Chapter 2
Lecture Slides

Focusing on Interpersonal and Group Communication

Business Communication, 15e
Lehman and DuFrene
Behavioral Theories Impact Communication

• Maslow’s Hierarchy of Needs
• Stroking
• Johari Window
• McGregor’s Theory X and Y
• Hersey and Blanchard’s Situational Leadership Model
Maslow’s Hierarchy of Needs

- **Physiological needs**
- **Security and safety needs**
- **Social needs**
- **Ego needs**
- **Self-actualization needs**
## McGregor’s Management Styles

<table>
<thead>
<tr>
<th>Theory X</th>
<th>Theory Y</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Workers inherently dislike work</td>
<td>• Workers like <strong>challenging</strong> work</td>
</tr>
<tr>
<td>• Talent is <strong>narrowly</strong> distributed among only a few</td>
<td>• Talent is <strong>widely</strong> distributed throughout the workforce</td>
</tr>
<tr>
<td>• Workers will do as <strong>little</strong> <strong>work</strong> as they are required to do</td>
<td>• Workers can be motivated to work <strong>independently</strong></td>
</tr>
</tbody>
</table>
Hersey and Blanchard’s Situational Leadership Model

Leadership style must be appropriate for the follower and the task being performed.

**Directive behavior**

vs.

**Supportive behavior**


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Trust Leads to Reciprocal Sharing
Depicted in Expanded Open Area
in Johari Window

<table>
<thead>
<tr>
<th>Known to Self</th>
<th>Not Known to Self</th>
</tr>
</thead>
<tbody>
<tr>
<td>Known to Others</td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>Free or open area</td>
</tr>
<tr>
<td>II</td>
<td>Blind area</td>
</tr>
<tr>
<td>Not Known to Others</td>
<td></td>
</tr>
<tr>
<td>III</td>
<td>Hidden area</td>
</tr>
<tr>
<td>IV</td>
<td>Unknown area</td>
</tr>
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Nonverbal Communication Conveys Added Meaning

- Metacommunication
- Visual
- Vocal
Understanding Nonverbal Messages

• Cannot be ________
• Vary between ________ and cultures
• May be ____________ or unintentional, __________ or harmful
• May ______________ and receive more attention than the verbal message
What type of listening are you engaged in at this time?

1. Casual listening
2. Listening for information
3. Intensive listening
4. Empathetic listening
Bad Listening Habits

- Faking attention
- Allowing disruptions
- Overlistening
- Stereotyping
- Dismissing subjects as uninteresting
- Failing to observe nonverbal aids
Effective Listeners . . .

- Minimize distractions
- Get in touch with the speaker
- Show active involvement; do not interrupt
- Ask reflective questions
- Send probing prompts to the speaker
- Use lag time wisely
Characteristics of Effective Groups

- Common goals
- Role perception
- Longevity
- Size
- Status
- Group norms
- Leadership
### Group Roles

<table>
<thead>
<tr>
<th>Negative</th>
<th>Positive</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Isolator</td>
<td>• Facilitator</td>
</tr>
<tr>
<td>• Dominator</td>
<td>• Harmonizer</td>
</tr>
<tr>
<td>• Free rider</td>
<td>• Record keeper</td>
</tr>
<tr>
<td>• Detractor</td>
<td>• Reporter</td>
</tr>
<tr>
<td>• Digressor</td>
<td>• Leader</td>
</tr>
<tr>
<td>• Airhead</td>
<td></td>
</tr>
<tr>
<td>• Socializer</td>
<td></td>
</tr>
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</table>
Stages of Team Development

- Forming
- Performing
- Storming
- Norming
Team Behaviors

- **Commitment** — focus on mission, values, goals, and expectations

- **Cooperation** — share a sense of purpose

- **Communication** — know that information must flow smoothly

- **Contribution** — expect all members to share abilities and skills with the team
### Face-to-Face Meetings

<table>
<thead>
<tr>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Provide rich, nonverbal cues</td>
<td>• Pose logistical issues of time, place, and schedules</td>
</tr>
<tr>
<td>• Are preferred when dealing with sensitive issues</td>
<td>• May be dominated by aggressive and high-status members</td>
</tr>
<tr>
<td>• Are beneficial for rapport</td>
<td></td>
</tr>
</tbody>
</table>
# Electronic Meetings

<table>
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<tr>
<th>Advantages</th>
<th>Disadvantages</th>
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<tr>
<td>• Assist with geographically scattered groups</td>
<td>• Cannot replace face-to-face contact for some meetings</td>
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<tr>
<td>• Speed up meeting follow-up activities</td>
<td>• Can make consensus harder to reach</td>
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<tr>
<td>• Place all participants on a more even level</td>
<td>• Are dependent upon keyboarding skills</td>
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**Advantages**

- Assist with geographically scattered groups
- Speed up meeting follow-up activities
- Place all participants on a more even level

**Disadvantages**

- Cannot replace face-to-face contact for some meetings
- Can make consensus harder to reach
- Are dependent upon keyboarding skills
Suggestions for Effective Meetings

- Limit meeting _______ and ____________
- Make _____________ arrangements
- Distribute the _________ in advance
- Encourage ______________
- Maintain _______
- Manage _________ and seek consensus
- Prepare thorough _________