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ПРОФЕССИОНАЛЬНАЯ КОММУНИКАЦИЯ

Учебно-методическое пособие к практическим занятиям и самостоятельной
работе для студентов магистерской программы
«Экономика предпринимательства»
направления 38.04.01 Экономика

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В учебно-методическом пособии рассмотрены виды профессиональной коммуникации, эффективная коммуникация, приведены методы оценки коммуникации студента, показаны принципы и типовые ошибки коммуникации, показаны принципы эффективных совещаний и переписки, приводятся последние тренды в виртуальной коммуникации. К каждой теме на основе приведенного текста сформулированы задания к практической деятельности. Для студентов магистерской программы «Экономика предпринимательства» направления 38.04.01 Экономика.

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Введение

Общение, как вербальное, так и невербальное, является основой всего, что мы делаем и говорим, и особенно важно на рабочем месте в 21 веке. Целью данной дисциплины является повышение осведомленности магистрантов о коммуникациях на рабочем месте и выработка новых навыков межличностного общения, которые помогут добиться успеха.

К задачам дисциплины относятся следующее:

- определить коммуникацию и ее роль на рабочем месте;
- описать преимущества эффективной коммуникации на рабочем месте;
- определить и объяснить наиболее общие аудитории и методы общения с каждой аудиторией;
- выявить и устранить общие препятствия для эффективной коммуникации;
- подвести итог 5-ступенчатой методике и объяснить ее полезность при общении с менеджером;
- обсудить лучшие подходы и методы коммуникации для доставки плохих новостей менеджеру;
- описать способы установления положительных связей с персоналом;
- обсудить методы расшифровки стилей общения руководителей;
- обсудить методы определения характеристик и движущих сил исполнительных руководителей;
- обсудить методы убеждения исполнительного руководства;
- определить лучшие методы успешной работы с виртуальными / удаленными командами;
- освоить методы для эффективных конференц-вызовов и веб-семинаров.

По окончании изучения дисциплины студент должен знать понятие и типы профессиональной коммуникации; барьеры коммуникации; принципы коммуникации; способы профессиональной коммуникации; уметь избегать ошибок профессиональной коммуникации; правильно определять субординационную позицию в деловой коммуникации; выстроить коммуникацию в зависимости от ее способа; владеть способами установления одно и двухнаправленной коммуникации; способами проведения электронных совещаний; навыками организации работы с электронными письмами; методиками удаленной работы и выстраивания виртуальной коммуникации.

В учебно-методическом пособии рассмотрены виды профессиональной коммуникации, эффективная коммуникация, приведены методы оценки коммуникации студента, показаны принципы и типовые ошибки коммуникации, показаны принципы эффективных совещаний и переписки, приводятся последние тренды в виртуальной коммуникации.

При использовании учебно-методического пособия на занятиях применяются методы Bring Your Own Devices, самостоятельного поиска литературы в открытых библиографических базах (elibrary, google books,

русскоязычных тематических коллекциях). Пособие призвано развивать образцы международной коммуникации с использованием англоязычных аутентичных текстов и Google Translator.

Учебно-методическое пособие предназначено для студентов магистерской программы направления 38.04.01 Экономика Профиль «Экономика предпринимательства».

Тема 1. Понятие коммуникации

Topic 1. What is Communication

Why ask the question *What is Communication?* We communicate with others everyday. We have conversations with people everyday. Communication is the process of transferring information from one person to another. It is a tool to help us do business, manage relationships, network. As with all tools we need to develop effective communication skills to use it well to get the results wanted.

For interactions to be effective we need to *transfer accurate messages or information* from ourselves to the other person or group of people. Here lies the challenge.....in transferring accurate messages. The process will and does break down. By developing your understanding of exactly what is communication, communication theory and understanding common communication barriers you will build your communication skills, increasing your effectiveness in all your interactions.

What is Communication is used for?:

- Give instructions
- Convey facts
- Give advice
- Give ideas and gather ideas
- Persuade or influence others
- To negotiate
- To manage and resolve conflict
- To gain an understanding and appreciation of other's points of views
- To motivate others
- To express your feelings and emotions
- To control and co-ordinate efforts

However, if used poorly, the desired results will not be achieved.

The usual error that people make here is to use a *telling style* of communication. This is essentially one-way communication where the listener does not have the opportunity to respond.

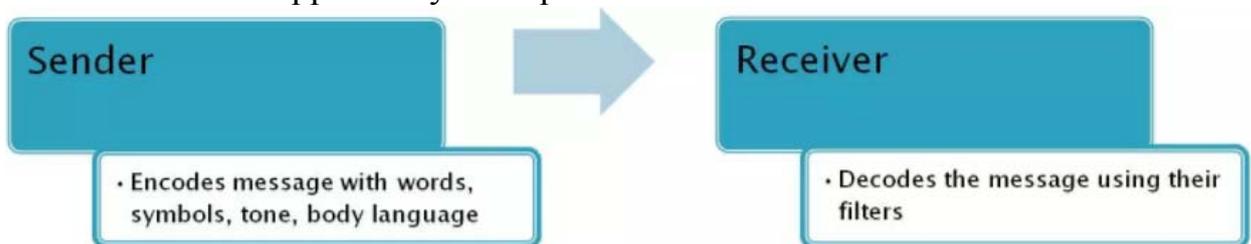


Fig 1. One-way Communication

If you use this approach barriers will become very evident and the interaction may breakdown. To increase the chance of creating understanding practice two-way communication.

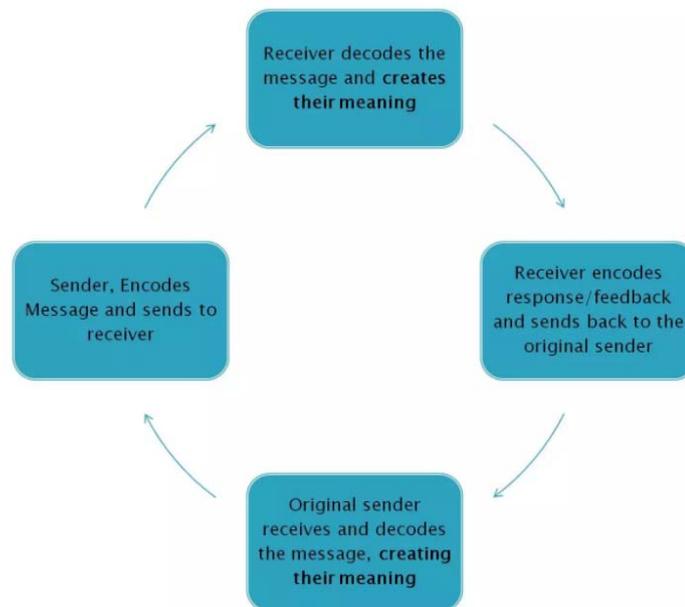


Fig 2. Two-Way Communication

However, just because you are now receiving information back from the other person does not mean that communication will flow easily and will be effective.

Task 1:

Choose the situation in your everyday life.

To ensure that two-way communication works effectively you need to practice and develop effective communication skills;

Tips:

Plan how you articulate your message based on the context, the listeners, what you want to achieve.

Listen the listener's feedback.

Ask questions.

Clarify your understanding.

Summarise what has been said/agreed.

It is also important to note that communication always takes place within a context and that noise is always present - both external noise and internal noise. These factors also impact on how messages are received and interpreted.

In summary, what is communication? It is the process of sharing information with another party to create a common understanding and move business and relationships forward, constructively.

Source: Ormond Coaching and Training. URL: <http://www.leadership-development-tips.com/what-is-communication.html>.

Задания:

1. Прочтите и переведите текст.
2. Выполните задание 1.

3. Разыграйте в парах ситуации одно и двунаправленной коммуникации. Проанализируйте, что получилось, с помощью подсказок (tips).

Тема 2. Эффективная коммуникация на рабочем месте

Topic 2. Effective Communication in the Workplace

The importance of communication in the workplace is often overlooked. Effective communication is a skill that everyone can develop. Developing these skills will benefit you both inside and outside of work. Leadership has as its cornerstone the ability to communicate effectively.

Communication is a tool of management. Without it nothing gets done. Unfortunately, sometimes with it nothing gets done! The reasons?

Communication in the workplace can be challenging. There are many barriers to effective communication. However, these communication barriers can be managed if you know and understand the challenges that exist when communicating and work to develop the skills of effective communicators. The communication tips on this page will help you to do this.

The more you understand about the process of communication, how misunderstanding occurs and how communication in the workplace can and does break down the more aware you will become of common communication barriers and the more you will be able to manage the interactions you have.

The benefits are huge:

- Build and develop strong working relationships at all levels in the organisation
- Manage internal and external meetings well
- Develop good influencing and negotiation skills
- Manage your reactions positively in different situations
- Reduce stress levels

Barriers to Effective Communication

Many people focus on what the other party is or isn't doing when communication breaks down. They place the blame on them. If you do this, you are not taking responsibility for the outcome of the interaction.

Communication Tip: Become aware of what you are doing or saying and the impact that that is having on the interaction. Are your behaviours contributing to the breakdown that may be occurring?

Think of communication barriers as roadblocks. They prevent you from, or slow you down in, reaching your desired destination. There are some common barriers to communication that act as *noise* and impair the accuracy of message transmission.

- Frame of Reference
- Stereotyping
- Cognitive Dissonance
- Halo or Horns
- Semantics and jargon
- Not paying enough attention

- Poor timing

Communication Tip:

Always keep an open mind.

How you view things is your reality, based on your perception of events.

Do not prejudge people or their input.

Pay attention to the words and phrases that you use to minimise the possibility of misunderstandings/misinterpretation occurring.

Practice how you listen and pay attention to the other person.

High Risk Responses

In his book *People Skills* Robert Bolton explores 12 high risk responses that can lead to communication break down. These high risk responses have a negative impact on communication particularly in stressful situations. Your intention may be positive, however the impact is negative!

In stressful situations you should avoid the following blocks that are broken down into 3 categories a) Judging b) Sending Solutions and c) Avoiding.

Judging:

- Criticising. Making a negative evaluation of the other person.
- Name calling. Putting down or stereotyping the other person.
- Diagnosing. Analysing why a person is behaving the way they are.
- Praising evaluatively. Making a positive judgement of the other person.

Sending Solutions:

- Ordering.
- Threatening.
- Moralising. Telling the other person what they should do. Preaching to them.
- Excessive or inappropriate questioning, closed ended questions.
- Advising. Giving solutions to their problems.

Avoiding:

- Diverting. Pushing the other person's problems aside.
- Logical Argument. This usually ignores the emotional factors involved and seeks to influence the other person based on facts.
- Reassuring. Trying to stop the other person feeling negative emotions.
- Communication Tips:
- Become aware of how these responses effect you at times and the reasons that they had that effect on you.
- Think of how your response may impact the other person and change the wording, phrasing, your body language or voice tone.
- Pause before you speak. This gives you time to think about the situation, the other person or people and check your phrasing before you speak. Simple, but very effective.

Communication in the workplace is challenging. Just because you have said something or told someone something does not mean that it has been understood or that there is agreement. There are other skills that effective communicators develop.

Task 2:

For 2 minutes please tell to your peer about your today's situation on the working place. Than analyze them using Communication Tip.

Sources:

Bolton R. People Skills. Simon and Schuster, 2009. 324 p. URL: <https://books.google.ru/>

Ormond Coaching and Training. URL: <http://www.leadership-development-tips.com/what-is-communication.html>.

Задания к теме 2:

1. Прочтите и переведите текст.
2. Выполните задание 2.
3. Сравните практику международной коммуникации (Communication Tip) и практики, приводящие к разрушению коммуникации.
4. Приведите примеры коммуникационных ситуаций с блоками.
5. Приведите примеры барьеров коммуникации. Найдите их аналоги в интернете.
6. Зайдите на <https://books.google.ru/> и найдите книгу R. Bolton. Распределите доступные главы книги между собой. Сделайте обзор доступных глав книги.

Тема 3. Оценка коммуникативных способностей магистров.

Topic 3. How Good Are Your Communication Skills?

Communication skills are some of the most important skills that you need to succeed in the workplace.

If you want to be an expert communicator, you need to be effective at all points in the communication process – from "sender" through to "receiver" – and you must be comfortable with the different channels of communication – face to face, voice to voice, written, and so on. Poor communicators usually struggle to develop their careers beyond a certain point.

So, are you communicating effectively? Take this short quiz to find out.

The Communication Quiz

Instructions

For each statement, click the button in the column that best describes you. Please answer questions as you actually are (rather than how you think you should be), and don't worry if some questions seem to score in the 'wrong direction'. When you are finished, please click the 'Calculate My Total' button at the bottom of the test.

№	Statements to Answer	Not at All	Rare ly	Sometimes	Often	Very Often
1	I try to anticipate and predict possible causes of confusion, and I deal with them up front.					
2	When I write a memo, email, or other document, I give all of the background information and detail I can to make sure that my message is understood.					
3	If I don't understand something, I tend to keep this to myself and figure it out later.					
4	I'm surprised to find that people haven't understood what I've said					
5	I can tend to say what I think, without worrying about how the other person perceives it. I assume that we'll be able to work it out later					
6	When people talk to me, I try to see their perspectives.					
7	I use email to communicate complex issues with people. It's quick and efficient.					
8	When I finish writing a report, memo, or email, I scan it quickly for typos and so forth, and then send it off right away					
9	When talking to people, I pay attention to their body language					
10	I use diagrams and charts to help express my ideas					
11	Before I communicate, I think about what the person needs to know, and how best to convey it					
12	When someone's talking to me, I think about what					

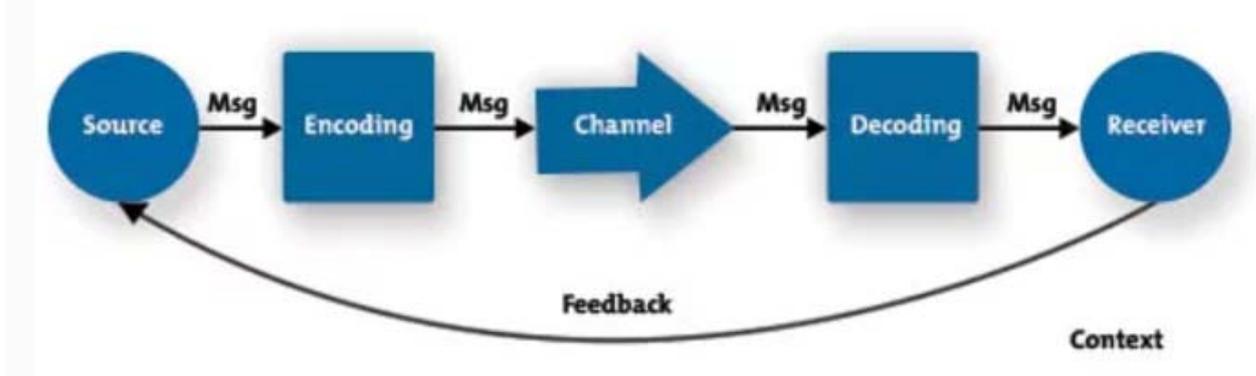
No	Statements to Answer	Not at All	Rare ly	Sometimes	Often	Very Often
	I'm going to say next to make sure I get my point across correctly					
13	Before I send a message, I think about the best way to communicate it (in person, over the phone, in a newsletter, via memo, and so on)					
14	I try to help people understand the underlying concepts behind the point I am discussing. This reduces misconceptions and and increases understanding.					
15	I consider cultural barriers when planning my communications increases understanding					

Score Interpretation

Score	Comment
15-35	You need to keep working on your communication skills. You are not expressing yourself clearly, and you may not be receiving messages correctly either. The good news is that, by paying attention to communication, you can be much more effective at work, and enjoy much better working relationships! The rest of this article will direct you to some great tools for improving your communication skills. (Read below to start.)
36-55	You're a capable communicator, but you sometimes experience communication problems. Take the time to think about your approach to communication, and focus on receiving messages effectively, as much as sending them. This will help you improve. (Read below to start.)
56-75	Excellent! You understand your role as a communicator, both when you send messages, and when you receive them. You anticipate problems, and you choose the right ways of communicating. People respect you for your ability to communicate clearly, and they appreciate your listening skills. (Read below for more.)

Detailed Interpretation

Whenever you communicate with someone else, you each follow the steps of the communication process shown below.



Here, the person who is the source of the communication encodes it into a message, and transmits it through a channel. The receiver decodes the message, and, in one way or another, feeds back understanding or a lack of understanding to the source.

By understanding the steps in the process, you can become more aware of your role in it, recognize what you need to do to communicate effectively,

anticipate problems before they happen, and improve your overall ability to communicate effectively.

The sections below help you do this, and help you improve the way you communicate at each stage of the process.

The Source – Planning Your Message

(Questions 2, 11)

Before you start communicating, take a moment to figure out what you want to say, and why. Don't waste your time conveying information that isn't necessary – and don't waste the listener or reader's time either. Too often, people just keep talking or keep writing – because they think that by saying more, they'll surely cover all the points. Often, however, all they do is confuse the people they're talking to.

Task 3:

To plan your communication:

Understand your objective. Why are you communicating?

Understand your audience. With whom are you communicating? What do they need to know?

Plan what you want to say, and how you'll send the message.

Seek feedback on how well your message was received.

When you do this, you'll be able to craft a message that will be received positively by your audience.

Good communicators use the KISS ("Keep It Simple and Straightforward") principle. They know that less is often more, and that good communication should be efficient as well as effective.

Encoding – Creating a Clear, Well-Crafted Message

(Questions 1, 5, 8, 10, 15)

When you know what you want to say, decide exactly how you'll say it. You're responsible for sending a message that's clear and concise. To achieve this, you need to consider not only what you'll say, but also how you think the recipient will perceive it.

We often focus on the message that we want to send, and the way in which we'll send it. But if our message is delivered without considering the other person's perspective, it's likely that part of that message will be lost. To communicate more effectively:

- Understand what you truly need and want to say.
- Anticipate the other person's reaction to your message.
- Choose words and body language that allow the other person to really hear what you're saying.

With written communication, make sure that what you write will be perceived the way you intend. Words on a page generally have no emotion – they don't "smile" or "frown" at you while you're reading them (unless you're a very talented writer, of course!)

When writing, take time to do the following:

- Review your style.
- Avoid jargon or slang.
- Check your grammar and punctuation.
- Check also for tone, attitude, nuance, and other subtleties. If you think the message may be misunderstood, it probably will. Take the time to clarify it!
- Familiarize yourself with your company's writing policies.

Another important consideration is to use pictures, charts, and diagrams wherever possible. As the saying goes, "a picture speaks a thousand words." Our article on charts and graphs has some great tips that help you to use these to communicate clearly.

Also, whether you speak or write your message, consider the cultural context. If there's potential for miscommunication or misunderstanding due to cultural or language barriers, address these issues in advance. Consult with people who are familiar with these, and do your research so that you're aware of problems you may face. See our article on Effective Cross-Culture Communication for more help.

Choosing the Right Channel

(Questions 7, 11, 13)

Along with encoding the message, you need to choose the best communication channel to use to send it. You want to be efficient, and yet make the most of your communication opportunity.

Using email to send simple directions is practical. However, if you want to delegate a complex task, an email will probably just lead to more questions, so it may be best to arrange a time to speak in person. And if your communication has any negative emotional content, stay well away from email! Make sure that you communicate face to face or by phone, so that you can judge the impact of your words and adjust these appropriately.

When you determine the best way to send a message, consider the following:

- The sensitivity and emotional content of the subject.
- How easy it is to communicate detail.
- The receiver's preferences.
- Time constraints.
- The need to ask and answer questions.

Decoding – Receiving and Interpreting a Message

(Questions 3, 6, 12, 14)

It can be easy to focus on speaking; we want to get our points out there, because we usually have lots to say. However, to be a great communicator, you also need to step back, let the other person talk, and just listen.

This doesn't mean that you should be passive. Listening is hard work, which is why effective listening is called active listening. To listen actively, give your undivided attention to the speaker:

- Look at the person.
- Pay attention to his or her body language.
- Avoid distractions.
- Nod and smile to acknowledge points.
- Occasionally think back about what the person has said.
- Allow the person to speak, without thinking about what you'll say next.
- Don't interrupt.

Empathic listening also helps you decode a message accurately. To understand a message fully, you have to understand the emotions and underlying feelings the speaker is expressing. This is where an understanding of body language can be useful.

Feedback

(Questions 4, 9)

You need feedback, because without it, you can't be sure that people have understood your message. Sometimes feedback is verbal, and sometimes it's not. We've looked at the importance of asking questions and listening carefully. However, feedback through body language is perhaps the most important source of clues to the effectiveness of your communication. By watching the facial expressions, gestures, and posture of the person you're communicating with, you can spot:

- Confidence levels.
- Defensiveness.
- Agreement.
- Comprehension (or lack of understanding).
- Level of interest.
- Level of engagement with the message.
- Truthfulness (or lying/dishonesty).

As a speaker, understanding your listener's body language can give you an opportunity to adjust your message and make it more understandable, appealing, or interesting. As a listener, body language can show you more about what the other person is saying. You can then ask questions to ensure that you have, indeed, understood each other. In both situations, you can better avoid miscommunication if it happens.

Feedback can also be formal. If you're communicating something really important, it can often be worth asking questions of the person you're talking to make sure that they've understood fully. And if you're receiving this sort of communication, repeat it in your own words to check your understanding.

Key Points

It can take a lot of effort to communicate effectively. However, you need to be able to communicate well if you're going to make the most of the opportunities that life has to offer.

By learning the skills you need to communicate effectively, you can learn how to communicate your ideas clearly and effectively, and understand much more of the information that's conveyed to you.

As either a speaker or a listener, or as a writer or a reader, you're responsible for making sure that the message is communicated accurately. Pay attention to words and actions, ask questions, and watch body language. These will all help you ensure that you say what you mean, and hear what is intended.

Sources:

KISS ("Keep It Simple and Straightforward"). URL: <https://www.mindtools.com/pages/article/KeepItSimple.htm>

How Good Are Your Communication Skills? URL: https://www.mindtools.com/pages/article/newCS_99.htm

Body Language. Understanding Non-Verbal Communication. URL: https://www.mindtools.com/pages/article/Body_Language.htm. (+ видео)

Задания к теме 3:

1. Прочтите и переведите текст.
2. Выполните тест (The Communication Quiz).
3. Выполните задание (task 3).
4. Прочтите и расскажите про KISS.
5. Напишите сообщение на заданную индивидуально тему и передайте его однокласснику. Одноклассник дает рекомендации по его улучшению с использованием материала этой темы.
6. Найдите дополнительную информацию по эмпатии и языку тела, расскажите о методиках и приемах.
7. Разработайте собственный оценочный инструмент коммуникационных навыков с использованием существующих аналогов в сети интернет.

Тема 4. Важные коммуникационные навыки

Topic 4. Essential Communication Skills

How To Listen When Your Communication Styles Don't Match

Why do people who consider themselves good communicators often fail to actually hear each other? Often it's due to a mismatch of styles: To someone who prefers to vent, someone who prefers to explain seems patronizing; explainers experience venters as volatile.

This is why so many of us see our conversational counterparts as lecturing, belaboring, talking down to us, or even shaming us (if we are venters and they are explainers) or as invasive, out of control, and overly emotional (if we're an explainer and they're a venter).

Facing this kind of mismatch, what do you think the chances are for either person actually listening with an open mind?

It is tempting to say "zero," but since it's not possible (or even desirable) to work only with people who match your communication style, you need to develop the skill to try to listen around their communication style.

Listening around that style, however, can be incredibly effortful. When someone is either venting/screaming or explaining/belaboring it triggers a part of your middle emotional brain called the amygdala, which desperately wants to hijack your attentive listening and instead react reflexively with whatever your hardwired reactions are. And resisting that amygdala hijack is exhausting.

What do to with a venter/screamer

If your conversational counterpart is a venter/screamer, your hardwired survival coping skill might be to tell them to calm down (which will only make them more upset), to shut down and get silent (which will only make them yell longer, because they'll think you're not listening), or to try to point out how irrational venting is (which, as noted above, they will perceive as patronizing and belaboring).

Instead, say to yourself, "Okay, here comes another temper tantrum. Just let them blow. Try not to take it between the eyes and imagine you're looking into the calm eye of a hurricane and the storm is going over your shoulder."

To do this, focus on their left eye. The left eye is connected to the right brain — the emotional brain. Let them finish. Then say, "I can see you're really frustrated. To make sure I don't add to that, and to make sure I don't miss something, what was the most important thing I need to do in the long term, what's the critical thing I need to do in the short term, and what do I need to get done ASAP?" Reframing the conversation this way, after they've finished venting, will make sure that your "explainer" self knows what to do — instead of ignoring the venting as another random outburst from "Conan the Barbarian" or "the Wicked Witch of the West." Chances are, they do have something important they're trying to tell you — even though they're not communicating it very well.

After they respond, say to them, “What you just said is way too important for me to have misunderstood a word, so I’m going to say it back to you to make sure I am on the same page with you. Here’s what I heard.” Then repeat exactly, word for word, what they said to you. After you finish, say to them, “Did I get that right and if not, what did I miss?” Forcing them to listen to what you said they said, “because it was important,” will slow them down, will help you stay centered and in control, and will earn you their and your own respect.

What to do with an explainer/belaborer

If your conversational counterpart is an explainer, your hardwired survival coping skill might be to say to yourself, “Here they go again, make sure you smile politely even if you want to pull your hair out. Try not to let your impatience and annoyance show.” The problem with this is that even though they may be oblivious to others as they go on and on, at some level they may be aware of your underlying impatience and... that might actually make them talk longer. Yikes.

Realize that the reason they explain and belabor things is probably because their experience is that people don’t pay attention to what they say. They don’t realize that while that may be true of some truly distracted people, for others, the reason they don’t pay attention is that the speaker is belaboring something that the listener already heard — and doesn’t want to hear over and over again. Another possibility is that these explainers may not be feeling listened to somewhere else in their life (by their spouse, kids, parents, or boss) and is now relieved to have you as a captive audience.

When the explainer goes into his explanation/lecture/filibuster, say to yourself, “Okay, this is going to take a while.” Put a mental bookmark in whatever you were working on. Then look them in their left eye with a look that says, “Okay, take your time, I’m fully listening.” Instead of feeling frustrated and reacting by become impatient and fidgety, remind yourself, “They need to do this. I can be patient.”

Then when they finish then apply a similar response to the venter/screamer with the following minor edit:

“I can see that you really had a lot that you had to say. To make sure I don’t miss something, what was the most important thing I need to do in the long term, what’s the critical thing I need to do in the short term, and what do I need to get done ASAP?” ”

After they respond to that, say to them, “What you just said is way too important for me to have misunderstood a word, so I’m going to say it back to you to make sure I am on the same page with you. Here’s what I heard.” Then repeat exactly, word for word, what they said to you. After you finish, say to them, “Did I get that right, and if not, what did I miss?”

Your amygdala is probably saying to you and to me, “I don’t want to do either of those things. These people are obnoxious and unreasonable. Why should I kowtow to them?”

Here are several reasons:

1. They aren't likely to change. These are deeply ingrained personality traits.
2. Being more open and inviting them to talk rather than closed and resistant will lessen their need to act this way. Listening patiently hath charm to soothe the savage (or boring) beast.
3. You will feel more self-respect and self-esteem. The above approaches will enable you to remain cool, calm, collected, centered and communicative in situation that formerly frustrated you and made you react poorly.

6 Tips for How to Communicate Clearly in Business

The opinion of Stacy Blackman, President of Stacy Blackman Consulting (www.stacyblackman.com/).

In my business, I see a lot of business school application essays. One problem that nearly all candidates struggle with is how to communicate clearly, particularly adhering to word counts. If the admissions committee gives a 500 word limit for writing about your accomplishments, many applicants write essays 1,000 words or longer. For them it seems an impossible task to share their many accomplishments in a single page, but doing so just takes a special skill: The ability to be clear and concise.

People in the post-MBA world also struggle with how to communicate clearly. How many emails do you receive in a day that go on for paragraphs and leave you thinking, what's the point? Long, rambling emails have become such a scourge that a new product, Shortmail.com, limits users' messages to 500 characters; for my Twitter-minded readers, that's roughly three and a half Tweets. If you attempt to send a Shortmail user an email over 500 characters, they won't receive it until you edit it down.

This might seem like an extreme measure, but almost everyone could benefit from focusing on sending more concise emails, memos and business letters. Here are a few tips to help you with how to communicate clearly.

Lead with your main point: If you were forced to boil down your email to one or two sentences, what would they say? Always start by writing your main point. Then elaborate as necessary.

Cut the jargon: You and your office mates might talk to each other about the current state of your bandwidth, but in writing it's much more clear and concise to say "My schedule is full."

Use short, direct sentences: You'll likely remember this rule from grammar school: Put the subject at the beginning of your sentence. So instead of, "A new meeting date was set by the steering committee," write, "The steering committee set a new meeting date." Also, watch out for sentences that go on for three or more lines. Shorter sentences are much easier to read.

Read it aloud: When you're getting ready to send an important communication, you'll catch mistakes and other problems more easily if you read it aloud. If something trips you up or doesn't make sense as you're reading, rewrite until it's clear.

Use spell check: Seems simple, but you'd be surprised how many people skip this crucial step.

Don't overuse spell check: Meaning, don't assume spell check is going to catch all of your mistakes. Depending on the program you're using, you may not be alerted if you wrote "there" when you really meant "their." And spell check certainly won't help you if you addressed your client as "Kate," though she actually spells her name "Cate."

By the way, I just followed my own advice and caught three typos and re-wrote two long and potentially confusing sentences. Maybe next time I'll figure out a way to say it all in 500 characters.

The 10 Worst Communication Mistakes For Your Career

According to a new year-long study of over 4,000 college-educated professionals and 268 senior executives, conducted by CTI and in partnership with Marie Claire magazine, you must be viewed as a leader in order to get promoted into top jobs. That takes "executive presence," which is defined as having gravitas, excellent communication skills and a polished appearance.

These skills are required, but that doesn't mean you rack up bonus points for having them. Instead, you get demerits for your mistakes, as superiors silently cross you off their good lists. So what are the pitfalls to avoid? The study uncovered the 10 worst communication mistakes that will instantly derail your promotion hopes.

No. 1: Racially Biased Comments

Of executives surveyed, 72% said racially biased comments are a major blunder for men and 70% said the same for women. This is the top offense for good reason. These remarks easily offend or insult, reflect poor judgment and reveal low emotional intelligence, according to the researchers.

No. 2: Off-Color Jokes

This second worst communication mistake is similar to the first. Telling inappropriate jokes makes people uncomfortable, revealing an inability to properly read the audience and environment. On the flip side, 61% of executives believe being able to sense the mood of others and effectively adjust your language, tone and content is one of the top skills required to advance.

See Also: [Top 6 Communication Skills That Will Get You Promoted](#)

No. 3: Crying

Rightly or wrongly, workplace tears do not communicate leadership potential—especially if you're a man. While 59% of executives say crying makes a woman look bad, 63% believe it's a top mistake for men. "You have to be able to control your emotions," a male banking executive told researchers.

No. 4: Sounding Uneducated

Executives say it's important for leaders to portray gravitas, worldliness and intellectual horsepower. Thus, sounding uneducated will immediately undermine your chances of ascension. One IT manager told the researchers, "I've been with

bosses who look like they would be competent, and then they blow it when they open their mouths and sound like complete buffoons.”

No. 5: Swearing

Cursing is a gender-neutral faux pas. It's generally considered unprofessional and unfitting of a leader. Interestingly, it's also a major mistake online, which in itself is a communication minefield. Those polled said the top three online communications blunders are posting unflattering messages about colleagues, posting unprofessional photos and being too personal.

Sources:

Goulston M. How To Listen When Your Communication Styles Don't Match // Harvard Business Review. October 09, 2013. URL: <http://blogs.hbr.org/2013/10/how-to-listen-when-your-communication-styles-dont-match/>

Blackman S. 6 Tips for How to Communicate Clearly in Business July 29, 2011.

Goudreau J. The 10 Worst Communication Mistakes For Your Career // Forbes, NOV 16, 2012. URL: <https://www.forbes.com/sites/jennagoudreau/2012/11/16/the-10-worst-communication-mistakes-for-your-career/#8d0b8de75626>

Задания к теме 4:

1. Прочтите и переведите текст.
2. Определите различие двух стилей коммуникации venting/screaming и explaining/belaboring. Дайте краткие рекомендации по обращению с собеседниками этого типа.
3. Объясните, как вы понимаете 6 принципов деловой коммуникации Стейси Блэкмен. Какие из этих принципов и когда вы нарушаете?
4. Приведите примеры «смертельных» ошибок коммуникации.

Тема 5. Принципы коммуникации

Topic 5. The 7 Cs of Communication.

Think of how often you communicate with people during your day.

You write emails, facilitate meetings, participate in conference calls, create reports, devise presentations, debate with your colleagues... the list goes on.

We can spend almost our entire day communicating. So, how can we provide a huge boost to our productivity? We can make sure that we communicate in the clearest, most effective way possible.

This is why the 7 Cs of Communication are helpful. The 7 Cs provide a checklist for making sure that your meetings, emails, conference calls, reports, and presentations are well constructed and clear – so your audience gets your message.

According to the 7 Cs, communication needs to be:

1. Clear.
2. Concise.
3. Concrete.
4. Correct.
5. Coherent.
6. Complete.
7. Courteous.

In this article, we look at each of the 7 Cs of Communication, and we'll illustrate each element with both good and bad examples.

1. Clear

When writing or speaking to someone, be clear about your goal or message. What is your purpose in communicating with this person? If you're not sure, then your audience won't be sure either.

To be clear, try to minimize the number of ideas in each sentence. Make sure that it's easy for your reader to understand your meaning. People shouldn't have to "read between the lines" and make assumptions on their own to understand what you're trying to say.

Bad Example

Hi John,

I wanted to write you a quick note about Daniel, who's working in your department. He's a great asset, and I'd like to talk to you more about him when you have time.

Best,

Skip

What is this email about? Well, we're not sure. First, if there are multiple Daniels in John's department, John won't know who Skip is talking about.

Next, what is Daniel doing, specifically, that's so great? We don't know that either. It's so vague that John will definitely have to write back for more information.

Last, what is the purpose of this email? Does Skip simply want to have an idle chat about Daniel, or is there some more specific goal here? There's no sense of purpose to this message, so it's a bit confusing.

Good Example

Hi John,

I wanted to write you a quick note about Daniel Kedar, who's working in your department. In recent weeks, he's helped the IT department through several pressing deadlines on his own time.

We've got a tough upgrade project due to run over the next three months, and his knowledge and skills would prove invaluable. Could we please have his help with this work?

I'd appreciate speaking with you about this. When is it best to call you to discuss this further?

Best wishes,

Skip

This second message is much clearer, because the reader has the information he needs to take action.

2. Concise

When you're concise in your communication, you stick to the point and keep it brief. Your audience doesn't want to read six sentences when you could communicate your message in three.

- Are there any adjectives or "filler words" that you can delete? You can often eliminate words like "for instance," "you see," "definitely," "kind of," "literally," "basically," or "I mean."
- Are there any unnecessary sentences?
- Have you repeated the point several times, in different ways?

Bad Example

Hi Matt,

I wanted to touch base with you about the email marketing campaign we kind of sketched out last Thursday. I really think that our target market is definitely going to want to see the company's philanthropic efforts. I think that could make a big impact, and it would stay in their minds longer than a sales pitch.

For instance, if we talk about the company's efforts to become sustainable, as well as the charity work we're doing in local schools, then the people that we want to attract are going to remember our message longer. The impact will just be greater.

What do you think?

Jessica

This email is too long! There's repetition, and there's plenty of "filler" taking up space.

Good Example

Watch what happens when we're concise and take out the filler words:

Hi Matt,

I wanted to quickly discuss the email marketing campaign that we analyzed last Thursday. Our target market will want to know about the company's philanthropic efforts, especially our goals to become sustainable and help local schools.

This would make a far greater impact, and it would stay in their minds longer than a traditional sales pitch.

What do you think?

Jessica

3. Concrete

When your message is concrete, then your audience has a clear picture of what you're telling them. There are details (but not too many!) and vivid facts, and there's laser-like focus. Your message is solid.

Bad Example

Consider this advertising copy:

The Lunchbox Wizard will save you time every day.

A statement like this probably won't sell many of these products. There's no passion, no vivid detail, nothing that creates emotion, and nothing that tells people in the audience why they should care. This message isn't concrete enough to make a difference.

Good Example

How much time do you spend every day packing your kids' lunches? No more! Just take a complete Lunchbox Wizard from your refrigerator each day to give your kids a healthy lunch and have more time to play or read with them!

This copy is better because there are vivid images. The audience can picture spending quality time with their kids – and what parent could argue with that? And mentioning that the product is stored in the refrigerator explains how the idea is practical. The message has come alive through these details.

4. Correct

When your communication is correct, it fits your audience. And correct communication is also error-free communication.

Do the technical terms you use fit your audience's level of education or knowledge?

Have you checked your writing for grammatical errors? Remember, spell checkers won't catch everything.

Are all names and titles spelled correctly?

Bad Example

Hi Daniel,

Thanks so much for meeting me at lunch today! I enjoyed our conversation, and I'm looking forward to moving ahead on our project. I'm sure that the two-week deadline won't be an issue.

Thanks again, and I'll speak to you soon!

Best,

Jack Miller

If you read that example fast, then you might not have caught any errors. But on closer inspection, you'll find two. Can you see them?

The first error is that the writer accidentally typed conversation instead of conversation. This common error can happen when you're typing too fast. The other error is using weak instead of week.

Again, spell checkers won't catch word errors like this, which is why it's so important to proofread everything!

5. Coherent

When your communication is coherent, it's logical. All points are connected and relevant to the main topic, and the tone and flow of the text is consistent.

Bad Example

Traci,

I wanted to write you a quick note about the report you finished last week. I gave it to Michelle to proof, and she wanted to make sure you knew about the department meeting we're having this Friday. We'll be creating an outline for the new employee handbook.

Thanks,
Michelle

As you can see, this email doesn't communicate its point very well. Where is Michelle's feedback on Traci's report? She started to mention it, but then she changed the topic to Friday's meeting.

Good Example

Hi Traci,

I wanted to write you a quick note about the report you finished last week. I gave it to Michelle to proof, and she let me know that there are a few changes that you'll need to make. She'll email you her detailed comments later this afternoon.

Thanks,
Michelle

Notice that in the good example, Michelle does not mention Friday's meeting. This is because the meeting reminder should be an entirely separate email. This way, Traci can delete the report feedback email after she makes her changes, but save the email about the meeting as her reminder to attend. Each email has only one main topic.

6. Complete

In a complete message, the audience has everything they need to be informed and, if applicable, take action.

- Does your message include a "call to action," so that your audience clearly knows what you want them to do?
- Have you included all relevant information – contact names, dates, times, locations, and so on?

Bad Example

Hi everyone,

I just wanted to send you all a reminder about the meeting we're having tomorrow!

See you then,
Chris

This message is not complete, for obvious reasons. What meeting? When is it? Where? Chris has left his team without the necessary information.

Good Example

Hi everyone,

I just wanted to remind you about tomorrow's meeting on the new telecommuting policies. The meeting will be at 10:00 a.m. in the second-level conference room. Please let me know if you can't attend.

See you then,
Chris

7. Courteous

Courteous communication is friendly, open, and honest. There are no hidden insults or passive-aggressive tones. You keep your reader's viewpoint in mind, and you're empathetic to their needs.

Bad Example

Jeff,

I wanted to let you know that I don't appreciate how your team always monopolizes the discussion at our weekly meetings. I have a lot of projects, and I really need time to get my team's progress discussed as well. So far, thanks to your department, I haven't been able to do that. Can you make sure they make time for me and my team next week?

Thanks,

Phil

Well, that's hardly courteous! Messages like this can potentially start office-wide fights. And this email does nothing but create bad feelings, and lower productivity and morale. A little bit of courtesy, even in difficult situations, can go a long way.

Good Example

Hi Jeff,

I wanted to write you a quick note to ask a favor. During our weekly meetings, your team does an excellent job of highlighting their progress. But this uses some of the time available for my team to highlight theirs. I'd really appreciate it if you could give my team a little extra time each week to fully cover their progress reports.

Thanks so much, and please let me know if there's anything I can do for you!

Best,

Phil

What a difference! This email is courteous and friendly, and it has little chance of spreading bad feelings around the office.

Note:

There are a few variations of the 7 Cs of Communication:

Credible – Does your message improve or highlight your credibility ☺? This is especially important when communicating with an audience that doesn't know much about you.

Creative – Does your message communicate creatively? Creative communication helps keep your audience engaged.

Key Points

All of us communicate every day. The better we communicate, the more credibility we'll have with our clients, our boss, and our colleagues.

Use the 7 Cs of Communication as a checklist for all of your communication. By doing this, you'll stay clear, concise, concrete, correct, coherent, complete, and courteous.

Sources:

The 7 Cs of Communication. A Checklist for Clear Communication. URL: https://www.mindtools.com/pages/article/newCS_85.htm

Задания по теме 5:

1. До чтения текста найдите деловое письмо
2. Прочтите и переведите текст.
3. Проанализируйте плохие и хорошие образцы писем. Составьте лист типовых ошибок в письмах.
4. Придумайте акроним к русской аббревиатуре принципов.
5. Проанализируйте ошибки делового текста.

Тема 6. Эффективные совещания

Topic 6. Running Effective Meetings

There are good meetings and there are bad meetings. Bad meetings drone on forever, you never seem to get to the point, and you leave wondering why you were even present. Effective ones leave you energized and feeling that you've really accomplished something.

So what makes a meeting effective? This really boils down to three things:

1. They achieve the meeting's objective.
2. They take up a minimum amount of time.
3. They leave participants feeling that a sensible process has been followed.

If you structure your meeting planning, preparation, execution, and follow up around these three basic criteria, the result will be an effective meeting.

1. The Meeting's Objective

An effective meeting serves a useful purpose. This means that in it, you achieve a desired outcome. For a meeting to meet this outcome, or objective, you have to be clear about what it is.

Too often, people call a meeting to discuss something without really considering what a good outcome would be.

- Do you want a decision?
- Do you want to generate ideas?
- Are you getting status reports?
- Are you communicating something?
- Are you making plans?

Any of these, and a myriad of others, is an example of a meeting objective. Before you do any meeting planning, you need to focus your objective.

To help you determine what your meeting objective is, complete this sentence:

At the close of the meeting, I want the group to ...

With the end result clearly defined, you can then plan the contents of the meeting, and determine who needs to be present.

2. Use Time Wisely

Time is a precious resource, and no one wants their time wasted. With the amount of time we all spend in meetings, you owe it to yourself and your team to streamline the meeting as much as possible. What's more, time wasted in a meeting is time wasted for everybody attending. For example, if a critical person is 15 minutes late in an eight person meeting, that person has cost the organization two hours of lost activity.

Starting with your meeting objective, everything that happens in the meeting itself should further that objective. If it doesn't, it's superfluous and should not be included.

To ensure you cover only what needs to be covered and you stick to relevant activities, you need to create an agenda. The agenda is what you will refer to in order to keep the meeting running on target and on time.

To prepare an agenda, consider the following factors:

- Priorities – what absolutely must be covered?
- Results – what do you need to accomplish at the meeting?
- Participants – who needs to attend the meeting for it to be successful?
- Sequence – in what order will you cover the topics?
- Timing – how much time will spend on each topic?
- Date and time – when will the meeting take place?
- Place – where will the meeting take place?

With an idea of what needs to be covered and for how long, you can then look at the information that should be prepared beforehand. What do the participants need to know in order to make the most of the meeting time? And, what role are they expected to perform in the meeting, so that they can do the right preparation?

If it's a meeting to solve a problem, ask the participants to come prepared with a viable solution. If you are discussing an ongoing project, have each participant summarize his or her progress to date and circulate the reports amongst members.

Assigning a particular topic of discussion to various people is another great way to increase involvement and interest. On the agenda, indicate who will lead the discussion or presentation of each item.

Use your agenda as your time guide. When you notice that time is running out for a particular item, consider hurrying the discussion, pushing to a decision, deferring discussion until another time, or assigning it for discussion by a subcommittee.

An important aspect of running effective meetings is insisting that everyone respects the time allotted. Start the meeting on time, do not spend time recapping for latecomers, and, when you can, finish on time. Whatever can be done outside the meeting time should be. This includes circulating reports for people to read beforehand, and assigning smaller group meetings to discuss issues relevant to only certain people.

3. Satisfying Participants That a Sensible Process Has Been Followed

Once you have an agenda prepared, you need to circulate it to the participants and get their feedback and input. Running a meeting is not a dictatorial role: You have to be participative right from the start.

Perhaps there is something important that a team member has to add. Maybe you have allotted too much, or too little, time for a particular item. There may even be some points you've included that have been settled already and can be taken off the list for discussion.

Whatever the reason, it is important you get feedback from the meeting participants about your proposed agenda.

Once in the meeting, to ensure maximum satisfaction for everyone, there are several things you should keep in mind:

- If certain people are dominating the conversation, make a point of asking others for their ideas.
- At the end of each agenda item, quickly summarize what was said, and ask people to confirm that that's a fair summary. Then make notes regarding follow-up.
- Note items that require further discussion.
- Watch body language and make adjustments as necessary. Maybe you need a break, or you need to stop someone from speaking too much.
- Ensure the meeting stays on topic.
- List all tasks that are generated at the meeting. Make a note of who is assigned to do what, and by when.
- At the close of the meeting, quickly summarize next steps and inform everyone that you will be sending out a meeting summary.

After the meeting is over, take some time to debrief, and determine what went well and what could have been done better. Evaluate the meeting's effectiveness based on how well you met the objective. This will help you continue to improve your process of running effective meetings.

You may even want to get the participants' feedback as well. Depending on the time frame, this debriefing can be done within the meeting itself or afterward.

Finally, prepare the meeting summary. This will be forwarded to all participants and other stakeholders. It is a record of what was accomplished and who is responsible for what as the team moves forward. This is a very crucial part of effective meetings that often gets overlooked. You need a written record of what transpired, along with a list of actions that named individuals have agreed to perform. Make sure someone is assigned to take notes during the meeting if you think you will be too busy to do so yourself.

Key Points

Running an effective meeting is more than sending out a notice that your team is to meet at a particular time and place. Effective meetings need structure and order. Without these elements they can go on forever and not accomplish a thing.

With a solid objective in mind, a tight agenda, and a commitment to involving the meeting participants in the planning, preparation, and execution of the meeting, you are well on your way to chairing great meetings.

Given the frustration most people feel when their time is wasted, gaining a reputation for running efficient and successful meetings is good for you and your career.

Sources:

Running Effective Meetings. Establishing an Objective and Sticking to It.
URL: <https://www.mindtools.com/CommSkill/RunningMeetings.htm>

Задания по теме 6:

1. Прочтите и переведите текст.
2. При помощи советов, изложенных выше, проведите планирование встречи по учебному вопросу и проведите ее имитацию.
3. Зайдите на [Communications Planning Tool](https://www.mindtools.com/CommSkill/CommunicationsPlanning.htm) (<https://www.mindtools.com/CommSkill/CommunicationsPlanning.htm>) и протестируйте этот метод.

Тема 7. Эффективные электронные письма

Topic 7. Writing Effective Emails

Email is a widely used tool for business communications, but a 2013 survey by Sendmail, Inc., found that it has caused tension, confusion, or other negative consequences for 64 percent of working professionals.

So, how can you avoid your emails doing this? And how can you write emails that get the results you want? This article looks at strategies you can use to ensure that your use of email is clear, effective and successful.

The average office worker receives around 80 emails each day. With that volume of mail, individual messages can easily get overlooked. Follow these simple rules to get your emails noticed and acted upon.

1. Don't Overcommunicate by Email

One of the biggest sources of stress at work is the sheer volume of emails that people receive. So, before you begin writing an email, ask yourself: "Is this really necessary?"

As part of this, you should use the phone or IM to deal with questions that are likely to need some back-and-forth discussion. Use our Communications Planning Tool to identify the channels that are best for different types of message.

Also, email is not as secure as you might want it to be, particularly as people may forward emails without thinking to delete the conversation history. So avoid sharing sensitive or personal information in an email, and don't write about anything that you, or the subject of your email, wouldn't like to see plastered on a billboard by your office.

Whenever possible, deliver bad news in person. This helps you to communicate with empathy, compassion, and understanding, and to make amends if your message has been taken the wrong way.

2. Make Good Use of Subject Lines

A newspaper headline has two functions: it grabs your attention, and it summarizes the article, so that you can decide whether to read it or not. The subject line of your email message should do the same thing.

A blank subject line is more likely to be overlooked or rejected as "spam," so always use a few well-chosen words to tell the recipient what the email is about.

You may want to include the date in the subject line if your message is one of a regular series of emails, such as a weekly project report. For a message that needs a response, you might also want to include a call to action, such as "Please reply by November 7."

A well-written subject line like the one below delivers the most important information, without the recipient even having to open the email. This serves as a prompt that reminds recipients about your meeting every time they glance at their inbox.

Bad Example	Good Example
Subject: Meeting	Subject: PASS Process Meeting - 10 a.m. February 25, 2014

If you have a very short message to convey, and you can fit the whole thing into the subject line, use "EOM" (End of Message) to let recipients know that they don't need to open the email to get all the information that they need.

Example: Subject: Could you please send the February sales report? Thanks!
EOM (Of course, this is only useful if recipients know what "EOM" means.)

3. Keep Messages Clear and Brief

Emails, like traditional business letters, need to be clear and concise. Keep your sentences short and to the point. The body of the email should be direct and informative, and it should contain all pertinent information.

Unlike traditional letters, however, it costs no more to send several emails than it does to send just one. So, if you need to communicate with someone about a number of different topics, consider writing a separate email for each one. This makes your message clearer, and it allows your correspondent to reply to one topic at a time.

Bad Example	Good Example
<p>Subject: Revisions For Sales Report Hi Jackie, Thanks for sending that report last week. I read it yesterday, and I feel that Chapter 2 needs more specific information about our sales figures. I also felt that the tone could be more formal. Also, I wanted to let you know that I've scheduled a meeting with the PR department for this Friday regarding the new ad campaign. It's at 11:00 a.m. and will be in the small conference room. Please let me know if you can make that time. Thanks! Monica</p>	<p>Subject: Revisions For Sales Report Hi Jackie, Thanks for sending that report last week. I read it yesterday, and I feel that Chapter 2 needs more specific information about our sales figures. I also felt that the tone could be more formal. Could you amend it with these comments in mind? Thanks for your hard work on this! Monica (Monica then follows this up with a separate email about the PR department meeting.)</p>

It's important to find balance here. You don't want to bombard someone with emails, and it makes sense to combine several, related, points into one email. When this happens, keep things simple with numbered paragraphs or bullet points, and consider "chunking" information into small, well-organized units to make it easier to digest.

Notice, too, that in the good example above, Monica specified what she wanted Jackie to do (in this case, amend the report). If you make it easy for people to see what you want, there's a better chance that they will give you this.

4. Be Polite

People often think that emails can be less formal than traditional letters. But the messages you send are a reflection of your own professionalism, values, and attention to detail, so a certain level of formality is needed.

Unless you're on good terms with someone, avoid informal language, slang, jargon, and inappropriate abbreviations. Emoticons can be useful for clarifying your intent, but it's best to use them only with people you know well.

Close your message with "Regards," "Yours sincerely," or "All the best," depending on the situation.

Recipients may decide to print emails and share them with others, so always be polite.

5. Check the Tone

When we meet people face-to-face, we use the other person's body language, vocal tone, and facial expressions to assess how they feel. Email robs us of this information, and this means that we can't tell when people have misunderstood our messages.

Your choice of words, sentence length, punctuation, and capitalization can easily be misinterpreted without visual and auditory cues. In the first example below, Emma might think that Harry is frustrated or angry, but, in reality, he feels fine.

Bad Example	Good Example
Emma, I need your report by 5 p.m. today or I'll miss my deadline. Harry	Hi Emma, Thanks for all your hard work on that report. Could you please get your version over to me by 5 p.m., so I don't miss my deadline? Thanks so much! Harry

Think about how your email "feels" emotionally. If your intentions or emotions could be misunderstood, find a less ambiguous way to phrase your words.

6. Proofreading

Finally, before you hit "send," take a moment to review your email for spelling, grammar, and punctuation mistakes. Your email messages are as much a part of your professional image as the clothes you wear, so it looks bad to send out a message that contains typos.

As you proofread, pay careful attention to the length of your email. People are more likely to read short, concise emails than long, rambling ones, so make sure that your emails are as short as possible, without excluding necessary information.

Our article on writing skills has tips and strategies that you can use when proofreading your emails.

Key Points

Most of us spend a significant portion of our day reading and composing emails. But the messages we send can be confusing to others.

To write effective emails, first ask yourself if you should be using email at all. Sometimes, it might be better to pick up the phone.

Make your emails concise and to the point. Only send them to the people who really need to see them, and be clear about what you would like the recipient to do next.

Remember that your emails are a reflection of your professionalism, values, and attention to detail. Try to imagine how others might interpret the tone of your message. Be polite, and always proofread what you have written before you click "send."

Sources:

Writing Effective Emails. Getting People to Read and Act on Your Messages. URL:

<https://www.mindtools.com/CommSkill/EmailCommunication.htm>.

Задания по теме 7:

1. Прочтите и переведите текст.
2. Напишите деловое письмо с использованием вышеперечисленных советов (на русском или английском языке) и пошлите однокласснику.
3. Проведите взаимное оценивание.

Тема 8. Виртуальные профессиональные коммуникации.

Topic 8. Virtual Team

Five Strategies for Managing an All Virtual Team

Plenty of people work from home occasionally, and plenty of managers work with people in different offices. But what if no one is in the office? What if your entire company consists of people working wherever they want to work?

That's the reality for a growing number of companies that find central real estate unnecessary. Managing an entirely virtual team can be a challenge, but a few strategies make it quite possible, so you can reap the benefits of this new model.

"It is a big recruiting draw for the right type of person," says Lisa Breytspraak Jasper, managing partner of IT strategy consulting firm Thought Ensemble, whose 13 employees are all virtual. "It allows us to lead our lives very flexibly"—and still get stuff done.

Here's how to make it work:

1. HIRE IN HUBS.

One upside of a virtual company is that you can hire people outside of commuting range. That said, just because you can draw talent from anywhere doesn't mean you should. Felicia Rubinstein, founder of marketing and design firm 341 Studios, works with 16 people virtually. But they're all relatively close to her Connecticut home base. "I like being in the same time zone," she explains, and a one- to two-hour range makes in-person collaboration possible. Jasper casts a slightly broader geographical net, but still prefers to hire in clusters, including ones in Denver and Dallas.

She'll hire superstars elsewhere—she recently pulled in someone in Ann Arbor, Michigan—but "we take a much harder look at someone in a city where we don't have other people." This makes travel more efficient.

2. GO FOR EXPERIENCED HIRES.

Not everyone works well on her own. Jasper reports that "I interviewed some MBA interns recently, and they were flabbergasted: 'Where would I work?' So I gave up on that idea." Instead, she prefers "relatively senior people who don't need to be micromanaged."

As a side note, as people get older, they may have family situations that make remote work appealing. "They're appreciative of the flexibility and will go overboard to really work well for you," says Rubinstein.

3. BUILD BONDS CREATIVELY.

Getting people together for social events is great, but bonds arise from work structures too. "We move around between projects pretty fluidly," Jasper says, and her employees spend roughly 20% to 30% of their time on client sites.

That means they're getting to know different colleagues in person as they're working. Rubinstein likewise reports that, "We have client meetings. Just because we're virtual doesn't mean we don't see each other."

4. COMMUNICATE FREQUENTLY.

Thought Ensemble has company-wide meetings for 90 minutes every Tuesday. While recurring meetings may be overkill when everyone's already in the office, they do help virtual companies stay connected. Just don't assume you need to use fancy videoconferencing to mimic the in-person vibe.

Rubinstein reports that 341 Studios favors basic audio conferencing in part because people don't want to get dressed up. "We tend to talk with each other when we're walking our dogs," she says. Since physical activity boosts creativity, that may be a better approach than forcing people to sit in front of a camera.

5. MEASURE ON RESULTS.

Managing a virtual team requires letting go of the idea that being at a desk for a certain number of hours constitutes working. Jasper has no limit on vacation or sick days—but partners are responsible for a certain volume of sales, and more junior people are responsible for specific deliverables.

If you get it done, how you got it done doesn't really matter. "We do actually track hours for client type work because we want to see how long it's taking us," Jasper says, but it's an internal metric to make sure projects are profitable. "We don't manage our company based on that."

Are Remote Workers Happier And More Productive? New Survey Offers Answers

With remote working arrangements becoming increasingly common, these are some of the valuable management questions addressed in a new survey, "What Leaders Need To Know About Remote Workers" from TINYpulse, an employee engagement firm. (Full disclosure: I'm quoted in the survey report as a management expert, but I had no influence on the report's content and have no contractual or financial connection to TINYpulse.)

Regarding logistics, the survey included 509 full-time remote U.S. employees, and compared their responses to benchmarks calculated from "over 200,000 employees across all work arrangements."

What were the survey's key findings? Here are four of them.

Remote workers are happier: In the aggregate, according to the survey, on a 1 to 10 scale (in answer to the question, "How happy are you at work?") remote workers scored 8.10, compared to all workers' score of 7.42. Not surprisingly, employees score consistently higher when they work remotely because they "enjoy the freedom and flexibility" than when "they are required to work remotely by their job."

Remote workers feel more valued: This to me was an interesting finding, since remote workers often have problems related to feelings of isolation and lack of daily contact with co-workers. In answer to the question, "How valued do you feel at work?" - remote workers scored 7.75, compared to all workers' 6.69. While remote employees do rate their "relationships with co-workers" lower than do all workers (7.88 compared to 8.47), this social drawback was still outweighed by the multiple benefits remote employees perceived.

Remote workers -- overwhelmingly -- feel they're more productive: According to the survey, 91% of remote workers believe they "get more work done

when working remotely," compared to only 9% who feel they don't. While it's worth noting this is an employee self-assessment (as opposed to managers' assessments), the large margin here does seem significant.

Remote workers' amount of contact with managers is detailed: In answer to the question, "How often do you have contact with your direct supervisor?" - 52% of remote employees responded either "once per day" or "multiple times per day." At the lower-contact end of the spectrum, 34% reported contact "once per week," while 10% reported only "once per month," and 3% reported the alarming frequency (from a management standpoint anyway!) of "never." Which brings me to my final point: Given the increasing frequency of remote arrangements (37% of workers now at least occasionally use them, the report notes, compared to only 9% in 1995), what are the implications for management?

I believe there are two fundamental ones.

Communication counts more than ever: While management communication always matters greatly, in the absence of direct in-person contact, and the potential for isolation and confusion that implies, it's critical that remote managers stay in frequent contact to ensure they know what's being worked on and the progress being made. Very fair bet, I'd say, that the managers who are in contact "once per month" or "never" just aren't doing their job.

Clarity of employee goals and objectives counts more than ever: Given the distance and potential to not know exactly what employees are working on and how they're spending their time, it's incumbent on managers (and remote workers) to know very clearly what the expectations are, and the work that must be delivered. If these expectations are completely clear, and preferably mutually agreed-upon, it will help bring the entire remote working arrangement into clearer focus.

It makes the experience more objective than subjective - as good management should always be.

Sources:

Vanderkam L. Five Strategies for Managing an All Virtual Team // Fast Company & Inc. 28.05.14. URL: <https://www.fastcompany.com/3031007/no-office-no-problem-5-strategies-for-managing-an-all-virtual-team>

Lipman V. Are Remote Workers Happier And More Productive? New Survey Offers Answers // Forbes. MAY 2, 2016. URL: <https://www.forbes.com/sites/victorlipman/2016/05/02/are-remote-workers-happier-and-more-productive-new-survey-offers-answers/#4ab230776663>

Задания по теме 8:

1. Прочтите и переведите текст.
2. Каковы особенности работы виртуальной команды?
3. Протестируйте платформы поиска удаленной работы Upwork, 99designs, или Freelancer.

4. Подыщите видео про удаленную работу, какие перечни работ могут быть таким образом выполнены? Какие коммуникации при этом применяются?

Итоговое задание:

Распланируйте методы и средства деловой коммуникации со стейкхолдерами вашего проекта.

Оформите в виде пояснительной записки объемом от 10 до 20 страниц стандартного текста, в которой следует отразить:

Кратко опишите идею своего проекта.

- 1) Перечень сторон, с которыми будет осуществляться коммуникация
- 2) Язык коммуникации
- 3) Принципы коммуникации и кодекс коммуникации внутри трудового коллектива
- 4) Каким образом вами и вашими сотрудниками будут устраняться ошибки коммуникации с внешними стейкхолдерами
- 5) Какими средствами будет осуществляться коммуникация со стейкхолдерами и сотрудниками и требования к оборудованию
- 6) Применение Communications Planning Tool
- 7) Приведите типы и тексты деловых писем и email (в том числе их перевод на английский язык)
- 8) Опишите принципы организации деловой переписки по e-mail и принципы хранения online документов
- 9) Какие принципы, механизмы удаленной работы вы будете использовать.

Методические указания по самостоятельной работе

Самостоятельная работа по дисциплине «Профессиональная коммуникация» предусмотрена в объеме, определенном учебным планом в зависимости от формы обучения. Ее целью является усвоение и закрепление обучающимися теоретического материала и практических занятий, а также приобретение ими навыков самостоятельного анализа различных коммуникативных ситуаций, умения выделить и самостоятельно изучить ключевые вопросы в рамках отдельных тем дисциплины.

Самостоятельная работа включает в себя чтение материалов в интернете по темам, просмотр роликов на youtube в соответствии с программой курса; проведение самопрезентаций, консультации преподавателя по наиболее сложным вопросам.

Дополнительное чтение и просмотр видео:

Тема 1. Понятие коммуникации

1. Что такое профессиональная коммуникация (видео).

Рекомендуемый источник:

What is Professional Communication? URL:
<https://www.youtube.com/watch?v=g2JiMtYa3BE>

2. Углубление навыков деловой коммуникации: Business English: Networking, Business English: Meetings, Business English: Planning & Negotiating, Business English: Making Presentations

Рекомендуемый источник:

Build English Skills for Business. Specialization from University of Washington. URL: <https://www.coursera.org/specializations/business-english>

Тема 2. Эффективная коммуникация на рабочем месте

1. Навыки коммуникации на рабочем месте.

Рекомендуемый источник:

Top 10 Communication Skills for Workplace Success URL:
<https://www.thebalance.com/communication-skills-list-2063779>

2. Дистанция в общении с коллегами

Рекомендуемый источник:

Ирина Хакамада. Как общаться на работе с коллегами и начальством.
URL: <https://www.youtube.com/watch?v=NcsKpctO-Gc>

Тема 3. Оценка коммуникативных способностей магистров

1. Дополнительные коммуникативные тесты

Рекомендуемый источник:

Interpersonal Communication Skills Test Online URL:
<http://www.goodtherapy.org/tests/interpersonal-communication-skills.html>

Free Communication Skills Online Practice Tests URL:
<https://www.wiziq.com/tests/communication-skills>

Тема 4. Важные коммуникационные навыки

1. Четкая коммуникация.

Рекомендуемый источник:

Communication Skills: Concise, Clear, Confident – in 7 parts.
<https://www.youtube.com/watch?v=2OBewm5guJk>

2. Толерантность в коммуникации.

Рекомендуемый источник:

Коммуникативные стратегии толерантности в социокультурном пространстве.: Методические указания по семинарам / Покровская Е. М. — 2010. 17 с. <https://edu.tusur.ru/publications/1366>.

Тема 5. Принципы коммуникации

1. Навык слушать и слышать.

Рекомендуемый источник:

Феррари Б. Умение слушать. Ключевой навык менеджера. М.: Манн, Иванов и Фербер, 2013. 224 с. <http://www.rulit.me/books/umenie-slushat-klyuchevoj-navyk-menedzhera-read-341491-1.html>

Тема 6. Эффективные совещания

1. Проблемы использования видеоконференций ☺

Рекомендуемый источник:

A Video Conference Call in Real Life. URL:
<https://www.youtube.com/watch?v=JMOOG7rWTPg&feature=youtu.be>

Тема 7. Эффективные электронные письма

1. Email-перегрузка ☺.

Рекомендуемый источник:

Email in Real Life. URL:
<https://www.youtube.com/watch?v=HTgYHHKs0Zw>

Тема 8. Виртуальные профессиональные коммуникации.

1. Опыт формирования виртуальных рабочих команд

Рекомендуемый источник:

Cornell University study on virtual teams - 3 part blog series:
Part I - <http://vorkspace.com/blog/index.php/virtual-communication-in-global-teams-a-cornell-study-part-1/>
Part II - <http://vorkspace.com/blog/index.php/building-teams-from-a-distance-a-cornell-study-part-2/>
Part III - <http://vorkspace.com/blog/index.php/virtual-leadership-a-cornell-study-part-3/>

Описание опросных методик в рамках организации самостоятельной работы

Взаимное оценивание – это способ проверки работ, заданий и тестов, при котором слушатели сами проверяют работы друг друга, опираясь на инструкции преподавателя. Основным критерий успешной и эффективной проверки работ слушателями – четкие и понятные правила оценки.

Инструкции могут быть как письменными, так и устными. Минус устных объяснений — разное толкование слушателями, а также отсутствие материала, на который можно сослаться при проверке. Однако если критерии оценки совсем прозрачны, фиксировать их письменно совсем необязательно.

Письменные требования лучше предоставлять в виде таблицы с критериями и руководством к выполнению. Четкие указания существенно повышают качество проверки материала слушателями.

Взаимное оценивание – это не только экономия времени, но и ряд других преимуществ:

Рецензирование работы участником чаще всего служит дополнительным стимулом к качественному выполнению. Во-первых, работу увидит другой человек (мнение окружающих), во-вторых, все находится в равных условиях (одно из значений слова реет – ровня, равный)

Слушатели получают новый взгляд и новую обратную связь на свою работу

При проверке работы рецензент лучше поймет обучающий материал и узнает альтернативные способы выполнения задания на примере чужой работы

Эссе – (от франц. *essai* – попытка, проба, очерк, от лат. *exagium* – взвешивание), прозаическое сочинение небольшого объема и свободной композиции, выражающее индивидуальные впечатления и соображения по конкретному вопросу и заведомо не претендующее на определяющую или исчерпывающую трактовку предмета. Как правило, эссе предполагает новое, субъективно окрашенное слово о чем-либо. Эссеистический стиль отличается образностью и установкой на разговорную интонацию и лексику.

Стандартная форма эссе, применяемая в процессе магистерской подготовки, включает в себя:

название проблемы;

сопоставление позиций других авторов и изложение своей точки зрения (собственного видения) (может включать 1-3 вопроса);

выводы автора;

краткий список литературы (с учетом ссылок на другие позиции и источники).

Объем эссе – 3-10 страниц.

Защита доклада (эссе) происходит с презентацией в формате Microsoft Office Power Point; в презентации должны быть портреты ученых и политических деятелей, о которых составлен доклад, соответствующие теме рисунки и фотографии, краткое изложение результатов исследования).

Обсуждение доклада (эссе) проводится в интерактивной форме с применением технологий круглых столов, перекрестных вопросов.

Представляемые работы (реферат либо эссе) должны быть оформлены в соответствии с современными требованиями редактирования и печати.

По наиболее сложным и проблемным аспектам тем для самостоятельной работы преподаватель проводит для магистрантов индивидуальные консультации.

К сдаче экзамена магистрант допускается только после получения оценки за выполнение реферата (эссе).