Contents

Part 1 Communicating Character and Building Business Relationships 2

1 Introduction to Business Communication and Character 2

1-1 Business Communication and Character 4

1-1a The Value of Proficient Communication Skills 4

1-1b Demonstrating Character Through Communication 4

1-2 Components of Communication 5

1-2a How Communication Happens 5

1-2b The CAM Communication Model 6

1-3 Character Check 7

1-3a Self-Awareness and Emotional Intelligence 7

1-3b Communication Need and Purpose 8

1-3c Potential Legal Consequences of Communication 8

1-3d Ethics and Communication 9

1-4 Audience Analysis 11

1-4a Communication Context 11

1-4b Communication Directions 11

The Formal Communication Network 11 | The Informal Communication Network 12

1-4c Communication Barriers 13

Language Barriers 13 | Cultural Barriers 13 | Attitudinal Barriers 14 | Emotional Barriers 15 | Other Barriers 15

1-5 Message and Medium 15

1-5a Traditional Communication Channels 15

1-5b Technology-Based Communication Media 16

Email and Phone 16 | Instant and Text Messaging 16 | Videoconferencing 16 | Social Media 16

1-5c Choosing Communication Media 16

1-5d Multicommunicating 17

1-6 Chapter Closing 19

The CAM Model 19

2 Team and Interpersonal Communication 32

2-1 Work Team Communication 34

2-1a Team Formation 34

Developing Trust 34 | Establishing Initial Team Goals and Norms 34

2-1b Types of Team Communication 35

2-1c Accountability 35

2-1d Giving 35

2-1e The Ethical Dimension of Team Communication 37

2-2 Virtual Team Communication 37

2-2a Developing Social Presence 38

2-2b Setting Goals and Norms 38

2-2c Choosing a Collaboration Platform 38

2-2d Calling and Messaging 40

2-3 Collaborative Writing 40

2-3a Applying Strategies for Team Writing 41

2-3b Commenting on Team Writing 41

2-4 Business Meetings 42

2-4a Determining the Meeting Format 43

2-4b Planning the Meeting 44

Identify the Purpose 44 | Decide Who Should Attend 44 | Prepare an Agenda 44

2-4c Facilitating the Meeting 45

Set the Stage 45 | Facilitate Interactivity 46 | Manage Time 46 | Summarize and End the Meeting 47

2-4d Participating in the Meeting 47

2-4e Following Up After the Meeting 47

2-5 Nonverbal Communication 48

2-5a Facial Expressions and Gestures 49

2-5b Body Movement 49

2-5c Physical Appearance 50

2-5d Voice Qualities 50

2-5e Touch 51

2-6 Listening 51

2-6a Empathy, Sympathy, and Compassion 52

2-6b The Value of Listening 52

2-6c Keys to Better Listening 53

Give the Speaker Your Undivided Attention 53 | Stay Open-Minded 53 | Don't Interrupt—Usually 55 | Involve Yourself 55 | Respond by Paraphrasing or Reflecting 55

2-7 Chapter Closing 56

3 Communicating Across Differences..... 72

3-1 Shifting Your Mindset 74

3-1a Acknowledging Your Own Cultural Identities and Views 74

3-1b Learning When We're Uncomfortable 75

3-1c Reducing Blanket Judgments of Others 75

Ask Why You're Judging 76 | Choose Humility 76 | Observe Details Without Judging 76 | Practice Getting Perspective 77 | Be Curious 77 | Get Up Close 77

3-2 Managing Through Conflict 78

3-2a Assessing Types of Conflict 78

3-2b Deciding Whether to Engage in Conflict 78

3-2c Engaging Productively 79

Task Conflicts 80 | Relationship Conflicts 80 | Values Conflicts 80

3-3 Engaging in Difficult Conversations 80

3-3a Preparing for a Difficult Conversation 81

3-3b Encouraging a Dialogue 82

Start the Conversation 82 | Listen Actively and Openly 83 | Share Your Perspective 83 | Problem-Solve 83 | End the Conversation 83

3-3c Giving and Receiving Constructive Feedback 84

3-4 Communicating to Improve Inclusivity and Belonging 86

3-4a Understanding Diversity, Inclusion, and Belonging 86

3-4b Bringing Your Whole Self to Work 86

3-4c Using Inclusive Language 87

Race and Ethnicity 87 | Gender 89 | Generations 89 | Sexual Orientation 89 | Ability 89 | Religion 90 | Other Characteristics 91

3-4d Offending and Taking Offense 91

3-5 Adapting to International Cultural Differences 91

3-5a Understanding Cultural Differences 91

Verbal Communication and Relationships 93 | Group-Oriented Behavior 93 | Body Language and Gestures 94 | Time 95 | Space 95

3-5b Adapting to Different Cultures 96

3-5c Communicating Across Languages 96

3-6 Chapter Closing 97

Part 2 Developing Your Business Writing Skills 112

4 Writing and Designing 112

4-1 Business Writing Process Overview 114

4-2 Audience Analysis 114

4-2a Understanding Audience Analysis 114

4-2b Applying the Five Questions 115

Who Is the Primary Audience? 115 | What Is Your Relationship with the Audience? 116 | How Will the Audience Likely React? 117 | What Does the Audience Already Know? 117 | What Is Unique About the Audience? 117

4-2c Adjusting a Message for a Manager 117

4-3 Planning 118

4-3a Purpose 118

4-3b Content 119

4-3c Organization 119

4-4 Drafting 122

4-4a Letting Go 122

4-4b Writing Emails, Memos, and Letters 123

Managing Email 125 | Writing Memos 126 | Writing Letters 126

4-4c Writing for the Web 127

Developing Content for Scanning 127 | Optimizing for Search 127 | Developing an Accessible Website 127

4-5 Designing 129

4-5a Design Principles 129

Contrast 129 | Repetition 129 | Alignment 129 | Proximity 129

4-5b Document Design 130

4-5c Web Design 131

4-6 Revising and Proofreading 133

4-6a Revising 133

Revising for Content 133 | Revising for Style 133 | Revising for Correctness 133

4-6b Proofreading 133

4-7 Chapter Closing 134

5 Improving Your Writing Style 150

5-1 Developing Writing Style 152

5-1a Style and Character 152

5-1b Principles of Style 152

5-2 Choosing the Best Words 153

5-2a Write Clearly 153

Be Accurate and Complete 153 | Use Simple Words 154 | Use Specific, Concrete Language 154 | Avoid Dangling Expressions 156 | Avoid Clichés, Slang, and Unnecessary Jargon 156

5-2b Write Concisely 157

Avoid Redundancy and Wordy Expressions 158 | Avoid Hidden Verbs and Hidden Subjects 159

5-3 Writing Effective Sentences 160

5-3a Use a Variety of Sentence Types 160

Simple Sentences 160 | Compound Sentences 161 | Complex Sentences 161 | Sentence Variety 161

5-3b Use Active and Passive Voice Appropriately 161

5-3c Use Parallel Structure 163

5-4 Developing Logical Paragraphs 164

5-4a Keep Paragraphs Unified and Coherent 164

Unity 164 | Coherence 164

5-4b Control Paragraph Length 165

5-5 Creating an Appropriate Tone 166

5-5a Find Your Own Professional, Conversational Voice 168

5-5b Write Confidently 169

5-5c Use a Courteous and Sincere Tone 169

5-5d Use Appropriate Emphasis and Subordination 170

5-5e Use Positive Language 170

5-5f Stress the "You" Attitude 172

5-6 Chapter Closing 172

Part 3 Crafting Written Messages 188

6 Neutral and Positive Messages.....188

6-1 Creating a Positive Work Environment 190

6-1a Appreciation at Work 190

6-1b Types of Positive and Neutral Messages 191

6-2 Writing Neutral Messages 191

6-2a Start with the Main Point 191

6-2b Provide an Explanation and Details 192

6-2c End on a Positive Note 193

6-2d Respond to a Neutral Message 194

6-3 Writing Goodwill Messages 196

6-3a Guidelines for Goodwill Messages 196

6-3b Recognition Notes 197

6-3c Congratulatory Notes 197

6-3d Thank-You Notes 198

6-3e Sympathy Notes 199

6-4 Addressing Social Media Comments 199

6-4a Deciding Whether to Respond 200

6-4b Responding to Positive Reviews 201

6-5 Engaging Customers and Employees on Social Media 202

6-5a Engaging Customers Online 202

6-5b Engaging Employees Online 203

6-6 Chapter Closing 203

7 Persuasive Messages 216

7-1 Planning Persuasive Messages 218

7-1a Persuading Ethically 218

7-1b Understanding Resistance 219

7-1c Analyzing Your Audience 219

7-1d Tailoring to Your Audience 220

7-2 Applying Persuasive Strategies 220

7-2a Start with "Why" 220

7-2b Demonstrate Credibility 221

7-2c Appeal to Prosocial Emotions 222

7-2d Develop Logical Arguments 222

7-2e Apply Principles of Influence 224

Liking: People Like Those Who Like Them 224 | Reciprocity: People Repay in Kind 225 | Social Proof: People Follow the Lead of Similar Others 225 | Commitment and Consistency: People Align with Their Clear Commitments 225 | Authority: People Defer to Experts 225 | Scarcity: People Want More of What They Can Have Less Of 225 | Unity: People Are Influenced by Shared Identities 225

7-3 Writing Persuasive Messages 226

7-3a Internal Persuasive Messages 226

Organizing a Short, Internal Persuasive Message 226 | Justifying Your Idea or Request 227

7-3b External Persuasive Messages 228
Attract Attention 228 | Tell Stories 229 | Sell Benefits, Not Features 229 | Choose Clear, Vivid Language 230 | Include a Call to Action 230

7-4 Writing and Responding to Negative Feedback 232
7-4a Repairing Company Image 232
7-4b Writing Complaints and Online Reviews 232
7-4c Responding to Negative Feedback 234
Addressing Negative Reviews and Other Feedback 234 | Handling Crisis Situations 235

7-5 Chapter Closing 236

8 Bad-News Messages 250

8-1 Planning Bad-News Messages 252
8-1a Character and Context Check 252
8-1b Audience Analysis 253
8-1c Message and Media Choice 254

8-2 Writing Components of Bad-News Messages 255
8-2a Organizing the Message 255
8-2b Explaining the Decision 256
8-2c Giving the Bad News 258
8-2d Closing the Message 259

8-3 Writing Bad-News Replies 260
8-3a Rejecting an Idea 260
8-3b Refusing a Favor 260
8-3c Refusing a Customer Request 260

8-4 Announcing Bad News 263
8-4a Bad News About Normal Operations 263
8-4b Bad News About the Organization 263
8-4c Bad News About Jobs 264

8-5 Giving and Receiving Constructive Performance Feedback 267
8-5a Giving Constructive Feedback 268
8-5b Receiving Constructive Feedback 269

8-6 Chapter Closing 270

Part 4 Preparing Data and Writing Reports 284

9 Managing and Visualizing Data 284

9-1 Identifying Types and Sources of Data 286
9-1a Identifying Types of Data 286
9-1b Searching for Relevant Sources 287
9-1c Avoiding Bias 288

9-2 Evaluating Sources of Information 289
9-2a Evaluating Internet Resources 289
9-2b Evaluating Research Studies 291

9-3 Collecting Data Through Surveys 292
9-3a Using Surveys for Data Collection 292
9-3b Choosing Types of Survey Questions 292
9-3c Writing Survey Questions 294
9-3d Writing a Survey Email 296

9-4 Visualizing Data 297
9-4a Creating Tables 297
9-4b Designing Simple, Clear Charts 298
9-4c Choosing an Appropriate Chart Type 299
Comparisons 299 | Parts of a Whole 299 | Changes Over Time 301 | Stories and Compilations 301
9-4d Creating Infographics 301

9-5 Analyzing and Presenting Data 302
9-5a Making Sense of the Data 303
9-5b Avoiding Misleading Data Presentations 304
Cherry-Picking 304 | Apple-Polishing 304 | Comparing Apples to Oranges 305

9-6 Chapter Closing 306

10 Writing Reports 320

10-1 Planning the Report 322
10-1a Distinguishing Types of Reports 322
10-1b Selecting a Report Format 323
10-1c Organizing the Report 323
Findings, Conclusions, and Recommendations 323 | Organizational Strategies 326

10-2 Drafting the Report 328
10-2a Creating Report Sections 328
Generic Headings and Message Titles 328 | Parallelism 328 | Length and Number of Headings 329 | Balance 330
10-2b Drafting the Body 330
Introduction 330 | Findings 330 | Summary and Conclusions 331
10-2c Drafting Supplementary Sections 332
Title Page 332 | Cover Note 332 | Executive Summary 333 | Table of Contents 333 | Appendix 334 | References 334

10-3 Developing an Effective Writing Style 335
10-3a Tone 335
10-3b Pronouns 335
10-3c Verb Tense 335
10-3d Emphasis and Subordination 336
10-3e Coherence 336
10-4 Documenting Your Sources 338
10-4a Why We Document Sources 338
10-4b What Must Be Documented 338
10-4c How to Document Sources 339
Footnotes and Endnotes 339 | Author-Date Format 341
10-4d How to Avoid Distortion by Omission 341
10-5 Designing, Formatting, and Refining the Report 341
10-5a Designing and Formatting Text-Based Reports 341
Graphics 342 | Spacing and Fonts 342 | Headers, Footers, and Page Numbers 342
10-5b Designing and Formatting Slide Decks 342
Graphics 343 | Fonts, Spacing, and Page Numbers 344
10-5c Refining Your Report 345
Revising 345 | Proofreading 345
10-6 Chapter Closing 346

Part 5 Developing and Delivering Presentations and Visuals 360

11 Developing Presentations and Visuals 360
11-1 Adapting a Presentation 362
11-1a Purpose 362
11-1b Audience Analysis 362
Hostile Audiences 363 | Skeptical Audiences 363 | Laid-Back Audiences 364 | Mixed Audiences 364
11-2 Organizing a Presentation 364
11-2a The Story 364
11-2b The Opening 365
11-2c The Body 366
Choose a Logical Sequence 366 | Demonstrate Your Credibility 366 | Manage Negative Information 367
11-2d The Ending 368
11-3 Designing Presentation Slides 368
11-3a Choosing Visual Support 368
11-3b Creating an Attractive, Appropriate Design 368
11-3c Replacing Text with Meaningful Graphics 371
11-4 Reinforcing Main Points on Slides 372
11-4a Surfacing Your Main Points 372
11-4b Making Your Presentation Easy to Follow 373
11-4c Writing Simply and Clearly 374
11-5 Developing Additional Visuals 375
11-5a Using Video 375
11-5b Creating Handouts 376
11-5c Choosing Other Visuals 376
11-6 Chapter Closing 376

12 Delivering Presentations 388
12-1 Preparing Yourself to Present 390
12-1a Projecting Confidence and Demonstrating Presence 390
12-1b Choosing a Delivery Style 391
Impromptu and Extemporaneous Presentations 391 | Scripted and Memorized Presentations 392
12-2 Delivering In-Person Presentations 393
12-2a Setting the Stage and Ending Strongly 394
12-2b Moving Your Body 394
Body Movement 395 | Hand and Arm Gestures 395 | Eye Contact 396
12-2c Finding Your Natural Speaking Voice 396
12-2d Interacting with Visuals 396
12-2e Practicing 398
12-3 Delivering Online and Team Presentations 398
12-3a Delivering Online Presentations 398
Setting the Stage 398 | Moving Your Body 399 | Using Your Natural Voice 399 | Interacting with Visuals 400 | Practicing 400
12-3b Delivering Team Presentations 401
Setting the Stage and Ending Strongly 401 | Moving Your Body 401 | Interacting with Visuals 401 | Practicing 402
12-4 Connecting with Specific Audiences 402
12-4a Presenting to Challenging Audiences 402

Hostile Audiences 403 | Skeptical Audiences 403 | Laid-Back Audiences 404 | International Audiences 404

12-4b Using Humor in Business Presentations 404

12-5 Responding to Questions and Feedback 405

12-5a Preparing for Questions 405

12-5b Deciding Whether to Take Questions Throughout a Presentation 405

12-5c Responding to Questions 406

12-5d Asking Questions 408

12-5e Addressing Comments Online 408

12-6 Chapter Closing 409

Part 6 Presenting Yourself for Employment 422

13 Writing for the Job Search 422

13-1 Presenting Your Best Self 424

13-1a Being Yourself 424

13-1b Identifying Your Strengths 425

13-1c Following the Selection Process 425

13-2 Preparing Your Resume 426

13-2a Strategic Decisions About Your Resume 427

13-2b Resume Length 429

13-2c Resume Format 430

13-2d Resume Content 431

Contact Information 431 | Job Objective and Summary of Qualifications 431 | Education 434 | Work Experience 434 | Other Relevant Information 436

13-2e Resume Screening Software 437

13-3 Developing a Professional Online Presence 438

13-3a Managing Your Online Reputation 438

13-3b Creating a Social Profile 440

General Introduction 440 | Summary 440 | Experience 440 | Education 440 | Skills and Endorsements 440 | Additional Content 441

12-3c Strengthening Your Online Presence 441

Developing Content 441 | Making Connections 442

13-4 Writing Cover Letters and Networking Messages 443

13-4a Cover Letters 443

Address and Salutation 443
Opening 443 | Body 445
Closing 446

13-4b Networking Messages 446

13-5 Chapter Closing 447

14 Interviewing and Landing the Job 460

14-1 Preparing for a Job Interview 462

14-1a Researching the Organization 462

14-1b Practicing Interview Questions 462

Standard Interviews 462 | Behavioral Interviews 463 | Case Interviews 465 | Stress Interviews 466

14-1c Preparing Your Own Questions 466

14-2 Presenting Yourself During an Interview 467

14-2a Making a Good Impression 468

14-2b Demonstrating Confidence in Your Qualifications 469

14-2c Managing Video and Phone Interviews 469

14-2d Responding to Multiple Interviewers 471

14-3 Following Up After the Interview 472

14-3a Assessing Yourself and the Company 472

14-3b Sending a Thank-You Note 472

14-3c Handling Disappointing Responses 473

14-4 Managing Job Offers 476

14-4a Negotiating a Job Offer 476

14-4b Declining a Job Offer 477

14-4c Turning Down a Job Candidate 479

14-5 Demonstrating Professionalism at Work 479

14-5a Scanning the Environment 480

14-5b Meeting and Greeting, Sharing Meals, and Exchanging Gifts 481

Meeting and Greeting 481 | Sharing Lunch and Formal Meals 481 | Exchanging Gifts 483

14-5c Socializing Outside of Work and Connecting on Social Media 483

14-6 Chapter Closing 483

Reference Manual 495

A Language Arts Basics 496

Lab 1: Parts of Speech 496

Application 499

Lab 2: Punctuation—Commas 500

Commas Used *Between* Expressions 500

Commas Used *After* Expressions 501

Commas Used *Before* and *After* Expressions 502

Application 504

Lab 3: Punctuation—Other Marks 505

Hyphens 505

Semicolons 506

Colons 506

Apostrophes 507

Periods 508

Quotation Marks 509

Italics 509

Ellipses 509

Application 510

Lab 4: Grammar 511

Complete Sentences 511

Modifiers (Adjectives and Adverbs) 511

Agreement (Subject/Verb/Pronoun) 512

Case 513

Application 514

Lab 5: Mechanics 515

Abbreviations 515

Capitalization 516

Numbers 517

Spelling 518

Word and Paragraph Division 519

Application 519

Lab 6: Word Usage 520

Application 525

B Formatting Business Documents 527

Formatting Letters and Memos 527

Letter and Punctuation Styles 527

Paper and Margins 527

Required Letter Parts 527

Optional Letter Parts 529

Memo Header Format 530

Formatting Reports 530

C Common Types of Reports. 542

Periodic Reports 542

Routine Management Reports 542

Compliance Reports 542

Progress Reports 542

Proposals 542

Project Proposals 542

Research Proposals 543

Policies and Procedures 543

Policies 543

Procedures 544

Situational Reports 545

D Glossary 546

Index 551