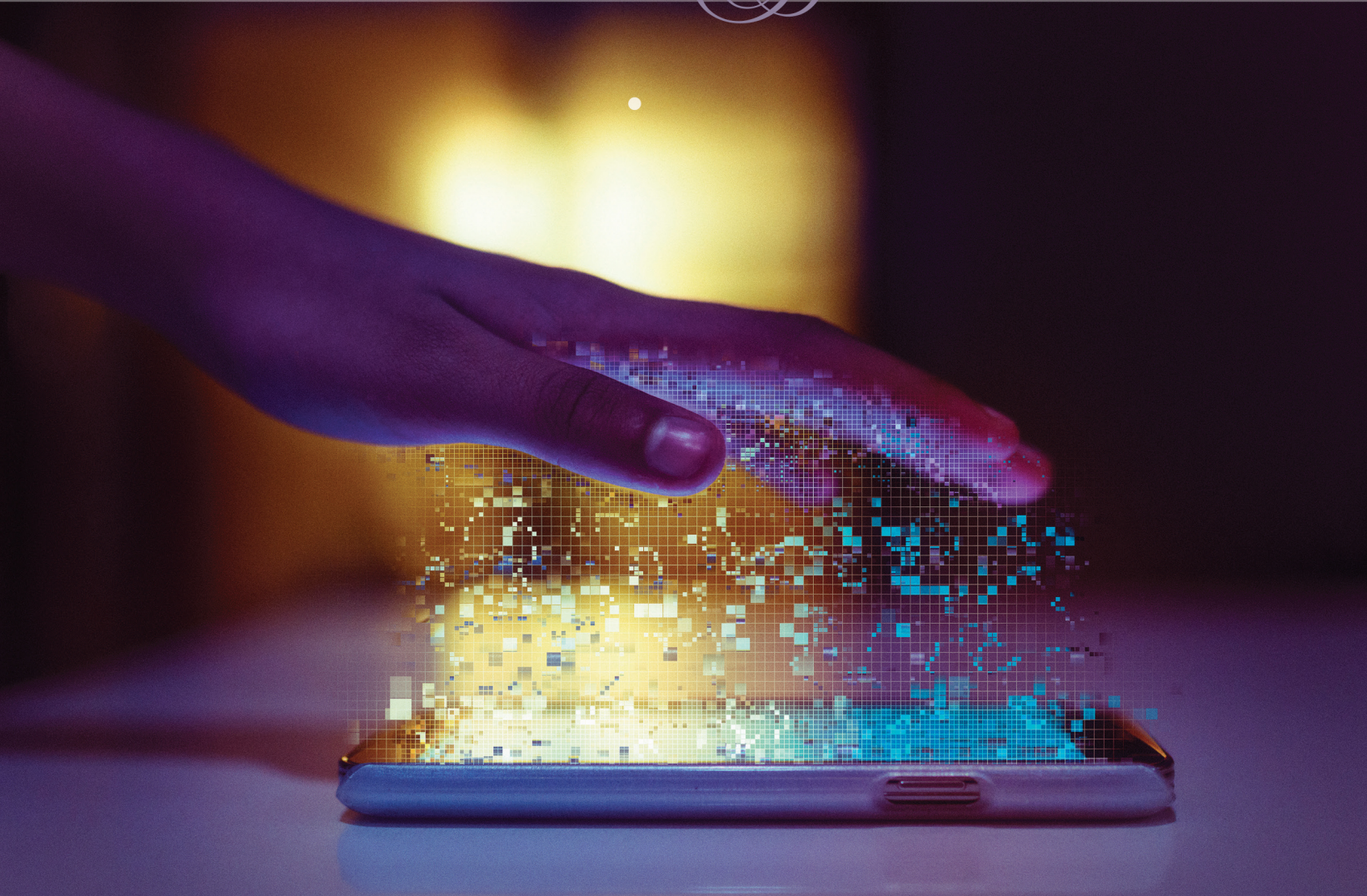


MARY ELLEN GUFFEY & DANA LOEWY



Business Communication

Process & Product

9th Edition



G U F F E Y & L O E W Y

Business Communication

Process & Product

9th Edition

Mary Ellen Guffey

*Professor Emerita of Business
Los Angeles Pierce College*

Dana Loewy

*Business Communication Program
California State University, Fullerton*



Australia • Brazil • Mexico • Singapore • United Kingdom • United States

Business Communication: Process & Product, 9th Edition

Mary Ellen Guffey, Dana Loewy

Vice President, General Manager, Social
Science & Qualitative Business: Erin Joyner

Product Director: Jason Fremder

Product Manager: Heather Mooney

Content Development Manager: John Rich

Product Assistant: Allie Janneck

Marketing Manager: Charisse Darin

Content Project Manager: Megan Guiliani

Manufacturing Planner: Ron Montgomery

Production Service: Cenveo Publisher Services

Sr. Art Director: Bethany Casey

Internal & Cover Designer: Tippy McIntosh

Cover Image: Donald Iain Smith/Blend
Images/Getty Images

Intellectual Property

Analyst: Diane Garrity

Project Manager: Sarah Shainwald

Vector, Chapter Opener: A-R-T/Shutterstock.com

Zooming In Photo: Yeamake/Shutterstock.com

Career Coach Photo: wavebreakmedia/
Shutterstock.com

© 2018, 2015 Cengage Learning®

ALL RIGHTS RESERVED. No part of this work covered by the copyright herein may be reproduced or distributed in any form or by any means, except as permitted by U.S. copyright law, without the prior written permission of the copyright owner.

For product information and technology assistance, contact us at

Cengage Learning Customer & Sales Support, 1-800-354-9706

For permission to use material from this text or product,
submit all requests online at **www.cengage.com/permissions**

Further permissions questions can be emailed to

permissionrequest@cengage.com

Unless otherwise noted all items © Cengage Learning.

Library of Congress Control Number: 2016958170

ISBN: 978-1-305-95796-1

Cengage Learning

20 Channel Center Street

Boston, MA 02210

USA

Cengage Learning is a leading provider of customized learning solutions with employees residing in nearly 40 different countries and sales in more than 125 countries around the world. Find your local representative at **www.cengage.com**.

Cengage Learning products are represented in Canada by
Nelson Education, Ltd.

To learn more about Cengage Learning Solutions, visit
www.cengage.com Purchase any of our products at
your local college store or at our preferred online store
www.cengagebrain.com

Business Communication: Process & Product 9e

Dr. Mary Ellen Guffey

Emerita Professor of Business
Los Angeles Pierce College
m.e.guffey@cox.net

Dr. Dana Loewy

Business Communication Program
California State University, Fullerton
dloewy@fullerton.edu

Dear Business Communication Student:

The Ninth Edition of *Business Communication: Process & Product* prepares you for a career in a complex mobile, social, and global workplace. To help you successfully navigate this vast networked environment, we have substantially revised our award-winning book. You will learn how social media networks and mobile technology function in the workplace and how you can strengthen your professional communication and critical thinking skills.

All of the features that have made this award-winning textbook so successful for nearly three decades have been updated in this edition. In addition to solid instruction in writing skills, which employers continue to demand, the Ninth Edition brings you numerous learning resources, a few of which are highlighted here:

- **MindTap.** This multimedia learning experience provides chapter quizzes, downloadable documents to revise, flashcards, and unparalleled resources to achieve success in the course.
- **“How-To” videos.** Helping you develop expert writing techniques, chapter how-to videos explain and illustrate many Ninth Edition concepts and model documents including bad-news, claim, adjustment, persuasive, and sales messages. These chapter-based videos build skills and develop confidence for both face-to-face and remote learners.
- **Integrated digital technologies.** The professional use of social media networks and mobile technology requires that you know best practices. This edition provides the latest advice to guide you in using these digital technologies safely and effectively in the workplace. You’ll find best practices for texting, instant messaging, blogging, collaborating with wikis, and networking with social media in business today.
- **Latest trends in job searching.** Chapter 15 presents the most current trends, technologies, and practices affecting the job search, résumés, and cover letters in this digital age. You will learn how to build a personal brand, how to network, and how to write customized résumés plus create an effective LinkedIn profile.
- **Hottest trends in job interviewing.** Chapter 16 provides countless tips on how to interview successfully in today’s highly competitive job market, including one-way and two-way video interviewing.
- **Etiquette IQ.** New communication platforms and casual workplace environments have blurred the lines of appropriateness, leaving workers wondering how to behave on the job. This edition delivers up-to-date guidance on acceptable workplace attire, professional behavior, and business etiquette for today’s mobile and social workplace. Each chapter also provides a “Test Your Etiquette IQ” quiz with authentic questions and answers.

We wish you well in your course! As always, we welcome your comments and suggestions as you use the No. 1 business communication book in this country and abroad.

Cordially,

Mary Ellen Guffey and Dana Loewy



Dana Loewy and Mary Ellen Guffey

Photographer: Barbara D'Allessandro

BUSINESS COMMUNICATION: PROCESS & PRODUCT, 9E

This book and this course may well be the most important in your entire college curriculum!

Why? This book and your course equip you with the skills you will most need in today's fast-paced information- and data-driven workplace.

MEETING EMPLOYER EXPECTATIONS

Survey after survey reveals that employers are seeking new hires with these key skills:

- Written and oral communication skills
- Critical thinking and analytical reasoning
- Ethical decision making
- Teamwork skills
- Professionalism

Figure 2.13 The Six Dimensions of Professional Behavior



BUSINESS COMMUNICATION: PROCESS & PRODUCT, 9E

No other college course gives you training in all of these skills at once!

Business Communication: Process and Product, 9e, covers the following topics you will find indispensable in the digital-age workplace:

- Expert writing techniques geared to developing your writing skills plus interactive Documents for Analysis, authentic model documents, and engaging activities in which you apply your skills
- Presentation skills featuring contemporary examples including coverage of smartphone best practices to prepare you for the realities of workplace communication and technology
- Critical thinking questions and activities in every chapter to stimulate and develop skills
- Ethics Checks in addition to guidance and tools provided through discussion questions and ethical dilemma scenarios
- Teamwork skills with a heavy emphasis on professionalism and etiquette in the workplace so that you will know how to meet employer expectations
- Two employment chapters that present the latest trends in job searching, interviewing, and résumé writing, along with current, effective résumé models, tips for mobile devices and apps, and LinkedIn advice and illustrations
- Test Your Etiquette IQ, a recurring feature in each chapter, designed to shine a light on often blurry ideas about appropriateness and professionalism in the workplace.

PREMIUM ONLINE RESOURCES

- **MindTap, Your Personalized, Fully Online Digital Learning Platform.** This comprehensive learning platform guides you through readings, multimedia tools, and chapter-specific activities that increase learner involvement and produce significant learning outcomes. By being interactive, MindTap makes learning enjoyable and playful. You can deepen your understanding of business communication concepts at your own pace.
- **Aplia Homework.** Aplia helps you comprehend and remember chapter concepts in an engaging interactive format. You know immediately how well you are doing with immediate feedback on each problem set. You may even be able to repeat exercises to improve your score.
- **Grammar Review.** Grammar review exercises provide you with engaging online practice, covering key grammar concepts with interactive exercises that you can finish in your own time. Your unique needs are addressed through diagnostic assessments, pinpointing your areas of strength and potential remediation needs. A large and randomized pool of questions provides multiple opportunities to master each concept.

BUSINESS COMMUNICATION: PROCESS & PRODUCT, 9E

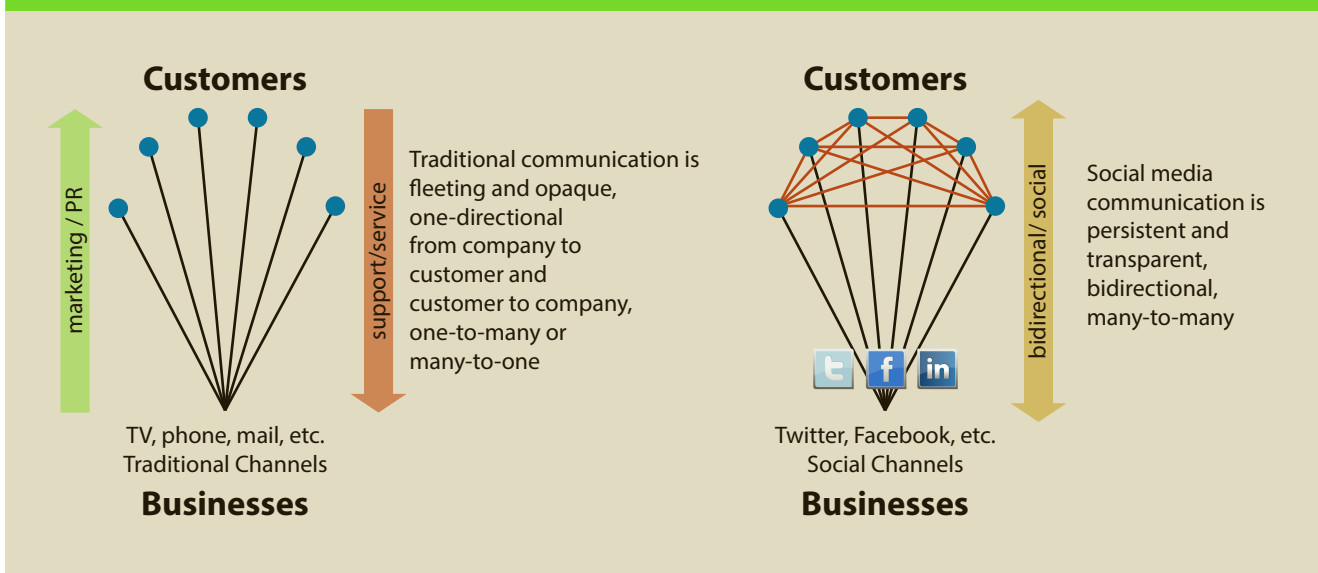
- **How-To Videos.** Appealing to visual learners, this edition provides about 32 short videos that explain and illustrate many Ninth Edition concepts and model documents including positive, bad-news, claim adjustment, persuasive, and sales messages. These videos are especially helpful to distance learners who are not able to benefit from in-class lectures.
- **Study Tools**
 - ♦ **PowerPoint Lectures.** Our totally new PowerPoint slides for the Ninth Edition review chapter concepts and highlight important points with contemporary, colorful images, and just enough animation.
 - ♦ **Interactive chapter quizzes** at the Student Companion Website enable you to test your knowledge of concepts with immediate feedback.
 - ♦ **Flashcards.** You can study with existing flashcards and make your own.

SOCIAL MEDIA NETWORKS AND MOBILE TECHNOLOGY

Trusted authors Mary Ellen Guffey and Dana Loewy understand social and mobile! The authors address workplace use of social media and communication technology in a chapter solely dedicated to best practices on the job. Because these skills are fundamental in the contemporary world of work, social media and communication technology are integrated in each chapter.

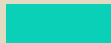





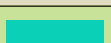

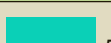

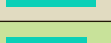





Every chapter reflects the pervasive influence of communication technology on business writing. This state-of-the-art coverage makes it clear that writing is more important than ever in the digital world. Careers are made or thwarted based on one's online digital persona.

Figure 1.8 **Traditional vs. Social Media Communication Between Businesses and Customers**



BUSINESS COMMUNICATION: PROCESS & PRODUCT, 9E

- New digital model documents throughout illustrate how social media networks are shaping today's communication and will help you understand professional social media applications.
- New activities, identified with the Social Media and Communication Technology icon, reflect the preeminence of writing in the digital workplace and prompt you to develop your professional social networking skills.

SOCIAL NETWORKS VS. OTHER U.S. WORKERS: COMPARING ATTITUDES TOWARDS QUESTIONABLE BEHAVIOR		
Do you feel it is acceptable to...?	Active Social Networkers	Other U.S. Workers
"Friend" a client/customer on a social network	 59%	 28%
Blog or tweet negatively about your company or colleagues	 42%	 6%
Buy personal items with your company credit card as long as you pay it back	 42%	 8%
Do a little less work to compensate for cuts in benefits or pay	 51%	 10%
Keep a copy of confidential work documents in case you need them in your next job	 50%	 15%
Take a copy of work software home and use it on your personal computer	 46%	 7%
Upload vacation pictures to the company network or server so you can share them with co-workers	 50%	 17%
Use social networking to find out what my company's competitors are doing	 54%	 30%

BUSINESS COMMUNICATION: PROCESS & PRODUCT, 9E

Opening scenarios in each chapter illustrate social media and technology use, teamwork, meetings, persuasion, and more by companies that you know and interact with, such as Starbucks, Lyft, Walmart, Taco Bell, Sony, Royal Caribbean, olloclip, Pew Research, and JetBlue.

Nordstrom: A Fabulous Shopping Experience Goes Social

Nordstrom's customer service is legendary. Like no other, the upscale fashion retailer empowers its employees to make their own decisions to best serve customers. Consider the Anchorage location once accepting returned tires that the retailer doesn't even sell. Another true story relates that an employee raced to deliver a scatterbrained customer's forgotten baggage to the airport prior to her departure. Both anecdotes exemplify the century-old company's motto: *to provide a fabulous customer experience by empowering customers and the employees who serve them.*

But Nordstrom's fabled devotion to customer service extends strategically into the virtual world to meet customers where they are. The retailer has invested heavily in technology; for example, to integrate its inventory management system with its website and the Nordstrom app—always with the clear purpose to enhance the customer experience. As a result, the company's online and offline worlds are seamlessly linked, and customers can find what they want in one place. Salespeople can track customer requests and needs online. This persistent effort to integrate digital capabilities has paid off. Nordstrom's revenue has grown by more than 50 percent in the last five years.¹ Its shares have jumped 120 percent.²

A strong social media engagement is key to Nordstrom's strategy to provide superb service and to drive traffic to its e-commerce site. As one of America's most connected companies,³ it relies on crowd-sourcing to learn which items to stock, and it responds rapidly to queries, in Spanish when needed. At currently 3.2 million likes, Nordstrom is a strong presence on Facebook. Pinterest, the popular online bulletin board, is a particular success story for early-adopter Nordstrom, which currently has some 4.4 million followers.⁴

With such public engagement, it's not surprising that Nordstrom has clearly defined social media use guidelines. Approved employees may connect with customers during working hours and even after hours, if allowed. They are admonished to use good judgment and abide by all corporate policies. They are told to be respectful, responsible, and ethical. Furthermore, Nordstrom's social media policy forbids the sharing of confidential corporate information as well as employees' and customers' private and personal information. Conflicts of interest are to be avoided, and compensated endorsements must be disclosed. The policy ends with this cheerful invitation: "Above all, remember to have fun and be yourself!"⁵

Nordstrom's digital strategy is making the company highly competitive. You will learn more about Nordstrom and be asked to complete a relevant task at the end of this chapter.



Critical Thinking

- After reading this case study, can you put into perspective the suggestion "have fun and be yourself"? What exactly does this invitation mean?
- Why does Nordstrom allow only certain employees to connect online with customers and other members of the public?
- Why do social media guidelines emphasize ethical behavior and ethical communication?

Brief Contents

- Unit 1** Communication Foundations **1**
- 1 Business Communication in the Digital Age **2**
 - 2 Professionalism: Team, Meeting, Listening, Nonverbal, and Etiquette Skills **42**
 - 3 Intercultural Communication **84**
- Unit 2** The Writing Process in the Digital Era **125**
- 4 Planning Business Messages **126**
 - 5 Organizing and Drafting Business Messages **158**
 - 6 Revising Business Messages **186**
- Unit 3** Workplace Communication **213**
- 7 Short Workplace Messages and Digital Media **214**
 - 8 Positive Messages **252**
 - 9 Negative Messages **294**
 - 10 Persuasive and Sales Messages **338**
- Unit 4** Reports, Proposals, and Presentations **387**
- 11 Reporting in the Digital Age Workplace **388**
 - 12 Informal Business Reports **436**
 - 13 Proposals, Business Plans, and Formal Business Reports **482**
 - 14 Business Presentations **520**
- Unit 5** Employment Communication **563**
- 15 The Job Search, Résumés, and Cover Letters in the Digital Age **564**
 - 16 Interviewing and Following Up **612**

Appendixes

- A Document Format Guide **A-1**
- B Documentation Formats **B-1**
- C Correction Symbols and Proofreading Marks **C-1**
- D Grammar and Mechanics Guide **D-1**

End Matter

- Key to Grammar and Mechanics **Key-1**
- Etiquette IQ Responses **R-1**
- Glossary (Available online only at www.cengagebrain.com)
- Index **I-1**



Contents

UNIT 1 Communication Foundations

Chapter 1 Business Communication in the Digital Age 2



AJFile/Shutterstock.com

Chapter 2 Professionalism: Team, Meeting, Listening, Nonverbal, and Etiquette Skills 42



Charlotte Purdy/Shutterstock.com

Zooming In: Nordstrom: A Fabulous Shopping Experience Goes Social	3
Communicating in the Digital World	3
The Digital Revolution and You: Tools for Success in the 21st-Century Workplace	6
How Your Education Drives Your Income	10
Trends and Challenges in the Information Age Workplace	10
Information Flow and Media Choices in Today's Workplace	19
Ethics in the Workplace Needed More Than Ever	26
Zooming In: Your Turn: Applying Your Skills at Nordstrom	31
Summary of Learning Outcomes	32
Critical Thinking	33
Activities	33
Test Your Etiquette IQ	37
Chat About It	38
Grammar and Mechanics	38
References	39

Zooming In: Lyft Epitomizes the Sharing Economy and Teamwork	43
Adding Value to Professional Teams	43
Checklist: Developing Team Effectiveness	50
Planning and Participating in Face-to-Face and Virtual Meetings	51
Checklist: Planning and Participating in Productive Meetings	58
Listening in the Workplace	59
Checklist: Improving Listening	64
Communicating Nonverbally	64
Checklist: Building Strong Nonverbal Communication Skills in the Workplace	68
Developing Professionalism and Business Etiquette Skills at the Office and Online	69
Zooming In: Your Turn: Applying Your Skills at Lyft	72
Summary of Learning Outcomes	72
Critical Thinking	74
Activities	74
Test Your Etiquette IQ	79

Chat About It	79
Grammar and Mechanics	79
References	80

Chapter 3

Intercultural Communication 84



Dan Baciu/Shutterstock.com

Zooming In: Intercultural and Ethics Challenges for the World's Largest Retailer	85
The Growing Importance of Intercultural Communication	85
Culture and Communication	90
Becoming Interculturally Proficient	96
Checklist: Achieving Intercultural Proficiency	104
Culture and Ethical Business Practices	104
Workforce Diversity: Benefits and Challenges	108
Zooming In: Your Turn: Applying Your Skills at Walmart	111
Summary of Learning Outcomes	112
Critical Thinking	113
Activities	114
Test Your Etiquette IQ	119
Chat About It	119
Grammar and Mechanics	120
References	120

UNIT 2

The Writing Process in the Digital Era

Chapter 4

Planning Business Messages 126



racorn/Shutterstock.com

Zooming In: TOMS Shoes Integrates For-Profit Entrepreneurship With Bleeding-Heart Philanthropy	127
Understanding the Communication Process	127
Using the 3-x-3 Writing Process as a Guide	132
Analyzing and Anticipating the Audience	135
Using Expert Writing Techniques to Adapt to Your Audience	138
Checklist: Adapting a Message to Its Audience	146
Sharing the Writing in Teams	146
Zooming In: Your Turn: Applying Your Skills at TOMS	150
Summary of Learning Outcomes	150
Critical Thinking	151
Activities	152
Test Your Etiquette IQ	155
Chat About It	156
Grammar and Mechanics	156
References	157

Chapter 5

Organizing and Drafting Business Messages 158

Darren Baker/Shutterstock.com



- Zooming In:** MyEvent.com Moves From Weddings to Fundraising and Crowdsourcing 159
- Beginning With Research 159
- Generating Ideas and Organizing Information 161
- Composing the First Draft With Effective Sentences 166
- Developing Business Writing Techniques 169
- Checklist:** Drafting Effective Sentences 173
- Building Well-Organized Paragraphs 174
- Checklist:** Preparing Meaningful Paragraphs 177
- Zooming In:** Your Turn: Applying Your Skills at MyEvent.com 177
- Summary of Learning Outcomes 178
 - Critical Thinking 179
 - Writing Improvement Exercises 180
 - Activities 183
 - Test Your Etiquette IQ 184
 - Chat About It 184
 - Grammar and Mechanics 185
 - References 185

Chapter 6

Revising Business Messages 186

Monkey Business Images/Shutterstock.com



- Zooming In:** Taco Bell Seeks to Shatter Sea of Sameness 187
- Stopping to Revise: Applying Phase 3 of the Writing Process 187
- Polishing Your Messages by Revising for Conciseness 188
- Improving Message Clarity 193
- Applying Document Design to Enhance Readability 196
- Proofreading to Catch Errors 199
- Evaluating the Effectiveness of Your Message 202
- Checklist:** Editing, Proofreading, and Evaluating 203
- Zooming In:** Your Turn: Applying Your Skills at Taco Bell 203
- Summary of Learning Outcomes 205
 - Critical Thinking 206
 - Writing Improvement Exercises 206
 - Activities 208
 - Test Your Etiquette IQ 211
 - Chat About It 211
 - Grammar and Mechanics 211
 - References 212

UNIT 3 Workplace Communication

Chapter 7

Short Workplace Messages and Digital Media 214



Bolyuk Rostyslav/Shutterstock.com

- Zooming In:** Sony Hack Signals the End of Privacy 215
- Writing Digital Age E-Mail Messages and Memos 215
- Checklist:** Professional E-Mail and Memos 222
- Workplace Messaging and Texting 222
- Making Podcasts and Wikis Work for Business 228
- Blogging for Business 231
- Social Networking for Business 236
- Checklist:** Using Digital Media Like a Pro 239
- Zooming In:** Your Turn: Applying Your Skills at Sony 239

- Summary of Learning Outcomes 240
- Critical Thinking 241
- Activities 242
- Test Your Etiquette IQ 248
- Chat About It 248
- Grammar and Mechanics 248
- References 249

Chapter 8

Positive Messages 252



Stuart Jenner/Shutterstock.com

- Zooming In:** JetBlue: Speedy Customer Service with Humor 253
- Neutral and Positive Messages: The Writing Process 253
- Routine Request, Response, and Instruction Messages 257
- Checklist:** Writing Direct Requests and Responses 260
- Direct Claims and Complaints 264
- Adjustment Messages 268
- Checklist:** Direct Claim, Complaint, and Adjustment Messages 273
- Goodwill Messages 274
- Checklist:** Goodwill Messages 277
- Zooming In:** Your Turn: Applying Your Skills at JetBlue 278

- Summary of Learning Outcomes 279
- Critical Thinking 280
- Writing Improvement Exercises 281

Activities 282
 Test Your Etiquette IQ 290
 Chat About It 290
 Grammar and Mechanics 290
 References 291

Chapter 9 Negative Messages 294



goodluz/Shutterstock.com

Zooming In: Crises Rock the Cruise Industry and Rattle Cruise Passengers 295
 Communicating Negative News Effectively 295
 Analyzing Negative-News Strategies 299
 Composing Effective Negative Messages 303
 Refusing Typical Requests and Claims 309
 Managing Bad News Within Organizations 319
Checklist: Conveying Negative News 324
Zooming In: Your Turn: Applying Your Skills at Royal Caribbean 324

Summary of Learning Outcomes 325
 Critical Thinking 326
 Writing Improvement Exercises 327
 Activities 328
 Test Your Etiquette IQ 334
 Chat About It 335
 Grammar and Mechanics 335
 References 336

Chapter 10 Persuasive and Sales Messages 338



Photo12/Shutterstock.com

Zooming In: öllclip: Smartphone Lenses That Sell Themselves 339
 Persuading Effectively and Ethically in the Contemporary Workplace 340
 Blending Four Major Elements in Successful Persuasive Messages 346
 Writing Persuasive Requests, Making Claims, and Delivering Complaints 350
Checklist: Using the AIDA Strategy to Request Actions, Make Claims, and Deliver Complaints 353
 Writing Persuasive Messages in Digital Age Organizations 353
 Creating Effective Sales Messages in Print and Online 357
 Developing Persuasive Press Releases 366
Checklist: Preparing Persuasive Direct-Mail and E-Mail Sales Messages 367
Zooming In: Your Turn: Applying Your Skills at öllclip 369

Summary of Learning Outcomes 369
 Critical Thinking 371
 Activities 372
 Test Your Etiquette IQ 382
 Chat About It 382
 Grammar and Mechanics 382
 References 383

UNIT 4 Reports, Proposals, and Presentations

Chapter 11 Reporting in the Digital Age Workplace 388



Minerva Studio/Shutterstock.com

Zooming In: Research for the Public Good at Pew 389
 Reporting in the Digital Age Workplace 389
 Applying the 3-x-3 Writing Process to Contemporary
 Reports 397
 Identifying Secondary Sources and Conducting Primary
 Research 402
 Documenting Information 412
 Creating Effective Graphics 418
Zooming In: Your Turn: Applying Your Skills at
 Pew 424

Summary of Learning Outcomes 425
 Critical Thinking 426
 Activities 427
 Test Your Etiquette IQ 432
 Chat About It 433
 Grammar and Mechanics 433
 References 434

Chapter 12 Informal Business Reports 436



leungchopan/Shutterstock.com

Zooming In: Starbucks: Innovate or Die! The Global
 Chain That Wants to Remain Local 437
 Analyzing Digital Age Data 437
 Drawing Conclusions and Making
 Recommendations 443
 Organizing Data 446
 Writing Short Informational Reports 452
Checklist: Writing Informational Reports 458
 Preparing Short Analytical Reports 459
Checklist: Writing Direct Requests and Responses 467
Zooming In: Your Turn: Applying Your Skills at Starbucks 468

Summary of Learning Outcomes 468
 Critical Thinking 470
 Activities 470

Self-Contained Report Activities 475
Test Your Etiquette IQ 480
Grammar and Mechanics 480
References 481

Chapter 13

Proposals, Business Plans, and Formal Business Reports 482



Milles Studio/Shutterstock.com

Zooming In: SpaceX Soars on the Wings of its
Proposals 483
Writing Informal Proposals 483
Preparing Formal Proposals 488
Checklist: Writing Proposals 490
Creating Effective Business Plans 490
Writing Formal Business Reports 493
Body and Back Matter Components of Formal Business
Reports 496
Final Writing Tips 497
Checklist: Preparing Formal Business Reports 508
Zooming In: Your Turn: Applying Your Skills at SpaceX 509

Summary of Learning Outcomes 510
Critical Thinking 511
Activities 512
Test Your Etiquette IQ 517
Chat About It 517
Grammar and Mechanics 518
References 518

Chapter 14

Business Presentations 520



Rawpixel.com/Shutterstock.com

Zooming In: Jean-luc Doumont: Engineering Effective
Presenting Skills Worldwide 521
Creating Effective Business Presentations 521
Connecting With Audiences by Organizing Content and
Using Visual Aids 525
Preparing Engaging Multimedia Presentations 534
Polishing Your Delivery and Following Up 539
Checklist: Preparing and Organizing Oral
Presentations 544
Developing Intercultural and Team Presentations 545
Improving Speaking Skills for Effective Phone Calls 549
Zooming In: Your Turn: Applying Your Skills 552

Summary of Learning Outcomes 553
Critical Thinking 555
Activities 555
Test Your Etiquette IQ 560
Chat About It 560
Grammar and Mechanics 560
References 561

UNIT 5 Employment Communication

Chapter 15

The Job Search, Résumés, and Cover Letters in the Digital Age 564



Nicotombo/Shutterstock.com

- Zooming In:** Graduating From Classroom to Career 565
- Job Searching in the Digital Age 565
- Developing a Job-Search Strategy Focused on the Open Job Market 569
- Unlocking the Hidden Job Market With Networking 572
- Customizing Your Résumé 576
- Enhancing Your Job Search With Today's Digital Tools 590
- Checklist:** Creating and Submitting a Customized Résumé 593
- Cover Messages—Do They Still Matter? 594
- Creating a Customized Cover Message 595
- Zooming In:** Your Turn: Applying Your Skills With Heather Huhman 601
- Summary of Learning Outcomes 602
 - Critical Thinking 604
 - Activities 604
 - Test Your Etiquette IQ 607
 - Chat About It 608
 - Grammar and Mechanics 608
 - References 609

Chapter 16

Interviewing and Following Up 612



goodluz/Shutterstock.com

- Zooming In:** Achieving Interview Success in Today's Competitive Job Market 613
- Interviewing Effectively in Today's Competitive Job Market 613
 - Before the Interview 617
 - During the Interview 622
 - After the Interview 633
- Preparing Additional Employment Documents 636
- Zooming In:** Your Turn: Applying Your Skills 639
- Summary of Learning Outcomes 639
 - Critical Thinking 641
 - Activities 641
 - Test Your Etiquette IQ 647
 - Chat About It 647
 - Grammar and Mechanics 647
 - References 648

Appendixes

- A Document Format Guide **A-1**
- B Documentation Formats **B-1**
- C Correction Symbols and Proofreading Marks **C-1**
- D Grammar and Mechanics Guide **D-1**

End Matter

- Key to Grammar and Mechanics **Key-1**
- Etiquette IQ Responses **R-1**
- Glossary (Available online only at www.cengagebrain.com)
- Index **I-1**

Appreciation for Support

No successful textbook reaches a No. 1 position without a great deal of help. We are exceedingly grateful to the reviewers and other experts who contributed their pedagogic and academic expertise in shaping *Business Communication: Process & Product*.

We extend sincere thanks to many professionals at Cengage Learning; Erin Joyner, Vice President, General Manager for Social Sciences, Humanities & Business; Michael Schenk, Executive Product Director for Business & Economics; John Rich, Content Development Manager; Megan Guiliani, Content Project Manager; Bethany Casey, Senior Art Director, and Diane Garrity, Intellectual Property Analyst.

Our heartfelt appreciation also goes to the following for their expertise in creating exceptional instructor and student support materials: Janet Mizrahi, University of California, Santa Barbara; Carolyn M. Seefer, Diablo Valley College; Thanakorn Kooptaporn, California State University, Fullerton; Michele Granger, Missouri State University; and Nicole Adams, University of Dayton.

Mary Ellen Guffey

Dana Loewy

Grateful Thanks to Reviewers

Janet G. Adams, *Minnesota State University, Mankato*

Leslie Adams, *Houston Baptist University*

Kehinde A. Adesina, *Contra Costa College*

Asberine Parnell Alford, *Suffolk Community College*

Virginia Allen, *Joliet Junior College*

Cynthia Anderson, *Youngstown State University*

Linda Landis Andrews, *University of Illinois, Chicago*

Vanessa D. Arnold, *University of Mississippi*

Lois J. Bachman, *Community College of Philadelphia*

Rebecca Barksdale, *University of Central Florida*

Sandra Berill, *Arkansas State University*

Teresa L. Beyer, *Sinclair Community College*

Cathie Bishop, *Parkland College*

Randi Blank, *Indiana University*

Elizabeth Bowers, *Orange Coast College and Golden West College*

Martha E. Bradshaw, *Southeastern Louisiana University*

Bernadine Branchaw, *Western Michigan University*

Maryanne Brandenburg, *Indiana University of Pennsylvania*

Charles P. Bretan, *Northwood University*

Paula E. Brown, *Northern Illinois University*

Vivian R. Brown, *Loredo Community College*

Domenic Bruni, *University of Wisconsin Oshkosh*

Phyllis C. Bunn, *Delta State University*

Mary Ann Burris, *Pueblo Community College*

Roosevelt D. Butler, *College of New Jersey*

Jane Campanizzi-Mook, *Franklin University*

James F. Carey, *Onondaga Community College*

Leila Chambers, *Cuesta College*

Patricia H. Chapman, *University of South Carolina*

Judie C. Cochran, *Grand Canyon University*

Marjorie Coffey, *Oregon State University*

Randy E. Cone, *University of New Orleans*

James Conley, *Eastern Michigan University*

Billie Miller Cooper, *Cosumnes River College*

Linda W. Cooper, *Macon State College*

Jane G. Corbly, *Sinclair Community College*

Martha Cross, *Delta State University*

Linda Cunningham, *Salt Lake Community College*

Lajuan Davis, *University of Wisconsin-Whitewater*

Fred DeCasperis, *Siena College*

Guy Devitt, *Herkimer County Community College*

Linda Di Desidero, *University of Maryland University College*

John Donnellan, *University of Texas at Austin*

J. Yellowless Douglas, *University of Florida*

Bertha Du-Babcock, *City University of Hong Kong*

Dorothy Drayton, *Texas Southern University*

Kay Durden, *University of Tennessee*

Anna Easton, *Indiana University*

Lorena B. Edwards, *Belmont University*

Donald E. English, *Texas A&M University*

Margaret Erthal, *Southern Illinois University*
 Donna R. Everett, *Morehead State University*
 Gwendolyn Bowie Ewing, *Southwest Tennessee Community College*
 Anne Finestone, *Santa Monica Community College*
 Peggy B. Fisher, *Ball State University*
 Terry M. Frame, *University of South Carolina*
 Gen Freese, *Harrisburg Area Community College*
 Kerry J. Gambrill, *Florida Community College*
 Judith L. Graham, *Holyoke Community College*
 Carolyn G. Gray, *The University of Texas, Austin*
 Diane Gruber, *Arizona State University West*
 Susan Guzmán-Treviño, *Temple College*
 David Hamilton, *Bemidji State University*
 Bill Hargrave, *University of West Georgia*
 Paul Hegele, *Elgin Community College*
 Susan A. Heller, *Reading Area Community College*
 K. Virginia Hemby, *Middle Tennessee State University*
 Rovena L. Hillsman, *California State University, Sacramento*
 Kenneth Hoffman, *Emporia State University*
 Shirley Houston, *University of Nebraska*
 Warren B. Humphrey, *University of Central Florida*
 Robert G. Insley, *University of North Texas*
 Edna Jellesed, *Lane Community College*
 Glen J. Jenewein, *Portland Community College*
 Kathy Jesiolowski, *Milwaukee Area Technical College*
 Carolyn Spillers Jewell, *Pembroke State University*
 Pamela R. Johnson, *California State University, Chico*
 Eric Johnstone, *Montana State University*
 Cheryl L. Kane, *University of North Carolina Charlotte*
 Diana K. Kanoy, *Central Florida Community College*
 Tina S. Kazan, *University of Illinois, Chicago*
 Carolyn E. Kerr, *University of Pittsburgh*
 Sonia Khatchadourian, *University of Wisconsin-Milwaukee*
 Margaret S. Kilcoyne, *Northwestern State University*
 G. Scott King, *Sinclair Community College*
 Suzanne P. Krissler, *Orange County Community College*
 Linda L. Labin, *Husson College*
 Gary E. Lacefield, *University of Texas at Arlington*
 Richard Lacy, *California State University, Fresno*
 Suzanne Lambert, *Broward Community College*
 Marilyn L. Lammers, *California State University, Northridge*
 Lorita S. Langdon, *Columbus State Community College*
 Joyce N. Larsen, *Front Range Community College*
 Marianna Larsen, *Utah State University*
 Barbara Lea, *West Valley College*
 Claire E. Legowski, *North Dakota State University*
 Mary E. Leslie, *Grossmont College*
 Kathy Lynn Lewis-Adler, *University of North Alabama*
 Kristie J. Loescher, *The University of Texas at Austin*
 Jennifer Cook Loney, *Portland State University*
 Mary Jean Lush, *Delta State University*
 Sonia Maasik, *University of California, Los Angeles*
 Bruce MacBeth, *Clarion University of Pennsylvania*
 Georgia E. Mackh, *Cabrillo College*
 Andrew Madson, *Milwaukee Area Technical College*
 Anna Maheshwari, *Schoolcraft College*
 Maureen L. Margolies, *University of Cincinnati*
 Leon Markowicz, *Lebanon Valley College*
 Thomas A. Marshall II, *Robert Morris College*
 Jeanette Martin, *University of Mississippi*
 John F. Mastriani, *El Paso Community College*
 Cynthia H. Mayfield, *York Technical College*
 Susan Smith McClaren, *Mt. Hood Community College*
 Beryl C. McEwen, *North Carolina A&T State University*
 Marya McFadden, *California State University Northridge*
 Nancy McGee, *Davenport University*
 Diana McKowen, *Indiana University*
 Mary C. Miller, *Ashland University*
 Marci Mitchell, *South Texas Community College*
 Nancy B. Moody, *Sinclair Community College*
 Danne Moore, *Shawnee State University*
 Wayne A. Moore, *Indiana University of Pennsylvania*
 Paul W. Murphey, *Southwest Wisconsin Technical College*
 Lin Nassar, *Oakland Community College*
 Beverly H. Nelson, *University of New Orleans*
 Matt Newby, *Heald College*
 John P. Nightingale, *Eastern Michigan University*
 Ed Nagelhout, *University of Nevada*
 Jeanne E. Newhall, *Middlesex Community College*
 Alexa B. North, *State University of West Georgia*
 Nancy Nygaard, *University of Wisconsin-Milwaukee*
 Rosemary Olds, *Des Moines Area Community College*
 James S. O'Rourke IV, *University of Notre Dame*
 Smita Jain Oxford, *University of Mary Washington*
 Ed Peters, *University of Texas at Arlington*
 Melinda Phillabaum, *Indiana University*
 Richard David Ramsey, *Southeastern Louisiana University, Hammond*
 Betty Jane Robbins, *University of Oklahoma*
 Janice Rowan, *Rowan University*
 Calvin R. Parks, *Northern Illinois University*
 Pamela A. Patey, *Riverside Community College*
 Shara Toursh Pavlow, *University of Miami*

William Peirce, *Prince George's Community College and University of Maryland University College*
Joan Policano, *Onondaga Community College*
Paula J. Pomeranke, *Illinois State University*
Jean Anna Sellers, *Fort Hays State University*
Deborah Von Sprecken, *Anoka-Ramsey Community College*
Karen Sterkel Powell, *Colorado State University*
Gloria Power, *Delgado Community College*
Richard P. Profozich, *Prince George's Community College*
Carolyn Mae Rainey, *Southeast Missouri State University*
Richard David Ramsey, *Southeastern Louisiana University*
Richard G. Raspen, *Wilkes University*
Virginia L. Reynolds, *Cleveland State University*
Ruth D. Richardson, *University of North Alabama*
Joseph H. Roach, *Middlesex County College*
Terry D. Roach, *Arkansas State University*
Betty Jane Robbins, *University of Oklahoma*
Linda Sarlo, *Rock Valley College*
Christine A. Saxild, *Mt. Senario College*
Joseph Schaffner, *State University of New York at Alfred*
Annette Schley, *North Seattle Community College*
Betty L. Schroeder, *Northern Illinois University*
Carolyn M. Seefer, *Diablo Valley Community College*
Marilyn Simonson, *Lakewood Community College*
Sue C. Smith, *Palm Beach Community Collage*
Kathleen M. Sole, *University of Phoenix*
Charles L. Snowden, *Sinclair Community College*
Gayle A. Sobolik, *California State University, Fresno*
Jeanette Spender, *Arkansas State University*

Jan Starnes, *The University of Texas at Austin*
Judy Steiner-Williams, *Indiana University*
Ted D. Stoddard, *Brigham Young University*
Susan Switzer, *Central Michigan University*
Roni Szeliga, *Gateway Technical College*
Leslie S. Talley, *University of Central Florida*
Barbara P. Thompson, *Columbus State Community College*
Sally J. Tiffany, *Milwaukee Area Technical College*
Lori M. Townsend, *Niagara County Community College*
Mary L. Tucker, *Ohio University*
Richard F. Tyler, *Anne Arundel Community College*
Deborah Valentine, *Emory University*
Doris A. Van Horn Christopher, *California State University, Los Angeles*
David Victor, *Eastern Michigan University*
Lois Ann Wagner, *Southwest Wisconsin Technical College*
John L. Waltman, *Eastern Michigan University*
Marion Webb, *Cleveland State University*
Beverly A. Westbrook, *Delta College*
Carol Smith White, *Georgia State University*
Carol M. Williams, *Pima County Community College*
Debbie J. Williams, *Abilene Christian University*
Jane D. Williams, *J. Sargeant Reynolds Community College*
Rosemary B. Wilson, *Washtenaw Community College*
Beverly C. Wise, *State University of New York, Morrisville*
William E. Worth, *Georgia State University*
Myron D. Yeager, *Chapman University*
Karen Zempel, *Bryant and Stratton College*

About the Authors

Dr. Mary Ellen Guffey

A dedicated professional, Mary Ellen Guffey has taught business communication and business English topics for over thirty-five years. She received a bachelor's degree, *summa cum laude*, from Bowling Green State University; a master's degree from the University of Illinois, and a doctorate in business and economic education from the University of California, Los Angeles (UCLA). She has taught at the University of Illinois, Santa Monica College, and Los Angeles Pierce College.



Now recognized as the world's leading business communication author, Dr. Guffey corresponds with instructors around the globe who are using her books. She is the founding author of the award-winning *Business Communication: Process & Product*, the leading business communication textbook in this country. She also wrote *Business English*, which serves more students than any other book in its field; *Essentials of College English*; and *Essentials of Business Communication*, the leading text/workbook in its market. Dr. Guffey is active professionally, serving on the review boards of the *Business and Professional Communication Quarterly* and the *Journal of Business Communication*, publications of the Association for Business Communication. She participates in national meetings, sponsors business communication awards, and is committed to promoting excellence in business communication pedagogy and the development of student writing skills.

Dr. Dana Loewy

Dana Loewy has been teaching business communication at California State University, Fullerton since 1996. She enjoys introducing undergraduates to business writing and honing the skills of graduate students in managerial communication. Most recently, she has also taught various German courses and is a regular guest lecturer at Fach-hochschule Nürtingen, Germany. In addition to completing numerous brand-name consulting assignments, she is a certified business etiquette consultant. Dr. Loewy has collaborated with Dr. Guffey on recent editions of *Business Communication: Process & Product* as well as on *Essentials of Business Communication*.



Dr. Loewy holds a master's degree from Bonn University, Germany, and earned a PhD in English from the University of Southern California. Fluent in several languages, among them German and Czech, her two native languages, Dr. Loewy has authored critical articles in many areas of interest—literary criticism, translation, business communication, and business ethics. Before teaming up with Dr. Guffey, Dr. Loewy published various poetry and prose translations, most notably *The Early Poetry of Jaroslav Seifert* and *On the Waves of TSF*. Active in the Association for Business Communication, Dr. Loewy focuses on creating effective teaching/learning materials for undergraduate and graduate business communication students.



UNIT 1

Communication Foundations

Chapter 1
Business
Communication
in the Digital
Age

Chapter 2
Professionalism:
Team, Meeting,
Listening,
Nonverbal, and
Etiquette Skills

Chapter 3
Intercultural
Communication

AJFile/Shutterstock.com

Chapter 1

Business Communication in the Digital Age

LEARNING OUTCOMES

After studying this chapter, you should be able to

- 1 Explain how communication skills fuel career success, and understand why writing skills are vital in a digital, mobile, and social-media-driven workplace.
- 2 Identify the tools for success in the hyperconnected 21st-century workplace; appreciate the importance of critical-thinking skills and personal credibility in the competitive job market of the digital age; and discuss how your education may determine your income.
- 3 Describe significant trends in today's dynamic, networked work environment, and recognize that social media and other communication technologies require excellent communication skills, in any economic climate.
- 4 Examine critically the internal and external flow of communication in organizations through formal and informal channels, explain the importance of effective media choices, and understand how to overcome typical barriers to organizational communication.
- 5 Analyze ethics in the workplace, understand the goals of ethical business communicators, and choose the tools for doing the right thing.



AJFile/Shutterstock.com

Nordstrom: A Fabulous Shopping Experience Goes Social

Nordstrom's customer service is legendary. Like no other, the upscale fashion retailer empowers its employees to make their own decisions to best serve customers. Consider the Anchorage location once accepting returned tires that the retailer doesn't even sell. Another true story relates that an employee raced to deliver a scatterbrained customer's forgotten baggage to the airport prior to her departure. Both anecdotes exemplify the century-old company's motto: *to provide a fabulous customer experience by empowering customers and the employees who serve them.*

But Nordstrom's fabled devotion to customer service extends strategically into the virtual world to meet customers where they are. The retailer has invested heavily in technology; for example, to integrate its inventory management system with its website and the Nordstrom app—always with the clear purpose to enhance the customer experience. As a result, the company's online and offline worlds are seamlessly linked, and customers can find what they want in one place. Salespeople can track customer requests and needs online. This persistent effort to integrate digital capabilities has paid off. Nordstrom's revenue has grown by more than 50 percent in the last five years.¹ Its shares have jumped 120 percent.²

A strong social media engagement is key to Nordstrom's strategy to provide superb service and to drive traffic to its e-commerce site. As one of America's most connected companies,³ it relies on crowd-sourcing to learn which items to stock, and it responds rapidly to queries, in Spanish when needed. At currently 3.2 million likes, Nordstrom is a strong presence on Facebook. Pinterest, the popular online bulletin board, is a particular success story for early-adopter Nordstrom, which currently has some 4.4 million followers.⁴

With such public engagement, it's not surprising that Nordstrom has clearly defined social media use guidelines. Approved employees may connect with customers during working hours and even after hours, if allowed. They are admonished to use good judgment and abide by all corporate policies. They are told to be respectful, responsible, and ethical. Furthermore, Nordstrom's social media policy forbids the sharing of confidential corporate information as well as employees' and customers' private and personal information. Conflicts of interest are to be avoided, and compensated endorsements must be disclosed. The policy ends with this cheerful invitation: "Above all, remember to have fun and be yourself!"⁵

Nordstrom's digital strategy is making the company highly competitive. You will learn more about Nordstrom and be asked to complete a relevant task at the end of this chapter.



Zooming In

Critical Thinking

- After reading this case study, can you put into perspective the suggestion "have fun and be yourself"? What exactly does this invitation mean?
- Why does Nordstrom allow only certain employees to connect online with customers and other members of the public?
- Why do social media guidelines emphasize ethical behavior and ethical communication?

Communicating in the Digital World

What kind of workplace will you enter when you graduate, and which skills will you need to be successful in it? Expect a fast-paced, competitive, and highly connected digital environment. Communication technology provides unmatched mobility and connects individuals anytime and anywhere in the world. Today's communicators interact using multiple electronic devices and access information stored in remote locations, in the cloud.

This mobility and instant access explain why increasing numbers of workers must be available practically around the clock and respond quickly. Nordstrom and other technology-savvy businesses have recognized the power of social media networks and seek to engage their customers and other stakeholders where they meet online. Communication no longer flows one way; rather, electronic media have empowered the public to participate and be heard.

In this increasingly complex, networked, and mobile environment, communication skills matter more than ever.⁶ Such skills are particularly significant when competition is keen. Job candidates with exceptional communication skills immediately stand out. In this chapter you will learn about communication skills in the digital era and about the contemporary world of work. Later you will study tools to help you negotiate ethical minefields and do the right thing. Each section covers the latest information about communicating in business while also providing tips to help you function effectively and ethically in today's fast-paced, information-driven workplace.

LEARNING OUTCOME 1

Explain how communication skills fuel career success, and understand why writing skills are vital in a digital, mobile, and social-media-driven workplace.

Communication Skills: Your Pass to Success

Over the last decade, employer surveys have consistently shown that strong communication skills are critical to effective job placement, work performance, career advancement, and organizational success.⁷ In making hiring decisions, employers often rank communication skills among the most desirable competencies.⁸

Interviewers for defense contractor BAE Systems may request a writing sample to “literally see if the candidate can write,” but also to find out whether the applicant can organize and share ideas, explains Curt Gray, senior vice president of human resources and administration. UPS requires its workers to write clear and concise messages and “to investigate, analyze and report their findings in a professional manner,” says Matt Lavery, managing director of corporate talent acquisition.⁹ In a poll, Fortune 1000 executives cited writing, critical-thinking, and problem-solving skills along with self-motivation and team skills as their top choices in new-hires.¹⁰

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 much-quoted study of 120 American corporations by the National Commission on Writing 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.¹¹ “Businesses are crying out—they need to have people who write better,” said Gaston Caperton, executive and College Board president.

Writing has been variously called a “career sifter,” a “threshold skill,” and “the price of admission,”¹² indicating that effective writing skills can be a stepping-stone to great job opportunities. Poorly developed writing skills, however, may derail a career. Writing is a marker of high-skill, high-wage, professional work, according to Bob Kerrey, former university president and chair of the National Commission on Writing. If you can’t express yourself clearly, he says, you limit your opportunities for many positions.¹³

When we discuss communication skills, we generally mean reading, listening, nonverbal, speaking, and writing skills. In addition, workers today must be media savvy and exercise good judgment when posting messages on the Internet and writing e-mails. To be successful, they must guard their online image and protect the reputation of their employers. In this book we focus on the listening, nonverbal, speaking, and writing skills necessary in a digital workplace. Chapters are devoted to each of these skills. Special attention is given to writing skills because they are difficult to develop and increasingly significant in e-communication.

Writing in the Digital Age

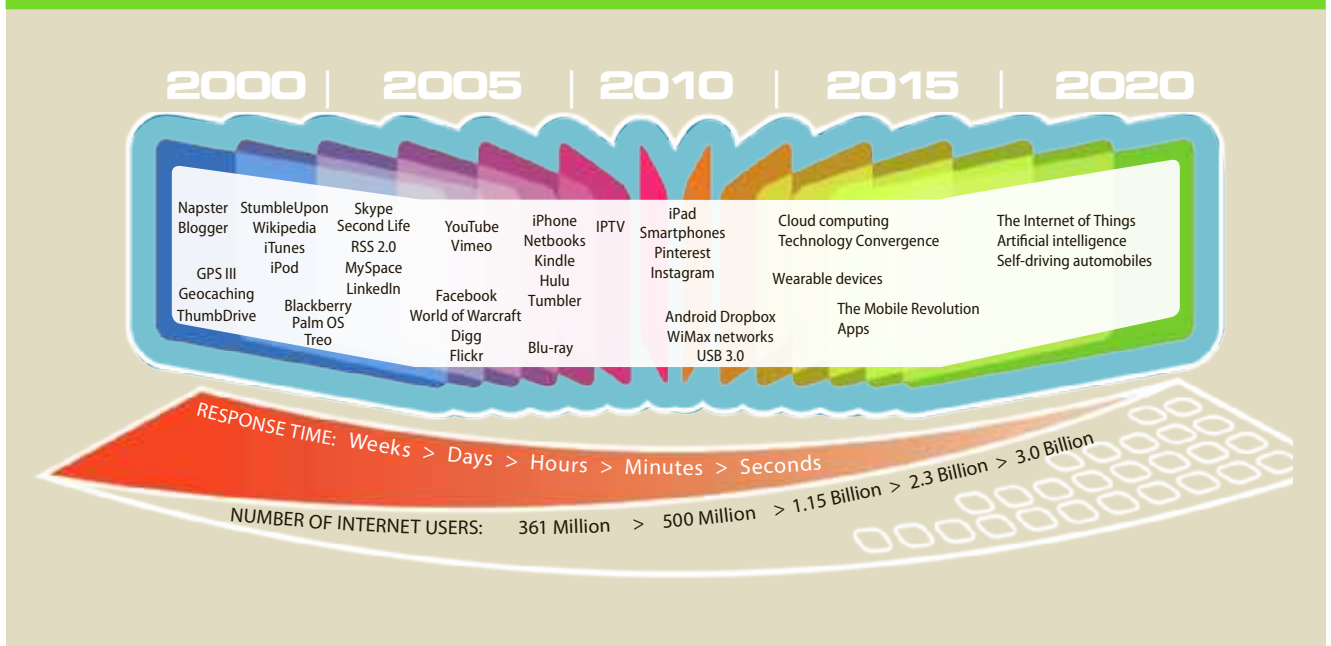
If you are like many young adults, you may think that your daily texts, instant messages, Facebook posts, blog entries, and e-mails are not *real* writing. A Pew Internet & American Life study found that teens and young adults consider their frequent e-communication to be very different from the traditional writing they learn in school.¹⁴ Perhaps young people understand that their digital writing is largely casual, but that employers expect more formal, thoughtful, informative, and error-free messages. In any case, the respondents in the study rightly believe that solid writing skills are a necessity in today’s networked digital world.

Long gone are the days when business was mostly conducted face-to-face and when administrative assistants corrected spelling and grammar for their bosses. Although interpersonal skills still matter greatly, writing effectively is critical. Ever since the digital revolution swept the workplace, most workers write their own messages. New communication channels appeared, including the Web and e-mail, followed by instant messaging, blogs, and social media networks.

The mobile revolution is stimulating huge economic growth and has profoundly changed how we communicate; it has become the fastest-adopted technology of all time.¹⁵ Figure 1.1 displays the emergence of new communication technology and the rapid growth of Internet users over the last two decades. So far, the number of Internet users has roughly doubled every five years.

Note: Because this is a well-researched textbook, you will find small superscript numbers in the text. These announce information sources. Full citations are located in the Notes section beginning on page 40 near the end of the book. This edition uses a modified American Psychological Association (APA) reference citation format.

Figure 1.1 Time Line: Communication Technology and Social Media



Writing matters more than ever because the online media require more of it, not less.¹⁶ An important poll by Hart Research Associates supports this view. The participating employers admitted that their expectations of employees have increased because the challenges on the job are more complex than in the past. The executives also said that employees today need a broader range of skills as well as higher levels of knowledge in their field.¹⁷

“Communicating clearly and effectively has NEVER been more important than it is today. Whether it’s fair or not, life-changing critical judgments about you are being made based solely on your writing ability,” says management consultant Victor Urbach. “Having excellent command of your online digital persona will enable you to quickly surpass those who present themselves weakly in the new competitive arena. Since you probably won’t get a second chance, what kind of digital first impression will you choose to make?”¹⁸ Developing these skills in this course will build your credibility and help you stand out.

It’s Up to You: Communication Skills Can Be Learned

By enrolling in a business writing class, you have already taken the first step toward improving or polishing your communication skills. The goals of this course and this book include teaching you basic business communication skills, such as how to write an effective e-mail, a short message on a mobile device, or a clear business letter, and how to make a memorable presentation with various digital media.

Thriving in the challenging interconnected work world depends on many factors, some of which you cannot control. However, one factor that you do control is how well you communicate. You are not born with the abilities to read, listen, speak, and write effectively. These skills must be learned. 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 fast-paced information- and data-driven workplace.

Reality Check

Digital Workplace Survival Skills

“To succeed in today’s workplace, young people need more than basic reading and math skills. They need substantial content knowledge and information technology skills; advanced thinking skills, flexibility to adapt to change; and interpersonal skills to succeed in multi-cultural, cross-functional teams.”¹⁹

—J. Willard Marriott, Jr., *chairman and CEO, Marriott International, Inc.*

photopixel/Shutterstock.com



LEARNING OUTCOME 2

Identify the tools for success in the hyperconnected 21st-century workplace; appreciate the importance of critical-thinking skills and personal credibility in the competitive job market of the digital age; and discuss how your education may determine your income.

The Digital Revolution and You: Tools for Success in the 21st-Century Workplace

If you are a young adult, chances are that you check Facebook, smartphone texts, Instagram, Twitter, or Tumblr first thing in the morning and repeatedly throughout the day to stay connected with your friends and family. Most likely you write and create digital documents with a notebook, tablet, or smartphone without thinking much about the technology enabling you to do all this. Information technology has changed how we work, play, and communicate. It has never been easier to access and share information via various digital media from a vast network of sources and to distribute it nearly instantly and to widespread audiences.²⁰ What hasn’t changed is that communication skills need time and effort to develop.

To achieve literacy in the digital age means not only using multimedia applications and snazzy late-model gadgets but also thinking critically about new media. It means using technology thoughtfully and in a professional manner to achieve success in a hyperconnected world.

The 21st-century economy depends mainly on information and knowledge. Previously, in the Industrial Age, raw materials and physical labor were the key ingredients in the creation of wealth. Today, however, 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.²¹

More recently, we are hearing the term *information worker* to describe those who produce and consume information in the workplace.²² Regardless of the terminology, knowledge and information workers engage in mind work. They must make sense of words, figures, and data. At the same time, the knowledge available in the “digital universe” is more than doubling every year, according to computing pioneer George Dyson.²³

In this light it may not surprise you that jobs in the information technology sector are likely to jump 24 percent by 2020.²⁴ Mobile technology generated almost \$3.3 trillion in revenue globally in one year alone and is responsible for 11 million jobs, according to Boston Consulting.²⁵ However, in a recovering but demanding U.S. labor market, hundreds of thousands of jobs in science, technology, engineering, and math remain unfilled.²⁶ Experts also worry about domestic talent shortages in skilled manufacturing.²⁷ In such a challenging environment, continuous, lifelong learning will make you more competitive and valuable to future



Rachael Arnott/Shutterstock.com

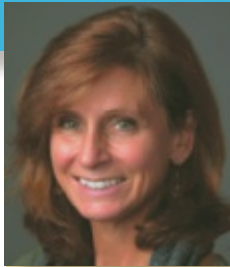
employers. An adaptable, highly skilled workforce is well equipped to weather any economic climate as well as global competition.

Why Should You Care?

As a knowledge worker in the skills economy, you can expect to be generating, processing, and exchanging information. You will need to be able to transmit it effectively across various communication channels and multiple media. You might be called on to use e-mail, multimedia slide presentations, wikis, podcasts, or Facebook and other social media in a professional setting. With added job responsibilities, you will be expected to make sound decisions and solve complex problems. Interviewers at global giant Siemens probe job applicants for the ability “to quickly distill the key issues and relationships in complex situations,” says Mike Panigel, senior vice president of human resources.²⁸

In a recent PayScale study, writing proficiency is considered a hard skill; 44 percent of managers stated that it’s the skill most lacking among recent college graduates. The respondents also criticized a lack of communication skills (46 percent) as well as critical thinking and problem solving skills (60 percent).²⁹ You are learning to think, read, and ask questions in a networked world, accessed with computers, tablets, smartphones, e-readers, wearable devices, and more. The avalanche of information that engulfs you daily requires you to evaluate all sources critically because information flows at a great speed, across various media, and in many directions. With potentially a global audience watching, you can choose to project a positive, professional image, or you can publish misinformation and embarrassing falsehoods.³⁰

Courtesy of Karen Bruett



Reality Check

Wanted! 21st-Century Skills

In the media-driven world of the 21st century, workers must process vast amounts of information fast and judge accurately whether the information is reliable. “It’s important that students know how to manage it, interpret it, validate it, and how to act on it.”³¹

—Karen Bruett, *higher education expert, former Dell executive*

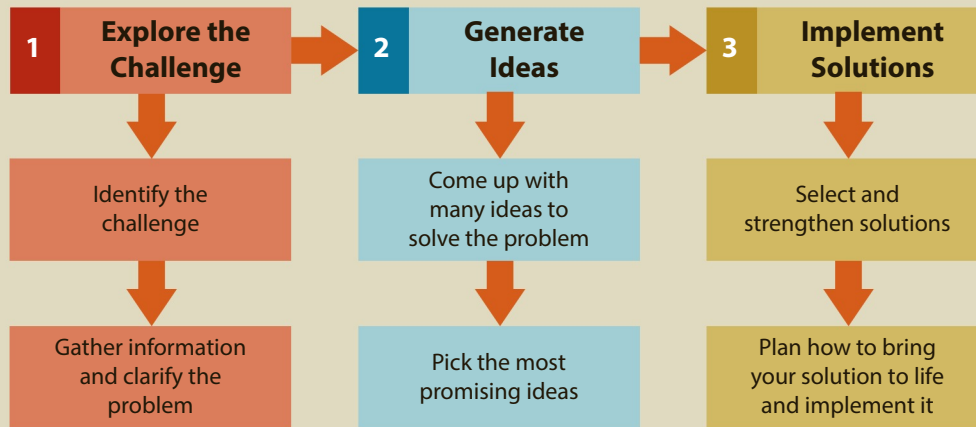
Thinking Critically in the Digital Age

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

Management and employees work 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. Toyota’s management philosophy of continuous improvement (*kaizen*) by engaged and empowered workers is much admired and emulated around the world.³² When your boss or team leader says, “What do you think we ought to do?” you want to be able to supply good ideas and demonstrate that you can think critically. This means having opinions that are backed by reasons and evidence.

Faced with a problem or an issue, most of us do a lot of worrying before separating the issues or making a decision. Figure 1.2 provides a three-point plan to help you think critically and solve problems competently. As you can see, understanding the problem is essential and must come first. Generating and selecting the most feasible ideas is the intermediate step. Finally, the problem-solving model prompts you to refine, justify, and implement the solution. At the end of each chapter in this text, you will find activities and problems that will help you develop and apply your critical-thinking skills.

Figure 1.2 Osborn-Parnes Creative Problem-Solving Process



Managing Your Career Well: Guarding Your Credibility

In a dynamic, highly competitive world of work, not even the most talented college graduate can afford to post or e-mail a résumé, kick back, and wait to be discovered. You will need to be proactive and exercise greater control over your career than college graduates before you did. Like most workers today, you will not find nine-to-five jobs, predictable pay increases, lifetime security, and even conventional workplaces.³³ Quite likely, your future employer may first observe your use of social networking tools before deciding to invite you for an interview.³⁴

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.³⁵ Increasingly, the workplace and your career will resemble not a vertical corporate ladder, but a more intricate, open, fluid, and interconnected framework—a *corporate lattice*.³⁶

To keep up with evolving technologies and procedures, you can look forward to constant training and lifelong learning. Businesses are investing heavily in virtual training and social mobile learning. Such “everywhere” professional development is highly customized. It allows chief learning officers to track their employees’ continued education needs as well as their progress while workers earn digital badges, similar to the Boy Scouts’ tokens of achievement.³⁷ 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.

Reality Check

Constant Career Readiness

“As work moves from climbing a career ladder to navigating a career lattice, people have to be in a mode of constant career readiness.”³⁸

—Jason Swanson, futurist and director of strategic foresight at learning organization KnowledgeWorks

retrorocket/
Shutterstock.com



In addition, in a hyperconnected professional environment, you must manage and guard your reputation—at the office and online. How you present yourself in the virtual world, meaning how well you communicate and protect your *brand*, may very well determine how successful your career will be. Your credibility is a precious asset. Thoughtful blog posts, well-crafted tweets, astute comments on LinkedIn and Facebook, as well as competent e-mails will help you continually make a positive impression. As one career advisor explains: “Every interaction—from how you greet your coworkers in the morning to how you summarize a status update in an email—contributes to how people view you.”³⁹ In short, you will need to nurture and safeguard your professionalism online and off. You will learn more about soft skills and professionalism in Chapter 2.

Succeeding in an Improving but Competitive Job Market

Recent graduates will enter what economists say is the best job market for fresh-minted degree holders in nearly a decade. Still, about 1.5 unemployed workers will compete for each job opening.⁴⁰ What skills will make a difference for you? In one of its Job Outlook studies, the National Association of Colleges and Employers (NACE) recently asked employers what attributes they seek in new college graduates.

First, a prospective employee must meet the employer’s fundamental criteria, including having the required major, course work, and GPA. By the way, many employers reported that they screened candidates by grade point average, with 3.0 (a B average) or higher favored strongly. If a candidate passes these hurdles, then employers look for leadership skills, the ability to work in a team, and written communication skills, as shown in Figure 1.3.⁴¹

Although employers seek these skills, they are not always pleased with what they find. The Association of American Colleges and Universities (AACU) asked groups of employers and college students a series of similar questions about career preparation. The results revealed a remarkable lack of agreement; students consistently ranked themselves as prepared in areas in which employers did not. In the key areas of written and oral communication and critical thinking, students were more than twice as likely as employers to think that they were well prepared.⁴² To make sure you don’t disappoint future employers, take advantage now of opportunities to strengthen your writing, presentation, and critical-thinking skills.

Figure 1.3 Skills Jobs Seekers Should Offer

