

Independent Challenge 1

Combine what you learned in Part 1 in this independent challenge. Complete the following steps.

You Try It

1. Save this file with a new name

Click the File tab, click Save As, add your name to the end of the filename, then click Save.

For example, save this file as **VC1-IC1 Eric Jameson.docx**.

2. Get ready

You are preparing to give a tour of NorthStar resort and planning what you will say during the tour. Review the following description of the tour of NorthStar resort:

- In addition to spectacular views, the NorthStar resort features seven spacious cabins, each with four private suites overlooking NorthStar Lake.
- For example, you can organize business lunches and dinners in the meeting center.
- NorthStar is a four-season resort in Maine.
- NorthStar provides over 10,000 square feet of business meeting space with the refreshing NorthStar Lake as a backdrop.
- Hire a boat, fishing guide, and gear for an afternoon of unsurpassed relaxation.
- Host an event outdoors or in one of our high-tech indoor settings, including our state-of-the-art meeting center and lodge.
- Each suite is equipped with a study and meeting area, high-speed wireless Internet access, and a studio kitchen with mini-refrigerator and microwave.
- NorthStar resort also includes a golf course sited on 118 acres along Casco Bay. The challenging layout and variety of tee locations allow each golfer to match the challenge of the course to their skill level.
- Or sit back and enjoy meals in the lodge featuring fresh, local ingredients prepared by the NorthStar award-winning executive chef.
- NorthStar Lake is renowned for fishing and nonmotorized water sports.
- A trolley runs during the warmer months from the lodge to other locations, including the golf course, lighthouse, and village artisan shops, galleries, and antique shops.

3. Now you try it

Before you prepare what you will say during the tour, write a statement of purpose in the following space:

To describe the highlights of the NorthStar resort to groups of businesspeople.

Now you are ready to prepare your talk. Reorganize the topics of your talk into logical order:

Order of the topics may vary, but should be logically organized, similar to the following example:

1. NorthStar is a four-season resort in Maine.
2. NorthStar provides over 10,000 square feet of business meeting space with the refreshing NorthStar Lake as a backdrop.
3. In addition to spectacular views, the NorthStar resort features seven spacious cabins, each with four private suites overlooking NorthStar Lake.
4. Each suite is equipped with a study and meeting area, high-speed wireless Internet access, and a studio kitchen with mini-refrigerator and microwave.
5. Host an event outdoors or in one of our high-tech indoor settings, including our state-of-the-art meeting center and lodge.
6. For example, you can organize business lunches and dinners in the meeting center.
7. Or sit back and enjoy meals in the lodge featuring fresh, local ingredients prepared by the NorthStar award-winning executive chef.
8. NorthStar Lake is renowned for fishing and nonmotorized water sports.
9. Hire a boat, fishing guide, and gear for an afternoon of unsurpassed relaxation.
10. NorthStar resort also includes a golf course sited on 118 acres along Casco Bay. The challenging layout and variety of tee locations allow each golfer to match the challenge of the course to their skill level.
11. A trolley runs during the warmer months from the lodge to other locations, including the golf course, lighthouse, and village artisan shops, galleries, and antique shops.



Finally, in the following space, list the stops you plan to make on your tour of the NorthStar resort. Refer to Figure 1-14 (duplicated here). Include descriptions from the above list where appropriate.

Lodge:

- Host an event outdoors or in one of our high-tech indoor settings, including our state-of-the-art meeting center and lodge.
- Or sit back and enjoy meals in the lodge featuring fresh, local ingredients prepared by the NorthStar award-winning executive chef.

Cabin 4:

- In addition to spectacular views, the NorthStar resort features seven spacious cabins, each with four private suites overlooking NorthStar Lake.
- Each suite is equipped with a study and meeting area, high-speed wireless Internet access, and a studio kitchen with mini-refrigerator and microwave.

Meeting Center:

- NorthStar provides over 10,000 square feet of business meeting space with the refreshing NorthStar Lake as a backdrop.
- For example, you can organize business lunches and dinners in the meeting center.

Campfire Area:

Stop to enjoy spectacular views.

Boat Launch:

- NorthStar Lake is renowned for fishing and nonmotorized water sports.
- Hire a boat, fishing guide, and gear for an afternoon of unsurpassed relaxation.
- Catch trolley back to lodge.

Lodge:

- NorthStar resort also includes a golf course sited on 118 acres along Casco

Bay. The challenging layout and variety of tee locations allow each golfer to match the challenge of the course to their skill level.

- A trolley runs during the warmer months from the lodge to other locations, including the golf course, lighthouse, and village artisan shops, galleries, and antique shops.

Submit the document to your instructor as requested.

Part 1: Understanding the Basics of Verbal Communication

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Part 1: Understanding the Basics of Verbal Communication

Soft Skills Review

Organize your messages.

1. Communication is successful only when:

- a. you use a sixth-grade vocabulary
- b. you introduce many ideas
- c. you (as the speaker) and the listener understand each other
- d. you identify barriers to understanding

2. How should you organize a spoken message?

- a. Begin with supporting information
- b. Start with what your listener needs to know
- c. Plan for frequent pauses
- d. Use a formal outline

Use vocal elements effectively.

1. Which one of the following is *not* a vocal element?

- a. Pitch
- b. Gesture
- c. Pace
- d. Volume

2. The most effective combination of vocal elements are low pitch with a varied pace and:

- a. lots of jokes
- b. no pauses
- c. occasional pauses
- d. monotone

Understand nonverbal language.

1. Which one of the following is *not* a type of nonverbal cue?

- a. Smiling
- b. Eye contact
- c. Speed of your voice
- d. Hand gestures

2. What does proximity refer to in spoken communications?

- a. Your listener's ability to interpret your words
- b. How physically close you are to your audience
- c. Your style of speaking
- d. Approximate meaning

Develop credibility.

1. How can you improve your credibility when speaking?

- a. Vary the pace and pitch of your voice
- b. Exaggerate and embellish
- c. Base conclusions on your opinions
- d. Speak objectively

2. According to Aristotle, when speaking you should consider your subject, yourself, and your:

- a. rhetor
- b. audience
- c. ethics
- d. background

Give and receive feedback.

1. Which one of the following is *not* an effective way to give feedback?

- a. Emphasize the positive
- b. Choose a private location
- c. Cross your arms
- d. Provide solutions

2. When giving feedback, what should you focus on instead of identifying problems?

- a. Assigning blame
- b. Solutions
- c. Body language
- d. Credibility

Overcome barriers to communication.

1. What types of words should you use to overcome barriers to communication?

- a. Foreign words
- b. Power words
- c. Ambiguous words
- d. **Familiar words**

2. Which of the following is *not* an appropriate medium for spoken communication?

- a. Presentation
- b. Phone call
- c. Face-to-face meeting
- d. **Busy environment**

Communicate ethically.

1. Ethics deals with:

- a. **principles for acceptable conduct**
- b. persuading customers
- c. complying with the law
- d. expressing opinions

2. Which of the following is *not* a way to communicate ethically?

- a. **Say what your listener wants to hear**
- b. Present a balanced point of view
- c. Be truthful
- d. Separate fact from opinion

Understand cross-cultural issues.

1. When speaking to someone whose native language is different from yours, you should:

- a. correct grammar and pronunciation errors
- b. speak with animation and many gestures
- c. use the same accent as your listener
- d. **discuss one topic at a time**

2. An idiom is:

- a. a type of nonverbal communication
- b. an overused expression
- c. a dictionary definition
- d. **an expression that means something other than its literal meaning**

Technology @ work: Web conferencing.

1. Web conferencing tools are software and services that let you:

- a. organize presentations on the Web
- b. monitor Web sites
- c. **use an Internet-connected computer to meet with others**
- d. translate your spoken words to another language

2. What is the role of the Web conference host?

- a. To videotape the meeting
- b. **To coordinate the meeting**
- c. To launch the software
- d. To set up the Internet connections

Critical Thinking Questions

1. **You are interviewing for your dream job and the interviewer says the company is looking for someone with top-notch verbal skills. How do you answer?**

This response varies depending on the student's skills. Top-notch verbal skills include making well-organized statements, speaking clearly and concisely, and crafting messages that are relevant to the listener. Excellent verbal skills also include using vocal elements effectively, such as changing the speed and pitch of the voice, and being aware of nonverbal language.

2. **Suppose you are discussing an important project with a colleague at your desk when a visiting supplier walks by and interrupts you by commenting on the way you are dressed. How do you respond?**

Whether you are male or female (or the supplier is male or female), the supplier is being impolite and possibly biased by making this statement. However, your response should be professional and courteous. It is better to demonstrate appropriate behavior than reflect inappropriate behavior.

3. **Speaking and writing each have pros and cons as forms of communication. When should you use forms of oral communication? When should you use forms of written communication?**

Oral communication is appropriate when you want to receive an immediate answer, deliver a personal message or promote a close working relationship, make sure your audience interprets your message as you intend and minimize misunderstandings, negotiate with others to build a consensus, and allow your audience to ask questions immediately. Written communication is appropriate when you need to maintain a record of the exchange or message, save time or let others respond at their convenience, avoid interrupting someone else, or deliver a formal message.

4. **Do you think gossip has its place in the workplace? Should gossip be encouraged or discouraged by managers and other employees?**

Some companies have policies about gossip. Light personal conversation is unavoidable, enjoyable, and builds camaraderie. But damaging or negative rumors or other discussions can be destructive and distracting. It can increase conflict, harm morale, and create opposing groups within an organization. Gossip can also decrease productivity as managers and co-workers spend time negotiating or determining whether rumored claims are true.

To discourage gossip, workers can keep busy and avoid overly personal conversations. They can also set an example by keeping their personal life private and openly disapproving of gossip.

5. **Many people in your company are being laid off, and you and other members of your department fear you might lose your jobs. You see a document on your supervisor's computer labeled "Staffing Plans." What do you do? Should you mention the document to your colleagues?**

Since the contents of the Staffing Plans document are not known, you should not mention the document to colleagues. Doing so could start a rumor and encourage people to seek other employment unnecessarily. You might tactfully approach your supervisor and ask about the financial health of your company and their plans for increasing or decreasing staff.

Independent Challenges

Because students will solve the independent challenges in different ways, it is important to stress there is not just one correct solution. The following are examples of possible solutions for the Independent Challenges in Part 1 of this book.

Independent Challenge 1

Filename: VC1-IC1.docx

Students are asked to reorder descriptions of the NorthStar resort and outline a tour of the resort. Each version of Tour.doc may vary, but should contain the following elements:

- Statement of purpose
- Logical organization of descriptive topics (as in Tour.doc solution file)
- List of locations to visit on the tour, according to the map in Figure 1-14
- These tour locations can include descriptive topics when appropriate

Tour Outline
List the stops you plan to make on your tour of the NorthStar resort. Include descriptions from the above list where appropriate.
Lodge:

- Host an event outdoors or in one of our high-tech indoor settings, including our state-of-the-art meeting center and lodge.
- Or sit back and enjoy meals in the lodge featuring fresh, local ingredients prepared by the NorthStar award-winning executive chef.

Cabin 4:

- In addition to spectacular views, the NorthStar resort features seven spacious cabins, each with four private suites overlooking NorthStar Lake.
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Campfire Area:

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Boat Launch:

- NorthStar Lake is renowned for fishing and nonmotorized water sports.
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- Catch trolley back to lodge.

Lodge:

- NorthStar resort also includes a golf course sited on 118 acres along Casco Bay. The challenging layout and variety of tee locations allow each golfer to match the challenge of the course to their skill level.

Independent Challenge 2

Filename: VC1-IC2.docx

Students should add at least three questions to the list of interview questions. After interviewing with a partner, students should identify at least two nonverbal cues. These will vary, but might include the following:

- **Eye contact:** Making and maintaining eye contact shows interest, understanding, and engagement. Lack of eye contact shows insecurity, deception, and disinterest.
- **Facial expression:** Smiling shows friendliness, confidence, warmth, and acceptance. Not smiling might signal discomfort. Frowning or grimacing when inappropriate sends a strong negative message.
- **Gestures:** Physical gestures are appropriate when they emphasize important points. Not gesturing at all conveys tenseness.
- **Posture:** Maintaining an erect, natural posture sends a message of confidence and competence. Slouching, hunching, or turning away signals disinterest and insincerity.

Real Life Independent Challenge

This is an open-ended exercise that gives students an opportunity to identify skills that employers are looking for in potential employees. After researching desired skills in a job category, students should list qualities employers are seeking, and then describe how to improve their skills to meet the employers' needs.

For example, in addition to general competence in a healthcare area, employers in the healthcare field are looking for the following qualities and skills:

- Communication skills, especially ability to listen
- Strong work ethic and ability to work highly independently
- High ethical standards, including respect for the confidentiality of medical information
- Good people skills, such as showing respect for everyone at all times
- Critical thinking skills, which means being willing to work on a problem until a proper solution is found
- Ability to work well with others for the common good of the patient

Team Challenge

The scenario is that the team works in the Marketing Department of Global Village, an import/export company. They are preparing for a buying trip to Mexico, Costa Rica, and Guatemala and need to research nonverbal communication in Mexico and Central America. The team also should compile a list of recommendations about how to act and dress during the buying trip.

Findings will vary, but typical topics include:

- Women should wear a dress or skirt and blouse or a classic suit may also be worn. Using classic colors and styles is advisable.
- Jeans are generally not appropriate, and tight or low cut clothing is never appropriate in professional settings.
- In Mexico, direct eye contact is considered rude. Indirect eye contact is a sign of respect.
- Men and women shake hands warmly (not aggressively) when greeting each other professionally. Women can initiate the handshake.
- In Costa Rica, fidgeting hands and feet are considered impolite.
- Hands on hips is a sign of hostility.
- To motion to someone in Latin America "come here," extend your hand palm down and move all four fingers in and out together three or four times.
- In Latin American it is considered impolite to toss things to each other. If you need to give something to a native, make sure you walk over and hand it to them.
- Time can be flexible in Mexico, so consider appointment times as approximate.

Be the Critic

Students review the following photo, which shows a business meeting of members of the Claims Department at an insurance company. The purpose of the meeting is to find ways to cut the budget of the Claims Department. Students should create an e-mail message that lists the nonverbal communication mistakes the participants are making and offer specific suggestions for improvement.



Nonverbal communication mistakes and suggestions:

- Man in the back is not making eye contact with anyone. He should look at the speaker as the other two people in the photo do.
- Man in the back looks exasperated, which might be an inappropriate facial expression for a business meeting. Because he also looks like he is presenting information on a flip chart, he can move around the room or gesture to the flip chart to emphasize a point.
- Man in the back also has his hand on his hip, which might be interpreted as defiant. He should stand with an erect posture and use gestures to express himself more positively.
- Man with computer is focused on speaker now, but might be distracted by e-mail or other activities on his computer. He should put the computer away unless he and others need it for the meeting.
- Similarly, woman is focused on speaker now, but might be distracted by cell phone on the table. She should put the cell phone away.
- Man with computer uses a posture that closes himself off to the speaker, whereas the woman uses a more open posture.