



# 国际商务交际

## Business Communication: Process & Product

原著 [美] Mary Ellen Guffey

[美] Dana Loewy

改编 崔松



中央广播电视大学出版社



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Business Communication: Process & Product

Mary Ellen Guffey, Dana Loewy

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# 前言

本书取材于美国圣智学习出版公司 (Cengage Learning) 出版的 *Business Communication: Process & Product (7th Edition)* 一书。根据课程的教学设计和相关要求, 作者节选了原书中的九章作为本书的学习内容, 并对这九章的内容进行了改编、增补和注释。

本书面向国际商务领域的工作人员、涉外工作者以及各行业职场人员, 旨在提高从业者的口头和书面沟通能力。同时, 本书也是国家开放大学商务英语专业“国际商务交际”课程的文字教材, 并配有网络流媒体课件和微视频课件, 学习者可以登录国家开放大学课程网页收看多种媒体学习资源。

全书分为三个单元, 每单元三章, 共九章。第一单元涵盖了商务交流和职场沟通的基本知识、团队沟通的各种方式以及跨文化交流的诸多问题; 第二单元介绍了商务写作的基本步骤; 第三单元着重介绍了职场沟通中的几种常见情况, 包括电子邮件和数字媒体技术的运用、提高有效说服能力的技巧、做商务演示报告和打电话的技巧等。本教材力图从不同的侧面系统地介绍商务交流和职场沟通中常用的交流手段和沟通技巧。

本书各章由以下几部分构成:

**学习目标:** 在每一章的章首页列出本章的学习目标, 各学习目标即为各章的小节, 是各章的核心内容。每一章分为五到八个小节, 每个小节都由一个汉语段落开篇引导。

**旁注:** 主要内容为要点提示、难点注释、关键词语解释、段落导读。

**增补:** 用汉语对某些问题做进一步阐释。

**思考题:** 每一节末尾列有思考题, 供学习者回顾、总结本节所学时使用。

本书由长期从事英语专业和商务英语专业教学工作的专家, 以及专门从事英语国家社会研究的专家审定。参与审定的专家有宿玉荣 (对外经济贸易大学)、郭乙瑶 (北京师范大学) 和滕继萌 (北京外国语大学)。各位专家对本教材的改编工作提出了宝贵的意见和建议, 在此深表感谢。本书在引进和改编过程中, 得到了中央广播电视大学出版社的相关编辑、国家开放大学资源管理处和国家开放大学外语学院的同事们的大力支持和热心帮助, 在此一并表示衷心的感谢。

同时恳请使用本书的教师和学生对书中可能存在的疏漏和不足提出宝贵意见, 以便再版时予以完善。

崔 松

2013年4月



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## UNIT 1

# Communication Foundations

### Chapter 1

Effective and Ethical Communication at Work

### Chapter 2

Professionalism: Team, Meeting, Listening, Nonverbal, and Etiquette Skills

### Chapter 3

Intercultural Communication





## CHAPTER I

# Effective and Ethical Communication at Work

在这一章里，我们要学习以下七方面的内容：

1. Communication skills and you;
2. Trends affecting you in today's dynamic workplace;
3. Understanding the process of communication;
4. Overcoming interpersonal communication barriers;
5. Communicating in business organizations;
6. Improving the flow of information in organizations;
7. Looking at business and ethics.



# Communication Skills and You

在职场中，交流和沟通能力越来越受到人们的重视。英文中的communication一词在汉语中有多种对应的说法，常见的有“交流”、“沟通”、“交际”、“通信”。不难看出，所谓的communication都是发生在两方（或两方以上）人际间或组织间的信息、思想乃至情感的相互传递和反馈过程。在这一章的第三小节Understanding the Process of Communication（理解交际过程）中我们可以更具体地体会其含义。在本书的中文行文，根据语境的需要，“交流”、“沟通”、“交际”、“通信”这几个说法我们都会用到。

交流和沟通能力在我们的职业生涯中扮演着重要的角色，不论哪个行业的从业人员都需要有较强的交流和沟通能力。相比各行业所需的硬性职业技能而言，沟通能力更像是一种隐性的能力，或说是一种“软技能”（soft skill），从而也是一种软实力。

“Soft skills” — those defined as attitudes and behaviors that relate to critical thinking, problem solving, communication, collaboration, and presentation skills — not only help a student get a job in the career he or she aspires to, they are essential to long-term success in the workplace. [...] such skills are key areas of concern for employers around the world.

— Beverly Amer *Soft Skills at Work: Technology for Career Success*

作为“软技能”的重要组成部分，交流和沟通能力不仅可以帮助你在职场时占先机，从长远来看，它还会在职业发展中帮助你提高竞争力。在这一章里，我们首先来谈一谈交流和沟通能力的重要性，之后我们会分析一下交流和沟通的过程，并看一看当今职场工作环境的变化以及在职场中的一些道德问题。

## LEARNING OBJECTIVE 1

Understand the importance of communication skills in relation to career success and explain the need for thinking critically and taking charge of your career.

### 学习目标 1

理解交流能力对职业成功的重要性；理解批判性思维的必要性；理解掌控自身职业发展的必要性。

## The Importance of Communication Skills to Your Career Success

Surveys of employers consistently show that communication skills are critical to effective job placement, performance, career advancement, and organizational success. In making hiring decisions, employers often rank communication skills among the most requested competencies. Many job advertisements specifically ask for excellent oral and written communication skills. A poll of recruiters revealed oral and written communication skills were by a large margin the top skill set sought. In another poll, executives were asked what they looked for in a job candidate. The top choices were teamwork skills, critical thinking, analytical reasoning skills, and oral and written communication skills. When choosing managers, recruiters said that communication skills were the single most important factor in their decisions.

One executive noted that it's tempting to scoff at advice telling you how important communication skills are, particularly in technical fields. “Tech people are becoming a dime a dozen, literally, so you need something more,” said Bennett Ockrim, recruiting service specialist. “You need to prove to a potential employer that you can add value to the company beyond your technical qualifications.” This advice is important to all job candidates.

When we discuss communication skills, we generally mean reading, listening, nonverbal, speaking, and writing skills. In this book we focus on listening, nonverbal, speaking, and writing skills. Chapters are devoted to each of these skills. Special attention is given to writing skills because they are difficult to develop and increasingly significant.

对于求职者来说，为什么交流和沟通能力至关重要？



为什么在今天书面交流能力显得  
尤为重要？

## Writing Skills Are More Important Than Ever

Writing skills are especially important today. Technology enables us to transmit messages more rapidly, more often, and more widely than ever before. Writing skills take on a new importance because many people are not working together in one place. They stay connected through spoken and written messages. The ability to write well, which was always a career advantage, is now a necessity. Writing skills can be your ticket to work—or your ticket out the door, according to a business executive responding to a significant survey. This survey of 120 corporations found that two thirds of salaried employees have some writing responsibility. However, about one third of them do not meet the writing requirements for their positions.

The ability to write opens doors to professional employment. People who cannot write and communicate clearly will not be hired. If already working, they are unlikely to last long enough to be considered for promotion. Writing is a marker of high-skill, high-wage, professional work. If you can't express yourself clearly, you limit your opportunities for many positions.

How important is writing to your income? A *Fortune* magazine article reported this finding: "Among people with a two- or four-year college degree, those in the highest 20 percent in writing ability earn, on average, more than three times what those with the worst writing skills make." One high-ranking executive explained that many people climbing the corporate ladder are good. When he faced a hard choice between candidates, he used writing ability as the deciding factor. He said that sometimes writing is the only skill that separates a candidate from the competition.

In a recent interview, a CEO of an airline company echoed the importance of values and writing skills. When looking for management talent, he said, "You're looking for a really strong set of values. Really good communication skills. More and more, the ability to speak well and write is important. You know, writing is not something that is taught as strongly as it should be in the educational curriculum." Like other business managers, he emphasizes the need for more instruction in writing skills, something you will find in this course.

## Communication Skills Must Be Learned

You are not born with the abilities to read, listen, speak, and write effectively. These skills must be learned. Thriving in the demanding work world depends on many factors, some of which you cannot control. However, one factor that you do control is how well you communicate. The goals of this book and this course are to teach you basic business communication skills, such as how to write an effective e-mail or a clear business letter and how to make a memorable presentation. You will also learn additional powerful communication skills, as summarized in Figure 1.1. This book and this course may well be the most important in your entire college curriculum because they will equip you with the skills most needed in today's dynamic, demanding workplace.

**FIGURE 1.1 How This Book and Course Can Help You Build Communication Skills**

***This business communication book and this course will help you***

- Apply a universal process to solve communication problems throughout your career.
- Learn writing techniques and organizational strategies to compose clear, concise, and purposeful business messages.
- Master effective presentation skills to get your ideas across to large and small groups.
- Learn to be a valuable team player.
- Work productively with the Internet and digital communication technologies.
- Value diversity so that you can function with sensitivity in intercultural work environments.
- Develop tools for meeting ethically challenging situations.

## Thriving as a Knowledge Worker in the Information Age

Regardless of economic downturns and recoveries, we continue to live in an economy based on information and knowledge. The computer, the mobile phone, and the Internet are all instrumental in the continuing development of the Information Age. Previously, in the Industrial Age, raw materials and physical labor were the key ingredients in the creation of wealth. Today, however, wealth depends on the development and exchange of knowledge. Individuals in the workforce offer their knowledge, not their muscles. *Knowledge workers*, a term first coined by management guru Peter Drucker, get paid for their education and their ability to learn. More recently, we are hearing the term *information worker (i-worker)* to describe those who work with information and technology. Regardless of the terminology, knowledge and information workers engage in mind work. They deal with symbols: words, figures, and data.

Some knowledge workers worry over the outsourcing of their jobs to skilled workers in other countries. Outsourcing overseas is a reality. Jobs that can be condensed to a set of rules are likely to go first—either to workers abroad or to computers. Although we cannot predict the kinds of future jobs that will be available, they will undoubtedly require brainpower and education. Existing jobs, in both good and bad times, give way to shifts in technology and competition. Recessions are followed by recoveries, and the economy adjusts, as it has always done in the past. In the current climate of outsourcing and changing job requirements, workers need to be flexible, to learn continually, and to have strong basic skills.

## What Does This Mean for You?

As a knowledge and information worker, you can expect to be generating, processing, and exchanging information. Whether you work in *m-commerce* (mobile technology businesses), *e-commerce* (Internet-based businesses), or *bricks-and-mortar commerce*, nearly three out of four jobs will involve some form of mind work. Jobs that require thinking, brainpower, and decision-making skills are likely to remain plentiful. To be successful in these jobs, you will need to be able to think critically, make decisions, and communicate those decisions.

## Learning to Think Critically

Management and employees will be working together in such areas as product development, quality control, and customer satisfaction. All workers, from executives to subordinates, need to think creatively and critically. Even in factory production lines, workers are part of the knowledge culture. One of the secrets of a well-known carmaker's success in the past, said a chief executive of the carmaker, "is that the company encourages every worker, no matter how far down the production line, to consider himself a knowledge worker and to think creatively about improving his particular corner of the organization."

Thinking creatively and critically means having opinions that are backed by reasons and evidence. When your boss or team leader says, "What do you think we ought to do?" you want to be able to supply good ideas. The accompanying Career Coach box on page 6 provides a five-point critical-thinking plan to help you solve problems and make decisions. Having a plan, however, is not enough. You also need chances to try the plan out and get feedback from colleagues and your boss (your instructor, for the time being).

与工业时代(Industrial Age)相比,信息时代(Information Age)创造财富的方式有什么不同?

何谓“知识工作者”?知识工作者与我们所说的“知识分子”有什么异同?

请比较: knowledge worker;  
information worker;  
skilled worker.

如何理解“批判性思维”?

所谓“批判性思维”,可以理解  
为一种有理有据的思维方式。



## Taking Charge of Your Career

即使你是一位很有经验的从业者，继续学习、跨技能学习依然是很重要的。

nine-to-five job 朝九晚五的工作

In today's fast-paced, ever-changing world of work, you can look forward to constant training to acquire new skills that will help you keep up with evolving technologies and procedures. You can also expect to be exercising greater control over your career. Most workers today will not find nine-to-five jobs, predictable pay increases, lifetime security, and even conventional workplaces. Don't presume that companies will provide you with a clearly defined career path or planned developmental experiences. In the private sector you can expect to work for multiple employers, moving back and forth between work and education and between work and family responsibilities. Whether you are currently employed or about to enter today's demanding workplace, you must be willing to continually learn new skills that supplement the strong foundation of basic skills you are acquiring in college.

tight job market 紧缩的就业市场，严峻的就业市场

## Finding a Job in Today's Tight Job Market

In a tough employment market, you may understandably be concerned about finding a job. First, a prospective employee must meet the employer's fundamental criteria, including having

# CAREER COACH

## Sharpening Your Skills for Critical Thinking, Problem Solving, and Decision Making

Gone are the days when management expected workers to check their brains at the door and do only as told. As a knowledge worker, you will be expected to use your brains in thinking critically. You will be solving problems and making decisions. Much of this book is devoted to helping you learn to solve problems and communicate those decisions to management, fellow workers, clients, the government, and the public.

Faced with a problem or an issue, most of us do a lot of worrying before separating the issues or making a decision. All that worrying can become directed thinking by channeling it into the following procedure.

**1. Identify and clarify the problem.** Your first task is to recognize that a problem exists. Some problems are big and unmistakable, such as failure of an air-freight delivery service to get packages to customers on time. Other problems may be continuing annoyances, such as regularly running out of toner for an office copy machine. The first step in reaching a solution is pinpointing the problem area.

**2. Gather information.** Learn more about the problem situation. Look for possible causes and solutions. This step may mean checking files, calling suppliers, or brainstorming with fellow workers. The air-freight delivery service, for example, would investigate the tracking systems of the commercial airlines carrying its packages to determine what went wrong.

**3. Evaluate the evidence.** Where did the information come from? Does it represent various points of view? What biases could be expected from each source? How accurate is the information? Is it fact or opinion? For example, it is a fact that packages are

missing; it is an opinion that they are merely lost and will turn up eventually.

**4. Consider alternatives and implications.** Draw conclusions from the gathered evidence and pose solutions. Then weigh the advantages and disadvantages of each alternative. What are the costs, benefits, and consequences? What are the obstacles, and how can they be handled? Most important, what solution best serves your goals and those of your organization? Here's where your creativity is especially important.

**5. Choose the best alternative and test it.** Select an alternative and try it out to see if it meets your expectations. If it does, implement your decision. If it doesn't, rethink your alternatives. The freight company decided to give its unhappy customers free delivery service to make up for the lost packages and downtime. Be sure to continue monitoring and adjusting the solution to ensure its effectiveness over time.

### Career Application

A credit union has a long-standing dress policy that even extends to casual Fridays with no jeans, sneakers, athletic wear, shorts, or halter tops permitted. It wants to encourage employees to dress properly and is willing to spend some money to help them do it. It has even considered modified uniforms for its conservative environment. Employee morale as well as looking professional is important. As a member of the management team, consider how the credit union can help its employees upgrade their wardrobes. How would the steps discussed here be helpful in approaching this situation?



the required major and course work. If a candidate passes these hurdles, then employers look for the following skills and attributes.

Ranking first were communication skills. Next came a strong work ethic, ability to work in a team, and initiative. Although these qualities are not new, it is perhaps even more important for job candidates to understand what employers want and find ways to demonstrate those qualities.

## Using This Course to Advance Your Career

This book and this course will help you develop and demonstrate the skills prospective employers want. The book is filled with model documents, practice exercises, procedures, tips, strategies, suggestions, summaries, and checklists—all meant to ensure that you develop the superior communication skills you need to locate a job and succeed as a businessperson today.

Remember, communication skills are not innate; they must be learned. Remember also to take advantage of the unique opportunity you now have. Many organizations pay thousands of dollars to communication coaches and trainers to teach employees the very skills you are learning in this course. With this book as your guide and your instructor as your coach, you will find that this course, as we mentioned earlier, could very well be the most important in your entire college curriculum.

### 思考题

- Why are communication skills important for job applicants even in technical fields?
- What is a knowledge worker, and do you expect to become one?
- What does it mean to think critically?
- If you are already skilled in your specialty, why is it necessary to undergo continual retraining, learn cross-skills, or study new procedures?

## Trends Affecting You in Today's Dynamic Workplace

今天的职场是一个动态的职场，是一个不断发展变化着的职场，其发展趋势可以认为是竞争日趋全球化、管理逐渐扁平化、项目越发团队化。不断发展的新技术对职场工作环境和工作方式也产生了深刻的影响，移动办公的工作方式越来越常见。此外，随着国际交往的加深，我们会越来越多地与具有不同文化背景的人打交道。“职业道德”这个话题也越发地受到人们的重视。职场环境的不断发展变化，对我们的交流和沟通能力也提出了更高的要求。

### LEARNING OBJECTIVE 2

Recognize significant trends in today's dynamic workplace and how these trends increase the need for excellent communication skills.

### 学习目标 2

了解职场动态发展趋势；认识职场发展趋势对沟通能力的挑战。

## Heightened Global Competition

Small, medium, and large companies increasingly find themselves competing in global rather than local markets. Improved systems of telecommunication, advanced forms of transportation,

当今世界日趋全球化，职场环境也随之越发展地呈现出多种文化特征。与来自不同文化、不同国家的人交流和沟通逐渐成为职场软技能的重要组成部分。

and saturated local markets—all of these developments have encouraged companies to move beyond familiar territories to emerging markets around the world.

Doing business in far-flung countries means dealing with people who may be very different from you. They may practice different religions, follow different customs, live different lifestyles, and rely on different approaches in business. Now add the complications of multiple time zones, vast distances between offices, and different languages.

Successful communication in these new markets requires developing new skills and attitudes. These include cultural knowledge and sensitivity, flexibility, and patience. Because these skills and attitudes may be difficult to achieve, you will receive special communication training to help you deal with intercultural business transactions.

flattened management hierarchy  
扁平化管理层级

## Flattened Management Hierarchies

In response to intense global competition and other pressures, businesses have for years been cutting costs and flattening their management hierarchies. This flattening means that fewer layers of managers separate decision makers from line workers. In traditional companies, information flows through many levels of managers. In flat organizations, however, where the lines of communication are shorter, decision makers can react more quickly to market changes. Restructured companies organize work with horizontal teams that allow various areas to interact more efficiently.

“扁平化管理”(flattened management; flat organization)是相对于传统的层级管理结构而言的。在传统的层级管理结构中，从企业的最高决策者到基层员工之间，通常会有很多管理层级，从上到下如同一座大金字塔，而有些金字塔的层级可多达二十几层。为了适应现代管理的需要、提高企业内部交流的效率、增加管理幅度，扁平化管理模式被引入企业管理中。

“扁平化管理是指通过减少管理层次、压缩职能部门和机构、裁减人员，使企业的决策层和操作层之间的中间管理层级尽可能减少，以便企业快速地将决策权延至生产、营销的最前线。它是为提高企业效率而建立起来的富有弹性的新型管理模式。它摒弃了传统的金字塔状的企业管理模式下诸多难以解决的问题和矛盾。”(<http://www.mbalib.com>) 在实行扁平化管理的工作环境中，从业人员需要有更好的交流和沟通能力。

An important factor in the flattening of management hierarchies was movement away from mainframe computing. Management moved away from command and control to connecting and collaborating horizontally. This means that work is organized to let people use their own talents more wisely.

Today's flatter organizations, however, also pose greater communication challenges. In the past, authoritarian and hierarchical management structures did not require that every employee be a skilled communicator. Managers simply passed along messages to the next level. Today, however, frontline employees as well as managers participate in decision making.

Nearly everyone is a writer and a communicator. Businesspeople prepare their own messages; secretaries no longer “clean up” their bosses’ writing.

## Expanded Team-Based Management

Along with flatter chains of command, companies are expanding team-based operations to empower employees and boost their involvement in decision making.

To generate new products, a cosmetics company started forming small teams and charged each with tackling a cosmetic problem. The acne team, composed of scientists along with marketing and production people, focused on finding ways to help teenagers zap zits. A pigmentation team struggled to create products that evened out skin tone. At a huge insurance company, three organizational layers were flattened and teams were formed to reduce backups in processing customer claims. The formation of these teams forced technology specialists to communicate constantly with business specialists. Suddenly, computer programmers had to do



more than code and debug; they had to listen, interpret, and explain. All members of the team had to analyze problems and negotiate solutions.

When companies form cross-functional teams, individuals must work together and share information. Working relationships can become strained when individuals don't share the same location, background, knowledge, or training. Some companies even hire communication coaches to help existing teams get along. They work to develop interpersonal, negotiation, and collaboration techniques. But companies would prefer to hire new workers who already possess these skills. That is why so many advertisements for new employees say "must possess good communication skills"—which you are learning in this book and this course.

## Innovative Communication Technologies

New electronic technologies are dramatically affecting the way workers communicate. In our always-connected, everything-linked world, we exchange information and stay in touch by using e-mail, instant messaging, text messaging, fax, voice mail, cell phones, powerful laptop computers, satellite communications, wireless networking, and even by "tweeting." Through teleconferencing and videoconferencing, we can conduct meetings with associates around the world. The rapid development of social software such as weblogs, wikis (multiuser weblogs), and peer-to-peer tools makes it easier for workers to communicate online and wirelessly almost instantaneously. One complaint about e-mail is that messages and documents with pertinent information are limited to senders and receivers. The latest software, however, enables people in different offices to work on projects using a single Web calendar, a to-do list, and online discussion rooms. To share information graphically, presenters use sophisticated presentation software.

All businesspeople today rely heavily on the Internet and the Web to collect information, serve customers, and sell products and services. Figure 1.2 on pages 10 and 11 illustrates many new technologies you will meet in today's workplace.

To use these new resources most effectively, you, as a skilled business communicator, must develop a tool kit of new communication skills. You will want to know how to select the best communication channel, how to use each channel safely and effectively, and how to incorporate the latest technologies and search tools efficiently. All of these topics will be covered in coming chapters.

## "Anytime, Anywhere" and Nonterritorial Offices

Today's work environments are also changing profoundly. Thanks largely to advances in high-speed and wireless Internet access, millions of workers no longer report to nine-to-five jobs that confine them to offices. They have flexible working arrangements so that they can work at home or on the road. The "anytime, anywhere" office requires only a mobile phone and a wireless computer. Telecommuting employees now represent 11 percent of the workforce, and this number increases annually. To save on office real estate, a growing number of industries provide "nonterritorial" workspaces. Also known as "mobile platforms" and "hot desks," these unassigned workspaces are up for grabs. The first to arrive gets the best desk and the corner window.

Even in more traditional offices, employees work in open spaces with flexible workstations, shared conference rooms, and boomerang-shaped desks that save space. Moreover, many workers are part of virtual teams that complete projects without ever meeting each other. Tools

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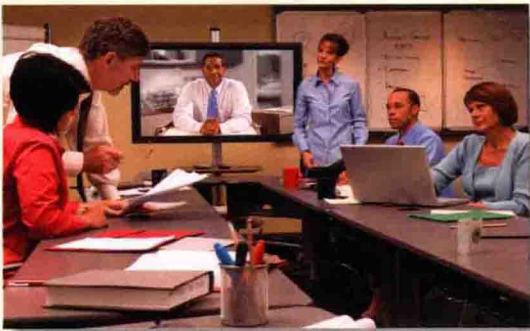
随着新技术的迅猛发展，我们要不断提高自己掌握信息技术的能力，掌握工作所需的最新的通信和交流手段。

现代信息和通信技术可以让我们移动办公，使我们摆脱办公室的束缚，令我们的工作时间和空间更具弹性。

信息和通信技术对你的工作环境有什么影响？你在工作中的沟通方式发生了什么变化？



**FIGURE 1.2 Communication and Collaborative Technologies**



◀ **Communication Technologies Reshaping the World of Work**

Today's workplace is changing dramatically as a result of innovative software, superfast wireless networks, and numerous technologies that allow workers to share information, work from remote locations, and be more productive in or away from the office. We're seeing a gradual progression from basic capabilities, such as e-mail and calendaring, to deeper functionality, such as remote database access, multifunctional devices, and Web-based collaborative applications.

**Telephony: VoIP ▶**

Savvy businesses are switching from traditional phone service to voice over Internet protocol (VoIP). This technology allows callers to communicate using a broadband Internet connection, thus eliminating long-distance and local telephone charges. Higher-end VoIP systems now support unified voice mail, e-mail, click-to-call capabilities, and softphones (phones using computer networking). Free or low-cost Internet telephony sites are also increasingly used by businesses.



**Open Offices ▶**

Widespread use of laptop computers, wireless technology, and VoIP have led to more fluid, flexible, and open workspaces. Smaller computers and flat-screen monitors enable designers to save space with boomerang-shaped workstations and cockpit-style work surfaces rather than space-hogging corner work areas. Smaller breakout areas for impromptu meetings are taking over some cubicle space, and digital databases are replacing file cabinets.



◀ **Multifunctional Printers**

Stand-alone copiers, fax machines, scanners, and printers have been replaced with multifunctional devices. Offices are transitioning from a "print and distribute" environment to a "distribute and print" environment. Security measures include pass codes and even biometric thumbprint scanning to make sure data streams are not captured, interrupted, or edited.

▶ **Handheld Wireless Devices**

A new generation of lightweight, handheld devices provide phone, e-mail, Web browsing, and calendar options anywhere there's a wireless network. Smartphones now allow you to tap into corporate databases and intranets from remote locations. You can check customers' files, complete orders, and send out receipts without returning to the office. Increasingly businesses are issuing smartphones to their workforce, abandoning landlines completely.



◀ **Company Intranets**

To share insider information, many companies provide their own protected Web sites called intranets. An intranet may handle company

e-mail, announcements, an employee directory, a policy handbook, frequently asked questions, personnel forms and data, employee discussion forums, shared documents, and other employee information.

▶ **Voice Recognition**

Computers equipped with voice recognition software enable users to dictate up to 160 words a minute with accurate transcription. Voice recognition is particularly helpful to disabled workers and to professionals with heavy dictation loads, such as physicians and attorneys. Users can create documents, enter data, compose and send e-mails, browse the Web, and control the desktop—all by voice.



◀ **Electronic Presentations**

Business presentations in PowerPoint can be projected from a laptop or posted online. Sophisticated presentations may include animations, sound effects, digital photos, video clips, or hyperlinks to Internet sites. In some industries, PowerPoint slides ("decks") are replacing or supplementing traditional hard-copy reports.



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