Chapter 2

Professionalism: Team, Meeting, Listening, Nonverbal, and Etiquette Skills

Employers Want Individuals With …

- Proven team skills
- Strong verbal and written communication skills
- Excellent interpersonal and organizational skills

1. Team Skills
Working in Teams: It’s Here to Stay

- Today’s most successful companies emphasize teamwork as part of their corporate culture.
- Learning to deal with others effectively benefits you both personally and professionally.
- YOU WILL HAVE TO WORK IN TEAMS.

What Makes a Good Teammate?

- Tim Tebow
- Homer Simpson
- LeBron James

Let’s discuss …

Why Teamwork Works

- Better decisions
- Faster response
- Increased productivity
- Greater “buy-in”
- Less resistance to change
- Improved employee morale
- Reduced risks
Four Phases of Team Development

- Forming
- Storming
- Norming
- Performing

Group Dynamics: Positive Actions

- Set rules and abide by them.
- Assign specific tasks and define problems.
- Contribute info and ideas.
- Show interest and listen actively (nonverbal cues).
- Encourage participation.
- Listen to differing opinions.
- Synthesize points of agreement.
- Balance leadership.

Group Dynamics: Negative Actions

- Dictate and dominate.
- Insult and criticize.
- Punish dissent.
- Assign uneven workloads and unclear expectations.
- Make inappropriate comments and waste time.
- Withdraw.
Sources of Conflict

- Personalities
  - Bossy
  - Oversensitive
  - Sarcastic
- Experiences and perspectives
  - Professional goals
  - Work ethic
- Cultural diversity
  - Social class and level of education
  - Values
  - Genders, ages, ethnicities

Discussion Point:
What do you think is one of the greatest sources of workplace conflict today? Why?

How to Resolve Conflict: Six Steps

1. Listen
2. Understand other points of view
3. Show concern for the relationship
4. Look for common ground
5. Invent new problem-solving options
6. Reach an agreement based on what is fair

GROUPTHINK

- Faulty decision making reached by teams who are overly eager to agree.
- Teams suffering from groupthink:
  - Avoid conflict.
  - Fail to examine alternatives.
- Avoid Groupthink:
  - Encourage open discussion.
  - Evaluate many alternatives.
Methods for Reaching Group Decisions

- Majority
- Consensus
- Minority
- Averaging
- Authority rule with discussion

What are the pros and cons of each method?

What Makes a Team Successful?

- Small size and diverse makeup
- Agreement on purpose and procedures
- Ability to confront conflict
- Sound communication techniques
- Collaboration, not competition
- Acceptance of ethical responsibilities
- Shared leadership

2. Meeting Skills
Meetings – Duties of Meeting Leader

Before the Meeting

- Decides whether a meeting is necessary.
- Includes only key participants.
- Prepares agenda, including topics, times, and names.
- Considers whether to use a digital calendar to schedule meeting.

During the Meeting

- Starts on time and begin with preview, agenda.
- Appoints a secretary to take minutes and a recorder to track ideas.
- Encourages participation, avoiding digression.
- Deals with conflict openly; lets parties speak.
- Confirms agreement when consensus occurs.

After the Meeting

- Ends meeting on time.
- Summarizes results achieved.
- Distributes minutes a few days later.
- Reminds team members of assignments.
Meetings – Your Responsibilities

- Arrive early and prepared.
- Put away electronic devices.
- Bring a positive attitude.
- Contribute respectfully.
- Give credit to others.
- Help summarize.
- Express your views in the meeting, not later.
- Follow up by completing assigned tasks.

How Virtual Meetings Are Possible

- Be sure everyone knows the technology.
- Distribute documents in advance; log on early.
- Explain how to ask and answer questions.
- Say your name before speaking.
- Decide whether to “mute” phones.
- Pay attention; don’t multitask.
- Ask questions of specific people and use a strong voice.
- Give everyone a chance to speak with “round-the-table.”

Techniques for Successful Virtual Meetings
3. Listening Skills

Types of Workplace Listening

- Listening to superiors
- Listening to colleagues and teammates
- Listening to customers

Ten Keys to Building Active Listening Skills

1. Control internal and external distractions.
2. Become actively involved.
3. Separate facts from opinions.
4. Identify important facts.
5. Avoid interrupting.
Ten Keys continued

6. Ask clarifying questions.
7. Paraphrase to increase understanding.
8. Capitalize on lag time.
9. Take notes.
10. Be aware of gender differences

Common Listening Barriers

- Mental Barriers
  - Inattention
  - Prejudgment
  - Frame of reference
  - Closed-mindedness
  - Pseudolistening

- Physical and Other Barriers
  - Hearing impairment
  - Noisy surroundings
  - Speaker’s appearance or mannerisms
  - Lag time

4. Nonverbal Communication Skills
Functions of Nonverbal Communication

- Complement and illustrate
- Reinforce and accentuate
- Replace and substitute
- Control and regulate
- Contradict

Forms of Nonverbal Communication

- Eye contact
- Facial expression
- Posture and gestures
- Time

Forms of Nonverbal Communication

- Space
- Territory
- Appearance of documents
- Appearance of people
5. Etiquette Skills

When all else is equal …

Ways to Show Professionalism When You Communicate

- Speech habits
- E-mail messages
- Internet address
- Voice mail
- Telephone habits
- Cell and smart phone use

How to Gain an Etiquette Edge

- Use polite words.
- Express sincere appreciation and praise.
- Be selective in sharing personal information at work.
- Avoid putting people down.
How to Gain an Etiquette Edge

- Respect coworkers’ space.
- Rise above others’ rudeness.
- Be considerate when sharing space and equipment with others.
- Disagree agreeably.