

/// 商务沟通指南 (中英文对照)

(美) Joann Baney 著

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Prentice
Hall

Guide to Interpersonal Communication

人际沟通指南



清华大学出版社

高级商务沟通指南(中英文对照)

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北方工业大学图书馆



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Introduction

HOW THIS BOOK CAN HELP YOU

This book can help you if you are looking to improve your interpersonal interactions in any business relationship. For example:

- You have been told you don't listen to people, but you don't know why they have that impression. What can you do differently?
- You need to deliver difficult feedback to a valued colleague. How can you do that without damaging the relationship?
- Although you spend significant amounts of time on the phone with clients, you never seem to gather the information you need. How can you ask questions differently to achieve better results?
- You want to improve your relationship with your boss but have a hard time feeling at ease. How can you adjust your behavior to create more comfortable interactions?
- You need to hire several new people to build your department. How can you approach the interviewing process to increase your chances of choosing the people with the best skills for the jobs, as opposed to the most comfortable conversationalists?
- You have to negotiate a new contract with a challenging vendor and feel intimidated by the idea. How can you prepare for the negotiation?
- You feel uncomfortable about conducting performance appraisals for your staff and are unsure about how to approach the interactions. How can you plan the sessions?
- You want to improve your business relationships and want ideas on how to manage your behavior to facilitate interactions.

- You want to evaluate your interpersonal skills in anticipation of professional advancement: how can you hit the ground running for more challenging interactions like interviews, negotiations, or conducting performance appraisals?

Read this book on its own, or use it as a reference when taking a professional course, college course, workshop, or seminar.

WHO CAN USE THIS BOOK

This book is written for you if you want a guide for improving your business interactions and relationships. Specifically, the book will . . .

- Give practical advice on how to improve the foundational, interpersonal communication skills of listening, feedback, asking and responding to questions, and adjusting to another's style.
- Offer step-by-step recommendations for approaching common interactions like interviewing—from the perspective of both the interviewer and the interviewee—negotiating, and conducting performance appraisals.

WHY THIS BOOK WAS WRITTEN

The thousands of participants in various management communication workshops and courses we have taught at universities and corporations in the United States and abroad have expressed interest in direct, step-by-step guidelines for interpersonal communication skills. They have found other texts in these areas too long, too theoretical, or too anecdotal for their needs. That's why Prentice Hall is publishing the Prentice Hall Series in Advanced Business Communication—brief, practical, reader-friendly guides for people who communicate in professional contexts. (See the inside front cover of this book for more information on the series.)

- *Brief:* This book summarizes key ideas only. Culling from thousands of pages of text and research, we have omitted bulky examples, cases, footnotes, exercises, and discussion questions.
- *Practical:* This book offers clear, straightforward tools you can use. It includes only information that you will find useful in a professional context.
- *Reader-friendly:* We have tried to provide an easy-to-skim format—using a direct, matter-of-fact, and nontheoretical tone.

HOW THIS BOOK IS ORGANIZED

The book is divided into two parts.

Part I: Building Blocks

Effective interpersonal communication is based on the building block skills of listening, feedback, questioning and responding, and awareness of others' styles.

I. Listening: The cornerstone for building an interpersonal relationship is to listen effectively: using attending, following, and reflecting skills, and avoiding barriers to listening.

II. Feedback: Delivering feedback can be a challenge. This chapter explains how to do it in a way that will help you to deliver feedback directly while maintaining your relationship with the other person. The chapter also gives tips on how to receive feedback from others.

III. Questioning and Responding: How you ask questions can either encourage conversation or discourage long-windedness. This chapter reviews techniques for wording questions to elicit the kind of response you want, as well as how to respond effectively to questions.

IV. Social Styles: Understanding how to identify and interact with people of different styles will help to improve your relationships. This chapter describes how to identify your own and others' styles, and gives tips on adjusting your behavior to facilitate interactions.

Part II: Application Opportunities

This section applies the building block skills covered in Part I to three specific interactions in the business world: interviewing, negotiating, and conducting performance appraisals.

V. Interviewing: This chapter covers the steps you follow in preparing for an interview, engaging in an interview, and following up after an interview—from the perspective of both the interviewer and the interviewee.

VI. Negotiating: How to determine your strategy for a negotiation and how to conduct yourself during the negotiation for best results are covered in this chapter.

VII. Performance Appraisals: Performance appraisals should be used as coaching opportunities whenever possible. This chapter covers how to prepare for a performance appraisal, and how to structure a session.

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Joann Baney
Professional Development Company

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PART I

Building Blocks

Several communication skills serve as the “building blocks” that form the base for all interpersonal communication. Improving your proficiency at these basic skills—listening, feedback, questioning, and awareness of style—will give you a solid foundation for developing your ability to interview, coach, negotiate, and manage. For example, you will negotiate better if you listen effectively—but how exactly do you listen effectively? You will coach others better if you deliver feedback effectively—but how do you deliver feedback effectively? In many cases, poor execution of these building block skills derails interpersonal exchanges. Part I covers these skills.

- **Chapter I:** What are the elements of effective listening?
- **Chapter II:** What is the best way to deliver and receive feedback?
- **Chapter III:** What are effective techniques for asking questions and responding to questions?
- **Chapter IV:** What are some ways to facilitate an interaction with someone who seems very different from you?

Developing proficiency with these communication building blocks involves work. Changing and improving the way you listen, deliver feedback, ask questions, or otherwise behave during an interaction can be challenging since adjusting old habits often feels awkward. However, enhancing your abilities at these basic skills will lead to improvements in more complex applications of these skills such as those discussed in Part II.

CHAPTER I OUTLINE

- I. Devote energy to listening
 - 1. Be aware of the benefits of listening
 - 2. Be willing to "learn to listen"
- II. Practice active listening skills
 - 1. Use effective "attending skills"
 - 2. Maintain rapport by using "following skills"
 - 3. Practice "reflecting skills"
- III. Avoid barriers to listening
 - 1. Avoid "judging responses"
 - 2. Refrain from "avoiding responses"
 - 3. Don't problem-solve

CHAPTER I

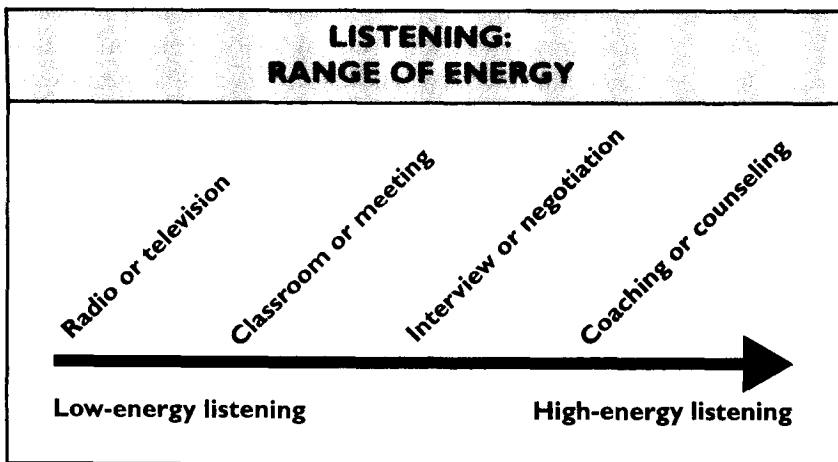
Listening

Listening is perhaps the most fundamental building block of interpersonal communication. Your ability to perform well at such tasks as interviewing a candidate, coaching an employee, or negotiating successfully depends to a large degree on your ability to listen effectively. Fortunately, listening is a skill that can be learned and improved with practice.

Listening is more than simply hearing. The first step in improving your listening skills is being willing to devote energy to listening. Second, effective listening requires learning and improving clusters of skills. Third, you need to avoid common conversational responses that derail effective listening. Awareness of these elements of listening behaviors, and adjusting your own behavior, will help you to improve your listening effectiveness.

I. DEVOTE ENERGY TO LISTENING

For many people, effective communication means nothing more than talking in a persuasive and authoritative way: listening is often perceived as a passive, low-energy endeavor. However, listening effectively is not only integral to effective communication, it can also be a high-energy activity. As illustrated in the continuum below, listening can involve a range of energy. Listening to the radio or television is a low-energy listening activity. And in a group setting, like a classroom or a meeting, you can often fake attention and involvement, which makes these low-energy listening activities as well.



However, most business interactions—such as interviews, negotiations, or coaching sessions—require high-energy listening. To succeed in these types of interactions and respond to the subtle and spontaneous cues of interpersonal exchange, you need to be an active participant. Effective communication in these situations means engaging in high-energy listening. Your success in these interactions will affect your relationships and your career.

I. Be aware of the benefits of listening.

Why should you bother putting time and energy into listening to others? Because the interpersonal payoffs are so significant. People who have had someone listen to them intensely often report how powerful the experience was and how good they felt about the listener: the good feelings the speaker experiences when speaking freely and openly are associated with the listener who facilitates that expression. If you are looking to maintain or improve a relationship with someone, you need to listen.

Listening is:

- *A critical communication skill:* In fact, the willingness and ability to listen has been identified as the single most important attribute of an effective manager. Since communication is a two-way interaction, as a listener you share the responsibility of how well someone is able to speak to you.
- *An important way to gather information:* Listeners learn. If knowledge is power, effective listeners can be powerful people. If you demonstrate a willingness to listen to others, you will learn many things of which you would otherwise be ignorant.
- *A path to business success:* Listening to someone can engender trust and goodwill, earn loyalty and respect, reduce interpersonal stress and tension, and promote cooperation. Listening will improve your relationships with just about everyone, and improved relationships will lead to greater professional and personal success.

2. Be willing to “learn to listen.”

Studies show that we spend more time at work listening than any other kind of communicating. Of the time we spend communicating, 45 percent is spent listening, 30 percent is spent talking, 16 percent is spent reading, and 9 percent is spent writing. While most people underestimate their speaking abilities, most people overestimate their listening abilities: in fact, many professionals receive training to improve speaking and writing skills, but very few receive training to improve listening skills. However, listening is a communication skill that can be learned and improved. In many business scenarios, you will discover the need to engage in what is called “active listening.”

Empathize with the speaker. When listening actively, you must imagine how the speaker feels, and really try to care. You can’t fake good active listening. Empathy—that is, active listening—requires you to be nonjudgmental and to seek clarification of feelings and information. If you aim to understand the experience and feeling from the speaker’s perspective, many of the skills outlined on the following pages will come to you naturally. If you listen effectively to others, you can often help them to increase their own self-awareness or to approach and solve problems on their own.

Control your responses. Knowing the nonverbal “look” of listening and having awareness of your own nonverbal patterns is important to your success. In addition, you need to control your emotions, especially the nonverbal display of your emotions. Be aware of your own biases in reaction to certain perspectives, characterizations, or words, and put off evaluating information until you have time to think it all through. Finally, pay attention to the speaker and the message, rather than allowing yourself to be distracted by ambient surroundings or by the speaker’s less-than-perfect delivery. Effective nonverbal listening behavior is described under attending skills on pages 8–9.

Expect listening to take time and energy. People who devote even a short time to experimenting with active listening report feeling tired after the experience. Listening with an open mind, free from judgment and defensiveness, takes time and is hard work.

II. PRACTICE ACTIVE LISTENING SKILLS

The willingness to devote energy to listening is the start of doing it well. However, listening effectively also involves self-management. As a listener, you can process information at a much faster rate than a speaker can deliver it: people speak at a rate of approximately 130 words per minute, but you can process information at upwards of 300 words per minute. This gap means you have excess capacity for information and can drift into daydreams or think about unrelated ideas. To listen effectively, you need to control yourself and not drift away.

In his book *People Skills*, Robert Bolton describes active listening as being divided into three skill clusters, as shown in the framework below: (1) Display the outward signs of listening called "attending skills." (2) Encourage the other person to speak by exercising your "following skills." (3) Understand and summarize information by applying "reflecting skills."

LISTENING SKILL CLUSTERS	
Attending skills	Your nonverbal behavior Speaker's nonverbal behavior Suitable environment
Following skills	Door openers Minimal encouragers Silence Infrequent, directed questions
Reflecting skills	Paraphrasing Making summative statements

Adapted from R. Bolton, *People Skills*

1. Use effective “attending skills.”

The term “attending skills” refers to the nonverbal signals that indicate you are listening, as well as to your awareness of and sensitivity to the nonverbal behavior of the speaker. In other words, attending skills create the “look” of listening.

You can generally tell if someone looks as though he is listening to you. Similarly, other people can tell whether or not you look like you are listening to them. Since a crucial aspect of effective listening is encouraging the other person to speak by demonstrating that you value his contribution, looking like you are listening is a critical first step to successful one-to-one communication. In other words, it is not enough just to listen: you must also *look* like you are listening.

Control your nonverbal behavior. You can demonstrate your interest in the following ways:

- *Maintain an involved posture.* Square your shoulders so you are directly facing the speaker; don’t turn away or give him the “cold shoulder.” If you are seated, lean forward slightly. Avoid fidgeting with hands, rings, pens, hair, or anything else. Avoid toe-tapping and shifting about. Move naturally in response to the speaker’s movements.
- *Look at the speaker.* Don’t bore a hole into her skull with unblinking intensity, but look into her eyes and at her face. In Western cultures, direct eye contact is an indication of trust. As a listener, looking away from the speaker more than about 20 percent of the time indicates lack of interest and involvement. By focusing on the speaker, you not only demonstrate interest, but also gain information by interpreting her nonverbal behavior.

Consider the speaker’s nonverbal behavior. A speaker’s nonverbal behavior may contain important unspoken messages. As a good listener, you should be sensitive to the speaker’s nonverbal behavior, as well as your own. Evaluate nonverbal behavior in the context of the speaker’s everyday nonverbal behavior: if she always slouches in the chair, then that posture is not especially significant in any specific situation, but if she usually stands and sits erect, slouching is an important nonverbal to note. Pay attention to the following types of nonverbal cues:

- *Facial expression:* Does the speaker look happy, excited, angry, worried, or sad? Are her expressions animated or still?
- *Eye expression and contact:* Do the speaker's eyes sparkle, narrow, cloud, or tear up? Is she making direct eye contact with you, or looking away?
- *Body posture:* Is the speaker alert and upright or slumped and slouched? Does he appear confident, energized, defeated, or apathetic?
- *Gesturing pattern:* Is the speaker gesturing a lot or a little? Are his gestures large or small? Is he gesturing in a relaxed, comfortable way—or nervously biting nails, tapping fingers, and so on?
- *Vocal expression:* Listen for changes in volume, inflection, and pace, or other patterns like lengthy pausing or stammering. Does she sound shocked, excited, embarrassed, unhappy, and so on?

Choose a suitable environment. In anticipation of a one-to-one interaction where you want to listen well, choose an environment that will allow you to devote your attention to the speaker.

- *Eliminate distractions.* Choose a setting free from distracting phones, computers, beepers, or interlopers. Close your office door and shut down modern conveniences that demand immediate attention. These interruptions will distract you and possibly derail the speaker.
- *Consider the space arrangement,* and choose one suitable to the purpose of your interaction. For example, for informal exchanges, or ones in which you want to build camaraderie, choose a setting without the barriers of desks or tables between you and the speaker. For formal exchanges, where you want to communicate authority, you may choose to sit behind your desk. Also, consider the distance between you and the speaker and choose one that will feel most comfortable. Anthropologist Edward Hall divides space between people into four different zones: intimate (0–18"), personal (18"–4'), social (4'–12'), and public (over 12'). Most business conversations in the United States take place in the personal or social zones.