Chapter 1: Establishing Credibility
- Why does this Matter?
  - **Credibility**- the degree to which others believe or trust you
  - Business communications occur in the context of working relationships, all depend on trust
- Role of Trust in the Post-Trust Era
  - In the business world, you start from a deficit of trust
    - One of the first goals should be to gain trust or credibility from colleagues, clients, customers, and other contacts
  - Due to past incidents, trust extended by the general public to business executives is far lower than the trust extended to members of other selected professions
  - Deficit of trust exists within companies
    - Employees often do not trust their own business leaders
    - Stems from a global cheating culture in school, particularly among business students
  - **Post Trust Era**- the public overwhelmingly views businesses as operating against the public's best interests, and the majority of employees view their leaders and colleagues skeptically
  - Three Components of Credibility
    - Competence
    - Caring
    - Character
- The Role of Competence in Establishing Credibility
  - **Competence**-the knowledge and skills needed to accomplish business tasks, approach business problems, and get the job done
    - Most people will judge your competence based on your track record of success and achievement
    - How to develop competence
      - Studying, observation, practice and real-world business experiences
      - **Focus On Action**- implies that you seize business opportunities
  - You must be proactive in finding situations where you can expand your competence
- The Role of Caring in Establishing Credibility
  - People trust you more if you are caring
  - **Caring**- implies understand the interests of others, cultivating a sense of community, and giving to others and showing generosity
  - Understanding the Interests of Others
    - You need to show that you care for others
    - Not many business people are seen as caring
    - Effective communicators gain trust by connecting with others, seeking to understand their needs, wants, opinions, feelings, and aspirations

- ○ Cultivating a Sense of Community
  - ■ Most effective leaders create a community
  - ■ Use "we" and "our"
- ○ Giving to Others and Showing Generosity
  - ■ Most professionals can be categorized as givers and takers
  - ■ Studies show that organizations with more generous and giving employees perform better
- ● The Role of Character in Establishing Credibility
  - ○ **Character**- reputation for staying true to commitments made to stakeholders and adhering to high moral and ethical values
  - ○ Very important for long term business relationships
  - ○ Leaders need to be open, transparent, connected, and interdependent
  - ○ Business Ethics
    - ■ **Ethics**- rules of conduct or moral principles that guide individual or group behavior
    - ■ **Business Ethics**- commonly accepted beliefs and principles in the business community for acceptable behavior
      - ● Involve adhering to laws, safeguarding private information, avoiding conflicts of interest, misuse of company assets, refraining from accepting or providing inappropriate gifts
    - ■ **Transparency**- sharing all relevant information with stakeholders
  - ○ Fairness in Business Communications
    - ■ You need to consider what is fair to others
    - ■ FAIR Test
      - ● F-examine how well you have provided the *facts*
      - ● A-how well you granted *access* to your motives
      - ● I-how well you have examined *impacts* on stakeholders
      - ● R- how well you have shown *respect*
- ● High Trust Relationships, Ease of Communication, and Improved Work Outcomes
  - ○ Establishing credibility allows you to communication more easily and more influentially
    - ■ Leaders have less resistance from others, increased willingness to cooperate, and less likelihood of miscommunication
  - ○ In high trust relationships, since individuals willingly and freely give the benefit of the doubt, communication is simpler, easier, quicker, and more effective
  - ○ **Engagement**- measure of how much employees are connected emotionally to their work, how willing they are to expend extra effort to help their organizations to meet their goals, and how much energy they have to reach those goals

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Chapter 2: Interpersonal Communication and Emotional Intelligence

- Understanding the Interpersonal Communication Process
  - **Interpersonal Communication Process**- process of sending and receiving verbal and nonverbal messages between two or more people
    - **Meaning**- the thoughts and feelings that people *intend* to communicate to one another
    - **Encoding**- process of converting meaning into messages composed of words and nonverbal signals
    - **Decoding** is the process of interpreting messages from others into meaning

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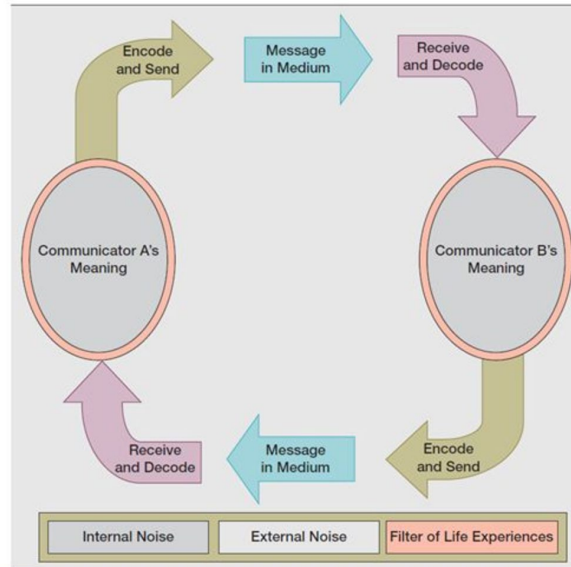
    - **Shared Meaning** situation in which people involved in interpersonal communication attain the same understanding about ideas, thoughts, and feelings
  - Barriers
    - **Noise**- distortion to or interruption of messages
      - **Physical Noise**- external noise that makes a message difficult to hear or receive
      - **Physical Noise**- disruption due to physiological factors
      - **Semantic Noise**- occurs when communicators apply different meanings to the same words or phrases
      - **Psychological Noise**- refers to interference due to attitudes, ideas, and emotions experience during an interpersonal interaction
  - **Filter of Lifetime Experiences**- accumulation of knowledge, values, expectations, and attitudes based on prior personal experiences
    - All outgoing messages are encoded and all incoming messages are decoded through this filter
    - Communication is easier when people have shared experiences and communications

- Emotional Hijacking
  - **Emotional Intelligence-**involves understanding emotions, managing emotions to serve goals, empathizing with others, and effective handling relationships with others
    - Business leaders with high emotional intelligence are more effective at influencing others, overcoming conflict, showing leadership, and managing change
  - **EQ**- Emotional quotient, pretty much IQ
  - **Emotional Hijacking**- situation in which emotions control our behavior, causing us to react without thinking
    - Prevents you from engaging in effective interpersonal communication
- Self Awareness
  - Emotional Intelligence can be divided into four domains
    - 1. Self Awareness
    - 2. Self Management
    - 3. Empathy
    - 4. Relationship Management
  - **Self Awareness**- accurately understanding your emotions as they occur and how they affect you
    - Not always easy
    - **Triggers**- events that cause strong emotional reactions
      - As you learn more of your triggers and tendencies, you can adjust your interpersonal communication to avoid dysfunctional behavior caused by emotional hijacking, such as blaming others or not speaking up
- Self Management
  - **Self Management**- the ability to use awareness of your emotions to stay flexible and to direct your behavior positively"
    - Involves being able to hold off on current urgest to meet long term intentions
    - Strong emotions can impair rational behavior, self management is controlling these emotions
    - **Mitigating Information**- favorable explanations for why others have behaved in a certain way
  - Strategies
    - Removing yourself from the situation
    - Taking a walk
    - Breathing deeply
    - Enjoying some entertainment
  - **Optimism**- view failures as events that can be changed
  - **Pessimism**- view failures as indications of their own incompetence or inability
- Empathy

- ○ **Empathy**- ability to accurately pick up on emotions in other people and understand what is really going on with them
- ○ Includes desire to help others develop in their work responsibilities and career objectives
- ● Active Listening
  - ○ Listening requires one's full attention and all senses
  - ○ **Active listening**-involves bringing about and finding common ground, connecting to each other, and opening up new possibilities
  - ○ Active Listening Skills
    - ■ 1. Paying Attention
    - ■ 2. Holding Judgment
    - ■ 3. Reflecting
    - ■ 4. Clarifying
    - ■ 5. Summarizing
    - ■ 6. Sharing
  - ○ Paying Attention
    - ■ Try to understand everything from their perspective
    - ■ Requires active nonverbal communication
    - ■ Involves body language, eye contact
    - ■ Try leaning forward, smiling appropriately, sitting up straight
  - ○ Holding Judgment
    - ■ Sharing ideas and feelings only if they feel safe
    - ■ **Learner Mindset**- show eagerness to hear others' ideas and perspectives and listen with an open mind
      - ● Keep an open mind until after listening fully
    - ■ **Judger Mindset**- having your mind made up before listening carefully
      - ● Judgers disagree rigidly, little possibility of common ground
      - ● Often involves punishing those who disagree
    - ■ Creating a good environment
      - ● **Learner statements**- show your commitment to hearing people out
      - ● **Judger statements**- closed off opinions
        - ○ Don't do this
  - ○ Reflecting
    - ■ Reflect on the ideas and emotions and others
    - ■ You should frequently paraphrase what you're hearing
  - ○ Clarifying
    - ■ Involves making sure you have a clear understanding of what others mean
    - ■ Includes double checking that you understand the perspective of others *and* asking them to elaborate and qualify their thoughts
  - ○ Summarizing