the system.

Replay your message before leaving the system to make sure it is clear and complete.

BUSINESS ETIQUETTE ONLINE

- Avoid personal attacks.
- Stay focused on the original topic.
- Don't present opinions as facts, and support facts with evidence.
- Follow basic expectations of spelling, punctuation, and capitalization.
- Use virus protection and keep it up to date.
- Ask if this is a good time for an IM chat.

BUSINESS ETIQUETTE ONLINE

- Watch your language and keep your emotions under control.
- Avoid multitasking while using IM and other tools.
- Never assume privacy.
- Don't use "reply all" in emails unless everyone can benefit from your reply.
- Don't waste others' time with sloppy, confusing, or incomplete messages.
- Respect boundaries of time and virtual space.

Groupthink

- **Peer pressure causes individual members to withhold contrary or unpopular opinion**