COMMUNICATION SKILLS FOR MANAGERS

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TODAY'S TOPIC

- Small groups and Teams
- Leadership
- Providing feedback

SMALL GROUPS AND TEAMS

Small group
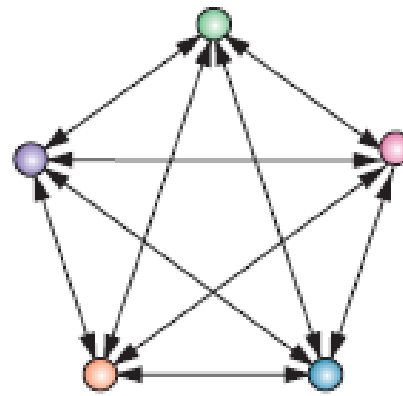
- A collection of Individuals
- Common Purpose
- Interdependence
- Organizing Rules
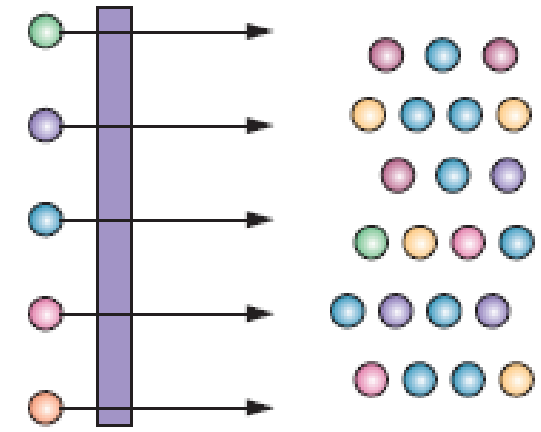- Self-Perception as a Group

Team

- Specific Purpose
- Clearly Defined Roles
- Goal Directed
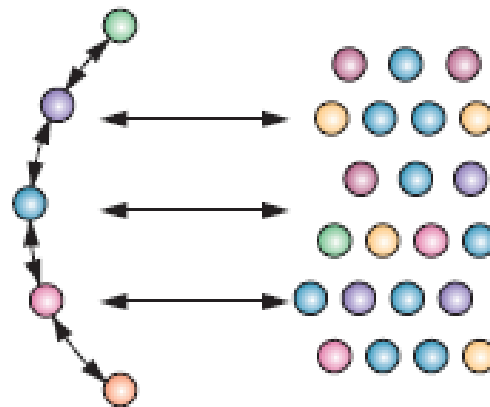- Content Focused

SMALL GROUP FORMATS

- The Round Table
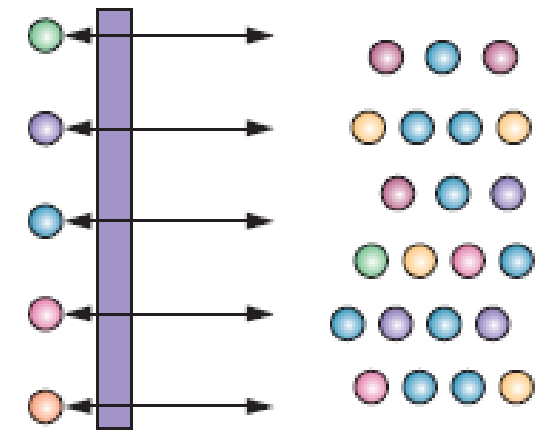- The Panel
- The Symposium
- The Symposium-Forum

Round Table

Symposium

Panel

Symposium–Forum

SMALL GROUP CULTURE

- Small Group norms

- Role expectations

- Cohesiveness

- High- and Low-Context Cultures

POWER IN THE SMALL GROUP

Power

Legitimate power

Referent power

Reward power

Coercive power

Expert power

WORKING WITH SMALL GROUP COMMUNICATION

Combating Idea Killers

Some expressions aim to stop an idea from being developed

Formulate at least one response you might give if someone used one of these on you

a. It'll never work.

b. No one would vote for it.

c. It's too complex.

d. It's too simple.

e. It would take too long.

f. It's too expensive.

g. It's not logical.

h. What we have is good enough.

i. It just doesn't fit us.

j. It's impossible.

WORKING WITH SMALL GROUP COMMUNICATION

LISTENING TO NEW IDEAS

PIP'N (PARAPHRASE, INTERESTING, POSITIVE, NEGATIVE; EDWARD DEBONO, 1976)

PRACTICE EVALUATION OF NEW IDEAS

a. Suggest an idea and choose your classmate to evaluate it

b. Evaluate the idea and choose next classmate to create an idea

MEMBERS IN SMALL GROUP COMMUNICATION

Group Task Roles	Group Building and Maintenance Roles	IndividualRoles
• Initiator-contributor • Information seeker • Opinion seeker • Information giver • Opinion giver • Elaborator • Coordinator • Orienter • Evaluator – critic • Energizer • Procedural Technician • Recorder	• Encourager • Harmonizer • Compromiser • Gatekeeper-expediter • Standard setter • Group observer and commentator • Follower	• Aggresor • Blocker • Recognition seeker • Self-confessor • Playboy/playgirl • Dominator • Help seeker • Special interes pleader

MEMBER FUNCTIONS AND SKILLS

BE GROUP OR
TEAM ORIENTED

CENTER CONFLICT
ON ISSUES

BE CRITICALLY
OPEN-MINDED

BEWARE OF
SOCIAL LOAFING

ENSURE
UNDERSTANDING

BEWARE OF
GROUPTHINK

GROUPTHINK

Illusion of invulnerability

Avoidance

Assumption of morality

Intolerance of differences of opinion

Self-censorship

Assumption of unanimity

Gatekeeping

Peer pressure

- Suggest a solution for the following situations:

- Group members assume there's unanimous agreement.

- Members are not expressing their doubts about the group or its decisions.

- There's lots of group pressure toward agreement.

LEADER IN SMALL GROUP COMMUNICATION

Leadership is the process of influencing the thoughts, feelings, and behaviors of group members and establishing the direction that others follow; leadership and influence are parts of the same skill.

Leadership is the process of empowering others; the leader is the person who helps others to maximize their potential and to take control of their lives.
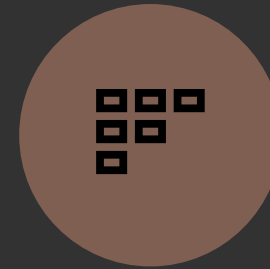
APPROACHES TO LEADERSHIP

TRAITS APPROACH

FUNCTIONAL APPROACH

TRANSFORMATIONAL APPROACH

SITUATIONAL APPROACH
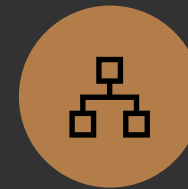
FUNCTIONS AND SKILLS OF LEADERSHIP

GET READY

ENSURE MEMBER SATISFACTION

ACTIVATE THE GROUP AGENDA

PROMOTE GROUP INTERACTION

EMPOWER GROUP MEMBERS

FOLLOW UP

PROVIDING A FEEDBACK

A sandwich method   Positive – negative – positive

Activity: Provide a feedback to your classmates

THANK YOU FOR YOUR ATTENTION

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