Business Communication Developing Leaders for a Networked World 3rd edition Cardon Test Bank

SKU: 9781259694516-TEST-BANK

Business Communication Developing Leaders for a Networked World 3rd edition Cardon Test Bank

Chapter 02

Interpersonal Communication and Emotional Intelligence

True / False Questions

1. Each person involved in interpersonal communication is both encoding and decoding meaning.

   True False

2. Decoding is the process of converting meaning into messages composed of words and nonverbal signals.

   True False

3. In the interpersonal communication process, communicators encode and send messages at the same time that they also receive and decode messages.

   True False

4. Loud music, nearby conversations, and the sound of traffic are examples of physiological noise in the communication process.

   True False

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5. Semantic noise refers to interference due to attitudes, ideas, and emotions experienced during an interpersonal interaction.

   True False

6. All outgoing messages are encoded and all incoming messages are decoded through a filter of lifetime experiences.

   True False

7. High self-awareness includes the ability to manage events that stir strong responses.

   True False

8. Venting negative feelings is one of the most effective strategies for de-escalating anger.

   True False

9. People who have low self-management should avoid doing self-talk because it makes them too self-centered.

   True False

10. People with high self-management react defensively with a me-first attitude when threats are perceived.

    True False

11. Recent business-school graduates rank listening skills among the most important communication skills.

    True False

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12. In a conversation with a co-worker, Chin makes sure he completely understands the other person's point and then explains why he disagrees with it. Chin has failed to practice the skill of holding judgment.

    True False

13. During a conversation with his supervisor, Alec paraphrases something that he heard her say. This is an example of a judger statement.

    True False

14. Sharing your own ideas with your colleagues undermines the active listening process.

    True False

15. Probing questions are intended to create bonds between people.

    True False

16. After the marketing team gave a presentation, their manager, Maurice, asked in frustration, "What were you thinking?" In this context, Maurice's question shows a learner mind-set.

    True False

17. Nonverbal messages, such as posture, are most important when they convey a different emotion than the spoken message.

    True False

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18. A person's motivational value system is a blend of the three primary motives of nurturing, dominating, and autonomizing.

True False

19. A manager who wants to hire an effective leader should focus on applicants who are extroverts.

True False

20. When a person is treated poorly, responding aggressively potentially de-escalates a difficult situation and shows that person's character and caring.

True False

Multiple Choice Questions

21. Which of the following terms best describes the process of sending and receiving verbal and nonverbal messages between
two or more people?

A. active listening process

B. verbal communication process

C. interpersonal communication process

D. decoding process

E. encoding process

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22. Cindy intends to say something to her employee to explain why he is being transferred to a new project. The thought that Cindy intends to communicate is known as

A. meaning.

B. message.

C. semantics.

D. encoding.

E. empathy.

23. _____ is the process of interpreting messages from others into meaning.

A. Decoding

B. Encoding

C. Translating

D. Filtering

E. Communicating

24. Ayesha says, "You're so generous!" in a sarcastic tone. Mario decides that Ayesha thinks he is cheap. What process has Mario just completed?

A. filtering

B. hijacking

C. encoding

D. synchronizing

E. decoding

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25. Loud shouting coming from the next room or distorted formatting in an email message are examples of _____ noise.

A. physical

B. psychological

C. semantic

D. physiological

E. cognitive

26. _____ noise occurs when communicators apply different meanings to the same words or phrases.

A. Psychological

B. Physical

C. Semantic

D. Cognitive

E. Physiological

27. Which of the following is an example of psychological noise?

A. Benito's coworker does not understand what he tells her because nearby colleagues are speaking too loud.

B. Benito's coworker does not understand his meaning when he uses technical accounting terms.

C. Benito's coworker does not understand what he tells her because she has a pounding headache.

D. Benito's coworker dismisses his product suggestions because she thinks he is too inexperienced.

E. Benito's coworker does not remember what he tells her about his schedule because she is rushing to get to a meeting.

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28. All outgoing messages are encoded and all incoming messages are decoded through

A. a filter of lifetime experiences.

B. psychological noise.

C. mitigating information.

D. a motivational value system.

E. sight-reading.

29. Emotional _____ refers to a situation in which emotions control our behavior, causing us to react without thinking.

A. filtering

B. hijacking

C. blackmail

D. noise

E. intelligence

30. Which of the following is the process of accurately understanding one's own emotions as they occur and how they affect one's behavior and thought?

A. self-management

B. empathy

C. relationship management

D. shared meaning

E. self-awareness

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31. Events that cause strong emotional reactions are called

A. triggers.

B. stressors.

C. noise.

D. distracters.

E. filters.

32. Elena knows that she is especially vulnerable to work stress today because she had a fight with her husband last night. Therefore, Elena does ten minutes of meditation on her lunch break, and later when she feels herself getting frustrated during a meeting, she counts to ten before making a comment. What quality does Elena's behavior demonstrate?

A. empathy

B. self-management

C. emotional hijacking

D. self-awareness

E. psychological noise

33. Which of the following involves having the discipline to hold off on current urges in order to meet long-term intentions?

A. empathy

B. self-awareness

C. self-management

D. relationship management

E. sight-reading

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34. Which of the following domains of emotional intelligence is the "ability to accurately pick up on emotions in other people and understand what is really going on with them"?

A. empathy

B. relationship management

C. self-management

D. self-awareness

E. sight-reading

35. Which of the following is an impact of low self-management on interpersonal communication?

A. One speaks out constructively about differences of opinion.

B. One seeks to de-escalate interpersonal tensions and resolve issues at hand.

C. One provides indirect and vague feedback and ideas to others.

D. One frequently vents frustrations without a constructive work purpose.

E. One is unaware of his or her own emotional state and its related impact on communication.

36. Which of the following is an impact of high self-management on interpersonal communication?

A. One controls emotional impulses that are not aligned with work and relationship goals.

B. One attempts to understand the feelings, perspectives, and needs of others.

C. One engages in a me-first approach to work with colleagues.

D. One reacts defensively and with a me-first attitude when threats are perceived.

E. One fails to listen carefully to others.

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37. Which of the following is an impact of high empathy on interpersonal communication?

A. One controls emotional impulses that are not aligned with work and relationship goals.
B. One directs conversations to topics that focus on the needs of others and self.
C. One is aware of triggers and related tendencies to say the wrong thing.
D. One spends a higher percentage of work conversations on work-related topics with a focus on solutions.
E. One frequently vents frustrations without a constructive work purpose.

38. While working on team projects, Luisa welcomes feedback and constructive criticism from her colleagues because she values their opinions and wants to be a better team member. What aspect of emotional intelligence does this behavior demonstrate?

A. high empathy
B. high self-awareness
C. high relationship management
D. low self-management
E. low empathy

39. Which of the following is a strategy to improve relationship management?

A. Engage in relaxation techniques to clear your mind.
B. Practice self-talk and visualize yourself responding effectively to challenging interpersonal issues.
C. Constantly evaluate your feelings and moods; attempt to understand your feelings as they occur.
D. Build up the courage to have a difficult conversation.
E. Reflect on personal strengths, weaknesses, and values.

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40. Which of the following is a strategy to improve self-management?

A. Encourage others who rarely speak up to voice their thoughts and feelings.

B. Think about group dynamics and the related impacts on each team member.

C. Examine strategies for overcoming impulses that compete with achieving your long-range goals.

D. Think about your last reactions to the following experiences: joy, anger, self-doubt, frustration.

E. Attend work-related social outings.

41. Which of the following is most likely to be true of people who have low empathy?

A. They direct conversations to topics that are important to themselves.

B. They frequently use meeting time to complain about issues unrelated to the current task.

C. They go out of their way to explain company procedures to new co-workers.

D. They listen carefully to what others say and then ask questions to clarify what they heard.

E. They often repress their emotions and then respond inappropriately to situations.

42. Which of the following is a domain of emotional intelligence?

A. shared meaning

B. sympathy

C. self-management

D. semantics

E. self-esteem

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43. When Kwame listens to a customer, he paraphrases the customer's request or complaint to make sure he understands it. Which active listening skill is he using?

A. reflecting

B. holding judgment

C. summarizing

D. clarifying

E. paying attention

44. Which of the following is an example of the active listening skill of clarifying?

A. Trung leans slightly forward as he listens to others.

B. Trung asks questions that demonstrate his desire to understand other points of view.

C. Trung asks the other person to explain a point more completely.

D. Trung expresses his own perspective after he has heard the other person.

E. Trung pauses to think about what he has heard and then paraphrases it.

45. During his annual performance review, Blake says to his supervisor, "So the two main ways that you want me to improve are to double-check my work for accuracy and to be more of a team player. Is that correct?" What active listening skill has Blake used?

A. identifying

B. paying attention

C. reflecting

D. summarizing

E. sharing

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46. Which active listening skill involves demonstrating a learner mindset rather than a judger mindset?

A. holding judgment

B. paying attention

C. reflecting

D. summarizing

E. sharing

47. Which of the following statements is a judger statement rather than a learner statement?

A. Aren't you interested in trying new techniques?

B. How long do you think it will take to implement this new program?

C. What do the studies indicate the environmental impact will be?

D. How much do you estimate this will cost?

E. What other companies have tried this type of sales campaign?

48. Which barrier to effective listening involves neglecting listening because of pressing deadlines?

A. lack of time

B. lack of patience and attention span

C. image of leadership

D. communication technology

E. fear of bad news or other uncomfortable information

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49. A series of questions that attempt to deconstruct a business issue by moving from general to specific are known as _____ questions.

A. rapport-building

B. funnel

C. probing

D. closed

E. solution-oriented

50. In a weekly project update meeting, Liza asks the following questions of one of her employees: "Why were you late meeting your last deadline? Were there external factors that delayed your work? Did other coworkers get their part of the assignment to you on time? Do you need more help from me?" What type of questions are these?

A. closed

B. rapport-building

C. solution-oriented

D. probing

E. funnel

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51. Christine's team is having a difficult time developing a team identity. She thinks the problem might be that the team members all come from different departments and have not worked together before. What kind of questions can Christine use to help with this issue?

A. solution-oriented

B. rapport-building

C. probing

D. closed

E. funnel

52. What is the main difference between probing questions and solution-oriented questions?

A. Probing questions move from general to specific, while solution-oriented questions move from specific to general.

B. Probing questions tend to be analytical and focused, while solution-oriented questions tend to be casual and social.

C. Probing questions tend to be closed, while solution-oriented questions tend to be open-ended.

D. Probing questions seek to uncover root causes, while solution-oriented questions focus on what should be done.

E. Probing questions tend to have a judger mindset, while solution-oriented questions tend to have a learner mindset.

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53. The act of anticipating intentions and moods through the perceptive examination of nonverbal cues is known as

A. sight-reading.
B. emotional intelligence.
C. shared meaning.
D. relationship management.
E. self-management.

54. What does research consistently demonstrate about nonverbal communication?

A. People are not good at masking their feelings, and most people are highly skilled in their ability to decode nonverbal signals.
B. People are not good at masking their feelings, but most people are incapable of decoding nonverbal signals.
C. People are good at masking their feelings, but most people still manage to decode nonverbal signals.
D. People are good at masking their feelings, so most people are incapable of decoding nonverbal signals.
E. People are not good at masking their feelings, but most people are inconsistent in their ability to decode nonverbal signals.

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55. During a budget meeting, Eva concludes her part of the talk and points to her presentation partner. What does this gesture most likely mean in context?

A. She is indicating that it is his turn to speak.

B. She is accusing him of interrupting her.

C. She is blaming him for the poor budget numbers.

D. She is giving him permission to ask a question.

E. She is trying to get him to be quiet.

56. When Leo had to tell Tania that her project had lost its funding, he found himself adopting a slumped posture that was similar to hers. What was Leo doing?

A. synchronizing body language to mock her

B. synchronizing body language to show empathy

C. faking a mood to change her emotions

D. using visual cutoff to encourage sharing

E. using visual cutoff to make the conversation end

57. As Cho explains her dissatisfaction with her current salary, her supervisor abruptly looks away and sighs. What does the supervisor's nonverbal behavior indicate?

A. strong agreement

B. confusion

C. strong displeasure

D. distraction

E. agreement yet helplessness

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58. Which motivational value system is most often guided by concerns about whether business activities have been thought out carefully and the right processes have been put into place to accomplish things?

A. red MVS

B. yellow MVS

C. blue MVS

D. green MVS

E. hub

59. Which of the following statements best expresses a typical concern of someone with a blue MVS?

A. "Let's make sure we've considered how this will affect everyone's welfare."

B. "Let's be sure that we have thought out the long-term results of this policy."

C. "Let's consider the most efficient way to implement this decision."

D. "Let's look at how this relates to the overall welfare of the company."

E. "Let's act in a way that provides clear leadership to others."

60. Focusing on _____ is most likely to help you communicate with a red MVS in a way that he or she prefers.

A. feelings

B. results

C. teamwork

D. flexibility

E. caution

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61. Chelsea and Miguel disagree about which new healthcare insurance to adopt for their company. Chelsea wants to choose a cost-effective policy as soon as possible, while Miguel wants to ensure that employees do not see a reduction in benefits because of the change. What can you deduce about Chelsea and Miguel from this information?

A. Chelsea has a green MVS; Miguel has a blue MVS.

B. Chelsea has a red MVS; Miguel is a hub.

C. Chelsea has a red MVS; Miguel has a blue MVS.

D. Chelsea has a hub; Miguel has a red MVS.

E. Chelsea has a blue MVS; Miguel has a green MVS.

62. Which of the following qualities is characteristic of people who are hubs?

A. nurturing

B. decisive

C. analytical

D. flexible

E. competitive

63. Which of the following qualities is more characteristic of introverts?

A. thoughtful

B. charismatic

C. spontaneous

D. lively

E. collaborative

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64. Which of the following situations would an extrovert prefer?

A. a quiet meeting with two friends

B. a loud party with a large group

C. time alone with a book

D. a work space in a library

E. a long conversation with one person

65. Elliot needs to assign his team members the following tasks. One of the team members, Grace, is an extrovert. Which task is most appropriate for Grace?

A. independently analyzing the latest market research report

B. writing an explanation of a new product for senior management

C. checking the proofs of sales brochures for accuracy before they are printed

D. moderating a team meeting to discuss how well the last development cycle went

E. preparing a list of questions to discuss at the next team meeting

66. Introverts can work more effectively with extroverts by

A. speaking up more quickly than feels comfortable to them.

B. allowing conversations to have fewer and more in-depth topics.

C. giving them more opportunities to be alone and recharge.

D. pausing more often and allowing periods of silence that might feel uncomfortable.

E. expressing their preference to discuss things immediately.

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67. Tom always drops hand-written reports on his administrative assistant's desk and says, "Type this right away." What type of incivility is Tom committing?

A. treating others without courtesy

B. ignoring others

C. disrespecting the dignity and worth of others

D. disrespecting the efforts of others

E. disrespecting the privacy of others

68. Which of the following is an example of disrespecting the dignity and worth of others?

A. claiming credit for a co-worker's creative idea

B. criticizing a subordinate in front of others

C. forwarding a confidential email from the boss

D. arriving at a meeting late

E. leaving a mess in the kitchen area

69. Which of the following is a guiding principle for improving civility in society and the workplace?

A. Tell, do not ask.

B. Ignore small things.

C. Disagree graciously.

D. Do not refrain from arguing.

E. Keep a negative attitude.

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70. _____ is "rudeness and disregard for others in a manner that violates norms for respect."

A. Emotional hijacking

B. Semantic noise

C. Pessimism

D. Incivility

E. Visual cutoff

Essay Questions

71. Define the interpersonal communication process.

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72. Explain semantic noise with examples.

73. How does emotional hijacking hinder effective interpersonal communication?

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74. Why is self-awareness particularly important in stressful and uncomfortable situations?

75. How can individuals use mitigating information to help with self-management?

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76. What is empathy? What does it include?

77. What are the six skills that make up active listening? Give a brief definition of each.

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78. Identify the purpose of each of the following types of questions: rapport-building, funnel, probing, and solution-oriented.

79. Al met a potential customer outside on a cold December day to discuss plowing the man's driveway all winter. The man nodded several times and sounded enthusiastic when he promised to call Al after talking to his wife. However, Al decided that was just a brush off. The man had kept his arms folded across his chest, which Al has heard is a sign of defensiveness. How well did Al practice sight-reading? Explain using details from the scenario.

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80. What are the eight guiding principles of improving civility in society as discussed by P. M. Forni?

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Chapter 02 Interpersonal Communication and Emotional Intelligence

Answer Key

True / False Questions

1. Each person involved in interpersonal communication is both encoding and decoding meaning.

   TRUE

   Each person involved in interpersonal communication is both encoding and decoding meaning. It involves the exchange of simultaneous and mutual messages to share and negotiate meaning between those involved.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Chapter 02
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
Topic: The Communication Process

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2. Decoding is the process of converting meaning into messages composed of words and nonverbal signals.

FALSE

Encoding is the process of converting meaning into messages composed of words and nonverbal signals. Decoding is the process of interpreting messages from others into meaning.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Chapter 02
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
Topic: The Communication Process

3. In the interpersonal communication process, communicators encode and send messages at the same time that they also receive and decode messages.

TRUE

In the interpersonal communication process, communicators encode and send messages at the same time that they also receive and decode messages.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Chapter 02
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
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4. Loud music, nearby conversations, and the sound of traffic are examples of physiological noise in the communication process.

FALSE

Physiological noise refers to disruption due to physiological factors. Examples include hearing problems, illness, memory loss, and so on. Loud music, nearby conversations, and the sound of traffic are examples of physical noise, which is external noise that makes a message difficult to hear or otherwise receive.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Chapter 02
Difficulty: 2 Medium
Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
Topic: The Communication Process

5. Semantic noise refers to interference due to attitudes, ideas, and emotions experienced during an interpersonal interaction.

FALSE

Psychological noise refers to interference due to attitudes, ideas, and emotions experienced during an interpersonal interaction. Semantic noise occurs when communicators apply different meanings to the same words or phrases.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Chapter 02
Difficulty: 2 Medium
Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
Topic: The Communication Process

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6. All outgoing messages are encoded and all incoming messages are decoded through a filter of lifetime experiences.

TRUE

All outgoing messages are encoded and all incoming messages are decoded through a filter of lifetime experiences. This filter is an accumulation of knowledge, values, expectations, and attitudes based on prior personal experiences.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Chapter 02
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
Topic: The Communication Process

7. High self-awareness includes the ability to manage events that stir strong responses.

TRUE

Self-awareness involves accurately understanding emotions as they occur. It is particularly important for stressful and unpleasant situations. High self-awareness includes the ability to manage events that stir strong—often fight-or-flight—responses.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Chapter 02
Difficulty: 2 Medium
Learning Objective: 02-03 Explain how self-awareness impacts the communication process.
Topic: Self-Awareness and the Communication Process

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8. Venting negative feelings is one of the most effective strategies for de-escalating anger.

FALSE

A common misperception of many business professionals is that venting negative feelings helps people cope with anger. Study after study has shown that venting is temporarily satisfying, but it rarely makes anger go away, especially when the venting is intended as retaliation.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Chapter 02
Difficulty: 2 Medium
Learning Objective: 02-04 Describe how self-management impacts the communication process.
Topic: Self-Management and the Communication Process

9. People who have low self-management should avoid doing self-talk because it makes them too self-centered.

FALSE

Self-management is the "ability to use awareness of your emotions to stay flexible and to direct your behavior positively." To improve self-management, people need to practice self-talk and visualize responding effectively to challenging interpersonal issues.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Chapter 02
Difficulty: 2 Medium
Learning Objective: 02-04 Describe how self-management impacts the communication process.
Topic: Self-Management and the Communication Process

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10. People with high self-management react defensively with a me-first attitude when threats are perceived.

FALSE

People with low self-management react defensively with a me-first attitude when threats are perceived.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Chapter 02
Difficulty: 2 Medium
Learning Objective: 02-04 Describe how self-management impacts the communication process.
Topic: Self-Management and the Communication Process

11. Recent business-school graduates rank listening skills among the most important communication skills.

TRUE

In a survey of business-school alumni who graduated between 2000 and 2010, listening skills were ranked as the second-most important communication skill.

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Chapter 02
Difficulty: 1 Easy
Learning Objective: 02-05 Explain and evaluate the process of active listening.
Topic: Active Listening

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12. In a conversation with a co-worker, Chin makes sure he completely understands the other person's point and then explains why he disagrees with it. Chin has failed to practice the skill of holding judgment.

FALSE

Holding judgment does not mean that you agree with everything you hear or that you refrain from critiquing the other person's ideas. Rather, it is a commitment to hearing the entire version of other peoples' ideas and experiences.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Apply
Chapter 02
Difficulty: 2 Medium
Learning Objective: 02-05 Explain and evaluate the process of active listening.
Topic: Active Listening

13. During a conversation with his supervisor, Alec paraphrases something that he heard her say. This is an example of a judger statement.

FALSE

To make sure you really understand others, you should frequently paraphrase what you are hearing. Such paraphrases are known as reflecting statements.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Apply
Chapter 02
Difficulty: 2 Medium
Learning Objective: 02-05 Explain and evaluate the process of active listening.
Topic: Active Listening

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14. Sharing your own ideas with your colleagues undermines the active listening process.

FALSE

Active listening also involves expressing your own perspectives and feelings. If you do not share your own ideas completely, your colleagues do not know what you really think.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Chapter 02
Difficulty: 2 Medium
Learning Objective: 02-05 Explain and evaluate the process of active listening.
Topic: Active Listening

15. Probing questions are intended to create bonds between people.

FALSE

Rapport-building questions are intended to create bonds between people. Probing questions are intended to analyze a business problem from every angle to uncover its root causes.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Chapter 02
Difficulty: 1 Easy
Learning Objective: 02-06 Describe and demonstrate effective questions for enhancing listening and learning.
Topic: Active Listening

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16. After the marketing team gave a presentation, their manager, Maurice, asked in frustration, "What were you thinking?" In this context, Maurice's question shows a learner mind-set.

FALSE

On the most fundamental level, good questions reflect the learner mind-set, and poor questions reflect a judger mind-set. In the example given, Maurice's question conveys the message, "You must *not* have been thinking when you created this," so it displays a judger mind-set.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Chapter 02
Difficulty: 3 Hard
Learning Objective: 02-06 Describe and demonstrate effective questions for enhancing listening and learning.
Topic: Active Listening

17. Nonverbal messages, such as posture, are most important when they convey a different emotion than the spoken message.

TRUE

Nonverbal messages are most important when they are not congruent, or consistent, with verbal messages.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Chapter 02
Difficulty: 2 Medium
Learning Objective: 02-07 Explain strategies to sight-read the nonverbal communication of others.
Topic: The Role of Nonverbal Communication

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18. A person's motivational value system is a blend of the three primary motives of nurturing, dominating, and autonomizing.

FALSE

A person's motivational value system is a blend of the primary motives of nurturing, directing, and autonomizing and refers to the frequency with which these values guide his or her actions.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Chapter 02
Difficulty: 1 Easy
Learning Objective: 02-08 Identify common communication preferences based on motivational values.
Topic: Communication Preferences Based on Motivational Values

19. A manager who wants to hire an effective leader should focus on applicants who are extroverts.

FALSE

In the last ten years, a variety of research has debunked the idea that introverts are less effective at leading. This research has shown that extroverts and introverts each possess many leadership qualities and essential professional traits. For companies to succeed, they must find ways to tap into the strengths of both extroverts and introverts.

AACSB: Knowledge Application
Accessibility: Keyboard Navigation
Blooms: Apply
Chapter 02
Difficulty: 2 Medium

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Learning Objective: 02-09 Explain how extroversion-introversion impacts interpersonal communication.

Topic: The Role that Extroversion-Introversion Plays in the Communication Process

20. When a person is treated poorly, responding aggressively potentially de-escalates a difficult situation and shows that person's character and caring.

FALSE

Even when a person is treated poorly, responding civilly potentially de-escalates a difficult situation and shows that person's character and caring.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Remember

Chapter 02

Difficulty: 1 Easy

Learning Objective: 02-10 Explain the role of civility in effective interpersonal communication and the common types of incivility in the workplace.

Topic: The Role of Civility in Effective Communication

Multiple Choice Questions

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21. Which of the following terms best describes the process of sending and receiving verbal and nonverbal messages between
two or more people?

A. active listening process
B. verbal communication process
C. interpersonal communication process
D. decoding process
E. encoding process

The interpersonal communication process is the process of sending and receiving verbal and nonverbal messages between two or more people.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Chapter 02
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
Topic: The Communication Process

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22. Cindy intends to say something to her employee to explain why he is being transferred to a new project. The thought that Cindy intends to communicate is known as

A. meaning.

B. message.

C. semantics.

D. encoding.

E. empathy.

Each person involved in interpersonal communication is both encoding and decoding meaning. Meaning refers to the thoughts and feelings that people intend to communicate to one another.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Apply

Chapter 02

Difficulty: 2 Medium

Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.

Topic: The Communication Process

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23. ____ is the process of interpreting messages from others into meaning.

A. Decoding

B. Encoding

C. Translating

D. Filtering

E. Communicating

Meaning refers to the thoughts and feelings that people intend to communicate to one another. Decoding is the process of interpreting messages from others into meaning.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Remember

Chapter 02

Difficulty: 1 Easy

Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.

Topic: The Communication Process

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24.

Ayesha says, "You're so generous!" in a sarcastic tone. Mario decides that Ayesha thinks he is cheap. What process has Mario just completed?

A. filtering

B. hijacking

C. encoding

D. synchronizing

E. decoding

Encoding is the process of converting meaning into messages composed of words and nonverbal signals. Decoding is the process of interpreting messages from others into meaning. Mario has just decoded Ayesha words and tone.

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

Blooms: Apply

Chapter 02

Difficulty: 2 Medium

Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.

Topic: The Communication Process

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25. Loud shouting coming from the next room or distorted formatting in an email message are examples of _____ noise.

A. physical
B. psychological
C. semantic
D. physiological
E. cognitive

Physical noise is external noise that makes a message difficult to hear or otherwise receive. Loud shouting and distorted formatting of a message are examples of physical noise.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Chapter 02
Difficulty: 2 Medium
Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
Topic: The Communication Process

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26. _____ noise occurs when communicators apply different meanings to the same words or phrases.

A. Psychological
B. Physical
C. Semantic
D. Cognitive
E. Physiological

Semantic noise occurs when communicators apply different meanings to the same words or phrases. For example, two people may have different ideas about what "acceptable profit margin" means.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Chapter 02
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
Topic: The Communication Process

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27. Which of the following is an example of psychological noise?

A. Benito's coworker does not understand what he tells her because nearby colleagues are speaking too loud.

B. Benito's coworker does not understand his meaning when he uses technical accounting terms.

C. Benito's coworker does not understand what he tells her because she has a pounding headache.

D. Benito's coworker dismisses his product suggestions because she thinks he is too inexperienced.

E. Benito's coworker does not remember what he tells her about his schedule because she is rushing to get to a meeting.

Psychological noise refers to interference due to attitudes, ideas, and emotions experienced during an interpersonal interaction.

AACSB: Knowledge Application
Accessibility: Keyboard Navigation
Blooms: Apply
Chapter 02
Difficulty: 2 Medium
Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
Topic: The Communication Process

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28. All outgoing messages are encoded and all incoming messages are decoded through

A. a filter of lifetime experiences.

B. psychological noise.

C. mitigating information.

D. a motivational value system.

E. sight-reading.

All outgoing messages are encoded and all incoming messages are decoded through a filter of lifetime experiences. This filter is an accumulation of knowledge, values, expectations, and attitudes based on prior personal experiences.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Understand

Chapter 02

Difficulty: 2 Medium

Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.

Topic: The Communication Process

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29. Emotional _____ refers to a situation in which emotions control our behavior, causing us to react without thinking.

A. filtering

B. hijacking

C. blackmail

D. noise

E. intelligence

Emotional hijacking is a situation in which emotions control our behavior, causing us to react without thinking. It prevents people from engaging in effective interpersonal communication.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Remember

Chapter 02

Difficulty: 1 Easy

Learning Objective: 02-02 Explain how emotional hijacking can hinder effective interpersonal communication.

Topic: Emotional hijacking and the Communication Process

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30. Which of the following is the process of accurately understanding one's own emotions as they occur and how they affect one's behavior and thought?

A. self-management
B. empathy
C. relationship management
D. shared meaning
E. self-awareness

Self-awareness is the foundation for emotional intelligence. It involves accurately understanding your emotions as they occur and how they affect you.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Chapter 02
Difficulty: 1 Easy
Learning Objective: 02-03 Explain how self-awareness impacts the communication process.
Topic: Self-Awareness and the Communication Process

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31. Events that cause strong emotional reactions are called

A. triggers.

B. stressors.

C. noise.

D. distracters.

E. filters.

High self-awareness includes the ability to manage events that stir strong—often fight-or-flight—responses. Events that cause strong emotional reactions are called triggers.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Remember

Chapter 02

Difficulty: 1 Easy

Learning Objective: 02-03 Explain how self-awareness impacts the communication process.

Topic: Self-Awareness and the Communication Process

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32. Elena knows that she is especially vulnerable to work stress today because she had a fight with her husband last night. Therefore, Elena does ten minutes of meditation on her lunch break, and later when she feels herself getting frustrated during a meeting, she counts to ten before making a comment. What quality does Elena's behavior demonstrate?

A. empathy

B. self-management

C. emotional hijacking

D. self-awareness

E. psychological noise

Self-management is the "ability to use awareness of your emotions to stay flexible and to direct your behavior positively." It involves having the discipline to hold off on current urges in order to meet long-term intentions.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Analyze

Chapter 02

Difficulty: 3 Hard

Learning Objective: 02-04 Describe how self-management impacts the communication process.

Topic: Self-Management and the Communication Process

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33. Which of the following involves having the discipline to hold off on current urges in order to meet long-term intentions?

A. empathy
B. self-awareness
C. self-management
D. relationship management
E. sight-reading

Self-management is the "ability to use awareness of your emotions to stay flexible and to direct your behavior positively." It involves having the discipline to hold off on current urges in order to meet long-term intentions.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Chapter 02
Difficulty: 1 Easy
Learning Objective: 02-04 Describe how self-management impacts the communication process.
Topic: Self-Management and the Communication Process

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34. Which of the following domains of emotional intelligence is the "ability to accurately pick up on emotions in other people and understand what is really going on with them"?

A. empathy
B. relationship management
C. self-management
D. self-awareness
E. sight-reading

Empathy is the "ability to accurately pick up on emotions in other people and understand what is really going on with them."

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Chapter 02
Difficulty: 1 Easy
Learning Objective: 02-04 Describe how self-management impacts the communication process.
Topic: Skills Used by Effective Communicators

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35. Which of the following is an impact of low self-management on interpersonal communication?

A. One speaks out constructively about differences of opinion.

B. One seeks to de-escalate interpersonal tensions and resolve issues at hand.

C. One provides indirect and vague feedback and ideas to others.

D. One frequently vents frustrations without a constructive work purpose.

E. One is unaware of his or her own emotional state and its related impact on communication.

Self-management is the "ability to use awareness of your emotions to stay flexible and to direct your behavior positively." One impact of low self-management on interpersonal communication is that people frequently vent frustrations without a constructive work purpose.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Understand

Chapter 02

Difficulty: 2 Medium

Learning Objective: 02-04 Describe how self-management impacts the communication process.

Topic: Self-Management and the Communication Process

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36. Which of the following is an impact of high self-management on interpersonal communication?

A. One controls emotional impulses that are not aligned with work and relationship goals.
B. One attempts to understand the feelings, perspectives, and needs of others.
C. One engages in a me-first approach to work with colleagues.
D. One reacts defensively and with a me-first attitude when threats are perceived.
E. One fails to listen carefully to others.

Self-management is the "ability to use awareness of your emotions to stay flexible and to direct your behavior positively." An impact of high self-management on interpersonal communication is that people are able to control emotional impulses that are not aligned with work and relationship goals.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Chapter 02
Difficulty: 2 Medium
Learning Objective: 02-04 Describe how self-management impacts the communication process.
Topic: Self-Management and the Communication Process

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37. Which of the following is an impact of high empathy on interpersonal communication?

A. One controls emotional impulses that are not aligned with work and relationship goals.

B. One directs conversations to topics that focus on the needs of others and self.

C. One is aware of triggers and related tendencies to say the wrong thing.

D. One spends a higher percentage of work conversations on work-related topics with a focus on solutions.

E. One frequently vents frustrations without a constructive work purpose.

Empathy is the "ability to accurately pick up on emotions in other people and understand what is really going on with them." Empathy also includes the desire to help others develop in their work responsibilities and career objectives. An impact of high empathy on interpersonal communication is that people direct conversations to topics that focus on the needs of others and self.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Understand

Chapter 02

Difficulty: 2 Medium

Learning Objective: 02-04 Describe how self-management impacts the communication process.

Topic: Skills Used by Effective Communicators

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38. While working on team projects, Luisa welcomes feedback and constructive criticism from her colleagues because she values their opinions and wants to be a better team member. What aspect of emotional intelligence does this behavior demonstrate?

A. high empathy

B. high self-awareness

C. high relationship management

D. low self-management

E. low empathy

Relationship management is the "ability to use your awareness of emotions and those of others to manage interactions successfully." An impact of high relationship management on interpersonal communication is that people accept and even welcome feedback and constructive criticism.

AACSB: Knowledge Application
Accessibility: Keyboard Navigation
Blooms: Apply
Chapter 02
Difficulty: 2 Medium
Learning Objective: 02-04 Describe how self-management impacts the communication process.
Topic: Skills Used by Effective Communicators

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39. Which of the following is a strategy to improve relationship management?

A. Engage in relaxation techniques to clear your mind.

B. Practice self-talk and visualize yourself responding effectively to challenging interpersonal issues.

C. Constantly evaluate your feelings and moods; attempt to understand your feelings as they occur.

D. Build up the courage to have a difficult conversation.

E. Reflect on personal strengths, weaknesses, and values.

Relationship management is the "ability to use your awareness of emotions and those of others to manage interactions successfully." One of the strategies to improve relationship management is to build up the courage to have a difficult conversation.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Apply

Chapter 02

Difficulty: 2 Medium

Learning Objective: 02-04 Describe how self-management impacts the communication process.

Topic: Skills Used by Effective Communicators

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40. Which of the following is a strategy to improve self-management?

A. Encourage others who rarely speak up to voice their thoughts and feelings.

B. Think about group dynamics and the related impacts on each team member.

C. Examine strategies for overcoming impulses that compete with achieving your long-range goals.

D. Think about your last reactions to the following experiences: joy, anger, self-doubt, frustration.

E. Attend work-related social outings.

Self-management is the "ability to use awareness of your emotions to stay flexible and to direct your behavior positively." One of the strategies for improving self-management is to examine strategies that will help you overcome impulses that compete with achieving your long-range goals.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Apply

Chapter 02

Difficulty: 2 Medium

Learning Objective: 02-04 Describe how self-management impacts the communication process.

Topic: Self-Management and the Communication Process

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41. Which of the following is most likely to be true of people who have low empathy?

A. They direct conversations to topics that are important to themselves.

B. They frequently use meeting time to complain about issues unrelated to the current task.

C. They go out of their way to explain company procedures to new co-workers.

D. They listen carefully to what others say and then ask questions to clarify what they heard.

E. They often repress their emotions and then respond inappropriately to situations.

Empathy is the "ability to accurately pick up on emotions in other people and understand what is really going on with them." Empathy also includes the desire to help others develop in their work responsibilities and career objectives. Focusing only on one's self is not characteristic of empathy.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Apply

Chapter 02

Difficulty: 2 Medium

Learning Objective: 02-04 Describe how self-management impacts the communication process.

Topic: Skills Used by Effective Communicators

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42. Which of the following is a domain of emotional intelligence?

A. shared meaning

B. sympathy

C. self-management

D. semantics

E. self-esteem

The most-used EQ test for business professionals shows that emotional intelligence can be divided into four domains: self-awareness, self-management, empathy, and relationship management.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Remember

Chapter 02

Difficulty: 1 Easy

Learning Objective: 02-04 Describe how self-management impacts the communication process.

Topic: Self-Management and the Communication Process

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43. When Kwame listens to a customer, he paraphrases the customer's request or complaint to make sure he understands it. Which active listening skill is he using?

A. reflecting
B. holding judgment
C. summarizing
D. clarifying
E. paying attention

Active listening requires that you reflect on the ideas and emotions of others. To make sure you really understand others, you should frequently paraphrase what you are hearing.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Chapter 02
Difficulty: 2 Medium
Learning Objective: 02-05 Explain and evaluate the process of active listening.
Topic: Active Listening

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44. Which of the following is an example of the active listening skill of clarifying?

A. Trung leans slightly forward as he listens to others.

B. Trung asks questions that demonstrate his desire to understand other points of view.

C. Trung asks the other person to explain a point more completely.

D. Trung expresses his own perspective after he has heard the other person.

E. Trung pauses to think about what he has heard and then paraphrases it.

Clarifying involves making sure that you have a clear understanding of what others mean. It includes double-checking that you understand the perspectives of others and asking them to elaborate and qualify their thoughts. It is more than simply paraphrasing.

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

Blooms: Apply

Chapter 02

Difficulty: 2 Medium

Learning Objective: 02-05 Explain and evaluate the process of active listening.

Topic: Active Listening

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45. During his annual performance review, Blake says to his supervisor, "So the two main ways that you want me to improve are to double-check my work for accuracy and to be more of a team player. Is that correct?" What active listening skill has Blake used?

A. identifying
B. paying attention
C. reflecting
D. summarizing
E. sharing

The goal of summarizing is to restate major themes so that you can make sense of the big issues from the perspective of the other person. Ideally, you can show that you understand the major direction of the conversation. Blake does this by identifying the two main ways that his supervisor wants him to improve.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Chapter 02
Difficulty: 2 Medium
Learning Objective: 02-05 Explain and evaluate the process of active listening.
Topic: Active Listening

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46. Which active listening skill involves demonstrating a learner mindset rather than a judger mindset?

A. holding judgment
B. paying attention
C. reflecting
D. summarizing
E. sharing

Holding judgment is a way to make people feel safe so they will share their ideas and feelings with you. One of the best ways to make others feel comfortable expressing themselves fully is to demonstrate a learner mindset rather than a judger mindset.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Chapter 02
Difficulty: 1 Easy
Learning Objective: 02-05 Explain and evaluate the process of active listening.
Topic: Active Listening

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47. Which of the following statements is a judger statement rather than a learner statement?

A. Aren't you interested in trying new techniques?

B. How long do you think it will take to implement this new program?

C. What do the studies indicate the environmental impact will be?

D. How much do you estimate this will cost?

E. What other companies have tried this type of sales campaign?

Learner statements demonstrate a commitment to hearing people out and explicitly state a desire to hear different opinions. Judger statements show that the speaker is closed off to hearing people out, which shuts down honest conversation. A question that implies someone is not interested in new techniques is a judger statement.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Analyze

Chapter 02

Difficulty: 3 Hard

Learning Objective: 02-05 Explain and evaluate the process of active listening.

Topic: Active Listening

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48. Which barrier to effective listening involves neglecting listening because of pressing deadlines?

A. lack of time

B. lack of patience and attention span

C. image of leadership

D. communication technology

E. fear of bad news or other uncomfortable information

Pressing deadlines give most managers the sense that they do not have time for listening.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Understand

Chapter 02

Difficulty: 2 Medium

Learning Objective: 02-05 Explain and evaluate the process of active listening.

Topic: Active Listening

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49. A series of questions that attempt to deconstruct a business issue by moving from general to specific are known as _____ questions.

A. rapport-building

B. funnel

C. probing

D. closed

E. solution-oriented

Funnel questions move from general to specific. They are intended to increasingly deconstruct a business issue so that a team can tackle or approach it in pieces.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Remember

Chapter 02

Difficulty: 1 Easy

Learning Objective: 02-06 Describe and demonstrate effective questions for enhancing listening and learning.

Topic: Active Listening

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50.

In a weekly project update meeting, Liza asks the following questions of one of her employees: "Why were you late meeting your last deadline? Were there external factors that delayed your work? Did other coworkers get their part of the assignment to you on time? Do you need more help from me?" What type of questions are these?

A. closed

B. rapport-building

C. solution-oriented

D. probing

E. funnel

Probing questions are intended to analyze a business problem from every angle to uncover its root causes. Such questions can ensure that no explanation is overlooked, thus leading to a reliable understanding.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Understand

Chapter 02

Difficulty: 2 Medium

Learning Objective: 02-06 Describe and demonstrate effective questions for enhancing listening and learning.

Topic: Active Listening

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51. Christine's team is having a difficult time developing a team identity. She thinks the problem might be that the team members all come from different departments and have not worked together before. What kind of questions can Christine use to help with this issue?

A. solution-oriented

B. rapport-building

C. probing

D. closed

E. funnel

Rapport-building questions are intended to create bonds between people. They can break the ice and gradually ease people into conversations about shared business interests. They tend to be casual and social and steer clear of divisive or offensive topics.

AACSB: Knowledge Application
Accessibility: Keyboard Navigation
Blooms: Apply
Chapter 02
Difficulty: 2 Medium
Learning Objective: 02-06 Describe and demonstrate effective questions for enhancing listening and learning.
Topic: Active Listening

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52. What is the main difference between probing questions and solution-oriented questions?

A. Probing questions move from general to specific, while solution-oriented questions move from specific to general.

B. Probing questions tend to be analytical and focused, while solution-oriented questions tend to be casual and social.

C. Probing questions tend to be closed, while solution-oriented questions tend to be open-ended.

D. Probing questions seek to uncover root causes, while solution-oriented questions focus on what should be done.

E. Probing questions tend to have a judger mindset, while solution-oriented questions tend to have a learner mindset.

Probing questions seek to uncover root causes, while solution-oriented questions focus on what should be done.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Analyze
Chapter 02
Difficulty: 3 Hard
Learning Objective: 02-06 Describe and demonstrate effective questions for enhancing listening and learning.
Topic: Active Listening

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53. The act of anticipating intentions and moods through the perceptive examination of nonverbal cues is known as

A. sight-reading.
B. emotional intelligence.
C. shared meaning.
D. relationship management.
E. self-management.

David Givens defines sight-reading as "intelligent observation of [nonverbal communications]... the act of anticipating intentions and moods through the perceptive examination of non-verbal cues."

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Chapter 02
Difficulty: 1 Easy
Learning Objective: 02-07 Explain strategies to sight-read the nonverbal communication of others.
Topic: The Role of Nonverbal Communication

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54. What does research consistently demonstrate about nonverbal communication?

A. People are not good at masking their feelings, and most people are highly skilled in their ability to decode nonverbal signals.
B. People are not good at masking their feelings, but most people are incapable of decoding nonverbal signals.
C. People are good at masking their feelings, but most people still manage to decode nonverbal signals.
D. People are good at masking their feelings, so most people are incapable of decoding nonverbal signals.
E. People are not good at masking their feelings, but most people are inconsistent in their ability to decode nonverbal signals.

Nearly all people reveal their real emotions through nonverbal behavior, but research shows that most people are not consistently effective at decoding the nonverbal signals of others.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Chapter 02
Difficulty: 2 Medium
Learning Objective: 02-07 Explain strategies to sight-read the nonverbal communication of others.
Topic: The Role of Nonverbal Communication

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55. During a budget meeting, Eva concludes her part of the talk and points to her presentation partner. What does this gesture most likely mean in context?

A. She is indicating that it is his turn to speak.

B. She is accusing him of interrupting her.

C. She is blaming him for the poor budget numbers.

D. She is giving him permission to ask a question.

E. She is trying to get him to be quiet.

Use the situation at hand to help understand nonverbal signals. Pointing fingers during an argument likely indicates blaming, whereas pointing fingers at others during a sales presentation more than likely indicates a desire to get input from others. Because Eva has concluded her part of the talk and points at her presentation partner, the gesture most likely means it is her partner's turn to speak.

AACSB: Analytical Thinking

Accessibility: Keyboard Navigation

Blooms: Analyze

Chapter 02

Difficulty: 3 Hard

Learning Objective: 02-07 Explain strategies to sight-read the nonverbal communication of others.

Topic: The Role of Nonverbal Communication

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56. When Leo had to tell Tania that her project had lost its funding, he found himself adopting a slumped posture that was similar to hers. What was Leo doing?

A. synchronizing body language to mock her

B. synchronizing body language to show empathy

C. faking a mood to change her emotions

D. using visual cutoff to encourage sharing

E. using visual cutoff to make the conversation end

Synchronizing body language means adopting some of your counterpart's body language to make the conversation more natural and to show empathy to the other person.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Understand

Chapter 02

Difficulty: 2 Medium

Learning Objective: 02-07 Explain strategies to sight-read the nonverbal communication of others.

Topic: The Role of Nonverbal Communication

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57. As Cho explains her dissatisfaction with her current salary, her supervisor abruptly looks away and sighs. What does the supervisor's nonverbal behavior indicate?

A. strong agreement
B. confusion
C. strong displeasure
D. distraction
E. agreement yet helplessness

When people abruptly look away to indicate disapproval or disinterest, they send a message of strong displeasure with others and their ideas. This action, called visual cutoff, can quickly end dialogue, especially when a superior visually cuts off subordinates. Visual cutoff is especially harsh when accompanied with sideways head movements and sighs.

AACSB: Knowledge Application
Accessibility: Keyboard Navigation
Blooms: Analyze
Chapter 02
Difficulty: 3 Hard
Learning Objective: 02-07 Explain strategies to sight-read the nonverbal communication of others.
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58. Which motivational value system is most often guided by concerns about whether business activities have been thought out carefully and the right processes have been put into place to accomplish things?

A. red MVS
B. yellow MVS
C. blue MVS
D. green MVS
E. hub

Professionals with a green MVS are most often concerned about making sure that business activities have been thought out carefully and that the right processes are put into place. Professionals with a blue MVS are most often guided by motives to protect others, help others grow, and act in the best interests of others. Professionals with a red MVS are most often guided by concerns related to organizing people, time, money, and other resources to accomplish results. Hubs are guided equally by all three.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Chapter 02
Difficulty: 1 Easy
Learning Objective: 02-08 Identify common communication preferences based on motivational values.
Topic: Communication Preferences Based on Motivational Values

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59. Which of the following statements best expresses a typical concern of someone with a blue MVS?

A. "Let's make sure we've considered how this will affect everyone's welfare."

B. "Let's be sure that we have thought out the long-term results of this policy."

C. "Let's consider the most efficient way to implement this decision."

D. "Let's look at how this relates to the overall welfare of the company."

E. "Let's act in a way that provides clear leadership to others."

Professionals with a blue MVS are most often guided by a desire to protect others, help others grow, and act in the best interests of others. They are nurturing rather than directing and autonomizing. Considering everyone's welfare would be one of their concerns.

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

Blooms: Apply

Chapter 02

Difficulty: 2 Medium

Learning Objective: 02-08 Identify common communication preferences based on motivational values.

Topic: Communication Preferences Based on Motivational Values

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60. Focusing on _____ is most likely to help you communicate with a red MVS in a way that he or she prefers.

A. feelings

B. results

C. teamwork

D. flexibility

E. caution

Professionals with a red MVS are most often guided by concerns about organizing people, time, money, and other resources to accomplish results.

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

Blooms: Apply

Chapter 02

Difficulty: 2 Medium

Learning Objective: 02-08 Identify common communication preferences based on motivational values.

Topic: Communication Preferences Based on Motivational Values

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61. Chelsea and Miguel disagree about which new healthcare insurance to adopt for their company. Chelsea wants to choose a cost-effective policy as soon as possible, while Miguel wants to ensure that employees do not see a reduction in benefits because of the change. What can you deduce about Chelsea and Miguel from this information?

A. Chelsea has a green MVS; Miguel has a blue MVS.
B. Chelsea has a red MVS; Miguel is a hub.
C. Chelsea has a red MVS; Miguel has a blue MVS.
D. Chelsea has a hub; Miguel has a red MVS.
E. Chelsea has a blue MVS; Miguel has a green MVS.

Chelsea has a red MVS, which means she tends to be concerned with results and getting things done. Miguel has a blue MVS, which means he tends to be concerned with the welfare of others.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Analyze
Chapter 02
Difficulty: 3 Hard
Learning Objective: 02-08 Identify common communication preferences based on motivational values.
Topic: Communication Preferences Based on Motivational Values

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62. Which of the following qualities is characteristic of people who are hubs?

A. nurturing
B. decisive
C. analytical
D. flexible
E. competitive

Hubs are friendly, flexible, social, and fun. They encourage interaction and consensus building.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Chapter 02
Difficulty: 2 Medium
Learning Objective: 02-08 Identify common communication preferences based on motivational values.
Topic: Communication Preferences Based on Motivational Values

63. Which of the following qualities is more characteristic of introverts?

A. thoughtful
B. charismatic
C. spontaneous
D. lively
E. collaborative

Introverts tend to be quiet, reserved, thoughtful, and solitary. Extroverts tend to be outspoken, charismatic, spontaneous, and group oriented.

AACSB: Communication

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Accessibility: Keyboard Navigation

Blooms: Remember

Chapter 02

Difficulty: 1 Easy

Learning Objective: 02-09 Explain how extroversion-introversion impacts interpersonal communication.

Topic: The Role that Extroversion-Introversion Plays in the Communication Process

64. Which of the following situations would an extrovert prefer?

A. a quiet meeting with two friends

B. a loud party with a large group

C. time alone with a book

D. a work space in a library

E. a long conversation with one person

Extroverts typically prefer conversations in larger groups and social events. They often want to think out loud, using speech as a way of refining their ideas.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Understand

Chapter 02

Difficulty: 2 Medium

Learning Objective: 02-09 Explain how extroversion-introversion impacts interpersonal communication.

Topic: The Role that Extroversion-Introversion Plays in the Communication Process

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65. Elliot needs to assign his team members the following tasks. One of the team members, Grace, is an extrovert. Which task is most appropriate for Grace?

A. independently analyzing the latest market research report
B. writing an explanation of a new product for senior management
C. checking the proofs of sales brochures for accuracy before they are printed
D. moderating a team meeting to discuss how well the last development cycle went
E. preparing a list of questions to discuss at the next team meeting

Extroverts tend to get much of their stimulation and energy from external sources such as social interaction. Some of the strengths of extroverts include gaining the support of others, networking at large social events, and driving important conversations in meetings. Of the listed tasks, moderating a team meeting is best suited to an extrovert. The other tasks are too solitary.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Analyze
Chapter 02
Difficulty: 3 Hard
Learning Objective: 02-09 Explain how extroversion-introversion impacts interpersonal communication.
Topic: The Role that Extroversion-Introversion Plays in the Communication Process

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66. Introverts can work more effectively with extroverts by

A. speaking up more quickly than feels comfortable to them.

B. allowing conversations to have fewer and more in-depth topics.

C. giving them more opportunities to be alone and recharge.

D. pausing more often and allowing periods of silence that might feel uncomfortable.

E. expressing their preference to discuss things immediately.

Introverts can work more effectively with extroverts by speaking up more quickly than is comfortable to them. The other listed strategies are ways that extroverts can work more effectively with introverts.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Understand

Chapter 02

Difficulty: 2 Medium

Learning Objective: 02-09 Explain how extroversion-introversion impacts interpersonal communication.

Topic: The Role that Extroversion-Introversion Plays in the Communication Process

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67. Tom always drops hand-written reports on his administrative assistant's desk and says, "Type this right away." What type of incivility is Tom committing?

A. treating others without courtesy
B. ignoring others
C. disrespecting the dignity and worth of others
D. disrespecting the efforts of others
E. disrespecting the privacy of others

Not using basic terms of courtesy such as *please* and *thank you* is an example of treating others without courtesy.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Chapter 02
Difficulty: 2 Medium
Learning Objective: 02-10 Explain the role of civility in effective interpersonal communication and the common types of incivility in the workplace.
Topic: The Role of Civility in Effective Communication

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68. Which of the following is an example of disrespecting the dignity and worth of others?

A. claiming credit for a co-worker's creative idea

B. criticizing a subordinate in front of others

C. forwarding a confidential email from the boss

D. arriving at a meeting late

E. leaving a mess in the kitchen area

Criticizing or reprimanding a person in front of othersis an example of disrespecting the dignity and worth of others.

AACSB: Knowledge Application

Accessibility: Keyboard Navigation

Blooms: Apply

Chapter 02

Difficulty: 2 Medium

Learning Objective: 02-10 Explain the role of civility in effective interpersonal communication and the common types of incivility in the workplace.

Topic: The Role of Civility in Effective Communication

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69. Which of the following is a guiding principle for improving civility in society and the workplace?

A. Tell, do not ask.

B. Ignore small things.

C. Disagree graciously.

D. Do not refrain from arguing.

E. Keep a negative attitude.

To improve civility, one should disagree graciously and refrain from arguing.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Remember

Chapter 02

Difficulty: 1 Easy

Learning Objective: 02-10 Explain the role of civility in effective interpersonal communication and the common types of incivility in the workplace.

Topic: The Role of Civility in Effective Communication

70. _____ is "rudeness and disregard for others in a manner that violates norms for respect."

A. Emotional hijacking

B. Semantic noise

C. Pessimism

D. Incivility

E. Visual cutoff

Incivility is "rudeness and disregard for others in a manner that violates norms for respect."

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Accessibility: Keyboard Navigation

Blooms: Remember

Chapter 02

Difficulty: 1 Easy

Learning Objective: 02-10 Explain the role of civility in effective interpersonal communication and the common types of incivility in the workplace.

Topic: The Role of Civility in Effective Communication

Essay Questions

71. Define the interpersonal communication process.

The interpersonal communication process is the process of sending and receiving verbal and nonverbal messages between two or more people. It involves the exchange of simultaneous and mutual messages to share and negotiate meaning between those involved.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Remember

Chapter 02

Difficulty: 1 Easy

Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.

Topic: The Communication Process

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72. Explain semantic noise with examples.

Semantic noise occurs when communicators apply different meanings to the same words or phrases. For example, two people may have different ideas about what "acceptable profit margin" means. One manager may have a figure in mind, such as 10 percent. Another may think of a range between 20 and 30 percent. Semantic noise can be most difficult to overcome when strong emotions are attached to words or phrases. For example, a term such as "downsize" may invoke positive emotions for a manager who associates this term with frugality and wise cash management. However, another manager may view this term with negative emotions and associate it with callousness and disloyalty on the part of the corporation.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Chapter 02
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
Topic: The Communication Process

73. How does emotional hijacking hinder effective interpersonal communication?

Emotional hijacking is a situation in which emotions control our behavior, causing us to react without thinking. Emotional hijacking prevents you from engaging in effective interpersonal communication. It can lead to unwanted behaviors: You may misrepresent your ideas, confuse the facts, say things to others that you later regret, display frustration or anger, remain silent when you would prefer to be heard, fail to listen to others, or disengage from working relationships that are in your best interest.

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Accessibility: Keyboard Navigation

Blooms: Understand

Chapter 02

Difficulty: 2 Medium

Learning Objective: 02-02 Explain how emotional hijacking can hinder effective interpersonal communication.

Topic: Emotional hijacking and the Communication Process

74. Why is self-awareness particularly important in stressful and uncomfortable situations?

Self-awareness is particularly important for stressful and unpleasant situations. People high in self-awareness have the ability to be self-reflective when they experience strong or even distressful emotions. Often, this involves the ability to explicitly identify feelings as they occur. For example, a person who becomes angry with a colleague can simultaneously think, "I'm feeling anger right now." Being aware of this can help you avoid dysfunctional behaviors caused by emotional hijacking.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Understand

Chapter 02

Difficulty: 2 Medium

Learning Objective: 02-03 Explain how self-awareness impacts the communication process.

Topic: Self-Awareness and the Communication Process

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75. How can individuals use mitigating information to help with self-management?

Self-management is the "ability to use awareness of your emotions to stay flexible and to direct your behavior positively." It involves having the discipline to hold off on current urges in order to meet long-term intentions. Excellent self-managers know how to use both positive and negative emotions to meet personal and business goals. One technique self-managers use is to try to understand mitigating information or favorable explanations for why others behaved in certain ways. Accepting such explanations can help reduce the urge to act on negative emotions such as frustration or resentment.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Apply
Chapter 02
Difficulty: 2 Medium
Learning Objective: 02-04 Describe how self-management impacts the communication process.
Topic: Self-Management and the Communication Process

76. What is empathy? What does it include?

Empathy is the "ability to accurately pick up on emotions in other people and understand what is really going on with them." Empathy also includes the desire to help others develop in their work responsibilities and career objectives.

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Chapter 02
Difficulty: 1 Easy
Learning Objective: 02-04 Describe how self-management impacts the communication process.

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Topic: Skills Used by Effective Communicators

77. What are the six skills that make up active listening? Give a brief definition of each.

The six skills are (1) paying attention, or devoting your whole attention to others; (2) holding judgment, or demonstrating a learner mindset to help others feel safe to express themselves; (3) reflecting, or paraphrasing what you are hearing to make sure you understand it; (4) clarifying, or double-checking that you understand the perspective or others by asking them to elaborate and qualify their thoughts; (5) summarizing, or restating major themes of what others say; and (6) sharing, or expressing your own perspectives and feelings.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Chapter 02
Difficulty: 2 Medium
Learning Objective: 02-05 Explain and evaluate the process of active listening.
Topic: Active Listening

78. Identify the purpose of each of the following types of questions: rapport-building, funnel, probing, and solution-oriented.

Rapport-building questions are intended to create bonds between people. Funnel questions are intended to increasingly deconstruct a business issue so a team can tackle or approach it in pieces. Probing questions are intended to analyze a business problem from every angle to uncover its root causes. Solution-oriented questions focus on how to overcome business problems.

AACSB: Communication
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Blooms: Understand
Chapter 02
Difficulty: 2 Medium
Learning Objective: 02-06 Describe and demonstrate effective questions for enhancing listening and learning.
Topic: Active Listening

79. Al met a potential customer outside on a cold December day to discuss plowing the man's driveway all winter. The man nodded several times and sounded enthusiastic when he promised to call Al after talking to his wife. However, Al decided that was just a brush off. The man had kept his arms folded across his chest, which Al has heard is a sign of defensiveness. How well did Al practice sight-reading? Explain using details from the scenario.

Al did not practice sight-reading very well. He should have paid more attention to the cluster of signals—the nodding head, the enthusiastic tone, and the promise to call—than to the single incongruent signal. He should also have read the signals in context, which would have told him that the man was probably crossing his arms from cold, not defensiveness.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Analyze
Chapter 02
Difficulty: 3 Hard
Learning Objective: 02-07 Explain strategies to sight-read the nonverbal communication of others.
Topic: The Role of Nonverbal Communication

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80. What are the eight guiding principles of improving civility in society as discussed by P. M. Forni?

Forni, one of the leading voices on improving civility in society and the workplace, recommended eight guiding principles:

1. Slow down and be present in life.
2. Listen to the voice of empathy.
3. Keep a positive attitude.
4. Respect others and grant them plenty of validation.
5. Disagree graciously and refrain from arguing.
6. Get to know people around you.
7. Pay attention to small things.
8. Ask, don't tell.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Chapter 02
Difficulty: 2 Medium
Learning Objective: 02-10 Explain the role of civility in effective interpersonal communication and the common types of incivility in the workplace.
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