Communication Skills

Distanční studijní text

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FAKULTA V OPAVĚ

Anotace: The main aim of this material is to introduce the elements and basic features of the commucation techniques and their way how to use them in the field of business, marketing, or to apply them in the listening while being involved in the discussion with a client, customer, or a colleague. The material covers the history and development of the basic communication techniques and will deal with its transformation into the form as we know nowadays.

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The material is intended for the distance students of Economics, Business related field, IT studies, Sociology, Psychology, or English philology.

The material itself is divided into thirteen main chapters, each of them dealing with a specific field of the business correspondence in the current world.

Each chapter includes the examples and additional questions to check the knowledge and the information being gathered during the studies. The questions sections are always listed at the end of the chapters with the answers provided separately in the Moodle section. Students are asked to answer the questions to check their knowledge and the theory of the given chapter.

Additionally, there are tasks intended for the students and their homework to be done in order to practise mainly the usage of the given topic. Based on the tasks, students will practise creating various types of business letters, or email according to the example situations given, or based on the information they can come up with themselves.

Students should be always prepared for the following lessons since the chapters are connected to each other and the knowledge of the previous one os crucial.

Generally speaking, once passing the whole course, students will be able to deal with the given documents not only in the theoretical point of view, but mainly from the practical one.

RYCHLÝ NÁHLED STUDIJNÍ OPORY

The material is divided into several separate chapters, each of them dealing with the specific field of the business correspondence. Once passing the course, students will be familiar with the most relevant features of the correspondence in the current business communication.

The first chapter *Communication as a Social and Cultural Phenomenon* deals mainly with the basic features of the communication in general and the way it is being used for sharing information in the field of business, marketing or generally, in the common use.

Following chapter *History and Development of Communication* deals with the historical developmant of communication means and its impact on the information sharing until nowadays. The chapter will present the old ways of information sharing and shows how several aspects changed from the past until modern era.

Personality types and their communication styles focuses on identification of our communication partner and their way of perception. Based on behavioral psychology of Dr. Carl Gustav Jung, we will understand basic types of personalities and how to interact with them.

Listening skills will lead us through one of the most important parts of communication – the active listening.

The chapter of *non-verbal communication* aims to provide important knowledge of how our brain works, and thus how to use our body language as an advantage, when speaking to others.

Dealing with angry and frustrated people might be sometimes the case. Let´s have a look at techniques that help us handeling these situation. We´ll also understand what is, and why it is so important to set expectations correctly. The chapter called *How to handle stressful sittuationss* focuses on this topic.

Almost at the end of this material, we´ll open the door into the secrets of *Intercultural communication.* This chapter will teach us to identify different cultures across the world, their communication habits, and ways how to deal with them.

Listening chapter will focus mainly on the ways how such ability can be crucial in the general and business contexts and will deal with various aspects of its significance in the communication as one of the most relevant features.

Marketing chapter will focus mainly on the methods and means of communication in the field of marketing and business and will demonstrate those significant features which can influence the effective way of information sharing, those contributing to the business being spread and evolve into a larger field.

1 COMMUNICATION AS A SOCIAL AND CULTURAL PHENOMENON

The aim of the chapter is to stress the main points of the communication in business, marketing and personal sphere as well as to present the basic features of the communication and its importance for the human society.

Students will get familiar with the communication importance in the society, its main features, will be able to name the basic elements, distinguish formal and informal ways of communication and will discuss various ways of communication within the group works and role play taks.

Verbal communication, non-verbal communication, dialect, accent, argot, jargon, slang, body language, gestures, facial expressions, advertisement, symblos, mottos, signs, means of communication, self-presentation, impression management, marketing, business communication,

1.1 Communication and its definition in the current world

Communication is a way of expressing meanings, feelings, emotions either by an individual, or a group of people to another individual or another group of people by using symbols, signs, words, or semiotic rules.

1.2 Verbal versus non-verbal communication

The basic classification of the communication include two main types marked as verbal and non-verbal. Both of them are specified based on the charactestic features by using various ways of expressing the emotions, thoughts, symbols, etc.

1.2.1 VERBAL COMMUNICATION

A way of expressing the information by a spoken language alternatively, the written communication tied together by the specific grammar rules. Human language as we know is a system of symbols (words) which humans usually start learning in the early childhood, combination of sounds and gestures which allow humans to communicate among the group familiar with the same system.

There are several variations of a language of specific groups of people:

- **Dialect** - a language variation being used among a group of people in a certain geographic location or a historical-genealogic name of a specific language families which diferentiate from the common language basis.
- **Accent** - a language variation influenced by a specific dialect. One of the features include the stress on the syllables (mainly the first syllable of a word)
- **Argot** - a specific language variation being used by a group of people with the same interest (business, technical language, music terminology, etc.)
- **Jargon** - a specific jargon language variation being used by a group of people with the same interest - mostly criminals who use it for the uninitiated people not to recognize the content of the speech.
- **Slang** - a non-standard language variation typical by using a specific group of words usually not included in the standard language form. Those words are being used in a various social contexts (mostly informal) but could be applied in a formal contexts as well.

1.2.2 NON-VERBAL COMMUNICATION

A way of expressing the information by using gestures, body language, facial expressions, eye contact, dress code, etc. While speaking about the modern way of non-verbal communication in written texts, those can include the handwriting style, arrangement of

words, or a special way of using the emoticons mostly in short messages, informal emails, chat, etc.

In public and the society, the non-verbal communication can include the traffic signs, maps, or another commonly accepted signs and symbols generally known by the public.

Non-verbal communication can include the following ways of information sharing:

- Newspapers, magazines, comic books, e-mails, letters, short messages, post-cards, leaflets, flyers, books, etc. - each of the using specific language forms and grammar rules as well as the slang words, jargon, not to mention a dialect.

? OTÁZKY

Based on the information provided above, work in pairs and answer the following questions. Share your ideas with another pairs. Compare and make a chart on the whiteboard.

1) How would you define the development of the communication from the past until the present time?

2) Is is possible to implement the communication means of the past nowadays as well?

3) Which way of communication is being used mostly in present and why?

1.3 Communication and its meaning in the current world

Communication between various groups of people / individuals became an important feature of the social and cultural life and it is undeniably the most significant way of sharing information.

1.3.1 FORMAL VERSUS INFORMAL COMMUNICATION

There are two basic types of communication based on the social background of the communication:

- **Formal** - mainly used in formal contexts including the official business meetings, interviews, job-related situations, etc. Such type of communication involve the formal language either in written or spoken form. Those language features can involve jargon, or argot depending on the character of the communication.

- **Informal** - mainly used in a social-free contexts among group of friends, or in the familiar environment. Such type of communication is fast, brief and can include the slang, dialects, or another way of non-standard language features, commonly not accepted by standard language rules.

ÚKOL K ZAMYŠLENÍ

Split in small groups and make some notes. Share your opinions with another groups and compare your ideas and opinions.

TASK 1:

Based on the picture below, share your opinions about the the communication forms, their styles and another relevant features

1) Would you consider the symbols on the picture as a way of communication?

2) What language features are dominant for each way of communication?

3) Is there a way of communication which can share any features with another one?

Picture number 1:

TASK 2:

Based on the picture below, share your opinions about the communication forms.

A) What do you think do the means of communication marked in *green colour* have in common and why? What are their basic features?

B) What do you think do the means of communication marked in *pink colour* have in common and why? What are their basic features?

C) What do you think do the means of communication marked in *blue colour* have in common and why? What are their basic features?

D) What do you think do the means of communication marked in *orange colour* have in common and why? What are their basic features?

Picture number 2:

1.4 Means of communication in the advertisement

Advertisement is a specific marketing communication that depicts an openly sponsored, non-personal message to promote or sell a product, service or idea[1].

The main sponsors of advertising are typically businesses wishing to promote the products or services. Advertising is differentiated from public relations in that an advertiser pays for and has control over the message. It differs from personal selling in that the message is non-personal, i.e., not directed to a particular individual.

1.4.1 ADVERTISEMENT AND ITS BASIC FEATURES

Visual presentation - makes an important effect on the recipient in the means of colours, background, settings, cover of the product itself, ideal combination of contrast, shapes involving visual effects

Most important features of the visual presentation includes:

- **Symbols** - some brands and their products can use various symbols for the product to be recognized and associated with

- **Logos** - either of the brand or the product itself for both to be easily recognized and remembered.

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[1] William J. Stanton. Fundamentals of Marketing. McGraw-Hill, 465.

- **Colours** - either of the brand, or the product itself for it to be remembered. It is currently commonly known that various worldwide brands have their own registered colour which help the receiver / consumer to recognize

Verbal presentation - presents the product in a brief way of depicting the most important features of the product itself by using the following either common, or easily-remembered:

- **Mottos** - easily remembered slogans of various brands, commonly apt and brief

- **Sayings** - commonly familiar group of words, sometimes taken from the well-known authors, or traditional expressions shared from generation to another generation; written or spoken expression that is especially memorable because of its meaning or style.

- **Musical background** - melodic association with the product

- **Rhymes** - one of the poetic forms using the structures of making separate lines sound the same

1.4.2 WAYS OF SHARING THE ADVERTISEMENT

Advertising is communicated through various mass media, including traditional media such as newspapers, magazines, television, radio, outdoor advertising or direct mail; and new media such as search results, blogs, social media, websites or text messages.

ÚKOL K ZAMYŠLENÍ

Split in small groups and make some notes. Share your opinions with another groups and compare your ideas and opinions. Answer the following questions and mark your opinions on the whiteboard:

1) What influence does the visual / verbal means of communication have on the receiver?

2) Is the musical background in the advertisement important? Why?

3) What means of communication are the most important in the field of advertisement?

4) What language features would you say are important in such way to make an impact on the receiver?

5) Would you say that the poetic features such as rhymes and annotation to well – known pieces of art are important in the advertisement?

6) Make an example of an advertisement which made an impression on you recently and why.

1.5 Self-presentation

Is a behaviour that attempts to convey some information about oneself or some image of oneself to other people. It denotes a class of motivations in human behavior. These motivations are in part stable dispositions of individuals but they depend on situational factors to elicit them[2].

1.5.1 IMPRESSION MANAGEMENT

From the psychological point of view, it is considered as a conscious or subconscious process in which people attempt to influence the perceptions of other people about a person, object or event. They do so by regulating and controlling information in social interaction[3].

- **Visual impression** - presenting oneself in a way of clothing, facial expressions, gestures, body language, style, etc.

- **Verbal impression** - communication skills, usage of formal / informal language depending on the situation of a person being involved in

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[2] "Self-Presentation Theory: Self-Construction and Audience Pleasing", Roy F. Baumeister, Debra G. Hutton, Accesed on 11 April, 2019, https://link.springer.com/chapter/10.1007/978-1-4612-4634-3_4
[3] Piwinger, Manfred; Ebert, Helmut (2001). "Impression Management: Wie aus Niemand Jemand wird". in: Bentele, Guenther et al. (Ed.), Kommunikationsmanagement: Strategien, Wissen, Lösungen. Luchterhand, Neuwied.

- **Virtual impression** - a modern way of presenting oneself mainly at social networks, making an impression on another people by sharing pictures, videos, tweets, comments, etc.; mostly expecting positive feedback, comments and following sharing.

ÚKOL K ZAMYŠLENÍ

Split in small groups and make some notes. Share your opinions with another groups and compare your ideas and opinions. Answer the following questions and mark your opinions on the whiteboard:

TASK 1:

1) What means of communication do you think are important in the self-presentation?

2) What would you say is more important than the verbal impression - facial expression, body language, or general visual impression? Why?

TASK 2:

Based on the following role play situation explain which of the following candidates has a bigger chance to get a job during the interwiew with the human resources manager and explain why:

A candidate is applying for a job of the Quality manager in the international co-company and is being interviewed by a human resources manager. The main responsibilities of the job include the 40 employees, output control, dealing with local and international clients as well as the business partners all around the world (via the phone and at face-to-face meetings):

A.) *A candidate is coming to the job interview after the party from the previous evening, he is being tired, sleepy and not able to fully present his abilities. He is responding to the human resources manager's questions sporadically and chaotically even though he is fully qualified. He has achieved the needed education and worked at nearly the same position in the past.*

B.) *A candidate is coming to the job interview neat and tidy and makes an impression of a professional. His CV is metodical and he is replying to the human re-*

sources manager's questions straight to he point and according to the standards. Even though he is not educated in the field and did not work in the sphere in the past with no qualification needed, he is showing a strong will to learn and achieve the experience.

1.6 Marketing and business communication

1.6.1 MARKETING

Is a field of a study and management focused on the relationships of exchange; business process of making relationships with potential customers. Since the focus is made on customer, it is one of the most important components of the business.

The features of promoting the product include a specific way of dealing with the customer, or a potential business partner as following:

- **Product** - depicts the product itself, its qualities and features

- **Sales** - focuses on the final sale of a product

- **Production** - a way of a product is being made including the costs

- **Social marketing** - promoting a product to a customer either on a personal meeting, or via the media

1.6.2 BUSINESS COMMUNICATION

Is an important feature of the communication within the advertisement field since the communication being used, is rather formal with the approach to attract a potential customer's wish and demand. Therefore, the main features of the business communication involve:

- Formal verbal communication elements - formal language

- Formal non-verbal communication elements - gestures, facial expressions, clothes, body language

- Usage of a specific jargon (if needed) - specific language of the field (technical jargon, etc.)

ÚKOL K ZAMYŠLENÍ

Split in small groups and make some notes. Share your opinions with another groups and compare your ideas and opinions. Answer the following questions and mark your opinions on the whiteboard:

TASK 1:

Work in a group and answer the following questions:

1.) Why do you think it is important to communicate not only verbally but using a body language?

2.) What do you think is the main point in communication between business partners?

3.) Do you think it is important to make a formal impression while dealing with a business partner?

4.) What would you say it is more important at a business meeting - formal attitude, or informal one? Why?

TASK 2:

Based on the following role play situation, try to explain which of the following business partners has a bigeer chance to get a contract and start a business relationship with a potential investor and future-to-be business partner. Share the reasons:

1.) A potential business partner is coming to a meeting with an investor wearing casual clothes, he is acting relaxed, honest and open; trying to make a pleasant atmosphere and friendly environment. He is responding the investor's questions frankly and is sharing the future visions about a potential cooperation underlaid and well-documented. He is interested in a personal relationship with the investor and prefers the face-to-face communication.

2.) A potential business partner is coming to a meeting with a investor wearing formal clothes, he acts stiffly and seriously, performing coldly and reserved; discussing the matters in figures and facts, replying the investor's questions with the assistance of a lawyer rather in a evasive and indefinite way. He is interested in pure business relationship, personal level is not important for him at all. He relies on a lawyer in the financial and legal sphere.

SHRNUTÍ KAPITOLY

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The main purpose of the chapter was to point at the purpose and meaning of the communication, present the basic skills and the ways of sharing the information within various groups of people. We stressed the meaning of the differences between the formal and informal communication, verbal and non-verbal communication and underlined the way of communication being used in various spheres including business, marketing, common life as well as advertisement.

2 HISTORY AND DEVELOPMENT OF COMMUNICATION

RYCHLÝ NÁHLED KAPITOLY

The aim of this chapter is to present the development and history of the main communication means as well as the way how those means eveloved from the oldest up to modern features. We will mention the basic means of information sharing and how they influcned the way of communication as we know nowadays.

CÍLE KAPITOLY

Students will get familiar with the basic historical elements of the communication development and based on the graphic presentation and various examplesm, they will understand how the communication got evolved from the historical times up to modern era.

ČAS POTŘEBNÝ KE STUDIU

120 min.

KLÍČOVÁ SLOVA KAPITOLY

Icons, symbols, index, word, body language, facial expression, cave painting, petroglyph, pictogram, ideogram, cuneiform script, logogram, phonogram, rune, manuscript, incunabulum, alphabet, social media, direct message, instant message, text messaging, email marketing, direct email, blogging, voice calling, video chat, video marketing, live web chat

2.1 Communication as a way of information sharing

It is important to mention that the communication as we know nowadays made a huge development since the past and there were several points which contributed to the way of information sharing. Communication as we know these days is not only about spoken, or

written word but can be based on the visual perception of the inner world. The main point of the communication is to mainly exchange the information wmong the individuals as well as among larger groups, societies, etc.

2.1.1 VISUAL WAY OF COMMUNICATION SHARING

From the historical point of view, it is important to stress that the basic ways of communication got evolved from images and visual ways of information sharing; not to mention the fact that the spoken language as we know these days developer much later.

Therefore, the first ways of communication sharing include mainly the inner perceptions which spread among the people who got used to them in such way that they became generally accepted and understood among the society.

Such inner perceptions can include the following features:

- **Icon** – mostly a religious image used to present saints in a specific position underlined by a specific rules (different perception of the word than we know theses days)

- **Symbol** – can be a sign, a mark or a word represents an idea, or an object. Most of the time, it is a symbol which helps the communication to get evolved. Generally speaking, those can take various forms – words, sounds, gestures, or visual images

- **Index** – usually a kind of sign pointing to an object in such the context where it occurs.

2.1.2 VERBAL AND NON-VERBAL WAY OF COMMUNICATION

Shortly after humas realized that they can use the voice not only for making random sounds, but started to organize those sounds into the structured combinations and created first languages, generally accepted by the society which everybody could understand.

It is important to stress the fact that the language development had been influenced by spreading the society into the organized groups leading to building villages and later town, cities, etc.

Those verbal and non-verbal ways of communication that such societies started to use as a way of communication sharing included:

- **Word** – combination of single sounds organized into the short structures with the stress either on the first, or second syllable.

- **Body language** – in a combination with words, it helped speakers / people to share the information and opinions, feelings and emotions in a clearer way.

- **Facial expression** – the way how people look and their facial expression can be used as another way of information / feelings, emotions sharing.

Split into the groups of 2 students and answer the following questions. Once answered, share your opinions with the restof the groups in the seminar.

1.) What are symbols and why are they such important for human communication?

2.) In what way we can understand the meaning of various symbols? Is it possible to interpret the same symbol in various ways? Give an example.

3.) Are there any symbols which persist from the past until nowadays? Give as many examples as you can.

4.) What symbols would you say exists for thousands of years and why do you think they are important for humans?

2.2 Historical means of communication

The first ways of information sharing included the graphic images, later with the development of letters, those appeared as a feature of the written texts as well.

Such historical development of the communication sharing can include the following means of information sharing:

- **Cave paintings** – probably the oldest way of sharing ideas, stories and the recording the way of life of first people – primitive images painted on the walls of caves to capture the casual life of the society.

- **Petroglyphs** – rock carvings (rock paintings are called pictographs) made by pecking directly on the rock surface using a stone chisel and a hammer stone. When the desert varnish (or patina) on the surface of the rock was chipped off, the lighter rock underneath was exposed, creating the petroglyph. Archaeologists have estimated there may be over 25,000 petroglyph images along the 17 miles of escarpment within the monument boundary[4].

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[4] "What Are Petroglyphs", Accessed on 16 April, 2019,
https://www.nps.gov/petr/learn/historyculture/what.htm

- **Pictograms** – ideas shared via the images, or symbols representing the general information. Probably the most famous way of the pictograms usage are hieroglyphs from the ancient Egypt.

  Additionally, those are symbols representing representing a concept, object, activity, place or event by illustration. Pictography is a form of writing whereby ideas are transmitte through drawing. It is the basis of cuneiform and hieroglyphs. Early written symbols were based on pictograms (pictures which resemble what they signify) and ideograms (pictures which represent ideas). It is commonly believed that pictograms appeared before ideograms. They were used by various ancient cultures all over the world since around 9000 BC and began to develop into logographic writing systems around 5000 BC. Pictograms are still being used as the main medium of written communication in some non-literate cultures in Africa, The Americas, and Oceania, and are often used as simple symbols by most contemporary cultures.

  Pictograms were disconnected and fragmented drawings of fundamental objects and ideas such as man, woman, fire, food, tree, and shelter. These were combined to form stories, songs, and epics[5].

- **Ideograms** – images used to represent abstract objects (in comparison to the petroglyphs and pictograms which captured mostly the physical objects); such way of communication sharing led people to express their feelings and ideas in a better way than petroglyphs, or pictograms.

  Secondly, it is a picture or symbol used in a system of writing to represent a thing or an idea but not a particular word or phrase for it; especially one that represents not the object pictured but some thing or idea that the object pictured is supposed to suggest[6].

  Ideograms were simplified pictures selected by agreement or custom to become fixed pictorial symbols of an object or concept. The name of the object (or its

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[5] "The History of Visual Communication", Accessed on 16 April, 2019,
https://www.historyofvisualcommunication.com/02-ideograms
[6] "Definition of Ideogram",Accessed on 16 April, 2019, https://www.merriam-webster.com/dictionary/ideogram

action) is closely identified with the picture. All written languages have passed through, or halted, at this stage[7].

- **Cuneiform script[8]** – the first way of script and writing style which appeared in the Sumerian culture – mostly used for the business purposes and later for the common life; it had influenced another scripts in the future as well.

From the historical point of view – it is a system of writing first developed by the ancient Sumerians of Mesopota mia c. 3500-3000 BCE. It is considered the most significant among the many cultural contributions of the Sumerians and the greatest among those of the Sumerian city of Uruk which advanced the writing of cuneiform c. 3200 BCE.

All of the great Mesopotamian civilizations used cuneiform until it was abandoned in favour of the alphabetic script at some point after 100 BCE, including: Sumerians, Akkadians, Babylonians, Elamites, Hatti, Hittites, Assyrians, Hurrians.

- **Logograms** - used in writing Chinese, Japanese and Korean. Its possible precursors appeared as early as 8000 years ago, and a complete writing system in Chinese characters was developed 3500 years ago in China, making it perhaps the oldest surviving writing system. Chinese characters are derived directly from individual pictograms or combinations of pictograms and phonetic signs.

The number of Chinese characters contained in the Kangxi dictionary is approximately 47,035, although a large number of these are rarely-used variants accumulated throughout history. In China, literacy for the working citizen is defined as knowledge of 4,000 - 5,000 characters[9].

- **Phonograms** - were syllabic signs and symbols representing primary oral sounds. As time has passed, they have diminished in resemblance to their original forms, but the letters in modern Western alphabets are the simplified renderings of their pictorial beginnings.

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[7] "Ideograms", Accessed on 16 April, 2019,
http://www.csun.edu/~pjd77408/DrD/Art461/MotionLecture/Pictograms_Ideograms.htm
[8] "Cuneiform", Accessed on 16 April, 2019, https://www.ancient.eu/cuneiform/

[9] "The History of Visual Communication", Accessed on 16 April, 2019,
https://www.historyofvisualcommunication.com/02-ideograms

The development of efficiency in writing was taking place in a number of countries at about the same time, and it appears that the complete system of alphabetical writing was not the achievement of one particular culture, but rather the work of several gifted cultures of the ancient world.

Through trade and travel, alphabetic systems were passed to other societies who altered form and meaning to suit their requirements[10].

- **Runes** – a way combination of symbols and letters firstly captured on stones, mostly used in Germanic societies and Scandinavia.

  The first systems of writing developed and used by the Norse and other Germanic peoples were runic alphabets. The runes functioned as letters, but they were much more than *just* letters in a sense we today understand the term. Each rune was an ideographic or pictographic sy,mbol of some cosmological principle or power, and to write a rune was to invoke and direct the force for which it stood. Each rune had a name that hinted at the philosophical and magical significance of its visual form and the sound for which it stands, which was almost always the first sound of the rune's name[11].

- **Manuscripts** – mainly medieval books full of icons and medieval images made by hand-writing process. Such materials were made in monasteries and were expensive for a common man.

- **Incunabulum** – any kind of a book, pamphlet, or a document printed in Europe before the year 1501.

2.2.1 HISTORY OF WRITING

Writing is a physical manifestation of a spoken language. It is thought that human beings developed language c. 35,000 BCE as evidenced by cave paintings from the period of the Cro-Magnon Man (c. 50,000-30,000 BCE) which appear to express concepts concerning daily life. These images suggest a language because, in some instances, they seem to tell a story (say, of a hunting expedition in which specific events occurred) rather than being simply pictures of animals and people. Written language, however, does not emerge until its invention in Sumer, southern Mesopo-

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[10] "Phonograms", Accessed on 16 April, 2019,
http://www.csun.edu/~pjd77408/DrD/Art461/MotionLecture/Pictograms_Ideograms.htm
[11] "Runes", Accessed on 16 April, 2019, https://norse-mythology.org/runes/

tamia, c. 3500 -3000 BCE. This early writing was called cuneiform and consisted of making specific marks in wet clay with a reed implement. The writing system of the Egyptians was already used before the rise of the Early Dynastic Period (c. 3150 BCE) and is thought to have developed from Mesopotamian cuneiform (though this theory is disputed) and came to be known as hieroglyphics.

The phonetic writing systems of the Greeks, and later the Romans, came from Phoenicia (hence, the name). The Phoenician writing system, though quite different from that of Mesopotamia, still owes its development to the Sumerians and their advances in the written word. Independently of the Near East or Europe, writing was developed in Mesoamerica by the Maya c. 250 CE (though some evidence suggests a date as early as 500 BCE)[12].

2.2.2 THE ALPHABET[13]

The role of a poet in preserving heroic legends would become an important one in cultures throughout the ancient world. The Mesopotamian scribe Shin-Legi-Unninni (wrote 1300-1000 BCE) would help preserve and transmit *The Epic of Gilgamesh*. Homer (c. 800 BCE) would do the same for the Greeks and Virgil (70-19 BCE) for the Romans. The Indian epic *Mahabharata* (written down c. 400 BCE) preserves the oral legends of that region in the same way the tales and legends of Scotland and Ireland. All of these works, and those which came after them, were only made possible through the advent of writing.

The early cuneiform writers established a system which would completely change the nature of the world in which they lived. The past, and the stories of the people, could now be preserved through writing. The Phoenicians' contribution of the alphabet made writing easier and more accessible to other cultures, but the basic system of putting symbols down on paper to represent words and concepts began much earlier.

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[12] "Writing", Accessed on 16 April, 2019, https://www.ancient.eu/writing/
[13] "Writing", Accessed on 16 April, 2019, https://www.ancient.eu/writing/

2.3 Modern means of communication

Communication is key to building relationships, and modern forms of communication allows us to stay in touch with friends and family from anywhere in the world, not to mention the business contact and business-related relationships as well.

Today, modern technology dominates our communication. We have a massive range of ways in which we can stay connected, but each channel of communication can influence our relationships in a different way[14].

There are several modern communication tools to help people to stay in connect with your audience. Those will be discussed separately in the following chapter.

2.3.1 SOCIAL MEDIA[15]

Social media has been around since the early days of the internet and it still dominates most of our lives. The long list of social networks continues to grow and each one is continuing to drive millions (and even billions) of users to their sites everyday which is why it is one of the most popular forms of communication.

Social media may be all about brand awareness, but it is also a great channel for communication as it enables you to post open messages for everyone to see, as well as engage with users through comments.

Whatever you use it for, it's a great first step for communication. Your messages are not limited to your followers either, through the power of hashtags, shares, likes, re-tweets, hearts and other reaction your posts have no limit to the audience it can reach. We have all witnessed the power of posts going viral.

There are various kinds of social media that can be associated with the current and modern way of communication:

- **Direct message** - Social media does not necessarily need to be completely public. Almost every social media channel offers a direct messaging option, some of those messaging services even have their own messaging app such as Facebook Messenger.

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[14] "Types of Modern Communication", Accessed on 8 April, 2019,
https://www.resourcetechniques.co.uk/news/web-design/types-of-modern-communication-100244
[15] "Types of Modern Communication", Accessed on 8 April, 2019,
https://www.resourcetechniques.co.uk/news/web-design/types-of-modern-communication-100244

Private messaging through social networks has the same intimacy as email but tends to be less formal.

- **Instant message** - while some forms on Instant Message falls under social media like Facebook Messenger, there are a wide range of Instant Messaging platforms that are not connected to social networks such as Google Hangouts and WhatsApp. This way of social communication is an ideal form for quick informal chats or group chats.

- **Text messaging** - short, generally informal way of communication and a good way to communicate small bits of information that can be received and replied to at the recipient's own leisure.

  These days we are almost always within arm's reach of a mobile device, so it is not a surprise that more people are using their smartphones more than computers to search, research and communicate than ever before, making it the perfect platform to engage with your audience.

- **Email marketing** - can be used for many different purposes, including to push products and services, spread news, raise brand awareness or to deliver a message to the masses.

  Over the years, most businesses would have accumulated a great deal of email address and in many cases, they would go to waste. With email marketing those email addresses will enable you to reconnect with old clients as well as connect with new potential clients.

- **Direct email** - email is similar to direct messaging through social networks, but it is generally more formal. It is the most popular way of communicating between businesses with over 200 billion emails being sent every day.

- **Blogging** - a blog is a conversational styled website that enables you to publish messages, news, knowledge or any other kind of information on the world wide web for everyone to see.

  Most blogs include a comments section in which you can engage with those likeminded people that are interested in your blog post. This is why it is a great platform for communication.

- **Voice calling** - is even more personalised than the channels previously mentioned. The telephone or mobile phone instantly allows both parties to hear the tones and emotions of the other caller and is one of the most commonly used communication tools.

- **Video chat -** Video chat enables both parties to see each other, allowing you to be able to read body language and facial expressions. This form of communication is not as popular as the voice calling but it does have its advantages.

  With several video-calling apps available for free such as Apple's FaceTime, Facebook messenger, Skype and WhatsApp, video calls are definitely worth considering.

- **Video marketing** - Video has really taken off over the last few years with the help of social channels like YouTube, Facebook, Snapchat and Instagram. It also helps that it is easier than ever to record videos with smartphones and cameras always handily available.

  It is important that you get your message across in a variety of formats and video is one of the most popular ways in which you can do so as it significantly boosts engagement.

- **Live web chat** - You are likely to have seen a lot of these on websites already and they can be very helpful if you are able to manage them correctly. Live web chats allow people on your website to ask you questions directly in real time without leaving your website.

  You should only consider using live web chat if you can guarantee someone will always be actively using the widget. If it takes more than a few seconds to respond to someone via web chat it will reflect poorly on your business so it is best to avoid these widgets if you cannot maintain the demand.

ÚKOL K ZAMYŠLENÍ

TASK 1:

Split into pairs and name the following means of communication. Share your opinions with another groups and discuss what they have in common / what are the main differences between them. Based on the pictures, try to describe the development of the communication means.
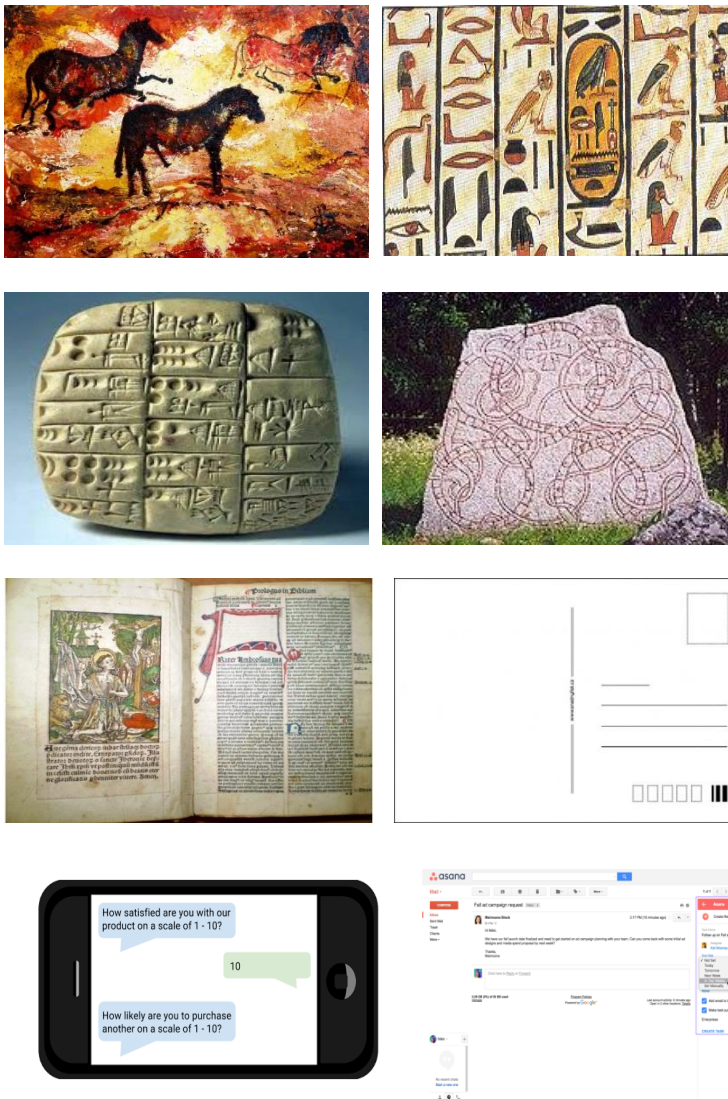
TASK 2:

Work in small groups. Answer the following questions and share your opinions with the rest of the class:

1.) What was the basis of the communication means of past in comparison to the present?

2.) How did people share the information in the past in comparison to the present?

3.) Do you think that the development of the scripts had a significant influence on the human communication skills? Why? / Why not?

4.) Do you think that the spoken language development had a significant influence on the human communication skills? Why? Why not?

5.) What do you think is more important – spoken language, or the script? Share your opinions.

SHRNUTÍ KAPITOLY

Σ

The main purpose of this chapter was to present the historical development of the language and its verbal and non-verbal forms, present the modern ways of communication and the tools that can make human life easier in order to communicate within the society not only in the group of friends, but in the platform of business as well.

3 PERSONALITY TYPES AND THEIR COMMUNICATION STYLES

RYCHLÝ NÁHLED KAPITOLY

This chapter aims to provide you with the best possible understanding of effective business communication skills, according to human character and their communication style. We will go through four archetypes of communication characters, based on theories of Swiss psychoanalyst and psychiatrist, Dr. Carl Gustav Jung. We´ll learn how to identify them by attributes of their behavior and communication.

CÍLE KAPITOLY

By the end of this chapter, you will be able to identify and sort people by their behavior, into one of the four main character groups. You will also be able to choose an appropriate way of reaction, in order to make the communication effective and calm.

ČAS POTŘEBNÝ KE STUDIU

120 minutes

KLÍČOVÁ SLOVA KAPITOLY

Carl Gustav Jung; empathy; insights discovery; cool blue; fiery red; sunshine yellow; earth green

3.1 Perception

It is certain that one of the most powerful weapons in communication is listening skills, together with empathy. Listening skills (listening not only to what is being said but also to

how it is being said) provide us an important knowledge base that triggers empathy.[16] However, it won't be that easy to see the world through someone else's eyes.

Dr. Carl Gustav Jung (1875-1961) a leading psychiatrist, psychoanalyst, and scientist, the founder of analytical psychology said, that perception is a reality to the individual. To make a real connection with the people around us we must try to see things from their view. In order to help to gain a unique insight into the perception and thus the reality of others, we use a methodology called Insights discovery. This methodology is all about adapting and connecting one to another, exchanging useful information as effectively as possible and helping to build further relationships.

Perception is very powerful. We can use this over 100 years old picture as an example. What can you see in this image?
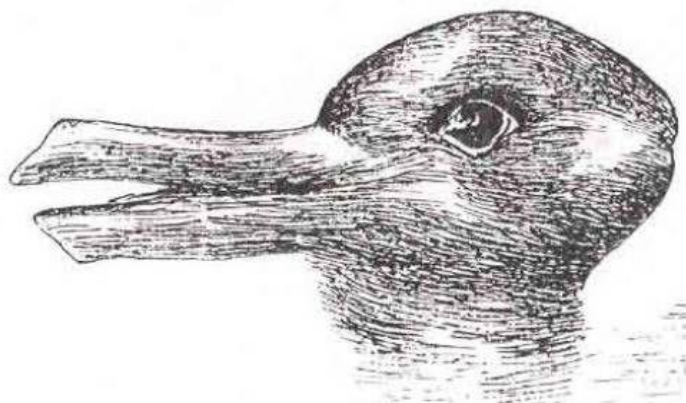
Have you spotted A duck or a rabbit? You may have noticed that two people can look at the same thing and have completely different views and opinions about it. Some people might be struggling to find the animal, even if you tell them they are supposed to see a duck/rabbit in the image. Some people will spot it immediately. This comes close to what Dr. Carl Gustav Jung meant with perception is a reality to the individual. It is that our own perception, what we see, defines what we understand and forms the basis of our judgments and beliefs. That forms the basis of how we act and interact with the world around us. Dr. Jung's scientific theories were implemented into insights methodology that is nowadays widely used across firms, in order to help with both internal and external communication.

If we want to understand perception and empathy, we have to start with some self-reflections. How are we seen by others? By your friends, teachers, customers, superiors, unknown people around. Are we seen as being nitpicking, perhaps jokers, maybe bossy, or even stubborn? Let's investigate where this comes from and how to read these perceptions. And exactly for that, we use insights discovery methods.

---

[16] Empathy can be defined as seeing the situation from someone else's perspective. Every mentally healthy human being is empathetic at certain level. Empathy can be trained and developed. Only people with psychopathic mental disorder lack any kind of empathy.

3.2 Insights Discovery Methodology

The insights methodology based on scientific theories of Dr. Carl Gustav Jung defines four character groups that are present amongst human society. These four character groups are present in all cultures across the world and are present in an equal amount of 25% each. Of course, how these characters express themselves is region/culture specific.

The four characters refer to:

- Cool Blue
- Fiery Red
- Sunshine Yellow
- Earth Green

We can also define them by several qualities/keywords. People whose character falls into the cool blue segment are usually cautious. That comes from their internal natural need of being precise. They have a focus on details and require this to progress onwards. This makes them deliberate in their actions. Because they have all the details, their next steps will be purposeful and direct. Having this internal need for detail, it makes them quizzical as well, sometimes being perceived as hard to convince or even critical. Their cautiousness, eye for details, and commitment to the objective facts make them mostly formal character.

On the other hand, fiery red turns to be understood as competitive, although a person with such a character would probably disagree with that. This perception of fiery red characters comes from their action orientation. People with these qualities focus on progress and movement, and due to this, they act demanding and determined. Putting less emphasis

on the interpersonal relationships and more on the task in hand makes them strong-willed and purposeful. As such they have no problems sharing their ideas and enforce it.

Individuals falling mostly into the sunshine yellow quadrant are naturally very social, with a vast social network around them. They are naturally dynamic and enthusiastic which helps them, together with their communicativeness, to persuade people quite easily. In communication, they prefer visualization rather than talking. A big benefit of sunshine yellow people is their creativity in solutions, and outside of box thinking.

The last character group called Earth green. These people are the most caring and empathetic. They encourage people, share knowledge, act relaxed and they are patient with others.

Try to look around yourself, in the class, at work, when watching some communication. These characters can be easily spotted anywhere. Cold blue person will always come well prepared for the meeting (because of their preference for details), often carrying written notes and agenda. Such a person will also expect precise preparation from you, despite the fact that your energy color might be completely different. They usually ask many questions, but don't share their feelings about the topic discussed. They rather dig for more detailed information. They are not the very first wants to speak up (guess who is), they rather quietly listen and make up intelligent responses and solutions. Is your teacher, your boss, your partner cold blue? Revert back to him with what he/she expects, if you want to maintain good relationships. If you previously guessed that it is people with fiery red energy character who takes charge in talking at the meeting, in discussions etc., then you were right. They get straight to the point, focusing on the task, trying to avoid or even stop any kind of small talk or chitchatting. Positive thinking even in difficult situations is a domain of sunshine yellow characters. On the other hand, they can sometimes make premature judgments and decisions, because of lack of details (absence of details focus). Those once who will definitely speak up first at such an occasion are earth green characters. They rather wait and listen, thinking about the impact of the discussion outcome, on others.

Important to remember is, that these color types are identifiable not only in verbal communication, but we can also classify people even by their writing skills (emails, messages, letters…).

The email from a cool blue person will be well structured, focused on details and facts. Often you can see proving numbers and figures attached, so they are easy to compare. Pros and cons list might be also included as a clear outcome of the email information. Such a message often absents frills and politeness phrases.

Fire red prefers short and to the point communication in his/her email, often accompanied by direct orders or suggestions. Their emails might sometimes look bit rude, especially when the person focuses on the point and neglects any kind of salutation.

Sunshine yellow will use much more colorful, emotive words and language of their emails. They often try to express their feelings by using exclamation marks, or even emoticons (not part of professional communication).

Earth green energy people compose a message in a friendly and warm manner, asking even about personal feelings and experiences of the recipient. They will even try to push for face to face meeting since they prefer direct communication. You won't see any confrontational points or direct refusal of a suggestion.

Let's have a look how can we use is and apply appropriate communication rules in practice? To answer these questions, we have to find out what affects the energy preference.

If we divide the circle of characters vertically and merge cool blue and earth green color on the left-hand side, we can see a formation attributes like cautiousness, premeditation, thoughtfulness, reticence, observance, preciseness etc. Based on these attributes we can call them introverts. On the right-hand side, when merging other two character groups, we can see attributes such as energetic, involvement, action and result orientation, boldness, and others. In many of these, we can find fundaments of extroverts.

So we understand thinking and feeling of each of these characters closer, we have to divide the circle horizontally. The outcome will be the joint of cool blue and fiery red above the horizontal line, and sunshine yellow together with earth green in the bottom. Cool blue a fiery red are seen more formal. Their drive for action and details makes them impersonal and analytical. Both characters have a preference for an objective rather than a subjective. The bottom part, on the other hand, focuses on subjective feelings, moral and relationships. They are informal, personal, involved and considered.

Non-verbal indicators:

When interacting with a sunshine yellow character we can detect active behavior both in speech and in their non-verbal communication. Touching is part of their energetic way of expressing.

Cold blue is a complete opposite of sunshine yellow. We will observe serious and stern posture, with a lot of non-verbal communication mirroring. They will behave in a very controlled manner in their facial expressions, they avoid touching as much as possible, sometimes even not shaking a hand.

Fiery red projects self-confident and open manners in interactions. Their shoulders are back, posture is upright and powerful. They use firm handshake with appropriate eye contact. The other hand often stays along the hip.

Earth green prefers less official non-verbal behavior, ideally sitting while interacting with others, having a cup of coffee together.

When we identify the strongest part of their character, we should adjust the way we communicate more to their preferred style, in order to make the whole communication more efficient and effective. Simply, make it more pleasant.

SHRNUTÍ KAPITOLY

In this chapter, we have explained the importance of empathy in communication, different perceptions of different people. First of all, it is vital to identify the archetype of the person we communicate with. This will help us to react and communicate in the appropriate way, making the whole interaction more efficient and smooth. Using Insights discovery methodology, that is based on psychological conclusions of Dr. Carl Gustav Jung, we learned 4 color energy categories and their verbal, non-verbal, and behavioral attributes.

OTÁZKY

1) Name the methodology used to categorize people by their communication styles.
2) What is the name of the Swiss scientist, the founder of analytical psychology, who´s ideas and thoughts are base stones of the methodology mentioned in the previous question?
3) Which of the energy color characters is the most structured one, asking many probing questions?
4) Which of the energy color characters is the most task and result oriented?
5) Which of the energy color characters is/are mostly introvert?
6) Assign each statement to appropriate energy color character.

   1. Let's do it democratically.   a) Cool Blue
   2. Let's do it creatively.   b) Fiery Red
   3. Let's do it now!   c) Sunshine Yellow
   4. Let' do it factually.   d) Earth Green

7) Based on characteristic attributes of each energy color, assign correct "desk" to each one of them.
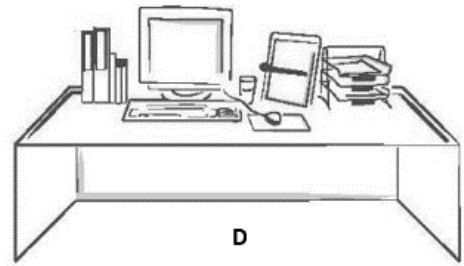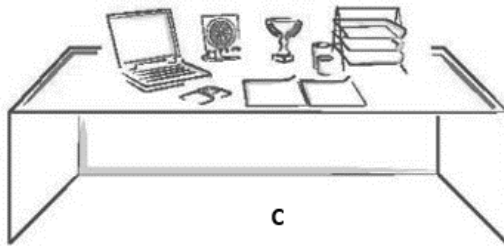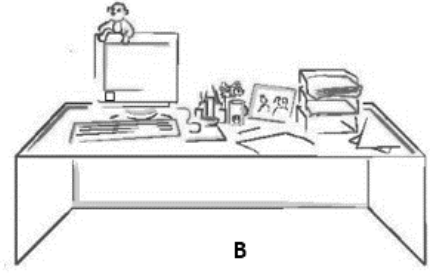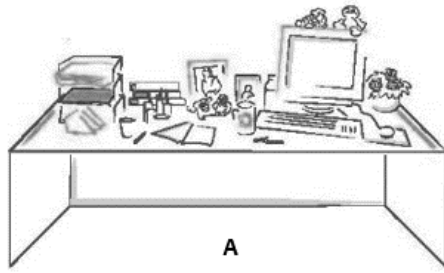
ODPOVĚDI

1) Insights Discovery

2) Dr. Carl Gustav Jung

3) Cool Blue

4) Fiery red

5) Cold Blue and Earth Green

6) 1d, 2c, 3b, 4a

7)
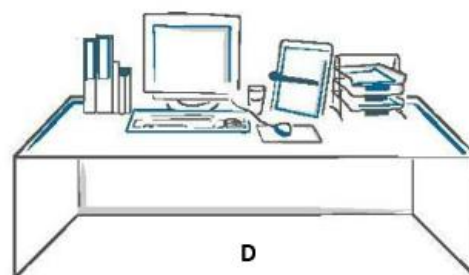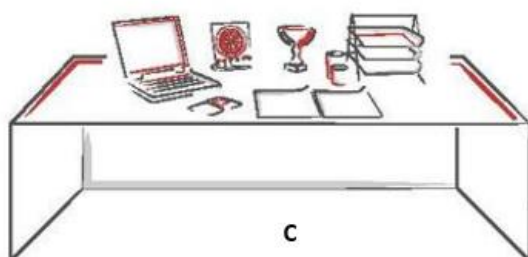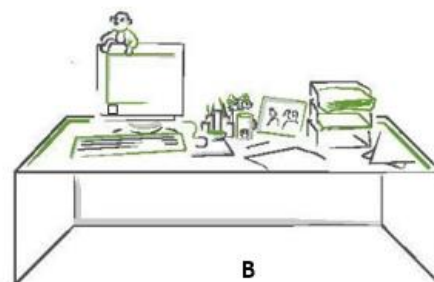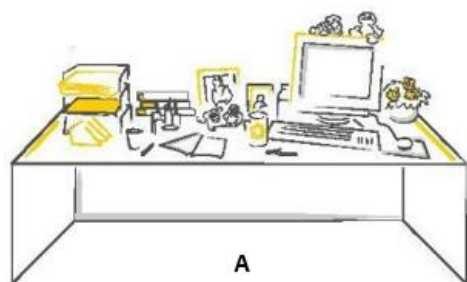
4 VERBAL SKILLS

RYCHLÝ NÁHLED KAPITOLY

The aim of this chapter is to stress the main points of verbal communication. You will learn what is the main difference between argumentation and manipulation and how people can be influenced by using softeners.

You will also learn how to deal with customers objections or how to express your own meaning while customer does not agree with you. You will learn, how to negotiate.

CÍLE KAPITOLY

By the end of this chapter, you will be able to recognize the manipulation from the argumentation. You will know, how people can be influenced. You will be able to use softener in your language.

By the end of this chapter, you will be able to deal with objections. You will know how to hold customer for a while for to get more time. You will know how to interrupt customer for to express your own opinion and how to stress some information. You will be able to negotiate with the customer. You will know how to deal polite with customer by using soft expressions.

ČAS POTŘEBNÝ KE STUDIU

90 minutes

KLÍČOVÁ SLOVA KAPITOLY

Argumentation, manipulation, influence, softener. How to deal with customer´s objections, how to express own objections, how to interrupt someone, how to stress some information, negotiation.

4.1 How to influence someone

You can have influence on customer by considered using the language (verbal communication) or by using non-verbal communication (see the chapter about non-verbal communication).

By verbal communication, it is important the way, how you are speaking with people. While communicating with customer, try to soften your language, **use softener**. English is much less direct than Czech or German. For example, using that sentence: *I'm too busy to come to the meeting* with your English partner/colleague may cause problems in your business relationship. The reason is, that the non-native speakers often use the shortest sentence possible to pass on information. Because you're communicating in a different language, you want to be as clear as possible and avoid ambiguity. But remember, that English is a different language. Here are a few things you can do to soften your phrases when you are communicating with customer:

- Ask, don't tell:
  Would you mind helping me with…?
  Could you please send me the information…?
  Would it be possible for you to…?
  When do you think would be good day to meet…?
  Would Monday suit to you?

- Include please and/or thank you:
  Please remember that...
  Thank you for sending ...

- Use softener:
  I´m afraid I won´t be able to…
  I´m afraid that might be a little too late…
  I´m really sorry, but…
  Actually, I´d leave that to you…

You can also have influence on customer when you are able to work with apposite, accurate and apt arguments. It is also important to understand customer´s feelings and wishes – you can then be able to use manipulation a little bit, if needed.

4.1.1 ARGUMENTATION

Argumentation: the act or process of forming reasons and of drawing conclusions and applying them to a case in discussion. Synonym are debate, discussion.

Argumentation is the process of forming reasons, justifying beliefs, and drawing conclusions with the aim of influencing the thoughts and/or actions of others.

The three goals of critical argumentation are to identify, analyze, and evaluate arguments. The term 'argument' is used in a special sense, referring to the giving of reasons to support or criticize a claim that is questionable, or open to doubt. To say something is a successful argument in this sense means that it gives a good reason, or several reasons, to support or criticize a claim.[17]

Argumentation is dealing with arguments, facts, on a verbal and logical bases.

4.1.2 MANIPULATION

Psychological manipulation is a type of social influence that aims to change the behavior or perception of others through indirect, deceptive, or underhanded tactics. By advancing the interests of the manipulator, such methods could be considered as deceitful. Manipulation is essentially the use of unclear agendas in attempts to get another person to do what you want. Both the manipulator and the person being manipulated may be unaware that this is occurring.

Social influence is not necessarily negative. For example, people such as friends, family and doctors, can try to persuade to change clearly unhelpful habits and behaviors.[18]

Manipulation is not the same as influence. But you can use some manipulation for to influence customer. It is important to understand customer´s feelings, needs, and wishes. If you want to influence customer by using the manipulation, ask following questions:

Who is my target audience/group/type of person/type of customer?

What are they concerned about and how are those concerns connected to their emotions?

What do I want them / the customer to feel?

What do I want them / the customer to do?

Try to demonstrate customer that the activity you are doing right now is according to his needs. Express your understanding for the current situation. People want to be understood. Giving a person the feeling that you understand his problems is an excellent way how to change his mind about the situation, about his position, about your service etc. Here are some useful phrases:

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[17] What Does Argumentation Mean? https://www.thoughtco.com/what-is-argumentation-1689133 [30.4.2019].
[18] *Psychological Manipulation.* In Wikipedia: https://en.wikipedia.org/wiki/Psychological_manipulation [30.4.2019].

I suppose you spend a lot of time on…?

I imagine you must have a very large workload.

Your job obviously requires good organizational skills.

I guess you are very busy preparing for… so it must be very hectic for you.

4.2 How to deal with objections

If the **customer has some objections** but you **don't understand** his meaning, ask him to clarify it. It is no shame if you do not understand something. Always ask! It is better to ask then to don't have enough information.

But in some specific situations, you will probably just need to get **more time**, to **hold customer** for a while (for example on the phone), because you will just need to finish some work before to get ready for the customer's next objections and its resolution. In such cases, ask customer to repeat the last thought, be polite as much as possible. You can use following expressions:

Sorry? I´m afraid I didn´t catch what you said.
I´m afraid I couldn't follow you.
Would you please just repeat what you said before…?
Would you be so kind as to go over the figures again, please?
Can you say it in other words?
What exactly do you mean?
Did I understand you correctly, you said…?

ÚKOL K ZAMYŠLENÍ

While customer is complaining, keep in mind, that he is still your customer and that you are here to help him. Therefore, **try to be polite**, even if you "don´t like" his objections or questions. See the different expressions and compare the meaning of them. Which sentence sounds better to you? Why?[19]

1. *Why did you have to ask that?*

   Mm. That´s a very good question.

2. *Hold on a minute. I´m thinking of an answer.*

   I´m glad you raised that point.

---

[19] See Förster; Kufner (2012), page 163.

If you **need to express** some **objections**, your own opinions and meanings, rather use clear and apposite arguments. Try to avoid the manipulation. How to interrupt customer and express your own opinion? See the following examples:

Sorry for stopping/interrupting you, but I think we should…

Could I just come in here? In my opinion…

Sorry, but the way I see the issue is…

I'm pretty sure all we need is a new angle.

In the English language, if you want to **stress some information**, you can use the verb *did*. Instead of "*But I told him*" just use *I did tell my colleague about the meeting.*

If customer still has an objection, try to **negotiate** with him. Indicate you would like to negotiate:

Can we talk about the…?

Is this offer negotiable?

I think there are one or two issues that we urgently need to discuss together.

How much room for negotiation is there?

In the opposite, if you see that customer is trying to negotiate with you, because he can see that you don't agree with all his objections, just indicate that you are willing to negotiate:

I'm sure we can come to an agreement on this.

We might be able to meet you halfway.

Yes, we still do have some room to manoeuvre.

While negotiating, always remember to use the softeners:

We could reduce…

We can offer you…

Would you be able to…?

Negotiations can be long and detailed, but you will need to bring the discussion to a close. Once you find an agreement with the customer, summarize all the facts. Express to

the customer that you are accepting his offer or idea for to reduce any further objections or misunderstandings in the future:

I think we can live with this…

Now I think we´re talking about the same…!

I totally agree with…

I´m in total agreement with this idea.

I don´t see any problems, I think it´s a really good idea.

At the close of the discussion, don't forget to say "**Thank you**" to customer. Customer has provided you with some important information. It is polite to thank him for his time, too.

SHRNUTÍ KAPITOLY	Σ

In this chapter, you have learned the main points of verbal communication. I would like to give you a small summary of the most important points you have learned:

The three goals of critical argumentation are to identify, analyze, and evaluate arguments. Argumentation is dealing with arguments, facts, on a verbal and logical bases. Manipulation is dealing with feelings, needs, and wishes. People can be influenced by using proper arguments. Softeners can help you to influence the customer´s feeling as well. Manipulation is not the same as influence. But you can use some manipulation for to influence customer.

If the customer has some objections, ask him for details for to show him your understanding. You can use giving question also if you need to get more time. Try to be polite, think how to express negative information in a positive way. If you need to express some objections, your own opinions and meanings, rather use clear and apposite arguments. Try to avoid the manipulation. Negotiation is a way how to discuss the objections with customer and how to find the accurate solution for both sides. Once you find an agreement with the customer, summarize all the facts.

📖 **DALŠÍ ZDROJE**

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Softening your phrases in business communication (30.1.2015) https://www.targettraining.eu/softening-phrases-business-communication/ [přístup dne 30.4.2019].

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❓ **OTÁZKY**

1. Explain, what the word *softener* means and when it can be used. In which situations? Why?

2. Remember some of the phrases you can you by negotiating with customer.

3. See the expressions and try to change them for to be more polite to the customer.

   a) I want to say something else on the subject.

   b) You did not listen properly.

   c) I´ll say it again so listen this time.

4. What is the main difference between argumentation and manipulation?

ODPOVĚDI

a) I´m afraid I don´t know the answer to that one right now, but I´m talking to my colleague (provide a solution).

b) I obviously didn´t explain that clearly enough.

c) Let me put it another way. / Let me rephrase that.

What is the main difference between argumentation and manipulation?

- The three goals of critical argumentation are to identify, analyze, and evaluate arguments. Argumentation is dealing with arguments, facts, on a verbal and logical bases. Manipulation is dealing with feelings, needs, and wishes.

5 LISTENING

The main aim of this chapter is to present the basic rules and skills for listening while being involved in the conversation and perception of another people´s ideas, feelings, emotions, suggestions and opinions. One of the points is to present the basic skills how to react in such situations and the way of responding, argumenting, or opinions exchanging.

CÍLE KAPITOLY

Students will have a chance to get familiar with various techniques and skills of listening and ideas sharing and based on the role play activities, they will have a chance to learn how to argument in various situations. The chapter is mostly practically focused with the wide range of language skills needed to improve the skills as well.

ČAS POTŘEBNÝ KE STUDIU

60 min.

KLÍČOVÁ SLOVA KAPITOLY

Perception, observation, reaction, body language, gestures, facial expression, argumentation, content, trust, conflict reduction, reputation, motivation, listening partnership

5.1 Basic terminology

While being involved in the conversation, or a group chat, it is important to focus on the information being shared and the content of the speech. The following features can make a basic insight into the problematics and can lead the receiver to identify the way of the information being presented in a way to prepare for the possible reaction, or argumentation.

- **Perception** – the way of organizing, identifying, and interpreting the sensory information in order to represent and understand the shared information, or the envi-

ronment. In the content of the topic of common speech, it can be understood as way of observing the speaker in the environment and the way he acts while sharing the information.

- **Observation** - is the active gathering of information from a primary source. In living beings, observation mostly employs the senses. In the content of the topic, it is a way of observing a speaker and the way he acts while sharing the information within the group, or in a conversation. The main focus is placed into the facial expressions, gestures, language used as well as the body language. The main content of the speech is not relevant here.

- **Body language** – the way how the speaker acts and moves when sharing the information within the group. It can easily help the receiver to identify what mood the speaker is in – nervous, calm, relaxed, stressed, etc. and help to possibly evaluate the following reaction.

- **Gestures** – a part of the body language elements which can help the receiver to identify the mood and the status of the mind of a speaker and evaluate the following reaction. The content of the speech is not important here as well.

- **Facial expression** – a way how the speakers looks (while speaking about the face) showing the status of his mind and the mood he is in – relaxed, calm, angry, shy, worried, etc. As those 2 elements mentioned above, the facial expression can be indentified as a part of the body language and helps the receiver to evaluate the following reaction.

- **Content** – the information being shared within the group or in a dialogue as a whoe piece. The information to be shared should be coherent and complex for further possible discussion.

- **Reaction** – the way of percepting the shared information by a receiver and the way of evaluating the information while providing either the opposite, or the same opinion. The reaction can easily lead to the further discussion about the topic.

- **Argumentation** – the way of discussion when the shared opinions can be discussed in a way of presenting another opinions while using specific examples, facts, arguments, etc. The argumentation itself is an important feature in the academic, business and marketing fields. In most occassions, it can be a part of the common speech among friends as well.

Work in pairs and answer the following questions. Share your opinions with another groups in the class:

1.) Is listening important in the communication? Why? / Why not?

2.) What is the main difference between listening and argumentation?

3.) Would you say that listening should be considered as one of the basic factors in the human communication? Why?

5.2 Listening in the business context

Verbal communication involves both speaking and listening. In a business organization, listening is key to effective working relationships among employees and between management and staff. Listening skills also impact a company's interaction with customers and other businesses.

To improve the listening skills in the business context, give the other person the full attention and maintain the eye contact. When the speech is finished, rephrasing the remarks and possible questions are in place. If the topic is not understood correctlz, additional questions are appropriate. Listening enables to acquire facts so that people can make decisions that benefit their business. It is essential to build trust and reduce conflict. The reputation of business depends mainly upon listening skills[20].

5.2.1 LISTENING SKILLS FEATURES

Listening skills in the business context can influence the mutual relationships and future cooperation based on the following features:

- **To gain information** - Listening enables you to acquire facts so that you can make decisions that benefit your business. By listening to a job applicant in an interview, for example, you might discover his attitudes toward the profession, performance in previous jobs and information not detailed on his resume. This additional insight can help you decide whether the applicant is a good fit for your company. A super-

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[20] https://smallbusiness.chron.com/listening-important-business-organisation-24040.html, 17 April, 2019

visor who listens to an employee's complaint about a health risk on the job might reduce injuries and enhance job performance.

- **Developing and building trust** - Listening is essential to building trust. If one member of a team doesn't listen to instructions, an entire project might fail. To develop trust, pay attention to verbal instructions and deadlines. Listen for statements a coworker might make regarding his own strengths and weaknesses as it relates to a project, so that you can collaborate in a way that maximizes each other's strengths.

- **Maintaining the reputation** - The reputation of a business depends upon listening skills. If you fail to listen to a customer, for example, the customer might not receive the service or product she expected. When this occurs repeatedly, it can tarnish the company's reputation. A company develops relationships with other businesses through verbal communication, too. Talking on the phone and working on a task at the same time can result in misunderstandings.

- **Listening as a tool of conflict reduction** - Listening can reduce conflict. A conflict can arise when an individual feels misunderstood or mistreated. For example, if you fail to listen to instructions and your coworker does the task you were supposed to perform, the coworker might be unhappy with you. Pay attention to nonverbal cues, as well. If an individual's facial expressions, gestures or behavior contradict her words, ask questions to find out what she really means.

- **Motivating employees through listening** - A manager can improve morale and productivity by understanding what motivates each employee. Listen to employees to discover what aspects of the job they find most rewarding and challenging. Do not expect to understand an employee's needs from a single conversation. Continue to be an attentive listener so that the employee knows you are sincerely interested in what she has to say.

ÚKOL K ZAMYŠLENÍ

TASK 1:

Spread into 2 groups and answer the following questions. Share the ideas with the second group:

1.) Why do you think listening is important in the business relationships?

2.) How can we react on impulses in the business communication?

3.) Are there any differences between listening in the business context and the personal one? Share the ideas.

4.) Are there any difference between the argumentation in he business context and the personal one? Share the ideas.

TASK 2:

Role play. Based on the following examples, split into pairs and create the model situations. Think about the possible reactions and what communication means would you use as a reaction. Share your arguments.

A.) *Employees participated the meeting with their boss, attended by 25 people from across the department. The strategy of a new project for a new client has been discussed and if successful, would lead to the mutual cooperation. Such cooperation would guarantee more projects and certainty for years to come for the whole department. The team worked on the strategy for several months, but their boss told them he would like to re-work the project because he did not like the way he wanted his team to achieve the desired result.*

B.) *You are a customer service representative of an international corporate telecommunications company (Internet, telephone lines, etc.). Your customers are only corporate companies around the world. A customer who complains about the quality of service is just calling you and would like to raise an official complaint with your company's management, as the services you provide do not meet his expectations of the price-quality. Your task is to listen to the customer's arguments and then react accordingly.*

C.) You are at the meeting with your supervisor which you have requested. Your goal is to persuade your boss to raise your salary. You think the work you do is so important and good that you deserve salary increase. The last project you worked on has been so successful that your business has received additional business partner contracts. Unfortunately for you, previous projects have not been so successful and your company has lost some money. In addition, you are are not working for the company so long enough for the superior to offer you salary increase yet.

5.3 Listening in the context of partnership

Listening in the context of personal relationships represents the same importance as in a business-related contexts. One oa good examples is the relationship: parent – child which can be used as a good example of demonstrating the mutual coorindation of the emotions, or feelings sharing.

5.3.1 LISTENING PARTNERSHIP

Can be defined as a stage where we listen in turn with another adult, swapping an agreed amount of listening time. We can use *Listening Partnerships* to work regularly on the pressures and tensions of parenting and family life. And we can use them as an "emergency relief valve" – finding someone to swap a short (or longer) amount of listening time when we are upset, or need a chance to think through a challenge[21]. Once the mutual rely is built between the two partners, the trust and respect will follow accordingly as well.

5.3.2 MAKING LISTENING PARTNERSHIP WORK[22]

There are two ways to make this tool work:

- Setting up a Listening Partnership regularly to develop your skills, review how things are going, and learn to offload the stress of parenting instead of letting it pile up.

- Once the Listening Partnership with a listener or two is developed, we can use a Listening Partnership on the spur of the moment. The two can agree to call or text one another, requesting Listening Time in order to think about a possible reaction.

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[21] https://madeleinewinter.com/resources/listening-partnership/
[22] https://www.handinhandparenting.org/2016/08/listen-launch-post-what-is-a-listening-partnership/

Find a listening partner and ask him / her to listen to you for a while, then listen to him / her for the same amount of time. Focus on the following points:

- **Different from a conversation** - your job is to to assist your partner to tell the story, not "make friends" or get information, or tell your own story / give helpful hints.

- **Equal and fair** - share the time, and make sure you take turns since everyone needs a chance to tell the story. Some people like to talk a lot, and others may feel like they have nothing to say, but with good listening, every person who cares for children will find something they want to talk about. Do not shorten the time: it may feel uncomfortable at first, but over time we learn to use this listening time. If you cannot think of anything else to say, tell your life story. As we do this kind of listening more regularly, we start to notice more things we want to talk about.

- **Listen with respect, warmth and interest; do not give advice nor interrupt** - Strict confidentiality makes it safe for everyone to talk about anything they need to. Do not refer to anything anyone said while in a Listening Partnership – not in conversation with them afterward, not in your own turn being listened to, or to anyone else later.

TASK 1:

Split into pairs and answer the following questions. Share the ideas with the rest of the class:

1.) Why do you think listening is important in the partnership?

2.) Would you say that listening along with the verbal form of agreement / disagreement and argumentation is important? Why? Why not?

TASK 2:

Role play. Based on the following situations, make pairs and role play. Think about the possible reactions and what communication means would you use. Share the arguments if necessary.

A.) The partner comes home after a long and demanding shift, where, among other things, she had an argument with her superior. Her boss believes that her job performance is not sufficient and requires more work enthusiasm and therefore more time at work. She disagrees since she believes doing adequate work, consistent with her job description and financial rewards. Her partner is busy at work as well, but has an excellent relationship with the employer in comparison to his partner and is not under such pressure, not to mention the fact that he is well-paid.

B.) The partner has just quarreled with one of his parents for finances. He and his partner are currently renovating the house and the bank has not approved the necessary bank loan. Given that they would like to finish the construction and renovation works before their first child is born, they need to raise funds from non-banking sources, perhaps as soon as possible. The parents are wealthy so the financial help to their son does not make a problem. Unfortunately, they think his son and his partner are irresponsible and will not be able to pay their debts on time. The son believes he is financially secure and has always been paying his debts on time and without any problems.

SHRNUTÍ KAPITOLY Σ

The main purpose of this chapter was to present the basic listening techniques and the way how to apply them in practise not only in the business-related sphere but in the personal sphere too. Such skills can be either natural but can be practised in order to develop even higher level of empathy and mutual understanding as well as to reduce the risk of raising conflicts.

6 NON-VERBAL COMMUNICATION

This chapter opens door to basics of non-verbal communication. It is an important element of communication that is neglected often, or it doesn´t get as much attention as it deserves when we prepare our presentations. We´ll discover how to use our non-verbal communication as an advantage, in the first seconds of our speech.

CÍLE KAPITOLY

By the end of this chapter, you will be able to understand why non-verbal communication is a vital piece of our address. You will be able to distinguish positive and negative signals of non-verbal communication and their impact on the audience. Last but not least you will learn how to define important elements of non-verbal communication, and use them in practice.

ČAS POTŘEBNÝ KE STUDIU

120 minutes

KLÍČOVÁ SLOVA KAPITOLY

Reptilian brain; non-verbal communication; behaviroral psychology

6.1 Why is non-verbal communication so important for presentation skills?

If we want to understand the meaning and importance of non-verbal communication in our lives, we must return millions years back in time. It is not about returning back just to our "Homo" species ancestors, but even deeper into our history. The reason is that fundamental non-verbal signals are being detected by the oldest parts in our brain – basal gan-

glia and amygdala. These brain structures control our inborn and automated behavior, responsible for our survival, and survival of the whole species. This primary brain is also responsible for fulfillment of four basic needs – feeding, fighting, retreating and reproduction. There are even more behavioral patterns included, such as physical communication together with social signals, e.g. handshake, head angle, bowing as an expression of respect etc.

Evolution of the mentioned brain part often called as "Reptilian brain[23]", took approximately 300-400 million years (bear in mind that the oldest Homo species excavation findings are only 2.8 million years old). Due to this fact, our instincts and basic behavior patterns are well grounded and it makes them pretty much unchangeable from our perspective. It will také millions of years more until basic brain structures start to noticeably change, and until these instincts adapt to new situations and standards. We do not live in times of our ancestors, however, we still face terrifying and potentially dangerous situations. Our brain system is responsible for our safety now, as same as millions of years back. The brain stem, at the most elemental level, helps to identify familiar and unknown matters. Known matters are safe and suitable, while unknown are considered suspicious, till we compare and understand them in wider context they appear in. Knowledge of these principals is widely used areas of design, marketing, sales…let´s start using them as well while presenting.

However, an important factor we always have to keep in mind, when aiming on basic brain structures, are socio-cultural differences. In other words, the above-mentioned knowledge will always be related and influenced by the region and local cultural habits. I repeat here, that known and familiar matters are usually understood as safe and suitable. You might have noticed already that based on these principals, principal of behavioral economy, global companies build their global branding and re-branding activities.
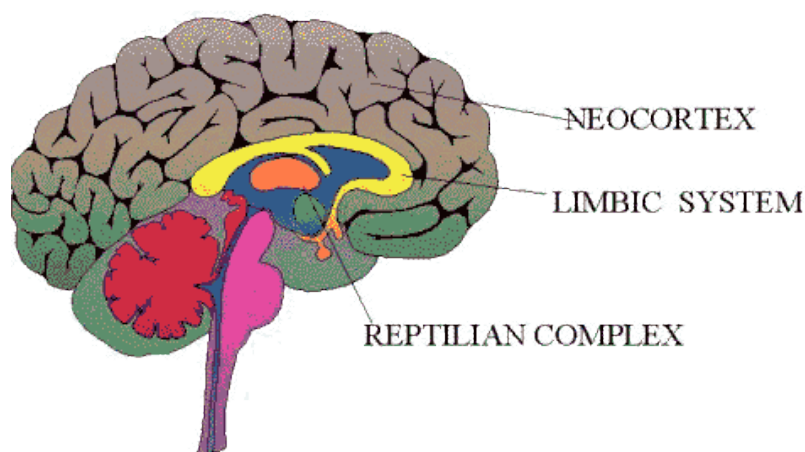
Neocortex responsible for logical thinking, Limbic systém responsible for emotions, Reptilian complex responsible for instincts (part of basal ganglia – limbic system)

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[23] In literature we can also find terms as Reptilian complex; R-complex; Lizard brain, Dinosaur brain

6.2 How to use non-verbal communication as an advantage

In the last subchapter, we said that the basic perception and the resulting decisions are made at the instigation of the so called reptilian brain. Its main function is the evaluation of any possible threat and any possibility of reproduction. When we meet someone we don´t know, the person is indifferent, neutral to us. In the very first moments, he/she doesn´t belong to any of the categories listed below. Our reptilian brain, however, will categorize that person very quickly. This categorization takes places during the first minute of seeing each other. From neutral category our counterpart will fall into one the following three boxes:

- Friend
- Enemy/threat
- Sexual partner

There´s nothing easier than to use this knowledge and to aim at the reptilian brain of our audience, so we persuade them to put us into the friend box. Of course we might want to be dropped into the category number three, however, this is not the scope of interest of this lesson.

In the area of interpersonal relationships and of course also in the area of public presenting, we have to realize that categorization that takes place in the reptilian brain of your audience, means unconsciously, is the matter of first seconds of our presentation/interaction with the audience. We talk here about the primacy effect and so-called snap-judgement. We have roughly one minute to persuade our counterpart to categorize us into the required box, the friend box. In the optimal scenario we convince his limbic system to send a signal into neocortex, saying you´re not a threat, and it is worth listening to you, that he or she can profit and gain from paying attention to you[24]. This very first signal sent to neocortex centers is then being supported by logical conclusions that originate here. These conclusions are however influenced and manipulated since the very beginning. Listener´s neocortex is cherrypicking facts and information that only supports the original decision of the reptilian brain.

Let´s explain which non-verbal signal to use /send, so we get to the category of FRIEND:

- **Upright open posture** – Posture of the presenter is the very first thing to which the audience unconsciously reacts. Welcome our audience literally with open arms. It doesn't have to be a great gesture, just show that we are open to the audience. Let's have our palms facing the audience, and back of our hands facing either down or to the side. By open position, we signalize to the listener's subconscious that we are not armed, that we have nothing to hide. It's the very first

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[24] One of the main questions and motivations of human actions is unconscious question "What will I get from it?"

signal, the lizard brain evaluates – the outcome should be "He/she is not a threat – he/she can be a friend". By open position, we show that we evaluate the counterpart as a threat neither. We reveal them our most sensitive part of the body – the belly part that hides very soft and sensitive body organs. Back in times where we were on four feet, this body part was well protected by the ground. Since the times when we as a species got erected and started to move by bipedal locomotion, this part of our body lacks any kind of protection. Your counterpart´s Reptilian brain is well aware of it. Upright and open posture (straightened shoulders) also open our ribcage, thus you get more air into your lungs, and the whole speech becomes more energic.
Remember! Act relaxed, don´t look stiff!

- **Face the palms of your hands to the audience** – did you know that there are more nerve connections between your brain and the palm of your hand than between any other body part?! By using an open palm facing outward towards the audience, we´re getting back to the point, that we show the counterpart we are not an enemy. By open palms, we also show neutrality in relationships. We show no dominance or submissivness. The back of our hand should always point either down, back (to our body) or to the side. If we do it vice versa, means, if we point it up, while aiming our hand to the audience, we show our dominance. Such a gesture was used many a time in our history as a dominant greeting.

- **Smile** – a smile is also one of the very first non-verbal signals that signify a friendly attitude to others. It is important to stick to 3+3 seconds rule. That means we have to let our smile grow (first three seconds), and to keep it on your face (three more seconds). Being quick on the draw will result in the opposite meaning. By a smile that is developed too fast, and that doesn´t last long enough, we send an incomplete signal, that will be understood as dubious.

- **Eye contact** – making eye contact with our audience is very important. First and foremost, this is the signal needed to properly categorize us as speakers, and secondly, we create and maintain contact with all parts of the audience. If we stand in front of a large group of listeners, it is necessary to give attention to all parts of the audience, i.e. also to those who, due to distance, we do not see directly.
Be careful! Do not keep long eye contact when in contact with Asian cultures. In many of them, eye contact is still perceived as unsuitable for communication, and uncomfortable for the counterpart.

- **"Eyebrown flash"** – by raising the eyebrow, we pass on a message to our counterpart that we are not indiferent, that we recognize and respect them. This is another positive message for his/her reptilian brain.

- **Head rotation when listening** – you need to keep in mind that the presentation is not a "one man show". Whether it is business, educational, entertainment, or any other, it is necessary to be in constant contact with the audience, to keep a dialogue with it all the time. Thus, if our position is changing at a given moment, and if we are getting into a listening role, let's express respect to the person and his/her question. This inconspicuous gesture will only strengthen our positive relationship with our counterpart from the beginning.
  This gesture in our politics, sometimes to an exaggerated extent, is used by Miloš Zeman.

We can have a look at these signals also vice versa. Using the opposite would lead us from the beginning to the category of ENEMY/THREAT:

- Closed and hunched posture
- Back of the hands poinintng up or towards the audience
- Absence of smile
- Absence of eye contact
- Incomplete positive signals

As we mentioned in the introduction, the third category in our course was devoid of purpose.

6.3 Further elements of non-verbal communication in communication/presentation.

We have already explained why non-verbal communication is so important, especially at the beginning of our presentation (communication to the audience). When we achieve the desired goal and get situated in the correct category, getting their attention, we shall not abate in the field of non-verbal communication. Our non-verbal communication needs to be consistent throughout the speech. 55 percent of the basic meaning of information takes place through what our body interprets, along with the tone of the voice, simply the music we hear. The meanings of information tend to come from non-verbal gestures and not necessarily from the linguistics. If there is a mismatch between what we hear (linguistics) and what and how we see and listen, we rather believe what the body says.

Learn how to perform your speech authentic. Now let's look at some more principles and tips in nonverbal performance.

- **Energy** – your energy, the energy of the whole speech is perceived by the audience continuosly. This energy is being shared, simply it is transferable. You and your audience are communicating vessels, a homogeneous whole. Is your audi-

ence active, are they interested and passionate? Then it is because you and your presenting are interesting. On the contrary, are they bored, do they check their cell phones, watches, do they draw on a piece of paper? Then again, look for the cause in yourself, face it, you are boring. Don´t forget, first of all, an open and upright posture that blows air into our lungs, giving more energy to our appearance. An upright stance also allows us to work better with the diaphragm, thereby regulating the entire voice. Use your hands! Gesturing helps both to underline and supplement or replace the meaning of words, but it also adds more oxygen to the body, and energy to the whole speech. For most situations, the operative height of your hand gestures is somewhere in the area between your belly and shoulders. If we hang our hands along the body, our shoulders become soft, they move naturally forward. Hence the whole posture becomes closed. Another disadvantage of not using hands is that our body automatically tries to substitute for this movement. The natural replacement of hand gestures is then frequent head-to-side move. So you can try to convince the other party that you are the best regional sales manager, but if you suppress hand gestures, and your head takes it unconsciously over by left to right moves, saying "no" then there is a conflict between the linguistic part of your speech and the non-verbal one. And we already know what people believe more.

- **Voice** – voice is one of the most important parts of our non-verbal communication. The way of vocal expression should always reflect mainly three determinants: the size of the room, the number of listeners, the theme of the presentation. It is up to you to decide when the space for your voice becomes to too big, so use of audio technology is needed. Pay close attention to the speed of speech, that we can change during the presentation. We can gain/re-gain the audience attention this way. Any change in voice (if not too frequent) regains attention. You can take advantage of a change in speech rate, speech volume, or pause. Last but not least, it is necessary to mention the correct pronunciation and articulation. Recording is the best way to identify your strengths and weaknesses in non-verbal and also verbal communication. Our voice sounds very different if we hear it ourselves, and when others hear us. The reason is simple...our skull. It resonates, and our voice, we hear both partially from inside, and partially from outside has a very different color than it actually sounds to others.

Movement – never turn your back to the audience. Even when writing notes on a flip chart or whiteboard, or pointing at your Powerpoint presentation, stand at the side of it, still facing the audience. If we turn our back to them, we immediately lose at least three things. 1) Connection with the audience 2) Space for non-verbal communication 3) Part of our credibility. Use the free space that is given to you, work with it, walk. Do not stand where it is not absolutely necessary. Here are three good reasons why. By the first one, we refer back to the energy of speech. Stiff posture does not express any energy whatsoever, on the contrary, it looks very boring. That also projects in your voice, thus affects ver-

bal skills. In verbal communication, we use for example change of speech speed, volume, to attract and gain audience attention. In non-verbal communication, we can use a position change. The second good reason for walking is the help against nervousness. If you are nervous when publicly speaking, just relax and make a few steps here, a few steps there. It will start giving you self-confidence when you see that the audience is watching you, that you and your topic are interesting. The third good reason, which is not an argument for all the situations, but for many cases as well is, that we avoid the 'pendulum-effect'. The familiar movement of the body from side to side. Many of us do not even register this movement until they get recorded and they see it. I remember my high classroom mate who, jiggled with the whole body anytime when speaking. Eight years later, by the end of our high school studies, we told him, we were laughing about that, but he replied with a poker face, swearing that he was definitely not doing this...

Remember! If it is not absolutely necessary, do not sit while presenting!

- **Limit face touches to the value close to zero** – if it is not absolutely necessary (when you need to wipe your sweating forehead or to take out a falling hair from your face) try to avoid touching your face. Such touches are disturbing. A lot of focus and self-discipline is needed so that we get rid of these natural habits.

- **Choose appropriate dress-code** – as we stated in the first chapter, the basic definition of what form of a presentation we choose is defined by the audience, topic, and the presentation goal. I remember myself running a three-day long seminar for high-school students when I did not evaluate the audience properly and blocked my audience just by wearing a business dress code on the first day of the seminar. So I have become even more authority for the audience, and have done a lot of work to unleash them and get the whole workshop at ease. The next day I took the clothes far more free, and the interaction and mood in the class were much better.

K ZAPAMATOVÁNÍ

Finally, remember the most common mistakes of non-verbal communication when presenting. Whenever you recognize you are making one of them, try to get rid of them with a simple trick immediately.

- Closed posture → start using hand gestures; walk
- Absence/lack of even eye contact → provide eye contact to everyone evenly

- Monotonous/too fast/too slow/low volume voice → start breathing properly; start walking and using hand gestures
- Stiff posure/pendulum → start using hand gestures; walk
- Do you play with a marker, hair, rings… → put the thing aside; do not heekp you hands closed
- Fillers/Parasite words (mmm, eee, ehm…) → take a breath when you feel you would use one of these

SHRNUTÍ KAPITOLY

At the end of the chapter, I would like to give a small summary of the most important points we have discussed here. We explained what non-verbal communication is for and how important it is to us in communication and presentation. We underlined the importance of non-verbal communication, especially in the first minute of speech, when the so-called "reptilian brain" is our primary target. We have defined three categories where we can be placed by the audience, emphasizing the "Friend" category, that is our desired destination. With regards to, this we have described the elements of non-verbal communication that will help us to get to the required category. We have also introduced the most common presentation flaws and ways how to get rid of them.

ÚKOL K ZAMYŠLENÍ

Try some of the above-mentioned positive non-verbal signals in practice. Just walk down the street, make eye contact with an unknown person, smile at him/her, along with raising your eyebrows. The opposite side, despite not knowing you, will most probably return similar signals back to you.

OTÁZKY

1. Name 4 basic needs that are controlled by the area of the brain called basal ganglia
2. Name at least 3 other names used for Reptilian brain.
3. Name at least 3 positive non-verbal signals.
4. In contact with what cultures we should avoid long or any eye contact?
5. How can we easily avoid usage of fillers (parasite words) in our speech?

☑ **ODPOVĚDI**

1. Feeding; self-defense; retreat; reproduction.
2. „Reptilian complex; R-complex; Lizard brain, Dinosaur brain"
3. Upright and open posture; eye contact; smile.
4. With Asian cultures.
5. Take a breath.

7 HOW TO HANDLE STRESSFUL SITUATIONS

RYCHLÝ NÁHLED KAPITOLY

This chapter aims to provide you with understanding of stressful situations. You will learn, what setting customer´s expectations mean. You will learn, how to deal with angry, frustrated or unsatisfied customer and how to be more customer oriented.

CÍLE KAPITOLY

By the end of this chapter, you will be able to handle stressful situations. You will be able to set customers expectations. You will know why it is important to inform him about the limitations. You will be able to show your empathy through asking for details and offering general assistance and help. By the end of this chapter, you will be more customer oriented.

ČAS POTŘEBNÝ KE STUDIU

90 minutes

KLÍČOVÁ SLOVA KAPITOLY

Stressful situations, setting expectations, customer oriented, offering help, asking for details, responsibility, limitations, five W´s (what, why, who, when, where).

7.1 Angry and frustrated customer

While dealing with angry or frustrated customer, make sure the customer knows **he is important for you**:

Let me say how sorry I am about the situation.

Our aim is to make sure that all our customers are entirely satisfied with our services all the time.

We are doing everything possible to resolve the situation.

Example:

C: *I still can´t access my email or use the internet. It´s been like this all day. This is not acceptable!*

You: I'm very sorry for the inconvenience caused. We are doing everything possible to resolve the issue. We´re still working on the issue and hope to have it fixed in about 2 hours.

ÚKOL K ZAMYŠLENÍ

Read again the example above. What is the difference between the words "problem" and "issue"?

ODPOVĚDI

While communicating with customer, always try to avoid using the word "problem". Use rather the word "**issue**". It does not associate such negative emotions.

While communicating with customer on the phone, tell him **what you are doing now** (the action has started and is still happening). If you are currently doing something (searching for information in system etc.) and the customer is waiting for you, just tell him exact what you are doing right now:

I am searching for any contact details for you, just one moment, please.

It is important to assure and convince the customer that you are trying to put things right **as soon as possible**. Following expressions can also help you:

We are sorting it out now.

We are already dealing with the issue.

Our engineers are fixing the issue at this very moment.

Our technicians are looking into the problem/issue and will contact you as soon as it has been sorted out.

We are working on the issue and hope to have all things working again in the very near future.

We are investigating what happened and will contact you in about one hour.

K ZAPAMATOVÁNÍ

Note: It is always better to use **an exact time slot**. *In about one hour / at around 1.00 p.m. etc.*

Tell customer **what action you will take as next** (the action has not yet begun). That means, saying the customer what will be done to solve the problem. **Confirm** with customer what you will do, if this is what he needs or requires. Use following expressions:

I will make sure this matter is dealt with in the next one hour.

I will contact our manager right away and ask him to call you as soon as possible.

I will get an engineer on to this right away.

Inform the customer, who will be working with, **who is responsible** for the next step:

If you leave me your name and telephone number, I will ask our technician to investigate this and get back to you.

It is important to set customer´s **expectations** to avoid his further frustration. Always ask yourself: "What are the customer´s expectations and what influence these?" Keep in mind, that the expectations will be influenced by customer´s perception of the service he is paying for. His expectations are influenced of his needs, wants and preconceived ideas (can be created by previous experience, awareness of competitors etc.).

Important: Inform customer about any **limitations** we may experience because of something. Do not make promises you cannot stick to. That means, don't promise what you are not able to do, what you can´t deliver. Try to avoid his frustration in the future.

If you will meet customer´s expectations, you will have a satisfied customer. If you know what the customer needs and expects from us, we can manage better the situation and improve our business relations. Therefore, always **ask customer** for the details of the problem he is having with his service.

Show him your interest: Ask him, how often he would like to be contacted, on which regular bases (every ninety minutes, every hour etc.). Ask him how they would like to be contacted (phone, email). Tell the customer how he will know the task has been completed or the current problem has been solved:

If you leave me your name and telephone number, we will call you once any news, at least in three hours.

Show him your empathy: If possible, try to offer **general assistance** and help to customer, mostly at the end of the conversation. The customer will then know you are really doing your best to solve the issue, and that you are **customer oriented**. Use following expressions:

If you need anything else just let me know.

If you have any queries, just give me a call. My phone number is…

Should you have any problems, please do not hesitate to contact us.

Should you need any further assistance please just give me a ring.

If I can bee of any further help, please feel free to contact me.

After you set the expectations, always try to finish the call with **positive messages**. The people mostly remember the last information they had received.

Don't forget to say "**Thank you**" to customer at the end of the call. Customer has provided you with some details like his telephone number or with any other important information. It is also polite to thank him for his time.

K ZAPAMATOVÁNÍ

Always remember the five W´s: **What, Why, Who, When, Where.**

What – what he can customer expect from us, what is the next step of action? What are the exact goals and objectives of the plan? What are the limitations? Don't promise what you are not able to do.

Why – why the plan is needed? Why do we need some information from customer? Why it cannot be solved in the next hour? Why you are doing this? Explain all the possible details to the customer.

Who – who is responsible for the next task? Who will be supporting the plan? Who is going to contact the customer as next? (name of an engineer, manager etc.).

When – inform customer, when he will be contacted: when will be next call, when he can expect next email from you.

Where – use the geographic details, if available. Where is the problem located? Where can or should the solution be hosted?

If customer knows **when** he will be contacted, **what** he can expect from us or what are the limitations, **who** is responsible for the next task, **why** some action is needed, **where** is the problem located… then, he will have not need to contact us or be frustrated at the lack of communication.

SHRNUTÍ KAPITOLY Σ

In this chapter, you have learned how to handle stressful situations. I would like to give you a small summary of the most important points you have learned:

Make sure the customer knows he is important for you. Try to avoid using the word "problem", use rather the word "issue". It does not associate such negative emotions. Tell customer what you are doing now. Tell customer what action you will take as next. Inform the customer, who is responsible for the next step of action. It is important to set customer´s expectations to avoid his further frustration. Inform customer about any limitations we may experience because of something. Do not make promises you cannot stick to. Try to avoid his frustration in the future. Show him your interest: ask him, how often he would like to be contacted. Ask him for details about the issue. Show him your empathy: If possible, try to offer general assistance and help to customer. Try to finish the call with positive messages. Remember the five W´s: what, why, who, when, where.

DALŠÍ ZDROJE

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1. Correct the following statements:

   a) While dealing with angry customer, make sure the customer knows he is not the only one who has such problem. Therefore, he must just wait for the solution.

   b) It is important to promise customer that we will certainly solve the issue in the next thirty minutes, to avoid his further frustration and calls.

   c) Never ask customer for the details of the problem he is having with his service; he will be more frustrated. Ask only for his contact details.

   d) Tell customer what action you will take as next: for example, that you are going to call other customers regarding another issue as this is your job.

   e) Setting expectations means for example to inform customer that unfortunately we have less workers, as all our technicians are currently on holiday or on a sick leave. He needs to wait for couple of days until the technicians will be back at work.

2. Try to answer the customers complaint. Use proper phrases:

   I´ve been trying to get through to your reservations department all day, but it is either engaged or there is no answer. It´s now really urgent and I need to speak to someone who can help me with this problem.

3. Explain, what the five W´s means. Give some examples.

ODPOVĚDI

1. Correction:

   a) While dealing with angry customer, make sure the customer knows he is important for you.

   b) It is important to set correctly customer´s expectations to avoid his further frustration.

   c) Always ask customer for the details of the problem he is having with his service. Ask also for his contact details.

   d) Tell customer what action you will take as next: for example, you are going to call the manager and discuss the issue with him (show customer, he is important to your company).

   e) Setting expectations means for example to inform customer that the issue cannot be solved within the next two days due some internal problems in our company. But we will do our best to get a better information and to inform customer about an exact date and time of repair. (Do not tell customer any sensitive and "unprofessional", internal details).

8 INTERCULTURAL COMMUNICATION

This chapter aims to be a gateway to intercultural communication. We will define culture from a wider point of view, and explain why cross-cultural communication is so important in today´s world. The chapter will lead you through verbal and non-verbal communication across different cultures, and reveal several tips and tricks, how to use global English as a business language of today´s globalized world.

By the end of this chapter, you will be able to define culture itself and cross-cultural communication, together with its importance when dealing with people from a different cultural region. You will be able to distinguish collective and individualist culture and understand their basics. Also, you will get knowledge of the main regions of the world, where communication habits are very different from the perspective of both verbal and non-verbal skills. Last but not least, you will adopt basic rules of how to use global English.

120 minutes

Intercultural communication; cross-cultural communication; culture; collective culture; individualist culture; global English; verbal ommunication; non-verbal communication; haptics; proxemics;

8.1 Introduction to cross-cultural communication

Intercultural communication (or cross-cultural communication) is a discipline that studies communication across different cultures and social groups, or how culture affects communication. It describes the wide range of communication processes and problems that naturally appear within an organization or social context made up of individuals from different religious, social, ethnic, and educational backgrounds (socio-cultural habits). In this sense, it seeks to understand how people from different countries and cultures act, communicate and perceive the world around them. Many people in intercultural business communication argue that culture determines how individuals encode messages, what medium they choose for transmitting them, and the way messages are interpreted.[25]

There is a number of cross-cultural service providers that deliver training for businesses in order to improve their sales/customer service skills when doing business with people that have a very different cultural background. To be able to study and understand all aspects of intercultural communication, we have to use one key ability – to be open-minded, so we can understand the values of a different society. You might think that in today´s globalized world even communication is quite the same, but on the contrary, it is still very culture defined. Specific cultures have been developed and involving for thousands of years, especially in verbal and non-verbal communication ways. Hence it is impossible to change it within a few decades of globalization. Yes, the main currents merge together, but even in Europe, which we might consider quite culturally homogeneous, there are many aspects, that need to be understood, valued and even pardoned, when communicating across the countries. I remember a friend of mine, who used to be a sales director in an international (Danish) company, wanted to start doing business at the Chinese market. Their services of work clothes rental and service was a self-proving successful business across the whole EMEA (Europe, Middle East, Africa) market. However, when they wanted to make a mark on this market, hard and costly preparations had to forego. The company invested over 750.000 CZK into one-week training of cross-cultural communication for him, and four of his account managers that were supposed to start at the Chinese market. The whole strategy, with the whole investment was not enough to be able to expand in a way they presumed. They had to hire local sales team anyway, who actually worked as mentors and consultants for these Czech/Danish account managers. After half-year of such mentoring when mostly all the communication was handled by local staff, they started to run business negotiations on their own.

When working for international business, it is vital to get such an ability. The first thing people usually mention, when I ask why is it important to understand and know cross-cultural specifics, is that global corporations employ many expats, so you simply work in a multicultural environment. Well, not only… The corporate job often includes work within a team that is off-shore – not on-premises based. So imagine you are a project lead, and your team of 5 specialists is located at let´s say three company premises around the globe.

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[25] Lauring, Jakob (2011). "Intercultural Organizational Communication: The Social Organizing of Interaction in International Encounters". *Journal of Business and Communication*. 48 (3): 231–55.

Or maybe you´re a service manager, account manager, customer success specialist, so you need to visit your clients on the other side of the planet. You can be a service desk agent, supporting clients in English, however, the client is Japanese, Argentinian, German. Different people expect different behavior and treatment. The ability to successfully communicate, negotiate, work together, resolve conflicts, present, across the cultures is a vital part of global business (and not only the corporate one).

8.2 Culture

First of all, we have to define what is actually a culture. We can look at culture from two different views. From a narrowed point of view, culture is specified as a set of human activities that somehow enrich our lives. These are especially related to art – literature, sculpture art, painting, theatre, music, etc. Nevertheless, for our purposes, we have to see culture from a wider point of view. From this perspective, we understand culture as a complex set of human activities, ways of thinking, world perception, behavior, trade standards, moral values, law system, habits, simply everything that makes their specific perception of being. Anything we understand as moral, normal, beautiful, ugly, tasty, disgusting, we perceive from the context of our culture. Is eating dogs and cats moral and normal to you? Most probably not, as it is not part of our cultural region. Go to China, Vietnam, or many other Asian countries, and people will not understand your prejudice and eventual disgust. Is it acceptable for you in some way? Well, let´s mention another delicacy such as warm monkey brain. Most of you would say that this is really no go, but in some parts of the world, it is an honor to be served by such a dainty. Don´t think that it works one direction only. There is a tribe in Mexico that is disguised by an onion. They would never put it into their mouths. When people don´t fit our cultural standards, we often label them. Someone being constantly late for meetings does not have to be "lazy and irresponsible", it just might be normal in his culture. When someone eats using his hands instead of a fork and knife, does not mean he doesn´t have good manners. We don´t have to label him as hillbilly.

There are two ways how to deal with it. Either be against, but respect it, or adapt and give it a try. Culture transcends many disciplines of science, such as culturology, cultural anthropology, axiology, psychology or sociology.

8.2.1 INDIVIDUALIST VS. COLLECTIVE CULTURES

Based on the way people understand themselves, we can divide cultures across the world into two main groups. Individualist and collective. Generally, we can say that western culture (Euro-American, with Australia and New Zeland incl.) are individualist cultures. From the very first moments, children are taught to be responsible and accountable for their actions, to speak for themselves, to make decisions, to value their personal freedom and space. You can observe this influence in their housing or office layouts, or even daily habits – individual bedrooms, children sleeping in their own room, without parents, even

in the first days after they are brought home, from the hospital, all that is very common for example in the United States. Offices with a closed door, where entering the office without knocking is unacceptable. Straight individual logic, with the pattern of cause-effect, is natural for individual cultures. The way this culture communicates derives from the above. Communication is direct, explicit and personal and it is easily decodable. For us, it means that English speakers like messages that are being communicated in this style. Messages often contain personal opinions and express personal accountability for any mistakes. Collective cultures are in sharp contrast with individualist. Collectivism is common in Asia, Africa, the Middle East, Central, and latin America and the Pacific Islands. Children are taught to listen, to defer to elders, to fit in with the family or community (that ensures their survival). People of these cultures often emphasize "We" in communication instead of "I", as they are more clan/group/family/company oriented. The loyalty of these people can be considered higher, as they understand ties and relationships within the "group" very strong and tight. Values cherished by collectivist cultures are harmony, personal dignity (saving face), filial piet, respect for elders. We can expect a different approach to logic and hard data when doing business with collective cultures. Statistical information and analytical measurement are not as important as trust and loyalty, together with long term relationship. Logic, arguing and reasoning by themselves may not persuade. The context of the relationship gives them meaning and weight. With collective cultures, one very important principle applies when making decisions – a group consensus (e.g. "ringi-seido, nemawashi" – Japanese decision making systems). When communicating with collective cultures, allow time to build relationship, give them more time when talking together, make pauses, and don´t push for quick decisions, avoid direct questions and be patient. If your answer to their question/request is going to be negative, do not use just simple "no".[26]

Proverbs that illustrate collectivism and individualism in various cultures:

The nail that stands out will get hammered (Japanese proverb)

Two is better than one, three better than two, and the group is best of all (Afghan proverb)

If you want something to be done well, do it yourself. (American proverb)

He who runs alone will win the race (American proverb)

Better to be a fool with the crowd than wise by oneself. (Mexican proverb)

The duck that squawks gets shot first (Chinese proverb)

Behind an able man, there are always other able men. (Korean proverb)

The sheep that is separated from the flock is eaten by the wolf (Turkish proverb)

There is no wisdom without the group (Mongolian proverb)

When spider webs unite, they can tie up a lion (African proverb)

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[26] REYNOLDS, S., VALENTINE, D. *Guide to cross-cultural communication*. New Jersey: Pearson 2010.

8.3 English as the global business language – verbal skills

If we count English native speakers around the world, we´ll get to the number 360 million-ish. However, there are over 1,5 billion people who speak English as their second language.27 We have to bear in mind that not all of these 1,5 billion people are on the same English level as you are/soon will be. How should we act and use our verbal skills in English, when dealing with other non-native speakers? Let´s follow a few guidelines that are recommended to native speakers when speaking with non-natives. We call such a language "Global English". Global English is much more simplified than standard English language (the English native speakers use every day).

You will easily evaluate what is the English level of the person you are dealing with and flexibly adjust your language. Be empathetic, use your listening skills, and knowledge, to determine how to interact effectively. If someone´s English language skills are low, you will have to lower down your level, so we increase the chances that the person understands you, and avoid misunderstandings as much as possible.

- **Use short and simple sentences** – make it easier for the other party to understand you
- **Articulate and use clear enunciation** – in order to avoid unnecessary questions and misunderstandings
- **Slow down** – use optimal speech speed, which should be around 130-150 words per minute
- **Use the name, but don´t abuse** it – remember that addressing people by their first name might be understood as very rude and impolite in some cultures. In Global English we can effort it to most of the native speakers (US, British, Australian etc.) however even if we use English as a global business language, we have to respect socio-cultural habits. Hence calling people of Asian cultures, Latino American or even Germans, by their first name is unacceptable. Be rather formal with others, when meeting them for the first time, use Sir and Madame, or Mr, Ms, Miss, Mrs + last name.
- **Use specific and easy to understand words**
- **Use the most common meaning of words (primary meaning)** – many words in English have multiple meanings. The word "high" has 20 meanings, the word "expensive" only one. Non-native speakers of English are most likely to know only the first or second most common meaning.[28]
- **Avoid using metaphors, idioms, slang, jargon, abbreviations, and acronyms** – mataphors and idioms are very culture specific. They are derived from history, nature, habits of the local people. Therefore it might be very difficult for the other party, to understand what you want to say. Slang is also very "community-related", thus hard to decode by others.

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[27] URL: [https://www.telegraph.co.uk/travel/maps-and-graphics/mapped-english-speaking-countries/] cit. 27.4. 2019.

[28] REYNOLDS, S., VALENTINE, D. *Guide to cross-cultural communication*. New Jersey: Pearson 2010.

- **Listen actively and detect non-verbal message** – active listening is a key to successful communication, especially between different cultures.

8.4 Non-verbal communication specifics accross cultures

Researches say that non-verbal communication (that means everything from the tone of the voice, posture, hand gestures, facial expressions, proxemics, haptics, eye contact, and other aspects) transfers between 65 to 90 % of the basic message. Understanding non-verbal signals is one of the key aspects of successful intercultural communication. We´ll have a look at main cultural differences, so you learn and remember how to use your body language when dealing with specific cultures.

- Proxemics (distance): At the normal level in Anglo-Saxon region, most of the European countries. The distance between two people in communication is much closer in Mediterranean cultures – Spanish, Italian, Portuguese, and also in Latino culture. Slightly wider distance is used between communicators in Asia. Don´t take it personally when a Vietnamese colleague stands far more than you would expect in your relationship. Also, do not be surprised when your Spanish business partner stands closer than it is normally comfortable to you – less than 1 m (For our culture 0,6 - 1,2m is a personal zone; social zone, for common interactions and communication is 1,2 – 2 m).

- Haptics (touches): we can apply pretty much the same rules, as with proxemics. Southern cultures, meaning Latino and Mediterranean in Europe use haptics way more than us, in central/West European region. They are much less reserved in revealing emotions through haptics. Shoulder tapping, handshakes even more times, during your communication are common. On the contrary, touches are very rare across Asian cultures. Even handshakes are in many of these avoided completely. The greeting is being done by mutual bowing. Lower you bow, the more respect you project to the other party. You might also know, that in Arab culture, touching women in public places is strictly forbidden, business included of course. However Arab men touch each other often during conversation.

- Eye contact: At normal level, common in European, American region. For us even exaggeratively used by Arabic people (we´d call it gazing or staring). Direct eye contact, on the other hand, is very uncomfortable for Asian cultures. For example, young Japanese couples rather sit side by side and look at the moon, when having their first dates.

- Hand gestures: be aware that the same gesture can have completely opposite meaning in some cultures. **Peace sign with palm facing inward** – A simple change in the direction your palm is facing while giving the peace sign can make all the difference between wishing someone peace, or insulting them. Make sure that when you

have your index and middle fingers pointed up in the V shape, your palm is facing outward. Otherwise, you're signaling to others, the equivalent of the middle finger in the United Kingdom, Ireland, Australia, and New Zealand. Avoid using in: United Kingdom, Australia, Ireland, and New Zealand. **Thumbs-up** – You may think that the thumbs-up gesture may a universal sign of approval in Singapore and on Facebook, but in Afghanistan, Iran, Greece, and parts of Italy, it means "up yours". So next time you want to show your appreciation for something while traveling in these places, you should reconsider before sticking out your thumb. Avoid using in: Afghanistan, Iran, parts of Italy, and Greece. **The OK** – Turns out, making a circle with your index finger and thumb is not OK in some countries. In France, for example, showing the gesture to someone is to tell them they are "worthless". In certain Mediterranean countries like Venezuela, Turkey, and Brazil, the OK sign is a vulgar slang that will offend almost anyone you flash the gesture at. Avoid using in: Turkey, Brazil, Venezuela, and France. **Finger summoning** – If you are traveling in the Philippines and want to call someone over to you, avoid using your curled index finger to summon them. That is reserved for calling dogs and is considered very rude. In Singapore and Japan, curling your index finger with it pointing upwards signifies death, and is considered bad luck. Avoid using in: The Philippines, Singapore, and Japan. **Left hand** – Sorry, lefties. You may need to become ambidextrous, or at least learn to eat with your right hand, when in the Middle East, India, Sri Lanka, and Africa. In these countries, people normally eat using their right hand instead of utensils, and they use their left hand to clean themselves after using the bathroom. Hence the left hand is traditionally thought of as unclean. Avoid using in: The Middle East, India, Sri Lanka, and Africa.[29]

Σ SHRNUTÍ KAPITOLY

We started the chapter with an explanation of why cross-cultural communication is so important in today´s globalized world. We stated that no matter that billions of people speak one language (English in many variants) they still speak their inner (cultural) language anyway. In order to communicate effectively across cultures, we have to be open-minded, empathetic, willing to learn and respectful. Without these key skills, you will not succeed in cross-cultural business and communication, and you might get into very awkward situations. We have learned that the world cultures can be defined by people´s understanding of self and differentiated as individualist or collective. The second section of the topic was dedicated to English as a global language, from the perspective of verbal communication, and also we looked at the importance of non-verbal communication across cultures.

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[29] URL: [https://www.asiaone.com/news/relax/10-innocent-hand-gestures-you-should-never-use-abroad]. Cit. 27.4. 2019.

Take this chapter as a starting point to the world of cross-cultural communication. Become open-minded, try to increase your knowledge about different cultures and their habits. Adapt your communication where possible, and continue learning…

OTÁZKY

1) Define culture from a wider point of view.

2) Name two types of cultures, based on the way people understand themselves.

3) Can you explain the main differences between these two culture types?

4) Classify the following proverb: *"Behind an able man there are always other able men"*. Does it belong to individualist or collective culture?

5) How many people in the world speak English as their second language?

6) Name at least 5 rules, that are to be followed when speaking with someone who´s English level is lower than ours.

7) In which culture it is strictly forbidden to touch women in public?

8) In which culture/s touches are very common, even in business?

9) For which culture/s direct eye contact is inappropriate and unpleasant?

☑ **ODPOVĚDI**

1) Culture is a complex set of human activities, ways of thinking, world perception, behavior, trade standards, moral values, law system, habits, simply everything that makes their specific perception of being.

2) Individualist and Collective

3) Individualist culture promotes independent thinking, criticism, responsibility, and accountability for their actions, speaking for themselves, making decisions, valuing their personal freedom and space. Straight logic using cause-effect pattern. Orients on results and hard data.

   Collective culture is more indirect in communication, people stick much more to the collective decisions and wisdom. Focus is more on long term relationships, loyalty, rather than short term results and logic.

4) Collective culture (Korean proverb)

5) Around 1.5 million people.

6) Use short and simple sentences

   Articulate and use clear enunciation

   Slow down

   Use the name but don´t abuse it

   Use specific and easy to understand words

   Use the most common meaning of words (primary meaning)

   Avoid using metaphors, idioms, slang, jargon, abbreviations, and acronyms

   Listen actively and detect non-verbal message

7) In Arab culture.

8) In Hispanic/Mediterranean culture.

9) For Asian cultures.

9 MARKETING

The main aim of this chapter is to present marketing, marketing communication mix, or the communication strategy, their function and the way of the product presentation, as well as the means of communication being used while presenting the product. Another important point to be discussed in this chapter is a negative advertisement and the way how the negative presentation of a service, or a product can lead to the publicity.

Students will have a chance to get familiar with various techniques and skills of needed when presenting and promoting a product, or a service and how to deal with the potential customers, future-to-be business partners, clients, etc. They will get familiar with the negative advertising and and based on the role plays and various questions will improve their knowledge of the business / marketing-related means of communication.

120 min

Marketing, marketing communication, product, sales, production, social marketing, advertising, sales promotion, public relations, publicity, direct marketing, interactive marketing, word-of-mouth marketing, personal selling, marketing communication strategy, brand allignment, customer allignment, budget allignment, selling proposition, brading elements, success metrics, execution, negtive advertising, comparative advertising, political advertising

9.1 Marketing

As has been mentioned in the furst chapter of this book, marketing is a field of a study and management focused on the relationships of exchange; business process of making relationships with potential customers. Since the focus is made on customer, it is one of the most important components of the business[30].

The features of promoting the product include a specific way of dealing with the customer, or a potential business partner as following:

- **Product** - depicts the product itself, its qualities and features

- **Sales** - focuses on the final sale of a product

- **Production** - a way of a product is being made including the costs

- **Social marketing** - promoting a product to a customer either on a personal meeting, or via the media

9.1.1 MARKETING COMMUNICATION

Marketing communication are coordinated promotional messages delivered through one or more channels such as print, radio, television, direct mail, and personal selling[31].

It refers to the means adopted by the companies to convey messages about the products and the brands they sell, either directly or indirectly to the customers with the intention to persuade them to purchase. The marketer uses the tools of marketing communication to create the brand awareness among the potential customers, which means some image of the brand gets created in their minds that help them to make the purchase decision. Marketing communication offer solutions to the following questions[32]:

- Why shall the product be used?

- How can the product be used?

- Who can use the product?

- Where can the product be used? And

- When can the product be used?

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30 https://managementmania.com/cs/marketing

31 http://www.businessdictionary.com/definition/marketing-communications.html

32 https://businessjargons.com/marketing-communication.html

9.1.2 MARKETING COMMUNICATION MIX

Marketing communication includes various tool to share and promote the prodor uct, services so called the Marketing mix. Such tools include the following[33]:

- **Advertising** - an indirect, paid method used by the companies firms to inform the customers about their goods and services via television, radio, print media, online websites etc.

- **Sales promotion** - includes the several short-term incentives to persuade the customers to initiate the purchase of the goods and services. This promotion technique not only helps in retaining the existing customers but also attract the new ones with the additional benefits such as discounts, paybacks, buy- one – get- one free scheme, coupons, etc.

- **Events and experience** - several companies sponsor the events such as sports, entertainment, non-profit or community events with the intention to reinforce their brand in the minds of the customers and create a long term association with them. The name of the company sponsoring such event can be seen on the playground boundaries, player's jerseys, trophies, awards in the entertainment shows, hoardings on stage, etc.

- **Public relations and publicity** - the companies perform several social activities with a view to creating their positive brand image in the market. The activities that companies are undertaking such as, constructing the public conveniences, donating some portion of their purchase to the child education, organizing the blood donation camps, planting trees, etc. are some of the common moves of enhancing the Public Relations.

- **Direct marketing** - with the intent of technology, the companies make use of emails, fax, mobile phones, to communicate directly with the prospective customers without involving any third party in between.

- **Interactive marketing** - has recently gained popularity as a marketing communication tool, wherein the customers can interact with the companies online and can get their queries resolved online.

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[33] https://businessjargons.com/marketing-communication.html

- **Word-of-mouth marketing** - is one of the most widely practiced method of communication tool wherein customer share their experiences with their peers and friends about the goods and services they bought recently.This method is very crucial for the firms because the image of the brand depends on what customer feels about the brand and what message he convey to others.

- **Personal selling** - is the traditional method of marketing communication where-in the salesmen approach the prospective customers directly and inform them about the goods and services they are dealing. It is considered as one of the most reliable modes of communication because it is done directly either orally, i.e., face to face or in writing via emails or text messages.

9.1.3 MARKETING COMMUNICATION STRATEGY

Marketing communications strategy is the strategy being used by a company or individual to reach their target market through various types of communication. It includes your *message* (what is to be said), the *medium* (where it is to be said), and the *target* (to whom your message is reaching)[34].

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[34]https://www.criminallyprolific.com/marketing-communications-strategy/

Any integrated marketing communications strategy (IMC) should have three guiding principles:

- **Brand allignment** - whatever marketing channel chosen should have the same brand perception as yours. For example, if selling luxury watches, build relationships with journalists from magazines, not those writing in the local newspapers.

- **Customer allignment** - follow the oldest rule in marketing – be where your customers already are. It pick such channels where the consumers are already active. If targeting younger millennials, advertise on social media platforms like Instagram, not Facebook, and certainly not day-time TV.

- **Budget allignment** - choose a marketing channel that fits the budget (obviously). If not having a budget, getting a print advertisement is out of the reach. Having a free press mention on the website by reaching out to the journalists can be an spare option.

9.1.4 CREATING MARKETING STRATEGY

In order to promote the product, or a service, mention has to be made about the strategic plan how to address the specific audience according to the steps below:

- **Understand the target audience** - any marketing communication plan has to be formulated for a specific group of target customers, it has to define the needs and characteristics of this target audience.

- **Define the selling proposition** - is the foundation of the integrated marketing communications plan, it should be reflected in every message the brand sends out across all communication channels, whether it is for public relations, sales or content marketing.

- **Determine the marketing communication mix** – those features mentioned in the previous section should be included in the plan as well.

- **Define branding elements** - at the most basic level, branding is about having a consistent look and feel across all the online and offline marketing materials: apps, social platforms, websites, etc.

- **Define success metrics** - once decided on the promotional mix for the integrated marketing communications plan, a plan for the right set of success metrics needs to be made.

- **Execution** – once the plan for the marketing communication process is ready, the execution of such marketing strategies, success measurement and modification of the approach is necessary.

ÚKOL K ZAMYŠLENÍ

TASK 1:

Work in smal groups. Answer the following questions and share the ideas with another groups. Compare the ideas.

1.) What is marketing and what are its main features?

2.) What is the fucntion of the end user / customer in marketing? Share examples.

3.) Compare the position of a customer and a company offering a product. Use some examples.

4.) What tools do companies use in order to attract a consumer´s attention?

5.) What communication means do companies use in order to attract consumers´ attention and why? Share the ideas.

TASK 2:

Role play. Split into pairs and follow the instructions. Share the comments, ideas and discuss the possible tools.

A.) *Image Advertising: Choose any item that is within reach and try to present it in a way that impresses consumers. Emphasize that you are trying to sell your product, so point to the pros and benefits of your product and why you think your product is better than competing ones.*

B.) *Spoken Advertising: Choose any item for spoken advertising. You can describe the subject in any way to impress consumers. Advertising must be very short,*

concise and factual. Make sure you focus on the essence of the product. Do not mention competition, or why your product is better.

TASK 3:

Role play. Split into pairs and role play the following situations. Keep in mind the previously mentioned communication means act accordingly.

The consumer has seen TV advertising for goods offered by the manufacturer and would be interested in the product. However, he has specific requirements as to how the final product should be different, given that the advertising has stated that the manufacturer is able to adapt its product to customer requirements. Therefore, the consumer contacts the manufacturer:

A.) *Via phone: The consumer calls the customer service centre and is connected to the operator. Explain why you are calling, where you learned about the product, why it is interesting for you, and how you would like to modify the product according to you wishes. The operator is required to answer all your questions and recommend the following procedure, or to link you to the appropriate department / worker / manager who can provide you with more information.*

B.) *Personally: The consumer comes to the car retailer in person, because he has heard that this particular store has a good reputation and offers good quality cars at a reasonable price. In the past, he had seen TV commercials, but he was nott paying attention. Given that he now needs to buy a new car, he was forced to visit the showroom in person and get advice on which car would be the ideal choice. The vendor will sell the consumer through his showroom and offer several cars based on the information provided. However, the consumer has several specific requirements in what his new car should be different compared to standard equipment.*

9.2 Negative advertising

Negative advertising attacks or criticizes a sponsor's competitors or their brands or services by emphasizing attributes that are similar to but weaker than those of the sponsor. It is designed to draw the audience's attention to an opponent's weakness through an aggressive, one-sided assault[35].

- **Comparative advertising** - there are two forms of comparative advertising: direct comparative advertising, which contains a specific brand-directed message, and implied comparative advertising, which contains implicit messages that do not mention competitors' names or products. Most negative advertising is in the former category and differs from objective comparative advertising in that it is one-sided, a feature that may generate a perception of unfairness.

- **Pros and cons** - arguments against negative advertising focus primarily on the risks of reducing the effectiveness of the ad message or misleading the public and the possibility of reactions, rebuttal advertising, punitive action by the National Advertising Review Board or a lawsuit. The acceptability of the negative advertising also varies from one country to another.

- **Political advertising** - Negative advertising can be used to expose a candidate's undesirable or shameful personal characteristics, such as a history of poor health, adultery or substance abuse or similar failings on the part of family members as well as to criticize a candidate's public record or position on issues.

ÚKOL K ZAMYŠLENÍ

Answer the following questions. Share your opinions within the class and discuss the ideas.

1.) How would you define negative advertising?

2.) What are the main features of the negative advertising? Share the examples.

3.) Is the negative advertising a modern phenomenon? Why? Why not?

4.) What is the role of emotions in the ngative advertising and why?

5.) Share any examples of the negative advertising.

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[35] https://adage.com/article/adage-encyclopedia/negative-advertising/98793

6.) Why do you think the consumer shares his dissatisfaction rather than satisifaction with the product?

7.) Do you agree / disagree with the following statement: *Rather not to have an advertisement than a negative one?* Why? Why not?

8.) Would you say that the negative advertising can raise the product sells? Explain and share your opinions.

SHRNUTÍ KAPITOLY

The main purpose of this chapter was to present the defintions of marketing, marketing communication and strategy as well as the marketing communication mix leading to the way how to attract a consumer and catch his attention of the product promotion. While pointing at the main features and elements of such field, students can get familiar with the means of communication in the markeing sphere. Additionally, the final part of the chapter focuses on the negative advertising which can promote a product in a negative way and based on the role plays and various questions, students can make discussion within the group and understand the topic in a wide scale.

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SHRNUTÍ STUDIJNÍ OPORY

Based on the content of the material, students got a chance to get familiar with the basic problematice of the Communication Skills and selected elements of the most important features, styles and forms being used.

Each chapter focuses on the separate field and problematics of the communication as well as the business sphere, the main kinds of the communication being used either in the written, or an electronic form, history and devlopment of the communication means as well as pointing at its significance in the modern world.

There are plenty additional exercises and questions which students can use to check the knowledge achieved, tasks to work in pair, or small groups as well as to practise writing various kinds of documents at home, based on the practical preview.

Students could practise the topics in the class, share their opinions with another students, and had a chance to role play various situations.

All the tasks are mentioned at the end of each chapter with the clear explanation and instructions given in order to follow up correctly.

The tasks were intended to be made in such way that students can enjoy the practise and get a feeling that they would be prepared correctly once they get chance to deal with such situations in the real life.

PŘEHLED DOSTUPNÝCH IKON

🕐	Čas potřebný ke studiu	⊕	Cíle kapitoly
🔑	Klíčová slova	☕	Nezapomeňte na odpočinek
i	Průvodce studiem	✦	Průvodce textem
👁	Rychlý náhled	Σ	Shrnutí
🗣	Tutoriály	Df	Definice
☝	K zapamatování	()	Případová studie
➲	Řešená úloha	V	Věta
??	Kontrolní otázka	✉	Korespondenční úkol
☑	Odpovědi	?	Otázky
▪	Samostatný úkol	📖	Další zdroje
🔍	Pro zájemce	✳	Úkol k zamyšlení

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