Chapter 16

Interpersonal Skills

Interpersonal skills provide the foundation for building strong business relationships with coworkers, customers, and managers. The ability to manage time efficiently, act with confidence, and engage in team building are all facets that help a marketing team achieve goals.

Objectives

After reading this chapter, you will be able to:

- ☑ Identify effective interpersonal skills
- ☑ Use time management principles
- ☑ Demonstrate professionalism

Key Terms

autocratic
conflict resolution
contingency plan
democratic
interpersonal skill
laissez-faire
management
management style
professionalism
time management

Identifying Interpersonal Skills

An important part of marketing is the ability to apply interpersonal skills in a variety of situations. **Interpersonal skills** refer to the skills necessary to interact with others, and they are essential for building good business relationships. For instance, marketing professionals apply self-awareness and a positive attitude when building long-lasting customer relationships. Likewise, marketing managers utilize leadership skills and demonstrate professionalism when building relationships with customers and colleagues. *Figure 16.1* showcases common interpersonal skills that help marketers build good business relationships.

FIGURE 16.1

Self-esteem	Initiative	Creativity	Assertiveness
Self-awareness	Responsibility	Time management	Flexibility
Positive attitude	Self-control	Stress management	

Professionalism

When marketers apply interpersonal skills, they do so with a high level of professionalism. **Professionalism** is the conduct expected of an employee in a business setting and it provides the foundation for conducting oneself in a manner appropriate for the profession and the workplace. Demonstrating professionalism ultimately shows respect for the marketing profession, the people one works with, and the products being marketed.

Professionalism also involves a positive, productive work ethic. Marketers can demonstrate this work ethic by performing assigned tasks as directed. For example, if a marketing professional wastes time or neglects work projects, the actions of the individual disrupt work processes and affect the business's marketing goals to sell goods and services efficiently. One of the most important ways a marketing professional can demonstrate integrity is by complying with all applicable rules, laws, and regulations.

Complying with Rules, Laws, and Regulations

Marketing professionals must respect the boundaries of rules, laws, and regulations. Self-control is an important aspect of complying with rules because it helps keep a business operating in a professional manner. Self-control is an interpersonal skill that allows a person to effectively regulate behavior and manage emotions.

Company rules, laws, and regulations are put into place for a reason, and marketers are expected to apply self-control skills to comply with company protocols and policies. Some guidelines for how marketers can follow rules, laws, and regulations include the following:

Understand business ethics.

Following an organization's code of conduct can eliminate inappropriate behavior or misleading information advertised to customers.

Understand and respect customer and employee rights.

Different organizations have different rights and responsibilities for customers and employees. Regardless of one's position within a company, it is important for all marketing professionals to understand a company's policies and procedures in responding to customers and governing personal behavior.

Understand laws and their consequences.

Antitrust laws regulate unfair and deceptive methods in advertising. Marketers must be aware of these laws, as well as ecommerce and consumer protection laws, to ensure advertising is truthful and fair.

Did You Know?

The typical manager spends 25–40% of his or her time dealing with workplace conflicts.

Source: theconflictresolutionprofessionals.org

Positive Attitude

A good marketing professional does his or her best to remain as positive and optimistic as possible, especially when interacting with customers directly and managing sales. An errant calculation in the marketing budget, an ill-received product presentation, or a misjudgment of a sales situation can happen to any marketer at any time in a career.

What makes a strong marketer is how one responds to challenges and setbacks. Effective marketers stay flexible and adapt as new challenges enter their work. They do this by viewing failure not as a loss but as an opportunity to learn from mistakes and create something even better the next time they try.

Successful marketers have the ability to overcome failure by asserting confidence, which is a feeling of self-assurance arising from one's appreciation of one's own

abilities or qualities. Confidence brings a level of self-awareness and self-esteem that one can tackle the work ahead. Marketing professionals who assert confidence typically use the following techniques:

- Remain positive about personal skills and abilities, despite challenges.
- Manage stress by relaxing, taking deep breaths, and not losing focus to "what-ifs."
- When a mistake is made, admit it and choose to grow from the missteps instead of dwelling on them.
- Tackle large projects one step at a time to increase success rates.
- Celebrate small accomplishments to serve as motivation for future success.

Respect

Another critical interpersonal skill that marketers should possess is creating relationships that are built on respect. Mutual respect means having a high or special regard between two or more people. For instance, colleagues can share mutual respect by attentively listening to each other's ideas, responding in a polite manner, and promoting collaboration.

Mutual respect can occur between multiple levels within a business, such as a salesperson communicating with a customer or a marketing manager interacting with a graphic designer. It is helpful to identify and practice effective interpersonal skills, such as respect, involving situations with customers, coworkers, and mangers.

Customers

In a business where marketing professionals regularly interact with customers, mutual respect is important in ensuring customers have a satisfactory experience that will increase their likelihood of using the company again.

Coworkers

Respecting the people one works with will strengthen collaboration and teamwork, enabling a marketing team to be more productive in performing tasks.

Managers

Marketing employees can show respect for their managers by following workplace rules and regulations, delivering their work on time, and doing what they say they will do. Mutual respect between managers and employees creates a unified team capable of conquering more together.

When mutual respect is the foundation of relationships, an organization is built on trust and can thrive in accomplishing goals. Developing mutual respect begins from the top down. Senior-level marketing managers set the example of how respectful a workplace culture will be.

Problem Solving

Marketers are problem solvers. They identify pain points for customers and aim to offer solutions to those problems. Problem solving involves many sub-skills such as creativity, initiative, and responsibility. When marketers inevitably encounter a challenge or situation with a customer, they seek ways to take initiative and solve the problem. Effective marketers are creative and resourceful in their solutions.

Problem solving also relies on efficiency and critical thinking. Efficiency is being productive without waste. Marketers who can successfully solve problems understand how to best allocate their time to be efficient. Likewise, critical thinking is used to analyze and evaluate an issue. Marketers must be able to process information with a critical and objective eye to make decisions. For instance, if a marketing manager asks his employees to work together and come up with three different ideas for how to better engage customers with their sales brochure, he is asking his team to apply critical thinking and creativity skills to solve the problem.

Time Management Principles

Time management, or the ability to plan how to use time effectively, is a critical skill needed to function efficiently as a marketing professional. When marketers are skilled in time management principles, they are successful in completing tasks and participating in teamwork. Marketers can demonstrate time management skills by identifying and using the following principles:

Prioritizing tasks

Recognizing which tasks are most important to accomplishing a goal enables marketers to prioritize, or to address important tasks before other tasks. For example, a marketing manager with an upcoming product release will need to prioritize the marketing steps to take prior to launching the product to the public. This may mean completing work on a different, less important project at a later date.

Following schedules

It can be helpful for marketers to create a schedule of how work will be done. Breaking down tasks into schedules can make large projects seem more manageable. For example, to get through hundreds of customer survey responses, a marketing researcher might make a goal to organize data from 20 surveys per week. If she can stay on schedule, she will meet her goal of capturing comprehensive customer data.

In addition to prioritizing and scheduling, marketers should tend to goal-relevant activities in ways that use time wisely and optimize efficiency and results. Keeping a goal in sight can help marketers work diligently within their allotted time.

For example, a salesperson with an upcoming product presentation is using her time wisely if she spends the days before prepping what she will say. On the other hand, a salesperson who does not prepare ahead of time and instead goes out with friends and stays up late the night before the presentation is not using her time wisely. She may be underprepared compared to the salesperson with aptitude for time management.

To optimize efficiency and results, marketers with proficient time management skills recognize methods for productivity that will allow them to work towards their goals. If there is a faster or better way to accomplish a task, a marketer should take it.

Marketing Tips

For someone taking on a marketing management role for the first time, navigating interpersonal skills can be challenging. Leading others to success requires practice and the ability to call upon one's interpersonal skills in various situations. New marketing managers should seek out a mentor to guide them through the transition from marketing employee to marketing manager.

Mentors can provide insight into management styles, how to use interpersonal skills to promote team building, and how to listen and respond to coworkers and customers. SCORE is a nonprofit association that offers free mentoring to businesspeople, in addition to local workshops where marketers can hone their skills. Visit score.org to learn more about the benefits of mentorship.

Interpersonal Skills with Customers

Identifying and practicing interpersonal skills involving situations with customers is paramount to successful marketing. Without customers, there are no sales. Therefore, it is critical for marketing professionals responsible for interacting with customers to develop positive customer service at all stages of making a sale. Interpersonal skills used to build positive customer relations include three main elements: empathy, honesty, and communication.

Empathy

To have empathy means to acknowledge a customer's feelings and to be sensitive to his or her experiences and thoughts. Marketing professionals use empathy to understand a customer's perspective to find the best way to solve the problem.

Honesty

Honesty is important when problem solving with customers because it demonstrates a salesperson's integrity. If a salesperson tells a customer what he wants to hear—even if it is untrue—the customer will not place trust in the organization in the future. Successful companies are built on longstanding trust with their customers.

Communication

Communication underpins every action a marketer takes—whether it is speaking to a customer on the telephone, writing an email, or designing an ad campaign. Strong communication skills facilitate the problem-solving process and ensure that customers leave a transaction feeling heard and respected.

Interpersonal skills can help marketers cultivate a customer service mindset—an outlook on business activities that places customer satisfaction first. It is important for marketing and sales professionals to have a customer service mindset to demonstrate their business's commitment to customers. Consider some ways professionals demonstrate a customer service mindset:

Develop rapport.

Rapport refers to finding common ground with a customer and making a connection with that person. Salespeople that take time to listen to a customer and make a connection based on what they hear will leave the customer feeling positive about a purchase.

Reinforce service orientation through communication.

Service orientation refers to understanding what a customer needs. Being service oriented means being skilled at understanding and offering exactly what people desire. Sound communication is an integral component of service orientation as it requires listening to customers to effectively analyze how to fulfill their needs.

Respond to customer inquiries.

Responding to inquiries, or questions, is an important aspect of customer service. Salespeople should be knowledgeable enough about the company and products to answer questions and demonstrate the ability to respond promptly and intelligently to customer concerns. For example, if a customer emails with questions, a prompt response within 24 hours demonstrates the company's commitment to customer service.

Adapt communication to the cultural and social differences.

In today's global world, it is extremely likely that marketing and sales professionals will interact with people who are different than they are. Communication within a diverse setting requires an open mind and the ability to adapt to the other person's needs.

Build and maintain relationships with customers.

Customer relationships are important to a business. Marketers can think of building relationships with customers in the same capacity as team building—it is about working together to solve problems. By identifying and practicing team building skills involving situations with customers, marketers can add value to their company

Did You Know?

Women held 51.5% of management, professional, and related positions in 2016.

Source: bls.gov

by building long-lasting customer relationships. Simple actions like smiling at customers if direct contact is made, remembering their name, and learning some details about them helps facilitate relationship building. This helps customers feel valued and makes them want to continue to do business with a company.

Handle difficult customers.

Inevitably, there will be situations where marketing and sales professionals will interact with customers who are unhappy or disagreeable. Professionals with a customer service mindset focus on remaining friendly and sympathizing with these customers. Listening to customers and offering a way to help find a satisfactory solution can maintain a customer relationship and assure the customer that the company is doing all it can to solve the problem.

Case Study

Ethics in Marketing

Phillip is a marketing researcher for an online retail store. This year has been a tough one for Phillip's company—its market share is small and competitors continue to outperform it. Phillip's boss puts a great deal of pressure on him to find a more effective way to market their products.

Phillip turns to his coworker Shea for help. Shea says that at the company she previously worked for, part of her research involved collecting information about customers' web search history. This helped Shea and her team gain a better understanding of their target market so they could create advertisements directly tailored to their customers' interests. Phillip thinks that Shea's plan could work, but he is hesitant to implement this strategy because there is no disclaimer in the store's policy that informs customers that their information is being collected.

What would you do if you were Phillip? What ethical boundaries may be crossed? What other potential data collection processes could Phillip and Shea use?

Interpersonal Skills with Coworkers and Managers

To collaborate successfully with coworkers and managers, marketing professionals need to identify and practice interpersonal skills to lead discussions, participate in teamwork, and solve problems. Interpersonal skills are particularly needed to participate in problem-solving groups in the workplace. A cohesive team employs interpersonal skills by effectively communicating with team members and reaching a shared agreement on how best to solve a problem. A marketer with strong interpersonal skills is capable of the following critical components of successful teamwork:

Demonstrate collaboration skills through teamwork.

To effectively collaborate through teamwork, marketing professionals use skills such as listening, speaking, and communicating effectively. For example, imagine a marketing research team where each person is charged with gathering separate data points, such as customer surveys, conducting focus groups, and researching competitors. Each marketing researcher must understand and listen to each other as their collective work will lead to greater target market understanding for the company. Each team member has to communicate his or her knowledge and listen to the experience of others to collaborate effectively.

Divide responsibilities and coordinate group members.

Marketers rarely work in isolation, especially in large organizations with many employees serving marketing functions. For instance, a marketing department may include a marketing manager, director of products, marketing assistant, graphic designer, copywriter, social media specialist, sales representatives, consultants, project managers, and more. Working within such professional groups requires one to learn how to coordinate group members and divide group responsibilities. Members should play different roles, as outlined below, to divide group responsibilities.

Facilitators

Facilitators lead group discussions by keeping the group on topic, conflict free, and active in problem solving. Many times, a facilitator exhibits interpersonal skills as he or she must work to maintain harmony within a group and encourage group members to have understanding for and goodwill toward others. If there is a disagreement, the discussion veers off topic, or another problem arises, a facilitator must manage the situation.

Recorders

Recorders capture meeting notes and document decisions made during a group discussion. They are also responsible for distributing notes to group members.

Timekeepers

Timekeepers are responsible for managing time within a group discussion. For example, if a team gets fixated on one issue and a meeting is halfway over, the timekeeper will notify the group of the time remaining so that the discussion can be refocused.

Contributors

Contributors interject opinions, ideas, and suggestions relevant to the group discussion.

Observers

Observers are listeners who absorb group discussion content and provide feedback on how successful the group is in accomplishing its goals.

Develop group processes.

For a marketing group to function successfully, members must use processes. Group processes are the strategies used to accomplish tasks. Bruce Tuckman, a social psychologist, developed a series of group processes, illustrated in *Figure 16.2*, in which one process builds off the next.

Forming: Individuals form a group and become acquainted with one another.

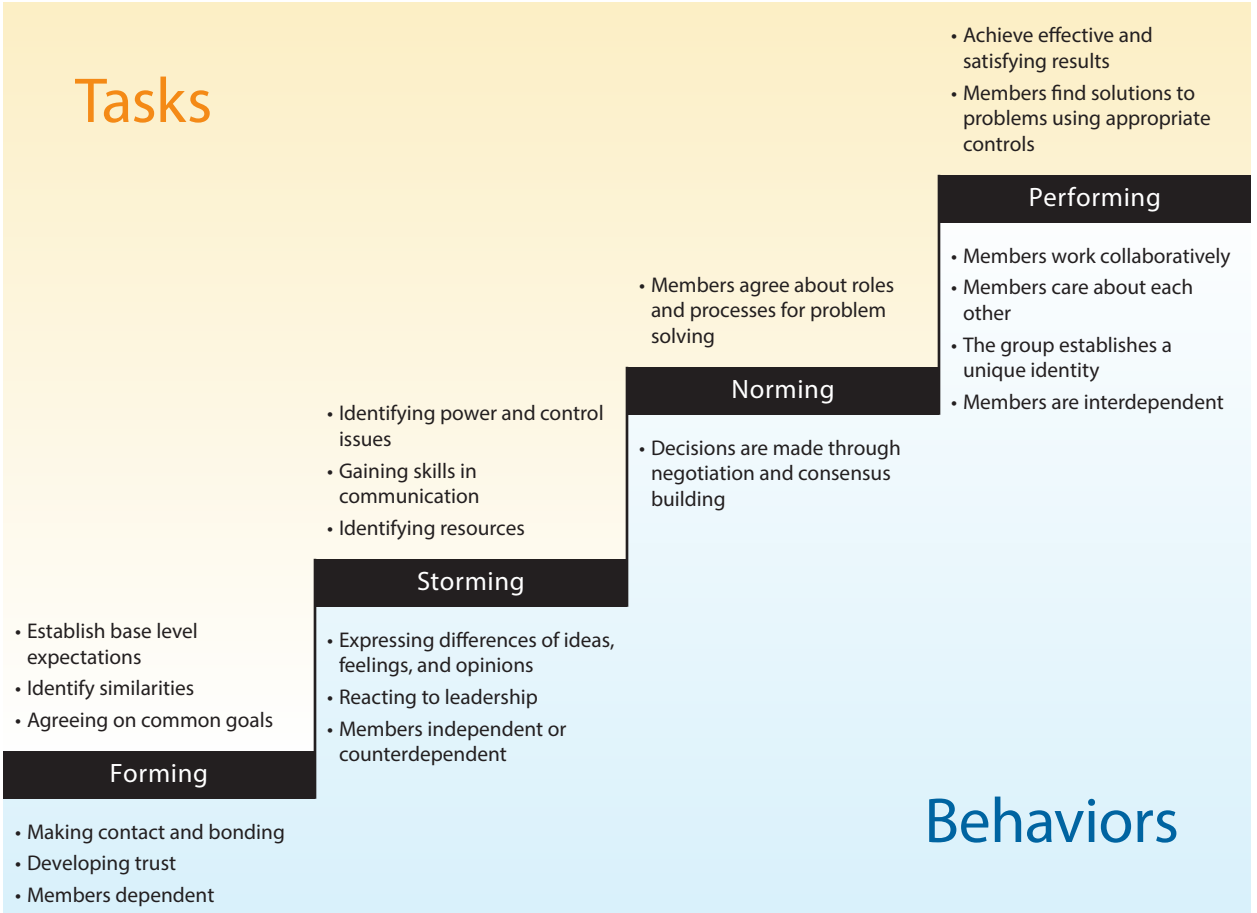
Storming: Group members begin to share ideas and express opinions. This process involves participating in informative and persuasive discussions, which may result in conflict as group members disagree on issues.

Norming: Group members hone their consensus-building skills as they work collaboratively to perform tasks.

Performing: Group members have overcome any conflict and can successfully collaborate with ease.

FIGURE 16.2

Tuckman's Team Development Model



Source: salvos.org.au

Use conflict-resolution skills.

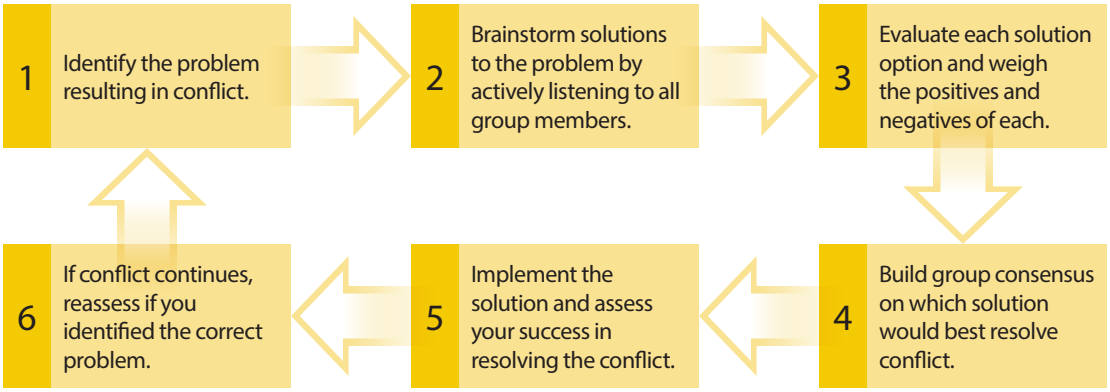
Collaborating within a team requires managing conflicts. Although conflict is often considered negative, it can lead to positive outcomes when disagreements are handled appropriately. Conflict can bring about new ideas on a topic or help solve a problem. However, conflict resolution skills might be required to manage the disagreement when conflict leads to aggressive behavior. **Conflict resolution** refers to the process of managing disagreements within a group to ensure continued productivity.

Identifying solutions to conflict begins by demonstrating correct responses to passive, assertive, and aggressive behaviors. Passive behavior in a conflict is when an individual does not engage or act. For example, if two group members begin arguing and a third member observes without participating, he is exercising passive behavior. Assertive behavior can be seen when an individual acts to solve the conflict in a respectful way. If the passive observer interjects harmony into the argument by mediating between the two group members, he has just moved into an assertive role. Aggressive behavior does not take into consideration others' feelings; it is a disrespectful way of coping with conflict. For example, if the passive observer were to leap out of his seat and begin shouting at his coworkers, his behavior would be considered aggressive.

Managing conflicts is easier when following a conflict resolution process similar to *Figure 16.3* illustrated below.

FIGURE 16.3

Conflict Resolution Model



The conflict resolution model is especially helpful in a negotiation process. The negotiation process involves discussions that settle upon a certain outcome.

Marketers responsible for the place component of the 4 P's often utilize the negotiation process to formulate contracts with suppliers. Price, timing, and quality are all items that may be negotiated before a company agrees to use a specific supplier.

Marketers can manage potential conflicts that may arise by using appropriate negotiation skills, such as the following:

- Demonstrate effective speaking by articulating the position or request clearly
- Demonstrate listening skills by processing and analyzing what the other party says
- Demonstrate assertiveness when making requests
- Apply problem solving to reach a mutual decision that benefits both parties of a negotiation
- Know personal value and communicate it with confidence

Use consensus-building skills.

Consensus means that all members of a group share the same judgment. For example, a marketing team consisting of a manager, social media specialist, and copywriter determine they have a problem with a lack of communication following team meetings. They employ critical-thinking skills to identify solutions to solve the problem. They come up with the following possible solutions:

- Videotape group meetings
- Assign a recorder to write down meeting notes and distribute to the group afterwards
- Everyone records their own notes to be collected in a central location after meetings

After deliberation and discussion, the group reaches a consensus that the most effective solution to the problem is to designate a recorder who will capture key information from the meetings and distribute the notes to all members of the team. This is an example of collaborative critical thinking to solve a problem.

Motivate team members and encourage team building.

Effective team-building skills involving situations with coworkers and managers have a lot to do with personal attitude. One person's sour attitude or poor work ethic can make it hard for the group as a whole to accomplish tasks. Maintaining collaborative partnerships with coworkers and managers requires team members to identify and practice team-building skills by motivating team members to do their best. This is accomplished when team members—especially managers—are positive and supportive of one another, creating a sense of belonging for all team members.

For example, if a group member is struggling to accomplish his or her tasks on time, other members might offer to help or suggest alternative strategies. An effective manager in this situation would not criticize, but rather offer guided support to further develop the sense of team unity. Positive encouragement can go a long way to increasing productivity. Effective team building can be a valuable asset to any marketing department by making the work environment feel welcoming and accomplished.

The Concept of Management

Many marketing careers involve **management**, which is the oversight of processes and making daily decisions in business. To be a marketing manager, interpersonal skills are a necessity as the role involves communicating with multiple people and completing tasks that deliver tangible results and benefits for an organization, such as acquiring and retaining customers. Marketing managers perform tasks such as developing and executing the marketing plan, hiring and training employees, using a customer service mindset, and leading team members in accomplishing goals.

Due to the nature of a management position, marketing managers are expected to uphold ethical behavior and demonstrate strong leadership skills. Effective teams operate under the principles of respect. When codes of conduct are broken—especially by managers—respect can quickly turn to mistrust. Therefore, marketing managers must take their roles as leaders seriously by following expected protocols for social and managerial ethics.

Management Theories

When taking on a management role in marketing, there are many factors to consider. To help managers analyze how they interact with employees, a few examples of common management theories have been developed, including the following:

Classical Management Theory

Classical management was devised in the 1900s to propose that workers have physical and financial needs and that emotions have no place in the workforce. Classical managers give workers simplistic, specialized tasks that are easy to perform. With each worker specializing, productivity can increase according to a classical management style. Financial incentives are offered based on how hard employees work and one single leader makes all decisions for company management without consulting anyone else.

Human Relations Theory

In the 1920s, a professor named Elton Mayo conducted studies that led to the development of human relations theory. He argued that workers have an innate longing to be of value to a group and that developing communication skills and emotional understanding can increase worker productivity. Marketing managers who practice the human relations theory focus on developing relationships with their employees to make them feel safe and secure at work.

XYZ Theory

Douglas McGregor, a social psychologist in the 1960s, developed two models for how managers motivate their employees: Theory X and Theory Y. McGregor argued that Theory X managers view their employees as less hardworking and intelligent than managers. As a result, X managers supervise their workers closely, are quick to scrutinize worker output, and wield as much control as possible over their workers.

Theory Y managers have the opposite perspective—they believe that employees are motivated, intelligent, and hardworking. Y managers do not believe their workers need rewards or incentives and, therefore, see workers as needing little supervision. Y managers attempt to relate to workers on a personal level.

In the 1980s, Theory Z was proposed by Dr. William Ouchi. He advocated for an approach to management that combined elements of X and Y managers. Z managers have high confidence in their employees and focus on company loyalty. By building a positive work environment and investing in the long-term well-being of employees, Z managers incentivize employees to increase productivity. Z managers moderately supervise their employees.

Market This

Sam is the lead sales representative for an exercise studio franchise with locations across California. His primary role is meeting with potential customers, answering their questions, and showing them the features and benefits of membership to the studio. Sam is getting ready to close a sale on a business account in which an employer from a nearby company wants to enroll in a two-year membership contract for all employees as an added job benefit to attract quality talent.

For Sam, the contract would be huge. He's built good rapport with the customer and listened to all of the concerns, agreeing and offering solutions throughout the discussion. He almost has the customer convinced to buy. But now the customer wants to negotiate a steep discount, which is more than Sam can afford to give. He is unsure how to respond to the customer in the negotiation process.

What would you do if you were Sam? What elements of the negotiation process are important for Sam to consider? How can he manage potential conflict with the customer by using appropriate negotiation skills?

Management Styles

In addition to management theories, marketing managers also consider how their style will impact the ability to accomplish tasks and goals. **Management style** is how a manager accomplishes overseeing processes and leading others.

The concept of management involves having great responsibility in directing the operations, activity, and performance of a business. Assuming a management role is challenging—marketing managers must communicate with diverse personalities, keep peace when conflict arises, and motivate team members to stay on task. Ultimately, the manager is responsible for decision-making and the execution of problem solving.

When it comes to decision-making, psychologist Kurt Lewin developed three common management styles, as shown in *Figure 16.4*, that exist within professional organizations. Based on Lewin's research, the democratic method is most effective because group members contribute to decision-making within structured leadership.

FIGURE 16.4

Management Styles

Autocratic	Democratic	Laissez-Faire
An **autocratic** manager exercises decisions without consulting other members of a team.	A **democratic** manager involves group members in the decision-making process by exercising group consensus building.	A **laissez-faire** manager minimizes his or her role in the decision-making process and gives the power of decision-making to group members.

Source: changingminds.org

Managers take on a complex role of directing operations, activity, and performance of a business. Such responsibility requires leadership that will support effective decision making and problem solving.

Practical Marketing

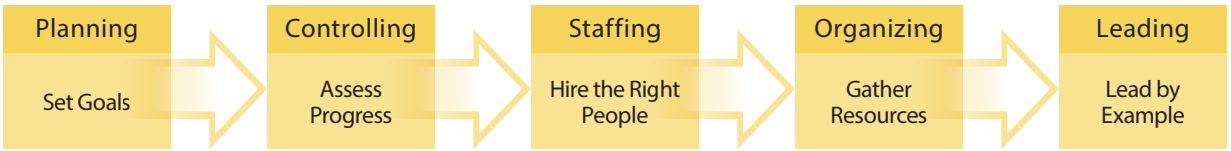
In addition to interpersonal skills promoting face-to-face relationship building, marketers need to utilize communications skills in marketing literature, including print, digital, and broadcast advertisements. For example, the pen manufacturer BIC showed a lack of sensitivity in communication when it released an inadvertently demeaning advertisement towards women on Women's Day. The ad's copy read: "Look like a girl. Act like a lady. Think like a man. Work like a boss." The ad caused controversy and displayed a lack of self-awareness and respect towards women, which was the very notion it was trying to support.

Source: theguardian.com

Management Functions

Marketing managers have specific roles in the organizational function of a business. They help fulfill management functions, which consist of five activities that ensure organizational goals and activities can be accomplished. *Figure 16.5* shows the management functions of planning, controlling, staffing, organizing, and leading.

FIGURE 16.5



Planning

Planning involves setting goals and establishing methods to accomplish them. Effective marketing managers must plan for the goals and activities they want their team to accomplish. Planning can be implemented into a marketing manager's activities in a number of ways, but usually involves four specific types of plans:

1. Strategic plans to meet long-term goals.

Marketing managers help set long-term marketing goals for their organization. Long-term goals typically span more than 12 months and can sometimes be up to several years. Once long-term goals are set, short-term goals are designed to help the marketing team reach the long-term goals.

2. Tactical plans meet short-term goals.

Marketing managers set tactical, short-term goals for themselves as managers, their coworkers, and the organization itself. Short-term goals usually comprise of several months, sometimes up to one year. Tactical plans require managers to lead with efficiency since there is limited time to meet the goal.

3. Operational plans lead to the accomplishment of strategic or tactical goals.

Operational plans are the steps a marketing manager and his or her marketing team will take each day to reach their goals. For example, a marketing manager might require his team to automatically schedule follow-ups with customers or to use specific positive greetings when interacting with customers. Operational plans include specific strategies and details that lead to the accomplishment of wider goals.

4. Contingency plans are backup plans for when operational, tactical, and strategic plans fail.

A prepared marketing manager will always think about a contingency plan in case the main employee for a particular task is not able to perform it in the short term. A **contingency plan** is a plan that can be followed if an original plan is not possible for some reason.

Controlling

The process of controlling is establishing goals and standards, scrutinizing employee progress, and taking corrective action if necessary. Marketing managers implement controlling into their routine by regularly assessing progress toward marketing goals. For instance, a marketing manager might meet with employees at the beginning of the year to set goals. Throughout the year, the manager and each employee will meet to discuss how they are progressing toward the goal, if they need any support, or how they can correct if they have swayed. An effective marketing manager will employ interpersonal skills to steer his or her team toward success without intimidation or criticism.

Staffing

Marketing managers often work in tandem with human resources departments to have some degree of influence over staffing. Staffing includes the procedures related to interviewing, hiring, and training prospective employees. Staffing may also include compensating and evaluating employees. Cultivating a team of hardworking, capable individuals is necessary for success in any venture, which is why staffing is such an important task. Marketing managers must be aware of a company's values and mission to ascertain whether or not a prospective employee would be a good fit for the business.

Organizing

Organizing in management refers to gathering resources needed to fulfill goals. Marketing managers must be highly organized to ensure team success. Organizing might require them to create schedules, set up meetings with employees and customers, detail expectations and tasks to team members, and coordinate collaborative efforts. Those in management positions have a great deal of responsibility—having an efficient organizational system can help mitigate problems and ensure marketing processes operate smoothly.

Leading

Marketing managers must demonstrate leadership skills by setting an example for others to follow in the workplace. Since managers are inherently in a position of authority, their actions influence others. For example, if employees see their marketing manager lie to a customer about a product's features and benefits, they may think it is acceptable to bend the truth as well. Leading in management includes demonstrating positive characteristics and emotional understanding across all situations.

CareerConnections

Art Director

Art directors are responsible for the visual style and images in magazines, newspapers, product packaging, and movie and television productions. They create the overall design of a project and direct others who develop artwork and layouts. Typical responsibilities of art directors includes determining how to represent a concept visually, reviewing and approving designs of staff members, developing budgets and timelines, and presenting designs to clients.

Art directors usually have a bachelor's degree in art or design with five or more years of related work experience. Some art directors go on to earn a master's degree in fine arts. In the advertising and public relations industry, art directors earn an annual salary of $95,000. Salaries are slightly higher in the motion picture and video industries at $112,000.

Source: bls.gov

Chapter Review

Interpersonal Skills

In this chapter, you learned about interpersonal skills and how they are vital in building good relationships with coworkers, customers, and managers. From learning time management principles to acting with honesty and empathy, marketing professionals gain great value in mastering interpersonal skills.

Instructions

Demonstrate your knowledge of this chapter by completing the following review activities.

Note: If you do not have access to the eText of this book, Chapter Review worksheets will be provided by your instructor.

Define Key Terms

Apply your knowledge of the chapter reading by defining key vocabulary terms.

Test Your Knowledge

Test your knowledge of the chapter reading by answering short answer questions.

Read and Write

Review Market This about a salesperson negotiating a sale. Apply what you have learned by writing an essay about the negotiation process.

Listen and Speak

Apply your knowledge of the chapter to create a skit showcasing interpersonal skills.

Create and Design

Use what you have learned in this chapter to identify and practice interpersonal and team-building skills involving situations with coworkers, customers, and managers.