

Chapter 2--Developing Team, Listening, and Etiquette Skills

Student: _____

1. Which of the following is an example of a hard skill?
 - A. Being able to work well as part of a team
 - B. Knowing how to engage in appropriate small talk at a business social function
 - C. Having the ability to properly enter accounting transactions in QuickBooks
 - D. All of the above

2. Abby knows that her soft skills will be evaluated during her job interview. Which of the following skills should she practice in order to prepare for her interview?
 - A. Shaking hands appropriately
 - B. Exhibiting posture that shows confidence and professionalism
 - C. Speaking clearly and giving concise answers to interview questions
 - D. All of the above

3. The reasons that organizations form teams are that teams usually make better decisions, respond faster, increase productivity, achieve greater "buy-in," exhibit less resistance to change, improve employee morale, and
 - A. are used extensively in every culture.
 - B. are proficient in using technology.
 - C. experience less hostility among team members.
 - D. result in less risk for individual members

4. Bruce is part of a team that is working to come up with a marketing plan for a new product. Team members are spread all over the country and don't meet in person. Instead, they use communication technology that allows them to meet at a distance to collaborate on the project. Because members use technology to stay connected, Bruce is part of a
 - A. group.
 - B. cross-functional team.
 - C. virtual team.
 - D. self-directed team.

5. A task force was formed to discuss ways to increase office productivity. The task force members had trouble at first but finally the tension subsided, roles became clear, and information began to flow between members. In what phase of team development is this task force?
 - A. Forming
 - B. Storming
 - C. Norming
 - D. Performing

6. A team has been formed to decide how to expand the company's customer base. They are just starting to define their roles and responsibilities and are deciding how they will reach their goals. Tension is fairly high among group members. The team is in the ____ phase of team development.
 - A. forming
 - B. storming
 - C. norming
 - D. performing

7. Select the *least* accurate statement about team development.
- A. When team members have dissimilar personality types, they may take longer to get through the storming phase.
 - B. The first phase is the forming phase, where individuals attempt to bond and begin to develop trust in one another.
 - C. No matter the ultimate goal, all teams eventually reach the final phase, the performing phase.
 - D. Formal leadership is not necessary during the norming phase because everyone on the team takes on leadership functions.
8. The most effective groups have members who are willing to
- A. establish rules and abide by those rules.
 - B. do everything necessary to avoid conflict.
 - C. use e-mail and other technology to communicate.
 - D. let the group leader make all decisions.
9. Ashja has just been appointed to a committee and wants to be a positive member. Which of the following is the *worst* advice you can give her?
- A. Try to involve members who are too quiet.
 - B. Tell a lot of jokes throughout the meeting to ease tensions.
 - C. Share your ideas with other team members, even if they might not be adopted.
 - D. Show interest in what other committee members have to say.
10. Which of the following statements about conflict is *most* accurate?
- A. Conflict is a normal part of every workplace and every team.
 - B. Even when managed properly, conflict decreases group cohesiveness and increases tensions.
 - C. Conflict should be avoided because it destroys morale and reduces productivity.
 - D. Conflict is always negative.
11. Lanny and Jane get into an argument during a meeting about how to prepare a proposal. What is the *first* thing they should do to try to resolve this conflict?
- A. Look for common ground.
 - B. Understand the other's point of view.
 - C. Listen carefully to make sure they understand the problem.
 - D. Show concern for the relationship.
12. Which of the following situations may cause a team to fall victim to groupthink?
- A. Ethan is a weak team leader.
 - B. Jingfang's team is composed of individuals from several different countries.
 - C. Jessica's team has set specific procedures for evaluating information before making a decision.
 - D. Team leader Rich is pushing his group to make a quick decision.
13. A team must decide whether to adopt a new procedure for handling employee grievances. Team members have decided to appoint a subcommittee to investigate and make a recommendation for action. What method for reaching group decisions is this team using?
- A. Minority
 - B. Consensus
 - C. Authority rule with discussion
 - D. Averaging

14. A team of managers is rewriting the company's mission statement. Because this decision will have such far-reaching and long-term effects, members want to make sure that they have the most creative, high-quality discussion possible. What group decision-making method should they use?
- A. Majority
 - B. Consensus
 - C. Authority rule with discussion
 - D. Averaging
15. Nicole is putting together a team to brainstorm product development ideas. Because she wants her team to be successful, the team should
- A. be as homogeneous as possible.
 - B. develop procedures to guide them.
 - C. avoid conflict.
 - D. have a formal leader.
16. William has agreed to be a team leader in his organization. Ethically, he must do his best, behave with the group's good in mind, be committed to fair play, expect to give and receive a fair hearing, and
- A. provide guidance in using technology efficiently.
 - B. resolve deadlocks by casting a decisive vote.
 - C. strive to make the team support his point of view when he is convinced he is right.
 - D. be willing to model appropriate team behavior.
17. Select the *most* accurate statement about meetings.
- A. Most people look forward to meetings.
 - B. Meetings should be viewed as opportunities to demonstrate leadership, communication, and problem-solving skills.
 - C. Because of advances in technology, the number of face-to-face business meetings is declining rapidly.
 - D. Meetings are an excellent way to communicate information that does not require immediate feedback.
18. Kendra manages the Human Resources Department for her company. The due dates for payroll reports will be changing slightly, and she needs to communicate this information to all company managers. Kendra should
- A. send an e-mail or text message to inform the management staff.
 - B. prepare an agenda and call a meeting.
 - C. consult key people to help her decide whether to call a meeting.
 - D. use the grapevine to get the message out.
19. The real expense of a meeting is the
- A. time spent arranging it.
 - B. cost of the paperwork that is generated.
 - C. cost of the refreshments that are served.
 - D. lost productivity of all the people attending.
20. Lars is planning a meeting to decide on a new policy for evaluating probationary employees. How many participants should he invite?
- A. At least one representing each of the company's 16 departments
 - B. Five or fewer
 - C. Ten or fewer
 - D. 30 or fewer

21. Which of the following statements about meeting agendas is *least* accurate?
- A. An agenda of meeting topics should be distributed at least two days before the meeting.
 - B. An agenda should include as many items as necessary to accomplish your purpose.
 - C. A proposed allotment of time for each item should be included on an agenda.
 - D. The agenda should include any premeeting preparation expected of participants.
22. To conduct an effective and efficient meeting, Deborah should
- A. wait until all participants arrive before beginning the meeting.
 - B. make all final decisions after the group discusses each issue.
 - C. go over ground rules at the beginning of the meeting.
 - D. do as much talking as possible to be sure all issues are covered thoroughly.
23. Brandon has been invited to attend his first sales meeting and wants to be an active and productive member from the very beginning. Which of the following should he do to make a good impression?
- A. Keep his cell phone on so that he doesn't miss an important call during the meeting.
 - B. Come prepared to the meeting by doing any preliminary work required.
 - C. Use body language to show whether he's bored; the meeting leader will appreciate his honesty.
 - D. Brandon should do all of these.
24. Which of the following statements about ending a meeting is most accurate?
- A. The meeting should not end until all agenda items have been fully discussed.
 - B. If minutes are taken, they should be distributed at the next meeting.
 - C. Because all participants should be responsible for paying attention during the meeting, a summary at the end of the meeting would be a waste of time.
 - D. No one should leave the meeting without a full understanding of what was accomplished.
25. Which of the following statements about collaboration tools is *least* accurate?
- A. E-mail, voice conferencing, videoconferencing, Web conferencing, instant messaging, blogs, and wikis are all examples of collaboration tools.
 - B. Even with collaboration technologies, live meetings can still be best to exchange ideas, brainstorm, build consensus, and develop personal relationships.
 - C. Collaboration technologies can result in significant cost savings and greater efficiency.
 - D. New collaboration technologies such as blogs and wikis have made e-mail obsolete.
26. Claudia uses her computer to access an online meeting room, where she takes part in meetings with her department members. In this meeting room, participants are able to present PowerPoint slides and Word documents, demonstrate products, visit Web pages, and use a white board. Claudia and her colleagues are using what type of collaboration technology?
- A. Voice conferencing
 - B. Web conferencing
 - C. Instant messaging
 - D. A blog
27. Devon plans to use a collaboration tool that will allow his team members to access a Web site where they can add, change, or delete information. This many-to-many form of communication will produce Web-based documents that can be digitally stored, categorized, and searched. Devon plans to use
- A. videoconferencing.
 - B. instant messaging.
 - C. a blog.
 - D. a wiki.

28. Which of the following statements about listening is *most* accurate?
- A. Listening is a hard skill that employers seek when looking for well-rounded candidates who can be hired and promoted.
 - B. Three quarters of high-quality communication involves listening.
 - C. Everyone knows how to listen because listening is an automatic response to noise.
 - D. Listening skills become less important as one moves up the career ladder.
29. Experts say that we ignore, forget, distort, or misunderstand
- A. less than 10 percent of everything we hear.
 - B. 25 percent of everything we hear.
 - C. 50 percent of everything we hear.
 - D. 75 percent of everything we hear.
30. Several factors may cause poor listening habits. Which of the following is *not* one of these factors?
- A. Lack of training
 - B. Large number of competing sounds and stimuli in our lives
 - C. Physical hearing disability
 - D. Ability to process speech faster than others can speak
31. Francesca was just hired as a marketing assistant and wants to make a good impression in her new position. What should she do when listening to her supervisor?
- A. Don't ask questions because doing so may make her look ignorant.
 - B. Show her interest by leaning forward and striving for good eye contact.
 - C. Feel free to answer the phone if she receives a call to show how busy she is.
 - D. Rely on her memory for the details rather than take notes to show how sharp she is.
32. Joey spends a lot of time listening to his colleagues. He is always careful to judge and evaluate what he hears to determine whether it's fact, fiction, or opinion. Joey is engaging in
- A. discriminative listening.
 - B. critical listening.
 - C. lag time.
 - D. efficiency listening
33. Mallory is a customer service representative and has just gone through training to improve her listening skills. Which of the following skills was she *most* likely taught that will make her a better listener?
- A. Mentally criticize grammar, voice, tone, and speaking style to get a better sense of what the customer is like.
 - B. If you already know what the answer is, you can tune out some of what the customer is saying.
 - C. Remain silent for a few seconds after a customer finishes to be sure the thought is completed.
 - D. Because listening is automatic, you can divide your attention among two or more tasks in order to be more productive.
34. Which of the following statements about listening to customers is *least* accurate?
- A. Listening to customers can result in increased sales and profitability.
 - B. Companies should hire employees who already possess good listening skills because training employees in this area is usually ineffective.
 - C. As the U.S. economy becomes increasingly service oriented, customer service becomes even more important.
 - D. Listening can be a strong customer retention tool.

35. Which of the following statements about workplace listening is *most* accurate?
- A. Because college professors often deliver complicated lectures, listening in the workplace is easier than listening in a college classroom.
 - B. Listening in groups can be challenging when more than one person speaks at once.
 - C. Workplace listening is challenging because information is often exchanged formally.
 - D. Because you're with people you know on the job, listening in the workplace is easier than listening in a college classroom.
36. Nick wants to become a better listener in the workplace. Which of the following is the *best* thing he can do to improve his listening skills?
- A. Don't maintain direct eye contact because doing so may distract the speaker.
 - B. Interrupt whenever he has an opinion on the topic to share with his speaker.
 - C. While he is waiting for a speaker's next idea, he should use the time to review what the speaker is saying.
 - D. Avoid asking any questions because doing so may distract the speaker.
37. In listening to nonnative speakers in the workplace, you should *not* show impatience, finish sentences, correct grammar, or
- A. judge accented speech negatively.
 - B. pretend to understand.
 - C. tell the speaker you're having trouble understanding
 - D. both a and b.
38. Which of the following is *not* a type of nonverbal communication?
- A. The appearance of a business document
 - B. Showing up late for a job interview
 - C. The adjectives used in a sales letter
 - D. Standing too close to someone
39. Nicole straightens up her work area so that she leaves it looking neat and organized before she goes home at the end of the day. This functions as what type of nonverbal message?
- A. To complement and illustrate
 - B. To contradict
 - C. To control and regulate
 - D. To reinforce and accentuate
40. Quentin is describing his new iPhone and uses his thumb and forefinger to demonstrate how thin it is. Quentin's action functions to
- A. complement and illustrate.
 - B. replace and substitute.
 - C. control and regulate the situation.
 - D. contradict.
41. Select the *most* accurate statement about eye contact.
- A. Communicators consider the eyes to be the most accurate predictor of a speaker's true feelings and attitudes.
 - B. Nonverbal cues, including eye contact, have identical meanings in most cultures.
 - C. Sustained eye contact signifies fear or stress.
 - D. Eye contact cannot be learned; it's an innate trait.

42. Which of the following statements is the *most* accurate?
- A. Most people can control their facial expressions so they can control the nonverbal messages they send.
 - B. Standing up straight can make a person look arrogant.
 - C. Punctuality is viewed the same in all cultures and regions.
 - D. We all maintain zones of privacy in which we feel comfortable.
43. When your manager Ms. Waters seats visitors in a row of chairs at a distance across from her desk, what kind of message is she sending?
- A. A nonverbal message that she is encouraging an open flow of communication.
 - B. A nonverbal message that she prefers to be separated from others.
 - C. A combination nonverbal and verbal message regarding her aloofness and preference for restricted communication.
 - D. A verbal message that she is wary of visitors and indifferent to communication.
44. Which of the following sends the *least* positive nonverbal message?
- A. An employee wears clothing to work that covers her tattoos.
 - B. A job candidate arrives for an interview dressed in a conservative charcoal gray business suit.
 - C. An employee sends an e-mail message to her colleagues that contains several misspellings and grammatical errors.
 - D. A job candidate uses a high-quality printer to make copies of her résumé and cover letter.
45. Which of the following is the *most* accurate statement about casual apparel in the workplace?
- A. Casual dress has become the norm in today's workplace.
 - B. Casual dress policies have led to reduced productivity and lax behavior in some workplaces.
 - C. If you're competent, it doesn't matter what you wear.
 - D. When meeting customers, dress down to make them feel superior.
46. Which of the following is an effective way to improve your nonverbal communication skills?
- A. Watch facial expressions and body language carefully to understand the complete message being communicated.
 - B. Ask friends and family members to give you feedback on your nonverbal behavior.
 - C. Associate with people from diverse cultures to widen your knowledge of intercultural nonverbal messages.
 - D. All of the above.
47. Which of the following statements about manners and business etiquette is *most* accurate?
- A. Good manners and professional demeanor are hard skills that employers value in employees.
 - B. Because you are born with the ability to be courteous, civil, and professional, learning these skills is difficult.
 - C. Projecting a professional image can help you be taken seriously on the job.
 - D. All of the above are accurate statements.
48. Which of the following is the *best* advice for sending professional e-mail on the job?
- A. Use complete sentences and proper punctuation.
 - B. Use IM abbreviations to make your messages more concise.
 - C. Check grammar and spelling only when sending external messages to save time and increase productivity.
 - D. All of the above will make your e-mail messages look more professional.

49. Roxanne is about to start her first full-time job after earning her degree and wants to appear as professional as possible. What advice would you give her?
- A. Change her current e-mail address, which is RoxanneIsHot@yahoo.com, to something more businesslike.
 - B. Use her cell phone only when conversations can be private.
 - C. Avoid speaking in uptalk.
 - D. All of the above will help Roxanne appear more professional.
50. Which of the following is the *most* accurate statement about etiquette and civility in today's workplace?
- A. Etiquette is not as important in today's fast-paced, high-tech offices.
 - B. Most people don't mind rudeness or poor manners because they make the workplace more interesting.
 - C. Bad manners and incivility are rare in today's workplace.
 - D. Etiquette is more about formal rules of behavior than about attitude.
51. Oral and written communication skills, listening proficiency, nonverbal behavior, and etiquette expertise are all examples of soft skills.
- True False
52. Soft skills aren't required in technical field such as accounting and finance.
- True False
53. Many companies are turning to teams to innovate, share knowledge, and solve problems.
- True False
54. Generally, teams can make more accurate and effective decisions than those made by individuals.
- True False
55. Virtual teams may have members who are located locally or globally.
- True False
56. Bethany's team is experiencing considerable conflict and tension as they get used to working with one another. They are most likely in the forming phase of team development.
- True False
57. Some teams never reach the final stage of team development, that of performing.
- True False
58. Negative team behaviors include actions such as putting down the ideas and suggestions of others, insulting or criticizing others, wasting time, making inappropriate comments, and withdrawing.
- True False
59. Teams should try to avoid conflict entirely because it reduces morale.
- True False
60. When following the six-step pattern for dealing with conflict, the first thing you should do is show concern for the relationship.
- True False

61. Teams should strive to achieve groupthink to ensure that all team members agree.
True False
62. A method of group decision making where group members vote and a majority wins is known as averaging.
True False
63. Homogeneous (similar) teams can usually produce innovative solutions with broader applications than more diverse teams.
True False
64. Teams are most effective when individual members are able to compete with one another.
True False
65. Jonathan should schedule a meeting to announce new departmental procedures for submitting time cards.
True False
66. For decision-making meetings, the best number is five or fewer participants.
True False
67. As meeting leader, Ratha should wait until all participants arrive before starting the meeting.
True False
68. You are chairing a meeting where two participants are in disagreement. The best thing you can do to resolve this conflict is to ask the two participants to leave the meeting.
True False
69. Today's collaboration tools enable companies, team members, and customers to exchange information efficiently, often using the Web.
True False
70. Voice conferencing combines video, audio, and communications networking technologies for real-time interaction.
True False
71. Instant messaging is used primarily by teenagers and is, therefore, not considered a valid business communication tool.
True False
72. Unlike e-mail messages, blogs and wikis are Web-based documents that can be archived, categorized, and searched.
True False
73. Good listening skills are needed for employees at every level.
True False

74. Most of us listen at 75 percent efficiency.
True False
75. Most businesspeople have been taught the techniques of good listening.
True False
76. If you are an entry-level employee, you will probably be most concerned with listening to superiors.
True False
77. Julia is listening to her colleague and must understand and remember what he is saying. She is identifying her colleague's main ideas and trying to recognize the purpose of his message. Julia is engaging in *discriminative listening*.
True False
78. Listening to customers usually results in increased sales and profitability as well as improved customer retention.
True False
79. Listening on the job is more challenging than listening in a college classroom.
True False
80. Avoid taking notes during a presentation or lecture because doing so can cause you to miss something.
True False
81. When listening to nonnative speakers, always correct their grammar and pronunciation immediately to help them improve their language skills.
True False
82. Eye contact, facial expressions, body movements, space, time, distance, and appearance are all examples of nonverbal communication.
True False
83. Dario goes to a job interview wearing a professional suit, dress shirt, and tie. This nonverbal action helps to reinforce and accentuate Dario's professionalism.
True False
84. Communicators consider the eyes to be the most accurate predictor of a speaker's true feelings and attitudes.
True False
85. Tania arrives 15 minutes late for the accounting department's monthly meeting. The nonverbal message Tania is sending is positive.
True False

86. When communicating with coworkers and acquaintances, North Americans generally keep a distance of between 0 and 1 1/2 feet.
True False
87. Because e-mail is an informal communication tool, it's not necessary to check your messages for correct spelling, grammar, and punctuation.
True False
88. Employers are far more likely to hire and promote someone who is courteous and professional.
True False
89. Once you get a job, you don't have to worry as much about projecting a professional image.
True False
90. Incivility in the workplace can lead to a drop in productivity and higher turnover.
True False
91. _____ skills, such as the ability to use Microsoft Word or to prepare a balance sheet, refer to the technical skills in your field.

92. _____ skills include competencies such as listening proficiency, nonverbal behavior, and etiquette expertise.

93. Many organizations are creating _____ teams, which are groups of people who work interdependently with a shared purpose across space, time, and organization boundaries using technology.

94. In Tuckman's team growth model, during the _____ stage of team development, individuals get to know each other and search for similarities as they attempt to bond.

95. During the _____ stage of team development, tension subsides, roles are clarified, and information begins to flow among members.

96. _____ describes faulty decision-making processes by team members who are overly eager to agree with one another.

97. Teams may reach a decision by _____, which requires that discussion continues until all members have aired their opinions and, ultimately, agree.

98. _____ consist of three or more individuals who gather to pool information, solicit feedback, clarify policy, seek consensus, and solve problems.
- _____
99. A meeting _____, which is distributed in advance of a meeting, lists date and place of the meeting, start time and end time, topics to be discussed, time allocated to each topic, and any premeeting preparation expected of participants.
- _____
100. One of the simplest collaboration tools is _____ conferencing, sometimes called teleconferencing, which allows one or more people in a work area to use an enhanced speakerphone to confer with others by telephone.
- _____
101. A(n) _____ is a type of interactive online journal that allows collaborators to share information in one central location. It is a one-to-many form of communication.
- _____
102. A(n) _____ is a collaborative Web site that enables anyone with access to add, change, or delete information. It is a many-to-many form of communication.
- _____
103. _____ listening enables you to judge and evaluate what you are hearing, whereas discriminative listening is necessary when you must understand and remember.
- _____
104. Rephrasing and summarizing a speaker's message in your own words is called _____.
- _____
105. Use _____ time, the extra time you have between the speaker's ideas, to review what the speaker is saying.
- _____
106. _____ communication includes all unwritten and unspoken messages, both internal and unintentional. Examples include eye contact, facial expression, body movements, space, time, distance, and appearance.
- _____
107. The _____ have been called the "windows to the soul" and are considered to be the most accurate predictor of a speaker's true feelings and attitudes.
- _____
108. We all maintain territory zones of _____ in which we feel comfortable. Anthropologist Edward T. Hall identified four of these zones of social interaction among Americans.
- _____

109. Employees can sound more professional in the workplace by avoiding _____, which is making declarative sentences sound like questions.

110. _____ is more about attitude than about formal rules of behavior and can give you a competitive edge in today's workplace.

111. Describe five reasons that organizations are developing groups and teams.

112. List five characteristics of successful teams and explain why each characteristic leads to team success.

113. Describe three collaboration tools that can be used for meeting facilitation when distance or other factors prevent face-to-face gatherings.

114. Your department has hired a new employee from Thailand who is just learning to speak English. List and describe five techniques you will use to listen more effectively to your new colleague.

115. Describe three forms of nonverbal communication and give a workplace example of each.

Chapter 2--Developing Team, Listening, and Etiquette Skills

Key

1. Which of the following is an example of a hard skill?
 - A. Being able to work well as part of a team
 - B. Knowing how to engage in appropriate small talk at a business social function
 - C.** Having the ability to properly enter accounting transactions in QuickBooks
 - D. All of the above
2. Abby knows that her soft skills will be evaluated during her job interview. Which of the following skills should she practice in order to prepare for her interview?
 - A. Shaking hands appropriately
 - B. Exhibiting posture that shows confidence and professionalism
 - C. Speaking clearly and giving concise answers to interview questions
 - D.** All of the above
3. The reasons that organizations form teams are that teams usually make better decisions, respond faster, increase productivity, achieve greater "buy-in," exhibit less resistance to change, improve employee morale, and
 - A. are used extensively in every culture.
 - B. are proficient in using technology.
 - C. experience less hostility among team members.
 - D.** result in less risk for individual members
4. Bruce is part of a team that is working to come up with a marketing plan for a new product. Team members are spread all over the country and don't meet in person. Instead, they use communication technology that allows them to meet at a distance to collaborate on the project. Because members use technology to stay connected, Bruce is part of a
 - A. group.
 - B. cross-functional team.
 - C.** virtual team.
 - D. self-directed team.
5. A task force was formed to discuss ways to increase office productivity. The task force members had trouble at first but finally the tension subsided, roles became clear, and information began to flow between members. In what phase of team development is this task force?
 - A. Forming
 - B. Storming
 - C.** Norming
 - D. Performing

6. A team has been formed to decide how to expand the company's customer base. They are just starting to define their roles and responsibilities and are deciding how they will reach their goals. Tension is fairly high among group members. The team is in the ____ phase of team development.
- A. forming
 - B. storming**
 - C. norming
 - D. performing
7. Select the *least* accurate statement about team development.
- A. When team members have dissimilar personality types, they may take longer to get through the storming phase.
 - B. The first phase is the forming phase, where individuals attempt to bond and begin to develop trust in one another.
 - C. No matter the ultimate goal, all teams eventually reach the final phase, the performing phase.**
 - D. Formal leadership is not necessary during the norming phase because everyone on the team takes on leadership functions.
8. The most effective groups have members who are willing to
- A. establish rules and abide by those rules.**
 - B. do everything necessary to avoid conflict.
 - C. use e-mail and other technology to communicate.
 - D. let the group leader make all decisions.
9. Ashja has just been appointed to a committee and wants to be a positive member. Which of the following is the *worst* advice you can give her?
- A. Try to involve members who are too quiet.
 - B. Tell a lot of jokes throughout the meeting to ease tensions.**
 - C. Share your ideas with other team members, even if they might not be adopted.
 - D. Show interest in what other committee members have to say.
10. Which of the following statements about conflict is *most* accurate?
- A. Conflict is a normal part of every workplace and every team.**
 - B. Even when managed properly, conflict decreases group cohesiveness and increases tensions.
 - C. Conflict should be avoided because it destroys morale and reduces productivity.
 - D. Conflict is always negative.
11. Lanny and Jane get into an argument during a meeting about how to prepare a proposal. What is the *first* thing they should do to try to resolve this conflict?
- A. Look for common ground.
 - B. Understand the other's point of view.
 - C. Listen carefully to make sure they understand the problem.**
 - D. Show concern for the relationship.
12. Which of the following situations may cause a team to fall victim to groupthink?
- A. Ethan is a weak team leader.
 - B. Jingfang's team is composed of individuals from several different countries.
 - C. Jessica's team has set specific procedures for evaluating information before making a decision.
 - D. Team leader Rich is pushing his group to make a quick decision.**

13. A team must decide whether to adopt a new procedure for handling employee grievances. Team members have decided to appoint a subcommittee to investigate and make a recommendation for action. What method for reaching group decisions is this team using?
- A. Minority
 - B. Consensus
 - C. Authority rule with discussion
 - D. Averaging
14. A team of managers is rewriting the company's mission statement. Because this decision will have such far-reaching and long-term effects, members want to make sure that they have the most creative, high-quality discussion possible. What group decision-making method should they use?
- A. Majority
 - B. Consensus
 - C. Authority rule with discussion
 - D. Averaging
15. Nicole is putting together a team to brainstorm product development ideas. Because she wants her team to be successful, the team should
- A. be as homogeneous as possible.
 - B. develop procedures to guide them.
 - C. avoid conflict.
 - D. have a formal leader.
16. William has agreed to be a team leader in his organization. Ethically, he must do his best, behave with the group's good in mind, be committed to fair play, expect to give and receive a fair hearing, and
- A. provide guidance in using technology efficiently.
 - B. resolve deadlocks by casting a decisive vote.
 - C. strive to make the team support his point of view when he is convinced he is right.
 - D. be willing to model appropriate team behavior.
17. Select the *most* accurate statement about meetings.
- A. Most people look forward to meetings.
 - B. Meetings should be viewed as opportunities to demonstrate leadership, communication, and problem-solving skills.
 - C. Because of advances in technology, the number of face-to-face business meetings is declining rapidly.
 - D. Meetings are an excellent way to communicate information that does not require immediate feedback.
18. Kendra manages the Human Resources Department for her company. The due dates for payroll reports will be changing slightly, and she needs to communicate this information to all company managers. Kendra should
- A. send an e-mail or text message to inform the management staff.
 - B. prepare an agenda and call a meeting.
 - C. consult key people to help her decide whether to call a meeting.
 - D. use the grapevine to get the message out.

19. The real expense of a meeting is the
- A. time spent arranging it.
 - B. cost of the paperwork that is generated.
 - C. cost of the refreshments that are served.
 - D.** lost productivity of all the people attending.
20. Lars is planning a meeting to decide on a new policy for evaluating probationary employees. How many participants should he invite?
- A. At least one representing each of the company's 16 departments
 - B.** Five or fewer
 - C. Ten or fewer
 - D. 30 or fewer
21. Which of the following statements about meeting agendas is *least* accurate?
- A. An agenda of meeting topics should be distributed at least two days before the meeting.
 - B.** An agenda should include as many items as necessary to accomplish your purpose.
 - C. A proposed allotment of time for each item should be included on an agenda.
 - D. The agenda should include any premeeting preparation expected of participants.
22. To conduct an effective and efficient meeting, Deborah should
- A. wait until all participants arrive before beginning the meeting.
 - B. make all final decisions after the group discusses each issue.
 - C.** go over ground rules at the beginning of the meeting.
 - D. do as much talking as possible to be sure all issues are covered thoroughly.
23. Brandon has been invited to attend his first sales meeting and wants to be an active and productive member from the very beginning. Which of the following should he do to make a good impression?
- A. Keep his cell phone on so that he doesn't miss an important call during the meeting.
 - B.** Come prepared to the meeting by doing any preliminary work required.
 - C. Use body language to show whether he's bored; the meeting leader will appreciate his honesty.
 - D. Brandon should do all of these.
24. Which of the following statements about ending a meeting is most accurate?
- A. The meeting should not end until all agenda items have been fully discussed.
 - B. If minutes are taken, they should be distributed at the next meeting.
 - C. Because all participants should be responsible for paying attention during the meeting, a summary at the end of the meeting would be a waste of time.
 - D.** No one should leave the meeting without a full understanding of what was accomplished.
25. Which of the following statements about collaboration tools is *least* accurate?
- A. E-mail, voice conferencing, videoconferencing, Web conferencing, instant messaging, blogs, and wikis are all examples of collaboration tools.
 - B. Even with collaboration technologies, live meetings can still be best to exchange ideas, brainstorm, build consensus, and develop personal relationships.
 - C. Collaboration technologies can result in significant cost savings and greater efficiency.
 - D.** New collaboration technologies such as blogs and wikis have made e-mail obsolete.

26. Claudia uses her computer to access an online meeting room, where she takes part in meetings with her department members. In this meeting room, participants are able to present PowerPoint slides and Word documents, demonstrate products, visit Web pages, and use a white board. Claudia and her colleagues are using what type of collaboration technology?
- A. Voice conferencing
 - B. Web conferencing**
 - C. Instant messaging
 - D. A blog
27. Devon plans to use a collaboration tool that will allow his team members to access a Web site where they can add, change, or delete information. This many-to-many form of communication will produce Web-based documents that can be digitally stored, categorized, and searched. Devon plans to use
- A. videoconferencing.
 - B. instant messaging.
 - C. a blog.
 - D. a wiki.**
28. Which of the following statements about listening is *most* accurate?
- A. Listening is a hard skill that employers seek when looking for well-rounded candidates who can be hired and promoted.
 - B. Three quarters of high-quality communication involves listening.**
 - C. Everyone knows how to listen because listening is an automatic response to noise.
 - D. Listening skills become less important as one moves up the career ladder.
29. Experts say that we ignore, forget, distort, or misunderstand
- A. less than 10 percent of everything we hear.
 - B. 25 percent of everything we hear.
 - C. 50 percent of everything we hear.
 - D. 75 percent of everything we hear.**
30. Several factors may cause poor listening habits. Which of the following is *not* one of these factors?
- A. Lack of training
 - B. Large number of competing sounds and stimuli in our lives
 - C. Physical hearing disability**
 - D. Ability to process speech faster than others can speak
31. Francesca was just hired as a marketing assistant and wants to make a good impression in her new position. What should she do when listening to her supervisor?
- A. Don't ask questions because doing so may make her look ignorant.
 - B. Show her interest by leaning forward and striving for good eye contact.**
 - C. Feel free to answer the phone if she receives a call to show how busy she is.
 - D. Rely on her memory for the details rather than take notes to show how sharp she is.
32. Joey spends a lot of time listening to his colleagues. He is always careful to judge and evaluate what he hears to determine whether it's fact, fiction, or opinion. Joey is engaging in
- A. discriminative listening.
 - B. critical listening.**
 - C. lag time.
 - D. efficiency listening

33. Mallory is a customer service representative and has just gone through training to improve her listening skills. Which of the following skills was she *most* likely taught that will make her a better listener?
- A. Mentally criticize grammar, voice, tone, and speaking style to get a better sense of what the customer is like.
 - B. If you already know what the answer is, you can tune out some of what the customer is saying.
 - C.** Remain silent for a few seconds after a customer finishes to be sure the thought is completed.
 - D. Because listening is automatic, you can divide your attention among two or more tasks in order to be more productive.
34. Which of the following statements about listening to customers is *least* accurate?
- A. Listening to customers can result in increased sales and profitability.
 - B.** Companies should hire employees who already possess good listening skills because training employees in this area is usually ineffective.
 - C. As the U.S. economy becomes increasingly service oriented, customer service becomes even more important.
 - D. Listening can be a strong customer retention tool.
35. Which of the following statements about workplace listening is *most* accurate?
- A. Because college professors often deliver complicated lectures, listening in the workplace is easier than listening in a college classroom.
 - B.** Listening in groups can be challenging when more than one person speaks at once.
 - C. Workplace listening is challenging because information is often exchanged formally.
 - D. Because you're with people you know on the job, listening in the workplace is easier than listening in a college classroom.
36. Nick wants to become a better listener in the workplace. Which of the following is the *best* thing he can do to improve his listening skills?
- A. Don't maintain direct eye contact because doing so may distract the speaker.
 - B. Interrupt whenever he has an opinion on the topic to share with his speaker.
 - C.** While he is waiting for a speaker's next idea, he should use the time to review what the speaker is saying.
 - D. Avoid asking any questions because doing so may distract the speaker.
37. In listening to nonnative speakers in the workplace, you should *not* show impatience, finish sentences, correct grammar, or
- A. judge accented speech negatively.
 - B. pretend to understand.
 - C. tell the speaker you're having trouble understanding
 - D.** both a and b.
38. Which of the following is *not* a type of nonverbal communication?
- A. The appearance of a business document
 - B. Showing up late for a job interview
 - C.** The adjectives used in a sales letter
 - D. Standing too close to someone

39. Nicole straightens up her work area so that she leaves it looking neat and organized before she goes home at the end of the day. This functions as what type of nonverbal message?
- A. To complement and illustrate
 - B. To contradict
 - C. To control and regulate
 - D.** To reinforce and accentuate
40. Quentin is describing his new iPhone and uses his thumb and forefinger to demonstrate how thin it is. Quentin's action functions to
- A.** complement and illustrate.
 - B. replace and substitute.
 - C. control and regulate the situation.
 - D. contradict.
41. Select the *most* accurate statement about eye contact.
- A.** Communicators consider the eyes to be the most accurate predictor of a speaker's true feelings and attitudes.
 - B. Nonverbal cues, including eye contact, have identical meanings in most cultures.
 - C. Sustained eye contact signifies fear or stress.
 - D. Eye contact cannot be learned; it's an innate trait.
42. Which of the following statements is the *most* accurate?
- A. Most people can control their facial expressions so they can control the nonverbal messages they send.
 - B. Standing up straight can make a person look arrogant.
 - C. Punctuality is viewed the same in all cultures and regions.
 - D.** We all maintain zones of privacy in which we feel comfortable.
43. When your manager Ms. Waters seats visitors in a row of chairs at a distance across from her desk, what kind of message is she sending?
- A. A nonverbal message that she is encouraging an open flow of communication.
 - B.** A nonverbal message that she prefers to be separated from others.
 - C. A combination nonverbal and verbal message regarding her aloofness and preference for restricted communication.
 - D. A verbal message that she is wary of visitors and indifferent to communication.
44. Which of the following sends the *least* positive nonverbal message?
- A. An employee wears clothing to work that covers her tattoos.
 - B. A job candidate arrives for an interview dressed in a conservative charcoal gray business suit.
 - C.** An employee sends an e-mail message to her colleagues that contains several misspellings and grammatical errors.
 - D. A job candidate uses a high-quality printer to make copies of her résumé and cover letter.
45. Which of the following is the *most* accurate statement about casual apparel in the workplace?
- A. Casual dress has become the norm in today's workplace.
 - B.** Casual dress policies have led to reduced productivity and lax behavior in some workplaces.
 - C. If you're competent, it doesn't matter what you wear.
 - D. When meeting customers, dress down to make them feel superior.

46. Which of the following is an effective way to improve your nonverbal communication skills?
- A. Watch facial expressions and body language carefully to understand the complete message being communicated.
 - B. Ask friends and family members to give you feedback on your nonverbal behavior.
 - C. Associate with people from diverse cultures to widen your knowledge of intercultural nonverbal messages.
 - D.** All of the above.
47. Which of the following statements about manners and business etiquette is *most* accurate?
- A. Good manners and professional demeanor are hard skills that employers value in employees.
 - B. Because you are born with the ability to be courteous, civil, and professional, learning these skills is difficult.
 - C.** Projecting a professional image can help you be taken seriously on the job.
 - D. All of the above are accurate statements.
48. Which of the following is the *best* advice for sending professional e-mail on the job?
- A.** Use complete sentences and proper punctuation.
 - B. Use IM abbreviations to make your messages more concise.
 - C. Check grammar and spelling only when sending external messages to save time and increase productivity.
 - D. All of the above will make your e-mail messages look more professional.
49. Roxanne is about to start her first full-time job after earning her degree and wants to appear as professional as possible. What advice would you give her?
- A. Change her current e-mail address, which is RoxanneIsHot@yahoo.com, to something more businesslike.
 - B. Use her cell phone only when conversations can be private.
 - C. Avoid speaking in uptalk.
 - D.** All of the above will help Roxanne appear more professional.
50. Which of the following is the *most* accurate statement about etiquette and civility in today's workplace?
- A.** Etiquette is not as important in today's fast-paced, high-tech offices.
 - B. Most people don't mind rudeness or poor manners because they make the workplace more interesting.
 - C. Bad manners and incivility are rare in today's workplace.
 - D. Etiquette is more about formal rules of behavior than about attitude.
51. Oral and written communication skills, listening proficiency, nonverbal behavior, and etiquette expertise are all examples of soft skills.
- TRUE**
52. Soft skills aren't required in technical field such as accounting and finance.
- FALSE**
53. Many companies are turning to teams to innovate, share knowledge, and solve problems.
- TRUE**
54. Generally, teams can make more accurate and effective decisions than those made by individuals.
- TRUE**

55. Virtual teams may have members who are located locally or globally.
TRUE
56. Bethany's team is experiencing considerable conflict and tension as they get used to working with one another. They are most likely in the forming phase of team development.
FALSE
57. Some teams never reach the final stage of team development, that of performing.
TRUE
58. Negative team behaviors include actions such as putting down the ideas and suggestions of others, insulting or criticizing others, wasting time, making inappropriate comments, and withdrawing.
TRUE
59. Teams should try to avoid conflict entirely because it reduces morale.
FALSE
60. When following the six-step pattern for dealing with conflict, the first thing you should do is show concern for the relationship.
FALSE
61. Teams should strive to achieve groupthink to ensure that all team members agree.
FALSE
62. A method of group decision making where group members vote and a majority wins is known as averaging.
FALSE
63. Homogeneous (similar) teams can usually produce innovative solutions with broader applications than more diverse teams.
FALSE
64. Teams are most effective when individual members are able to compete with one another.
FALSE
65. Jonathan should schedule a meeting to announce new departmental procedures for submitting time cards.
FALSE
66. For decision-making meetings, the best number is five or fewer participants.
TRUE
67. As meeting leader, Ratha should wait until all participants arrive before starting the meeting.
FALSE

68. You are chairing a meeting where two participants are in disagreement. The best thing you can do to resolve this conflict is to ask the two participants to leave the meeting.
FALSE
69. Today's collaboration tools enable companies, team members, and customers to exchange information efficiently, often using the Web.
TRUE
70. Voice conferencing combines video, audio, and communications networking technologies for real-time interaction.
FALSE
71. Instant messaging is used primarily by teenagers and is, therefore, not considered a valid business communication tool.
FALSE
72. Unlike e-mail messages, blogs and wikis are Web-based documents that can be archived, categorized, and searched.
TRUE
73. Good listening skills are needed for employees at every level.
TRUE
74. Most of us listen at 75 percent efficiency.
FALSE
75. Most businesspeople have been taught the techniques of good listening.
FALSE
76. If you are an entry-level employee, you will probably be most concerned with listening to superiors.
TRUE
77. Julia is listening to her colleague and must understand and remember what he is saying. She is identifying her colleague's main ideas and trying to recognize the purpose of his message. Julia is engaging in *discriminative listening*.
TRUE
78. Listening to customers usually results in increased sales and profitability as well as improved customer retention.
TRUE
79. Listening on the job is more challenging than listening in a college classroom.
TRUE

80. Avoid taking notes during a presentation or lecture because doing so can cause you to miss something.
FALSE
81. When listening to nonnative speakers, always correct their grammar and pronunciation immediately to help them improve their language skills.
FALSE
82. Eye contact, facial expressions, body movements, space, time, distance, and appearance are all examples of nonverbal communication.
TRUE
83. Dario goes to a job interview wearing a professional suit, dress shirt, and tie. This nonverbal action helps to reinforce and accentuate Dario's professionalism.
TRUE
84. Communicators consider the eyes to be the most accurate predictor of a speaker's true feelings and attitudes.
TRUE
85. Tania arrives 15 minutes late for the accounting department's monthly meeting. The nonverbal message Tania is sending is positive.
FALSE
86. When communicating with coworkers and acquaintances, North Americans generally keep a distance of between 0 and 1 1/2 feet.
FALSE
87. Because e-mail is an informal communication tool, it's not necessary to check your messages for correct spelling, grammar, and punctuation.
FALSE
88. Employers are far more likely to hire and promote someone who is courteous and professional.
TRUE
89. Once you get a job, you don't have to worry as much about projecting a professional image.
FALSE
90. Incivility in the workplace can lead to a drop in productivity and higher turnover.
TRUE
91. _____ skills, such as the ability to use Microsoft Word or to prepare a balance sheet, refer to the technical skills in your field.
Hard

92. _____ skills include competencies such as listening proficiency, nonverbal behavior, and etiquette expertise.

Soft

93. Many organizations are creating _____ teams, which are groups of people who work interdependently with a shared purpose across space, time, and organization boundaries using technology.

virtual

94. In Tuckman's team growth model, during the _____ stage of team development, individuals get to know each other and search for similarities as they attempt to bond.

forming

95. During the _____ stage of team development, tension subsides, roles are clarified, and information begins to flow among members.

norming

96. _____ describes faulty decision-making processes by team members who are overly eager to agree with one another.

Groupthink

97. Teams may reach a decision by _____, which requires that discussion continues until all members have aired their opinions and, ultimately, agree.

consensus

98. _____ consist of three or more individuals who gather to pool information, solicit feedback, clarify policy, seek consensus, and solve problems.

Meetings

99. A meeting _____, which is distributed in advance of a meeting, lists date and place of the meeting, start time and end time, topics to be discussed, time allocated to each topic, and any premeeting preparation expected of participants.

agenda

100. One of the simplest collaboration tools is _____ conferencing, sometimes called teleconferencing, which allows one or more people in a work area to use an enhanced speakerphone to confer with others by telephone.

voice

101. A(n) _____ is a type of interactive online journal that allows collaborators to share information in one central location. It is a one-to-many form of communication.

blog

102. A(n) _____ is a collaborative Web site that enables anyone with access to add, change, or delete information. It is a many-to-many form of communication.

wiki

103. _____ listening enables you to judge and evaluate what you are hearing, whereas discriminative listening is necessary when you must understand and remember.

Critical

104. Rephrasing and summarizing a speaker's message in your own words is called _____.

paraphrasing

105. Use _____ time, the extra time you have between the speaker's ideas, to review what the speaker is saying.

lag

106. _____ communication includes all unwritten and unspoken messages, both internal and unintentional. Examples include eye contact, facial expression, body movements, space, time, distance, and appearance.

Nonverbal

107. The _____ have been called the "windows to the soul" and are considered to be the most accurate predictor of a speaker's true feelings and attitudes.

eyes

108. We all maintain territory zones of _____ in which we feel comfortable. Anthropologist Edward T. Hall identified four of these zones of social interaction among Americans.

privacy

109. Employees can sound more professional in the workplace by avoiding _____, which is making declarative sentences sound like questions.

uptalk

110. _____ is more about attitude than about formal rules of behavior and can give you a competitive edge in today's workplace.

Etiquette

111. Describe five reasons that organizations are developing groups and teams.

Students will select five of the following and answers will vary.

- 1) Better decisions: Because group and team members have different expertise and perspectives, decisions are generally more accurate and effective.
- 2) Faster response: Small groups and teams can act rapidly when action is necessary to respond to competition or to solve a problem.
- 3) Increased productivity: Team members tend to be closer to the action and to the customer, allowing them to see opportunities for improving efficiencies, which leads to greater productivity.
- 4) Greater "buy-in": When group or team members are part of the decision-making process, they are generally more committed to the solution and are more willing to support it.
- 5) Less resistance to change: People who have input into making decisions are less hostile, aggressive, and resistant to change.
- 6) Improved employee morale: When teams are successful, personal satisfaction and job morale increase.
- 7) Reduced risks: A group or team member's individual risk is reduced because responsibility for a decision is diffused among all group or team members.

112. List five characteristics of successful teams and explain why each characteristic leads to team success.

Students will select five of the following and answers will vary.

- 1) Small size, diverse makeup: For most functions, the best teams range from 2 to 25 members, although 4 or 5 is optimum for many projects. Smaller-sized teams make interaction and decision-making more effective. When team members are made up of people who differ in gender, age, social background, training, and experience, more creative and innovative decisions can be made.
- 2) Agreement on purpose: An effective team begins with a purpose and all members understand what that purpose is. Working from a general purpose to specific goals typically requires a huge investment of time and effort. Meaningful discussions about the team's purpose can motivate team members to "buy into" the project.
- 3) Agreement on procedures: The best teams develop procedures to guide them and continually evaluate those procedures to ensure they are moving toward their goals. They set up intermediate goals with deadlines. They assign roles and tasks, requiring all members to contribute equivalent amounts of real work. They decide how they will reach decisions.
- 4) Ability to confront conflict: Successful teams acknowledge conflict and address the root of the problem openly by using conflict resolution techniques. Direct confrontation saves time and enhances team commitment in the long run. Conflict can be constructive when it is task oriented, not person oriented.
- 5) Use of good communication techniques: The best teams exchange information and contribute ideas freely in an informal environment. Team members speak clearly and concisely, avoiding generalities. They encourage feedback. Listeners become actively involved, read body language, and ask clarifying questions before responding. Tactful, constructive disagreement is encouraged.
- 6) Ability to collaborate rather than compete: Effective team members are genuinely interested in achieving team goals instead of receiving individual recognition; therefore, they celebrate individual and team accomplishments. They contribute ideas and feedback unselfishly. They monitor team progress, including what's going right, what's going wrong, and what to do about it.
- 7) Acceptance of ethical responsibilities: Teams as a whole have ethical responsibilities to their members, to their larger organizations, and to society. Members have a number of specific responsibilities to each other; as a whole, groups have a responsibility to represent the organization's view and respect its privileged information.
- 8) Shared leadership: Effective teams often have no formal leader. Instead, leadership rotates to those with the appropriate expertise as the team evolves and moves from one phase to another. This approach can achieve buy-in to team decisions, boost morale, and create fewer hurt feelings and less resentment.

113. Describe three collaboration tools that can be used for meeting facilitation when distance or other factors prevent face-to-face gatherings.

Students will select three of the following and answers will vary.

- 1) Voice conferencing (or teleconferencing): Voice conferencing involves one or two people who confer with others by telephone.
- 2) Videoconferencing: Videoconferencing combines video, audio, and communications networking technologies for real-time interaction. Generally, participants meet in special conference rooms equipped with cameras and television screens for transmitting images and documents.
- 3) Web conferencing: With Web conferencing, attendees use their computers to access an online virtual meeting room where they can present PowerPoint slides or share spreadsheets or Word documents, just as they might do in a face-to-face meeting.
- 4) Instant messaging: Instant messaging allows users to deliver messages immediately and directly to the receiver's desktop.
- 5) Blogs: Blogs are a type of interactive online journal that allows collaborators to share information in one central location. They are a one-to-many form of communication. Because they are Web-based documents, they can be archived and searched by category.
- 6) Wikis: Wikis are collaborative Web sites that enable anyone with access to add, change, or delete information. They are a many-to-many form of communication. Because they are Web-based, wiki documents can be digitally stored, categorized, and searched.

114. Your department has hired a new employee from Thailand who is just learning to speak English. List and describe five techniques you will use to listen more effectively to your new colleague.

Student answers will vary.

- 1) Avoid negative judgment of accented speech: Many nonnative speakers of English speak an articulate, insightful, and complex variety of English. Their speech may retain remnants of their native language. Don't assume that a nonnative speaker struggling with pronunciation is unintelligent.
- 2) Be patient: Americans are notoriously poor listeners. Strive to overcome the need to hurry a conversation along. Give nonnative speakers time to express their thoughts.
- 3) Don't finish sentences: Allow nonnative speakers to choose their words and complete their sentences without volunteering your help.
- 4) Don't correct grammar and pronunciation: It's better to focus on what's being expressed and forget about teaching English.
- 5) Don't pretend to understand: It's perfectly all right to tell a speaker that you're having a little difficulty understanding him or her.
- 6) Practice listening to many varieties of English: Improving your skill at comprehending many accents as well as native dialects can be a valuable skill in today's diverse and intercultural workplace.

115. Describe three forms of nonverbal communication and give a workplace example of each.

Students will choose three of the following and answers will vary.

- 1) Eye contact: The eyes have been called the "windows to the soul," and communicators consider the eyes to be the most accurate predictor of a speaker's true feelings and attitudes. Good eye contact enables the message sender to determine whether a receiver is paying attention, showing respect, responding favorably, or feeling distress. From the receiver's perspective, good eye contact reveals the speaker's sincerity, confidence, and truthfulness.
- 2) Facial expressions: The expression on a communicator's face can be almost as revealing of emotion as the eyes. Researchers estimate that the human face can display over 250,000 different expressions.
- 3) Posture and gestures: An individual's general posture can convey anything from high status and self-confidence to shyness and submissiveness. Posture can also communicate such things as attraction, interest, fear, distrust, anxiety, or disgust. Gestures can also communicate entire thoughts via simple movements.
- 4) Time: How we structure and use time tells observers about our personality and attitudes.
- 5) Space: How we arrange things in the space around us tells something about ourselves and our objectives.
- 6) Territory: Each of us has certain areas that we feel are our own territory, and we all maintain zones of privacy in which we feel comfortable.
- 7) Appearance of business documents: The way a letter, memo, e-mail message, report, or other business document looks can have either a positive or a negative effect on the receiver.
- 8) Appearance of people: The way you look--your clothing, grooming, and posture--communicates an instant nonverbal message about you.