

Mastering Team Skills and Interpersonal Communication

TIPS FOR SUCCESS

"Good listeners will achieve more business success in their careers."

—Tony Martino
 Former Vice-President, Human Resources, Communication & Corporate Affairs, Xerox Canada



LEARNING OBJECTIVES

After studying this chapter, you will be able to

- 1 List the advantages and disadvantages of working in teams and describe the characteristics of effective teams.
- 2 Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
- 3 List the key steps needed to ensure productive team meetings and identify the most common meeting technologies.
- 4 Describe the listening process and explain how good listeners overcome barriers at each stage of the process.
- 5 Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
- 6 Explain the importance of business etiquette and identify three key areas in which good etiquette is essential.

As vice-president responsible for human resources, communication, and corporate affairs for Xerox Canada, Tony Martino relied on effective communication among team members and between teams and upper management. He used meetings to bring people together to solve business problems and help ensure that participants will be committed to the implementation. "To succeed," says Martino, "you need to gather as much input as possible to develop a good business solution. Listening, clarifying, testing understanding, and truly hearing what people are saying makes the difference in teamwork and success."

This chapter focuses on the communication skills you need in order to work well in team settings and on important interpersonal communication skills that will help you on the job: productive meetings, active listening, nonverbal communication, and business etiquette.

LEARNING OBJECTIVE 1

List the advantages and disadvantages of working in teams and describe the characteristics of effective teams.

Communicating Effectively in Teams

Collaboration—working together to meet complex challenges—has become a core job responsibility for roughly half the workforce.¹ No matter what career path you pursue, it's a virtual guarantee that you will be expected to collaborate in at least some of your work activities. Your communication skills will pay off in these interactions, because the productivity and quality of collaborative efforts depend heavily on communication skills.

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