Business and Professional Communication

Principles and Skills for Leadership

THIRD EDITION

Steven A. Beebe

Texas State University

Timothy P. Mottet

Northwest Missouri State University



Contents

Preface		Recap	
Acknowledgments		2.2 Be Aware of Leadership Assumptions	10
		2.2.1 Classical Approach Assumptions	1.0
1 Communicating and Leading at Work	1	2.2.2 Human Relations Assumptions	16
	•	Leaders Communicating @ Work	10
1.1 Communication and Leadership	2	2.2.3 Human Resources Assumptions	17
1.1.1 Communication and You	2	2.3 Be Aware of Organizational Culture	12
1.1.2 Leadership and You	3	Communication Ethics @ Work	18
1.2 Communication: Making Sense and Sharing Sense	3	2.3.1 Organizational Culture is Communicated	
1.2.1 The Nature of Communication	3	Both Explicitly and Implicitly	18
COMMUNICATION IS ABOUT MAKING SENSE • COMMUNICATION IS ABOUT SHARING SENSE • COMMUNICATION IS ABOUT	N	2.3.2 Organizational Culture Includes Multiple Factors	18
CREATING MEANING • COMMUNICATION OCCURS THROUGH		2.3.3 Using Organizational Culture to Lead	19
VERBAL AND NONVERBAL MESSAGES		2.4 Be Aware of Organizational Power	20
1.2.2 The Components of Communication	4	-	20
1.3 Leadership: Influencing Others Through	_	2.4.1 Types of Organizational Power	20
Communication	5	2.4.2 Abuse of Organizational Power: Sexual Harassment	21
1.3.1 The Relationship Between Leadership and		#Technology and Communication @ Work	2
Communication	6		
Leaders Communicating @ Work	6	Summary: Being Aware of How You Communicate at Work	22
1.3.2 Leading Versus Managing	7		
1.3.3 Leading Versus Following	7	3 Using Verbal and Nonverbal	
1.3.4 Leading and Technology	7	Messages	24
#Technology and Communication @ Work	8	G	
1.4 Leading Others: Applying Communication Principles at Work		3.1 Communicating Clear Verbal Messages #Technology and Communication @ Work	25 26
1.4.1 Principle One: Leaders Are Aware of Their	8	3.2 Communicating Supportive Verbal Messages	26
Communication with Themselves		3.2.1 Use Descriptive "I" Language Rather Than	
and Others	9	Evaluative "You" Language	26
Communication Ethics @ Work	9	3.2.2 Solve Problems Rather Than Control Others	27
1.4.2 Principle Two: Effectively Use and		3.2.3 Be Genuine Rather Than Manipulative	27
Interpret Verbal Messages	10	3.2.4 Empathize Rather Than Detach from Others	27
1.4.3 Principle Three: Effectively Use and Interpret		Recap	28
Nonverbal Messages	10	3.2.5 Be Flexible Rather Than Rigid	28
1.4.4 Principle Four: Listen and Respond		3.2.6 Present Yourself as Equal Rather Than	20
Thoughtfully to Others	10	as Superior	28
1.4.5 Principle Five: Appropriately Adapt		3.3 Understanding Nonverbal Message	
Messages to Others	10	Characteristics	29
Recap	11	3.3.1 Nonverbal Messages Form	
Summary: Communicating and Leading at Work	11	Relationships	29
		3.3.2 Nonverbal Messages Express Truth	29
2 Daine Armana ad II ann Van		3.3.3 Nonverbal Messages Are Culture Bound	29
2 Being Aware of How You	10	3.4 Using and Interpreting Nonverbal Messages	29
Communicate at Work	13	3.4.1 Physical Appearance	29
2.1 Be Aware of Leadership Approaches	14	PHYSICAL ATTRACTION • CLOTHING • ARTIFACTS	27
2.1.1 The Trait Approach	14	3.4.2 Voice	30
2.1.2 The Functional Approach	14		30
2.1.3 The Styles Approach	15	, and the second	31
, 11	15	EMBLEMS • ILLUSTRATORS • REGULATORS	01
2.1.4 The Situational Approach		3.4.4 Facial Expression and Eye Contact	31
2.1.5 The Transformational Leadership Approach	15	Leaders Communicating @ Work	32
			vii

	3.4.5 Space	32	5.4 Adapting to Generational Differences	58
	3.4.5 Space 3.4.6 Time	33		58
	3.4.7 Touch	33	5.4.1 Understanding Generation Y	59
			5.4.2 Strategies for Adapting	60
	3.4.8 Physical Environment	33	Summary: Adapting to Differences	00
	Summary: Using Verbal and Nonverbal Messages	34		
			6 Relating to Others at Work	61
	4 Listening and Responding	36	6.1 Relating to Your Manager	62
4.1	l Hearing and Listening	37	Leaders Communicating @ Work	63
	4.1.1 The Difference Between Hearing and Listening		6.2 Relating to Your Coworkers	64
	4.1.2 Listening Problems	38	A Few Recommendations	65
	Leaders Communicating @ Work	38		65
4.2		38	6.3 Relating to Those You Lead	66
4.3		39	Recap	
		39	6.4 Understanding Conflict Styles	66
4.4	Listening to Understand Both Major Ideas and Details	40	6.4.1 Avoider	67
	Communication Ethics @ Work	40	6.4.2 Accommodator	67
	4.4.1 Listen for Major Ideas in the Message		6.4.3 Competitor	67
	4.4.2 Listen for the Details in the Message	41	6.4.4 Collaborator	67
	#Technology and Communication @ Work	41 41	6.4.5 Compromiser	67
	4.4.3 Link the Details with the Main Ideas	42	6.5 Managing Conflict at Work	68
	Recap	42 42	6.5.1 Skills for Managing Emotions	68
	·		SELECT A MUTUALLY ACCEPTABLE TIME AND PLACE	
4.5	1 0)	42	TO DISCUSS THE CONFLICT • MONITOR THE EMOTIONAL	
	4.5.1 Responding Verbally	43	TEMPERATURE • BE NONVERBALLY RESPONSIVE TO OTHERS • AVOID PERSONAL ATTACKS, NAME-CALLING,	
	4.5.2 Responding Nonverbally	43	PROFANITY, AND GUNNY-SACKING	
	Rating Scale 4.1	43	6.5.2 Skills for Managing Conflict	
	4.5.3 Responding Empathically	43	Conversations	69
	ASK APPROPRIATE QUESTIONS • PARAPHRASE MESSAGE CONTENT • PARAPHRASE EMOTIONS		DESCRIBE THE PROBLEM • ACHIEVE UNDERSTANDING •	
	Summary: Listening and Responding	45	IDENTIFY GOALS • BRAINSTORM SOLUTIONS • SELECT	
	, , , , ,		THE BEST SOLUTION Communication Ethics @ Work	74
	5 Adomting to Differences	47		71
	5 Adapting to Differences	47	6.5.3 Skills for Managing Bullies #Technology and Communication @ Work	71 72
5.1	Adapting to Social Style Differences	48	Summary: Relating to Others at Work	
,	5.1.1 Identifying Social Style	48	Summary. Helating to Others at Work	73
	Rating Scale 5.1	49	_	
	Communication Ethics @ Work	50	7 Interviewing Principles and Skills	<i>7</i> 5
	5.1.2 Adapting to Social Styles	50	7.1 Preparing the Interview	76
5.2	Adapting to Cultural Differences	51	7.1.1 Identify the Interview Goal	70 77
	Leaders Communicating @ Work	52	7.1.2 Identify the Appropriate Person	
	5.2.1 Cultural Context	52	CONSULT PROFESSIONAL ORGANIZATIONS AND	77
į	5.2.2 Cultural Values	53	MEMBERSHIP DIRECTORIES • USE ORGANIZATIONAL	
	INDIVIDUALISM VERSUS COLLECTIVISTIC • DECENTRALIZED VERSUS CENTRALIZED POWER		WEBSITES • USE PERSONAL CONTACTS, ACQUAINTANCES, AND NETWORKS • USE YOUR INSTRUCTORS • CALL THE	
1	#Technology and Communication @ Work	53	ORGANIZATION DIRECTLY	
	ACCEPTANCE OF UNCERTAINTY VERSUS PREFERENCE		7.1.3 Arrange the Interview	78
	FOR CERTAINTY • SHORT-TERM VERSUS LONG-TERM ORIENTATION • MASCULINE VERSUS FEMININE VALUES		SCHEDULE TIME • IDENTIFY LOCATION • ARRANGE PHYSICAL SETTING	
	5.2.3 Strategies for Adapting	54	#Technology and Communication @ Work	78
	Recap	55	7.2 Structuring the Interview	79
5.3	. 0	55	7.2.1 Identify Interview Topics	79
ļ	5.3.1 Conversational Rituals	56	7.2.2 Write Interview Questions	80
	RITUAL APOLOGY • RITUAL OPPOSITION • COMPLIMENTS • SMALL-TALK RITUALS		OPEN QUESTIONS • CLOSED QUESTIONS • PROBING	
	5.3.2 Strategies for Adapting	57	QUESTIONS • HYPOTHETICAL QUESTIONS Recap	0.4
			· manufa	81

7.2.3 Sequence Interview Questions	82	8.3 Appraisal Interviews	103
FUNNEL SEQUENCE • INVERTED FUNNEL TUNNEL SEQUENCE	SEQUENCE •	8.3.1 Preparing an Appraisal Interview IDENTIFY THE INTERVIEW GOAL • ANALYZE THE	104
7.3 Conducting the Interview	83	INDIVIDUAL'S PERFORMANCE	
Leaders Communicating @ Work	83	#Technology and Communication @ Work	105
7.3.1 Open the Interview	83	SCHEDULE THE INTERVIEW	
MAKE A POSITIVE FIRST IMPRESSION • ES	STABLISH	8.3.2 Conducting an Appraisal Interview OPEN THE INTERVIEW • PROCESS THE INTERVIEW •	105
7.3.2 Process the Interview	84	CLOSE THE INTERVIEW	
INTERVIEWER'S ROLE . INTERVIEWEE'S R	OLE	8 - 1 1 1 1	107
7.3.3 Close the Interview	85	ACKNOWLEDGE CHANGED BEHAVIOR • READDRESS UNCHANGED BEHAVIOR	
SUMMARIZE THE INTERVIEW • ENCOURAGE RELATIONS • DISCUSS THE NEXT STEP • THANK-YOUS		Recap	107
Recap	86	Summary: Interviewing Goals	108
·	86		
7.4 Interviewing Ethics7.4.1 Interviewer Ethics	87	9 Collaborating in Teams 10	.09
STATE YOUR PURPOSE IN ADVANCE • ALL		9.1 Elements of Teamwork	110
INTERVIEWEE TO MAKE UNCOERCED RESP UNBIASED QUESTIONS • AVOID UNLAWFU	PONSES • ASK		110
CONVEY HONEST, ACCURATE INFORMATIO		WHAT'S A GROUP? • WHAT'S A TEAM?	
CONFIDENTIALITY		·	112
7.4.2 Interviewee Ethics	88	9.1.2 Characteristics of Effective Teams	112
ANSWER QUESTIONS HONESTLY • KEEP Y WORD • RESPECT CONFIDENTIALITY	OUR	SPECIFY A CLEAR, ELEVATING GOAL • DEVELOP A RESULTS- DRIVEN STRUCTURE • INCLUDE COMPETENT TEAM	
Summary: Interviewing Principles and Skills	89	MEMBERS • DEVELOP A UNIFIED COMMITMENT Communication Ethics @ Work 1	113
		CREATE A COLLABORATIVE CLIMATE • MAINTAIN HIGH	110
8 Interviewing Goals	91	STANDARDS OF EXCELLENCE • DRAW UPON EXTERNAL SUPPORT AND RECOGNITION • REINFORCE PRINCIPLED	
8.1 Information-Gathering Interviews	92	LEADERSHIP	
8.1.1 Preparing an Information-Gather	ing Interview 92	Leaders Communicating @ Work 1	114
IDENTIFY THE INTERVIEW GOAL • IDENTIFY AND SCHEDULE THE INTERVIEW	THE PERSON	9.1.3 Working in Virtual Teams 1 TELEPHONE CONFERENCES • EMAIL AND TEXT	114
8.1.2 Conducting an Information-Gat Interview	hering 93	COLLABORATION • VIDEOCONFERENCES • WEB-BASED COLLABORATION	
OPEN THE INTERVIEW • PROCESS THE INT	ERVIEW •	#Technology and Communication @ Work 1	116
CLOSE THE INTERVIEW		9.2 Understanding Team Dynamics 1	116
8.1.3 Following Up an Information-G			116
Interview	94	TASK ROLES • SOCIAL ROLES • INDIVIDUAL ROLES	
EXPRESS THANKS • PROCESS YOUR NOTE		9.2.2 Team Norms 1	118
Leaders Communicating @ Work	95	9.2.3 Team Networks 1	119
TAKE THE NEXT STEP		ALL CHANNEL • CHAIN NETWORK • WHEEL NETWORK	
8.2 Job Interviews	95	9.3 Improving Team Dynamics 1	120
8.2.1 Preparing a Job Interview	95	9.3.1 How to Develop Team Ground Rules 1	120
8.2.2 Identify the Interview Goal	95	9.3.2 How to Develop a Team Mission Statement 1	120
Communication Ethics @ Work	96	9.3.3 How to Manage Team Status Differences 1	121
8.2.3 Develop a Resume	96	8	121
8.2.4 Identify and Research Appropri		9.3.5 How to Enhance Team Cohesiveness 1	122
Organization, Position, and Con		9.4 Approaches to Enhancing Teamwork 1	123
8.2.5 Write a Cover Letter	98	9.4.1 The Descriptive Approach—Describing	
8.2.6 Schedule the Interview	100	1	123
8.2.7 Conducting a Job Interview	100	ORIENTATION • CONFLICT • EMERGENCE • REINFORCEMENT • THE PROCESS NATURE OF TEAMS	
OPEN THE INTERVIEW	101	9.4.2 The Functional Approach—Understanding	
8.2.8 Process the Interview	101		124
8.2.9 Close the Interview	102	GOAL FUNCTION • ANALYSIS FUNCTION • IDEA	
8.2.10 Following Up on a Job Interview	102	GENERATION FUNCTION • EVALUATION FUNCTION •	
EXPRESS THANKS • FOLLOW THROUGH		. PERSONAL SENSITIVITY FUNCTION	

	9.4.3	The Prescriptive Approach—Identifying Team Strategies	125	11 Developing Your Professional Presentation	146
5	Summa	ary: Collaborating in Tearns	126	recentation	147
44	^ -		40=	11.1 Lindowstanding Vour Approhension	147
		nhancing Team Meetings eting Essentials—A Balance of Structure	127	11.1.1 Understanding Your Apprehension WHY DO YOU BECOME NERVOUS? • WHEN ARE YOU MOST LIKELY TO FEEL NERVOUS? • HOW MUCH DOES	177
	and	Interaction	128	YOUR NERVOUSNESS SHOW? • HOW CAN YOU USE NERVOUSNESS PRODUCTIVELY?	
1	0.1.1	Providing Meeting Structure	129	11.1.2 Tips for Building Your Confidence	148
1	0.1.2	Encouraging Meeting Interaction	129	DON'T PROCRASTINATE • KNOW YOUR AUDIENCE	140
10.2	Pre	paring for Meetings	129	RECREATE THE SPEECH ENVIRONMENT WHEN YOU	
1	WHI IS H PRO	Determining Whether to Have a Meeting EN COLLABORATION IS NEEDED • WHEN UNCERTAINTY HIGH • WHEN PEOPLE MAY RESIST A DECISION OR A OPOSED SOLUTION • WHEN INFORMATION COMES	130	REHEARSE • VISUALIZE SUCCESS • BREATHE • CHANNEL YOUR NERVOUSNESS • GIVE YOURSELF A PEP TALK • LOOK FOR FRIENDLY FACES WHEN YOU SPEAK • SEEK SPEAKING OPPORTUNITIES • BE PREPARED	
		OM MULTIPLE SOURCES • WHEN THE TASK OR PROJECT COMPLEX		Recap	149
1		Determining the Meeting Goal	131	11.2 Consider Your Audience	149
		RING INFORMATION • DISCUSSING INFORMATION •	101	Leaders Communicating @ Work	150
		ING ACTION		11.2.1 Analyzing your Audience Before	. = 0
L	_eader	s Communicating @ Work	132	You Speak	150
1	0.2.3	Developing the Meeting Agenda	132	CONSIDER DEMOGRAPHIC INFORMATION • CONSIDER THE PSYCHOLOGICAL PROFILE OF YOUR AUDIENCE	
		NTIFY MEETING ISSUES AND QUESTIONS • GROUP		#Technology and Communication @ Work	151
		JES AND QUESTIONS ACCORDING TO MEETING ALS • ESTIMATE HOW MUCH TIME TO BUDGET FOR		CONSIDER THE SITUATION	
		H QUESTION OR ISSUE • STRATEGICALLY SEQUENCE		11.2.2 Analyzing Your Audience as You Speak	151
		NDA ITEMS		OBSERVE EYE CONTACT • OBSERVE FACIAL	
#	Techn	ology and Communication @ Work	133	EXPRESSION • OBSERVE MOVEMENT • OBSERVE	
1	0.2.4	Leading Team Meetings	134	RESPONSES • RESPOND TO YOUR OBSERVATIONS	
F	Recap		135	11.2.3 Analyzing Your Audience after You Speak	153
		nning Problem-Solving Meetings	135	NONVERBAL RESPONSES • VERBAL RESPONSES • SURVEY RESPONSES • BEHAVIORAL RESPONSES	
		The Nature of Problem Solving	135	11.3 Select and Narrow Your Topic	153
1		The Steps of Problem Solving	136	11.3.1 Determine Your Purpose	153
	ANA	P 1: IDENTIFY AND DEFINE THE PROBLEM • STEP 2: LYZE THE PROBLEM • STEP 3: GENERATE POSSIBLE UTIONS • STEP 4: SELECT THE BEST SOLUTION		DETERMINE YOUR GENERAL PURPOSE • DETERMINE YOUR SPECIFIC PURPOSE	100
C		unication Ethics @ Work	137	11.3.2 Develop Your Central Idea	154
	STE	P 5: TEST AND IMPLEMENT THE SOLUTION.		ONE SENTENCE • ONE KEY IDEA • AUDIENCE CENTERED	
F	Recap		138	Recap	155
10.4	Dev	reloping Creative Solutions	138	11.3.3 Generate Your Main Ideas	155
		Traditional Brainstorming	138	11.4 Support Your Presentation	156
1	0.4.2	Silent Brainstorming—Nominal-Group Technique	139	11.4.1 Sources of Supporting Material THE INTERNET • THE LIBRARY • YOU AND PEOPLE YOU KNOW	156
1	0.4.3	Absentee Brainstorming—Delphi		Communication Ethics @ Work	157
		Technique	140	11.4.2 Types of Supporting Material	157
		Electronic Brainstorming	140	ILLUSTRATIONS • DESCRIPTIONS AND	
F	Recap		141	EXPLANATIONS • DEFINITIONS • OPERATIONAL DEFINITION • ANALOGIES • STATISTICS • OPINIONS	
		naging Meeting Interaction	141	Recap	160
1		Facilitating Discussion	141	11.5 Organize Your Presentation	160
		A GATEKEEPER • FOCUS ON THE GOAL • MONITOR E • STRUCTURE INTERACTION		11.5.1 Organizing Your Main Ideas	161
F	Recap	and the state of t	142	ORGANIZE IDEAS CHRONOLOGICALLY • ORGANIZE IDEAS	
	•	Avoiding Groupthink	142	TOPICALLY • ORGANIZE IDEAS BY IMPORTANCE • ORGANIZE	
-		DUPTHINK TRIGGERS • HOW TO AVOID GROUPTHINK	-	IDEAS BY THEIR COMPLEXITY • ORGANIZE IDEAS SPATIALLY • ORGANIZE IDEAS TO SHOW CAUSE AND	
1		Reaching Consensus	143	EFFECT • ORGANIZE IDEAS BY PROBLEM AND SOLUTION	
	ÚSE	METADISCUSSION • LISTEN AND SUMMARIZE • P IT REAL		Recap ADAPT ORGANIZATION TO CULTURAL EXPECTATIONS OF	163
5	Summa	ary: Enhancing Team Meetings	144	YOUR AUDIENCE . ORGANIZING YOUR PRESENTATION	

FOR THE EAR • PREVIEWS • VERBAL TRANSITIONS • NONVERBAL TRANSITIONS • SUMMARIES	164	ENHANCED ATTENTION • ENHANCED UNDERSTANDING • ENHANCED MEMORY • ENHANCED ORGANIZATION • ENHANCED SEQUENCING	
11.5.2 Introducing Your Presentation GET THE AUDIENCE'S ATTENTION • INTRODUCE THE TOPK	164	12.5.2 Types of Presentation Aids	180
GIVE THE AUDIENCE & REASON TO LISTEN • ESTABLISH YO CREDIBILITY • PREVIEW YOUR MAIN IDEAS		CHARTS • FLIPCHARTS • OVERHEAD TRANSPARENCIES • VIDEO • AUDIO	100
11.5.3 Concluding Your Presentation	165	12.5.3 Designing Presentation Aids	182
SUMMARIZE THE SPEECH • REEMPHASIZE THE CENTRAIDEA IN A MEMORABLE WAY • MOTIVATE THE AUDIENCE RESPOND • PROVIDE CLOSURE		MAKE THEM EASY TO SEE • MAKE THEM SIMPLE • DEVELO A CONSISTENT VISUAL THEME • COMMUNICATE NUMERICA DATA VISUALLY • CHOOSE A FONT WITH CARE • USE ALL	
Recap	165	CAPITAL LETTERS SPARINGLY ON PRESENTATION AIDS • US	SE
11.5.4 Outlining Your Presentation PREPARATION OUTLINE • DELIVERY OUTLINE	165	COLOR TO CREATE A MOOD AND MAINTAIN ATTENTION • DESIGN FOR CONTRAST • USE BLACK AND WHITE EFFECTIVELY • USE A STORYBOARD TO PLAN YOUR	
Sample Speech by Douglas Starr	166	MESSAGE	404
Summary: Developing Your Professional Presentation	168	#Technology and Communication @ Work	184
12 Delivering Professional Presentations12.1 Methods of Delivering Your Presentation	169 170	12.5.4 Using Computer-Generated Images USE WORDS SPARINGLY • KEEP SIGHTS AND SOUNDS SIMPLE • APPROPRIATELY TIME THE DISPLAY OF YOUR SLIDES • REPEAT VISUAL ELEMENTS TO CREATE UNITY • L CLIP ART AND OTHER IMAGES • ALLOW PLENTY OF TIME TO	
12.1.1 Manuscript Speaking	170	PREPARE YOUR PRESENTATION AIDS	185
12.1.2 Memorized Speaking	171	12.5.5 Using Presentation Aids REHEARSE WITH YOUR PRESENTATION AID • MAKE EYE	103
12.1.3 Improvising—Impromptu Speaking	171	CONTACT WITH YOUR AUDIENCE, NOT WITH YOUR	
IDENTIFY THE NUMBER OF POINTS YOU WISH TO MAKE • ORGANIZE BEFORE YOU SPEAK • BE BRIEF • SPEAK HONE AND DRAW ON PERSONAL EXPERIENCE • ALWAYS KEEP YO AUDIENCE IN MIND		PRESENTATION AID • TALK ABOUT YOUR PRESENTATION AID, DON'T JUST SHOW IT • DO NOT PASS OBJECTS AMONG MEMBERS OF YOUR AUDIENCE • USE HANDOUTS EFFECTIVELY • TIME THE USE OF VISUALS TO CONTROL YO	UR
12.1.4 Conversing—Extemporaneous Speaking	172	LISTENERS' ATTENTION Recap	186
Recap	172	Summary: Delivering Professional Presentations	186
12.2 Effective Delivery Strategies	172	Summary. Delivering Professional Presentations	100
12.2.1 Look Up—Maximize Eye Contact	173	12 Information Property 13 and 13 Addition	
12.2.2 Move Meaningfully—Use Appropriate Gestures, Movement, and Posture	173	13 Informing, Persuading, and Making Special Presentations	188
GESTURES • MOVEMENT • POSTURE 12.2.3 Express Emotions—Use Appropriate Facial		13.1 Informing Others	189
Expressions	174	Leaders Communicating @ Work	189
12.2.4 Look Good—Monitor Personal Appearance	1 <i>7</i> 5	USE SIMPLE IDEAS • PACE INFORMATION FLOW • USE ADULT LEARNING STRATEGIES • REINFORCE IDEAS NONVERBALLY	
12.2.5 Speak Clearly—Use Appropriate Vocal		13.1.1 Presenting Briefings	190
Delivery	175	13.1.2 Presenting Reports	191
VOLUME • ARTICULATION • PRONUNCIATION • DIALECT • PITCH • RATE		13.1.3 Presenting Public Relations Presentations	191
Leaders Communicating @ Work	177	13.1.4 Presenting Training Sessions	191
12.2.6 Speak Up—Tips for Using a Microphone	1 <i>77</i>	ANALYZE ORGANIZATIONAL AND TRAINEE NEEDS • ANALYZI THE TRAINING TASK • DEVELOP TRAINING OBJECTIVES •	E
Recap	177	ORGANIZE TRAINING CONTENT • DETERMINE TRAINING	
12.3 Adapting Your Presentation for the Media CONSIDER TONING DOWN YOUR GESTURES • DRESS FOR	178 R	METHODS • SELECT TRAINING RESOURCES • COMPLETE TRAINING PLANS • DELIVER TRAINING • ASSESS THE TRAINING PROCESS	
VIDEO SUCCESS • MONITOR YOUR FACIAL EXPRESSIONS		#Technology and Communication @ Work	193
KEEP IT SHORT • CHOOSE YOUR WORDS WITH CARE AND STYLE • BECOME FAMILIAR WITH THE TECHNOLOGY	,	13.2 Persuading Others	194
BEFORE YOU SPEAK		13.2.1 Principles of Persuasion	194
12.4 Responding to Questions PREPARE • REPEAT OR REPHRASE THE QUESTION • ASK YOURSELF THE FIRST QUESTION • STAY ON MESSAGE •	1 78	PEOPLE RESPOND TO RESOLVE DISSONANCE • PEOPLE RESPOND TO MEET NEEDS • PEOPLE RESPOND TO FEAR MESSAGES • PEOPLE RESPOND TO POSITIVE MESSAGES	
LISTEN CAREFULLY AND NONJUDGMENTALLY • NEUTRAL HOSTILE QUESTIONS • USE ORGANIZATIONAL SIGNPOSTS		Communication Ethics @ Work	195
SIGNAL WHEN THE Q&A PERIOD IS CONCLUDING 12.5 Presentation Aids	180	13.2.2 Strategies for Persuading EFFECTIVELY ESTABLISH YOUR CREDIBILITY • EFFECTIVELY AND ETHICALLY USE EVIDENCE AND REASONING	196
12.5.1 Why Use Presentation Aids?	180	Recap	198

xii Contents

USE EMOTION EFFECTIVELY AND ETHICALLY TO PERSUADE • ORGANIZE YOUR PERSUASIVE MESSAGE EFFECTIVELY	-	CONSIDER THE EMOT	rning to Use Technology Effectively RTHE QUALITIES OF THE MESSAGE • CONSIDE FIONAL IMPACT OF THE MESSAGE • FOLLOW TH	HE
Recap	203		ICATION NORMS OF THE ORGANIZATION • USE CHANNELS	
13.2.3 Presenting to Sell	203	14.2.2 Usi		216
13.2.4 Developing Your Sales Message	204		tion Ethics @ Work	217
HOOK YOUR LISTENER • IDENTIFY THE CUSTOMER'S KEY ISSUE • MAKE THE RECOMMENDATION • STRESS BENEFITS, FEATURES • MAKE THE CLOSE • RESPOND TO OBJECTIONS		14.3 Writing Business Letters 14.3.1 Correspondence		
Leaders Communicating @ Work			GOODWILL • INCLUDE STANDARD ELEMENTS O)F
13.3 Making Special Presentations		CORRESPONDENCE • DELIVER BAD NEWS TACTFULLY •		
13.3.1 Introducing Others	20 <i>7</i>		NDARD FORMAT	210
13.3.2 Presenting an Award	207		applaint Letters	218 220
13.3.3 Accepting an Award	207		nmunicating @ Work	
13.3.4 Making a Toast	208	•	Business Documents	220
Summary: Informing, Persuading, and Making Special Presentations		14.4.1 Mer		220
			BODY • CLOSING	201
		•	gress and Activity Reports	221
14 Writing for Business			HE PROBLEM • DISCUSS YOUR	221
14.1 Developing Business Writing Skills	211	APPROACI AND COST	H • DESCRIBE THE BENEFITS • MENTION SCH S	EDULE
14.1.1 Organizing the Document	211	14.4.4 Forr		223
14.1.2 Writing with Appropriate Style	212		TTER • BODY • BACK MATTER	
USE APPROPRIATE TONE AND VOCABULARY • USE UNBIASED LANGUAGE		Summary: W	riting for Business	224
14.1.3 Writing with Clarity	213	Appendix	225	
USE SUBORDINATION • AVOID REDUNDANCY • DO NOT		Glossary	235	
OVERUSE INTENSIFIERS • AVOID TELEGRAPHIC LANGUAGE		Notes	241	
#Technology and Communication @ Work	213	Credits	260	
14.2 Using Technology and Email	214	Index	265	