

Contents

Preface iv

Acknowledgements xxii

How to use this book xxv

1 Communication today 1

One communication, two communications 2

Priestley's paradox 4

What people say about communication 6

Communication: models for understanding 8

Models 1 and 2: Lasswell, and Shannon and Weaver 9

Models 3, 4 and 5: Berlo, Lievrouw/Finn and Foulger 10

Model 6: An expanded model of communication 13

Context 26

Message termination and failure 26

Time and simultaneity 26

Communication: always a good thing? 27

Communication and ethics 29

Ethics and rationalisation 30

Communication: the next frontier 32

Summary 32

Student study guide 32

KEY TERMS 32

REVIEW QUESTIONS 32

APPLIED ACTIVITIES 33

WHAT WOULD YOU DO? 34

REFERENCES 34

SUGGESTED READING 37

2 Document design and graphic communication 38

Document and information design: an introduction 39

Some definitions 39

Crossovers and connections 40

Information design and readability 40

Designing information: how do you do it? 41

Mixing and matching for maximum effect 41

Structure and analysis 43

More on planning 44

Means, ends, assumptions and audiences 44

Structuring your thoughts and ideas 46

Drafting and testing 47

Layout: how does it look? 48

Types and fonts 48

White space 52

The shape of the page 52

Paragraphs, lists, columns 53

Colour 53

Document design and structure 53

Layout/document design: from before to after 54

Every picture tells a story: graphic communication 57

Visuals: what they are and how to use them 58

Overview: which graphic do I use for which situation? 69

Data and the scale of things: the use and abuse of graphic communication 69

Summary 71

Student study guide 72

KEY TERMS 72

REVIEW QUESTIONS 72

APPLIED ACTIVITIES 72

WHAT WOULD YOU DO? 73

REFERENCES 74

SUGGESTED READING 74

3 Doing and using research 76

Research skills and the knowledge-based society 77

- The research process 77
- Researching sources: primary, secondary and tertiary sources 78

Secondary and tertiary data 80

- Organising information 81
- Using catalogues 84
- Other sources of information 87
- Electronic databases 87
- The Internet: treasure trove or junk pile? 88

Taking notes 92

- Note taking and tactile thinking 93
- On-screen note taking 93

Referring to secondary and tertiary sources 94

- Referencing systems 94

May we quote you? Citing, quoting, paraphrasing and plagiarising 100

- Legitimate quotation: fair dealing 100
- Illegitimate quotation: plagiarising 101
- Illegitimate quotation again: 'biblio-dumping' 102
- Sources: success and failure 103

Getting the facts: primary sources of data 103

- Primary data 103
- Interviewing 104
- Questionnaires 105
- Types of questions 105
- Collating data 108
- Testing your survey: don't open the show without a rehearsal 109
- Introducing the survey 109
- Ensure that your sampling is accurate 109
- Convenience sampling and judgement sampling 110

Summary 111

Student study guide 112

KEY TERMS 112

REVIEW QUESTIONS 112

- APPLIED ACTIVITIES 112
- WHAT WOULD YOU DO? 113
- REFERENCES 113
- SUGGESTED READING 113

4 Letters and memos 115

Letters: when, why and how 116

- Approaches to writing letters 117
- The elements of a letter 117
- Letter formats 123

Letters: the message 125

- Routine messages 125
- The non-routine: giving the news 125

Good news letters: when they want to read what you write 125

- Good news: using the direct approach 125
- Bringing good news: what not to do 126

Communicating bad news: when they don't want to read what you write 129

- Letting them down gently: the indirect approach 129
- If you want their business, don't give them the business 130
- Being the bearer of bad news: how to do it well 130
- Kisses, kicks, buffers, sandwiches 131
- The meat of the sandwich: telling the bad news 133
- Kisses and buffers again: creating silver linings 136
- Writing technique and the bigger picture: silver linings and top brass 136
- Bad news: an overview 136

Persuasive letters 142

- Structuring persuasive documents: the AIDA sequence 142
- Message plus ... 144
- Collection letters 144

Memos 146

- Memos: what are they for? 148
- Request memos 149
- Announcement memos 149
- Instruction memos 150
- Warning memos 151

Summary 152

Student study guide 153

- KEY TERMS 153
- REVIEW QUESTIONS 153
- APPLIED ACTIVITIES 153
- WHAT WOULD YOU DO? 155
- REFERENCES 155
- SUGGESTED READING 155

5 Reports and proposals 156

So you've got to write a report ... 157

- Information and persuasion: getting the mix right 159
- Information, persuasion, entertainment, talk and lobbying 159

The big leap: writing essays and writing reports 160

What are reports for? 161

Who are reports for? Know your audience 163

What is involved in preparing a report?

- A production model 164
- Commissioning the report 165
- Individual or team? 165
- Plan scope, outline, tasks, scheduling 165
- Primary and secondary sources of data 166
- Redefine scope, outline, tasks, scheduling 166
- Design graphics 166
- Draft, set aside, redraft 167
- Edit, produce, deliver 167
- Evaluate 167

Analytical reports 167

- Good news and bad news: structure and the politics of persuasion 168
- Cover 169
- Letter/memorandum of transmittal 169
- Title 170
- Contents page 170
- List of illustrations 170
- Summary/synopsis/abstract 170
- Introduction 171
- Discussion 171
- Conclusions 173
- Recommendations 174
- References, bibliography, endnotes 174
- Appendices or attachments 174
- Glossary, list of abbreviations and index 175

A sample analytical report 177

Proposals and submissions 195

A sample proposal 198

Summary 199

Student study guide 199

- KEY TERMS 199
- REVIEW QUESTIONS 199
- APPLIED ACTIVITIES 200
- WHAT WOULD YOU DO? 200
- REFERENCES 200
- SUGGESTED READING 200

6 Online writing 202

The offline world goes online 203

- Writing on the Net 204

Online writing: mosaic and 3-D 204

Email 208

- Email style 208
- Writing email: what structure? 209
- Editing email 210
- Layout and appearance 210
- Attachments and links 211

Identity details	212
Email management	213
Email: problems and opportunities	215
Your career as an email guru	215
Writing for the Web	217
You as web writer	217
Who are the readers, and why don't they read?	218
Microcontent: don't forget the tags	221
Summary	222
<i>Student study guide</i>	<i>222</i>
KEY TERMS	222
REVIEW QUESTIONS	223
APPLIED ACTIVITIES	223
WHAT WOULD YOU DO?	224
REFERENCES	224
SUGGESTED READING	225

7 Academic writing: the essay 226

Essay writing	227
What makes a good or bad essay?	227
Essays: form and content	228
An example: Francis Bacon's essay on revenge	228
Bacon's approach	229
Essay method	231
Fact and opinion: just what is it you have to say?	232
Critical analysis	232
Bias and balance 1	233
Synthesis and originality	233
Bias and balance 2: the other side	234
Sources and proofs	234
Essay structure	236
Thesis statement	237
Topic sentences	238

Keeping on track	240
Style and technique	240
Time and technique	240
Say what you mean, and mean what you say	241
You, the author	242
Academic writing versus workplace writing: match your style to your audience	244
Layout factors	245
Putting it together: sample essays	245
Essay writing: dos and don'ts	252
Essay writing: how not to be an evil genius	253
Summary	256
<i>Student study guide</i>	<i>256</i>
KEY TERMS	256
REVIEW QUESTIONS	256
APPLIED ACTIVITIES	257
WHAT WOULD YOU DO?	257
REFERENCES	257
SUGGESTED READING	258

8 Non-verbal communication 259

What is non-verbal communication?	260
Body structure and deep behaviour: the medium is the message?	261
Bodies, biology and society	262
Head movements	263
Facial expressions	264
Eyes	265
Voice: it ain't what you say, but the way that you say it	266
Paralinguistics	267
Smell	268
Gesture	269
Posture	271
Body movement	271
Touching	271

Clothing and adornment 272

Uniforms and non-uniforms 273

Dressing down, dressing up 273

Personal space/territoriality 274

Environment 275

Time and cultural context 276

Non-verbal applications A: applying the model 277

**Non-verbal applications B: becoming less
dyssemic 279**

Summary 280

Student study guide 280

KEY TERMS 280

REVIEW QUESTIONS 280

APPLIED ACTIVITIES 281

WHAT WOULD YOU DO? 281

REFERENCES 282

SUGGESTED READING 284

4. Fogging 300

5. Forcing a choice 300

6. Broken record 301

7. Ask for specifics 301

8. Workable compromise 302

9. Threats 302

Verbal skills applied: a scenario 302

Assertiveness: from theory to practice 304

Limitations of assertiveness 304

Summary 305

Student study guide 305

KEY TERMS 305

REVIEW QUESTIONS 305

APPLIED ACTIVITIES 305

WHAT WOULD YOU DO? 306

REFERENCES 306

SUGGESTED READING 308

9 Interpersonal skills 1: emotional intelligence, self-talk and assertiveness 285

**Interpersonal and intrapersonal skills:
enlightenment, psychobabble or somewhere in
between? 286**

Emotional intelligence 286

Intelligence or competence? 287

Emotional intelligence: problems and
solutions 288

Intrapersonal communication: self-talk 291

An intrapersonal–interpersonal connection? 292

Assertiveness 295

Assessing your assertiveness: behaviour
patterns 295

Assertiveness: some verbal skills 299

1. Say no 299

2. Dismiss and redirect 299

3. Questioning to prompt awareness 300

10 Interpersonal skills 2: listening, questioning and feedback 309

Who's listening? 310

Listening: a vital workplace skill 312

Listening, power and gender 313

Listening and non-verbal communication 313

Listening: developing our skills 316

The right to remain silent 316

Barriers to effective listening 317

Active and effective listening 318

Effective questioning 320

Let me put that another way: reframing 323

Feedback 324

Feedback: what does it mean, and how might it
work? 325

Why feedback? 327

Performance and potential 327

Feedback: positive and negative 328

The feedback sequence: a verbal tool 329
 Using the feedback sequence assertively (and not so assertively) 329
 Feedback: jargon we can do without? 333
 Receiving feedback 333

The Johari window 334
 Feedback and disclosure 334
 Different windows: bulls, confessors and others 335
 Windows: individual, group, organisational 336

Summary 338
Student study guide 339
 KEY TERMS 339
 REVIEW QUESTIONS 339
 APPLIED ACTIVITIES 339
 WHAT WOULD YOU DO? 340
 REFERENCES 340
 SUGGESTED READING 341

11 Oral communication 343

Speaking out and finding your tongue 344
Forms of oral communication 344
Different types of oral communication discourse 345
 Spoken words and written words 347

Audiences: targets for your message 349
 Persuading your audience: a power-map approach 350
 Analysing and working with problem audiences and audience members 351

Planning and structuring: what is your message? 354
 Time planning 355
 Content planning 355

Practice makes perfect: the value of rehearsal 358
'You're on now!' – managing your stress 359
Non-verbal communication 362
 'Do I really look/sound like that?' Feedback on performance 363

Speaking: a two-way process 363
 'Good' and 'bad' non-verbal communication 363
 Body language meets content: you are a speaker, not a reader 368

Using your voice 369
 Articulateness and articulation: the hard work of speaking 369

Using audiovisual aids 372

The delivery: getting feedback on performance 376
Summary 379
Student study guide 379
 KEY TERMS 379
 REVIEW QUESTIONS 379
 APPLIED ACTIVITIES 379
 WHAT WOULD YOU DO? 380
 REFERENCES 380
 SUGGESTED READING 381

12 Leadership and communication 382

The realities of leadership 383
Leadership and management 384
 What do leaders do, and what do they want? 385
Basic leadership styles 386
Leadership and power 389
Leadership traits 391
Leadership: one best style? 391
 The democratic style 392
 Theory X and Theory Y 392
 The Managerial Grid 393
Leadership and situations 395
 Hersey and Blanchard's Situational Leadership® model 395
Transactional and transformational leadership 397
The employment modes model 399
The problem of Machiavellianism 401
Constrained leadership and non-leadership 402
Reverse leadership: managing up 404

Summary 406
Student study guide 407
 KEY TERMS 407
 REVIEW QUESTIONS 407
 APPLIED ACTIVITIES 407
 WHAT WOULD YOU DO? 408
 REFERENCES 408
 SUGGESTED READING 410

13 Argument: logic, persuasion and influence 412

Arguing about argument 413
The structure of arguments 413
 Get the facts before the facts get you 413
Logic and argument 414
 Inductive and deductive logic 415
 Other tools of logic 416
 Fallacies 417
 Is logic enough? 418
Persuasion 419
 The message sender 420
 The message itself 422
 Sending the message 425
 The message recipient 427
 Responses to the message 432
Influence 432
 Principles of influence 432
 Tactics of influence 433
Summary 435
Student study guide 435
 KEY TERMS 435
 REVIEW QUESTIONS 436
 APPLIED ACTIVITIES 436
 WHAT WOULD YOU DO? 436
 REFERENCES 437
 SUGGESTED READING 438

14 Negotiation skills 439

What is negotiation? 440
 Winning and losing: games and pies 441
 'Win-win': not just a cliché 442
 WATNAS, BATNAS and Plan Bs 444
 Avoidance 445
Choosing approaches 446
 Research or sniffing around 446
 Goals 446
 Positions, fallbacks and bottom lines 447
 Concessions 448
 Positions versus interests 449
 Investing time in uncovering interests 451
 Territory and negotiation 453
 Power and negotiation 458
 Time and negotiation 461
 Publics and negotiation 461
 Stress and negotiation 462
 Packaging and negotiation 462
Choosing people 463
Choosing tools 463
 Non-verbal sensitivity 463
 Listening and questioning skills 464
 Persuasive skills 464
 Signalling skills 464
 Cultural and gender sensitivity 466
 Communication channels 466
 Negotiation styles 467
 Strategies and tactics 470
Planning 472
 Role-play: be smart, not shy or cynical 474
Agreement 474
Confirming it 475
Negotiation: not a line but a circle 475
Summary 475
Student study guide 476
 KEY TERMS 476
 REVIEW QUESTIONS 476
 APPLIED ACTIVITIES 476

WHAT WOULD YOU DO? 477
REFERENCES 477
SUGGESTED READING 479

15 Conflict management 480

Conflict: not always a bad thing 481
Resolving and managing conflict 482
What causes conflict? 483
Conflict-handling styles 484
The conflict spiral 486
 Challenging the spiral 489
Conflict in organisations 491
Approaches to managing conflict 493
 Negotiation 493
 Interpersonal skills 493
 Cultural and gender differences 493
 Group dynamics 493
 Contact and communication 493
 Superordinate goals 493
 Tit for tat 494
 De-escalation thresholds 495
 Apology 495
 Forgiveness 495
 Praise 496
 Sacrifice 496
 New resources 496
 Decoupling and buffering 496
 Formal authority 496
 Planning 496
 Scale 497
 Stalemates 497
 Compromise 498
 Mediation 499
Conflict creation 501
Summary 503
Student study guide 504
KEY TERMS 504

REVIEW QUESTIONS 504
APPLIED ACTIVITIES 504
WHAT WOULD YOU DO? 506
REFERENCES 506
SUGGESTED READING 507

16 Intercultural communication 509

Culture and cultures – some definitions 510
Intercultural communication: an overview 512
 Paradoxes of intercultural communication 512
Acculturation: coming to terms with ‘the other’ 513
Hofstede’s model of culture 515
 Limitations of Hofstede’s model 519
House’s GLOBE model of cultures 521
 GLOBE and communication 524
Hall’s context model 525
 Context, understanding and misunderstanding 526
Huntington’s clash of civilisations model 530
 Intercultural and intracultural clashes 532
Diverse planet, diverse nation, diverse organisation? 533
Intercultural communication: solution or problem? 534
From theory to practice: communicating across cultures 535
 Preparation: research the culture 535
 Delivery: interact with the culture 537
Applied intercultural communication 538
 The Chinese 538
 The Americans 542
Summary 544
Student study guide 544
KEY TERMS 544
REVIEW QUESTIONS 545
APPLIED ACTIVITIES 545
WHAT WOULD YOU DO? 545
REFERENCES 546
SUGGESTED READING 548

17 Organisational communication 550

- Organisations: systems of communication effectiveness and communication breakdown 551**
 - What is organisational communication? 552
- Communication channels 553**
- Structures: organisational design 555**
 - Communication flows 555
 - Flat vs tall organisations 558
 - Centralised vs decentralised organisations 561
 - Organic vs mechanistic organisations 562
- Networking: group process and interpersonal strategies 564**
 - Network, boundaryless, telecommuting and virtual organisations 564
 - Network roles 565
 - Networkers 569
- The informal organisation: I heard it through the grapevine 572**
- Organisational culture and communication 575**
 - Bad culture 1: silos 579
 - Bad culture 2: the culture of silence 580
- Communication and knowledge management 582**
 - Knowledge management model 1: the knowledge spiral 584
 - Knowledge management model 2: the knowledge management technology stage model 585
 - Knowledge management: the new and the old 587
- Summary 587**
- Student study guide 588**
- KEY TERMS 588**
- REVIEW QUESTIONS 588**
- APPLIED ACTIVITIES 588**
- WHAT WOULD YOU DO? 589**
- REFERENCES 589**
- SUGGESTED READING 593**

18 Communicating with customers 595

- Customers: who are they? 596**
 - Defining the terms: customers, clients, providers 596
 - Customers: B2B, B2C, P2P, internal stakeholders, virtual 597
- The service society 600**
 - Rise of the service society: the communication factor 601
- Customer service: why it's so important, and why it's so hard to get right 601**
 - The service advantage 602
 - Blurring definitions of goods and services 602
 - Co-destiny relationships 603
 - Data on value of customer service 603
 - New models of job and organisational design 604
 - New emphasis on communication skills training 605
 - Consumer activism 606
- Customer service: what goes wrong 606**
 - Deregulation 606
 - Short-term financial planning and technological fixes 606
 - 'Too much growth, too little maintenance' 608
 - Reactive, tactical status quo 608
 - Have-a-nice-day-itis: smiles, not systems 608
 - Poor job and organisational design 608
 - Role conflict 610
 - Emotional labour burnout 611
- Communication skills: the tip of the service iceberg 611**
- Non-verbal communication and customers 612**
 - Non-verbal communication and providers 612
 - 'Reading' customers 614
- Creating rapport and empathy with customers 615**
 - Establishing rapport through other means 618
 - Rapport: the perils of mimicry and manipulation 618

Chunking up, chunking down: new perspectives
with words 618

Verbal communication 619

Listening to customers 620

Active listening 621

Questioning 623

Positive and negative feedback: complaints and
compliments 625

**Hardware, software, humanware: customer
relationship management (CRM) 627**

Customers and problem solving 629

Some solutions 630

One model: the hospitality industry 631

Communicating with customers: a checklist 631

Summary 633

Student study guide 633

KEY TERMS 633

REVIEW QUESTIONS 633

APPLIED ACTIVITIES 634

WHAT WOULD YOU DO? 634

REFERENCES 635

SUGGESTED READING 638

19 Public communication 639

Context of public relations communication 640

What do PR practitioners actually do? 643

Who are PR practitioners
communicating with? 644

PR campaigns 645

Situation analysis 645

Goals and objectives 646

Research 646

Publics 646

Communication strategy 648

Budget, results and evaluation 649

Public communication documents 649

Media releases 649

Backgrounders 652

Position papers 653

Fact sheets 653

Media kits 654

Crisis communication 654

Issue definition 655

Environmental scanning and crisis control 655

Transparency and communication 656

Communicating with the media in a crisis 657

Communication language 659

**Feeding back: from crisis tactics to organisational
strategy 663**

Summary 663

Student study guide 663

KEY TERMS 663

REVIEW QUESTIONS 664

APPLIED ACTIVITIES 664

WHAT WOULD YOU DO? 664

REFERENCES 665

SUGGESTED READING 666

20 Team communication 668

Groups, teams and leaders 669

Group dynamics: how do groups work? 670

Group membership 670

Group versus individual performance 673

Synergy and social loafing 673

Roles people play 674

Norms 681

Informal group norms 683

Destructive norms: groupthink and the Abilene
paradox 684

Stages of group development 689

Group or team? 692

Organisational teams and sporting teams: the same
or very different things? 693

Sports teams, work teams: the similarities 694

Sports teams, work teams: the dissimilarities 695

Teams: strengths and weaknesses 696
 Teams: the good news 698
 Teams: the bad news 700

Virtual teams 702

Communicating with others in the group/team 705

Summary 706

Student study guide 707

KEY TERMS 707

REVIEW QUESTIONS 707

APPLIED ACTIVITIES 708

WHAT WOULD YOU DO? 713

REFERENCES 714

SUGGESTED READING 717

21 Communicating in meetings 719

Meetings: the good news and the bad news 720

Meetings: how do they work? 720

Meetings: structure versus power 722

Meeting structure 724
 Constitutions, standing orders, by-laws, memoranda, motions: the dull, and not so dull 724

Meetings: making them happen 726
 The chairperson 726
 The secretary or note-taker 728
 Agendas and minutes 729

Questions that need to be asked about meetings 733
 The ‘why’ of meetings: is this meeting really necessary? 733
 The ‘who’ of meetings: who should be there? 733
 The ‘when’ of meetings: when should they take place? 733
 The ‘where’ of meetings: where will they take place? 734

Please be seated: chairs, tables and the curious habits of human beings 734
 Meeting geometries 735

Meeting decision making and problem solving 740
 Support of individual or leader 741
 Voting 743
 Consensus 744
 Brainstorming 746
 Delphi 747
 Nominal group technique (NGT) 748
 Improved nominal group technique (INGT) 749

Virtual meetings: audio-, video- and web conferencing 751
 Virtual meetings: the upside 755
 Virtual meetings: the downside 756

Getting the most out of meetings: surviving and flourishing as a participant 757

Summary 758

Student study guide 758

KEY TERMS 758

REVIEW QUESTIONS 758

APPLIED ACTIVITIES 759

WHAT WOULD YOU DO? 759

REFERENCES 760

SUGGESTED READING 762

22 Employment communication 763

Employment: the bigger picture 764

Job takers and job makers 765

Traditional and alternative career paths 765

Where are the jobs? 767

A job-seeking model 768

What do employers really want? 769

How to prepare for the job market 771
 Become more flexible 771
 Become more organised 772
 Think big and think small 772
 Become a job researcher 772
 Become a networker 773
 Build a personal brand 774
 Build a skills–knowledge–experience mix 775
 Putting it all together 778

Job application evaluation 779

The document mix 779

References 788

Transcripts and qualifications 789

Job seeking: the funny side 791

Online revolution 791

Readers: human and machine 792

The interview process 792

Preparing for the interview 792

The nature of interviews 794

Questioning techniques 794

The other side of the table 797

Testing, testing ... assessment of applicants 798

Summary 799

Student study guide 800

KEY TERMS 800

REVIEW QUESTIONS 800

APPLIED ACTIVITIES 801

WHAT WOULD YOU DO? 801

REFERENCES 802

SUGGESTED READING 803

Glossary G-1

Index I-1