



COMMUNICATION SKILLS FOR MANAGERS

Mgr. Dagmar Halová

TODAY'S TOPIC

- Small groups and Teams
- Leadership
- Communication game



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 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



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



Some expressions aim to stop an idea from being developed

- 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

- Initiator-contributor
- Information seeker
- Opinion seeker
- Information giver
- Opinion giver
- Elaborator
- Coordinator
- Orienter
- Evaluator – critic
- Energizer
- Procedural Technician
- Recorder

Group Building and Maintenance Roles

- Encourager
- Harmonizer
- Compromiser
- Gatekeeper-expediter
- Standard setter
- Group observer and commentator
- Follower

Individual Roles

- Aggressor
- Blocker
- Recognition seeker
- Self-confessor
- Playboy/playgirl
- Dominator
- Help seeker
- Special interest 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



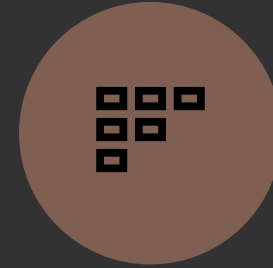
TRAITS APPROACH



FUNCTIONAL
APPROACH

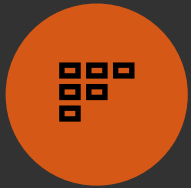


TRANSFORMATIONAL
APPROACH



SITUATIONAL
APPROACH

FUNCTIONS AND SKILLS OF LEADERSHIP



GET READY



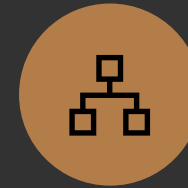
ENSURE MEMBER
SATISFACTION



ACTIVATE THE
GROUP AGENDA



PROMOTE GROUP
INTERACTION



EMPOWER
GROUP MEMBERS



FOLLOW UP

THE RED RIDING HOOD GAME

(HRA NA ČERVENOU KARKULKU)

- Division of roles
 - Small group
 - Little Red Riding Hood (Červená Karkulka)
 - Mom
 - Wolf
 - Grandma
 - Hunter (Myslivec)
 - Team
 - Prosecutor (Státní zástupce)
 - Judge (Soudce)
 - Jurors (Porota)
- Scenario
 - It is suspected that several crimes were committed in the tale
 - The jurors are listening intently
 - The prosecutor interviews the accused fairy tale characters in turn to recap how the story unfolded
 - The prosecutor decides which crimes to charge and who to charge based on the testimony
 - The judge will question the accused fairy tale characters, who may defend themselves
 - The judge will question the fairy tale characters who are not accused as witnesses
 - The judge may question each fairy tale character repeatedly
 - The prosecutor will make a closing speech
 - The accused make their closing arguments
 - The judges deliberate in their teams and decide which of the fairy tale characters is guilty
 - Representatives from each team of judges present their solution and argue their case

DISCUSSION

THANK YOU FOR YOUR ATTENTION

dagmar.halova@mvso.cz