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Business Communication Today

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Courtland L. Bovée • John V. Thill

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Global Edition

Business Communication Today

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Dedication

This book is dedicated to the many thousands of instructors and students who use Bovée and Thill texts to develop career-enhancing skills in business communication. We appreciate the opportunity to play a role in your education, and we wish you the very best with your careers.

Courtland L. Bovée
John V. Thill

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Preface

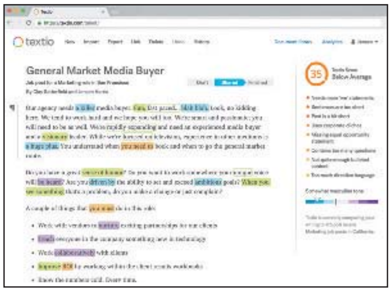
New to This Edition

ADDING VALUE WITH NEW STUDENT-FOCUSED FEATURES

- **Build Your Career** activities help students create their employment-communication packages throughout the course so they're ready to apply for jobs by the end of the course.
- **Apply Your Skills Now** highlight boxes help students apply their newly developing communication skills in other classes and in their personal lives.
- **Five-Minute Guides** serve as handy reminders of the steps needed to accomplish a variety of fundamental communication tasks, from writing business email to planning reports and presentations.

KEEPING STUDENTS ON THE LEADING EDGE WITH *INTELLIGENT COMMUNICATION TECHNOLOGY*

The digital transformation sweeping through business is creating a host of new communication tools and techniques that students will encounter during their job searches and in the workplace. A new four-page visual feature, "Empowering Communicators with Intelligent Communication Technology," shows 15 applications of artificial intelligence and smart technology. New highlight boxes take a close look at innovations ranging from augmented writing tools to résumé bots.



ENSURING FRESH, UP-TO-THE-MINUTE CONTENT

Nearly 90 new figures. The Fifteenth Edition has 93 annotated model documents, 43 examples of mobile communication in business communication, 15 examples of social media, and 14 examples of intelligent communication technology.

Nearly 150 new questions and student activities. Every chapter has fresh project ideas and evaluation questions.

Revamped Communication Cases. Half the cases now feature real companies in a wide variety of industries, giving students multiple opportunities to create real-world messages and documents.

Ten new chapter-opening Communication Close-Ups. These chapter-opening vignettes and end-of-chapter challenges show students how professionals apply the same skills they are reading about in the chapter. The new Close-Ups in this edition include KLM, John Deere, Patreon, Stitch Fix, and BP.

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CHAPTER-BY-CHAPTER UPDATES

Chapter 1: Professional Communication in a Digital, Social, Mobile World	**New Communication Close-Up** describes how KLM uses social media to improve communication with customers. **Understanding Why Communication Matters** The many benefits of effective business communication are now organized in the three categories of *operations, intelligence*, and *relationships*. **Communicating as a Professional** Employer expectations regarding communication abilities have been simplified to four groups of related skills. **Exploring the Communication Process** Coverage of *selective perception* revised to address *selective attention*. **Using Technology to Improve Communication** The introductory coverage of communication technology has been extensively revised to explain its potential benefits and to highlight three important sets of tools: social and workgroup communication systems, mobile communication, and *intelligent communication technology* (the application of artificial intelligence to business communication). **Committing to Ethical and Legal Communication** Expanded coverage of unethical communication now categorizes it as withholding information, distorting information, or plagiarizing. **Developing Skills for Your Career** New section highlights six skills this course helps students develop in addition to communication. **New highlight box:** Apply Your Skills now: Practice Your Professionalism
Chapter 2: Collaboration, Interpersonal Communication, and Business Etiquette	**New Communication Close-Up** featuring OpenText's Mark Barrenechea and the importance of good listening skills. **Types of Teams** Revised coverage helps distinguish the most common types of business teams. **Characteristics of Effective Teams** Updated discussion includes the importance of *psychological safety* in team settings. **Stages of Team Development** Now covers the Tuckman model of team development. **Resolving Conflict in Teams** Expanded section includes a step-by-step process for resolving team conflict. **Virtual Teams** New section covers the benefits and challenges of virtual teamwork and offers tips for success in virtual team environments. **Improving Your Listening Skills** Section extensively revised and expanded to give students better insights into why listening is such a complex process, the choices and behaviors that affect listening quality, and how to become a better listener (including the five elements of active listening). **Improving Your Nonverbal Communication Skills** Expanded discussion debunks the myth that nonverbal signals carry most of the message in face-to-face communication. **Collaborating on Communication Efforts** Now includes advice for various collaboration arrangements, from writer-editor to full collaboration, and updates on technologies for collaborative communication. **Business Etiquette in the Workplace** Expanded coverage of workplace behavior and the four levels of business attire. **New highlight box:** Intelligent Communication Technology: Hi, I'm an Algorithm, Your New Teammate

HYATT
CAREERS
Hyatt Careers
Tweets
Tweets & replies
Media
Who to follow
Follow
Seattle trends

Chapter 3: Communication Challenges in a Diverse, Global Marketplace	**New Communication Close-Up** on how Seimens drives creativity and innovation through diversity. **Recognizing Variations in a Diverse World** Updated coverage of generational differences and ability differences. **New highlight box:** Intelligent Communication Technology: Real-Time Translation
Chapter 4: Planning Business Messages	**Choosing Between Direct and Indirect Approaches** Describes the three scenarios where the indirect approach is most likely to be helpful. **Building Reader Interest with Storytelling Techniques** Adds the use of storytelling in planning and decision-making. **New highlight box:** Intelligent Communication Technology: Shaping Stories with the Help of Artificial Intelligence
Chapter 5: Writing Business Messages	**New Communication Close-Up** featuring independent business writer Kaleigh Moore **Using Words Correctly** Expanded discussion of the dilemmas business communicators face regarding the evolution of language, such as the increasing acceptance of *they* as a singular pronoun. **New highlight box:** Intelligent Communication Technology: Amplifying Your Writing with Augmented Writing Software **New highlight box:** Apply Your Skills Now: Think Now, Write Later
Chapter 6: Completing Business Messages	**New highlight box:** Apply Your Skills Now: Make QA Part of Your Communication Process
Chapter 7: Digital Media	**New Communication Close-Up** on how futurice.com uses the Internet of Things to transform the workplace. **The Emoji Question—Overcoming the Limitations of Lean Media** Comprehensive coverage of the complicated issue of emoji usage in contemporary business communication with practical advice for using or avoiding them. **The Email Subject Line: Persuading People to Open Your Messages** Expanded advice for writing compelling subject lines that encourage recipients to open messages. **Business Messaging** Updated coverage of the six categories of short-messaging services in use in business today and tips for successful messaging. **New highlight box:** Apply Your Skills Now: Develop Professional-Grade Email Skills **New highlight box:** Intelligent Communication Technology: Nice Chatting with You
Chapter 8: Social Media	**New Communication Close-Up** describing how ExterionMedia used an internal social network to improve organizational communication. **How Businesses Use Social Media for Internal and External Communication** Updated coverage of how businesses use social networking for both internal and external communication. **Establishing a Social Media Strategy** New section discusses the six sets of questions companies need to ask to craft an effective social media strategy. **Developing Social Media Content** Extensively revised and expanded coverage walks students through the process of planning, writing, and publishing social media content; includes advice on everything from identifying the types of social content that appeals to readers to improving the readability of social media content. **Managing the Organizational Challenges of Social Media** New section looks at the managerial challenges of using social media in business.

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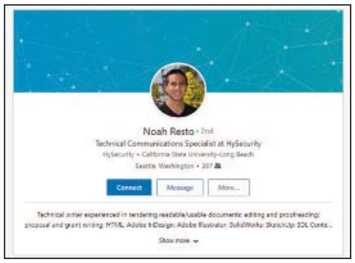
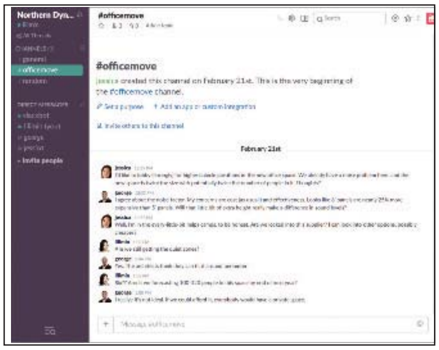

Noah Resto • 2nd
Technical Communications Specialist at HySecurity
HySecurity • California State University-Long Beach
Seattle, Washington • 287

Technical writer experienced in rendering readable/usable documents; editing and proofreading; proposal and grant writing; HTML; Adobe InDesign; Adobe Illustrator; SolidWorks; SketchUp; SQL Conte...

Chapter 8: Social Media	**Four Content Strategies for Business Social Networking** New section outlines the four key ways communicators can ensure a steady flow of quality content. **Successful Business Blogging** Updated coverage of blogging includes tips on choosing the types of posts that tend to interest readers the most. **Business Applications of Microblogging** Includes new advice on writing compelling and effective business tweets. **Collaborative Writing on Wikis** New advice on the managerial issues of using wikis for internal and external communication. **New highlight box:** Intelligent Communication Technology: Monitoring the Social Media Sphere with Smart Listening Tools
Chapter 9: Visual Media	**New Communication Close-Up** discusses how Tableau Software is making data visualization tools easily accessible to business professionals who must work with increasingly complex sets of data. **Selecting Visuals for Presenting Data** New coverage of radar diagrams **New highlight box:** Intelligent Communication Technology: Augmented Reality and Virtual Reality
Chapter 10: Writing Routine and Positive Messages	**Writing Instructions** New section with tips for writing effective user guides and other instructional material. **Asking for Recommendations** Expanded information on this challenging communication task.
Chapter 11: Writing Negative Messages	**New Communication Close-Up** on BP's efforts to recover from the *Deepwater Horizon* oil spill. **Using the Direct Approach for Negative Messages** Coverage of apologies expanded with a four-step decision process. **Refusing Requests for Recommendations and References** Updated with clear guidance on how to sensitively refuse these requests. **Giving Negative Performance Reviews** Updated with latest advice from industry experts. **Terminating Employment** Updated with latest advice from industry experts. **New highlight box:** Apply Your Skills Now: Prepare Yourself for a Difficult Conversation
Chapter 12: Writing Persuasive Messages	**New Communication Close-Up** on Katrina Lake's use of persuasive communication to help launch the revolutionary clothing company Stitch Fix. **Balancing the Three Types of Persuasive Appeals** Expanded with an introduction to the three classical appeals of ethos, pathos, and logos. **New highlight box:** Apply Your Skills Now: Making Difficult Requests
Chapter 13: Finding, Evaluating, and Processing Information	**Quoting, Paraphrasing, and Summarizing** Offers expanded step-by-step advice for paraphrasing source materials. **New highlight box:** Intelligent Communication Technology: Finding Meaning with Text Mining
Chapter 14: Planning Reports and Proposals	**New Communication Close-Up** that highlights how John Deere uses its annual reports to communicate effectively with its diverse stakeholders.

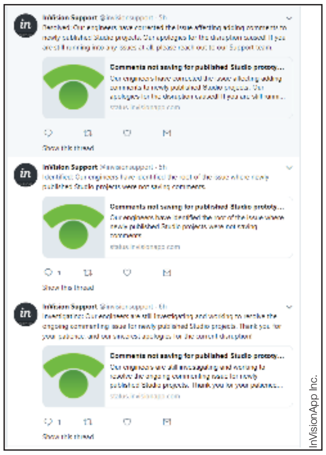


#officemove

created this channel on February 21st. This is the very beginning of the #officemove channel.

Courtesy of Panasonic

Chapter 15: Writing and Completing Reports and Proposals	**New Communication Close-Up** on PricewaterhouseCoopers' bespoke research and "Insight" reports.
Chapter 16: Developing Presentations in a Social Media Environment	**Ensuring Successful Team Presentations** New section on planning, rehearsing, and delivering team presentations.
Chapter 17: Enhancing Presentations with Slides and Other Visuals	**Using Presentation Software to Create Visual Reports** New section with advice on creating visual reports using presentation software.
Chapter 18: Building Careers and Writing Résumés	**New Communication Close-Up** on Accenture is using AR and VR in its recruitment process. **Finding the Ideal Opportunity in Today's Job Market** Updated with advice on dealing with AI during the job search and cleaning up one's digital footprint. **Building Your Network** Updated with more advice on becoming a valued career networker. **Addressing Areas of Concern** Updated advice on handling frequent job changes and a criminal record when writing one's résumé. **References** New section on the three types of references every job seeker needs to prepare. **Building an Effective LinkedIn Profile** Major new section on preparing a compelling LinkedIn presence. **New highlight box:** Intelligent Communication Technology: Make Friends with the Résumé Bots
Chapter 19: Applying and Interviewing for Employment	**New Communication Close-Up** featuring Erica Joy Baker's efforts to encourage companies to adopt more-inclusive and better-informed hiring practices. **Understanding the Interviewing Process** Streamlined to two stages, *screening* and *selection*. **Common Types of Interviews and Interview Questions** Reorganized to clarify various types of interviews and interview questions. **Behavioral Interview Questions** Updated with new examples and coverage of the STAR tactic for answering questions. **Case Interviews and Take-Home Assessments** New coverage of these assessment methods. **Interviewing by Phone** Extensive advice on successful phone interviews. **Interviewing by Video** Extensive advice on successful video interviews. **New highlight box:** Intelligent Communication Technology: Getting Comfortable with AI-Assisted Recruiting and Interviewing **New highlight box:** Intelligent Communication Technology: Improving Fairness and Finding Better Talent with Blind Auditions



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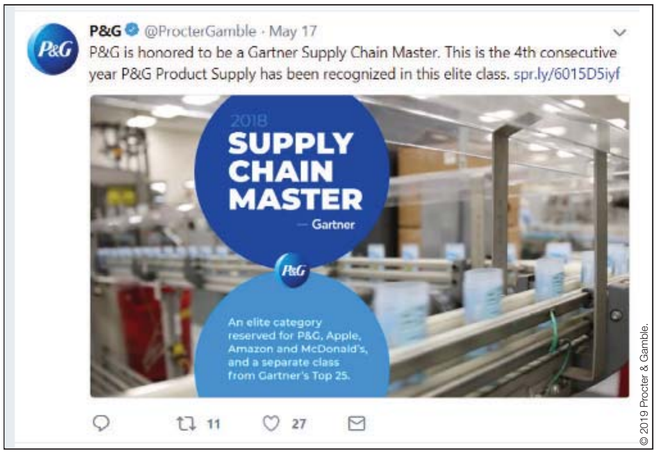

P&G @ProcterGamble · May 17

P&G is honored to be a Gartner Supply Chain Master. This is the 4th consecutive year P&G Product Supply has been recognized in this elite class. spr.ly/6015D5iyf

2018
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— Gartner
P&G
An elite category reserved for P&G, Apple, Amazon and McDonald's, and a separate class from Gartner's Top 25.
11
27

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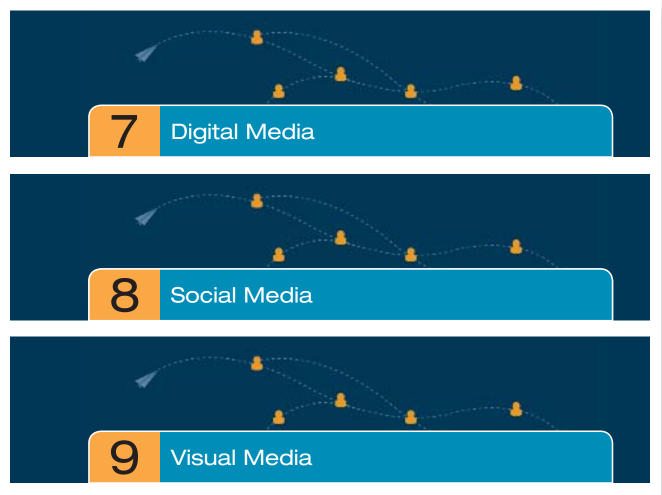
Solving Learning and Teaching Challenges

Communication is the most valuable skill that graduates can bring into the workforce, but it is one of the most challenging to teach. *Business Communication Today* blends the timeless fundamentals of communication with contemporary media skills. To help students succeed from their first day on the job, *Business Communication Today* presents the full range of workplace communication skills that today's professionals need, from writing conventional reports to using the latest digital, social, mobile, and visual media.

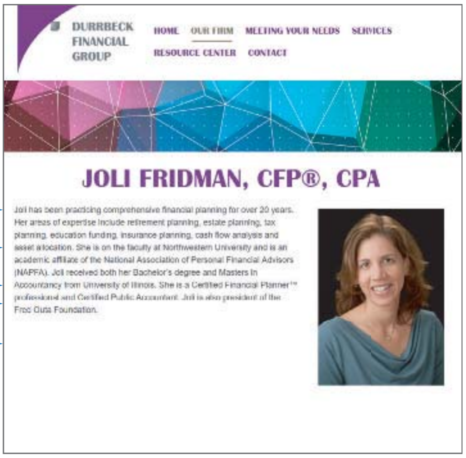


Helping Students Adapt Their Media Habits to the Demands of the Work Environment

Today's students have plenty of experience with digital, social, and visual media, but not all that experience translates well to the business world. *Business Communication Today* shows students how to apply what they already know about media usage—and which habits they need to develop or change to succeed as professionals.

Providing Detailed Opportunities to Learn by Example

Annotated model documents show students the specific ways that communication efforts can succeed or fail, making it easy to apply these lessons to their own messages. *Business Communication Today* is packed with a mix of carefully chosen examples from professional communicators and original material created to illustrate specific concepts.



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JOLI FRIDMAN, CFP®, CPA

Joli has been practicing comprehensive financial planning for over 20 years. Her areas of expertise include retirement planning, estate planning, tax planning, education funding, insurance planning, cash flow analysis and asset allocation. She is on the faculty at Northwestern University and is an academic affiliate of the National Association of Personal Financial Advisors (NAPFA). Joli received both her Bachelor's degree and Masters in Accountancy from University of Illinois. She is a Certified Financial Planner™ professional and Certified Public Accountant. Joli is also president of the Fred Guta Foundation.

Fridman highlights her experience with specific areas of expertise, beginning with points likely to be of greatest interest to prospective clients.

Academic credentials enhance her credibility by letting readers know she not only attended a respected university but now teaches at one, too.

Professional credentials convey the message that she meets rigorous standards of knowledge, experience, and ethical performance.

Mentioning her charitable work further builds her credibility (as president of the organization) and promotes a positive reaction from readers.

A high-quality photograph (well lit, with no background distractions) also conveys the message of professionalism.

Figure 5.2 **Building Credibility**
In her profile page on her company's website, financial advisor Joli Fridman builds her credibility with a variety of specific, concrete statements. Notice how every statement packs a punch; there is no filler or "fluff."