

Contents

<i>List of tables and figures</i>	ix
<i>Preface</i>	x
<i>Acknowledgements</i>	xii
Introduction	1
PART I	
Basic communication skills	5
1 Regulating skills	9
<i>Introduction</i>	9
<i>Opening the conversation, setting goals</i>	9
<i>Goal evaluation</i>	10
<i>Closing the conversation</i>	10
2 Listening skills	12
<i>Introduction</i>	12
<i>Non-selective listening skills, minimal encouragers</i>	13
<i>Selective listening skills</i>	14
3 Sender skills	21
<i>Introduction</i>	21
<i>Sender skills – initiative</i>	21
<i>Sender skills – reactive</i>	29
PART II	
Dialogues	33
4 Interviewing	35
<i>Practical example</i>	35

Introduction 35

Preparation of the semi-structured interview 37

Holding semi-structured interviews 38

5 The selection interview

41

Practical example 41

Introduction 42

Goals 42

Method 43

Basic Attitude 44

Skills in the different phases of the interview 44

6 The job application interview

50

Practical example 50

Introduction 50

Preparation 51

Skills in the job application interview 52

7 The performance evaluation interview

60

Practical example 60

Introduction 61

*The performance evaluation interview within the framework
of personnel management* 61

Goal and conditions 63

Preparation 63

Roles 64

Errors of judgement 64

The performance evaluation interview model 66

8 The personal problems interview

72

Practical example 72

Introduction 72

Diagnosis-prescription model versus cooperation model 73

A dialogue model with communication skills 77

9 Handling complaints

85

Practical example 85

Introduction 85

Listening to the complaint 86

Showing understanding 86

Investigating the practical aspects of a complaint 87

	<i>Finding a solution</i>	87
	<i>Coming to an agreement</i>	88
10	Breaking bad news	91
	<i>Practical example</i>	91
	<i>Introduction</i>	92
	<i>Two situations</i>	92
	<i>Phase 1: Delivering bad news immediately</i>	93
	<i>Phase 2: How to deal with reactions</i>	94
	<i>Phase 3: Looking for solutions</i>	98
11	The sales interview	100
	<i>Practical example</i>	100
	<i>Introduction</i>	101
	<i>Preparation</i>	101
	<i>Structure</i>	102
	<i>Communication skills</i>	105
PART III		
	Group conversations	109
12	Decision making	111
	<i>Practical example</i>	111
	<i>Introduction</i>	111
	<i>Phases in the decision-making process</i>	112
	<i>Pitfalls</i>	116
	<i>Three techniques to develop strategies</i>	118
13	Leading meetings	121
	<i>Practical example</i>	121
	<i>Introduction</i>	121
	<i>Goal</i>	122
	<i>Roles</i>	122
	<i>Task-oriented and people-oriented behaviour</i>	123
	<i>Tasks</i>	124
	<i>Structure</i>	126
14	Conflict management	132
	<i>Practical example</i>	132
	<i>Introduction</i>	132
	<i>Characteristics of conflict situations</i>	133

<i>Conflict management behaviour</i>	134
<i>Behaviour that evokes conflict</i>	137
<i>Conflict management conversations</i>	139
<i>Mediation: Conflict management with the help of a mediator</i>	139
<i>A model for conflict management</i>	140

15 Negotiating 144

<i>Practical example</i>	144
<i>Introduction</i>	144
<i>Negotiator's behaviour</i>	144
<i>Negotiation space</i>	145
<i>Negotiation situations</i>	147
<i>Negotiating skills</i>	148
<i>Model for a negotiation conversation</i>	150

16 Giving presentations 154

<i>Practical example</i>	154
<i>Introduction</i>	154
<i>Preparation</i>	155
<i>Giving the presentation</i>	158
<i>Dealing with reactions</i>	161

<i>Appendix A: Exercises</i>	164
<i>Appendix B: Role play</i>	186
<i>References</i>	192
<i>Author index</i>	195
<i>Subject index</i>	196

List of tables and figures

Tables

1.1 Overview of the regulating skills	9
2.1 Overview of the listening skills	12
3.1 Overview of the sender skills	21
7.1 Differences between performance evaluation interview and appraisal interview	62

Figures

I.1 Organizational structure of Dinner Ltd	4
1.1 Communication between sender and receiver	5
3.1 Meta-communication	28
4.1 Interview scheme regarding automation	38
4.2 Overview of a semi-structured interview	40
5.1 Overview of the selection interview	49
6.1 Overview of the job application interview	59
7.1 Overview of the performance evaluation interview	71
8.1 Overview of the personal problems interview	84
9.1 Overview of handling complaints	90
10.1 Influence of reflections of feeling on information processing	96
10.2 Overview of breaking bad news	99
11.1 Overview of the sales interview	107
12.1 Overview of decision making	120
13.1 Overview of leading meetings	130–131
14.1 Conflict management styles	135
14.2 Overview of conflict management	143
15.1 Target points and point of resistance: Negotiation space	146
15.2 A situation without negotiation space	146
15.3 Overview of negotiating	153
16.1 Overview of giving presentations	163