

# Cambridge English

## Communicating across cultures – an interpersonal approach

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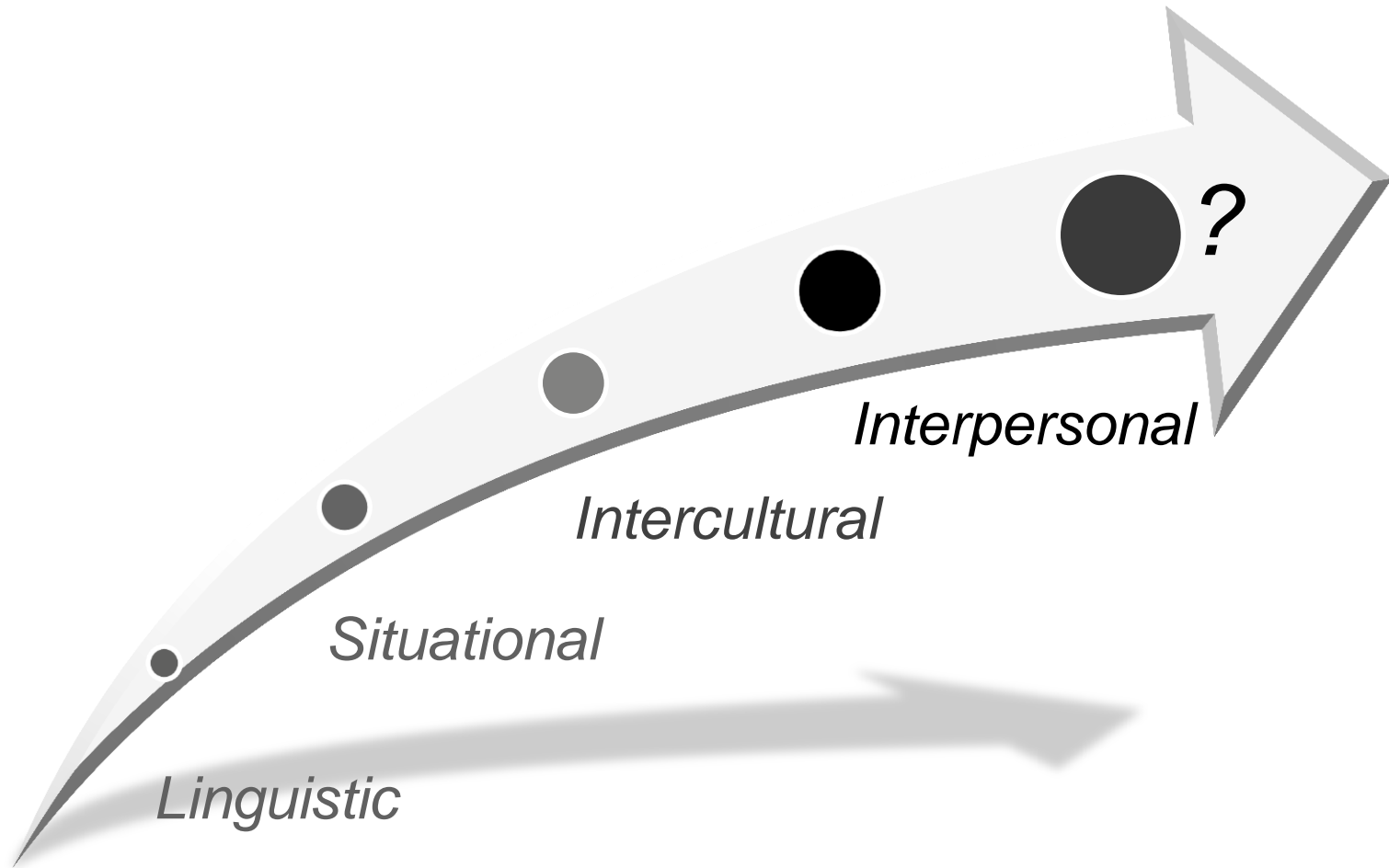
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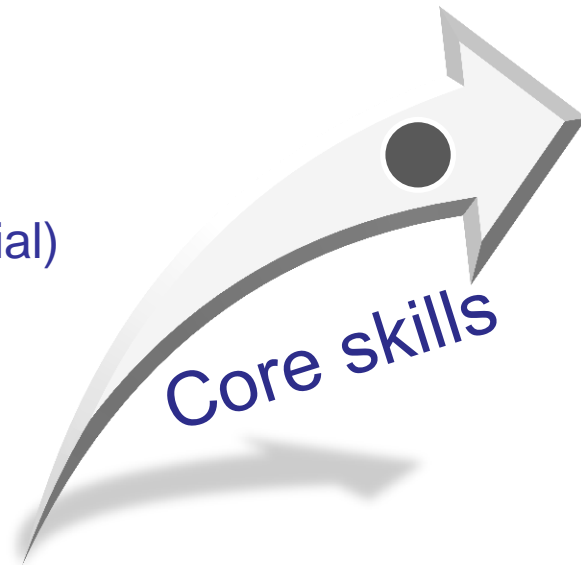
## Developing focus of BELT



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## Why do people communicate in business?

- Exchanging relevant information
- Building relationships
- Creating a network (mobilisation potential)
- Developing trust
- Deciding what to do (in groups)
- Influencing
- Managing conflict
- **Giving / Getting feedback**
- Enabling group performance (I,you,we)



## A way to train interpersonal skills (DVD)

1. Understand the skill (using 'scoping' questions)

2. Reflect on example of skill (via DVD dramatised sequences)

3. Identify 'best practice' or guidelines

4. Practise *in English* (followed by feedback)

5. Transfer to the workplace with a clear action plan



## Feedback – scoping question(s)

- What is feedback?
- What are the challenges of giving feedback?
- How (well) is feedback practised in your company?



## An example of feedback - 1

- What do you think about the feedback given by Rachel to Gabriele during a meeting?



## An example of feedback - 2

- Look at the next sequence. How well does everyone react to the feedback given?



## An example of feedback - 3

- Look at how Rachel handles the second part of the meeting. What do you think of her use of feedback this time? Why?





## Best practice guidelines

### Go and get it

- Be curious and invite feedback on different aspects of your behaviour.
- ...
- ...

### Give it sensitively

- Comment on things done well, not just areas for improvement.
- ...
- ...



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## Go and get it

- **Be curious and invite feedback on different aspects of your behaviour.**
- Accept the feedback as information - it is the view of the person giving it.
- Avoid arguing, denying or justifying as it prevents you from really listening. Limit your comments to clarifying details and identifying examples. Reflect!
- Choose what you want to do with the feedback - accept it, reject it or accept it in part.
- Where you feel the feedback is relevant and accurate, formulate a plan to address the issues raised.

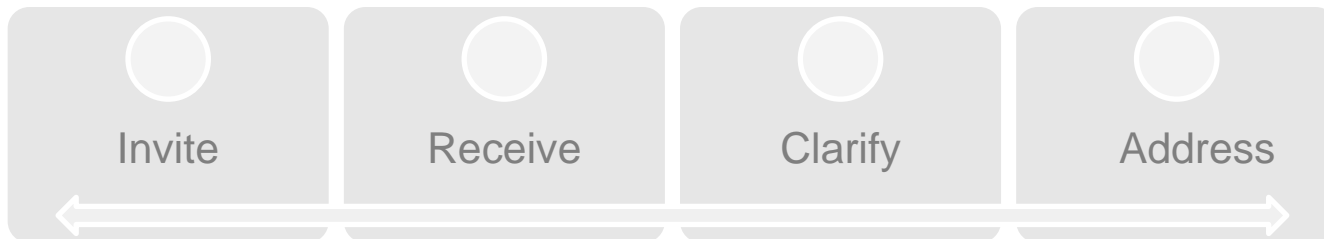
## Give it sensitively

- **Comment on things done well, not just areas for improvement.**
- Focus on observed behaviour.
- Explain consequences of behaviours (what you saw and felt).
- Ask questions to stimulate discussion and self-reflection (don't judge / label).
- Help to move person to actions which make a difference.
- Finish positively.



## Practice giving and getting feedback

- Find two partners. Invite one partner to give you feedback, e.g. on your communication style.
- Ask the other person to observe the feedback being given.
- Work through the IRCA model in around 10 minutes.
- Then stop and invite the observer to give feedback to both of you. (Focus on what was said and how it was said)
- Finally, both give feedback to the observer on their feedback.
- Repeat the exercise



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## Feedback on communication style

### Achievement

Long

Harmony

Systematic

Complex

Formal

Active listener

Analytically-oriented

Practical

Risks

People

Short

Truth

Organic

Simple

Informal

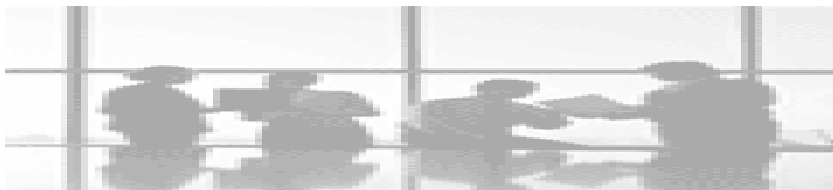
Silent listener

Action-focused

Ideas

Opportunities

*I think I'm ...*  
*For example, I usually ...*



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## Action planning



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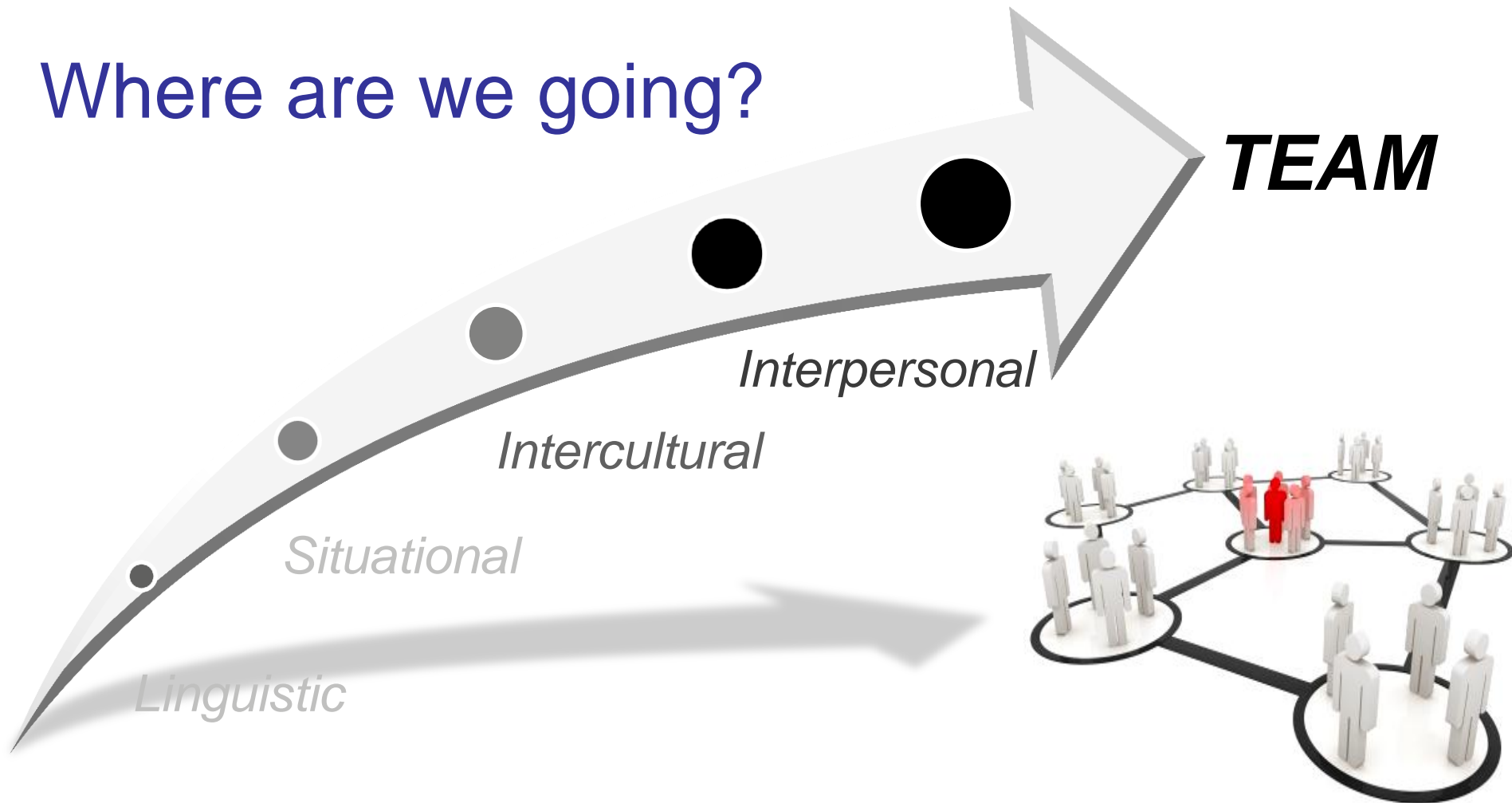
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Where are we going?



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## Testing your feedback skills

- Watch Rachel chairing a meeting. What feedback would you give on her facilitation skills?

