



GLOBAL
EDITION

Human Relations

Interpersonal Job-Oriented Skills

TWELFTH EDITION

Andrew J. DuBrin

ALWAYS LEARNING

PEARSON

To Melanie, once again

Editor in Chief: Stephanie Wall
Program Manager Team Lead: Ashley Santora
Program Manager: Claudia Fernandes
Editorial Assistant: Kaylee Rotella
Head of Learning Asset Acquisition, Global Editions: Laura Dent
Acquisitions Editor, Global Editions: Debapriya Mukherjee
Project Editor, Global Editions: Suchismita Ukil
Director of Marketing: Maggie Moylan
Senior Marketing Manager: Erin Gardner
Project Manager Team Lead: Judy Leale
Project Manager: Lynn M. Savino
Media Production Manager, Global Editions: M. Vikram Kumar
Senior Production Controller, Global Editions: Trudy Kimber
Operations Specialist: Michelle Klein
Art Director: Jayne Conte
Cover Designer: Lumina Datamatics
Cover Art: jazzia/Shutterstock
Full-Service Project Management: Jogender Taneja, Aptara[®], Inc.
Composition: Aptara[®], Inc.

Credits and acknowledgments borrowed from other sources and reproduced, with permission, in this textbook appear on the appropriate page within text.

Pearson Education Limited
Edinburgh Gate
Harlow
Essex CM20 2JE
England

and Associated Companies throughout the world

Visit us on the World Wide Web at:
www.pearsonglobaleditions.com

© Pearson Education Limited 2015

The rights of Andrew J. DuBrin to be identified as the author of this work have been asserted by him in accordance with the Copyright, Designs and Patents Act 1988.

Authorized adaptation from the United States edition, entitled Human Relations: Interpersonal Job-Oriented Skills, 12th edition, ISBN 978-0-13-350682-2, by Andrew J. DuBrin, published by Pearson Education © 2015.

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without either the prior written permission of the publisher or a license permitting restricted copying in the United Kingdom issued by the Copyright Licensing Agency Ltd, Saffron House, 6–10 Kirby Street, London EC1N 8TS.

All trademarks used herein are the property of their respective owners. The use of any trademark in this text does not vest in the author or publisher any trademark ownership rights in such trademarks, nor does the use of such trademarks imply any affiliation with or endorsement of this book by such owners.

ISBN 10: 1-292-05936-2
ISBN 13: 978-1-292-05936-5

British Library Cataloguing-in-Publication Data
A catalogue record for this book is available from the British Library

10 9 8 7 6 5 4 3 2 1
14 13 12 11

Typeset 10/12 Sabon by Aptara[®], Inc.

Printed and bound by CPI Digital

Human Relations: Interpersonal Job-Oriented Skills, Global Edition

Table of Contents

Cover

Title

Copyright

Content

Preface

Chapter 1 A Framework for Interpersonal Skill Development

Plan of the Book

A Model for Improving Interpersonal Skills

Goal or Desired State of Affairs

Assessing Reality

An Action Plan

Feedback on Actions

Frequent Practice

Identification of Developmental Needs

Universal Needs for Improving Interpersonal Relations

Developing Interpersonal Skills on the Job

Informal Learning

Specific Developmental Experiences

Concept Review and Reinforcement

Key Terms

Summary

Questions for Discussion and Review

The Web Corner

Developing Your Human Relations Skills

Interpersonal Relations Case 1.1: Tyler Likes Tyler

Interpersonal Skills Role-Play: Tyler Wants to Improve His Interpersonal Skills

Interpersonal Relations Case 1.2: Betty Lou Sets Some Goals

References

Chapter 2 Understanding Individual Differences

Personality

Eight Major Personality Factors and Traits

The Eight Factors and Traits and Job Performance

Personality Types and Cognitive Styles

Guidelines for Dealing with Different Personality Types

Cognitive Ability

Table of Contents

Components of Traditional Intelligence

Practical Intelligence

Multiple Intelligences

Emotional Intelligence

Guidelines for Relating to People of Different Levels and Types of Intelligence

Values as a Source of Individual Differences

Classification of Values

Generational Differences in Values

How Values Are Learned

Clarifying Your Values

The Mesh between Individual and Job Values

Guidelines for Using Values to Enhance Interpersonal Relations

Concept Review and Reinforcement

Key Terms

Summary

Questions for Discussion and Review

The Web Corner

Developing Your Human Relations Skills

Interpersonal Relations Case 2.1: The Big Stakes Repo Men at International Recovery

Interpersonal Relations Case 2.2: A Values Clash at the Hearing Center

Interpersonal Skills Role-Play: Dealing with a Difference in Values

References

Chapter 3 Building Self-Esteem and Self-Confidence

The Meaning of Self-Esteem, Its Development and Consequences

How Self-Esteem Develops

The Consequences of Self-Esteem

Enhancing Self-Esteem

Attain Legitimate Accomplishments

Be Aware of Personal Strengths

Rebut the Inner Critic

Practice Self-Nurturing

Minimize Settings and Interactions that Detract from Your Feelings of Competence

Get Help from Others

Model the Behavior of People with High Self-Esteem

Create a High Self-Esteem Living Space

The Importance of Self-Confidence and Self-Efficacy

Techniques for Developing and Enhancing Your Self-Confidence

Develop a Solid Knowledge Base

Use Positive Self-Talk

Table of Contents

- Avoid Negative Self-Talk
- Practice Public Speaking
- Use Positive Visual Imagery
- Set High Expectations for Yourself (the Galatea Effect)
- Develop the Explanatory Style of Optimists
- Strive for Peak Performance
- Bounce Back from Setbacks and Embarrassments

Concept Review and Reinforcement

Key Terms

Summary

Questions for Discussion and Review

The Web Corner

Developing Your Human Relations Skills

Interpersonal Relations Case 3.1: High Self-Esteem Brandy

Interpersonal Relations Case 3.2: Anthony Needs a Boost

Interpersonal Relations Role-Play: Quincy Attempts to Boost Anthony's Self-Confidence

References

Chapter 4 Interpersonal Communication

Steps in the Communication Process

Relationship Building and Interpersonal Communication

Nonverbal Communication in Organizations

- Modes of Transmission of Nonverbal Communication

- Guidelines for Improving Nonverbal Communication

- Guidelines for Detecting Lying through Nonverbal Communication

Guidelines for Overcoming Communication Problems and Barriers

- Communicate Honestly

- Understand the Receiver

- Minimize Defensive Communication

- Repeat Your Message Using Multiple Channels (in Moderation)

- Check Comprehension and Feelings through Verbal and Nonverbal Feedback

- Display a Positive Attitude

- Communicate Persuasively

- Engage in Active Listening

- Prepare for Stressful Conversations

- Engage in Metacommunication

- Recognize Gender Differences in Communication Style

Concept Review and Reinforcement

Key Terms

Summary

Table of Contents

Questions for Discussion and Review

The Web Corner

Developing Your Human Relations Skills

Interpersonal Relations Case 4.1: Why Am I Not Getting through to These People?

Interpersonal Skills Role-Play 4.1: Getting through to a Property Specialist

Interpersonal Relations Case 4.2: Troy, the Aspiring Hotel Manager

Interpersonal Skills Role-Play 4.2: Troy Communicates Persuasively

References

Chapter 5 Interpersonal Skills for the Digital World

Interpersonal Skills for One-on-One Interactions

Smartphones, Cell Phones, and Text Messaging

E-Mail Messages and Instant Messaging

Webcam Job Interviews

Interpersonal Aspects of Multitasking

Harassment of Others

Interpersonal Skills for Social Networking and Small Audiences

Social Networking by Internet

Laptop and Smartphone Use during Meetings

Interpersonal Aspects of Presentation Technology

Videoconferencing and Telepresence

Interpersonal Skills Linked to Telecommuting

Avoiding Damage to Your Online Reputation

Concept Review and Reinforcement

Key Terms

Summary

Questions for Discussion and Review

The Web Corner

Developing Your Human Relations Skills

Interpersonal Relations Case 5.1: Sonya Takes Chances on Yammer

Interpersonal Skills Role-Play: Bruce Confronts Sonya about Her Yammer Posts

Interpersonal Relations Case 5.2: Kevin, the Twitter Guy

References

Chapter 6 Developing Teamwork Skills

Face-to-Face versus Virtual Teams

Face-to-Face (Traditional) Teams

Virtual Teams

The Advantages and Disadvantages of Teams and Teamwork

Advantages of Group Work and Teamwork

Disadvantages of Group Work and Teamwork

Table of Contents

Team Member Roles

Guidelines for the Interpersonal Aspects of Team Play

- Communicate Frequently and Assertively
- Trust Team Members
- Display a High Level of Cooperation and Collaboration
- Recognize the Interests and Achievements of Others
- Give and Receive Helpful Criticism
- Share the Glory
- Take Care Not to Rain on Another Person's Parade

Guidelines for the Task Aspects of Team Play

- Provide Technical Expertise (or Knowledge of the Task)
- Assume Responsibility for Problems
- See the Big Picture
- Believe in Consensus
- Focus on Deadlines
- Help Team Members Do Their Jobs Better
- Be a Good Organizational Citizen

Concept Review and Reinforcement

Key Terms

Summary

Questions for Discussion and Review

The Web Corner

Developing Your Human Relations Skills

Interpersonal Relations Case 6.1: Leah Puts on Her Team Player Face

Interpersonal Relations Case 6.2: Trevor Speaks Freely

Interpersonal Skills Role-Play: Elizabeth Wants More Cooperation from Trevor

References

Chapter 7 Group Problem Solving and Decision Making

Rational versus Political Decision Making in Groups

Guidelines for Using General Problem-Solving Groups

- Working through the Group Problem-Solving Steps
- Managing Disagreement about Group Decision Making
- Aiming for Inquiry versus Advocacy in Group Decision Making

Guidelines for Brainstorming

Guidelines for the Nominal Group Technique

Using Standup Meetings to Facilitate Problem Solving

Using E-Mail and Collaborative Software to Facilitate Group Decision Making

- Using E-Mail to Facilitate Meetings
- Using Collaborative Software and Social Platforms to Facilitate Group Problem

Table of Contents

Solving

Suggestions for Being an Effective Meeting Participant

Cultural Factors and Group Decision Making

Concept Review and Reinforcement

Key Terms

Summary

Questions for Discussion and Review

The Web Corner

Developing Your Human Relations Skills

Interpersonal Relations Case 7.1: Pet Groomers on Wheels Get into a Huddle

Interpersonal Skills Role-Play: Group Decision Making at Pet Groomers on Wheels

Interpersonal Relations Case 7.2: Standing Up at Vogue Travel

References

Chapter 8 Cross-Cultural Relations and Diversity

The Diversity Umbrella

Understanding Cultural Differences

Cultural Sensitivity and Political Correctness

Cultural Intelligence

Respect for All Workers and Cultures

Cultural Fluency

Dimensions of Differences in Cultural Values

Cultural Bloopers

Overcoming Cross-Cultural Communication Barriers

Techniques for Improving Cross-Cultural Relations

Cultural Training

Recognize Your Own Cultural and Demographic Biases

Cultural Intelligence Training

Language Training

Diversity Training

Cross-Cultural and Cross-Gender Mentoring Programs

Concept Review and Reinforcement

Key Terms

Summary

Questions for Discussion and Review

The Web Corner

Developing Your Human Relations Skills

Interpersonal Relations Case 8.1: What to Do with Shabana?

Interpersonal Skills Role-Play 8.1: Helping Shabana Develop Better Customer Service

Table of Contents

Interpersonal Relations Case 8.2: Pierre Keeps One Foot in Haiti

Interpersonal Skills Role-Play 8.2: Suzanne Attempts to Help Pierre Adjust to his New Culture

References

Chapter 9 Resolving Conflicts with Others

Sources of Interpersonal Conflict in Organizations

Competition for Limited Resources

Role Conflict

Competing Work and Family Demands

Personality Clashes and Drama

Bullies in the Workplace

Incivility and Rudeness

Cross-Generational Conflict

Workplace Violence (A Cause and Effect of Conflict)

Task versus Relationship Conflict

Conflict-Management Styles

Competitive Style

Accommodative Style

Sharing Style

Collaborative Style (WinWin)

Avoidant Style

Guidelines and Techniques for Resolving Conflicts

Confrontation and Problem Solving

Constructive Handling of Criticism

Reframing

Negotiating and Bargaining

Combating Sexual Harassment: A Special Type of Conflict

Types of Harassment

Frequency and Setting of Sexual Harassment

The Adverse Effects of Sexual Harassment

Guidelines for Preventing and Dealing with Sexual Harassment

Concept Review and Reinforcement

Key Terms

Summary

Questions for Discussion and Review

The Web Corner

Developing Your Human Relations Skills

Interpersonal Relations Case 9.1: Ashley Uses Passion as an Excuse

Interpersonal Skills Role-Play 9.1: Ashley Lashes Out

Interpersonal Relations Case 9.2: The Uncomfortable Business Trip

Table of Contents

Interpersonal Skills Role-Play 9.2: Tammy Deals with Duane's Advances

References

Chapter 10 Becoming an Effective Leader

Key Leadership Traits to Develop

- Self-Confidence and Leadership Efficacy
- Positive Core Self-Evaluations
- Assertiveness
- Trustworthiness, Morality, and Authenticity
- Sense of Humor
- Self-Awareness and Self-Objectivity
- Cognitive Skills Including Critical Assessments
- Emotional Intelligence
- Passion and Enthusiasm
- Self-Sacrificing Personality

Suggestions for Developing Charisma

Developing Team Leadership Skills

- Engage in Shared Leadership
- Build a Mission Statement
- Interact Frequently with Team Members
- Show Your Team Members That They Are Trusted
- Establish a Sense of Urgency and High Performance Standards
- Encourage Team Members to Recognize Each Other's Accomplishments
- Encourage Honest Criticism
- Use Team Symbols
- Use Peer Evaluations
- Help Team Members See the Big Picture
- Minimize Formation of In-Groups and Out-Groups

Developing Your Leadership Potential

Concept Review and Reinforcement

Key Terms

Summary

Questions for Discussion and Review

The Web Corner

Developing Your Human Relations Skills

Interpersonal Relations Case 10.1: Jeb Wants to Inspire His Team

Interpersonal Skills Role-Play: Jeb Attempts to Inspire His Team

Interpersonal Relations Case 10.2: What Kind of Leader is Ashley?

References

Chapter 11 Motivating Others

Table of Contents

Work Engagement and the Motivation of Others

Motivation Skill Based on the Principle of Whats In It For Me?

Using Positive Reinforcement to Motivate Others

Using Recognition to Motivate Others

Why Recognition is an Effective Motivator

Approaches to Giving Recognition

Fine Points about Using Recognition to Motivate Others

Using Expectancy Theory to Motivate Others

Capsule Overview of Expectancy Theory

Basic Components of Expectancy Theory

How Moods Influence Expectancy Theory

Diagnosing Motivation with Expectancy Theory

Guidelines for Applying Expectancy Theory

Techniques for Self-Motivation

Concept Review and Reinforcement

Key Terms

Summary

Questions for Discussion and Review

The Web Corner

Developing Your Human Relations Skills

Interpersonal Relations Case 11.1: How Do You Motivate a Coupon Sorter?

Interpersonal Skills Role-Play: Jennie Attempts to Fire Up a Coupon Sorter

Interpersonal Relations Case 11.2: The Home-Retention Consultant Blues

References

Chapter 12 Helping Others Develop and Grow

Being a Nurturing, Positive Person

Being a Mentor to Coworkers

Characteristics and Types of Mentoring

Specific Mentoring Behaviors

Coaching and Training Others

Coaching Skills and Techniques

Training Others

Helping Difficult People

Types of Difficult People

Tactics for Dealing with Difficult People

Concept Review and Reinforcement

Key Terms

Summary

Questions for Discussion and Review

Table of Contents

The Web Corner

Developing Your Human Relations Skills

Interpersonal Relations Case 12.1: The Reality Coach

Interpersonal Relations Case 12.2: Paula the Petulant Paralegal

Interpersonal Skills Role-Play: Dealing with Petulant Paula

References

Chapter 13 Positive Political Skills

Political Skill and Other Human Relations Skills

Sensitivity to Your Surroundings

Emotional Intelligence and Social Intelligence

Relationship Building with the Leader

Impression Management and Etiquette

Tactics of Impression Management

Business Etiquette

Building Relationships with Managers and Other Key People

Network with Influential People

Help Your Manager Succeed

Conform to Your Managers Work Style

Understand Unwritten Boundaries

Volunteer for Assignments

Flatter Influential People Sensibly

Use Information Power

Appear Cool under Pressure

Laugh at Your Managers Humor

Express Constructive Disagreement

Present a Clear Picture of Your Accomplishments

Building Relationships with Coworkers and Other Work Associates

Maintain Honest and Open Relationships

Make Others Feel Important

Be Diplomatic

Exchange Favors

Ask for Advice

Share Constructive Gossip

Minimize Microinequities

Follow Group Norms

Avoiding Political Blunders

Concept Review and Reinforcement

Key Terms

Summary

Questions for Discussion and Review

Table of Contents

The Web Corner

Developing Your Human Relations Skills

Interpersonal Relations Case 13.1: The Talkative Boss

Interpersonal Skills Role-Play: Dealing with a Talkative Boss

Interpersonal Relations Case 13.2: The Unpopular Office Administrator

References

Chapter 14 Customer Satisfaction Skills

Following the General Principles of Customer Satisfaction

Strive for High Levels of Customer Satisfaction

Be Satisfied So You Can Provide Better Customer Service

Understand Your Companys Expectations in Terms of Customer Service

Receive Emotional Support from Coworkers and Management to Give Better Customer Service

Understand Customer Needs and Put Them First

Focus on Solving Problems, Not Just Taking Orders

Respond Positively to Moments of Truth

Be Ready to Accept Empowerment

Enhance Customer Service through Information Technology

Avoid Rudeness and Hostility toward Customers

Creating a Bond with Your Customer

Create a Welcoming Attitude, Including a Smile

Provide Exceptional Service (or Customer Experience)

Show Care and Concern

Make the Buyer Feel Good

Build a Personal Relationship through Interaction with Customers

Invite the Customer Back

Managing Customer Dissatisfaction

Deal Constructively with Customer Complaintsand Anger

Involve the Customer in Working Out the Problem

Focus on the Customers Problems, Not Emotions

Anticipate How to Handle an Unreasonable Request

Maintain a Realistic Customer Retention Attitude

Concept Review and Reinforcement

Key Terms

Summary

Questions for Discussion and Review

The Web Corner

Developing Your Human Relations Skills

Interpersonal Relations Case 14.1: Pamela Pushes the Wow Experience

Interpersonal Skills Role-Play: Pamela Applies the Wow Experience

Table of Contents

Interpersonal Relations Case 14.2: The Rumpled Claims Forms
References

Chapter 15 Enhancing Ethical Behavior

Why Be Concerned about Business Ethics?

Why We Have So Many Ethical Problems

Why Being Ethical Isn't Easy

The Extent of Ethical Problems

Frequent Ethical Problems

Choosing between Two Rights: Dealing with Defining Moments

Guidelines for Behaving Ethically

Developing Virtuousness Including Honesty and Integrity

Seeing the Big Picture

Following a Guide to Ethical Decision Making

Developing Strong Relationships with Work Associates

Using Corporate Ethics Programs

Being Environmentally Conscious

Following an Applicable Professional Code of Conduct

Be Ready to Exert Upward Ethical Leadership

Concept Review and Reinforcement

Key Terms

Summary

Questions for Discussion and Review

The Web Corner

Developing Your Human Relations Skills

Interpersonal Relations Case 15.1: The One-Cent Ethical Dilemma

Interpersonal Relations Case 15.2: Am I Paid to Be My Managers TV Repair Technician?

Interpersonal Skills Role-Play: Dealing with an Unusual Request from the Boss

References

Chapter 16 Stress Management and Personal Productivity

Understanding and Managing Stress

Symptoms and Consequences of Stress

Personality and Job Factors Contributing to Stress

Methods and Techniques for Stress Management

Improving Personal Productivity

Dealing with Procrastination

Enhancing Personal Productivity through Attitudes and Values

Enhancing Personal Productivity through Work Habits and Skills

Overcoming Time Wasters

Table of Contents

Concept Review and Reinforcement

Key Terms

Summary

Questions for Discussion and Review

The Web Corner

Developing Your Human Relations Skills

Interpersonal Relations Case 16.1: The Overwhelmed Medical Billing Specialist

Interpersonal Skills Role-Play: Francesca Attempts to Help Sasha

Interpersonal Relations Case 16.2: Rob Naps to Boost His Personal Productivity

References

Chapter 17 Job Search and Career Management Skills

Conducting a Job Search

Job-Hunting Tactics

The Job Résumé and Cover Letter

Performing Well in a Job Interview

Career Advancement Strategies and Tactics

Strategies and Tactics for Controlling Your Own Characteristics and Behaviors

Strategies and Tactics for Interacting with the Outside World

Concept Review and Reinforcement

Key Terms

Summary

Questions for Discussion and Review

The Web Corner

Developing Your Human Relations Skills

Interpersonal Relations Case 17.1: Sharon Tackles a Job Interview

Interpersonal Skills Role-Play: What Sharon Should Have Done

Interpersonal Relations Case 17.2: Networking in Evanston

References

Glossary

Index