

COMMUNICATING FOR RESULTS

A GUIDE FOR BUSINESS AND THE PROFESSIONS

Third Edition

CHERYL HAMILTON

WITH CORDELL PARKER

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COMMUNICATING FOR RESULTS

To Erin

PREFACE

As Americans have become more concerned with declining productivity in the workplace, the importance of communication skills to individual and organizational productivity has received renewed interest; and the productivity of an organization begins, of course, with the productivity of its individual members. Managers and employers who are skilled communicators have fewer misunderstandings, make fewer mistakes, create less waste, and are able to deal with disagreements among employees and between management and employees more effectively. Thus they are more productive.

This third edition of *Communicating for Results* is still directed at those who are interested in self-improvement. It is designed to introduce needed communication skills to students with very little work experience, to improve the communication skills of entry-level managers and employees, and to serve as a reference book for experienced professionals who wish to refresh or update their communication skills.

Emphasis is given to interpersonal and organizational, interviewing and group, and public communication skills. *Interpersonal/organizational skills* include decreasing misunderstandings with others, organizational theory, giving clear instructions, improving listening, interpreting and using nonverbal communication, and improving communication and relationships with bosses, employees, and customers. *Interviewing and group skills* include conducting or participating in interviews of various types, knowing what questions are unlawful in pre-employment interviews, conducting and participating in conferences, making decisions in small groups, and handling conflict. *Public communication skills* include giving individual or team informative or persuasive presentations to employees, managers, or groups inside or outside the organization; using effective organization and delivery techniques; and preparing professional visual aids.

Although the chapters in this book may be read in any order, they are organized so that each chapter builds on the skills taught in those preceding

it. The skills are discussed in a practical manner and lend themselves to immediate application. In other words, what is read today can be applied at work tomorrow. Activities at the end of each chapter suggest ways for the reader to practice new skills and techniques. We suggest the Instructor's Manual for additional application activities.

It is our hope that the reader will find this book valuable enough to add to his or her personal library, for not only is the book skill(s)-oriented, but it also includes the theoretical basis for each skill.

The third edition still has the same number of chapters in the same order as the last edition with one major exception — the chapters on speaking have been reorganized into separate chapters for informative and persuasive presentations. The chapter on organizational theory should now be easier to read and, with modern examples, more applicable. In addition, there are several *new* or *expanded sections*:

- Avoiding environment and noise problems
- Developing and maintaining interpersonal relationships
- Gender differences in communication
- Counseling and group interviews
- New sample resume
- Making professional text and graphic visual aids
- Eight pages of color computer graphics
- Suggested computer graphics software
- Sample informative and persuasive presentations
- Successful introductions and conclusions
- New examples and exercises

For their helpful reviews and suggestions we would like to thank the following people from the business world: Doris S. Redd, Productivity Coordinator, and Howard D. Hamilton, Supervisor, Material Services — both from a major aerospace corporation; Patricia Wade, neurobiologist at Rockefeller University; Susan Hagar, engineer with the Environmental Protection Agency; and Dan Peoples, senior writer for Wicks Companies, Inc.

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Cheryl Hamilton
Cordell Parker
Fort Worth, Texas

BRIEF CONTENTS

	PREFACE xiv
CHAPTER ONE	THE COMMUNICATION PROCESS: AN INTRODUCTION 1
CHAPTER TWO	THEORIES OF ORGANIZATION 35
CHAPTER THREE	IMPROVING INTERPERSONAL RELATIONSHIPS 65
CHAPTER FOUR	EFFECTIVE LISTENING 103
CHAPTER FIVE	NONVERBAL COMMUNICATION IN THE ORGANIZATION 125
CHAPTER SIX	OBSTACLES TO ORGANIZATIONAL COMMUNICATION 165
CHAPTER SEVEN	BASIC INFORMATION FOR ALL TYPES OF INTERVIEWS 197
CHAPTER EIGHT	THE EMPLOYMENT INTERVIEW 221
CHAPTER NINE	SMALL GROUP COMMUNICATION AND PROBLEM SOLVING 255
CHAPTER TEN	PARTICIPATION AND LEADERSHIP IN SMALL GROUPS 289
CHAPTER ELEVEN	INFORMATIVE PRESENTATIONS 315
CHAPTER TWELVE	VERBAL AND VISUAL SUPPORTING MATERIALS 351
CHAPTER THIRTEEN	PERSUASIVE PRESENTATIONS: INDIVIDUAL OR TEAM 385
APPENDIX A	SURVEY OF COMMUNICATION STYLES 419
APPENDIX B	QUESTIONS ASKED OF JOB APPLICANTS SEEKING NONSUPERVISORY POSITIONS 433
APPENDIX C	QUESTIONS ASKED OF JOB APPLICANTS SEEKING MANAGEMENT POSITIONS 437
APPENDIX D	PRESENTATIONS TO ENJOY AND EVALUATE 443
	AUTHOR INDEX 466
	SUBJECT INDEX 471

DETAILED CONTENTS

PREFACE xiv

CHAPTER ONE

THE COMMUNICATION PROCESS: AN INTRODUCTION 1

- Importance of Business and Professional Communication 3
- Communication Defined 3
- The Basic Model of Communication 4
 - Person A/Person B* 5
 - Stimulus and Motivation* 6
 - Encoding and Decoding* 7
 - Frame of Reference* 8
 - Code* 14
 - Channel* 16
 - Feedback* 18
 - Environment* 22
 - Noise* 23
- Formal and Informal Communication Networks 24
 - Formal Communication Network* 24
 - Informal Communication Network* 29
- Summary 31
- Notes 33

CHAPTER TWO

THEORIES OF ORGANIZATION 35

- The Traditional or Classical Model 38
 - Scientific Management* 39
 - The Bureaucratic Theorists* 41
 - Current Implementation of the Traditional Model* 44
 - Criticisms of the Traditional Organization* 45
- The Human Relations Model 46

<i>Elton Mayo</i>	46
<i>Chester Barnard</i>	47
<i>Current Implementation of the Human Relations Model</i>	48
<i>Criticisms of the Human Relations Organization</i>	49
The Human Resources Model	49
<i>Douglas McGregor's Theory X and Theory Y</i>	50
<i>Rensis Likert's Four Systems</i>	53
<i>Robert Blake and Jane Mouton's Managerial Grid</i>	53
<i>Current Implementation of the Human Resources Model</i>	53
<i>Criticisms of the Human Resources Organization</i>	56
The Systems and Contingency Models	56
<i>Systems Theory</i>	57
<i>Contingency Theory</i>	59
<i>Criticisms of the Systems/Contingency Organizations</i>	60
<i>Current Implementation of the Contingency Model</i>	60
Summary	62
Notes	63

CHAPTER THREE

IMPROVING INTERPERSONAL RELATIONSHIPS 65

Importance of Interpersonal Relationships to Organizational Success	66
Developing and Maintaining Relationships	68
<i>Clear Expectations</i>	68
<i>Reciprocal Quality of Interpersonal Relationships</i>	69
Communication Styles and Business Relationships	72
<i>Communication Styles: An Overview</i>	74
<i>Management Styles</i>	78
<i>Employee Styles</i>	82
<i>Customer Styles</i>	84
When and When Not to Use Each Communication Style	85
Relationships with People of Different Styles	87
Becoming More Flexible in Use of Styles	93
<i>Using Feedback Effectively</i>	94
<i>Using Disclosure Effectively</i>	94
Summary	96
Notes	101

CHAPTER FOUR

EFFECTIVE LISTENING 103

The Importance of Listening in Professional Life	104
Listening Effectively in Organizations	105
<i>Listening to Customers</i>	105
<i>Listening to Employees</i>	106
<i>Listening to Supervisors</i>	107

Signs of Poor Listening	109
Causes of Poor Listening	111
<i>Physical Barriers</i>	111
<i>Personal Barriers</i>	111
<i>Semantic Barriers</i>	112
<i>Bad Listening Habits</i>	113
Improving Listening Skills	115
<i>Understand the Listening Process</i>	115
<i>Plan to Listen More Each Day</i>	117
<i>Respond Nonverbally During Listening</i>	118
<i>Use Your Mind Effectively</i>	118
Payoffs of Effective Listening	120
Summary	121
Notes	123

CHAPTER FIVE

NONVERBAL COMMUNICATION IN THE ORGANIZATION 125

Nonverbal Communication: Definition and Principles	127
Types of Nonverbal Communication and Their Effects on Business Communication	129
<i>Facial Expressions and Eye Contact</i>	130
<i>Other Body Movements and Gestures</i>	133
<i>Clothing and Personal Appearance</i>	134
<i>Distance and Personal Space</i>	137
<i>Physical Environment</i>	140
<i>Time</i>	144
Nonverbal Status Symbols in Business	145
Nonverbal Messages and the Transaction of International Business	149
Improving Nonverbal Skills	153
Summary	155
Notes	160

CHAPTER SIX

OBSTACLES TO ORGANIZATIONAL COMMUNICATION 165

Inadequate Preparation	166
Vague Instructions	167
Inaccurate Memory	175
Inference-Observation Confusion	178
Bypassing	181
Tunnel Vision	183
Defensive Attitudes	185
Gender Differences	186
Summary	190
Notes	194

CHAPTER SEVEN

BASIC INFORMATION FOR ALL TYPES OF INTERVIEWS 197

- Types of Interviews 198
 - Counseling Interview* 199
 - Employment Interview* 200
 - Exit Interview* 200
 - Grievance Interview* 200
 - Group Interview* 201
 - Informational Interview* 202
 - Interrogation Interview* 202
 - Performance Review* 202
 - Persuasive Interview* 203
- Basic Organization of the Interview 203
 - Opening Phase* 203
 - Question-Response Phase* 206
 - Closing Phase* 207
- Using Questions Effectively in the Interview 208
 - Determine the Types of Questions to Ask* 208
 - Decide How Best to Organize the Questions* 213
 - Be Prepared to Answer Questions* 215
- Summary 218
- Notes 219

CHAPTER EIGHT

THE EMPLOYMENT INTERVIEW 221

- Responsibilities of the Interviewee 222
 - Investigate the Employment Market* 223
 - Plan Initial Communication with the Employment Interviewer Carefully* 224
 - Have a Positive Attitude* 232
 - Dress and Communicate for the Occasion* 232
 - Be Prepared for Any Type of Interviewer* 234
 - Be Prepared for a Possible Group Interview* 235
 - Carefully Plan Answers to Probable Questions* 237
 - Exercise Your Responsibility During the Interview* 239
 - Be Prepared with Questions to Ask the Interviewer* 239
 - Be Prepared to Follow Up the Interview if Necessary* 240
- Responsibilities of the Interviewer 240
 - Communicate with the Interviewee Before the Interview* 241
 - Plan the Environment* 241
 - Organize the Interview Carefully* 241
 - Ask Only Lawful Questions* 245
 - Listen Carefully to the Interviewee* 249
 - Clarify and Verify Responses; Avoid False Inferences* 249
- Summary 250
- Notes 252

CHAPTER NINE

SMALL GROUP COMMUNICATION AND PROBLEM SOLVING 255

- Definition of a Small Group 257
- Use and Value of Small Groups in the Effective Organization 258
- Characteristics of Effective Problem-Solving Groups 260
 - Organized Procedures* 260
 - Periodic Training in Problem-Solving Procedure* 261
 - Examining All Assumptions and Opinions* 262
 - Evaluating Possible Solutions Thoroughly* 263
 - Avoiding "Groupthink"* 264
- The Basic Problem-Solving Procedure 265
 - Step 1: Define the Problem* 266
 - Step 2: Research and Analyze the Problem* 268
 - Step 3: Establish Criteria* 270
 - Step 4: List Possible Alternatives* 273
 - Step 5: Evaluate Each Alternative* 278
 - Step 6: Select the Best Alternative as Your Solution and Discuss How to Implement It* 278
- Other Problem-Solving Techniques 280
 - Single-Question Procedure* 280
 - Ideal-Solution Procedure* 281
 - Buzz Group Procedures* 281
- Selecting the Group Format 282
- Summary 283
- Notes 285

CHAPTER TEN

PARTICIPATION AND LEADERSHIP IN SMALL GROUPS 289

- Effective Group Participation 291
 - Committed Members* 291
 - Communication Skills for Group Members* 295
- Effective Group Leadership 296
 - Trait Theory of Leadership* 296
 - Function Theory of Leadership* 298
 - Three-Dimension Theory of Leadership* 299
 - Situational Theory of Leadership* 301
 - Methods of Resolving Conflict* 303
 - Conflict Strategies: When to Use Them* 305
 - Leader Responsibilities* 308
- Summary 310
- Notes 312

CHAPTER ELEVEN

INFORMATIVE PRESENTATIONS 315

- Basic Types of Oral Presentations 318
- Informative Presentations: Types and Characteristics 320
 - Types of Informative Presentations* 320
 - Characteristics of High-Quality Informative Presentations* 321
- Informative Presentations: Basic Outline 322
- Informative Presentations: Preparation Steps 322
 - Step 1: Determine the General Topic* 322
 - Step 2: Carefully Analyze Your Potential Listeners* 323
 - Step 3: Write Down Your Exact Purpose in One Clear and Simple Sentence* 326
 - Step 4: Plan the Body of the Presentation* 327
 - Step 5: Prepare the Introduction and Conclusion* 330
 - Step 6: Practice Using Your Notes and Visual Aids* 337
- Informative Presentations: Improving Delivery 338
 - Delivery and Nonverbal Behavior* 338
 - Delivery and the Voice* 339
 - Delivery and Language* 340
 - Controlling Nervousness* 341
 - Selecting the Best Method for Delivery* 344
- Summary 346
- Notes 348

CHAPTER TWELVE

VERBAL AND VISUAL SUPPORTING MATERIALS 351

- Supporting Materials Defined 353
- Verbal Supporting Materials 353
 - Explanation* 354
 - Comparison* 355
 - Illustration* 357
 - Example* 359
 - Statistics* 360
 - Expert Opinion* 362
- Visual Supporting Material 365
 - Value of Visual Aids* 365
 - Types of Graphic Aids* 369
 - Other Useful Visual Aids* 379
- Summary 381
- Notes 383

CHAPTER THIRTEEN

PERSUASIVE PRESENTATIONS: INDIVIDUAL OR TEAM 385

- Persuasive Presentations: Definitions 386
 - Persuasive Presentations Defined* 388
- Persuasive Presentations: Theory 388

<i>Evidence and Logic of the Message</i>	389
<i>Speaker Credibility</i>	394
<i>Psychological Needs of the Listeners</i>	397
<i>Other Listeners' Opinions</i>	402
Persuasive Presentations: Preparation Steps	403
<i>Step 1: Determine Exactly What Reaction You Hope to Elicit From Your Listeners</i>	403
<i>Step 2: Carefully Analyze Your Expected Listeners and Their Needs</i>	403
<i>Step 3: Determine What Type of Initial Credibility You Have with Your Listeners and Plan Ways to Increase It If Necessary</i>	404
<i>Step 4: Carefully Research Your Topic and Decide the Best Method for Presenting Evidence to Your Particular Listeners</i>	405
<i>Step 5: Decide How to Organize Your Presentation for the Best Effect and Prepare a Brief Outline</i>	405
<i>Step 6: Plan the Verbal and Visual Supports for Each Point by Preparing Storyboards</i>	407
<i>Step 7: Answer this Question — Has Your Completion of the Above Steps Resulted in an Ethical Presentation?</i>	407
<i>Step 8: Practice the Presentation Until You Feel Confident with It</i>	408
Team Presentations	409
<i>Effective Team Presentations</i>	409
<i>Adapting the Team Presentation to the Media</i>	411
Summary	414
Notes	416

APPENDIX A

SURVEY OF COMMUNICATION STYLES 419

Survey of Communication Styles	420
<i>Directions</i>	420
<i>Manager Tendency Indicator</i>	421
<i>Employee Tendency Indicator</i>	426
<i>Survey of Communication Styles Score Sheets</i>	430

APPENDIX B

QUESTIONS ASKED OF JOB APPLICANTS SEEKING NONSUPERVISORY POSITIONS 433

APPENDIX C

QUESTIONS ASKED OF JOB APPLICANTS SEEKING MANAGEMENT POSITIONS 437

APPENDIX D

PRESENTATIONS TO ENJOY AND EVALUATE 443

Author Index	466
Subject Index	471

C H A P T E R O N E

THE COMMUNICATION PROCESS: AN INTRODUCTION

*People who understand how communication functions
in a business, who have developed a wide repertory of
written and oral communicative skills, and who have
learned when and how to use those skills seem to advance
more rapidly and contribute more fully to their
organizations than people who have not done so.¹*

CHARLES CONRAD, *The University of North Carolina at Chapel Hill*