

PART IX

CHAPTER 9: INTRAPERSONAL AND INTERPERSONAL COMMUNICATION

57. Introduction

Chapter 9 Learning Outcomes

1. Define intrapersonal and interpersonal communication.
2. Give examples of interpersonal needs in the communication process.
3. Discuss social penetration theory and self-disclosure and its principles.
4. List five steps in any conversation.
5. Describe several strategies for resolving workplace conflict related to evaluations and criticism.



Dhavit will be interviewing a group of potential employees to fill a role called “Library Coordinator.” In this role, an employee will need to have excellent communication skills to interact with a variety of visitors to the library including faculty members, staff, and students. Dhavit wants to ensure he includes some good questions in his interview script to determine interpersonal skills among the applicants.

What types of questions might Dhavit ask to find out more from each candidate?

When asked the question, “What are you doing?” in a professional context, the answer typically involves communication; communication with self, with others, in verbal (oral and written) and non-verbal ways. How well do you communicate, and how does it influence your experience within the business environment? Through communication, how might you negotiate relationships, demands for space and time, across meetings, collaborative efforts, and solo projects? In this chapter you will explore several concepts and attempt to answer the question, “What are you doing?” with the answer: communicating.

Chapter Preview

- What is communication?
- Self-Concept
- Interpersonal needs
- Rituals of Conversation

- Employment Interviewing
- Conflict in the Work Environment
- Conclusion

58. What is Intrapersonal Communication?

Intrapersonal communication can be defined as communication with one's self, and that may include self-talk, acts of imagination and visualization, and even recall and memory (McLean, 2005). You read on your phone that your friends are going to have dinner at your favourite restaurant. What comes to mind? Sights, sounds, and scents? Something special that happened the last time you were there? Do you contemplate joining them? Do you start to work out a plan of getting from your present location to the restaurant? Do you send your friends a text asking if they want company? Until the moment when you hit the "send" button, you are communicating with yourself.

Communications expert Leonard Shedletsy examined intrapersonal communication through the eight basic components of the communication process (i.e., source, receiver, message, channel, feedback, environment, context, and interference) as transactional, but all the interaction occurs within the individual (Shedletsy, 1989).

From planning to problem solving, internal conflict resolution, and evaluations and judgments of self and others, we communicate with ourselves through intrapersonal communication.

All this interaction takes place in the mind without externalization, and all of it relies on previous interaction with the external world.

Watch the following 1 minute video on *Intrapersonal Communication*



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<https://ecampusontario.pressbooks.pub/commbusprofcdn/?p=601>

59. Self-Concept

Returning to the question “what are you doing?” is one way to approach self-concept. If we define ourselves through our actions, what might those actions be, and are we no longer ourselves when we no longer engage in those activities? Psychologist Steven Pinker defines the conscious present as about three seconds for most people. Everything else is past or future (Pinker, 2009). Who are you at this moment in time, and will the self you become an hour from now be different from the self that is reading this sentence right now?

Just as the communication process is dynamic, not static (i.e., always changing, not staying the same), you too are a dynamic system. Physiologically your body is in a constant state of change as you inhale and exhale air, digest food, and cleanse waste from each cell. Psychologically you are constantly in a state of change as well. Some aspects of your personality and character will be constant, while others will shift and adapt to your environment and context. These complex combinations contribute to the self you call you. You may choose to define yourself by your own sense of individuality, personal characteristics, motivations, and actions (McLean, 2005), but any definition you create will likely fail to capture all of who you are, and who you will become.

Self-Concept

Self-concept is “what we perceive ourselves to be,” (McLean, 2005) and involves aspects of image and esteem. How we see ourselves and how we feel about ourselves influences how we communicate with others. What you are thinking now and how you communicate impacts and influences how others treat you. In a previous chapter you reviewed the concept of the looking glass self. We look at how others treat us, what they say and how they say it, for clues about how they view us to gain insight into our own identity. Developing a sense of self as a communicator involves balance between constructive feedback from others and constructive self-affirmation. You judge yourself, as others do, and both views count.



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Self-reflection is a trait that allows us to adapt and change to our context or environment, to accept or reject messages, to examine our concept of ourselves and choose to improve.

Internal monologue refers to the self-talk of intrapersonal communication. It can be a running

monologue that is rational and reasonable, or disorganized and illogical. Your self-monologue can empower and energize you or it can unintentionally interfere with listening to others, impede your ability to focus, and become a barrier to effective communication.

You have to make a choice to listen to others when they communicate through the written or spoken word. Refraining from preparing your responses before others finish speaking (or before you finish reading what they have said) is good listening, and essential for relationship-building. It's good listening practice to take mental note of when you jump to conclusions from only partially attending to the speaker or writer's message. There is certainly value in choosing to listen to others in addition to yourself.

One principle of communication is that interaction is dynamic and changing. Interaction can be internal, as in intrapersonal communication, but can also be external. We may communicate with one other person and engage in paired interpersonal communication. If we engage two or more individuals, group communication is the result.

To summarize, self-concept involves multiple dimensions and is expressed as internal monologue and social comparisons. Self-concept can be informed by engaging in dialogue with one or more people, and through reading or listening to spoken works; attending to what others communicate can add value to your self-concept.

60. Interpersonal Needs

We communicate with each other to meet our needs, regardless of how we define those needs. From the time you are a newborn infant crying for food or the time you are a toddler learning to say “please” when requesting a cup of milk, to the time you are an adult learning the rituals of the job interview and the conference room, you learn to communicate in order to gain a sense of self within the group or community—meeting your basic needs as you grow and learn.

Interpersonal communication is the process of exchanging messages between two people whose lives mutually influence one another in unique ways in relation to social and cultural norms (University of Minnesota Libraries Publishing, 2013). A brief exchange with a grocery store clerk who you don’t know wouldn’t be considered interpersonal communication, because you and the clerk are not influencing each other in significant ways. If the clerk were a friend, family member, coworker, or romantic partner, the communication would fall into the interpersonal category.

Aside from making your relationships and health better, interpersonal communication skills are highly sought after by potential employers, consistently ranking in the top ten in national surveys (National Association of Colleges and Employers, 2010). Interpersonal communication meets our basic needs as humans for security in our social bonds, health, and careers. But we are not born with all the interpersonal communication skills we’ll need in life.

Social Penetration Theory

How do you get to know other people? If the answer springs immediately to mind, we’re getting somewhere: communication. Communication allows us to share experiences, come to know ourselves and others, and form relationships, but it requires time and effort. Irwin Altman and Dalmas Taylor describe this progression from superficial to intimate levels of communication in social penetration theory, which is often called the Onion Theory because the model looks like an onion and involves layers that are peeled away (Altman & Taylor, 1973). According to social penetration theory, we fear that which we do not know. That includes people. Strangers go from being unknown to known through a series of steps that we can observe through conversational interactions.

At the outermost layer of the onion, in this model, there is only that which we can observe. We can observe characteristics about each other and make judgments, but they are educated guesses at best. Our nonverbal displays of affiliation, like a team jacket, a uniform, or a badge, may communicate something about us, but we only peel away a layer when we engage in conversation, oral or written.

As we move from public to private information we make the transition from small talk to substantial, and eventually intimate, conversations. Communication requires trust and that often takes time.

Beginnings are fragile times and when expectations, roles, and ways of communicating are not clear, misunderstandings can occur.

According to the **social penetration theory**, people go from superficial to intimate conversations as trust develops through repeated, positive interactions. **Self-disclosure** is “information, thoughts, or feelings we tell others about ourselves that they would not otherwise know” (McLean, 2005). Taking it step by step, and not rushing to self-disclose or asking personal questions too soon, can help develop positive business relationships. Figure 9.1 below, an image of onion layers resembles the process of building interpersonal communication relationships.

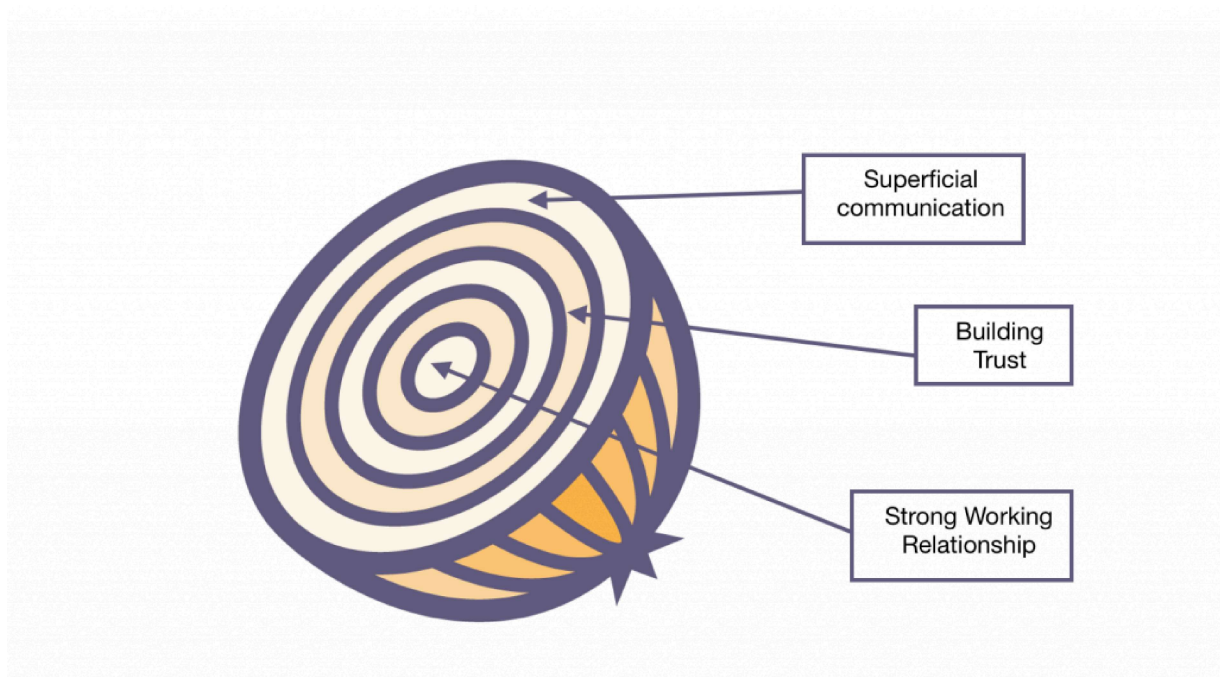


Figure 9.1. Layers of disclosure in interpersonal communication.

Principles of Self-Disclosure

From your internal monologue and intrapersonal communication, to verbal and nonverbal communication, communication is constantly occurring. What do you communicate about yourself by the clothes (or brands) you wear, the tattoos you display, or the piercing you remove before you enter the workplace? Self-disclosure is a process by which you intentionally communicate information to others, but can involve unintentional, but revealing slips.

Interpersonal Relationships

Interpersonal communication can be defined as communication between two people, but the definition fails to capture the essence of a relationship. This broad definition is useful when we compare it to intrapersonal communication, or communication with ourselves, as opposed to mass communication, or communication with a large audience, but it requires clarification. The developmental view of interpersonal communication places emphasis on the relationship rather than the size of the audience, and draws a distinction between impersonal and personal interactions.

For example, one day your coworker and best friend, Iris, whom you've come to know on a personal as well as a professional level, gets promoted to the position of manager. She didn't tell you ahead of time because it wasn't certain, and she didn't know how to bring up the possible change of roles. Your relationship with Iris will change as your roles transform. Her perspective will change, and so will yours. You may stay friends, or she may not have as much time as she once did. Over time, you and Iris gradually grow apart, spending less time together. You eventually lose touch. What is the status of your relationship?

If you have ever had even a minor interpersonal transaction such as buying a cup of coffee from a clerk, you know that some people can be personable, but does that mean you've developed a relationship within the transaction process? For many people the transaction is an impersonal experience, however pleasant. What is the difference between the brief interaction of a transaction and the interactions you periodically have with your colleague, Iris, who is now your manager?

The developmental view places an emphasis on the prior history, but also focuses on the level of familiarity and trust. Over time and with increased frequency we form bonds or relationships with people, and if time and frequency are diminished, we lose that familiarity. The relationship with the clerk may be impersonal, but so can the relationship with the manager after time has passed and the familiarity is lost. From a developmental view, interpersonal communication can exist across this range of experience and interaction.

Regardless of whether we focus on collaboration or competition, we can see that interpersonal communication is necessary in the business environment. We want to know our place and role within the organization, accurately predict those within our proximity, and create a sense of safety and belonging. Family for many is the first experience in interpersonal relationships, but as we develop professionally, our relationships at work may take on many of the attributes we associate with family communication. We look to each other with similar sibling rivalries, competition for attention and resources, and support. The workplace and our peers can become as close, or closer, than our birth families, with similar challenges and rewards.

To summarize, interpersonal relationships are an important part of the work environment. We come to know one another gradually (layer by layer). The principle of self-disclosure is a normal part of communication.

6I. Rituals of Conversation

You no doubt have participated in countless conversations throughout your life, and the process of how to conduct a conversation may seem so obvious that it needs no examination. Yet, all cultures have rituals of various kinds, and conversation is one of these universal rituals. A skilled business communicator knows when to speak, when to remain silent, and to always stop speaking before the audience stops listening. Expectations may differ based on the type of conversation and the knowledge and experience of participants, but here are the basic five steps of a conversation.



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Conversation as a Ritual

Steven Beebe, Susan Beebe, and Mark Redmond offer us five stages of conversation that are adapted here for our discussion (Beebe, Beebe, & Redmond, 2002).

1. Initiation

The first stage of conversation is called initiation, and requires you to be open to interact. How you communicate openness is up to you; it may involve nonverbal signals like eye contact or body positions, you may be smiling or facing the other person and making eye contact. For some, this may produce a degree of anxiety. If status and hierarchical relationships are present, it may be a question of who speaks when, according to cultural norms.

2. Preview

The preview is an indication, verbal or nonverbal, of what the conversation is about, both in terms of content and in terms of the relationship. A word or two in the subject line of an email may signal the topic, and the relationship between individuals, such as an employee-supervisor relationship, may be understood. A preview can serve to reduce uncertainty and signal intent.

3. Talking Point(s)

Joseph DeVito characterizes this step as getting down to business, reinforcing the goal orientation of the conversation (DeVito, 2003). In business communication, we often have a specific goal or series of points to address, but we cannot lose sight of the relationship messages within the discussion of content. By clearly articulating, either in written or oral form, the main points, you provide an outline or structure to the conversation.

4. Feedback

Similar to a preview step, this stage allows the conversational partners to clarify, restate, or discuss the points of the conversation to arrive at a sense of mutual understanding. Western cultures often get to the point rather quickly and once an understanding is established there is a quick move to the conclusion.

Feedback is an opportunity to make sure the interaction was successful the first time. Failure to attend to this stage can lead to the need for additional interactions, reducing efficiency across time.

5. Closing

The acceptance of feedback on both sides of the conversation often signals the transition to the conclusion of the conversation.

There are times when a conversational partner introduces new information in the conclusion, which can start the process all over again. You may also note that if words like “in conclusion” or “oh—one more thing” are used, a set of expectations is now in force. A conclusion has been announced and the listener expects it. If the speaker continues to recycle at this point, the listener’s listening skills are often not as keen as they were during the heat of the main engagement, and it may even produce frustration. People mentally shift to the next order of business and this transition must be negotiated successfully.

By mentioning a time, date, or place for future communication you can clearly signal that the conversation, although currently concluded, will continue later. In this way, you can often disengage successfully while demonstrating respect.

62. Employment Interviewing



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In order to make the transition from an outsider to an insider in the business world, you'll have to pass a series of tests, both informal and formal. One of the most common tests is known as an employment interview. An employment interview is an exchange between a candidate and a prospective employer (or their representative). It is a formal process with several consistent elements that you can use to guide your preparation.

Employment interviews come in all shapes and sizes, and may not be limited to only one exchange but one interaction. A potential employee may very well be screened by a computer (as the résumé is scanned) and interviewed online or via the telephone before the applicant ever meets a representative or panel of representatives. The screening process may include formal tests that include personality tests, background investigations, and consultations with previous employers.

Depending on the type of job you are seeking, you can anticipate answering questions, often more than once, to a series of people as you progress through a formal interview process. Just as you have the advantage of preparing for a speech with anticipation, you can apply the same research and public speaking skills to the employment interview.

The invitation to interview means you have been identified as a candidate who meets the minimum qualifications and demonstrate potential as a viable candidate. Your cover letter, résumé, or related application materials may demonstrate the connection between your preparation and the job duties, but now comes the moment where you will need to articulate those points out loud.

If we assume that you would like to be successful in your employment interviewing, then it makes sense to use the communication skills gained to date with the knowledge of interpersonal communication to maximize your performance. There is no one right or wrong way to prepare and present at

your interview, just as each audience is unique, but we can prepare and anticipate several common elements.

Watch the following 5 minute video: *Common Interview Questions and Answers*



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<https://ecampusontario.pressbooks.pub/commbusprofcdn/?p=609>

Preparation

Would you prepare yourself before writing for publication or speaking in public? Of course. The same preparation applies to the employment interview. Briefly, the employment interview is a conversational exchange (even if it is in writing at first) where the participants try to learn more about each other. Both conversational partners will have goals in terms of content, and explicitly or implicitly across the conversational exchange will be relational messages. Attending to both points will strengthen your performance.

On the content side, if you have been invited for an interview, you can rest assured that you have met the basic qualifications the employer is looking for. Hopefully, this initiation signal means that the company or organization you have thoroughly researched is one you would consider as a poten-

tial employer. Perhaps you have involved colleagues and current employees of the organization in your research process and learned about several of the organization's attractive qualities as well as some of the challenges experienced by the people working there.

Businesses hire people to solve problems, so you will want to focus on how your talents, expertise, and experience can contribute to the organization's need to solve those problems. The more detailed your analysis of their current challenges, the better. You need to be prepared for standard questions about your education and background, but also see the opening in the conversation to discuss the job duties, the challenges inherent in the job, and the ways in which you believe you can meet these challenges. Take the opportunity to demonstrate the fact that you have “done your homework” in researching the company. Table 9.1 “Interview Preparation Checklist” presents a checklist of what you should try to know before you consider yourself prepared for an interview.

Table 9.1 Interview Preparation Checklist

What to Know	Examples
Type of Interview	Will it be a behavioural interview, where the employer watches what you do in a given situation? Will you be asked technical questions or given a work sample? Or will you be interviewed over lunch or coffee, where your table manners and social skills will be assessed?
Type of Dress	Office attire varies by industry, so stop by the workplace and observe what workers are wearing if you can. If this isn't possible, call and ask the human resources office what to wear—they will appreciate your wish to be prepared.
Company or Organization	Do a thorough exploration of the company's website. If it doesn't have one, look for business listings in the community online and in the phone directory. Contact the local chamber of commerce. At your library, you may have access to subscription sites such as Hoover's Online (http://www.hoovers.com).
Job	Carefully read the ad you answered that got you the interview, and memorize what it says about the job and the qualifications the employer is seeking. Use the internet to find sample job descriptions for your target job title. Make a written list of the job tasks and annotate the list with your skills, knowledge, and other attributes that will enable you to perform the job tasks with excellence.
Employer's Needs	Check for any items in the news in the past couple of years involving the company name. If it is a small company, the local town newspaper will be your best source. In addition, look for any advertisements the company has placed, as these can give a good indication of the company's goals.

Performance

You may want to know how to prepare for an employment interview, and we're going to take it for granted that you have researched the company, market, and even individuals in your effort to learn

more about the opportunity. From this solid base of preparation, you need to begin to prepare your responses. Would you like some of the test questions before the test? Luckily for you, employment interviews involve a degree of uniformity across their many representations. Here are eleven common questions you are likely to be asked in an employment interview (McLean, 2005):

1. Tell me about yourself.
2. Have you ever done this type of work before?
3. Why should we hire you?
4. What are your greatest strengths? Weaknesses?
5. Give me an example of a time when you worked under pressure.
6. Tell me about a time you encountered (X) type of problem at work. How did you solve the problem?
7. Why did you leave your last job?
8. How has your education and/or experience prepared you for this job?
9. Why do you want to work here?
10. What are your long-range goals? Where do you see yourself three years from now?
11. Do you have any questions?

When you are asked a question in the interview, look for its purpose as well as its literal meaning. “Tell me about yourself” may sound like an invitation for you to share your text message win in last year’s competition, but it is not. The employer is looking for someone who can address their needs.

In the same way, responses about your strengths are not an opening to brag, and your weakness not an invitation to confess. If your weakness is a tendency toward perfectionism, and the job you are applying for involves a detail orientation, you can highlight how your weaknesses may serve you well in the position.

You may be invited to participate in a conference call, and be told to expect it will last around twenty minutes. The telephone carries your voice and your words, but doesn’t carry your nonverbal gestures. If you remember to speak directly into the telephone, look up and smile, your voice will come through clearly and you will sound competent and pleasant. When the interviewers ask you questions, keep track of the time, limiting each response to about a minute. If you know that a twenty-minute call is scheduled for a certain time, you can anticipate that your phone may ring may be a minute or two late, as interviews are often scheduled in a series while the committee is all together at one time. Even if you only have one interview, your interviewers will have a schedule and your sensitivity to it can help improve your performance.

You can also anticipate that the last few minutes will be set aside for you to ask your questions. This is your opportunity to learn more about the problems or challenges that the position will be addressing, allowing you a final opportunity to reinforce a positive message with the audience. Keep your questions simple, your attitude positive, and communicate your interest.

At the same time as you are being interviewed, know that you too are interviewing the prospective

employer. If you have done your homework you may already know what the organization is all about, but you may still be unsure whether it is the right fit for you. Listen and learn from what is said as well as what is not said, and you will add to your knowledge base for wise decision-making in the future.

Above all, be honest, positive, and brief. You may have heard that the world is small and it is true. As you develop professionally, you will come to see how fields, organizations, and companies are interconnected in ways that you cannot anticipate. Your name and reputation are yours to protect and promote.

Postperformance

Remember that feedback is part of the communication process: follow up promptly with a thank-you note or email, expressing your appreciation for the interviewer's time and interest. You may also indicate that you will call or email next week to see if they have any further questions for you.

You may receive a letter, note, or voicemail explaining that another candidate's combination of experience and education better matched the job description. If this happens, it is only natural for you to feel disappointed. It is also only natural to want to know why you were not chosen, but be aware that for legal reasons most rejection notifications do not go into detail about why one candidate was hired and another was not. Contacting the company with a request for an explanation can be counterproductive, as it may be interpreted as a "sore loser" response. If there is any possibility that they will keep your name on file for future opportunities, you want to preserve your positive relationship.

Although you feel disappointed, don't focus on the loss or all the hard work you've produced. Instead, focus your energies where they will serve you best. Review the process and learn from the experience, knowing that each audience is unique and even the most prepared candidate may not have been the right "fit." Stay positive and connect with people who support you. Prepare, practice, and perform. Know that you as a person are far more than just a list of job duties. Focus on your skill sets: if they need improvement, consider additional education that will enhance your knowledge and skills. Seek out local resources and keep networking. Have your professional interview attire clean and ready, and focus on what you can control—your preparation and performance.

To summarize, conversations have universal aspects we can predict and improve. We can use the dynamics of the ritual of conversation to learn to prepare for employment interviews and evaluations, both common contexts of communication in the work environment. Employment interviews involve preparation, performance, and feedback.

63. Conflict in the Work Environment

The word “conflict” produces a sense of anxiety for many people, but it is part of the human experience. Just because conflict is universal does not mean that we cannot improve how we handle disagreements, misunderstandings, and struggles to understand or make ourselves understood.



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Conflict is the physical or psychological struggle associated with the perception of opposing or incompatible goals, desires, demands, wants, or needs (McLean, 2005). When incompatible goals, scarce resources, or interference are present, conflict is a typical result, but it doesn't mean the relationship is poor or failing. All relationships progress through times of conflict and collaboration. How we navigate and negotiate these challenges influences, reinforces, or destroys the relationship. Conflict is universal, but how and when it occurs is open to influence and interpretation. Rather than viewing conflict from a negative frame of reference, view it as an opportunity for clarification, growth, and even reinforcement of the relationship.

Conflict Management Strategies

As professional communicators, we can acknowledge and anticipate that conflict will be present in every context or environment where communication occurs. To that end, we can predict, anticipate, and formulate strategies to address conflict successfully. How you choose to approach conflict influences its resolution. Joseph DeVito (2003) offers several conflict management strategies that you might adapt and expand for your use.

Avoidance

You may choose to change the subject, leave the room, or not even enter the room in the first place, but the conflict will remain and resurface when you least expect it. Your reluctance to address the conflict directly is a normal response, and one which many cultures prize. In cultures where independence is highly valued, direct confrontation is more common. In cultures where the community is emphasized over the individual, indirect strategies may be more common. Avoidance allows for more time to resolve the problem, but can also increase costs associated with problem in the first place. Your organization or business will have policies and protocols to follow regarding conflict and redress, but it is always wise to consider the position of your conversational partner or opponent and to give them, as well as yourself, time to explore alternatives.

Defensiveness versus Supportiveness

Defensive communication is characterized by control, evaluation, and judgments, while supportive communication focuses on the points and not personalities. When we feel judged or criticized, our ability to listen can be diminished, and we may only hear the negative message. By choosing to focus on the message instead of the messenger, we keep the discussion supportive and professional.

Face-Detracting and Face-Saving

Communication is not competition. Communication is the sharing of understanding and meaning, but does everyone always share equally? People struggle for control, limit access to resources and information as part of territorial displays, and otherwise use the process of communication to engage in competition. People also use communication for collaboration. Both competition and collaboration can be observed in communication interactions, but there are two concepts central to both: face-detracting and face-saving strategies.

Face-detracting strategies involve messages or statements that take away from the respect, integrity, or credibility of a person. Face-saving strategies protect credibility and separate message from messenger. For example, you might say that “sales were down this quarter,” without specifically noting who was responsible. Sales were simply down. If, however, you ask, “How does the sales manager explain the decline in sales?” you have specifically connected an individual with the negative news. While we may want to specifically connect tasks and job responsibilities to individuals and departments, in terms of language each strategy has distinct results.

Face-detracting strategies often produce a defensive communication climate, inhibit listening, and allow for little room for collaboration. To save-face is to raise the issue while preserving a supportive climate, allowing room in the conversation for constructive discussions and problem solving. By

using a face-saving strategy to shift the emphasis from the individual to the issue, we avoid power struggles and personalities, providing each other space to save-face (Donohue & Klot, 1992).

In collectivist cultures, where the community's well-being is promoted or valued above that of the individual, face-saving strategies are a common communicative strategies. In Japan, for example, to confront someone directly is perceived as humiliation, a great insult. In the United States, greater emphasis is placed on individual performance, and responsibility may be more directly assessed. If our goal is to solve a problem, and preserve the relationship, then consideration of a face-saving strategy should be one option a skilled business communicator considers when addressing negative news or information.

Empathy

Communication involves not only the words we write or speak, but how and when we write or say them. The way we communicate also carries meaning, and empathy for the individual involves attending to this aspect of interaction. Empathetic listening involves listening to both the literal and implied meanings within a message. By paying attention to feelings and emotions associated with content and information, we can build relationships and address conflict more constructively. In management, negotiating conflict is a common task and empathy is one strategy to consider when attempting to resolve issues.

Managing Your Emotions

There will be times in the work environment when emotions run high. Your awareness of them can help you clear your mind and choose to wait until the moment has passed to tackle the challenge.

Emotions can be contagious in the workplace, and fear of the unknown can influence people to act in irrational ways. The wise business communicator can recognize when emotions are on edge in themselves or others, and choose to wait to communicate, problem-solve, or negotiate until after the moment has passed.

Evaluations and Criticism in the Workplace

There may come a time, however, when evaluations involve criticism. Knowing how to approach this criticism can give you peace of mind to listen clearly, separating subjective, personal attacks from objective, constructive requests for improvement. Guffey offers us seven strategies for giving and receiving evaluations and criticism in the workplace that we have adapted here.

Listen without Interrupting

If you are on the receiving end of an evaluation, start by listening without interruption. Interruptions can be internal and external, and warrant further discussion. If your supervisor starts to discuss a point and you immediately start debating the point in your mind, you are paying attention to yourself and what you think they said or are going to say, and not that which is actually communicated. Let them speak while you listen, and if you need to take notes to focus your thoughts, take clear notes of what is said, also noting points to revisit later.

Determine the Speaker's Intent

We have discussed previews as a normal part of conversation, and in this context they play an important role. People want to know what is coming and generally dislike surprises, particularly when the context of an evaluation is present. If you are on the receiving end, you may need to ask a clarifying question if it doesn't count as an interruption. You may also need to take notes and write down questions that come to mind to address when it is your turn to speak. As a manager, be clear and positive in your opening and lead with praise. You can find one point, even if it is only that the employee consistently shows up to work on time, to highlight before transitioning to a performance issue.

Indicate You Are Listening

In many Western cultures, eye contact is a signal that you are listening and paying attention to the person speaking. Take notes, nod your head, or lean forward to display interest and listening. Regardless of whether you are the employee receiving the criticism or the supervisor delivering it, displaying listening behaviour engenders a positive climate that helps mitigate the challenge of negative news or constructive criticism.

Paraphrase

Restate the main points to paraphrase what has been discussed. This verbal display allows for clarification and acknowledges receipt of the message.

If you are the employee, summarize the main points and consider steps you will take to correct the situation. If none come to mind or you are nervous and are having a hard time thinking clearly, state out loud the main point and ask if you can provide solution steps and strategies at a later date. You

can request a follow-up meeting if appropriate, or indicate you will respond in writing via email to provide the additional information.

If You Agree

If an apology is well deserved, offer it. Communicate clearly what will change or indicate when you will respond with specific strategies to address the concern. As a manager you will want to formulate a plan that addresses the issue and outlines responsibilities as well as time frames for corrective action. As an employee you will want specific steps you can both agree on that will serve to solve the problem. Clear communication and acceptance of responsibility demonstrates maturity and respect.

If You Disagree

If you disagree, focus on the points or issue and not personalities. Do not bring up past issues and keep the conversation focused on the task at hand. You may want to suggest, now that you better understand their position, a follow-up meeting to give you time to reflect on the issues. You may want to consider involving a third party, investigating to learn more about the issue, or taking time to cool off.

Do not respond in anger or frustration; instead, always display professionalism. If the criticism is unwarranted, consider that the information they have may be flawed or biased, and consider ways to learn more about the case to share with them, searching for a mutually beneficial solution.

If other strategies to resolve the conflict fail, consider contacting your human resources department to learn more about due process procedures at your workplace. Display respect and never say anything that would reflect poorly on yourself or your organization. Words spoken in anger can have a lasting impact and are impossible to retrieve or take back.

Learn from Experience

Every communication interaction provides an opportunity for learning if you choose to see it. Sometimes the lessons are situational and may not apply in future contexts. Other times the lessons learned may well serve you across your professional career. Taking notes for yourself to clarify your thoughts, much like a journal, serve to document and help you see the situation more clearly.

Recognize that some aspects of communication are intentional, and may communicate meaning, even if it is hard to understand. Also, know that some aspects of communication are unintentional, and may not imply meaning or design. People make mistakes. They say things they should not have

said. Emotions are revealed that are not always rational, and not always associated with the current context. A challenging morning at home can spill over into the work day and someone's bad mood may have nothing to do with you.

In summary, conflict is unavoidable and can be opportunity for clarification, growth, and even reinforcement of the relationship. Try to distinguish between what you can control and what you cannot, and always choose professionalism.

64. Conclusion



Returning to Dhavit's interview process, what types of questions would you ask potential candidates about their interpersonal and conflict management communication skills related to the busy role of Library Coordinator? If you were applying for this role, how would you prepare?

Check Your Knowledge



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Additional Resources

A Literary Devices article describes the literary devices of “interior monologue” and stream of consciousness. <http://literarydevices.net/stream-of-consciousness/>

Read an informative article on self-concept and self-esteem by Arash Farzaneh. http://psychology.suite101.com/article.cfm/impact_of_selfconcept_and_selfesteem_on_life

Advice from Monster.ca on Job Interviews <https://www.monster.ca/career-advice/article/inter-view-performance-tips-canada>

Globe and Mail: Conflict-management skills now in high demand in the workplace <https://www.theglobeandmail.com/report-on-business/careers/career-advice/life-at-work/conflict-management-skills-now-in-high-demand-in-workplaces/article29722270/>

Glossary

Defensive communication – characterized by control, evaluation, and judgments, while supportive communication focuses on the points and not personalities.

Empathy – paying attention to feelings and emotions associated with content and information so that relationships are built and conflict is constructively addressed.

Face-detracting – strategies that involve messages or statements that take away from the respect, integrity, or credibility of a person.

Face-saving – strategies that protect credibility and separate message from messenger.

Internal monologue – refers to the self-talk of intrapersonal communication.

Interpersonal communication – the process of exchanging messages between two people whose lives mutually influence one another in unique ways in relation to social and cultural norms.

Intrapersonal communication – communication with one’s self, and that may include self-talk, acts of imagination and visualization, and even recall and memory.

Self-concept – what we perceive ourselves to be.

Self-disclosure – information, thoughts, or feelings we tell others about ourselves that they would

not otherwise know.

Self-reflection – a trait that allows us to adapt and change to our context or environment, to accept or reject messages, to examine our concept of ourselves and choose to improve.

Social penetration theory – people go from superficial to intimate conversations as trust develops through repeated, positive interactions.

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