SIXTH EDITION

Ronald B. Adler Jeanne Marquardt Elmhorst



COMMUNICATING AT WORK

Principles and Practices for Business and the Professions



Table of Contents

PART ONE	
BASICS OF BUSINESS AND PROFESSIONA COMMUNICATION	L 1
Chapter 1 Communicating at Work	2
The Importance of Communication	3
The Nature of Communication The Process of Communication 5 Communication Principles 9	5
Using Communication Networks Formal Communication Networks 12 Informal Communication Networks 17	12
Choosing the Optimal Communication Channel Face-to-Face Communication 21	21
Teleconferencing 22 Telephone and Voice Mail 23 Written Communication 25 Which Channel to Use 29	
Summary	32
Resources Activities	33 34
Chapter 2 Communication, Culture, and Work	36
Cultural Diversity and Communication The Nature of Culture 39 Cultural Differences in International Business 41 Co-Cultural Dimensions of a Diverse Society 47 Fundamental Dimensions of Cultural Diversity 51 Diversity and Ethical Issues 54 Communicating across Diversity 56	38
Organizational Culture Dimensions of Organizational Culture 60 Creating and Maintaining Organizational Cultures 62	59
Summary	64
Resources	64
Activities	03
PART TWO	
PERSONAL SKILLS	67
Chapter 3 Verbal and Nonverbal Messages	68
Verbal Messages	70

Table of Contents	
Inflammatory Language 76	
Male and Female Language Use 78	
Sexual Harassment	8
Avoiding Accusations of Sexual Harassment 82 Responding to Sexual Harassment 82	
Nonverbal Communication	8
Characteristics of Nonverbal Communication 85	
Types of Nonverbal Communication 87	
Summary	9
Resources	9
Activities	9
Chapter 4 Listening	10
The Importance of Listening	10
Barriers to Effective Listening	10
Physiological Barriers 104	
Environmental Barriers 105 Attitudinal Barriers 105	
Faulty Assumptions 106	
Sociocultural Differences 107	
Lack of Training 109	
Approaches to Listening	116
Passive Listening 110	
Questioning 111	
Paraphrasing 111	- 44 .20
Reasons for Listening Listening for Information 114	
Evaluative Listening 116	
Listening to Help 117	
Summary	120
Resources	120
Activities	121
Chapter 5 Interpersonal Skills	124
Building Positive Relationships	125
Communication Climate 126	•
Giving Praise 130	
Dealing with Criticism	132
Offering Constructive Criticism 132 Responding to Criticism 134	
Managing Conflict	
Approaches to Conflict 136	136
Handling Conflicts Assertively 140	
Negotiating Skills	142
Negotiation Styles and Outcomes 144	143
Which Negotiating Style to Use 151	
Summary	153
Resources	154
Activities	154

Chapter 6 Principles of Interv	iewing 156
Planning the Interview	158
Define the Goal 158	
Identify and Analyze the Other Party 159 Prepare a List of Topics 161	
Choose the Best Interview Structure 162	
Consider Possible Questions 163	
Arrange the Setting 167	
Conducting the Interview	168
Opening 168 Body 170	
Closing 173	
The Ethics of Interviewing	174
Obligations of the Interviewer 174	
Obligations of the Interviewee 175	the state of the s
Sample Interview Plan	175
Summary Resources	178
Activities	180
Chapter 7 Types of Interviews	182
The Information-Gathering Interview	183
Collect Background Information 184	
Define Interview Goals and Questions 186	
Choose the Right Interviewee 187 The Employment Interview	187
Pre-Interview Steps 187	10,
During the Interview 194	
Post-Interview Follow-Up 201	
Interviewing and the Law 202 Sample Employment Interview 208	
The Performance Appraisal Interview	213
Definition and Importance 214	medital state
Styles of Appraisal Interviewing 215	
Steps in the Appraisal Process 216	310
Summary Resources	219 220
	221
PART THREE	
WORKING IN GROUPS	223
Chapter 8 Working in Teams	224
Characteristics of Groups and Teams	226
Characteristics of Groups 226	
What Makes a Group a Team? 228	
Types of Groups and Teams	230
Face-to-Face Teams 230 Virtual Teams 230	
Termina accounts with	

Centralized Leadership 232 Self-Directed Work Teams 235	232
Problem-Solving Communication Systematic Problem Solving 242 Stages in Group Problem Solving 244 Decision-Making Methods 246	242
Effective Communication in Groups and Teams Recognize Both Group and Personal Goals 249 Promote Desirable Norms 251 Promote an Optimal Level of Cohesiveness 253 Avoid Excessive Conformity 255 Encourage Creativity 256	249
Summary	257
Resources	258
Activities	258
Charter O. Eff. et al.	
Chapter 9 Effective Meetings	260
Types of Meetings	263
Information Sharing 263	
Problem Solving or Decision Making 263 Ritual Activities 264	
Virtual Meetings 265	
Planning a Problem-Solving Meeting When to Hold a Meeting 266 Setting an Agenda 268	266
Conducting the Meeting 272 Beginning the Meeting 272 Conducting Business 274 Concluding the Meeting 280 Following Up the Meeting 282	272
Summary	283
Resources	283
Activities	284
PART FOUR	
MAKING EFFECTIVE PRESENTATIONS	305
	285
Chapter 10 Developing the Presentation	286
Establishing a Purpose General Purpose 289 Specific Purpose 290	289
Developing the Thesis	7 17 47 20
Analyzing the Situation	292
Analyzing the Audience 294 Analyzing Yourself as the Speaker 300 Analyzing the Occasion 301	294
Summary	201
Resources	303 304
Activities	304

Chapter 11 Organizing Your Ideas	306
The Importance of Clear Organization	308
Gathering Ideas and Material	310
Organizing the Body	312
Identify Main Points and Subpoints 312	
Choose the Best Organizational Pattern 312 Rules for Main Points 316	
Planning the Introduction	318
Functions of the Introduction 318 Types of Opening Statements 320	Here a
Planning the Conclusion	323
Functions of the Conclusion 323	
Types of Closing Statements 324	
Adding Transitions	325
Functions of Transitions 325 Characteristics of Effective Transitions 327	
Characteristics of Effective Transitions 327	770
Summary Resources	328 329
Activities	329
Tetrines .	, ,,,
Chapter 12 Verbal and Visual Support in Presentations	332
Functions of Supporting Material	333
Clarity 334	
Interest 335	
Proof 335	226
Verbal Support	336
Examples 336 Stories 337	
Statistics 339	
Comparisons 340	
Citations 342	
Visual Aids	343
1)10001 10000 1000	
Media for Presenting Visual Aids 353	
Computer-Assisted Design of Visual Aids 357 Rules for Using Visual Aids 361	
	262
Summary	363 363
Resources Activities	364
Activities	
Chapter 13 Delivering the Presentation	366
Types of Delivery	368
Manuscript Presentations 368	
Memorized Presentations 368	
Extemporaneous Presentations 369	
Impromptu Presentations 370	371
Guidelines for Delivery Visual Elements 371	571
Visual Elements 3/1 Verbal Elements 3/3	
Vocal Elements 375	
Speaking on Camera 377	

Question-and-Answer Sessions When to Answer Questions 379 How to Manage Questions 379	378
Speaking with Confidence Accept a Moderate Amount of Nervousness 383 Speak More Often 383 Rehearse Your Presentation 384 Think Rationally about Your Presentation 385	382
Summary	386
Resources	387
Activities	388
Chapter 14 Informative, Group, and	
Special-Occasion Speaking	390
Informative Presentations	391
Strategies for Effective Informative Speaking 393	391
Organizing Informative Messages 396	
Sample Informative Presentation	399
Group Presentations	403
Organizing a Group Presentation 404 Using Time Effectively 405	
Planning an Introduction, Conclusion, and Transitions 406 Managing Audience Questions 407 Delivering a Group Presentation 407	
Special-Occasion Speeches Welcoming Remarks 408 Introductions 409	408
Tribute to a Person or Institution 411	
Presentation of an Award 412	
Acceptance of an Award 413	
Summary Resources	414
Activities	414
	415
Chapter 15 Persuasive Presentations	
	416
Ethical Persuasion Defined Types of Persuasive Presentations	418
Sales Presentations 420	420
Proposals 421	
Motivational Speeches 421 Goodwill Speeches 421	
Persuasive Strategies	
Appeal to the Needs of Yora Audience, 421	421
Flave a Realistic Goal 423	
Focus Appeals on Critical Audience Segment 424 Defer Thesis with Hostile Audience 424	
Present Ample Evidence to Support Claims 425	
Consider Citing Opposing Ideas 425	
Adapt to the Cultural Style of Your Audience 426	

	Table of Contents	xiii
Maximizing Speaker Credibility Demonstrate Your Competence 427 Earn the Trust of Your Audience 428 Emphasize Your Similarity to the Audience 428 Increase Your Appeal to the Audience 429 Demonstrate Sincerity 429	427	
Organizing Persuasive Messages Problem-Solution 430 Comparative Advantages 431 Criteria Satisfaction 432 Motivated Sequence 433	430	0
Sample Persuasive Presentation	430	6
Summary Resources Activities	44 44 44	0
APPENDIX: Format and Design of Written Business Messages GLOSSARY END NOTES	46.	2
CREDITS INDEX	469 48. 48.	3