



PROFESIONAL DI TEMPAT KERJA

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Understanding Professionalism and the Cost of Incivility

The term *professionalism* and its synonyms, such as *business etiquette* or *protocol*, *soft skills*, *social intelligence*, *polish*, and *civility*, all have one element in common. They describe *desirable workplace behavior*

11-1b **Relating Professional Behavior to Ethics**

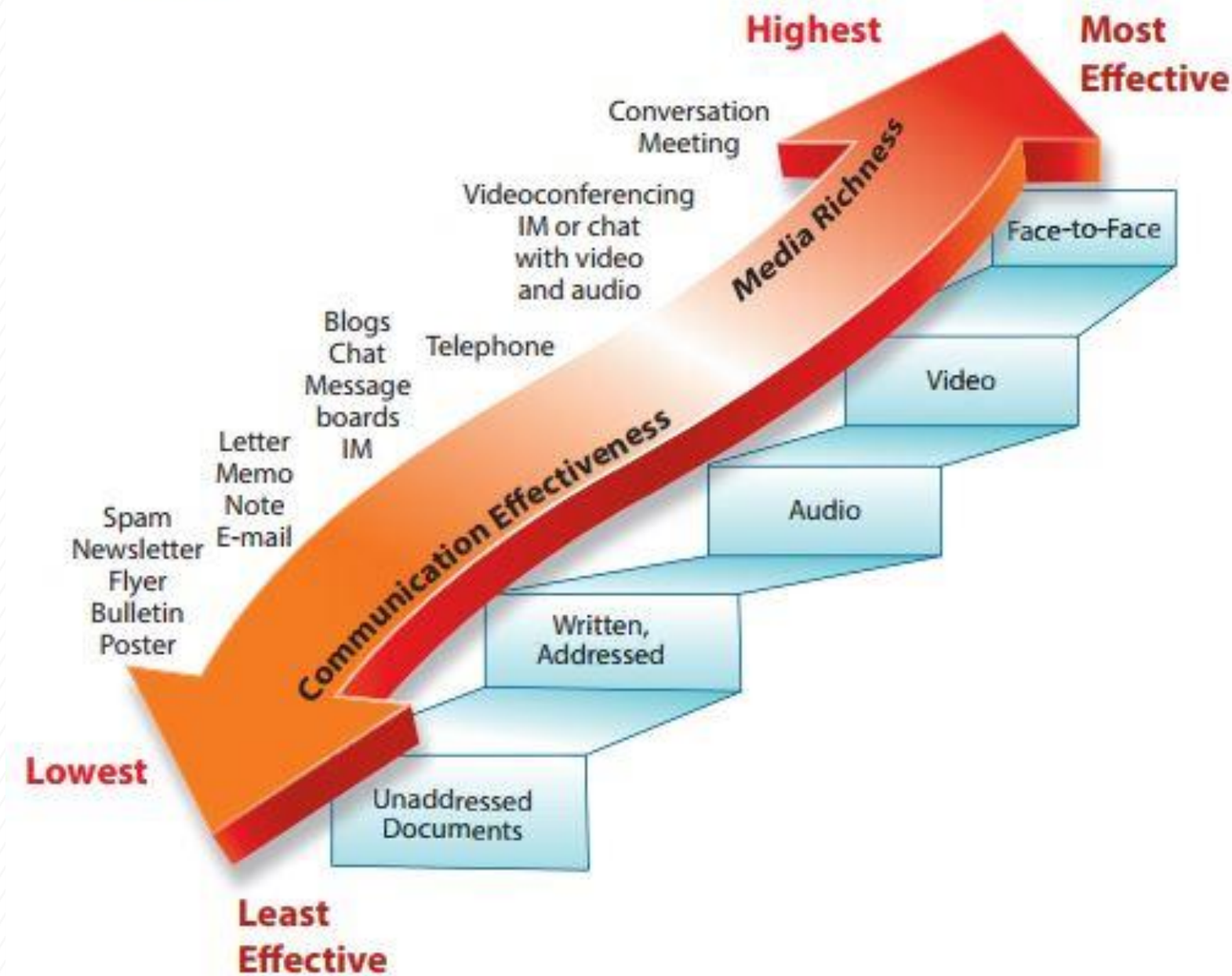
A broad definition of professionalism also encompasses another crucial quality in a businessperson: *ethics*, or *integrity*. You may have a negative view of business after learning how reckless behavior by major banks contributed to the worst recession since the Great Depression. However, for every company that captures the limelight for misconduct, hundreds or even thousands of others operate honestly and serve their customers and the public well. The overwhelming majority of businesses wish to recruit ethical and polished graduates.

Figure 11.1 The Six Dimensions of Professional Behavior



Communicating Face-to-Face on the Job

Figure 11.2 Media Richness and Communication Effectiveness



Pronunciation. Proper pronunciation involves saying words correctly and clearly with the accepted sounds and accented syllables. You will have a distinct advantage in your job if you pronounce words correctly. How can you improve your pronunciation? The best ways are to listen carefully to educated people, to look words up in the dictionary, and to practice. Many online dictionaries provide audio files so you can hear words pronounced correctly.

Voice Quality. The quality of your voice sends a nonverbal message to listeners. It identifies your personality and your mood. Some voices sound enthusiastic and friendly, conveying the impression of an upbeat person who is happy to be with the listener. However, voices can also sound controlling, patronizing, slow-witted, angry, bored, or childish. This does not mean that the speaker necessarily has that attribute. It may mean that the speaker is merely carrying on a family tradition or pattern learned in childhood. To check your voice quality, record your voice and listen to it critically. Is it projecting a positive quality about you? Do you sound professional?

Pitch. Effective speakers use a relaxed, controlled, well-pitched voice to attract listeners to their message. *Pitch* refers to sound vibration frequency; that is, the highness or lowness of a sound. Voices are most engaging when they rise and fall in conversational tones. Flat, monotone voices are considered boring and ineffectual.

Volume and Rate. The volume of your voice is the loudness or the intensity of sound. Just as you adjust the volume on your MP3 player or television set, you should adjust the volume of your speaking to the occasion and your listeners. *Rate* refers to the pace of your speech. If you speak too slowly, listeners can become bored and their attention can wander. If you speak too quickly, listeners may not be able to understand you. Most people normally talk at about 125 words a minute. Monitor the nonverbal signs of your listeners and adjust your volume and rate as needed.

Emphasis. By emphasizing or stressing certain words, you can change the meaning you are expressing. To make your message interesting and natural, use emphasis appropriately. Some speakers today are prone to *uptalk*. This is a habit of using a rising inflection at the end of a sentence resulting in a singsong pattern that makes statements sound like questions. Uptalk makes speakers seem weak and tentative. Their messages lack authority. On the job, managers wishing to sound confident and competent avoid uptalk.



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How well you handle workplace conversations helps determine your career success.

Professional Cell Phone Use

Show courtesy

- Don't force others to hear your business.
- Don't make or receive calls in public places, such as post offices, banks, retail stores, trains, and buses.
- Don't allow your phone to ring in theaters, restaurants, museums, classrooms, and meetings.
- Apologize for occasional cell phone blunders.

Keep it down

- Speak in low, conversational tones. Cell phone microphones are sensitive, making it unnecessary to raise your voice.
- Choose a professional ringtone and set it on low or vibrate.

Step outside

- If a call is urgent, step outside to avoid being disruptive.
- Make full use of caller ID to screen incoming calls. Let voice mail take routine calls.

Drive now, talk and text later

- Talking while driving increases accidents almost fourfold, about the same as driving intoxicated.
- Texting while driving is even more dangerous. Don't do it!

Figure 11.4 Four Phases of Team Development in Decision Making

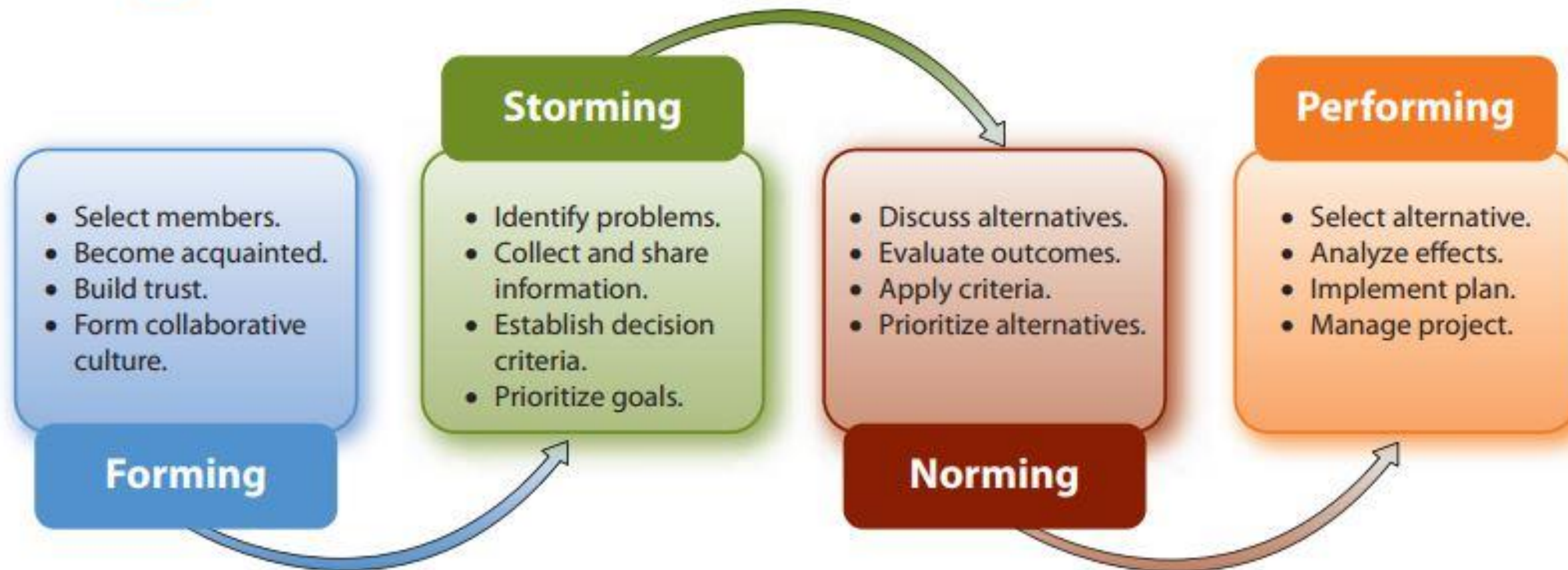


Figure **11.5** Positive and Negative Group Behaviors



Figure 11.6 Six Steps for Dealing With Conflict

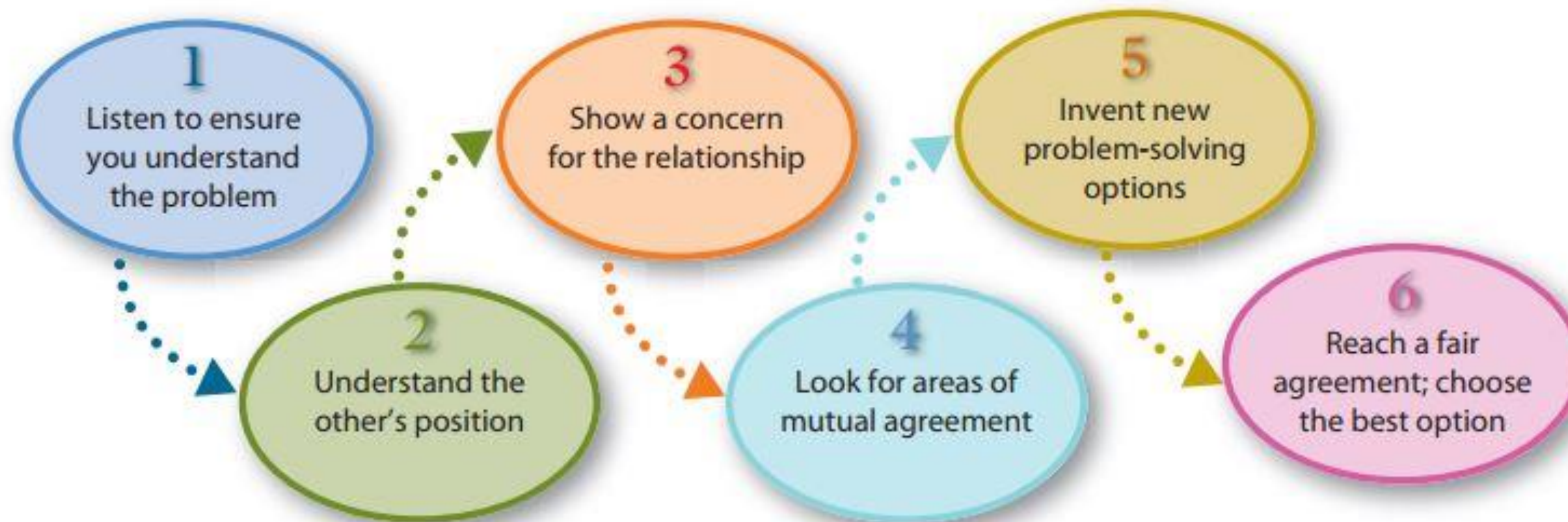
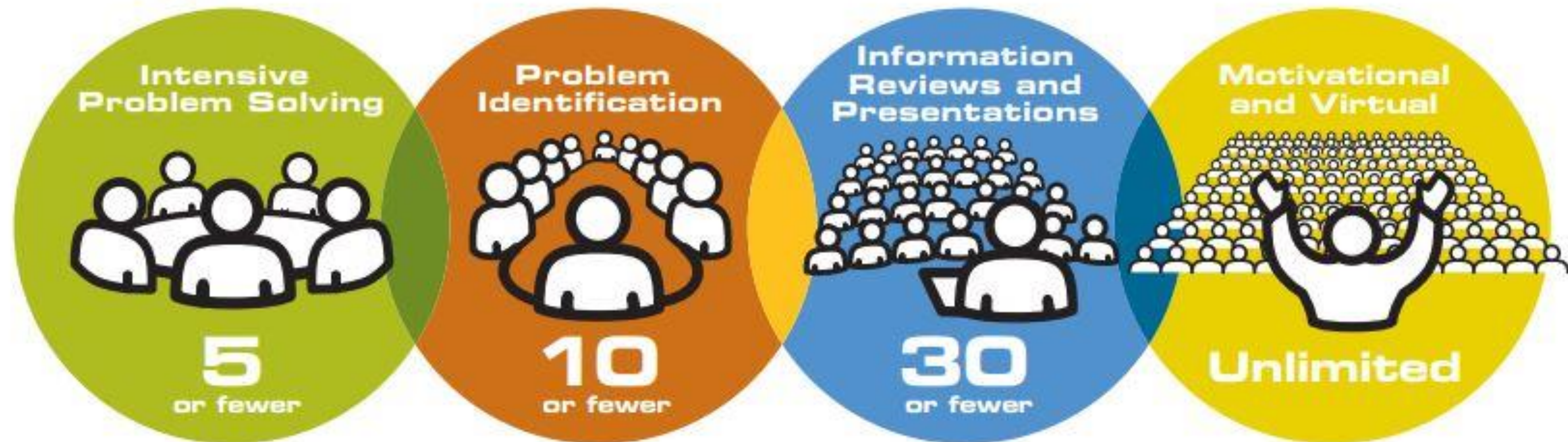


Figure 11.7 Meeting Purpose and Number of Participants



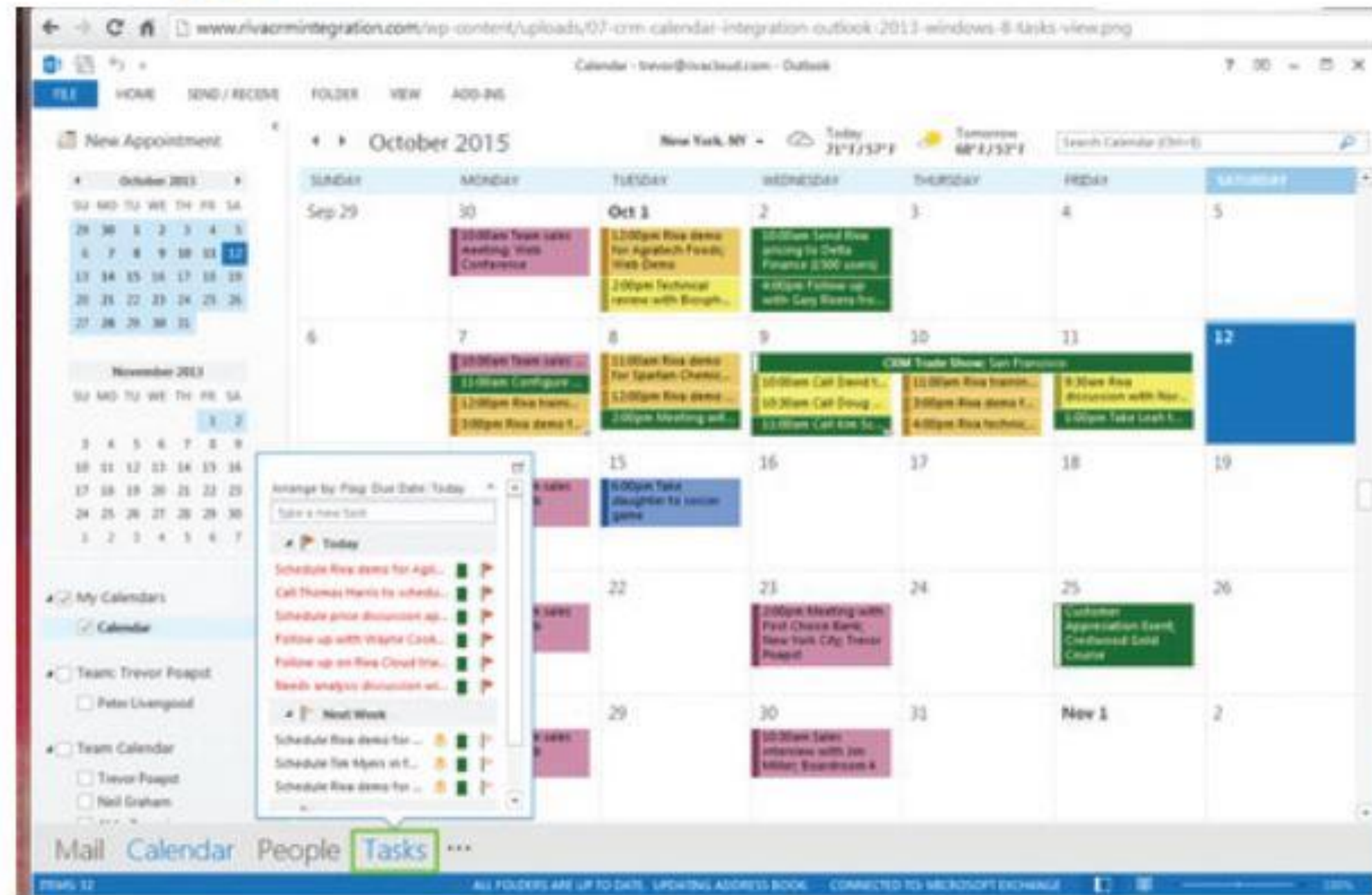
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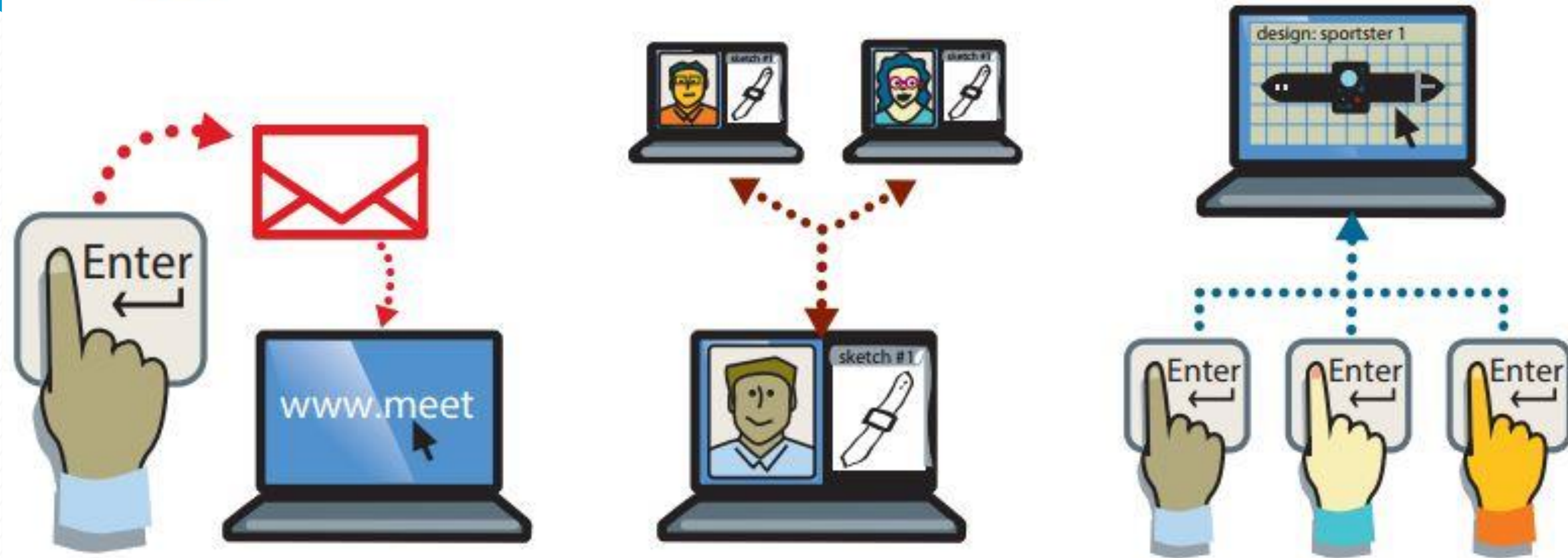
Figure 11.8 Using Calendar Programs



Source: Microsoft



Figure 11.11 Understanding Web Conferencing



1. E-Mail Contact:

Alan T., president of Sportster Marketing, an athletic gear company in Seattle, WA, sends an email to Meghan R., chief designer at NexxtDesign in Venice, CA, to discuss a new sports watch. The e-mail includes meeting date and time and a link to launch the session.

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2. Virtual Meeting:

When the Web conference begins, participants see live video of each other's faces on their screens. They look at photos of sports watches, share ideas, sketch designs on a shared "virtual whiteboard," and review contract terms.

review contract terms
shared "virtual whiteboard," and

3. Design Collaboration:

NexxtDesign artists and Sportster Marketing managers use peer-to-peer software that allows them to share spaces on each other's computers. The software enables them to take turns modifying the designs, and it also tracks all the changes.

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turns modifying the designs, and it

11.7 Dishing Out and Taking It on the Chin: Constructive Criticism on the Job (Obj. 2)

No one likes to give it or receive it, but sometimes criticism is unavoidable, even desirable at times. Constructive criticism in the workplace is necessary when team members need feedback and managers must assess team effectiveness.

YOUR TASK. To remedy each of the following unprofessional actions, supply the appropriate solution following the guidelines provided in this chapter.

- a. Manager Pete has a hot temper. He exploded when Jordan, one of his subordinates, came late to a staff meeting. Pete told Jordan that he hated his tardiness and that Jordan was always late.
- b. Hot-headed manager Pete loudly confronted Bryana in her cubicle within earshot of staff. Bryana had requested time off as an important deadline was looming, and the project was already late.
- c. Regional manager Karen delivered a stern lecture to an underperforming sales rep who was clearly stunned and hurt.
- d. Barbara provided feedback to a dysfunctional team by spontaneously approaching team members in the hallway. Face-to-face with the argumentative team, she was at a loss for words and felt that she did not convey her points fully.
- e. Supervisor Mark is tempted to deliver his negative feedback of a team member by e-mail.





That's all. Thank you! 😊

Any Questions?