

MARY ELLEN GUFFEY DANA LOEWY

# Essentials of Business Communication 11e







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# Essentials of Business Communication 11e

**MARY ELLEN GUFFEY**

Emerita Professor of Business  
Los Angeles Pierce College  
m.e.guffey@cox.net



**DANA LOEWY**

Emerita Lecturer, Business Communication  
California State University, Fullerton  
dloewy@fullerton.edu



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**Essentials of Business Communication, 11E****Mary Ellen Guffey**  
**Dana Loewy**SVP, Higher Ed Product, Content, and Market  
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Internal Design: Ted & Trish  
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Analyst: Diane Garrity

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# Essentials of Business Communication 11e

## Dear Business Communication Student:

Chances are that you are no longer holding a textbook in your hands but access the **Eleventh Edition of *Essentials of Business Communication*** via MindTap on your laptop, tablet, or your smartphone. MindTap is a multi-media learning experience that makes studying business communication and sharpening important career skills easier and more fun.

Our well-researched, market-leading e-text saves you money while helping you sharpen important job skills. Whether you access *Essentials of Business Communication*, 11e on mobile devices or own a print copy of this award-winning text, you are on your way to developing essential communication skills that will not only serve you well in college but will also stay with you in your chosen career.

Here are a few of the major features you can expect from the No. 1 business communication book in this country and abroad:

- **Workplace readiness.** The marketplace today is challenging. One way to out-shine the competition is by offering superior communication skills to future employers. Your business communication course and this book are the ideal tools for making yourself job ready.
- **Communication technology and best practices.** Obviously, the workplace is relying on technology and digital media. It is social and mobile. You may be tech savvy, but are you familiar with workplace-appropriate best practices? Even if you know your way around mobile devices and social media, you still need to be able to write well and make a positive impression. This book not only covers the latest workplace technology but above all it stresses solid writing skills and good grammar.
- **Latest trends in job searching.** Chapter 13 presents the most current trends, technologies, and practices affecting the job search, résumés, and cover letters that will help you stand out. You will learn how to build a personal brand, how to network, and how to write customized résumés and create an effective LinkedIn profile.
- **Hottest trends in job interviewing.** Chapter 14 provides countless tips on how to interview in today's highly competitive job market, including one-way and two-way video interviewing.

The many contemporary examples and model documents, along with writing plans providing step-by-step instructions, will get you started quickly and help you stay focused on the writing process. We wish you well in your course!

Cordially,

*Mary Ellen Guffey & Dana Loewy*

Dr. Mary Ellen Guffey  
Emerita Professor of Business  
Los Angeles Pierce College  
m.e.guffey@cox.net

Dr. Dana Loewy  
Emerita Lecturer, Business Communication  
California State University, Fullerton  
dloewy@fullerton.edu



Mary Ellen Guffey and Dana Loewy

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# What Is MindTap?

**MindTap** is your personal, customized learning environment. It presents engaging course content along with videos, activities, apps, and other interesting features making learning fun and easy. With MindTap, you can create a unique learning path that will help you understand key concepts in depth and fast, so that you can produce your best work.

The following activities will help you shape and pace your own learning:

- **Aplia homework assignments.** Aplia™ is an online application that improves comprehension and performance by motivating you to stay interested and increase your effort. Aplia provides automatically graded assignments that contain detailed explanations on every question over multiple question sets. In short, you get results without needing your instructor's feedback. These assignments cover chapter content as well as grammar and mechanics.
- **YouSeeU activities.** Learning is easier with visuals. YouSeeU helps you stay on track with videos that draw you in and reinforce what you learn in and out of the classroom. The YouSeeU MindApp allows you to complete oral communication activities for various assignment types that include creating individual videos, responding to question and answer tasks, viewing visual aids, and making group presentations.
- **Write Experience activities.** Write Experience assignments help improve your writing skills. They evaluate the voice, style, format, content, and originality of what you write. Find out how you are doing without needing your instructor's feedback.
- **How-To Videos.** Understand fully how it's done before you write a business document. How-to videos show you expert writing techniques.
- **Writing Plan Reviews.** The writing plans in your textbook structure your writing assignments step by step. The writing plan reviews illustrate the popular *Essentials* writing plans with before-and-after treatments.
- **Writing Workshops.** Helping you learn without an instructor, Writing Workshops bring *Essentials* writing assignments to life with interactive quizzing and in-depth feedback.
- **Narrated PowerPoint slides.** To review important concepts and definitions, you can watch the narrated PowerPoint slides—perfect for traditional and distance learners.



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# Are You Job-Ready?

Employers today often complain that many new graduates are simply not job-ready. As a matter of fact, writing, communication, and other so-called soft skills consistently rank high on recruiters' wish lists. Most students realize this and chose this class to develop these necessary workplace skills as efficiently and effectively as possible. *Essentials of Business Communication* is the tool to make this happen.

This time-honored, tried-and-true text will guide you in developing the job-readiness you need for the twenty-first century. *Essentials* highlights best practices and strategies backed by leading-edge research to help you develop professionalism, expert writing techniques, workplace digital savvy, and the latest job-search and résumé-building skills.

Yes, you must be literate in all current communication technologies. The good news is that *Essentials* effectively addresses best practices for social media as well as for mobile technology. You will learn how to build credibility online as well as offline, and understand that writing is central to business success, regardless of the communication channel. It is a foundational skill. Employers want good writers and communicators. This is why *Essentials* continues to provide grammar exercises and documents for editing and grammar practice that our competitors have abandoned. You need a diversity of skills beyond tech savvy alone—now more than ever!

Guided by traditional rigor, *Essentials of Business Communication* addresses both contemporary student needs as well as those of instructors.

## Perfecting Professionalism

The Eleventh Edition emphasizes positive workplace behavior and clearly demonstrates the importance of professionalism. Today's businesses desire workers who exhibit strong communication skills and project positive attitudes. Employers seek team members who can effectively work together to deliver positive results that ultimately boost profits and bolster the company's image. Graduates who possess these highly desirable soft skills excel in today's challenging job market. In this edition you will discover how to perfect those traits most valued in today's competitive, mobile, and social workplace.

"I picked this text with its excellent resources for our new Business Communication class that was added as a core class in the College of Business. All instructors who teach that class use this text. This is the only course in the university that emphasizes professionalism."

Dr. Mary Kiker, Auburn University, Montgomery

Unprofessional		Professional
Uptalk, a singsong speech pattern, making sentences sound like questions; like used as a filler; go for said; slang; poor grammar and profanity.	<b>Speech habits</b>	Recognizing that your credibility can be seriously damaged by sounding uneducated, crude, or adolescent.
Stuffy messages with incomplete sentences, misspelled words, exclamation points, IM slang, and mindless chatter. E-mail addresses such as partyanimal@gmail.com, snugglykitty@icloud.com, or hotnurse@outlook.com.	<b>E-mail</b>	Messages with subjects, verbs, and punctuation; free from IM abbreviations; messages that are concise and spelled correctly even when brief. E-mail addresses that include a name or a positive, businesslike expression.
Suggestive Twitter handles and user names that point to an immature, unhealthy lifestyle. Posts that reveal political, religious, and other personal leanings.	<b>Internet, social media</b>	Real name Twitter handles and user names that don't sound cute or like chatroom nicknames. Posts in good taste, fit for public consumption.
An outgoing message with trident background music, weird sounds, or a joke message.	<b>Voice mail</b>	An outgoing message that states your name or phone number and provides instructions for leaving a message.
Soap operas, thunderous music, or a TV football game playing noisily in the background when you answer the phone.	<b>Telephone presence</b>	A quiet background when you answer the telephone, especially if you are expecting a prospective employer's call.
Using electronics during business meetings for unrelated purposes or during conversations with fellow employees; raising your voice (cell yell); forcing others to overhear your calls.	<b>Cell phones, tablets</b>	Turning off phone and message notification, both audible and vibrate, during meetings; using your smart devices only for meeting-related purposes.
Sending and receiving text messages during meetings, allowing texting to interrupt face-to-face conversations, or texting when driving.	<b>Texting</b>	Sending appropriate business text messages only when necessary (perhaps when a cell phone call would disturb others).

## Developing Expert Writing Techniques for a Digital Workplace

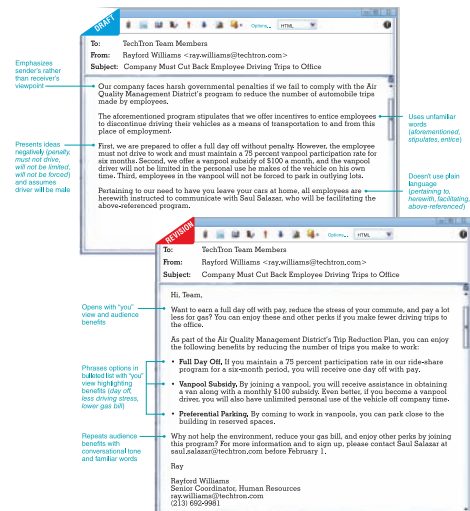
Abundant before-and-after documents with descriptive callouts create a clear road map to perfecting the writing process. These documents demonstrate how to apply expert writing techniques, as well as highlight the critical significance of the revision process.

## Applying Strategic Writing Plans

Original business message writing plans, initially created by author Mary Ellen Guffey and expanded in this edition, provide efficient step-by-step instructions that enable you to overcome fear and start writing quickly and confidently. The Eleventh Edition now offers ten sets of writing plans that cover a variety of business situations. This signature feature of *Essentials* is especially important for novice writers who lack business experience and composition training.

### Direct Claims

- OPENING:** Describe clearly the desired action.
- BODY:** Explain the claim, tell why it is justified, and provide details describing the desired action.
- CLOSING:** End pleasantly with a goodwill statement, and include an end date and action request, if appropriate.



## Emphasizing Grammar and Writing Fundamentals

Throughout the text, proven learning features help you review and rebuild vital basic grammar skills. In every chapter *Grammar/Mechanics Checkups* systematically review the fundamentals and are keyed to an authoritative and streamlined *Grammar/Mechanics Handbook*. *Editing Challenge* and *Radical Rewrite* exercises also provide innumerable opportunities for you to sharpen your grammar, punctuation, spelling, capitalization, and writing skills by editing typical business documents.

"I really love *Essentials of Business Communication* for my students. I'm always alarmed at how poor their grammar and writing skills are, and this is one of the few books that addresses those skills effectively."

**Shawna Patterson, Chemeketa Community College, Salem Oregon**

### Grammar/Mechanics Checkup 4

#### Adjectives and Adverbs

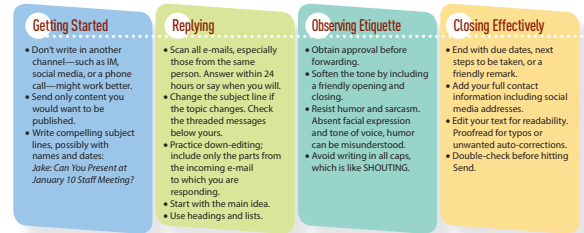
Review Sections 1.16 and 1.17 of the *Grammar/Mechanics Handbook*. Then select the correct form to complete each of the following statements. Record the appropriate G/M section and letter to illustrate the principle involved. When you finish, compare your responses with those provided at the bottom of the page. If your answers differ, study carefully the principles shown in parentheses.

- |   |         |                |   |
|---|---------|----------------|---|
| b | (1.17e) | <b>EXAMPLE</b> | Surprisingly, most of the (a) <i>twenty year old</i> , (b) <i>twenty-year-old</i> equipment is still working.         |
| b | (1.17e) | 1.             | The newly opened restaurant offered many (a) <i>tried and true</i> , (b) <i>tried-and-true</i> menu items.            |
| b | (1.17c) | 2.             | Although purchased twenty years ago, the equipment still looked (a) <i>brightly</i> , (b) <i>bright</i> .             |
| a | (1.17e) | 3.             | The committee sought a (a) <i>cost-effective</i> , (b) <i>cost effective</i> solution to the continuing problem.      |
| b | (1.17d) | 4.             | How is the Shazam app able to process a song so (a) <i>quick</i> , (b) <i>quickly</i> ?                               |
| a | (1.16)  | 5.             | Of the two plans, which is (a) <i>more</i> , (b) <i>most</i> comprehensive?   |
| a | (1.17e) | 6.             | Employees may submit only (a) <i>work-related</i> , (b) <i>work related</i> expenses to be reimbursed.                |
| b | (1.17g) | 7.             | Amy and Marusia said that they're planning to open (a) <i>there</i> , (b) <i>their</i> own business next year.        |
| b | (1.17e) | 8.             | Haven't you ever made a (a) <i>spur of the moment</i> , (b) <i>spur-of-the-moment</i> decision?                       |
| a | (1.17e) | 9.             | Not all decisions that are made on the (a) <i>spur of the moment</i> , (b) <i>spur-of-the-moment</i> turn out badly.  |
| a | (1.17e) | 10.            | The committee offered a (a) <i>well-thought-out</i> , (b) <i>well thought out</i> plan to revamp online registration. |
| b | (1.17e) | 11.            | You must complete a (a) <i>change of address</i> , (b) <i>change-of-address</i> form when you move.                   |
| a | (1.16)  | 12.            | Employment figures may get (a) <i>worse</i> , (b) <i>worst</i> before they get better.                                |
| b | (1.17b) | 13.            | I could be more efficient if my printer were (a) <i>more nearer</i> , (b) <i>nearer</i> my computer.                  |
| a | (1.17c) | 14.            | Naturally, our team members felt (a) <i>bad</i> , (b) <i>badly</i> when our project was canceled.                     |
| b | (1.17d) | 15.            | The truck's engine is certainly running (a) <i>smooth</i> , (b) <i>smoothly</i> after its tune-up.                    |

(b)(2) 1. 2. 3. 4. 5. 6. 7. 8. 9. 10. 11. 12. 13. 14. 15. (1.17e) (1.17c) (1.17d) (1.16) (1.17e) (1.17g) (1.17e) (1.17e) (1.17e) (1.17e) (1.17e) (1.16) (1.17b) (1.17c) (1.17d)

## Learning Workplace Best Practices

Most students arrive in the classroom with some work experience and technology skills, but many are not aware of what businesses expect of them when they use digital tools. The Eleventh Edition provides comprehensive guidance in the professional use of e-mail, texting, instant messaging, blogging, and social media. You will master best practices that clearly demonstrate how to avoid damaging your career or hurting your employers' reputation with careless online behavior.



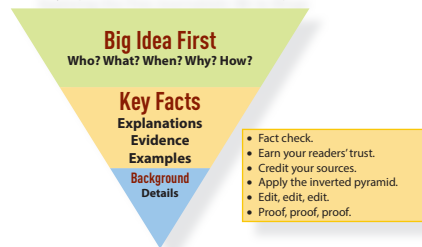
## Developing Digital Skills

Regardless of the communication channel, writing proficiency is a must in a workplace dominated by mobile technology and social media. Technology and writing skills go hand in hand in today's professional environment of success. For this reason, *Essentials* provides how-to instructions and best practices for today's digital workplace while also emphasizing good writing and professionalism. This focus is rooted in the belief that today's communicators and their skills are on display 24/7. Credibility takes significant time to build but is easy to lose in an instant.

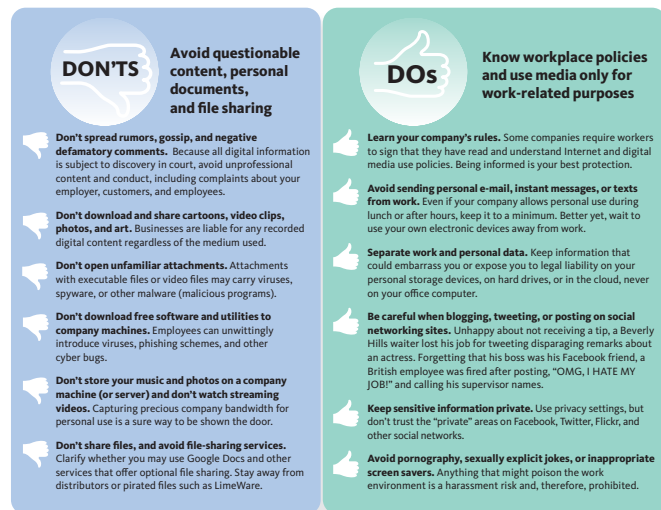


## Writing a Captivating Blog

Applying the Five Journalistic Ws to Blogs



## Using Digital Media Like a Pro: Dos and Don'ts



#### Establish your credibility.

- Zero in on your objective and make your comment as concise as possible.
- Focus only on the facts and be able to support them.

#### Consider the reach and permanence of posts.

- Know that your review may be posted indefinitely, even if you change your mind and modify a post later.
- Be open; even anonymous comments can be tracked down. Privacy policies do not protect writers from subpoenas.

#### Check posting rules.

- Understand what's allowed by reading the terms and conditions on the site.
- Keep your complaint clean, polite, and to the point.

#### Accept offers to help.

- Reply if a business offers to help or discuss the problem; update your original post as necessary.

#### Provide balanced reviews.

- To be fair, offset criticism with positives to show that you are a legitimate consumer.
- Suggest improvements even in glowing reviews; all-out gushing is suspicious and not helpful.

#### Refuse payment for favorable critiques.

- Never accept payment to change your opinion or your account of the facts.
- Comply with requests for a review if you are a satisfied customer.

## Writing Online Reviews and Complaints

Social media posts have a way of ending up in the wrong hands, making vicious complainers seem irrational. In this edition you learn to write well-considered private social media messages as well as professional responses that increase the credibility and reputation of employers.

## Finding a Job in Today's Challenging Job Market

One of the most important chapters in the book, Chapter 13 updates you on the latest trends, technologies, and practices affecting today's job search, résumés, and cover letters. Thorough revisions will prepare you for a labor market that is more competitive, more social, more mobile, and more dependent on technology than ever before. You will learn how to network, employ current technologies, build your own brand, and prepare an effective LinkedIn profile. Many annotated résumé models will guide you in creating and sending customized résumés that appeal to both applicant tracking systems and human readers.

*Essentials of Business Communication, 11E* helps ensure that you will have the finely honed writing and communication skills and contemporary digital understanding for exceptional job success.

"I was blown away by the exceptional personal service from the author. All of the Guffey supplementary materials are unbelievably helpful. This is one author who works hard to make me look good in my classes."

**Staci Groeschell**, *South Puget Sound Community College, Olympia, Washington*



#### Mobile technologies are on the rise.

Candidates use apps to apply for jobs, and recruiters use mobile devices to post jobs, contact candidates, and forward résumés to colleagues.



#### Networking—it's whom you know.

Recruiters say their best job candidates come from referrals. Now, more than ever, you need to be proactive in making professional connections.



#### Communication and interpersonal skills are in high demand.

Sales and marketing careers are booming, and these careers demand writing, speaking, and team skills.



#### Social media presence is a must.

Those who haven't developed a social media presence may be left in the dust.



#### It's all digital.

Today candidates e-mail their résumés, post them to Internet job boards, or publish them on their own Web pages.



#### Résumés must please scanners and skimmers.

Overwhelmed with candidates, recruiters hurriedly skim résumés preselected by scanning devices.

## Conducting a Successful Job Search

### Analyze Yourself



- Identify your interests and goals.
- Assess your qualifications.
- Explore career opportunities.

### Develop a Job-Search Strategy



- Search the open job market.
- Pursue the hidden job market.
- Cultivate your online presence.
- Build your personal brand.
- Network, network, network!

### Create a Customized Résumé



- Choose a résumé style.
- Organize your info concisely.
- Tailor your résumé to each position.
- Optimize for digital technology.

### Know the Hiring Process



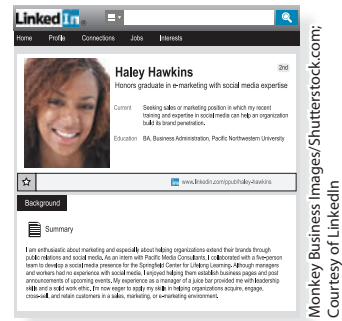
- Submit a résumé, application, or e-portfolio.
- Undergo screening and hiring interviews.
- Accept an offer or reevaluate your progress.



## Developing Your Own Brand

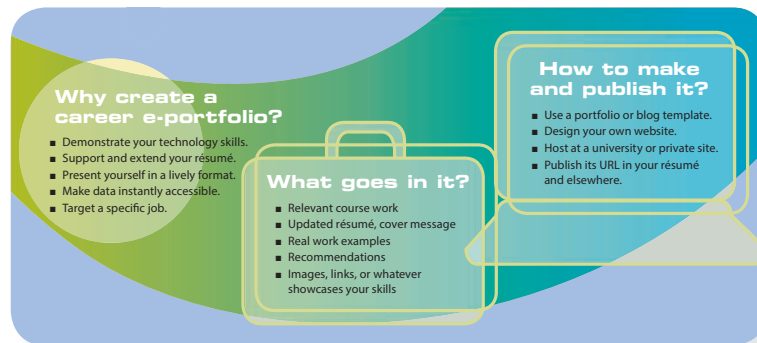


## Using LinkedIn to Land a Job



Monkey Business Images/Shutterstock.com; Courtesy of LinkedIn

## Making a Career E-Portfolio



## Why Are Instructors Such Great Fans of *Essentials of Business Communication*?

### In Their Words. . .

"As an experienced instructor teaching business communication for the first time, I want to praise the layout and clear instructions provided for *Essentials of Business Communication*. Getting to know a textbook usually takes a lot of time, but I read the Instructor's Manual, and it helped me prepare quickly for my class and get me up to speed—without having to spend valuable time learning how to present the material. The 'how-to' instructions for *Essentials of Business Communication* gave me a comfort level that would otherwise have taken several semesters."

**Danielle Shaker, Naugatuck Valley Community College and Post University, Waterbury, CT**

"One year I decided to try a business communication textbook from another publisher, but I immediately returned to the Guffey text this year. The quality of the content and support resources for *Essentials of Business Communication* just can't be matched."

**Laurie Johnson, Manhattan Area Technical College, Manhattan, Kansas**

"I am astounded at the resources for the instructor. Last quarter, I had to create the examples and documents for revision and business scenarios for document creation. Thanks for allowing me to spend time on planning and instruction rather than on creating quizzes, tests, worksheets, and PowerPoint presentations."

**Beverly Miller, Miller-Motte Technical College, Lynchburg, VA**

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*Dekalb Technical Institute*

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*Dakota State University*

**Elizabeth Donnelly-Johnson**  
*Muskegon Community College*

**Jeanette Dostourian**  
*Cypress College*

**Nancy J. Dubino**  
*Greenfield Community College*

**Donna N. Dunn**  
*Beaufort County Community College*

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**Bartlett J. Finney**  
*Park University*

**Pat Fountain**  
*Coastal Carolina Community College*

**Marlene Friederich**  
*New Mexico State University, Carlsbad*

**Christine Foster**  
*Grand Rapids Community College*

**JoAnn Foth**  
*Milwaukee Area Technical College*

**Gail Garton**  
*Ozarks Technical Community College*

**Nanette Clinch Gilson**  
*San Jose State University*

**Robert Goldberg**  
*Prince George's Community College*

**Margaret E. Gorman**  
*Cayuga Community College*

**Judith Graham**  
*Holyoke Community College*

**Lauren Gregory**  
*South Plains College*

**Bruce E. Guttman**  
*Katharine Gibbs School, Melville, New York*

**Susan E. Hall**  
*University of West Georgia*

**April Halliday**  
*Georgia Piedmont Technical College*

**Tracey M. Harrison**  
*Mississippi College*

**Debra Hawhee**  
*University of Illinois*

**L. P. Helstrom**  
*Rochester Community College*

**Jack Hensen**  
*Morehead State University*

**Rovena L. Hillsman**  
*California State University, Sacramento*

**Karen A. Holtkamp**  
*Xavier University*

**Michael Hricik**  
*Westmoreland County Community College*

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*Southeast Technical Institute*

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*University of Texas, Arlington*

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*University of Montana*

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*University of Southern Indiana*

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*California State University, Chico*

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*Illinois Central College*

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*University of North Carolina, Greensboro*

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*Central Florida Community College*

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*College of DuPage*

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*Spartanburg Community College*

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*Nashville State Community College*

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*San Jose City College*

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*Westmoreland County Community College*

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*City College of San Francisco*

**Frances Kranz**  
*Oakland University*

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*Kalamazoo Valley Community College*

**Rose Marie Kuceyeski**  
*Owens Community College*

**Richard B. Larsen**  
*Francis Marion University*

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*Grossmont College*

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*University of Texas at Dallas*

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*Salt Lake Community College*

**Pat McGee**  
*Southeast Technical Institute*

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*Los Medanos College*

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*Ashland University*

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*Vatterott College*

**Diana Reep**  
*University of Akron*

**Ruth D. Richardson**  
*University of North Alabama*

**Carlita Robertson**  
*Northern Oklahoma College*

**Vilera Rood**  
*Concordia College*

**Rich Rudolph**  
*Drexel University*

**Rachel Rutledge**  
*Carteret Community College*

**Joanne Salas**  
*Olympic College*

**Rose Ann Scala**  
*Data Institute School of Business*

**Joseph Schaffner**  
*SUNY College of Technology, Alfred*

**James Calvert Scott**  
*Utah State University*

**Laurie Shapero**  
*Miami-Dade Community College*

**Lance Shaw**  
*Blake Business School*

**Cinda Skelton**  
*Central Texas College*

**Estelle Sloomaker**  
*Aquinas College*

**Margaret Smallwood**  
*The University of Texas at Dallas*

**Clara Smith**  
*North Seattle Community College*

**Nicholas Spina**  
*Central Connecticut State University*

**Marilyn St. Clair**  
*Weatherford College*

**Judy Sunayama**  
*Los Medanos College*

**Dana H. Swensen**  
*Utah State University*

**James A. Swindling**  
*Eastfield College*

**David A. Tagerstein**  
*SYRIT College*

**Marilyn Theissman**  
*Rochester Community College*

**Zorica Wacker**  
*Bellevue College*

**Lois A. Wagner**  
*Southwest Wisconsin Technical College*

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*Lima Technical College*

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*Anson Community College*

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*College of Central Florida, Ocala*

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*Jones County Junior College*

**Donald Williams**  
*Feather River College*

**Janice Willis**  
*College of San Mateo*

**Almeda Wilmarth**  
*State University of New York, Delhi*

**Barbara Young**  
*Skyline College*



# About the Authors

## Dr. Mary Ellen Guffey



MaryEllen

A dedicated professional, Mary Ellen Guffey has taught business communication and business English topics for over thirty-five years. She received a bachelor's degree, *summa cum laude*, from Bowling Green State University; a master's degree from the University of Illinois, and

a doctorate in business and economic education from the University of California, Los Angeles (UCLA). She has taught at the University of Illinois, Santa Monica College, and Los Angeles Pierce College.

Now recognized as the world's leading business communication textbook author, Dr. Guffey corresponds with instructors around the globe who are using her books. She is the founding author of the award-winning *Business Communication: Process and Product*, the leading business communication textbook in this country. She also wrote *Business English*, which serves more students than any other book in its field; *Essentials of College English*; and *Essentials of Business Communication*, the leading text/workbook in its market. Dr. Guffey is active professionally, serving on the review boards of the *Business and Professional Communication Quarterly* and the *Journal of Business Communication*, publications of the Association for Business Communication. She participates in national meetings, sponsors business communication awards, and is committed to promoting excellence in business communication pedagogy and the development of student writing skills.

## Dr. Dana Loewy



Dana Loewy

Dana Loewy taught business communication at California State University, Fullerton for nineteen years. Previously, she also worked as a composition instructor at various Los Angeles area community colleges, thus reaching a solid quarter century of combined

experience teaching writing. Dr. Loewy has also lectured abroad, for example, at Fachhochschule Nürtingen, Germany. Having earned a PhD from the University of Southern California in English with a focus on translation, she is a well-published freelance translator, interpreter, and textbook author. Dr. Loewy has collaborated with Dr. Guffey on recent editions of *Business Communication: Process & Product* as well as on *Essentials of Business Communication*.

Fluent in several languages, among them German and Czech, her two native languages, Dr. Loewy has authored critical articles in many areas of interest—literary criticism, translation, business communication, and business ethics. Active in the Association for Business Communication, Dr. Loewy is now focusing on her consulting practice. Most recently she has advised a German bank and a California-based nonprofit organization on communication strategy and effective writing techniques. Dana is also a business etiquette consultant certified by The Protocol School of Washington.



# Business Communication in the Digital Age

# 1

## Chapter 1 Succeeding in the Social and Mobile Workplace



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# Succeeding in the Social and Mobile Workplace

## CHAPTER

# 1

**INSTRUCTOR:** Visit the **Instructor Companion Website** for lecture notes, solutions, discussion guides, and other resources.

### Learning Outcomes

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

- 1 Describe how strong communication skills will improve your career outlook, strengthen your credibility, and help you succeed in today's competitive digital age marketplace.
- 2 Confront barriers to effective listening, and start building your listening skills.
- 3 Explain the features of nonverbal communication, and recognize the importance of improving your nonverbal communication skills.
- 4 Name five common dimensions of culture, and understand how culture influences communication and the use of social media and communication technology.
- 5 Discuss strategies that help communicators overcome negative cultural attitudes and prevent miscommunication in today's diverse, mobile, social-media-driven workplace.

2



Robert Churchill/Getty Images

## 1-1 Mastering the Tools for Success in the Twenty-First-Century Workplace

What kind of workplace will you enter when you graduate, and which skills will you need to be successful in it? Expect a fast-paced, competitive, and highly connected digital environment. Communication technology provides unmatched mobility and connects individuals anytime and anywhere in the world. Today's communicators interact using multiple mobile electronic devices and access information stored in remote locations, in the cloud. This mobility and instant access explain why

Chapter 1: Succeeding in the Social and Mobile Workplace



increasing numbers of workers must be available practically around the clock and must respond quickly. Your communication skills will always be on display and will determine your credibility.

This first chapter presents an overview of communication in business today. It addresses the contemporary workplace, listening skills, nonverbal communication, the cultural dimensions of communication, and intercultural job skills. The remainder of the book is devoted to developing specific writing and speaking skills.

### 1-1a Strong Communication Skills: Your Key to Success

Effective writing skills can be a stepping-stone to great job opportunities; poorly developed writing skills, on the other hand, will derail a career. When competition is fierce, superior communication skills will give you an edge over other job applicants. In survey after survey, recruiters place communication high on their wish lists.<sup>1</sup> In one recent study, employers ranked writing and oral communication among the five top attributes in job seekers, after teamwork and problem-solving skills.<sup>2</sup> Your ability to communicate is a powerful “career sifter.”<sup>3</sup> Strong communication skills will make you marketable even in a challenging economic climate.

Perhaps you are already working or will soon apply for your first job. How do your skills measure up? The good news is that you can learn effective communication. This textbook and this course can immediately improve your communication skills. Because the skills you are learning will make a huge difference in your ability to find a job and to be promoted, this will be one of the most important courses you will ever take.

### 1-1b The Digital Revolution: Why Communication Skills Matter More Than Ever

Since information technology, mobile devices, and social media have transformed the workplace, people in today’s workforce communicate more, not less. Thanks to technology, messages travel instantly to distant locations, reaching potentially huge audiences. Work team members can collaborate across vast distances. Moreover, social media are playing an increasingly prominent role in business. In such a hyper-connected world, writing matters more than ever. Digital media require “much more than the traditional literacy of yesterday,” and workers’ skills are always on display.<sup>5</sup>

As a result, employers seek employees with a broader range of skills and higher levels of knowledge in their field than in the past; hiring standards are increasing.<sup>6</sup> Educators are discussing “essential fluencies”—twenty-first-century skills that include analytical thinking, teamwork, and multimedia-savvy communication.<sup>7</sup> Pew Research found that 90 percent of the Americans polled consider communication the No. 1 skill for a successful life.<sup>8</sup> Billionaire entrepreneur Richard Branson concurs, calling communication “the most important skill any leader can possess.”<sup>9</sup> Furthermore, jobs relying heavily on people skills such as communication are less likely to be killed by automation and will offer the most opportunities in the future.<sup>10</sup>

**Skills Gap.** Unfortunately, a great number of workers can’t deliver. More than half of the respondents in an employer survey criticized applicants for their lack of communication, interpersonal, and writing skills. Staffing company Adecco reported that 44 percent of its respondents cited a similar skills gap.<sup>11</sup> Recruiters agree that regardless of the workplace media used, “the ability to communicate an idea, with force and clarity” and with a unique voice is sorely needed.<sup>12</sup> In a PayScale study, 44 percent of bosses felt new graduates lacked writing skills as well as critical-thinking and problem-solving skills (60 percent).<sup>13</sup>

**Communication and Employability.** Not surprisingly, many job listings require excellent oral and written communication skills. An analysis of 2.3 million LinkedIn profiles revealed that oral and written communication skills were by a large margin the top skill set sought, followed by organization, teamwork, and punctuality.<sup>14</sup> In

## LEARNING OUTCOME 1

Describe how strong communication skills will improve your career outlook, strengthen your credibility, and help you succeed in today’s competitive digital age marketplace.



“Communicating clearly and effectively has NEVER been more important than it is today. Whether it’s fair or not, life-changing critical judgments about you are being made based solely on your writing ability.”<sup>4</sup>

**Victor Urbach,**  
*management consultant*

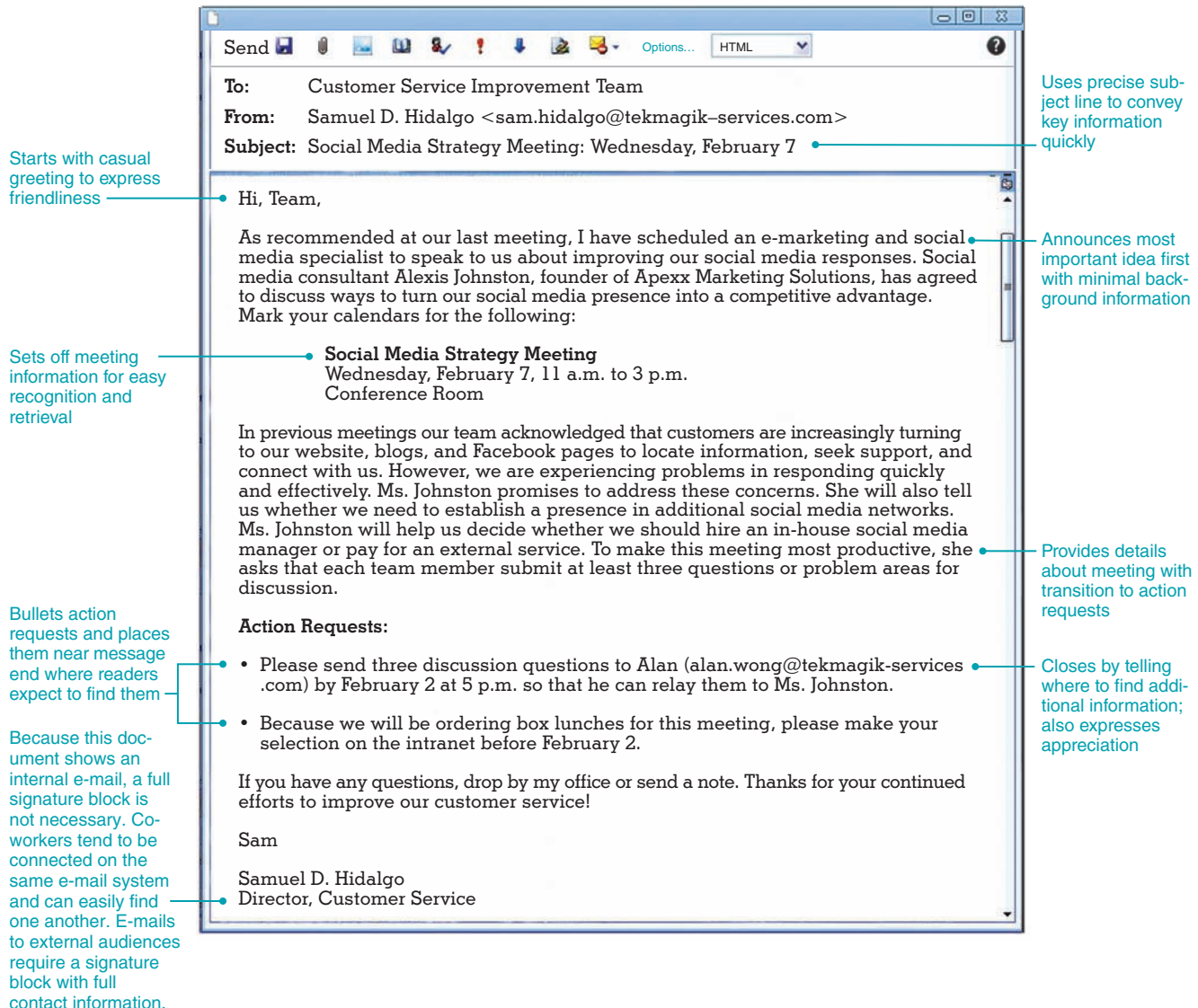
**Note:** Small superscript numbers in the text announce information sources. Full citations are near the end of the book. This edition uses a modified American Psychological Association (APA) reference format.

addition, as you will learn in later chapters, recruiters will closely examine your online persona to learn about your communication skills and professionalism. Naturally, they will not hire candidates who write poorly or post inappropriate content.<sup>15</sup> Your reputation and personal credibility are vital assets you must guard.

**Techies Write Too.** Even in technical fields such as accounting and information technology, you will need strong communication skills. A researcher suggests that “The days of being able to plug away in isolation on a quantitative problem and be paid well for it are increasingly over.”<sup>16</sup> In an economy relying on innovation, generating ideas isn’t enough; they must be communicated clearly, often in writing.<sup>17</sup> A recruiter in the high-tech industry explains, “Communication is KEY. You can have all the financial tools, but if you can’t communicate your point clearly, none of it will matter.”<sup>18</sup> A poll of nearly 600 employers showed that they are looking for “communicators with a capital C,” people who offer superb speaking, writing, listening, presentation, persuasion, and negotiation skills.<sup>19</sup>

**Writing Is in Your Future.** Regardless of career choice, you will probably be sending many digital messages, such as the e-mail shown in Figure 1.1. Because electronic mail and other digital media have become important channels of communication

**Figure 1.1 Businesslike, Professional E-Mail Message**



in today's workplace, all digital business messages must be clear, concise, and professional. Notice that the message in Figure 1.1 is more businesslike and more professional than the quick text or e-mail you might send socially. Learning to write professional digital messages will be an important part of this course.

### 1-1c What Employers Want: Professionalism

Your future employer will expect you to show professionalism and possess what are often referred to as soft skills in addition to your technical knowledge. Soft skills are essential career attributes that include the ability to communicate clearly, get along with coworkers, solve problems, and take initiative.<sup>20</sup> A PayScale study found that employers considered writing proficiency an indispensable *hard* skill.<sup>21</sup> In a *Wall Street Journal* survey of nearly 900 executives, 92 percent said that soft skills are equally important or more important than technical skills. As a tech sector recruiter put it, "Communications, teamwork, and interpersonal skills are critical—everything we do involves working with other people."<sup>22</sup>

Not every job seeker is aware of the employer's expectations. Some new-hires have no idea that excessive absenteeism or tardiness is grounds for termination. Others are surprised to learn that they are expected to devote their full attention to their duties when on the job. One frustrated Washington, D.C., restaurateur advertised for workers with "common sense." She said "I can teach somebody how to cook soup. But it's hard to teach someone normal manners, or what you consider work ethic."<sup>23</sup>

Projecting and maintaining a professional image can make a real difference in helping you obtain the job of your dreams. Once you get that job, you are more likely to be taken seriously and promoted if you look and sound professional. Don't send the wrong message and risk losing your credibility with unwitting and unprofessional behavior. Figure 1.2 reviews areas you will want to check to be sure you are projecting professionalism. You will learn more about soft skills and professionalism in Chapter 11. The Communication Workshop at the end of this chapter will help you explore your future career and the need for soft skills.

### 1-1d How Your Education May Determine Your Income

As college tuition rises steeply and student debt mounts, you may wonder whether going to college is worthwhile. Yet the effort and money you invest in earning your college degree will most likely pay off. College graduates earn more, suffer less unemployment, and can choose from a wider variety of career options than workers without a college education. Moreover, college graduates have access to the highest-paying and fastest-growing careers, many of which require a degree.<sup>25</sup> As Figure 1.3 shows, graduates with bachelor's degrees earn nearly three times as much as high school dropouts and are almost four times less likely to be unemployed.<sup>26</sup>

Writing is one aspect of education that is particularly well rewarded. One corporate president explained that many people climbing the corporate ladder are good. When he faced a hard choice between candidates, he used writing ability as the deciding factor. He said that sometimes writing is the only skill that separates a candidate from the competition. A survey of employers confirms that soft skills such as communication ability can tip the scales in favor of one job applicant over another.<sup>27</sup> Your ticket to winning in a competitive job market and launching a successful career is good communication skills.

### 1-1e Confronting the Challenges of the Information Age Workplace

The workplace is changing profoundly and rapidly. As a businessperson and as a business communicator, you will be affected by many trends, including communication technologies such as social media, expectations of around-the-clock availability, and team projects. Other trends include flattened management hierarchies, global



"In a survey conducted by PwC, CEOs cited 'curiosity' and 'open-mindedness' as traits that are becoming increasingly critical. Today's star employees need the full package: hard or technical skills backed up with soft skills and emotional intelligence. It isn't enough to say you're good with people, a resume catchphrase that's become empty jargon."<sup>24</sup>

**Dennis Yang**, chief executive officer of Udemy

**Figure 1.2 Projecting Professionalism When You Communicate**

Unprofessional		Professional
<i>Uptalk</i> , a singsong speech pattern, making sentences sound like questions; <i>like</i> used as a filler; <i>go for said</i> ; slang; poor grammar and profanity.	<b>Speech habits</b>	Recognizing that your credibility can be seriously damaged by sounding uneducated, crude, or adolescent.
Sloppy messages with incomplete sentences, misspelled words, exclamation points, IM slang, and mindless chatter. E-mail addresses such as <i>partyanimal@gmail.com</i> , <i>snugglykitty@icloud.com</i> , or <i>hotmama@outlook.com</i> .	<b>E-mail</b>	Messages with subjects, verbs, and punctuation, free from IM abbreviations; messages that are concise and spelled correctly even when brief. E-mail addresses that include a name or a positive, businesslike expression.
Suggestive Twitter handles and user names that point to an immature, unhealthy lifestyle. Posts that reveal political, religious, and other personal leanings.	<b>Internet, social media</b>	Real name Twitter handles and user names that don't sound cute or like chatroom nicknames. Posts in good taste, fit for public consumption.
An outgoing message with strident background music, weird sounds, or a joke message.	<b>Voice mail</b>	An outgoing message that states your name or phone number and provides instructions for leaving a message.
Soap operas, thunderous music, or a TV football game playing noisily in the background when you answer the phone.	<b>Telephone presence</b>	A quiet background when you answer the telephone, especially if you are expecting a prospective employer's call.
Using electronics during business meetings for unrelated purposes or during conversations with fellow employees; raising your voice (cell yell); forcing others to overhear your calls.	<b>Cell phones, tablets</b>	Turning off phone and message notification, both audible and vibrate, during meetings; using your smart devices only for meeting-related purposes.
Sending and receiving text messages during meetings, allowing texting to interrupt face-to-face conversations, or texting when driving.	<b>Texting</b>	Sending appropriate business text messages only when necessary (perhaps when a cell phone call would disturb others).

competition, and a renewed emphasis on ethics. The following overview reveals how communication skills are closely tied to your success in a constantly evolving networked workplace.

- **Social media and changing communication technologies.** New communication technology is dramatically affecting the way workers interact. In our always-connected world, businesses exchange information by e-mail, instant messaging, text messaging, voice mail, powerful laptop computers, netbooks, and smartphones as well as other mobile devices. Satellite communications, wireless networking, teleconferencing, and videoconferencing help workers conduct meetings with associates around the world. Social media sites such as Facebook, Twitter, Instagram, and YouTube as well as blogs, wikis, forums, and peer-to-peer tools help businesspeople collect information, serve customers,



**Figure 1.3 The Education Bonus: Higher Income, Lower Unemployment**

Education	Median Weekly Earnings	Unemployment Rate
High school dropout	\$ 493	8.0%
High school diploma	678	5.4%
Some college, no degree	738	5.0%
Associate's degree	798	3.8%
Bachelor's degree or higher (average)	1,458	2.1%

Source: U.S. Department of Labor, U.S. Bureau of Labor Statistics (2016, February 5). Employment Projections: Earnings and unemployment rates by educational attainment. Current population survey.

and sell products and services. Figure 1.4 illustrates many technologies you will encounter in today's workplace.

- **Anytime, anywhere availability and nonterritorial offices.** High-speed and wireless Internet access has freed millions of workers from nine-to-five jobs in brick-and-mortar offices. Flexible working arrangements allow them to work at home or on the road. Meet the work shifter, a telecommuter or teleworker who largely remains outside the territorial office. The anytime, anywhere office the work shifter needs requires only a smart mobile device and a wireless connection.<sup>28</sup> If the self-employed are factored in, teleworkers now represent almost 30 percent of the U.S. working adult population.<sup>29</sup> To save on office real estate, some industries provide “nonterritorial” workspaces, or “hot desks.” The first to arrive gets the best desk and the corner window.<sup>30</sup> At the same time, 24/7 availability has blurred the line between work and leisure, so that some workers are always on duty.
- **Self-directed work groups and virtual teams.** Teamwork has become a reality in business. Many companies have created cross-functional teams to empower employees and boost their involvement in decision making. You can expect to collaborate with a team in gathering information, finding and sharing solutions, implementing decisions, and managing conflict. You may even become part of a virtual team whose members are in remote locations. Increasingly, organizations are also forming ad hoc teams to solve particular problems. Such project-based teams disband once they have accomplished their objectives.<sup>31</sup> Moreover, parts of our future economy may rely on “free agents” who will be hired on a project basis in what has been dubbed the *gig economy*, a far cry from today's full-time and relatively steady jobs.
- **Flattened management hierarchies.** To better compete and to reduce expenses, businesses have for years been trimming layers of management. This means that as a frontline employee, you will have fewer managers. You will be making decisions and communicating them to customers, to fellow employees, and to executives.
- **Heightened global competition.** Because many American companies continue to move beyond domestic markets, you may be interacting with people from many cultures. To be a successful business communicator, you will need to learn about other cultures. You will also need to develop intercultural skills including sensitivity, flexibility, patience, and tolerance.
- **Renewed emphasis on ethics.** Ethics is once again a hot topic in business. The Great Recession of 2007–2009 was caused largely, some say, by greed and ethical lapses. With the passage of the Sarbanes-Oxley Act, the U.S. government



**Figure 1.4 Communication and Collaborative Technologies**



alphaspirit/Shutterstock.com

# Communication Technologies

## Communication Technologies at Work

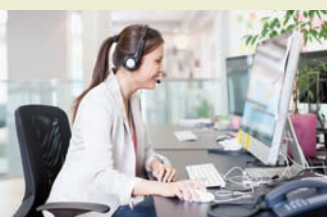
### Cloud Computing, Web 2.0, and Beyond

Increasingly, applications and data are stored in remote locations online, in the cloud. This ability to store and access data on remote servers is called *cloud computing*. Cloud computing means that businesses and individuals no longer need to maintain costly hardware and software in-house; instead, they can centralize data on their own remote servers or pay for digital storage space and software applications offered by providers online. Photo- and video-sharing sites such as Instagram, Flickr, and YouTube keep users' media in the cloud. Similarly, Dropbox, a popular file-synchronization service, and online backup provider Carbonite allow customers to edit and sync files online independent of the device used to access them. Websites and Web applications have shifted from one-way, read-only communication to multidirectional, social, read-write communication. This profound change, dubbed Web 2.0, has allowed workers to participate, collaborate, and network in unprecedented ways. More changes on the horizon include the Internet of things, the storing and making sense of big data, artificial intelligence, and self-driving cars. Continuous automation will make many current jobs obsolete.

### Telephony: VoIP

Savvy businesses are switching from traditional phone service to voice over Internet protocol (VoIP). This technology allows callers to communicate using a broadband Internet connection, thus eliminating long-distance and local telephone charges. Higher-end VoIP systems now support unified voice mail, e-mail, click-to-call capabilities, and softphones (Web applications or mobile apps, such as Google Voice, for calling and messaging). Free or low-cost Internet telephony sites, such as the popular Skype and FaceTime, are also increasingly used by businesses, although their sound and image quality is often uneven.

Paul Bradbury/Getty Images



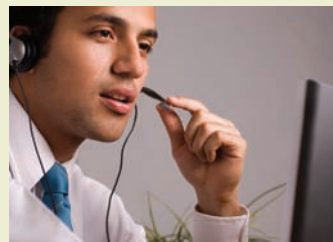
### Open Offices

The widespread use of laptop computers, tablets, and other smart devices, wireless technology, and VoIP have led to more fluid, flexible, and open workspaces. Smaller computers and flat-screen monitors enable designers to save space with boomerang-shaped workstations and cockpit-style work surfaces rather than space-hogging corner work areas. Smaller breakout areas for impromptu meetings are taking over some cubicle space, and digital databases are replacing file cabinets. Mobile technology allows workers to be fully connected and productive on the go.

Exactstock / SuperStock



Becoming familiar with modern communication technology can help you succeed on the job. Today's digital workplace is shaped by mobile devices, mobile apps, social media networks, superfast broadband and wireless access, and other technologies that allow workers to share information, work from remote locations, and be more productive in or away from the office. With today's tools you can exchange ideas, solve problems, develop products, forecast performance, and complete team projects any time of the day or night anywhere in the world.



iStock.com/ichaka

### Speech Recognition

Computers equipped with speech-recognition software enable users to dictate up to 160 words a minute with accurate transcription. Speech recognition is particularly helpful to disabled workers and to professionals with heavy dictation loads, such as physicians and attorneys. Users can create documents, enter data, compose and send e-mails, browse the Web, and control their notebooks, laptops, and desktops—all by voice. Smart devices can also execute tasks with voice command apps—for example, to dial a call, find a route, or transcribe voice mail.

Denys Prykhodov/Shutterstock.com



### Wearable Devices

The most recent trend in mobile computing is wearable devices. Fitbit, Google Glass, Apple Watch, and similar accessories do more than track fitness activities. They are powerful mobile devices in their own right that can sync with other smart electronics.

## Smart Mobile Devices and Digital Convergence

Lightweight, ever-smaller devices provide phone, e-mail, Web browsing, and calendar options anywhere there is a cellular or Wi-Fi network. Tablets and smartphones such as Android devices and the iPhone and iPad allow workers to tap into corporate databases and intranets from remote locations. Users can check customers' files, complete orders, collect payment, and send out receipts without returning to the office. The need for separate electronic gadgets is waning as digital smart devices are becoming multifunctional and highly capable. With streaming video on the Web, connectivity between TVs and computers, and networked mobile devices, technology is converging, consolidating into increasingly powerful devices. Many smart devices today are fully capable of replacing digital point-and-shoot still photography and video cameras. Mobile smart devices are also competing with TVs and computers for primacy.



maxsattana/Getty Images

## Videoconferencing

Videoconferencing allows participants to meet in special conference rooms equipped with cameras and television screens. Individuals or groups see each other and interact in real time, although they may be far apart. Faster computers, rapid Internet connections, and better cameras now enable 2 to 200 participants to sit at their own computers or mobile devices and share applications, spreadsheets, presentations, and photos. The technology extends from the popular Internet applications Skype and FaceTime to sophisticated videoconferencing software that delivers HD-quality audio, video, and content sharing.



Source: Polycom, Inc.

## Web Conferencing

With services such as GoToMeeting, WebEx, and Microsoft Live Meeting, all you need is a computer or a smart device and an Internet connection to hold a meeting (*webinar*) with customers or colleagues in real time. Although the functions are constantly evolving, Web conferencing currently incorporates screen sharing, chats, slide presentations, text messaging, and application sharing.



Hero Images/Getty Images

## Collaboration With Blogs, Podcasts, and Wikis

Businesses use *blogs* to keep customers and employees informed and to receive feedback. Company news can be posted, updated, and categorized for easy cross-referencing. An audio or video file streamed online or downloaded to a digital music player is called a *podcast*. A *wiki* is an Internet or intranet site that allows multiple users to collaboratively create and edit digital files as well as media. Information can get lost in e-mails, but wikis provide an easy way to communicate and keep track of what has been said. Wikis for business include Confluence, eXo Platform, Socialtext, and Jive.

## Mobile Apps

Mobile apps are the software that enables smartphones to run and accomplish amazing feats. Despite their natural size limitations, mobile apps rival the capabilities of full-fledged software applications on laptops, on desktops, and in the cloud.



Scanrail/Shutterstock.com

## Electronic Presentations and Data Visualization

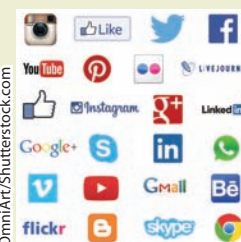
Business presentations in PowerPoint, Prezi, or Keynote can be projected from a laptop or tablet, or posted online. Sophisticated presentations may include animation, sound effects, digital photos, video clips, or hyperlinks to Internet sites. In some industries, PowerPoint and other electronic slides (decks) are replacing or supplementing traditional hard-copy reports. Data visualization tools such as SAS can help businesses make sense of increasing amounts of complex data.



Monty Rakusen/Getty Images

## Social Media

Broadly speaking, the term *social media* describes technology that enables participants to connect and share in social networks online. For example, tech-savvy companies and individuals use Twitter to issue up-to-date news, link to their blogs and websites, and announce events and promotions. Microblogging services, such as Twitter and Tumblr, also allow businesses to track what is being said about them and their products. Similarly, businesses use social networks such as Facebook, Instagram, and others to interact with customers and build their brands. Companies may also prospect for talent using social media networks. Efforts to launch corporate social networks have seen mixed results. So far workers have been slow in embracing SharePoint, Jive, Yammer, Telligent, and similar enterprise-grade collaboration platforms, social networks, and community forums.



OmniArt/Shutterstock.com



Westend61/Getty Images

now requires greater accountability. As a result, businesses are eager to regain public trust by building ethical corporate cultures. Many have written ethical mission statements, installed hotlines, and appointed compliance officers to ensure strict adherence to their high standards and the law.

These trends mean that your communication skills will constantly be on display, and that missteps won't be easily erased or forgotten. Writers of clear and concise messages contribute to efficient operations and can expect to be rewarded.

## LEARNING OUTCOME 2

Confront barriers to effective listening, and start building your listening skills.



"Did you know?

- It is estimated that more than 50 percent of our work time is spent listening.
- Immediately following a 10-minute presentation, average people retain about half of what they hear and only one quarter after 48 hours.
- Sixty percent of all management problems are related to listening.
- We misinterpret, misunderstand, or change 70 to 90 percent of what we hear."<sup>33</sup>

**Valarie Washington, CEO,**  
*Think 6 Results*

## 1-2 Developing Listening Skills

TV and radio host Larry King said, "I remind myself every morning: Nothing I say this day will teach me anything. So if I'm going to learn, I must do it by listening."<sup>32</sup> In an age that thrives on information and communication technology, listening is an important skill. However, by all accounts most of us are not very good listeners. Do you ever pretend to be listening when you are not? Do you know how to look attentive in class when your mind wanders far away? How about tuning out people when their ideas are boring or complex? Do you find it hard to focus on ideas when a speaker's clothing or mannerisms are unusual?

You probably answered *yes* to one or more of these questions because many of us have poor listening habits. In fact, some researchers suggest that we listen at only 25 to 50 percent efficiency. Such poor listening habits are costly in business and affect professional relationships. Messages must be rewritten, shipments reshipped, appointments rescheduled, contracts renegotiated, and directions restated. Listening skills are important for career success, organization effectiveness, and worker satisfaction. Numerous studies and experts report that good listeners make good managers and are sought after by recruiters.<sup>34</sup>

To develop better listening skills, we must first recognize barriers that prevent effective listening. Then we need to focus on techniques for improving listening skills.

### 1-2a Overcoming Barriers to Effective Listening

As you have seen, bad habits and distractions can interfere with effective listening. Have any of the following barriers and distractions prevented you from hearing what has been said?

- **Physical barriers.** You cannot listen if you cannot hear what is being said. Physical impediments include hearing disabilities, poor acoustics, and noisy surroundings. It is also difficult to listen if you are ill, tired, or uncomfortable.
- **Psychological barriers.** Everyone brings to the communication process a unique set of cultural, ethical, and personal values. Each of us has an idea of what is right and what is important. If other ideas run counter to our preconceived thoughts, we tend to tune out speakers and thus fail to receive their messages.
- **Language problems.** Unfamiliar words can destroy the communication process because they lack meaning for the receiver. In addition, emotion-laden, or charged, words can adversely affect listening. If the mention of words such as *bankruptcy* or *real estate meltdown* has an intense emotional impact, a listener may be unable to focus on the words that follow.
- **Nonverbal distractions.** Many of us find it hard to listen if a speaker is different from what we view as normal. Unusual clothing or speech mannerisms, body twitches, or a radical hairstyle can cause enough distraction to prevent us from hearing what the speaker has to say.
- **Thought speed.** Because we can process thoughts at least three times faster than speakers can say them, we can become bored and allow our minds to wander.



- **Faking attention.** Most of us have learned to look as if we are listening even when we are not. Such behavior was perhaps necessary as part of our socialization. Faked attention, however, seriously threatens effective listening because it encourages the mind to engage in flights of unchecked fancy. Those who fake attention often find it hard to concentrate even when they want to.
- **Grandstanding.** Would you rather talk or listen? Naturally, most of us would rather talk. Because our own experiences and thoughts are most important to us, we often want to grab the limelight in conversations. We may fail to listen carefully when we are just waiting politely for the next pause so that we can have our turn to speak.

## 1-2b Building Solid Listening Skills

You can reverse the harmful effects of poor habits by making a conscious effort to become an active listener. This means becoming involved. You can't sit back and hear whatever a lazy mind happens to receive. The following keys will help you become an active and effective listener:

- **Stop talking.** The first step to becoming a good listener is to stop talking. Let others explain their views. Learn to concentrate on what the speaker is saying, not on what your next comment will be.
- **Control your surroundings.** Whenever possible, remove competing sounds. Close windows or doors, turn off TVs and smartphones, and move away from loud people, noisy appliances, or engines. Choose a quiet time and place for listening.
- **Establish a receptive mind-set.** Expect to learn something by listening. Strive for a positive and receptive frame of mind. If the message is complex, think of it as mental gymnastics. It is hard work but good exercise to stretch and expand the limits of your mind.
- **Keep an open mind.** We all sift through and filter information based on our own biases and values. For improved listening, discipline yourself to listen objectively. Be fair to the speaker. Hear what is really being said, not what you want to hear.
- **Listen for main points.** Heighten your concentration and satisfaction by looking for the speaker's central themes. Congratulate yourself when you find them!
- **Capitalize on lag time.** Make use of the quickness of your mind by reviewing the speaker's points. Anticipate what is coming next. Evaluate evidence the speaker has presented. Don't allow yourself to daydream. Try to guess what the speaker's next point will be.
- **Listen between the lines.** Focus both on what is spoken and what is unspoken. Listen for feelings as well as for facts.
- **Judge ideas, not appearances.** Concentrate on the content of the message, not on its delivery. Avoid being distracted by the speaker's looks, voice, or mannerisms.
- **Hold your fire.** Force yourself to listen to the speaker's entire argument or message before responding. Such restraint may enable you to understand the speaker's reasons and logic before you jump to false conclusions.
- **Take selective notes.** In some situations thoughtful notetaking may be necessary to record important facts that must be recalled later. Select only the most important points so that the notetaking process does not interfere with your concentration on the speaker's total message.
- **Provide feedback.** Let the speaker know that you are listening. Nod your head and maintain eye contact. Ask relevant questions at appropriate times. Getting involved improves the communication process for both the speaker and the listener.



"Listening is hard work. Unlike hearing, it demands total concentration. It is an active search for meaning, while hearing is passive."<sup>35</sup>

**Alfonso Bucero**, consultant and author

## LEARNING OUTCOME 3

Explain the features of non-verbal communication, and recognize the importance of improving your nonverbal communication skills.

### 1-3 Learning Nonverbal Communication Skills

Psychologist and philosopher Paul Watzlawick claimed that we cannot not communicate.<sup>36</sup> In other words, it's impossible to not communicate. This means that every behavior is sending a message even if we don't use words. The eyes, face, and body convey meaning without a single syllable being spoken.

**What Is Nonverbal Communication?** Nonverbal communication includes all unwritten and unspoken messages, whether intended or not. These silent signals have a strong effect on receivers. However, understanding them is not simple. Does a downward glance indicate modesty? Fatigue? Does a constant stare reflect coldness? Dullness? Aggression? Do crossed arms mean defensiveness, withdrawal, or just that the person is shivering?

**What If Words and Nonverbal Cues Clash?** Messages are even harder to decipher when the verbal and nonverbal cues do not agree. What will you think if Scott says he is not angry, but he slams the door when he leaves? What if Alicia assures the hostess that the meal is excellent, but she eats very little? The nonverbal messages in these situations speak louder than the words. In fact, researchers believe that the bulk of any message we receive is nonverbal.

Successful communicators recognize the power of nonverbal messages. Cues broadcast by body language might be helpful in understanding the feelings and attitudes of senders. Be careful, however, before attaching specific meanings to gestures or actions because behavior and its interpretations strongly depend on context and on one's cultural background, as you will see.

#### 1-3a Your Body Sends Silent Messages

Think about how effective nonverbal behavior could benefit your career. Workplace-relevant nonverbal cues include eye contact, facial expression, body movements, time, space, territory, and appearance. These nonverbal cues affect how a message is interpreted, or decoded, by the receiver.

**Eye Contact.** The eyes have been called the windows to the soul. Even if they don't reveal the soul, the eyes are often the best predictor of a speaker's true feelings. Most of us cannot look another person straight in the eyes and lie. As a result, in North American culture, we tend to believe people who look directly at us. Sustained eye contact suggests trust and admiration; brief eye contact signals fear or stress. Good eye contact enables the message sender to see whether a receiver is paying attention, showing respect, responding favorably, or feeling distress. From the receiver's viewpoint, good eye contact, in North American culture, reveals the speaker's sincerity, confidence, and truthfulness.

**Facial Expression.** The expression on a person's face can be almost as revealing of emotion as the eyes. Experts estimate that the human face can display over 250,000 expressions.<sup>37</sup> To hide their feelings, some people can control these expressions and maintain so-called poker faces. In North America, however, most of us display our emotions openly. Raising or lowering the eyebrows, squinting the eyes, swallowing nervously, clenching the jaw, smiling broadly—these voluntary and involuntary facial expressions can add to or entirely replace verbal messages.

**Posture and Gestures.** An individual's posture can convey anything from high status and self-confidence to shyness and submissiveness. Leaning toward a speaker suggests attentiveness and interest; pulling away or shrinking back denotes fear, distrust, anxiety, or disgust. Similarly, gestures can communicate entire thoughts via simple movements. However, the meanings of some of these movements differ in other cultures. Unless you know local customs, they can get you into trouble. In the



United States and Canada, for example, forming the thumb and forefinger in a circle means everything is OK. But in parts of South America, the OK sign is obscene.

In the workplace you can make a good impression by controlling your posture and gestures. When speaking, make sure your upper body is aligned with the person to whom you're talking. Erect posture sends a message of confidence, competence, diligence, and strength. Women are advised to avoid tilting their heads to the side when making an important point to avoid seeming unsure and thus diminishing the impact of the message.<sup>38</sup>

### 1-3b Time, Space, and Territory Send Silent Messages

In addition to nonverbal messages transmitted by your body, three external elements convey information in the communication process: time, space, and territory.

**Time.** How we structure and use time tells observers about our personalities and attitudes. For example, when Warren Buffett, industrialist, investor, and philanthropist, gives a visitor a prolonged interview, he signals his respect for, interest in, and approval of the visitor or the topic to be discussed. On the other hand, when David Ing twice arrives late for a meeting, it could mean that the meeting has low priority to David, that he is a self-centered person, or that he has little self-discipline. These are assumptions that typical Americans might make.

**Space.** How we order the space around us tells something about ourselves and our objectives. Whether the space is a bedroom, a dorm room, or an office, people reveal themselves in the design and grouping of their furniture. Generally, the more formal the arrangement, the more formal and closed the communication style. An executive who seats visitors in a row of chairs across from his desk sends a message of aloofness and a desire for separation. A team leader who arranges chairs informally in a circle rather than in straight rows conveys her desire for a more open exchange of ideas.

**Territory.** Each of us has a certain area that we feel is our own territory, whether it is a specific spot or just the space around us. Your father may have a favorite chair in which he is most comfortable, a cook might not tolerate intruders in the kitchen, and veteran employees may feel that certain work areas and tools belong to them. We all maintain zones of privacy in which we feel comfortable. Figure 1.5 categorizes the four zones of social interaction among Americans, as formulated by anthropologist Edward T. Hall.<sup>39</sup> Notice that North Americans are a bit standoffish; only intimate friends and family may stand closer than about 1.5 feet. If someone

**Figure 1.5 Four Space Zones for Social Interaction**



Intimate Zone  
(1 to 1½ feet)

iStock.com/lewkmiller



Personal Zone  
(1½ to 4 feet)

iStock.com/Dean Mitchell



Social Zone  
(4 to 12 feet)

iStock.com/monkeybusinessimages



Public Zone  
(12 or more feet)

© Kablonk Royalty-Free/Imagine



"How professionals present themselves is just as essential to their success as their expertise. If you've worked hard, yet find it difficult to be taken seriously as a qualified professional, it may be that your style doesn't match the level of your expertise. Style is often overlooked as an aspect of power and effectiveness, but it's key to building confidence and success."<sup>40</sup>

**Karen Anderson Peters,**  
associate, *The Leadership Style Center*

violates that territory, North Americans feel uncomfortable and may step back to reestablish their space. In the workplace be aware of the territorial needs of others and don't invade their space.

### 1-3c **Appearance Sends Silent Messages**

Much like the personal appearance of an individual, the physical appearance of a business document transmits immediate and important nonverbal messages. Ideally, these messages should be pleasing to the eye.

**Eye Appeal of Business Documents.** The way an e-mail, letter, memo, or report looks can have either a positive or a negative effect on the receiver. Sloppy e-mails send a nonverbal message that you are in a terrific hurry or that you do not care about the receiver. Envelopes—through their postage, quality, and printing—can suggest that the messages they carry are routine, important, or junk mail. Letters and reports can look neat, professional, well organized, and attractive—or just the opposite. In succeeding chapters you will learn how to create business documents that send positive nonverbal messages through their appearance, format, organization, readability, and correctness.

**Personal Appearance.** The way you look—your clothing, grooming, and posture—transmits an instant nonverbal message about you. Based on what they see, viewers make quick judgments about your status, credibility, personality, and potential. If you want to be considered professional, think about how you present yourself. One management consultant prefers bright-colored dresses, stiletto heels, and bling. But to be perceived as professional, she adopts a more conservative look to match the occasion and the customer: "The success I dress for is that of my *client*."<sup>41</sup> As a businessperson, you will want to think about what your appearance says about you. Although the rules of business attire have loosened up, some workers show poor judgment. You will learn more about professional attire and behavior in later chapters.



The tattoo craze in some U.S. populations continues unabated. Americans spend \$1.65 billion on tattoos annually. The Food and Drug Administration estimates that 45 million (14 percent) of Americans have at least one tattoo. The percentages almost triple among U.S. adults aged eighteen through twenty-five and twenty-six through forty (36 and 40 percent). Young people do not fear harming their job prospects, and some studies suggest that attitudes among business professionals are changing slowly.<sup>42</sup> Think twice, however, before displaying "tats" and piercings at work. Conspicuous body art may make you feel distinctive and daring, but what could be the risks for your career?

### 1-3d Mastering Nonverbal Skills

Nonverbal communication can outweigh words in the way it influences how others perceive you. You can harness the power of silent messages by reviewing the following tips for improving nonverbal communication skills:

- **Establish and maintain eye contact.** Remember that in North America appropriate eye contact signals interest, attentiveness, strength, and credibility.
- **Use posture to show interest.** Encourage interaction by leaning forward, sitting or standing erect, and looking alert.
- **Reduce or eliminate physical barriers.** Move out from behind a desk or lectern; arrange meeting chairs in a circle.
- **Improve your decoding skills.** Watch facial expressions and body language to understand the complete verbal and nonverbal messages being communicated.
- **Probe for more information.** When you perceive nonverbal cues that contradict verbal meanings, politely seek additional cues (*I'm not sure I understand, Please tell me more about . . .*, or *Do you mean that . . .?*).
- **Interpret nonverbal meanings in context.** Make nonverbal assessments only when you understand a situation or a culture.
- **Associate with people from different cultures.** Learn about other cultures to widen your knowledge and tolerance of intercultural nonverbal messages.
- **Appreciate the power of appearance.** Keep in mind that the appearance of your business documents, your business space, and yourself sends immediate positive or negative messages to others.
- **Observe yourself on video.** Ensure that your verbal and nonverbal messages are in sync by recording and evaluating yourself making a presentation.
- **Enlist friends and family.** Ask friends and family members to monitor your conscious and unconscious body movements and gestures to help you become a more effective communicator.

## 1-4 Recognizing How Culture Influences Communication

Comprehending the verbal and nonverbal meanings of a message is difficult even when communicators share the same culture. When they come from different cultures, special sensitivity and skills are necessary. Global business, new communication technologies, the Internet, and social media span the world, reducing distances. However, cultural differences still exist and can cause significant misunderstandings.

**What Is Culture?** For our purposes, *culture* may be defined as the complex system of values, traits, morals, and customs shared by a society. Culture is a powerful operating force that molds the way we think, behave, and communicate. The objective of this section is to broaden your view of culture and open your mind to flexible attitudes so that you can avoid frustration when cultural understanding is necessary. Despite globalization, growing diversity, and social networking, we need to make adjustments and adopt new attitudes.

To help you better understand your culture and how it contrasts with other cultures, we describe five key dimensions of culture: context, individualism, time orientation, power distance, and communication style. The section closes with a look at the interaction between culture and social media.

### LEARNING OUTCOME 4

Name five common dimensions of culture, and understand how culture influences communication and the use of social media and communication technology.

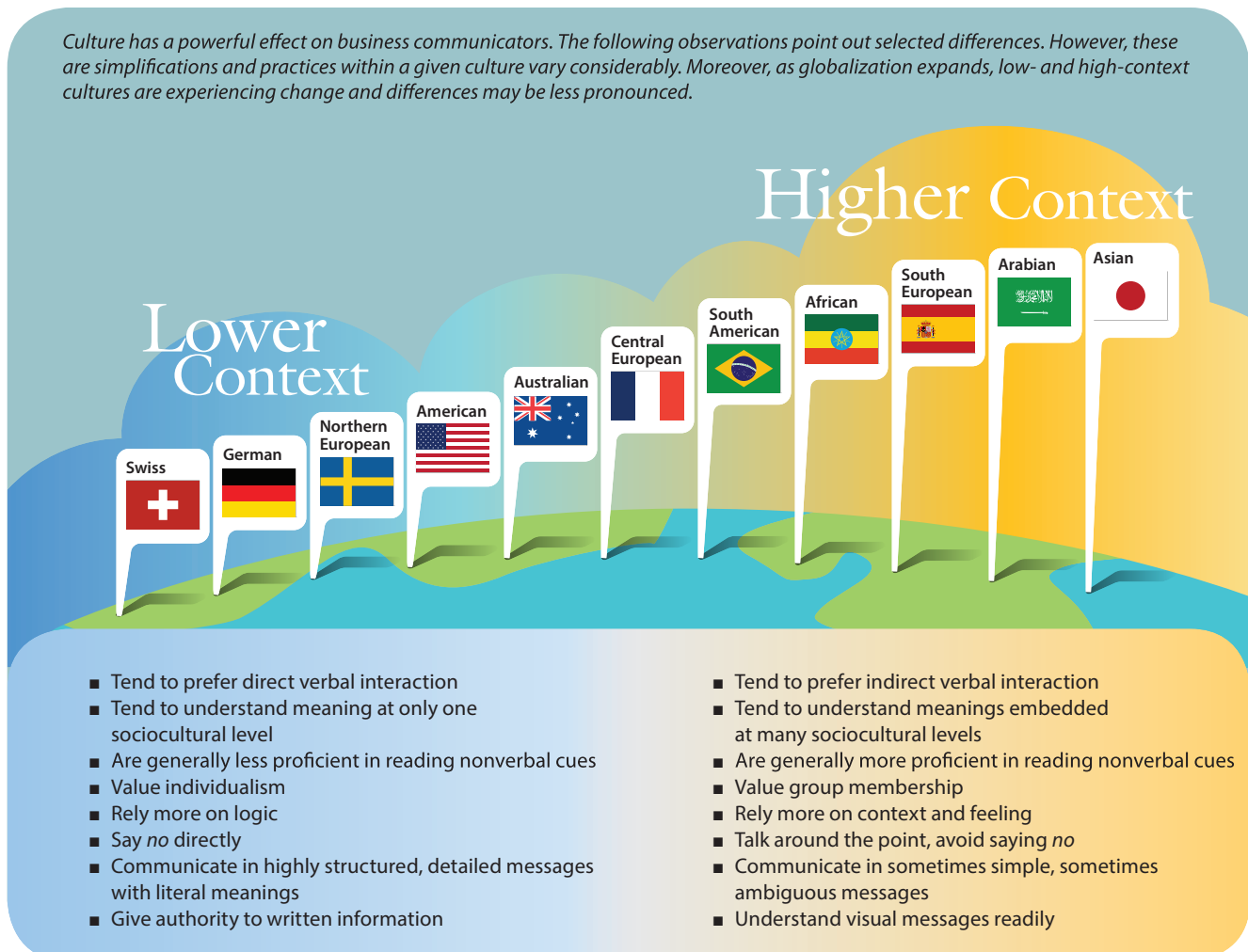
### 1-4a High and Low Context

Context is probably the most important cultural dimension and also the most difficult to define. In a model developed by cultural anthropologist Edward T. Hall, context refers to the stimuli, environment, or ambience surrounding an event. Hall arranged cultures on a continuum, shown in Figure 1.6, from low to high in relation to context. This figure also summarizes key comparisons for today's business communicators.

Communicators in low-context cultures (such as those in North America, Scandinavia, and Germany) depend little on the context of a situation and shared experience to convey their meaning. They assume that messages must be explicit, and listeners rely exclusively on the written or spoken word. Low-context cultures tend to be logical, analytical, and action oriented. Business communicators stress clearly articulated messages that they consider to be objective, professional, and efficient. Words are taken literally.

Communicators in high-context cultures (such as those in China, Japan, and Middle Eastern countries) assume that the listener does not need much background information.<sup>43</sup> Communicators in high-context cultures are more likely to be intuitive and contemplative. They may not take words literally. Instead, the meaning of a message may be implied from the social or physical setting, the relationship of the communicators, or nonverbal cues. For example, a Japanese communicator might

**Figure 1.6 Comparing Low- and High-Context Cultures**



say *yes* when he really means *no*. From the context of the situation, his Japanese conversation partner would conclude whether *yes* really meant *yes* or whether it meant *no*. The context, tone, time taken to answer, facial expression, and body cues would convey the meaning of *yes*.<sup>44</sup> In high-context cultures, communication cues are primarily transmitted by posture, voice inflection, gestures, and facial expression.

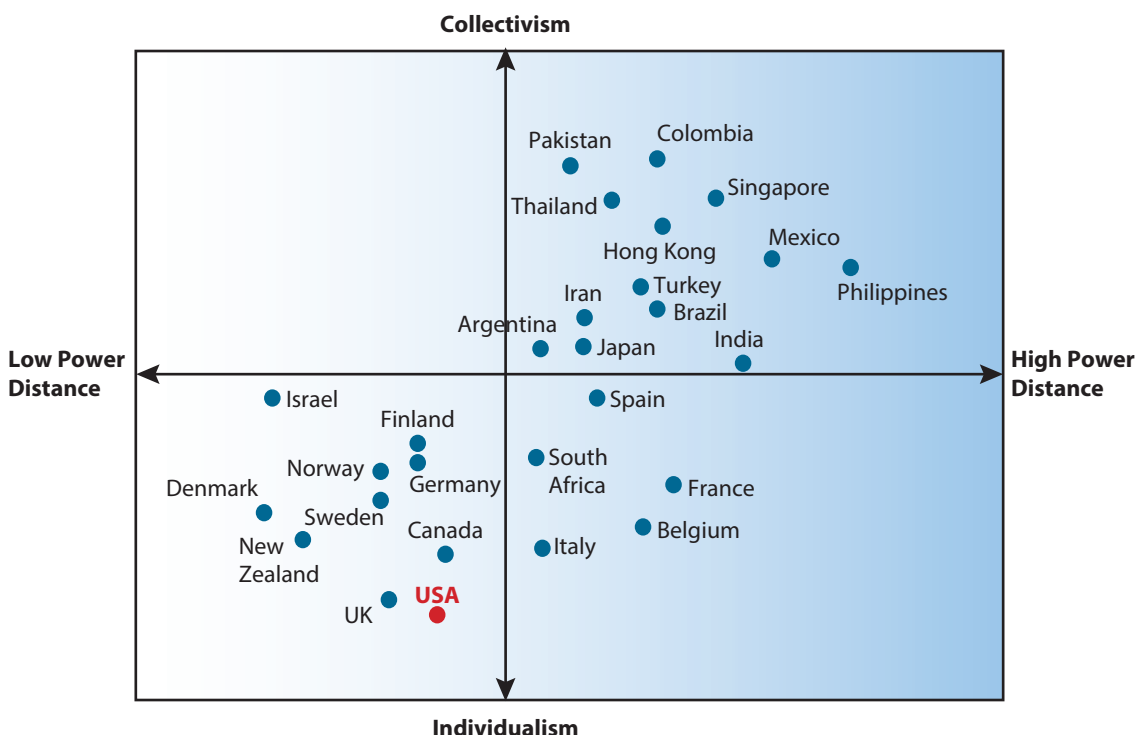
### 1-4b Individualism and Collectivism

An attitude of independence and freedom from control characterizes individualism. Members of low-context cultures, particularly North Americans, tend to value individualism. They believe that initiative and self-assertion result in personal achievement. They believe in individual action and personal responsibility, and they desire much freedom in their personal lives.

Members of high-context cultures are more collectivist. They emphasize membership in organizations, groups, and teams; they encourage acceptance of group values, duties, and decisions. They typically resist independence because it fosters competition and confrontation instead of consensus. In group-oriented cultures, such as those in many Asian societies, self-assertion and individual decision making are discouraged. “The nail that sticks up gets pounded down” is a common Japanese saying.<sup>45</sup> Business decisions are often made by all who have competence in the matter under discussion. Similarly, in China managers also focus on the group rather than on the individual, preferring a consultative management style over an autocratic style.<sup>46</sup>

Cultures are complex, of course, and cannot be characterized as totally individualistic or group oriented. To complicate things, group differences may be lessening over time. For example, European-Americans were considered as quite individualistic, whereas African-Americans were deemed less so, and Latinos were believed to be closer to the group-centered dimension. Newer research suggests cultural convergence, a trend toward greater similarity.<sup>47</sup> Figure 1.7 shows selected countries ranked according to their expression of collectivism and individualism as well as power distance.

**Figure 1.7 Countries' Ranking in Collectivism, Individualism, and Power Distance**





### 1-4c Time Orientation

North Americans consider time a precious commodity. They correlate time with productivity, efficiency, and money. Keeping people waiting for business appointments is considered a waste of time and also rude.

In other cultures time may be perceived as an unlimited resource to be enjoyed. A North American businessperson, for example, was kept waiting two hours past a scheduled appointment time in South America. She wasn't offended, though, because she was familiar with South Americans' more relaxed concept of time.

The perception of time and how it is used are culturally learned. In some cultures, time is perceived analytically. People account for every minute of the day. In other cultures, time is holistic and viewed in larger chunks. People in Western cultures tend to be more analytical, scheduling appointments at 15- to 30-minute intervals. Those in Eastern cultures tend to be more holistic, planning fewer but longer meetings. People in one culture may look at time as formal and task oriented. In another culture, time is seen as an opportunity to develop interpersonal relationships.

### 1-4d Power Distance

One important element of culture is power distance, which was first introduced by influential social psychologist Geert Hofstede. The Power Distance Index measures how people in different societies cope with inequality—in other words, how they relate to more powerful or less powerful individuals. In high-power-distance countries, subordinates expect formal hierarchies and embrace relatively authoritarian, paternalistic power relationships. In low-power-distance cultures, however, subordinates may consider themselves as equals of their supervisors. They confidently voice opinions and participate in decision making. Relationships between high-powered people and those with little power tend to be more democratic, egalitarian, and informal.

As you probably guessed, in Western cultures people are more relaxed about social status and the appearance of power.<sup>48</sup> Deference is not generally paid to individuals merely because of their wealth, position, seniority, or age. In many Asian cultures, however, these characteristics are important. Intercultural clashes can erupt in global corporations. A Western executive coach operating in Malaysia, the Philippines, and Indonesia is frustrated that subordinates don't speak up: "Senior-level people get no information, and believe that they have nothing to improve upon, and junior-level people do not bring ideas forward." Another executive, uncomfortable with being treated like royalty, complains that workers don't come to him with ideas, although "the door is always open."<sup>49</sup> The degree of power distance in selected countries is illustrated in Figure 1.7.

### 1-4e Communication Style

People in low- and high-context cultures tend to communicate differently with words. To Americans and Germans, words are very important, especially in contracts and negotiations. People in high-context cultures, on the other hand, place more emphasis on the surrounding context than on the words describing a negotiation. A Greek may see a contract as a formal statement announcing the intention to build a business for the future. The Japanese may treat contracts as statements of intention, and they assume changes will be made as projects develop. Mexicans may treat contracts as artistic exercises of what might be accomplished in an ideal world. They do not necessarily expect contracts to apply consistently in the real world. An Arab may be insulted by merely mentioning a contract; a person's word is more binding.<sup>50</sup>

In communication style North Americans value straightforwardness, are suspicious of evasiveness, and distrust people whom they perceive as having a hidden

agenda or playing their cards too close to the chest.<sup>51</sup> North Americans also tend to be uncomfortable with silence and impatient with delays. Some Asian businesspeople have learned that the longer they drag out negotiations, the more concessions impatient North Americans are likely to make.

## 1-4f How Technology and Social Media Affect Intercultural Communication

Much has been made of the connectedness that social media and communication technology provide today. With minimal resources, communicators can reach out to larger and more varied audiences than ever before. Social media offer the potential for intercultural engagement. They may overcome cultural differences or reinforce them, depending on their users.

## Social Networking: Blurring Boundaries?

What we make of the potential for intercultural connectedness online is as much up to us as it would be at a dinner party where we don't know any of the other guests. "Digital media is an amplifier. It tends to make extroverts more extroverted and introverts more introverted," says Clay Shirky, social media expert at New York University.<sup>52</sup> Some authors believe that social media networks blur cultural gaps, reduce hierarchies, and empower people to change their circumstances.<sup>53</sup> At the same time, the online environment may deepen feelings of isolation; it can make interpersonal contact more difficult because all contact is mediated electronically.<sup>54</sup>

In real life, as online, we instinctively tend to gravitate toward people who seem similar to us, explains Gaurav Mishra, a social media strategist from India: “[H]uman beings have a strong tendency to prefer the familiar, so we pay attention to people with a shared context and treat the rich Twitter public stream as background noise.”<sup>55</sup> Twitter and other social media can boost intercultural communication; however, we must be willing to reach out across the boundaries that separate us.

**Social Networking: Global and Local?** Despite the equalizing influence of globalization, regional and cultural differences persist, as those who design media for markets in other countries know. Asian users may prefer muted pastel colors and anime-style graphics that North Americans would find unusual. Conversely, Korean and Japanese employees may balk at being compelled to post photos of themselves on company intranet pages. They opt for avatars or pictures of pets instead, possibly as an expression of personal modesty or expectations of privacy, whereas North Americans believe photos promote cohesion and make them seem accessible.<sup>56</sup>

Marketers and PR agencies understand that they must be aware of cultural differences in the use of digital media in each global market. "Successful campaigns rely on local knowledge," a global media report concludes.<sup>57</sup> If the needs of each market aren't considered, customers may be unhappy and brand perceptions suffer.<sup>58</sup> It remains to be seen whether social networking will slowly erase many of the cultural differences present today or whether distinct national, even local, networks will emerge and survive.<sup>59</sup>



**Whether social media networks will allow business communicators to engage across cultures and bridge intercultural differences will depend on the users' attitudes and openness.**

## LEARNING OUTCOME 5

Discuss strategies that help communicators overcome negative cultural attitudes and prevent miscommunication in today's diverse, mobile, social-media-driven workplace.



"[E]mployers are looking for people who have experienced the world and can bring a global perspective helping us to recognize our common engineering challenges and find solutions together. One way I have become a global citizen is through 'voluntourism.' The term describes trips encompassing both volunteer work and tourism."<sup>60</sup>

**Rebecca Delaney,**  
mechanical engineering team  
leader, Skidmore, Owings &  
Merrill

## 1-5 Becoming Interculturally Proficient

Being aware of your own culture and how it contrasts with others is a first step in learning intercultural skills. Another important step involves recognizing barriers to intercultural accommodation and striving to overcome them. The digital age economy needs workers who can thrive on diverse teams and interact effectively with customers and clients at home and abroad. This section addresses how to overcome barriers to productive intercultural communication, develop strong intercultural skills, and capitalize on workplace diversity.

### 1-5a Curbing Ethnocentrism and Stereotyping

The process of understanding and interacting successfully with people from other cultures is often hampered by two barriers: ethnocentrism and stereotyping. These barriers, however, can be overcome by developing tolerance, a powerful and effective aid to communication.

**Ethnocentrism.** The belief in the superiority of one's own culture is known as *ethnocentrism*. This natural attitude is found in all cultures. Ethnocentrism causes us to judge others by our own values. If you were raised in North America, values such as punctuality and directness probably seem right to you, and you may wonder why the rest of the world doesn't function in the same sensible fashion. A North American businessperson in an Arab or Asian country might be upset at time spent over coffee or other social rituals before any *real* business is transacted. In these cultures, however, personal relationships must be established and nurtured before credible negotiations may proceed.

**Stereotypes.** Our perceptions of other cultures sometimes cause us to form stereotypes about groups of people. A *stereotype* is an oversimplified perception of a behavioral pattern or characteristic applied uncritically to groups. For example, the Swiss are hardworking, efficient, and neat; Germans are formal, reserved, and blunt; Americans are loud, friendly, and impatient; Canadians are polite, trusting, and tolerant; Asians are gracious, humble, and inscrutable. These attitudes may or may not accurately describe cultural norms. When applied to individual business communicators, however, such stereotypes may create misconceptions and misunderstandings. Look beneath surface stereotypes and labels to discover individual personal qualities.

**Tolerance.** As global markets expand and as our society becomes increasingly multiethnic, tolerance is critical. *Tolerance* here means learning about beliefs and practices different from our own and appreciating them. It means being open-minded and receptive to new experiences. One of the best ways to develop tolerance is to practice *empathy*, which is defined as trying to see the world through another's eyes. It means being less judgmental and more eager to seek common ground.

One way of promoting greater understanding is to work toward a common goal. An environmental studies center in Israel brings together Jews, Muslims, and Christians to tackle water scarcity in the Middle East, home to 10 of the 15 most water-starved countries in the world. The diverse student body is Jewish Israeli, Arab, and non-Middle Eastern. Aside from caring for the environment, the students attend peace-building forums to discuss race, religion, culture, and politics. The center builds one of the region's scarcest resources—trust.<sup>61</sup>

Getting along well with others is always a good policy, but doubly so in the workplace. Some job descriptions now include statements such as *Must be able to interact with ethnically diverse personnel*.

The suggestions in the following section can help you prevent miscommunication in oral and written transactions across cultures.

## 1-5b Successful Oral Communication With Intercultural Audiences

When you have a conversation with someone from another culture, you can reduce misunderstandings by following these tips:

- **Use simple English.** Speak in short sentences (under 20 words) with familiar, short words. Eliminate puns, sport and military references, slang, and jargon (special business terms). Be especially alert to idiomatic expressions that can't be translated, such as *face the music* and *hit a home run*.
- **Speak slowly and enunciate clearly.** Avoid fast speech, but don't raise your voice. Overpunctuate with pauses and full stops. Always write numbers for all to see.
- **Encourage accurate feedback.** Ask probing questions, and encourage the listener to paraphrase what you say. Don't assume that a yes, a nod, or a smile indicates comprehension or agreement.
- **Check frequently for comprehension.** Avoid waiting until you finish a long explanation to request feedback. Instead, make one point at a time, pausing to check for comprehension. Don't proceed to B until A has been grasped.
- **Observe eye messages.** Be alert to a glazed expression or wandering eyes. These tell you the listener is lost.
- **Accept blame.** If a misunderstanding results, graciously accept the responsibility for not making your meaning clear.
- **Listen without interrupting.** Curb your desire to finish sentences or to fill out ideas for the speaker. Keep in mind that North Americans abroad are often accused of listening too little and talking too much.
- **Smile when appropriate.** The smile is often considered the single most understood and most useful form of communication. In some cultures, however, excessive smiling may seem insincere.
- **Follow up in writing.** After conversations or oral negotiations, confirm the results and agreements with written messages—if necessary, in the local language.

## 1-5c Successful Written Communication With Intercultural Audiences

When you write to someone from a different culture, you can improve your chances of being understood by following these suggestions:

- **Consider local styles and conventions.** Learn how documents are formatted and how letters are addressed and developed in the intended reader's country. Decide whether to use your organization's preferred format or adjust to local styles.
- **Observe titles and rank.** Use last names, titles, and other signals of rank and status. Send messages to higher-status people; avoid sending copies to lower-rank people.
- **Hire a translator.** Engage a professional translator if (a) your document is important, (b) your document will be distributed to many readers, or (c) you must be persuasive.
- **Use short sentences and short paragraphs.** Sentences with fewer than 20 words and paragraphs with fewer than 8 lines are most readable.
- **Avoid ambiguous wording.** Include relative pronouns (*that, which, who*) for clarity in introducing clauses. Stay away from contractions (especially ones such as *Here's the problem*). Avoid idioms (*once in a blue moon*), slang





"Everyone can and should be adept at interacting with people from other cultures. Do research. Be curious. Don't make assumptions. For organizations, diversity works when there is commitment from the top, education programs and appointments made of people who are experienced at managing change across cultures."<sup>63</sup>

**Johann Xavier**, CFO for Asia-Pacific and China regions, Saatchi & Saatchi

(*my presentation really bombed*), acronyms (ASAP for "as soon as possible"), abbreviations (DBA for "doing business as"), jargon (*input*, *bottom line*), and sports references (*ballpark figure*, *slam dunk*). Use action-specific verbs (*buy a printer* rather than *get a printer*).

- **Cite numbers carefully.** In international trade learn and use the metric system. In citing numbers, use figures (12) instead of spelling them out (*twelve*). Always convert dollar figures into local currency. Spell out the month when writing dates. In North America, for example, *March 5, 2019*, might be written as 3/5/19, whereas in Europe the same date might appear as 5.3.19.

## 1-5d Globalization and Workplace Diversity

While North American companies are expanding global operations and adapting to a variety of emerging markets, the domestic workforce is also becoming more diverse. This diversity has many dimensions—race, ethnicity, age, religion, gender, national origin, physical ability, sexual orientation, and others.

No longer, say the experts, will the workplace be predominantly male or Anglo oriented. By 2020 many groups now considered minorities (African-Americans, Hispanics, Asians, Native Americans) are projected to become 36 percent of the U.S. population. Between 2040 and 2050, these groups will reach the majority-minority crossover, the point at which they will represent the majority of the U.S. population.<sup>62</sup> Women will comprise nearly 50 percent of the workforce. Moreover, latest U.S. Census data suggest that the share of the population over sixty-five will jump from 13 percent now to almost 20 percent in 2030.

What do all these changes mean for you? Simply put, your job may require you to interact with colleagues and customers from around the world. You will need to cooperate with individuals and teams. What's more, your coworkers may differ from you in race, ethnicity, gender, age, and other ways.

## 1-5e Benefits of a Diverse Workforce

As society and the workforce become more diverse, successful communication among the various identity groups brings distinct advantages. Consumers want to deal with companies that respect their values and reflect themselves.

A diverse staff is better able to respond to the increasingly diverse customer base in local and world markets. The CEO of a PR firm embraces a diverse staff and customers: "Our team consists of more than 40 people who collectively speak 20 different languages." Boykiv urges fellow executives to "Tap into the diversity of your workplace to gain a deep understanding of your workforce and your potential customer base."<sup>64</sup>

Many employees work in teams. Leadership and ethics professor Katherine Phillips believes that "Diversity enhances creativity. It encourages the search for novel information and perspectives, leading to better decision making and problem solving."<sup>65</sup> Diverse teams also tend to be good for the bottom line; they are 45 percent more likely to increase market share and 70 percent more likely to capture a new market.<sup>66</sup>

In addition, organizations that set aside time and resources to cultivate and capitalize on diversity will suffer fewer discrimination lawsuits, fewer union clashes, and less government regulatory action. Developing a diverse staff that can work together cooperatively is one of the biggest challenges facing business organizations today.

## 1-5f Tips for Communicating With Diverse Audiences on the Job

Harmony and acceptance do not happen automatically when people who are dissimilar work together. This means that organizations must commit to diversity. Harnessed effectively, diversity can enhance productivity and propel a company to success. Mismanaged, it can become a drain on a company's time and resources.



How companies deal with diversity will make all the difference in how they compete in a hyperconnected global environment. The following suggestions can help you find ways to improve communication and interaction:

- **Seek training.** If your organization is experiencing diversity problems, awareness-raising sessions may be helpful. Spend time reading and learning about workforce diversity and how it can benefit organizations. Look upon diversity as an opportunity, not a threat. Intercultural communication, team building, and conflict resolution are skills that can be learned in diversity training programs.
- **Understand the value of differences.** Diversity makes an organization innovative and creative. Sameness fosters an absence of critical thinking called *groupthink*. Michael Roth, president of Wesleyan University, believes that “homogeneity kills creativity” and threatens democracy and learning: “We know that diversity is a powerful hedge against the ‘rationalized conformity’ of groupthink.”<sup>67</sup> Diversity can be a powerful antidote.
- **Learn about your cultural self.** Begin to think of yourself as a product of your culture, and understand that your culture is just one among many. Take any opportunity to travel or study abroad, if possible. You will learn much, not only about other cultures but also about your own. Try to stand outside and look at yourself. Do you see any reflex reactions and automatic thought patterns that are a result of your upbringing? These may be invisible to you until challenged by difference. Be sure to keep what works and yet be ready to adapt as environments change. Flexibility is an important survival skill.
- **Make fewer assumptions.** Be careful of seemingly insignificant, innocent workplace assumptions. For example, don’t assume that everyone wants to observe the holidays with a Christmas party and a decorated tree. Celebrating only Christian holidays in December and January excludes those who honor Hanukkah, Kwanzaa, and the Lunar New Year. Moreover, in workplace discussions don’t assume anything about others’ sexual orientation or attitude toward marriage. For invitations, avoid phrases such as *managers and their wives*. *Spouses* or *partners* is more inclusive. Valuing diversity means making fewer assumptions that everyone is like you or wants to be like you.
- **Build on similarities.** Look for areas in which you and others not like you can agree or at least share opinions. Be prepared to consider issues from many perspectives, all of which may be valid. Accept that there is room for various points of view to coexist peacefully. Although you can always find differences, it is much harder to find similarities. Look for common ground in shared experiences, mutual goals, and similar values.<sup>68</sup> Concentrate on your objective even when you may disagree on how to reach it.

## Summary of Learning Outcomes

### 1 Describe how strong communication skills will improve your career outlook, strengthen your credibility, and help you succeed in today’s competitive digital age workplace.

- Employers hire and promote job candidates who have excellent communication skills; writing skills make or break careers.
- Because workers interact more than ever using communication technology, even technical fields require communication skills.

- New-hires and other employees must project a professional image and possess soft skills.
- Job challenges in the information age include changing communication technologies, mobile 24/7 offices, flatter management, an emphasis on teams, and global competition.

## **2 Confront barriers to effective listening, and start building your listening skills.**

- Most of us are poor listeners; we can learn active listening by removing physical and psychological barriers, overlooking language problems, and eliminating distractions.
- A fast processing speed allows us to let our minds wander; we fake attention and prefer to talk than to listen.
- Poor listening can be overcome as long as we stop talking, focus fully on others, control distractions, keep an open mind, and listen for the speaker's main ideas.
- Capitalizing on lag time, listening between the lines, judging ideas instead of appearances, taking good notes, and providing feedback are other methods for building listening skills.

## **3 Explain the features of nonverbal communication, and recognize the importance of improving your nonverbal communication skills.**

- Be aware of nonverbal cues such as eye contact, facial expression, and posture that send silent, highly believable messages.
- Understand that how you use time, space, and territory is interpreted by the receiver, who also "reads" the eye appeal of your business documents and your personal appearance.
- Build solid nonverbal skills by keeping eye contact, maintaining good posture, reducing physical barriers, improving your decoding skills, and probing for more information.
- Interpret nonverbal meanings in context, learn about other cultures, and understand the impact of appearance—of documents, your office space, and yourself.

## **4 Name five common dimensions of culture, and understand how culture influences communication and the use of social media and communication technology.**

- Culture is a complex system of values, traits, and customs shared by a society; culture molds the way we think, behave, and communicate both offline and online.
- Culture can be described using key dimensions such as context, individualism, time orientation, power distance, and communication style.
- Today's communicators need to be aware of low- and high-context cultures, individualistic versus collectivist societies, differing attitudes toward time, clashing perceptions of power, and varying degrees of reliance on the written word.
- Whether social media and technology can bridge cultural divides and erase differences will depend on the users as much as it would among strangers who meet at a dinner party.

## **5 Discuss strategies that help communicators overcome negative cultural attitudes and prevent miscommunication in today's diverse, mobile, social-media-driven workplace.**

- Beware of ethnocentrism and stereotyping; instead, embrace tolerance and keep an open mind.
- When communicating orally, use simple English, speak slowly, check for comprehension, observe eye messages, accept blame, don't interrupt, smile, and follow up in writing.
- When writing, consider local styles, hire a translator, use short sentences, avoid ambiguous wording, and cite numbers carefully.
- As the domestic workforce becomes more diverse, appreciate diversity as a critical business strategy.
- To communicate well with diverse audiences, seek training, understand the value of diversity, learn about your own culture, make fewer assumptions, and look for similarities.

## Chapter Review

1. In what ways are communication skills a path to success or to likely elimination from competition? (L.O. 1)

Strong communication skills will make you marketable even in a challenging economic climate. When competition is fierce, superior communication skills will give you an edge over other job applicants. Because communication is high on the wish lists of employers, effective writing skills can be a stepping-stone to great job opportunities; poorly developed writing skills, however, will derail a career.

2. Why are writing skills more important in today's workplace than ever before? (L.O. 1)

Since information technology, mobile devices, and social media have transformed the workplace, people in today's workforce communicate more, not less. In a hyperconnected world, writing matters more than ever. Digital media require a new kind of literacy, and workers' skills are always on display.

3. List six trends in the information age workplace that pose a challenge for business communicators. (L.O. 1)

- Rapidly changing communication technologies and social media
- Anytime, anywhere availability and nonterritorial offices
- Increased emphasis on self-directed work groups and virtual teams
- Flattened management hierarchies
- Heightened global competition
- Renewed emphasis on ethics

4. List bad habits and distractions that can act as barriers to effective listening. (L.O. 2)

- |                           |                           |                  |
|---------------------------|---------------------------|------------------|
| a. Physical barriers      | d. Nonverbal distractions | g. Grandstanding |
| b. Psychological barriers | e. Thought speed          |                  |
| c. Language problems      | f. Faking attention       |                  |

5. List 11 techniques for improving your listening skills. Be prepared to discuss each. (L.O. 2)

- |                                    |                                  |
|------------------------------------|----------------------------------|
| a. Stop talking.                   | g. Listen between the lines.     |
| b. Control your surroundings.      | h. Judge ideas, not appearances. |
| c. Establish a receptive mind-set. | i. Hold your fire.               |
| d. Keep an open mind.              | j. Take selective notes.         |
| e. Listen for main points.         | k. Provide feedback.             |
| f. Capitalize on lag time.         |                                  |

6. How do we send messages to others without speaking? (L.O. 3)

Every behavior sends a message even if we don't use words. Eye contact, facial expression, gestures, and posture convey meaning without a single syllable being spoken. In addition to nonverbal messages transmitted by the body, three external elements convey information in the communication process: time, space, and territory. Furthermore, our personal appearance and the eye appeal of business documents we send can have either a positive or a negative effect on the receiver.

7. What did communication theorist Paul Watzlawick mean when he said that we cannot not communicate? Are the nonverbal signals we are sending easy to read? (L.O. 3)

Psychologist and philosopher Paul Watzlawick claimed that we cannot not communicate. In other words, it's impossible to not communicate. This means that every behavior is sending a message even if we don't use words. The eyes, face, and body convey meaning without words. Successful communicators recognize the power of nonverbal messages. Cues broadcast by body language might be helpful in understanding the feelings and attitudes of senders. Be careful, however, before attaching specific meanings to gestures or actions because behavior and its interpretations strongly depend on context and on one's cultural background.

8. What is culture, and what are five key dimensions that can be used to describe it? (L.O. 4)

Culture may be defined as the complex system of values, traits, morals, and customs shared by a society, region, or country. Culture is a powerful operating force that molds the way we think, behave, and communicate. The five dimensions that can be used to describe cultures are context, individualism, time orientation, power distance, and communication style.

9. Name four strategies for communicating with diverse audiences on the job. (L.O. 5)

- Build cultural self-awareness. Begin to think of yourself as a product of your culture, and understand that your culture is just one among many.
- Curb ethnocentrism. Resist judging others solely by your own values. Misunderstandings occur when we expect others to react as we would, and they expect us to behave as they would.
- Overcome rigid attitudes such as stereotypes by approaching each person as a unique individual, not just as a member of a group. Look beneath the surface and labels.
- Be open-minded. Practice tolerance by showing empathy, which means to see the world through another's eyes.

10. List seven or more suggestions for enhancing comprehension when you are talking with nonnative speakers of English. Be prepared to discuss each. (L.O. 5)

- Use simple English.
- Speak slowly and enunciate clearly.
- Encourage accurate feedback.
- Check frequently for comprehension.
- Observe eye messages.
- Accept blame.
- Listen without interrupting.
- Smile when appropriate.
- Follow up in writing.

## Critical Thinking

**INSTRUCTOR: Visit the Instructor Companion Website for lecture notes, solutions, discussion guides, and other resources.**

- What could be the career fallout for someone who is unwilling or unable to train to become a better communicator? Can workers today be successful if their writing is and remains poor? (L.O. 1)
- Why do executives and managers spend more time listening than do workers? (L.O. 2)
- What arguments could you give for or against the idea that body language is a science with principles that can be interpreted accurately by specialists? (L.O. 3)
- Imagine that businesspeople from a high-context culture (e.g., Japan or China) meet their counterparts from a low-context culture (the United States) for the first time to negotiate and sign a manufacturing contract. What could go wrong? How about conflicting perceptions of time? (L.O. 4)
- It is quite natural to favor one's own country over a foreign one. To what extent can ethnocentrism be considered a normal reaction, and when could it become destructive and unproductive? Provide examples to support your answer. (L.O. 5)

## Activities and Cases

**Selected short responses are included here. Longer responses and a discussion guide are available at the Instructor Companion Website.**

### 1.1 Introduce Yourself (L.O. 1)

Communication Technology

E-Mail

Social Media

Your instructor wants to know more about you, your motivation for taking this course, your career goals, and your writing skills.

**YOUR TASK.** Send an e-mail or write a memo of introduction to your instructor. See Chapter 5 for formats and tips on preparing e-mails. In your message include the following:

- Your reasons for taking this class
- Your career goals (both temporary and long term)
- A brief description of your employment, if any, and your favorite activities
- An evaluation and discussion of your current communication skills, including your strengths and weaknesses

Alternatively, your instructor may ask you develop a profile within a learning-management system (e.g., Blackboard or Moodle) to introduce yourself to your classmates. If your class is small, your instructor may challenge you to compose your introduction in 140 or fewer characters (see Chapter 5 for tips on writing Twitter and other microblogging messages).

### 1.2 Small-Group Presentation: Introduce Team Members (L.O. 1, 2)

Team

Many business organizations today use teams to accomplish their goals. To help you develop speaking, listening, and teamwork skills, your instructor may assign team projects. One of the first jobs in any team is selecting members and becoming acquainted.

**YOUR TASK.** Your instructor will divide your class into small groups or teams. At your instructor's direction, either (a) interview another group member and introduce that person to the group or (b) introduce yourself to the group. Think of this as an informal interview for a team assignment or a job. You will want to make notes from which to speak. Your introduction should include information such as the following:

- a. Where did you grow up?
- b. What work and extracurricular activities have you engaged in?
- c. What are your interests and talents? What are you good at doing?
- d. What have you achieved?
- e. How familiar are you with various computer technologies?
- f. What are your professional and personal goals? Where do you expect to be five years from now?
- g. Name one thing about you that others might not guess when they first meet you.

To develop listening skills, practice the listening techniques discussed in this chapter and take notes when other students are presenting. In addition to mentioning details about each speaker, be prepared to discuss three important facts about each speaker.

### 1.3 Social Media Inventory (L.O. 1, 3, 4)

Communication Technology

E-Mail

Social Media

Team

Web

The millennials (those born after 1985) do not remember a time without computer technology and cell phones in wide use. People born in the 1990s have only known a society that depends on the Internet and mobile technology. Social media are second nature to most of these young people, who seem to be inseparably attached to their smart devices.

You may live, learn, work, play, network, and shop in the digital world. Even if you are not crazy about the latest gadgets and gizmos, your daily life depends on technology because your cell phone, iPod, TV, DVD player, and other electronics wouldn't exist without it and are increasingly networked.

**YOUR TASK.** Take stock of your Internet, social media, and other technology use. First establish useful criteria—for example, categories such as consumer electronics, social networking sites, preferred modes of communication with friends and family, and so forth. Within each category, list the technology you use most frequently. For instance, for social media networks and messaging, indicate your use of Facebook, YouTube, Instagram, Messenger, WhatsApp, Twitter, Snapchat, Google+, LinkedIn, and more. How do you use each? Estimate how often you access these sites per day, and indicate the tools you use (e.g., smartphone, tablet, laptop). How much do you text every day? Your instructor may ask you to create at least three categories such as the ones in the preceding list and record your responses in writing. Then compare your three lists within a group of five classmates or in assigned teams. Share your results individually or in teams, either verbally or in writing. Your instructor may ask you to summarize your observations about how plugged in you and your classmates are in a post on a discussion board or in an e-mail.

### 1.4 Soft Skills: Personal Strengths Inventory (L.O. 1)

When hiring future workers, employers look for hard skills, which are those we learn such as mastery of software applications or accountancy procedures. However, as we have seen in this chapter, businesses are desperate for job candidates equipped with soft skills; some recruiters value soft skills even more than hard skills. Recall that soft skills are interpersonal characteristics, strengths, or other psychological assets a person possesses. Studies have divided soft skills into four categories:

- Thinking and problem solving
- Oral and written communication
- Personal qualities and work ethic
- Interpersonal and teamwork

**YOUR TASK.** Using the preceding categories to guide you, identify your own soft skills, paying attention to those attributes you think a potential employer would value. Prepare lists of at least four items in each of the four categories. For example, as evidence of problem solving, you might list a specific workplace or student problem you recognized and solved. You will want to weave these words and phrases into cover letters and résumés, which are covered in Chapter 13.

### 1.5 Rating Your Listening Skills (L.O. 2)

Web

You can learn whether your listening skills are excellent or deficient by completing a brief quiz.

**YOUR TASK.** Take *Dr. Guffey's Listening Quiz* at [www.cengagebrain.com](http://www.cengagebrain.com). What two listening behaviors do you think you need to work on the most?



## 1.6 Listening: An In-Person or Virtual Social Media Interview (L.O. 2)

Communication Technology

E-Mail

Social Media

Team

How much and to whom do businesspeople listen?

**YOUR TASK.** Interview a businessperson about his or her workplace listening. Connect with a worker in your circle of friends, family, and acquaintances; in your campus network; at a prior or current job; or via LinkedIn or Facebook. Come up with questions to ask about listening, such as the following: (a) How much active listening do you practice daily? (b) To whom do you listen on the job? (c) How do you know that others are listening or not listening to you? (d) Can you share anecdotes of poor listening that led to negative outcomes? (e) Do you have tips for better listening?

## 1.7 Listening and Nonverbal Cues: Skills Required in Various Careers (L.O. 2, 3)

Team

Do the listening skills and behaviors of individuals differ depending on their careers?

**YOUR TASK.** Your instructor will divide you into teams and give each team a role to discuss, such as business executive, teacher, physician, police officer, attorney, accountant, administrative assistant, mentor, or team leader. Create a list of verbal and nonverbal cues that a member of this profession would display to indicate that he or she is listening.

## 1.8 Nonverbal Communication: How Do You Come Across? (L.O. 3)

Team

What does your body language say about you? Do you know?

**YOUR TASK.** Your instructor may pair you up or ask you to form small groups. To find out how others perceive you, ask a classmate or two to critique your use of eye contact, facial expression, and body movements. For two minutes talk about your background, your major, or some other topic that will allow peers to observe your nonverbal cues. Ask your partner or group members to jot down any observations. Another way to analyze your nonverbal style is to record yourself making a presentation. Then study your performance. This way you can make sure your nonverbal cues send the same message as your words. When your instructor asks, share your general impressions—for example, about the duration of eye contact, body posture, voice quality, and other observations.

## 1.9 Nonverbal Communication: Reading Body Language (L.O. 3)

Can body language be accurately interpreted?

**YOUR TASK.** What attitudes do the following body movements suggest to you? Do these movements always mean the same thing? What part does context play in your interpretations?

- Whistling, wringing hands
- Bowed posture, twiddling thumbs
- Steepled hands, sprawling sitting position
- Rubbing hand through hair
- Open hands, unbuttoned coat
- Wringing hands, tugging ears

## 1.10 Nonverbal Communication: How Best to Signal *I Messed Up* (L.O. 3)

Team

To promote tranquility on the highways and reduce road rage, motorists submitted the following suggestions. They were sent to a newspaper columnist who asked for a universal nonverbal signal admitting that a driver had goofed.<sup>69</sup>

**YOUR TASK.** In small groups consider the pros and cons of each of the following gestures intended as an apology when a driver makes a mistake. Why would some fail?

- Lower your head slightly and bonk yourself on the forehead with the side of your closed fist. The message is clear: *I'm stupid. I shouldn't have done that.*
- Make a temple with your hands, as if you were praying.
- Move the index finger of your right hand back and forth across your neck—as if you were cutting your throat.

- d. Flash the well-known peace sign. Hold up the index and middle fingers of one hand, making a V, as in victory.
- e. Place the flat of your hands against your cheeks, as children do when they have made a mistake.
- f. Clasp your hand over your mouth, raise your brows, and shrug your shoulders.
- g. Use your knuckles to knock on the side of your head. Translation: *Oops! Engage brain.*
- h. Place your right hand high on your chest and pat a few times, like a basketball player who drops a pass or a football player who makes a bad throw. This says, *I'll take the blame.*
- i. Place your right fist over the middle of your chest and move it in a circular motion. This is universal sign language for *I'm sorry.*
- j. Open your window and tap the top of your car roof with your hand.
- k. Smile and raise both arms, palms outward, which is a universal gesture for surrender or forgiveness.
- l. Use the military salute, which is simple and shows respect.
- m. Flash your biggest smile, point at yourself with your right thumb, and move your head from left to right, as if to say, *I can't believe I did that.*

## 1.11 Nonverbal Communication: Signals Sent by Casual Attire (L.O. 3)

Communication Technology

E-Mail

Social Media

Team

Web

Although many employers allow casual attire, not all employers and customers are happy with the results. To learn more about the implementation, acceptance, and effects of casual-dress programs, select one of the following activities, all of which involve some form of interviewing.

### YOUR TASK.

- a. In teams, gather information from human resources directors to determine which companies allow casual or dress-down days, how often, and under what conditions. The information may be collected by personal interviews, e-mail, telephone, or instant messaging.
- b. In teams, conduct inquiring-reporter interviews. Ask individuals in the community how they react to casual dress in the workplace. Develop a set of standard interview questions.
- c. In teams, visit local businesses on both casual days and traditional business-dress days. Compare and contrast the effects of business-dress standards on such factors as the projected image of the company, the nature of the interactions with customers and with fellow employees, the morale of employees, and the productivity of employees. What generalizations can you draw from your findings?

## 1.12 Nonverbal Communication: Gestures From Around the World (L.O. 3, 4)

Intercultural

Web

Gestures play an important role when people communicate. Because culture shapes the meaning of gestures, miscommunication and misunderstanding can easily result in international situations.

**YOUR TASK.** Use the Web to research the meanings of selected gestures. Make a list of ten gestures (other than those discussed in the text) that have different meanings in different countries. Consider the fingertip kiss, nose thumb, eyelid pull, nose tap, head shake, and other gestures. How are the meanings different in other countries?

## 1.13 Intercultural Communication: Watching Those Pesky Idioms (L.O. 4)

Intercultural

Many languages have idiomatic expressions that do not always make sense to outsiders.

**YOUR TASK.** Explain in simple English what the following idiomatic expressions mean. Assume that you are explaining them to nonnative speakers of English.

- a. thinking out of the box
- b. bottleneck
- c. connect the dots
- d. hell on wheels
- e. drop the ball
- f. get your act together
- g. stay the course
- h. in the limelight
- i. low on the totem pole

## 1.14 Intercultural Communication: Probing Cultural Stereotypes (L.O. 4, 5)

Intercultural

Team

Web

Generalizations are necessary as we acquire and categorize new knowledge. As long as we remain open to new experiences, we won't be stymied by rigid, stereotypical perceptions of other cultures. Almost all of us are subject to stereotyping by others at some point in our lives, whether we are immigrants, minorities, women, members of certain professions, or Americans abroad. Generally speaking, negative stereotypes sting. However, even positive stereotypes can offend or embarrass because they fail to acknowledge the differences among individuals.

**YOUR TASK.** Think about a nation or culture about which you have only a hazy idea. Jot down a few key traits that come to mind. For example, you may not know much about the Netherlands and the Dutch people. You may think of gouda cheese, wooden clogs, Heineken beer, tulips, and windmills. Anything else? Then consider a culture with which you are very familiar, whether it is yours or that of a country you visited or studied. For each culture, in one column, write down a few stereotypical perceptions that are positive. Then, in another column, record negative stereotypes you associate with that culture. Share your notes with your team or the whole class, as your instructor may direct. How do you respond to others' descriptions of your culture? Which stereotypes irk you and why? For a quick fact check and overview at the end of this exercise, google the *CIA World Factbook* or *BBC News Country Profiles*.

## 1.15 Intercultural Communication: Negotiating Diversity in Job Interviews (L.O. 4, 5)

Intercultural

Today's workforce benefits from diversity, and most businesses have embraced explicit nondiscrimination policies. The U.S. federal government and many state governments have passed legislation that makes it illegal to discriminate based on race, color, creed, ethnicity, national origin, disability, sex, age, and other factors such as sexual orientation and gender identity. Homestay network Airbnb responded to allegations of discrimination with a lengthy nondiscrimination policy. Brian Chesky, CEO and cofounder of Airbnb, insists that inclusion is the platform's foremost goal: "At the heart of our mission is the idea that people are fundamentally good and every community is a place where you can belong. I sincerely believe that [discrimination] is the greatest challenge we face as a company. It cuts to the core of who we are and the values that we stand for."<sup>70</sup>

**YOUR TASK.** Consider how intercultural differences could affect the communication, for instance, between an interviewer and a job candidate. If negatively, how could the differences and barriers be overcome? Role-play or discuss a potential job interview conversation between the following individuals. After a while summarize your findings, either orally or in writing:

- a. A female top executive is interviewing a prospective future assistant, who is male.
- b. A candidate with a strong but not disruptive foreign accent is being interviewed by a native-born human resources manager.
- c. A manager dressed in a conventional business suit is interviewing a person wearing a turban.
- d. A person over fifty is being interviewed by a hiring manager in his early thirties.
- e. A recruiter who can walk is interviewing a job seeker who uses a wheelchair.

## Grammar/Mechanics Checkup 1

These checkups are designed to improve your grammar and mechanics skills, which include punctuation, spelling, capitalization, and number use. The checkups systematically review all sections of the Grammar/Mechanics Handbook. You will find a set of alternate Bonus Grammar/Mechanics Checkups with immediate feedback on-line. These Bonus G/M Checkups use different content but parallel the items that appear in the textbook. Use the Bonus G/M Checkups to reinforce your learning.

### NOUNS

Review Sections 1.02–1.06 in the Grammar/Mechanics Handbook. Then select the correct form to complete each of the following statements. Record the appropriate G/M section and letter to illustrate the principle involved. When you finish, compare your responses with those provided at the bottom of this page. If your answers differ, study carefully the principles shown in parentheses.

b	(1.05b)	<b>EXAMPLE</b>	The tennis match turned out to be a battle of the (a) <i>sex's</i> , (b) <i>sexes</i> .
b	(1.05e)	1.	Neither the cities nor the (a) <i>countys</i> , (b) <i>counties</i> took responsibility for their deteriorating infrastructures.
a	(1.05g)	2.	All the (a) <i>CEOs</i> (b) <i>CEO's</i> at the meeting checked their cell phones constantly.
b	(1.05d)	3.	The two high-priced (a) <i>attornies</i> , (b) <i>attorneys</i> could not agree on the best defense.
a	(1.05a)	4.	Were you asked to work on (a) <i>Sundays</i> , (b) <i>Sunday's</i> ?
b	(1.05d)	5.	Many (a) <i>turkies</i> , (b) <i>turkeys</i> had to be destroyed after the virus outbreak.
b	(1.05b)	6.	We noticed that the Sanborns and the (a) <i>Lopez's</i> , (b) <i>Lopezes</i> brought their entire families.
b	(1.05g)	7.	Congress established the Small Business Administration in the (a) <i>1950's</i> , (b) <i>1950s</i> .
a	(1.05f)	8.	President Lincoln had four (a) <i>brothers-in-law</i> , (b) <i>brother-in-laws</i> serving in the Confederate Army.
b	(1.05b)	9.	Four of the wooden (a) <i>benchs</i> , (b) <i>benches</i> must be repaired.
b	(1.05e)	10.	Congress conducted several (a) <i>inquirys</i> , (b) <i>inquiries</i> regarding new taxes.
b	(1.05a)	11.	The instructor was surprised to have three (a) <i>Anthonies</i> , (b) <i>Anthonys</i> in one class.
a	(1.05d)	12.	All the mountains and (a) <i>valleys</i> (b) <i>vallies</i> were visible on Google Earth.
b	(1.05e)	13.	The IRS required copies of all documents showing the company's assets and (a) <i>liabilitys</i> , (b) <i>liabilities</i> .
a	(1.05h)	14.	My tablet monitor makes it difficult to distinguish between (a) <i>i's and I's</i> , (b) <i>is and I s</i> .
b	(1.05c)	15.	The four sisters-in-law joined many other (a) <i>woman</i> , (b) <i>women</i> fighting for human rights.

1. b (1.05e) 2. a (1.05g) 3. b (1.05d) 4. a (1.05a) 5. b (1.05d) 6. b (1.05b) 7. a (1.05g) 8. a (1.05f) 9. b (1.05b) 10. b (1.05b) 11. b (1.05a) 12. a (1.05d) 13. b (1.05e) 14. a (1.05h) 15. b (1.05c)

## Editing Challenge 1

**INSTRUCTOR:** Visit the Instructor Companion Website for lecture notes, solutions, discussion guides, and other resources.

Every chapter provides an editing exercise to fine-tune your grammar and mechanics skills. These are the skills that employers frequently find lacking in employees. In this e-mail look for errors in proofreading, grammar, spelling, punctuation, capitalization, word use, and number form. Study the guidelines in the Grammar/Mechanics Handbook in Appendix D, including the lists of Confusing Words and Frequently Misspelled Words.

**YOUR TASK.** Edit the following (a) by inserting corrections in your textbook or on a photocopy using the proofreading marks in Appendix C or (b) by downloading the message from [www.cengagebrain.com](http://www.cengagebrain.com) and correcting at your computer. **Hint:** You should make about 30 edits. Your instructor may ask you to use **Track Changes** as you edit. See the Communication Workshop in Chapter 4 for more information about using **Track Changes**.

**To:** Emily Tehrani <etehrani@pioneer.com>  
**From:** Benjamin Young <byoung@pioneer.com>  
**Subject:** Guidance as You Work From Home

Hi, Emily,

I'm happy to learn that you were just granted a leave to work from home. Here are some tips on how to be productive while staying in touch with the office.

- **Establish a defined workspace.** Creating a dedicated workspace sends a clear message to others in your household that you are doing work.
- **Respond to e-mail.** Check your incoming mail at least <sup>three</sup> 3 times a day. Answer all message <sup>s</sup> promptly, and send <sup>ie</sup> copies of relevant messages to the appropriate office staff.
- **Transmit all work orders to Rachel.** She will analyze each week's activities and update all sales assignments and inventories.
- **Prepare an end of week report.** Send a summary of your week's work to me indicating the major accounts you managed.

If you <sup>are</sup> not a big e-mail user, get acquainted with it right away and don't be afraid to use it. Please shoot e-mails to any staff member. When you need clarification on a project, or if you just want to keep us updated.

We will continue to hold <sup>one two</sup> once a week staff meetings on Fridays at 9 a.m. <sup>in the</sup> morning. Do you think you can join us for 1 or 2 of these meetings? The next one is on Friday, June 9th.

You're sure to enjoy working at home, Emily. Following these basic guidelines should help you complete your work efficiently and provide the office with adequate communication.

Best wishes,

Ben

Director, Personnel  
Pioneer Solutions  
byoung@pioneer.com  
808-448-3490



## Exploring Career Prospects in Your Field With LinkedIn

Where are the jobs? The good news is that, although competitive, the job market is promising and hiring is up. How can you find open positions? As many as 80 percent of candidates snag a job through old-fashioned networking with people they know.<sup>71</sup> However, LinkedIn takes searching and networking online, where the employers are. In a recent poll, nearly 95 percent of recruiting and staffing professionals stated that they used LinkedIn as a recruiting tool.<sup>72</sup>

LinkedIn is the place to find and be found, especially for new grads. It lists well over a million and a half student jobs and internships in addition to millions of full-time jobs.<sup>73</sup> Other social media platforms, such as Facebook, Twitter, Google+, and Glassdoor, as well as popular job boards, are additional job-search tools you can literally manage in the palm of your hand. LinkedIn is an excellent place for any job seeker to learn what is available, what qualifications are necessary, and what salaries are being offered. If you haven't done so already, you will need to develop an effective, professional LinkedIn profile sooner or later.

**CAREER APPLICATION.** Assume that you are about to finish your degree or certification program and you are now looking for a job. At the direction of your instructor, conduct a survey of online job advertisements in your field. What's available? How much is the salary? What are the requirements?

### YOUR TASK

- **Visit LinkedIn.** If you haven't signed up for an account yet, look for the Browse LinkedIn heading on the home page, and click the Jobs link below it. If you have a profile already, go to your home page and click Jobs in the black band on top of the page.
- **Study the opening page.** The interface is clean and uncluttered. If you have previously joined LinkedIn, your search results will be relevant to your profile.
- **Select keyword, category, city, and state.** Decide whether you want to search by a job title (such as *nurse*, *accountant*, *project manager*) or a category (such as *Accounting/Finance*, *Administrative/Clerical*, *Advertising/Marketing*). Enter your keyword job title or select a category—or do both. Enter a city, state, or region. Click Search.
- **Study the job listings.** Click the links to read more about the job openings.
- **Explore popular job boards.** Try Indeed, the No. 1 job site, offering millions of job listings aggregated from thousands of websites. Indeed accounts for more hires than all the other job boards combined. Other big boards are CareerBuilder, Monster, and CollegeGrad. These sites allow you to search by location and type of job. Become familiar with the sites' search tools, and look for jobs in your field.
- **Select the best ads.** In your career and geographical area, select the three best ads and print them. If you cannot print, take notes on what you find.
- **Analyze the skills required.** How often do the ads you printed mention *communication*, *teamwork*, *computer skills*, or *professionalism*? What tasks do the ads mention? What is the salary range identified in these ads for the positions they feature? Tip: Glassdoor offers an insider's look at many companies and positions. Because posts are anonymous, you will find confidential salary data. Your instructor may ask you to submit your findings and/or report to the class.

Communication Workshops (such as the one on this page) provide insight into special business communication topics and skills not discussed in the chapters. Topics include ethics, technology, career skills, and collaboration. Each workshop includes a career application to extend your learning and help you develop skills relevant to the workshop topic.