Chapter 1
Lecture Slides

Establishing a Framework for Business Communication

Business Communication, 15e
Lehman and DuFrene

Business Communication, 15th edition by Lehman and DuFrene
Purposes of Group Communication

• Achievement or task purpose
  – To serve in a decision-making or problem-solving group
  – To get the job done

• Maintenance or social purpose
  – To assist in the betterment of individual members from a behavioral point of view
  – To develop group morale
# Communication Channels

<table>
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<th>Type</th>
<th>Description</th>
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| Two-way, face-to-face     | Examples: Informal conversations, interviews, oral presentations, speeches, and videoconferences  
                           | Advantages: Instant feedback, nonverbal signals, personal connection  
                           | Special considerations: Usually appropriate for conveying sensitive or unpleasant news |
| Two-way, not face-to-face | Examples: Telephone conversations, online chats  
                           | Advantages: Instant feedback, real-time connection  
                           | Special considerations: Lacks nonverbal elements, so verbal message must be especially clear |
| One-way, not face-to-face | Examples: Letters, memos, reports, and electronic communications including email, fax, voice mail, and web page information  
                           | Advantages: Message considered more permanent and official  
                           | Special considerations: Lacks both nonverbal elements and instant feedback, so possible confusion must be anticipated and prevented |
Barriers to the Communication Process

• Differences in __________ level, experience, and culture

• Physical issues, such as ______ or room temperature

• Mental distractions, such as developing a response instead of ________
Levels of Communication

**INTRAPERSONAL**
- Communication within oneself
- Not considered by some to be true communication as it does not involve a separate sender and receiver
  **Examples:** Individual reminding himself of tasks to complete or daily schedule

**INTERPERSONAL**
- Communication between two people
- Goals are to (1) accomplish the task confronting them (task goal), and (2) feel better about themselves and each other because of their interaction (maintenance goal)
  **Examples:** Supervisor and subordinate, two coworkers

**GROUP**
- Communication among more than two people
- Goal of achieving greater output than individual efforts could produce
  **Examples:** Committee or college class

*Continued*
# Levels of Communication

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<th>ORGANIZATIONAL</th>
<th>PUBLIC</th>
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| - Groups combined in such a way that large tasks may be accomplished  
- Goal of providing adequate structure for groups to achieve their purposes  
**Examples:** Company or organization | - The organization reaching out to its public to achieve its goals  
- Goal of reaching many with the same message  
**Examples:** Media advertisement, website communication |

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Communication Channels

• Formal system
  – Rules procedure
  – Created by management to control individual and group behavior

• Informal system
  – Emerge as people interact within a formal system to create a satisfying environment
Grapevine: An Informal Communication Channel

1. Grapevine is ___ ______ or ______ accurate than other communication channels

2. Message distribution is __________ rather than linear in nature
Flow of Information Within an Organization

- **Upward Communication**
  - Progress reports (spoken and written)
  - Results/accomplishments
  - Problems/clarifications

- **Downward Communication**
  - Policies and procedures
  - Organizational goals and strategies
  - Work assignments
  - Employee development
    - Job role/responsibility
    - Performance appraisal
    - (formal and informal)
  - Constructive criticism
  - Deserved praise and recognition

- **Horizontal or Lateral Communication**
  - Coordination of interrelated activities
  - Problem-solving efforts

- **Upward Communication**
  - Ideas/suggestions
  - Feelings/attitudes

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Strategic Forces Influencing Business Communication

LEGAL & ETHICAL CONSTRAINTS
- International Laws
- Domestic Laws
- Code of Ethics
- Stakeholder Interests
- Ethical Frameworks
- Personal Values

CHANGING TECHNOLOGY
- Accuracy and Security Issues
- Telecommunications
- Software Applications
- "High-touch" Issues
- Telecommuting
- Databases

BUSINESS COMMUNICATION

DIVERSITY CHALLENGES
- Cultural Differences
- Language Barriers
- Gender Issues
- Education Levels
- Age Factors
- Nonverbal Differences

TEAM ENVIRONMENT
- Trust
- Team Roles
- Shared Goals and Expectations
- Synergy
- Group Reward
- Distributed Leadership
Four Dimensions of Business Behavior

DIMENSION 1
Behavior that is illegal and unethical

DIMENSION 2
Behavior that is illegal, yet ethical

DIMENSION 3
Behavior that is legal, yet unethical

DIMENSION 4
Behavior that is both legal and ethical
Diversity Challenges

- International
- Intercultural
- Intergenerational
- Gender
Barriers to Intercultural Communication

- Ethnocentrism
- Stereotypes
- Interpretation of _______
- _________ space requirements
- Body language
- Translation ___________
- Lack of language training
Impacts of Technology

- Collect and organize data better
- Craft clearer and more effective messages
- Overcome distance issues
- Raise legal and ethical issues
Team Environment—Organization of the Future

Small group with complementary skills, working together for a common purpose

A Way to Remain Competitive in a Global Market
Synergy

1 + 1 = 3

The whole is greater than the sum of the parts.
Benefits of Work Teams

- Make workers happier by causing them to feel they are shaping their jobs
- Increase efficiency by eliminating layers of managers passing down orders and monitoring performance
- Enable a company to draw on the skills and imagination of the whole workforce
Communication Patterns for Successful Teams

- Trust-building changes __________ patterns
- ______ meetings educate employees
- ______ leadership involves management and employees
- Information flows _____ to management, down to workers, and __________ among teams
Important Team Skills

- Problem-solving and goal-setting
- Conflict resolution
- Distributed leadership
- Commitment to evaluate the group process
- Ability to understand needs of coworkers
- Effective communication
- Ability to deal with barriers