



Chapter 1

Professional Communication in a
Digital, Social, Mobile World

Learning Objectives (1 of 2)

- 1.1** Explain the importance of effective communication to your career and to the companies where you will work.
- 1.2** Explain what it means to communicate as a professional in a business context.
- 1.3** Contrast the conventional communication process model with the social communication model.

Learning Objectives (2 of 2)

- 1.4 Identify five major benefits of business communication technology and three major innovations that are reshaping the practice of communication.
- 1.5 Define *ethics*, explain the difference between an ethical dilemma and an ethical lapse, and list five guidelines for making ethical communication choices.
- 1.6 Identify six related skills that you will have the opportunity to develop as you work on your communication skills in this course.

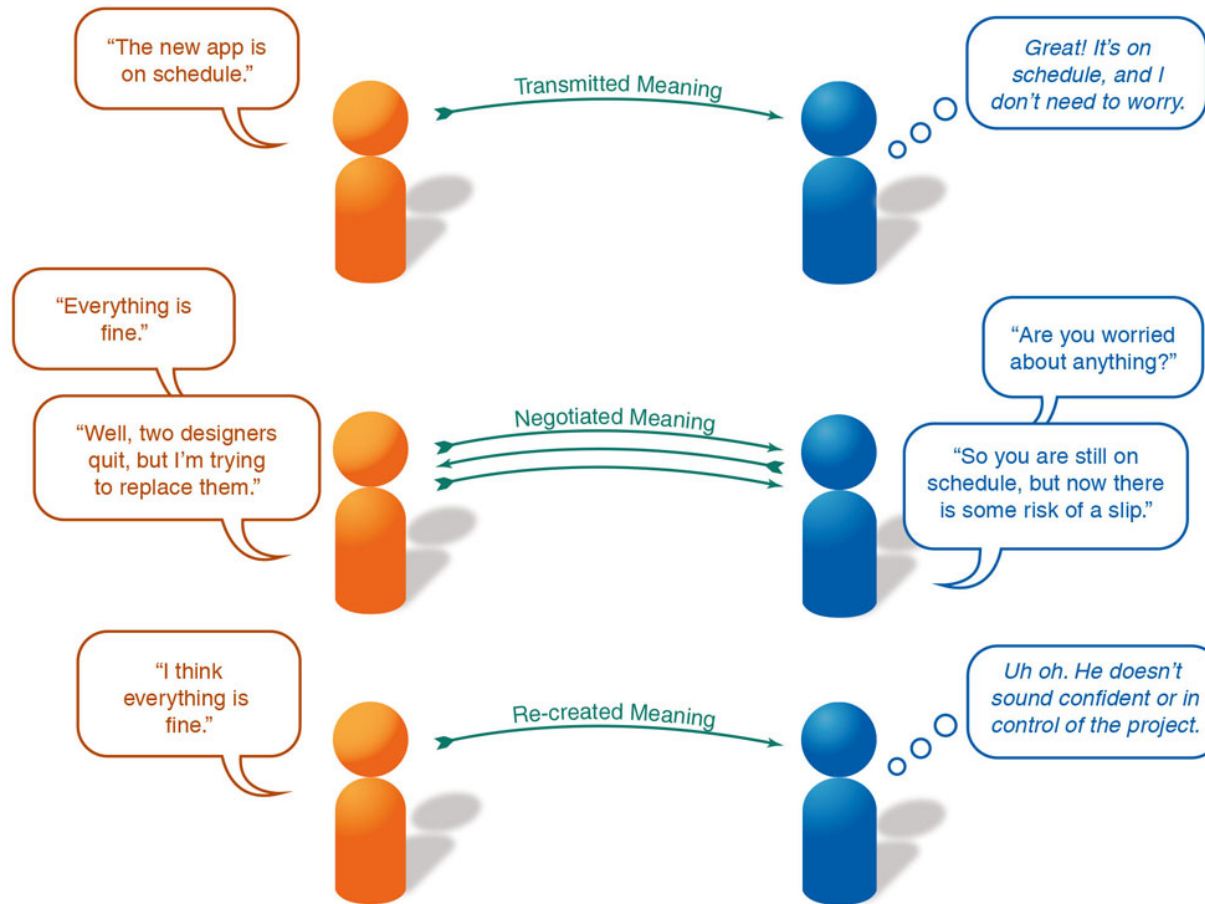
Understanding Why Communication Matters

- **LO 1.1** Explain the importance of effective communication to your career and to the companies where you will work.

Communication is Important to Your Career

- Your career will give you the opportunity to communicate, collaborate and share ideas with many people, both inside and outside your organisation
- You may be an employee, executive, consultant or freelancer to a company
- You may become an entrepreneur
- In all these roles, communication skills may be the single most important skill you possess

Figure 1.1 Sharing Information



Communication is Important to Your Company

- Aside from personal benefits, communication should be important to you because it is important to your company in three essential areas:
 - Operations: effective communication between managers and staff, within departments
 - Intelligence: be alerted to new opportunities, risks, and impending problems, both internally and externally.
 - Relationships: business relationships depend on communication with all stakeholders.

What Makes Business Communication Effective?

- Provide practical and useful information
- Give facts rather than vague impressions
- Present information in a concise, efficient manner: simplify complex subjects to help your readers.
- Clarify expectations and responsibilities
- Offer compelling, persuasive arguments and recommendations

Communicating as a Professional

- **LO 1.2** Explain what it means to communicate as a professional in a business context.

Understanding What Employers Expect From You

- Acquiring, processing, and sharing information.
- Using communication to foster positive working relationships.
- Representing your employer in the public arena.
- Efficiently using the tools that your employer provides.

Elements of Professionalism

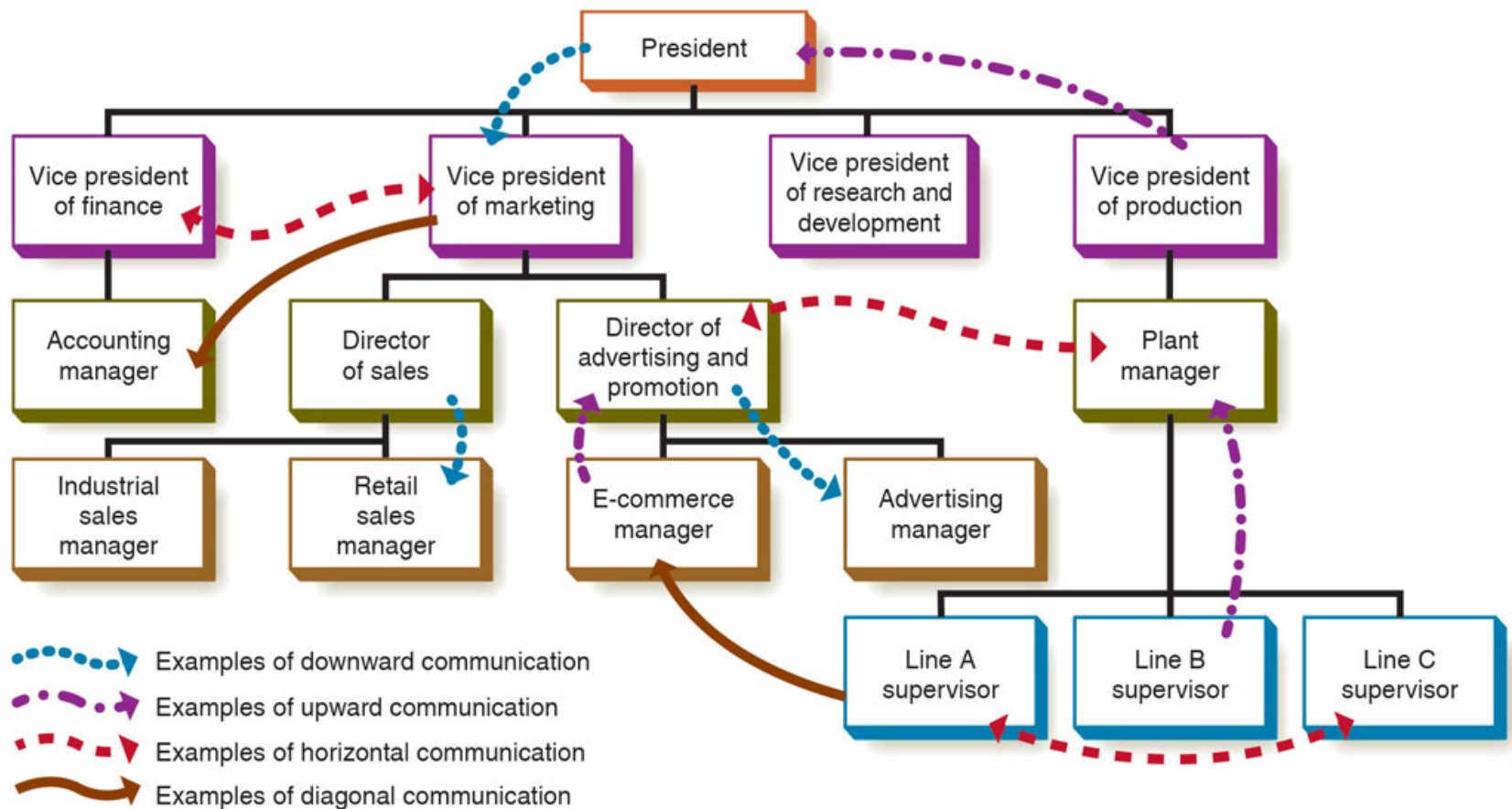


Communicating in an Organisational Context (1 of 2)

- Every organisation has a formal communication network
 - Downward communication
 - Upward communication
 - Horizontal or lateral communication
- Every organisation also has an informal communication network

Communicating in an Organisational Context (2 of 2)

Figure 1.4 Formal Communication Network



Adopting an Audience-Centred Approach

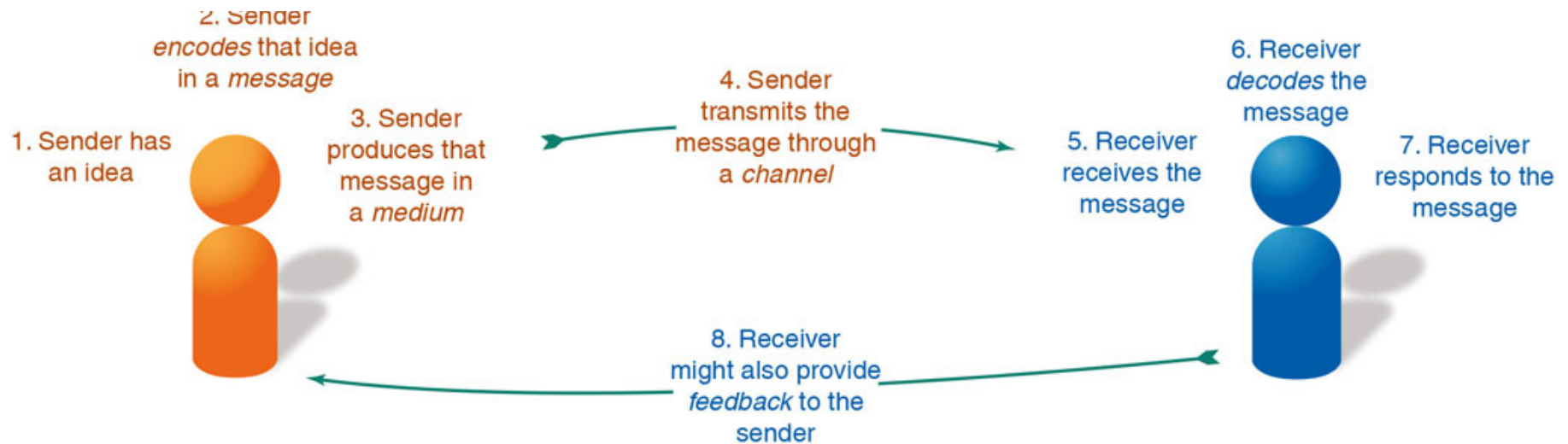
- **Focus on the “You” Attitude**
 - Emotional Intelligence: needs of others
 - Business Etiquette: behaviour and attitude
 - What is important to your audience?
 - Education, Age, and Status
 - Personal and Professional Concerns

Exploring the Communication Process

- **LO 1.3** Contrast the conventional communication process model with the social communication model.

The Conventional Communication Model

Figure 1.5 The Conventional Communication Process



Barriers in the Communication Environment

1. Noise and distractions
 2. Competing messages
 3. Filters
 4. Channel breakdowns
- **Note:** Within any communication environment, messages can be disrupted by a variety of communication barriers. Minimising barriers and distractions in the communication environment is everyone's responsibility.

Inside the Mind of Your Audience

- How Audiences Receive Messages
- How Audiences Decode Messages
- How Audiences Respond to Messages

How Audiences Receive Messages

- Consider audience expectations: Deliver messages using the media and channels that the audience expects
- Make messages user-friendly: easy to use and understand
- Emphasise familiarity: Use words, images, and designs that are familiar to your audience
- Practice empathy: addressing audience wants and needs
- Design for compatibility: delivering messages without problems. For instance, if your website requires visitors to have a particular video capability in their browsers, you won't reach those audience members who don't have that software installed or updated.

How Audiences Decode Messages

- **Perception:** receivers often extract different meanings from messages
- **Selective Perception** occurs when people ignore or distort incoming information to fit their preconceived notions of reality.
- **Cultural Beliefs:** Differences in language and behaviours
- **Personal Beliefs**
- **Individual Thinking Styles:** reaching conclusions without using rational processes

How Audiences Respond to Messages

- Must Remember Message
- Must Be Able to Respond As You Wish
- Must Be Motivated to Respond

Figure 1.6 How Shared Experience Affects Understanding

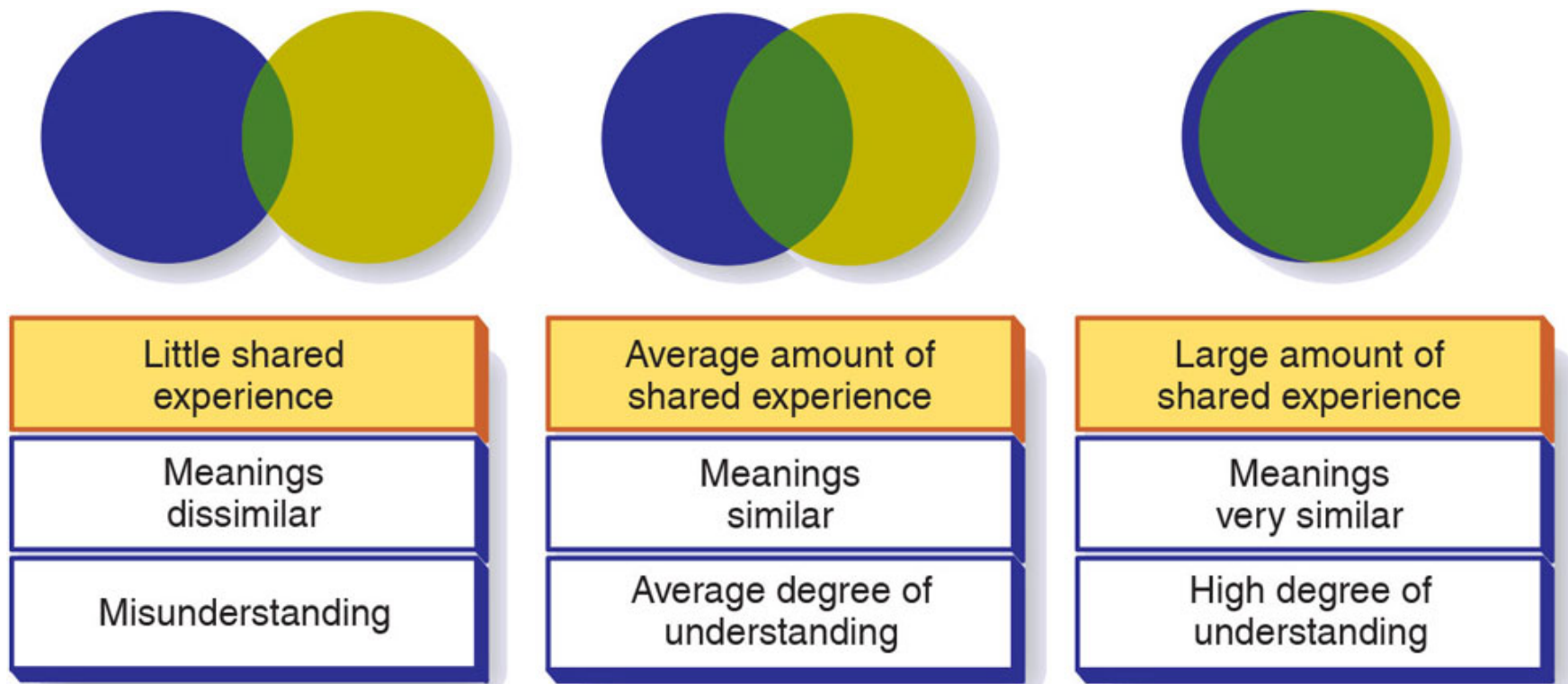


Figure 1.7 The Social Communication Model



Conventional Communication: “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

Using Technology to Improve Communication

- **LO 1.4** Identify five major benefits of business communication technology and three major innovations that are reshaping the practice of communication.

The Potential Benefits of Communication Technology

- **Greater effectiveness:** create clear and persuasive messages
- **Greater efficiency:** reducing the time and effort needed to create, transmit, and consume messages
- **Better and easier research:** help communicators discover, process, and apply information
- **Improved decision making:** guiding communicators through complex sets of data
- **Fewer barriers:** more people can participate in the communication process more easily.

How to use Technology effectively?

- **Keep technology in perspective:** Technology is a tool for communication, not a replacement for it.
- **Guard against information overload:** *Information overload* occurs when people receive more information than they can effectively process.
- **Use your tools wisely**
- **Use your tools efficiently:** make sure your employees are trained to use the systems you expect them to use.
- **Reconnect with people:** when there is misunderstanding or confusion in processing the information.

The Spectrum of Contemporary Communication Technology

1. Social and Workgroup Communication Systems
2. Mobile Communication
3. Intelligent Communication Technology

Social and Workgroup Communication Systems

- Social media are digital platforms that empower stakeholders as participants in the communication process.
 - Share content
 - Revise content
 - Respond to content
 - Contribute new content

Mobile Communication

- Greater flexibility
- Enhance productivity and collaboration
- More engaging experiences for customers and other users

Note: Reading and writing are generally more difficult and prone to errors on smaller mobile screens.

Intelligent Communication Technology

- **Artificial intelligence enhances the communication process.**
- **Machine learning and deep learning:** Machine learning is about computers being able to think and act with less human intervention; **deep learning** is a specific type of machine learning and is about computers learning to think using structures modelled on the human brain.
- **Natural language processing:** the interaction between human language and computers (e.g. spelling or grammar check)
- **Computer vision:** such as self-driving cars or facial recognition

Committing to Ethical and Legal Communication

- **LO 1.5** Define **ethics**, explain the difference between an ethical dilemma and an ethical lapse, and list five guidelines for making ethical communication choices.

Ethical Communication

Ethics are the accepted principles of right and wrong that govern behaviour and decision-making within a society.

- Includes all relevant information
- Is true in every sense
- Is not deceptive in any way

Forms of Unethical Communication

1. Withholding information
 2. Distorting information:
 3. Plagiarising: presenting someone else's words or other creative product as your own.
- **Note:** Copyright is a form of legal protection for the originators of creative content.

Distinguishing Ethical Dilemmas from Ethical Lapses

Ethical Dilemmas	Ethical Lapses
Choosing among alternatives that are not clear-cut	Clearly unethical choice

Ethical Dilemmas when employees naturally 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. **Ethical lapse** 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.

Ensuring Ethical Communication

- Three Elements
 1. Ethical individuals
 2. Ethical company leadership
 3. Appropriate policies and structures
 - Code of Ethics
 - Ethics Audits: to monitor ethical progress and point out any weaknesses that need to be addressed.

- Note: If employees see company executives making unethical decisions and flouting (going against) company guidelines, they might conclude that the guidelines are meaningless and follow their bosses' unethical behaviour.

Ensuring Legal Communication

- **Laws and Regulations Govern**

1. Promotional communication: truth and accuracy in advertising.
2. Contracts: employment, purchasing, leasing or services
3. Employment communication: employers are required to inform employees about workplace hazards.
4. Intellectual property: copyrighted materials such as patents, product designs, and logos.
5. Financial reporting
6. Defamation: Negative comments about another party.

Developing Skills for Your Career

- **LO 1.6** Identify six related skills that you will have the opportunity to develop as you work on your communication skills in this course.

Skills Experts Say Are Vital for Success

- **Critical Thinking:** define, solve problems and make decisions
- **Collaboration**
- **Knowledge application and analysis:** The ability to learn a concept and then apply that knowledge to other challenges
- **Business ethics and social responsibility**
- **Information technology skills:** word processing, using spreadsheets and databases; creating presentations
- **Data literacy** is the ability to access, assess, interpret, manipulate, summarise, and communicate data.



Chapter 2

Collaboration, Interpersonal
Communication, and Business
Etiquette

Learning Objectives (1 of 2)

- 2.1** Describe the characteristics of effective teams, outline five steps for resolving team conflict, and offer advice on working in virtual teams.
- 2.2** Offer guidelines for collaborative communication, explain what it means to give constructive feedback, and identify major collaboration technologies.
- 2.3** List the key steps needed to ensure productive meetings.

Learning Objectives (2 of 2)

- 2.4** Explain why listening is such a complex communication process, and describe three steps to becoming a better listener.
- 2.5** Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression.
- 2.6** Explain the importance of business etiquette, and identify five key areas in which good etiquette is essential.

Communicating Effectively in Teams

- **LO 2.1** Describe the characteristics of effective teams, outline five steps for resolving team conflict, and offer advice on working in virtual teams.

Types of Teams

A team is a unit of two or more people who share a mission and the responsibility for working to achieve a common goal.

Type	Characteristics
Committee	A permanent team established to address recurring issues, such as corporate governance or workplace safety
Problem-solving	Team assembled to analyze a problem or issue, recommend a solution and, in some cases, implement the solution; sometimes referred to as a <i>task force</i>
Project	Team assembled to complete a specific project, such as a new product launch or installation of a new computer system
Creative	Similar to project teams but used in fields such as advertising and web design; combines the efforts of various creative professionals and may work on a series of projects together
Cross-functional	Pulls together people from across multiple departments or functional areas; the best way to tackle companywide issues or opportunities but can be challenging to manage

Advantages of Teams

1. Increased information and knowledge
2. Learning opportunities
3. **Boldness:** People who might hesitate to take calculated risks on their own can be more willing to make bold moves as part of the team.
4. Accountability
5. Trust building
6. A broader range of viewpoints
7. Improved performance
8. Increasing acceptance of solutions the team proposes.

Disadvantages of Teams

1. **Groupthink:** withholding contrary (opposite) opinions
2. **Hidden Agendas:** when people are secretly trying to achieve or cause a particular thing, while they appear to be doing something else.
3. **Cost:** Aligning schedules, arranging meetings, and coordinating individual parts of a project can eat up a lot of time and money.
4. **Overload:** overloading employees with team assignments, tasks or activities.

Characteristics of Effective Teams

1. Shared purpose and compatible values
2. A clear and challenging goal
3. Belief in the value of the team's efforts
4. A well-balanced mix of people and skills
5. Appropriate size: aligns well with the team's responsibilities.
6. Psychological safety: encouraging people to share information, and propose unproven ideas without fear of repercussion (unwelcome consequence).
7. Willingness to put team needs ahead of individual needs
8. Open and honest communication

Group Dynamics

- *Group dynamics* are the interactions and processes that take place in a team.

1. Stages of Team Development

2. Resolving Conflict in Teams

Stages of Team Development

Forming

- Team comes together
- Members begin to establish themselves in specific roles
- If team goal isn't already defined, team works to define

Storming

- Conflict can emerge
- Disagreements and uncertainties natural in this phase
- Constructive conflict can help, but destructive conflict should be addressed

Norming

- Behavioral norms become clear
- Expectations for individual performance and group interaction emerge
- Group begins to enforce those norms

Performing

- Team begins to work productively
- Work can be done individually or collaboratively
- If conflict emerges, team may spend some time storming and re-norming

Adjourning

- Temporary teams disband at this point
- Team may engage in a post-project analysis of success or failure
- Team may record discoveries and advice for future teams

Resolving Conflict in Teams

- **Conflict in teams can be either constructive or destructive.**
- **Steps to Resolve Team Conflict:**
 1. Decide if the conflict is worth addressing.
 2. Examine your own beliefs and behaviours.
 3. Identify where the conflict truly originates.
 4. Establish common ground.
 5. Choose a strategy for resolving the difference:
 - Avoid: the circumstances that create conflict
 - Accommodate or sacrifice for the good of the organisation.
 - The two sides can choose to *compromise*
 - Both sides can choose to *collaborate* on a new solution

Virtual Teams

- **A *virtual team*** is one in which members work in at least two different locations and rely on technology to communicate and collaborate.
- **Virtual teams can:**
 1. Pull together the best people for a task
 2. Take advantage of the benefits of telecommuting
 3. Increase engagement and productivity

Benefits and Challenges of Virtual Teamwork

- Key challenges of virtual teams
 1. **Virtual teams rely on technology:** any limitations in the tools (such as a videoconferencing system with poor video or audio connections) will affect team performance.
 2. **Interpersonal communication:** isolation and the feeling of being “out of the loop
 3. **Distance and separation**
 4. **Miss out on random interaction**

Tips for Success in Virtual Team Environments

- To maximise the success of virtual teams
 1. Keep teams as small as possible
 2. Use the best collaboration technology available
 3. Clarify the purpose of each tool
 4. Take special care with isolated members
 5. Don't rely solely on written communication

Collaborating on Communication Efforts

- **LO 2.2** Offer guidelines for collaborative communication, explain what it means to give constructive feedback, and identify major collaboration technologies.

Collaboration Arrangements

- **Writer-Editor Relationships:** when one person reviews the work of another, which happens quite often in business.
- **Full Collaboration:** involves working together from planning the message to final production. This sort of partnership can bring together a diverse range of talents, insights, and experiences.

Guidelines for Collaborative Writing

- To ensure success with collaborative communication projects
 1. Goals are clear and agreed on
 2. Determine how work will be done
 3. Take advantage of each person's strengths
 4. Establish clear and frequent checkpoints to verify tasks.
 5. Appreciate different writing styles

Giving and Responding to Constructive Feedback

- **Constructive feedback or constructive criticism** focuses on the process and outcomes of communication, not on the people involved.
- **Destructive feedback** is little more than complaining: When giving feedback, avoid personal attacks and give the person clear guidelines for improvement.
- For example, “This proposal is a confusing mess, and you failed to convince me of anything” is destructive feedback. The goal is to be helpful: “Your proposal could be more effective with a clearer description of the manufacturing process and a well-organised explanation of why the positives outweigh the negatives

Giving Constructive Feedback

How to Be Constructive

Think through your suggested changes carefully.

Discuss improvements rather than flaws.

Focus on controllable behavior.

Be specific.

Keep feedback impersonal.

Verify understanding.

Time your feedback carefully.

Highlight any limitations your feedback may have.

Technologies for Collaborative Communication

- 1. Collaboration Systems:** uses software and technology to enable humans to communicate and share documents in a digital space. Such as Microsoft teams, Zoom, Skype or **Private networks** *intranets* (open to employees only) or *extranets* (open to employees and to selected outside parties by invitation only).
- 2. Collaboration via Mobile Devices**
- 3. AI-Enabled Collaboration:** data analysis, survey distribution or chatbot.

Example: chatbot



Making Your Meetings More Productive

- **LO 2.3** List the key steps needed to ensure productive meetings.

Preparing for Meetings

- If a meeting is indeed necessary, proceed with these tasks:
 1. **Define the Meeting's Purpose:** the best possible outcome.
 2. **Select Participants:** Invite everyone who really needs to be involved, and don't invite anyone who doesn't.
 3. **Choose Time and Venue:** Pay attention to room temperature, lighting, ventilation, acoustics, and refreshments
 4. **Set the Agenda:** (1) What do we need to do in this meeting to accomplish our goals? (2) What issues will be of greatest importance to all participants? (3) What information must be available to discuss these issues

Leading and Contributing to Efficient Meetings

- Keep the Discussion on Track
- Follow Agreed-on Rules
- Encourage Participation
- Participate Actively
- Don't Interrupt
- Use Mobile Devices Respectfully
- Close Effectively

Figure 2.5 Effective Meeting Agenda

Merger Issues Brainstorming Session

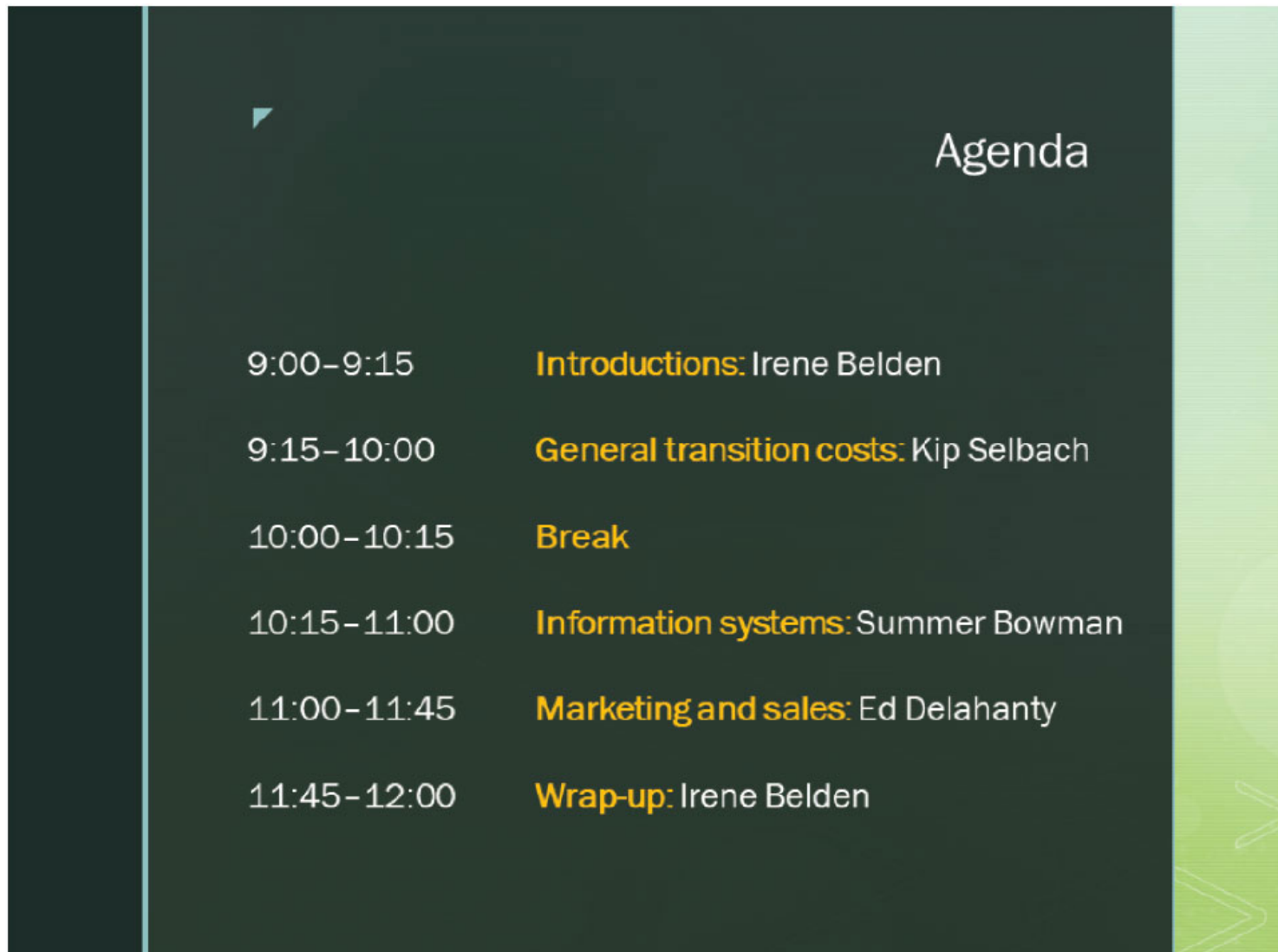
Location:	Building C, Saratoga room
Date:	August 8
Time:	9:00 to 12:00
Facilitator:	Irene Belden
Objectives	<ul style="list-style-type: none"> • Identify/confirm all major issues and problems in each functional area • Identify any cross-functional issues • Give functional managers information they need to formulate action plans
Prestudy:	Please download and read Merger Brainstorming Session Prestudy.docx

Agenda items

Time slot	Topic	Discussion leader
9:00-9:15	Introductions: Please be prepared to briefly describe your role on the transition team.	Irene Belden
9:15-10:00	General transition costs: Key items identified so far are severance packages, infrastructure investments, and service contracts.	Kip Selbach
10:00-10:15	Break	
10:15-11:00	Information systems: Key issues are migration to cloud computing and choice of internal communication platform.	Summer Bowman
11:00-11:45	Marketing and sales: Key issues are brand integration, sales force realignment, and quota and commission questions.	Ed Delahanty
11:45-12:00	Wrap up: Last call for questions and concerns; we want to make sure functional managers go away with every significant issue in hand so they can develop concrete action plans.	Irene Belden

Please send any questions to irene.belden@calypsonet.com

Figure 2.6 Effective Meeting Agenda: Condensed



	Agenda
9:00–9:15	Introductions: Irene Belden
9:15–10:00	General transition costs: Kip Selbach
10:00–10:15	Break
10:15–11:00	Information systems: Summer Bowman
11:00–11:45	Marketing and sales: Ed Delahanty
11:45–12:00	Wrap-up: Irene Belden

Putting Meeting Results to Productive Use

- Minutes are
 - Summary of important information presented and decisions made
 - Include responsibilities as assigned

Figure 2.7 Effective Meeting Minutes

Employee Onboarding Update

March 16
 2:00 p.m. to 3:00 p.m.

Meeting called by: Alex Gardner **Type of meeting:** Status update

Facilitator: Jessica Knowdell **Note taker:** Frank Isbell

Attendees: Alex Gardner, Frank Isbell, Jessica Knowdell, Steve Ladew, Ally Lawson, Bill Swarback, Jessie Tannehill, Toni Von Fricken, Dale Williams

Minutes

Agenda item: New orientation presentation **Presenter:** Toni Von Fricken

Discussion:
 Toni reports that the new slide presentation is complete and will be test-run with a group of volunteers from HR on March 30.
 Steve offered to convert the slides to a video and post on the intranet.

Action items	Person responsible	Deadline
✓ Test-run new orientation presentation; fine-tune as needed	Toni VF	April 2
✓ Convert finished slides to video and post on employee intranet	Steve L	April 10

Agenda item: Update employee handbook and improve access **Presenter:** Jessica Knowdell

Discussion:
 Team reached agreement that a wiki is the best platform for hosting the handbook.
 We decided on a three-level access plan:

- Level 1: Access open to all HR employees, but new posts and edits must be approved by division HR directors to ensure compliance (for all policy-related documents and regulatory forms)
- Level 2: Access open to all HR employees, with immediate posting and editing allowed (for all non-policy documents, HR event updates, wellness bulletins, and similar items)
- Level 3: Access open to all employees, with immediate posting and editing allowed (for all employee social clubs, charity events, and similar items)

Action items	Person responsible	Deadline
✓ Discuss wiki plan with intranet platform vendor	Jessica K	April 5
✓ Vendor to design access controls	Jessica K (vendor contact)	April 20
✓ Announce new wiki to employee base	Dale W, Jessica K	May 1

Agenda item: Brainstorm ideas for mentor matching program **Presenter:** Ally Lawson

Discussion:
 Ally presented research on mentoring programs, including best practices and pitfalls.
 Alex will bring up issue of volunteer vs. mandatory mentoring at May executive council.

Meeting minutes
March 16
Employee Onboarding Update

Conducting Virtual Meeting

- Virtual Meeting Systems: Virtual meetings are meetings in which people join in from two or more locations and connect via some form of communication technology.
- **Types of virtual meetings**
 1. Teleconferencing: audio only
 2. Video-conferencing: audio and visual means such as webcams
 3. Web-conferencing: desktop, smartphones or tablets. It allows individuals to collaborate online, sharing documents or screens.
 - Virtual meeting platforms include Zoom, Microsoft teams, google meet, Skype, and Cisco WebEx (Mobile App).

Tips for Successful Virtual Meetings (1 of 2)

- Establish well-defined task and goal
- Provide pre-study materials in addition to agenda
- Assign people to specific roles
- Ensure up-to-date software tools
- Introduce group members
- Explain how to ask questions

Tips for Successful Virtual Meetings (2 of 2)

- Log in on time
- Be present, mentally and emotionally
- Mute audio input when not speaking
- Reduce noise from typing and keyboard use
- Summarise agenda item before moving on
- Periodically check and include each person in the group

Improving Your Listening Skills

- **LO 2.4** Explain why listening is such a complex communication process, and describe three steps to becoming a better listener.

Understanding Why Listening is Such a Complex Process

1. The Unique Challenges of Listening
2. Choices and Behaviours that Affect Listening Quality

Factors that Complicate the Listening Process

1. Unique Challenges of Listening

Real-time experience

The conversation is consumed as it is created; you can't scroll back in time like you can with written communication.

Invisibility

You can't see spoken language, so you have no visual record to refer to if you get lost or confused.

Sound-to-language conversion

Incoming sounds must be converted to language before your mind can begin to process what is being said. Mumbling (saying quietly), strong accents, and ambient noise can all complicate this process.

Factors that Complicate the Listening Process

2. Individual Choices and Behaviours

Poor self-management

Listeners need to actively manage their own emotions during a conversation; otherwise, these distractions will get in the way.

Idle brain power

The mind can process information several times faster than people can talk, and if listeners don't harness (use) that extra processing power, their minds are likely to wander (aimless way).

Ineffective listening style

Different conversations call for different styles of listening, and using an inappropriate style can hamper a conversational exchange.

Barriers

Listeners need to take steps to minimise barriers in their listening environment in order to reduce interruptions and distractions.

Flawed recall

If listeners don't record or actively memorise essential information during a conversation, chances are they will forget or confuse important details.

Becoming a Better Listener

- **Vital steps to becoming a better listener:**
 1. Minimise the Barriers to Effective Listening: **External barriers** are anything in the environment or communication channel that make it difficult to hear the other party or focus on what is being said. **Internal barriers** are listener behaviours, thoughts, and emotions that hinder one's ability to understand, interpret, or accept what someone else is saying.
 2. Adapt Your Listening Style to the Situation: see table 2.1.
 3. Listen actively: see table 2.2.

Table 2.1: Three Styles of Listening

Listening Style	Goal
Content listening	Understand and retain the information the other party is sharing
Critical listening	Understand and evaluate the information in terms of logical arguments, strength of evidence, validity of conclusions, implications, and any omissions; understanding the speaker's motives may be relevant as well
Empathic listening	Understand the speaker's feeling, needs, and wants, regardless of whether you agree with his or her perspective

Table 2.2: Five Elements of Active Listening

Element	Why It's Important
Open and positive state of mind	This mindset makes you receptive to new information and positive about the experience of listening to this person.
Active engagement	If you don't commit to being in and staying in the conversation, your mind will wander and the other person will sense that you aren't fully engaged.
Respect for silence	A moment of silence might be the speaker collecting or reconsidering his or her thoughts; if you step in too soon, you could interrupt the flow.
Nonverbal awareness	Intentional and unintentional nonverbal signals can explain and amplify the speaker's message.
Thoughtful note taking	If the information is important, don't rely on your memory; it's too easy to forget key details.

Table 2.3 Behavioural Difference Between Effective and Ineffective Listeners (1 of 2)

Effective Listeners

Listen actively

Put themselves in an open, positive frame of mind

Stay focused on the speaker and the conversation

Take careful notes, when applicable

Make frequent eye contact with the speaker (depends on culture to some extent)

Keep their emotions under control and don't let their own anxieties poison the conversation

Mentally paraphrase key points to maintain attention level and ensure comprehension

Ineffective Listeners

Listen passively

Switch to listening without consideration, continuing in whatever emotional state they were in before

Allow their minds to wander, are easily distracted, or work on unrelated tasks

Take no notes or ineffective notes

Make little or no eye contact—or inappropriate eye contact

Allow their emotions to negatively influence the conversation

Fail to paraphrase

Table 2.3 Behavioural Difference Between Effective and Ineffective Listeners (2 of 2)

Effective Listeners	Ineffective Listeners
Adjust listening style to the situation	Listen with the same style, regardless of the situation
Give the speaker nonverbal feedback (such as nodding (signal) to show agreement or raising eyebrows to show surprise or skepticism)	Fail to give the speaker nonverbal feedback
Save questions or points of disagreement until an appropriate time	Interrupt whenever they disagree or don't understand
Engage the other person with questions or encouragement; validate the other person's feelings	Fail to engage; offer no encouragement or expression of understanding
Overlook stylistic differences and focus on the speaker's message	Are distracted by or unduly (unnecessarily) influenced by stylistic differences; are judgmental
Make distinctions between main points and supporting details	Are unable to distinguish main points from details
Look for opportunities to learn	Assume they already know everything that's important to know

Improving Your Nonverbal Communication Skills

- **LO 2.5** Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression.

Recognising Nonverbal Communication

- **Nonverbal signals include:**
 1. Facial Expression: eyebrows, smile or strange look
 2. Gesture and Posture: moving or positioning body or hands.
 3. Vocal Characteristics: intentional or unintentional.
 4. Personal (physical) Appearance
 5. Touch: such as shaking hands or hugs.
 6. Time and Space: expectations regarding time and space vary by culture.

Different Nonverbal Signals



Use Nonverbal Communication Effectively

- When You're Talking: be conscious of the nonverbal cues you are sending
- When You're Not Talking: the clothes you wear, the way you sit, the way you walk.
- When You're Listening: Compare the verbal messages you receive with the nonverbal signals that accompany them. Over time, you'll develop a better sense of how the people around you use nonverbal signals.

Developing Your Business Etiquette

- **LO 2.6** Explain the importance of business etiquette, and identify five key areas in which good etiquette is essential.

The Five Zones of Professional Etiquette

- **Professionals pay attention to their effect on other people in five areas:**

1. In the workplace,
2. In social settings in which they are representing their firms,
3. While online,
4. While using the telephone, and
5. While using mobile devices.

1. Business Etiquette in the Workplace (1 of 2)

- Respect other people's time
- Don't interrupt: in conversation or meetings.
- Use professional language
- Pay attention to cleanliness
- Avoid eating at your desk

Business Etiquette in the Workplace (2 of 2)

- Keep the noise level down
- Respect other people's personal space
- Don't gossip: talk or rumors involving the personal lives of other people.
- Don't come to work when sick
- Avoid discussing potentially emotional issues: such as politics, religions or other emotional issues.

2. Business etiquette in social setting

- Etiquette is particularly important when you represent your company in public.
- **What do you need to do?**
 1. Make sure your appearance and actions are appropriate to the situation.
 2. Get to know the customs of other cultures when it comes to meeting new people
 3. When introducing yourself, state your first and last name and include a brief description of your role in the company.

3. Online Etiquette (using digital media) (1 of 2)

- Avoid Personal Attacks
- Stay Focused on the Original Topic
- Follow Correct Grammar and Spelling
- Use Virus Protection and Keep it Current
- Watch your language and keep emotions under control

Online Etiquette (2 of 2)

- Avoid multitasking
- Don't waste other's time with sloppy (unsystematic) or incomplete messages
- Never assume privacy: assume that anything you type could be stored, forwarded or saved.
- Be careful of online commenting mechanism
- Respect boundaries of time and virtual space: don't assume people are available to discuss work matters around the clock

4. Telephone Etiquette

- Be conscious of how your voice sounds
- Be courteous (polite) when you call someone
- Convey a professional attitude when answering calls
- End calls with courtesy and clarity
- Use voicemail to help callers
- Be considerate when leaving voicemail messages. Unless voicemail is the only choice. When you do, make it as brief as possible. Leave your name, number, reason for calling, and times you can be reached.

5. Mobile Devices Etiquette

- Avoid obnoxious or inappropriate ringtones
- Mute phones during meetings
- Don't be loud in open spaces
- Don't talk right next to someone else
- Limit personal calls while at work
- Don't make calls in restrooms or other inappropriate places
- Avoid texting when others are with you



Chapter 3

Communication Challenges in a
Diverse, Global Marketplace

Learning Objectives

- 3.1** Discuss the opportunities and challenges of intercultural communication.
- 3.2** Define cultural competency, and explain the influence of culture on business communication.
- 3.3** Explain the importance of recognising cultural variations, and list eight key dimensions of cultural diversity.
- 3.4** List four general guidelines for adapting to any business culture.
- 3.5** Identify six steps you can take to improve your intercultural communication skills.

Understanding the Opportunities and Challenges of Communication in a Diverse World

- **LO 3.1** Discuss the opportunities and challenges of intercultural communication.

The Opportunities in a Global Marketplace

- International communication skills provide
 - Increased profits
 - Increased revenue
 - Increased market share
 - More valued employees
- Effective communication is important to cross-cultural and global business.

The Advantages of a Diverse Workforce

1. A broader range of views and ideas
2. A better understanding of diverse, fragmented (diverse) markets
3. A broader pool of talent from which to recruit
4. Differences in everything from age and gender identification to religion and ethnic enrich the workplace.

The Challenges of Intercultural Communication

1. Connecting with and Motivating Diverse Employees
 2. Fostering cooperation and Harmony (compatibility) in Diverse Teams
 3. Ensuring that Messages are Sent, Received, and Properly Encoded
- **Note:** the greater the difference between cultures, the greater the chance for misunderstanding.

Cultural Influences Affect

- Culture influences everything about communication, including
 1. Language
 2. Nonverbal signals
 3. Word meaning
 4. Time and space issues
 5. Rules of human relationships

Developing Cultural Competency

- **LO 3.2** Define cultural competency and explain the influence of culture on business communication.
- ***Cultural competency*** includes appreciation for cultural differences that affect communication and the ability to adjust one's communication style to match the situation.

Understand the Concept of Culture

- **Culture** is a shared system of symbols, beliefs, attitudes, values, expectations, and norms for behaviour
- We Each Belong to Several Cultures, each with its Own Special Language and/or Customs
 - Ethnic group
 - Religious group
 - Professional group
 - Political party

Understanding the Concept of Culture

- **Automatic:** you follow them without thinking about them
- **Coherent (logical):** certain norms may not make sense to someone outside the culture, but make sense to those inside.
- **Complete:** able to answer all of life's big questions (Where did I come from? Who am I? Why am I here? How should I live? Where am I going? What is the purpose of life?)

Recognising Variations in a Diverse World

- **LO 3.3** Explain the importance of recognising cultural variations, and list eight key dimensions of cultural diversity.

Cultural pluralism

- ***Cultural pluralism***: the practice of accepting multiple cultures on their own terms. A few simple habits can help:
 1. **Avoid assumptions**: Don't assume that others will act the same way you do.
 2. **Avoid judgments**: When people act differently, don't conclude that they are in error or that their way is invalid.
 3. **Acknowledge distinctions**: Don't ignore the differences between another person's culture and your own.

Major Dimensions of Cultural Diversity

1. Contextual Differences
2. Legal and Ethical Differences
3. Social Differences
4. Nonverbal signals
5. Age Differences
6. Gender Differences (male/female)
7. Religious Differences
8. Ability Differences

1. Contextual Differences

High-Context Culture

Relies More on Nonverbal Communication

Less Emphasis on Verbal Communication

Indirect Method of Communication

Goal is to Build Relationships Rather Than Exchange Information

Examples: China, Japan and Arab nations

Low-Context Culture

Relies More on Verbal Communication

Less Emphasis on Nonverbal Communication

Direct Method of Communication

Goal is to Exchange Information Rather Than Build Relationships

Examples: USA, Germany, UK

2. Legal and Ethical Differences

- Actively Seek Mutual Ground
- Send and Receive Messages Without Judgment
- Send Messages that are Honest
- Show Respect for Cultural Differences

3. Social Differences

- **Attitudes Toward Work and Success**
- **Roles and Status:** Culture influences the roles people play, including who communicates with whom, what they communicate, and in what way
- **Use of Manners:** What is polite in one culture may be considered rude in another
- **Concepts of Time:** people from high-context cultures often see time as more flexible.
- **Future Orientation:** planning for and investing in the future
- **Openness and Inclusiveness:** accepting and dealing with others from different cultures.

4. Nonverbal Signals

- **Greetings.** Do people shake hands, bow, or kiss lightly (on one side of the face or both)? Do people shake hands only when first introduced or every time they say hello or goodbye?
- **Personal space.** When people are conversing, do they stand closer together or farther away than you are accustomed to?
- **Touching.** Do people touch each other on the arm to emphasise a point or slap each other on the back to show congratulations?
- **Facial expressions.** Do people smile at strangers, for example? This is common behaviour in the United States but is not universal.
- **Eye contact.** Do people make frequent eye contact or avoid it? Frequent eye contact is often taken as a sign of honesty and openness.
- **Posture.** Do people relax in the office and in public, or do they sit up and stand up straight?
- **Degree of Formality.** In general, does the culture seem more or less formal than yours?

5. Age Differences

- **Every generation has been shaped by dramatically different world events, social trends, and technological advances.**
- **The Silent Generation** (born 1928–1945)
- **Baby Boomers** (1946–1964)
- **Generation X** (1965–1980):
- **Millennials** (1981–1996)
- **Post-Millennials** (Generation Z) (1997– until now)

6. Gender Differences (male/female)

- The perception of men and women in business varies from culture to culture.
- Gender Representation in Management Roles
- Different Communication Styles

7. Religious Differences

- Religion brings the potential for controversy and conflict in the workplace setting.
- Many employees believe they should be able to follow and express the belief of their faith in the workplace.

8. Ability Differences

- **Respect for Individuals**
 - Neurodiversity: differences in brain function and behaviours traits (e.g., autism, anxiety)
- **Sensitivity to Differences:** respect and accept differences
- **Availability of Assistive Technologies:** help people with disabilities perform activities, interact, enjoy mobility in the workplace.

Adapting to Other Business Cultures

- **LO 3.4** List four general guidelines for adapting to any business culture.

Guidelines for Adapting to Any Business Culture

1. Become aware of your own culture and others' culture.
2. Be careful about applying the “Golden Rule”: Treat people the way you want to be treated.
3. Be accommodating and respectful, even if you don't understand or agree
4. **Practice patience:** when somebody makes a mistake be patient. **Maintain a sense of humour:** When you make a mistake, simply apologise

Improving Intercultural Communication Skills

- **LO 3.5** Identify six steps you can take to improve your intercultural communication skills.

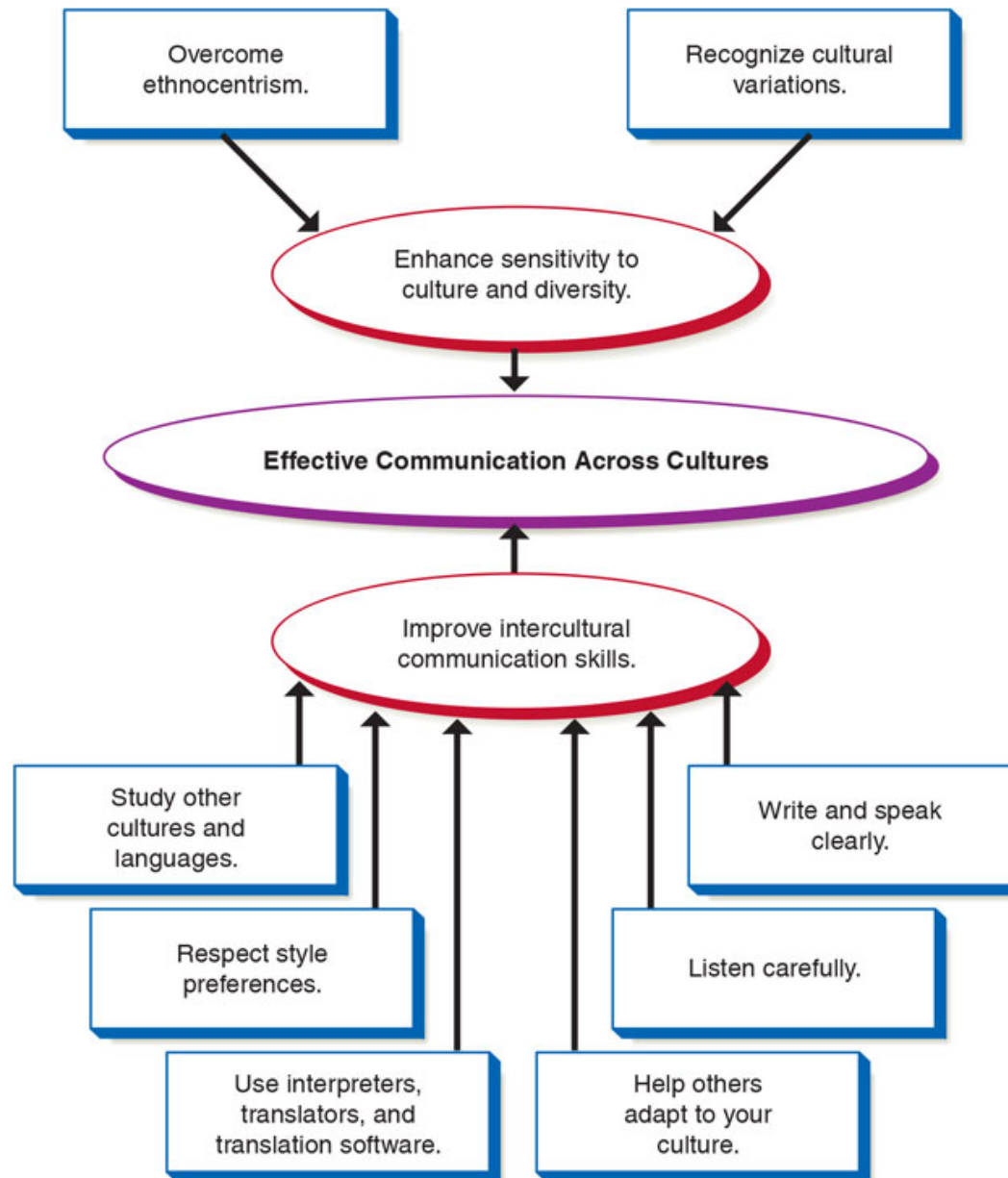
Studying Other Cultures

- In order to adapt your communication to another culture, you should follow these steps:
 1. Knowledge, Ability, and Motivation
 2. Research, Practice, and Honest Effort
 3. Websites, Books, Print Media, Music, and Apps
- Note: Successful intercultural communication can require the modification of personal communication habits.

Overcoming Ethnocentrism and Stereotyping

- **Ethnocentrism** is the tendency to judge other groups according to the standards, behaviours, and customs of one's group. It is also the belief that your **culture** is natural and correct while other people's **cultures** are incorrect (e.g., Judging people's Cultural Outfits).
- **Stereotyping** (distorted views) is an often unfair and untrue belief that many people have about all people or things with a particular characteristic or culture. (e.g., only boys can play sports, Asian are good at math, Africans are great athletic).

Overcoming Ethnocentrism and Stereotyping



Studying Other Languages

- Learning another language can be done through:
 1. Learning common Phrases for Everyday Business and Social Situations
 2. Mobile Devices, Mobile Apps, and Websites
- **Note:** The ability to communicate in more than one language can make you a more competitive job candidate and can open up a wider variety of career opportunities.

Writing Clearly (1 of 2)

- Follow these recommendations to make sure your message can be understood:
 1. Choose words carefully: Look for short, precise words that say exactly what you mean.
 2. Avoid words with multiple meanings
 3. Write short, clear sentences
 4. Keep paragraphs short
 5. Use transitions generously: such as in addition and first, second, and third.

Writing Clearly (2 of 2)

6. Address international correspondence properly
7. Cite numbers and dates in local formats: for example, 12-05-22 refers to December 5 in the year 2022, but in many other countries, it means May 12.
8. Avoid slang phrases

Speaking and Listening Clearly

- To be more effective in intercultural conversations, remember these tips:
 1. Adjust content and style
 2. Be aware of nonverbal communication styles and cultural norms
 3. Speak slowly and clearly
 4. Ask for feedback and rephrase as necessary
 5. Confirm for agreement

Using Interpreters, Translators, and Translation Software

- **Interpreters** – for spoken communication
- **Translators** – for both spoken and written communication
- **Computerised Translation Tools**

Helping Others Adapt to Your Culture

1. Look for Opportunities to Help
 2. Offer Advice on Word Choice
 3. Suggest Appropriate Communication Styles and Media
 4. Help Simplify the Communication Process
- **Important:** Helping others adapt to your culture; leads to creating a more productive workplace and teaches you about their cultures as well.



Chapter 4

Planning Business Messages

Learning Objectives (1 of 2)

- 4.1** Describe the three-step writing process.
- 4.2** Explain why it's important to analyse a communication situation in order to define your purpose and profile your audience before writing a message.
- 4.3** Discuss information-gathering options for simple messages, and identify three attributes of quality information.

Learning Objectives (2 of 2)

- 4.4** List the factors to consider when choosing the most appropriate medium for a message.
- 4.5** Explain why a good organisation is important to both you and your audience, and list the tasks involved in organising a message.

Understanding the Three-Step Writing Process

- **LO 4.1** Describe the three-step writing process.

Figure 4.1 The Three-Step Writing Process

1

Plan



2

Write



3

Complete

Analyze the Situation

Define your purpose and develop an audience profile.

Gather Information

Determine audience needs and obtain the information necessary to satisfy those needs.

Choose Medium and Channel

Identify the best combination for the situation, message, and audience.

Organize the Information

Define your main idea, limit your scope, select the direct or indirect approach, and outline your content.

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.

Compose the Message

Choose strong words that will help you create effective sentences and coherent paragraphs.

Revise the Message

Evaluate content and review readability; edit and rewrite for conciseness and clarity.

Produce the Message

Use effective design elements and suitable layout for a clean, professional appearance.

Proofread the Message

Review for errors in layout, spelling, and mechanics.

Distribute the Message

Deliver your message using the chosen channel; make sure all documents and all relevant files are distributed successfully.

First: Planning Business Messages

1. **Analyse the Situation:** Understanding the situation is essential for getting the content of a message right.
2. **Gather the Information:** do some research and analysis before you begin writing.
3. **Choose a Medium and Channel:** the medium is the *form* a message takes, and the channel is the *system* used to deliver the message.

Note: Medium is divided into *oral*, *written*, and *visual* forms and can be distributed through *digital (printed letter)* and *non-digital* channels (email).

4. **Organise the Information:** help the audience understand and accept your messages.

Second: Writing Business Messages

1. Adapt to Your Audience

- Sensitivity
- Relationship skills
- Appropriate writing style

2. Compose Your Message

- Choosing strong words
- Creating effective sentences
- Developing coherent paragraphs

Third: Completing Business Messages

1. Revise the Message
2. Produce the Message
3. Proofread the Message
4. Distribute the Message

Analysing the Situation

- **LO 4.2** Explain why it's important to analyse a communication situation in order to define your purpose and profile your audience before writing a message.

Defining Your Purpose

- All business messages have a general and specific purpose:

General Purpose	Specific Purpose
Inform	What You Hope to Accomplish
Persuade	What the Audience Will Do
Collaborate	What the Audience Will Think

Analysing Your Purpose

- After you have defined your specific purpose, take a moment for a reality check. Ask these questions:
 1. Will Anything Change as a Result of Your Message?
 2. Is Your Purpose Realistic?
 3. Is the Time Right?
 4. Is Your Purpose Acceptable to Your Organization?

Developing An Audience Profile

- An audience profile answers key questions about your readers or listeners:
 1. Who are they?
 2. How many people do you need to reach?
 3. How much do they already know about the subject?
 4. What is their probable reaction to your message?
- **Note:** The more you know about your audience members and their needs and expectations, the more effectively you'll be able to communicate with them.

Gathering Information

- **LO 4.3** Discuss information-gathering options for simple messages and identify three attributes of quality information.

Using Informal Techniques

- **Informal techniques to gather insights and guide your research efforts:**

1. **Consider the Audience's Perspective:** put yourself in the audience's position
2. **Listen to the Community**
3. **Read Reports and Other Company Documents:** annual reports, financial statements, marketing reports, and customer surveys are just a few of the many potential information sources.
4. **Talk with Supervisors, Colleagues, or Customers**
5. **Ask Your Audience for Input:** If you're unsure what audience members need from your message, ask them, if possible

Be Sure the Information is Ethical

- Is the Information Accurate? You have a responsibility to provide quality information to your readers.
- Is the Information Ethical? Omitting important information can be an unethical decision.
- Is the Information Pertinent (related to the subject) focusing on the information that concerns your audience the most.
- **Note: MOBILE APP** - Evernote helps you collect, organise, and retrieve information when planning your writing projects.

Selecting the Best Combination of Media and Channels

- **LO 4.4** List the factors to consider when choosing the most appropriate medium for a message.

Oral Medium

In-Person Channel	Digital Channel
One-on-one Conversations	Telephone Calls
Informal Lunches	Podcasts (digital audio)
Speeches or Presentations	Voicemail Messages (spoken message)

Written Medium

Print Channel	Digital Channel
Routine Memos	Tweets and Text Messages
Business Letters	Website Content
Reports and Proposals	Book-Length Reports in PDF Format

Visual Medium

Print Channel	Digital Channel
Photographs	Infographics (e.g., chart or diagram)
Diagrams	Interactive Diagrams and Animation
Charts and Graphs	Digital Video

The Unique Challenges of Communication on Mobile Devices

- Screen Size and Resolution
- Input Technologies
- Bandwidth (range or capacity), Speed, and Connectivity Limitations
- Data Usage and Operational Costs

Factors to Consider When Choosing Media and Channels

- **Urgency:** some media establish connections with the audience faster than others.
- **Cost:** financial factors
- **Audience Preferences:** sometimes audiences prefer a particular media and a channel combination.
- **Security and Privacy:** networks could get hacked or messages will be forwarded beyond their original recipients.

Organising Your Information

- **LO 4.5** Explain why a good organisation is important to both you and your audience, and list the tasks involved in organising a message.

Benefits of Effective Organization

1. Helps Readers

Understand Message

Increased Acceptance of Message

Saves Time

2. Helps Writers

Use Clear Logic

Write Succinctly and Clearly

Build Reputation

Generating Creative Ideas

- If your main idea isn't clear, try multiple creative approaches to clarify and refine it. Consider a variety of techniques to define your main idea:
 1. **Brainstorming:** working alone or with others
 2. **Journalistic Approach:** asks *who, what, when, where, why, and how* questions to distil (extract) major ideas from unorganised information.
 3. **Question-and-Answer Chain**
 4. **Storyteller's Tour**
 5. **Mind Mapping:** generating ideas using graphics. Start with the main idea and then identify every related idea that comes to mind.

Example: mind mapping



Limiting Your Scope

The scope of your message is the range of information you present, the overall length, and the level of detail, all of which need to correspond (agree with) to your main idea.

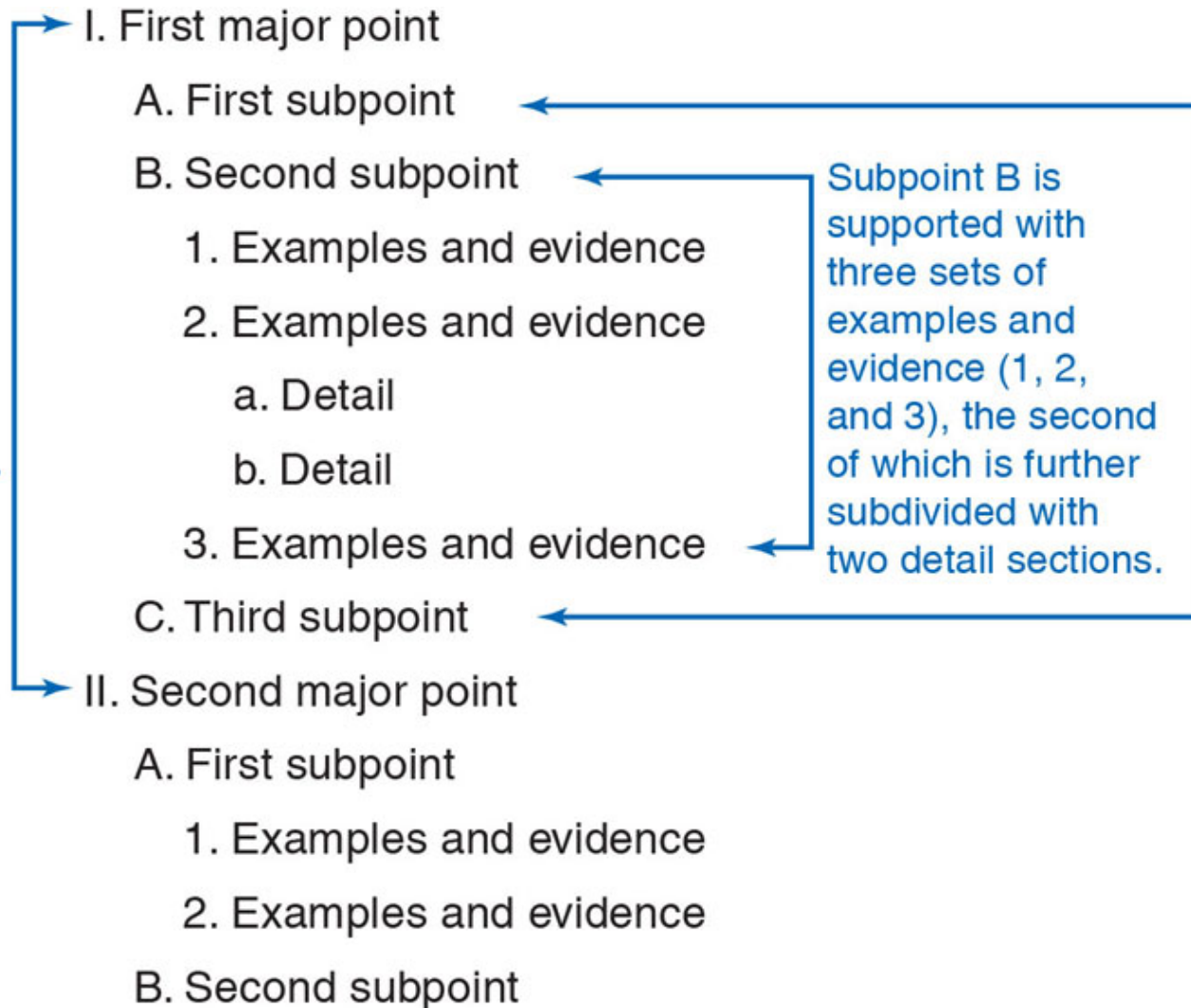
- Information You Present
- Overall Length
- Level of Detail

Outlining Your Content

- Outlining saves time and Creates Logical and Effective Organization of your message including:
 1. Major Points
 2. Supporting Details
 3. Visualisation of Relationships Among Various Parts

Organising Your Thoughts with a Clear Outline

The particular message is divided into two major points (I and II).



Subpoint B is supported with three sets of examples and evidence (1, 2, and 3), the second of which is further subdivided with two detail sections.

The first major point is divided into three subpoints (A, B, and C).

Adapting to Your Audience: Building Strong Relationships

- **LO 4.6** Identify seven characteristics that build and maintain a communicator's credibility. Explain the value of using plain language.

Establishing Your Credibility

1. Honesty
2. Objectivity: look at all sides of an issue.
3. Awareness of audience needs
4. Credentials (certificates), knowledge, and expertise
5. Endorsements: acceptance or approval
6. Performance

Explain the value of using plain language

1. Helps Audience Easily Grasp Meaning
 2. Supports the “You” Attitude
 3. Shows Respect for the Audience
 4. Increases Productivity
 5. Helps Diverse, Global Audiences
- **Note:** Plain language can make companies more productive and more profitable because people spend less time trying to figure out messages that are confusing or aren't written to meet their needs

Using Words Effectively

- Choose strong, precise words
- Choose familiar words
- Use jargon carefully: special words used by a profession or a group that are difficult for others to understand. Using jargon is often an efficient way to communicate within the specific groups that understand these terms.

Creating the Elements of a Paragraph

- Most paragraphs consist of

1. Topic Sentence	2. Support Sentences	3. Transitions
Summary of the General Idea	Support and Expand the Topic	Help Readers Move Between Sentences and Paragraphs
Reminds Reader of the Purpose of Each Paragraph	Clarify and Justify the Topic	Creates a Smooth flow (E.g., and, but, or, nevertheless, however, in addition.

Choosing the Best Way to Develop Each Paragraph

- Five ways to develop paragraphs:
 1. **Illustration:** Giving examples that demonstrate the general idea
 2. **Comparison or contrast:** Using similarities or differences to develop the topic.
 3. **Cause and effect:** Focusing on the reasons for something
 4. **Classification:** Showing how a general idea is broken into specific categories
 5. **Problem and solution:** Presenting a problem and then discussing the solution

Revising Your Message: Evaluating the First Draft

- **LO 4.7** Discuss the value of careful revision and describe the tasks involved in evaluating your first drafts and the work of other writers.

Evaluating Your Content, Organization

Style, and Tone (1 of 2)

- **To evaluate the content of your message, ask yourself these questions:**
 1. Is the information accurate?
 2. Is the information relevant to the audience?
 3. Is there enough information to satisfy the readers' needs?
 4. Is there a good balance between general information and specific information?

Evaluating Your Content, Organization Style, and Tone (2 of 2)

5. Are all the points covered in the most logical order?
6. Do the most important ideas receive the most space and are they placed in the most prominent positions?
7. Would the message be more convincing if it were arranged in a different sequence?
8. Are any points repeated unnecessarily?
9. Are details grouped together logically, or are some still scattered throughout the document?

Creating Readable Documents

Readability Indexes	Skimmable Documents
Words	Key Ideas
Sentences	Conclusions
Paragraphs	Recommendations

- **Skimmable: read through quickly. Back to reading the documents when the time permits.**

Editing for Clarity

- Five steps you can take to improve the clarity of your writing:
 1. Break Up Overly Long Sentences
 2. Impose Parallelism: shows that the ideas are related, of similar importance, and on the same level of generality.
 3. Reword Long Noun Sequences
 4. Clarify Sentence Structure
 5. Clarify Awkward References: If you want readers to refer to a specific point in a document, avoid vague references such as *the above-mentioned*, *as mentioned above* and *the former*. Use a specific pointer such as “as described in the second paragraph on page 162.”


Editing for Conciseness

- Three steps you can take to achieve conciseness of your writing:
 1. Delete Unnecessary Words and Phrases
 2. Replace Long Words and Phrases
 3. Eliminate Redundancies

Designing for Readability

- To achieve an effective design, pay careful attention to the following design elements:
 1. **Consistency:** Throughout each message, be consistent in your use of margins, typeface, type size, and space
 2. **Balance:** formal and less formal design
 3. **Restraint:** simpler and fewer (avoid too many design elements, too many typefaces, too many colours)
 4. **Detail:** understanding the use of white space, margins and type styles.

Document Design Elements

1. **White Space:** Any space that doesn't contain text or artwork. It provides visual contrast and important resting points for your readers.
2. **Margins:** the space around text and between text columns.
3. **Justification:** they are *flush* or aligned vertically, on both the left and the right.

4. **Type Styles:** boldface, italic, underlining, colour
 - **MOBILE APP:** Genius Scan lets you scan documents with your phone and create PDFs on the go.

Designing Messages for Mobile Devices

- You can follow these steps to format that content for mobile devices:
 1. **Think In Small Chunks:** Remember that mobile users consume information one screen at a time.
 2. **Use White Space Generously**
 3. **Format Simply:** avoid complex figures or tables.
 4. **Experiment With Layouts:** consider horizontal and vertical layouts. As most phones and tablets can automatically rotate their screen from horizontal to vertical.

Proofreading Your Message

- **The importance of proofreading:**

1. Identifying language Errors

2. Missing Material

3. Design Errors

4. Typographical Errors

Careful Proofreading (1 of 2)

- **Make Multiple Passes:** Go through the document several times, focusing on a different aspect each time. For instance, look for content errors the first time and layout errors the second time.
- **Use Perceptual Tricks:** To keep from missing errors. Try reading pages backwards, placing your finger under each word and reading it silently, covering everything but the line you're currently reading, or reading the document aloud.
- **Focus on High-Priority Items:** Double-check the spelling of names and the accuracy of dates, addresses, and any number
- **Give Yourself Some Distance:** don't proofread immediately after finishing a document.

Careful Proofreading (2 of 2)

- **Be Vigilant:** Avoid reading large amounts of material in one sitting.
- **Stay Focused:** try not to proofread when you're tired.
- **Review Complex Digital Documents on Paper:** print the materials so you can review them on paper.
- **Take Your Time:** Quick proofreading is not careful proofreading.

Distributing Your Message

- **Discuss the most important issues to consider when distributing your messages.**
 1. **Cost:** Printing, binding, and delivering reports can be expensive
 2. **Convenience:** make sure your audience can access and use the material you send.
 3. **Time:** consider delivering your message on the same day, week or month based on its importance.
 4. **Security and Privacy:** for example, Instead of sending word processor files, you can convert your documents to PDF files, which are more immune to viruses and editing.



Chapter 5

Workplace Correspondence:

Memos, E-mail, Text

Messages, and Business

Letters

Learning Objectives

- 5.1** Compose clear, focused memos.
- 5.2** Use e-mail efficiently.
- 5.3** Create clear, concise text messages.
- 5.4** Write effective business letters in a variety of situations.

Learning Objectives (2 of 2)

- 5.4** List the factors to consider when choosing the most appropriate medium for a message.
- 5.5** Explain why a good organisation is important to both you and your audience, and list the tasks involved in organising a message.

Memos

- **Key Characteristics of Memos**

1. Traditionally used for internal communication
2. The purpose is to inform and create a written record
3. Direct and concise; maximum of 3-4 paragraphs
4. Standard format features
 - The word “Memo” or “Memorandum” at top
 - Dateline
 - “To” and “From” lines
 - Subject line: like a concise newspaper headline
 - Content in paragraph format

Figure 5.1 Basic Memo Format

**CITY
MANUFACTURING CO.**

MEMORANDUM

DATE: May 13, 2019

TO: All Employees

FROM: Susan Lemley, Manager, Personnel Department *SL*

SUBJECT: James Mahan

As many of you already know, James Mahan of the maintenance department was admitted to Memorial Hospital over the weekend and is scheduled to undergo surgery on Tuesday.

Although Jim will not be receiving visitors or phone calls for a while, you may want to send him a “Get Well” card to boost his spirits. He’s in Room 325.

We’ll keep you posted about Jim’s progress.

From line is often initialled

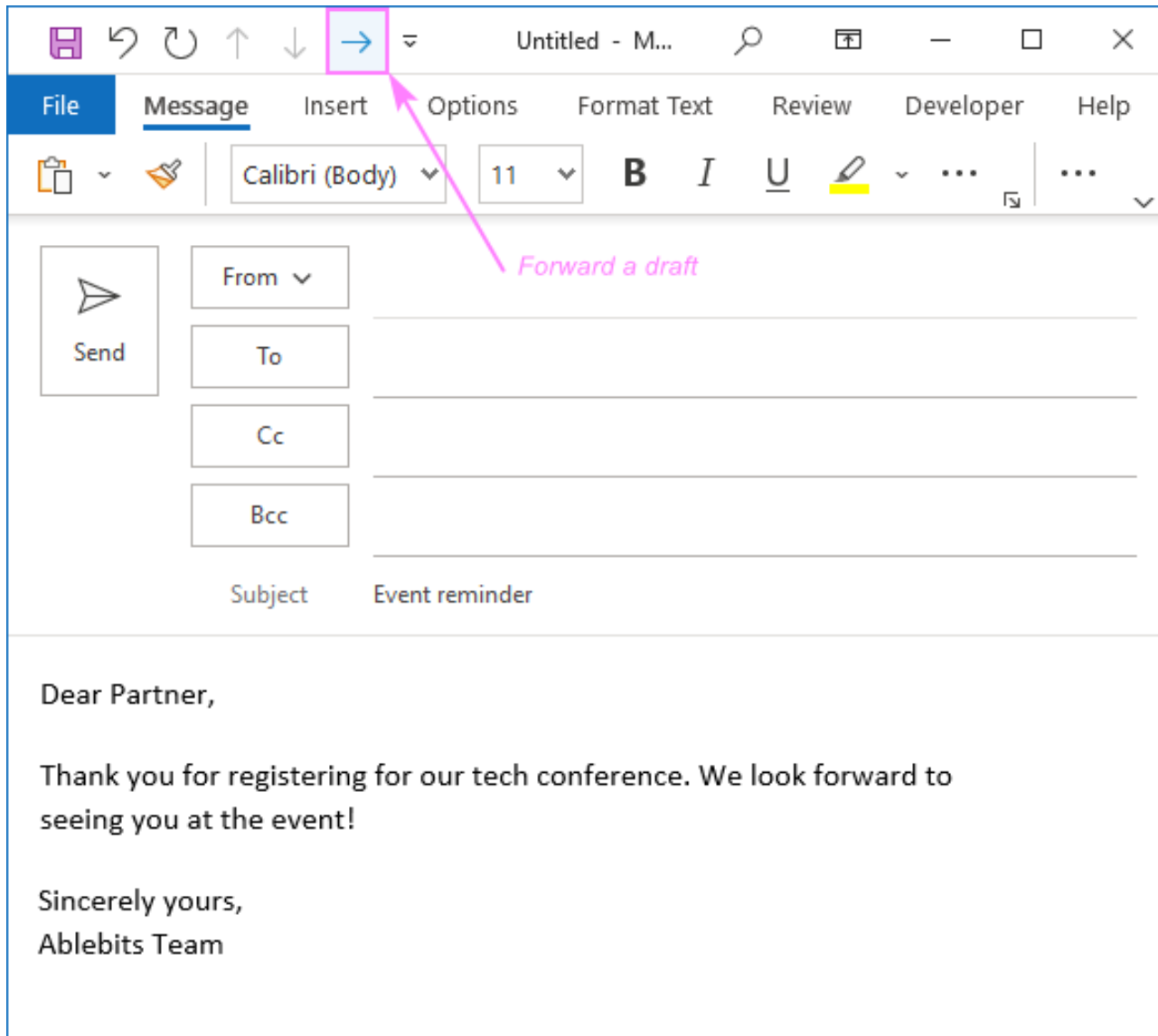
Paragraph breaks segment content

E-mail (1 of 5)

- **Benefits of E-mail:**

1. Accessible from anywhere
2. Simple, quick and easy to use
3. Email is paperless, and therefore, beneficial for the planet.
4. Email allows for easy referencing. Messages that have been sent and received can be stored, and searched through safely and easily
5. Email allows for the mass sending of messages

Figure 5.2 E-mail Format (2 of 5)



E-mail (3 of 5)

Drawbacks or disadvantages of E-mail:

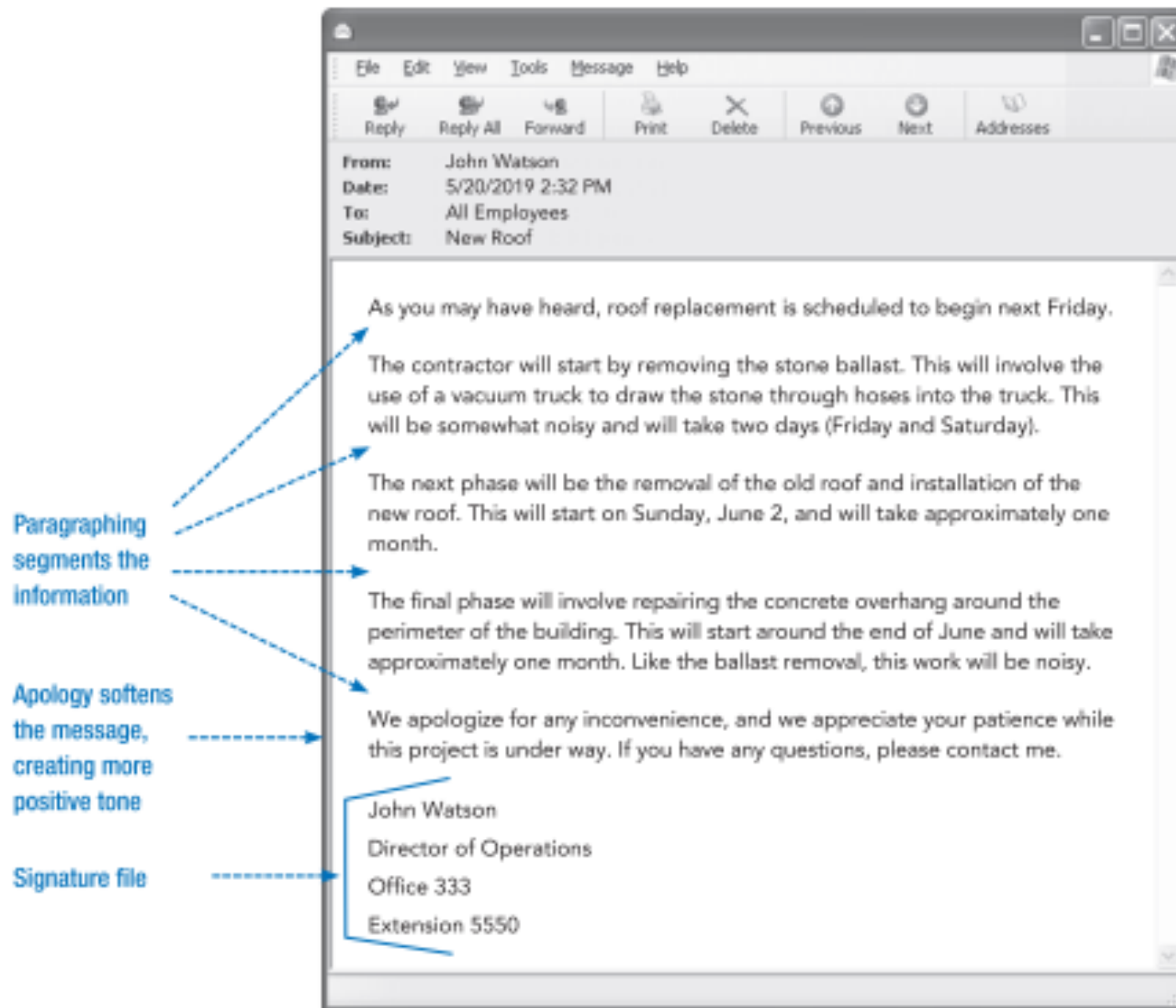
1. Information overload: Too many people send too much information.
2. Email lacks a personal touch: some things should be verbally communicated
3. Email can cause misunderstandings. Because email does not include nonverbal communication
4. Email messages can contain viruses.
5. Time-Consuming: Reading, writing, and responding to emails can take up vast amounts of time and energy.
6. Insecure: Emails are a common target for hackers seeking sensitive information, such as financial, political, or personal messages or documents.

E-mail (4 of 5)

Helpful Tips to improve email communication:

1. Proofread carefully to avoid errors
2. Encourage employees to delete unnecessary emails
3. Optimise your subject line: Make your email stand out and are fit for purpose.
4. Ensure readability: Use a suitable structure and layout.
5. Be concise: Do not make others waste time reading lengthy messages
6. Use the e-mail system to create a signature file (full name, occupation or position, phone number or website)

Figure 5.3 E-mail with Signature File (5 of 5)



Text Messages (1 of 2)

Text Messaging

- Cell phone-to-cell phone communication
- Often the fastest and most practical way to communicate
- Well-suited to today's multitasking environment
 - Allows communication while away from a computer
 - Should never be done while driving or operating machinery

Text Messages (2 of 2)

- Helpful Tips to improve text messages communication:
 1. Avoid text shortcuts and slang
 2. Don't use texting for important or sensitive subjects
 3. Use employer-provided cell phones for business purposes only
 4. Messages should be brief and clear
 5. Write out words, not emojis

Business Letters (1 of 5)

- A business Letter is a professional, formal letter that is sent by one company to another.
- These letters can be used for professional correspondence between business clients, employees, stakeholders, and individuals.

Business Letters (2 of 5)

- Purpose of Business Letters: typically used for external communication:
 1. Inquiries
 2. Sales
 3. Orders
 4. Collections
 5. Claims
 6. Adjustments
 7. Inform or instruct

Business Letters (3 of 5)

- **Standard Components of business letter:**
 - Sender's address
 - Date
 - Recipient's address
 - Salutation
 - Body of letter
 - Complimentary close
 - Sender's signature
 - Sender's name and title
 - Enclosure (if applicable)
- **“Full block” style is the norm for business letters**
 1. Every line begins at the left margin
 2. Single-spaced; double-spaced between blocks of text

Business Letters (4 of 5)

Date line

Inside address

Salutation

Body

Complimentary Close

Signature

Enclosures

Paragraph-Symbols ¶

Date-Line ¶ → September 19, 2016 ¶

Address ¶ → Ms. Betty Brown ¶
Frame Company Inc. ¶
12999 Bellevue Lane ¶
San Francisco, Ca 95226 ¶

Salutation ¶ → Dear Ms. Brown: ¶

Body ¶
I was delighted to hear how popular our line of modern picture frames has been with your customers. We have just added a new line of Art Deco frames that appeals to customers with a similar eye for current trends. I've enclosed a brochure with color photographs of each of the ten sizes in the line, measurement and component information, and prices. I'm sure this line will be as big a winner for you as the modern line has been. ¶
I'd like to be able to ship an introductory assortment of 100 frames as soon as I get a purchase order from you. Once you've looked at the photographs, you might find you prefer particular sizes. We'll be glad to put together a shipment that includes exactly the mix you want. ¶
I'll call you early next week to discuss how you'd like to proceed. ¶

Complimentary Close ¶ → Sincerely, ¶

Signature ¶ → Bob Smith ¶
Sales Manager ¶

Enclosures ¶ → Enclosure-[1] ¶

Figure 5.4

Inquiry Letter in Full Block Style



THE
WEEKLY NEWS

P.O. Box 123

Littleton, NY 13300

Telephone (315) 555-1234 • Fax (315) 555-4321

February 25, 2019

Single-spacing
within each block
of print

Chief Joseph Kealy
Littleton Police Department
911 Main St.
Littleton, NY 13300

Double-spacing
between blocks

Dear Chief Kealy:

It is our understanding that a Littleton resident, Mr. Alex Booth, is the subject of an investigation by your department, with the assistance of the county district attorney. In keeping with the provisions of the New York Freedom of Information Law, I'm requesting information about Mr. Booth's arrest.

This information is needed to provide our readership with accurate news coverage of the events leading to Mr. Booth's current situation. The *Weekly News* prides itself on fair, accurate, and objective reporting, and we're counting on your assistance as we seek to uphold that tradition.

Because the police blotter is by law a matter of public record, we appreciate your full cooperation.

Additional spacing
to accommodate
signature

Sincerely,

Nancy Muller

Nancy Muller, Reporter

Business Letters (5 of 5)

Helpful Tips to improve business letter communication:

1. Keep it short, concise and simple: limit it to one page
2. Proofread: grammar, spelling, punctuation
3. Use Non-Discriminatory Language (e.g., race, religion)
4. Identify your audience
5. Be complete: state all the information necessary for the recipient



Chapter 6

Job Application Process, Oral Presentations and Proposals

Learning Objectives

- 6.1** Use the Internet to network and locate employment opportunities.
- 6.2** Compose an effective cover e-mail.
- 6.3** Craft an impressive résumé.
- 6.4** Interview successfully.
- 6.5** Produce a timely follow-up.
- 6.6** Apply preparation techniques to build confidence for public speaking.

Job Search

Key Points

- Successful job candidates network productively
 - It's always been helpful to “know somebody”, but using the Web is important in today's job market
 - Use social media and other professional networking sites
 - Be sure all posted content is appropriate
- Investigate employment-related websites

Cover Letter (1 of 3)

- An **email cover letter** is a document sent with your resume to provide additional information on your expertise

Purpose of cover letter:

1. Providing information on why you are qualified for the job you are applying for
2. Explaining the reasons for your interest in the company
3. Highlighting skills, experience and achievements in relation to the position you're applying for

Types of Cover letters (2 of 3)

- **There are four general categories of cover letters:**

1. Application cover letter: is used to apply for a job
2. Referral cover letter: is also used when applying for a job but mentions the name of a current employee who referred you to the open position
3. Letter of interest: is used to inquire about job openings at a company you want to work at.
4. Value proposition letter: is a summary that explains what makes you unique, such as your skills, accomplishments and the value you can add to a company.

Cover Letter Format (3 of 3)

1.

Contact information

Brian Cropper, MBA

Address: Main Steet, City

Email: your@email.com

Cell: (111) 123 - 456789

LinkedIn: linkedin.com

Chief Executive Officer

2.

Salutation, greeting

Hiring Manager's Name

Company Address

3.

Opening part

Dear (Insert name),

I am a successful CEO with a track record of growing businesses and increasing revenue. I am a strong leader who can drive growth and innovate, while motivating staff through clear business goals and vision.

I believe I'm suitable for this role because I can add significant value:

4.

Middle part

- **Leadership** – I led the global development and deployment of a Customer Success model and a cross-sell model which leveraged existing customer relationships to sell additional solutions. This resulted in adding more than 15% revenue in the first year.

I have a personal leadership style which promotes respect, trust and commitment which I combine with my drive for organisational strategy that moves the business forward.

- **Financial Management** – I have a deep understanding of strong financial business management. I have managed P&Ls for a third of the global business of Serrala, ensuring that business decisions are rooted in sound financial knowledge. This has resulted in top line revenue growth of more than 40% and profitability by 185% over the last 2 years.
- **Innovation** - I have a successful track record of developing innovative ways of working to improve the Customer Journey and to develop a more agile and collaborative internal methodology. This has led to a more Customer-centric focus increasing retention and reducing churn.

5.

Closing part

I would welcome the opportunity to meet to discuss the contribution I could make to this role, and to your overall organisation, and I hope to hear from you in due course. Please contact me at my telephone number or email address to find time for us to meet in person.

6.

Signature part

Thank you for your time. I am looking forward to hearing from you soon.

Yours sincerely,

Brian Cropper

Résumé (1 of 5)

- **A resume** is a short written description of your education, qualifications, and previous jobs which you send to an employer when you are trying to get a job.
- The reverse chronological resume is **the most common and traditional type of resume**.
 - With this resume format, you list your relevant work experience in reverse chronological order, beginning with your most recent position and proceeding backwards.

How to Write a Résumé (2 of 5)

- Here are some guidelines on how to write a good resume and what to include:
 1. Keep your resume clear and concise
 2. Proofread your resume numerous times
 3. Tailor your resume to suit the position you are applying for
 4. Highlight what you have accomplished
 5. Be honest
 6. You can include a volunteer experience section

Résumé (3 of 5)

- **Categories of Information:**

1. Contact: identification
2. Professional profile: a summary of your skills and work experiences
3. Education
4. Volunteer experience
5. Awards and certificates
6. Training and courses

Figure 6.1 Reverse Chronological Résumé, Layout 1

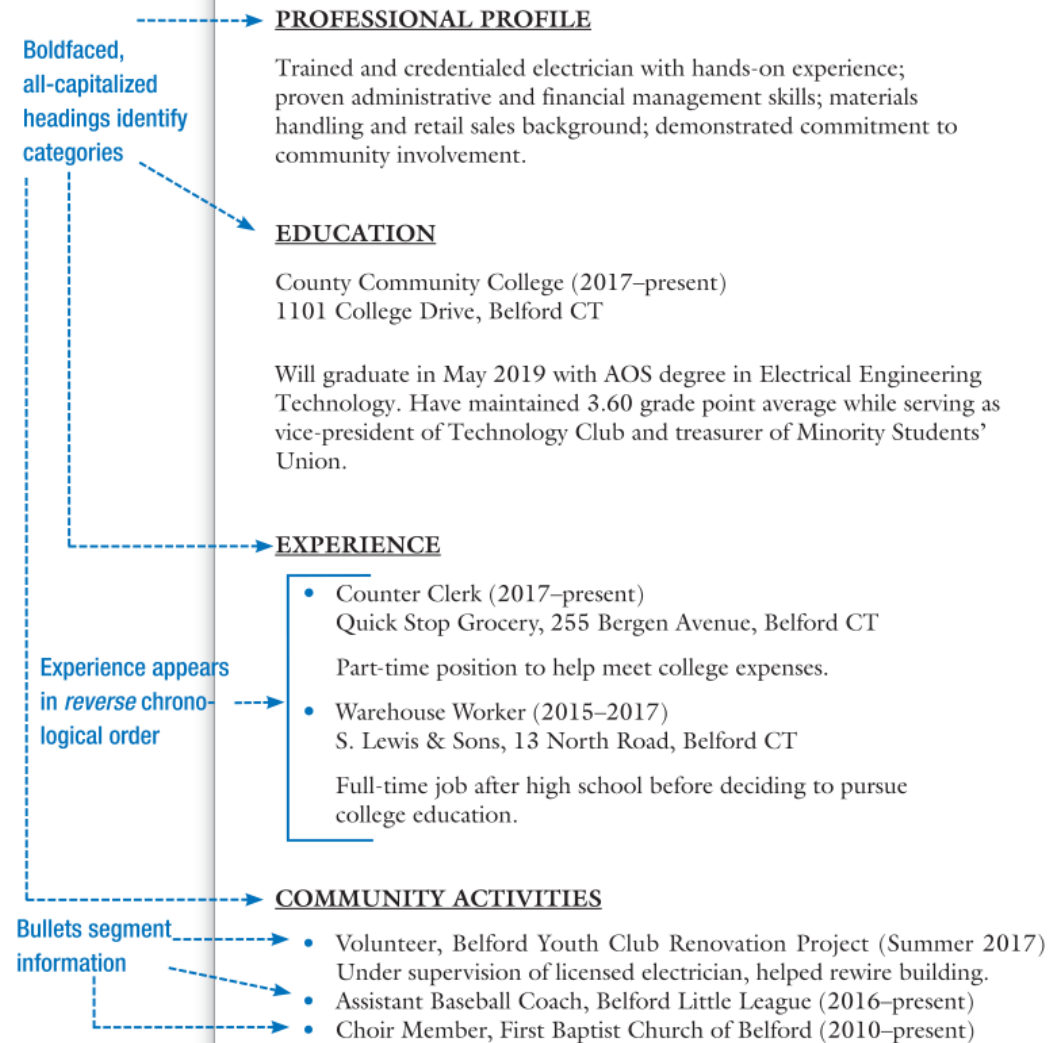
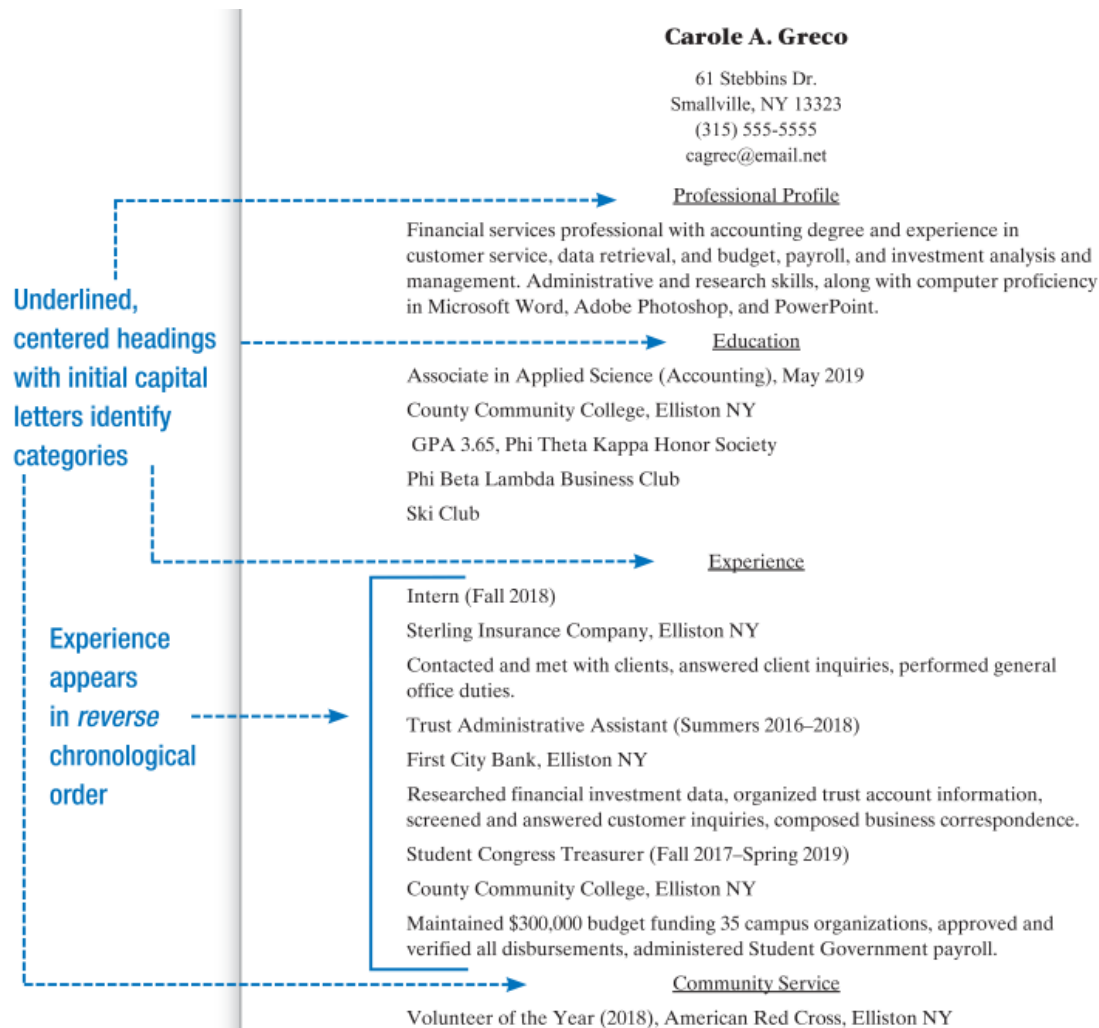


Figure 6.2 Reverse Chronological Résumé, Layout 2



Interview (1 of 4)

- **Tips to prepare for your interview:**
 1. Learn everything possible about the workplace and job
 2. Read existing literature about the employer
 3. Consult employment-related websites
 4. Talk to past and current employees
 5. Locate the interview site beforehand
 6. Get adequate sleep; eat, shower, meditate

Interview (2 of 4)

- **Ways to improve interview performance:**

1. Be on time
2. Stand up straight, speak in a calm and clear voice,
3. maintain eye contact, shake hands firmly
4. Bring several copies of your résumé
5. Turn off your cell phone
6. Follow guidelines for phone and Skype interviews
7. Dress appropriately for position and workplace
8. Be honest
9. Formulate questions of your own to show interest
10. Answer questions fully, avoid slang, don't use big words or exaggerate claims to be impressive

Follow Up Email After an Interview (3 of 4)

- **There are a few general components to include:**
 1. Subject line
 2. Greeting
 3. What you're following up on
 4. What you'd like to know
 5. Sign-off

Follow Up Thank You Email (4 of 4)

Subject line: Thanks for meeting with me

Dear {{Recipient Name}},

Thank you for taking the time to discuss the (job) position at (organisation).

After meeting with you and observing your (organisation), I am further convinced that my background and skills coincide well with your needs.

I really appreciate the time you took to acquaint me with your (organisation).

I feel I could learn a great deal and would certainly enjoy working with you.

I look forward to hearing from you concerning your hiring decision. Again, thank you for your time and consideration.

Yours sincerely,

Signature

Formal Name

Title or Position

Proposals (1 of 4)

- **A proposal** is a stating or putting forward something for consideration.
- **Main Objectives of the proposals:**
 1. Clearly summarise the situation or problem
 2. Explain how the proposal will correct the issue in detail
 3. Confirm the feasibility of a project, expected benefits, and possible negative consequences of not doing so
 4. Establish the writer's credentials and qualifications
 5. Provide a reliable timeline for completion

Types of Proposals (2 of 4)

- **What are the four types of proposals?**

1. Solicited: Situation or problem identified by the business.
Request for proposal (RFP) issued. no need to convince anyone of the problem's existence or importance.
2. Unsolicited: you may initiate a proposal yourself if you see a problem or an opportunity to make a beneficial change. Acceptance or rejection is often subjective
3. Internal: written by and for someone within the same organisation and are relatively short.
4. External: External proposals are sent outside of the writer's organisation

Format of Proposals (3 of 4)

- **Different Formats:**

1. Short proposals:

(for example letter, memo, email).

2. Long proposals:

(Can include many sections and resemble long reports. Sometimes written collaboratively).

Considerations for Writing Proposals (4 of 4)

- Addressing key considerations in proposals can help to achieve compatibility of the perspectives and expectations of those who develop proposals and the decision-makers who review them. These include:
 1. Purpose
 2. Impact
 3. Cost/assessment
 4. Execution/methods
 5. Risks

Oral Presentation (1 of 3)

- Oral presentations, also known as public speaking or simply presentations, consisting of **an individual or group verbally addressing an audience on a particular topic.**

- **There are different purposes for oral presentation:**
 1. educate
 2. inform
 3. entertain or
 4. present an argument.

Oral Presentation - Preparing To Present (2 of 3)

- **When practising your speech consider these aspects:**
 1. Speak slowly and clearly.
 2. Maintain eye contact with the audience.
 3. Maintain good posture so you can be clearly heard.
 4. Use a natural tone of voice.
 5. Practice improving your confidence.
 6. Practice pronunciation of difficult words
 7. Be mindful of your body language.
 8. Time yourself to make sure you are within the time limits
 9. Use examples, illustrations, and transitional phrases
 10. Avoid distracting mannerisms, slang, and expletives

Oral Presentation - Using PowerPoint (3 of 3)

- **Tips for Using PowerPoint:**

1. Keep slides simple and concise.
2. Be consistent in type size, font, design, and writing style from slide to slide
3. Clearly identify sources of information or visuals
4. Don't use distracting special effects
5. Avoid reading directly from slides
6. Be prepared to handle technical issues

Effective PowerPoint Slides Example

RESPONDING TO WORKPLACE EMERGENCIES

First PowerPoint Slide

KINDS OF EMERGENCIES

- Bomb Threat
- Fire
- Hazmat Spill
- Injury

Second PowerPoint Slide



BOMB THREAT

- Get Info from Caller
- Call Fire or Police Department
- Call Security
- Alert Supervisor

Third PowerPoint Slide



FIRE

- Pull Nearest Alarm
- Use Stairs, NOT Elevators
- Leave Building
- Go to Designated Area

Fourth PowerPoint Slide



HAZMAT SPILL

- Alert Others in Area
- Get Away from Spill
- Call 911
- Call Security

Fifth PowerPoint Slide



INJURY

- Call 911
- Call Company Nurse
- Call Security
- Provide Aid and Comfort

Sixth PowerPoint Slide

Ineffective PowerPoint Slides Example

Executive Summary

The US wireless data market grew 6% Q/Q and 22% Y/Y to exceed \$13.2B in mobile data service revenues in Q2 2010 - on track so far to meet our initial estimate of \$54B for the year.

Having narrowly edged NTT DoCoMo last quarter for the first time, Verizon Wireless continued to maintain its number one ranking for the 1H 2010 in terms of the operator with the most mobile data revenues (though the difference was thinner than the amoeba membrane). The total wireless connections for Verizon were almost 100M with 92.1M being the traditional subscriber base. Rest of the 3 top US operators also maintained leading positions amongst the top 10 global mobile data operators.

Sprint had the first positive netadd quarter in 3 years and has been slowly and steadily turning the ship around. T-Mobile did better on the postpaid netadds but overall additions declined again. The larger question for the market is if 4 large players can stay competitive. Generally, the answer is no. But these are different times and there are a number of permutations and combinations that are possible.

The US subscription penetration crossed 95% at the end of Q2 2010. If we take out the demographics of 5 yrs and younger, the mobile penetration is now past 100%. While the traditional net-adds have been slowing, the "connected device" segment is picking up so much that both AT&T and Verizon added more connected devices than postpaid subs in Q2 2010. Given the slow postpaid growth, operators are fiercely competing in prepaid, enterprise, connected devices, and M2M segments.

Data traffic continued to increase across all networks. By 1H 2010, the average US consumer was consuming approximately 230 MB/mo up 50% in 6 months. US has become ground zero for mobile broadband consumption and data traffic management evolution. While it lags Japan and Korea in 3G penetration by a distance, due to higher penetration of smartphones and datacards, the consumption is much higher than its Asian counterparts. Given that it is also becoming the largest deployment base for HSPA+ and LTE, most of the cutting edge research in areas of data management and experimentation with policy, regulations, strategy, and business models is taking place in the networks of the US operators and keenly watched by players across the global ecosystem.