

Business Communication

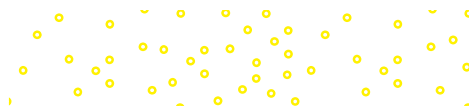
Developing Leaders for a Networked World

Fourth Edition

Peter W. Cardon

University of Southern California

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**BUSINESS COMMUNICATION: DEVELOPING LEADERS FOR A NETWORKED WORLD,
FOURTH EDITION**

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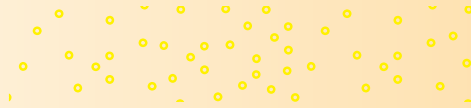
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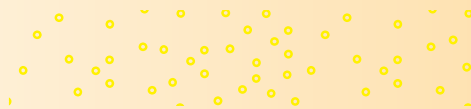
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Dedication

To my daughters: Camilla Jean and Audrey Mei. Your mom and I love spending every day with you. You make me the happiest dad in the world!

—Peter W. Cardon



About the Author



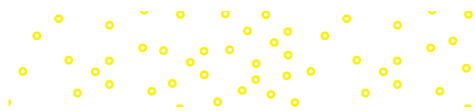
Courtesy of Peter Cardon

Peter W. Cardon, MBA, PhD, is a professor in the Department of Business Communication at the University of Southern California. He also serves as Academic Director for the MBA for Professionals and Managers program. He teaches a variety of courses in the MBA and undergraduate business programs, including management communication, intercultural communication, and new media and communication. With approximately 75 refereed articles, Pete is an active contributor to the latest research in intercultural communication, social networking, team collaboration, and leadership communication. He is proud to engage in a discipline that helps so many business professionals and students reach career and personal goals.

Pete is an active member of the Association for Business Communication (ABC), for which he previously served as president. He currently serves as an Editorial Review Board member for the *International Journal of Business Communication (IJBC)* and *Business and Professional Communication Quarterly (BPCQ)*.

Prior to joining higher education, Pete worked as a marketing director at an international tourism company that focused on the markets of Brazil, South Korea, Japan, and Taiwan. Before that position, he was an account manager in a manufacturing company.

Pete is a strong advocate of global business ties. Having worked in China for three years and consulted in and traveled to roughly 70 countries, he has worked extensively with clients, customers, colleagues, and other partners across the world. To help students develop global leadership skills, he has led student groups on company tours and humanitarian projects to mainland China, Hong Kong, Macao, Taiwan, South Korea, Mexico, and the Dominican Republic. He is an active member of Rotary International, a global service organization committed to promoting peace, fighting disease, providing educational opportunities, and growing local economies.



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Bonus Content  **create**  **connect**

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Developing Leaders for a Networked World



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Welcome to the fourth edition of *Business Communication: Developing Leaders for a Networked World*. Taking Peter Cardon's **practitioner and case-based approach**, this text helps students develop an understanding of how course content applies to the business world. Maintaining a central theme of **credibility**, the fourth edition communicates why **credibility** is essential to effective communication in today's rapidly changing business environment. Cardon's text, integrated with *Connect for Business Communication*, provides a contemporary yet traditional view into the business communication field, empowering students to learn bedrock communication principles while also staying up to date with cultural and **technological** changes in the business world—transforming them into leaders for a networked world.

Credibility

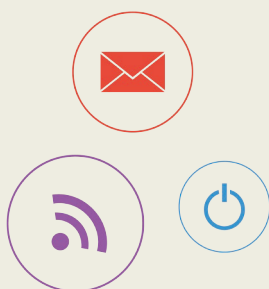
Since professional success often depends on engendering trust within professional relationships, this text begins with a discussion of credibility and refers to it throughout. Principles of relationship-building such as personal credibility, emotional intelligence, and listening hold a prominent role throughout the text.

Effective Writing Builds Relationships

Effective writing in the workplace is essential to building connections and a professional brand. Cardon's three-stage writing process drives excellence in critical thinking, collaboration, and productivity in work relationships. With additional examples of internal messages, Cardon develops the skills used early in a career.

Enhanced Coverage of Technology

This text adopts a visionary view of communication technologies. Cardon's text takes a view of social media use that includes team communication and communication with external partners. The need for students to develop an online professional persona that builds credibility is also addressed. This prepares students for communication in the evolving workplace.



Business Focus

The case-based approach helps students learn how communication can build rich and productive relationships between professionals. Each chapter opens with a short business case, and weaves examples from the case throughout the chapter and into the model documents, engaging readers in the story behind each business message.

Forward-Looking Vision Built on Tradition

While the text stays true to core business communication principles established over many decades, it also goes beyond traditional coverage with inclusion of the latest communication practices facilitated by communication technologies and its enhanced coverage of increasingly important business communication topics such as:

Interpersonal communication (Chapters 2, 3, and 4), social media and technology (Chapters 7 and 8), crisis communication and public relations (Bonus Chapter), oral communication (throughout the text), and business plans and business proposals (Bonus Appendix).

Why Does This Matter?

Each chapter begins with a section that explains why the content is crucial to career success. A URL located at the beginning of these sections direct students to view a short video clip of the author reinforcing this message.

Chapter Takeaways

With graphics and lists, the chapter takeaways engage students with key chapter content, and serve as a reference for applying the principles to their oral and written communication.

Learning Exercises

Each chapter contains engaging learning exercises. These exercises are organized into discussion exercises, evaluation exercises, application exercises, and language and mechanics checks to help students develop expertise in business communication.



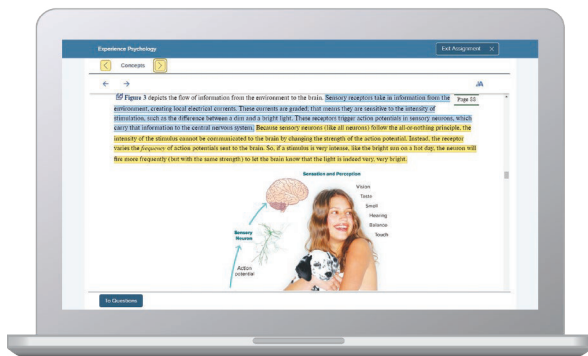
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Grammar and Mechanics

LearnSmart Achieve

Put responsible writing into practice. LearnSmart Achieve develops and improves editing and business writing skills. This adaptive learning system helps students learn faster, study more efficiently, and retain more knowledge for greater success. Visit bit.ly/meetLSAchieve for a walkthrough.

Grammar Quizzes

Students may not think grammar and mechanics are the most exciting topics, but they need to master the basics. Our grammar quizzes within Connect assess students' grammar and mechanics. With a total of 150 auto-graded questions, these are great to use as pre- and post-tests in your courses.

Application

Tegrity: Lectures 24/7

Tegrity in Connect is a tool that makes class time available 24/7 by automatically capturing every lecture. With a simple one-click start-and-stop process, you capture all computer screens and corresponding audio in a format that is easy to search, frame by frame. Students can replay any part of any class with easy-to-use, browser-based viewing on a PC, Mac, iPod, or other mobile device.

Educators know that the more students can see, hear, and experience class resources, the better they learn. In fact, studies prove it. Tegrity's unique search feature helps students efficiently find what they need, when they need it, across an entire semester of class recordings. Help turn your students' study time into learning moments immediately supported by your lecture. With Tegrity, you also increase intent listening and class participation by easing students' concerns about note-taking. Using Tegrity in Connect will make it more likely you will see students' faces, not the tops of their heads.

Test Builder in Connect

Available within Connect, Test Builder is a cloud-based tool that enables instructors to format tests that can be printed or administered within an LMS. Test Builder offers a modern, streamlined interface for easy content configuration that matches course needs, without requiring a download.

Test Builder allows you to:

- access all test bank content from a particular title.
- easily pinpoint the most relevant content through robust filtering options.
- manipulate the order of questions or scramble questions and/or answers.
- pin questions to a specific location within a test.
- determine your preferred treatment of algorithmic questions.
- choose the layout and spacing.
- add instructions and configure default settings.

Test Builder provides a secure interface for better protection of content and allows for just-in-time updates to flow directly into assessments.

Exercises

Each chapter contains exercises that allow students to:

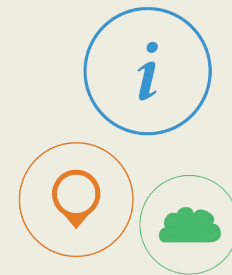
- apply concepts to real-world video cases.
- analyze a case and apply chapter concepts.
- quiz knowledge on grammar and usage.
- demonstrate problem-solving skills through complex examples and diagrams.
- assess students' values, skills, and interests via self-assessments.
- demonstrate knowledge about business models and processes.

Students receive immediate feedback and can track their progress in their own report. Detailed results let instructors see at a glance how each student performs and easily track the progress of every student in their course.

Keeping Up with What's New

The fourth edition of *Business Communication: Developing Leaders for a Networked World* continues to provide results-driven, technology-focused, case-based, and forward-looking content to help business students develop professional credibility for the workplace of tomorrow.

In an increasingly networked world, students will need better interpersonal skills than ever before; they will need better team skills than ever before; they will need better writing skills, especially adapted to new technologies; and they will need stronger presentation skills. This fourth edition contains the following changes to help students succeed:



Chapter 1 (Credibility)

- A new tech tip about developing credibility on LinkedIn.
- A new feature, called Ideas in Action, which appears in each chapter, highlighting a business leader's views on credibility.

Chapters 2, 3, and 4 (Interpersonal, Team, and Global Communication)

- New content about perspective getting and responding to gossip and complaining.
- New content about groupthink.
- Updated information about global etiquette.
- New tech tips and Ideas in Action features.

Chapters 5 and 6 (The Writing Process)

- Half the examples are new and the other half are updated.
- New tech tips and Ideas in Action features.

Chapters 7 and 8 (Technology and Communication)

- Additional content about team messaging.
- Half the examples are new and the other half are updated.
- New tech tips and Ideas in Action features.

Chapters 9, 10, and 11 (Business Messages: Routine, Persuasive, and Bad-News Messages)

- Half the examples are new and the other half are updated.
- Additional exercises are added at the end of each chapter.
- New tech tips and Ideas in Action features.

Chapters 12 and 13 (Business Reports and Proposals)

- Half the examples are new and the other half are updated.
- Additional exercises are added at the end of each chapter.
- New tech tips and Ideas in Action features.

Chapters 14 and 15 (Presentations)

- Half the examples are new and the other half are updated.
- Additional exercises are added at the end of each chapter.
- New tech tips and Ideas in Action features.

Chapter 16 (Employment Communication)

- A new section on professional networking has been added.
- Examples of résumés are updated.
- Additional exercises are added at the end of the chapter.
- New tech tips and Ideas in Action feature.



Appreciation

Thank you to all the reviewers and other business communication instructors who gave advice for the fourth edition. I've made dozens of changes and updates to meet the needs of today's business students based on the recommendations of these reviewers and advisory board members. Each of these instructors is at the forefront of best practices in business communication. Again, I express my appreciation for their advice and time to help improve this learning program. A special thank you to Jennifer Loney and Suzanne Buck for their ongoing support.

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I extend my deepest thanks to the many business leaders and professionals, business communication scholars and instructors, and colleagues and friends who have contributed their valuable ideas. I especially appreciate the efforts of reviewers and other colleagues who reviewed iterations of the previous editions of this product. With each round of reviews, reviewers provided excellent and influential feedback to improve and refine the content. Thank you to each of the following experts in the business communication field who have contributed to the development of this learning program!

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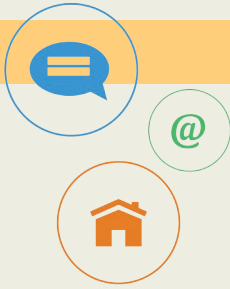
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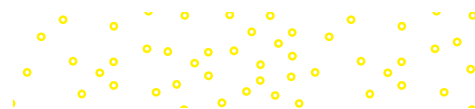
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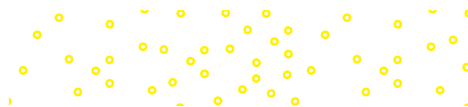
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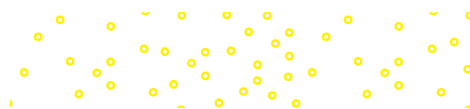
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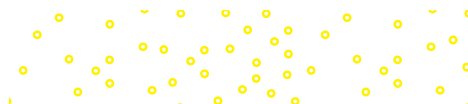


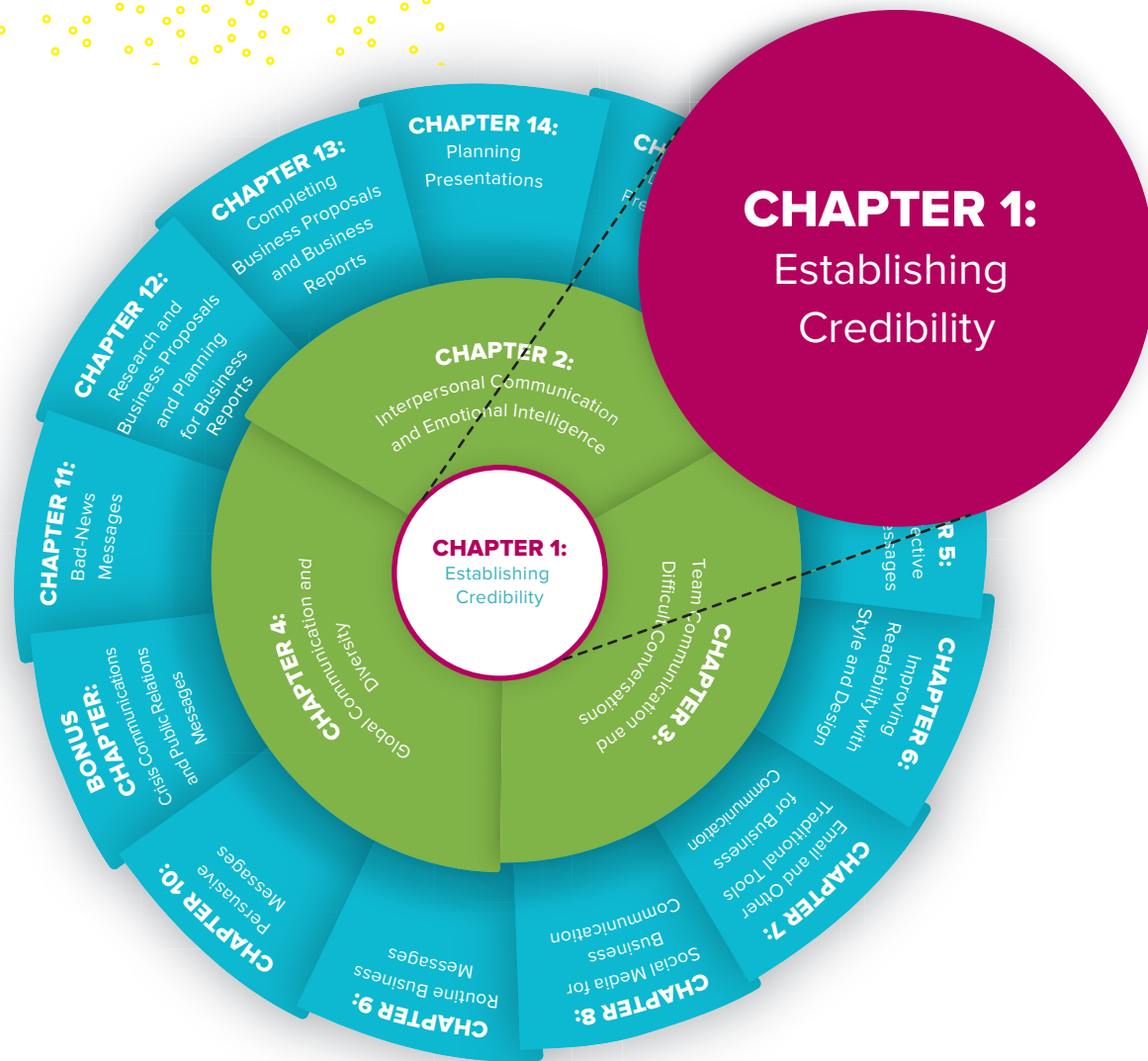
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Bonus Chapter Crisis Communications and Public Relations Messages BC-1

Bonus Appendix Creating Proposals and Business Plans BA-1





ESTABLISHING CREDIBILITY



PRINCIPLES OF INTERPERSONAL COMMUNICATION



PRINCIPLES FOR & TYPES OF BUSINESS MESSAGES



LEARNING OBJECTIVES

After studying this chapter, you should be able to do the following:

- | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>LO1.1 Explain the importance of establishing credibility for business communications.</p> <p>LO1.2 Describe how competence, caring, and character affect your credibility as a communicator.</p> | <p>LO1.3 Define and explain business ethics, corporate values, and personal values.</p> <p>LO1.4 Explain the FAIR approach to ethical business communications.</p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



WHY DOES THIS MATTER?

In most business situations, others make judgments about what you say, write, and do based on your credibility. **Credibility** is your reputation for being trustworthy—trustworthy to perform your work with excellence; to care about those you work with and for; to live by high ethical, corporate, and personal values; and to deliver on your promises. In short, your credibility is the degree to which others believe or trust in you. In this book, we often use the terms *trust* and *credibility* interchangeably.

Business communications occur in the context of working relationships, all of which depend on trust.¹ Credibility has always been important to business relationships, yet its importance has grown in recent years with an increasingly interdependent, knowledge-based workplace.² As one of the foremost thinkers on trust in the workplace, Stephen M. R. Covey made this observation:

Contrary to what most people believe, trust is not some soft, illusive quality that you either have or you don't; rather, trust is a pragmatic, tangible, actionable asset that you can create—much faster than you probably think possible. . . . It is the key leadership competency of the new global economy.³

In this chapter, we discuss the ways that business executives and the business community establish trust. Then, we focus on three components of credibility: competence, caring, and character.⁴ First, however, you will read a short scenario about choosing a mentor. Each potential mentor has credibility but for different reasons.

Hear Pete Cardon
explain why
this matters.

bit.ly/cardon1

LO1.1 Explain the importance of establishing credibility for business communications.

CHAPTER CASE

WHOM DO YOU TRUST AS YOUR MENTOR?



Luis



Sally



Tom



Assume you were hired about a month ago. Your company has a practice of assigning a mentor to new employees during their first six months. You've been told that mentors can have a major impact on your opportunities: your team assignments, your projects, and your overall career development. You've gotten to know some of your new colleagues, and your boss has asked you which one you would like to be your mentor. Read through your impressions of your colleagues below, and consider who would make the best mentor for you.

(Luis character): Siri Stafford/Getty Images; (Sally character): Xi Xin Xing/Getty Images;
(Tom character): Sam Edwards/AGE Fotostock



THE SITUATION

LUIS

Luis has worked at your company for one year. Everyone enjoys working with him. He is always cheerful and happy to see those around him. He consistently finds out what his colleagues need and goes out of his way to help out. Everyone thinks Luis is fun. He likes to go out for a drink after work and gets everyone laughing. Luis is well known for being well connected within your company. One thing that every colleague says about him is that he's honest. He continues to make some rookie mistakes, however, and he has done sloppy work several times when he was up against tight deadlines.

SALLY

Sally has worked at your company for three years. She has a reputation of being a star performer. In fact, she's generally assigned the most important projects for that reason. Colleagues know that when she promises something, she makes it happen. A lot of colleagues think she's excessively critical of others when they fall short of her expectations. A colleague complained to one of the managers, "Sally never gives me a chance to develop my skills. She just takes over the project."

TOM

Tom has worked at your company for four years. He consistently receives excellent ratings on his quarterly performance reviews. He is intensely loyal to his team members, and he does everything he can to make sure they succeed. Recently, one of his team members lost a client because she missed several deadlines. When Tom's boss asked why they lost the client, Tom protected his teammate by saying that the client preferred the services of a competitor.

TASK

Luis, Sally, and Tom are like most people—they have some strengths and some weaknesses. As you read this chapter, you will find that each of them lacks complete credibility but for different reasons. Now, choose your mentor. Whom do you trust to help you succeed in your new position?

The Role of Trust in the Post-Trust Era

Do you operate from a position of trust or credibility? That is one of the first things you should consider as you communicate. In the business world, you often start from a deficit of trust. As a result, one of your first goals should be to gain trust or credibility from colleagues, clients, customers, and other contacts.⁵

Given the major business scandals and high-profile misdeeds in recent years (i.e., Enron, Volkswagen, United Airlines, Wells Fargo), trust in businesses and business executives has dropped to all-time lows. As depicted in Figure 1.1, the trust extended by the general public to business executives is far lower than the trust extended to members of other selected professions.⁶

The public also increasingly views companies and other institutions with less trust. One of the most well-known and publicized trust indexes is developed by Edelman, a prominent communications firm. Edelman experts measure trust in institutions, including business, nongovernmental organizations (NGOs), government, and media in 28 countries. In 2018, public trust in institutions dropped more in the United States than in any other country. Historically, United States was labeled a "trust" country but is now labeled a "distrust" country.⁷

A deficit of trust also exists within companies. In a global study of nearly 10,000 full-time employees, just 49 percent said they trusted their bosses and those working with them.⁸ Furthermore, approximately 76 percent of employees have seen illegal or

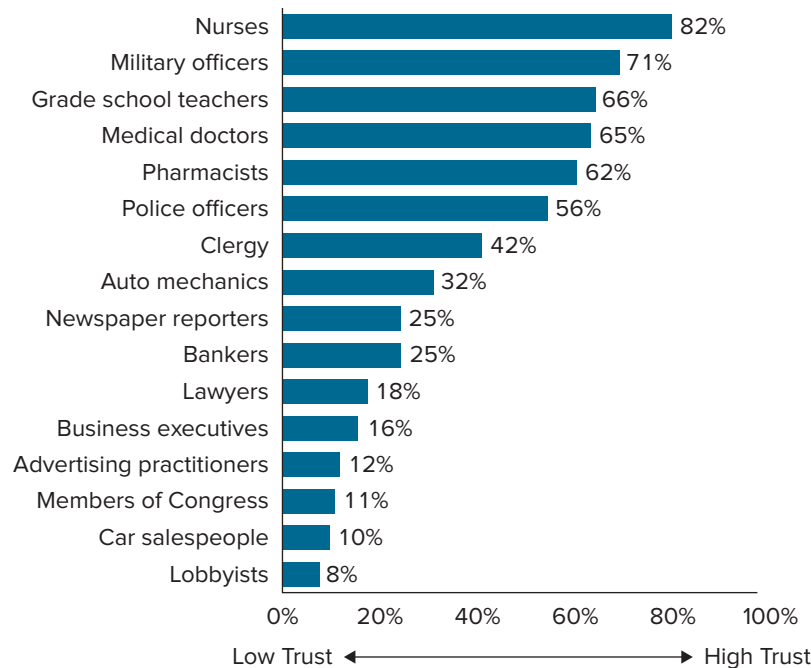


FIGURE 1.1

How Will You Overcome Public Perceptions to Build Credibility?

A Look at Trust in Various Professions

Source: Gallup, Inc.

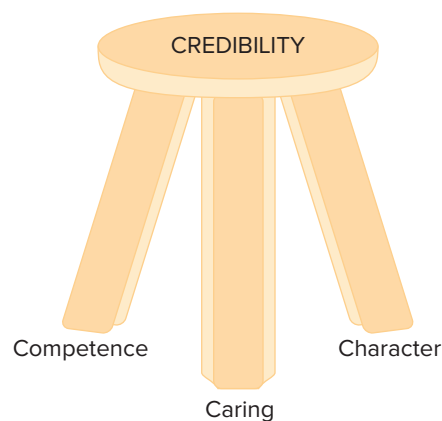
Note: Based on the percentage of American adults who considered members of these occupations "very high" or "high" in honesty and ethical standards in a November 2017 Gallup poll. Available at news.gallup.com/poll/224639/nurses-keep-healthy-lead-honest-ethical-profession.aspx.

unethical conduct in the past 12 months at their jobs.⁹ As future business managers and leaders, you will often find yourself in charge of employees who are accustomed to not trusting those in leadership positions.

A strong predictor of cheating in the workplace is cheating in school. Sadly, recent research has found that cheating is so pervasive that some use the label a *global cheating culture*. Among high school students, 80 percent of high-performing students admit to having cheated, and 50 percent do not believe cheating is wrong. Other research about high school students found that more than 70 percent had engaged in serious cheating, and 50 percent had plagiarized assignments from the Internet. In a study of more than 50,000 undergraduate students in the United States, more than 70 percent admitted to serious cheating. Nearly 80 percent stated that Internet plagiarism was not a serious offense.¹⁰

Perhaps most concerning is that business students are among the worst offenders. When asked in anonymous surveys if they had cheated to get into graduate school, many students admitted to having done so: 43 percent of liberal arts students, 52 percent of education students, 63 percent of medical students, 63 percent of law students, and 75 percent of business students. Think about that! Three-quarters of graduate-level business students admitted to some form of cheating to get into their programs. In another study involving hypothetical ethical dilemmas, convicts in minimum-security prisons scored as high on unethical behavior as MBA students.¹¹ In yet another study of 6,226 undergraduate business students in 36 countries, American business students viewed cheating no differently than did students from countries considered high in corruption.¹²

Michael Maslansky, a leading corporate communications expert, and his colleagues have labeled this the post-trust era. In the **post-trust era**, the public overwhelmingly views businesses as operating against the public's best interests, and the majority of employees view their leaders and colleagues skeptically. Regarding the post-trust era, Maslansky and his colleagues said, "Just a few years ago, salespeople, corporate leaders, marketing departments, and communicators like me had it pretty easy. We looked at communication as a relatively linear process. . . . But trust disappeared, things changed."¹³

FIGURE 1.2**The Three Components of Credibility**

Most of these perceptions about business leaders as untrustworthy are not necessarily fair. Daniel Janssen, former chairman of the board of directors of Solvay (a Belgian chemicals company operating in more than 50 countries), explained the dilemma:

Executives of large companies today are generally perceived as efficient and competent, but also self-interested and ungenerous. However, I think that people who form this opinion are underestimating something of which they lack knowledge. Many executives, in top management and also at other levels, are incredibly generous and not at all self-interested. They do their job and they do it with respect for the common interest. But it is true that capitalism is too often marked by its dark and greedy side.¹⁴

You will often find yourself needing to establish credibility in this post-trust era. As a future manager and executive, you can control your reputation as a credible communicator by focusing on three well-established factors: competence, caring, and character. Research has shown that these three factors almost entirely account for whether a person is considered credible in professional situations. As depicted in Figure 1.2, credibility is like a three-legged stool. Without any one element, it is compromised.

The Role of Competence in Establishing Credibility

LO1.2 Describe how competence, caring, and character affect your credibility as a communicator.



McGraw Hill connect

Visit <http://connect.mheducation.com> for an exercise on this topic.

Competence refers to the knowledge and skills needed to accomplish business tasks, approach business problems, and get a job done. Most people will judge your competence based on your track record of success and achievement.

In her memoir, Meg Whitman, former CEO of HP and eBay, explains how as a young professional she gained credibility and displayed competence within her organization: “I just focused on delivering results,” she said. “You have to excel at the tasks you’re given and you have to add value to every single project, every conversation where someone seeks your input.”¹⁵

People develop competence in many ways: through study, observation, and, most important, practice and real-world work experiences. Your entire business program is likely centered on developing competence in a certain business discipline and/or industry. You may already have significant business experience. If you’re a novice, seeking internships and jobs related to your discipline will help you develop competence.

How you communicate directly affects the perceptions others have of your competence. Throughout this book, you will find an emphasis on two traits associated with competence: a focus on action and an emphasis on results.

A *focus on action* implies that you seize business opportunities. Meg Whitman emphasized this action-oriented approach to work: “The way I usually put it is, the price of inaction is far greater than the cost of making a mistake. You do not have to be perfect to be an effective leader, but you cannot be timid.”¹⁶ She also described an *emphasis on results*:

I don’t believe that all a company needs to do is declare that it has values and then say, “Trust us, we know what’s best.” To be a success, you must identify a goal with a measurable outcome, and you must hit that goal—every day, every month, every year. Trying is important. But trying is not the same as achieving success. . . . [Some] people expect to advance in their careers regardless of results and are surprised when it doesn’t happen. They feel entitled. Their attitude is: “Because I’m here, because I’m me, you owe me.”¹⁷

In the opening scenario in which you chose a mentor, Luis is weakest in competence. While he is strong at caring for others and displaying good character, many people will question his ability to accomplish tasks well. He has less experience than his colleagues and sometimes performs sloppy work. Yet, many people would choose him as their mentor because they trust his ability to find out about their career needs and trust he knows how to connect them to others in the company.

In summary, you demonstrate competence by taking an active role in your business and by getting results. How you communicate your plan of action and the results of those actions will determine how others perceive your competence and your credibility.



Former HP and eBay CEO Meg Whitman frequently shares advice with young professionals about how to develop professional credibility.

Dave Kotinsky/Getty Images

The Role of Caring in Establishing Credibility

Your colleagues, clients, and even your customers will trust you far more if they know you care about them. When asked about what makes a great leader, Lt. Gen. Nadja Y. West, the Army surgeon general, replied, “One characteristic that stands out in all the leaders I’ve seen is empathy. You don’t have to be like everyone else, but you can try to connect with other people. People can tell if you care about them or not.”¹⁸ In the business world, **caring** implies understanding the interests of others, cultivating a sense of community, and giving to others and showing generosity. In the past, caring was seldom discussed as integral to business. Now, it is among the most important abilities for business leaders and managers. In fact, a recent study of business managers found that caring is considered among the top 3 skills or abilities (from a list of 18 skills or abilities) for managers of nearly any business discipline.¹⁹

Understanding the Interests of Others

Your ability to gain credibility strongly depends on your ability to show that you care for the needs of others. Furthermore, your ability to show you care puts you in a rare position as a business leader. After all, less than half (42 percent) of employees believe their managers care about them. Even worse, less than one-third (29 percent) of employees believe their managers care about whether they develop skills.²⁰

Effective communicators gain trust by connecting with others—that is, seeking to understand others’ needs, wants, opinions, feelings, and



Lt. Gen. Nadja Y. West often talks about how leaders must genuinely care for others.

Source: U.S. Department of Defense

aspirations. Virtually every aspect of communication you will focus on in this book relies on this other-orientation.

Cultivating a Sense of Community

The most effective business leaders in today's corporate environment have generally risen to their positions because of their sense of community and teamwork. Meredith Ashby and Stephen Miles recently interviewed hundreds of prominent and accomplished business leaders to answer questions such as *What are the burning issues for corporate leaders today?* and *How do companies identify, attract, develop, and retain the best and brightest people in the workplace?* Here is what they learned from these CEOs:

Most defined their main responsibility as chief executive to be that of inspiring, influencing, setting the direction for, facilitating, coaching, mentoring, and developing their employees. The word "control" was rarely used; instead, they spoke emphatically about the importance of a strong team orientation. Their role was to identify and empower a team, not command it. Indeed, many of them characteristically used the term "we" rather than "I" in discussing success within the organization. Instead of thinking in terms of individual accomplishment, most tended to think in terms of what their management teams had achieved.²¹

Throughout this textbook, you will see techniques for communicating your "we" and "you" orientation rather than a "me" orientation. Speaking about "our needs" or "your needs" as opposed to "my needs" engenders trust and helps you come up with solutions that achieve mutual benefit.

Giving to Others and Showing Generosity

Recent research has shown that most professionals can broadly be characterized as *givers* and *takers*. Givers are those professionals who go out of their way to help colleagues, respond to their requests and needs, and generously support others in the workplace. Takers are those professionals who frequently ask for favors from colleagues yet infrequently volunteer to help their peers in return.

Dozens of studies in recent years show that organizations with more generous and giving employees perform better. Companies with higher percentages of givers achieve higher profitability, higher productivity, and higher customer satisfaction. In addition, these companies experience lower employee turnover rates. These studies also show that givers are more likely than takers to be rated as top performers. (However, givers are also more likely than takers to be rated the lowest-performing employees. In Chapter 2, you'll learn more about strategies to be a giver *and* maintain top performance.)²² Particularly early in your career, you'll find that gaining a reputation for helping your colleagues will open up many professional opportunities and enhance your professional credibility.

In the opening scenario, Sally is weakest in caring. While she is strong at getting the job done and communicating honestly, she often does not seem to act in the best interests of others. She may even be indifferent to the growth of her colleagues. Yet, many people would choose her as a mentor because they could learn from the best and likely participate in the most important projects.

The Role of Character in Establishing Credibility

Warren Buffett, the legendary investor and CEO of Berkshire Hathaway, was recently asked about how he hires people. He responded, "You look for three qualities: integrity, intelligence, and energy."²³ Like Buffett, most people look first and foremost at traits such as integrity and honesty when evaluating the character of others. **Character** refers to a reputation for staying true to commitments made to stakeholders and adhering to high moral and ethical values.

**FIGURE 1.3**

What Determines Trust in Individuals in the Workplace?

For Collaboration on Workplace Projects

Source: Economist Intelligence Unit.

Character is central in creating trust. Consider the recent research, depicted in Figure 1.3.²⁴ Business executives were asked what the most important determinants of trust in workplace projects were. Overwhelmingly, character-based traits—that is, honesty, ethical behavior, and willingness to exchange information—ranked at the top.

In the following sections, we focus on several topics closely related to character: business ethics, corporate and personal values, open and honest communication, a stakeholder view of accountability, and fairness in business communications.

Business Ethics

Business ethics are the commonly accepted beliefs and principles in the business community for acceptable behavior. At a minimum, business ethics involve adhering to laws; safeguarding confidential or proprietary information; avoiding conflicts of interest and misuse of company assets; and refraining from accepting or providing inappropriate gifts, gratuities, and entertainment.²⁵

As far as corporate communications, the dominant business ethic in recent years is transparency. **Transparency** involves sharing all relevant information and decision rationale with stakeholders. You will soon be in leadership positions within your organization. You can create a transparent workplace by being accessible, acknowledging the concerns of others, and following through when you don't have immediate answers. Trust-building behaviors include extending trust, sharing information, telling it straight, providing opportunities, admitting mistakes, and setting a good example by following rules.²⁶

You likely will need to analyze ethical dilemmas in your business program, while training for your job, and once you are on the job. You probably recognize that “making the right choice” is not always obvious. In such situations, where the law and ethical principles do not provide a clear answer, transparency is key: Decision making needs to be open, documented, and based on the collective conscience of your work team and affected stakeholders.

Often, employees fail to speak up when they observe potentially unethical behavior. Business professionals remain silent for four basic reasons: (1) They assume it's standard practice, (2) they rationalize that it's not a big deal, (3) they say to themselves it's not their responsibility, or (4) they want to be loyal.



Warren Buffett often talks about the importance of character.

Bill Pugliano/Getty Images

LO1.3 Define and explain business ethics, corporate values, and personal values.



Visit <http://connect.mheducation.com> for an exercise on this topic.

Prepare now to speak up constructively when you observe unethical behavior. It's part of your job. You can challenge rationalizations with questions such as these:

If this is standard, why is there a policy against it?

If it is expected, are we comfortable being public about it?

*I may be new here, so I might not understand our policy clearly. But, shouldn't we . . . ?*²⁷

When you frame your concerns in terms of benefits to your team or organization, your colleagues and other contacts will often respond appropriately. Over the long run, you will be rewarded for having a reputation of speaking up when ethical dilemmas arise.²⁸

Corporate and Personal Values

Corporate values are the stated and lived values of a company. Most organizations create a **code of conduct** or code of ethics to state their most important values and norms of conduct. Publicly traded companies are required by the Sarbanes-Oxley Act of 2002 to have a code of ethics available to all employees and to ensure that it is enacted. Google's code of conduct espouses values such as "respect for our users," "integrity," "deliver great products and services," and a "supportive work environment." It addresses issues related to harassment, discrimination, bullying, drugs and alcohol, a safe workplace, and even a dog policy. It describes what constitutes conflicts of interest and confidentiality. (See Google's code of conduct at abc.xyz/investor/other/google-code-of-conduct/.) It concludes:

Google aspires to be a different kind of company. It's impossible to spell out every possible ethical scenario we might face. Instead, we rely on one another's good judgment to uphold a high standard of integrity for ourselves and our company. We expect all Googlers to be guided by both the letter and the spirit of this Code. Sometimes, identifying the right thing to do isn't an easy call. If you aren't sure, don't be afraid to ask questions of your manager, Legal or Ethics & Compliance.²⁹

And remember . . . don't be evil, and if you see something that you think isn't right – speak up!

Aligning **personal values**—those values that individuals prioritize and adhere to—with corporate values is an important element of character. After all, if one is living corporate values that do not match one's personal values, then there is a lack of integrity. Paul Polman, CEO of Unilever, was recently interviewed about the importance of corporate values:

One thing I've learned over the course of my career is that if your values—your personal values—are aligned with the company's values, you're probably going to be more successful in the long term than if they are not. Because if they aren't, it requires you to be an actor when you go to work or to have a split personality.³⁰

Open and Honest Communication

In Tamar Frankel's excellent book on the role of honesty in American business culture, she chronicles the increasing abuses of honesty, including health care fraud, insurance fraud, check fraud, consumer fraud, identity theft, and student cheating, to name a few. She concludes her work with an appeal for more honesty:

The goal of honesty is not to reduce competitive ardor but to channel it in less destructive ways. Honesty encourages competition on the merits and prohibits competition by cheating. Honesty brings better quality of products and services and less shoddy products and fake services. If businesses do not compete on fraud, they can be more successful in gaining and retaining customers.³¹

Frankel's point about honesty at an institutional level also applies on a personal level. By staying honest in all situations and avoiding cutting corners in any manner, you allow yourself to perform based solely on merit. Over the long run, complete honesty not only forges your character, it helps you develop and maximize your competencies.

Nothing short of complete honesty is demanded in business for several reasons. First, the price of dishonesty on financial performance can be devastating. Over her corporate career, Meg Whitman became adept at identifying when executives were avoiding reality: “At some companies, board meetings are mainly a mind-numbing series of *happy PowerPoints*. From the agenda and the demeanor of the CEO, you would think that all is sweetness, light, and ice cream.”³² Her comment points to three important issues. First, by avoiding open and honest communication of business problems, employees doom a business to poor financial performance. Second, dishonesty is among the primary reasons for lower employee morale. Nearly six in ten employees say that they’ve left an organization because of lack of trust—the key reasons being lack of communication and dishonesty.³³ Finally, dishonesty can be reason for dismissal. In some cases, dishonesty can destroy careers and even result in criminal charges.

Some business executives and managers view slight deviations from the truth in small matters as inconsequential. Often, they feel, these small lies are expressed with no ill will and without much impact on important business matters. Yet, experienced executives and management consultants have observed how damaging even minor dishonesty can be. Drs. Dennis S. Reina and Michelle L. Reina focus on this point in their book *Trust and Betrayal in the Workplace*:

There was a time, many years ago, when we too assumed that what broke the delicate fiber of trust in relationships were large acts that had significant impact. However, our research and work over the last fifteen years have taught us differently. What gradually erodes trust and creates a climate of betrayal in our workplaces today are small, subtle acts that accumulate over time. When we don’t do what we say we will do, when we gossip about others behind their backs, when we renege on decisions we agreed to, when we hide our agenda and work it behind the scenes, and when we spin the truth rather than tell it, we break trust and damage relationships.³⁴

Today, most organizational cultures are moving to flatter, more open communication structures. However, you will also find yourself in many situations where confidentiality is mandated. Companies often direct employees to maintain confidentiality about information that can harm profitability, productivity, and employees within the organization if it is disclosed. In some cases, confidentiality is required by legal considerations, such as laws regarding medical records, disclosure of insider information, or copyrights. In other cases, you may need to protect intellectual property. When Apple rolled out the iPhone, employees underwent a code of silence for months when they could not even talk about their work to family members. In fact, until the release of the iPhone, many Apple employees could not even speak about certain iPhone features to Apple employees in other divisions.³⁵

A Stakeholder View of Accountability

A sense of accountability implies an *obligation* to meet the needs and wants of others. It also involves an *enlarged vision* of those affected by your business activities. It takes a **stakeholder** view that includes all groups in society affected by your business.

In a commencement speech to business students at UCLA, Robert Eckert, then CEO of Mattel, spoke about trust and, in particular, the sense of accountability that is needed among business executives and managers. He concluded his speech this way:

You are the future leaders of business. And when it comes to trust, your leadership style affects those you are leading. . . . As you go to work, your top responsibility should be to build trust. To perform every day at the highest standards. Not just for yourself, but for your team, for your supervisor, for the consumer, for the company’s shareholders, for the rest of us in business. . . . It’s day one of the next chapter of your life, and I’m putting my trust in each of you.³⁶

Thus, a sense of accountability involves a feeling of responsibility to stakeholders and a duty to other employees and customers. By placing a rationale for accountability in your communications, you will generate substantial trust and goodwill from others.

LO1.4 Explain the FAIR

approach to
ethical business
communications.



Visit <http://connect.mheducation.com> for an exercise on this topic.

Fairness in Business Communications

Generally, others' perceptions of your character—your unquestioned adherence to personal and corporate values—are largely determined by your communications. Moreover, your colleagues, clients, and customers will gauge your communications based on a judgment of how fair they are.

Thus, in all your communications, you should consider whether you are being fair to others. For routine communications, you make this calculation quickly. For important, less straightforward, and perhaps even controversial communications, you should spend a significant amount of time evaluating the best way to be fair. You might consider talking to your supervisor, peers, and other trusted individuals to appraise the situation. Meg Whitman explained this principle based on her experience at eBay:

Ultimately the character of a company, like the character of a person, is an accumulation of many, many moments when the choices are not necessarily clear and we make the best decisions we can. But over time the logic and reasoning that we use to make those decisions, the moral compass to follow in making those decisions, is the essence of our authentic self, our character.³⁷

One way to evaluate your communications is to use the *FAIR test* (see Figure 1.4). The FAIR test helps you examine how well you have provided the *facts*; how well you have granted *access* to your motives, reasoning, and information; how well you have examined *impacts* on stakeholders; and how well you have shown *respect*. As you respond to questions such as those posed in Figure 1.4, you ensure that your communications are fair to yourself and others.

Applying the FAIR test is especially important for high-stakes messages. Consider how Tim Cook, CEO of Apple, responded to a February 2016 court order to force Apple to bypass the security functions of the iPhone of one of the San Bernardino terrorists. Explaining that Apple should focus on the privacy and security of its customers, he resisted the court order and wrote a letter to Apple customers and spoke repeatedly to the media to defend Apple's position.³⁸

This was clearly a polarizing and divisive situation, with roughly 51 percent of Americans thinking Apple should follow the court order and unlock the iPhone while about 38 percent thought Apple should resist the order to unlock the iPhone.³⁹ Most tech companies and advocacy groups, such as the American Civil Liberties Union (ACLU) and the Reform Government Alliance, lined up behind Apple. Yet, government agencies and law enforcement groups tended to oppose Apple's position. The top two members of the Senate Intelligence Committee, one a Republican and the other a Democrat, sided with the FBI.⁴⁰

Accurately portraying the *facts* in such a complex situation is challenging. Tim Cook, in an open letter to customers and in media interviews, explained Apple's position that it should protect customers' privacy and security and provided what he viewed as the technical and legal facts of the case. Cook suggested that to comply with the court order, Apple would have to create a backdoor that could be used to violate the privacy and security of any iPhone user. He explained that Apple's position of protecting customers was the moral high ground. Some questioned whether Apple was accurately portraying the government's request. For example, Bill Gates and other experts suggested that the government's request was for a particular case (helping unlock a single phone) rather than creating a solution that would make all other phones vulnerable or less secure. In other words, some experts thought Tim Cook was exaggerating the nature of the FBI's request.⁴¹

Providing *access* to your real motivations and explaining how you made your decisions can also prove challenging in complicated and emotionally charged situations. Cook explained to customers and the media that Apple's motivation was to protect its customers' privacy and security. Most people viewed Cook as a sincere champion of digital privacy. Yet, some questioned Apple's stated motivations. For example, a *Los Angeles Times* journalist noted that Apple's defiant approach in the United States differed markedly from its approach in China, where it complied with a variety of government requests that made iPhone users' data less secure. The journalist noted that Apple's primary motivation could be profitability. In North America and Europe,

Are Your Communications FAIR?

Facts (How *factual* is your communication?)

- Have you presented the facts correctly?
- Have you presented all the relevant facts?
- Have you presented any information that would be considered misleading?
- Have you used the facts in a reasonable manner to arrive at your conclusions and recommendations? Would your audience agree with your reasoning?

Access (How *accessible or transparent* are your motives, reasoning, and information?)

- Are your motives clear, or will others perceive that you have a hidden agenda?
- Have you fully disclosed how you obtained the information and used it to make your case?
- Are you hiding any of the information or real reasons for making certain claims or recommendations?
- Have you given stakeholders the opportunity to provide input in the decision-making process?

Impacts (How does your communication *impact* stakeholders?)

- Have you considered how your communication impacts all stakeholders?
- Have you thought about how your communication will help or even hurt others?
- How could you learn more about these impacts?

Respect (How *respectful* is your communication?)

- Have you prepared your communication to recognize the inherent dignity and self-worth of others?
- Would those with whom you are communicating consider your communication respectful?
- Would a neutral observer consider your communication respectful?

FIGURE 1.4

The FAIR Test of Ethical Business Communication

where Apple had relatively flat sales, defying the government was less risky politically and financially. On the other hand, Apple's top market for iPhones was China and sales in China were booming. Taking a strong position in China would be much riskier to Apple. Some observers noted that Apple was unwilling to so defiantly stand on principle in the Chinese market.⁴²

Evaluating *impacts* requires a stakeholder view. Tim Cook argued that resisting the court order served the privacy and security interests of its customers and the public at large. Yet, some people felt Cook was not taking national security concerns seriously enough and wasn't paying enough attention to the needs of victims. A group of victims of the crime joined a collective lawsuit to force Apple to help unlock the iPhone of one of the terrorists.⁴³ The FBI director specifically stated that the FBI's primary goal was to get justice for the victims of this crime and was not seeking to create a precedent to force tech companies to reduce privacy.⁴⁴

With such a divisive issue, showing *respect* to those with different views is particularly important. In Cook's open letter to customers, he attempted to show respect for the FBI and those with similar views to the FBI. He used phrases such as "We have great respect for the professionals at the FBI, and we believe their intentions are good" and "While we believe the FBI's intentions are good, it would be wrong for the government to force us

Technology Tips

PROJECTING PROFESSIONAL CREDIBILITY ON YOUR LINKEDIN PROFILE

You likely have a LinkedIn profile, but have you thought carefully about how well you project professional credibility?

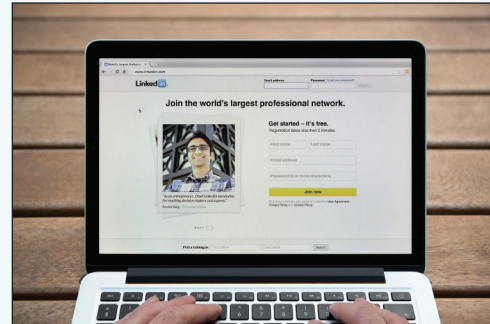
Thinking about strategies to show competence, caring, and character in your LinkedIn profile will enhance your professional credibility.

Your *competence* is displayed through clear descriptions of your professional and school achievements and skills.

Your *caring* is demonstrated with qualities such as customer orientation, teamwork, and passion for your organizations.

You can demonstrate your *character* with traits such as reliability, honesty, and commitment to values. Often, you can demonstrate these traits by getting the recommendations and endorsements of others.

Your challenge: Evaluate your LinkedIn page in terms of competence, caring, and character. What is one way you can improve your LinkedIn profile and LinkedIn activity for each of these aspects of credibility?



You can demonstrate your professional credibility with your LinkedIn profile.

M4OS Photos/Alamy Stock Photo

to build a backdoor into our products.” Yet, some observers thought the tone of some comments unnecessarily attacked the motives and integrity of FBI professionals, such as the following statement: “The FBI may use different words to describe this tool, but make no mistake: Building a version of iOS that bypasses security in this way would undeniably create a backdoor. And while the government may argue that its use would be limited to this case, there is no way to guarantee such control.”⁴⁵

Applying the FAIR test to Tim Cook’s letter and media interviews shows the complicated process of developing messages that accurately provide *facts*, grant *access* to motivations and information, consider the *impacts* on all stakeholders involved, and show *respect* for all parties involved. In Exercises 1.16 and 1.17 at the end of the chapter, you can see additional resources to evaluate Cook’s communications in this situation.

Returning to the opening chapter scenario, Tom is weakest in character. While he performs at a high level and displays commitment and interest in those around him, he is not always honest. Many professionals will find it hard to consider him credible for this reason. Yet, some people would choose him as a mentor because they believe he will act in their interests and he can help secure important projects.

How You Can Improve Your Communication Skills

Establishing credibility will help you build high-trust relationships and communicate more effectively. In high-trust relationships, since individuals willingly and freely give the benefit of the doubt, communication is simpler, easier, quicker, and more effective.⁴⁶ As Dr. Stephen R. Covey, among the most respected management writers of the past three decades, stated regarding trust:

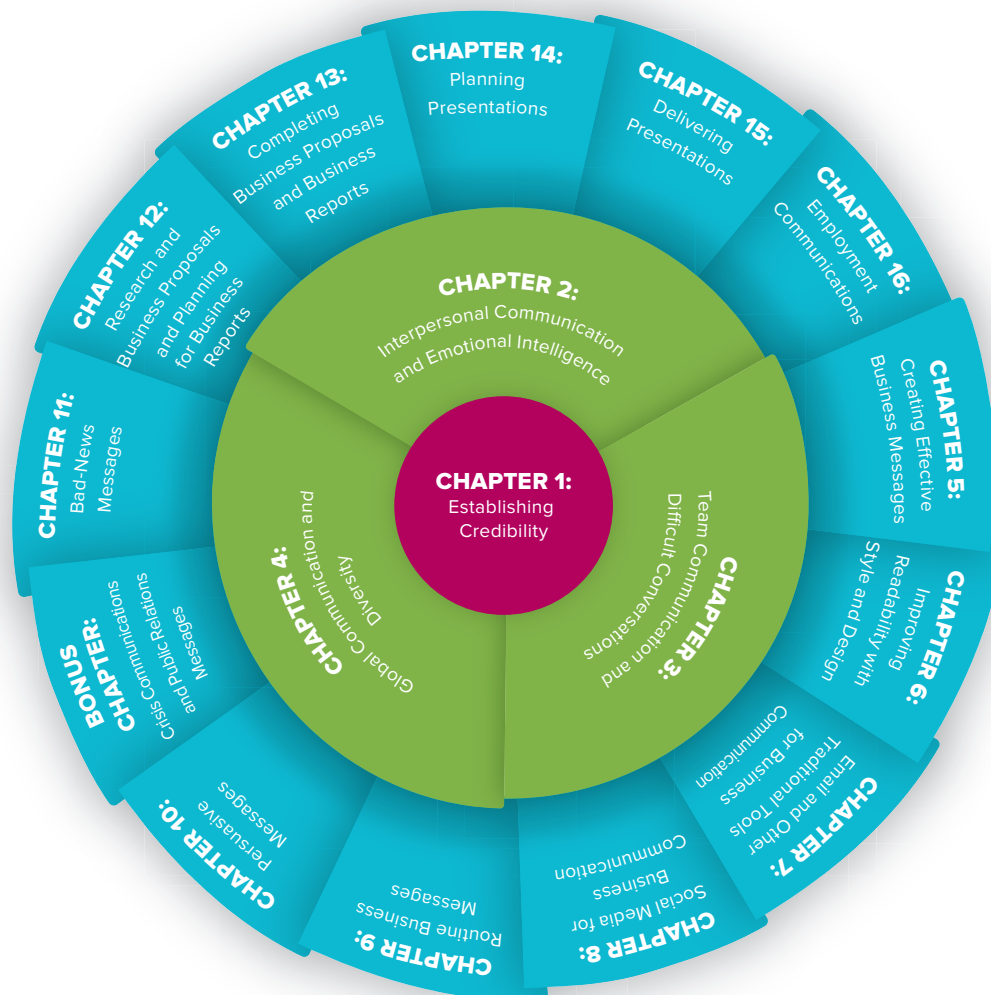
It simply makes no difference how good the rhetoric is or even how good the intentions are; if there is little or no trust, there is no foundation for permanent success. . . . What we are communicates far more eloquently than anything we say or do. We all know it. There are people we trust absolutely because we know their character. Whether they’re eloquent or not, whether they have the human relations techniques or not, we trust them, and we work successfully with them.⁴⁷

This textbook is designed to help you improve your skills in a variety of professional settings so that you can become a credible and trusted communicator. Overall, you may feel that you excel at some communication skills but not others. For example, you may feel more confident in your presentation skills than your writing skills, or vice versa. Regardless of your present skill level, this textbook gives you opportunities to deliberately and consciously elevate your communication skill set. It also gives you tools to continue developing your communication abilities over the course of your career.

Figure 1.5 provides an overview of the topics we will cover in this textbook. Chapter 1 focused on the credibility of the communicator, since at the core of all communication

FIGURE 1.5

Overview of Book



ESTABLISHING CREDIBILITY

PRINCIPLES OF INTERPERSONAL COMMUNICATION

PRINCIPLES FOR & TYPES OF BUSINESS MESSAGES

is the issue of trust (explored further in the Ideas in Action feature with Mary Barra of GM). The techniques and skills covered in the rest of this textbook are of little use if you are not considered credible.

Once you have established yourself as a credible communicator, the techniques and skills in other chapters can greatly increase your communication effectiveness and career opportunities. Thus, later chapters focus on core principles, such as the interpersonal communication process, emotional intelligence, active listening, teamwork, and intercultural communication (the middle ring in Figure 1.5). These chapters lay out principles that also are important for written communication. For example, we discuss the listening-centered approach to communication, which is critical to effective writing.

You will also find chapters about planning and preparing written messages: routine messages, persuasive messages, email messages, and bad-news messages. And you will learn about conducting business research, writing business reports, and delivering presentations. You will work at developing résumés and preparing for job interviews.

As you read this book, you will be invited often to reflect about what you are reading. Try to apply what you read to your current challenges and your past experiences. Envision what you want to accomplish in your career. Imagine yourself communicating in business situations. Mentally evaluate your strengths and weaknesses. Turn off your phone and television. Reflect. You will be rewarded often during your career for staying aware of your communication skills and striving for consistent progress.⁴⁸



IDEAS IN ACTION

LEADING WITH CREDIBILITY

Mary Barra of GM

Mary Barra joined General Motors (GM) as an intern when she was 18 years old. Roughly 35 years later she became the CEO. Within a few days of becoming CEO, GM faced one of its most serious crises in its history with widespread safety concerns about GM vehicles. Faulty ignition switches had caused at least 50 deaths. Within her first year as CEO, GM initiated 84 safety recalls for over 30 million vehicles. GM faced a major deficit of trust with the public. She is credited with rapidly shifting the GM culture and using her personal credibility to rebuild GM's reputation.

Barra often speaks about the importance of various aspects of credibility. Regarding character, she constantly promotes transparency, honesty, and high values. She refers to core values as “your North Star.” She maintains that leaders demonstrate real integrity during rough times: “It’s really easy to live your values when things are going well; it’s more difficult when the going gets tough. It’s important for colleagues and employees to trust that you will make the right decision, no matter the circumstance.” She tells aspiring leaders, “If your values are little more than words on a page, they won’t mean much to you or the people on your team. But when you do what you say you are going to do—in both results and behaviors—that’s when you begin to build trust and earn respect.”

Regarding caring, Barra frequently encourages professionals to focus on the needs of others and to build meaningful, long-term relationships. She explains, “I follow the words of Theodore Roosevelt: ‘Nobody cares how much you know, until they know how much you care.’ There’s no shortcut to earning respect. Your relationship with your team is like any other relationship—you can’t build it the moment you need it. You build it over time.” She further describes the role relationships play in business: “At the end of the day, all businesses are about people first—because the only way we can build genuinely successful businesses is to build lasting relationships inside and outside the company.”

Regarding competence, Barra is known for her business and technical abilities. A problem solver by nature, she is known for a track record of results. As a leader, she is constantly urging GM employees to develop their skills and create innovative, forward-looking solutions.

Mary Barra has infused credibility into GM's culture with an emphasis on integrity, transparency, collaboration and teamwork, innovation, and accountability. She is counting on these values to help GM become widely known as a tech company that makes the electric and autonomous vehicles of the future.



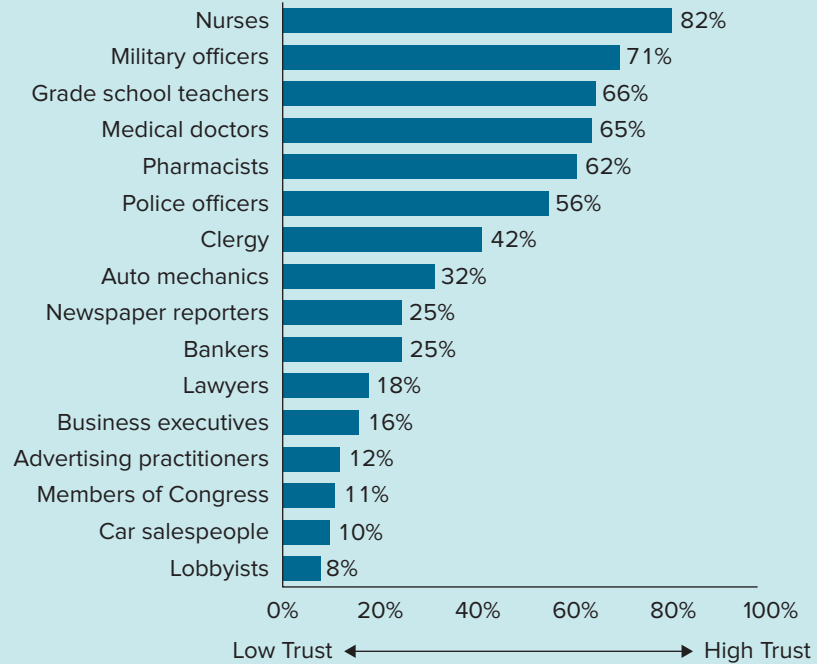
Tribune Content Agency LLC/Alamy Stock Photo

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Chapter Takeaway for *Establishing Credibility*

LO1.1 Explain the importance of establishing credibility for business communications.

You often operate from a deficit of trust when conducting business. In the **post-trust era**, skepticism is high. By establishing credibility, your colleagues, clients, customers, and other contacts will respond far more favorably to your communications.



LO1.2 Describe how competence, caring, and character affect your credibility as a communicator.

At the heart of effective business communication is **credibility**. It is a reflection of your competence, caring, and character.

Competence relates to your proven set of skills and knowledge to accomplish business tasks. Others will judge you by your track record of success.

Caring shows that you will act in the interests of others, cultivate a sense of community, and demonstrate accountability to others.

Character shows that you will adhere to high personal, corporate, and business values. You can be counted on to do the right thing.

LO1.3 Define and explain business ethics, corporate values, and personal values.

Business ethics are the commonly accepted beliefs and principles in the business community for acceptable behavior. **Corporate values** are those values that are the stated and lived values of a company. They are often provided in a formal code of conduct. **Personal values** are those values prioritized and adhered to by individuals.

LO1.4 Explain the FAIR approach to ethical business communications.

FAIR TEST

Facts: How *factual* is your communication?

Access: How *accessible* or *transparent* are your motives, reasoning, and information?

Impacts: How does your communication *impact* stakeholders?

Respect: How *respectful* is your communication?

See example questions for the FAIR test in Figure 1.4.

Key Terms

business ethics, 9
caring, 7
character, 8
code of conduct, 10

competence, 6
corporate values, 10
credibility, 3
personal values, 10

post-trust era, 5
stakeholder, 11
transparency, 9

Discussion Exercises

Note: Check with your instructor to see how she or he would like you to approach these exercises. Sometimes, you will work individually; other times, you'll work in teams.

1.1 Chapter Review Questions (LO1.1, LO1.2, LO1.3, LO1.4)

Answer each of the following questions with one to three paragraphs:

- Explain the importance of establishing credibility in business communications.
- Explain the three components of credibility: competence, caring, and character. How do they interrelate?
- Define and explain business ethics, corporate values, and the relationship between them.
- Explain the FAIR approach to evaluating ethical business communications.
- Describe how credibility impacts communication efficiency and effectiveness.

1.2 Ideas in Action (LO1.1, LO1.2, LO1.3, LO1.4)

Read the Ideas in Action with Mary Barra of GM, and write a one- or two-paragraph response to each of the following questions:

- What points does Mary Barra make about the impact of competence in establishing credibility?
- What points does she make about the impact of caring in establishing credibility?
- What points does she make about the impact of character in establishing credibility?
- Which of her comments or experiences do you view as particularly insightful or helpful? Why that one?

1.3 Character and Rules (LO1.2)

As a former chair of the U.S. Federal Reserve once said, "Rules cannot take the place of character." In two to three paragraphs, explain what you think he meant by this statement.

1.4 Transparency (LO1.3)

As Drs. Dennis S. Reina and Michelle L. Reina explained in their book *Trust and Betrayal in the Workplace*, "Some leaders assume that . . . they are obligated to tell employees only what they specifically need to do their job. This couldn't be further from the truth."⁴⁹ In three to five paragraphs, explain the meaning of this statement. Why might leaders provide information about their activities and decision making, even when employees may not be directly affected?

1.5 Gather Information from Websites about Ethics in Business (LO1.3)

Read at least three blogs or articles about trust and/or ethics from a reputable organization or other source. Choose an issue that interests

you, and in four to five paragraphs, summarize key findings related to that issue. Consider the following options for gathering information:

- Ethics and Compliance Initiative (www.ethics.org)
- Institute of Business Ethics (www.ibe.org.uk)
- Society of Corporate Compliance and Ethics (www.corporatecompliance.org)
- Business Ethics* magazine (<http://business-ethics.com>)
- International Business Ethics Institute (www.business-ethics.org)
- Edelman website about trust (www.edelman.com/trust-barometer)

1.6 Watch Interviews with Business Executives about Credibility and Corporate Values (LO1.2, LO1.3)

Watch at least three videos of interviews with executives talking about corporate values. In four to five paragraphs, summarize what you learned. Consider the following options for gathering information:

- Go to CNBC's website (www.cnbc.com) and search with terms such as *ethics*, *integrity*, *character*, *credibility*, *values*, and/or *corporate values*; then, apply the filter for video content and search for CEO interviews about corporate values or corporate culture.
- Go to YouTube and search with terms such as *business ethics*, *corporate values*, *core values*, and *corporate culture*. Select videos of business executives and managers speaking about corporate values. Choose videos that are five minutes or longer.

1.7 Learn about Corporate Citizenship (LO1.3)

In recent years, companies have increasingly focused on their social responsibility. Many companies refer to the actions they take to help or give back to society as *corporate citizenship*. Learn about corporate citizenship from at least three reliable organizations or sources. In four to five paragraphs, summarize what you've learned. Consider the following options for gathering information:

- Boston College Center for Corporate Citizenship (www.bccccc.net/index.cfm?pageId=2053)
- Forbes* Special Section on America's best corporate citizens (www.forbes.com/just-companies/)
- World Economic Forum special section on corporate global citizenship (<http://web.worldbank.org/archive/website00818/WEB/OTHER/GLOBAL-3.HTM>)
- Santa Clara University Markkula Center for Applied Ethics (www.scu.edu/ethics/)

1.8 Identify Specific Approaches to Corporate Citizenship (LO1.3)

Choose a company and analyze its corporate citizenship measures. In four to five paragraphs, explain the company's major corporate citizenship initiatives and how they reflect its core values. Generally,

you can find a corporate citizenship page at a company's website by navigating within sections with titles such as "About Us," "Company Overview," "Public Relations," "Media," and so on. If you are unsure which company you would like to learn about, consider the following:

- Boeing (www.boeing.com/companyoffices/aboutus/community/)
- Citigroup (<https://www.citigroup.com/citi/about/citizenship/>)
- Accenture (www.accenture.com/us-en/company/citizenship/Pages/index.aspx)
- IBM (www.ibm.com/ibm/responsibility/initiatives.html)

1.9 Business Ethics and Changing Values (LO1.3)

David Pottruck, former president and co-CEO of the Charles Schwab Corporation, explained the following regarding ethics and law:

At Schwab, we are constantly looking for new ways to express our values without compromising them. For example, we built the company on the principle of "no conflict of interest." For many years, we defined that principle as "we will not give investment advice," because we equated advice with the old-line practice of selling hot stocks to maximize brokerage commissions. When we found that our customers were demanding advice from us, we realized that our business model, one that did not compensate brokers for sales, made it possible for us to give advice and continue to avoid conflict. We changed our practice to give the customers what they wanted, expert advice that is "objective, uncomplicated and not driven by commission," and at the same time we strengthened our commitment to our values. We feel that was a highly responsible change.⁵⁰

In three to five paragraphs, discuss whether you think corporate and personal values can and/or should change over time. Specifically discuss Pottruck's statements.

1.10 Watch Ted Talks about Credibility and Trust

Watch a TED Talk about credibility and trust. You might consider one of the following:

- "How to Build and Rebuild Trust" by Frances Frei (www.ted.com/talks/frances_frei_how_to_build_and_rebuild_trust)
- "We've Stopped Trusting Institutions and Started Trusting Strangers" by Rachel Botsman (https://www.ted.com/talks/rachel_botsman_we_ve_stopped_trusting_institutions_and_started_trusting_strangers?language=en)
- "What We Don't Understand about Trust" by Onora O'Neill (https://www.ted.com/talks/onora_o_neill_what_we_don_t_understand_about_trust)
- "What Really Motivates People to Be Honest in Business" by Alexander Wagner (www.ted.com/talks/alexander_wagner_what_really_motivates_people_to_be_honest_in_business)
- "How to Spot a Liar" by Pamela Meyer (www.ted.com/talks/pamela_meyer_how_to_spot_a_liar)

Write three to five paragraphs about the following:

1. A brief summary (four to five sentences) of the talk.
2. Two or three insights about credibility.
3. Two or three related recommendations for how professionals can act with higher credibility.

Evaluation Exercises

1.11 Compare Two Individuals' Credibility (LO1.1, LO1.2)

Think about two people—one whom you trust implicitly and another whom you do not trust. Ideally, these should be two people you currently work with or have worked with in the past. Compare them in the following ways: (a) competence, (b) caring, (c) character, (d) openness of communication, and (e) ease of communication. Write four to five paragraphs. Conclude with several general statements about the impact of credibility on communication efficiency and effectiveness.

1.12 Assess Credibility (LO1.1, LO1.2)

Think about four people: (a) a person who lacks complete credibility because he or she lacks competence, (b) a person who lacks credibility because he or she lacks caring, (c) a person who lacks credibility because he or she lacks character, and (d) a person with complete credibility. Compare and contrast these four individuals in terms of communication effectiveness in the workplace.

1.13 Evaluate a Communication Event (LO1.1, LO1.2)

Choose two communication events (conversations, email exchanges, and so on) that you were involved in—one in which you had credibility from the perspective of others and one in which you did not. If possible, choose communication events that occurred in the workplace or at your university. Respond to the following items about these two events:

- A. Provide an overview of each communication event.
- B. Explain the results of each event in terms of ease of communication and accomplishment of workplace objectives.

- C. Explain why in one situation others granted you credibility but not in the other.
- D. For the situation in which you had less perceived credibility, think about how you might have better established trust. Write down three ways you could have done so before the communication event occurred.

1.14 Examine Personal Credibility (LO1.2)

Think about a specific professional context, and respond to each of the following questions. For the context, you can use a current or previous job. Or you could use a professional or student activity in which you participated. Ideally, you will select a context with challenging cooperation issues.

- A. How much do/did others trust you in this situation?
- B. How credible are/were you in terms of competency, caring, and character (from the perceptions of others)?
- C. Do you think you are/were being perceived inaccurately in any ways? Why?
- D. Have you done/did you do anything that may have broken trust in any way?
- E. Have you kept/did you keep all your agreements? Explain.
- F. List three things you need to do or should have done to better establish credibility.

1.15 Apply the FAIR Test (LO1.4)

Choose a recent communication event (conversation, email exchange, and so on) that you were involved in, observed, or heard about. If possible, choose a communication event that occurred in the workplace and that involved a challenging ethical problem. Analyze the communication event with the FAIR test of ethical business communication. Devote at least one paragraph to each aspect of the test: (a) **facts** (how *factual* was the communication?); (b) **access** (how *accessible* or *transparent* were the motives, reasoning, and information?); (c) **impacts** (how did the communication *impact* stakeholders?); (d) **respect** (how *respectful* was the communication?). See Figure 1.4 for more information about the FAIR test.

1.16 Apply the FAIR Test to a Customer Letter (LO1.4)

Using the FAIR test, evaluate Tim Cook's open letter to customers (published as "A Message to Our Customers" on February 16, 2016, on the Apple website: www.apple.com/customer-letter/). Address each aspect of the FAIR test: (a) **facts** (how *factual* was the communication?); (b) **access** (how *accessible* or *transparent* were the motives, reasoning, and information?); (c) **impacts** (how did the communication *impact* stakeholders?); (d) **respect** (how *respectful* was the communication?). See Figure 1.4 for more information about the FAIR test.

Consider using other sources to help you evaluate Cook's letter. You can find a variety of online information. Some online articles you might consider include the following:

- **Examples of various views of Apple's position:** "Apple v. Washington over Encryption" in *The New York Times*, available at http://www.nytimes.com/2016/02/19/opinion/apple-vs-washington-over-encryption.html?_r=0
- **The view of an editorial board:** "Why Apple Is Right to Challenge an Order to Help the F.B.I." by *The New York Times* Editorial Board, *The New York Times*, available at www.nytimes.com/2016/02/19/opinion/why-apple-is-right-to-challenge-an-order-to-help-the-fbi.html
- **The international complications of the issue:** "While It Defies U.S. Government, Apple Abides by China's Orders—and Reaps Big Rewards" by David Pierson in the *Los Angeles Times*,

available at <http://www.latimes.com/business/technology/la-fi-apple-china-20160226-story.html>

- **Public opinion polls:** "More Support for Justice Department Than for Apple in Dispute over Unlocking iPhone," by the Pew Research Center, available at www.people-press.org/2016/02/22/more-support-for-justice-department-than-for-apple-in-dispute-over-unlocking-iphone/
- **The views of other tech companies:** "Bill Gates Says Apple-FBI Fight Is Not Black and White," by Charles Riley in *CNNMoney*, available at money.cnn.com/2016/02/23/technology/bill-gates-apple-fbi-encryption/
- **The Apple approach to privacy:** "The Most Personal Technology Must Also Be the Most Private," available at <http://www.apple.com/privacy/approach-to-privacy/>
- **A public relations perspective of Apple's actions:** "The Optics of Apple's Encryption Fight," by Kaveh Wadell in *The Atlantic* (online), available at <http://www.theatlantic.com/technology/archive/2016/02/why-apple-is-fighting-the-fbi/463260/>
- **Reactions by victims of the terrorism:** "Anger, Praise, for Apple for Rebuffing FBI over San Bernardino's Killer's Phone" by Greg Botelho, Lorenza Brascia, and Michael Martinez on the *CNN* website, available at <http://www.cnn.com/2016/02/18/us/san-bernardino-shooter-phone-apple-reaction/index.html>

1.17 Apply the FAIR Test to a Media Interview (LO1.4)

Using the FAIR test, evaluate a *Wall Street Journal* interview with Tim Cook ("Tim Cook Defends Apple's Encryption Policy") on YouTube (<https://www.youtube.com/watch?v=BZmeZyDGkQ0>) about resistance to a U.S. court order to help unlock a terrorist's iPhone. Address each aspect of the FAIR test: (a) **facts** (how *factual* was the communication?); (b) **access** (how *accessible* or *transparent* were the motives, reasoning, and information?); (c) **impacts** (how did the communication *impact* stakeholders?); (d) **respect** (how *respectful* was the communication?). See Figure 1.4 for more information about the FAIR test. Use other online materials as needed to help you evaluate the fairness of the interview (you might consider some of the options listed in Exercise 1.16).

Application Exercises

1.18 Personal Mission Statement and Code of Conduct (LO1.3)

Write your own mission statement, including a code of conduct. Consider the following steps as you create the statement:

- Find several companies you admire. Use their code of conduct statements to help you craft your personal statement. Make sure you've personalized the statement to capture your deepest values and goals.
- Go to a career development website. These websites often contain articles and blogs about creating personal statements. For example, see the following:
 - "The Five-Step Plan for Creating Personal Mission Statements" by Randall S. Hansen (www.quintcareers.com/creating_personal_mission_statements.html)
 - "Writing a Personal Mission Statement" by Rodger Constandse (www.timethoughts.com/goalsetting/mission-statements.htm)

- "How to Write a Personal Mission Statement" (www.daveramsey.com/blog/mission-statement-101)
- Go to a consultant website specializing in mission statements. Usually, these websites provide free resources for developing your own statement. In some cases, you will be required to create a username and password, but the online assistance is free. For example, see FranklinCovey's step-by-step guide (www.franklincovey.com/msb/).

1.19 Statement of Career Aspirations (LO1.3)

When asked "What's your career advice for young people?" Vineet Nayar, former CEO of HCL Technologies, a \$5 billion IT services company centered in India, said the following:

When you come out of college, you're raw. You have energy. You want to experiment. You want to learn. You have hopes. You have aspirations. You want to be Oprah Winfrey. You want to be

Steve Jobs. You want to be Bill Gates. You want to be all that. Slowly, over time, you lose it. And by looking in the mirror every day as you get older, you fool yourself that you're OK. There has to be another way of looking in the mirror and revisiting what you really want to do. So I would say, maybe at the end of college, write it down honestly, in 100 words or whatever it is, and put it in a box. I call it the magic box. Revisit it once a year or once every two years and say, how honest are you to that? Don't let anybody run your life. That, in my mind, is very, very important. You should be in control of your life.⁵¹

Think about what Nayar's comments mean for you. In approximately 100 to 200 words, describe your deepest career aspirations. Include several statements about your guiding philosophy and the core personal values that drive your ambitions. Explain who you want to be in the future. Write the statement assuming that you will return to it in five, ten, or more years to see what progress you have made with your self-determined career aims.

Language Mechanics Check

1.20 Review the comma rules C1 through C4 in Appendix A. Then, rewrite each sentence to add commas where needed.

- A. Financial advisors who have CFA certification can provide better advice.
- B. Janice and Jim Atkinson who are certified financial advisors pay attention to your unique investment situation.
- C. Janice received her CFA certification at the same time that I did.
- D. Janice Atkinson president of Atkinson Financial will speak at the next Chamber of Commerce event.
- E. Level 1 of the CFA exam focuses on ethical standards and Level 2 focuses on security valuation and portfolio management.
- F. Janice spent almost three months preparing on her own for the CFA exam but still didn't pass it on her first try.
- G. As a result she took a workshop in portfolio management from one of the top local experts.
- H. Janice received her CFA certification last year the same time that I did.
- I. Janice specializes in retirement planning and Jim specializes in tax preparation.
- J. Jim not Janice prepares all their slide decks.

Endnotes

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2. Covey, S. M. R. (2006). *The speed of trust*. New York: Free Press.
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4. These categories capture the dimensions of trust/credibility established by various scholars and experts. Various terms used in the scholarly literature include competence, benevolence, integrity, and intent. For sample works, see the following: Abrams, L. C., Cross, R., Lesser, E., & Levin, D. Z. (2003). Nurturing interpersonal trust in knowledge-sharing networks. *Academy of Management Executive*, 17(4), 64–77; Greenberg, P. S., Greenberg, R. H., & Antonucci, Y. L. (2007). Creating and sustaining trust in virtual teams. *Business Horizons*, 50, 325–333; Covey, S. M. R. (2006). *The speed of trust*. New York: Free Press; Reina, D. S., & Reina, M. L. (2006). *Trust and betrayal in the workplace*. San Francisco: Berrett-Koehler Publishers.
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11. Covey, S. M. R. (2006). *The speed of trust*. New York: Free Press.
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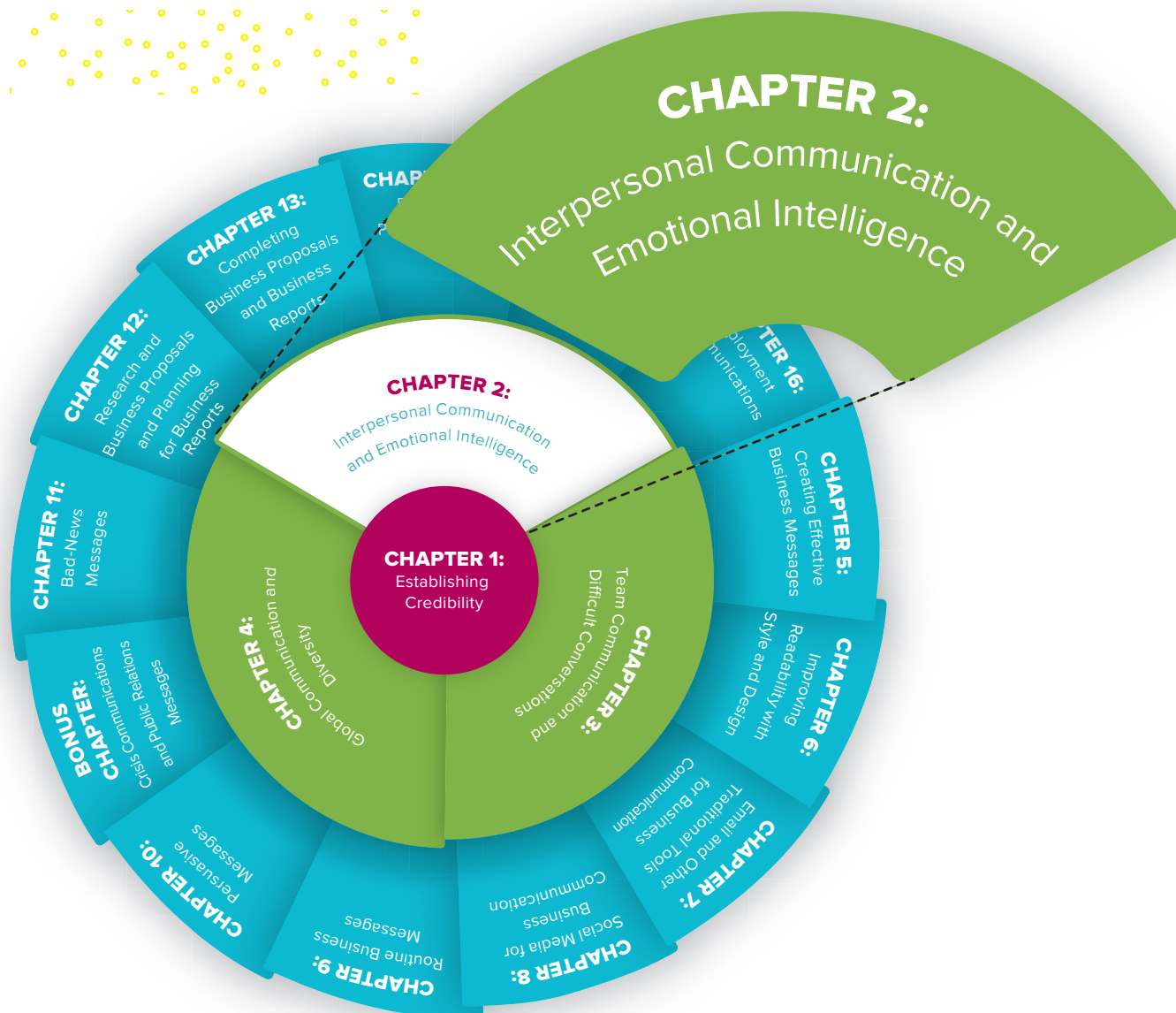
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Chapter 2 — Interpersonal Communication and Emotional Intelligence

Chapter 3 — Team Communication and Difficult Conversations

Chapter 4 — Global Communication and Diversity

Chapter 4 — Global Communication and Diversity



ESTABLISHING CREDIBILITY



PRINCIPLES OF INTERPERSONAL COMMUNICATION



PRINCIPLES FOR & TYPES OF BUSINESS MESSAGES



LEARNING OBJECTIVES

After studying this chapter, you should be able to do the following:

- | | | | |
|--------------|-------------------------------------------------------------------------------------------|---------------|----------------------------------------------------------------------------------------------------------------------------|
| LO2.1 | Describe the interpersonal communication process and barriers to effective communication. | LO2.6 | Describe and demonstrate effective questions for enhancing listening and learning. |
| LO2.2 | Explain how emotional hijacking can hinder effective interpersonal communication. | LO2.7 | Explain strategies to sight-read the nonverbal communication of others. |
| LO2.3 | Explain how self-awareness impacts the communication process. | LO2.8 | Identify common communication preferences based on motivational values. |
| LO2.4 | Describe how self-management impacts the communication process. | LO2.9 | Explain how extroversion-introversion impacts interpersonal communication. |
| LO2.5 | Explain and evaluate the process of active listening. | LO2.10 | Explain the role of civility in effective interpersonal communication and the common types of incivility in the workplace. |

? WHY DOES THIS MATTER?

In nearly any poll of skills needed for career success, employees identify interpersonal skills as the most important. For example, in a 2017 survey, business recruiters identified the most important skills among a list of 20 skills. The top two skills were the following: (1) oral communication and (2) listening. These interpersonal skills were much more sought after than technical and analytical skills, core business knowledge, and a host of other skills.¹

Consider also the remarks of Linda Hudson, former president and CEO of BAE Systems:

I find new business school graduates come in here thinking that, first of all, they're going to run the company overnight. Many of them are convinced they've never made a mistake. They're not accustomed to encountering the kinds of roadblocks or disappointments that often come with the way decisions get made in a corporate environment, and they have almost no people skills. So I think an important part of teaching business ought to be focused more on realistic expectations and the people-skill part of business. . . . We give them all the book smarts, but we don't tend to give them the other skills that go along with business.²

In this chapter, we provide an overview of the interpersonal communication process, including an explanation of emotional intelligence, which is a foundation of effective interpersonal communication.

Read the following short case about budget cuts at Eastmond Networking. Throughout the chapter, you'll find effective and ineffective examples of interpersonal communication that are based on this case.

Hear Pete Cardon explain why this matters.
bit.ly/cardon2

CHAPTER CASE HARD DECISIONS AT EASTMOND NETWORKING



Latisha Jackson



Summer Intern

- Hired for a summer internship to develop human resource policies
- Double majoring in human resource management and family development

Jeff Brody



HR Director

- Has worked as the head of HR at Eastmond Networking for the past five years

Lisa Johnson



Finance Manager

- Has held current position for three years
- Specializes in developing budgets and financial forecasts

Steve Choi



Summer Intern

- Hired for a summer internship
- Majoring in human resource management

(Latisha Jackson character): LWA/Larry Williams/Blend Images LLC; (Jeff Brody character): Dougal Waters/Digital Vision/Getty Images; (Lisa Johnson character): Polka Dot Images/Jupiterimages/Getty Images; (Steve Choi character): David Oxberry/Moodboard/SuperStock

SITUATION 1: BUDGET CUTS

Jeff Brody recently hired Latisha Jackson as a summer intern to help develop new HR policies. During Latisha's interview, Jeff explained that he had seen a recent segment on a business network about how generous parental leave policies can improve retention. He said, "Our company president is asking us to identify some options to retain our younger employees and attract new employees. So if we can see what some of the other tech companies are doing and provide some fairly low-cost policies that make us comparable to other tech companies, that would be great."

Latisha was excited about the opportunity. As a dual major in human resource management and family development, this internship exactly matched her interests.

She accepted the internship at minimum wage. She had been offered another summer internship in sales that offered \$15 per hour plus commissions and bonuses. But she turned down the sales position to focus on her real passion: promoting family-friendly policies in the workplace. She thought she was making the right choice, but she had believed the same thing for an internship the previous summer. That internship turned out to be a disaster; the company was disorganized and provided her with few of the exciting professional opportunities that were promised.

During Latisha's first week of work, the company president informed Jeff that he would need to make 10 to 15 percent cuts in his department budget immediately. Furthermore, the company president told him to avoid any *nonessential* work functions or initiatives.

Just after receiving this news, Jeff saw Latisha enter her office down the hall. He knew how excited she was about developing new family-friendly policies. Yet he knew that if anything could be classified as nonessential, it would be her projects. He dreaded what he was about to do—tell her that they had to postpone any work on new policies that might increase costs and that she would be reassigned to other tasks.

Jeff went to Latisha's office and said, "Latisha, can I have a minute with you?"

"Sure," she responded. "Come on in." Jeff hoped the conversation would go well.

SITUATION 2: CHANGES IN PERFORMANCE REVIEWS

Eastmond Networking holds performance reviews for employees once per year. Jeff sees the results of the company's internal, anonymous employee survey each year. Each year, he notices that employees do not like the performance reviews. They think the evaluations are not fair and do not help them improve. Jeff has talked to several human resource (HR) directors and learned that many companies now use continuous performance reviews with a lot of success. To help transition to continuous performance reviews, he has asked the following employees to help out: Lisa Johnson, finance manager; Steve Choi, intern; and Latisha Jackson, intern.

TASK

1

Overcome barriers to communication.

2

Manage emotions to engage in constructive communication.

Understanding the Interpersonal Communication Process

For the most part, we engage in interpersonal communication instinctively. By the time we are adults, we have engaged in hundreds of thousands of interpersonal interactions. We often take the interpersonal communication process for granted, rarely thinking about its building blocks and how they influence the quality of our communications. However, consciously becoming aware of these basic elements can help you improve your interpersonal communication skills and work more effectively with others. The **interpersonal communication process**, depicted in Figure 2.1, is the process of sending and receiving verbal and nonverbal messages between two or more people. It involves the exchange of simultaneous and mutual messages to share and negotiate meaning between those involved.³

Each person involved in interpersonal communication is both encoding and decoding meaning. **Meaning** refers to the thoughts and feelings that people *intend* to communicate to one another. **Encoding** is the process of converting meaning into messages composed of words and nonverbal signals. **Decoding** is the process of interpreting messages from others into meaning.

In the interpersonal communication process, communicators encode and send messages at the same time that they also receive and decode messages. When Communicator A wants to express an idea, she encodes it as a verbal (i.e., language) and nonverbal (i.e., gestures, expressions) message. Communicator B simultaneously decodes the verbal and nonverbal message and ascribes meaning to it. Whereas the verbal communication process typically involves turn-taking, with Communicator A and Communicator B alternating between sending messages, the nonverbal communication in face-to-face communication is typically constant. Furthermore, the processing of messages in the

LO2.1 Describe the interpersonal communication process and barriers to effective communication.

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Visit <http://connect.mheducation.com> for an exercise on this topic.

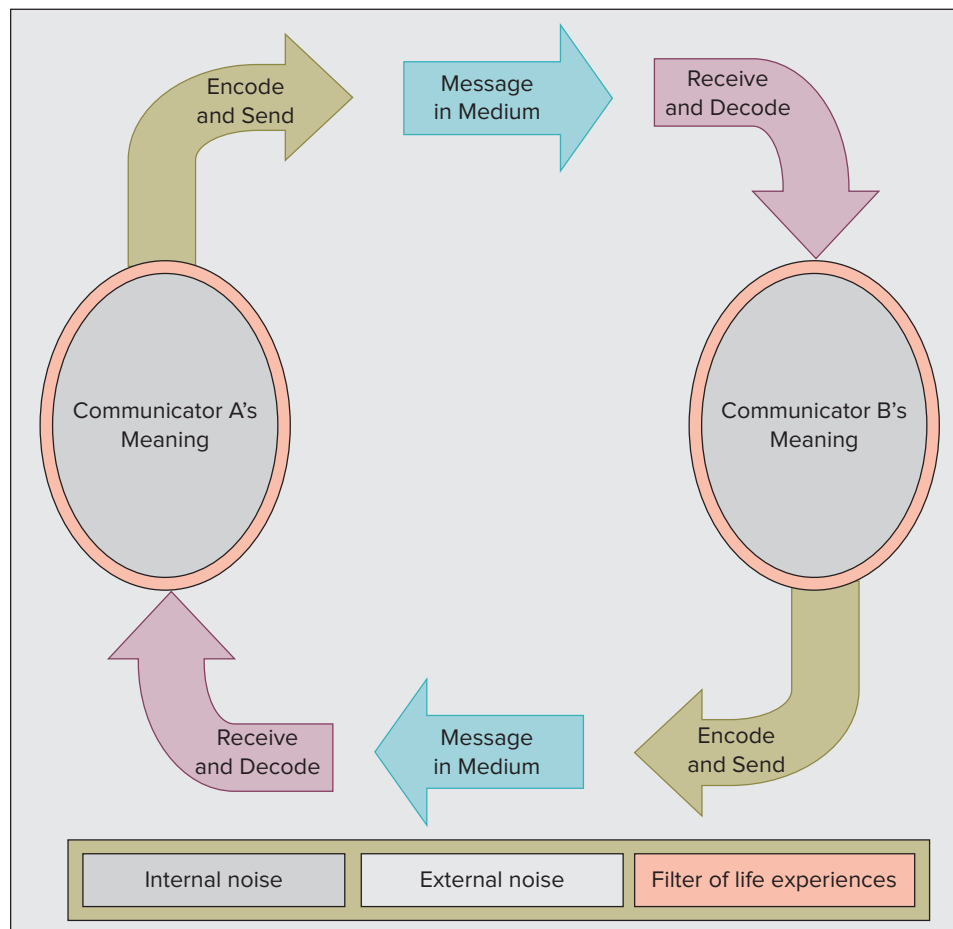


FIGURE 2.1
The Interpersonal Communication Process