

Mastering Interpersonal Communication

Communicating in Teams

- **Problem solving**
- **Task forces**
- **Committees**

Overview of Teams

Advantages

- More information
- Diversity of views
- Support for solutions
- Improved performance

Disadvantages

- Time issues
- Groupthink
- Hidden agendas
- High costs

Effective Teams

- **Have a clear objective**
- **Share a sense of purpose**
- **Communicate openly and honestly**
- **Reach decisions by consensus**
- **Think in creative ways**
- **Know how to resolve conflict**

Ineffective Teams

- **Communication issues, suspicion, and lack of trust**
 - **Waste time and money**
 - **Generate low quality**
 - **Breed frustration**

Collaborative Writing

Select Collaborators

Clarify Processes

Agree on Goals

Avoid Group Writing

Take Time to Bond

Ensure Compatibility

Clarify Responsibilities

Check Progress Often

Writing Technologies

- **Content management systems**
- **Wiki sites**
- **Groupware**
- **Shared workspaces**

Group Dynamics

- **Team roles**
- **Team development**
- **Conflict**
- **Resistance**

Assuming Team Roles

- **Self-oriented**
- **Team-maintenance**
- **Task-oriented**

Phases of Team Evolution

- **General framework**
 1. **Orientation**
 2. **Conflict**
 3. **Brainstorming**
 4. **Emergence**
 5. **Reinforcement**

Types of Team Conflict

- **Constructive (Win-Win)**
- **Destructive (Win-Lose or Lose-Lose)**

Resolving Team Conflict

- **Seven methods**
 - **Proaction**
 - **Communication**
 - **Openness**
 - **Research**
 - **Flexibility**
 - **Fair play**
 - **Alliance**

Overcoming Resistance

- **Express understanding**
- **Make people aware of their resistance**
- **Evaluate others' objections fairly**
- **Withhold arguments until the other person is ready for them**

Networking Technologies

- **Social networks**
- **Virtual communities**

Productive Meetings

- **Preparation**
- **Efficiency**
- **Technology**

Preparing for Meetings

- **Identify your purpose**
- **Select participants**
- **Choose the time and place**
- **Set the agenda**

Leading and Participating

- **Stay on track**
- **Follow the rules**
- **Invite participation**
- **Participate actively**
- **Close effectively**

Meeting Technologies

- **Virtual teams**
- **Virtual meetings**
- **Teleconferences**
- **Videoconferences**
- **Web-based systems**

Effective Listening Skills

- **Build relationships**
- **Enhance product deliveries**
- **Capture opportunities**
- **Manage diversity**

Types of Listening

- **Content listening**
- **Critical listening**
- **Empathic listening**
- **Active listening**

The Listening Process

- **Receiving**
- **Decoding**
- **Remembering**
- **Evaluating**
- **Responding**

Barriers to Listening

- **Interruptions**
- **Selective listening**
- **Selective perception**
- **Language or experience**
- **Memory problems**

Nonverbal Communication

- **Intentional and unintentional effects**
 - **Support words**
 - **Weaken words**
 - **Replace words**

Categories of Nonverbal Communication

- **Facial expressions**
- **Gestures and posture**
- **Vocal characteristics**
- **Personal appearance**
- **Touching behavior**
- **Time and space**

Using Nonverbal Communication Effectively

- **When talking**
- **When not talking**
- **When listening**

Business Etiquette

- **Workplace**
- **Social settings**
- **Online**

Etiquette in the Workplace

- **Personal appearance**
- **Personal grooming**
- **Personal demeanor**
- **Telephone skills**

Etiquette in Social Settings

- **Appearance and actions**
- **Personal introductions**
- **Business meals**
- **Mobile phones**
- **Inappropriate topics**

Business Etiquette Online

- **Learn the basics of online etiquette**
- **Avoid personal attacks**
- **Stay focused on the original topic**
- **Do not present opinions as facts**
- **Follow grammar and spelling rules**
- **Use virus protection**

Business Etiquette Online

- **Ask permission before IM chatting**
- **Control language and emotions**
- **Avoid multitasking and IM**
- **Never assume privacy**
- **Avoid “reply all” in email**
- **Do not waste other people’s time**