

GLOBAL
EDITION



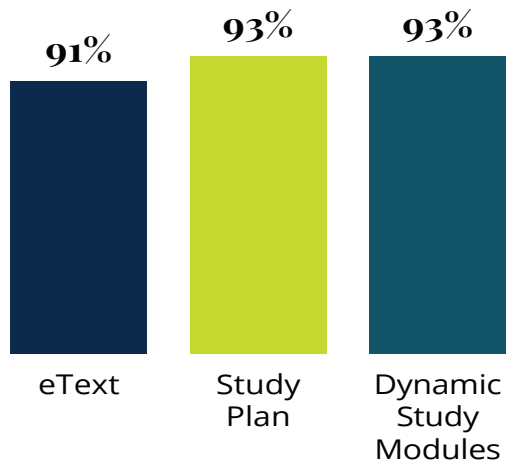
Business Communication Essentials

Fundamental Skills for the Mobile-Digital-Social Workplace

EIGHTH EDITION

Courtland L. Bovée
John V. Thill





Dynamic Study Modules help students study chapter topics effectively on their own by continuously assessing their **knowledge application** and performance in real time. These are available as graded assignments prior to class, and accessible on smartphones, tablets, and computers.

Pearson eText enhances student learning—both in and outside the classroom. Accessible anytime, anywhere via MyLab or the app.

% of students who found learning tool helpful

The **MyLab Gradebook** offers an easy way for students and instructors to view course performance. Item Analysis allows instructors to quickly see trends by analyzing details like the number of students who answered correctly/incorrectly, time on task, and median time spend on a question by question basis. And because it's correlated with the AACSB Standards, instructors can track students' progress toward outcomes that the organization has deemed important in preparing students to be **leaders**.



82% of students would tell their instructor to keep using MyLab Business Communication

This page intentionally left blank

EIGHTH
EDITION

GLOBAL
EDITION

Business Communication Essentials

Fundamental Skills for the Mobile-Digital-Social Workplace

Courtland L. Bovée

PROFESSOR OF BUSINESS COMMUNICATION
C. ALLEN PAUL DISTINGUISHED CHAIR
GROSSMONT COLLEGE

John V. Thill

CHAIRMAN AND CHIEF EXECUTIVE OFFICER
GLOBAL COMMUNICATION STRATEGIES



Pearson

Harlow, England • London • New York • Boston • San Francisco • Toronto • Sydney • Dubai • Singapore • Hong Kong
Tokyo • Seoul • Taipei • New Delhi • Cape Town • São Paulo • Mexico City • Madrid • Amsterdam • Munich • Paris • Milan

Vice President, Business, Economics, and UK Courseware: Donna Battista
Director of Portfolio Management: Stephanie Wall
Vice President, Product Marketing: Roxanne McCarley
Product Marketer: Kaylee Carlson
Product Marketing Assistant: Mariana Silvestri
Manager of Field Marketing, Business Publishing: Adam Goldstein
Field Marketing Manager: Nicole Price
Vice President, Production and Digital Studio, Arts and Business:
Etain O'Dea
Director of Production, Business: Jeff Holcomb
Managing Producer, Business: Melissa Feimer
Content Producer: Yasmita Hota
Content Producer, Global Editions: Isha Sachdeva
Senior Project Editor, Global Editions: Daniel Luiz

Media Editor, Global Editions: Abhilasha Watsa
Operations Specialist: Carol Melville
Design Lead: Kathryn Foot
Manager, Learning Tools: Brian Surette
Content Developer, Learning Tools: Lindsey Sloan
Managing Producer, Digital Studio and GLP, Media Production
and Development: Ashley Santora
Managing Producer, Digital Studio: Diane Lombardo
Digital Studio Producer: Monique Lawrence
Digital Studio Producer: Alana Coles
Project Manager: Nicole Suddeth; SPi Global: Debbie Ryan
Interior Design: Laurie Entringer
Cover Image: Rvector/Shutterstock
Cover Design: Lumina Datamatics, Inc.

Microsoft and/or its respective suppliers make no representations about the suitability of the information contained in the documents and related graphics published as part of the services for any purpose. All such documents and related graphics are provided "as is" without warranty of any kind. Microsoft and/or its respective suppliers hereby disclaim all warranties and conditions with regard to this information, including all warranties and conditions of merchantability, whether express, implied or statutory, fitness for a particular purpose, title and non-infringement. In no event shall Microsoft and/or its respective suppliers be liable for any special, indirect or consequential damages or any damages whatsoever resulting from loss of use, data or profits, whether in an action of contract, negligence or other tortious action, arising out of or in connection with the use or performance of information available from the services.

The documents and related graphics contained herein could include technical inaccuracies or typographical errors. Changes are periodically added to the information herein. Microsoft and/or its respective suppliers may make improvements and/or changes in the product(s) and/or the program(s) described herein at any time. Partial screen shots may be viewed in full within the software version specified.

Microsoft® and Windows® are registered trademarks of the Microsoft Corporation in the U.S.A. and other countries. This book is not sponsored or endorsed by or affiliated with the Microsoft Corporation.

Acknowledgments of third-party content appear on the appropriate page within the text.

Pearson Education Limited
KAO Two
KAO Park
Hockham Way
Harlow
Essex
CM17 9SR
United Kingdom

and Associated Companies throughout the world

Visit us on the World Wide Web at: www.pearsonglobaleditions.com

© Pearson Education Limited, 2020

The rights of Courtland L. Bovée and John V. Thill to be identified as the authors of this work have been asserted by them in accordance with the Copyright, Designs and Patents Act 1988.

Authorized adaptation from the United States edition, entitled Business Communication Essentials: Fundamental Skills for the Mobile-Digital-Social Workplace, 8th edition, ISBN 978-0-13-472940-4, by Courtland L. Bovée and John V. Thill published by Pearson Education © 2019.

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without either the prior written permission of the publisher or a license permitting restricted copying in the United Kingdom issued by the Copyright Licensing Agency Ltd, Saffron House, 6–10 Kirby Street, London EC1N 8TS. This publication is protected by copyright, and permission should be obtained from the publisher prior to any prohibited reproduction, storage in a retrieval system, or transmission in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise. For information regarding permissions, request forms, and the appropriate contacts within the Pearson Education Global Rights and Permissions department, please visit www.pearsoned.com/permissions/.

All trademarks used herein are the property of their respective owners. The use of any trademark in this text does not vest in the author or publisher any trademark ownership rights in such trademarks, nor does the use of such trademarks imply any affiliation with or endorsement of this book by such owners.

This eBook is a standalone product and may or may not include all assets that were part of the print version. It also does not provide access to other Pearson digital products like MyLab and Mastering. The publisher reserves the right to remove any material in this eBook at any time.

British Library Cataloguing-in-Publication Data

A catalogue record for this book is available from the British Library

ISBN 10: 1-292-33009-0

ISBN 13: 978-1-292-33009-9

eBook ISBN 13: 978-1-292-33016-7

Typeset in Sabon MT Pro by SPi Global

Dedication

This book is dedicated to the many thousands of instructors and students who use Bovée and Thill texts to develop career-enhancing skills in business communication. We appreciate the opportunity to play a role in your education, and we wish you the very best with your careers.

Courtland L. Bovée
John V. Thill

This page intentionally left blank

Brief Contents

Preface 15

Prologue 28

PART 1 Business Communication Foundations 35

- 1** Professional Communication in Today's Digital, Social, Mobile World 37
- 2** Collaboration, Interpersonal Communication, and Business Etiquette 71

PART 2 The Three-Step Writing Process 95

- 3** Planning Business Messages 97
- 4** Writing Business Messages 121
- 5** Completing Business Messages 147

PART 3 Brief Business Messages 167

- 6** Crafting Messages for Digital Channels 169
- 7** Writing Routine and Positive Messages 201
- 8** Writing Negative Messages 225
- 9** Writing Persuasive Messages 255

PART 4 Longer Business Messages 281

- 10** Understanding and Planning Reports and Proposals 283
- 11** Writing and Completing Reports and Proposals 315
- 12** Developing and Delivering Business Presentations 361

PART 5 Employment Messages and Job Interviews 393

- 13** Building Careers and Writing Résumés 395
- 14** Applying and Interviewing for Employment 427

APPENDIX **A** Format and Layout of Business Documents 459

APPENDIX **B** Documentation of Report Sources 475

APPENDIX **C** Correction Symbols 483

Handbook of Grammar, Mechanics, and Usage 487

Answer Key 523

Index 529

This page intentionally left blank

Contents

Preface	15
Prologue	28

PART 1 **Business Communication** **Foundations 35**

1 Professional Communication in Today's Digital, Social, Mobile World **37**

COMMUNICATION MATTERS . . . 37

Why Communication Is the Most Important Business Skill 38

- Communication Is Important to Your Career 38
- Communication Is Important to Your Company 38
- What Makes Business Communication Effective? 39

Communicating as a Professional 40

- Understanding What Employers Expect from You 40
- Communicating in an Organizational Context 42
- Adopting an Audience-Centered Approach 42

Exploring the Communication Process 43

- The Basic Communication Model 43
- The Social Communication Model 44

The Mobile Revolution 46

- The Rise of Mobile as a Business Communication Platform 46
- How Mobile Technologies are Changing Business Communication 47

Committing to Ethical Communication 48

- Distinguishing Ethical Dilemmas from Ethical Lapses 49
- Making Ethical Choices 50

Communicating in a World of Diversity 50

- The Advantages and Challenges of a Diverse Workforce 51
- Key Aspects of Cultural Diversity 52
- Advice for Improving Intercultural Communication 54
- Writing for Multilingual Audiences 55
- Speaking with Multilingual Audiences 55

Using Technology to Improve Business Communication 57

- Keeping Technology in Perspective 57
- Using Tools Productively 57
- Guarding Against Information Overload 57
- Reconnecting with People Frequently 62

Developing Skills for Your Career 62

The Future of Communication: Real-Time Translation 62

- What's Your Prediction? 63

Chapter Review and Activities	63
Learning Objectives: Check Your Progress	63
Test Your Knowledge	64
Apply Your Knowledge	64
Practice Your Skills	65
Expand Your Skills	66
Improve Your Grammar, Mechanics, and Usage	67

2 Collaboration, Interpersonal Communication, and Business Etiquette **71**

COMMUNICATION MATTERS . . . 71

Communicating Effectively in Teams 72

- Advantages and Disadvantages of Teams 72
- Characteristics of Effective Teams 73
- Conflict Resolution in Team Settings 73

Collaborating on Communication Efforts 74

- Guidelines for Collaborative Writing 74
- Technologies for Collaborative Writing 74
- Giving—and Responding to—Constructive Feedback 76

Making Your Meetings More Productive 77

- Preparing for Meetings 77
- Conducting and Contributing to Efficient Meetings 78
- Putting Meeting Results to Productive Use 79
- Using Meeting Technologies 80

Improving Your Listening Skills 81

- Recognizing Various Types of Listening 81
- Understanding the Listening Process 82
- Overcoming Barriers to Effective Listening 82

Improving Your Nonverbal Communication Skills 83

Developing Your Business Etiquette 84

- Workplace Etiquette 85
- Telephone Etiquette 85
- Mobile Device Etiquette 86
- Online Etiquette 86
- Business Etiquette in Social Settings 87

The Future of Communication: The Internet of Things 87

- What's Your Prediction? 88

Chapter Review and Activities 88

Learning Objectives: Check Your Progress 88

Test Your Knowledge 89

Apply Your Knowledge 90

Practice Your Skills 90

Expand Your Skills 91

Improve Your Grammar, Mechanics, and Usage 92

PART 2

The Three-Step Writing Process 95

3 Planning Business Messages 97

COMMUNICATION MATTERS . . . 97

Understanding the Three-Step Writing Process 98

Analyzing the Situation 99

Defining Your Purpose 99

Developing an Audience Profile 100

Gathering Information 101

Uncovering Audience Needs 102

Providing Required Information 102

Selecting the Best Combination of Media and Channels 102

The Most Common Media and Channel Options 102

Factors to Consider When Choosing Media and Channels 106

Organizing Your Message 107

Defining Your Main Idea 110

Limiting Your Scope 111

Choosing Between Direct and Indirect Approaches 111

Outlining Your Content 111

Building Reader Interest with Storytelling Techniques 113

The Future of Communication: Haptic

Technologies 115

What's Your Prediction? 115

Chapter Review and Activities 116

Learning Objectives: Check Your Progress 116

Test Your Knowledge 116

Apply Your Knowledge 117

Practice Your Skills 117

Expand Your Skills 118

Improve Your Grammar, Mechanics, and Usage 119

4 Writing Business Messages 121

COMMUNICATION MATTERS . . . 121

Adapting to Your Audience: Being Sensitive to Your Audience's Needs 122

Adopting the "You" Attitude 122

Maintaining Standards of Etiquette 122

Emphasizing the Positive 123

Using Bias-Free Language 124

Adapting to Your Audience: Building Strong Relationships 126

Establishing Your Credibility 126

Projecting Your Company's Image 127

Adapting to Your Audience: Controlling Your Style and Tone 127

Creating a Conversational Tone 127

Using Plain Language 129

Selecting Active or Passive Voice 129

Composing Your Message: Choosing Powerful Words 130

Balancing Abstract and Concrete Words 131

Finding Words That Communicate Well 131

Composing Your Message: Creating Effective Sentences 133

Choosing from the Four Types of Sentences 133

Using Sentence Style to Emphasize Key Thoughts 134

Composing Your Message: Crafting Coherent Paragraphs 135

Creating the Elements of a Paragraph 135

Developing Paragraphs 137

Writing Messages for Mobile Devices 137

The Future of Communication: Machine Learning 138

What's Your Prediction? 140

Chapter Review and Activities 140

Learning Objectives: Check Your Progress 140

Test Your Knowledge 141

Apply Your Knowledge 141

Practice Your Skills 141

Expand Your Skills 143

Improve Your Grammar, Mechanics, and Usage 143

5 Completing Business Messages 147

COMMUNICATION MATTERS . . . 147

Revising Your Message: Evaluating the First Draft 148

Evaluating Your Content, Organization, and Tone 148

Evaluating, Editing, and Revising the Work of Other Writers 148

Revising to Improve Readability 151

Varying Sentence Length 151

Keeping Your Paragraphs Short 151

Using Lists and Bullets to Clarify and Emphasize 151

Adding Headings and Subheadings 152

Editing for Clarity and Conciseness 152

Editing for Clarity 152

Editing for Conciseness 154

Producing Your Message 154

Designing for Readability 154

Designing Messages for Mobile Devices 158

Proofreading Your Message 158

Distributing Your Message 160

The Future of Communication: Telepathic Communication 160

What's Your Prediction? 161

Chapter Review and Activities 161

Learning Objectives: Check Your Progress 161

Test Your Knowledge 162

Apply Your Knowledge 162

Practice Your Skills 162

Expand Your Skills 165

Improve Your Grammar, Mechanics, and Usage 165

PART 3

Brief Business Messages 167

6 Crafting Messages for Digital Channels 169

COMMUNICATION MATTERS . . . 169

Digital Channels for Business Communication 170

Media Choices for Brief Messages 170

Compositional Modes for Digital and Social Media 170

Creating Content for Social Media 171

Optimizing Content for Mobile Devices 173

Social Networks	174
Business Communication Uses of Social Networks	174
Strategies for Business Communication on Social Networks	175
Content-Sharing Sites	176
User-Generated Content Sites	176
Content Curation Sites	177
Community Q&A Sites	177
Email	177
Planning Email Messages	180
Writing Email Messages	180
Completing Email Messages	181
Messaging	182
The Advantages and Disadvantages of Messaging	183
Guidelines for Successful Messaging	183
Blogging and Microblogging	184
Understanding the Business Applications of Blogging	185
Adapting the Three-Step Process for Successful Blogging	186
Microblogging	187
Podcasting	189
The Future of Communication: Emoticons and Emoji	191
What's Your Prediction?	191
Chapter Review and Activities	192
Learning Objectives: Check Your Progress	192
Test Your Knowledge	193
Apply Your Knowledge	193
Practice Your Skills	193
Expand Your Skills	196
Improve Your Grammar, Mechanics, and Usage	198

7 Writing Routine and Positive Messages 201

COMMUNICATION MATTERS . . .	201
Strategy for Routine Requests	202
Open with Your Request	202
Explain and Justify Your Request	202
Request Specific Action in a Courteous Close	202
Common Examples of Routine Requests	202
Asking for Information or Action	203
Asking for Recommendations	203
Making Claims and Requesting Adjustments	206
Strategy for Routine Replies, Routine Messages, and Positive Messages	206
Open with the Main Idea	206
Provide Necessary Details and Explanation	208
End with a Courteous Close	208
Common Examples of Routine Replies, Routine Messages, and Positive Messages	208
Answering Requests for Information or Action	208
Granting Claims and Requests for Adjustment	208
Providing Recommendations and References	209
Sharing Routine Information	209
Writing Instructions	212
Announcing Good News	212
Fostering Goodwill	213
The Future of Communication: Communication Bots	215
What's Your Prediction?	215
Chapter Review and Activities	216
Learning Objectives: Check Your Progress	216
Test Your Knowledge	216

Apply Your Knowledge	216
Practice Your Skills	217
Expand Your Skills	218
Improve Your Grammar, Mechanics, and Usage	221

8 Writing Negative Messages 225

COMMUNICATION MATTERS . . .	225
Using the Three-Step Writing Process for Negative Messages	226
Step 1: Planning Negative Messages	226
Step 2: Writing Negative Messages	227
Step 3: Completing Negative Messages	227
Using the Direct Approach for Negative Messages	228
Open with a Clear Statement of the Bad News	229
Provide Reasons and Additional Information	229
Close on a Respectful Note	230
Using the Indirect Approach for Negative Messages	230
Open with a Buffer	230
Provide Reasons and Additional Information	231
Continue with a Clear Statement of the Bad News	232
Close on a Respectful Note	232
Sending Negative Messages on Routine Business Matters	233
Making Negative Announcements on Routine Business Matters	233
Rejecting Suggestions and Proposals	233
Refusing Routine Requests	233
Handling Bad News About Transactions	235
Refusing Claims and Requests for Adjustment	236
Sending Negative Employment Messages	236
Refusing Requests for Recommendations	236
Refusing Social Networking Recommendation Requests	238
Rejecting Job Applications	239
Giving Negative Performance Reviews	240
Terminating Employment	241
Sending Negative Organizational News	241
Responding to Negative Information in a Social Media Environment	243
The Future of Communication: Augmented Reality and Virtual Reality	244
What's Your Prediction?	244
Chapter Review and Activities	245
Learning Objectives: Check Your Progress	245
Test Your Knowledge	246
Apply Your Knowledge	246
Practice Your Skills	247
Expand Your Skills	248
Improve Your Grammar, Mechanics, and Usage	252

9 Writing Persuasive Messages 255

COMMUNICATION MATTERS . . .	255
Using the Three-Step Writing Process for Persuasive Messages	256
Step 1: Planning Persuasive Messages	256
Step 2: Writing Persuasive Messages	259
Step 3: Completing Persuasive Messages	259

Developing Persuasive Business Messages 259
 Framing Your Arguments 260
 Balancing the Three Types of Persuasive Appeals 261
 Reinforcing Your Position 263
 Anticipating Objections 263
 Avoiding Common Mistakes in Persuasive Communication 264

Common Examples of Persuasive Business Messages 264
 Persuasive Requests for Action 264
 Persuasive Presentation of Ideas 266
 Persuasive Claims and Requests for Adjustments 266

Developing Marketing and Sales Messages 266
 Planning Marketing and Sales Messages 268
 Writing Conventional Marketing and Sales Messages 268
 Writing Promotional Messages for Social Media 269
 Creating Promotional Messages for Mobile Devices 270
 Maintaining High Ethical and Legal Standards 271

The Future of Communication: Gestural Computing 272
 What's Your Prediction? 272

Chapter Review and Activities 272
Learning Objectives: Check Your Progress 272
Test Your Knowledge 274
Apply Your Knowledge 274
Practice Your Skills 274
Expand Your Skills 276
Improve Your Grammar, Mechanics, and Usage 279

PART 4

Longer Business Messages 281

10 Understanding and Planning Reports and Proposals 283

COMMUNICATION MATTERS . . . 283

Applying the Three-Step Writing Process to Reports and Proposals 284
 Analyzing the Situation 285
 Gathering Information 285
 Selecting the Right Combination of Media and Channels 285
 Organizing Your Information 286

Supporting Your Messages with Reliable Information 287
 Planning Your Research 287
 Locating Data and Information 289
 Evaluating Information Sources 289
 Using Your Research Results 290

Conducting Secondary Research 291
 Finding Information at a Library 291
 Finding Information Online 292
 Documenting Your Sources 293

Conducting Primary Research 294
 Conducting Surveys 294
 Conducting Interviews 295

Planning Informational Reports 295
 Organizing Informational Reports 295
 Organizing Website Content 296

Planning Analytical Reports 297
 Focusing on Conclusions 297
 Focusing on Recommendations 298
 Focusing on Logical Arguments 298

Planning Proposals 299
The Future of Communication: Emotion Recognition Software 301
 What's Your Prediction? 301
Chapter Review and Activities 306
Learning Objectives: Check Your Progress 306
Test Your Knowledge 307
Apply Your Knowledge 307
Practice Your Skills 307
Expand Your Skills 308
Improve Your Grammar, Mechanics, and Usage 312

11 Writing and Completing Reports and Proposals 315

COMMUNICATION MATTERS . . . 315

Writing Reports and Proposals 316
 Adapting to Your Audience 316
 Drafting Report Content 316
 Drafting Proposal Content 319

Writing for Websites and Wikis 320
 Drafting Website Content 320
 Collaborating on Wikis 321

Illustrating Your Reports with Effective Visuals 322
 Choosing the Right Visual for the Job 323
 Designing Effective Visuals 330

Completing Reports and Proposals 332
 Producing Formal Reports and Proposals 332
 Distributing Reports and Proposals 332

The Future of Communication: Three-Dimensional Communication 333
 What's Your Prediction? 349

Chapter Review and Activities 352
Learning Objectives: Check Your Progress 352
Test Your Knowledge 353
Apply Your Knowledge 353
Practice Your Skills 353
Expand Your Skills 354
Improve Your Grammar, Mechanics, and Usage 358

12 Developing and Delivering Business Presentations 361

COMMUNICATION MATTERS . . . 361

Planning a Presentation 362
 Analyzing the Situation 362
 Selecting the Best Media and Channels 363
 Organizing a Presentation 363

Developing a Presentation 367
 Adapting to Your Audience 367
 Crafting Presentation Content 368

Enhancing Your Presentation with Effective Visuals 371
 Choosing Structured or Free-Form Slides 371
 Designing Effective Slides 373
 Integrating Mobile Devices in Presentations 378

Completing a Presentation 378
 Finalizing Your Slides 378
 Creating Effective Handouts 379
 Choosing Your Presentation Method 379
 Practicing Your Delivery 381

Delivering a Presentation	381
Overcoming Presentation Anxiety	381
Handling Questions Responsively	382
Embracing the Backchannel	383
Giving Presentations Online	383
The Future of Communication: Holograms	384
What's Your Prediction?	384
Chapter Review and Activities	385
Learning Objectives: Check Your Progress	385
Test Your Knowledge	386
Apply Your Knowledge	386
Practice Your Skills	386
Expand Your Skills	387
Improve Your Grammar, Mechanics, and Usage	389

PART 5

Employment Messages and Job Interviews 393

13 Building Careers and Writing Résumés 395

COMMUNICATION MATTERS . . . 395

Finding the Ideal Opportunity in Today's Job Market 396

Writing the Story of You	396
Learning to Think Like an Employer	396
Researching Industries and Companies of Interest	397
Translating Your General Potential into a Specific Solution for Each Employer	398
Taking the Initiative to Find Opportunities	398
Building Your Network	399
Seeking Career Counseling	400
Avoiding Career-Search Mistakes	400

Planning Your Résumé 401

Analyzing Your Purpose and Audience	401
Gathering Pertinent Information	403
Selecting the Best Media and Channels	403
Organizing Your Résumé Around Your Strengths	403
Addressing Areas of Concern	404

Writing Your Résumé 404

Keeping Your Résumé Honest	405
Adapting Your Résumé to Your Audience	405
Composing Your Résumé	405

Completing Your Résumé 413

Revising Your Résumé	413
Producing Your Résumé	413
Proofreading Your Résumé	416
Distributing Your Résumé	416

Building an Effective LinkedIn Profile 416

The Future of Communication: Gamification 418

What's Your Prediction?	419
-------------------------	-----

Chapter Review and Activities 419

Learning Objectives: Check Your Progress 419

Test Your Knowledge 420

Apply Your Knowledge 420

Practice Your Skills 420

Expand Your Skills 421

Improve Your Grammar, Mechanics, and Usage 423

14 Applying and Interviewing for Employment 427

COMMUNICATION MATTERS . . . 427

Submitting Your Résumé 428

Writing Application Letters	428
-----------------------------	-----

Understanding the Interviewing Process 433

The Typical Sequence of Interviews	434
Common Types of Interviews and Interview Questions	434
Interview Media	437
What Employers Look for in an Interview	438
Preemployment Testing and Background Checks	439

Preparing for a Job Interview 439

Learning About the Organization	440
Thinking Ahead About Questions	440
Boosting Your Confidence	441
Polishing Your Interview Style	443
Presenting a Professional Image	443
Being Ready When You Arrive	444

Interviewing for Success 445

The Warm-Up	445
The Question-and-Answer Stage	445
The Close	446
Interview Notes	447

Following Up After an Interview 447

Follow-Up Message	447
Message of Inquiry	448
Request for a Time Extension	449
Letter of Acceptance	450
Letter Declining a Job Offer	450
Letter of Resignation	450

The Future of Communication: Blind Auditions 451

What's Your Prediction?	451
-------------------------	-----

Chapter Review and Activities 451

Learning Objectives: Check Your Progress 451

Test Your Knowledge 452

Apply Your Knowledge 452

Practice Your Skills 453

Expand Your Skills 454

Improve Your Grammar, Mechanics, and Usage 456

APPENDIX A

Format and Layout of Business Documents 459

First Impressions 459

Paper	459
Customization	459
Appearance	459

Letters 460

Standard Letter Parts	460
Additional Letter Parts	464
Letter Formats	466

Envelopes 468

Addressing the Envelope	468
Folding to Fit	469
International Mail	471

Memos 471

- Reports 472
 - Margins 472
 - Headings 472
 - Page Numbers 472

APPENDIX B

Documentation of Report Sources 475

- Chicago Humanities Style 475
 - In-Text Citation—Chicago Humanities Style 475
 - Bibliography—Chicago Humanities Style 476

- APA Style 478
 - In-Text Citation—APA Style 478
 - List of References—APA Style 478

- MLA Style 478
 - In-Text Citation—MLA Style 478
 - List of Works Cited—MLA Style 479

APPENDIX C

Correction Symbols 483

- Content and Style 483
- Grammar, Mechanics, and Usage 484
- Proofreading Marks 485

Handbook of Grammar, Mechanics, and Usage 487

- Diagnostic Test of English Skills 487
- Assessment of English Skills 489
- Essentials of Grammar, Mechanics, and Usage 489

- 1.0 Grammar 489
 - 1.1 Nouns 490
 - 1.2 Pronouns 491
 - 1.3 Verbs 494
 - 1.4 Adjectives 498
 - 1.5 Adverbs 499
 - 1.6 Other Parts of Speech 500
 - 1.7 Sentences 502

- 2.0 Punctuation 506
 - 2.1 Periods 506
 - 2.2 Question Marks 506
 - 2.3 Exclamation Points 507
 - 2.4 Semicolons 507
 - 2.5 Colons 507

- 2.6 Commas 508
- 2.7 Dashes 510
- 2.8 Hyphens 510
- 2.9 Apostrophes 510
- 2.10 Quotation Marks 511
- 2.11 Parentheses and Brackets 511
- 2.12 Ellipses 511

3.0 Mechanics 512

- 3.1 Capitalization 513
- 3.2 Underscores and Italics 514
- 3.3 Abbreviations 514
- 3.4 Numbers 515
- 3.5 Word Division 516

4.0 Vocabulary 517

- 4.1 Frequently Confused Words 517
- 4.2 Frequently Misused Words 519
- 4.3 Frequently Misspelled Words 520
- 4.4 Transitional Words and Phrases 521

Answer Key 523

- Chapter 1: Self-Assessment—Nouns 523
- Chapter 2: Self-Assessment—Pronouns 523
- Chapter 3: Self-Assessment—Verbs 524
- Chapter 4: Self-Assessment—Adjectives 524
- Chapter 5: Self-Assessment—Adverbs 524
- Chapter 6: Self-Assessment—Prepositions and Conjunctions 524
- Chapter 7: Self-Assessment—Periods, Question Marks, and Exclamation Points 525
- Chapter 8: Self-Assessment—Semicolons, Colons, and Commas 525
- Chapter 9: Self-Assessment—Commas 525
- Chapter 10: Self-Assessment—Dashes and Hyphens 526
- Chapter 11: Self-Assessment—Quotation Marks, Parentheses, Ellipses, Underscores, and Italics 526
- Chapter 12: Self-Assessment—Capitals and Abbreviations 526
- Chapter 13: Self-Assessment—Numbers 527
- Chapter 14: Self-Assessment—Vocabulary 527

Index 529

Preface

About the Authors

Courtland L. Bovée and John V. Thill have been leading textbook authors for more than two decades, introducing millions of students to the fields of business and business communication. Their award-winning texts are distinguished by proven pedagogical features, extensive selections of contemporary case studies, hundreds of real-life examples, engaging writing, thorough research, and the unique integration of print and digital resources. Each new edition reflects the authors' commitment to continuous refinement and improvement, particularly in terms of modeling the latest practices in business and the use of technology.

Professor Bovée has 22 years of teaching experience at Grossmont College in San Diego, where he has received teaching honors and was accorded that institution's C. Allen Paul Distinguished Chair. Mr. Thill is a prominent communications consultant who has worked with organizations ranging from Fortune 500 multinationals to entrepreneurial start-ups. He formerly held positions with Pacific Bell and Texaco.

Courtland Bovée and John Thill were recently awarded proclamations from the governor of Massachusetts for their lifelong contributions to education and for their commitment to the summer youth baseball program that is sponsored by the Boston Red Sox.



New to This Edition

All new: *The Future of Communication* gives a glimpse into fascinating technologies that are beginning to reshape business communication, including real-time translation, haptic communication, virtual and augmented reality, gestural computing, and automated emotion recognition.

Nearly 70 new or substantially revised figures; the Eighth Edition has 66 annotated model documents, 27 examples of mobile communication in business communication, and 25 examples of social media.

Half the chapters have new Communication Matters insights from respected business professionals that highlight the principles covered in the chapter.

Revised annotations in model document before/after pairs make it easier for students to see the specific changes made to transform ineffective messages into effective ones.

More than 80 new questions and student activities; one-third of the communication cases are new.

Learning Objectives: Check Your Progress has been converted to quick-to-read bulleted lists for easier study and review.

The Future of Communication: The Internet of Things

The *Internet of Things (IoT)* refers to the billions of devices now connected to the Internet and the networking potential of having all these gadgets communicate with each other, feed

The Future of Communication: Communication Bots

The bots are back. Automated bots (short for *robots*) made a small wave a decade or so ago when “chatbots” began appearing on websites to help companies handle

The Future of Communication: Gamification

The fact that millions of people spend billions of hours playing games on computers and mobile devices is not lost on companies looking for ways to enhance communication with

The Future of Communication: Blind Auditions

Most people like to think they are unbiased and capable of making fair, objective decisions when it comes to judging or assessing others. Unfortunately, that is far from reality. Decades of research suggests that *unconscious or implicit bias* is universal and that attitudes and

The image shows two email messages side-by-side, comparing an ineffective one with an effective one. The ineffective message is annotated with four points: (a) the subject line is too generic, (b) the message is overly enthusiastic, (c) the writer fails to use the opportunity to confirm his ability, and (d) the tone is too personal and demanding. The effective message is annotated with four points: (a) the subject line is specific, (b) the opening is enthusiastic but balanced, (c) the writer provides additional information and reverses the candidate's impression, and (d) the writer uses the closing to confirm his ability and emphasize positive characteristics.

Ineffective

Subject: [Redacted]

Dear Ms. Reynolds:

The talk, the tour, watching commercials being filmed—I had a great time interviewing with you yesterday! That was nice of you to take so much time to show me around. You guys are doing so many cool things there, and your tour convinced me that I would really enjoy working on the various film and TV productions you do there. Again, thank you for the chat. I really believe you and I fit it off and would make a great team. Please let me know your decision as soon as possible.

Sincerely,

Michael Espinosa
585 Montoya Road
Las Cruces, NM 88005
(505) 555-6208
espinosa@marm.com

Effective

Subject: Thank you for yesterday's interview and tour

Dear Ms. Reynolds:

After talking with you yesterday, touring your sets, and watching commercials being filmed, I remain enthusiastic about the possibility of joining your staff as a production assistant. Thanks for taking so much time to show me around. During our meeting, I said I would prefer not to relocate, but I've reconsidered the matter. I would be pleased to relocate wherever you might need my skills in set decoration and prop design. Now that you've explained the details of your operation, I feel quite strongly that I can make a contribution to the sorts of productions you are lining up. You can also count on me to be an energetic employee and a positive addition to your crew. I look forward to hearing your decision.

Sincerely,

Michael Espinosa
585 Montoya Road
Las Cruces, NM 88005
(505) 555-6208
espinosa@marm.com

Numerous sections are new or substantially revised, reflecting the latest research and practices in business communication:

- Communicating in an Organizational Context
- Developing Skills for Your Career
- Characteristics of Effective Teams
- Conflict Resolution in Team Settings
- Improving Your Nonverbal Communication Skills
- Workplace Etiquette
- Messaging
- Asking for Recommendations
- Writing Instructions
- Refusing Requests for Recommendations
- Giving Negative Performance Reviews
- Terminating Employment
- Using the Three-Step Writing Process for Persuasive Messages
- Balancing the Three Types of Persuasive Appeals
- Using Presentation Software to Create Visual Reports
- Keys to Being a Valued Networker
- Job-Specific Keywords
- Building an Effective LinkedIn Profile
- Understanding the Interviewing Process
- Common Types of Interview Questions
- Interviewing by Phone
- Interviewing by Video

Solving Teaching and Learning Challenges

Communication is the most valuable skill that graduates can bring into the workforce, but it is one of the most challenging to teach. *Business Communication Essentials* blends the timeless fundamentals of communication with contemporary techniques and an emphasis on business English improvement. To help students succeed from their first day on the job, *Business Communication Essentials* presents the full range of on-the-job skills that today’s communicators need, from writing conventional printed reports to using the latest digital, social, mobile, and visual media.


Each chapter opens with insights from a successful professional, emphasizing concepts and valuable skills that students will explore in the chapter.

COMMUNICATION MATTERS . . .

"There's nothing better than a new and enthusiastic team that, on a shoestring budget, tries to do something that's never been done before."¹

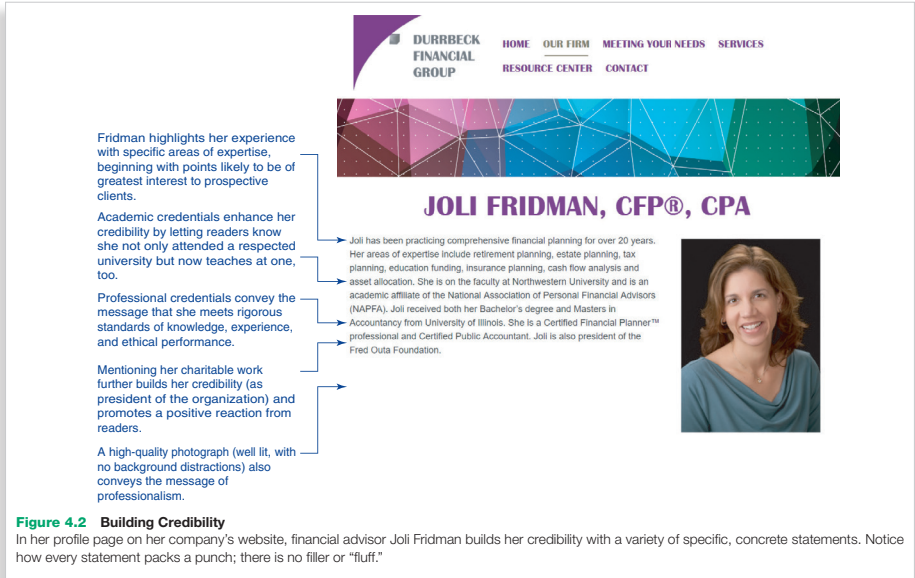
—Tricia Naddaff, president, Management Research Group

Tricia Naddaff's observation about high-performance teams hints at the near-magic that collaboration can bring to business. With the right people in the right circumstances, teams can innovate and produce results far beyond what the individual team members could achieve on their own. At the other extreme, when things go sideways, team projects can be a demoralizing waste of time and money. The difference often comes down to communication. This chapter explores the communication skills you need in order to succeed in team settings, along with several other interpersonal communication topics that will help you on the job: productive meetings, active listening, nonverbal communication, and business etiquette.



Courtesy of Tricia Naddaff, President of Management Research Group

Management consultant Tricia Naddaff recognizes the productivity and innovation that successful teamwork can generate.



DURRBECK FINANCIAL GROUP HOME OUR FIRM MEETING YOUR NEEDS SERVICES
RESOURCE CENTER CONTACT

JOLI FRIDMAN, CFP®, CPA

Fridman highlights her experience with specific areas of expertise, beginning with points likely to be of greatest interest to prospective clients.

Academic credentials enhance her credibility by letting readers know she not only attended a respected university but now teaches at one, too.

Professional credentials convey the message that she meets rigorous standards of knowledge, experience, and ethical performance.

Mentioning her charitable work further builds her credibility (as president of the organization) and promotes a positive reaction from readers.

A high-quality photograph (well lit, with no background distractions) also conveys the message of professionalism.

Joli has been practicing comprehensive financial planning for over 20 years. Her areas of expertise include retirement planning, estate planning, tax planning, education funding, insurance planning, cash flow analysis and asset allocation. She is on the faculty at Northwestern University and is an academic affiliate of the National Association of Personal Financial Advisors (NAPFA). Joli received both her Bachelor's degree and Masters in Accountancy from University of Illinois. She is a Certified Financial Planner™ professional and Certified Public Accountant. Joli is also president of the Fred Outa Foundation.

Figure 4.2 Building Credibility
In her profile page on her company's website, financial advisor Joli Fridman builds her credibility with a variety of specific, concrete statements. Notice how every statement packs a punch; there is no filler or "fluff."

Annotated model documents are perhaps the most important feature of a business communication text, and *Business Communication Essentials* is packed with a balance of carefully chosen examples from real companies and original material created to illustrate specific concepts.

COMPOSITIONAL MODES FOR DIGITAL AND SOCIAL MEDIA

As you practice using digital media in this course, focus on the principles of effective communication and the fundamentals of good writing, rather than on the specific details of any one medium or system.³ Fortunately, with a few minor adjustments, your skills will transfer from one system to another without much trouble.

You can succeed with written communication in virtually all digital media by using one of nine *compositional modes*, each of which is well-suited to particular communication goals:

- **Conversations.** Although they take place via writing, some forms of digital communication function more like real-time conversations than the sharing of written documents. The section on messaging (see page 182) explores this important and ever-expanding communication format.
- **Comments and critiques.** One of the most powerful aspects of social media is the opportunity for interested parties to express opinions and provide feedback, whether it's leaving comments on a blog post or reviewing products on an e-commerce site. Sharing helpful tips and insightful commentary is also a great way to build your

Going beyond covering the tried-and-true, Bovée and Thill make unique contributions to the pedagogy and practice of business communication, such as the nine compositional modes required to succeed with digital and social media.



Figure 1.3 Elements of Professionalism
To be respected as a true professional, develop these six qualities.

TABLE 3.1 Medium/Channel Combinations: Advantages and Disadvantages

Medium/Channel	Advantages	Disadvantages
Oral, in-person	<ul style="list-style-type: none"> Provide opportunity for immediate feedback Easily resolve misunderstandings and negotiate meanings Involve rich nonverbal cues (both physical gestures and vocal inflections) Allow expression of the emotion behind your message 	<ul style="list-style-type: none"> Restrict participation to those physically present Unless recorded, provide no permanent, verifiable record of the communication Can reduce communicator's control over the message
Oral, digital	<ul style="list-style-type: none"> Can provide opportunity for immediate feedback (live phone or online conversations) Not restricted to participants in the same location Allow time-shifted consumption (podcasts, for example) 	<ul style="list-style-type: none"> Lack nonverbal cues other than voice inflections Can be tedious to listen to if not audience focused (recorded messages)
Written, printed	<ul style="list-style-type: none"> Allow writers to plan and control their messages Can reach geographically dispersed audiences Offer a permanent, verifiable record Minimize the distortion that can accompany oral messages Can be used to avoid immediate interactions Deemphasize any inappropriate emotional components Give recipients time to process messages before responding (compared with oral communication) 	<ul style="list-style-type: none"> Offer limited opportunities for timely feedback Lack the rich nonverbal cues provided by oral media Often take more time and more resources to create and distribute Can require special skills to prepare or produce if document is elaborate
Written, digital	<p>In general, all the advantages of written printed documents plus:</p> <ul style="list-style-type: none"> Can be delivered quickly Offer the flexibility of multiple formats and channels, from microblogs to wikis Offer the ability to structure messages in creative ways, such as writing a headline on Twitter and linking to the full message on a blog Can offer links to related and more in-depth information Can increase accessibility and openness in an organization through broader sharing Enable audience interaction through social media features Can be easily integrating with other media types, such as with embedded videos or photos 	<ul style="list-style-type: none"> Can be limited in terms of reach and capability Require Internet or mobile phone connectivity Are vulnerable to security and privacy problems Are easy to misuse (sending too many messages to too many recipients) Create privacy risks and concerns (exposing confidential data, employer monitoring, accidental forwarding) Entail security risks (viruses, spyware; network breaches) Create productivity concerns (frequent interruptions, nonbusiness usage)
Visual, printed	<ul style="list-style-type: none"> Can quickly convey complex ideas and relationships Are often less intimidating than long blocks of text Can reduce the burden on the audience to figure out how the pieces of a message or concept fit Can be easy to create in spreadsheets and other software (simple charts and graphs), then integrate with reports 	<ul style="list-style-type: none"> Can require artistic skills to design Require some technical skills to create Can require more time to create than equivalent amount of text Can be expensive to print
Visual, digital	<p>In general, all the advantages of visual printed documents and all the advantages of written digital formats plus:</p> <ul style="list-style-type: none"> Can personalize and enhance the experience for audience members Offer the persuasive power of multimedia formats, particularly video 	<ul style="list-style-type: none"> Need time, cost, and skills to create Can require large amounts of bandwidth

Business Communication Essentials helps students develop their skills in the larger context of being a true professional, with all the insights and qualities that embodies.

With multiple quick-reference tables, the text serves as a valuable resource that students can use in other courses and take with them on the job.

POWERFUL TOOLS FOR COMMUNICATING EFFECTIVELY

The tools of business communication evolve with every advance in digital technology. The 20 technologies highlighted on the next four pages help businesses redefine the office, collaborate and share information, connect with stakeholders, and build communities of people with shared interests and needs. For more examples of business uses of social media tools in particular, see pages 178–179 in Chapter 6.

REDEFINING THE OFFICE

Thanks to advances in mobile and distributed communication, the “office” is no longer what it used to be. Technology lets today’s professionals work on the move while staying in close contact with colleagues, customers, and suppliers. These technologies are also redefining the very nature of some companies, as they replace traditional hierarchies with highly adaptable, virtual networks.

Web-Based Meetings



Vide Conferencing and Telepresence



Shared Online Workspaces



BUSINESS COMMUNICATORS INNOVATING WITH MOBILE

As the third major revolution in business communication in the past two decades (after the World Wide Web and social media), mobile communication has the potential to change nearly every aspect of business communication. Here is a small sample of the ways companies are putting mobile to work.

Training

In the face of changing markets, government regulations, and other forces in the business environment, developing and maintaining employee skill sets is an ongoing challenge for most companies. The challenge is made even more difficult when employees are constantly on the move or geographically dispersed. With training materials developed specifically for mobile devices, companies can deliver train-

Mobile Glossary

In addition to terms defined elsewhere in the book, here are some helpful mobile terms.

3G, 4G, and 5G

Successive generations of mobile phone technology.

BUSINESS COMMUNICATORS INNOVATING WITH SOCIAL MEDIA

Companies in virtually every industry use social media and continue to experiment with new ways to connect with customers and other stakeholders. From offering helpful tips on using products to helping customers meet each other, these companies show the enormous range of possibilities that new media continue to bring to business communication.

Enterprise Social Networking

The social networking concepts that keep you connected with friends and family are widely used in business today. *Enterprise social networks* are closed digital communities that connect employees within a company (and in some cases, selected external business partners). They often include a variety of communication and collaboration tools as well, including workgroup messaging, online meeting functions, and access to work files and other shared resources.



Tweetups

A powerful capability of online social media is bringing people with similar interests together offline. *Tweetups*, for example, are in-person meetings planned and organized over Twitter.

MOBILE DEVICE ETIQUETTE

Your mobile device habits say a lot about how much respect you have for the people around you. Avoid these disrespectful choices:⁶¹

- Using obnoxious ringtones
- Failing to mute your phone during meetings or other situations where it will interrupt people
- Talking loudly in open offices or public places
- Talking on your phone right next to someone else
- Making or taking unnecessary personal calls at work
- Invading privacy by using your phone's camera without permission
- Taking or making calls in restrooms and other inappropriate places
- Texting during meals or while someone is talking to you
- Allowing incoming calls to interrupt meetings or discussions
- Using voice recognition to the extent that it disrupts others

As the most compact text in the Bovée-Thill series, *Business Communication Essentials* is designed for high-efficiency learning. Students can scan concise bulleted lists to get important insights and writing tips on a wide variety of topics.

Today's companies expect employees to put technology to effective use on human terms. Multiple features and thoroughly integrated coverage of contemporary tools help students hit the ground running.

1 Plan	→	2 Write	→	3 Complete
<p>Analyze the Situation Define your purpose and develop an audience profile.</p> <p>Gather Information Determine audience needs and obtain the information necessary to satisfy those needs.</p> <p>Choose Medium and Channel Identify the best combination for the situation, message, and audience.</p> <p>Organize the Information Define your main idea, limit your scope, select a direct or an indirect approach, and outline your content.</p>		<p>Adapt to Your Audience Be sensitive to audience needs by using a “you” attitude, politeness, positive emphasis, and unbiased language. Build a strong relationship with your audience by establishing your credibility and projecting your company’s preferred image. Control your style with a conversational tone, plain English, and appropriate voice.</p> <p>Compose the Message Choose strong words that will help you create effective sentences and coherent paragraphs.</p>		<p>Revise the Message Evaluate content and review readability, edit and rewrite for conciseness and clarity.</p> <p>Produce the Message Use effective design elements and suitable layout for a clean, professional appearance.</p> <p>Proofread the Message Review for errors in layout, spelling, and mechanics.</p> <p>Distribute the Message Deliver your message using the chosen medium; make sure all documents and all relevant files are distributed successfully.</p>

Students sometimes flounder when faced with unfamiliar or difficult writing challenges because they don’t know how to move a project forward. By following the proven three-step process described in *Business Communication Essentials*, they never have to feel lost or waste time figuring out what to do next.

Review and test prep is faster than ever—the Learning Objectives: Check Your Progress feature has been redeveloped as quick-to-read bulleted lists that students can scan and memorize easily.

Chapter Review and Activities

MyLab Business Communication
Go to www.pearson.com/mylab/business-communication to complete the problems marked with this icon

Learning Objectives: Check Your Progress

Objective 1: Identify the major digital channels used for brief business messages, and describe the nine compositional modes needed for digital media.

Primary digital media for short business messages include:

- Social networks
- Information- and content-sharing websites
- Email
- Messaging
- Blogging and microblogging
- Podcasting

The nine compositional modes are:

- Conversations

Objective 3: Explain how companies and business professionals can use content-sharing websites.

- User-generated content sites such as YouTube let companies host media items that customers and other stakeholders contribute.
- Content curation sites let professionals and consumers with expertise or interest in a particular field to collect and republish material on a particular topic.
- Community Q&A sites give individuals the opportunity to build their personal brands by providing expertise, and they give companies the chance to address customer complaints and correct misinformation.

Objective 4: Describe the evolving role of email in business communication, and explain how to adapt the three-step writing process to email messages.

- As the earliest widely available digital channel, email was applied to a broad range of communication tasks—some it was well suited for and some it wasn’t.
- Over time, newer media such as messaging and social networks have been taking over some of these tasks.
- Email remains a vital medium that is optimum for many private, short to medium-length messages.

Bovée & Thill's Real-Time Updates

Home Articles Podcasts Videos PowerPoints PDFs Web Wikis Register Interactive Media Infographics Web Search Contact Us Login

BUSINESS COMMUNICATION ESSENTIALS, 8TH ED.

This section contains all the information and materials for your textbook.

To find materials on a specific topic (regardless of chapter), use the search box located in the left-hand column. To browse the most popular posts related to a given book, see “Most Popular” below the search box.

To find media materials for a particular chapter, click on the chapter title below. Within a chapter, you have several options. (1) You can browse the materials, which are shown in descending order by date posted. (2) While you are viewing the listings for a specific chapter, you can also click on the “Chapter Media” selections in the left-hand column to show only material in a specific medium. (3) To search for materials on a specific topic, use the search function in the left-hand column. Note that within the listings of a given chapter, the search function searches for only for material associated with that chapter. (4) To browse the most popular posts related to a particular chapter, see “Most Popular” below the search box.

To find the “Real-Time Updates—Learn More” media items referred to at various places in the textbook, click on “Learn More” in the Students section at the lower right.

To find connections for any textbook errata, please refer to “Instructor Messages” or “Student Messages.” To let us know about a possible error, click on “Report an Error.”

To see all of the materials in the “Categories” in the left-hand column.

CHAPTERS

- Prologue
- Chapter 1. Understanding Today's World
- Chapter 2. Marketing
- Chapter 3. Planning Business Messages
- Chapter 4. Writing Business Messages
- Chapter 5. Completing Business Messages
- Chapter 6. Crafting Messages for Specific Situations
- Chapter 7. Writing Routine and Professional Messages
- Chapter 8. Writing Negative Messages
- Chapter 9. Writing Persuasive Messages
- Chapter 10. Understanding and Planning Reports and Proposals
- Chapter 11. Composing and Completing Reports and Proposals
- Chapter 12. Developing Oral and Online Presentations
- Chapter 13. Building Careers and Writing Resumes
- Chapter 14. Applying and Interviewing for Employment
- Appendix A. Format and Layout of Business Documents
- Appendix B. Documentation of Reports Sources
- Handbook of Grammar, Mechanics, and Usage

REAL-TIME UPDATES
LEARN MORE BY VISITING THIS WEBSITE

Guidelines for trouble-free blogging

REAL-TIME UPDATES
LEARN MORE BY VIEWING THIS INFOGRAPHIC

Social shaming in today's business landscape

REAL-TIME UPDATES
LEARN MORE BY VISITING THIS WEBSITE

LinkedIn's advice for college students

REAL-TIME UPDATES
LEARN MORE BY VISITING THIS WEBSITE

Find the keywords that will light up

REAL-TIME UPDATES
LEARN MORE BY WATCHING THESE VIDEOS

Five TED talks that will help you prepare for interviews

The unique and free *Real-Time Updates—Learn More* feature connects students with dozens of carefully selected online media items that complement the text’s coverage with additional examples and valuable insights. Media items range from interactive websites and online videos to infographics, presentations, and podcasts.

In addition, students can explore thousands of curated media items in the Real-Time Updates system and subscribe to weekly updates.

This list of real-time updates will help you maximize your search results on www.bce8.com/bce8

MIT career advisor Lily Zhang handpicked these talks for the insights they can give all job hunters. Go to real-timeupdates.com/bce8 and select Learn More in the Students section.

No other textbook comes close to offering the resources that Bovée and Thill provide free to students and instructors:

- Sponsored instructor communities on LinkedIn and Facebook with nearly two thousand members
- Tips and techniques in *Bovée and Thill's Business Communication Blog* and Twitter feed
- The Bovée & Thill channel on YouTube
- *Business Communication Headline News*
- Videos and PowerPoint presentations on SlideShare
- Hundreds of infographics, videos, articles, podcasts, and PowerPoints on the Business Communication Pictorial Gallery on Pinterest
- The Ultimate Guide to Resources for Teaching Business Communication
- Curated magazines for business communication on Scoop.it

Links to all these services and resources can be found at blog.businesscommunicationnetwork.com/resources.

Expand your classroom resources with both curated content and original videos and presentations.

Bovée and Thill's Business Communication Blog offers original insights and teaching tips to enhance your lectures.

MYLAB BUSINESS COMMUNICATION

Reach every student with MyLab

MyLab is the teaching and learning platform that empowers you to reach *every* student. By combining trusted author content with digital tools and a flexible platform, MyLab personalizes the learning experience and improves results for each student. Learn more at MyLab Business Communication.

Deliver trusted content

You deserve teaching materials that meet your own high standards for your course. That's why we partner with highly respected authors to develop interactive content and course-specific resources that you can trust — and that keep your students engaged.

MyLab Business Communication offers a variety of grammar exercises, flashcards, and audio lessons to test your learning and skills and get instant feedback.

Empower each learner

Each student learns at a different pace. Personalized learning pinpoints the precise areas where each student needs practice, giving all students the support they need — when and where they need it — to be successful.

Teach your course your way

Your course is unique. So whether you'd like to build your own assignments, teach multiple sections, or set prerequisites, MyLab gives you the flexibility to easily create *your* course to fit *your* needs.

Improve student results

When you teach with MyLab, student performance improves. That's why instructors have chosen MyLab for over 15 years, touching the lives of over 50 million students. Learn more.

Developing Employability Skills

In addition to helping students develop a full range of communication skills, *Business Communication Essentials* will enhance a wide range of other skills that experts say are vital for success in the 21st-century workplace:

- **Critical thinking.** In many assignments and activities, students need to define and solve problems and make decisions or form judgments.
- **Collaboration.** Team-skills assignments provide multiple opportunities to work with classmates on reports, presentations, and other projects.
- **Knowledge application and analysis.** From the basic communication process to strategies for specific message types, students will learn a variety of concepts and apply that knowledge to a wide range of challenges.
- **Business ethics and social responsibility.** Ethical choices are stressed from the beginning of the book, and multiple projects encourage students to be mindful of the ethical implications that they could encounter in similar projects on the job.
- **Information technology skills.** Projects and activities in every chapter help students build skills with technology, including document preparation tools, online communication services, presentation software, and messaging systems.
- **Data literacy.** Report projects in particular present opportunities to fine-tune data literacy skills, including the ability to access, assess, interpret, manipulate, summarize, and communicate data.

Hundreds of realistic exercises, activities, and cases offer an array of opportunities for students to practice vital skills and put newfound knowledge to immediate use.

These resources are logically sorted by learning category, from conceptual recall to situational analysis to skill development.

To help instructors zero in on specific learning needs, activities are tagged in multiple ways, from media usage to team skills.

Test Your Knowledge

To review chapter content related to each question, refer to the indicated Learning Objective.

6-1. Communicating successfully in digital media requires

Apply Your Knowledge

To review chapter content related to each question, refer to the indicated Learning Objective.

6-2. What are three innovative ways you could optimize your

Practice Your Skills

Exercises for Perfecting Your Writing

To review chapter content related to each set of exercises, refer to the indicated Learning Objective.

6-3. 6-4. 6-7.

Expand Your Skills

Critique the Professionals

Locate the YouTube channel page of any company you find interesting and assess its social networking presence using the criteria for effective communication discussed in this chapter and your own experience using social media. What does this company do might it improve? Using sts, write a brief analysis more than one page), cit-support from the chapter.

EMAIL SKILLS/TEAM SKILLS/PORTFOLIO BUILDER

7-34. Message Strategies: Routine Responses [LO-4]

Throughout your studies, whenever there have been team exercises to complete you have worked with three colleagues regularly at

BLOGGING SKILLS/PORTFOLIO BUILDER

7-42. Message Strategies: Good-News Messages [LO-4]

Most people have heard of the Emmy, Grammy, Oscar, and Tony awards for television, music, movies, and theater performances, but few by the I

PROPOSAL-WRITING SKILLS/PORTFOLIO BUILDER

11-27. Message Strategies: Proposals [LO-1], [LO-4]

Presentations can make—or break—careers and companies. A good presentation can bring in millions of dollars in new sales or fresh number upsetti business present essential

CAREER SKILLS/SOCIAL NETWORKING SKILLS

13-24. Message Strategies: Building a LinkedIn Profile [LO-4]

Many people now use LinkedIn to promote personal skills and abilities as an online résumé. It is also a popular way for employers to search for potential recruits.

Your task: Research a job role that is a very realistic option for ed specifically to match irrent advertisement for

Improve Your Grammar, Mechanics, and Usage

You can download the text of this assignment from real-timeupdates.com/bce8; select Student Assignments and then select Chapter 3, Improve Your Grammar, Mechanics, and Usage.

Level 1: Self-Assessment—Verbs

Review Section 1.3 in the Handbook of Grammar, Mechanics, and Usage. Answers to these exercises appear on page 524.

Level 2: Workplace Applications

3-53. The following items may contain errors in grammar, capitalization, punctuation, abbreviation, number style, word division,

Level 3: Document Critique

The following document may contain errors in grammar, capitalization, punctuation, abbreviation, number style, word division, and vocabulary. As your instructor indicates, photocopy this page and correct all errors using standard proofreading marks (see Appendix C), or download the document and make the corrections in your word-processing software.

Table of Contents Overview

Prologue	Building a Career with Your Communication Skills	Learn how this course will help you launch an interesting and rewarding career
Part 1	Business Communication Foundations	
	1: Professional Communication in Today's Digital, Social, Mobile World	See what it means to communicate as a professional and learn essential concepts of ethics and diversity
	2: Collaboration, Interpersonal Communication, and Business Etiquette	Learn how to work successfully in teams, collaborate on projects, and improve listening and etiquette
Part 2	The Three-Step Writing Process	
	3: Planning Business Messages	Discover a simple process that helps you write more effectively while spending less time and energy
	4: Writing Business Messages	Learn how to build credibility and achieve a conversational tone in your business writing
	5: Completing Business Messages	Make your writing more compelling with careful revision and produce attractive messages in any medium
Part 3	Brief Business Messages	
	6: Crafting Messages for Digital Channels	Adapt what you already know about digital and social media to the challenges of professional communication
	7: Writing Routine and Positive Messages	Maintain productive working relationships by writing routine messages quickly and easily
	8: Writing Negative Messages	Learn the secrets of sharing negative information in a thoughtful way
	9: Writing Persuasive Messages	Explore the techniques to make internal messages as well as marketing and sales messages more persuasive
Part 4	Longer Business Messages	
	10: Understanding and Planning Reports and Proposals	Simplify the process of writing informational and analytical reports and business proposals
	11: Writing and Completing Reports and Proposals	Create compelling visuals and put the finishing touches on formal reports and proposals
	12: Developing and Delivering Business Presentations	Develop engaging presentations and conquer the anxieties that every speaker feels
Part 5	Employment Messages and Job Interviews	
	13: Building Careers and Writing Résumés	Succeed with two of the most important documents you'll ever write—application letters and your résumé
	14: Applying and Interviewing for Employment	Make sure your talent and value shine through as you progress through the job-search process

Instructor Teaching Resources

This program comes with the following teaching resources.

Supplements available to instructors at www.pearsonglobaleditions.com	Features of the Supplement
Instructor's Manual	<ul style="list-style-type: none"> • Chapter summary • Chapter outline • Teaching notes • Overcoming difficulties students often face • Suggested classroom exercises • Test Your Knowledge answers • Apply Your Knowledge answers • Practice Your Skills answers • Expand Your Skills answers • Case solutions (short message cases) and solution guidelines (report and proposal cases) • Improve your Grammar, Mechanics, and Usage answers and solutions: <ul style="list-style-type: none"> Level 1: Self-Assessment Level 2: Workplace Applications Level 3: Document Critique
Test Bank	<ul style="list-style-type: none"> • More than 1,700 multiple-choice, true/false, and essay questions • Answer explanations • Keyed by learning objective • Classified according to difficulty level • Classified according to learning modality: conceptual, application, critical thinking, or synthesis • Learning outcomes identified • AACSB learning standard identified (Ethical Understanding and Reasoning; Analytical Thinking Skills; Information Technology; Diverse and Multicultural Work; Reflective Thinking; Application of Knowledge)
Computerized TestGen	<p>TestGen allows instructors to</p> <ul style="list-style-type: none"> • customize, save, and generate classroom tests. • edit, add, or delete questions from the Test Item Files. • analyze test results. • organize a database of tests and student results.
PowerPoints	<p>Slides include all the graphs, tables, and equations in the textbook PowerPoints meet accessibility standards for students with disabilities. Features include:</p> <ul style="list-style-type: none"> • Keyboard and screen reader access • Alternative text for images • High contrast between background and foreground colors

Acknowledgments

The Eighth Edition of *Business Communication Essentials* reflects the professional experience of a large team of contributors and advisors. We express our thanks to the many individuals whose valuable suggestions and constructive comments influenced the success of this book.

REVIEWERS OF PREVIOUS EDITIONS

Thank you to the following professors: Lydia E. Anderson, *Fresno City College*; Victoria Austin, *Las Positas College*; Faridah Awang, *Eastern Kentucky University*; Jeanette Baldrige, *University of Maine at Augusta*; Diana Baran, *Henry Ford Community College*; JoAnne Barbieri, *Atlantic Cape Community College*; Kristina Beckman, *John Jay College*; Judy Bello, *Lander University*; George Bernard, *Seminole State College*; Carol

Bibly, *Triton College*; Nancy Bizal, *University of Southern Indiana*; Yvonne Block, *College of Lake County*; Edna Boroski, *Trident Technical College*; Nelvia M. Brady, *Trinity Christian College*; Arlene Broeker, *Lincoln University*; David Brooks, *Indiana University Southeast*; Carol Brown, *South Puget Sound Community College*; Domenic Bruni, *University of Wisconsin*; Jeff Bruns, *Bacone College*; Gertrude L. Burge, *University of Nebraska*; Sharon Burton, *Brookhaven College*; Robert Cabral, *Oxnard College*; Dorothy Campbell, *Brevard Community College*; Linda Carr, *University of West Alabama*; Alvaro Carreras, Jr., *Florida International University*; Sharon Carson, *St. Philip's College*; Rick Carter, *Seattle University*; Dacia Charlesworth, *Indiana University–Purdue University Fort Wayne*; Jean Chenu, *Genesee Community College*; Connie Clark, *Lane Community College*; Alvin Clarke, *Iowa State University*; Jerrie Cleaver, *Central Texas College*; Clare Coleman, *Temple University*; Michael P. Collins, *Northern Arizona University*; M. Cotton, *North Central Missouri College*; Pat Cowherd, *Campbellsville University*; Pat Cuchens, *University of Houston–Clear Lake*; Walt Dabek, *Post University*; Cathy Daly, *California State University–Sacramento*; Linda Davis, *Copiah–Lincoln Community College*; Christine R. Day, *Eastern Michigan University*; Harjit Dosanjh, *North Seattle Community College*; Amy Drees, *Defiance College*; Cynthia Drexel, *Western State College of Colorado*; Lou Dunham, *Spokane Falls Community College*; Donna Everett, *Morehead State University*; Donna Falconer, *Anoka–Ramsey Community College*; Kate Ferguson Marsters, *Gannon University*; Darlynn Fink, *Clarion University of Pennsylvania*; Bobbi Fisher, *University of Nebraska–Omaha*; Laura Fitzwater, *Community College of Philadelphia*; Lynda K. Fuller, *Wilmington University*; Matthew Gainous, *Ogeechee Technical College*; Yolande Gardner, *Lawson State Community College*; Gina Genova, *University of California–Santa Barbara*; Lonny Gilbert, *Central State University*; Camille Girardi-Levy, *Siena College*; Nancy Goehring, *Monterey Peninsula College*; Dawn Goellner, *Bethel College*; Robert Goldberg, *Prince George's Community College*; Jeffrey Goldberg, *MassBay Community College*; Helen Grattan, *Des Moines Area Community College*; Barbara Grayson, *University of Arkansas at Pine Bluff*; Deborah Griffin, *University of Houston–Clear Lake*; Alice Griswold, *Clarke College*; Bonnie Grossman, *College of Charleston*; Lisa Gueldenzoph, *North Carolina A&T State University*; Wally Guyot, *Fort Hays State University*; Valerie Harrison, *Cuyamaca College*; Tim Hartge, *The University of Michigan–Dearborn*; Richard Heiens, *University of South Carolina–Aiken*; Maureece Heinert, *Sinte Gleska University*; Leighanne Heisel, *University of Missouri–St. Louis*; Gary Helfand, *University of Hawaii–West Oahu*; Cynthia Herrera, *Orlando Culinary Academy*; Kathy Hill, *Sam Houston State University*; Pashia Hogan, *Northeast State Tech Community College*; Cole Holmes, *The University of Utah*; Sarah Holmes, *New England Institute of Technology*; Ruth Hopkins Zajdel, *Ohio University–Chillicothe*; Sheila Hostetler, *Orange Coast College*; Michael Hricik, *Westmoreland County Community College*; Rebecca Hsiao, *East Los Angeles College*; Mary Ann Hurd, *Sauk Valley Community College*; Pat Hurley, *Leeward Community College*; Harold Hurry, *Sam Houston State University*; Marcia James, *University of Wisconsin–Whitewater*; Frank Jaster, *Tulane University*; Jonatan Jelen, *Parsons The New School for Design*; Irene Joannette Gallio, *Western Nevada Community College*; Edgar Dunson Johnson III, *Augusta State University*; Mark Johnson, *Rhodes State College*; Joanne Kapp, *Siena College*; Jeanette A. Karjala, *Winona State University*; Christy L. Kinnion, *Lenior Community College*; Deborah Kitchin, *City College of San Francisco*; Lisa Kirby, *North Carolina Wesleyan College*; Claudia Kirkpatrick, *Carnegie Mellon University*; Betty Kleen, *Nicholls State University*; Fran Kranz, *Oakland University*; Jana Langemach, *University of Nebraska–Lincoln*; Joan Lantry, *Jefferson Community College*; Kim Laux, *Saginaw Valley State University*; Kathryn J. Lee, *University of Cincinnati*; Anita Leffel, *The University of Texas, San Antonio*; Ruth Levy, *Westchester Community College*; Nancy Linger, *Moraine Park Technical College*; Jere Littlejohn, *University of Mississippi*; Dana Loewy, *California State University–Fullerton*; Jennifer Loney, *Portland State University*; Susan Long, *Portland Community College*; Sue Loomis, *Maine Maritime Academy*; Thomas Lowderbaugh, *University of*

Maryland—College Park; Jayne Lowery, *Jackson State Community College*; Lloyd Matzner, *University of Houston—Downtown*; Ron McNeel, *New Mexico State University at Alamogordo*; Dr. Bill McPherson, *Indiana University of Pennsylvania*; Phyllis Mercer, *Texas Woman's University*; Donna Meyerholz, *Trinidad State Junior College*; Annie Laurie I. Meyers, *Northampton Community College*; Catherine “Kay” Michael, *St. Edward's University*; Kathleen Miller, *University of Delaware*; Gay Mills, *Amarillo College*; Julie Mullis, *Wilkes Community College*; Pamela Mulvey, *Olney Central College*; Jimidene Murphey, *Clarendon College*; Cindy Murphy, *Southeastern Community College*; Dipali Murti-Hali, *California State University—Stanislaus*; Shelley Myatt, *University of Central Oklahoma*; Cora Newcomb, *Technical College of the Lowcountry*; Ron Newman, *Crafton Hills College*; Linda Nitsch, *Chadron State College*; Leah Noonan, *Laramie County Community College*; Mabry O'Donnell, *Marietta College*; Diana Oltman, *Central Washington University*; Ranu Paik, *Santa Monica College*; Lauren Paisley, *Genesee Community College*; Patricia Palermo, *Drew University*; John Parrish, *Tarrant County College*; Diane Paul, *TVI Community College*; John T. Pauli, *University of Alaska—Anchorage*; Michael Pennell, *University of Rhode Island*; Sylvia Beaver Perez, *Nyack College*; Melinda Phillabaum, *Indiana University*; Ralph Phillips, *Geneva College*; Laura Pohopien, *Cal Poly Pomona*; Diane Powell, *Utah Valley State College*; Christine Pye, *California Lutheran University*; Norma Pygon, *Triton College*; Dave Rambow, *Wayland Baptist University*; Richard David Ramsey, *Southeastern Louisiana University*; Charles Riley, *Tarrant County College—Northwest Campus*; Jim Rucker, *Fort Hays State University*; Dr. Suzan Russell, *Lehman College*; Storm Russo, *Valencia College*; Danielle Scane, *Orange Coast College*; Calvin Scheidt, *Tidewater Community College*; Nancy Schneider, *University of Maine at Augusta*; Brian Sheridan, *Mercyhurst College*; Melinda Shirey, *Fresno City College*; Bob Shirilla, *Colorado State University*; Joyce Simmons, *Florida State University*; Gordon J. Simpson, *SUNY Cobleskill*; Peggy Simpson, *Dominican University*; Eunice Smith, *Bismarck State College*; Jeff Smith, *University of Southern California*; Lorraine M. Smith, *Fresno City College*; Harvey Solganick, *LeTourneau University—Dallas Campus*; Stephen Soucy, *Santa Monica College*; Linda Spargo, *University of Mississippi*; W. Dees Stallings, *Park University*; Sally Stanton, *University of Wisconsin—Milwaukee*; Mark Steinbach, *Austin Community College*; Angelique Stevens, *Monroe Community College*; Steven Stovall, *Wilmington College*; Alden Talbot, *Weber State University*; Michele Taylor, *Ogeechee Technical College*; Wilma Thomason, *Mid-South Community College*; Ed Thompson, *Jefferson Community College*; Ann E. Tippett, *Monroe Community College*; Lori Townsend, *Niagara County Community College*; Lani Uyeno, *Leeward Community College*; Wendy Van Hatten, *Western Iowa Tech Community College*; Jay Wagers, *Richmond Community College*; John Waltman, *Eastern Michigan University*; Jie Wang, *University of Illinois at Chicago*; Chris Ward, *The University of Findlay*; Dorothy Warren, *Middle Tennessee State University*; Glenda Waterman, *Concordia University*; Kellie Welch, *Jefferson Community College*; Bradley S. Wesner, *Nova Southeastern University*; Mathew Williams, *Clover Park Technical College*; Beth Williams, *Stark State College of Technology*; Brian Wilson, *College of Marin*; and Sandra D. Young, *Orangeburg—Calhoun Technical College*.

REVIEWERS OF DOCUMENT MAKEOVERS

We sincerely thank the following reviewers for their assistance with the Document Makeover feature: Lisa Barley, *Eastern Michigan University*; Marcia Bordman, *Gallaudet University*; Jean Bush-Bacelis, *Eastern Michigan University*; Bobbye Davis, *Southern Louisiana University*; Cynthia Drexel, *Western State College of Colorado*; Kenneth Gibbs, *Worcester State College*; Ellen Leathers, *Bradley University*; Diana McKowen, *Indiana University*; Bobbie Nicholson, *Mars Hill College*; Andrew Smith, *Holyoke Community College*; Jay Stubblefield, *North Carolina Wesleyan College*; Dawn Wallace, *Southeastern Louisiana University*.

PERSONAL ACKNOWLEDGMENTS

We extend a heartfelt thanks to our many friends, acquaintances, and business associates who provided materials or agreed to be interviewed so that we could bring the real world into the classroom.

A very special acknowledgment goes to George Dovel, whose superb writing skills, distinguished background, and wealth of business experience assured this project of clarity and completeness. Also, recognition and thanks to Jackie Estrada for her outstanding skills and excellent attention to details. Her creation of the “Peak Performance Grammar and Mechanics” material is especially noteworthy.

We also feel it is important to acknowledge and thank the Association for Business Communication, an organization whose meetings and publications provide a valuable forum for the exchange of ideas and for professional growth.

In addition, we thank Susan Schanne and Maureen Steddin for their assistance in preparing supplements for this new edition.

We extend our warmest appreciation to the devoted professionals at Pearson Higher Education for their commitment to producing high-value, student-focused texts, including Donna Battista, Vice President, Business, Economics, and UK Courseware; Stephanie Wall, Director of Portfolio Management; Daniel Tylman, Portfolio Manager; Ashley Santora and Melissa Feimer, Managing Producers, Business; Yasmita Hota, Content Producer; Jeff Holcomb, Director of Production, Business; Becky Brown, Product Marketer; and Lenny Ann Kucenski, Field Marketing Manager. We are also grateful to Nicole Sud-deth and Debbie Ryan of SPi Global and Bincy Menon of Cenveo Publisher Services.

Courtland L. Bovée
John V. Thill

Global Edition Acknowledgments

Pearson would like to thank the following people for their work on the Global Edition:

CONTRIBUTORS

Dave Lees, *University of Derby*
Louise Stansfield, *Metropolia University of Applied Sciences*
Jon and Diane Sutherland

REVIEWERS

Magda Sylwestrowicz, *IUBH School of Business and Management*
Kitty Szeto, *Chinese University of Hong Kong*

Prologue

BUILDING A CAREER WITH YOUR COMMUNICATION SKILLS

Using This Course to Help Launch Your Career

This course will help you develop vital communication skills that you'll use throughout your career—and those skills can help you launch an interesting and rewarding career, too. This brief prologue sets the stage by helping you understand today's dynamic workplace, the steps you can take to adapt to the job market, and the importance of creating an employment portfolio and building your personal brand. Take a few minutes to read it while you think about the career you hope to create for yourself.

GETTING READY TO TAKE CHARGE OF YOUR CAREER

Today's job market offers an exciting range of possibilities, from multinational corporations to small companies to entrepreneurial startups. Or, like many professionals, you might take the leap and invent your own job as an independent contractor.

No matter which path you choose, keep two important points in mind. First, don't wait for your career to just happen: Take charge of your career and stay in charge of it. Explore all your options and have a plan, but be prepared to change course as opportunities and threats appear on the horizon. Second, don't count on employers to take care of you. The era of lifetime employment, in which an employee committed to one company for life with the understanding it would return the loyalty, is long gone. From finding opportunities to developing the skills you need in order to succeed, it's up to you to manage your career and look out for your own best interests.



Peter Bernik/Shutterstock

Are you comfortable working on your own? Independent workers have become an important part of the global workforce.

How Employers View Today's Job Market

From an employer's perspective, the employment process is always a question of balance. Maintaining a stable workforce can improve practically every aspect of business performance, yet many employers want the flexibility to shrink and expand payrolls as business conditions change. Employers obviously want to attract the best talent, but the best talent is more expensive and more vulnerable to offers from competitors, so there are always financial trade-offs to consider.

Employers also struggle with the ups and downs of the economy. When unemployment is low, the balance of power shifts to employees, and employers have to compete in order to attract and keep top talent. When unemployment is high, the power shifts back to employers, who can afford to be more selective and less accommodating. In other words, pay attention to the economy; at times you can be more aggressive in your demands, but at other times you need to be more accommodating.

Companies view employment as a complex business decision with lots of variables to consider. To make the most of your potential, regardless of the career path you pursue, you need to view employment in the same way.

What Employers Look for in Job Applicants

Given the complex forces in the contemporary workplace and the unrelenting pressure of global competition, what are employers looking for in the candidates they hire? The short answer: a lot. Like all "buyers," companies want to get as much as they can for the money they spend. The closer you can present yourself as the ideal candidate, the better your chances of getting a crack at the most exciting opportunities.

Specific expectations vary by profession and position, of course, but virtually all employers look for the following general skills and attributes:¹

- **Communication skills.** The reason this item is listed first isn't that you're reading a business communication textbook. Communication is listed first because it is far and away the most commonly mentioned skill set when employers are asked about what they look for in employees. Improving your communication skills will help in every aspect of your professional life.
- **Interpersonal and team skills.** You will have many individual responsibilities on the job, but chances are you won't work alone very often. Learn to work with others and help them succeed as you succeed.
- **Intercultural and international awareness and sensitivity.** Successful employers tend to be responsive to diverse workforces, markets, and communities, and they look for employees with the same outlook.



Communication skills will benefit your career, no matter what path or profession you pursue.

- **Data collection, analysis, and decision-making skills.** Employers want people who know how to identify information needs, find the necessary data, convert the data into useful knowledge, and make sound decisions.
- **Digital, social, and mobile media skills.** Today's workers need to know how to use common office software and to communicate using a wide range of digital media and systems.
- **Time and resource management.** If you've had to juggle multiple priorities during college, consider that great training for the business world. Your ability to plan projects and manage the time and resources available to you will make a big difference on the job.
- **Flexibility and adaptability.** Stuff happens, as they say. Employees who can roll with the punches and adapt to changing business priorities and circumstances will go further (and be happier) than employees who resist change.
- **Professionalism.** Professionalism is the quality of performing at the highest possible level and conducting oneself with confidence, purpose, and pride. True professionals strive to excel, continue to hone their skills and build their knowledge, are dependable and accountable, demonstrate a sense of business etiquette, make ethical decisions, show loyalty and commitment, don't give up when things get tough, and maintain a positive outlook.

Adapting to Today's Job Market

Adapting to the workplace is a lifelong process of seeking the best fit between what you want to do and what employers (or clients, if you work independently) are willing to pay you to do. It's important to think about what you want to do during the many thousands of hours you will spend working, what you have to offer, and how to make yourself more attractive to employers.

WHAT DO YOU WANT TO DO?

Economic necessities and the vagaries of the marketplace will influence much of what happens in your career, of course, and you may not always have the opportunity to do the kind of work you would really like to do. Even if you can't get the job you want right now, though, start your job search by examining your values and interests. Doing so will give you a better idea of where you want to be eventually, and you can use those insights to learn and grow your way toward that ideal situation. Consider these questions:

- **What would you like to do every day?** Research occupations that interest you. Find out what people really do every day. Ask friends, relatives, alumni from your school, and contacts in your social networks. Read interviews with people in various professions to get a sense of what their careers are like.
- **How would you like to work?** Consider how much independence you want on the job, how much variety you like, and whether you prefer to work with products, technology, people, ideas, numbers, or some combination thereof.
- **How do your financial goals fit with your other priorities?** For instance, many high-paying jobs involve a lot of stress, sacrifices of time with family and friends, and frequent travel or relocation. If location, lifestyle, intriguing work, or other factors are more important to you, you may well have to sacrifice some level of pay to achieve them.
- **Have you established some general career goals?** For example, do you want to pursue a career specialty such as finance or manufacturing, or do you want to gain experience in multiple areas with an eye toward upper management?
- **What sort of corporate culture are you most comfortable with?** Would you be happy in a formal hierarchy with clear reporting relationships? Or do you prefer less structure? Teamwork or individualism? Do you like a competitive environment?

You might need some time in the workforce to figure out what you really want to do or to work your way into the job you really want, but it's never too early to start thinking about where you want to be. Filling out the assessment in Table 1 might help you get a clearer picture of the nature of work you would like to pursue in your career.

WHAT DO YOU HAVE TO OFFER?

Knowing what you want to do is one thing. Knowing what a company is willing to pay you to do is another thing entirely. You may already have a good idea of what you can offer employers. If not, some brainstorming can help you identify your skills, interests, and characteristics. Start by jotting down achievements you're proud of and experiences that were satisfying, and think carefully about what specific skills these achievements demanded of you. For example, leadership skills, speaking ability, and artistic talent may have helped you coordinate a successful class project. As you analyze your achievements, you may begin to recognize a pattern of skills. Which of them might be valuable to potential employers?

Next, consider your educational preparation, work experience, and extracurricular activities. What do your knowledge and experience qualify you to do? What have you learned from volunteer work or class projects that could benefit you on the job? Have you held any offices, won any awards or scholarships, mastered a second language? What skills have you developed in nonbusiness situations that could transfer to a business position?

Take stock of your personal characteristics. Are you aggressive, a born leader? Or would you rather follow? Are you outgoing, articulate, great with people? Or do you prefer working alone? Make a list of what you believe are your four or five most important qualities. Ask a relative or friend to rate your traits as well.

If you're having difficulty figuring out your interests, characteristics, or capabilities, consult your college career center. Many campuses administer a variety of tests that can help you identify interests, aptitudes, and personality traits. These tests won't reveal your "perfect" job, but they'll help you focus on the types of work best suited to your personality.

TABLE 1 Career Self-Assessment

Activity or Situation	Strongly Agree	Agree	Disagree	No Preference
1. I want to work independently.	_____	_____	_____	_____
2. I want variety in my work.	_____	_____	_____	_____
3. I want to work with people.	_____	_____	_____	_____
4. I want to work with technology.	_____	_____	_____	_____
5. I want physical work.	_____	_____	_____	_____
6. I want mental work.	_____	_____	_____	_____
7. I want to work for a large organization.	_____	_____	_____	_____
8. I want to work for a nonprofit organization.	_____	_____	_____	_____
9. I want to work for a small business.	_____	_____	_____	_____
10. I want to work for a service business.	_____	_____	_____	_____
11. I want to start or buy a business someday.	_____	_____	_____	_____
12. I want regular, predictable work hours.	_____	_____	_____	_____
13. I want to work in a city location.	_____	_____	_____	_____
14. I want to work in a small town or suburb.	_____	_____	_____	_____
15. I want to work in another country.	_____	_____	_____	_____
16. I want to work outdoors.	_____	_____	_____	_____
17. I want to work in a structured environment.	_____	_____	_____	_____
18. I want to avoid risk as much as possible.	_____	_____	_____	_____
19. I want to enjoy my work, even if that means making less money.	_____	_____	_____	_____
20. I want to become a high-level corporate manager.	_____	_____	_____	_____

HOW CAN YOU MAKE YOURSELF MORE VALUABLE?

While you're figuring out what you want from a job and what you can offer an employer, you can take positive steps toward building your career. First, search for job openings in the professions and companies in which you are interested and identify the skills and attributes those employers want. If you lack any key elements, look for opportunities to gain additional experience or training. Consider part-time jobs, temporary positions that let you build important skills to apply in your dream job, and volunteering opportunities. Search the project listings at freelancing sites such as Upwork (www.upwork.com) to see whether you can compete for any of the available projects. Also consider applying your talents to *crowdsourcing* projects, in which companies and nonprofit organizations invite the public to contribute solutions to various challenges.

These opportunities help you gain valuable experience and relevant contacts, provide you with important references and work samples for your employment portfolio, and help you establish your personal brand (see the following sections).

Second, learn more about the industry or industries in which you want to work and stay on top of new developments. Join networks of professional colleagues and friends who can help you keep up with trends and events. Many professional societies have student chapters or offer students discounted memberships. Take courses and pursue other educational or life experiences that would be difficult while working full time.

BUILDING AN EMPLOYMENT PORTFOLIO

Employers want proof that you have the skills to succeed on the job, but even if you don't have much relevant work experience, you can use your college classes to assemble that proof. Simply create and maintain an *employment portfolio*, which is a collection of projects that demonstrate your skills and knowledge. This can be a combination of print and digital materials. Your college might offer hosting for *e-portfolios*, which let you display your résumé, work samples, letters of recommendation, relevant videos or podcasts you have recorded, any blog posts or articles you have written, and other information about you and your skills. To see a selection of student e-portfolios from colleges around the United States, go to real-timeupdates.com/bce8, select Student Assignments, and locate the link to student e-portfolios.

Throughout this course, pay close attention to the assignments marked "Portfolio Builder" (they start in Chapter 6). These items will make particularly good samples of not only your communication skills but also your ability to understand and solve business-related challenges. By combining these projects with samples from your other courses, you can create a compelling portfolio when you're ready to start interviewing. Your portfolio is also a great resource for writing your résumé because it reminds you of all the great work you've done over the years. Moreover, you can continue to refine and expand your portfolio throughout your career; many professionals use e-portfolios to advertise their services.

As you assemble your portfolio, collect anything that shows your ability to perform, whether it's in school, on the job, or in other venues. However, you *must* check with employers before including any items that you created while you were an employee, and check with clients before including any *work products* (anything you wrote, designed, programmed, and so on) they purchased from you. Many business documents contain confidential information that companies don't want distributed to outside audiences.

For each item you add to your portfolio, write a brief description that helps other people understand the meaning and significance of the project. Include such items as these:

- **Background.** Why did you undertake this project? Was it a school project, a work assignment, or something you did on your own initiative?
- **Project objectives.** Explain the project's goals, if relevant.
- **Collaborators.** If you worked with others, be sure to mention that and discuss team dynamics if appropriate. For instance, if you led the team or worked with others long distance as a virtual team, point that out.

- **Constraints.** Sometimes the most impressive thing about a project is the time or budget constraints under which it was created. If such constraints apply to a project, consider mentioning them in a way that doesn't sound like an excuse for poor quality. If you had only one week to create a website, for example, you might say that "One of the intriguing challenges of this project was the deadline; I had only one week to design, compose, test, and publish this material."
- **Outcomes.** If the project's goals were measurable, what was the result? For example, if you wrote a letter soliciting donations for a charitable cause, how much money did you raise?
- **Learning experience.** If appropriate, describe what you learned during the course of the project.

Keep in mind that the portfolio itself is a communication project, so be sure to apply everything you'll learn in this course about effective communication and good design. Assume that potential employers will find your e-portfolio site (even if you don't tell them about it), so don't include anything that could come back to haunt you. Also, if you have anything embarrassing on Facebook, Twitter, or any other social networking site, remove it immediately.

To get started, first check with the career center at your college; many schools offer e-portfolio systems for their students. (Some schools now require e-portfolios, so you may already be building one.) You can also find plenty of advice online; search for "e-portfolio," "student portfolio," or "professional portfolio."

BUILDING YOUR PERSONAL BRAND

Products and companies have brands that represent collections of certain attributes, such as the safety emphasis of Volvo cars or the performance emphasis of BMW. Similarly, when people who know you think about you, they have a particular set of qualities in mind based on your professionalism, your priorities, and the various skills and attributes you have developed over the years. Perhaps without even being conscious of it, you have created a *personal brand* for yourself. If you're not comfortable with the notion of presenting yourself as a brand, think instead of your *professional promise*. When people hear your name, what do you want them to think about you and your professional attributes and qualifications?

You will have multiple opportunities to plan and refine your personal brand during this course. For example, Chapter 6 offers tips on business applications of social media, which are key to personal branding, and Chapters 13 and 14 guide you through the process of creating a résumé, building your network, and presenting yourself in interviews. To get you started, here are the basics of a successful personal branding strategy:

- **Figure out the "story of you."** Simply put, where have you been in life, and where are you going? Every good story has dramatic tension that pulls readers in and makes them wonder what will happen next. Where is your story going next? Chapter 13 offers more on this personal brand-building approach.
- **Clarify your professional theme.** Think in terms of a theme you would like to project. What do you want to be known as? Brilliant strategist? Hard-nosed, get-it-done tactician? Technical guru? Problem solver? Creative genius? Inspirational leader?
- **Create a headline.** Distill your professional promise down to a single headline, also known as a *tagline* or *elevator pitch*. The headline should be a statement of compelling value, not a generic job title. Instead of "I'm a social media specialist," you might say "I help small companies get the same reach on social media as giant corporations." If you don't yet have professional experience in your chosen field, express your headline in terms of educational qualifications: "With my degree in computer science and robotics, I am ready to help build the next generation of assistive technologies for people with motor, vision, and cognitive impairments."

- **Reach out and connect.** Major corporations spread the word about their brands with multimillion-dollar advertising campaigns. You can promote your brand at little or no cost. The secret is networking, which you'll learn more about in Chapter 13. You build your brand by connecting with like-minded people, sharing information, demonstrating skills and knowledge, and helping others succeed.
- **Deliver on your brand's promise—every time, all the time.** When you promote a brand, you make a promise—a promise that whoever buys that brand will get the benefits you are promoting. All of this planning and communication is of no value if you fail to deliver on the promises your branding efforts make. Conversely, when you deliver quality results time after time, your talents and professionalism will speak for you.

USING ALL THE JOB-SEARCH TOOLS AT YOUR DISPOSAL

As a final note, be sure to use all the job-search tools and resources available to you. For example, many companies now offer mobile apps that give you a feel for what it's like to work there and let you search for job openings. A variety of apps and websites can help you find jobs, practice interviewing, and build your professional network.

We wish you great success in this course and in your career!

Endnote

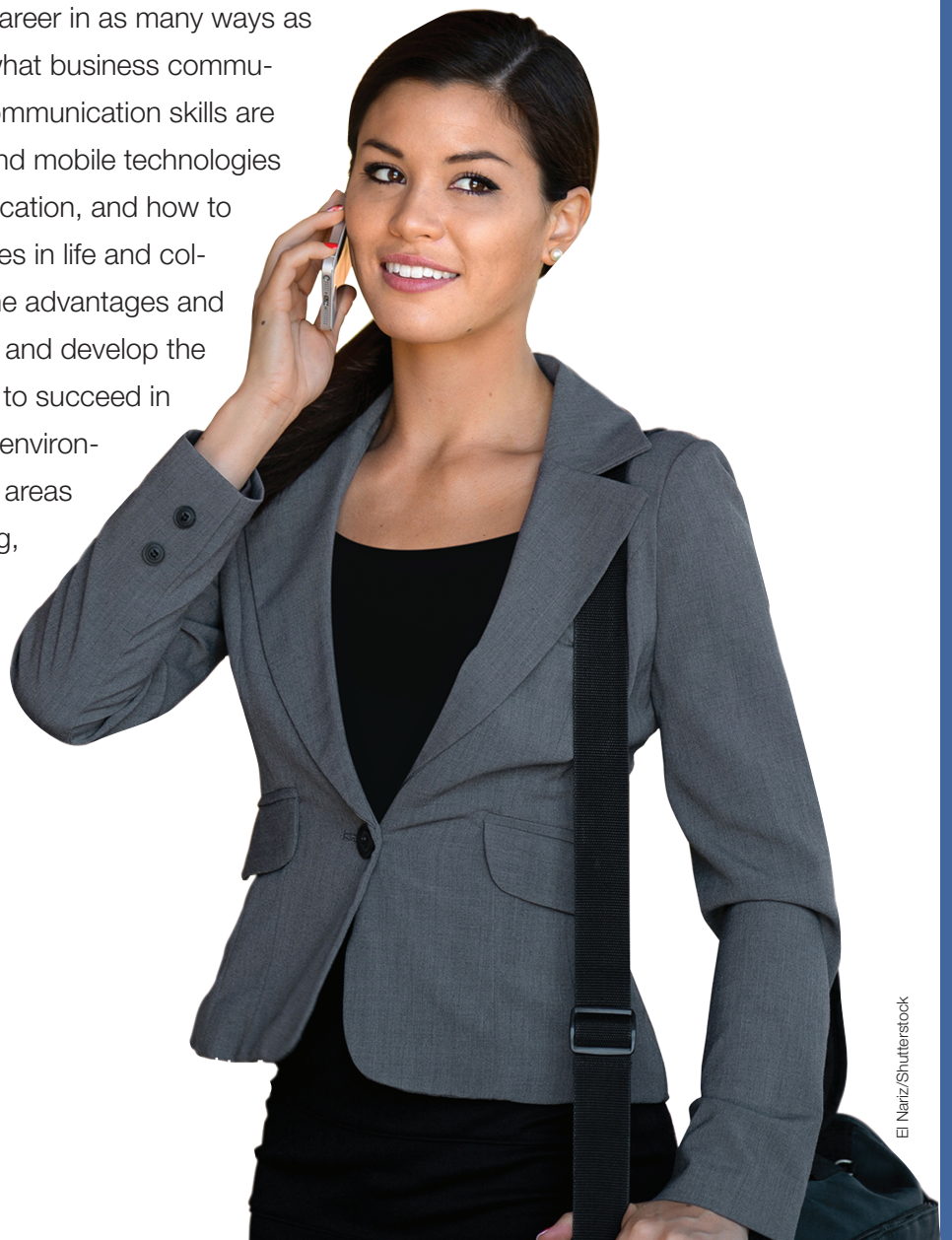
1. Courtland L. Bovée and John V. Thill, *Business in Action*, 8th ed. (Upper Saddle River, N.J.: Pearson Education, 2017), 19–22; “The Human Factor: The Hard Time Employers Have Finding Soft Skills,” Burning Glass Technologies, accessed 8 February 2017, burning-glass.com.

Business Communication Foundations

CHAPTER **1** Professional Communication in Today's Digital, Social, Mobile World

CHAPTER **2** Collaboration, Interpersonal Communication, and Business Etiquette

No other skill can help your career in as many ways as communication. Discover what business communication is all about, why communication skills are essential to your career, how social and mobile technologies are revolutionizing business communication, and how to adapt your communication experiences in life and college to the business world. Explore the advantages and the challenges of a diverse workforce and develop the skills that every communicator needs to succeed in today's global, multicultural business environment. Improve your skills in such vital areas as team interaction, etiquette, listening, and nonverbal communication.



This page intentionally left blank

LEARNING OBJECTIVES

After studying this chapter, you will be able to

- 1 Define *communication*, and explain the importance of effective business communication.
- 2 Explain what it means to communicate as a professional in a business context.
- 3 Describe the communication process model, and explain how social media are changing the nature of business communication.
- 4 Outline the challenges and opportunities of mobile communication in business.
- 5 Define *ethics*, explain the difference between an ethical dilemma and an ethical lapse, and list six guidelines for making ethical communication choices.
- 6 Explain how cultural diversity affects business communication, and describe the steps you can take to communicate more effectively across cultural boundaries.
- 7 List four general guidelines for using communication technology effectively.
- 8 Identify six related skills that you will have the opportunity to develop as you work on your communication skills in this course.

MyLab Business Communication

★ If your instructor is using MyLab Business Communication, visit www.pearson.com/mylab/business-communication.

COMMUNICATION MATTERS . . .

“Writing, communication skills, and organizational skills are scarce everywhere. These skills are in demand across nearly every occupation—and in nearly every occupation they’re being requested far more than you’d expect based on standard job profiles. Even fields like IT and engineering want people who can write.”
—*The Human Factor: The Hard Time Employers Have Finding Soft Skills*, Burning Glass Technologies

Burning Glass Technologies continually studies the job market, using artificial intelligence to figure out what skills employers are looking for and comparing those with the skills that job seekers have to offer. After analyzing millions of job openings across a wide range of industries, one conclusion jumped out: Today’s employers are looking for people who know how to communicate. In every profession except two, communication skills are the most-requested qualification (and in those two professions, they ranked second).¹

What does this mean to you? It means that no matter what career path you might follow, improving your communication skills will give you a significant competitive edge in the job market. And you’ve come to the right place: This course is designed to help you develop the skills that will help you get ahead.



Burning Glass applies artificial intelligence to the challenges of matching employer need with employee skill sets.

Why Communication Is the Most Important Business Skill

1 LEARNING OBJECTIVE
Define *communication*, and explain the importance of effective business communication.

Communication is the process of transferring information and meaning between *senders* and *receivers* using one or more media and communication channels. The essence of communication is sharing—providing data, information, insights, and inspiration in an exchange that benefits both you and the people with whom you are communicating.² As Figure 1.1 illustrates, this sharing can happen in a variety of ways, including a simple and successful transfer of information, a negotiation in which the sender and receiver arrive at an agreed-upon meaning, and unsuccessful attempts in which the receiver creates a different message than the one the sender intended.

You will invest a lot of time and energy in this course developing your communication skills, so it's fair to ask whether it will be worthwhile. This section outlines the many ways in which good communication skills are critical for your career and for any company you join or launch.

COMMUNICATION IS IMPORTANT TO YOUR CAREER

Ambition and great ideas aren't enough; you need to be able to communicate with people in order to succeed in business.

You can have the greatest plans and ideas in the world, but they usually aren't much good to your company or your career if you can't express them clearly and persuasively. Some jobs, such as sales and customer support, are primarily about communicating. In fields such as engineering or finance, you often need to share complex ideas with executives, customers, and colleagues, and your ability to connect with people outside your field can be as important as your technical expertise. If you have the entrepreneurial urge, you will need to communicate with a wide range of audiences, from investors, bankers, and government regulators to employees, customers, and business partners.

If you work as a freelancer or independent contractor, you will need communication skills to “sell yourself” into each new opportunity.

The changing nature of employment is putting new pressure on communication skills, too. Companies such as Uber and Lyft are the most visible in the *gig economy*, where independent contractors work without many of the advantages or the disadvantages of regular employment. Many other companies now supplement their permanent workforces with independent contractors in a variety of business and technical fields who are brought on for a short period or even just a single project. Chances are you will spend some of your career as one of these freelancers, working without the support network that an established company environment provides. You may need to “sell yourself” into each new contract, and you will need to communicate successfully in a wide range of work situations and take full responsibility for your career growth and success.

If you launch a company or move into an executive role in an existing organization, you can expect communication to consume the majority of your time. Top executives spend most of their workdays communicating, and businesspeople who can't communicate well don't stand much chance of reaching the top.

REAL-TIME UPDATES

LEARN MORE BY VISITING THIS WEBSITE

Check out the cutting edge of business communication

This Pinterest board created by the authors highlights some of the most important changes taking place in the field of business communication. Go to real-timeupdates.com/bce8 and select Learn More in the Students section.

COMMUNICATION IS IMPORTANT TO YOUR COMPANY

Aside from the personal benefits, communication should be important to you because it is important to your company. Effective communication helps businesses in numerous ways, by promoting³

Effective communication is critical to virtually every aspect of business.

- A stronger sense of trust between individuals and organizations
- Closer ties with important communities in the marketplace
- Opportunities to influence conversations, perceptions, and trends
- Increased productivity and faster problem solving
- Better financial results and higher return for investors
- Earlier warning of potential problems, from rising business costs to critical safety issues

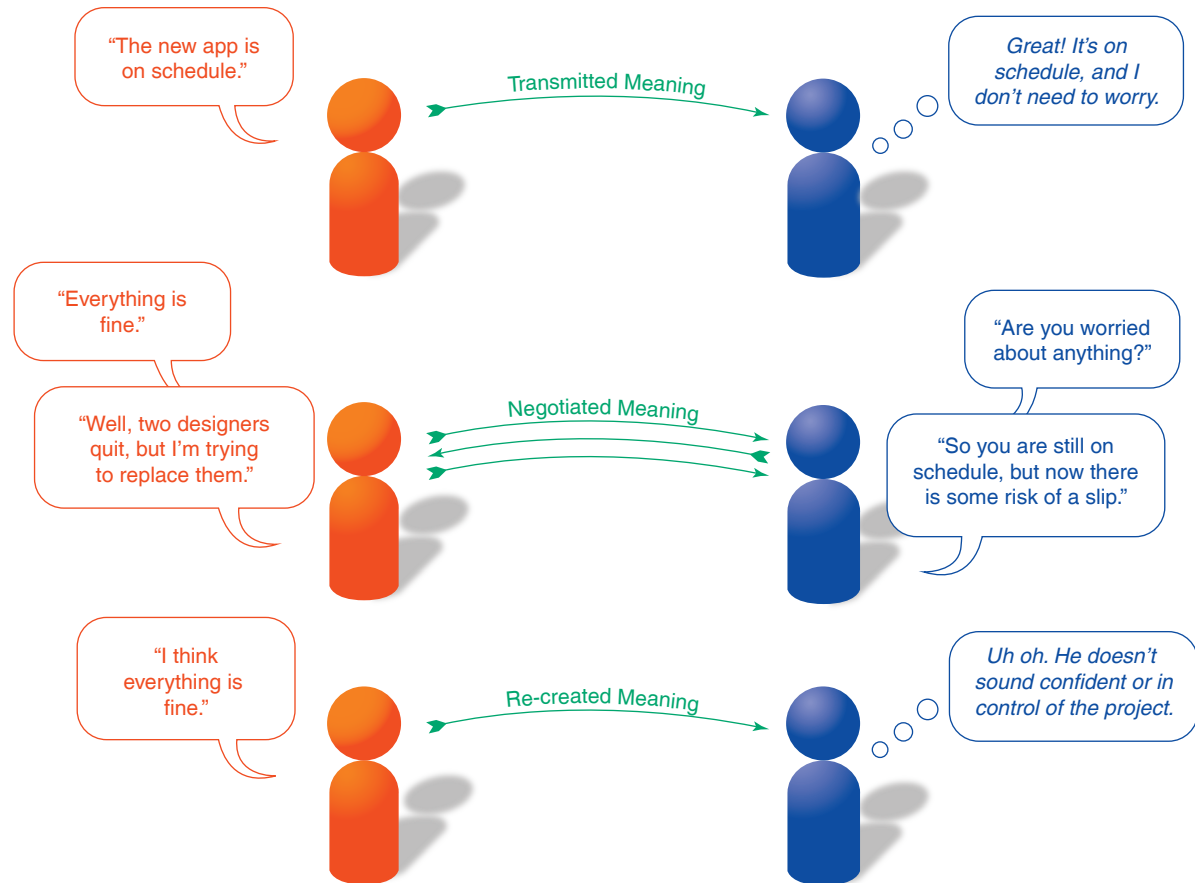


Figure 1.1 Sharing Information

These three exchanges between a software project manager (*left*) and his boss (*right*) illustrate the variety of ways in which information is shared between senders and receivers. In the top exchange, the sender's meaning is transmitted intact to the receiver, who accepts what the sender says at face value. In the middle exchange, the sender and receiver negotiate the meaning by discussing the situation. The negotiated meaning is that everything is fine so far, but the risk of a schedule slip is now higher than it was before. In the bottom exchange, the receiver has a negative emotional reaction to the word *think*, and as a result creates her own meaning—that everything probably is *not* fine, in spite of what the sender says.

- Stronger decision making based on timely, reliable information
- Clearer and more persuasive marketing messages
- Greater engagement of employees with their work, leading to higher employee satisfaction and lower employee turnover

WHAT MAKES BUSINESS COMMUNICATION EFFECTIVE?

Effective communication strengthens the connections between a company and all of its **stakeholders**, those groups affected in some way by the company's actions: customers, employees, shareholders, suppliers, neighbors, the community, the nation, and the world as a whole.⁴ To make your communication efforts as effective as possible, focus on making them practical, factual, concise, clear, and persuasive:

- **Provide practical information.** Give recipients useful information, whether it's to help them perform a desired action or understand a new company policy.
- **Give facts rather than vague impressions.** Use concrete language, specific detail, and information that is clear, convincing, accurate, and ethical. Even when an opinion is called for, present compelling evidence to support your conclusion.

Effective messages are practical, factual, concise, clear, and persuasive.

- **Present information in a concise, efficient manner.** Concise messages show respect for people's time, and they increase the chances of a positive response.
- **Clarify expectations and responsibilities.** Craft messages to generate a specific response from a specific audience. When appropriate, clearly state what you expect from readers or listeners or what you can do for them.
- **Offer compelling, persuasive arguments and recommendations.** Show your readers precisely how they will benefit by responding to your message the way you want them to.

Keep these five characteristics in mind as you review the ineffective and effective versions of the message in Figure 1.2.

Communicating as a Professional

2 LEARNING OBJECTIVE
Explain what it means to communicate as a professional in a business context.

You've been communicating your entire life, of course, but if you don't have a lot of work experience yet, meeting the expectations of a professional environment might require some adjustment. A good place to start is to consider what it means to be a professional. **Professionalism** is the quality of performing at a high level and conducting oneself with purpose and pride. It means doing more than putting in the hours and collecting a paycheck; true professionals go beyond minimum expectations and commit to making meaningful contributions. Professionalism can be broken down into six distinct traits: striving to excel, being dependable and accountable, being a team player, demonstrating a sense of etiquette, making ethical decisions, and maintaining a positive outlook (see Figure 1.3 on page 42).

A key message to glean from Figure 1.3 is how much these elements of professionalism depend on effective communication. For example, to be a team player, you have to be able to collaborate, resolve conflicts, and interact with a wide variety of personalities. Without strong communication skills, you won't be able to perform to your potential—and others won't recognize you as the professional you'd like to be.

This section offers a brief look at the skills that employers will expect you to have, the nature of communication in an organizational environment, and the importance of adopting an audience-centered approach.

Communication is an essential part of being a successful professional.

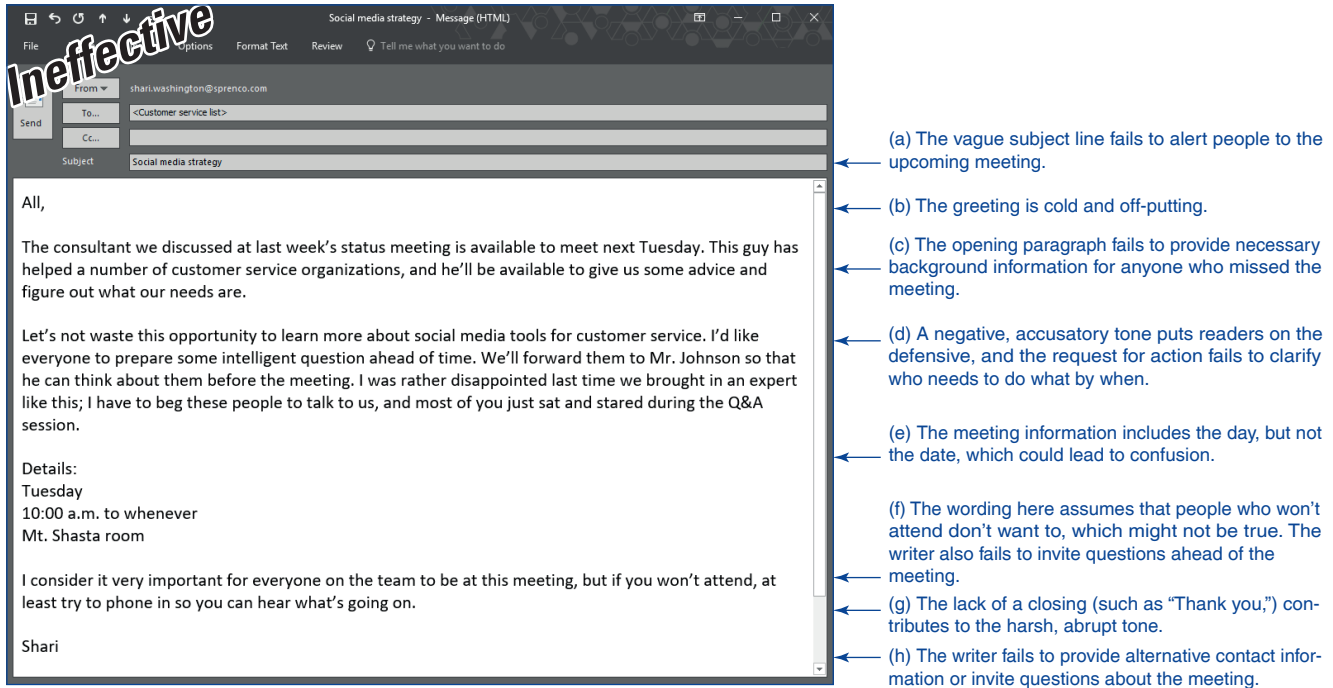
UNDERSTANDING WHAT EMPLOYERS EXPECT FROM YOU

Today's employers expect you to be competent at a wide range of communication tasks. Fortunately, the skills employers expect from you are the same skills that will help you advance in your career:⁵

Employers expect you to have a broad set of communication skills, and you can practice all of these skills in this course.

- Recognizing information needs, using efficient search techniques to locate reliable sources of information, and using gathered information ethically; this collection of skills is often referred to as *digital information fluency*⁶
- Organizing ideas and information logically and completely
- Expressing ideas and information coherently and persuasively
- Actively listening to others
- Communicating effectively with people from diverse backgrounds and experiences
- Using communication technologies effectively and efficiently
- Following accepted standards of grammar, spelling, and other aspects of high-quality writing and speaking
- Communicating in a civilized manner that reflects contemporary expectations of business etiquette, even when dealing with indifferent or hostile audiences
- Communicating ethically, even when choices aren't crystal clear
- Managing your time wisely and using resources efficiently
- Using **critical thinking**, which is the ability to evaluate evidence completely and objectively in order to form logical conclusions and make sound recommendations

You'll have the opportunity to practice these skills throughout this course, but don't stop there. Successful professionals continue to hone communication skills throughout their careers.



- (a) An informative subject line helps people grasp important details immediately.
- (b) The greeting is friendly without being too casual.
- (c) The opening paragraph fills in missing information so that everyone can grasp the importance of the message.
- (d) This upbeat paragraph emphasizes the positive value of the meeting, and the request provides enough information to enable readers to respond.
- (e) The date eliminates scheduling uncertainty.
- (f) The writer offers everyone a chance to participate, without making anyone feel guilty about not being able to attend in person. The closing paragraph invites questions ahead of time so they don't derail the meeting.
- (g) Like the greeting, the close has a warm and personal tone, without being too casual.
- (h) The email signature provides additional information and alternative contact options.

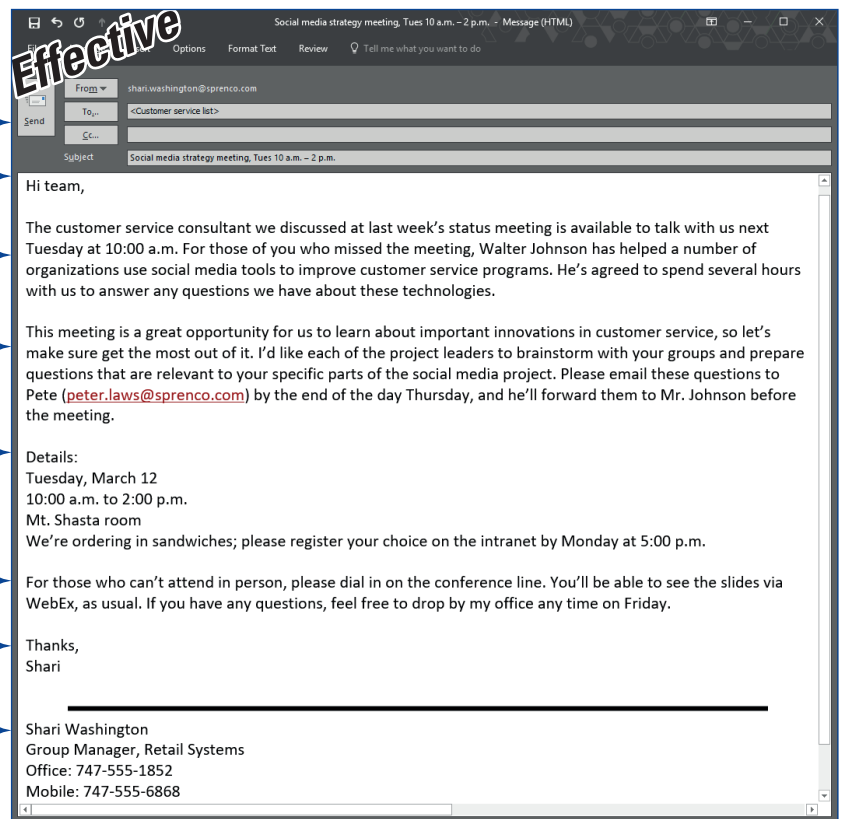


Figure 1.2 Effective Professional Communication

At first glance, the top email message here looks like a reasonable attempt at communicating with the members of a project team. However, compare it with the bottom version by referencing the notes lettered (a) through (h) to see just how many problems the original message really has.

Source: Windows 10, Microsoft Corporation



Figure 1.3 Elements of Professionalism
To be respected as a true professional, develop these six qualities.

COMMUNICATING IN AN ORGANIZATIONAL CONTEXT

Every company has a formal communication network, where messages follow the lines of command in the organization structure.

In addition to having the proper skills, you need to learn how to apply those skills in the business environment, which can be quite different from your social and scholastic environments. Every organization has a *formal* communication network in which ideas and information flow along the lines of command in the company’s organization structure. When managers inform their subordinates about new company policies or sales representatives submit travel reports, they are using the formal communication network. This flow of “official” information—downward, upward, and horizontally throughout the organization—keeps all the parts of a company connected and functioning smoothly.

Every company has also has an informal communication network—all the communication that takes place outside the formal network.

Every organization also has an *informal* communication network, often referred to as the *grapevine* or the *rumor mill*, which encompasses all the “unofficial” communication that occurs outside the formal network. Some of this informal communication takes place naturally when employees interact on the job and in social settings, and some of it takes place when the formal network doesn’t provide information that employees want. In fact, the limitations of formal communication networks helped spur the growth of social media in the business environment. Communication in the informal network is healthy and important, because the formal network can’t always capture and share all the information that helps people do their jobs. However, if a workplace is rife with rumors and company gossip, this could be a sign that the formal network is not functioning effectively.


ADOPTING AN AUDIENCE-CENTERED APPROACH

Focus on the needs of your audiences to make your messages more effective.

An **audience-centered approach** involves understanding and respecting the members of your audience and making every effort to get your message across in a way that is meaningful to them. This approach is also known as adopting the “**you**” attitude, in contrast to messages

that are about “me.” Learn as much as possible about the biases, education, age, status, style, and personal and professional concerns of your receivers. If you’re addressing people you don’t know and you’re unable to find out more about them, try to envision yourself in their position using common sense and imagination. This ability to relate to the needs of others is a key part of *emotional intelligence*, a combination of emotional and social skills widely considered to be a vital characteristic of successful managers and leaders. The more you know about the people you’re communicating with, the easier it will be to concentrate on their needs—which, in turn, will make it easier for them to hear your message, understand it, and respond positively.

A vital element of audience-centered communication is **etiquette**, the expected norms of behavior in any particular situation. In today’s hectic, competitive world, etiquette might seem a quaint and outdated notion. However, the way you conduct yourself and interact with others can have a profound influence on your company’s success and your career. When executives hire and promote you, they expect your behavior to protect the company’s reputation. The more you understand such expectations, the better chance you have of avoiding career-damaging mistakes. The principles of etiquette discussed in Chapter 2 will help you communicate with an audience-centered approach in a variety of business settings.



REAL-TIME UPDATES

LEARN MORE BY WATCHING THIS VIDEO

The fundamentals of emotional intelligence

Understand the five elements that make up this essential quality for business success. Go to real-timeupdates.com/bce8 and select Learn More in the Students section.

Respect, courtesy, and common sense will help you avoid etiquette mistakes.

Exploring the Communication Process

Even with the best intentions, communication efforts can fail. Fortunately, by understanding communication as a process with distinct steps, you can improve the odds that your messages will reach their intended audiences and produce their intended effects. This section explores the communication process in two stages: first by following a message from one sender to one receiver in the basic communication model, and then by expanding on that approach with multiple messages and participants in the social communication model.

3 LEARNING OBJECTIVE Describe the communication process model, and explain how social media are changing the nature of business communication.

THE BASIC COMMUNICATION MODEL

Many variations of the communication process model exist, but these eight steps provide a practical overview (see Figure 1.4 on the next page):

1. **The sender has an idea.** Whether a communication effort will ultimately be effective starts right here and depends on the nature of the idea and the motivation for sending it. For example, if your motivation is to offer a solution to a problem, you have a better chance of crafting a successful message than if your motivation is merely to complain about the problem.
2. **The sender encodes the idea as a message.** When someone puts an idea into a **message**, he or she is **encoding** it, or expressing it in words or images. Much of the focus of this course is on developing the skills needed to successfully encode your ideas into effective messages.
3. **The sender produces the message in a transmittable medium.** With the appropriate message to express an idea, the sender now needs a **communication medium** to present that message to the intended receiver. To update your boss on the status of a project, for instance, you might have several media options at your disposal, from a phone call to an instant message to a slideshow presentation. Each medium has its own strengths and weaknesses, which you’ll learn more about in Chapter 3.
4. **The sender transmits the message through a channel.** As technology continues to increase the number of media options, it continues to provide new **communication channels** senders can use to transmit their messages. The distinction between medium and channel can get a bit murky, but think of the medium as the *form* a message takes (written versus spoken, for example) and the channel as the

The communication process starts with a sender having an idea and then encoding the idea into a message that can be transferred to a receiver.

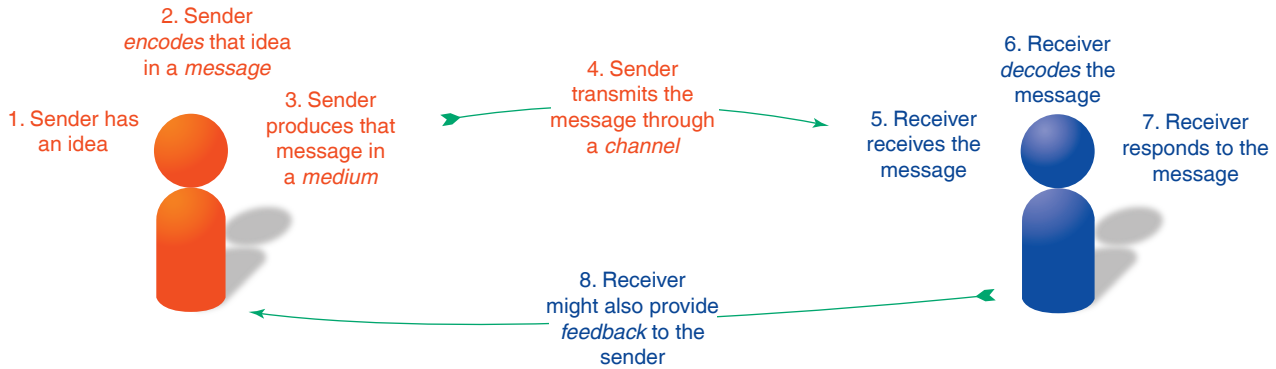


Figure 1.4 The Basic Communication Process

This eight-step model is a simplified view of how communication works in real life; understanding this basic model is vital to improving your communication skills.

Decoding is a complex process; receivers often extract different meanings from messages than the meanings that senders intended.

- system used to *deliver* the message (email versus a printed letter for a written message, for example).
5. **The intended audience receives the message.** If the channel functions properly, the message reaches its intended audience. However, mere arrival is not enough. For a message to truly be received, the recipient has to *sense* the presence of a message, *select* it from all the other messages clamoring for attention, and *perceive* it as an actual message (as opposed to random noise).⁷
 6. **The receiver decodes the message.** After a message is received, the receiver needs to extract the idea from the message, a step known as **decoding**. Even well-crafted, well-intentioned communication efforts can fail at this stage because extracting meaning is a highly personal process that is influenced by culture, experience, learning and thinking styles, hopes, fears, and even temporary moods. As you saw in Figure 1.1, receivers sometimes decode the same meaning the sender intended, but sometimes they can decode—or re-create—entirely different meanings. Moreover, receivers tend to extract the meaning they *expect* to get from a message, even if it’s the opposite of what the sender intended.⁸
 7. **The receiver responds to the message.** In most instances, senders want to accomplish more than simply delivering information. They often want receivers to respond in particular ways, whether it’s to invest millions of dollars in a new business venture or to accept management’s explanation for why the company can’t afford to give employee bonuses this year. Whether a receiver responds as the sender hopes depends on the receiver (a) *remembering* the message long enough to act on it, (b) being *able* to act on it, and (c) being *motivated* to respond.
 8. **The receiver provides feedback.** If a mechanism is available for them to do so, receivers can “close the loop” in the communication process by giving **feedback** that helps the sender evaluate the effectiveness of the communication effort. Feedback can be verbal (using written or spoken words), nonverbal (using gestures, facial expressions, or other signals), or both. Just like the original message, however, this feedback from the receiver also needs to be decoded carefully. A smile, for example, can have many different meanings.

Considering the complexity of this process—and the barriers and distractions that often stand between sender and receiver—it should come as no surprise that communication efforts frequently fail to achieve the sender’s objective. Fortunately, the better you understand the process, the more successful you’ll be.

THE SOCIAL COMMUNICATION MODEL

The basic model presented in Figure 1.4 illustrates how a single idea moves from one sender to one receiver. In a larger sense, it also helps represent the traditional model of much business communication, which was primarily defined by a *publishing* or *broadcasting* mindset. A company issued carefully scripted messages to an external mass audience that often had

few options for responding to those messages or initiating messages of their own. Customers and other interested parties had few ways to connect with one another to ask questions, share information, or offer support. Internal communication tended to follow the same “we talk, you listen” model, with upper managers issuing directives to lower-level supervisors and employees.

However, a variety of recent innovations have enabled and inspired a new approach to business communication. In contrast to the publishing mindset, this **social communication model** is interactive, conversational, and usually open to all who wish to participate. Audience members are no longer passive recipients of messages but active participants in a conversation. Social media have given customers and other stakeholders a voice they did not have in the past. And businesses are listening to that voice. In fact, one of the most common uses of social media among U.S. businesses is monitoring online discussions about a company and its brands.⁹ Inside companies, social media make it easier for employees to voice concerns and frustrations, increasing the chances that managers will address problems that are getting in the way of people doing their jobs.¹⁰

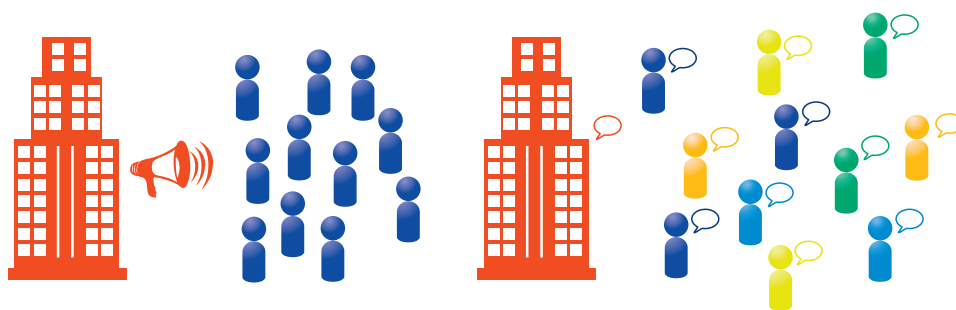
Instead of transmitting a fixed message, a sender in a social media environment initiates a conversation by sharing valuable information. This information is often revised and reshaped by the web of participants as they share it and comment on it. People can add to it or take pieces from it, depending on their needs and interests. Figure 1.5 lists the significant differences between traditional and social models of business communication.

The social communication model offers many advantages, but it has a number of disadvantages as well. Potential problems include information overload, a lower level of engagement with tasks and other people, fragmented attention, information security risks, reduced productivity, and the difficulty of maintaining a healthy boundary between personal and professional lives.¹¹ All business professionals and managers need to choose and use digital tools wisely to control the flow of information they receive.

Of course, no company, no matter how enthusiastically it embraces the social communication model, is going to be run as a club in which everyone has a say in every business

The social communication model is interactive, conversational, and usually open to all who wish to participate.

Social media tools present some potential disadvantages that managers and employees need to consider.



Conventional Promotion:
“We Talk, You Listen”

- Tendencies**
- Publication, broadcast
 - Lecture
 - Intrusion
 - Unidirectional
 - One to many; mass audience
 - Control
 - Low message frequency
 - Few channels
 - Information hoarding
 - Static
 - Hierarchical
 - Structured
 - Isolated
 - Planned
 - Resistive

The Social Model:
“Let's Have a Conversation”

- Tendencies**
- Conversation
 - Discussion
 - Permission
 - Bidirectional, multidirectional
 - One to one; many to many
 - Influence
 - High message frequency
 - Many channels
 - Information sharing
 - Dynamic
 - Egalitarian
 - Amorphous
 - Collaborative
 - Reactive
 - Responsive

Figure 1.5 The Social Communication Model

The social communication model differs from conventional communication strategies and practices in a number of significant ways. You're probably already an accomplished user of many social media tools, and this experience will help you on the job.

matter. Instead, a hybrid approach is emerging in which some communications (such as strategic plans and policy documents) follow the traditional approach, while others (such as project management updates and customer support messages) follow the social model.

You can learn more about business uses of social media in Chapter 6.

The Mobile Revolution

4 LEARNING OBJECTIVE
Outline the challenges and opportunities of mobile communication in business.

As much of a game changer as social media have been, some experts predict that mobile communication will change the nature of business and business communication even more.¹² This section offers a high-level view of the mobile revolution, and you'll see coverage of specific topics integrated throughout the book—everything from collaborative writing and research to presentations and job-search strategies.

THE RISE OF MOBILE AS A BUSINESS COMMUNICATION PLATFORM

With mobile devices everywhere you look these days, it probably comes as no surprise that media consumption on smartphones has skyrocketed in recent years, even as digital media consumption on computers continues to drop.¹³ More than half of all Internet access now occurs via mobile devices, primarily smartphones.¹⁴

Moreover, this shift isn't just about consumer usage and entertainment. For a growing number of companies, mobile has become an essential part of the digital workplace. And rather than being an accessory to or an extension of a traditional work computer, in many cases mobile devices serve as the primary "hubs" that connect employees to the various parts of the company's information networks.¹⁵

Business mobile communication involves many of the same communication tools that you probably use now for messaging, social networking, researching, and writing. In addition, thousands of business-focused apps assist users with everything from presentations to project management to financial reporting. Many of these apps are either communication focused or have significant communication features, all designed to help employees stay connected no matter where their work takes them. For example, with Rockwell Automation's FactoryTalk TeamONE app, teams can collaborate to diagnose problems on a production line, using the app's measurement capabilities to acquire data from machinery and then using its communication tools to collaborate on the troubleshooting process.¹⁶

This shift is significant for a number of reasons, one of which is that smartphones have become intensely personal devices in ways that PCs never did. For many users, the connection is so intense they may feel a sense of panic when they don't have frequent access to their phones.¹⁷ When people are closely attached to their phones, day and night, they are more closely connected to all the information sources, conversations, and networks that those phones can connect to. As a result, mobile communication can start to resemble a continuous stream of conversations that never quite end, which influences the way businesses need to interact with their stakeholders. If *wearable technologies* become mainstream devices, they will contribute even more to this shift in behaviors (see Figure 1.6).

Mobile devices are taking over as the primary communication platform for many business professionals.

Professionals use many of the same mobile communication tools you use now, along with thousands of business-focused mobile apps.



Figure 1.6 Wearable Technology

Smartwatches and other wearable mobile devices offer intriguing possibilities for business communication. The Uno Noteband incorporates Spritz speed-reading technology that makes it easier to read message content quickly. Source: Used by permission of Uno Inc.

The parallels between social media and mobile communication are striking: Both sets of technologies change the nature of communication, alter the relationships between senders and receivers, create opportunities as well as challenges, and force business professionals to hone new skills. In fact, much of the rise in social communication can be attributed to the connectivity made possible by mobile devices. Companies that work to understand and embrace mobile, both internally and externally, stand the best chance of capitalizing on this monumental shift in the way people communicate.

HOW MOBILE TECHNOLOGIES ARE CHANGING BUSINESS COMMUNICATION

The rise of mobile communication has some obvious implications, starting with the challenges of writing and reading on small screens. Documents that are easy to read on paper or on large screens can become quite difficult to read on a smartphone—and the more difficult the reading experience, the more likely that readers will misinterpret the message or simply stop reading.

However, device size and portability are only the most obvious differences. Just as with social media, the changes brought about by mobile go far deeper than the technology itself. Mobile alters the way people communicate, which has profound implications for virtually every aspect of business communication.

Social media pioneer Nicco Mele coined the term *radical connectivity* to describe “the breathtaking ability to send vast amounts of data instantly, constantly, and globally.”¹⁸ Mobile plays a major and ever-expanding role in this phenomenon by keeping people connected 24/7, wherever they may be. People who’ve grown up with mobile communication technology expect to have immediate access to information and the ability to stay connected to their various social and business networks.¹⁹

Here are the most significant ways mobile technology is changing the practice of business communication:

- Constant connectivity is a mixed blessing. As with social media, mobile connectivity can blur the boundaries between personal and professional time and space, preventing people from fully disengaging from work during personal and family time. On the other hand, it can give employees more flexibility to meet their personal and professional obligations.²⁰ In this regard, mobile plays an important role in efforts to reduce operating costs through telecommuting and other nontraditional work models.²¹
- The physical layouts of mobile devices present challenges for creating and consuming content, whether it’s typing an email message or watching a training video.
- Mobile users are often multitasking—roughly half of mobile phone usage happens while people are walking, for instance—so they can’t give full attention to the information on their screens.²² Moreover, mobile use often occurs in environments with multiple distractions and other barriers to successful communication.
- Mobile communication, particularly text messaging, has put pressure on traditional standards of grammar, punctuation, and writing in general. Chapter 4 has more on this topic.
- Mobile devices can serve as sensory and cognitive extensions.²³ For example, they can help people experience more of their environment (such as augmented reality apps that superimpose information on a live camera view) and have instant access to information without relying on faulty and limited human memory. The addition of *location-aware content*, such as facility maps and property information, enhances the mobile experience.
- Mobile devices create a host of security and privacy concerns, for end users and corporate technology managers alike.²⁴ Companies are wrestling with the “bring your own device” or “BYOD” phenomenon, in which employees want to be able to access company networks and files with their personal smartphones and tablets, both in



REAL-TIME UPDATES

LEARN MORE BY WATCHING THESE PRESENTATIONS

Exploring the potential of wearable technologies

Will wearable technologies influence business and business communication? These presentations explore the potential. Go to real-timeupdates.com/bce8 and select Learn More in the Students section.

MOBILE APP

Pocket collects online content you’d like to read or view later and syncs it across your mobile devices.

People who’ve grown up with mobile connectivity expect to have immediate access to the information they need as consumers or employees.

Constant connectivity is a mixed blessing: You can work from anywhere at any time, but it’s more difficult to disconnect from work and recharge yourself.

Mobile devices in the workplace create a variety of security and privacy concerns that companies must address.

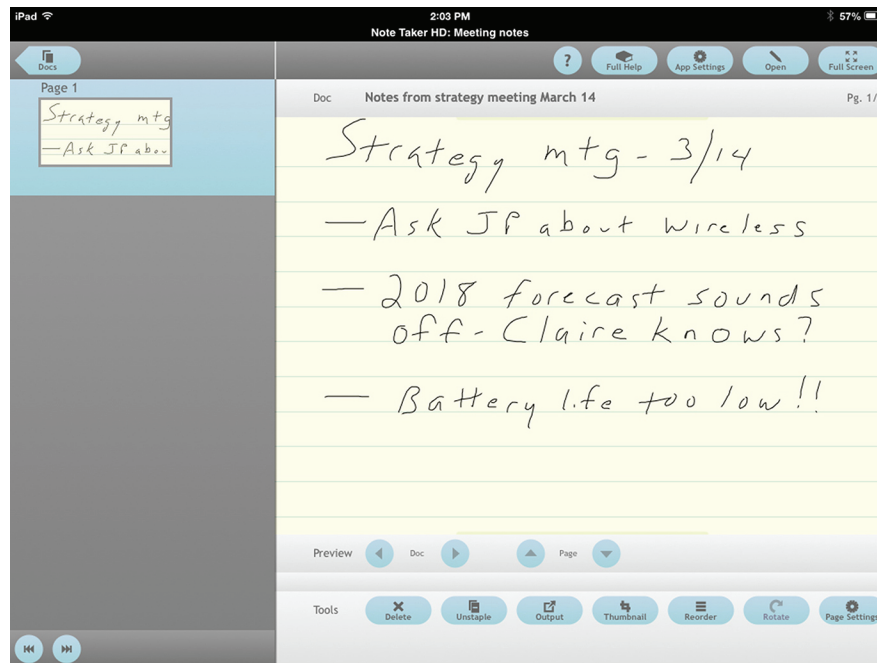


Figure 1.7 Mobile Communication Tools

Mobile technologies offer multiple ways to improve communication and other key business processes. For example, note-taking apps such as Note Taker HD offer an easy and unobtrusive way to take notes during meetings, site visits, and other business functions.

Source: Software Garden, Inc.

the office and away from it. However, these devices don't always have the rigorous security controls that corporate networks need, and employees don't always use the devices in secure ways.

- Mobile tools can enhance productivity and collaboration by making it easier for employees to stay connected and giving them access to information and work tasks during idle time in the workday or while traveling.²⁵
- Mobile apps can assist in a wide variety of business tasks, from research to presentations²⁶ (see Figure 1.7). Companies aren't restricted to commercially available apps, either. With digital publishing tools, companies can create custom apps with content and capabilities geared specifically for their customers or employees.²⁷
- Mobile connectivity can accelerate decision making and problem solving by putting the right information in the hands of the right people at the right time. For example, if the participants in a decision-making meeting need more information, they can often do the necessary research on the spot.²⁸ Mobile communication also makes it easier to quickly tap into pockets of expertise within a company.²⁹ Customer service can be improved by making sure technicians and other workers always have the information they need right at hand.³⁰ Companies can also respond and communicate faster during crises.³¹
- With interactivity designed to take advantage of the capabilities of mobile devices (including cameras, accelerometers, compasses, and GPS), companies can create more engaging experiences for customers and other users.³²

The mobile revolution complicates business communication in some ways, but it can enhance communication in many ways if done thoughtfully. You'll read more about mobile in the chapters ahead.

5 LEARNING OBJECTIVE
Define *ethics*, explain the difference between an ethical dilemma and an ethical lapse, and list six guidelines for making ethical communication choices.

Committing to Ethical Communication

Ethics are the accepted principles of conduct that govern behavior within a society. Ethical behavior is a companywide concern, but because communication efforts are the public face of a company, they are subjected to particularly rigorous scrutiny from regulators,

legislators, investors, consumer groups, environmental groups, labor organizations, and anyone else affected by business activities. **Ethical communication** includes all relevant information, is true in every sense, and is not deceptive in any way. In contrast, unethical communication can distort the truth or manipulate audiences in a variety of ways. Examples of unethical communication include³³

- **Plagiarism.** Plagiarism is presenting someone else's words or other creative product as your own. Note that plagiarism can be illegal if it violates a **copyright**, which is a form of legal protection for the expression of creative ideas.³⁴
- **Omitting essential information.** Information is essential if your audience needs it to make an intelligent, objective decision.
- **Selective misquoting.** Distorting or hiding the true intent of someone else's words is unethical.
- **Misrepresenting numbers.** Statistics and other data can be unethically manipulated by increasing or decreasing numbers, exaggerating visual differences, altering statistics, or omitting numeric data.
- **Distorting visuals.** Images can be manipulated in unethical ways, such as making a product seem bigger than it really is or changing the scale of graphs and charts to exaggerate or conceal differences.
- **Failing to respect privacy or information security needs.** Failing to respect the privacy of others or failing to adequately protect information entrusted to your care can also be considered unethical (and is sometimes illegal).
- **Coercing people to give positive online reviews.** Deleting negative reviews or telling customers than can post only positive reviews is unethical.
- **Failing to disclose financially beneficial relationships.** For instance, it is unethical for bloggers not to disclose that they have been paid to review or have otherwise benefited from reviewing products on their blogs.

The widespread use of social media has increased the attention given to the issue of **transparency**, which in this context refers to a sense of openness, of giving all participants in a conversation access to the information they need in order to accurately process the messages they are receiving.

In addition to the information itself, audiences deserve to know when they are being marketed to and who is behind the messages they read or hear. Two important concerns in this regard are *native advertising* and *stealth marketing*. Native advertising, also known as *sponsored content*, is advertising material that is designed to look like regular news stories, articles, or social media posts. The U.S. Federal Trade Commission (FTC) requires companies to label such material as sponsored content if it is likely to mislead consumers into thinking it is "anything other than an ad."³⁵ Industry groups such as the Word of Mouth Marketing Association and the Interactive Advertising Bureau give their members specific guidelines to help prevent consumer confusion.³⁶

Stealth marketing is the practice of promoting companies and products without making it clear to the audience that marketing activity is taking place. For example, "street team" marketing, in which team members promote goods and services to their friends and members of the public in exchange for prizes or other compensation, is unethical if team members don't disclose the fact that they are affiliated with a company and are being rewarded for their efforts. Such practices also violate FTC advertising guidelines.³⁷

Ethical communication avoids deception and provides the information audiences need.

Transparency involves giving audiences access to the information they need to make effective decisions.

Native advertising and stealth marketing are unethical if the intended targets of these messages are not informed about the true promotional nature of the communication.



REAL-TIME UPDATES

LEARN MORE BY VISITING THIS WEBSITE

Ethical guidelines for word-of-mouth marketing

The Word of Mouth Marketing Association advises its members on how to use social media marketing ethically. Go to [real-time updates.com/bce8](https://www.wordofmouthmarketing.com/bce8) and select Learn More in the Students section.

DISTINGUISHING ETHICAL DILEMMAS FROM ETHICAL LAPSES

Some ethical questions are easy to recognize and resolve, but others are not. Deciding what is ethical in complex business situations is not always easy. An **ethical dilemma** involves choosing among alternatives that aren't clear-cut. Perhaps two conflicting

If you must choose between two ethical alternatives, you are facing an ethical dilemma.

MOBILE APP

The **PRSA Ethics** app is a mobile version of the Public Relations Society of America's code of ethics.

If you choose an alternative that is unethical, you have committed an ethical lapse.

Responsible employers establish clear ethical guidelines for their employees to follow.

If company ethics policies don't cover a specific situation, you can ask yourself a number of questions in order to make an ethical choice.

alternatives are both ethical and valid, or perhaps the alternatives lie somewhere in the gray area between clearly right and clearly wrong. Every company has responsibilities to multiple groups of people inside and outside the firm, and those various groups often have competing interests. For instance, employees generally want higher wages and more benefits, but investors who have risked their money in the company want management to keep costs low so that profits are strong enough to drive up the stock price. Both sides have a valid ethical position.

In contrast, an **ethical lapse** is a clearly unethical choice. With both internal and external communication efforts, the pressure to produce results or justify decisions can make unethical communication a tempting choice. Telling a potential customer you can complete a project by a certain date when you know you can't is simply dishonest, even if you need the contract to save your career or your company. There is no ethical dilemma here.

MAKING ETHICAL CHOICES

Ensuring ethical business communication requires three elements: ethical individuals, ethical company leadership, and the appropriate policies and structures to support ethical decision making.³⁸ Many companies establish an explicit ethics policy using a written **code of ethics** to help employees determine what is acceptable. Showing employees that the company is serious about ethical behavior is also vital.

Even the best codes and policies can't address every unique situation, however. If you find yourself in a situation in which the law or a code of ethics can't guide you, answer the following questions:³⁹

- Have you defined the situation fairly and accurately?
- What is your intention in communicating this message?
- What impact will this message have on the people who receive it or who might be affected by it?
- Will the message achieve the greatest possible good while doing the least possible harm?
- Will the assumptions you've made change over time? That is, will a decision that seems ethical now seem unethical in the future?
- Are you comfortable with your decision? Would you be embarrassed if it were spread across the Internet? Think about a person you admire and ask yourself what he or she would think of your decision.

If you ever have doubts about the legal ramifications of a message you intend to distribute, ask for guidance from your company's legal department.

REAL-TIME UPDATES

LEARN MORE BY VISITING THIS WEBSITE

Guidelines for trouble-free blogging

The Electronic Frontier Foundation offers a free *Legal Guide for Bloggers*. Go to real-timeupdates.com/bce8 and select Learn More in the Students section.

6 LEARNING OBJECTIVE Explain how cultural diversity affects business communication, and describe the steps you can take to communicate more effectively across cultural boundaries.

Communicating in a World of Diversity

Throughout your career, you will interact with people from a variety of cultures, people who differ in race, age, gender, sexual orientation, national and regional attitudes and beliefs, family structure, religion, native language, physical and cognitive abilities, life experience, and educational background (see Figure 1.8). Although the concept is often narrowly framed in terms of ethnic background, a broader and more useful definition of **diversity** includes “all the characteristics and experiences that define each of us as individuals.”⁴⁰ Some aspects of diversity, such as race and age, are inherent. Others, such as work history, language, religion, cultural immersion, and education, are acquired through life experience.⁴¹ Together, these characteristics and experiences can have a profound effect on the way businesspeople communicate.

This section looks at the advantages and challenges of a diverse workforce from a communication perspective, examines key differences among cultures, and offers advice for communicating across cultures.

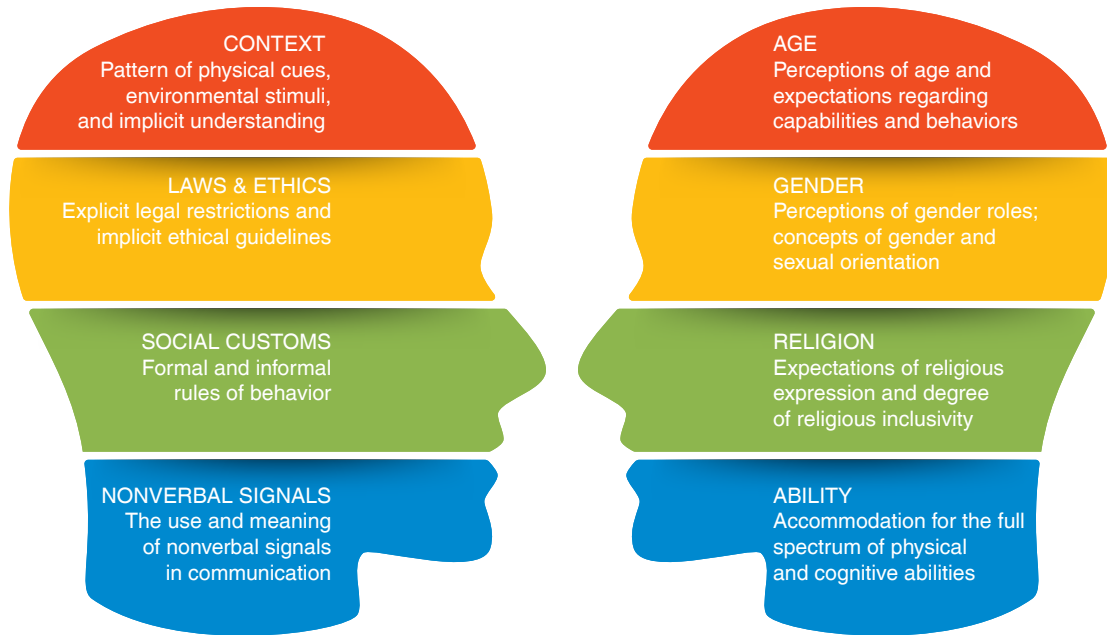


Figure 1.8 Major Dimensions of Cultural Diversity

Here are eight of the most significant variables that define any culture and can create differences between cultures.

Source: Seamus/Shutterstock

THE ADVANTAGES AND CHALLENGES OF A DIVERSE WORKFORCE

Smart business leaders recognize the competitive advantages of a diverse workforce that offers a broader spectrum of viewpoints and ideas, helps companies understand and identify with diverse markets, and enables companies to benefit from a wider range of employee talents. Numerous studies show a correlation between company performance and workforce diversity.⁴²

For all their benefits, diverse workforces and markets do present some communication challenges, and understanding the effect of culture on communication is essential. **Culture** is a shared system of symbols, beliefs, attitudes, values, expectations, and norms for behavior. You are a member of several cultures, in fact, based on your national origin, religious beliefs, age, and other factors.

Culture influences the way people perceive the world and respond to others, which naturally affects the way they communicate as both senders and receivers. These influences operate on such a fundamental level that people often don't even recognize the influence of culture on their beliefs and behaviors.⁴³


This subconscious effect of culture can create friction because it leads people to assume that everybody thinks and feels the way they do. For example, in a comparison of the 10 most important values in three cultures, people from the United States had no values in common with people from Japanese or Arab cultures.⁴⁴

The first step to making sure cultural differences don't impede communication is recognizing key factors that distinguish one culture from another. **Cultural competency** is an appreciation for cultural differences that affect communication and the ability to adjust one's communication style to ensure that efforts to send and receive messages across cultural boundaries are successful. It requires a combination of attitude, knowledge, and skills.⁴⁵

Diverse workforces can improve decision making and innovation by bringing a broader range of viewpoints to the table.

Diverse workforces offer numerous benefits, but they pose some communication challenges as well.

Cultural influences can have a profound effect on communication.



REAL-TIME UPDATES

LEARN MORE BY VISITING THIS WEBSITE

Looking for jobs at diversity-minded companies?

DiversityWorking.com connects job searchers with companies that recognize the value of diverse workforces. Go to real-timeupdates.com/bce8 and select Learn More in the Students section.

Cultural competency includes an appreciation for cultural differences and the ability to adjust one's communication habits to accommodate these differences.

KEY ASPECTS OF CULTURAL DIVERSITY

You don't need to become an expert in the details of every culture with which you do business, but you do need to attain a basic level of cultural proficiency to ensure successful communication.⁴⁶ You can start by recognizing and accommodating the differences described in the following sections. Be aware that this is an overview only, so some generalizations won't be accurate in every situation. Always consider the unique circumstances of each encounter when making communication decisions.

Cultural Context

Every attempt at communication occurs within a **cultural context**, the pattern of physical cues, environmental stimuli, and implicit understanding that conveys meaning between two members of the same culture. Cultures around the world vary widely in the role that context plays in communication.

In a **high-context culture**, people rely less on verbal communication and more on the context of nonverbal actions and environmental setting to convey meaning. For instance, a Chinese speaker expects the receiver to discover the essence of a message and uses indirectness and metaphor to provide a web of meaning.⁴⁷ The indirect style can be a source of confusion during discussions with people from low-context cultures, who are more accustomed to receiving direct answers. Also, in high-context cultures, the rules of everyday life are rarely explicit; instead, as individuals grow up, they learn how to recognize situational cues (such as gestures and tone of voice) and how to respond as expected.⁴⁸ The primary role of communication in high-context cultures is building relationships, not exchanging information.⁴⁹

In a **low-context culture** such as the predominant business culture in the United States, people rely more on verbal communication and less on circumstances and cues to convey meaning. In such cultures, rules and expectations are usually spelled out through explicit statements such as "Please wait until I'm finished" or "You're welcome to browse."⁵⁰ The primary task of communication in low-context cultures is exchanging information.⁵¹

Contextual differences are apparent in the way businesspeople approach situations such as decision making, problem solving, negotiating, interacting among levels in the organizational hierarchy, and socializing outside the workplace.⁵² For instance, in low-context cultures, businesspeople tend to focus on the results of the decisions they face, a reflection of the cultural emphasis on logic and progress. In comparison, higher-context cultures emphasize the means or the method by which a decision will be made. Building or protecting relationships can be as important as the facts and information used in making the decisions.⁵³ Consequently, negotiators working on business deals in such cultures may spend most of their time together building relationships rather than hammering out contractual details.

The distinctions between high and low context are generalizations, of course, but they are important to keep in mind as guidelines. Communication tactics that work well in a high-context culture may backfire in a low-context culture and vice versa.

Legal and Ethical Differences

Cultural context influences legal and ethical behavior, which in turn can affect communication. For example, the meaning of business contracts can vary from culture to culture. While a manager from a U.S. company would tend to view a signed contract as the end of the negotiating process, with all the details hammered out, his or her counterpart in many Asian cultures might view the signed contract as an agreement to do business—and only then begin to negotiate the details of the deal.⁵⁴

As you conduct business with colleagues and customers around the world, you'll find that legal systems and ethical standards differ from culture to culture. Making ethical choices across cultures can seem complicated, but you can keep your messages ethical by applying four principles:⁵⁵

- Actively seek mutual ground.
- Send and receive messages without judgment.
- Send messages that are honest.
- Show respect for cultural differences.

Cultural context plays a critical role in the communication process.

In high-context cultures, communication relies less on the explicit content of a message than on the context of nonverbal actions and the environmental setting.

In low-context cultures, communication relies more on content of the message and less on the environment and nonverbal cues.

Members of different cultures sometimes have different views of what is ethical or even legal.

Learn the four principles that will help you keep your intercultural messages ethical.

Social Customs

Social behavior is guided by numerous rules, some of them formal and specifically articulated (table manners are a good example) and others more informal and learned over time (such as the comfortable standing distance between two speakers in an office). The combination of formal and informal rules influences the overall behavior of everyone in a society in areas such as manners, attitudes toward time, individual versus community values, attitudes toward status and wealth, respect for authority, degrees of openness and inclusiveness, and conflict resolution.

These social customs affect how people behave in the workplace, and differences can create communication problems. For instance, the French cosmetics company L'Oreal trains its global workforce in a standardized approach to conflict management that encourages employees to express disagreement and share competing ideas. In the beginning, this style felt unnatural for its Chinese employees, whose culture discouraged open debate, but they grew to appreciate the advantages of the approach.⁵⁶

Understanding the nuances of social customs takes time and effort, but most businesspeople are happy to explain the habits and expectations of their culture. Plus, they will view your curiosity as a sign of respect.

The formal and informal rules that govern social customs differ from culture to culture.



REAL-TIME UPDATES

LEARN MORE BY EXPLORING THIS INTERACTIVE WEBSITE

Take a closer look at how the United States is changing

The U.S. population is aging and becoming more diverse; dive into the details with this interactive presentation. Go to [real-time updates.com/bce8](https://real-timeupdates.com/bce8) and select Learn More in the Students section.

Nonverbal Communication

Nonverbal communication (communicating without the use of words) is a vital part of the communication process. Factors ranging from facial expressions to style of dress can influence the way receivers decode messages, and the interpretation of nonverbal signals can vary widely from culture to culture. Gestures or clothing choices that you don't think twice about, for example, might seem inappropriate or even offensive to someone from another culture. You'll learn more about nonverbal communication in Chapter 2.

The meanings of gestures and other nonverbal signals can vary widely from culture to culture.

Age Differences

The multiple generations within a culture present another dimension of diversity. Today's workplaces can have three, four, or even five generations working side by side.⁵⁷ Cultures can have prevailing views about various age groups that influence communication. In some cultures, for example, youth is associated with strength, energy, possibilities, and freedom, whereas age is often associated with declining powers and a loss of respect and authority. In contrast, in cultures that value age and seniority, longevity earns respect and increasing power and freedom.

In addition to cultural values associated with various life stages, each of the generations in the workforce has been shaped by dramatically different world events, social trends, and technological advances. Therefore, it is not surprising that they often have different values, expectations, and communication habits. However, each generation can bring particular strengths to the workplace. For instance, older workers can offer broader experience, the benefits of important business relationships nurtured over many years, and high degrees of "practical intelligence"—the ability to solve complex, poorly defined problems.⁵⁸ Gaining the benefits of having multiple generations in a workplace may require some accommodation on everyone's part because of differing habits and perspectives.

Age is an important aspect of culture, both in the way different age groups are treated in a culture and in the cultural differences between age groups.

Gender Differences

Gender influences workplace communication in several important ways. First, the perception of men and women in business varies from culture to culture, and gender bias can range from overt discrimination to subtle and even unconscious beliefs.

Second, although the ratio of men and women in entry-level professional positions is roughly equal, the percentage of management roles held by men increases steadily the further up the corporate ladder one looks. This imbalance can significantly affect communication in such areas as mentoring, which is a vital development opportunity for lower and middle managers who want to move into senior positions. In one recent survey, for

Perceptions of gender roles in business differ among cultures.

example, some men in executive positions expressed reluctance to mentor women, partly because they find it easier to bond with other men and partly out of concerns over developing relationships that might seem inappropriate.⁵⁹

Third, evidence suggests that men and women tend to have somewhat different communication styles. Broadly speaking, men emphasize content and outcomes in their communication efforts, whereas women place a higher premium on relationship maintenance.⁶⁰ As one example, men are more likely than women to try to negotiate a pay raise. Moreover, according to research by Linda Babcock of Carnegie Mellon University, both men and women tend to accept this disparity, viewing assertiveness as a positive quality in men but a negative quality in women. Changing these perceptions could go a long way toward improving communication and equity in the workplace.⁶¹

Fourth, outdated concepts of gender and sexual orientation continue to be a source of confusion, controversy, and discrimination. Many people do not fit or wish to be fit into a simplistic heterosexual, male/female categorization scheme, but discriminatory company policies and the behaviors and attitudes of supervisors and coworkers can deprive these individuals of a fair and satisfying work experience. In response, many companies have taken steps to ensure equal opportunities and fair treatment for lesbian, gay, bisexual, and transgender (LGBT) job applicants and employees. Companies can also take steps to make sure their nondiscrimination policies protect employees' right to gender expression based on personal gender identity.⁶² Communication plays a critical role in all these efforts, from listening to the needs of diverse employee groups to providing clear policies and educating employees on important issues.

As workforce diversity broadens, more companies find themselves forced to address the issue of religion in the workplace.

Religious Differences

As one of the most personal and influential aspects of life, religion brings potential for controversy and conflict in the workplace setting—as evidenced by a significant rise in the number of religious discrimination lawsuits in recent years.⁶³ Many employees believe they should be able to follow and express the tenets of their faith in the workplace. However, companies may need to accommodate employee behaviors that may conflict with each other and with the demands of operating the business. The situation is complicated, with no simple answers that apply to every situation. As more companies work to establish inclusive workplaces, you can expect to see this issue being discussed more often in the coming years.

REAL-TIME UPDATES

LEARN MORE BY READING THIS ARTICLE

Legal aspects of religion in the workplace

Get an overview of the laws that govern religious expression in the workplace. Go to real-timeupdates.com/bce8 and select Learn More in the Students section.

Assistive technologies and other adaptations can help companies support the contribution of people with varying levels of physical and cognitive impairment.

Ability Differences

People whose hearing, vision, cognitive ability, or physical ability to operate computers or other tools is impaired can be at a significant disadvantage in today's workplace. As with other elements of diversity, success starts with respect for individuals and sensitivity to differences. Employers can also invest in a variety of *assistive technologies* that help create a vital link for thousands of employees with disabilities, giving them opportunities to pursue a greater range of career paths and giving employers access to a broader base of talent.

ADVICE FOR IMPROVING INTERCULTURAL COMMUNICATION

In any cross-cultural situation, you can communicate more effectively if you heed the following tips:⁶⁴

- Avoid **ethnocentrism**, the tendency to judge all other groups according to the standards, behaviors, and customs of one's own group. When making such comparisons, people too often decide that their own group is superior.⁶⁵
- Similarly, avoid **stereotyping**, or assigning a wide range of generalized—and often inaccurate—attributes to an individual on the basis of membership in a particular group, without considering the individual's unique characteristics.
- Don't automatically assume that others think, believe, or behave as you do.

Effective intercultural communication starts with efforts to avoid ethnocentrism and stereotyping.