Assignment Letter/*Surat Tugas*

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Dr.Phil. Deborah N. Simorangkir, BA., MS.

Lecturing Assignment At **SWISS GERMAN UNIVERSITY**	*Penugasan Perkuliahan Pada* *SWISS GERMAN UNIVERSITY*
Head of Department of Global Strategic Communications	Ketua Program Studi Komunikasi Strategis Global

In consideration of:

Her appointment as the Dean of Faculty of Business Administration and Humanities under agreement no. SK/001/HR/II/2021

Mengingat:

Pengangkatannya sebagai Dekan Fakultas Administrasi Bisnis dan Humaniora dibawah perjanjian no. SK/001/HR/II/2021

And in deliberation of:

The learning teaching activity at SWISS GERMAN UNIVERSITY; and

The need for qualified lecturers for such learning teaching university.

Dan menimbang:

Kegiatan belajar mengajar di SWISS GERMAN UNIVERSITY; dan

Kebutuhan akan dosen-dosen yang memenuhi syarat untuk kegiatan belajar mengajar seperti itu.

DECREES

To assign:

Name: **Dr.Phil. Deborah N. Simorangkir, BA., MS.**

Position: Full Time Lecturer

To participate on the following activity:

MEMUTUSKAN

Untuk menugaskan:

Nama: **Dr.Phil. Deborah N. Simorangkir, BA., MS.**

Jabatan: Dosen Tetap

Untuk berpartisipasi dalam kegiatan berikut ini:

No	Activity	Organized	Period
1	Module for Subject Interpersonal Communication	Dept. of Global Strategic Communications	Even Semester 2020-2021

The appointed shall accomplish the task in responsible ways in line with the related guidelines and other regulations given by SGU

Pihak yang bersangkutan harus melaksanakan tugas dan tanggung jawab sebaik-baiknya, sesuai dengan petunjuk dan peraturan dari SGU.

Assignor/Pemberi Tugas:

Dr. Nila K. Hidayat, SE, MM.
Head of Department of Global Strategic Communications
Ketua Program Studi Komunikasi Strategis Global

INTERPERSONAL COMMUNICATION

COURSE MODULE

PREPARED BY:

DR. PHIL. DEBORAH N. SIMORANGKIR

Global Strategic Communications Study Program

Faculty of Business and Communication

2022

TOPIC 1
INTERPERSONAL RELATIONS

WHY WE COMMUNICATE

Physical Needs

- Presence or absence of communication affects physical health
- Wide range of health threats can result from lack of close relationships
- Positive relationships lead to better health
- Personal communication is essential for our well-being

Identity Needs

- Identity comes from way we interact with others
- Deprived of communication, we would have no sense of self
- Gain idea of who we are from way others define us

Social Needs

- Communication provides vital link with others
- Link between effective interpersonal communication and happiness
- Many not successful at managing relationships
- Positive relationships may be most important source of satisfaction and well-being

Practical Goals

- Communication most widely used approach to satisfying instrumental needs
- Abraham Maslow's Hierarchy of Needs: Physical, Safety, Social, Esteem and Self-Actualization

THE PROCESS OF COMMUNICATION

A Linear View

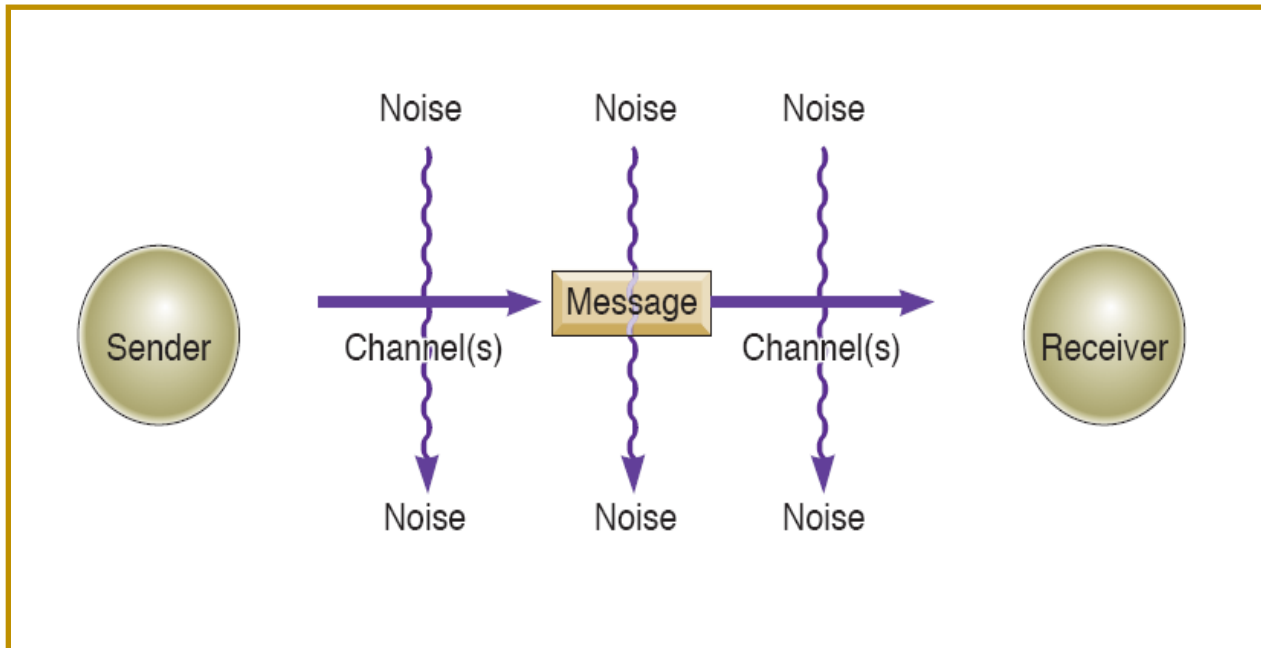- Communication is "done to" a receiver

Figure 1.1

Linear communication model

The model

- Created by scientists interested in electronic media
- It affected the way we think and talk about communication
- Questions led scholars to create models that better represent interpersonal communication

A Transactional View
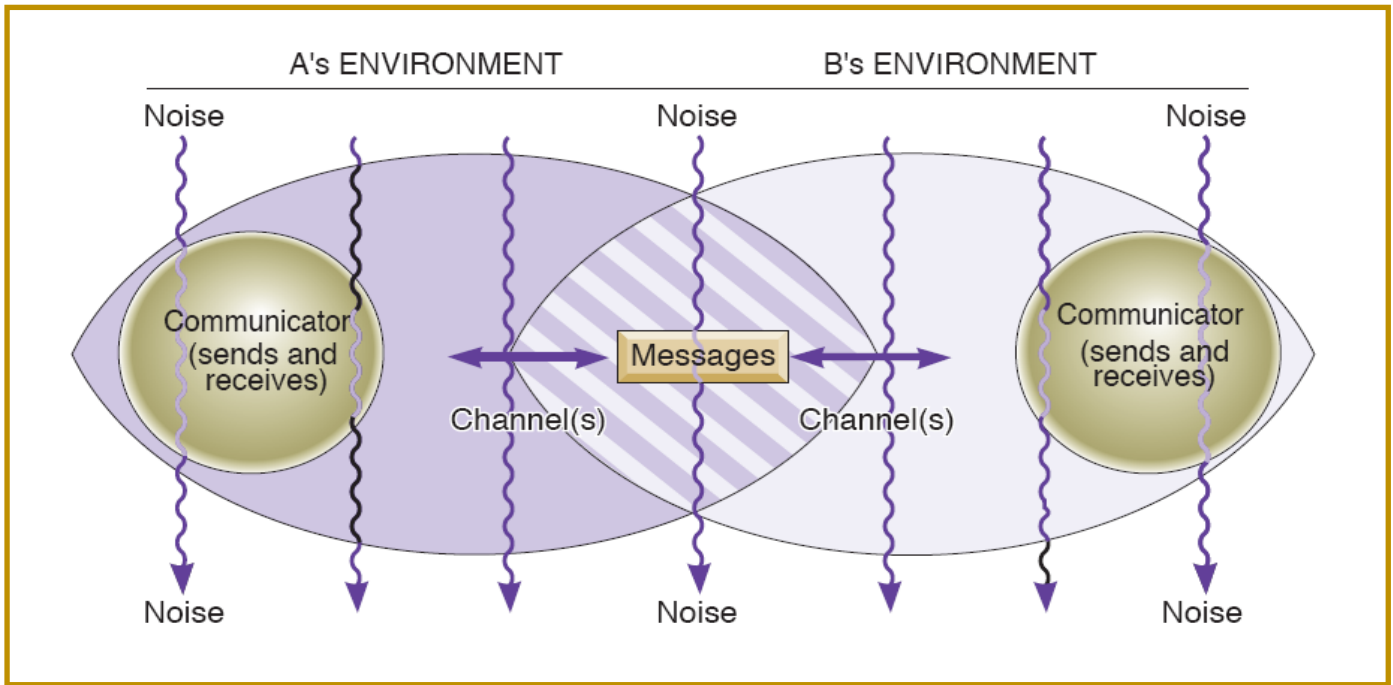
- Communication as a uniquely human process

Figure 1.2

Transactional communication model

The model

- Messages are sent and received at the same time
- Sender/Receiver become communicators
- Environments
- Noise
- Internal as well as external noise is represented
- Channels retain significant role

INTERPERSONAL AND IMPERSONAL COMMUNICATION

Quantitative Communication

- Any interaction between two people, usually face to face
- Can be considered routine or impersonal

Qualitative Communication

- Occurs when we treat others as unique individuals regardless of context or the number of people involved

DIFFERENCES BETWEEN INTERPERSONAL AND LESS PERSONAL COMMUNICATION

- Uniqueness
- Irreplaceability
- Interdependence
- Disclosure
- Intrinsic Rewards

Most relationships neither interpersonal or impersonal, and fall on continuum.

Martin Buber:

- I-Thou relationship: We relate to each other as authentic beings, without judgment, qualification, or objectification. I

meet you as you are, and you meet me as who I am. What is key is how I am with you in my own heart and mind.

- The I-It encounter is the opposite in that we relate to another as object, completely outside of ourselves.

PRINCIPLES AND MISCONCEPTIONS

Communication Principles

- Communication can be intentional or unintentional
- It's impossible not to communicate
- Communication is irreversible
- Principles and Misconceptions
- Communication Principles
- Communication is unrepeatable
- Communication has a content and relational dimension
  - Content: Information explicitly discussed
  - Relational: Expresses how you feel

Communication Misconceptions

- More communication is not always better
- Meanings are not in the words
- Successful communication doesn't always involve shared understanding
- Communication will not solve all problems

SOCIAL MEDIA AND INTERPERSONAL COMMUNICATION

Social Media

- Describes all channels that make personal communication possible
- The difference between face-to-face and virtual relationships is eroding
- Isn't threat to relationships once feared
- Isn't replacement for face-to-face interaction
- Can increase quantity and quality of interpersonal communication
- Asynchronous nature

SOCIAL MEDIA CHALLENGES

- Leaner Messages
- Disinhibition
- Permanence

WHAT MAKES AN EFFECTIVE COMMUNICATOR?

Communication Competence:

- There is no ideal way to communicate
- A variety of communication styles can be effective
- You can always learn new styles of communication
- Competence is situational
- Competence can be learned

COMPETENT COMMUNICATOR CHARACTERISTICS

- A wide range of behaviors
- Ability to choose the most appropriate behavior
- Skill at performing behaviors
- Cognitive complexity
- Empathy
- Self-monitoring
- Commitment

COMPETENCE IN INTERCULTURAL COMMUNICATION

- Co-cultures
- Know rules of specific culture
- Culture-general

COMPETENCE IN INTERCULTURAL COMMUNICATION

- Motivation
- Tolerance for ambiguity
- Open-mindedness
- Knowledge and Skill
- Mindfulness
- Passive observation
- Active strategies
- Self-disclosure

COMPETENCE IN SOCIAL MEDIA

- Think before you post
- Be considerate
- Keep your tone civil
- Don't intrude on bystanders

TOPIC 2
COMMUNICATION AND IDENTITY

COMMUNICATION AND THE SELF

Self-Concept and Self-Esteem

- Self-concept: The relatively stable set of perceptions you hold of yourself
- Self-esteem: Evaluations of self-worth

People with high self-esteem:

- Tend to think well of others
- Expect to be accepted by others
- High self-esteem doesn't guarantee interpersonal success
- Can be starting point for positive behaviors and interactions

People with low self-esteem

- Likely to disapprove of others
- Expect to be rejected by others
- Evaluate their own performance less favorably
- Perform poorly when being watched
- Feel threatened by people they view as superior
- Have difficulty defending themselves against others' negative comments
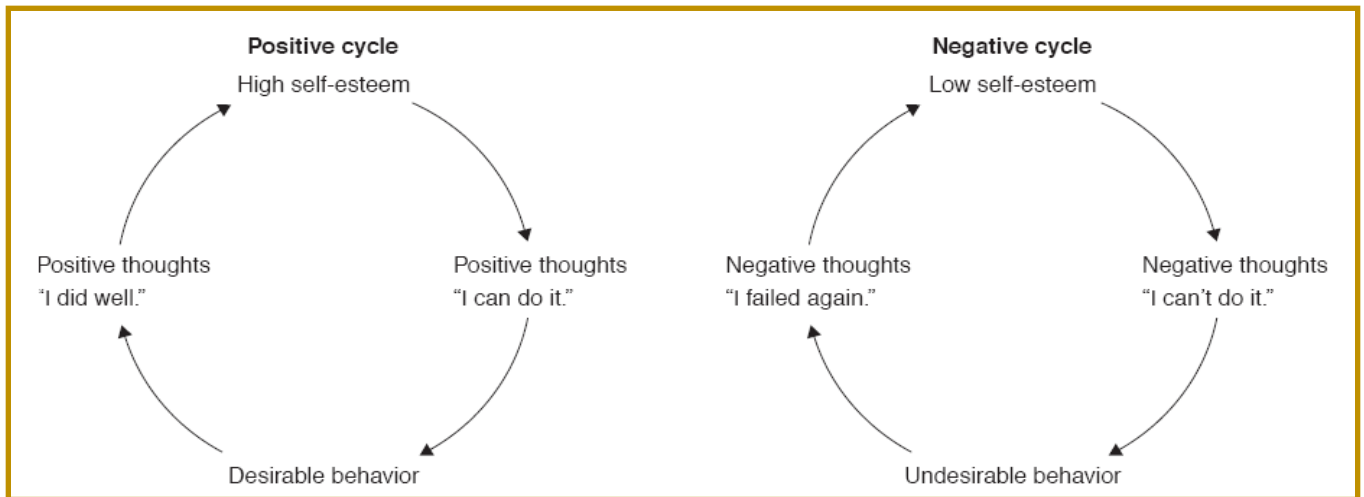
Self-esteem and communication behavior

Figure 2.1

BIOLOGICAL AND SOCIAL ROOTS TO THE SELF

Biology and the self

- Personality is part of our genetic makeup
- Biology influenced traits:
    - Extroversion
    - Shyness
    - Assertiveness
    - Verbal Aggression
    - Willingness to communicate
- Personality is flexible, dynamic, shaped by experience

Socialization and the Self-Concept

- Messages we receive from people in our lives play central role in shaping how we regard ourselves
- Reflected Appraisal
    - Each of us develops a self-concept that reflects the way we believe others see us
- These principles continue in later life especially when messages come from significant others
-
    - Impact remains strong during adolescence
    - Inclusion in or exclusion from peer groups crucial factor
- Social Comparison

    - Evaluating ourselves in terms of how we compare with others
    - Two Types of Comparison
        - Superior or Inferior
        - Same or different from others
- These comparisons depend on the reference groups we measure ourselves against
    - Significance depends on opinions of others

CHARACTERISTICS OF THE SELF-CONCEPT

- Distorted self-evaluations can occur
- These distortions can be based on:
    - Obsolete information
    - Distorted feedback
    - Emphasis on perfection
    - Social expectations
- The Self-Concept Resists Change
    - Cognitive conservatism
        - Tendency to seek and attend to information that conforms to existing self-concept

- Tendency holds when new self-perception would be more favorable
- Can accept new data and change perception or keep original perception and refute new information
  - Most communicators reluctant to downgrade favorable impression of themselves (can become defensive)

SUGGESTIONS FOR EMBRACING A MORE POSITIVE SELF-IMAGE

- Have a realistic perception of yourself
- Have realistic expectations
- Have the will to change
- Have the skill to change

CULTURE, GENDER, AND IDENTITY

Culture

- Self shaped by culture in which we have been reared
  - Individualistic culture
    - Strong I orientation
  - Collectivistic culture
    - Maintaining harmony
  - Co-cultural identity

Sex and gender

- Being male or female shapes way others communicate with us and thus our sense of self
- Self-esteem influenced by gender
- Sense of self shaped strongly by people with whom we interact and contexts in which we
- communicate

THE SELF-FULFILLING PROPHECY AND COMMUNICATION

- Self-fulfilling prophecy
  - A person's expectations and subsequent behavior make an event more likely to occur
  - Four stages of the self-fulfilling prophecy:
    - Holding an expectation (for yourself or others)
    - Behaving in accordance with that expectation
    - The expectation comes to pass
    - Reinforcing the original expectation

- Types of self-fulfilling prophecies
  - Self-imposed prophecies
  - Prophecies imposed by others
    - Shown to be powerful force for shaping self-concept and thus behavior
    - Observer must do more than believe, must communicate belief

COMMUNICATION AS IDENTITY MANAGEMENT

- Public and Private Selves
  - Identity management
    - Communication strategies people use to influence how others view them
  - Perceived self
    - A reflection of the self concept
  - Presenting self
    - The way we want others to view us
    - Face

- Characteristics of Identity Management
  - We strive to construct multiple identities
  - Identity management is collaborative
  - Identity management can be deliberate or unconscious

- Manage Identities?
  - Start and manage relationships
  - Gain compliance of others
  - Save the face of others
  - Explore new selves

- Managing Identities in Person and Online
  - Face-to-face identity management. Managed in three ways:

  1. Manner: Words and nonverbal actions
  2. Setting: Physical items we use to influence others
  3. Appearance: Personal items we use to shape image

  - Online impression management
    - What is missing in online communication can be an advantage
      - Gives us more control over managing impressions
      - Allows strangers to change age, etc.
    - Viewing online presence as neutral third party can be valuable exercise
      - Reputation management

IDENTITY MANAGEMENT AND HONESTY

- Managing impressions doesn't make you a liar
- Each of us has a repertoire of faces
- Being a competent communicator is choosing best face for the situation

SELF-DISCLOSURE IN RELATIONSHIPS

Self-Disclosure: Process of deliberately revealing information about oneself

- Must be deliberate
- Must be significant
- Not known by others
- Self-Disclosure in Relationships

Models of Self-Disclosure

- Altman and Taylor – social penetration
    - Breadth of information being volunteered
    - Depth of information volunteered
        - Depending on breadth and depth, relationship can be casual or intimate
    - Measuring depth
        - Some revelations more significant

- Luft and Ingham – Johari Window
    - Part I
        - Open area
    - Part II-Known
        - Blind area
    - Part III
        - Hidden area
    - Part IV
        - Unknown area

Benefits and Risks of Self-Disclosure

- Privacy management
    - Choices people make to reveal or conceal information about themselves

- Benefits of self-disclosure
    - Catharsis-relief
    - Reciprocity-I share, you share

- o Self-clarification-clarify beliefs/opinions, etc
- o Self-validation-hope for agreement
- o Social influence-

- Risks of self-disclosure
  - o Rejection
  - o Negative impression
  - o Decrease in relational satisfaction
  - o Loss of influence
  - o Hurting the other person

GUIDELINES FOR SELF-DISCLOSURE

- Is the other person important to you?
- Are the amount and type of disclosure appropriate?
- Is the risk of disclosing reasonable?
- Will the effect be constructive?
- Is the self-disclosure reciprocated?
- Do you have a moral obligation to disclose?

ALTERNATIVES TO SELF-DISCLOSURE

- Silence
- Lying
- Benevolent lie
- Equivocating
- Hinting
- Alternatives to Self-Disclosure

THE ETHICS OF EVASION

- Is an indirect message in the interests of the receiver?
- Is this sort of evasion the only or best way to behave?

TOPIC 3
PERCEPTION

THE PERCEPTION PROCESS

Four Steps of the Perception Process:

1. Selection
2. Organization
3. Interpretation
4. Negotiation

Selection

- Selecting which impressions we will attend to:
  - Stimuli that are intense
  - Repetitious stimuli
  - Contrast or change in stimulation
  - Motives
  - Ignoring other cues

Organization

- Along with selecting information, we must arrange it in some meaningful way
  - The principle of figure-ground organization
- Organize impressions using perceptual schemata
- We classify people based on their:
  - Appearance
  - Social role
  - Interaction style
  - Psychological traits
  - Membership
- Stereotyping
  - After the organizational scheme has been chosen, we use that scheme to make generalizations and predictions.
  - These generalizations lead to stereotyping
  - Stereotypes may be based on a small amount of truth but beyond the facts at hand usually have no valid basis
  - Three Characteristics:
    1. You often categorize people on the basis of an easily recognized characteristic
    2. You ascribe a set of characteristics to most or all members of a category
    3. You apply the set of characteristics to any member of the group
  - Often seek out isolated behaviors that support beliefs
  - Can plague interracial communication
  - Doesn't always arise from bad intentions

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- o One way to avoid stereotyping is to decategorize others

- Punctuation
    - o The determination of causes and effects in a series of interactions
    - o Differing punctuation can lead to communication problems

Interpretation

- After we organize information we interpret it
- Interpretation plays a role in nearly every interpersonal act
- Several factors cause us to interpret an event in one way or another:
    - o Degree of involvement with the other person
    - o Personal experience
    - o Assumptions about human behavior
    - o Attitudes
    - o Expectations
    - o Knowledge
    - o Self-concept
    - o Relational satisfaction

Negotiation

- Sense-making occurs between people as they influence one another's perception
- Narratives
    - o Every interaction can be described by more than one narrative
    - o When narratives clash we often hang on to our own point of view or try to negotiate common ground
    - o Shared narratives don't have to be accurate to be powerful

INFLUENCES ON PERCEPTION

- Access to Information
    - o When new information becomes available perceptions change
    - o Often gain access to new information when roles overlap
    - o Social media can provide new information that can affect perceptions

- Physiological Influences
    - o Each of us perceives the world in a unique way
    - o The Senses
        - ▪ How we experience our senses changes the way we interact and shape our perception

- Psychological challenges
  - Some differences rooted in neurology

- Physiological Influences:
  - Age
  - Health and fatigue
  - Hunger
  - Biological cycles
  - Influences on Perception

- Cultural Differences
  - Every culture has its own world view
  - The range of cultural differences is wide
    - Beliefs about the value of talk differ
    - Can lead to communication problems

  Ethnocentrism

    - The attitude that one's own culture is superior to others
    - Within this country there are many subcultures

- Open-minded communicators can overcome stereotypes

- Social Roles
  - Gender Roles
    - Sex refers to biological characteristics
    - Gender refers to psychological dimensions of masculine and feminine behavior
    - Gender roles are socially approved ways that men and women are expected to behave
    - Androgynous Gender Role: Combines masculine and feminine traits

  - Occupational roles
    - The kind of work we do influences our view of the world
    - Even within the same occupational setting, different roles participants have can affect perceptions

  - Relational roles
    - Roles you play in relation to others
      - The role of parent
      - The roles involved in romantic love

COMMON TENDENCIES IN PERCEPTION

Attribution

- Process of explaining people's behavior

    - Attribute meaning to our own actions and to actions of others
    - Often use different yardsticks

- We Judge Ourselves More Charitably Than Others
    - Self-serving Bias
        - When others suffer we often blame it on their personal qualities
        - When we suffer we blame outside forces

- We Cling to First Impressions
    - Halo effect

- We are influenced by our expectations

- We are influenced by the obvious

- We assume that others are similar to us

PERCEPTION CHECKING

- The Skill of Perception Checking
    - A complete perception check has three parts
    - A description of the behavior you noticed
    - At least two possible interpretations of the behavior
    - A request for clarification about how to interpret the behavior

- Perception Checking Considerations
    - Completeness
    - Nonverbal congruency
    - Cultural rules
        - Low-context cultures
        - High-context cultures
    - Face saving

EMPATHY, COGNITIVE COMPLEXITY, AND COMMUNICATION

- Empathy
    - The ability to re-create another person's perspective, to experience the world from the other's point of view
        - Three dimensions
            - Perspective taking
            - Emotional dimension
            - Genuine concern

- Sympathy
  - Viewing another person's situation from your point of view

- Cognitive Complexity
  - The ability to construct a variety of frameworks for viewing an issue
  - Connection between cognitive complexity and empathy

THE PILLOW METHOD

- A quick tool for clarifying misunderstandings

POSITION 1:
I'm right,
you're wrong

POSITION 3:   POSITION 5:   POSITION 4:
Both right,   There's truth in   The issue isn't
both wrong   all perspectives   important

POSITION 2:
You're right,
I'm wrong
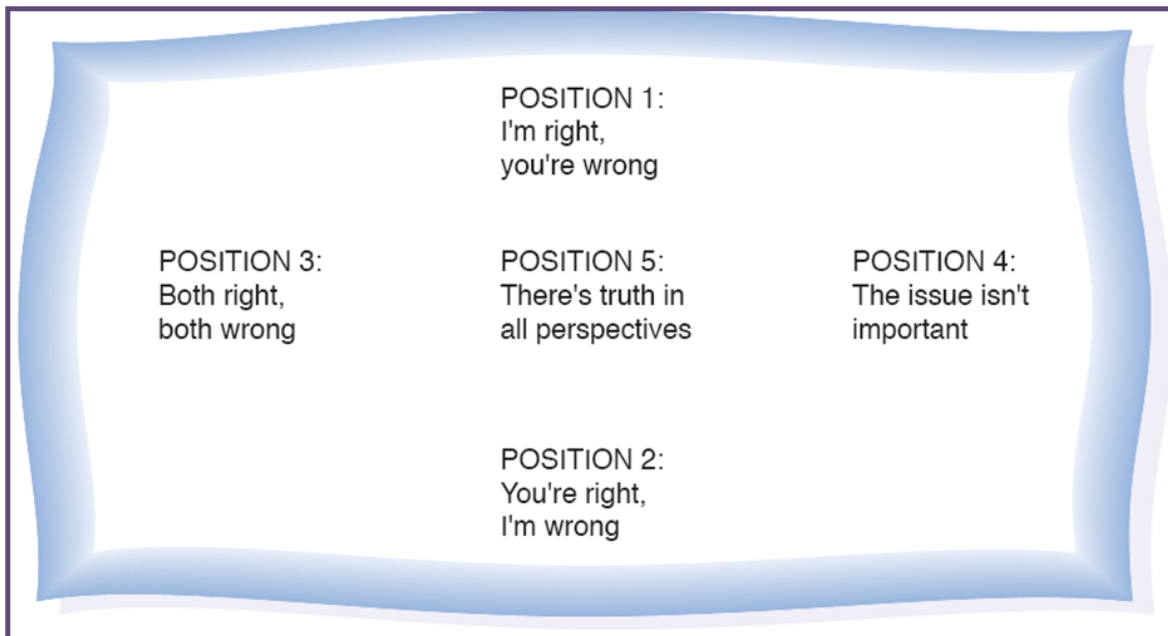
Figure 3.3

The Pillow Method

- Position 1: I'm Right, You're Wrong
- Position 2: You're Right, I'm Wrong
- Position 3: Both Right, Both Wrong
- Position 4: The Issue Isn't as Important as It Seems
- Position 5: There Is Truth in All Four Perspectives

TOPIC 4
EMOTIONS

WHAT ARE EMOTIONS?

- Physiological Factors
    - When person has strong emotions, bodily changes occur
        - Increased heart rate
        - Rise in blood pressure
        - Increase in adrenalin
        - Elevated blood sugar
        - Slowing of digestion
        - Dilation of pupils
    - Flooding impedes problem solving

- Nonverbal Reactions
    - Feelings often apparent by observable changes
        - Appearance changes
        - Behavioral changes
    - Easy to tell when someone is feeling strong emotion, more difficult to be certain what emotion might be
    - Sometimes nonverbal behavior may cause emotional state
    - Verbal and nonverbal expressions often interconnected

- Cognitive Interpretations
    - The mind plays an important role in determining emotional states
        - Experience comes primarily from label we give to physical symptoms
            - Reappraisal
                - Rethinking meaning of emotional charged events that alter emotional impact

- Verbal Expression
    - Sometimes words are necessary to express feelings
    - There isn't much agreement about what emotions are, or about what makes them basic
    - It is important to use language that represents degree of intensity
    - Problems arise for people who aren't able to talk about emotions constructively

- Personality
    - There is a clear relationship between personality and the way we experience and express emotions
        - Extroverts tend to report more positive emotions
        - Neurotic individuals tend to report more negative emotions
    - Personality doesn't have to govern your communication satisfaction

INFLUENCES ON EMOTIOAL EXPRESION

- Culture
    - A significant factor that influences emotional expression in different cultures is whether that culture is:
        - Individualistic (United States and Canada)
            - These cultures feel comfortable revealing their emotions to people with whom they are close

- Collectivistic (Japan and India)
  - These cultures prize harmony and discourage expressions of negative emotions which may upset relationships

- Gender
  - Biological sex is the best predictor of the ability to detect/interpret emotional expression
    - Research suggests that there is some truth to the unexpressive male
  - While men and women experience the same emotions, there are differences in the ways they express them
- Social Conventions
  - The unwritten rules of communication discourage the direct expression of emotion
  - Emotion labor
    - Managing or even suppressing emotions is both appropriate and necessary
- Fear of Self-Disclosure
  - In a society that discourages the expression of emotions, revealing them can seem risky
  - Someone who shares feelings risks unpleasant consequences
- Emotional Contagion
  - The process by which emotions are transferred from one person to another
    - Is it possible to catch someone's mood?
    - Emotions become more infectious with prolonged contact
- There is not a universal rule for expression of emotion
  - There will be times when you can benefit from communicating your feelings clearly and directly
  - Research supports value of expressing emotions appropriately
  - Chance to improve relationships
  - Isn't a simple matter

GUIDELINES FOR EXPRESSING EMOTION

- Recognize your feelings
- Recognize the difference between feeling, talking, and acting
- Expand your emotional vocabulary
- Share multiple feelings
- Consider when and where to express your feelings
- Accept responsibility for your feelings
- Be mindful of the communication channel

MANAGING DIFFICULT EMOTIONS

- Facilitative and Debilitative Emotions
  - Facilitative Emotions
    - Emotions which contribute to effective functioning
  - Debilitative Emotions
    - Emotions which detract from effective functioning
  - Intensity
  - Duration
  - Rumination
- Sources of Debilitative Emotions

- Physiology
    - Our genetic makeup
- Emotional memory

- Self-Talk
    - Interpretations people make of an event, during the process of self-talk that determine their feelings

Event	Thought	Feeling
Being called names	"I've done something wrong."	hurt, upset
Being called names	"My friend must be sick."	concern, sympathy

IRRATIONAL THINKING AND DEBILITATIVE EMOTIONS

- The Fallacies
    - The Fallacy of Perfection
        - The belief that a worthwhile communication should be able to handle every situation
    - The Fallacy of Approval
        - That it is vital to gain the approval of virtually every person

- Irrational Thinking and Debilitative Emotions
    - The Fallacy of Shoulds
        - The inability to distinguish between what is and what should be
    - The Fallacy of Overgeneralization
        - Basing a decision on limited information
        - When we exaggerate shortcomings
    - The Fallacy of Causation
        - The irrational belief that emotions are caused by others rather than by one's own self-talk

- Irrational Thinking
    - The Fallacy of Helplessness
        - Satisfaction in life is determined by forces beyond your control
    - The Fallacy of Catastrophic Expectations
        - The assumption that if something bad can happen, then it is going to happen

- Minimizing Debilitative Emotions
    - Monitor your emotional reactions
    - Note the activating event
    - Record your self-talk
    - Reappraise your irrational beliefs

TOPIC 5
LANGUAGE

LANGUAGE IS SYMBOLIC

- The Natural World
    - Smoke means something is burning
    - A fever means someone is ill
- Language Is Symbolic
    - Connection between words and the ideas or things they represent is arbitrary

UNDERSTANDING AND MISUNDERSTANDING

- Understanding Words
    - Semantic rules
        - "Bikes" are for riding and "books" are for reading
    - Equivocation
        - Statements that have more than one commonly accepted definition

- Relative Language
    - Words that gain their meaning by comparison
- Static Evaluation
    - Statements that contain or imply the word *is* lead to mistaken assumptions about people
- Abstraction
    - Is vague in nature
    - Behavioral language is specific to things people do or say
- Abstraction Ladder
    - Highly abstract language can lead to blanket judgments

Most abstract

You need to have a better attitude.

You need to be more positive.

You need to complain less.

You need to quit complaining when we have to work late or come in on weekends.

You need to quit complaining every time we have to work late or come in on weekends.

Most specific
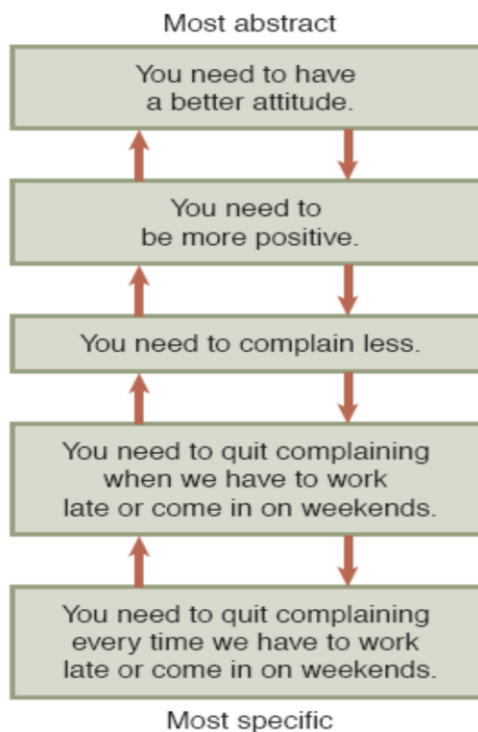
Figure 5.1

- Syntactic Rules

    - Govern the grammar of language

- Pragmatic Rules

    - Govern the way speech works in everyday interaction

        - Communication as a cooperative game

            - Coordination

- Pragmatic Rules

    - Some rules shared by most people in a culture

    - People in their own individual relationships create their own sets of rules

THE IMPACT OF LANGUAGE

- Naming and Identity

    - Names are more than just a simple means of identification

    - They shape the way others think of us

    - They shape the way we view ourselves

    - They shape the way we act

- Affiliation

    - Speech can build and demonstrate solidarity with others

    - Convergence

        - The process of adapting one's speech style to match others

    - Divergence

        - Speaking in a way that emphasizes one's differences from others

- Powerless Language

    - Hedges

    - Hesitations

    - Intensifiers

    - Polite forms

    - Tag questions

    - Disclaimers

- Rising inflections

- Powerless Language

  - Powerful speech is culturally based

  - Language that is too powerful may intimidate

  - In some situations, polite forms of speech can enhance effectiveness

- Disruptive language

- Three linguistic habits to avoid

  - Fact-Opinion Confusion

  - Fact-Inference Confusion

  - Emotive Language

- Language of Responsibility

- "It" Statements

- "But" Statements

- "I" and "You" Language

- "We" Language

GENDER AND LANGUAGE

- Content

  - Female friends spent more time discussing:

    - Relationship problems, family, health

  - Male friends spent more time discussing:

    - Current events, music, sports, business

  - These differences can lead to frustration when men and women try to converse with one another

- Reasons for Communicating

  - Men and women use language to build and maintain social relationships

  - How men and women accomplish these goals is different

    - Men more likely to make conversation fun

    - Women's discussions tend to involve feelings, relationships, and personal problems

- Conversational Style

  - The myth that women are more talkative than men does not hold up under scientific scrutiny

  - Women ask more questions in same-sex conversations

    - Men's speech is more characteristically direct, succinct, task-oriented

    - Women's speech is more typically indirect, elaborate, focused on relationships

  - Women typically use statements showing support for the other person

  - The importance of nurturing a relationship explains why female speech is often tentative

  - Accommodating style isn't always a disadvantage

- Nongender Variables

  - Ways women and men communicate much more similar than different

    - Male and female supervisors behave the same way and are equally effective

  - Other factors influence language use

    - Social philosophy

    - Gender role

CULTURE AND LANGUAGE

- Verbal Communication Styles

  - Low-context cultures

    - Generally value language to express thoughts, feelings, and ideas as directly as possible.

  - High-context cultures

    - Generally value using language to maintain social harmony.

    - Learn to discover meaning from the context in which a message is delivered: nonverbal behaviors, history of the relationship, etc.

- Verbal Communication Styles

  - Language styles can vary across culture

    - Elaborate - Succinct

    - Formality - Informality

  - Language and Worldview

- Linguistic relativism

    - The worldview of a culture is shaped and reflected by the language its members speak.

    - Sapir-Whorf hypothesis

TOPIC 6
NONVERBAL COMMUNICATION

CHARACTERISTICS OF NONVERBAL COMMUNICATION

- Nonverbal Communication
    - Messages expressed by nonlinguistic terms
    - This rules out the written word and sign language
    - Includes all vocal means that do not involve language

- Nonverbal Skills Are Vital
    - Nonverbal encoding and decoding skills are strong predictor of:
        - Popularity
        - Attractiveness
        - Socioemotional well-being
    - Nonverbal sensitivity is major part of emotional intelligence

- All Behavior Has Communicative Value
    - Each of us is a transmitter that cannot be shut off
    - Unintentional behaviors differ from intentional ones

- Nonverbal Communication Is Relational
    - Identity management
    - Reflects and shapes kinds of relationships we have with others
    - Conveying emotions we may be unwilling or unable to express
    - Increasing number of Internet and phone messages will include visual and vocal dimensions
        - Emoticons

- Nonverbal Communication Serves Many Functions
    - Repeating
        - When someone asks for directions, you often repeat your answer with a gesture
    - Complementing
        - Expressions that match thoughts and emotions
    - Substituting
        - When someone asks, "What's up?" you may just shrug your shoulders
    - Accenting
        - Nonverbal devices in oral messages
            - "It was *your* idea!"
    - Regulating
        - Influencing the flow of verbal communication
    - Contradicting
        - Sending mixed messages

- Nonverbal Communicators Offer Deception Clues
    - Leakage
        - Inadvertent signals of deception
            - Facial expressions
            - Pupil dilation

- Speech patterns

- Nonverbal Communicators Offer Deceptions Clues
    - Three findings:
        - We are accurate in detecting deception only slightly more than half the time
        - We overestimate our ability to detect others' lies
        - We have a strong tendency to judge others' messages as truthful

- Nonverbal Communication Is Ambiguous
    - Nonverbal behavior can have many possible meanings
        - Impossible to be certain which interpretation is correct
            - Courtship and sexuality
    - Some people have more difficulty decoding nonverbal signals
    - Perception checking can be a useful tool

INFLUENCE OF NONVERBAL COMMUNICATION

- Gender
    - Some differences are physiological
    - Some differences are rooted in socialization
        - Females usually more nonverbally expressive and better at recognizing others' nonverbal behaviors
    - More similar than different

- Culture
    - Cultures have different nonverbal languages
    - Some nonverbal behaviors have different meanings from culture to culture
    - Subtle differences can damage relationships
    - Distance and eye contact varies around the world
    - The use of time depends greatly on culture
        - Monochronic
            - Emphasizing punctuality, schedules, and completing one task at a time
        - Polychronic
            - Flexible schedule in which multiple tasks are pursued at the same time
        - Differences in cultural rules can lead to misunderstandings
        - Nonverbal convergence shows that skilled communicators can adapt their behavior
        - Some nonverbal behaviors have same meaning around the world

    - Body Movement
        - Body Orientation
            - The degree to which we face toward or away from someone with our body, feet, and head
        - Posture
            - By paying attention to the postures around your own, you'll find another channel of communication

TYPES OF NONVERBAL COMMUNICATION

- Body Movement
    - Gestures
        - Illustrators
            - Movements that accompany speech but do not stand on their own
        - Emblems
            - Deliberate nonverbal communication that has precise meaning
        - Adaptors
            - Unconscious body movements in response to the environment
    - Face and Eyes
        - At least eight distinguishable positions of the eyebrows and forehead
        - Eight of the eyes and lids
        - Ten for the lower face
    - Multiplied together you can understand why it is nearly impossible to compile a dictionary of facial expressions
    - Face and Eyes
        - Microexpressions
            - Expressions that happen quickly and are difficult to detect
            - Can be very effective in identifying emotion
        - Eyes
            - Communicate positive or negative attitude
            - Pupils grow larger based on the interest in the object

- Voice
    - Paralanguage
        - Describes nonverbal, vocal messages
        - Unintentional pause
        - Vocalized pause
        - Can affect behavior in many ways
        - Sarcasm
        - Some vocal factors perceived more positively than others

- Touch
    - Haptics
        - Touch can communicate many messages and signal a variety of relationships
        - Functional/professional
        - Social/polite
        - Friendship/warmth
        - Sexual arousal
        - Aggression
        - Several factors make a given touch more or less intense
        - Because nonverbal messages are ambiguous, this language can often be misunderstood
        - Plays a powerful role in how we respond to others
            - Increases liking
            - Increases compliance

- Appearance

- Physical Attractiveness
  - Men and women whom others perceive as attractive are rated as:
    - Being more sensitive
    - Kind
    - Strong
    - Sociable
    - Interesting
  - Occasionally has a negative effect
  - Physical Attractiveness
  - Influence begins early in life
  - Something we can control

- Clothing
  - One writer suggests that clothing can convey at least ten types of messages to others:

Economic background	Level of success
Economic level	Moral character
Educational level	Social background
Educational background	Social position
Level of sophistication	Trustworthiness

- Physical Space
  - Proxemics - Distance
    - The study of the way people and animals use space.
    - We each carry an invisible bubble of personal space wherever we go
    - We feel uncomfortable when this bubble is violated
    - Different cultures develop different bubbles

- Proxemics - Distance
  - Hall's Four Spatial Zones
    - Intimate distance
      - Ranges out about eighteen inches
    - Personal distance
      - Ranges from eighteen inches to four feet
    - Social distance
      - Four feet to twelve feet
    - Public distance
      - Distances beyond twelve feet
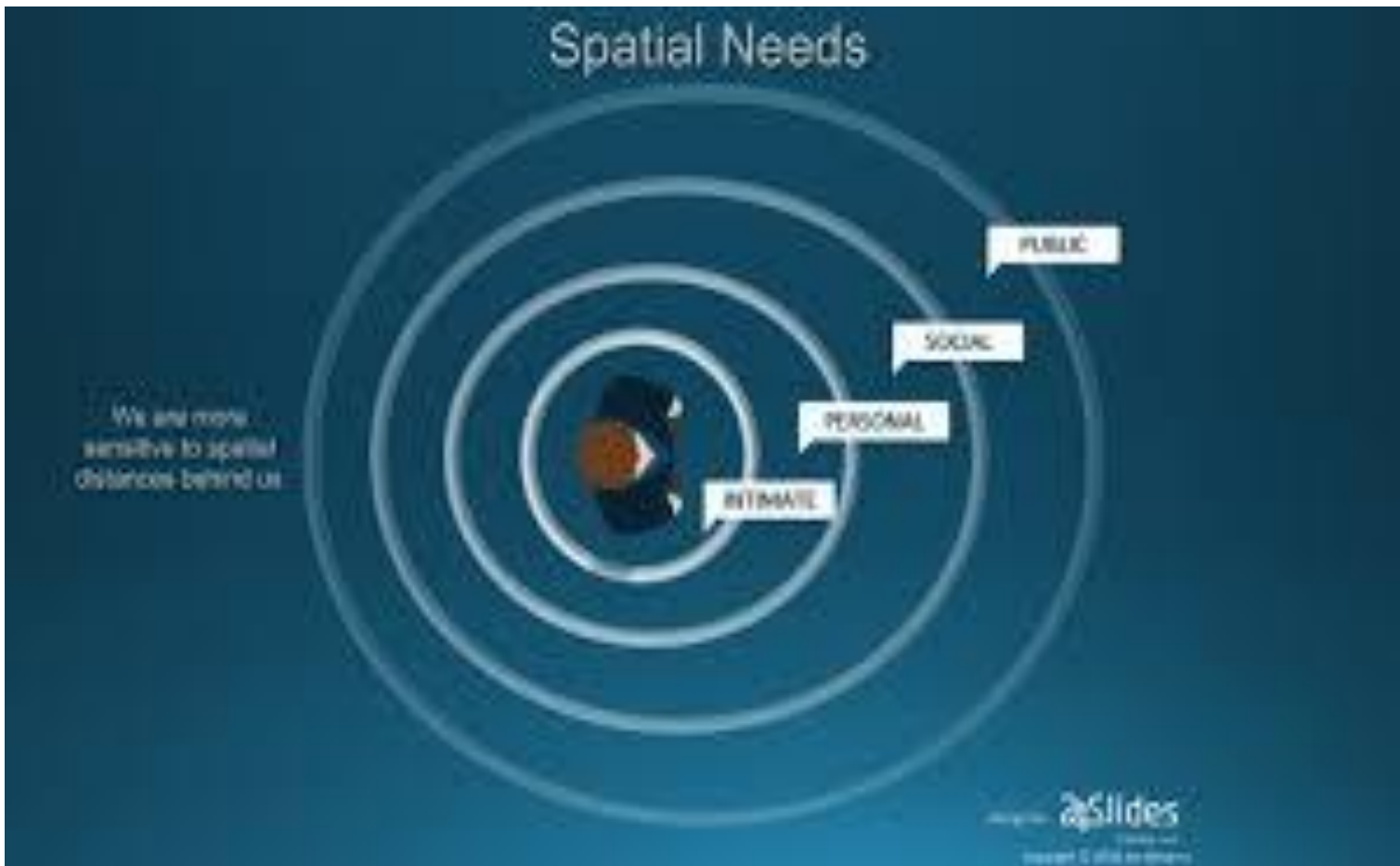
Hall's 4 Spatial Zones

- Proxemics – Territoriality
    - Territory remains stationary
    - The way people use space can communicate power and status

- Physical Environment
    - Physical settings affect our communication
        - Can shape the kind of interaction that takes place in it

- Time
    - Chronemics
        - The study of how humans structure time
        - In a culture that values time highly, waiting can be an indicator of status
        - Time can be a marker of power, status, relationships

TOPIC 7
LISTENING

LISTENING DEFINED

- Hearing Versus Listening
    - Hearing
        - The process in which sound waves strike the eardrum and cause vibrations that are transmitted to the brain
    - Listening
        - Occurs when the brain reconstructs these electrochemical impulses into a representation of the original sound and gives them meaning
- Mindless Listening
    - Occurs when we react to others' messages automatically and routinely
- Mindful Listening
    - Involves giving careful and thoughtful attention to the messages we receive

ELEMENTS IN THE LISTENING PROCESS

- Five Elements of the Listening Process
    - Hearing
    - Attending
    - Understanding
    - Remembering
    - Responding

- Hearing
    - Hearing is the physiological dimension of listening
    - Can be affected by auditory fatigue
        - Loud party, concerts, large crowds

- Attending
    - Is the psychological process of selection where we decide what gets through
    - We would go crazy if we attempted to attend to all messages
    - Attending also helps the message sender
        - Those who had recounted a movie to attentive listeners remembered more detail from the film

- Understanding
    - Occurs when we make sense of a message
    - It is possible to hear and attend to a message without understanding it at all
        - Listening to a foreign language
    - Listening Fidelity
        - Describes the degree of congruence between what a listener understands and what the message sender is attempting to communicate

- Responding
    - Giving observable feedback to the speaker

- Researchers suggest that listeners should give observable feedback more frequently
- Listening isn't a passive activity

- Remembering
    - The ability to recall information
    - Research suggests
        - We remember 50% immediately after hearing it
        - We remember 35% after eight hours
        - We remember 25% after two months
    - Residual Message
        - What we remember from the original message

THE CHALLENGE OF LISTENING

- Types of Ineffective Listening
    - Pseudo-listening
        - The imitation of the listening process
        - Can take more effort than simply tuning out
    - Stage-Hogging
        - Turn the conversation to themselves
        - Sometimes called conversational narcissists
        - Applicants who interrupt the questions of interviewers are likely to be rated less favorably
    - Defensive Listening
        - Take others' remarks as personal attacks
    - Ambushing
        - Listening carefully to collect information to use in an attack later
    - Insensitive Listening
        - Responding to the superficial content of the message and not the emotional tone

- Why We Don't Listen Better
    - Message Overload
    - Preoccupation
    - Rapid Thought
        - We can comprehend up to 600 words per minute
        - The average person speaks between 100 – 150
    - Effort
        - Listening is hard work and requires practice
    - External Noise
    - Faulty Assumptions
        - We often believe we are listening when we're not
    - Lack of Apparent Advantages
        - It often seems that there is more to gain by speaking
        - Listening is reciprocal, so you get what you give
    - Lack of Training
        - Listening is hard work and requires practice
        - The common belief is that listening is like breathing

	Listening	Speaking	Reading	Writing
Table 7.1 Comparison of Communication Activities				
Learned	First	Second	Third	Fourth
Used	Most	Next to most	Next to least	Least
Taught	Least	Next to least	Next to most	Most

Figure 7.1 Page 245

- Meeting the Challenges of Listening
    - Talk less
    - Get rid of distractions
    - Don't judge prematurely
    - Look for key ideas

TYPES OF LISTENING RESPONSES

- Prompting
    - Using silences and brief statements of encouragement to draw others out
- Questioning
    - Asking for information can help both parties
    - Encouraging discovery rather than dispensing advice
- Sincere Questions
    - Aimed at understanding others
- Counterfeit Questions
    - Aimed at sending a message
        - Questions that trap a speaker
        - Tag question
            - "Did you?" "Isn't that right?"
        - Questions that make statements
        - Questions that carry hidden agendas
- Paraphrasing
    - Statements that reword the listener's interpretation of a message
    - Factors to consider:
        - Is the issue complex enough?
        - Do you have the necessary time and concern?
        - Can you withhold judgment?
        - Is your paraphrasing in proportion to other responses?
- Supporting
    - Reveals a listener's solidarity with the speaker's situation

- Several types of support:
  - Empathizing
  - Agreement
  - Offers to help
  - Praise
  - Reassurance
- Supporting
  - Guidelines for effective support:
    - Recognize that you can support another person's struggles without approving of her or his decisions
    - Monitor the other person's reaction to your support
    - Realize that support may not always be welcome
- Analyzing
  - Offering an interpretation of the speaker's message
  - Several guidelines to follow:
    - Offer your interpretation as tentative rather than absolute fact
    - Be sure that the other person will be receptive to your analysis
    - Be sure the motive for offering an analysis is to truly help the other person
- Advising
  - Offering help or potential solutions
  - Several guidelines to follow:
    - Is advice needed?
    - Is advice wanted?
    - Is the advice given in the right sequence?
    - Is the advisor a close and trusted person?
    - Is the advice offered in a sensitive, face-saving manner?
- Judging
  - Responses that evaluate the sender's thoughts or behaviors in some way
  - Judgments have the best chance of being received when two conditions exist
    - The person with the problem should have requested an evaluation from you
    - The intent of your judgment should be genuinely constructive and not designed as a put-down
- Choosing the Best Listening Response
  - Gender
    - Women are more likely to give supportive responses when presented with another's problem and are likely to seek out similar responses
    - Men are less skillful at providing emotional support and are more likely to respond by offering advice or by diverting the topic
  - The situation
    - People are not always looking for advice. Sometimes it is better to just listen
  - The other person
    - Always remember to whom you are speaking and adapt to the audience
  - Your personal style
    - Play to your strengths
    - Be aware of your weaknesses

TOPIC 8
INTERPERSONAL COMMUNICATION IN CLOSE RELATIONSHIPS

INTIMACY IN CLOSE RELATIONSHIPS

- Dimensions of Intimacy
    - Physical
    - Intellectual
    - Emotional
    - Shared Activities
        - Some relationships exhibit all four dimensions
        - Other relationships exhibit only one or two

- Masculine and Feminine Styles
    - Research shows that women are somewhat more willing than men to share their feelings
        - In terms of amount and depth:
            - Female – Female were at the top
            - Male – Female came in second
            - Male – Male had the least disclosure
    - Biological sex is not as important as the chosen gender role when expressing emotion
    - Generalizations do not apply to every person

- Cultural Influences on Intimacy
    - Notions of public and private selves have changed dramatically
    - Collectivist cultures
        - Generally do not reach out to outsiders, often waiting until they are properly introduced before entering into conversation
    - Individualistic cultures
        - Make fewer distinctions between personal relationships and casual ones

- Intimacy in Mediated Communication
    - Mediated communication can be just as personal as face-to-face interaction
        - Relational intimacy may develop more quickly through mediated channels
        - Intimate connections in cyberspace can also be problematic
            - "Virtually unfaithful"
- The Limits of Intimacy
    - Most people want 4-6 close relationships in their lives
    - Obsession with intimacy can lead to less satisfying relationships
    - Intimacy is rewarding but it isn't the only way of relating to others

- Characteristics of Family Communication
    - Family communication is formative
    - Family communication is role-driven
    - Family communication is involuntary

COMMUNICATION IN FAMILIES

- Characteristics of Family Communication
    - Families as systems
        - Family systems are interdependent
        - Family systems are manifested through communication
        - Family systems are nested
            - Subsystems
            - Suprasystems
        - Families are more than the sum of their parts
- Communication Patterns within Families
    - Conversation orientation
        - High conversation orientation
        - Low conversation orientation
    - Conformity orientation
        - High-conformity families
        - Low-conformity families
    - Consensual
        - High conversation, high conformity
    - Pluralistic
        - High conversation, low conformity
    - Protective
        - Low conversation, high conformity
    - Laissez-faire
        - Low conversation, low conformity

- Types of Friendships
    - Youthful vs. mature
    - Long term vs. short term
    - Relationship oriented vs. task oriented
    - High disclosure vs. low disclosure
    - High obligation vs. low obligation
    - Frequent contact vs. occasional contact

- Sex, Gender, and Friendship
    - Same-sex friendships
    - Cross-sex friendships
        - Mutual romance, strictly platonic, one partner desires romance, one partner rejects romance
    - Friends with benefits
    - Gender considerations
        - Sex role
        - Sexual orientation
- Friendship and Social Media
    - Internet has made friendship more complicated
    - Social networking sites used primarily to maintain current friendships or to revive old ones
        - Social media isn't a replacement for face-to-face communication
        - Means to support and rekindle friendships

COMMUNICATION IN ROMANTIC RELATIONSHIPS

- Ancient Greek
    - Storge and philla
        - Friendly love
    - Pragma
        - Practical, logical affinity
    - Agape
        - Selfless, altruistic compassion
    - Mania
    - Eros

- Romantic Turning Points
    - Transformative events that alter the relationship
        - Especially important in romantic relationships
        - Often mark movement among stages
        - Not all turning points are positive
        - Can provide clues about the status of the relationship

- Couples' Conflict Styles
    - John Gottman – conflict styles
        - Volatile
        - Avoidant
        - Validating
    - Gary Chapman – love languages
        - Words of affirmation
        - Quality time
        - Gifts
        - Acts of service
        - Physical touch
            - Assumption your partner speaks same love language as you can be a setup for disappointment

IMPROVING CLOSE RELATIONSHIPS

- Relationships Require Commitment
    - Promise - sometimes implied, sometimes explicit – to remain in a relationship and make it successful
    - Commitment formed and reinforced through communication
        - Words aren't surefire measure of commitment
        - Deeds are also important
- Relationships Require Maintenance and Support
- Relational maintenance strategies
    - Positivity
    - Openness
    - Assurances
    - Social networks
    - Sharing tasks

- Relationships Require Maintenance and Support
  - Most used with family and friends
    - Openness
    - Social networks
  - Most used with romantic partners
    - Assurances
  - Social support
    - Helping loved ones through challenging times
    - Communication plays a central role
      - Resources
        - Emotional support
        - Informational support
        - Instrumental support
- Repairing Damaged Relationships
  - Types of relational transgressions
    - Lack of commitment
    - Distance
    - Disrespect
    - Problematic emotions
    - Aggression
  - Relational transgressions
    - Minor vs. significant
    - Social vs. relational
    - Deliberate vs. unintentional
    - One-time vs. incremental
  - Strategies for relational repair
    - Talk about the violation
    - Take responsibility for the transgression
      - Components of apology
        - Expressing regret
        - Accepting responsibility
        - Making restitution
        - Genuinely repenting
        - Requesting forgiveness
  - Forgiving transgressions
    - Most effective conversations contain:
      - Explicit statement
      - Discussion of the implications of the transgression and future of relationship
    - Some transgressions harder to forgive
    - One way to improve ability to forgive is to recall times when you have mistreated or hurt others

	HOW TO COMMUNICATE	ACTIONS TO TAKE
Words of Affirmation	Encourage, affirm, appreciate, empathize. Listen actively.	Send an unexpected note, text, or card. Genuinely encourage, and often.
Physical Touch	Non verbal – use body language and touch to express love	Hug, kiss, hold hands, show physical affection often. Make intimacy a thoughtful priority.
Receiving Gifts	Thoughtfulness, make your spouse a priority, speak purposefully.	Give thoughtful gifts and gestures. Small things matter in a big way. Express gratitude when receiving a gift.
Quality Time	Uninterrupted and focused conversations. One-on-one time is critical.	Create special moments together, take walks and do small things with your partner. Weekend getaways are huge.
Acts of Service	Use action phrases like "I'll help…". They want to know you're with them, partnered with them.	Do chores together or make them breakfast in bed. Go out of your way to help alleviate their daily workload.

TOPIC 9
IMPROVING COMMUNICATION CLIMATES

COMMUNICATION CLIMATE AND CONFIRMING MESSAGES

- Communication Climate
    - Refers to the emotional tone of a relationship

- Levels of Message Confirmation
    - Confirming communication
        - Describes messages that convey valuing
    - Disconfirming Communication
        - Describes messages that show a lack of regard

- Disconfirming Messages
    - Impervious Responses
        - Doesn't acknowledge the other person's message
    - Interrupting
        - Beginning to speak before the other person has finished
    - Irrelevant Responses
        - A comment unrelated to what the other person has just said

- Disconfirming Messages
    - Tangential Responses
    - Impersonal Responses
    - Ambiguous Responses
    - Incongruous Responses
    - Contains two messages that deny or contradict each other

- Disagreeing Messages
    - Aggressiveness
    - Complaining
    - Argumentativeness

- Confirming Messages
    - Recognition
    - Acknowledgement
    - Endorsement

- How Communication Climates Develop
    - When two people start to communicate, a relational climate begins to develop
    - Verbal and nonverbal communication can be climate-shaping
    - After a climate is formed, it can take on a life of its own and become a self-perpetuating spiral

- Spirals
    - A reciprocating communication pattern in which each person's message reinforces the others
        - Escalatory conflict spirals

- De-escalatory conflict spirals
- Rarely go on indefinitely
- Most relationships pass through cycles of progression and regression

DEFENSIVENNESS: CAUSES AND REMEDIES

- Face-Threatening Acts
    - Messages that seem to challenge the image we want to project
    - Defensiveness becomes the process of protecting our presenting self, our face
- Preventing Defensiveness in Others
    - Jack Gibb isolated six types of defense-arousing communication and six contrasting behaviors
- The Gibb Categories of Defensive and Supportive Behaviors
- The **Gibb Categories** are elements of a strategy for interpersonal communication. Separated into defensive and supportive techniques, the categories provide a framework for effective communication. The categories are outlined by Jack Gibb.

    - Gibb categories point out six defensive behaviors used during interpersonal communication. Gibb has six opposing viewpoints that are known as **supportive behaviors**. Defensive behaviors are carried out when a person feels threatened during communication and hence the need to defend him or herself.[1] Supportive communication is important as humans interact, as people need to feel a connection with other people.[2] Gibb believes that there are times and places when to use his methods of communication. He states that his ideas are better created for cultures like the United States where communication is more direct.[3] Also, there are times when supportive behaviors should be considered the wrong type of communication. It is important to know which type of communication is needed in a given situation.

Defensive Behaviors	Supportive Behaviors
1. Evaluation	1. Description
2. Control	2. Problem Orientation
3. Strategy	3. Spontaneity
4. Neutrality	4. Empathy
5. Superiority	5. Equality
6. Certainty	6. Provisionalism

- Gibb Categories
    - Evaluation versus Description
    - Control versus Problem Orientation
    - Strategy versus Spontaneity
    - Neutrality versus Empathy
    - Superiority versus Equality
    - Certainty versus Provisionalism

SAVING FACE

- The Assertive Message Format
    - The five parts of the assertive message
        - Behavior
        - Interpretation
        - Feeling
        - Consequence
        - Intention
    - Behavior
        - Describes the raw material to which you react
        - Description should be objective
    - Interpretation
        - Describes the meaning you've attached to the other person's behavior
        - Important to realize is that interpretations are subjective
        - Problems occur when sender fails to describe behavior on which interpretation is based
    - Feeling
        - Adds a new dimension to a message
        - Some statements seem as if they're expressing feeling but are actually expressing interpretations or statements of intention
    - Consequence
        - Explains what happens as a result of the situation you've described
            - What happens to you, the speaker
            - What happens to the person you're addressing
            - What happens to others
    - Valuable
        - Help you understand more clearly
        - Can be sure you or your message leaves nothing to listener's imagination
    - Intention
        - Can communicate three kinds of messages
            - Where you stand on an issue
            - Requests of others
            - Descriptions of how you plan to act in the future

- Using the Assertive Message Format
    - The elements may be delivered in mixed order
    - Word the message to suit your personal style
    - When appropriate, combine two elements in a single phrase
    - Take your time delivering the message

- Responding Nondefensively to Criticism
  - Seek more information
    - Ask for specifics
    - Guess about specifics
    - Paraphrase the speaker's ideas
    - Ask what the critic wants
    - Ask about the consequences of your behavior
    - Ask what else is wrong
  - Agree with the critic
    - Agree with the facts
    - Agree with the critic's perception

TOPIC 10
MANAGING INTERPERSONAL CONFLICTS

THE NATURE OF CONFLICT

- Conflict Defined
    - An expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce resources and interference from the other party in achieving their goals
    - Expressed struggle
        - A conflict can exist only when both parties are aware of a disagreement
    - Perceived incompatible goals
        - All conflicts look as if one party's gain would be another's loss
    - Perceived scarce resources
        - Conflicts exist when people believe there isn't enough of something to go around
    - Interdependence
        - However antagonistic they might feel, the parties in conflict are usually dependent on each other
    - Interference from the other party
        - A conflict will not occur until the participants act in ways that prevent one another from reaching their goals.
- Conflict Is Natural
    - Every relationship of any depth has conflict
    - Regardless of how close, how understanding, there will be times when conflict occurs
- Conflict Can Be Beneficial
    - Because it is impossible to avoid conflicts, the challenge is to handle them well when they do arise
- Four Conflict Styles
    - Avoiding
        - No Way
        - Accommodating
        - Your way
    - Competing
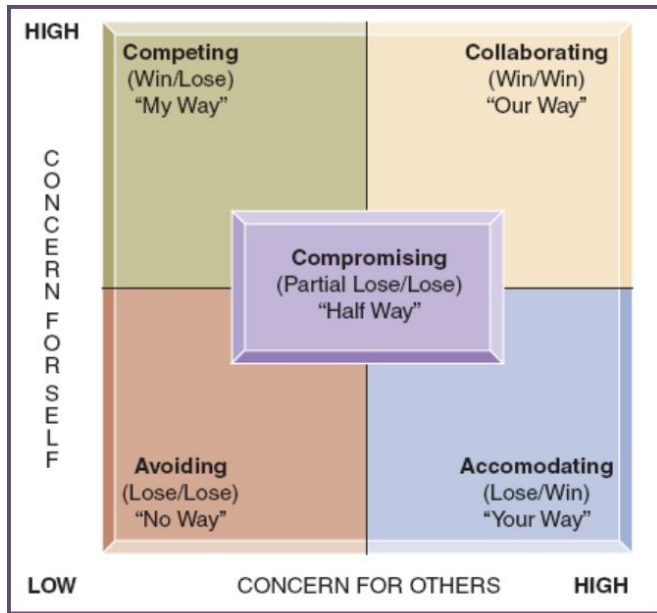   - My way
    - Collaborating
        - Our way

Figure 11.1

CONFLICT STYLES

- Avoiding (Lose – Lose)

    - When people nonassertively ignore or stay away from conflict

    - Avoidance reflects a pessimistic attitude about conflict under the belief that there is no good way to solve the problem at hand

    - Typically leads to unsatisfying relationships

    - Not always a bad idea

- Accommodating (Lose – Win)

    - Occurs when you allow others to have their way rather than asserting your point of view

    - If accommodation is a genuine act of kindness, generosity, or love, then chances are good that it will enhance the relationship

    - People from high-context, collectivist backgrounds are likely to regard avoidance and accommodating as face-saving

- Competing (Win-Lose)

    - Occurs when there is a high level of self concern and a low level of concern for others

    - Direct Aggression

        - When a communicator expresses a criticism or demand that threatens the face of another

    - Passive Aggression

- Occurs when a communicator expresses hostility in an obscure or manipulative way

- Compromising (Partial Lose – Lose)

  - Gives both parties some of what they want although both sacrifice part of their goals

  - Compromising actually negotiates a solution where both lose something

  - Some compromises do leave both parties satisfied

- Which Style to Use

  - Some issues to consider when deciding which style to use:

    - The relationship

    - The situation

    - The other person

    - Your goals

CONFLICT IN RELATIONAL SYSTEMS

- Complementary Style

  - Partners use different but mutually reinforcing behaviors

- Symmetrical Style

  - Both partners use the same behaviors

- Parallel Style

  - Both partners shift between complementary and symmetrical patterns

- Complementary "fight-fight" style common in unhappy marriages

- Some distressed marriages suffer from destructively symmetrical communication

  - Escalatory spiral

- Both complementary and symmetrical behaviors can produce "good" results as well as "bad" results

- Complementary "fight-fight" style common in unhappy marriages

- Some distressed marriages suffer from destructively symmetrical communication

  - Escalatory spiral

- Both complementary and symmetrical behaviors can produce "good" results as well as "bad" results

- Destructive Conflict Patterns: The Four Horsemen

  - Criticism

- Defensiveness

- Contempt

- Stonewalling

- Conflict Rituals

  - Usually unacknowledged but very real patterns of interlocking behavior

  - Nothing inherently wrong with interaction in many rituals

  - Rituals can cause problems though when they become the only way relational partners handle their conflicts

VARIABLES IN CONFLICT STYLES

- Gender

  - Men and women approach conflicts differently

  - Adolescent boys tend to use direct aggression

  - Adolescent girls tend to use indirect aggression

  - Gender conflict style is often stereotyped and not always the same

- Culture

  - Individualistic cultures

  - Collectivistic cultures

  - When indirect communication is a cultural norm, it is unreasonable to expect straightforward approaches to succeed

  - A person's self-concept is more powerful than his or her culture in determining conflict style

CONSTRUCTIVE CONFLICT SKILLS

- Why is win-win collaborative conflict style so rarely used?

  - Lack of awareness

  - Conflicts are often emotional affairs

  - Require other person's cooperation

- Collaborative Problem Solving

  - Identify your problem and unmet needs

  - Make a date

- Describe your problem and needs

- Consider your partner's point of view

- Negotiate a solution

- Follow up the solution

CONSTRUCTIVE CONFLICT: QUESTIONS AND ANSWERS

- Isn't the Win-Win approach too good to be true?

  - Not only is it a good idea, it actually works

  - Win – Win produces better results than a Win – Lose approach

- Isn't the Win-Win approach too elaborate?

  - The approach is detailed and highly structured

  - Try to follow all of the steps carefully

  - After you become familiar and skilled at using all steps you will be able to use whichever proves necessary

- Isn't the Win-Win approach too rational?

  - You might need to temporarily remove yourself from the situation to calm down

  - Be sure your partner understands the process

- Is It Possible to Change Others?

  - The key lies in showing that it's in your partner's self-interest to work together with you

  - You can also boost the odds of getting your partner's cooperation by modeling the communication skills described in this book

REFERENCE

Adler, R.B., & Proctor, R.F. (2011). Looking Out Looking In (13th Ed.). Wadsworth, Cengage Learning, ISBN 978-0495095804