

Teambuilding and Interpersonal Communication

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Types of Teams

- Quality Circles
- Self-Managed Teams
- Cross-functional Teams
- Task Forces



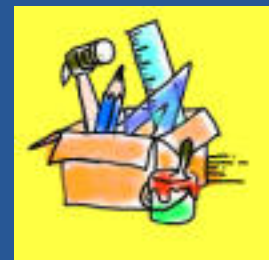
Structural Issues

- Group composition (functional area, skills needs, information needed, etc.)
- Group size
- Group purpose
- Task and Process goals



Measurement of Progress

- Continued appropriateness of goals
- Progress toward content goals
- Progress toward process goals
- Evidence of individual and team growth



Stages of Group Development

Issues in group development: task, interpersonal, and authority

1. Forming
2. Storming
3. Norming
4. Performing



Leadership Responsibilities

- Focusing on results
- Building commitment and confidence
- Creating opportunities for others to grow
- Providing structure
- Encouraging participation from all
- Managing external relationships
- Socializing new members



Phenomena in Groups

- Norms of behavior
- Group cohesion
- Social loafing
- Groupthink
- Group polarization
- Abilene Paradox

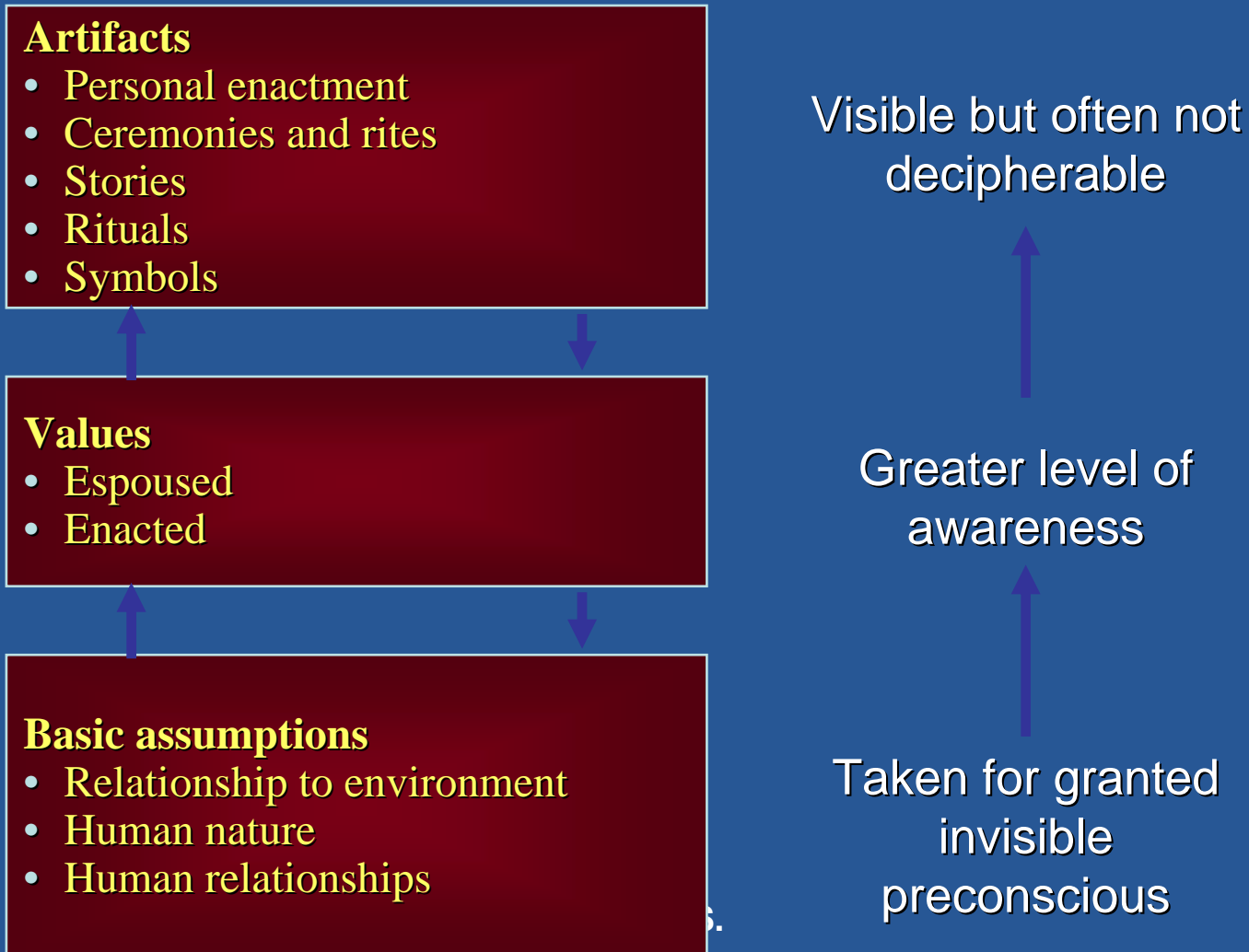


Make Ground Rules Regarding...

- Attendance
- Tardiness
- Recording information
- Use of agendas
- Leadership
- Participation
- Follow through
- Conflict, etc.....



Levels of Team Culture



Positive Team Culture

- Inclusion
- Commitment
- Loyalty
- Energy
- Comfort
- Fulfillment
- Trust
- Innovation/creativity



MEET U.S.

Communicating in Teams

CHARACT- ERISTIC	DEBATE	DISCUSSION	DIALOGUE
Goal	To defeat	To persuade	To understand
Presentation	Telling	Selling	Asking
Focus	Attack person and ideas	Change others' position	Draw out others' values and positions

MEET U.S.

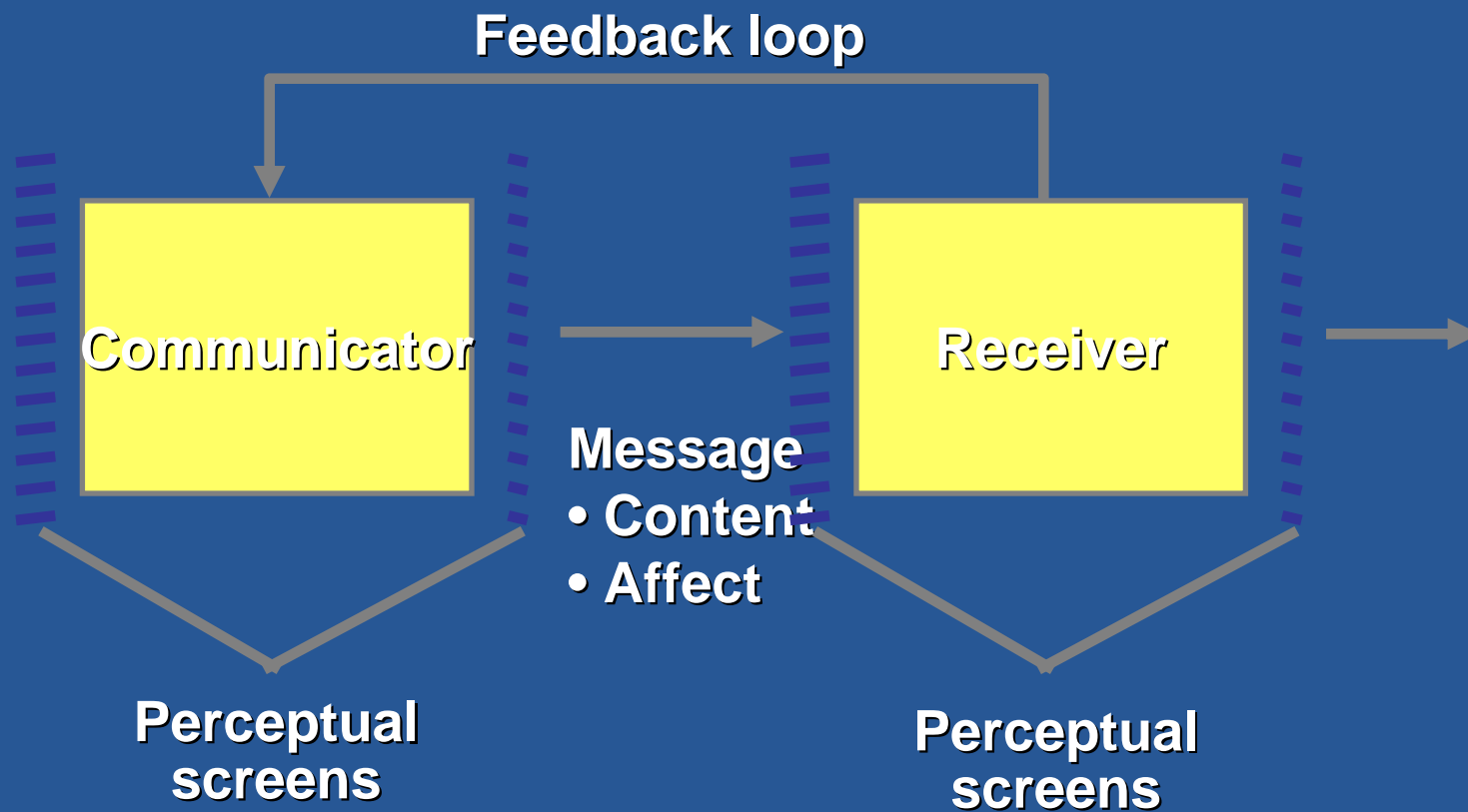
Emotional Intelligence

5 Dimensions:

- Self awareness
 - Self management
 - Self motivation
 - Empathy
 - Social skills
-
- EI related to performance; especially in jobs that involve social interaction



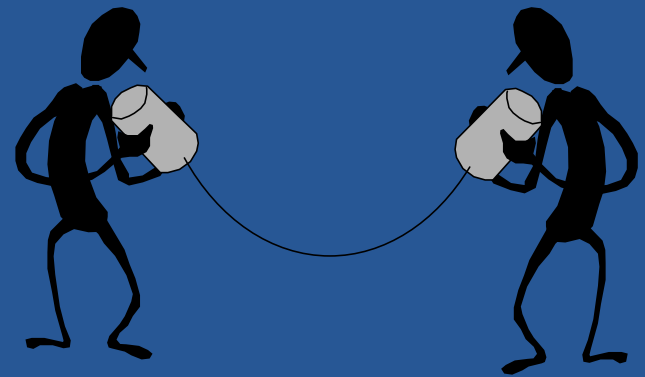
Communication Model



MEET U.S.

Barriers to Communication

- Physical separation
- Status differences
- Gender differences
- Cultural diversity
- Language



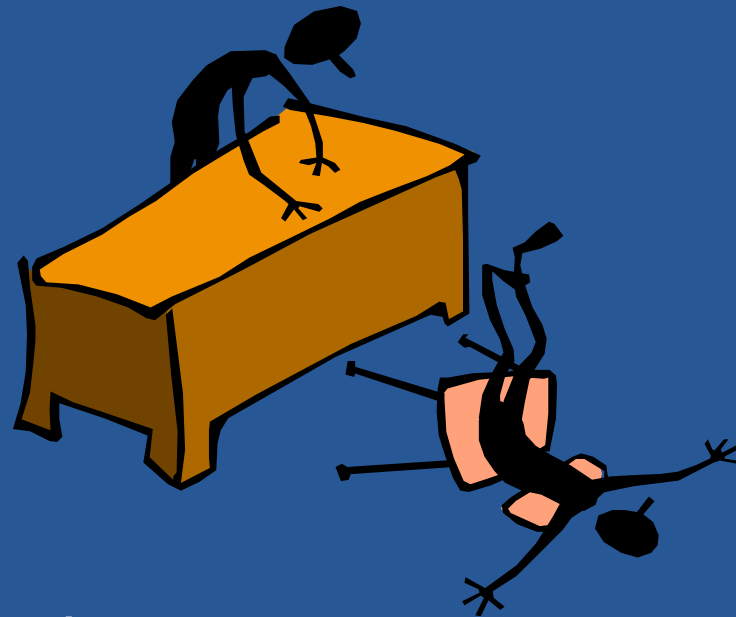
Communication Skills

Good communication skills:

- Open-ended questions, paraphrasing, reflecting
- Using “I” statements

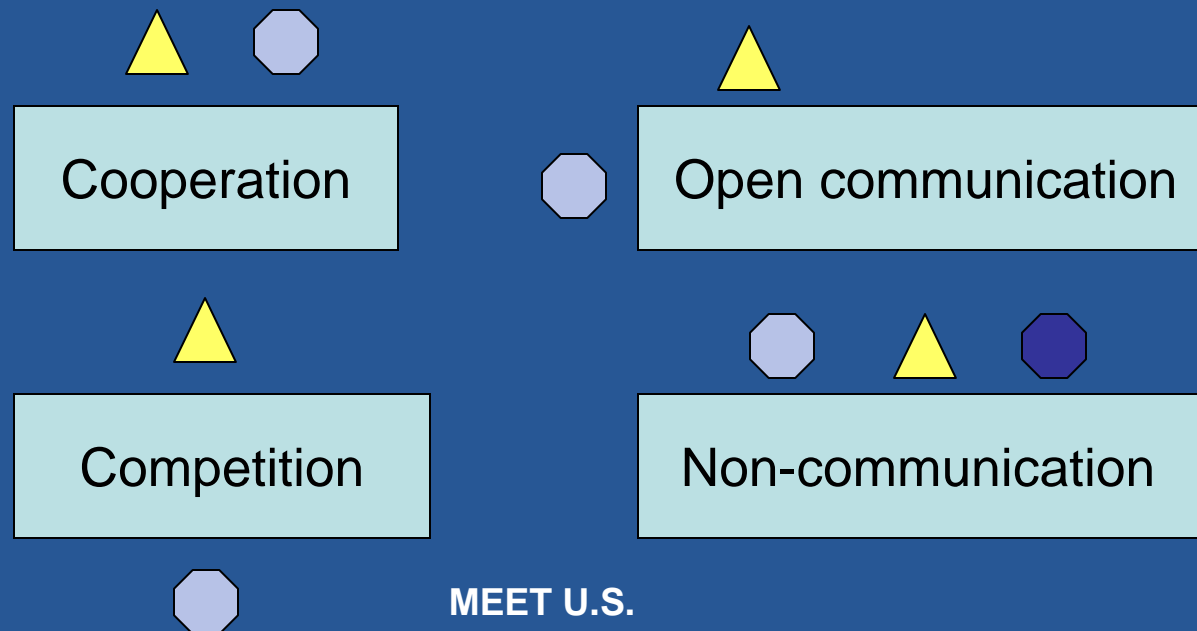
Conversation stoppers:

- Blaming/shaming
- Diagnosing/advising
- Responding too quickly
- Diverting
- Name calling
- Trigger words
- Acting bored or absent-minded



Nonverbal Communication

- Proxemics (intimate, personal, social & public distances), kinesics, facial/eye behavior, paralanguage
- Seating dynamics



Using Nonverbals to Communicate Active Listening

- Remove barriers (e.g., desk) between you and others
- Maintain eye contact (if appropriate for culture)
- Lean forward (if appropriate for culture)
- Allow pauses
- Acknowledge understanding using nods or paralinguistic cues
- Avoid distractions (e.g., phone)



Coping with Difficult People

- Hostile-aggressives
- Clams
- Sniper
- Superagreeables
- Complainer
- Negativist
- Know-it-alls
- Indecisive stallerers
- Chronic talkers/interrupters
- Cryers



Why do we fear...

Giving feedback:

- Recipient will be angry
- Avoidance; think it will lead to conflict
- Break relationship
- Do not know how

Receiving feedback:

- Bad experiences in the past
- See it as criticism, not feedback
- How people give it (use of language and tone)

Consequences of NOT...

Giving feedback:

- Situation continues
- Productivity declines
- Harbor resentment
- Not helping others to develop
- Relationship remains stagnant

Receiving feedback:

- Keep doing things the same way
- Remain stagnant, no development
- Do not understand own strengths & weaknesses
- Hard to advance, become derailed

Johari's Window

SELF

Things I know

Things I don't know

OTHERS

Things
They
Know

Things
They
Don't
Know

SAFE

**BLIND
SPOT**

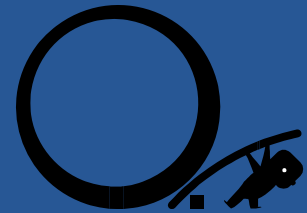
**MASK
(Hidden Area)**

UNEXPLORED

Addressing Employee Performance Problems

Four common causes of problem performance:

1. Lack of communication
2. Situational constraints
3. Deficient skills, knowledge or abilities
4. Inappropriate or no consequences for behavior



Guidelines for an Effective Employee Problem Discussion

- Agree that a problem exists
- Discuss alternative solutions – encourage employee to generate solutions
- Evaluate all alternatives
- Mutually agree on action steps; set SMART goals
- Ensure employee understands where responsibility for change lies
- Follow up

