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**Excellence in business communication pdf free**

This page contains a large amount of text, likely a scanned document or a very long page from a book. The text is organized into several sections, each with a different heading or title. The headings include "Business Communication", "Principles of Business Communication", "The Importance of Business Communication", "The Evolution of Business Communication", "The Impact of Technology on Business Communication", "The Future of Business Communication", and "Conclusion". The text discusses the history and development of business communication, its importance in business, the impact of technology, and future trends. It also includes a section on "Principles of Business Communication" which covers topics such as ethics, communication styles, and the role of technology. The text is written in a formal, academic style and includes numerous citations and references.



anyone. Of course, sometimes going against C H A P T E R 1 Achieving Success Through Effective Business Communication 13 expectations can stimulate audience attention, which is why advertisers sometimes do To improve the odds that your wacky and creative things to get your attention. However, for most business commu- messages will be successfully sification efforts, following the expectations of your audience in the most efficient way perceived by your audience, pay to get your message across. close attention to expectations. ● Ensure ease of use. Your audience will have a tough time receiving your messages if ease of use, familiarity, empathy, you make them hard to find, hard to access, or hard to read. Poorly designed websites and technical compatibility, with confusing navigation are common culprit in this respect. ● Emphasize familiarity. Use words, images, and designs that are familiar to your Decoding is a complex process; audience. For example, most visitors to company websites expect to see information receivers often extract different about the company on a page called "About" or "About Us." meanings from messages that the ● Practice empathy. Make sure your messages speak to the audience by clearly address- meanings senders intended. ing their wants and needs—not yours. People are inclined to notice messages that relate to their individual concerns.13 Selective perception occurs. ● Design for compatibility. For the many messages delivered electronically these days, when people ignore or distort to verify technological compatibility with your audience. For instance, if your incoming information to fit their website requires visitors to have a particular video capability in their browsers, you preconceive notions of reality. won't reach those audience members who don't have that software installed. How Audiences Decode Messages A received message doesn't "mean" anything until the recipient decodes it and assigns meaning to it, and there are no guarantees that the receiver will understand the same meaning that the sender intended. Even well-crafted, well-intentioned communication efforts fail at this stage, because the meaning through decoding is a highly personal process that is influenced by culture, individual experience, learning and thinking styles, hopes, fears, and even temporary moods. Moreover, the audience will tend to extract the meaning they expect to get from a message, even if it's the opposite of what the sender intended.<sup>14</sup> In fact, rather than "extract" your meaning, it's more accurate to say that your audience members re-create their own meaning—or meanings—from the message. Cultural and personal beliefs and biases influence the meaning that audiences get from messages. For instance, the human brain organizes incoming sensations into a mental "map" that represents the person's individual perception of reality. If an incoming detail doesn't fit into that perception, a message recipient may simply distort the information to make it fit rather than rearrange his or her mental map—a phenomenon known as selective perception.<sup>15</sup> For example, an actual customer who has stated her repulsion for a particular business strategy might distort or ignore evidence that suggests the strategy is failing. Differences in language and usage patterns can also contribute to selective perception. For instance, if you ask an employee to report on sales figures as "good" or "poor," does that mean he or she is good or poor? By asking for shared experience and similar potential meanings in responses, you can minimize such misunderstandings. Higher levels of understanding, like the one you have with another person, the more likely you are to share similar meanings. Meanings similar very similar very similar. Misunderstanding Average degree of understanding understanding. The more that two people or two groups of people share experiences, personal, professional, and cultural—the more likely it is that receivers will extract the intended meanings that senders encode into the messages.<sup>14</sup> PART 1 Understanding the Foundations of Business Communication Audiences will likely respond to individual thinking styles and another important factor in message decoding. For a message if they remember it, example, someone who places a high value on objective analysis and clear logic might if they're able to respond, and interpret a message differently than someone who values emotion or intuition (reaching if they're properly motivated to conclusions without using rational processes), respond. How Audiences Respond to Messages Your message has been delivered, received, and By explaining how audiences will correctly decode. Now what? Will audience members respond in the way you'd like them to? Only if three events occur: messages, you'll increase their motivation to respond. First, the recipient has to remember the message long enough to act on it. Simplifying greatly, memory works in several stages. Sensory memory momentarily captures incoming data from the senses; then, whatever the recipient pays attention to is transferred to short-term memory. Information in short-term memory will quickly disappear if it isn't transferred to long-term memory, which can be done either actively (such as when a person memorizes a list of items) or passively (such as when a new piece of information connects with something else the recipient already has stored in long-term memory). Finally, the information needs to be retrieved when the recipient wants to act on it.<sup>16</sup> In general, people find it easier to remember and retrieve information that is important to them personally or professionally. Consequently, by communicating in ways that are sensitive to your audience's wants and needs, you greatly increase the chance that your messages will be remembered and retrieved. Second, the recipient has to be able to respond as you wish. Obviously, if recipients simply cannot do what you want them to do, they will not respond according to your plan. By understanding your audience (you'll learn more about audience analysis in Chapter 4), you can work to minimize these unsuccessful outcomes. Third, the recipient has to be motivated to respond. You'll encounter many situations in which your audience has the option of responding but isn't required to. For instance, a record company may or may not offer your band a contract, or your boss may or may not respond to your request for a raise. Throughout this course, you'll learn techniques for crafting messages that can help motivate readers to respond. Now that you have some additional insights into what makes communication succeed, take another look at the communication process model. Figure 1.7 identifies the key challenges in the process and summarizes the steps you can take along the way to become a more effective communicator. The social communication model THE SOCIAL COMMUNICATION MODEL is interactive, conversational, and usually open to all who wish to. To the basic model presented in Figure 1.5 shows how a single idea moves from one sender to participate one receiver. In a larger sense, it also helps represent the traditional nature of much business communication, which was primarily defined by a publishing or broadcasting mindset. The conversational and interactive externally, companies issued carefully scripted messages to a mass audience that often had social communication few options for responding to those messages or initiating messages of their own. Custom- is revolutionizing business ers and other interested parties had few ways to connect with one another to ask questions, communicate, share information, or offer support. Internally, communication tended to follow the same "we talk, you listen" model, with upper managers issuing directives to lower-level supervisors and employees. However, a variety of technologies have enabled and inspired a new approach to business communication. In contrast to the publishing mindset, this new social communication model is interactive and conversational. Customers and other groups are now empowered through social media, electronic media that transform passive audiences into active participants in the communication process by allowing them to share content, revise content, respond to content, or contribute new content. Just as Web 2.0 signifies this second generation of World Wide Web technologies (social networks, blogs, and other tools that you'll read about in Chapter 7), Business Communication 2.0 is a convenient label for this new approach to business communication. On the surface, this approach might look like it's just added some new media tools. However, as Figure 1.8 on page 16 shows, the changes are much deeper and more profound. In a typical 1.0 approach, messages are scripted by designated communicators, approved C H A P T E R 1 Achieving Success Through Effective Business Communication 15. Audience provides feedback to the sender Potential Problems • No means of providing feedback • Feedback ignored • Misinterpretation of nonverbal signals Solutions • Enable and encourage feedback • Listen to and learn from feedback • Learn to interpret nonverbal signals Process 2. Sender 3. Sender 4. Sender 5. Audience 6. Audience 7. Audience encodes the produces transmits the responds to 1. Sender message in message the message has a idea in a through message message idea message a medium a channel Potential Problems • Inappropriate • Noise and • Message • Meaning • Response medium restrictions missed misinterpreted • Wrong response • Unclear ideas • Unclear writing • Message • Uncertain goals • Inefficient • Distractions • Competing • Message design messages ignored forgotten writing • Unfocused • Filters • Channel writing breakdowns Solutions • Outline • Choose • Reduce noise • Focus on • Understand • Emphasize carefully medium and distractions, audience needs, audience beliefs benefits of • Clarify purpose carefully, and biases, responding before • Improve • Eliminate filters. • Meet audience beginning, writing skills. • Change expectations. • Use compatible • Clarify desired language and response, restrictive • Make messages images, making it easy policies and easy to find, to respond, corporate • Maintain good cultures, etiquette. • Monitor for breakdowns. Figure 1.7 Becoming an Effective Business Communicator The communication process presents many opportunities for messages to get lost, distorted, or misinterpreted as they travel from sender to receiver. Fortunately, you can take action at every step in the process to increase your chances of success, by someone in authority, distributed through selected channels, and delivered without The "Business Communication 2.0" modification to a passive audience that is not invited or even expected to respond. In the approach can increase the speed 2.0 approach, the rules change dramatically. Customers and other stakeholders participate of communication, lower costs, in, influence, and often take control of conversations in the marketplace. They rely on each improve access to expertise, and other for information about products, offer technical support, and even participate in group boost employee satisfaction, buying using social tools.<sup>17</sup> For both internal and external communication, Web 2.0 tools can increase the speed of communication, lower communication costs, improve access to pockets of expertise, and boost employee satisfaction.<sup>18</sup> Of course, no company, no matter how enthusiastically it embraces the 2.0 mindset, is going to be run as a social club in which everyone has a say and a vote. Instead, a hybrid approach is emerging in which some communications follow the traditional approach and others follow the 2.0 approach.<sup>19</sup> If you're an active user of Web 2.0 technologies, you'll fit right in with this new communication environment—and possibly even have a head start on more experienced professionals who are still adapting to the new tools and techniques. For the latest information on communicating in a Web 2.0 environment, visit and select Chapter 1.6 PART 1 Understanding the Foundations of Business Communication Business Communication 1.0 Business Communication 2.0 Tendencies Tendencies Publication Conversation Lecture Discussion Intrusion Permission Bidirectional, multidirectional One to many to one, many to many Influence Control High message frequency Low message frequency Many channels Information sharing Few channels Dynamic Information hoarding Egalitarian Amorphous Static Collaboration Hierarchical Reactive Structured Responsive Isolation Planned Isolated Figure 1.8 Business Communication: 1.0 versus 2.0 Business Communication 2.0 differs from conventional communication strategies and practices in a number of significant ways. 4 LEARNING OBJECTIVE Using Technology to Improve List four general guidelines for Business Communication using communication technology effectively. Today's businesses rely heavily on technology to enhance communication. In fact, many of the technologies you might use in your personal life, from microblogs to video games to virtual worlds, are also used in business. You will find technology discussed extensively throughout this book, with specific advice on using both common and emerging tools. The four-page photo essay "Powerful Tools for Communicating Efficiently" (see pages 18-21) provides an overview of the technologies that connect people in offices, factories, and other business settings. Anyone who has used a computer, a smartphone, or other advanced gadget knows that the benefits of technology are not automatic. Poorly designed or inappropriately used technology can hinder communication more than help. To communicate effectively, learn to keep technology in perspective, guard against information overload and information addiction, use technological tools productively, and disengage from the computer frequently to communicate in person. REAL-TIME UPDATES KEEPING TECHNOLOGY IN PERSPECTIVE Learn More by Reading This PDF Perhaps the single most important point to remember about Steps you can take to help reduce technology is that it is simply a tool, a means by which you information overload can accomplish certain tasks. Technology is an aid to inter personal communication, not a replacement for it. Technol Everyone needs to play a part in reducing the burden of too much info you can't think for you or communicate for you, and if you data and information in the work environment; this document has lack some essential skills, technology can't fill the gaps, plenty of helpful tips. Go to and click on Learn More. If you are using MyBcommlab, you can access While this advice might sound obvious, it is easy to get Real-Time Updates within each chapter or under Student Study Tools, caught up in the "gee whiz" factor, particularly with new technologies. No matter how exotic or entertaining it may be, technology has business value only if it helps deliver the right information to the right people at the right time. C H A P T E R 1 Achieving Success Through Effective Business Communication 17 GUARDING AGAINST INFORMATION OVERLOAD Learn More by Reading This Article The overuse or misuse of communication technology Will your social media habits kill your can lead to information overload, in which people re-career?ceive more information than they can effectively process. Follow these tips to make sure your social media habits don't keep information overload makes it difficult to discriminate you from getting a job or derail your career after it has begun. Go between directivity, and amplifies information stirs both on the if you are using MyBcommlab, you can access Real-Time Updates job and at home to the point of causing stress. Within each chapter or under Student Study Tools, relationship problems.20 As a recipient, you often have some level of control over the number and types of messages you choose to receive. Use the filtering features of your communication systems to isolate high-priority messages from information overload. Guarding against information overload, you don't send unnecessary messages. For example, the information you send is specifically requested, only to be discarded if it's not needed. You help reduce information overload by making sure you don't send unnecessary messages. In addition, when you send messages that aren't crucial, let people know so they can prioritize. Even though most communication systems let you mark messages as urgent, use this feature only when it is really needed. Overusing it leads to annoyance and anxiety, not action. USING TECHNOLOGICAL TOOLS PRODUCTIVELY Communicating in today's business environment requires Facebook, Twitter, YouTube, IM, and other technologies are key parts of what has been at least a basic level of technical called the "information technology paradox," in which information tools can waste as competence, much time as they save. Concerns over inappropriate use of social networking sites, for example, have led many companies to ban employees from accessing them during work hours.<sup>21</sup> Inappropriate web use not only deprives employees from work responsibilities but can leave employers open to lawsuits for sexual harassment if inappropriate images are displayed in or transmitted around the company.<sup>22</sup> Social media have created another set of managerial challenges, given the risk that employee blogs or social networking pages can expose confidential information or damage a firm's reputation in the marketplace. With all these technologies, the best solution lies in developing clear policies that are enforced evenly for all employees.<sup>23</sup> In addition to using your tools appropriately, knowing how to use them efficiently can make a big difference in your productivity. You don't have to become an expert in most cases, but you need to be familiar with the basic features and functions of the tools you are expected to use on the job. As a manager, you also need to ensure that your employees have sufficient training to productively use the tools you expect them to use. RECONNECTING WITH PEOPLE Remember to step out from behind your computer occasionally and Let's say you IM a colleague asking how she did with her sales presentation to an important connect in person, taint client, and her answer comes back simply as "Fine." What does fine mean? Is an order Source. © Radios Images/Alamy, expected soon? Or did she lose the sale and doesn't want to talk about it? If you visit with her in person, or at least talk over the phone, she might provide additional information, or you might be able to offer advice or support during a difficult time. Even enthusiastic users know that technology has limits. Jill Smart, an executive with the consulting firm Accenture, often takes advantage of the company's advanced telepresence video conferencing systems (discussed in Chapter 2) but still travels frequently to meet with clients—particularly clients in other countries and cultures. She says: "You get things from being there, over breakfast and dinner, building relationships face to face." 24 Powerful Tools for Communicating Effectively The tools of business communication evolve with every new generation of digital technology. Selecting the right tool for each situation can enhance your business communication in many ways. In today's flexible office settings, communication technology helps people keep in touch and stay productive. When coworkers in different cities or countries need to collaborate, they can meet and share ideas without costly travel. Companies use communication technology to keep track of parts, orders, and shipments—and to keep customers well-informed. Those same customers can also communicate with companies in many ways at any time of the day or night. For a closer look at the latest business uses of social media tools in particular, see pages 188-195 in Chapter 7. Wireless Networks Source: Belkin International, Inc. REDEFINING THE OFFICE Source: Photodisc/Getty Images. Many business professionals today have technology makes it easier for Electronic presentations, both only part-time offices or no offices at all, business professionals to stay on-site and online, are a mainstay relying on wireless networks to stay connected with customers and of business communication, connected with colleagues and teammates, wherever their work customers. Takes them. 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Machines Corporation, © 2011 International Business Machines Corporation. Working in teams is essential for each situation can enhance your business communication in many ways. In today's flexible office settings, communication technology helps people keep in touch and stay productive. When coworkers in different cities or countries need to collaborate, they can meet and share ideas without costly travel. Companies use communication technology to keep track of parts, orders, and shipments—and to keep customers well-informed. Those same customers can also communicate with companies in many ways at any time of the day or night. For a closer look at the latest business uses of social media tools in particular, see pages 188-195 in Chapter 7. Wireless Networks Source: Belkin International, Inc. REDEFINING THE OFFICE Source: Photodisc/Getty Images. Many business professionals today have technology makes it easier for Electronic presentations, both only part-time offices or no offices at all, business professionals to stay on-site and online, are a mainstay relying on wireless networks to stay connected with customers and of business communication, connected with colleagues and teammates, wherever their work customers. Takes them. Electronic Virtual Meeting Spaces presentations, shared workspaces, Shared Workspaces and virtual meeting spaces can Source:



each For a reminder of the steps you can take to overcome chapter or under Student Study Tools. listening barriers, see "Checklist: Overcoming Barriers to Effective Listening." 50 PART 1 Understanding the Foundations of Business Communication ✓ Checklist Overcoming Barriers to Effective Listening ● Lower barriers to physical reception whenever you can ● Don't count on your memory; write down or record (such as avoiding interrupting speakers by asking questions important information, or by exhibiting disruptive nonverbal behaviors). ● Improve your short-term memory by repeating ● Avoid selective listening by focusing on the speaker and information or breaking it into shorter lists, carefully analyzing what you hear. ● Improve your long-term memory by using association. ● Keep an open mind by avoiding any prejudgetment and by categorization, visualization, and mnemonics. not listening defensively. 6 LEARNING OBJECTIVE Improving Your Nonverbal Communication Skills Explain the importance of Nonverbal communication is the interpersonal process of sending and receiving information, nonverbal communication, and tion, both intentionally and unintentionally, without using written or spoken language. identify six major categories of Nonverbal signals play a vital role in communication because they can strengthen a verbal nonverbal expression. message (when the nonverbal signals match the spoken words), weaken a verbal message (when nonverbal signals don't match the words), or replace words entirely. For example, Nonverbal communication can you might tell a client that a project is coming along nicely, but your forced smile and supplement or even replace verbal nervous glances will send an entirely different message. messages (those that use words). RECOGNIZING NONVERBAL COMMUNICATION Nonverbal signals include facial expression, gesture and posture, Paying special attention to nonverbal signals in the workplace will enhance your ability to vocal characteristics, personal communicate successfully. The range and variety of nonverbal signals are almost endless, appearance, touch, and time and but you can grasp the basics by studying six general categories: space. ● Facial expression. Your face is the primary vehicle for expressing your emotions; it reveals both the type and the intensity of your feelings. 58 Your eyes are especially effective for indicating attention and interest, influencing others, regulating interaction, and establishing dominance. 59 ● Gesture and posture. The way you position and move your body expresses both specific and general messages, some voluntary and some involuntary. Many gestures—a wave of the hand, for example—have specific and intentional meanings. Other types of body movement are unintentional and express more general messages. Slouching, leaning forward, fidgeting, and walking briskly are all unconscious signals that can reveal whether you feel confident or nervous, friendly or hostile, assertive or passive, powerful or powerless. ● Vocal characteristics. Voice carries both intentional and unintentional messages. A speaker can intentionally control pitch, pace, and stress to convey a specific message. For instance, compare "What are you doing?" and "What are you doing?" Unintentional vocal characteristics can convey happiness, surprise, fear, and other emotions (for example, fear often increases the pitch and the pace of your speaking voice). ● Personal appearance. People respond to others on the basis of their physical appearance, sometimes fairly and other times unfairly. Although an individual's body type and facial features impose limitations, you can control grooming, clothing, accessories, piercings, tattoos, and hairstyle. If your goal is to make a good impression, adopt the style of the people you want to impress. ● Touch. Touch is an important way to convey warmth, comfort, and reassurance—as well as control. Touch is so powerful, in fact, that it is governed by cultural customs that establish who can touch whom and how in various circumstances. In the United States and Great Britain, for instance, people usually touch less







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