



**MPV\_COMA**  
**Communication**  
**and Managerial**  
**Skills Training**  
Seminar 3

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# Contet

- Non-verbal communication
  - Body language
  - Tone of voice
  - Facial expressions
- Assertiveness

# Non-verbal communication

## Body language



- Lying

# Typical signs and signals that a person is lying

- Eyes maintain little or no eye contact, or there may be rapid eye movements, with pupils constricted.
- Hand or fingers are in front of his or her mouth when speaking.
- His or her body is physically turned away from you, or there are unusual/un-natural body gestures.
- His or her breathing rate increases.
- Complexion changes such as in color; red in face or neck area.
- Perspiration increases.
- Voice changes such as change in pitch, stammering, throat clearing.

# Non-verbal communication

## Body language



- Interested evaluation

# Non-verbal communication

## Body language



- Critical evaluation

# Non-verbal communication

## Body language



- Boredom

# Non-verbal communication

## Body language



- Defensive/negative attitude



# Non-verbal communication

## Body language



- Barrier/fearful

# Non-verbal communication

## Body language





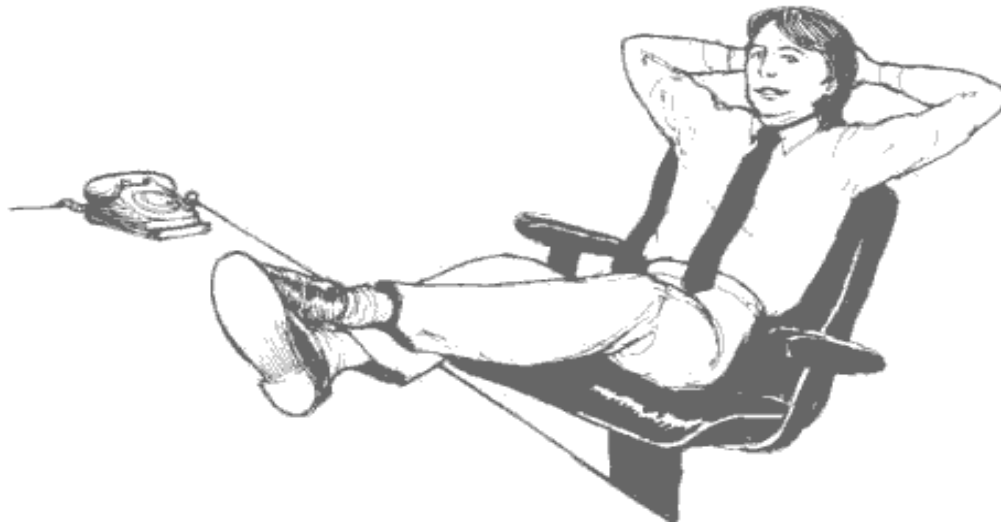
# Non-verbal communication

## Body language

- Open attitude?

# Non-verbal communication

## Body language



- Dominance/  
superiority



# Non-verbal communication

## Body language

- Powerlessness/weakness?



# Non-verbal communication

## Tone of voice

- Exercise “We Have to Move Now!”



# Non-verbal communication

## Facial expressions

- [http://greatergood.berkeley.edu/ei\\_quiz](http://greatergood.berkeley.edu/ei_quiz)



# Non-verbal communication

## Facial expressions

- **Embarrassment** - the shame you feel when your inadequacy or guilt is made public
- **Contempt** - a feeling of despisal/dislike for anything considered mean, vile, or worthless
- **Disgust** - strong feelings of dislike
- **Compassion** - a feeling of distress and pity for the suffering or misfortune of another, often including the desire to ease it
- **Amusement** - the state of being amused, entertained, or pleased





# Non-verbal communication

- 5 Body Language Mistakes People Make

<https://www.youtube.com/watch?v=1n13RaVocjw>

# Non-verbal communication

- Surprising Truths about Body Language

<http://www.forbes.com/sites/nickmorgan/2012/10/25/7-surprising-truths-about-body-language/>



# Non-verbal communication

## Surprising Truths about Body Language

1. Much of what the experts tell you about body language is wrong.
2. The face is a poor place to start reading body language.
3. But the face does sometimes give away our strongest feelings.
4. Body language signals intent, not specific meaning.
5. You're much better at reading the body language of people you know than any expert.
6. To read body language accurately, don't think about it.
7. You have 3 brains; 2 of them are good at reading body language.

Source: <http://www.forbes.com/sites/nickmorgan/2012/10/25/7-surprising-truths-about-body-language/>

# Assertiveness

- Assertive Communication Skills: Overview

<http://www.youtube.com/watch?v=rxO7wjI4Vbo>

# Assertiveness

## Assertive behavior: examples

- Your partner recently spent too much money outside the budget.
  - “You idiot, I can’t believe you bought all that crap. You always mess things up. You’re selfish.”
  - “Oh well, it isn’t important.” (Or doesn’t bring the issue up at all)
  - “I would like to know a good time we could talk about the budget. I am concerned.”

# Assertiveness

## Assertive behavior: examples

- A colleague is going to be on the lunch break longer than should be asks to cover for her. You don't like that she asked that from you:
  - Oh, ok. Anyway, I think no one will be looking for you.



# Assertiveness

## Assertive behavior: examples

- During meeting two your colleagues are gossiping while you are presenting a report:
  - Silence. You two also need to know these information.

# Assertiveness

## Assertive behavior: examples

- A friend repeatedly makes plans with you and then cancels at the last minute:
  - "When we make plans and you change your mind at the last minute. You've done that two out of the last three times, I feel frustrated because it's too late to make plans with someone else. Besides, I start to think that you don't really want to be with me if you can find anything else to do. In the future, I'd like for you to tell me at least an hour in advance if you have to change plans. Would you do that?"





# Assertiveness

## Assertive behavior: examples

- You are talking with your colleague on the phone for too long. You would like to finish the conversation:
  - Listen, I need to end our talk. I have another incoming call.

# Assertiveness

## Assertive behavior: examples

- Your subordinate asks for holiday on Thursday, because her brother is coming. But it is the end of quarter and you necessarily need her presence:
  - I would really like to, but I can't.

# Assertiveness

## Assertive behavior: examples

- Your subordinate is hard working and you would like to praise him/her:
  - ..., you are working like a horse! What would we do without you!



# Assertiveness

## Assertive behavior: examples

- Your boss is praising you for a good done job on a project:
- It is still not perfect. There are still some things, that I could do better.

# Assertiveness

## Assertive behavior: examples

- This is some real sloppy work, Johnson! You've really gone downhill since we've hired you!
  - I agree that this is not my best work, but with more realistic time constraints and an adequate budget, we could have done much better.
- What is the technique?

# Assertiveness

## Assertive behavior: examples

- **Colleague:** I work really hard, but receive no appreciation or recognition whatsoever. Don't you think I am being taken for granted?
- **You:** I agree you have been working really hard! We couldn't have completed that project without you.
- **Colleague:** But no one appreciates my efforts.
- **You:** I understand. No one likes feeling unappreciated.

# Assertiveness

## Assertive behavior: examples

- One of your colleagues tells you that you never listen what you've been told:
  - No, I listen.
  - Assertive variant using fogging technique?

# Assertiveness

## Assertive behavior: examples

- **Friend:** Can I borrow \$20 from you?
  - **You:** I can't lend you any money. I've run out.
  - **Friend:** I'll pay you back as soon as I can. I need it desperately. You are my friend aren't you?
  - **You:** I can't lend you any money.
  - **Friend:** I would do the same for you. You won't miss \$20.
  - **You:** I am your friend but I can't lend you any money. I've run out.
- What is the technique?



# Assertiveness

## The art of saying 'No'

- The Art of Saying No

<http://www.youtube.com/watch?v=AqN9jcLA61s>

- How to say no: The Snowball Effect way to refuse the friendly way

<http://www.youtube.com/watch?v=dUtGVWHuChE>



Thank you for your  
attention!