

HUMAN RELATIONS: INTERPERSONAL JOB-ORIENTED  
SKILLS, 12e

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# CHAPTER 4

# INTERPERSONAL COMMUNICATION

# INTRODUCTORY THOUGHTS

- Communication skills are a success factor for workers in a wide variety of jobs.
- Face-to-face communication is still important for building relationships in the electronic age.
- Communication underlies almost every human relations activity as much as running supports almost every sport.

# STEPS IN THE COMMUNICATION PROCESS

1. *Sender* (or source) sends message.
2. *Message* goes to receiver.
3. *Channel* (medium) is chosen.
4. *Receiver* gets message and reacts.
5. *Feedback* from the receiver.
6. *Environment* influences reception.
7. *Noise* can disrupt communication.

# RELATIONSHIP BUILDING AND INTERPERSONAL COMMUNICATION

- Communication is a vehicle for building relationships.
- We establish relationships on two dimensions: dominant-subordinate and cold-warm.
- When we dominate, we attempt to control communication.
- When we are subordinate, we yield control to the wishes of the other person.

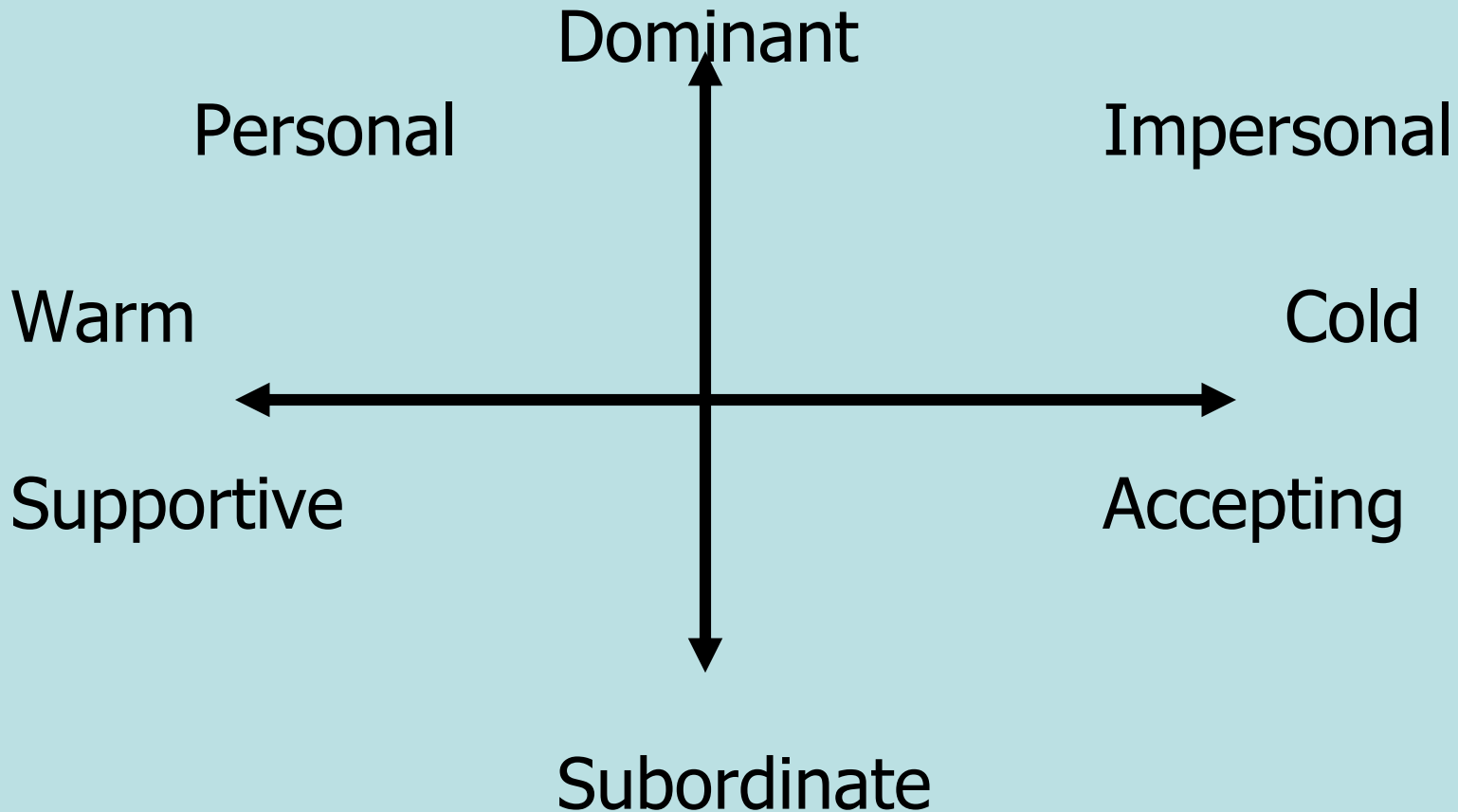
# DOMINANT VS. SUBORDINATE MODE

- *Dominator* : Speaks loudly, writes forceful messages, exaggerates gestures, rapid hand movements, harsh e-mail messages. (“You are a poor excuse for a ...”)
- *Subordinate person*: Speaks quietly and hesitantly, meekly, and apologizes. (“I don’t like to bother you but...”)

## *Relationship Building, continued.*

- We indicate whether we want to dominate or subordinate both verbally and non-verbally.
- The cold-warm dimension shapes communication because we invite the same behavior that we send, such as a cold message.
- Combination of dominant and cold communication indicates desire to control and limit, or withdraw from relationship.
- Combination of subordinate and warm messages indicates desire to build relationship.

# COMMUNICATION DIMENSIONS OF ESTABLISHING A RELATIONSHIP





# NONVERBAL COMMUNICATION TRANSMISSION MODES

Nonverbal communication transmits the feeling behind the message.

1. Environment (the setting of the message influences reception of the message).
2. Interpersonal distance (placement of body relative to other person says something about sender)
3. Posture (how you stand or sit sends a variety of messages)

*Nonverbal Communication Transmission Modes, continued.*

4. Hand gestures (for example, dominant people send direct gestures outward).
5. Facial expressions and eye contact (head, face, and eyes in combination send clear signals).
6. Voice quality (influences listener evaluation of the speaker).
7. Personal appearance (external image influences reception of message).
8. Attention paid to other person (respect).

# HOW POSTURE SENDS MESSAGES

- Standing erect shows self-confidence.
- Slumping suggests low self-confidence.
- Leaning forward suggests interest.
- Leaning backward suggests low interest.
- Openness of arms or legs indicates caring, closed postures show opposite.

# VOICE QUALITY PROBLEMS

- Whining, complaining, or nagging tone
- High-pitched, squeaky voice
- Mumbling
- Very fast talking
- Weak and wimpy voice
- Flat, monotonous tone
- Thick accent (smallest problem)

# IMPROVING NONVERBAL COMMUNICATION

1. Obtain feedback on your body language by getting comments on your gestures and facial expressions while conversing.
2. Learn to relax when communicating with others.
3. Supplement speech with facial, hand, and body gestures—but not too much.
4. Do not use the same nonverbal gestures indiscriminately.

## *Improving nonverbal communication, continued*

5. Use role-playing to practice various forms of nonverbal communication. A good starting point would be selling an idea.
6. Use **mirroring** (subtle imitation) to establish rapport. Two mirroring tips are to imitate the breathing pattern of the other person, or match his or her voice speed. However, do not mock the other person.

# DETECTING LYING via NVC

- Behavior of liars not always revealing.
- Lying requires extra mental effort, such as longer pauses, fewer hand movements.
- Liars appear more nervous than truth tellers.
- Look for nervousness, unpleasant facial expressions.
- Twitching, less eye contact, fidgeting.

# OVERCOMING COMMUNICATION PROBLEMS AND BARRIERS

1. Communicate honestly.
2. Understand the receiver (empathy, recognizing his or her emotional state, and understanding frame of reference).
3. Minimize defensive communication (method of protecting self-esteem).
4. Repeat message, use multiple channels (yet avoid information overload).



## *Overcoming communication problems, continued*

5. Check comprehension and feelings through verbal and nonverbal feedback (results in two-way communication).
6. Display a positive attitude (most people prefer to communicate with a positive person; helps you establish credibility and trustworthiness).
7. Communicate persuasively (convince the receiver to accept your message).
8. Engage in active listening (essential for face-to-face communication).

## *Overcoming Communication Problems, concluded*

9. Prepare for stressful conversations (communication problems frequently surface when engaged in conversation fraught with emotion).
10. Engage in **metacommunication** (communicate about your communication to help overcome barriers or resolve a problem).
11. Recognize gender differences in communication style (stereotypes about how men and women communicate differently).

# PERSUASIVE COMMUNICATION



1. Know exactly what you want.
2. Tell end benefit for suggested action.
3. Get a positive response early on.
4. Use power words (e.g., "impact").
5. Minimize raising your pitch at end of sentences.
6. Talk to the audience, not to the screen.

## *Persuasive Communication, continued*

7. Back up conclusions with data.
8. Minimize “wimp” phrases and words (e.g., “I’m not sure about that.”)
9. Avoid or minimize common language errors (e.g., “We don’t have nothing.”)
10. Avoid overuse of jargon and clichés (e.g., “We are a seamless company.”)
11. Avoid using nouns as verbs (e.g., “I will Skype you later.”)

# SKILLS AND BEHAVIORS FOR ACTIVE LISTENING

- Show respect for input of others.
- Accept sender's figure of speech.
- Paraphrase and listen reflectively (repeat in own words what sender says, feels, and means).
- Minimize distractions (put away phone).
- Ask questions rather than make conclusive statements.

## *Active Listening, continued.*

- Allow sender to finish his or her sentence.
- Use nonverbal communication (indicate by your body language that you are listening intently).
- Minimize words that shut down discussion (for example, “no,” “but,” and “however”).
- Avoiding the need to fake it when you have not been paying attention (other people can sense if you are not listening).

# PREPARING FOR STRESSFUL CONVERSATIONS

- Prepare in advance.
- Self-awareness of reactions to uncomfortable exchanges.
- Rehearse scenario with friend.
- Practice body language.
- Practice *temperate phrasing* (being tactful when giving negative feedback).

# GENDER DIFFERENCES IN COMMUNICATON

1. Women prefer to use conversation for rapport building.
2. Men preserve independence and status by displaying knowledge and skill.
3. Women want empathy, not solutions.
4. Men prefer to solve own problems; women prefer to talk out solutions.
5. Women use more compliments, whereas men are more critical.



## *Gender Differences in Communication, continued*

6. Men tend to be more direct in conversation, whereas women emphasize politeness.
7. Women are more conciliatory when facing differences; men are more intimidating.
8. Men more than women call attention to their accomplishments or hog recognition.
9. Men tend to dominate discussions during meetings.

Differences are still large-group stereotypes.



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