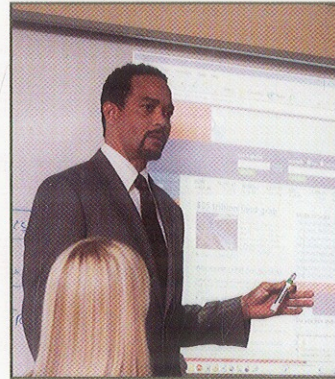
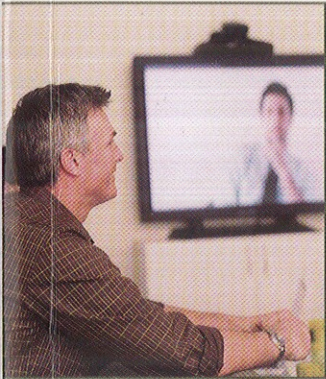


# Business and Professional Communication



**KEYS for  
Workplace  
Excellence**

**Kelly M. Quintanilla  
Shawn T. Wahl**



# Brief Contents

Preface	xv
Acknowledgments	xx
<b>CHAPTER 1: Business and Professional Excellence in the Workplace</b>	<b>1</b>
<b>PART I: ENTERING THE WORKPLACE</b>	<b>23</b>
<b>CHAPTER 2: Landing the Job</b>	<b>25</b>
<b>CHAPTER 3: Getting to Know Your Diverse Workplace</b>	<b>57</b>
<b>PART II: DEVELOPING IN THE WORKPLACE</b>	<b>77</b>
<b>CHAPTER 4: Building Relationships Through Interpersonal Communication</b>	<b>79</b>
<b>CHAPTER 5: Strengthening Connections With Team Communication</b>	<b>105</b>
<b>PART III: EXCELLING IN THE WORKPLACE</b>	<b>139</b>
<b>CHAPTER 6: Communicating Excellence With Technology</b>	<b>141</b>
<b>CHAPTER 7: Writing With Professional Excellence</b>	<b>161</b>
<b>CHAPTER 8: Leading With Professional Excellence</b>	<b>191</b>
<b>PART IV: PRESENTING IN THE WORKPLACE</b>	<b>225</b>
<b>CHAPTER 9: Informing and Persuading With Professional Excellence</b>	<b>227</b>
<b>CHAPTER 10: Designing a Speech With Professional Excellence</b>	<b>249</b>
<b>CHAPTER 11: Delivering a Speech With Professional Excellence</b>	<b>269</b>
<b>PART V: SURVIVING IN THE WORKPLACE</b>	<b>293</b>
<b>CHAPTER 12: Balancing Work and Life Through Communication</b>	<b>295</b>
Epilogue	329
References	331
Index	343
Photo Credits	352
About the Authors	353

# Detailed Contents

Preface	xv
Our Organizing Feature: KEYS for Workplace Excellence	xvi
Overview of the Book: Entering, Developing, Excelling, Presenting, and Surviving in the Workplace	xvii
Acknowledgments	xx
<b>CHAPTER 1: Business and Professional Excellence in the Workplace</b>	<b>1</b>
Business and Professional Excellence in Context	3
<i>Landing the Job</i>	3
<i>Getting to Know Your Diverse Workplace</i>	4
<i>Interpersonal Communication</i>	4
<i>Team Communication</i>	4
<i>Communication and Technology</i>	4
<i>Written Communication</i>	5
<i>Leadership</i>	5
<i>Presentations</i>	5
<i>Work-Life Balance</i>	5
KEYS for Workplace Excellence	6
Defining Communication	7
The Importance of Communication	8
Communication: A Complex Process	9
<i>Sender and Receiver</i>	9
<i>Message and Feedback</i>	10
<i>Channel</i>	11
<i>Context</i>	11
<i>Noise</i>	11
Principles of Communication	12
<i>Verbal Communication</i>	12
<i>Nonverbal Communication</i>	13
Communication Apprehension	15
<i>Types of Communication Apprehension</i>	16
<i>Causes of Communication Apprehension</i>	16
Communication Ethics	17
Summary	19
Discussion Questions	20
Terms to Remember	20



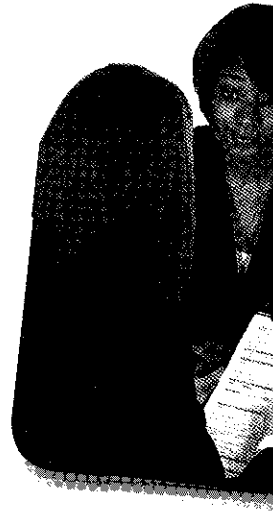
## PART I: ENTERING THE WORKPLACE

23

### CHAPTER 2: Landing the Job

25

- The Job-Seeking Process 26
- Stage One: Exploring 27
  - Self-Exploration* 27
  - Career Exploration* 27
- Stage Two: Researching 28
  - Researching Openings* 28
  - Researching Potential Employers* 30
- Stage Three: Applying 30
  - Developing Résumés* 30
  - Customizing Résumés* 35
  - Developing Electronic and Scannable Résumés and Online Applications* 37
  - Developing Cover Letters* 38
- Stage Four: Interviewing 38
  - Before the Interview* 38
  - During the Interview* 45
- Stage Five: Following Up 46
- Stage Six: Accepting 47
- Keys to Excellence in the Job-Seeking Process 47
- Discussion Questions 52
- Terms to Remember 53



### CHAPTER 3: Getting to Know Your Diverse Workplace

57

- Learning Your Workplace Culture 58
- Assimilating College Students 61
- Diversity in Your Workplace: Some Important Concepts 65
  - Cultural Diversity Awareness and Worldview* 65
  - Cultural Competence* 65
  - Mutual Respect* 66
- Examples of Diversity in Professional Contexts 67
  - Gender* 67
  - Ethnicity and Race* 68
  - Language Differences* 69
  - Religion and Spirituality* 71
  - People With Disabilities* 71
- Keys to Excellence in Getting to Know the Diverse Workplace 72
- Discussion Questions 74
- Terms to Remember 74



## PART II: DEVELOPING IN THE WORKPLACE

77

### CHAPTER 4: Building Relationships Through Interpersonal Communication

79

- The Importance of Layers and Listening 81
  - Content and Relational Layers of Messages* 81
  - Hearing and Listening* 81

Exploring Relationship Types at Work	86
<i>Superior-Subordinate Relationships</i>	86
<i>Coworker Relationships</i>	89
<i>Customer/Client Relationships</i>	92
The Line Between Professional and Personal	92
<i>Romance in the Workplace</i>	93
<i>Sexual Harassment</i>	93
<i>Communication Privacy Management at Work</i>	94
Professional Etiquette	97
Keys to Excellence in Interpersonal Communication	99
Discussion Questions	100
Terms to Remember	101



## **CHAPTER 5: Strengthening Connections With Team Communication**

105

How Do Groups Differ From Teams?	106
The Role of Communication in Team Building	109
<i>Meeting Environment</i>	109
<i>Meeting Topics (Agenda)</i>	112
<i>Meeting Participants</i>	114
Sharing Leadership	115
<i>Team Roles</i>	115
<i>Team Norms</i>	117
Problem Solving	118
<i>Describing and Analyzing the Problem</i>	119
<i>Generating Possible Solutions</i>	119
<i>Evaluating All Solutions</i>	120
<i>Deciding on the Solution</i>	122
<i>Planning How to Implement the Solution</i>	124
Cultivating Innovative Thinking	125
<i>Explorer</i>	125
<i>Artist</i>	125
<i>Judge</i>	126
<i>Warrior</i>	126
<i>Supporting Each Role</i>	127
Conflict	127
<i>Need for Conflict</i>	128
<i>Productive Conflict</i>	131
<i>The Unite Approach</i>	132
Keys to Excellence in Team Communication	134
Discussion Questions	135
Terms to Remember	135



## **PART III: EXCELLING IN THE WORKPLACE**

139

### **CHAPTER 6: Communicating Excellence With Technology**

141

Communication and Technology: Tools for Professionals	145
Maintaining Professional Excellence Online	146



<i>Professional E-mail Communication</i>	146
Drawbacks of Technology	150
<i>Employee Surveillance</i>	150
<i>Time Management</i>	151
<i>Information Overload</i>	153
<i>Electronic Aggression</i>	154
<i>Professional Etiquette With Technology</i>	155
Keys to Excellence With Communication and Technology	156
Discussion Questions	157
Terms to Remember	158



## **CHAPTER 7: Writing With Professional Excellence**

161

The Importance of Written Communication	162
<i>Striving for Written Communication Excellence</i>	162
Types of Written Communication	164
<i>Business Letters</i>	164
<i>Employee Reviews</i>	166
<i>Recommendation Letters</i>	167
<i>Thank You Letters</i>	169
<i>Memos</i>	173
<i>Proposals and Reports</i>	175
<i>Planning Documents</i>	177
<i>Press Releases</i>	182
<i>Proactive Media Writing</i>	183
<i>E-mail</i>	185
Keys to Excellence in Written Communication	187
Discussion Questions	188
Terms to Remember	188



## **CHAPTER 8: Leading With Professional Excellence**

191

What Is Leadership?	192
Utilizing Power	194
Improving Communication With Leadership Theories	197
<i>Behavioral Theories</i>	197
<i>Situational Leadership Theories</i>	199
<i>Transformational Leadership</i>	201
Hiring the Right Team	201
<i>Developing the New Employee Profile</i>	201
<i>During the Interview</i>	202
<i>After the Interview</i>	203
Following Up and Following Through	204
Communicating About Your Team	204
Dealing With Difficult People	206
<i>Meet Your Organizational Family</i>	206
<i>Leader as Parent</i>	208



Giving Feedback	210
<i>Setting Expectations</i>	210
<i>Providing Feedback Regularly</i>	211
<i>Praising Team Members</i>	211
<i>Holding Team Members Accountable</i>	212
<i>Motivating Through Feedback</i>	213
<i>Enacting Consequences</i>	214
<i>Putting It Together</i>	216
Managing Your Public Image	217
Keys to Excellence in Leadership	219
Discussion Questions	221
Terms to Remember	221

## PART IV: PRESENTING IN THE WORKPLACE

225

### CHAPTER 9: Informing and Persuading With Professional Excellence

227

The Importance of Presenting With Professional Excellence	229
Identifying Presentation Opportunities and Purposes	229
<i>Presentation Opportunities</i>	229
<i>General Purpose</i>	230
<i>Specific Purpose</i>	232
Speaking to Inform	233
<i>Ethos</i>	233
<i>Logos</i>	233
<i>Strategies for Informing With Excellence</i>	234
Speaking to Persuade	238
<i>Types of Reasoning</i>	239
<i>Pathos</i>	242
<i>Strategies for Persuading With Excellence</i>	242
Keys to Excellence in Professional Presentations	245
Discussion Questions	245
Terms to Remember	246



### CHAPTER 10: Designing a Speech With Professional Excellence

249

Analyzing the Audience	250
Analyzing the Context	251
Researching	253
<i>Gathering Research</i>	253
<i>Determining What to Include</i>	254
Organizing Your Presentation	255
<i>Organizing the Body</i>	255
<i>Developing Transitions</i>	257
Introductions	258
Conclusions	260
Language	264
Keys to Excellence in Professional Presentations	265



Discussion Questions	265
Terms to Remember	266

## **CHAPTER 11: Delivering a Speech With Professional Excellence**

263

Delivering the Presentation With Professional Excellence	270
<i>The Adrenaline Rush</i>	270
<i>Sense of Play</i>	273
<i>Presenting From an Outline</i>	273
Supporting Aids: Adding Some Bling	275
<i>Should I Use Supporting Aids?</i>	276
<i>Types of Supporting Aids</i>	277
<i>Practice Makes Perfect</i>	285
Team Presentations	286
Keys to Excellence in Professional Presentations	290
Discussion Questions	291
Terms to Remember	291



## **PART V: SURVIVING IN THE WORKPLACE**

293

### **CHAPTER 12: Balancing Work and Life Through Communication**

295

The Importance of Work-Life Balance	296
<i>Work-Life Balance Defined</i>	297
<i>Individual Benefits</i>	299
<i>Organizational Benefits</i>	300
Triggers to Imbalance	301
<i>Personality Types</i>	302
<i>The Impact of Difficult People on Work-Life Balance</i>	304
<i>Technologically Blurred Boundaries</i>	310
<i>Life Demands</i>	311
Strategies for Balance	316
<i>Knowing Yourself</i>	317
<i>Developing Emotional Intelligence</i>	318
<i>Developing Time-Management Skills</i>	321
<i>Using the Personal Digital Assistant to Maintain Balance</i>	322
<i>Taking a Vacation</i>	323
Keys to Excellence With Work-Life Balance	326
Discussion Questions	327
Terms to Remember	327



Epilogue

329

References

331

Index

343

Photo Credits

352

About the Authors

353