

FREE TECH
RESOURCES

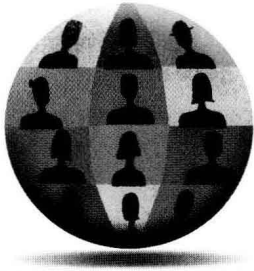
Cheryl Hamilton



Communicating *for* Results

seventh edition

A Guide for Business and the Professions



seventh edition

Communicating for Results

A Guide for Business and the Professions
Cheryl Hamilton



Publisher: Holly J. Allen
Acquisitions Editor: Annie Mitchell
Senior Development Editor: Greer Lleuad
Assistant Editor: Aarti Jayaraman
Editorial Assistant: Trina Enriquez
Senior Technology Project Manager: Jeanette Wiseman
Senior Marketing Manager: Kimberly Russell
Marketing Assistant: Andrew Keay
Advertising Project Manager: Shemika Britt
Project Manager, Editorial Production: Jane Brundage
Print/Media Buyer: Doreen Suruki

COPYRIGHT © 2005 Wadsworth, a division of Thomson Learning, Inc. Thomson Learning™ is a trademark used herein under license.

ALL RIGHTS RESERVED. No part of this work covered by the copyright hereon may be reproduced or used in any form or by any means—graphic, electronic, or mechanical, including but not limited to photocopying, recording, taping, Web distribution, information networks, or information storage and retrieval systems—without the written permission of the publisher.

Printed in the United States of America
2 3 4 5 6 7 08 07 06 05

For more information about our products, contact us at:

Thomson Learning Academic Resource Center
1-800-423-0563

For permission to use material from this text or product, submit a request online at <http://www.thomsonrights.com>. Any additional questions about permissions can be submitted by email to thomsonrights@thomson.com.

ExamView® and ExamView Pro® are registered trademarks of FSCreations, Inc. Windows is a registered trademark of the Microsoft Corporation used herein under license. Macintosh and Power Macintosh are registered trademarks of Apple Computer, Inc. Used herein under license.

COPYRIGHT © 2005 Thomson Learning, Inc. All Rights Reserved. Thomson Learning WebTutor™ is a trademark of Thomson Learning, Inc.

Library of Congress Control Number: 2004101649

Student Edition: ISBN 0-534-60678-4
Instructor's Edition: ISBN 0-534-60679-2

Permissions Editor: Sarah Harkrader
Production: Mary Douglas, Rogue Valley Publications
Text Designer: Patrick Devine Design
Photo Researcher: Myrna Engler
Copyeditor: Susan Defosset
Illustrator: Precision Graphics, Natalie Hill
Cover Designer: Laurie Anderson
Cover Image, pp. iii, v: Jim Frazier, Images.com
Cover Printer: Phoenix Color Corp
Compositor: Better Graphics, Inc.
Printer: R. R. Donnelley/Willard

Thomson Wadsworth

10 Davis Drive
Belmont, CA 94002-3098
USA

Asia

Thomson Learning
5 Shenton Way #01-01
UIC Building
Singapore 068808

Australia/New Zealand

Thomson Learning
102 Dodds Street
Southbank, Victoria 3006
Australia

Canada

Nelson
1120 Birchmount Road
Toronto, Ontario M1K 5G4
Canada

Europe/Middle East/Africa

Thomson Learning
High Holborn House
50/51 Bedford Row
London WC1R 4LR
United Kingdom

Latin America

Thomson Learning
Seneca, 53
Colonia Polanco
11560 Mexico D.F.
Mexico

Spain/Portugal

Paraninfo
Calle/Magallanes, 25
28015 Madrid, Spain

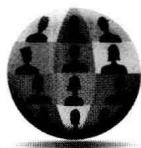
www.wadsworth.com

www.wadsworth.com is the World Wide Web site for Wadsworth
and is your direct source to dozens of online resources.

At *www.wadsworth.com* you can find out about supplements,
demonstration software, and student resources.
You can also send email to many of our authors and preview new
publications and exciting new technologies.

www.wadsworth.com

Changing the way the world learns®



In loving memory of
Dr. C. Cordell Parker

About the Author



CHERYL HAMILTON, a native of Illinois, received her bachelor's degree from Eastern Illinois University, her master's degree from Purdue University in West Lafayette, Indiana, and her doctoral degree from the University of North Texas in Denton, Texas. In addition to *Communicating for Results*, Dr. Hamilton is also the author of *Essentials of Public Speaking*. She has conducted a number of research studies, one published in the *Community College Journal of Research and Practice*. She has presented more than thirty-two papers at professional conventions such as the National Communication Association, the Southwest Educational Research Association, Western Communication Association, and the Texas Speech Communication Association. In addition to thirty years of award-winning teaching at the college level, Dr. Hamilton has conducted seminars for such groups as the Center for Professional Communication, Neeley Business School at TCU; the National Property Management Association; Bell Helicopter Textron; the U.S. Postal Department; the North Central Regional Police Academy; and LTV Aerospace.

Preface

The importance of effective communication skills in organizations is ever increasing. Managers and employees who are skilled communicators have fewer misunderstandings, make fewer mistakes, create less waste, and deal with disagreements more effectively. Thus, they are more productive. And in this time of global marketing, downsizing, and continuing technological advances, good communication skills are essential.

Communicating for Results, Seventh Edition, is directed at those who are interested in self-improvement. It is designed to introduce necessary communication skills to people 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.

This text emphasizes important skills from three basic communication areas: interpersonal and organizational, interviewing and group, and public. *Interpersonal and organizational skills* include understanding organizational communication; improving communication and relationships with bosses, employees, and customers; handling conflict; improving listening; interpreting and using nonverbal communication; decreasing misunderstandings with others, whether face-to-face or electronically; and overcoming obstacles to communication. *Interviewing and group skills* include preparing conventional, scannable, e-mail, and Web resumes; conducting or participating in interviews of various types; knowing what questions are unlawful in preemployment interviews; conducting and participating in conferences; and making decisions in small groups. *Public communication skills* include giving individual or team presentations to employees, managers, and groups inside or outside the organization; using effective organization and delivery techniques for traditional and Web presentations; preparing professional visual aids; and knowing how to manage presentation software.

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 practically and lend themselves to immediate application. In other words, what is read today can be applied at work tomorrow. Activities within the chapters (Awareness Checks) and at the end of chapters (Checkpoints) suggest ways for readers to practice new skills and techniques. The Communicating for Results CD-ROM, Book Companion Web Site, and Instructor's Resource Manual feature additional application activities, test questions, and more.

Communicating for Results, Seventh Edition, not only features a skills orientation, but also provides readers with the theoretical basis for each skill discussed. It is my hope that readers will find this book valuable and that they will add it to their personal libraries.

Features of the New Edition

The Seventh Edition has been significantly revised and updated. In addition to a new full-color design and a brand new photo and cartoon program, this edition features a number of updated sources and new examples. Additionally, the Seventh Edition introduces a new feature: an Ethical Dilemma box in each chapter (see the next page for details). While preserving the writing style that students applaud, each chapter is now more concise and has been thoroughly updated. Other new and revised features include:

- New **Communicating for Results CD-ROM**, which features a variety of videotaped business scenarios and informative and persuasive presentations, analysis questions that students can answer and e-mail to their instructors, and author rejoinders to each analysis question
- Revised **Communicating for Results Book Companion Web Site**, accessible only through the Communicating for Results CD-ROM, that features quizzing and chapter-specific resources such as interactive glossaries, the end-of-chapter Checkpoint activities, InfoTrac College Edition activities, continually updated Web links, and more
- New **Survey of Communication Styles—short form** to accompany the tear-out long form at the beginning of the book—both forms are also accessible at the Book Companion Web Site
- New **Technology Update boxes** in all chapters (formerly called Face-to-Face with Technology) that succinctly present students with the most current information on technology, our interactions with that technology, and the effect that technology has on the individual and the organization
- New **Ethical Dilemma boxes** in all chapters that ask students to think critically about how they might handle questionable situations in the working world
- Several new Awareness Check activity boxes throughout the text
- New chapter openers that include a chapter-opener photograph, a quotation that reflects the theme of the chapter, and Ever Wonder preview questions to capture reader interest and lead them into chapter content
- New discussion of communication theories throughout (attribution theory, information-integration theory, consistency theories, elaboration likelihood theory, and social judgment theory)
- Increased coverage of culture and diversity throughout
- Updated section on communication and ethics (Chapter 1)
- New section on listening to coworkers and global listening tips (Chapter 4)
- Revised section on Hall's levels of culture (Chapter 5)
- Updated section on clothing and personal appearance, including the Casual Confusion Syndrome (Chapter 5)
- New section on power behaviors (Chapter 5)
- Updated and expanded coverage of sexual harassment (Chapter 6)
- Updated sections on types of resumes and resume writing (Chapter 8)
- New discussion of the combination resume, which includes both chronological and functional aspects (Chapter 8)
- Revised section on impression management (Chapter 8)
- Updated sections on electronic meetings and e-mail (Chapter 9)
- Updated lists of sample informative and persuasive topics (Chapters 11 and 14)
- New sample visual aids (Chapter 13)
- New discussion of Microsoft PowerPoint 2003 in the PowerPoint tutorial (Chapter 13)

Additional Student and Instructor Resources

- **InfoTrac® College Edition.** An easy to use online library is also packaged with each new edition. A *free* four-month subscription to this extensive easy-to-use database of reliable, full-length articles (not abstracts) from hundreds of top academic journals and popular sources is ideal for helping your students master online research and is especially useful when students are preparing speeches.
- **Student Workbook** by Lisa Benedetti of Tarrant County College Northeast and Bobbi Rhe Stringer, Ph.D., of Tarrant County College Northwest. The student

workbook offers chapter objectives and outlines, lists of important concepts that students can use to facilitate note-taking in class, skill-building activities, Internet activities and lists of helpful Web pages, and self-tests. The workbook can be bundled with the text at a discount.

- **Instructor's Resource Manual with Test Bank** by *Lisa Benedetti of Tarrant County College Northeast, Bobbi Rhe Stringer, Ph.D., of Tarrant County College Northwest, and Debi Blankenship of Tarrant County College Northeast.* This indispensable manual features teaching tips, suggestions for online instruction, sample course outlines, lists of useful media resources, detailed chapter outlines, skill-building activities, transparency masters, forms and checklists, and an extensive test bank.
- **ExamView®** is a fully integrated collection of test creation, delivery, and classroom management tools that feature all of the test items found in the Instructor's Resource Manual.
- **Multimedia Presentation Manager: Microsoft® PowerPoint® Presentation Tool** by *Dan Cavanaugh, Ph.D.* This presentation tool contains a searchable database of PowerPoint slides tailored to the Seventh Edition, including text art and cued video clips, many from CNN. Instructors can import information from previously created lectures into the program.
- **Thomson Learning WebTutor™ Toolbox for WebCT and Blackboard.** A Web-based teaching and learning tool that takes a course beyond classroom boundaries to an anywhere, anytime environment. *WebTutor Toolbox for Communicating for Results* corresponds chapter-by-chapter and topic-by-topic with the book, including flashcards (with audio), practice quizzes, and online tutorials. Instructors can use WebTutor Toolbox to provide virtual office hours, post syllabi, set up threaded discussions, and track student progress on the practice quizzes.

Acknowledgments

A loving acknowledgment goes to my long-time colleague and coauthor, Dr. C. Cordell Parker. Cordell retired from teaching in May 2003 and was planning to concentrate on consulting—he had retired from writing several editions ago. He had just received a complete medical checkup and was told he was in excellent health. But three weeks later, while working at his computer, Cordell experienced a massive heart attack and died instantly. Although all of his family and friends are relieved that he did not suffer, his sudden loss is a hard thing to bear. We will miss you, Cordell!

For their helpful comments and suggestions, I would like to thank the following reviewers of the Seventh Edition: Richard N. Armstrong, Wichita State University; Nicholas Burnett, California State University, Sacramento; Robin J. Jensen, St. Petersburg College; Frank L. Kelley, Drexel University; Steven R. Mark, University of Toledo; and Ken Rhymes, University of Texas at El Paso. In addition, I would like to offer many thanks to reviewers of past editions: Ruth D. Anderson, North Carolina State University; Michael Laurie Bishow, Indiana-Purdue University; Cam Brammer, Marshall University; Pat Brett, Emory University; Larry M. Caillouet, Western Kentucky University; Joan T. Cooling, University of Northern Iowa; Margie Culbertson, University of Texas, Austin; Ann Cunningham, Bergen Community College; Carolyn Delecour, Palo Alto College; Joe Downing, Western Kentucky University; Vella Neil Evans, University of Utah; G. Jon Hall, University of Northern Iowa; Martha Haun, University of Houston; Lawrence Hugenberg, Youngstown State University; James A. Johnson, State University of New York at Geneseo; Pamela Johnson, California State University—Chico; J. Daniel Joyce, Houston Community College; Sandra M. Ketrow, University of Rhode Island; Valerie Manno-Giroux,

University of Miami; Katherine May-Updike, Mesa Community College; Donovan J. Ochs, University of Iowa; Steven Ralston, East Tennessee State University; Edwin N. Rowley, Indiana State University; Robert Sampson, University of Wisconsin–Eau Claire; Paul Scovell, Salisbury State College; Alan Shiller, St. Louis Community College–Meramec; Gary Shulman, Miami University; Gary F. Soldow, Baruch College/City University of New York; Del Stewart, Georgia State University; Robert A. Stewart, Texas Tech University; Bobbi Stringer, Tarrant County College Northwest; Susan Timm, Northern Illinois University; Tyler Tindall, Midland College; Rona Vrooman, Old Dominion University; Lionel Walsh, Virginia Commonwealth University; John L. Williams, California State University–Sacramento; and Thomas Wirkus, University of Wisconsin–La Crosse.

The staff and project team at Thomson Wadsworth have also been extremely helpful. Special thanks go to Annie Mitchell, Greer Lleuad, Trina Enriquez, Barbara Armentrout, Jane Brundage, Mary Douglas, Susan Defosset, Myrna Engler, Sarah Harkrader, Jeanette Wiseman, Kimberly Russell, Cathy Linberg, and Christine Davis.

I would also like to thank Charles Conrad for his help and advice on the organizational chapter in previous editions; Edward T. Hall for his suggestions on the three levels of culture; Dan O'Hair and Blaine Goss for writing the listening chapter for the second edition; Bobbi Stringer and Lisa Benedetti for writing the Instructor's Resource Manual and Student Workbook; Debi Blankenship for the test bank and research and for finding Ted Goff and his wonderful cartoons; Dan Cavanaugh for producing the Multimedia Presentation Manager; Tonya Bingham, Susan Cramer, Carly Fiorina, Kolter Kessler, Lindsay Wakefield, and Sean Stewart for their speeches on the CD-ROM and Book Companion Web Site; Erin Hamilton for the Technology Update boxes; Doris Redd for the Ethical Dilemma boxes, the subject index, and copy-editing assistance; Howard Hamilton and Jon Thompson for the title; Doyle D. Smith for coauthoring the first edition with us; Dustin Baker, Tonya Bingham, Valerie Brown, Susan Cramer, Brook Findley, Rhonda Ford, Daniel Pinede, Carrie Vick, and David Voorhees for their PowerPoint slides; and the many communication and business students from my classes and seminars for their helpful advice.

Cheryl Hamilton
Ft. Worth, Texas

Brief Contents

Chapter 1	The Communication Process: An Introduction	2
Chapter 2	Organizational Communication	24
Chapter 3	Improving Interpersonal Relationships	54
Chapter 4	Effective Listening	82
Chapter 5	Nonverbal Communication in the Organization	102
Chapter 6	Overcoming Obstacles to Organizational Communication	126
Chapter 7	Basic Information for All Types of Interviews	154
Chapter 8	The Employment Interview	174
Chapter 9	Small-Group Communication and Problem Solving	206
Chapter 10	Participation and Leadership in Small Groups	230
Chapter 11	Informative Presentations	250
Chapter 12	Researching, Supporting, and Delivering Your Ideas	276
Chapter 13	Professional Visual Aids	298
Chapter 14	Persuasive Presentations: Individual or Team	332

Awareness Checks

Communicator Quiz	19
Organization Models	50
Styles Survey—Short Form	61
Communicator Styles	70
Listening Skills	85
Gender Barriers	92
Nonverbal Symbols Across Cultures	123
Positive Imagery	133
Giving Instructions	135
Facts Versus Inferences	141
Meanings of Terms	142
Types of Questions	167
Lawful and Unlawful Questions	200
Use of Criteria	221
Leadership Trait Questionnaire	238
Leadership Function Questionnaire	239
Least Preferred Coworker (LPC) Measure	241
Situational Leadership Questionnaire	244
Charisma Quotient	245
Organization Patterns	260
Supporting Materials	292
Identifying Basic Needs	345

Detailed Contents

Preface xix

Chapter 1	The Communication Process: An Introduction	2
	Communication Defined	4
	■ Ethical Dilemma	5
	The Basic Model of Communication	5
	Person A/Person B	6
	Stimulus and Motivation	6
	Encoding and Decoding	6
	Frame of Reference	7
	Code	10
	Channel	12
	Feedback	14
	■ Technology Update	17
	Environment	17
	Noise	18
	Communication and Ethics	18
	■ Awareness Check: Communicator Quiz	19
	Summary	22
	Communicating for Results Online	23
	Checkpoints	23 / InfoTrac College Edition® Exercise:
	Codes of Ethics	23

Chapter 2	Organizational Communication	24
	Communication Inside the Organization	26
	Formal Communication	26
	■ Ethical Dilemma	27
	■ Technology Update	28
	Informal Communication	29
	Coordination of People and Groups	31
	Organization Models	32
	The Traditional (or Classical) Model	34
	The Human Relations Model	38
	The Human Resources Model	41
	The Systems/Contingency Model	45
	The Transformational Model	47
	Communication Differences in the Organization Models	50
	■ Awareness Check: Organization Models	50
	Summary	52
	Communicating for Results Online	53
	Checkpoints	53 / InfoTrac College Edition Exercise:
	Organizational Communication	53





Chapter 3	Improving Interpersonal Relationships	54
	Interpersonal Relationships and Organizational Success	56
	Developing and Maintaining Relationships	57
	Clear Expectations	57
	■ Technology Update	57
	■ Ethical Dilemma	58
	Reciprocal Nature of Interpersonal Relationships	58
	Communication Styles and Business Relationships	59
	■ Awareness Check: Styles Survey—Short Form	61
	The Closed Style	62
	The Blind Style	64
	The Hidden Style	66
	The Open Style	68
	■ Awareness Check: Communicator Styles	70
	Practical Tips for Relating with People of Different Styles	70
	Managing Conflicts in Business Relationships	73
	Conflict Strategies	74
	Conflict Strategies: When to Use Them	75
	Becoming Flexible in Use of Styles	78
	Using Feedback Effectively	78
	Using Disclosure Effectively	78
	Summary	80
	Communicating for Results Online	81
	Checkpoints	81 / InfoTrac College Edition Exercise:
	Conflict Resolution	81



Chapter 4	Effective Listening	82
	■ Ethical Dilemma	84
	The Importance of Effective Listening in Organizations	84
	Listening to Customers	84
	■ Awareness Check: Listening Skills	85
	Listening to Employees	85
	Listening to Supervisors	87
	Listening to Coworkers	88
	Signs of Poor Listening	89
	Breaking the Chain of Command	89
	Learning About Events Too Late	89
	Always Putting Out Fires	89
	Information Must Be Repeated	90
	Tasks Given to Others	90
	Increase in Written Communication	90
	Causes of Poor Listening	90
	Physical Barriers	90
	Personal Barriers	91
	Gender Barriers	91
	■ Awareness Check: Gender Barriers	92

Semantic Barriers	93
Bad Listening Habits	93
■ Technology Update	94
Improving Listening Skills	95
Understanding the Stages of Listening	95
Listening More Each Day	98
Improving Your Listening—Key Points	99
Payoffs of Effective Listening	99
Summary	100
Communicating for Results Online	101
Checkpoints	101 / InfoTrac College Edition Exercise:
Listening	101

Chapter 5

Nonverbal Communication in the Organization 102

■ Ethical Dilemma	104
-------------------	-----

Nonverbal Communication: Definition and Principles 104

Technical Level	105
Formal Level	105
Informal Level	105

Types of Nonverbal Communication and Their Effects on

Business Communication 106

Facial Expressions and Eye Contact	106
Other Body Movements and Gestures	109
Clothing and Personal Appearance	110
Distance and Personal Space	112
Physical Environment	115
Time	116

Nonverbal Status Symbols in Business 117

■ Technology Update	117
---------------------	-----

Nonverbal Messages and International

Business Transactions 121

Immediacy Behaviors 122

Improving Nonverbal Skills 122

■ Awareness Check: Nonverbal Symbols Across Cultures	123
--	-----

Summary 124

Communicating for Results Online 125

Checkpoints	125 / InfoTrac College Edition Exercise:
Culture and Nonverbal Behaviors	125



Chapter 6

Overcoming Obstacles to Organizational Communication 126

Communicator Anxiety 128

Situational Anxiety	128
■ Ethical Dilemma	129



■ Technology Update	130
Trait Anxiety	131
■ Awareness Check: Positive Imagery	133
Inadequate Preparation	134
Vague Instructions	135
■ Awareness Check: Giving Instructions	135
Jumping to Conclusions	140
■ Awareness Check: Facts Versus Inferences	141
Bypassing	141
■ Awareness Check: Meanings of Terms	142
Sexual Harassment	143
Communication Technology	145
E-mail	147
Electronic Meetings	148
■ Communication Situation: Hasty Resignation	149
Summary	152
Communicating for Results Online	153
Checkpoints	153 / InfoTrac College Edition Exercise:
James McCroskey	153



Chapter 7

Basic Information for All Types of Interviews 154

- Ethical Dilemma 156

Types of Interviews 156

- Counseling Interview 156
- Employment Interview 156
- Exit Interview 156
- Grievance or Confrontation Interview 157
- Group Interview 157
- Informational Interview 158
- Interrogation Interview 159
- Media Interview 159
- Performance Review 160
- Persuasive Interview 160

Basic Interview Organization 161

- Opening Phase 161
- Question-Response Phase 162
- Closing Phase 163

Using Questions Effectively in the Interview 163

- Determine the Types of Questions to Ask 163
- Awareness Check: Types of Questions 167
- Decide How to Best Organize Questions 167
- Be Prepared to Answer Questions 169
- Technology Update 171
- Communication Situation: Performance Review 171

Summary 172

Communicating for Results Online 173

Checkpoints 173 / **InfoTrac College Edition Exercise:**
Interviewing 173

Chapter 8 **The Employment Interview** 174

■ **Ethical Dilemma** 176

Responsibilities of the Interviewee 176

Investigate the Employment Market 176
 Prepare a Conventional Paper Resume 177
 Prepare a Scannable Resume 181
 Prepare an E-mail (ASCII) Resume 184

■ **Technology Update** 184

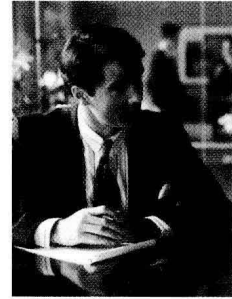
Prepare a Web (HTML) Resume 187
 Prepare a Letter of Application 188
 Have a Positive Attitude 189
 Communicate and Dress for the Occasion—Impression Management 189
 Be Prepared for Any Type of Interview 191
 Carefully Plan Answers to Probable Questions 193
 Be Prepared with Questions to Ask the Interviewer 194
 Be Prepared to Follow Up the Interview 195
 Send a Thank-You Note or Card 195

Responsibilities of the Interviewer 195

Communicate with the Interviewee Before the Interview 195
 Plan the Environment 196
 Organize the Interview Carefully 196
 Ask Only Lawful Questions 199
 ■ **Awareness Check: Lawful and Unlawful Questions** 200
 Listen Carefully to the Interviewee 201
 Clarify and Verify Responses; Avoid False Inferences 202
 ■ **Communication Situation: Employment Interview** 202

Summary 204**Communicating for Results Online** 205

Checkpoints 205 / **InfoTrac College Edition Exercise:**
Articles on Leaders and Leadership 205

Chapter 9 **Small-Group Communication and Problem Solving** 206**Definition of a Small Group** 208**Use and Value of Teams in the Effective Organization** 209

■ **Ethical Dilemma** 209

■ **Technology Update** 210

Characteristics of Effective Problem-Solving Teams 210

Effective Teams Are Well Organized 210
 Effective Teams Receive Periodic Training 210
 Effective Teams Examine Assumptions and Opinions 211

