

Team Reflection

This handout material will lead you through the offline part of today's workshop. The first self-reflection can be done individually. For the second part gather with your colleagues and discuss. You'll have 90 minutes in total, time for a break is included. The first part will take about 20 minutes at most. Communicate with your university's team (on site or via Basecamp) when to meet in a Zoom call and when to take a break.

Come back into the main Zoom call at

Group B: 12 p.m. (Ghana) / 1 p.m. (Benin, Tunisia, Nigeria) / 2 p.m. (Rwanda) / 3 p.m. (Kenya)

Group A: : 1:45 p.m. (Ghana) / 2:45 p.m. (Benin, Tunisia, Nigeria) / 3:45 p.m. (Rwanda) / 4:45 p.m. (Kenya)

A communication test

This self-assessment sheet is about your spontaneous reactions to different situations. There are a total of twelve different situations, each with four possible answers.

Please tick the answer that suits you best. There is no "right" or "wrong" answer. If possible, spontaneously tick the response that you would probably choose; not the one that you think is "best" or "most reasonable". These answers are only for you, you will not have to share them with the group. Then transfer your answers to the evaluation sheet on page 5.

Situation 1:

You are standing in a queue at the bakery. You have been waiting for quite a while. Finally it is your turn and you quickly say what you want. The shop assistant frowns and says: "Slow down. It's such a rush today."

- a) You agree with her that it is busy today.
- b) You are annoyed that the shop assistant is treating you so unfriendly instead of hurrying.
- c) You tell the shop assistant that you are not in such a hurry.
- d) You imagine that it must be really stressful to be in her place.

Situation 2:

In the corridor you meet a colleague from another department whom you met at a seminar a year ago. The colleague does not greet you.

- a) You assume that his mind is probably elsewhere.
- b) You think it is normal that people do not remember each other after a certain time.
- c) You find it unfriendly that your colleague ignores you.
- d) You suspect that he wants to be left alone.



Situation 3:

Your friend M. has invited you to a party. A person of the opposite sex, unknown to you and about the same age, asks you, "And how do you know M.?"

- a) You assume that he/she is an outgoing person and likes to approach others.
- b) You have the impression that he/she is interested in you and would like to get to know you.
- c) You suspect that he/she only knows few people here and consciously take time for him/her.
- d) You think about how long you have known M., answer the question and think nothing more of it.

Situation 4:

A colleague, with whom you have a rather distant relationship, comes to your office for a meeting and says: "Wow, the air in here is pretty bad."

- a) You say: "That could well be. We haven't had the window open today."
- b) The colleague obviously wants to ask you to air the room.
- c) You have the impression that your colleague attaches a lot of importance to fresh air.
- d) You think to yourself that he can just leave again if he doesn't like it here.

Situation 5:

You come home on a warm evening, tired and worn out from a long day at the office. Your partner asks you, "Well, do you want to take a shower first?" He/she means to say:

- a) That you smell bad.
- b) That he/she is concerned about your well-being and hopes that the shower will do you good.
- c) That a shower is refreshing after a hard day.
- d) That you should take a shower.

Situation 6:

You receive a customer call. The customer says with unmistakable irony: "It's incredible that I finally got you on the phone today. I tried to reach you all morning and the line was always busy."

You reply:

- a) inwardly angry: "What is it about?"
- b) with sincere sympathy: "That's annoying that it was busy so often."
- c) with an attempt to make up for the annoyance: "I'm sorry. How can I help you?"
- d) neutrally: "What is it about?"



Situation 7:

You have made an appointment with your new supervisor because you have some technical questions. When you enter his office, he does not look up from the screen and continues to work on the PC while saying, "Shoot already! I'm listening to you."

- a) You try to be brief so that your supervisor is not interrupted for too long.
- b) You have the impression that your boss is under stress and is therefore trying to do two things at once.
- c) You find it tactless that your boss continues to work while you are talking to him.
- d) You ask your questions and hardly notice that your boss is still looking at the screen.

Situation 8:

During an engaging discussion among friends, a friend says to you in a sharp tone, "Now you've interrupted me for the third time."

- a) You can understand that your friend is annoyed at being interrupted.
- b) You consider whether it is true that you have interrupted him three times already.
- c) You try not to interrupt him now.
- d) You feel attacked and embarrassed.

Situation 9:

You have been working for a year in a project group to develop a new software. Today you present the interim results of the project work to the managers of your department. When you have finished the presentation, the head of department says: "And that took the project group a year?"

- a) You answer: "Yes, the development of the software indeed takes longer than expected."
- b) You sense your department head's impatience and say: "I also hope that things will move faster now. We will do everything we can to finish on time."
- c) You have the impression that your boss is under a lot of pressure and say: "I know time is pressing. I can understand that you would have liked the results sooner."
- d) You find this remark insulting, but try not to let your annoyance at this silly question show.



Situation 10:

When your colleague, with whom you have a neutral relationship, takes a look at the list for telephone standby, he says: "Well, I can't spot your name at all on Fridays!" In fact, you hardly ever do any Friday duty because your colleague Andrew had offered to take over your Friday duties in exchange for you taking over his service on Mondays. You gladly accepted this offer.

- a) You answer: "Yes, I have swapped services with Andi. But if you want, I can also swap one or two Friday services with you."
- b) You are annoyed at the impression that the colleague is accusing you of uncooperative behaviour.
- c) You reply: "That's true. Andi does the service for me on Fridays and I do it for him on Mondays."
- d) You can understand that your colleague finds it unfair that you do not take over service on Fridays and explain to him how it comes about.

Situation 11:

You are sitting at the breakfast table at home and are sunk in the business section of the newspaper. After a while, the person sitting opposite you asks: "Tell me, what's so interesting to read?" You reply:

- a) "You don't mind me reading, do you?"
- b) "Here's a report on our latest annual report."
- c) "I'll be allowed to read the newspaper for a moment!"
- d) "Okay, I'll be done in a minute!"

Situation 12:

At a meeting about improving work processes, you plead for a more flexible division of some tasks. Mr Meier, an older colleague, vehemently rejects this: "That's not possible. It would cause total chaos."

- a) You are annoyed that the colleague dismisses your proposal like this.
- b) You try to change the proposal so that Mr. Meier is satisfied with the solution.
- c) You explain the advantages of your solution to Mr. Meier again.
- d) You notice that Mr. Meier attaches importance to precise regulations and try to understand exactly what concerns he has.

Extracted from Schmidt, Th. (2006): Kommunikationstrainings erfolgreich leiten. Bonn, 84ff.



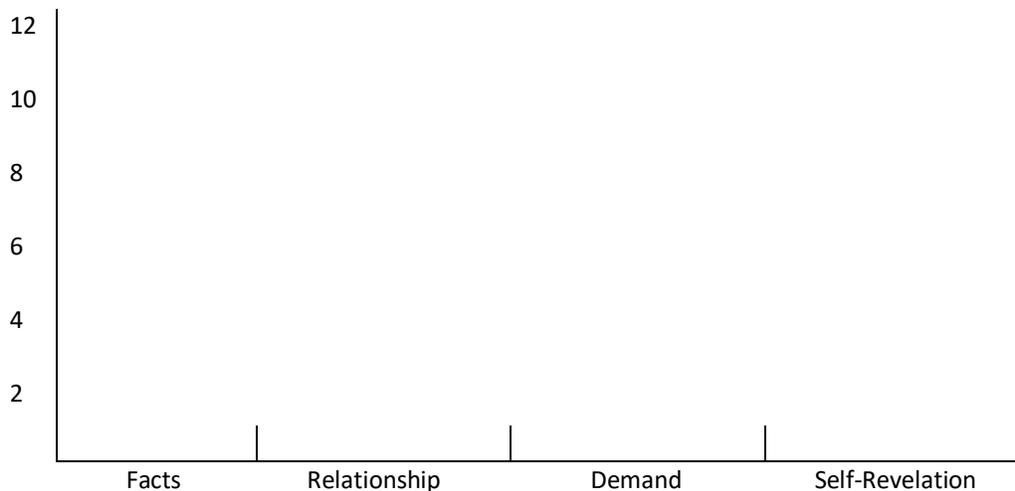
Evaluation form

Please now transfer your answers to the following overview (tick). Then add up the number of crosses in each row.

Situation Nr.

1	2	3	4	5	6	7	8	9	10	11	12	Communication Level	Count
a	b	d	a	c	d	d	b	a	c	b	c	Facts	
b	c	b	d	a	a	c	d	d	b	c	a	Relationship	
c	d	c	b	d	c	a	c	b	a	d	b	Demand	
d	a	a	c	b	b	b	a	c	d	a	d	Self-Revelation	

Now transfer your results to the following table and draw a bar chart. This will give you an overview of the characteristics of your four "ears". In this way, you can see on which levels of communication you focus and which sides you can still develop.



Visualise your test result on the Miro board and discuss with your colleagues (https://miro.com/app/board/o9J_lzrUXxA=/).

- ▶ How big is the variation?
- ▶ In your team? In comparison with the other teams?



Is there something that surprises you?

Four-Ear-Model (by Friedemann Schultz von Thun, German psychologist and communication scientist)

This model of communications theoretical model states that each message has four aspects and each receiver has four metaphorical ears:



Often people have one ear that's more sensitive than the others. Maybe you know a person who always interprets personal criticism or blame in very simple and neutral messages? This person has a very sensitive ear for relationship-messages. ⇒ It's not useful to hear only one aspect of a message! Interpreting aspects of messages that are not clearly sent by the speaker can cause problems ins everyday communication

Example: (black: his message; blue: her interpretation)



Team Discussion

Check out the following pages with your team and get into discussion.

Examples extracted from Pro-Skills



Ear 1: Facts

At first glance, hearing the mere facts of a message seems to be the best solution for correct understanding. But is this true?



⇒ *Get into discussion:*

- What happens when people only hear the facts of a message?
- Do you know situations or persons in your own life with a strong tendency to hear facts?
- How do you feel when you communicate with these persons?

Ear 2: Self-revelation

Example:



[Father looking into the messy room of his son]

Father: "What absolute chaos!! You are a slob!! It's horrible to live in such a mess!"

Son: "Did you have a bad day in the office, dad?"

⇒ *Get into discussion:*

- What's the boy's benefit of interpreting his father's statement like this?
- How could the father formulate the sentence so the son with the self-revelation-ear will understand correctly?
- Do you know persons who have a strong tendency to interpret self-revelation while communicating?

Ear 3: Relationship

Example:



⇒ *Get into discussion:*

- What is happening in this scene?
- What kind of problems will the couple have if the woman always hears with her relationship-ear?
- Do you remember situations in your life when you had a strong relationship-ear? What happened, and how did you solve the situation?

Ear 4: Demand

Example:



⇒ *Get into discussion:*

- What will happen to people who always interpret demands while communicating? How will other persons probably react to these demand-hearers?
- Do you know persons in your everyday life who have this strong demand-ear?
- How could you protect yourself from having a strong demand-ear?