

What are the best ways to share ideas, feelings, and information?

# Chapter 19

## Communication Skills

### Key Terms

*communicate*  
*verbal communication*  
*active listening*  
*feedback*  
*multitasking*  
*nonverbal*  
*communication*  
*body language*

### Chapter Objectives

After studying this chapter, you will be able to

- **identify** ways to send and receive messages.
- **compare and contrast** the three basic communication styles.
- **list** helpful tips for public speaking.
- **explain** the importance of feedback in the communication process.
- **demonstrate** how to make and receive business telephone calls.
- **write** business letters, memos, reports, and e-mails.
- **identify** several forms of nonverbal communication.

### Key Concepts

- Business and personal relationships depend on effective communication.
- An assertive communication style expresses ideas and opinions in a positive, respectful way.
- Good speaking, listening, and writing skills are necessary in the workplace.
- How others perceive your nonverbal communication is important.

## Methods of Communication

To **communicate** is to share ideas, feelings, or information. When people communicate, two things happen—a message is sent and a message is received. Communication can take place between just two people or among millions of people.

People communicate in many different ways. Chart 19-1 lists some of the many ways people send and receive messages. This chart also lists channels through which people communicate. In this chapter, you will read about the common ways that messages are sent and received in the workplace.

### communicate

To share ideas, feelings, or information, both verbally and nonverbally.

## Communication Tools

All forms of communication require some type of tool in order for communication to take place. The human voice transmits spoken messages. To communicate without words, people may use pictures, sign language, or facial expressions. A pen and paper is commonly used for written communication.

Communication		
Ways to Send Messages	Ways to Receive Messages	Channels of Communication
speaking	listening	conversations
writing	reading	meetings
drawing	seeing	speeches
touching	feeling	lectures
singing		newspapers
using gestures or facial expressions		magazines
sending signals		telephones
using sign language		photographs
		e-mail
		art
		music
		letters
		books

### 19-1

There are many ways to send and receive messages.



## Your Reading

How has technology changed communication?

Advances in technology have led to communication tools that can be used in many different ways. The computer is primarily used for composing and sending written messages. However, with a web camera or microphone, the computer can be used to transmit communications. Cellular phones and handheld organizers can be used to make phone calls and send e-mail, text messages, and pictures. As technology changes, communication tools will offer more ways to send and receive messages.

## Styles of Communication

Knowing your communication style and how others interpret it will help you to be an effective communicator. It is important to understand three common styles of communication:

- passive
- aggressive
- assertive

### Passive Communication

A person with a passive style tends to avoid conflict at all costs. This person usually has low self-esteem and is afraid to speak up. A passive communicator allows others to choose and make decisions for him or her. Others achieve their goals at this person's expense.

### Aggressive Communication

A person with an aggressive style is forceful and makes decisions for others. An aggressive communicator makes others feel humiliated, defensive, resentful, and hurt. This person's goals are achieved at the expense of others. The result is a win-lose situation in which the aggressor wins and everyone else loses. Being aggressive sometimes causes conflict.

## Assertive Communication

A person with an assertive style has the ability to honestly express opinions, attitudes, rights, and feelings in a way that respects the comments of others. *Being direct* is another way of saying that a person is using assertive communication. This communication style results in a win-win situation that leaves everyone feeling satisfied. Some techniques to develop an assertive style are shown in 19-2.

Everyone tends to use one communication style most often. However, people use all three styles at one time or another. Becoming assertive may never feel as comfortable as your typical style, but the rewards are worth it. By working to develop an assertive style, you will improve your communication skills and avoid misunderstanding.

## Speaking

Speaking is the most widely used form of **verbal communication**, which is communication involving the use of words. People speak to express ideas, give information, or ask questions.

Almost all types of work require the proper use of the spoken word. Speaking clearly will help you express ideas to coworkers, 19-3. Failure to communicate clearly can lead to hazardous situations. In some cases, you could lose your job if you do not communicate well.

A clear speaker is more likely to have job success. For example, a salesperson who can tell customers about a product's good features is likely to make more sales. More sales mean more commission and, therefore, higher pay.



### Your Reading

Why is it important to develop an assertive communication style?

**verbal communication**  
Communication involving the use of words.

### Becoming an Assertive Communicator

- Think before you speak. Make sure you are conveying the correct message.
- Listen for feedback from others. Be open to other points of view.
- If negative feedback is valid, accept responsibility.
- Stick to your opinions or ideas when you can make a strong case for their support.
- Learn to say “no” when you mean no.

### 19-2

Assertive communicators express their opinions and ideas while respecting others.

**19-3**

Good communication skills are required for most jobs. Your supervisors and coworkers need to understand what you say.



## Improving Your Speech

Your speech is part of the image you project. It affects the impressions people form of you. If you speak clearly and use proper grammar, people are likely to form favorable impressions of you.

Keeping in mind some simple guidelines will help you improve your speech in day-to-day conversations. First, think about your message before you speak. Use just enough words to convey your idea clearly. Try not to talk too much. No one likes to listen to a person who can't quickly get to the point.

When you speak, use simple sentences. Use words that both you and your listener will understand. Also, use good grammar. Mispronouncing a word or using poor grammar is very distracting to the listener. Speak clearly and in a normal tone. The following tips will help you improve your speech:

- Always speak slowly and clearly. Rapid, mumbled speech is difficult to understand.
- Practice good grammar at all times. People who use poor grammar are less likely to get good jobs.
- Think about what you are going to say before you say it. Pause before answering a question or making a statement. This gives you a chance to respond in the best possible way.

- Avoid using slang, such as “cool,” “yeah,” or “‘ya’ know.” Most employers think that using slang is unprofessional. They may be less likely to hire or promote an employee who uses slang.
- Do not use profanity. It is unprofessional and it offends others.
- Always pronounce your words clearly and completely. Try not to drop the endings of words. Don’t say “singin” instead of “singing.”

## Public Speaking

*Public speaking* is the act of making speeches in public before audiences. It is much like talking to your friends. There are, however, more receivers of your message and the response is slower.

There are several reasons why you might give a speech. One common reason is to inform people. Another is to convince people to think your way.

While in school, you will be encouraged to make presentations to your classmates. Perhaps you will speak at group meetings, too. These speaking opportunities can help prepare you for the career world. See 19-4.

Being able to speak in front of a group is expected in the work world. Workers speak in front of coworkers and



### 19-4

Taking advantage of speaking opportunities through student organizations will help prepare you for future business presentations.

supervisors for many reasons. Members of production teams give progress reports at weekly group meetings. Researchers share their findings with people working to develop new products. Salespeople present product information to groups of customers.

When you prepare a speech, you should make an outline of the points you want to cover.

- Start with the *introduction*—a short statement telling the audience what the topic of your speech is.
- Move into the *discussion*—the main idea or message you want to get across.
- Finish with the *closing*—a short summary of what you have said.

Be sure you know your subject well. Be prepared to discuss the topic briefly and concisely. Don't memorize your speech, but practice it. You may want to tape your speech so you can listen to how you sound.

When you give the speech, speak clearly. Use a normal tone of voice, but be sure to speak loud enough to be heard. Keep eye contact with members of the audience. Show enthusiasm. Use gestures for emphasis, like pointing to steps displayed on a screen. Do not overuse gestures.

Dress neatly and appropriately. Stand straight with good posture. Be friendly and firm in your presentation. Try to enjoy the experience. Remember, it is a chance for you to inform people or to convince them to think your way.



## Your Reading

Why are good speaking skills important in the workplace?



## Community Connections

Investigate speaker's bureaus and public speaking resources in the community. Recommend an expert in this subject who could share some tips on public speaking with your class.

## Listening

Communication involves the sending and receiving of a message. Listening is the most common method of receiving messages. Listening is not the same as hearing. In order to listen, you must pay attention to the message being sent.

The world is full of so many sounds that people automatically block out many of them. They choose to listen only to certain sounds. As an example, think about an air conditioner. It makes noise when it is on. Most people can hear the noise, but they do not listen to it. They do not pay attention to it.

Have you ever missed part of the directions for a school project because you were not listening? You probably heard the teacher talking, but you didn't listen to what he or she was saying.

Often, communication fails because people are poor listeners. Instead of listening, they are daydreaming or thinking about something else. Some people fail to listen because they are not interested in what is being said. Others are too busy trying to guess what the speaker will say next. Several types of poor listeners are described in 19-5.

A good listener tries to thoroughly understand what the other person is saying. This involves active listening. **Active listening** is listening and responding to improve mutual understanding. Active listening concentrates on what is being said. Thoughts and ideas are understood. Questions are asked to clarify concepts. You can become an active listener by practicing the following good listening skills.

- Pay close attention to what the speaker is saying.
- Repeat back in your own words what the speaker said.
- Observe the speaker's behavior when key points are emphasized.
- Don't let outside noises distract you.

#### active listening

Listening and responding to another person to improve mutual understanding.

### Poor Listeners

<b>Detail seekers</b>	Try to memorize all the facts. Concentrate on small details while missing important information.
<b>Daydreamers</b>	Are easily distracted. Do not concentrate on what the speaker is saying.
<b>Emotional listeners</b>	Become upset over certain words or phrases. Concentrate on the speaker's poor choice of words or phrases and not on the actual message.
<b>Critics</b>	Are more concerned with the speaker's personal qualities than the message. Spend too much time concentrating on such matters as the speaker's clothes, hairstyle, or accent.
<b>Notetakers</b>	Are too involved in writing everything down. Often miss the speaker's main ideas.
<b>Arguers</b>	Begin building their arguments before hearing the speaker's point of view.

#### 19-5

Poor listeners prevent true communication from taking place.



- Keep an open mind. Don't jump to conclusions. Wait until the speaker's points have been made before you speak.
- Don't try to listen and talk at the same time.
- Don't try to memorize everything the speaker says. Concentrate on the speaker's main points.
- When you take notes, don't try to write everything down. List only the important facts and main ideas.
- Ask questions if you don't understand something or if you feel you have missed a point.

## Feedback

Good, clear communication involves more than the sending and receiving of a message. It also requires that both the sender and the receiver understand the message in the same way. The link to this understanding is feedback. **Feedback** is the return of information to the sender by the receiver trying to understand the message. Good listeners provide feedback. They restate the message in their own words to respond to the speaker. This is a way to be sure both sides understand the message. See 19-6 for an illustration of the following example:

Employer: "Check these orders with our inventory. If there are problems, bring them to me."

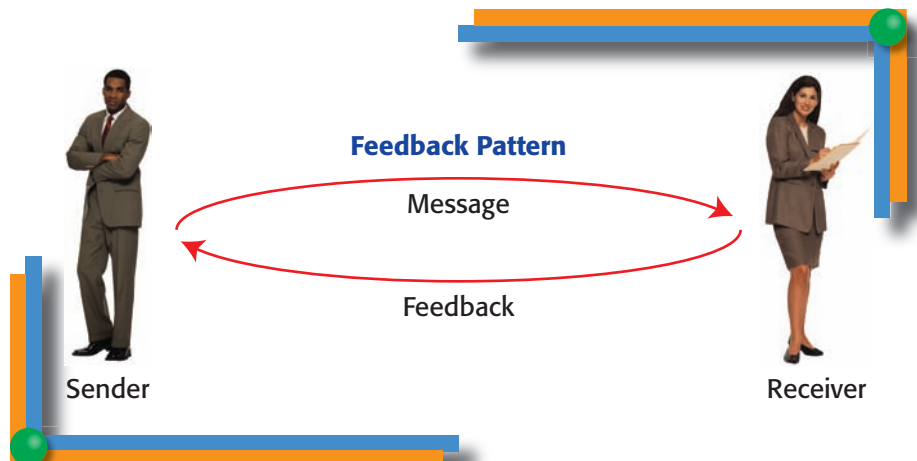
Employee: "OK, I'll check to see if we have enough stock to fill all these orders. If there are any orders we can't fill, I'll bring them to you."

### feedback

The return of information to a sender by a receiver trying to understand the message.

### 19-6

Feedback from the receiver informs the sender that his or her message has been understood.



Employer: “Good, please start right away.”

Recall a time when a teacher asked you to do a task. You did what you thought you were asked to do. Later you realized that your teacher was referring to something else. Who is at fault when a misunderstanding occurs? Many times, it is both the sender and the receiver. If no feedback is requested or given, both parties assume the message is clear. This is a major mistake many people make in the communication process.

You will receive many instructions on the job. Make sure you understand what they mean. Ask questions to clarify the assignment. Repeat in your own words what you understand the assignment to be. Feedback will improve your communication skills. It will help you become a better employee.

## Multitasking

Employees who wear headsets while working are multitasking. **Multitasking** means doing more than one job at a time. Wearing headsets on the job is an increasingly common way to keep coworkers informed.

One example is a fast-food worker who takes your order. While talking with you, the order-taker’s words are heard through the headset by the kitchen staff. A cook may reply, “It won’t be ready for 10 minutes.” After the order-taker warns you about the delay, you may decide to change your order. The headset allows coworkers who handle various parts of a job to work smoothly as a team.

Multitasking requires good speaking and listening skills. Headsets allow employees to do their job while hearing the status of related tasks at other locations.

## Using the Telephone

Many business matters are conducted on the telephone, 19-7. The telephone is a communication tool that requires good listening skills and good speaking skills. Learn to use your employer’s telephone wisely.

When using the phone, you must remember that people with whom you talk cannot see you. They cannot see if you are shaking your head to convey a yes or no. Without facial expressions or gestures, your words and tone of voice are

### multitasking

Doing more than one job at a time.



### Your Reading

How is feedback related to listening?

**19-7**

Many businesses rely on telephone communication.



even more important. Use them carefully to convey the same friendliness, sincerity, and interest you would express in a face-to-face meeting.

## Receiving Calls

If you are responsible for receiving calls, answer the telephone promptly. Greet the caller and identify your company. Give the caller your full attention. What the caller has to say is important.

First impressions are lasting. How you sound on the telephone is important in creating a favorable impression. Make an effort to sound pleasant. Smiling as you speak helps relay a cheerful tone. Always be polite. Say, “thank you” and “you’re welcome.” Make the caller feel comfortable and let him or her know that you want to help. Observe these and the following points when speaking on the telephone:

- Speak slowly and clearly. Don’t mumble.
- Never shout.
- Speak directly into the telephone.
- Be patient.
- Be thorough, making sure to give and get all information accurately.

If you direct a call to someone else, be sure the person is available. If the person is not available, take a message. When taking a message, get the following information:

- caller's name (and if mentioned, the caller's title or department)
- name of the caller's company
- caller's telephone number and extension
- reason for the call
- time and date of the call

It is a good idea to repeat information to make sure you have it right. You cannot afford to make mistakes when taking messages. You must spell the caller's name correctly. You must get the company's name right. If the call should be returned, you must write down the correct telephone number. However, if the caller is leaving a confidential message, do not repeat the information out loud.

## Making Business Calls

Remember, you are representing your company when making calls on the job. To do your best, you need to be prepared and organized. You also need to speak clearly and use a pleasant tone of voice.

All business calls should be brief and to the point. Therefore, you should take time to plan your calls. Ask yourself, "Why am I making this call?" Is it to give information, get information, or place an order?

Before placing a call, have the necessary information in front of you. Outline your main points. Don't trust complex facts to memory.

## Placing Orders

If you are calling to place an order, have all the details in writing. Read your notes slowly and clearly. Speak at a normal pace. Give the person a chance to ask questions and repeat information.

Tell the person who you are. State the name of your company and why you are calling. Give all the necessary facts in the correct order. Tell how many parts are needed. A typical business telephone order is illustrated in 19-8.



### Making a Difference

Make a list of three community organizations for which you would like to volunteer. Plan questions to ask about available volunteer opportunities. Use the telephone to contact the organizations, making sure to use good speaking and listening techniques. Choose the organization that best fits your interests and start volunteering.

**19-8**

Always speak clearly and listen carefully when placing a business order by phone.

**Placing a Business Order**

"Good morning. Jeff's Auto Parts Company. May I help you?"  
 "This is John Anthony, parts manager of Ace Garage in Perth Amboy. We need a thrush muffler for a '94 Chevrolet, 250 engine, 6 cylinder, part number A984-7674B02."  
 "Ok, let me make sure I have the correct information. You need part A984-767 B02, a thrush muffler for a '94 Chevrolet, 250 engine, 6 cylinder."  
 "Right. Could I pick it up this afternoon?"  
 "Let me check on that and call you back. Could I have your name and telephone number?"  
 "John Anthony, Ace Garage, 555-4330."  
 "That's John Anthony, Ace Garage, 555-4330."  
 "Right."  
 "Thank you for calling. I'll check on this part and call you back as soon as possible."  
 "OK, good-bye."  
 "Good-bye."



## Making Emergency Calls

In the event of an emergency on the job, you must know what to do. Learn what the company expects of you. Many companies have guidelines to follow during emergencies. Check with your supervisor. Learn where emergency telephone numbers are posted. You may need to call the police, an ambulance, or the fire department. Most towns and cities call *911* to report an emergency. If you don't know what number to call in an emergency, just speak to the operator.

When reporting an emergency, remain calm. Clearly describe the injury or accident. Give your company's address. Stay on the line and do exactly as you are told until help arrives.

## Accepting Personal Calls

Many companies do not allow employees to use work phones for personal calls. Be sure to follow your workplace's policy. Making personal calls at work is unprofessional and may be grounds for dismissal.

Companies often discourage the use of personal cellular phones in the workplace, except during lunch or breaks. Avoid using your cell phone during work hours to text message, make personal calls, check e-mail, or access the Internet. Guidelines on how, when, and where to use cell phones are listed in 19-9.



### Your Reading

What should you do before making a business phone call?

### Cell Phone Etiquette

- Speak in a moderate tone to keep your conversation private.
- Turn off your cell phone or use the silent mode in meetings and at public gatherings. Never take personal calls during business meetings or interviews.
- Carefully select ring tones. Some are not appropriate for business and social environments.
- Avoid talking and driving. It is dangerous and illegal in some states. If you must talk, use a headset. Pull off the road to a safe area before text messaging.
- Don't conduct nonessential calls in public places. Spare others from being forced to listen to your conversation.
- Talk to the person you are with. It is impolite to play games, accept calls, or send text messages in front of someone who expects your attention.
- Don't send inappropriate messages.
- Let callers leave messages on your voice mail. Most calls are not emergencies. If you're not sure, answer the call by saying, "If this is not an emergency, I'll call you back."

### 19-9

Etiquette is important when using a cell phone in the workplace.

## Writing Business Communications

Using clear, concise writing and standard formats will ensure that business messages are understood. Common business communications include letters, memos, reports, and e-mails. Employees in good-paying jobs are expected to communicate well in writing.

### Writing Letters

Writing letters is a common way to communicate with individuals and groups. Knowing how to write business letters is an important job skill. A sample business letter is shown in 19-10. The essential parts of a business letter are described as follows:

- *Return address.* Use your business address, which is the address of the company or organization for which you are writing. (Usually this is included on the company's letterhead.)

**19-10**

Follow this format when writing business letters.

**Sterling Enterprises, Inc.**  
123 East Avenue  
Lansing, IL 60456

Date  
↓  
December 14, 20XX

Return address  
↖

Ms. Jane Wright, Sales Manager  
Greenbaugh Equipment Company  
128 South Avenue  
Freetown, PA 08956

Inside address  
←

Dear Ms. Wright: ← Salutation

Body  
↓

Please send me your current catalog of commercial food equipment. I would also like to receive information regarding ordering and shipping procedures, warranties, and return policies.

I am planning to expand my operation this coming February. Therefore, I would appreciate receiving these materials at your earliest convenience.

Thank you for your assistance.

Sincerely, ← Complimentary close

*Alfred J. Sterling* ← Signature and typed name  
Alfred J. Sterling  
President

- *Date.* Use the date you are writing the letter.
- *Inside address.* Use the complete name and address of the person to whom you are writing. Be sure to include the person's job title, too.
- *Salutation or greeting.* Begin your letter with a greeting. "Mr. Jones:" and "Dear Sir or Miss:" are examples.
- *Body of the letter.* This is the message you want the reader to receive.
- *Complimentary close.* Conclude your letter with "Sincerely," or "Yours truly."

- *Signature with typed name and title.* Always sign your letter.

The most difficult part of writing a letter is starting it. First, make an outline of the important facts or ideas you want to convey. If you are writing about events, list them in the order they occurred or are scheduled. If you are writing about ideas, cover the most important topic first and save the least important for last.

When writing a thank-you letter, state why you are thanking the person. Explain why you appreciate what was done. Send a thank-you letter as soon as possible after receiving the favor or gift.

When writing a letter requesting information, explain in detail what you need. Also indicate when you need the information. Close the letter with a short statement showing your appreciation for the person's help.

When you are providing information in response to a request, open the letter by thanking the person for requesting the information. Then give the information. Close the letter by assuring the person that you were happy to help. Be brief and to the point.

## Writing Memos

Memos are usually written to communicate information within a company or organization. They are generally sent to coworkers and colleagues. Memos are used to inform the reader about new or revised policies, training sessions, work schedules, and so forth. Unlike a business letter, you do not need to include a formal salutation or closing remark. Include your initials at the end of the memo. A sample memo is shown in 19-11.

Memos are usually short and concise. The first sentence of the memo should tell your readers why you are writing. Include in the body of the memo only what your reader needs to know, but be sure it is clear. The sender may indicate a due date for responses or recommendations. Include your phone number or e-mail address at the bottom of your message.



**19-11**

Follow this format when writing a memo.



## Making a Difference

Work with your classmates to assess the recycling and waste management/reduction programs at your school. For instructions on how to conduct a waste assessment, visit **epa.gov** and search for “tools to reduce waste in schools.” Prepare a report of your assessment. Use charts and graphs to summarize the data. Include recommendations for reducing the amount of waste produced by your school. Present your report to the class. Consider presenting it to the school board.

## Interoffice Memo

To: All personnel

From: Hugh Li, Human Resources Director

Date: May 7, 20XX

Subject: Summer holiday schedule

The company will be closed on the following holidays:

- Memorial Day
- Independence Day
- Labor Day

To accommodate travel plans and allow employees more time with their families and friends, the offices will close at noon on the workday before each holiday.

If you have any questions, please call me at (867) 563-9800 ext. 1298.

HL

## Creating Reports

Written reports are an important tool in all types of businesses and professions. The purpose of a report is to distribute information in a clear and concise manner. A report should be easy to read and professional in its presentation. A report should generally include the following sections:

- title page
- introduction
- body
- conclusion

Depending on the length and purpose of the report, it might also include these additional sections:

- letter of transmittal
- table of contents
- executive summary or abstract
- recommendations
- appendix
- bibliography
- list of abbreviations and/or glossary

Before you begin writing, make sure you understand the reason for compiling the report. Then decide what information you will need to gather. The reader will be looking for easy-to-read information, presented in a logical order. Whenever possible, charts and graphs should supplement the data. Any appendix, bibliography, or reference list should be placed at the end of the report.

## Sending E-mail

E-mail is a fast and efficient way to communicate over the Internet. Like all business correspondence, you need to be professional at all times. This should be a rule you follow in your personal correspondence as well.

The first step is carefully entering the receiver's e-mail address. In the subject line, include a clear and concise description of the message. When writing e-mails, always use correct grammar and punctuation. Begin with a salutation or greeting, such as those used in a standard business letter. Include your name, telephone number, and fax number at the end of your message. Before sending, run spell check and proofread for clarity and accuracy.

Once you send an e-mail, you have no control over who forwards it, saves it, or makes a printout. Don't send emotional or incomplete messages. Avoid forwarding frivolous messages or chain letters that can carry viruses.

It is a good idea to review your company's electronic mail policy. Remember, the e-mail you send and receive while at work is not private. Your employer can check it at any time. Therefore, give it the same careful treatment you would give to any business message.



### Your Reading

How is a memo different from a letter?

## Nonverbal Communication

**nonverbal communication**  
The sending and receiving of messages without the use of words.

Not all messages involve words. *Nonverbal communication* is the sending and receiving of messages without the use of words. It is used in sign language, which is communication through hand gestures. It is used by sailors aboard ships who send messages using flags or lights. It is used by mimes, who tell stories using only body movements and facial expressions. Musicians and artists also use it. The saying “a picture is worth a thousand words” refers to the power of this form of communication. See 19-12.

Nonverbal communication is as old as cave drawings, smoke signals, and drumbeats. It is part of modern society, too. Police officers use whistles and hand movements to direct traffic. Politicians smile, wave, and shake hands to express their goodwill. In the game of charades, players use nonverbal communication to help their partners guess the words.

A single body movement or gesture may have several meanings. This is especially true if the gesture is not accompanied by spoken words. Thinking about the situation in which a movement is used will help you determine its meaning.

### 19-12

Your facial expressions can send messages to others about your feelings and attitude.



## Body Language

Your **body language** tells others a lot about you. In this form of nonverbal communication, you send a message with your use of body movements. You also speak with your facial expressions and hand gestures.

To learn more about body language, watch people without listening to them. Sit on a bench at a shopping mall and watch the crowd. Also, watch TV with the volume off. Pay attention to the movements, gestures, and expressions you see. What can you learn?

After watching body language, transfer what you have learned into action. Use body language to help you communicate more clearly. Make sure you are sending the signals and messages you want to send.

### Body Language on the Job

On the job, body language tells others about you. See 19-13. Slouching during an interview may suggest a lack of interest in the job. Even though you answer the questions thoughtfully, the interviewer may think you are lazy and sloppy. Staring into space while at a planning meeting may suggest that you are bored. Even if you contribute ideas, your boss may think you are uninterested.

You must stay aware of your body movements. Know what kind of impression you are making. Then, go a step further. Use body language to make the kind of impression you want to make. Chart 19-14 lists various impressions your body movements might give.

#### body language

A form of nonverbal communication in which a person “speaks” with the use of body movements, facial expressions, and hand gestures.



### Your Reading

How can you use body language to communicate more clearly?



#### 19-13

Use body language to send a positive message during work meetings by maintaining good posture and making eye contact.

**19-14**

Each body movement, gesture, and facial expression can convey a number of messages.

<b>Interpreting Body Language</b>			
<b>Nonverbal Communication</b>	<b>Possible Meaning</b>	<b>Nonverbal Communication</b>	<b>Possible Meaning</b>
Tears	joy sorrow love pain	Arms folded at chest	reservation displeasure disagreement defiance
A wink	a greeting a shared secret a signal teasing	Handshake	a greeting a farewell an agreement peace sportsmanship
A fist	power defiance a threat	Smile	friendliness humor happiness affection approval ridicule
Crossed fingers	a good wish or hope good luck a lie		

## Summary

Communication is a major factor in all relationships—business and personal. Understanding different communication styles will help you effectively send and receive messages. Keys to success in communication include speaking clearly, being an active listener, and using feedback.

When employees use headsets, telephones, and computers, they are communicating as representatives of their companies. They should be polite, thorough, accurate, and businesslike. In case of an emergency, they should know how to make emergency calls.

Employees are expected to know how to compose business letters, memos, reports, and e-mails. Writing clearly and knowing standard business formats are important job skills.

People are constantly sending messages about themselves without words. They do this through their body language. People should know what message their body language conveys so it is consistent with the one they want to send.



## Reviewing Key Concepts

1. Name three ways to send messages, three ways to receive messages, and three channels of communication.
2. Which of the following describes aggressive communications?
  - A. Results in a win-win situation for everyone.
  - B. Achieves goals at the expense of others.
  - C. Honestly expresses opinions without infringing on the rights of others.
  - D. Avoids conflict at all costs.
3. List five tips for improved speech.
4. List and describe the three parts of a speech.
5. Why is feedback important in the communication process?
6. What information should you always record when taking a telephone message?
7. True or false. If employees reserve company phones for business use, it's okay to receive personal calls on their own cellular phones during work.
8. What are the seven essential parts of a business letter?
9. How do you speak in body language?
10. Give an example of a message communicated on the job through body language.

### Building Academic Skills

1. **Speaking.** Conduct a debate on how using slang affects communication. Discuss the following: Can a person sound professional while using slang? Does slang clarify communications or cause confusion?
2. **Speaking.** Work in groups of five to coordinate a team speaking assignment based on a favorite movie. Each person should speak for three minutes on the impact of one factor on the movie's main message. Factors may include lighting, set design, music, special visual effects, unique filming techniques, costumes, and characters.
3. **Writing.** Interview a worker to determine how communication skills are important at a particular work site. What expectations are in place? What forms of communication are required on a daily basis? What advice can he or she provide on effective communication skills?

### Building Technology Skills

1. Working with a group of your classmates, create a video that shows each of the communication styles discussed in the chapter. Demonstrate how people with different communication styles would act in a variety of workplace scenarios. Share your video with the class.
2. Write an e-mail message to a family member or friend about what you have learned so far in this course. Before sending the message, share your e-mail with another student to analyze the tone and nonverbal content of the message. Revise your e-mail if needed.

3. Using the Internet, research the nonverbal communication customs in different countries. How do the differences impact international business? Why should companies know the nonverbal communication customs where they do business? Share the results of your research with the class.

### Building Career Knowledge and Skills

1. Write a story, factual or fictional, describing a problem created because feedback was not understood correctly.
2. Prepare and give a speech to the class on the importance of delivering speeches well.
3. For at least 24 hours, log the body language you observe, categorizing it as a positive or negative. Write a paper about the experience.

### Building Workplace Skills

Write a fictitious letter to a company requesting career information on specific types of jobs available. Using a computer, outline the points to include in the letter. Access the word processing program to view the business letter formats available. Decide on the best format to use, and compose a letter from your outline. Work with a classmate to review each other's letters. Determine if they meet the requirements for a well-written business letter, as described in this chapter.