

**Praise Chapel Fellowship  
Book on  
Interpersonal Communications**

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## Introduction

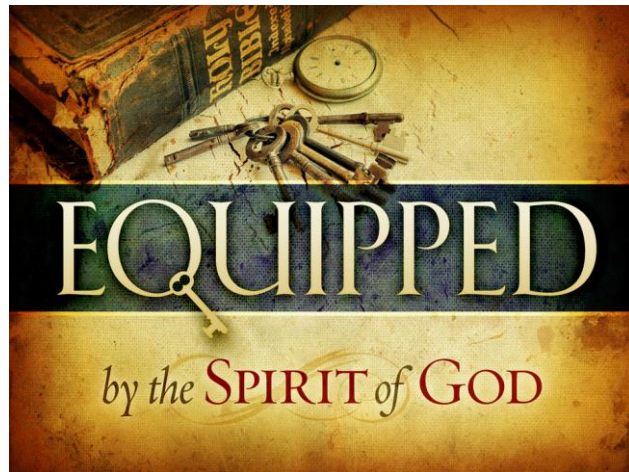
Welcome to the Praise Chapel Yuba City staff. Praise Chapel Yuba City is a church with people and community at its heart. You may find our website at (<http://www.praisechapelcyc.com>). We here at PCYC (Praise Chapel Yuba City) have a three-fold calling. We are called to Win, Build and Send people in the name of Christ Jesus. Pioneered in 1988 by Chris and Angela Madsen with a vision to establish a church geared toward helping people through this three phase process. We are not a ministry that is temporary. Recently we celebrated twenty five years in our community. The three fold call works like this. Win: bring people hope through the message of the gospel of Christ. Build: train people up through solid instruction in the Bible, through fellowship, and solid doctrine. Send: Once saved, and trained, we then want to see you find your destiny and the purpose for your life mentioned in Jeremiah 29:11 whether that be as a Sunday school teacher or in the CEO of an international ministry. Looking a little deeper in to this threefold calling we can list some of the services we are proud to provide. I remember the old slogan “win the lost at any cost”. It still rings true today. With every event or service winning the lost is at the heart. First we offer solid Gospel teaching. With courses in The Masters Plan of Evangelism, Sozo, Membership Classes and more. These trainings are a way for every person involved to learn the truth of the gospel of Jesus Christ, as well as how to apply them. We use outreaches and events to help cement what has been learned until we are comfortable applying the new knowledge.



The ministries and services offered here at PCYC are vast. Under the heading of “build” are the ministries that will help you acquire the abilities to deal with people and serve them while finding your calling. Hospitality ministries include ushers, café workers, Greeters, and parking lot security. Also under hospitality lands grounds service. We strive hard to offer a clean and manicured grounds. We want you to feel that this is your church and as such we want you to be proud to bring visitors. Service here might include janitorial services, building maintenance, altar workers as well as landscaping. We believe in Education and Training also. We are proud to offer college level courses with our youth evangelism classes. Students may receive either a certificate as a Christian Ministerial Worker or choose to go on to higher levels. Also we offer basic music as an online course and we are proud to say that soon we expect many more courses to be available online as our church social site grows. Christian Social Pages Plus is the Praise Chapel Social Connection. CSPP has a jobs board, auction house, education portal and much more. This area has a great need for volunteers in graphical arts, as well as web page design. Technically network admins, programmers, and IT professionals. Further, we have several virtual environments one may find a place. Every service is streamed worldwide. To add to this, we have 24/7 radio stream, activity stream, twitter, and many other social and virtual environments to serve in. One of the

ministers hosts a live stream everyday on stream.com, while another is producing video and media that is viewed in services as well as in virtual environments. Teaching is not limited to College and Online. PCYC has Sunday school classes for all ages. Being a Sunday school teacher is a great way of having a positive impact on a young life. We are always in need of help in our Sunday school rooms as well as our special events. Youth lock-ins, concerts, vacation bible school are just a few of the places that your help can make a difference. The Arts are big here at PCYC. We offer outdoor concerts, video production, live streaming of every service, art shows, car shows, and much more. New on the calendar is our community art show. Classical and symphonies along with plays and skits one every quarter. We are expecting great things. One might serve as an event planner, camera man, audio engineer, soundman, setup person, projector and slide specialist or even an actor. If you're a classically trained musician you may just find your place within the performers. Lastly if you love music and worship PCYC is the place for you. We offer up-to-date contemporary music in every service. If you are a musician or vocalist there is a place to serve. With plans for a choir in the works our teams call in the glory not only at home but in many special events hosted by others. Under Send we offer a way to become a Church Planter without the time it takes for a formal education. The process teaches you how to lead bible studies by hosting home groups while teaching you the bible through are many educational sources. Prayer and prayer training is an important part of the training. Many gifts are imparted through the laying on of hands.

PCYC is blessed to have you as one of our staff members. We are in need of your expertise on one or more of our department. There are many places to serve, and a variety of ways to grow and become of great benefit as we grab hold of our destinies together. It takes many hands to fulfill the needs of the people. Jesus said the greatest among you is the servant of all. Praise Chapel Yuba city is honored to



serve. Our goal is that you will find the Hope, Joy, and the Purpose that Jesus Christ has for every one of his people. This guide is very important to you whether you are in the beginning of the process or at the end. Interpersonal Skills are a necessary part of this journey and it is important that you master them. In every one of the ministries mentioned above well rounded interpersonal skills are very beneficiary. As a greeter you would be the one to set the first impression. As an altar worker empathy, reading personality type, and understanding cultural differences will greatly improve your ability to serve and create positive outcomes. As a teacher or leader the ability to read body language and have wisdom of when and how to offer critique will decide how fast your student will be able to navigate into their calling. In the business end negotiations for property or permits will be influenced by moods, and past experiences which this skill set is a valuable commodity. In virtual environments interpersonal skills are very

necessary. Many times you may pray for someone online, or communicate with a person in the live activity feed during a live stream. As you read through the following information please notice links in the appendixes that will help you to fulfill your potential. We are here for you as you are there for others. Please feel free to ask any leader of PCYC for more information if you have questions. Thank you for being a part of the solution. May you be filled with blessings while together we fulfill our calling by serving one another in our lord Christ Jesus. “To apprehend that which we are apprehended for. “

## **Overview of Interpersonal Skills**

Interpersonal communication skills are necessary to effectively interact with others, particularly in a workplace or ministerial setting. Communication basically involves a sender and a receiver. Many times in ministry these roles are reversed. An altar worker may ask “what is your need? What can I pray for you?” The roles reverse as the person begins to answer the question. Then they change again when the communication switches to between the altar worker and God. We can see interpersonal skills are very important. The virtual environment of the telephone is a great example of the sender receiver model. Today through such services as Facebook video, and FaceTime the telephone call has evolved. However, even in the basic telephone call clear and precise vocabulary is beneficial, thus interpersonal skills are on the forefront. Where do Interpersonal skills begin? Such skills have their initial stages within self. Basic rules like saying please and thank you don’t only apply between all sender and receiver encounters. It is important to be polite to people just as it is important to be polite to God. The influences in your environment as well as the culture you were raised also play a big part in the skill set currently inside your tool box. We intend to add to that tool box the additional skills that will help you to reach your potential effectiveness within your calling. External influences such as the culture, environment or the society that you find yourself working or ministering in can further heavily influence the effectiveness of your current skillset. Interpersonal skills are not just understanding verbal communications, but nonverbal communication contribute to your effectiveness as well. The factors that can influence your interpersonal communication effectiveness in short include; type of communication, personality types, verbal types etc.... People communicate in different ways. Today, however, most communication can be thought of as a dance between communicator and receiver (Baskin, 1997). This is called the transactional model of communication. In this model roles change back and forth. In one encounter you may find that the role of either sender or receiver has changed several times. Because of this it is important to recognize cues or “triggers.” Cues are sent and received publicly, and privately. Some cues in communication have a private interpretation as people may interpret cues internally according to what they have experienced in their life. If you see someone draw back as you reach to touch them-- stop! They do not want to be touched without permission. Conflict also has an influence on effectiveness. Conflict is a result of ineffective communication, however, conflict is also inevitable. How we address conflict is the

medium that decides whether the results from a conflict are positive or negative (Myatt, 2012). This manual hope to address many objectives in the hope of preparing you for service. The following are list of objective of this manual.

The objectives of this hand book are:

1. To understand elements of interpersonal communication.
2. To interpret the differences in interpersonal communication skills.
3. To understand differences between verbal and nonverbal characteristics in interpersonal communication.
4. To understand how culture and environment play a role in interpersonal communication.
5. To provide a way to allow conflict to achieve a positive outcome.
6. Finally, to provide strategies for effective interpersonal communication in virtual environments.

## **Initial Interactions with Colleagues, Customers, and Clients**

I don't know how many times I have heard the testimony, "I returned to church because I was greeted with such acceptance." I was recently looking at an ad a juice bar placed in the employment section. It read something like this: Must be polite, Must greet every customer with a smile and welcome them, Must say thank you to every customer with a smile, It is all about the customer! In Maslow's hierarchy of needs, one of the prominent in psychology, he states that the first three levels of fulfillment are in this order (Poston, 2009). First physiological—food, then safety—one must feel safe, and third love and acceptance. We take it for granted that in most cases a visitor will feel safe, however, visiting a new church is a scary proposition. It is important that they feel safe, they feel their children are safe and they feel that their auto is safe. Having user and parking lot attendants in proper attire helps, but what helps the most is a kind reassuring smile along with a verbal polite greeting. The next level has much to do with our initial interactions and first impressions. It is taught that first impressions are the strongest impressions. Many times the first impression that a person has is the one they keep. Another study reports that it takes 6 to 8 positive encounters to change a negative first encounter into a positive outcome. Make sure you don not divide your attention. Give each member your full polite inviting attention until they are moved on. Listening is very important. Listening to someone to something else while in a conversation shows a serious lack of interest. This in turn makes people feel that you do not really care if they are there. Be careful who you touch. In the United States we tend to be very touchy. A proper greeting makes all the difference. Smile, be polite, and be attentive. If someone reaches for a handshake oblige them. Handshakes are a customary way in the U.S. of greeting. A handshake should be firm but be careful not to put too much pressure, this is not a test of strength. Smile, greet and let them know that you are happy they are there. A customary greeting might be verbally communicated while shaking hands and might be along these lines. "Hello John, It is really good to see you again." Many times one might go into a small personal exchange at this point and ask "How is your family?" Other factors can come into play at this point.



Presentation is half that battle. Be showered and groomed. Don't use excessive amounts of cologne or perfume. People need to remember the greeting not the smell, or the poorly assembled fashion sense. If a visitor is ungroomed ignore it. If a colleague is ungroomed to the point of causing a negative impression make it known quietly to their direct supervisor, if a friend smells offensive bring it to their attention in a private place preferable after the meeting if possible. In business meeting all these same rules may apply, everyone is more relaxed, and business runs smoother if people are acknowledged before the agenda begins. This makes building a rapport very useful. Remember the context of your meeting. Business meetings are expected to be more formal. While a hug to a friend might be an appropriate greeting in church, it may not be in business a business environment. Other important items to take notice of are such things are gender, age group, and culture. Tend to your eyes. Give women and men the same attention and credit especially in a business context. When talking to women look them in the eye not at any other body parts unless cultural barriers prevent this. Do not stare at imperfections on a person's face or body. This will cause many to withdraw from the conversation feeling self-consciousness. The United States is a mixed culture. It is never appropriate to stare. Looking at a person in the U.S. for more than a few seconds makes people uncomfortable and is defined as staring or "gawking". On the flip side, in many Asian cultures it is inappropriate to look at the eyes while speaking especially if you are communicating with a female (Babcock, 20014). While most of America expects this and is insulted when it does not happen there are a few cultures that the opposite is true—be aware of possible cultural differences.

- Be careful not to put people in protect mode. Safety is a base need. Don't pick up children you do not know—if a parent feels their child is at risk they go into protect mode.
- Do not spend too much time with teens and young adults, this may be perceived also as threatening by parents.
- Do not be gender specific in who you talk too, this is offensive. If you have to speak privately to someone of the opposite sex it is a good idea to have someone else in the room, preferably of the opposite sex also. If that is not possible keep the door open and

a telephone line open. Not only will this provide a source of accountability but it will also keep you from many legal complications that may arise by having someone to corroborate what was said.

- Keep in mind that a person's personality type will dictate communication style. Some people are extroverted and easily express themselves. Others are introverted and more reserved. You will have hints to a person's personality type by noticing their demeanor, how much they participate in the conversations, or where they sit. It is important and productive to notice the boundaries a person has and respect them.
- Treat people like you would like to be treated is called the golden rule of the Bible. This one thought might really sum up just about all that we have said thus far.

As a leader or volunteer you may have to cross some of those boundaries, but if you are aware of them it is easier to find the best approach with respect and courtesy.

Interactions in virtual environments can be difficult. Remember, first impressions Maslow's hierarchy, listening, rapport, and presentation can play even a bigger role. Greeting serves to make someone feel acknowledged when in a virtual communication. Keeping in mind not be threatening, offensive, or elusive will help keep the direction of the communication on point. However, at the same time it is still important to build rapport. The best way to build rapport on the telephone or in any other virtual communication for that matter is to respond to personal information that is offered freely. If a person says they have been having a really bad day take the time to have empathy, show concern for them. After someone feels that you earnestly care begin to direct the communication toward the topic. I remember that I applied to Apple Computers at one point and did not get the job. When I asked why they stated that they were looking for someone who made people feel at home. The job was on a telephone helpline. I had thought that the faster the problem was solved the better, but they wanted people to feel like they had called a family member not a tech. Ready canned answers and rehearsed responses are a thing of the past. Take time to listen, build a rapport, and show empathy while communicating whether virtually or in direct communication.

## **Verbal and Nonverbal**

Verbal communication is a pretty unique form of communicating. Though human kind is not the only species to communicate with sound we are the only one to use word symbols to communicate meaning. Whales communicate over vast distances with whale song. Birds tweet, lions roar, and cows bellow and although humans do sometimes communicate with just sound word symbols are used predominantly as our main form of communication. Words themselves are not the communication but the symbol of the communication. Words mean different things to different people. Words are defined by context, culture, religion and even tribes. The word to cigarette in the U.S. is different than in Europe. The European word for cigarette would be offensive in the American culture. In that example the meaning remained the same but the word changed. Other word will stay the same but the meaning is changed.



The idea to be “On Time” for instance means something different to different people and sub-cultures. On time to one person might mean a minute early and to another 15 minutes early and to yet another a half an hour in either direction is being on time. Because the meaning of the word symbol is defined internally misunderstanding occur. Let us explore how to limit such misunderstandings. Jargon is a term that is used for language that is only known by a subgroup (Webster, 2016). For instance electricians have all type of acronyms for different things that the common person will not understand. Panels, subpanels and junctions really have no meaning to most, but to an electrician they are very different things. In business using terms that are only relative to a trade may hinder communication and in some instances cause misunderstandings. Christianity is a subculture with its own jargon as well.



Christianese is a term for the language that is used by Christians that, while the symbols have shared meaning inside the subgroup, have little meaning to those outside the subgroup (Tim, 2012) Language like, born again, saved, and “hand your life to Jesus” may have little meaning to those in the world and may take some explaining. Someone that is used to living in a violent atmosphere may interpret that saying as threat. Every subculture has jargon. It is just as rude to use it with people that do not know it as it is rude to speak in a language that is not understood to all in the room--though, at times, this is unavoidable. In those times when this occurs be sure to be ready to define the jargon or use and interpreter to reduce the amount of misunderstandings. In the U.S. today we have become very politically correct. Terms such as mankind should be translated as humankind. Stereotyping by gender is another problematic area. Referring to women as “house wives” and men as “sole bread winners” is no longer acceptable. Slang words, colorful metaphors should also be avoided. Cuss words are a definite means to offense. “Let not one vulgar word proceed out of your mouth”(KJV). The bible also states that we will be held to give account for every idle word, and instructs not to be given to gossip. Behold the power of death and life is in the tongue, who can tame it? Speak with intent and clearly state your point. Further avoid speaking anything that will add to a sexually charged atmosphere. Some people in business use this and other tactics like this to set you off balance which in turn allows them to control the course of the conversation and ultimately the outcome. The best way is to remain impartial and ignore items off topic. Other barriers to speech are such things as interpreting a strong accent, or speech impediments. It is worth it to take the time necessary to fully understand what is being said before a response is given. To clarify someone one way is to paraphrase their statement or question back to them. After the paraphrase you can ask them if that is what they meant.



The other vocal communications that are not words are important. They usually align themselves non-verbal communication. These might include grunts, whistles and humming. It is best not to include such forms of communications when communicating professionally. Body language is the most prevalent form of non-verbal communication. Take note when a person withdraws or pushes forward. In the church these signs are readily interpreted and are usually accurate. In business, however, well studied business people have mastered the art of non-verbal communication and use it as a tool. This means that it may not be as accurate in that case. People gazing while a face starts going flush usually means anger. Lack of eye contact and low demeanor may be an indicator that you may have to work at making that person feel comfortable before you begin speaking. If a person switches their attention from you to another is a definite sign of lack of interest. Many times such a response may indicate that the person may have a superiority complex and counts themselves more important. Other times it may just mean that the topic is old news (Reid, 2012). Gestures are a form of non-verbal communication. In the U.S. they are a slippery slope and hard to interpret. For the most part in church services chivalry is still acceptable. The best rule of thumb is treat all people the same. If you open a door for a female open it for a male as well. Reading between the lines can be very tricky. Remember that the spoken word should always take president in the U.S. We are a low context country and the spoken word is how we define our communication. No means No. Yes means Yes. Finally let me talk a little about the mercy rule here. The bible says to do what you say you are going to do and not do what you say you would not do. To do any more is not of God (Matt 5:37, KJV). If you have to say "I promise" what you are really saying is that otherwise your word may not be true. Keep you word, if you say it do it. However, the mercy rule is the only exception. Mercy rules over Justice or Judgement. If keeping your word means breaking the mercy rule then inform the other party of the covenant that you will be unable to keep your word. After that it will be acceptable to make other arrangement and come to common grounds (James 2:13, KJV) (Mackay, 2015).

Virtually verbal and non-verbal communications can be a trouble area. You will have to really listen for vocal fluctuation and nuance. Text messages are among the most dangerous. Though the plus of such communications such at text, and email is that barriers such as accents are nullified other barriers are introduced. The biggest barrier is that the fact that all non-verbal communication is void. As a result misinterpretation of inferred meaning is very common. An effort to confirm meaning is often a necessity. Rephrasing and repeating or paraphrasing back is still a great way to confirm meaning. Jargon and Christianese should be avoided totally. In Christianity the phrase "lay on hands" is accepted with the meaning to pray for someone, however, in the world this could mean that you want to physically assault someone. You have to take special care when using such phrases. We as Christians tend to stay within our sub-group. The dangers of this is the comfort we to have in using such jargon. Lack of eye contact is another big problem in virtual environments. Many times we reveal the fact that we are joking about something with our eyes. Telling jokes in a conference call may result in a joke being taken seriously. Virtual environments introduce other barriers that normally may not play a part in communication. Online cusswords and virtual jargon is a good example of some of them. Many times the first letter of a cuss word followed by an asterisks, this is never acceptable. Online jargon such as "lol" etc. should also be on the do not use list.

## Intercultural Communication

In the U.S., as stated earlier, we are a low context communication nation. This means that we pretty much say what we think and use words to define the message. This is not always true of people from other cultures. Japan for instance uses high context communication. What this means is that the message is defined more by body language and “reading between the lines”. What is meant is not always said. In these cultures respect and honor play a big role. The idea of saving honor, or not dishonoring someone—this is called “saving face.” In many cases in a high context communication culture a supervisor may say something like, “I’ll think about it” which may mean something totally different than it does in the U.S. Here if you hear “I will think about it,” you expect your supervisor to do just that. In the Japanese culture, however, this means NO. The supervisor is trying to help you “save face” by not shooting down your proposal in public. This allows you to keep your honor. When dealing with people from other cultures it is very important that you familiarize yourself with the culture in question. If you do not, things can go very badly. Say you are in a meeting and the person that you are talking with is from another nation and is staring intently while you speak. After you leave your boss calls and asks how the meeting went, you say they guy really paid attention which causes you to believe interest is present. However, in an email you find that the customer was insulted and as a result says that he would never do business with your company. What happened? Later you find that in their culture it is improper to look people in the eye while talking as it is a sign that you count yourself their superior. Further, you find that the body language of sitting back and starring directly at the person speaking is the signature symbol for “I’m getting very angry and disapprove of the way you are presenting the topic.” In U.S. churches you never know who you are dealing with or what culture they are from. Talking directly to some ones spouse directly may be all it takes to offend them forever. In each of these cases you should ask people first before ministering. A simple pause and inquiry may be all it will take to identify potential issues. Reading peoples nonverbal cues may be of great help.

Nonverbal cues in communication do play very big roles. Especially in other cultures those that are considered high context. Hand symbols mean different things, slang words mean different things, and some of them are very offensive. The idea of personal space is also very important when considering other cultures. For this reason we ask that a person should be asked before entering into any personal types of communication. Ask before you pray for or touch someone, do not take invasion of personal space for granted. In a business meetings be aware that cultural differences can



determine the outcome. For instance a kiss on the cheek is a customary greeting in some cultures but in others this is highly offensive. Touching of any type is an item of concern. In many cultures it is an offensive encroachment to touch someone, especially a child. Take special care when doing this. Also be very aware of approaching someone's spouse, or anyone of the opposite gender. To help alleviate problems it is always best when touching is involved to have like genders make physical contact to avoid the crossing of cultural barriers. In a jam you might be able to take your cues by noticing the physical reservations a person is making. If you notice a person is sitting apart from everyone, is very quiet when speaking and does not make eye contact these are great indicators that the person does not want to be touched, and you will more than likely have to read between the lines when you are talking with them. When



serving at the altar if someone of the opposite gender is in need of prayer have a worker of the same gender take the lead. The appropriate way to pray for someone of the opposite gender is with the hands about 6 inches or more from their body unless permission has been granted. You may find yourself in another country working the altar in your ministerial service. In those times it is best to use a segregate from their own church for all personal contact until you know the customs and cultures of where you are at. Use interpreters you can trust and pay special attention to body position, hand placement, and facial expressions. Many time presentation is part of the customary cultural expectation. In the bible one person was thrown out of the wedding ceremony for not having the proper attire. Adhering to dress code can resolve conflict before it begins. Just as in the U.S. subcultures have rules of dress, so do many other cultures in the world. In the United States it is pretty much unacceptable to pray for a person at the altar in a miniskirt. However, in the Philippines some wear swim suits to church. Showing up to a church in the Philippines in a tuxedo might set you apart, but it probably would not make people feel comfortable (Zavada, 2014). Hand gestures greatly change as well in one culture holding up the index finger is an obscenity, in another it is the middle one. The O.K. sign is accepted in the U.S. in other places this is another obscenity. Showing your feet can be insulting in some areas. While in others you are expected to take off your shoes. In many parts of Mexico if a woman is walking with you and she is closest to the road this can mean she is for sale. While in most countries there is no such inference. Dietary concerns also may influence the communication process as many times meetings are held over meals. Be polite the food usually will not hurt you but do not drink local water. Church bodies and believers usually always provide food for visiting minister and business people. To refuse is to insult their hospitality. From saving face and putting honor first to being non-insulting in your attire it all plays a part in

communication Culture can heavily influence communication, as a result it is a must that you take the time to know the cultures of the people that you will be communicating with and serving. This is something that changes often in some areas and not in others so you will have to always find out of any new cultural changes or influences of the destination in which you will be serving (United States of America, 2010), (Sole, K. 2011).

In international communications or communications where culture is a barrier you may find trouble in communication at all. Remember culture are grouped into high and low context communications. Many of the troubles we have talked about concerning virtual communications have been addressed with low context in mind. Many times you may be in the other category of high context communications and be handicapped. You may find it almost impossible to communicate effectively through any other virtual communication other than video with such cultural barriers. Cultures that are high context using body language and non-verbal signals as the main form of communication find difficulties when communicating through media that nullify those traits. Hand signals, body language, and verbal inflections are all extracted in an email and if you are speaking with someone from a high context culture the probability is high that misunderstandings will occur. It is always best to use video as the go to form of virtual communication when this is the case. If this is not possible remember all the normal rules of thumb still apply. Know the cultural communication style of whom you are communicating, and make sure to take special care not to be offensive. Grandstanding tends to be a problem when you find it hard to communicate with someone. We tend to want to get all the information out and get the meeting over, as a result, many may take offense and see this as lack of respect. On the flip side, one may find themselves talking to ghosts. You may have to entice communication though asking opinions and allowing time for people to share. In all this remember that all people have limited attention spans. Using a monotone voice, speaking too intellectually, or above peoples head may result in a lack of interest. As a preacher the rule of thumb is that people only receive as long as can remain comfortable sitting. Once that limit is reached your time is up. If you have not got your message out by then the probability of effectiveness declines fast.

## Interpersonal Conflicts

Conflict is going to happen, that is the nature of communication. However, conflict does not always happen for the same reasons. Many times conflict occurs just because one or both parties involved are having a bad day. Other times conflict could occur because of some physiological reason, such as pain. Still other reasons include, offense, personality types, the type of leader, the type of follower, and the reasons behind the conversation even may



be the spark. Conflict can be devastating to your ministry or in your work environment. Though conflict will happen it is best to be avoided whenever possible. If you have some productive criticism and you know that the person is having a bad day, it is best to wait for a more opportune time. The ability to read the mood of a person in those cases is a skill worth having. Many times putting out “feelers” to find the mood of a person is a good idea. Some hints to mood are such things as crossed legs, excessive blinking, covering the eyes or rubbing the forehead, a rigid or closed posture, biting the lip, rubbing the back of the neck, and crossed arms all may be a sign of disinterest or a poor state of mood. On the other hand, an open



posture, non-fidgeting hands, and laughter and smiles are usually signs of even temperament. Some people thrive in conflict, most do not. Leaders that fall in the Machiavellianism category who use power for their own benefit are people who thrive in conflict. If a person is given to self-glorification, power and control, or shows no interest in anything you may not find an acceptable time to make your point. When this is the case it is better to have numbers. Say you found out that your book keeper has given themselves a

raise without your knowledge. You know that they have some of those tendencies previously described. In such cases the topic should be addressed to the offender by two or more people at once preferable all who are supervisors above him. Understanding that this is his leading style you will be better equipped for communication with him, and by having others there he will be less likely to allow anger to control his mood. Misunderstanding is the most prevalent reason for conflict. Not understanding the value a topic has to its presenter may cause them to feel that you just do not care. If this happens the next offense toward them will be like pouring salt on a wound. On the other hand, if a person feels that you value the topic as much as he does they will feel they are valued. When people work together in agreement when conflict does happen it will be lesser in strength and will be much easier to resolve. There are, however, some people you meet that you find that you just cannot win. In such cases you may feel like ignoring them, or placating them.

However, ignoring a person will only make them start compiling anger, in the end a major encounter will occur. Many people



use placation as a means to side step conflict. When you placate you basically say whatever the person needs to hear although you never intend on doing it. This takes a little longer but usually has the same results as ignoring them and may mean the end of any beneficial productivity. It is like the carrot dangling in front of the carriage. It will make the horse go for a while but

eventually he will understand that he will never get the carrot and stops. The best way is to address hurt feelings and problems as soon as possible. Conflict has the other side—resolution. I have heard many couples say the best part of a disagreement is the makeup. Conflict is very beneficial because it reveals problems. When something is not working it is hard to fix if you cannot find the problem. When finding solutions to problems often times a critique of a person is involved. Most people, do not take critique well. How would you rate yourself? Feelings get hurt when critique is offered. However, if a person feels like you are their partner, and want to see them succeed they may receive critique more readily. Use the sandwich method, start and end with positive observations with the critique sandwiched in-between. This method has the best results. If a person leaves a conversation feeling they are doing well with a little area where they may improve things will happen. Most people want to be

## CONFLICT Resolution

recognized and do their best. If you recognize them, recognize their achievement on the project, and only offer an idea of how to make it better things can go further. On the flip side, if a person leaves a conversation with only how they are failing to do their job or

with a feeling that no matter what they do they just are not good enough this will be a bad day and productivity will drop. Conflict in the church can be very heated. Ministry is much closer to the heart than most business. Artists tend to take critique as a personal attack. Many times ministry is an extension of the person and as such people may feel that if you do not like their art you do not like them. In such cases it is very important that the goal of the topic, the focus of the topic is clearly understood first. Then you can address how the critique shows how the action of problem is not congruent to the stated goal or focus, and then offer solutions. After offering a solution give the person time to respond on why they feel that will or will not work. Never correct someone in public especially in front of their subordinates. This discredits their authority which will cause more conflict further down the road. If you address problems quickly conflicts will be far fewer and less problematic. Everybody is a student, keep in mind that you too have something to learn. Nobody has learned it all, and lessons come from where you least expect them.

Conflict in virtual environments can be daunting. We live in a “fast food” generation. I get upset if I have to wait more than five minutes to get my food. As a result if we do not get what we want we just choose something else that will fulfill our need of instant gratification. It is like we carry a remote control everywhere we go. If we do not like what we are receiving we just change the channel. In virtual environments people tend to say more than they should, be offended very easily, and then “un-friend” you. Rejection, and the other topics in Maslow’s hierarchy are foundations for conflict in virtual environments. How many times have you told someone something vulgar and offensive and then hung up to communicate your dissatisfaction in a phone call. Many times we use words, and act in ways that are not acceptable to us in a face-to-face confrontation but because it is virtual somehow it is now in



our skillset. Here is a great rule of thumb, if you would not communicate that way face-to-face do not do it virtually. Resolving conflict through virtual communication is challenging. Many times though you can apologize through a text it is not fully received until you next face-to-face encounter. For this reason it is imperative that all steps be taken to prevent conflict when using a virtual environment. Many times you may never have the opportunity for a face-to-face apology since in ministry and business you may never actually meet the people you are communicating with. You may be online ministering to someone from Uganda, and though you can still be effective in business, conflict usually means the end of the relationship. People tend to be less liberal with second chances in a virtual environment. My guess is that since most of the character of the person of whom we are communicating is imagined, we tend to also imagine emotion and personality traits that are unfairly inferred. In other words, we imagine the worst. Be clear, use paraphrasing and repeat back to people for clarification, communicate your feelings clearly and precisely, do not raise your voice, give people the benefit of the doubt instead of thinking the worst, often return to the point of the communication by restating it in different ways, and remember offending someone virtually can be the end of the relationship. One last thing that you should keep in mind when communicating virtually. The life of a face-to-face conversation is limited, however, the life of a virtual communication is eternal. It seems to live forever. I remember saving an answering machine message and listening to it over and over. People tend to do this whether the message is good or bad. The rule of thumb here is if you do not want the world to know it refrain yourself from saying it. How many people have you heard of losing their jobs over some miscommunication from a post on a social site that, at a second view, should have never been said?

Praise Chapel Yuba City <http://www.praisechapelc.com>

## **Appendix A: Articles**

### **Articles**

Babcock, Richard D. (2001) *Language-Based Communication Zones in International Business Communication*. Sagepub.com <http://jib.sagepub.com/content/38/4/372.short>

This paper presents the idea that language-based communication can be sectorized into zones. In international business communication models have been built by Du-Babcock and Babcock's (1996) who describe expatriate-local personnel communication patterns according to zones. These zones are organized according to language proficiency. Eight new communication zones are presented here and can contribute to a more comprehensive framework. This in turn is representative of a dynamic, bi-directional, process integral to international business communication. Previously most research operated assuming that participants in international business function as proficient users of the languages being used. This does not account for any difficulties in communication due to varying levels of proficiency. The assertion is that there may be language-competency variables of which may impact communication and



communication dynamics within the eight identified language-based communication zones. This paper helps to explain some of the difficulties in international communications and provides examples. The four countries that are represented are good examples of various barriers to communication. However, it points out that a less than proficient level of language in a chosen communication in itself is a difficulty that must be overcome. International communication and language barriers make it difficult no doubt, and it is more difficult in countries where high context communication is the norm, especially if one or more parties have their origin on a low context communication zone. This paper is also very useful in a nations such as the U.S. as many of the zones and cultures of the world can be found.

Baskin, Otis and Bruno, Sam (1997) *A Transactional systems model of communication*, Journal of Business

<http://eds.b.ebscohost.com.libproxy.chapman.edu/eds/pdfviewer/pdfviewer?vid=6&sid=0455f352-2107-be44-787d7f764304%40sessionmgr103&hid=108>

Cynthia Burggraf Torppa, Ph.D.(2010) *Communication differences in interpersonal relationships*, Extension Educator, Family and Consumer Sciences Gender  
<http://ohioline.osu.edu/factsheet/FLM-FS-4-02-R10>.

This short paper highlights the differences between genders in the way we interpret words. It notes these differences and points out that women tend to interpret interpersonal communication in terms of underlying meanings and connect them with interpersonal problems. This means that women are predisposed to read between the lines for those causes. Further, women tend to look at the underlying contributors of the problem at hand. Men, on the other hand, tend to interpret the messages as of social significance. When men read between the lines they interpret how that effects them as a leader, or how it effects the hierarchy of management. Three examples are given in this short paper of conversations that result in different meanings. As a leader this is important to understand not just in terms of communication, but in terms of quality of work. The bible states that the two become one flesh, i.e. the two make one whole. This may seem offensive for some but when we look at work in these terms we find that we conclude with a fuller interpretation to non-verbal cue when we have input from both genders. To add to this, while men being social and status oriented tend to see the large problem as one thing, address that problem and drive the team forward, while women being interpersonally oriented tend to see a large problem as the culmination of many smaller issues and thus supply resistance to forward motion until all issues are addressed. While each may have its place, working together there tends to be conflict that results in a job being completed with quality, while at the same time quantity is addressed by the need to move forward.

Danial, Duffie F M.D. (2004) *Assessing competence in communication*, journals for academic medicine. June 2004 - Volume 79 - Issue 6 - pp 495-507

[http://journals.lww.com/academicmedicine/Abstract/2004/06000/Assessing\\_Competence\\_in\\_Communication\\_and.2.aspx](http://journals.lww.com/academicmedicine/Abstract/2004/06000/Assessing_Competence_in_Communication_and.2.aspx)

While this paper was written as the result of the Kalamazoo I consensus, a meeting on the requirements for medical professionals to excel in interpersonal communication, it has great bearing on all such communications. As a volunteer, or in a paid position good interpersonal skills are at the forefront. Who better to learn from but those who are tasked with the delivery of communications such as a negative prognosis. "Bedside manner" is a skill that all must learn. This paper highlights a list of goals, objective and tools to use in order to reach certain competencies within interpersonal exchanges, the organizers and attendees of the meeting realize such concepts and principles apply across all levels of professional interpersonal development. Important elements of interpersonal skills might include; respect, including treating others as one would want to be treated; paying attention to the patient with open verbal, nonverbal, and intuitive communication channels; being personally present in the moment with people, mindful of the importance of the relationship; and having a caring intent, also being curious and interested in a person's ideas, values, and concerns. Competence in communication inside teamwork is also highlighted and includes; skills in speaking up against an authority gradient, clarity in assuring the sequence of message sent-message received, and attentiveness to roles and relationships. Churches present healing to the soul, access of spiritual life through Christ Jesus. In effect you may often be in a role of a type of medical professional, as people look for healing or help from sickness and sin. How do you know if you are effective and up to date in your skillset? Three basic methods for assessing communication and interpersonal skills are given. They include checklists of observed behaviors in interactions; surveys of people who experience interactions; and examinations using oral, essay, or multiple choice response questions.

Eleanor Editor for EnkiVillage (2015) *How to Develop Interpersonal Skills*, EnkiVillage.

<http://www.enkivillage.com/interpersonal-skills.html>

This paper offers an easy list of great interpersonal skills for your workplace and further offers ways to help you attain the ones you lack. Stated in the paper is a truth than bears repeating here. "Developing your interpersonal skills enhances your success both personally and professionally. Since employers understand the importance of these skills in teamwork, they are constantly looking for employees with proper interpersonal skills." The church is no different. In fact it could be argued to be more so as the main function of the church is to work with people. The list given supports the above booklet on many issues. Effective Communication is the first item addressed, saying what you mean is very important. Positive attitude is all about mood. Inclusiveness listening and realizing that the best way may not be your way. Problem solving and conflict resolution are an important way to reveal and resolve problem areas. Assertiveness includes doing what you know is right. Manners, please and thank you are important even in prayer. Social Awareness, try not to ignore or placate people. Self-Management, Accountability and Responsibility and being a Team Player are also all addressed. Short but sweet many

interpersonal skills that apply as a volunteer, employee, or leadership are presented. Further, a list of how to develop interpersonal skills is also presented. The top of the list is to smile and be appreciative. One thing that I have found is that things rarely go as planned. However, this does not mean that things will turn out wrong. If you listen actively and pay attention to others solutions they present themselves to resolving conflicts. Communicate clearly and the use of humor is very useful but one must be sure to use it appropriately. Making a joke and smiling while reprimanding someone may be viewed as inappropriate. Finally make an attempt to understand what is being said, and use techniques to clarify.

Hartzell, Sherri (2015) *types of communication interpersonal non-verbal written oral*, Study.com <http://study.com/academy/lesson/types-of-communication-interpersonal-non-verbal-written-oral.html>

This page is offered by Study.com. You can take it for college credit that is accepted at many colleges. Presented are instructional videos, the transcript to the videos, if you would rather read, and even a quiz to help you remember what you have learned. The topics that are covered are as follows; interpersonal communication, nonverbal communication, written communication and oral communication. Interpersonal communication is described in the context of management, and defined as “communication between a small group of individuals, typically in a face-to-face setting, where participants engage in a minimally restricted dialogue with each other”. Some level of familiarity is shared between people who engage in interpersonal communication this makes them comfortable to self-disclose information. Each topic is addressed one at a time and points out facts that many do not know. The fact that the majority of what you communicate to people on a daily basis is done without words at all. Most of what is said is through non-verbal communication. In management there is no exception. Today many times communication is done through media. One must be careful when using media because non-verbal cues are stripped from the communication. Misunderstanding has greater potential to occur. Oral communication also is subject to misunderstanding, and facial expressions are not present in a phone call. For this reason many managers prefer to use video conferencing secondary to a live meeting. Times are changing, and though many times a manager will fly into a city just for a meeting the dollar cost of this compared to a video conference is not cost effective.

Jackson, Margaret C. (2015) *Variation in normal mood state influences sensitivity to dynamic changes in emotional expression*. School of Psychology, University of Aberdeen [http://eds.a.ebscohost.com.libproxy.chapman.edu/eds/Citations/FullTextLinkClick?sid=9fe02511\\_a7c2-425a-8d4c-9abfc220f46c@sessionmgr4004&vid=2&id=pdfFullText](http://eds.a.ebscohost.com.libproxy.chapman.edu/eds/Citations/FullTextLinkClick?sid=9fe02511_a7c2-425a-8d4c-9abfc220f46c@sessionmgr4004&vid=2&id=pdfFullText)

Recognizing mood is a major part of interpersonal communication. In this study the idea of how our own mood might influence how we detect another's mood is researched. It was

found that increased positive mood reduced our ability to see or conceive of the angry or sad expressions of others. Basically the happier we are the less likely we are to catch the fact that someone is in a bad mood. In fact increased negative mood decreased conceptual sensitivity for all expressions. Thus a heightened negative mood is particularly detrimental for effectively interpreting someone else's mood. "The ability to rapidly detect and accurately decode nonverbal facial cues to emotion is crucial for normal social functioning (Blair, 2003)." As a result, evidence that different mood states can alter perceptual processing is revealed. While positive moods lead to the implementation of a global information-processing style (e.g., Gasper & Clore, 2002; Schmid, Schmid Mast, Bombari, Mast, & Lobmaier, 2011), and a global processing style is important for emotion recognition, it makes it more difficult to recognize negative mood states. However, it was found that happier people were faster to correctly interpret happy moods. Also found was that disorders such as depression will reduce sensitivity to positive emotion. Further, social phobias heightens sensitivity to threat. These findings draw attention to the sensitivity of others' toward changing emotions and how others can be influenced by the normal variations in someone's mood state. We project our moods onto others. Further, like moods recognize each other quicker. Hostility begets hostility, and tranquility begets tranquility. It may be better to stay calm in a volatile situation than it seems.

Lloyd Elder, Th.D. (2010) *Leading with your heart*, adapted from SkillTrackLeading "with your heart, Biblical View". [http://www.servantleaderstoday.com/\\_10.htm](http://www.servantleaderstoday.com/_10.htm)

Leading with your heart is a great overview of leadership within the Christian and church setting. It not only presents interpersonal communication but many other skills for leadership. This is the overview of a class that was offered through skilltrack.org. Learning and seeking the knowledge of good Christian leadership and communication is evident, "when as a total person you consistently exercise interpersonal skills to interact effectively with other people, both in your living and in your leading." The idea to have compassion is something that may not be on the forefront of your business mind. However, leading is first and foremost a relationship. "Leading with Your Heart," has six subcategories which seek to explore and put into practice interpersonal skills that are necessary in the leadership relationship. From its very core relationship forms a powerful expression of the journey of practicing servant leadership after the pattern of Christ. "Love each other as I have loved you." Too many times we think of interpersonal skills as a luxury, something that can be added but is not a necessity. However, interpersonal skills are essential to human well-being. If we seek to be excellent in our work, and indeed in our life, we must forge authentic relationships. This requires us to use real interpersonal skills. True these skills are just part of leading with your heart. Heart in the bible is rarely spoken of as the organ that pumps blood. Usually one's heart is in reference to the whole person, personality, or inner life. The heart is in reference to our emotional states, intellectual activities, volition or purpose, self-understanding, and trust. While interpersonal communication refers to only our communication and biblical guidance, choosing of communication channels, communication between people, active listening and responsive feedback and small group communications

Mackay, Mac (2015) *Building a Rapport*, of Duncan Alexander & Wilmshurst.

<http://www.marketingdonut.co.uk/marketing/customer-care/understanding-your-customers/building-rapport-with-your-customers>.

This page is not really scholarly but it is included to help you see how the basic principles of “Maslow’s Hierarchy of Needs” ([link](#)) is present in every business. The first statement that you only have ten seconds with a person to start building a relationship really makes the impact of how important first impressions are. Maslow’s Hierarchy is presented in the list that follows see if you can make the connections.

They need to feel welcome (respect, understanding)

They need to feel comfortable (Physiological)

They need to trust you (Safety)

They need to be understood (Social)

They need assistance (Safety)

They need to feel important (Esteem)

They need to be recognized (Esteem)

They need to be treated with respect (Social)

They need to be listened to (Social)

They need prompt service (Esteem)

I find it easy to allocate each item to one of the levels. Remember that in the Hierarchy Physiological needs must be met first, then safety, social, and finally esteem. If one of these levels is skipped people, according to Maslow, can never reach the top level of self-actualization. Needs - realizing personal potential, self-fulfillment needs, seeking personal growth and peak experiences all go unfulfilled. As a leader we not only want all that for ourselves but our team members. For someone to realize their full potential hinges on the fulfilment of the previous levels, which hinge on your ability to create rapport, which, in turn, hinges on your interpersonal communitive skills. This is true for every relationship you have. So go and build people, and thus build success.

Mind Tools Editorial Team (2015) *Body Language Understanding Non-Verbal*

*Communication* Mindtools.com [https://www.mindtools.com/pages/article/Body\\_Language.htm](https://www.mindtools.com/pages/article/Body_Language.htm)

The difference between the words people speak and our understanding of what they are saying comes from non-verbal communication, otherwise known as "body language". The way we walk, talk, stand, or sit say something about us. What is happening inside is reflected outside. Mixed messages sometime present insecurity. We may say one thing but our body language is saying something different. Non-verbal

language affects how we act and how we react to others. It also very much determines how others will react to us. Portrayed confidence is directly linked to positive first impression. The author offer this list of typical things to look for in confident people:

**Posture** – standing tall with shoulders back.

**Eye contact** – solid with a "smiling" face.

**Gestures with hands and arms** – purposeful and deliberate.

**Speech** – slow and clear.

**Tone of voice** – moderate to low.

Difficult meetings and portrayed defensiveness are identified by some common signs. The people you speak to portray them as follows:

Hand/arm gestures are small and close to his or her body.

Facial expressions are minimal.

Body is physically turned away from you.

Arms are crossed in front of body.

Eyes maintain little contact, or are downcast.

Rules of disengagement or being engaged are useful to interpret interest. According to the author some of these signs and signals include:

Heads are down.

Eyes are glazed, or gazing at something else.

Hands may be picking at clothes, or fiddling with pens.

People may be writing or doodling.

They may be sitting slumped in their chairs.

Lying. Being able to tell if a person is lying is maybe the most useful of all the non-verbal interpersonal skills that we have. Some of the typical signs and signals that a person is lying include:

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.

Some typical signs and signals that a person is reflecting on their answer include:

Eyes look away and return to engage contact only when answering.

Finger stroking on chin.

Hand to cheek.

Head tilted with eyes looking up.

We must remember that one does not fit all. Good interpersonal skills include interpreting non-verbal communication. According to the author this includes body movements and gestures, posture, muscle tension, eye contact, skin coloring (flushed red), even people's breathing rate and perspiration. Additionally, the tone of voice, the rate of speech and the pitch of the voice all add to the words that are being used. Lastly, it is important to recognize that body language between individuals, different cultures and nationalities may vary. It is therefore essential get to know the person before interpreting body language.

Myatt, Mike (2012) *5 keys of dealing with conflicts in the workplace*, forbes.com

<http://www.forbes.com/sites/mikemyatt/2012/02/22/5-keys-to-dealing-with-workplace-conflict/#20c332f815a0>

Leadership and conflict are siamese twins. One does not exist without the other. Leadership is full-contact, and addressing conflict in a productive, and healthy fashion is mandatory as a leader. *"Don't fear conflict; embrace it – it's your job."* A quote from the author helps us to know what to expect. In interpersonal communication the ability to recognize conflict, understand its nature, and bring it to swift and just resolution will serve us well. Conflict rarely resolves itself. Normally it escalates if not properly resolved and results in loss of productivity, creativity, and creates barriers to cooperation and collaboration. Also conflict resolution abilities equate to good employee retention. Employees will look for more favorable work environments if conflict is not dealt with properly. Most conflict is either born out of poor communication or the inability to control emotions. Misunderstandings are a result when clear, concise, accurate, and timely communication of information is not present. Emotions sometimes drive decisions. When a person draws a line in the sand that is not beneficial to their career it is usually do to a decision made with emotion. People sometimes indulge their emotions rather than protect their future. There are five ways listed to resolve conflict that are given in this article and they are listed below.

1. **Define Acceptable Behavior:** Just having definitions for what constitutes acceptable behaviors is a positive step in avoiding conflict.



2. **Hit Conflict Head-on:** Seeking out areas of potential conflict and proactively intervening in a just and decisive fashion will likely prevent certain conflicts from ever happening.
3. **Understanding agendas:** Understanding the others agendas is critical. It is absolutely essential to understand other's motivations prior to weighing in. What leading type are they? What is their end game?
4. **The Importance Factor:** Pick your battles and avoid conflict for the sake of conflict.
5. **View Conflict as Opportunity:** Hidden within virtually every conflict is the potentially an opportunity for tremendous teaching/learning.

Turning the other cheek is a biblical principle, compromise is usually a pathway that says "I care", forgiveness is commanded by Jesus, compassion is demonstrated by Jesus, empathy and finding common grounds are beginnings to resolutions, being an active listener shows respect, service above self is the golden rule of life. Such approaches will always allow you to be successful in building rapport. Remember, if all else fails and gaps cannot be closed, just do the right thing.

Poston, Bob (2009) *Maslow's Hierarchy of Needs*, Association of Surgical Technologists  
<http://www.ast.org/pdf/308.pdf> Bob Poston, cst

Reid, John E. (2012) *The role of eye contact during interpersonal communication*, Police Link.com <http://policelink.monster.com/training/articles/1951-the-role-of-eye-contact-during-interpersonal-communication>.

This paper has to do with eye contact. Though it is presented by a law enforcement professional the items learned apply greatly in business. Communicators may find it possible to decipher meaning from another person's eye contact. To add to this you can learn to use your own eye contact as a way to influence others. Breaks in Gaze and the drop of gaze in some instances may send a message of shame, guilt or embarrassment during direct questioning. However, when a pastor or altar worker expresses condolences at the passing of a loved one, a break in gaze simply is a sign of sympathy or compassion. Neuro-linguistically, when the emotional centers of the brain are being accessed a downward break is expected. In interrogations if a suspect drops their eyes downward it often means that the suspect is having remorse or guilt and may be on the verge of confessing. On the other hand, when a person is trying to access memory usually he will look up or to the side accessing your stored memories or recalling factual information, they may be forming an opinion, editing unnecessary information from a response or worst of all thinking up a lie. Mutual interest usually

includes mutual gaze. 30 – 60% is the normal level of eye-to-eye contact when two people who are mutually interested. There are other times that direct eye contact has different meanings. One of the meanings of direct eye contact is to show disapproval. You will attempt to make direct eye contact to the speaker before interrupting. Also you may try to tell someone to keep talking by establishing eye contact. On suspects following his response sends the nonverbal message, “I want you to tell me more.” Eye contact can generally be described as cold, hard, warm or soft. These descriptions are hard to Quantifying. During an interview, you should avoid having a cold or hard stare. This type of gaze usually infers an emotional detachment or worse. Warm soft eye contact is preferable because it relates open communication. Openness and trust are the items that allow productivity.

Segal, Jeanne Ph.D. (2016) *Conflict Resolution Skills*, Helpguide.org

<http://www.helpguide.org/articles/relationships/conflict-resolution-skills.htm>

This article center on being able to build the skills necessary to turn conflicts into opportunities. Mismanaging conflict, will cause great harm in relationships. Managed in a respectful and positive way conflict can provide opportunity to strengthen bonds. Learning skills in conflict resolution, you can keep your personal and professional relationships growing strong. Everybody has needs, but when need differ conflicts arise. The need to feel understood, nurtured, and supported are needs that we all need met, but the ways in which these needs are met vary. At the heart of bitter disputes in the workplace are differing needs. Often these bitter disputes result in broken deals, lost jobs and lower profits. A conflict is more than just a disagreement. The difference is threat. If one or more people feel threat conflict arises. The article give the following list as common reason conflict occurs

**Conflicts continue to fester when ignored.** Because conflicts involve perceived threats to our well-being and survival, they stay with us until we face and resolve them.

**We respond to conflicts based on our perceptions** of the situation, not necessarily to an objective review of the facts. Our perceptions are influenced by our life experiences, culture, values, and beliefs.

**Conflicts trigger strong emotions.** If you aren’t comfortable with your emotions or able to manage them in times of stress, you won’t be able to resolve conflict successfully.

**Conflicts are an opportunity for growth.** When you’re able to resolve conflict in a relationship, it builds trust. You can feel secure knowing your relationship can survive challenges and disagreements.

Self-fulfilling prophesy has its origins in situations when someone is afraid of conflict. If you view conflict as dangerous it tends to take on a life of its own. Worse if you enter

into a conflict already feeling threatened, you are more likely to shut down or blow up in anger. The author of this article does present a table of healthy and unhealthy ways of managing and resolving conflict. Please refer to the article. Conflict can trigger strong emotions and lead to hurt feelings or disappointment. Understanding your own needs will make all the difference. If you don't understand your own needs, your effectiveness in communicating with others will be hindered. The author continues and gives the following dependents for resolving conflict.

The ability to successfully resolve conflict depends on your ability to:

**Manage stress quickly while remaining alert and calm.** By staying calm, you can accurately read and interpret verbal and nonverbal communication.

**Control your emotions and behavior.** When you're in control of your emotions, you can communicate your needs without threatening, frightening, or punishing others.

**Pay attention to the feelings being expressed** as well as the spoken words of others.

**Be aware of and respectful of differences.** By avoiding disrespectful words and actions, you can almost always resolve a problem faster.

Finally, two core skills for successfully avoid a conflict from growing is the ability to quickly reduce stress. Also the ability to engage self-control over your emotions so to react in constructive instead of destructive ways even in the midst of a perceived attack or an argument.

Slideshare (2011) *Culture and interpersonal communication*, slideshare.net

<http://www.slideshare.net/aggiechick26/culture-and-interpersonal-communication>

Culture and interpersonal communication in different cultures refers to the people from different core zones relating to one another. Culture can be defined as the specialized lifestyle of a group or subgroup of people that is passed on from generation to generation through communication. People are indoctrinated into a culture. This indoctrination is referred to as enculturation. Enculturation is the process by which you learn the culture into which you belong. This in turn evolves into an ethnic identity or the commitment to beliefs and/or philosophies of a culture that can you subscribe and use as a protective shield against discrimination. The last step is acculturation. This is the process by which you learn the laws and ethics of your culture. In the beginning the United States was largely of European population. This is no longer the case. Now the U.S. is a country influenced by the enormous number of non-European citizenship.

Citizens are now very diverse ranging from Latin and South America, Africa, and Asia. As a result different interpersonal customs and cultures cohabitate and the need to understand and adapt in interpersonal communication is now a necessity. One of the offshoots of this vast diversity bring to the forefront negative areas in communication. People sometimes bring such things as cultural discrimination, hate speech, racism, sexism, homophobia, and classism into the meeting place. Such negative preconceptions and stereo type must be weeded out of your interpersonal skill set if you expect to show excellence in your calling or your vocation. This slide show and information brings to the forefront differences in leading styles. Machiavellistic leading styles of power hunger leaders shows to be less fruitful than leaders that put others above themselves. The masculine, feminine styles are showing to work better together than by themselves. But this is more than likely will not be how your experience will go in other cultures. Many other cultures are power based, masculine based, have high or low tolerant styles. Many are individual based where people are only responsible for themselves. Such countries are: United States, Australia, Great Britain, Canada, Netherlands, New Zealand, Italy, Belgium, Denmark, Sweden, France and Ireland. Other countries have a collectivist mentality where you are responsible for the group. Such countries that adhere to this model might be: Guatemala, Ecuador, Panama, Venezuela, Columbia, Indonesia, Pakistan, Costa Rica, Peru, Taiwan, and South Korea. Another major difference that you may run into is high and low context communication styles. A high context communication style you read between the lines and look at body language more. Japan, or Korea might be places where this is true. Low context communication is what we have in the U.S. If you are scheduled to go to another culture for business, here are some good things to remember: Educate Yourself, Reduce Uncertainty, Recognize Differences, Confront Your Stereotypes, Adjust Your Communication, Reduce Your Ethnocentrism. International meeting where culture is an issue are challenging. Make sure you study up.

Sole, K. (2011). *Making connections: Understanding interpersonal communication*. San Diego, CA: Bridgepoint Education, Inc.

Tim (2012) *Dictionary of Christianese*, <http://www.dictionaryofchristianese.com/christianese/>

United States of America (2010). *Countries and their cultures*. Retrieved from <http://www.everyculture.com/To-Z/United-States-of-America.html>

Webster, Miriam (2016) *Webster's Dictionary*, <http://www.merriam-webster.com/dictionary/jargon>

Wolfe, Lahle (2014) *Business and social etiquette- how to make eye contact*, women in business.com <http://womeninbusiness.about.com/od/businessetiquette/a/making-eye-contact.htm>

This is just a simple blog that gives some instruction on eye contact in different countries. An example might be that portraying aggressiveness, rudeness, or showing

disrespect might come from making direct eye contact. Some religious groups, consider eye contact between men and women inappropriate. It will either be taken as threatening or flirtatious. While in Asian cultures, avoid eye contact with your superiors or members of the opposite sex as it is seen as a show of disrespect. Eye contact in most European nations is about the same as those in the United States, especially in countries like Spain, France and Germany. The French, making eye contact with a stranger may be interpreted as showing interest while in the U.S. it take a bit more than a glance. In Asia extended eye contact can be taken as a challenge of authority. The only acceptable eye contact is generally only sporadic or brief at best. The rule of thumb is other Asian countries, Africa, and Latin America is to be careful about the eye contact you make with anyone. In general, Middle Eastern cultures, particularly Muslim, direct eye contact between the sexes as is inappropriate. Please be advised that holding eye contact may communicate a message that your interest is more than casual. No matter where you find yourself the idea of paying attention to your eye contact is a good idea. If you have not had time to study the culture try to take your cues from those around you that are accustomed to communication within that culture.

Zavada, Jack (2014) *Modesty and Behavior Guidelines of the United Pentecostal Churches*, aboutreligion.com <http://christianity.about.com/od/United-Pentecostal-Church/a/Modesty-United-Pentecostal-Churches.htm>

### Video Clips

Fritzgerald, Celine (Tedx)(2015). *Interpersonal communications in a future world*. <https://www.youtube.com/watch?v=KlI2qDO0J6s>

Interpersonal communication is moving to the media. This is going to be lonely. The online life is a lonely life which is disconnected from the real world. Communication has two components verbal and non-verbal. It is thought that non-verbal communication makes up for over 90% of communication input and words only 10%. How do we apply non-verbal communication to online media? Text based communication is void of these non-verbal communication cues. Thus the invention of such things and the emoji. But this still does not make up for the 90% of lost input. The problem is the more we connect online the more we disconnect from the world. But the reverse is true the more we connect in community the less we have loneliness. It is possible that people that prefer online connection may lack the skills needed for interpersonal communication. Dr. Michael Chan of the school of public health, reports that university students feel more stressed when their relationships are mostly online. There seems to be a need to be professional all the time. It is exhausting to try to stay that way all the time. The online life is the disconnected life. Instead use your online life to foster connections in the real world. Practice your interpersonal communications skills with real people in the real world.

MansfieldB Temple (youtube)(2014). *High Level Church Greeters*

<https://www.youtube.com/watch?v=fE-EJscu1tM>

This video presents several ways not to greet people. Since first impressions is very important this short spoof video show several examples of how people will easily develop a poor first impression. Being too busy show lack of interest. Being critical of a person's attire may also send a single of appreciation. Treating people like there is no room for them tells someone that you would rather that they were not there. Being in-authentic creates dis-trust. Showing dis-trust can also be very offensive. The video presents these topic humorously but they are important in any interpersonal communications. If your job is to greet people or to work at the altar, or if your job is taking note in a business setting pointers like this help you to remember to treat people like you want to be treated. Think of how you would want to be greeted and do that. It is all about others.

MindToolsVideos, (youtube)(2014). *Body Language at Work and in Business: Tips for Better Communication* <http://www.youtube.com/watch?v=LVeOLIWbnMk>

Body language at work. You can often tell what people are thinking by their body language. You can tell if people are engaged in what you are saying. You can observe body language during negotiations to decide which negotiation style to use. Typically crossed arms, and tense facial expression shows someone does not like your proposal. At that point you can stop and ask them directly what input they have. You can also use body language to portray that you are more confident than you really are. If you fidget and slouch confidence level looks low. On the other hand if you sit-up straight and use your hands to only express your world on only a few occasions you will be perceived more confident. Body language is a universal tale teller. Using body language to interpret intentions, mood, and interest is a great way to give you an upper hand in life as well as in business.

Muyshondt, Faye de (socialskilz)(2013). *Body language do's and don'ts*.youtube.com

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

Body language basics. Your body speaks much more loudly than your words speak. Where your shoulders are positioned makes an enormous difference in the way you are perceived. Having your shoulders forward makes you look insecure, but if your shoulders are up and back looks more confident. Next your hands are very important, be aware of what your hands are doing. If you do not know what to do with your hands put them in your lap or keep them folded in front of you. Lastly you need to be still. Moving around make you look distracted. It can also make you come across as insecure or uncomfortable in a conversation. The goal is to make people believe. If you are uncomfortable talking about something they will probably start to believe either your topic is false or there is an unseen threat. Neither of these is acceptable in interpersonal communication.

Praise Chapel Yuba City (Donnie Mac)(2012). *Pastor Chris Explains Win Build*

*Send.*

<https://www.youtube.com/watch?v=e2pv0QCUDU7Y>

This video is an introduction to the three phase principle of win, build, and send. This concept is the driving focus of the Praise Chapel Fellowship. Winning people to Christ Jesus through solid teaching and doctrine. Namely that Jesus Christ died for your sins and rose from the dead on the third day. The sentence for our sins has been paid by Jesus. Second to build people through fellowship, teaching, and studies. Equipping people to go forward with their calling in Jesus Christ. And lastly to send people into their calling. Whether that calling is a Sunday school teacher or a missionary. Church planting is also very big in Praise Chapel. This church has a hope that people will take up the call and plant more churches. The main difference between this directive and other church growth directives is that people are raised up from within the body through home bible study groups and then sent out. A formal education in the ministry such as a master degree of divinity is not required.

Praise Chapel Yuba City (PCYC/By Every Word Productions)(2014). *Applying*

*Wind Build Send.* <https://www.youtube.com/watch?v=JQqjVOi9f3c>

This video is presented by "By Every Word Productions." It is an inspirational video presenting win, build send. It dramatically depicts winning a race aligned with presenting the gospel a woman who had killed her children. Then it dramatically presents building by presenting young bible study and home group leaders in tandem with the time lapse building of a building. The need to training is presented by an international home missions professional. Lastly send is presented by the taking off of a rocket, showing workers being sent out of all ages. This shows God's call goes out to all ages. The final message is on church planting. Praise Chapel intentionally sends people all over the world. Church planting is a noble call and is a vital part of our culture and our future. The music is well presented, the call is emotional. Who will go? Who will go? Who will go? The call rings out while the video ends with a slide show of who went. Preaching is Interpersonal Communication.

Praise Chapel Yuba City (PCYC/By Every Word Productions)(2015). *The Challenge*

<https://www.youtube.com/watch?v=rbV1QK7TIS4>

Another video presented by "By Every Word Production." It highlights that community is at the heart of a real church. Authentic Christianity is community. A worship lifestyle is living in true worship and is where miracles happen, you live a miraculous lifestyle. Prayer and study are all part of growth. We must commit ourselves to spiritual growth and becoming a good steward of community, of worship, of growth and embrace a generous lifestyle. And then take it to other people. The message is short but direct. It is an example of using media to send a message. In fact all three of the Praise Chapel videos presented are great examples of ways to communicate messages through media. These are presented as information of what the Praise Chapel Fellowship stands



for. It is our hope that you will find it easy to align yourself with these ideals. Then when you are launched into your ministry the things that you learn through these efforts you will continue to teach.

Symington, Aimee (finesseworldwide.com)(2012).*Business Etiquette-Making A Good First Impression*.Youtube.com

[https://www.youtube.com/playlist?list=PLU\\_59r3RW7eZiriJeqGStvxwMfXNsGA\\_1](https://www.youtube.com/playlist?list=PLU_59r3RW7eZiriJeqGStvxwMfXNsGA_1)

This is a complete playlist of several videos. 80% of a person's success is based on how they convey themselves, it is based on their social skills. First impressions are very important. People make up their mind about you in 5 to 7 seconds. They use the cues you present, how you look how you present yourself do you look confident and happy. How do you make a good first impression? The simplest way is to smile. People are drawn to people that look happy. The smile is a great thing. The hand shake. If you go up and do the handshake it puts you in control but it makes people think your know what you are doing. Never put anything in an email that you would not want posted on Facebook to everyone. Some people have got fired over one email. Dinning etiquette can also be a part of good business etiquette it may be useful to know which the bread plate is and which is the drink plate.