

Communication

for Business and the Professions



7th Edition

Patricia Hayes Andrews

John E. Baird, Jr.

Communication for Business and the Professions

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To our parents

Arthur L. Hayes
and Helen D. Hayes;
John E. Baird and Eleanor B. Baird

Preface

THE BOOK'S UNDERLYING PHILOSOPHY

Without question, communication is important to any 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 U.S. 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 provide 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, and to develop methods for improved staff education.

Employee advisory groups provide 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 identify and solve 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 are playing the role of "facilitators" rather than "order givers," and

nonsupervisory employees are contributing their minds (as well as their hands) to the achievement of organizational goals.

Such fundamental changes in the way organizations are managed has placed 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 these activities require communication skills and sound judgment by organizational members at all levels. Knowing this, forward-thinking organizations are currently training their staffs 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.

EMPHASIS

The structures and functions of communication in organizations are virtually limitless. As in the past, we have selected some of the more general types of situations students will encounter as part of organizational life, and then described communication strategies and skills that are widely applicable across diverse contexts. After establishing foundational principles of communication, organizational culture,

perspectives on management, and ethics, we devote considerable attention to public speaking, interpersonal communication (with a special emphasis on interviewing), group communication, teamwork, and conflict management. Our purpose throughout is to analyze the demands placed upon people in each situation and to present strategies and techniques by which students might meet those demands and learn to communicate effectively.

Like the previous six editions, the seventh edition emphasizes skills acquisition in the context of organizational communication theory and research. This edition, however, contains several new features, significant content reorganization, and several new sections.

We have continued our practice of including many real-world illustrations throughout the text, 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 the students 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.

The seventh edition, like previous editions, is peppered with Business Briefs that depict contemporary illustrations of theories, research, or principles. Each attempts to highlight or illustrate important concepts elaborated in the text. More than half of the Business Briefs are new to this edition.

NEW FEATURES

Among the seventh edition's new features are special boxes:

Highlighting Technology

Highlighting Diversity

Highlighting Ethics

At the end of each chapter, questions for discussion and exercises are followed by new:

Case Applications

These case applications can be used for in-class discussions, for homework assignments, or for group work.

To assist students in reading and remembering chapter content, we have added:

Objectives

Previews

Key Concepts (section summaries)

Finally, the seventh edition includes new material on such subjects as:

- Technological challenges—recruitment and hiring, knowledge management, and privacy issues.
- Management philosophies—values-driven, information-driven, customer-driven, the learning organization, the commercial school, and others.
- The creation and use of computer-generated graphics.
- Using the computer to do research.
- Globalization and ethics.
- The legal environment of the employment interview.
- Self-assessment exercises for the job applicant.
- The scannable résumé.
- Group agenda setting.
- Using technology to conduct meetings.
- Collective action.
- Labor-management conflict.

ORGANIZATION OF THE SEVENTH EDITION

In the current edition, we begin the book (Part I, Chapter 1) by examining foundational principles of organizational communication, including the meaning of communication, the nature of organizations, and fundamental communication channels people use to communi-

cate, both formally and informally. Chapter 2 examines the organization's cultural environment, looking at various aspects of corporate culture, considering various perspectives on management, and examining the basic issues that confront managers as we approach the twenty-first century. Chapter 3 offers a careful consideration of the ethical environment in which communicative interaction occurs, looks at diverse ethical perspectives for making judgments, and introduces several issues that offer ethical challenges for all organizational members.

In Part II, we turn our attention to public speaking. Chapter 4 considers topic selection, audience analysis, and diverse speaking purposes (to interest, to inform, and to persuade), as well as the formulation of purpose and thesis statements, the discovery of evidence to support and develop ideas, and ways of testing evidence to determine its quality and likely effectiveness. The chapter concludes with an examination of inductive and deductive reasoning, together with reasoning fallacies to be avoided. Chapter 5 examines the organization of the speech (the introduction, the body, the conclusion, and transitions), as well as different kinds of outlines (formative, formal, and key word). A new full-sentence outline is provided as a model for students to follow. The fifth chapter also discusses modes and principles of delivery and the use of presentational aids. This part concludes with Chapter 6, which is devoted to special persuasive speaking applications. After examining principles of persuasion (emotional and logical appeals, as well as credibility), we move to a detailed consideration of proposal presentations and sales presentations.

Part III is devoted to interpersonal communication. In Chapter 7, we look at interpersonal relationships, considering the dimensions of such relationships, stages of perception, and how communication impacts the development of human relationships in organizations. A special section is devoted to the role of listening in relationship development. Chapter 8 takes up the principles of sending

messages, both verbally and nonverbally. The first segment of the chapter is devoted to semantics, and both negative (defensive) communication and positive (supportive) communication. The last segment focuses on nonverbal communication—including proxemics, kinesics, artifacts and environment, and vocalics. The relative impact of verbal and nonverbal communication are discussed. The last two chapters in Part III are devoted to interviewing—a common form of interpersonal communication in organizational contexts. Chapter 9 considers fundamental interviewing principles, and then looks at special interviewing applications, including the corrective, the appraisal, and the complaint-resolution interviews. In Chapter 10, we offer a detailed consideration of the employment interview, including the roles of interviewer and interviewee. Interviewing is presented in a legal context, and guidance is offered on preparation, performance, and evaluation. Applicants are given special advice on constructing résumés and cover letters.

Finally, Part IV turns to communication in the context of groups or teams. Chapter 11 considers the socioemotional dimensions of group work, including group role structure, status and power, group pressure and groupthink, and group cohesiveness. Chapter 12 examines the process of group decision making, considering the advantages and disadvantages of group work, diverse ways of organizing a discussion and planning an agenda, and the ways that technology can assist group interaction. Chapter 13 focuses on group meeting management. After considering diverse styles of leadership, the chapter looks at how to handle problem participants and different ways of getting all members involved. The book's final chapter (Chapter 14) turns to a consideration of conflict and its management. After examining the nature and sources of conflict, we look at how conflicts develop and at individual styles of conflict management. We conclude by offering a model of collaborative conflict management.

OUR APPRECIATION

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, the late Raymond G. Smith, Richard L. Johannesen, the late 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 Baird/Melnick Associates have shown us the pleasures and successes that good communica-

tion can bring. We would also like to thank the reviewers of this edition for their suggestions and comments. They are: David Roach from Texas Tech University, Tom Endres from the University of St. Thomas, Kevin Merritt from Louisiana Tech, Bill Henderson from the University of Northern Iowa, Hazel Blackmore from Alaska Pacific University, and Julie Albers from Montgomery College.

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.**

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PART one



Communication in Organizations

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 one

*After reading this chapter,
you should be able to:*

- 1 Explain how communication relates to success of and within organizations.
- 2 Define and explain "organization."
- 3 Define and explain "communication."
- 4 List and explain three common shortcomings of communication in organizations.
- 5 Explain three examples of upward, downward, and horizontal communication.
- 6 Explain three common problems concerning the use of communication technology within organizations.

An Introduction to Communication in Organizations

