



Sixth Edition

Communication for Business and the Professions

Patricia Hayes Andrews
John E. Baird, Jr.

Communication for Business and the Professions

Sixth Edition

Patricia Hayes Andrews

Indiana University at Bloomington

John E. Baird, Jr.

Baird Consulting Corporation



Boston, Massachusetts Burr Ridge, Illinois Dubuque, Iowa
Madison, Wisconsin New York, New York San Francisco, California St. Louis, Missouri

Book Team

Editor *Stan Stoga*
Developmental Editor *Steve Lehman*
Production Editor *Jayne Klein*
Art Editor *Tina Flanagan*
Photo Editor *Carol Judge*
Visuals/Design Developmental Specialist *Janice M. Roerig-Blong*
Production Manager *Beth Kundert*
Visuals/Design Freelance Specialist *Mary L. Christianson*
Marketing Manager *Pamela S. Cooper*

McGraw-Hill

A Division of The McGraw-Hill Companies

Executive Vice President/General Manager *Thomas E. Doran*
Vice President/Editor in Chief *Edgar J. Laube*
Vice President/Marketing and Sales Systems *Eric Ziegler*
Vice President/Production *Vickie Putman*
National Sales Manager *Bob McLaughlin*

President and Chief Executive Officer *G. Franklin Lewis*
Senior Vice President, Operations *James H. Higby*
Corporate Senior Vice President and President of Manufacturing *Roger Meyer*
Corporate Senior Vice President and Chief Financial Officer *Robert Chesterman*

The credits section for this book begins on page 483 and is considered an extension of the copyright page.

Cover design by *Anna Manhart*

Cover photo: Inset © Mike Malyszko/FPG International; Large © Telegraph Colour Library/ FPG International

Partial interior design by *Fulton Design*

Copyedited by *Marilyn Taylor*

Copyright © 1980, 1983, 1986, 1989, 1992, 1995 by Wm. C. Brown Communications, Inc.
All rights reserved

Library of Congress Catalog Card Number: 94-71285


ISBN 0-697-20120-1

No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior written permission of the publisher.

Printed in the United States of America

10 9 8 7 6 5 4

Preface

ithout question, communication is important to an organization. Thousands of books, articles, and speeches have arrived at the same conclusion: Without communication, organizations could not exist. At present, however, a trend that is sweeping American business and industry is changing the role of communication in organizations. "Participative management" in its various forms is increasingly replacing other styles of management as the preferred method of decision making and governance in organizations. For example:

"Self-managed work teams" in many businesses allow employees to set their own work methods, select new employees and discipline current ones, monitor quality and productivity, and perform other functions traditionally assigned to "supervision" or "management."

"Shared governance" systems in hospitals have provided nurses with opportunities to establish their own work schedules and systems of rotation between units and shifts, to set and monitor standards of patient care, to develop methods for improved staff education, and so on.

Employee advisory groups have provided top-level company executives with important feedback concerning pending decisions and actions and with important advice about the perceptions and problems of employees.

Problem-solving groups composed of nonsupervisory staff have identified and solved work-related problems in organizations of all types, resulting in improved efficiency and millions of dollars in savings.

As this trend continues, managers and supervisors increasingly will have to play the role of "facilitators" rather than "order-givers," and nonsupervisory employees will have to contribute their minds (as well as their hands) to the achievement of organizational goals.

Such fundamental changes in the way organizations are managed ultimately will place the burden of communication effectiveness on all levels of the organization, not just on members of management. For example, an employee in a typical company can expect to

Participate in one or more group problem-solving projects.

Be asked to contribute his or her ideas for improving work.

Deliver to management all or part of a presentation outlining ideas or proposals.

Work informally with peers and superiors in making decisions previously reserved for management alone.

All of these activities require communication skills and sound judgment by organization members at all levels. Knowing this, forward-thinking organizations now are training current staff in communication skills and recruiting people who are skilled communicators and whose values and principles are consistent with those of the organization. Now more than ever, getting and keeping a job requires excellent communication skills.

The structures and functions of communication in organizations are virtually countless. The situations in which you encounter other members of the organization, the topics you discuss, and the effects you seek are of infinite variety and number. Obviously, it would be impossible for us to provide you with a text that offers advice for communicating well in every situation that you might encounter. Instead, we have selected some of the more general types of situations you will face and then described communication strategies and skills that are widely applicable to different specific situations within those general categories. Thus, after considering in more theoretical terms the nature of organizations and organizational communication, we examine one-to-one situations such as interviews or informal conversations, group situations such as staff or employee group meetings, and one-to-group situations such as formal presentations to either small or large audiences. Remember as you read that our purpose in each of these sections is, first, to analyze the demands placed upon people in each situation and, second, to present strategies and techniques by which you might meet those demands to communicate with maximum effectiveness.

Like the previous five editions, this sixth edition emphasizes skills acquisition in the context of organizational communication theory and research. In this edition, we have expanded or added several subjects. Specifically, new material has been added in each of these areas:

1. Technology and its impact on organizational communication
2. Organization theory
3. Managing diversity
4. Reengineering
5. Globalization
6. Quality
7. External communication channels
8. Empowerment
9. Surveillance as an ethical issue involving employee rights to privacy
10. Collaborative conflict management

We have continued our practice of including many real-world illustrations based on the testimony and experience of successful managers whom we have known. As in earlier editions, we emphasize business and industry *and* the professions. We do this with the belief that those of you who read this text are preparing for diversified careers in education, law, agriculture, and the health sciences, as well as in business and other professions. To that end, we have again concluded the book with an appendix on careers in communication, suggesting positions and career options available to those with communication training and skills.

As in the previous edition, we devote much of the first section to the importance of effective communication practices in developing a productive and satisfying organizational climate. We use numerous examples from contemporary business literature and from our consulting experience. We also establish the relationship between theory and practice. The second chapter, for instance, discusses contemporary management theories, linking them to communication practices. Management is presented separately from small group leadership and is clearly tied to actual behavior and communication skills.

The sixth edition's major changes appear in chapters 1, 2, 3, 4, 9, and 11. The first chapter articulates the nature of organizational communication in an increasingly global and technologically sophisticated world. Chapter 2 presents a major new section on issues facing contemporary managers, focusing on empowerment, globalization, quality, reengineering, and managing diversity. The third chapter reorganizes the traditional material on formal communication channels and adds a unit on external channels. In the fourth chapter, the employee rights section is enhanced by further examining the right to privacy and emphasizing ethical issues presented by electronic technology and the potential for surveillance—of both individuals and entire organizations. Chapter 7 presents new resumes for students to examine as potential models and critical exercises. In chapter 9, we have added a major section on using technology to support groups with a special focus on group support systems. Chapter 10 now includes the material on approaches to the study of leadership but presented in the specific context of small group leadership rather than within the more general perspective of management (as in earlier editions). Chapter 11 minimizes the material on mediation and emphasizes instead broader notions of conflict management by acknowledging diverse conflict styles, introducing a collaborative model of conflict management, and discussing technology as a potential conflict management tool. Finally, the public speaking chapters provide a number of fresh examples, with chapter 13 presenting a detailed model speech outline.

As in the past, our book is peppered with Business Briefs—some depicting contemporary illustrations of theories, research, or principles we are discussing and others presenting overviews or summaries. Each attempts to highlight or illustrate important concepts elaborated in the text. *Over fifty percent* of the briefs *are new* to this edition.

Many people have contributed to our personal communication effectiveness. We think it appropriate to acknowledge their contribution to our still-developing skills. Professors J. Jeffrey Auer, James R. Andrews, Raymond G. Smith, Richard L. Johannesen, Robert G. Gunderson, Paul Batty, and Dennis S. Gouran and colleague Herbert G. Melnick taught us by word and example the techniques of effective communication.

Our friends and colleagues at Indiana University and Melnick, Baird, Williams and Fisher, Inc., have shown us the pleasures and successes that good communication can bring. We would also like to thank the reviewers of this edition for their suggestions and comments. They are Claudine SchWeber, University of Maryland University College; Brant Short, Idaho State University; and Robin Vagenas, University of Delaware.

Finally, we are indebted to our parents, whose encouragement, support, and love have been sustaining forces in our lives. To them, we again dedicate this book.

Patricia Hayes Andrews

John E. Baird, Jr.

Contents

Preface xiii

Part 1: Communication in Organizations

1 An Introduction to Communication in Organizations 2

Definitions 6

The Communication Process 6

The Role of Communication in Organizations 9

The Nature of Organizations: Historical Perspectives 10

The Classical School 12

The Human Relations School 14

The Nature of Organizations: Contemporary Views 15

The Human Resources School 15

The Systems School 17

The Cultural School 20

The Teamwork School 25

Summary 28

Questions for Discussion 29

Exercises 29

2 Management Theory and Practice 30

Management Skill Clusters 31

The Manager as Leader 34

McGregor 34

Likert 35

Blake and Mouton 37

Hersey and Blanchard 38

Herzberg 40

The Japanese Approach to Management 42

Self-Management 43

Management Theory in Perspective 44

Issues Facing Contemporary Managers 45

Empowerment 45

Globalization 48

Quality 50

Reengineering 52

Managing Diversity 54

Practical Guidelines for Effective Management 56

Having Sound Attitudes 57

Listening Well 58

Encouraging Dissent 58

Creating a Supportive Climate 59

Being Ethical 59

Summary 60

Questions for Discussion 61

Exercises 61

3 Communication Functions, Channels, and Networks 62

Settings for Communication
Activities 64

Communication Functions 65

Formal Communication Channels 67

Downward Communication 68

Upward Communication 71

Horizontal Communication 75

External Communication 78

The Communication System: Informal
Dimensions 80

Summary 83

Questions for Discussion 84

Exercises 85

4 Ethics and Values and the Organization 86

Why Be Ethical? 87

Some Ethical Perspectives 89

Religious Perspective 90

Utilitarian Perspective 90

Universalist Perspective 91

Humanist Perspective 91

Political/Cultural Perspective 92

Dialogic Perspective 92

Situational Perspective 93

Values in Transition and
Organizational Leadership 94

Organizations and Critical Ethical
Issues 98

Advertising 98

Service Versus Profit 101

Social Responsibility 102

Employee Rights 103

Building Organizational Ethics 111

Corporate Mission Statements 111

Codes of Ethics 112

Corporate Mottos 112

Work Rules 114

Management Behaviors 114

Some Difficulties with Making Ethical
Judgments 115

Summary 116

Questions for Discussion 116

Exercises 117

Part 2: Dyadic Communication

5 Fundamentals of Communication: *Establishing Human Relationships 120*

The Nature of Human
Relationships 121

Attraction 121

Dominance 122

Involvement 123

Situation 123

Interactions 124

Perception 124

Stages of Perception 124

Person Perception 128

Listening 133

Sending Messages 137

The Effects of Words 138

Improving the Use of Language 139

Nonverbal Symbols 140

Roles of Nonverbal Cues 140

Impact of Nonverbal Cues 141

Using Communication Skills to Improve
Relationships 152

Attraction 152

Dominance 153

Involvement 155

Summary 159

Questions for Discussion 159

Exercises 160

6 Principles of Interviewing 161

Types of Interviews in
Organizations 163

Employment Interviews 163

Disciplinary Interviews 163

Appraisal Interviews 164

Grievance Interviews 164

Counseling Interviews 165

Exit Interviews 165

*Information-Giving and -Seeking
Interviews 166*

Persuasive Interviews 167

Conducting Effective Interviews	167
<i>Preliminary Planning</i>	168
<i>Opening the Interview</i>	169
<i>Basic Interviewing Strategies</i>	170
<i>Questions</i>	171
<i>Probing: A Special Kind of Questioning</i>	172
<i>Question Bias</i>	173
<i>Coping with Inadequate Responses</i>	175
<i>Question Sequences</i>	176
<i>The Interviewer as Listener and Respondent</i>	178
<i>Closing the Interview</i>	181
<i>The Ethics of Interviewing</i>	182
Summary	183
Questions for Discussion	183
Exercises	184

7 Interviewing Applications 186

Employment Interviews	187
<i>The Role of the Interviewer</i>	188
<i>Job Requirements</i>	188
<i>Recruiting</i>	188
<i>Screening</i>	189
<i>The Interviewing Process</i>	191
<i>Conducting the Interview</i>	192
<i>Preemployment Testing</i>	195
<i>Conclusion</i>	195
<i>The Role of the Interviewee</i>	196
<i>Initiating the Quest for Employment</i>	196
<i>Researching the Organization</i>	197
<i>Presentation of Self in Writing</i>	197
<i>Behavior during the Interview</i>	199
<i>The Initial Impression</i>	202
<i>Qualities to Reveal during the Interview</i>	203
<i>Conclusion</i>	206

Appraisal Interviews 206

<i>Purposes</i>	208
<i>Problems</i>	209
<i>Preparation</i>	209
<i>Procedures</i>	212
<i>Conclusion</i>	214

Disciplinary Interviews	214
<i>Purposes</i>	214
<i>Problems</i>	215
<i>Preparation</i>	216
<i>Procedures</i>	217
<i>Conclusion</i>	219

Persuasive Interviews 220

<i>Purposes</i>	220
<i>Preparation</i>	221
<i>Procedures: General Persuasion</i>	223

Summary 225

Questions for Discussion 226

Exercises 227

Part 3: Small Group Communication

8 Functions and Socioemotional Variables 230

The Small Group Defined 231

Small Group Types 233

Teams 235

Quality Circles 236

Discussion in Public Settings 238

Critical Socioemotional Variables 240

Pressure for Uniformity 241

Role Structure 244

Status and Power 250

Cohesiveness 253

Summary 256

Questions for Discussion 256

Exercises 256

9 The Process of Decision Making 258

Preparing for Participation 261

Taking a Personal Inventory 261

Collecting Information 262

Analyzing Collected Data 265

Discussion Questions: Types, Characteristics, and Examples 267

Questions of Fact 267

Questions of Conjecture 268

Questions of Value 268

Questions of Policy 268

Characteristics of Appropriate Discussion Questions 269

Patterns of Organization for Decision-Making Groups	270
<i>Research Relating to Problem-Solving Patterns</i>	270
<i>Process Models of Decision Making</i>	270
<i>Distinguishing Effective from Ineffective Groups</i>	271
<i>The Reflective-Thinking Sequence</i>	275
<i>The Creative Problem-Solving Sequence</i>	276
<i>Nominal Group Procedure</i>	276
<i>Question-Agenda Model</i>	277
Using Technology to Facilitate Groups: Group Support Systems	278
Behavioral Guidelines for Discussion Participants	284
Summary	288
Questions for Discussion	288
Exercises	289
10 Conducting Group Meetings	291
Approaches to the Study of Leadership	292
<i>The Trait Approach</i>	292
<i>The Stylistic Approach</i>	294
<i>The Situational Approach</i>	295
<i>The Functional Approach</i>	296
When to Call Meetings	296
Preparing to Conduct Meetings	297
Announcing Meetings	299
Approaches to Conducting Meetings	300
Types of Group Meetings	302
<i>Autocratic Meetings</i>	302
<i>Consultative Meetings</i>	303
<i>Democratic Meetings</i>	305
<i>Laissez-Faire Meetings</i>	306
<i>Following Up Meetings</i>	308
Handling Problem Participants	310
<i>Members Who Talk Too Much</i>	311
<i>Members Who Do Not Talk</i>	314
Handling Large Group Meetings: Parliamentary Procedure	316
Summary	325
Questions for Discussion	325
Exercises	326
11 Managing Conflict	327
The Role of Conflict in Organizations	328
<i>Attitudes toward Conflict</i>	328
<i>Settings of Conflict</i>	329
<i>Causes of Conflict</i>	333
Styles of Conflict Management	335
Structural Intervention in Managing Conflict: Third-Party Methods	339
Collaborative Conflict Management	340
Using Technology as a Tool to Manage Conflict	343
Summary	347
Questions for Discussion	347
Exercises	348
Part 4: Public Communication	
12 Preparing for and Supporting the Public Speech	350
Selecting the Speech Topic	351
<i>Personal Perspective</i>	352
<i>The Perspective of the Audience</i>	352
<i>The Situational Perspective</i>	354
<i>The Organizational Perspective</i>	354
Choosing the Purpose	356
<i>To Interest</i>	357
<i>To Inform</i>	358
<i>To Persuade</i>	358
<i>Specific Purposes</i>	360
Supporting the Speech with Evidence	361
<i>Facts as Evidence</i>	361
<i>Statistics as Evidence</i>	364
<i>Opinions as Evidence</i>	365
<i>Examples as Evidence</i>	367
<i>Comparisons and Contrasts as Evidence</i>	369
Drawing Sound Conclusions	371
<i>Inductive Reasoning</i>	371
<i>Inductive Fallacies</i>	372
<i>Deductive Reasoning</i>	373
<i>Deductive Fallacies</i>	374
Summary	375
Questions for Discussion	376
Exercises	377

13 Organizing and Delivering the Public Speech 379

- Organizing the Speech 380
 - The Introduction* 380
 - The Body* 385
 - The Conclusion* 388
- Outlining the Speech 390
- Presentation of the Public Speech 396
 - Developing Confidence* 396
 - Types of Delivery* 398
 - Characteristics of Effective Delivery* 401
 - Responding to Unexpected Events* 402
 - Responding to Questions* 403
- Language: Striving for Good Oral Style 404
 - Differences Between Oral and Written Style* 404
 - Choosing Words* 404
 - Constructing Sentences* 405
- Delivery: Using Visual Aids 408
 - Depicting Statistics* 409
 - Other Visual Devices* 411
 - Some Practical Considerations* 413
- Summary 414
- Questions for Discussion 415
- Exercises 416

14 Special Speaking Applications 418

- Informative Oral Reports 419
 - Defining the Oral Report* 419
 - Developing the Oral Report* 420
- Persuasive Speaking: Basic Principles 424
 - Analyze the Audience* 425
 - Build Credibility* 428
 - Appeal to Audience Emotions* 430
 - Develop Persuasive Strategies for Using Evidence* 431
- Persuasion: Proposal Presentations 433
 - Defining the Proposal Presentation* 434
 - Preparing for the Presentation* 434
 - Patterns of Arrangement for Presentational Speaking* 439
- Persuasion: Sales Presentations 441
 - Preparing for the Sales Presentation* 442
 - Delivering the Sales Presentation* 445
- Summary 451
- Questions for Discussion 452
- Exercises 453

Appendix: Careers in Communication 454

- Notes* 462
- Photo Credits* 483
- Author Index* 484
- Subject Index* 489

Communication in Organizations

PART

1

*The unquestioned
authority of managers
in the corporation has
been replaced by . . . the
need for managers to
persuade rather than to
order, and by the need to
acknowledge the
expertise of those below.*

—ROSABETH MOSS KANTER
THE CHANGEMASTERS

CHAPTER

1

An Introduction to Communication in Organizations



Think for a moment about success. What does success mean to you? What do you want for yourself, on both a short-term and a long-term basis? Short term, your goals may be relatively specific: obtaining an entry-level job with some organization, being promoted to some higher level position, getting a raise, achieving a particular grade in a certain class, or graduating at a certain time. Long term, your goals may be less well defined, but definite nevertheless: financial security, happiness, status, love, the chance to make a lasting contribution, and so on. Whatever your goals—whatever success means to you, both short term and long term—a few important facts hold true:

1. Much of your professional success will be achieved through your participation in some organization or group of organizations.
2. Your professional success will be determined to a significant extent by your skills as a communicator.

Let us examine each of these facts one at a time. First, the success you achieve will probably come through some organization. The reason for this is simple: our society is composed almost entirely of organizational entities. Indeed, whenever human beings gather together for the purpose of accomplishing some goal, organizations are born. Some are informal and loosely structured; most are characterized by deliberate structuring and formal divisions of power, labor, and authority. Whatever their nature and scope, however, we seldom escape their influence. We are born in organizations, educated by organizations, work for organizations, and spend much of our leisure time in organized activities.

Second, your ability to succeed will be determined largely by your skills as a communicator. This is true in a number of respects. Your ability to enter an organization in the first place depends heavily upon your communication skills. Hafer and Hoth surveyed 37 companies representing a broad range of industries, from manufacturing to public service.¹ They asked employment officers in those companies to rate a list of job applicants' characteristics according to how important those characteristics are in their selection decisions. These characteristics are listed, in order, in Business Brief 1.1.

While oral communication is listed first, it is important to note that many of the other characteristics are also types of communication skills: appearance is an element of nonverbal communication, for example, just as enthusiasm, assertiveness, loyalty, maturity, leadership, and initiative are typically shown most clearly through communication behavior. And as we shall see very clearly in a later chapter, the employment process itself is an exercise in oral and written communication. Perform well in that process, and you have made the first step toward success.

Once you have joined an organization, your ability to move up, to obtain additional responsibilities, and attain higher status, will be determined by two important elements: your technical skills and your communication skills. You perform your job well by skillfully completing your assignments. As others learn of your accomplishments, however, you gain prominence and begin to move up within the organization. Written memoranda, for example, are important "advertisements" of your identity, your achievements, and your skills as a communicator. Meetings, everyone's favorite target for criticism, also

BUSINESS BRIEF

1.1

Job applicants' characteristics, listed in order of their importance to company employment officers making selection decisions.

1. Oral communication skills
2. Motivation
3. Initiative
4. Assertiveness
5. Loyalty
6. Leadership
7. Maturity
8. Enthusiasm
9. Punctuality
10. Appearance
11. Written communication skills

provide opportunities for you to demonstrate your knowledge and communication skills. Presentations of project proposals and progress reports give you a chance to create a positive impression in the minds of the people in power in the organization. Certainly, doing your job well is important. But communicating effectively is equally important (see Business Brief 1.2).

When one reaches the top of an organization, communication activities occupy virtually all of one's time. Several years ago, the administrator of a large hospital kept a detailed record of his activities during ten consecutive work days. Of his 5,186 minutes, approximately 70 percent was spent in oral communication, about 17 percent in writing, and less than 13 percent in activities involving no form of communication.² To get to the top requires communication skills; to perform effectively once you get there requires even greater skill.

Clearly, communication skills are crucial for upward mobility in any organization, regardless of specific job or profession. But there are also a substantial number of positions (apart from management) that place a particular emphasis on communication. These positions include personnel interviewer, employee relations representative, training coordinator, speech writer, customer relations representative, fundraiser, consultant, sales representative, and investment account executive. We discuss the specific knowledge and skills needed for effective performance in these and other careers in the "Careers in Communication" appendix at the end of this book.

Of course, as we move toward the year 2000, organizations are changing, sometimes at an unprecedented pace. Some changes have been brought about by advances

BUSINESS BRIEF

1.2

The higher you move in an organization, the more important communication becomes to your overall job performance. Indeed, some believe that communication style becomes more important than technical skill.

Andrew Sherwood, president and CEO of Goodrich & Sherwood Company, the human resources firm, says that "meeting goals and objectives are quantitative measures of 'what' you do on the job—'what' you're being paid for. When you begin your career, and until about age 35, 'what' criteria are generally used to judge work performance. After age 35, however, when most people move into middle management or beyond, performance criteria begin to shift and style becomes more important."

After this point in your career, "how" you do your job becomes most important. The "how" criteria include such things as "how you relate to your superiors, how you interact with your peers, how you handle and motivate people, and how you communicate," Sherwood explains. "The higher you rise in your company, the more visibility you have, the more you become a public figure—the more important 'how' you do your job becomes," he says.

Sherwood's conclusions are based on interviews with over one hundred company executives. When he asked them to rank performance criteria, middle managers said good performance is composed equally of "how" and "what" factors; vice-presidents felt performance is 70 percent "how" and 30 percent "what," and corporate presidents said the value of "how" to "what" is 90/10.

From "As You Climb the Ladder, Style Counts," *Management Review* 76 (May 1987): 9.

in modern technology, others by developments in the economy, and still others by the increasingly global environment. The world marketplace has many participants, of which the United States is only one. Over 100,000 American companies are doing business abroad; about one-sixth of our nation's jobs come from international business. American-made products are increasingly rare. At the same time, jobs are changing. Cetron, Rocha, and Luchins predict, for instance, that five of the ten fastest growing careers between now and 2001 will be computer-related.³ The typical large business will be information-based, composed of specialists who guide themselves based on information from colleagues, customers, and top managers. Even now, one out of every two Americans works in some aspect of information processing. The new technologies offer change as well as opportunity.

Recognizing these changes, the purpose of this book is to help you develop the communication skills you will need to be successful in whatever career and organization you choose. We begin, then, by defining and examining organizations and organizational communication.