

## Chapter 1:

**Credibility:** Reputation for being trustworthy—to perform work with excellence, care about co-workers and live ethically

- Trust is used interchangeably with credibility
- Credibility emerges from abilities, achievements, interpersonal skills and traits
- **3 components of credibility:**

1. **Competence:** Knowledge and skills needed to accomplish business tasks, approach problems and get the job done
  - Develop competence through study, observation, practice and real-world experience
  - How you communicate directly impacts the perceptions others have on your competence
  - **2 Traits associated with competence:**
    - o **Focus on Action:** Implies that you seize business opportunities
    - o **Emphasis on Results:** Implies that you actually achieve the goal you have set
2. **Caring:** Understanding the interest of others, cultivating a sense of communication and accountability
  - How do you cultivate a sense of community? By using “we” rather than “I”. Thinking in a sense of the group rather than individually
  - How do you create a sense of accountability? By considering those affected by your business activities (in most situations, the stakeholders).
3. **Character:** Refers to the reputation for staying true to commitments made to stakeholders and upholding a strong sense of ethical and moral values.
  - Important in business—especially for long-term relationships
  - Elements of character within the workplace:
    - o **Business Ethics:**
      - Ethics: Rules of conduct that guide individuals or group behavior. At minimum, adhering to the law.
      - **Dominant Business Ethic: Transparency**
        - **Transparency:** Sharing all relevant information with shareholders
        - Create transparency by being accessible, admitting mistakes, setting a good example and following up with answers.
    - o **Corporate/Personal Values:** Stated and lived values of a company
      - Code of Conduct: written code of ethics.
        - Required by SOX act of 2002.
    - o **Open and honest communication:**
      - Why is honesty so important?
        1. Price of dishonesty on financial reporting can be devastating

2. Dishonesty is the primary reason for low employee morale
3. Dishonesty is a reason for dismissal

o **Fairness: The FAIR Test**

- **F**—How factual is your communication?
- **A**—How accessible/transparent are your motives, reasoning and information?
- **I**—How does your communication impact stakeholders?
- **R**—How respectful is your communication?

**Post Era Trust:** Trust in business executives is at an all time low due to scandals in the business world (Enron, World Com)

- Trust is especially low between employees and their business leaders

**Why establish credibility?**

- Allows communication to be easier
- Less resistance from others
- Lower likelihood of miscommunication
- More efficient work

## Chapter 2:

**Interpersonal Communication Process:** Process of sending/receiving verbal and nonverbal messages between 2+ people

- **Meaning:** Thoughts and feelings people intend to communicate
  - Goal of interpersonal communication: creating a sense of shared meaning
- **Encoding:** Process of converting meaning into messages composed of words and non-verbal signs
- **Decoding:** Process of interpreting messages from others into meaning

**Barriers to shared meaning:**

- **Noise:** Causes of distortion or interruption of messages
  - 4 types of noise
    1. **Physical noise:** External noise that makes it difficult to hear external characteristics Ex. Loud sounds, buzzing.
    2. **Psychological noise:** Internal interference due to attitude, ideas and emotions experienced
      - o Generally occurs due to current conversation Ex. Stress, preconceived notions, reactions due to comments made
    3. **Semantic noise:** Internal interference when two people apply different meanings to the same words

- o Ex. Acceptable profit margins to one person might mean 10% and to another it means 20%

4. **Physiological noise:** Refers to internal disruption due to physiological factors

- o Ex. Hearing problems, illness, stuttering

**Filter of lifetime experiences:** All messages go through this filter—Lifetime experiences are an accumulation of knowledge, expectations and attitudes due to prior personal experiences

**Emotional Intelligence:** Involves understanding emotions, managing emotions, empathizing and handling relationships

- Those with a high emotional intelligence level are more successful in the workplace
- Also referred to as “EQ”
- **Self Awareness:** understanding your emotions as they occur and how they affect you
  - The foundation for EI
  - High self awareness: understanding your triggers and how to handle them
  - Low self awareness: not understanding your emotions and deflecting blame
- **Self Management:** The ability to use awareness to stay flexible and direct behavior in a positive manner
  - High self- management: controls impulses, discusses frustrations in a well thought out manner.
    - o Typically optimists: view failures as learning experiences
  - Low self -management: unable to control impulses, frequently complains or gossips.
    - o Typically pessimists: tend to dwell on the past

**Emotional Hijacking:** Situation in which emotions control our behavior → reacting without thinking

**Strategies for decreasing anger:** going on walks, writing down feelings, and breathing deeply

- Venting: temporarily satisfying, but rarely makes the anger go away permanently.  
Least effective strategies for decreasing anger

**Empathy:** Ability to pick up on someone else’s emotions. Also involves the desire to help others accomplish their work

**Relationship Management:** The ability to use your awareness of emotions to manage interactions successfully