

# Chapter 1

## Introduction to Business Communication and Character

# Icebreaker

The Chapter Introduction described Robinhood's method of drawing in customers to purchase stocks through apps. Imagery uses dazzling touches, bursts of confetti, and bright colors, but does not point out disclaimers regarding trading stocks and any fees.

1. Have you seen apps or ads such as these in your experience with social media?
2. What implications do you foresee for customers because of this representation?

# Learning Objectives

After studying this chapter, you should be able to:

- 1-1 Describe the relationship between communication and character.
- 1-2 Explain components of the character, audience, message (CAM) communication model.
- 1-3 Identify factors to consider during the character check step of the communication model.
- 1-4 Describe aspects of the audience to consider in business communication.
- 1-5 Choose the best medium for your message in a business situation.

# 1-1

## Business Communication and Character

# 1-1 Business Communication and Character (1 of 2)

## The Value of Proficient Communication Skills

- **Communication** is the process of sending and receiving messages.
  - **Verbally** through spoken or written words.
  - **Nonverbally** through facial expressions, gestures, postures, and voice qualities.
- Skills employers value:
  - Written, oral and interpersonal communication
  - Leadership
  - Teamwork

# 1-1 Business Communication and Character (2 of 2)

## Demonstrating character through communication

- Three qualities a company can look for in new employees:
  - Intelligence
  - Initiative (or energy)
  - Integrity

# Figure 1: Character Dimensions and Business Communication

Character Dimension	Definition	Communication Examples
Accountability	Taking responsibility	Admitting a mistake and taking steps to solve problems caused
Authenticity	Living as your genuine self	Acting naturally during a job interview
Compassion	Caring for others and for yourself	Listening to an employee who needs your support
Courage	Standing up for principles despite the risks	Initiating a difficult conversation with a coworker
Humility	Recognizing our limits and being willing to learn	Exploring downsides of your proposal
Integrity	Acting consistently with your own and with societal values	Creating a LinkedIn profile that matches your resume
Vulnerability	Being willing to accept emotional exposure	Sharing with your coworkers that you need help meeting a deadline

# Class Discussion

*“Character and communication are inextricable.”*

1. What does the author mean?
2. What do your actions share about your character?
3. How can we develop and change our character through communication?



# Class Discussion Debrief

Review the character dimensions and examples in [Figure 1](#).

1. Do you recognize these characteristics in people you have worked with?
2. Do you recognize yourself exhibiting some of these? If there are any that you do not exhibit, consider why and if you feel it changes how people perceive you.

# 1-2

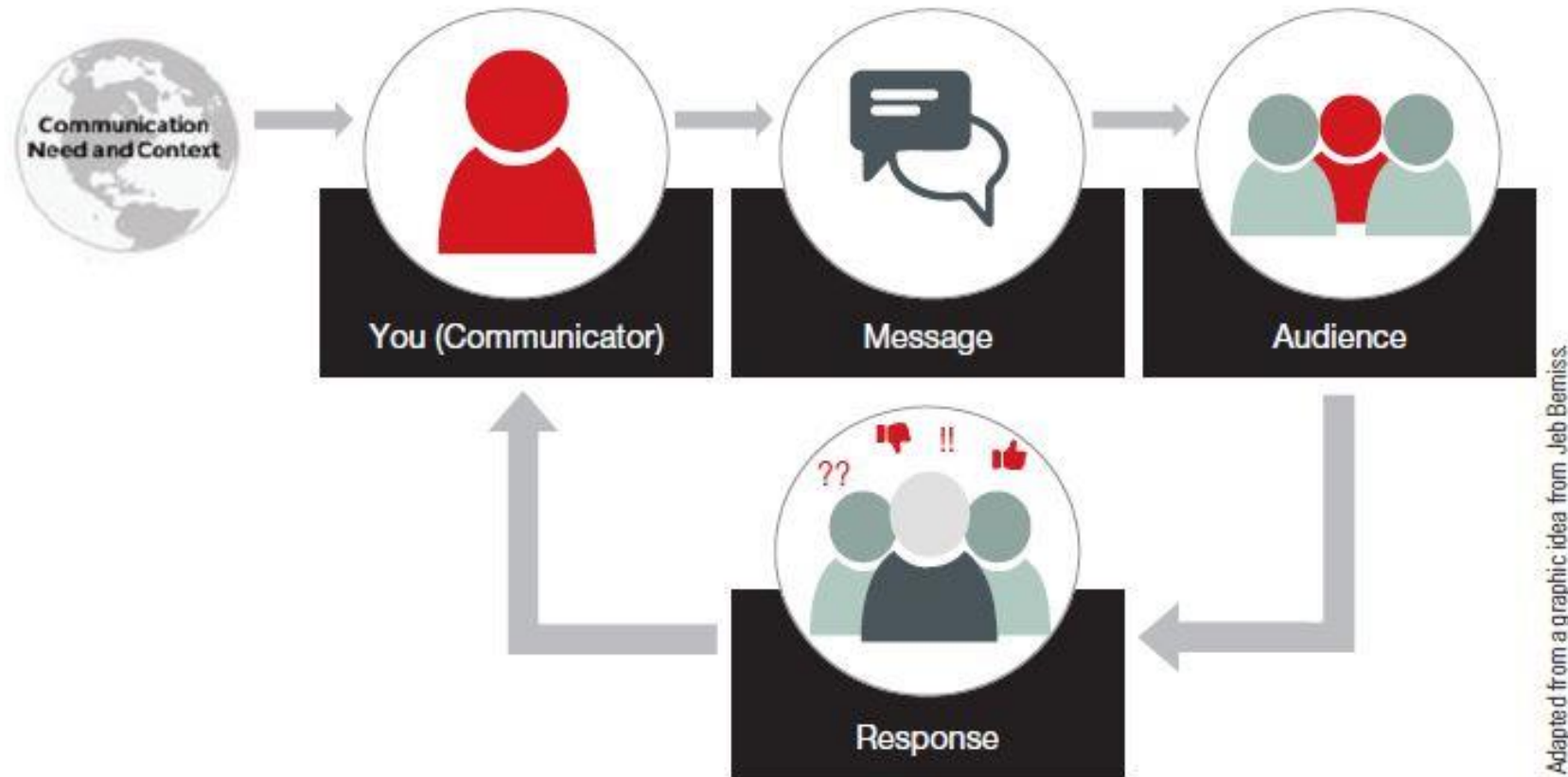
## Components of Communication

# 1-2 Components of Communication

## How Communication Happens

- Audience **filters** the message according to their own knowledge, biases, experience, background, and so on.
- When people interact, they create new meaning together.
- Outcomes affect understanding and future interactions.

# Figure 2: How Communication Happens



# Figure 3: The CAM Communication Model



# 1-3

## Character Check

# 1-3 Character Check (1 of 3)

## Self-awareness and Emotional Intelligence

- **Self Awareness** is an ongoing process of knowing ourselves and our emotions, strengths, and weaknesses.
- **Emotional Intelligence** has four competencies:
  - Self Awareness
  - Self Management
  - Social Awareness
  - Relationship Management

# Figure 5: Emotional Intelligence Competencies



**Self-Awareness:** Understanding one's own emotions and how they affect others, recognizing one's strengths and limitations, and demonstrating self-confidence.



**Self-Management:** Keeping emotions in check, acting with integrity, being adaptable, striving for excellence, taking initiative, and demonstrating optimism.



**Social Awareness:** Demonstrating empathy by recognizing others' perspectives and taking them into consideration, understanding group dynamics, and considering customers' needs.



**Relationship Management:** Developing others, inspiring people, initiating or managing change, influencing, managing conflict, and working with others toward shared goals.



# 1-3 Character Check (2 of 3)

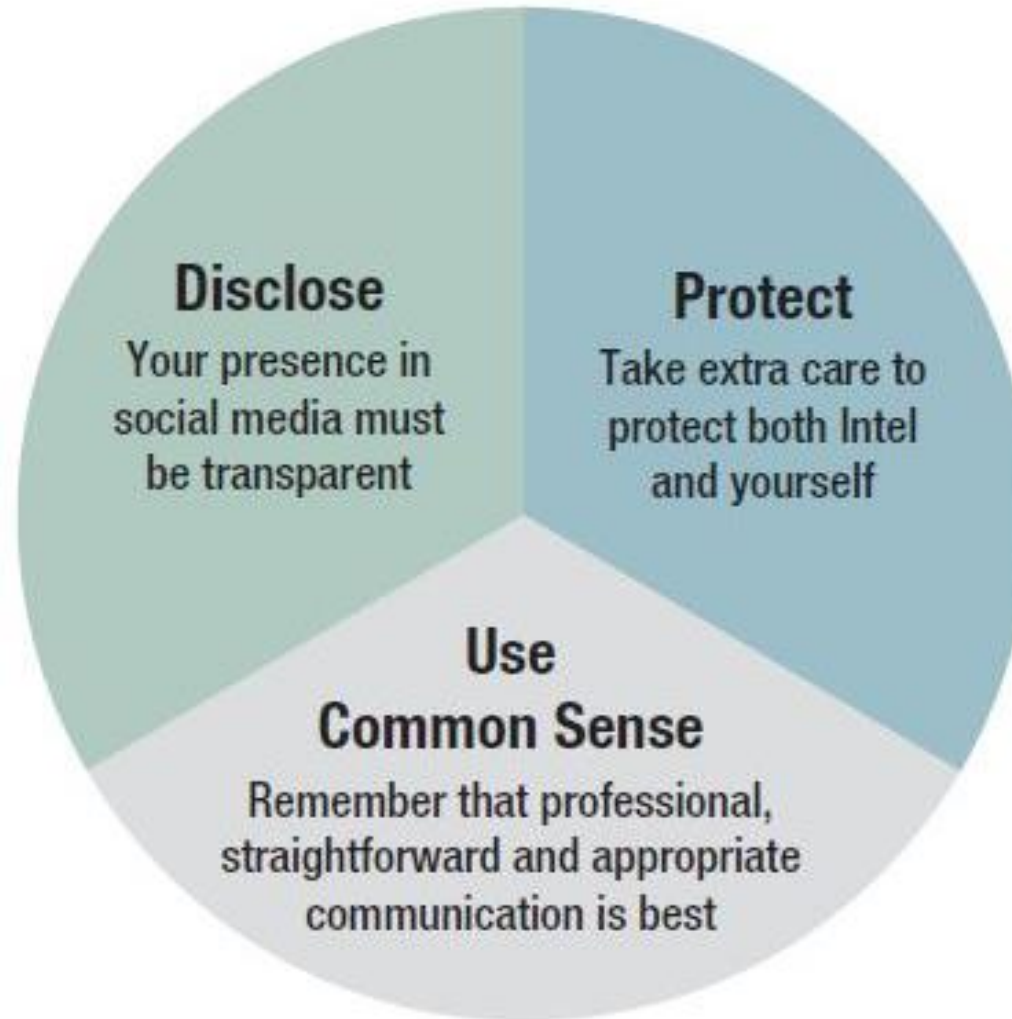
## Communication Need and Purpose

- What is your motivation? What drives you?
- What is the **communication need**?
- What would be a successful outcome of your communication?
- How will others perceive your message?

## Potential Legal Consequences of Communication

- Anything written or said may become public during a legal investigation.

# Figure 6: 3 Rules of Engagement

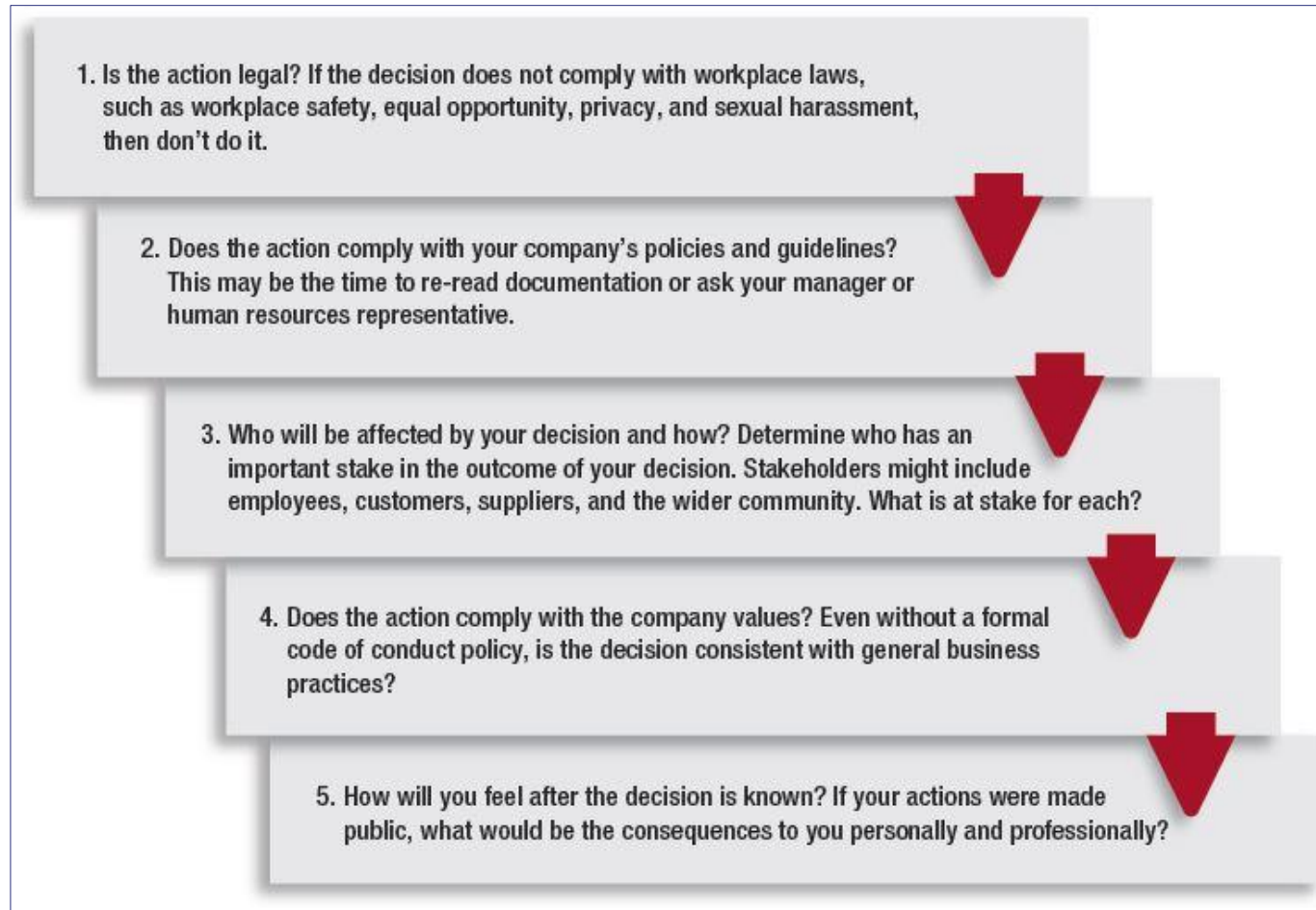


# 1-3 Character Check (3 of 3)

## Ethics and Communication

- **Ethics** are the moral principles that define how we act, beyond legal rules.
  - **Professional**: defined by an organization
  - **Social**: defined by society
  - **Individual**: defined by the person
- **Situational ethics** sometimes lead people to make unethical choices based on the motivations or environment they are in.
- Organizations strive to manage ethical behavior without removing judgment and good decision-making from an employee's job.

# Figure 7: Framework for Ethical Decision Making



# Class Discussion Activity 2

Review the social media guidelines provided by Intel to its employees in [Figure 6](#). Compare these guidelines against the communication of United Airlines in Figure 4 (p. 7 of the text) and compare this statement to Intel's guidelines.

1. Discuss as a group what changes could be made to have the message come across in a better way.

# Class Discussion Debrief 2

1. How would you react to that message if you were a customer on that flight?
2. Has the content in this section changed your thoughts or considerations before sending an email or posting on social media?

# 1-4

## Audience Analysis

# 1-4 Audience Analysis (1 of 5)

## Communication Context

- An authentic person portrays themselves similarly in any situation
- Communication at home is different than at school, work, or social gatherings
- The best communicators are adaptable to the environment and situation
- **Organization or political savvy** helps to navigate and adapt to people and organizations and can determine your success as a communicator.

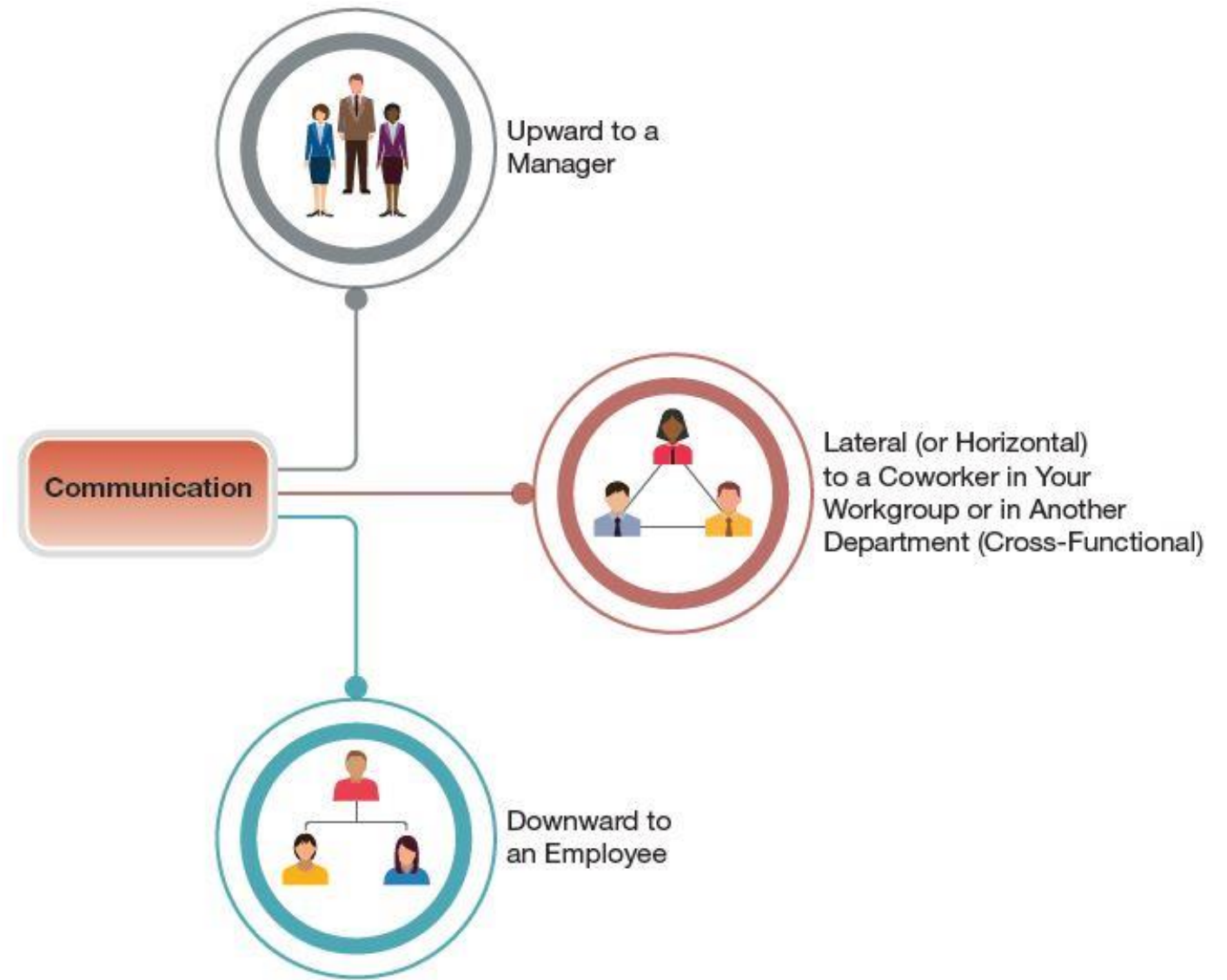


# 1-4 Audience Analysis (2 of 5)

## Communication Directions

- The **Formal Communication Network**
  - **Downward Communication** Flow of information from managers to their employees (who report to them).
    - **Cascading communication** – moving information from one level in an organization down to another, but not necessarily manager to employee.
  - **Upward Communication** Flow of information from lower-level employees to upper-level employees or managers.
  - **Lateral Communication** (or Horizontal) Flow of information among peers within an organization.

# Figure 8: The Formal Communication Network



# 1-4 Audience Analysis (3 of 5)

- The Informal Communication Network
  - **Informal or Grapevine** is information passed from person to person without organizational oversight.
  - Supports gathering more information from friends.
  - Can also lead to the spread of rumors.
  - **Transparent** communication shares information timely and accurately and builds trust overtime.

# 1-4 Audience Analysis (4 of 5)

## Communication Barriers

- **Communication barriers** may be verbal or nonverbal and categorized as:
  - Language
    - Problem still occur even after translated
    - **Denotation** – literal meaning
    - **Connotation** – subjective, emotional meaning
  - Cultural
    - Influences how and when offer criticism
    - Influences how we dress and communicate what we value
    - **Stereotyping** – assuming behavior of one person represents the entire group.

# 1-4 Audience Analysis (5 of 5)

## Communication Barriers (continued)

- Attitudinal
  - Culture and experience determine how we interpret information communicated
- Emotional
  - Should be authentic and appropriate
  - Ask questions when needing to understand
  - Demonstrate empathy when needed
- Other
  - Physiological, physical, **environmental** noise, **distraction**

# Group Activity

*The best communicators are adaptable*

1. Read and review section 1-4 Audience Analysis on pages 11 and 12 and work in groups to discuss situations that may change your message. Think of an example from the real world to share with the class.

# Group Activity Debrief

Based on the discussions held with the previous slide:

1. How does the context of a situation change your communication?
2. What context drives your message?
3. How has your communication reflected your character?
4. What are some tactics you can use to ensure your communication shows the best of you?

# 1-5

## Message and Medium



# 1-5 Message and Medium (1 of 4)

- **Message** – information being communicated
- **Medium** – the method used to communicate
  - Verbal and non-verbal communication

## Traditional Communication Channels

- Oral communication: One-on-one, team meetings, conferences
- Written communication: Flipcharts, handouts, colorful brochures, financial statements, complex reports, periodicals
  - Printed communication may convey the importance of some content, such as pay or benefits.

# 1-5 Message and Medium (2 of 4)

## Technology-based Communication Media

- **Computer mediated communication (CMC)** – communication through computer technology such as instant messaging, videoconferencing, and social media.
- Email and phone
- Instant and text messaging
- Video conferencing

# 1-5 Message and Medium (3 of 4)

## Technology-based Communication Media (continued)

- Social media
  - Great way for companies to connect online
  - **Intranet** – internal communication with employees
  - **Extranet** – communication with franchisees and others
  - **User-generated content (UGC)** or **Consumer-generated Media (CGM)**
    - content created by users of the product, not the company that owns the product.
  - **Social networking sites** allow people to use social media to connect and interact

# 1-5 Message and Medium (4 of 4)

## Choosing Communication Media

- **Rich media** is done in-person
  - Complex and emotional messages
- **Lean media** is one-way communication
  - Routine and simple messages
- Real-time (**synchronous**) allows for interactivity and cues

## Multicommunicating

- Multitasking: engaging in overlapping conversations
- “Rapid toggling”

# Figure 11: Considerations for Choosing Communication Media

## Audience

- What is the communicator's relationship with the audience? Is it a strong, existing, or long-term relationship?
- Are interactivity and feedback important?
- At what level of the organization is the audience?
- Is this group, in general, senior, junior, or at the same level as the communicator?

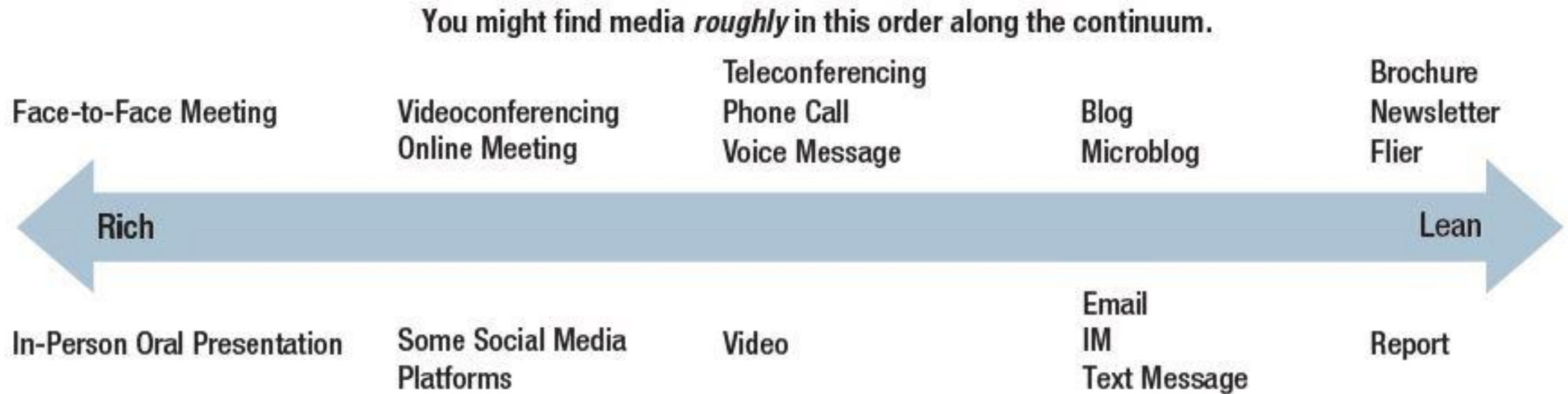
## Message

- Is the communication neutral, positive, or potentially bad news? How is the audience likely to react?
- What are the organizational norms for this type of communication?
- Is this message confidential or private in any way?
- Does the message or conversation need to be documented?

## Logistics

- What access to technology does the audience have?
- How long is the message? How complex is the information?
- How many people will receive the message?
- How urgent is the message? Does the audience need it immediately?
- Where are the receivers located?
- What is the most practical and efficient delivery method?
- How easily will the receivers understand the message? What's their primary language and reading proficiency?

# Figure 12: Communication Media Continuum



# Figure 13: Four Self-Awareness Archetypes

Figure 11	Low External Self-Awareness	High External Self-Awareness
<b>High Internal Self-Awareness</b>	<b>Introspector</b> Introspectors have a clear understanding of themselves, but do not challenge their own views or search for blind spots by asking for feedback.	<b>Aware</b> Awarers know themselves and seek to understand how others perceive them. Therefore, they operate at the highest level of self-awareness. At the same time, awares recognize that they must continuously work at introspection and must seek feedback from others to maintain a strong sense of self-awareness.
<b>Low Internal Self-Awareness</b>	<b>Seeker</b> Seekers do not yet have a clear understanding of themselves or an understanding of how others perceive them. Without these insights, seekers often feel stuck or frustrated because they do not know how they can improve their performance or their relationships.	<b>Pleaser</b> Pleasers have a strong understanding of how others perceive them, but they do not have a strong sense of themselves. They tend to focus on meeting others' needs or expectations at the expense of their own. In the long run, this may hinder their own success and fulfillment.

# Group Activity 2

Consider the various social media platforms commonly used today.

1. Which platform is the best for your message? Why?
  - a. What challenges does this media have?
  - b. What benefits does this media have?
2. What planning should be considered before posting?



# Group Activity 2 Debrief

1. Did you learn anything new about platforms used for conveying a message?
2. Are there any you want to check out, or are there any you would prefer to stay away from?

# Knowledge Check

**Complete the following sentences.**

1. Talking to someone down the communication chain about their lack of work ethics is best done through a(n) \_\_\_\_\_.
2. Letting your boss know you can attend the holiday party is best done through \_\_\_\_\_.
3. Getting updated information on a project you are working on is best done through \_\_\_\_\_.
4. Checking in with a colleague after a big night is best done through \_\_\_\_\_.

# Summary

Click the link below to review the objectives for the presentation.

[Link to Objectives](#)