

Chapter 2

Interpersonal Communication Skills

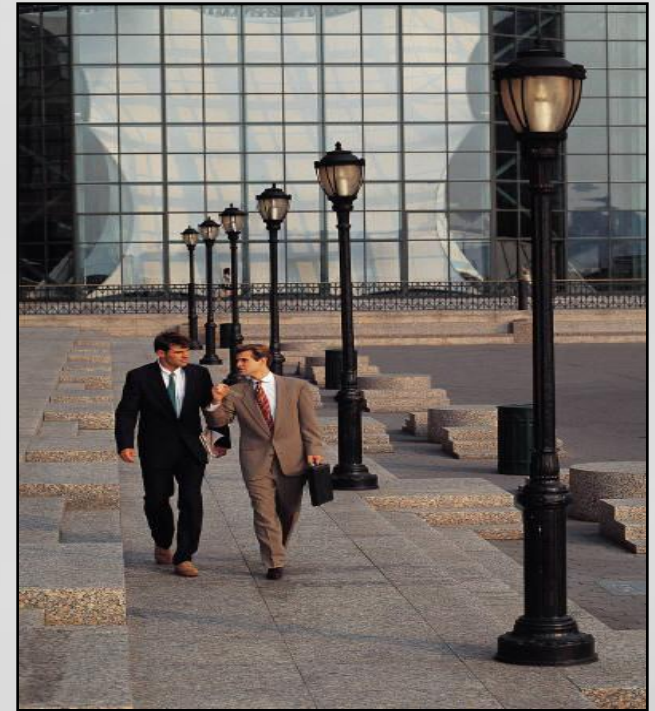
Interpersonal communication skills

- Nonverbal communication
- Listening
- Telephone communication
- Business meetings

Nonverbal communication

The six most common types of nonverbal communication in business are described below.

- Physical appearance
- Body movement
- Voice qualities
- Time
- Touch
- Space and territory



Physical appearance

- Our culture places great value on physical appearance. Attractive people tend to be seen as more intelligent, more likable, and more persuasive than people who are not attractive. First impressions are influenced by physical appearance and grooming.

男性仪容



女性仪容



相由心生

One's appearance is formed through his/her thoughts





**Shakespeare: clothes can
reflect a person's status**

You are what you wear !



着装的“TPO”原则

Time (时间)

着装与时间相适应

Place (地点)

着装与地点相适应

Occasion(目的)

着装与目的相适应



**Your clothes
should match
your job, age,
gender, and
body type.**



Nancy Reagan



Hillary Clinton



Carly Fiorina



No woman should be wearing sexy clothing to work
没有女人应该穿着性感的服装去上班！
——乔恩·莫利(形象设计大师)

The image improvement of Hillary and Merkel



大学时代的希拉里(左上)和如今的国务卿希拉里(右上)形象迥然不同;默克尔从政前(左下)的发型曾招来不少非议,如今已成为“魅力女强人”(右下)

**Suit: Men's
primarily wear**



男性着西装四个三

- 三色原则：全身衣服不得超过三种颜色。
- 三一定律：身体上有三个部位要保持一个颜色：皮包、皮鞋、腰带。
- 三大禁忌：西装左袖的商标没有拆；穿短袖打领带；穿白色袜子或尼龙袜子。

男性西装礼仪细节——衬衫

- 正装衬衫应为长袖衬衫。
- 穿法讲究：
 - a. 衣扣 b. 领口
 - c. 袖长 d. 下摆
- 特别注意：
 - a. 不穿西装外套只穿衬衫打领带
仅限室内，而且正式场合不允许
 - b. 正式场合应穿白衬衫
 - c. 当衬衫里面穿背心和内衣时
 - d. 衬衫应天天换



男性西装礼仪细节——扣子

- ◆ 西装的扣子有单排扣与双排扣之分
 - 单排扣的西装
 - 两颗扣的西装上衣
 - 三颗扣的西装上衣
 - 双排扣的西装要把扣子全系上



男性西装礼仪细节——西装的口袋

- ✓ 上衣口袋：只作装饰，不可以用来装任何东西，但必要可装折好花式的手帕。
- ✓ 裤兜：不能装物，以求裤型美观；裤子后兜可以装手帕、零用钱等。



男性西装礼仪细节——西裤

- 西裤必须要有清晰、笔直中折线。
- 西裤裤腰的尺寸以裤腰间插进一手掌为宜。
- 裤长以裤脚接触脚背，一般达到皮鞋后帮的一半或者裤脚的长度以穿鞋后距地面1cm。



男性西装礼仪细节——皮鞋

- ◆ 正式场合男士西装配皮鞋应为：
- ✓ 上等牛皮且系带式皮鞋
- ✓ 光面皮鞋
- ✓ 样式简单的黑皮鞋



职业装的颜色

- 白色—清静、纯洁、明亮、素净。
- 红色—激情、浪漫、奔放、温存。
- 黑色—神秘、静寂而富有理性。
- 蓝色—自信、沉静而幽远。
- 灰色—文静、成熟。
- 紫色—高贵、华丽、德重。
- 黄色—是光明、希望的象征。
- 绿色—有自然、环保、和平、清爽的感觉。
- 金色—有高贵、华丽的感觉。
- 银色—有金属、静美、高雅的感觉。



时装也政治！



男性西装配饰——领带



克林顿的领带经



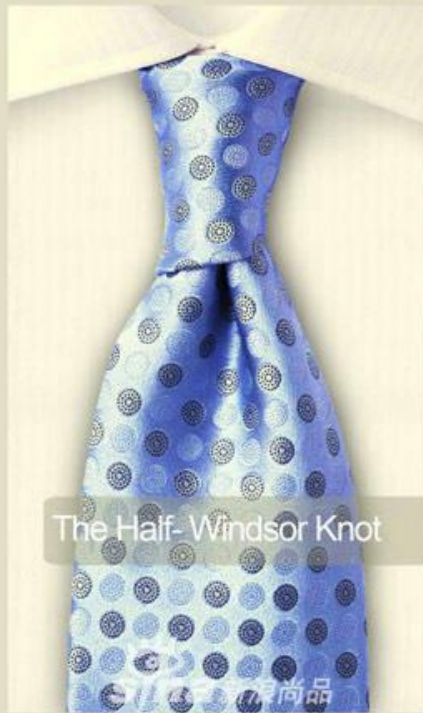
打领带需要注意的问题：

- 配套的服装
- 颜色
- 长度
- 系法





Windsor Knot



The Half-Windsor Knot



The Four-in-hand Knot



All rights



Body movement

- Meaning is conveyed with facial expressions; movement of the eyes, hands, and upper body; and body stance. The actual meaning may vary across different cultures.

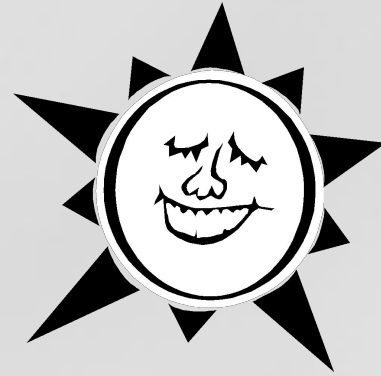
仪态礼仪

站有站相，坐有坐相，
步履稳盈，手势适当。

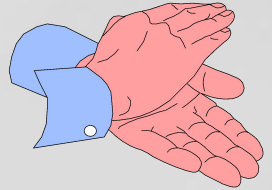
•坐姿



•行走



•手势



•站姿

•表情

优雅的坐姿



男士常用坐姿



- 头部挺直，双目平视，下颌内收。
- 身体端正，两肩放松，勿倚靠座椅的背部。
- 挺胸收腹，上身微微前倾。
- 采用中坐姿势：坐椅面2/3左右。
- 日常手的姿势：自然放在双膝上或椅子扶手上。
- 桌面手的姿势：双手自然交叠，将腕到肘部的三分之二处轻放在桌面上。
- 腿的姿势：双腿可并拢，也可分开，但分开间距不得超过肩宽。

女士常用坐姿

- 1、头部挺直，双目平视，下颌内收。
- 2、身体端正，两肩放松，勿倚靠座椅的背部。
- 3、挺胸收腹，上身微微前倾。
- 4、采用中坐姿势，坐时占椅面2/3的面积。

- 5、日常手的姿势：自然放在双膝上或椅子扶手上。
- 6、桌面手的姿势：双手自然交叠，将腕至肘部的三部之二处轻放在桌子上。
- 7、腿的姿势：双腿靠紧并垂直于地面，也可将双腿稍稍斜侧调整姿势。



如果是二郎腿.....



入座、离座礼仪

入座

- 应从左侧入座，同时尽量轻稳，避免座椅乱响，噪音扰人。
- 女士在入座时应右手按住衣服前角，左手抚平后裙摆，缓缓坐下。

离座

- 离座时，身旁如有有人在座，须以语言或动作向其先示意，随后方可站起身来。起身离座时，最好动作轻缓，无声无息。
- 离开座椅后，要先站定，后退几步，将椅子推回，方可离去。

标准站姿规范

- 头正
- 颈直
- 肩平
- 胸挺
- 腹收
- 腰立
- 臀收
- 腿直
- 腿靠
- 手垂



男士常用站姿



1. 双眼平视前方，下颌微微内收，颈部挺直。
2. 双肩自然放松端平且收腹挺胸，但不显僵硬。
3. 双臂自然下垂，处于身体两侧，轻轻握拳或以“护印手”放在小腹处。
4. 双脚平行分开，与肩同宽。

女士常用站姿

女士四指并拢，虎口张开，将右手搭在左手上放在腹前，拇指交叉，脚跟并拢，脚尖分开呈“V”型或丁字型：双脚并拢，脚尖呈V字型。



如果你有“O”型腿

请别担心，

一样有使您变得优雅的方法。

- 身体微侧，呈自然的45度，斜对前方，面部朝向正前方。
- 脚呈丁字步
- 站姿训练：站墙

矫正式的站姿



有O型腿的人，最适合这种站姿，可以掩饰缺陷、美化腿部线条。

自信的走姿

- **要领：**

两眼平视、胸脯前挺；
腹部后收、两脚平行
或直行；肩部下压、
两手自然摆动10到
15度；步子柔和轻快
有节律；腰部随身体
自然摆动。



男士标准走姿

男性的脚步要走出两条平行线，显得矫健有力。男士着西装行走时，要注意保持挺拔之感，后背平正，两腿立直，走路的步幅可略大一些。



女士标准走姿



女性步态美的关键在于踩出“猫步”，即脚印形成一条直线，如此才能翩翩有致、摇曳生姿。女士要求身体挺拔，胸微含，下颌微收，走路时步幅不宜过大，脚尖略外开。

蹲姿

研讨：如何拾起地上的笔？

男士蹲姿

一脚在前，一脚在后，两腿向下蹲，前腿小腿基本垂直于地面，后腿脚跟提起，脚掌着地，臀部向下。



女士蹲姿

右脚在前，左脚在后向下蹲，右小腿垂直，脚掌着地，大腿紧靠，左脚前脚掌着地，右膝高于左膝。



左脚在前，右脚在后向下蹲，左小腿垂直，脚掌着地，大腿紧靠，右脚前脚掌着地，左膝高于右膝。



手势

一种形体语言，是通过手和手指活动传递信息的。它作为信息传递方式不仅远远早于书面语言，甚至早于有声语言。



几种常用手势

- 1、请进
- 2、引导
- 3、请坐



标准:

手掌应自然伸直, 掌心向上, 手指自然并拢(女士五指并拢, 男士拇指自然稍稍分开), 手腕和小臂形成一直线, 大臂与小臂自然弯曲140度为宜。身体稍前倾, 肩下压。要目视来宾, 面带微笑。



一般而言:

低位—腰下—1米左右,
中位—胸位—2至5米,
高位—眼部—5米以外。

切忌:用手指比划



微笑——醉人的笑容你有没有

“喜怒哀乐之未发，谓之中；而皆中节，谓之和。中也者，天下之大本也；和也者，天下之达道也。”



奥运颁奖礼仪微笑标准

- 露6到8颗牙齿
- 表情不僵硬



目光接触的技巧

如果你不知道该往哪里看时，可适度运用“散点柔视”，请将目光关注在对方的双眼到鼻尖的小三角区域，或额头到下巴水平线的大三角区域；并且在整个交谈过程中，要有2/3的时间用目光交流，每次接触1-3秒左右，再加上时不时地点头，以表示你在专心听讲。

每一种眼神都有其特定的含义

视线向下
表现权威和感



视线向上
表现从人服任布。



视线水平
表现客观理智。



避免消极的身体语言

- (1)经常摸嘴
- (2)回答问题前假声咳嗽
- (3)咬嘴唇
- (4)笑容僵硬
- (5)抖动腿脚
- (6)交叉胳膊
- (7)无精打采
- (8)回避目光接触

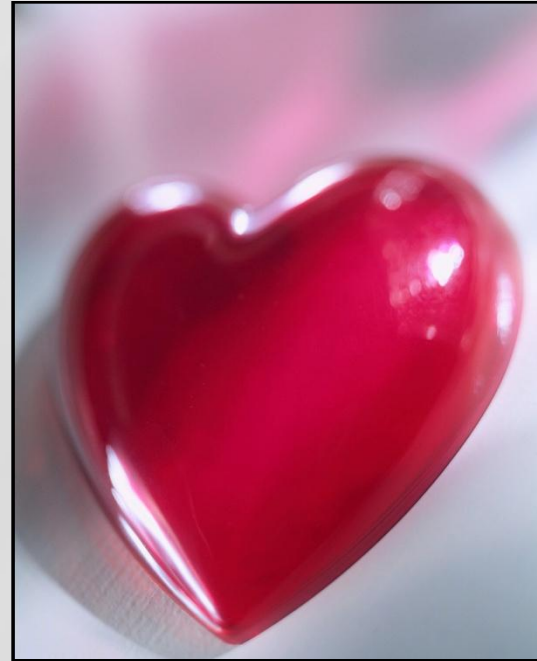


Voice Qualities

- Voice qualities (volume, speed, pitch, tone, accent, variety, and rhythm) carry both intentional and unintentional messages. A significant number of voice qualities are universal across all human cultures.

What's the difference?

- I love you.
- I LOVE you.
- I love YOU.





Silent messages

- In a classic study of silent messages, Albert Mehrabian has often been quoted on the findings that *words, tone of voice, and body language* are the three elements of face-to-face communication. This is commonly known as the 7%-38%-55% Rule.

Source: Mehrabian, A. (1971). *Silent messages*. Wadsworth, Belmont, California.



Quotations about nonverbal communication

Based on your reading and experience, which of these quotes best describes to you the importance of nonverbal communication?

“What you do speaks so loud that I cannot hear what you say.”

--Ralph Waldo Emerson

“The human body is the best picture of the human soul.”

--Ludwig Wittgenstein



Debate issue: Should managers use an authoritarian communication style?

YES

- Some employees need the cool, firm communication style that authoritarian leaders provide.
- When authoritarian leadership is used, communication moves from top (supervisor) to bottom (employees).
- An authoritarian leader assigns workers to specific tasks and expects precise results, so workers know exactly what is expected.

NO

- Workers may resent a strict authoritarian leadership style.
- The democratic and laissez-faire leadership styles allow workers to communicate with the supervisor and other members of their group.
- Authoritarian leaders stifle workers' creativity and their ability to solve problems.

Time

- The meaning we give to time varies dramatically by culture (as well as one's status within an organization). The North American culture is much more time conscious than South American or Middle Eastern cultures. More time allocation may be related to higher status within one's culture.

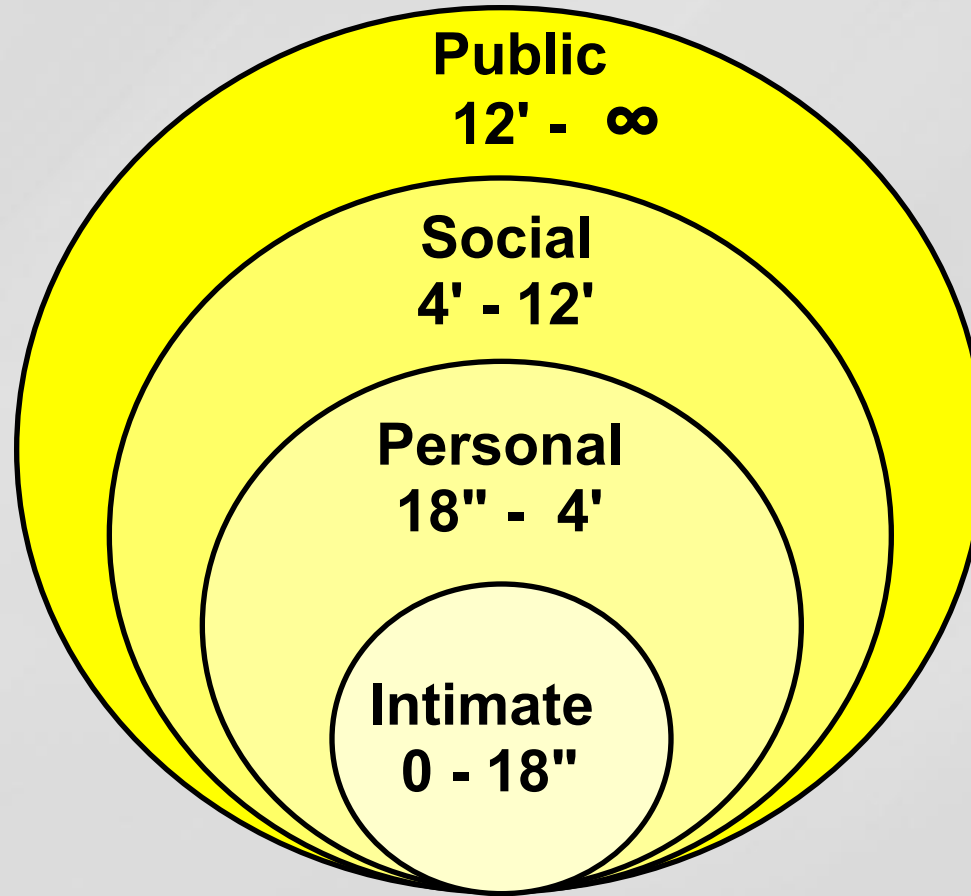
Touch

- Touching can be purely physical, can indicate a willingness to communicate, or can indicate intimacy. The importance of touching also varies by culture, but most people do not know how to use it appropriately and effectively.

Space and Territory

- Most people in our culture are uncomfortable at close range with strangers. Psychologists have identified four zones within which people in our culture interact.

Communication zones in the United States



Exercise

- Play the game of four zones in which people interact.

Listening

- Hearing is simply perceiving sound; it is a passive process. Listening is an active process: you interpret and assign meaning to sound.

倾听

很少有人能拒绝别人
专心致志地聆听中所
包含着的恭维。

——杰克·伍德



多听少说有这样几个好处：

- 使你集中精力思考对方所讲的话，分析其中的要点以及判断它的真实性
- 可以从顾客的言谈中捕捉到丝毫有价值的信息
- 可以让你少讲些原来不需要说的或者不该说的话
- 表示对对方很尊重



The Problem of Poor Listening Skills

- Listening is the communication skill we use most. Yet two days after a conversation, most people have retained only 25 percent of what they heard. One problem is that we have not been taught to listen. Another is that we can think about four times faster than we can speak. So when we listen to others, our minds begin to wander, and we lose our ability to concentrate on what is being said. Many problems occur as a result of poor listening.

Keys to better listening

- **Give the speaker your undivided attention.**
- a. Eliminate physical distractions by tuning out these elements, rather than the speaker.
- b. Eliminate mental distractions by disciplining yourself to forget the competing thoughts and focusing on the speaker.
- c. Maintain eye contact with the speaker.
- d. Focus on the content of the message.
- e. Do not dismiss a topic simply because it is uninteresting or is presented in an uninteresting manner.

Keys to better listening

- **Stay open-minded.**
 - a. Keep emotions in check.
 - b. Listen objectively and empathetically.
 - c. Be willing to accept new information and new points of view.
 - d. Do not jump to conclusions.
 - e. Consider the situation as a win/win proposition.



Keys to better listening

- **Don't interrupt.**
- Interruptions have many negative consequences, the most serious of which is the nonverbal message they send. Wait until the other person is through speaking before planning what you will say.

Keys to better listening

- **Involve yourself.**
- a. Remember that listening is active. Summarize to yourself what the speaker is saying.
- b. Jot down brief notes on important points.
- c. Concentrate on the main ideas.
- d. Personalize the information to ease concentration efforts and to provide a more objective weighing of the evidence.
- e. Encourage the speaker by maintaining eye contact, nodding in agreement, leaning forward, and making encouraging statements.

Communicating by telephone



Your Telephone Voice

- 1. Control your voice to project a friendly, competent, enthusiastic image to the other party.
- 2. Smile as you speak; it makes your voice sound more pleasant.



**电话礼仪的重要性：
未见其人
先闻其声**



不适合通话的时段：

- 忙碌的时候
- 用餐、午休时间
- 惯性工作时间
- 下班前 10 分钟
- 过早或过晚时

Your Telephone Technique

- 1. Answer by the second or third ring.
- 2. Give the identifying greeting clearly and slowly. This applies to both the called party and the caller.
- 3. Be a good listener.
- 4. Emphasize positive language.
- 5. Ask permission, if necessary, to put the caller on hold.

电话记录的主要内容——5W1H



- ①When何时
- ②Who何人
- ③Where何地
- ④What何事
- ⑤Why为什么
- ⑥HOW如何



Leaving a telephone message

As a customer, you want to speak to a Ms. Fairweather about your account with her company, J & K Limited. If Ms. Fairweather isn't in the office, leave the following information:

“My name is _____.”

“My telephone number is _____.”

“I am calling about changing the specifics of my contract with J & K Limited.”

I can be reached until 5 o'clock at the above number.
If you call after 5 o'clock, please call 999-721-9438.

Source: Adapted from http://esl.about.com/library/speaking/bltelephone_role.htm, accessed 10/1/07.

Exercise: Taking a telephone message



You are a receptionist at J & K Limited. A customer would like to speak to Ms. Fairweather, but she is out of the office. Take a message and make sure you get the following information:

- Customer's name and telephone number, asking for the surname to be spelled.
- Record the customer's message for Ms. Fairweather.
- Ask how late Ms. Fairweather can return the call to the given telephone number.

Source: Adapted from http://esl.about.com/library/speaking/bltelephone_role.htm, accessed 10/1/07.

商务交往礼仪

——手机

- 开会时慎用手机
- 不适合用手机场合
- 铃声设置要保守
- 不要在办公场所频发短信
- 不要用手机帮别人拍照
- 接到对方短信要及时回信



Planning the meeting

- Identify your purpose.
- Determine whether a meeting is needed.
- Prepare an agenda.
- Determine who should attend.
- Determine logistics.



Conducting the Meeting

- 1. Be punctual.
- 2. Follow the agenda.
- 3. Lead the meeting.
- 4. Follow parliamentary procedure.

Following Up the Meeting

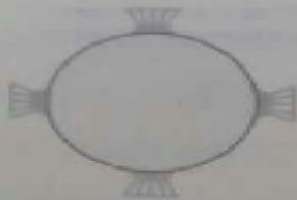
- Minutes are an official record of the proceedings of a meeting
- 1. In the first paragraph, identify the type of meeting; the date, time, and place; the presiding officer; the names of those present; and the fact that the minutes were read and approved.
- 2. In the body, use a separate paragraph for each topic.
- 3. In the last paragraph, state the time of adjournment and, if applicable, the time set for the next meeting.

Five seating arrangements

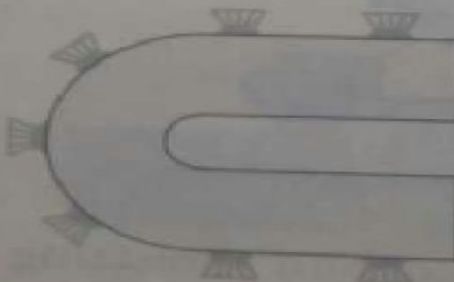
Rectangular



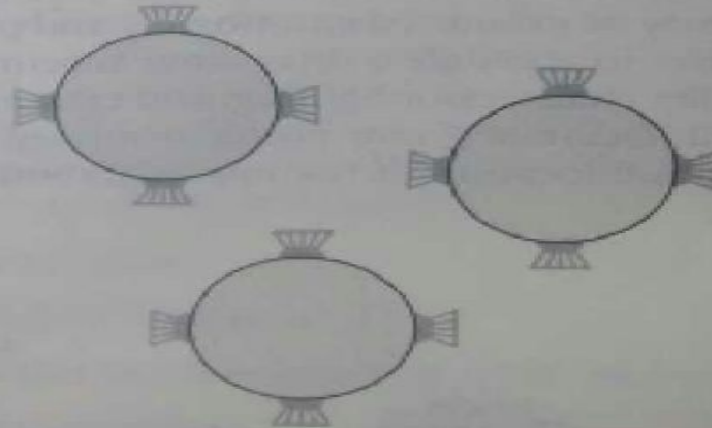
Circular



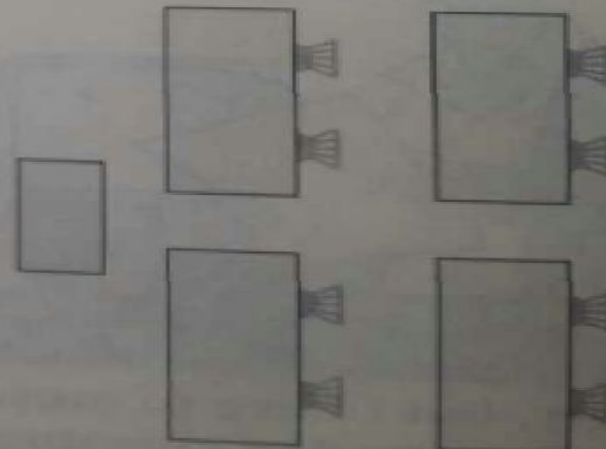
U-shaped



Satellite



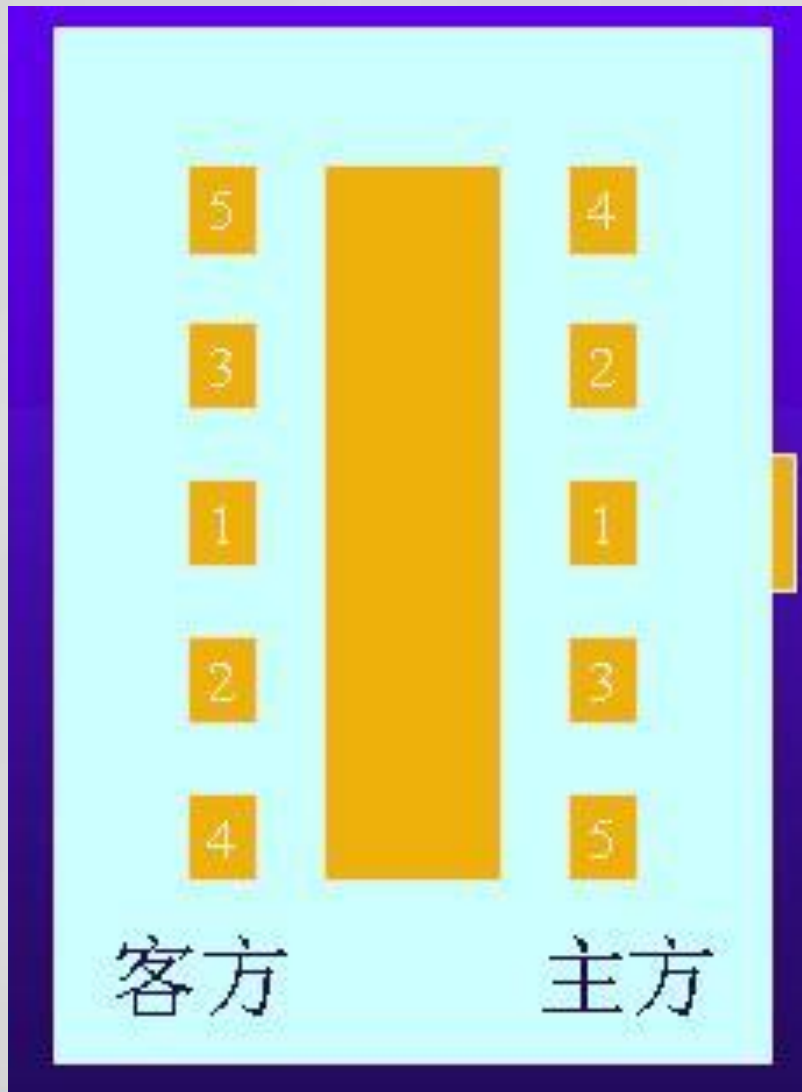
Classroom



Five seating arrangements

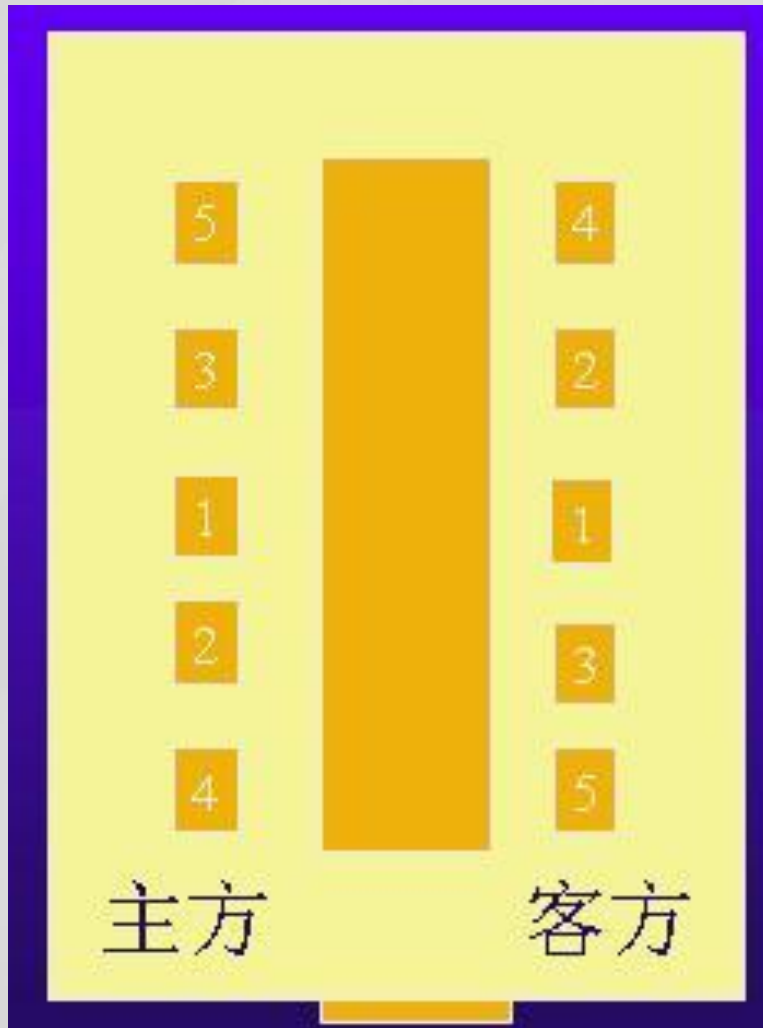
- a rectangular arrangement: for a formal meeting.
- a circular arrangement :for an informal meeting.
- a U-shaped arrangement: for a large meeting.
- a satellite arrangement :for a group work.
- a classroom arrangement :when information flow is one-way from leader to audience.

Seating Arrangements of Negotiation



- 面对正门的一方为上，应属于客方；
- 背对正门的一方为下，应属于主方。

Seating Arrangements of Negotiation



应以进门方向为准,

- 右侧为上, 属于客方;
- 左侧为下, 属于主方。

Seating Arrangements of Signing Ceremony



并列式：签字桌在室内面门横放。双方出席仪式的全体人员在签字桌之后并排排列，双方签字人员居中面门而坐，客方居右，主方居左。

Seating Arrangements of Signing Ceremony



相对式：与并列式签字仪式的排座基本相同。二者之间的主要差别，只是相对式排座将双边参加签字仪式的随员席移至签字人的对面。

以右为尊？以左为尊？



- 国际惯例

Key terms

- agenda 议程
- minutes 会议记录
- parliamentary procedure 议事程序
- Telephone message 电话记录
- listening 倾听
- Seating arrangement 座位安排

Exercise

- Which of the following correctly describes an aspect of body movement as nonverbal communication?
- a) You should avoid gestures because they distract from your message.
- b) Most cultures stress the importance of maintaining eye contact.
- c) You'll appear nervous if you lean forward during a business conversation.
- d) Receivers tend to misinterpret subtle upper-body movements.
- e) Facial expressions generally have the same meaning across cultures.

Exercise

- Which of the following does *not* accurately describe body movement?
- a) Facial expressions are the most expressive part of the body.
- b) Gestures illustrate and reinforce your verbal message.
- c) Body stance indicates interest and involvement.
- d) Gestures are very similar in meaning across cultures.
- e) Your eyes are the most important nonverbal feature of your face.

Exercise

- Which statement does *not* accurately describe voice qualities?
- a) Nervous people usually talk slowly.
- b) People who speak too loudly appear pushy or insecure.
- c) In most languages, a rising intonation signals a question.
- d) Tone can reinforce or contradict message meaning.
- e) Tone can carry intended and unintended meaning.

Exercise

- If your supervisors pat you on the back from time to time, they are entering your _____ zone.
- a) personal
- b) intimate
- c) public
- d) social
- e) ethnic

Exercise

- Listening is
- a) a passive process of perceiving a sound.
- b) a culturally sensitive process of interpretation.
- c) sound waves striking the eardrum.
- d) an active process of assigning meaning to sounds.
- e) an accommodation to the transmission and reception of messages.

Exercise

- Which of the following is *not* a good way to improve your listening skills?
- a) Focus on the speaker's content rather than on how the talk is delivered.
- b) Keep an open mind to accept new information and points of view.
- c) Interrupt the speaker when you have a question or an idea to share.
- d) Involve yourself by mentally summarizing what the speaker is saying or by taking notes.
- e) Maintain eye contact with the speaker to show interest.

Exercise

- Which of the following is *not* a key to better listening?
- a) giving the speaker your undivided attention
- b) keeping an open mind
- c) not interrupting
- d) involving yourself
- e) taking comprehensive notes

Exercise

- The main reason to make your telephone voice sound pleasant is that
 - a) you can avoid straining your throat as you speak.
 - b) the other person may be angry, depressed, or bored.
 - c) you are applying good listening technique.
 - d) the other person has no visual cues to supplement your voice.
 - e) you will remind the other person that the boss may be calling.

Exercise

- You need *not* turn off your cell phone or switch it to silent-alert mode when you are
 - a) in a restaurant.
 - b) participating in a formal meeting.
 - c) at the movies or the theater.
 - d) at a social event.
 - e) in an airline terminal.

Exercise

- The first thing you should do before calling a meeting is
 - a) formulate an agenda.
 - b) determine who should attend.
 - c) decide what you want to achieve.
 - d) plan the schedule and location.
 - e) designate someone to take minutes.

Exercise

- Why should you prepare an agenda even for informal meetings?
- a) It will give you a record of what has been discussed.
- b) It will help focus the attention of all participants.
- c) It enables you to inform participants of the day, time, and place.
- d) It will cover reports of previous meetings.
- e) It will convince participants of the need for a meeting.

Exercise

- When you prepare minutes of a meeting, you should
- a) accurately summarize the discussions and decisions made.
- b) ask participants to review a draft before sending the final version to the leader.
- c) write concisely to save space and avoid numerous subheadings.
- d) indicate who made and seconded each motion.
- e) follow parliamentary procedure to give the minority a voice.

Exercise

- Give an example of a nonverbal message that reinforces a verbal message and of a nonverbal message that contradicts a verbal message.

Exercise

- It has been said that your face (especially your eyes) is the most expressive part of your body. Give examples of eye movement, and explain what these movements usually mean.

Exercise

- Communicating without talking. Using nonverbal language only to communicate the following messages:
 - A. Surprise
 - B. Anger
 - C. Sorrow
 - D. Puzzlement
 - E. Boredom
 - F. Disinterest

Exercise

- Role play:
- You are Chris Renshaw, administrative assistant for the marketing manager. Terry Plachta, an important customer whom you've never met, calls your boss with a complaint that an item ordered two weeks ago does not work as advertised. Your boss won't be back in the office until tomorrow afternoon.



Ten-minute paper

Take approximately ten minute to write an answer to this question:

What was the most important thing you learned during this class?

Please hand your answer to the instructor as you leave the class.

For other suggestions, see Angelo, T. & Cross, K. *Classroom Assessment Techniques*, San Fransisc: Jossey-Bass, p. 148.