

COMMUNICATION for BUSINESS and the PROFESSIONS

Strategies and Skills

7th edition

Judith Dwyer

Contents

Brief contents	v	Types of listening	38
Preface	xiv	Active listening	40
Visual preface	xxi	Barriers to listening	44
Part 1		The role of questions and feedback	45
THE COMMUNICATION FACTOR	1	The value of questions	46
		The value of feedback	47
Chapter 1		<i>Summary of learning objectives</i>	51
Communication foundations	2	<i>Key terms</i>	52
		<i>Activities and questions</i>	52
Communication connects	3	<i>Case study</i>	53
Forms of communication	4	<i>Bibliography</i>	54
Types of communication	4		
Communication: An interactive process	5	Chapter 3	
Communication models and theories	8	Emotional intelligence: Managing self and relationships	56
Lasswell model	8		
Shannon and Weaver model	8	Emotional intelligence	57
Berlo's S-M-C-R model	9	Emotional intelligence competency clusters	57
Dance's helical spiral	9	Self-awareness and self-management	59
Foulger's ecological model	10	Self-awareness, self-regulation and self-motivation	59
Impacts on business communication	12	Social awareness and relationship management	62
Globalisation and diversity	12	Social awareness	62
Digital communication tools	13	Social skills	62
Managing change	14	Impact of self-concept and self-disclosure	63
Flattening management structures	15	Developing a positive self-concept	63
Ethical behaviour	15	Factors impacting on self-concept	64
Code of ethics	16	Self-esteem	64
Obstacles to ethical decision making	17	Self-disclosure	65
<i>Summary of learning objectives</i>	20	The Johari window	65
<i>Key terms</i>	20	<i>Summary of learning objectives</i>	67
<i>Activities and questions</i>	21	<i>Key terms</i>	67
<i>Case study</i>	23	<i>Activities and questions</i>	68
<i>Bibliography</i>	23	<i>Case study</i>	69
		<i>Bibliography</i>	70
Chapter 2		Chapter 4	
Interpersonal communication	25	Negotiation and conflict management	72
Assertive behaviour	26	Interest-based negotiation	73
Verbal assertion skills	27	Applying mutual gain	75
'I' statements	27	Winning and losing	75
Other-orientation	29	Finding common ground and options	77
The role of nonverbal communication	30	Identifying barriers to agreement	77
Aspects of nonverbal communication	31	Identifying BATNA and WATNA	79
Personal, cultural and universal nonverbal communication	34	Conflict management	80
The listening process	38	Levels of conflict	80
		Approaches to conflict	80
		Conflict styles	82

Fight, flight or flow response	83
Ineffective responses	84
Personal style and power	85
Power and influence	85
Psychological barriers to negotiation	86
Conflict in organisations	87
Causes of conflict	88
Patterns of organisational conflict	89
Functional and dysfunctional conflict	89
Constructive engagement	91
Assertive behaviour	91
Active listening	92
The Four R Method	92
One-on-one difficult conversations	92
Probing questions complemented by active listening	93
Reframing	94
Mediation	95
The role of the mediator	95
Formal mediation	96
<i>Summary of learning objectives</i>	98
<i>Key terms</i>	99
<i>Activities and questions</i>	99
<i>Case study</i>	102
<i>Bibliography</i>	103
Chapter 5	
Intercultural communication	104
The process of intercultural communication	105
Definitions of culture	105
Three levels of culture	106
Enculturation and acculturation	107
Ethnocentrism	108
Cultural relativism	108
High-context and low-context cultures	109
The relevance of cultural components to intercultural communication	111
Language	111
Nonverbal communication	111
Perception of power	112
Adapting to new cultural contexts	112
Barriers to intercultural communication	113
Comparative value dimensions	116
Hofstede's findings	116
Trompenaars and Hampden-Turner's findings	119
Intercultural communication competence	120
Culture-general approach to intercultural communication competence	120
The pyramid model of intercultural competence	121
Diversity and intercultural communication	122
<i>Summary of learning objectives</i>	124
<i>Key terms</i>	125
<i>Activities and questions</i>	125
<i>Case study</i>	126
<i>Bibliography</i>	127

Part 2**LEADERSHIP AND COMMUNICATION** 129**Chapter 6****Communication across the organisation** 130

The role of organisational communication	131
Development of theories	131
Communicating culture	132
The cultural web	133
The purposes of organisational communication	133
Organisational communication channels	135
Formal communication channels	135
Informal communication networks	137
Organisational structures	139
Formal organisational structures	139
Informal organisational structures	145
Formal small group communication networks	146
Patterns of communication and interaction	147
Strategies for improving organisational communication	149
Changing organisational structures to enhance communication	150
Working in digital workplaces	151
Using technology for communication	152
Acknowledging the impact of emotional intelligence on communication	153
Promoting communication skills	153
Strategies for addressing unacceptable behaviours	154
Minimising the risk of discrimination	155
Minimising the risk of bullying and sexual harassment	155
Complaint-handling procedures	158
<i>Summary of learning objectives</i>	160
<i>Key terms</i>	161
<i>Activities and questions</i>	161
<i>Case study</i>	163
<i>Bibliography</i>	164

Chapter 7**Leadership** 165

The leadership role	166
Leadership functions	167
The impact of differing perceptions of leaders and followers on interaction	167
Group cohesiveness	167
Motivation	168
Employee engagement	168
Leadership and power	169
Theories of leadership	170
Leadership traits and behaviour	170
Leadership style approach	171
Transactional leadership	172

Transformational leadership	174	Committees	228
Authentic leadership	176	Roles at a meeting	229
Leadership communication practices	179	Duties of the chairperson	229
Mentoring	180	Duties of the secretary	233
Coaching	181	Duties of the members	235
Networking	182	Task- and maintenance-related roles	237
<i>Summary of learning objectives</i>	185	Task-related roles	237
<i>Key terms</i>	185	Maintenance-related roles	237
<i>Activities and questions</i>	186	Defensive and dysfunctional roles	237
<i>Case study</i>	187	Collaboration in both face-to-face and virtual meetings	238
<i>Bibliography</i>	188	Virtual meetings	240
 		Formal virtual meetings	241
Chapter 8		Informal virtual meetings	242
Team and work group communication	190	Communication barriers	245
Characteristics and drivers of teams, team performance and team excellence	191	Planning the environment	246
Types of work teams	191	Face-to-face meetings	246
Effective group or team performance	195	Virtual meetings	247
Characteristics of team excellence	196	<i>Summary of learning objectives</i>	250
Advantages and disadvantages of teams	197	<i>Key terms</i>	251
The development of a group or team	198	<i>Activities and questions</i>	251
Norms and team civility	198	<i>Case study</i>	253
Stages of group and team development	199	<i>Bibliography</i>	253
Roles within a group or team	202	 	
Factors affecting group or team performance	204	Chapter 10	
Group structure and size	204	Customer engagement	254
Leadership behaviour	205	The nature of customer engagement	255
Member capability	207	Five stages of engagement	255
Cohesiveness and climate	207	Culture of customer engagement	257
Groupthink	208	Features of a customer engagement culture	257
Work group moods	208	Customer experience ecosystem	258
Leveraging diversity	208	Barriers to customer engagement	262
Teamwork and communication	212	Role of communication	264
Teamwork	212	Organisational communication	264
Communication practices	213	Interpersonal customer communication	266
Participation techniques	213	Online and digital customer interaction	267
Risk factors that influence the occurrence of negative acts	213	Customer complaints	269
Disruptive team behaviour	214	Types of complaints	271
Empowerment	215	Complaints-handling process	271
Constructive feedback	216	<i>Summary of learning objectives</i>	273
<i>Summary of learning objectives</i>	218	<i>Key terms</i>	274
<i>Key terms</i>	219	<i>Activities and questions</i>	274
<i>Activities and questions</i>	219	<i>Case study</i>	275
<i>Case study</i>	221	<i>Bibliography</i>	276
<i>Bibliography</i>	222	 	
 		Chapter 11	
Chapter 9		Public relations	278
Effective meetings: Face-to-face and virtual	224	Models of public relations	279
Characteristics of effective meetings	225	Two-way communication	280
Face-to-face meetings	226	The role of public relations	281
Facilitation and participation	227	Strategic emphasis	281
		Communication function	282

Determining public relations objectives	284
Corporate social responsibility	284
Planning and implementing a public relations plan	285
Media relations	286
Media releases	287
Blogs	288
Social networking sites	289
Special events	289
Managing public relations issues and crises	290
Identifying and controlling public relations issues	291
Managing a public relations crisis	291
Symmetrical communication	293
<i>Summary of learning objectives</i>	294
<i>Key terms</i>	295
<i>Activities and questions</i>	296
<i>Case study</i>	297
<i>Bibliography</i>	297

Part 3

RESEARCHING, EVALUATING AND PRESENTING INFORMATION 299

Chapter 12

Managing big data and knowledge 300

Attributes of big data	301
Five Vs of big data	301
Trends impacting on the role of data	303
Life cycle of big data	304
Data creation	304
Data processing	305
Privacy by design	305
Data resources and processes for handling big data	306
Purpose of big data	306
Data fit for purpose	307
Application of big data	308
Tacit, explicit and embedded knowledge	309
Knowledge acquisition–SECI model	310
Knowledge work	311
Communicating, encouraging and sharing knowledge	311
Purpose of knowledge management	314
Leaders and managers	314
Knowledge-management enablers	315
Continuous learning and application of knowledge	316
Barriers to knowledge management	317
Ethics of big data	319
Personal information	319
Processes for protecting privacy	320
Data protection regulations	320
<i>Summary of learning objectives</i>	322
<i>Key terms</i>	322
<i>Activities and questions</i>	323
<i>Case study</i>	324
<i>Bibliography</i>	325

Chapter 13

Researching and processing information 326

The research process	327
Collecting information	327
Finding and evaluating sources	333
Library catalogues	333
Search engines	334
Subject web directories and online databases	334
Bookmarking	334
Evaluating the credibility and reliability of sources	335
Conducting a literature review	337
The purpose of a literature review	338
Writing the review	339
Critical thinking	339
Avoiding plagiarism, and giving credit and acknowledgement	340
Notations	342
Citations in the text	342
Footnotes and endnotes	343
Ethics and etiquette	345
Bibliography and list of references	345
Order of information	346
<i>Summary of learning objectives</i>	348
<i>Key terms</i>	348
<i>Activities and questions</i>	349
<i>Case study</i>	350
<i>Bibliography</i>	351

Chapter 14

Conducting surveys and questionnaires 352

Step 1: Establishing the goals of the survey	354
Hypothesis	354
Data analysis plan	354
Reliability	355
Validity	355
Size	355
Exploring background information	355
Availability of resources	356
Step 2: Selecting a representative sample	356
Methods of sampling	357
Step 3: Establishing the data collection method	357
Questionnaires and interviews	358
Confidentiality and privacy	358
Step 4: Constructing and pre-testing the questionnaire	359
Questionnaire format	359
Instruction section	360
Question sequence	361
Types of questions	362
Pre-testing the questionnaire	367
Step 5: Administering and collecting the information	370

Step 6: Analysing and evaluating the information	371	Chapter 17	
Hypothesis testing	371	Oral presentations and public speaking	427
Triangulation	371	Types of oral presentation	428
Issues to confront	372	Prepared speeches	429
Accuracy	372	Extemporaneous or impromptu speeches	429
Step 7: Reporting findings	372	Manuscript speeches	430
Formal written report	373	Memorised speeches	430
<i>Summary of learning objectives</i>	376	Oral briefings	430
<i>Key terms</i>	377	Team briefings	430
<i>Activities and questions</i>	378	Podcasts	431
<i>Case study</i>	379	Seminars and webinars	431
<i>Bibliography</i>	380	Selecting and organising information	433
Chapter 15		Organising the content	433
Critical thinking, argument, logic		Planning and writing the presentation	436
and persuasion	381	Analysing the audience	436
The role of critical thinking	382	Writing the introduction, body and conclusion	437
Critical thinking activities	383	Rewriting for the ear	438
Critical reading and questioning	383	Incorporating visuals and multimedia	439
Logic and argument	385	Creating effective electronic presentations	
Deductive and inductive arguments	386	and slideshows	440
Generalisations	387	Rehearsing and revising	441
Assumptions and evidence	387	Delivering the presentation	443
Inference and conclusions	388	Maintaining audience attention	443
Fallacies—false arguments	388	Involving the audience	444
The role of persuasion	390	Communicating nonverbally	444
Persuasive argument	390	Overcoming anxiety or stage fright	445
Balance between logic and emotion	392	Managing challenging audience members	446
Credibility	393	Fielding intimidating or difficult questions	446
<i>Summary of learning objectives</i>	395	Avoiding panicking and engaging	
<i>Key terms</i>	395	in defensive arguments	447
<i>Activities and questions</i>	396	Ethical public speakers	448
<i>Case study</i>	397	Responsible speech goals	448
<i>Bibliography</i>	398	Citing sources of information	449
Chapter 16		<i>Summary of learning objectives</i>	451
Communicating through visuals	399	<i>Key terms</i>	452
Visual communication principles	400	<i>Activities and questions</i>	452
Matching the graphic to the message		<i>Case study</i>	454
and the audience	401	<i>Bibliography</i>	454
Constructing, interpreting and communicating		Part 4	
effective graphics	404	THE WRITING PROCESS	455
Presenting data, facts and figures	404	Chapter 18	
Presenting information, concepts		Writing for the professions	456
and ideas	413	Different types of appeal	457
Preparing and presenting graphics within		Aligning the message appeal to audience need	457
ethical boundaries	419	Analysing the audience	458
<i>Summary of learning objectives</i>	421	Plain English writing style	459
<i>Key terms</i>	422	Advantages of plain English	459
<i>Activities and questions</i>	422	Three-stage process	460
<i>Case study</i>	425		
<i>Bibliography</i>	426		

Word choice, sentences and paragraph structure	462	Short reports	516
Choosing your words carefully	462	Six-step approach to planning a short report	516
Constructing clear and correct sentences	468	Order of information in short reports	516
Structuring coherent paragraphs	471	Formatting short reports	517
Rhythm, tone, order and format	473	Six types of short report	518
Varying the rhythm	474	<i>Summary of learning objectives</i>	527
Achieving a positive and courteous tone	474	<i>Key terms</i>	528
Ordering and structuring information	474	<i>Activities and questions</i>	528
Achieving a professional layout	476	<i>Case study</i>	530
Editing and revising for correctness and readability	477	<i>Bibliography</i>	531
<i>Summary of learning objectives</i>	479	Chapter 20	
<i>Key terms</i>	480	Writing long reports	532
<i>Activities and questions</i>	480	Analytical and informational reports	533
<i>Case study</i>	482	Characteristics	533
<i>Bibliography</i>	483	Effective planning	534
Chapter 19		Analysing the problem and purpose	534
Writing correspondence, emails		Analysing the audience and issues at stake	535
and short reports	484	Preparing a work plan and draft outline	535
Business letters	485	Collecting and sorting the information	536
Functions of the parts	485	Evaluating and organising the information	536
Types of layout	488	Revising and restructuring the draft outline	536
Punctuation styles	488	Writing the long report	538
Planning the business letter	488	Writing style	538
The 3 × 3 writing process	489	The long report format	539
Applying a plain English style to business documents	489	Writing the front matter	540
International business letters	491	Writing the body or text	542
Direct order of information: Writing strategy		Writing the end matter	545
for good-news or neutral letters	492	Sample report	546
Four types of good-news letter	493	Editing the long report	559
Indirect order of information: Writing strategy		<i>Summary of learning objectives</i>	561
for bad-news letters	497	<i>Key terms</i>	562
Four types of bad-news letter	498	<i>Activities and questions</i>	562
Persuasive letters	499	<i>Case study</i>	563
Order of information: The AIDA formula	500	<i>Bibliography</i>	564
Types of appeals	501	Chapter 21	
Persuasive techniques	501	Writing reflective journals	565
Sales letters	503	Experiential learning	566
Credit letters	504	The experiential learning cycle	567
Collection letters	505	The purpose of reflection	567
Memos	508	Connections between theory and experience	568
Advantages of a memo	508	Reflective writing	569
Disadvantages of a memo	509	Features of reflective writing	569
Four steps to effective memos	509	Applying the DIEP formula	570
Six types of memo	510	Writing freely	570
Effective email messages	511	Using strategies to prevent barriers to writing	571
Purpose and layout of emails	511	Recording your entries	571
Reader access techniques	512	More than a diary	572
Five common types of email	512	Questions to address	572
Tips for effective use of emails	513	Difficulties in keeping a journal	573
Email security	514	The layout of the journal	574
Electronic mailing lists	514		
DRAFS email management system	514		

Reflection	574	Ethical implications	612
Reflecting through three lenses	575	Professional challenges	612
Outcomes of reflection	575	<i>Summary of learning objectives</i>	614
Using reflection in professional practice	576	<i>Key terms</i>	615
<i>Summary of learning objectives</i>	577	<i>Activities and questions</i>	615
<i>Key terms</i>	578	<i>Case study</i>	616
<i>Activities and questions</i>	578	<i>Bibliography</i>	617
<i>Case study</i>	580		
<i>Bibliography</i>	580		
Chapter 22		Chapter 24	
Academic writing	581	Writing for the Web	619
Structuring the content	582	Features of good web writing	620
Thesis statement	582	Structure: The inverted pyramid order of information	620
Parts of the document	583	Word choice	621
Writing essays	586	Characteristics of scannable web pages	621
Common essay genres	586	Mosaic page design	624
Writing techniques	587	Content and design	624
Topic sentences	587	Know your audience	625
Paragraphs	588	Initial planning activities	625
Linking devices	588	Effective navigation system	626
Avoiding plagiarism	589	Functions of organisational websites	627
Purpose of expository and argumentative essays	590	Website functions	628
Presenting a convincing argument	591	Clear and concise digital communication	628
<i>Summary of learning objectives</i>	594	Website credibility	630
<i>Key terms</i>	594	Guidelines for building credibility	631
<i>Activities and questions</i>	594	Common interfaces and standards	631
<i>Case study</i>	596	Writing engaging blogs	633
<i>Bibliography</i>	596	Elements in a blog	633
		Guidelines for blogging	633
		Social bookmarking and tagging of blogs	634
		Blogrolls and trackbacks	635
		Blog presentation	635
		Blog communication functions	636
		Intellectual property	636
		The role of syndication	636
		<i>Summary of learning objectives</i>	638
		<i>Key terms</i>	638
		<i>Activities and questions</i>	639
		<i>Case study</i>	640
		<i>Bibliography</i>	641
		Chapter 25	
		The job search, résumés and interviews in the digital era	642
		Searching for a position	643
		Writing a résumé	645
		Types of résumé	646
		Tailoring your skills and experience	649
		Writing style	650
		Effective references	651
		Covering messages	651
Part 5			
DIGITAL COMMUNICATION	597		
Chapter 23			
Social media	598		
Social media engagement	599		
Social media at work	600		
Customer advocacy	601		
Social media engagement	602		
The 6C model of social media engagement	602		
Social media strategy framework	604		
Building blocks	604		
Areas to consider	605		
Purpose of a social media strategic framework	606		
Data collection, analysis and reporting	609		
Developing, monitoring, understanding and responding	609		
Collecting qualitative and quantitative data	609		
Advantages and disadvantages of social media	611		

Digital résumés	652	Equal opportunity and diversity	659
Layout of the digital résumé	652	Stages of a job interview	660
Contact information and employment objective	652	Problem interviews	663
Evidence section	653	Purpose of psychometric testing	663
Summary section	653	<i>Summary of learning objectives</i>	666
Keyword section	653	<i>Key terms</i>	666
Online résumé sites of recruitment agencies	654	<i>Activities and questions</i>	667
e-Portfolio résumés	655	<i>Case study</i>	668
Résumés on a personal website	656	<i>Bibliography</i>	669
Converting a LinkedIn profile to a résumé	656	Glossary	670
Résumés forwarded as an email attachment	656	Index	681
Benefits of digital résumés	656		
Employment interviews	658		
Types of job interview	658		