BUSINESS COMMUNICATION
PROCESS & PRODUCT

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BUSINESS COMMUNICATION
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BUSINESS COMMUNICATION:
PROCESS & PRODUCT
7TH BRIEF CANADIAN EDITION

Dear Business Communication Student:

The seventh brief Canadian edition of *Business Communication: Process and Product* prepares you for a career in an increasingly digital and global workplace. Coauthors Dr. Mary Ellen Guffey and Dr. Dana Loewy have once again revised their award-winning book to help prepare students for a career in a complex mobile, social, and global workplace and to help students successfully navigate this vast networked environment. Esther Griffin has updated the text with new Canadian case studies, concept checks, examples, and references to make its content even more relevant.

Students will learn how social media networks and mobile technology function in the workplace and how they can strengthen their professional communication and critical thinking skills. All the features that have made this award-winning textbook so successful for three decades have been updated in this edition.

In addition to solid instruction in writing skills, which employers continue to demand, the seventh Canadian edition brings you numerous enhancements, a few of which are highlighted here:

- **MindTap.** This multimedia learning experience helps students apply what they are learning through dynamic assignments that they use to build a professional portfolio. Alongside the enhanced ebook, MindTap provides a variety of multimedia: animated model documents, video cases, and interviews with industry professionals who contextualize core concepts and help students understand the connection between what they are learning and how it impacts their future careers. Study tools include chapter quizzes, downloadable documents, PowerPoint slides, and flashcards. Students walk away from MindTap having applied what they have learned through a variety of activity types, including writing assignments and oral presentations. All written assignments can then be uploaded into their Pathbrite e-portfolio, which students have access to even after their access to MindTap has expired.

- **Integrated digital technologies.** The professional use of social media networks and mobile technology requires that you know best practices. This edition provides the latest advice to guide you in using these digital technologies safely and effectively in the workplace. You'll find best practices for texting, instant messaging, blogging, collaborating with wikis, and networking with social media in business today.

- **Focus on employability and soft skills.** Each chapter highlights and develops the employability and soft skills that employers demand. You will learn how to identify your strengths and areas for improvement, and through critical thinking and practice, hone your skills.

- **Latest trends in job searching.** Chapter 15 presents the most current trends, technologies, and practices affecting the job search, résumés, and cover letters. You will learn how to build a personal brand, how to network, and how to write customized résumés and create an effective LinkedIn profile.

- **Hottest trends in job interviewing.** Chapter 16 provides countless tips on how to interview successfully in today's highly competitive job market, including one- and two-way video interviewing.

We wish you well in your course! As always, we welcome your comments and suggestions as you use the No. 1 business communication franchise in North America and abroad.

Cordially,

Mary Ellen Guffey   *Dana Loewy*   *Esther Griffin*

About the Authors

Dr. Mary Ellen Guffey

A dedicated professional, Mary Ellen Guffey has taught business communication and business English topics for over 35 years. She received a bachelor's degree, *summa cum laude,* from Bowling Green State University, a master's degree from the University of Illinois, and a doctorate in business and economic education from the University of California, Los Angeles (UCLA). She has taught at the University of Illinois, Santa Monica College, and Los Angeles Pierce College.

Now recognized as the world's leading business communication author, Dr. Guffey corresponds with instructors around the globe who are using her books. She is the founding author of the award-winning *Business Communication: Process and Product*, the leading business communication textbook in this country. She also wrote *Business English*, which serves more students than any other book in its field; *Essentials of College English*; and *Essentials of Business Communication*, the leading text/workbook in its market. Dr. Guffey is active professionally, serving on the review boards of *Business and Professional Communication Quarterly* and the *Journal of Business Communication*, publications of the Association for Business Communication. She participates in national meetings, sponsors business communication awards, and is committed to promoting excellence in business communication pedagogy and the development of student writing skills.

Dr. Dana Loewy

Dana Loewy has been teaching business communication at California State University, Fullerton since 1996. She enjoys introducing undergraduates to business writing and honing the skills of graduate students in managerial communication. Most recently, she has also taught various German courses and is a regular guest lecturer at Fachhochschule Nürtingen, Germany. In addition to completing numerous brand-name consulting assignments, she is a certified business etiquette consultant. Dr. Loewy has collaborated with Dr. Guffey on recent editions of *Business Communication: Process and Product* as well as on *Essentials of Business Communication*.

Dr. Loewy holds a master's degree from Bonn University, Germany, and earned a PhD in English from the University of Southern California. Fluent in several languages, among them German and Czech, her two native languages, Dr. Loewy has authored critical articles in many areas of interest—literary criticism, translation, business communication, and business ethics. Before teaming up with Dr. Guffey, Dr. Loewy published various poetry and prose translations, most notably *The Early Poetry of Jaroslav Seifert* and *On the Waves of TSF*. Active in the Association for Business Communication, Dr. Loewy focuses on creating effective teaching and learning materials for undergraduate and graduate business communication students.

Adapting Author: Esther Griffin

For over 20 years, Esther Griffin has taught business communications both online and face-to-face at Georgian College in Barrie, Ontario. This hands-on experience, as well as her background as an employment specialist and her MA in education, specializing in college curriculum development, has kept her current and engaged in her field. She also holds an MFA in creative writing and is an award-winning fiction author. Having worked as adapting author of *Business Communication: Process and Product*, Sixth Brief Canadian Edition, Professor Griffin is thrilled to join the Cengage team as adapting author of the seventh brief Canadian edition. She believes that with technology and global trends rapidly affecting the workplace, strong communication skills are more important than ever. Professor Griffin encourages students to keep their employability skills sharp by using this textbook in the classroom and beyond.

Brief Contents

Contents

UNIT 1 Communication Foundations

CHAPTER 1

Business Communication in the Digital Age   2

CHAPTER 2

Professionalism: Team, Meeting, Listening, Nonverbal, and Etiquette Skills   34

CHAPTER 3

Intercultural Communication 65

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UNIT 2 The Writing Process

CHAPTER 4

Planning Business Messages 88

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CHAPTER 5

Organizing and Drafting Business Messages 109

Simon Ritzmann/Getty Images

CHAPTER 6

Revising Business Messages 136

Dimitar Gorgev/Alamy Stock Photo

UNIT 3 Workplace Communication

CHAPTER 7

Short Workplace Messages and Digital Media 156

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UNIT 4 Reports, Proposals, and Presentations

CHAPTER 11

Reporting in the Workplace   272

Pixabay

CHAPTER   12

Informal Business Reports   310

RF._.studio

CHAPTER 13

Proposals, Business Plans, and Formal Business Reports   346

fauxels

CHAPTER 14

Business Presentations 378

UNIT 5 Employment Communication

CHAPTER 15

The Job Search and Résumés 414

CHAPTER 16

Interviewing and Following Up 453

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Introduction

Business Communication: Process and Product offers the most up-to-date and best researched text on the market. The seventh brief Canadian edition includes interactive student resources and comprehensive coverage of workplace technology. This innovative coverage enhances the hallmark features of this textbook: the 3-x-3 writing process, Canadian case studies, and abundant use of model documents. This edition also features robust online support for courses, so whether your course is in-person, hybrid, or fully online, *Business Communication: Process and Product* has a solution for you.

MEETING EMPLOYER EXPECTATIONS

Survey after survey reveals that employers are seeking new hires with these key skills:

- Written and oral communication skills

- Critical thinking and analytical reasoning

- Ethical decision making

- Teamwork skills

- Professionalism

   Business Communication: Process and Product, Seventh Brief Canadian Edition, covers the following topics that are indispensable for the workplace:

- Expert writing techniques geared to developing your writing skills plus interactive documents for analysis, authentic model documents, and engaging activities in which you apply your skills

- Presentation skills featuring contemporary examples, including coverage of smartphone best practices, to prepare you for the realities of workplace communication and technology

- Critical thinking questions and activities in every chapter to stimulate and develop skills

- Ethics Checks in addition to guidance and tools provided through discussion questions and ethical dilemma scenarios

- Teamwork skills with a heavy emphasis on professionalism and etiquette in the workplace so that you will know how to meet employer expectations

- Two employment chapters that present the latest trends in job searching, interviewing, and résumé writing, along with current, effective résumé models, tips for mobile devices and apps, and LinkedIn advice

SOCIAL MEDIA NETWORKS AND MOBILE TECHNOLOGY

Trusted authors Mary Ellen Guffey and Dana Loewy and adapting author Esther Griffin understand social and mobile! The authors address workplace use of social media and communication technology in a chapter solely dedicated to best practices on the job. Because these skills are fundamental in the contemporary world of work, social media and communication technology are integrated in each chapter. Every chapter reflects the pervasive influence of communication technology on business writing. This state-of-the-art coverage makes it clear that writing is more important than ever in the digital world.

FEATURES

The 3-x-3 writing process provides students with a proven three-step strategy for developing effective communication.

Model documents enable students to better understand strategies highlighted in the text.

Concept Checks are now featured in every chapter for each learning objective. These critical thinking questions and activities allow students to review and process information as they work through each chapter.

Spotlight on Communication (Canadian case studies) begin and end every chapter and create opportunities to stimulate vigorous in-class or online discussion of topics.

Case Connections (brief Canadian case studies) are now included in every chapter and feature additional critical thinking questions to further engage students with the chapter's concepts.

MindTap Callouts point students to online video interviews with Canadian industry professionals to support concepts discussed in the text.

End-of-chapter activities offer the most complete, descriptive, understandable, and relevant activities on the market.

Coverage of the latest digital media illustrates the professional uses of Twitter, LinkedIn, instant messages, podcasts, blogs, and wikis in numerous figures and model documents. Integrated coverage and applications of the latest digital technologies and mobile devices emphasize best practices and help students understand the difference between professional and social applications.

Focus on soft skills provides up-to-date guidance on acceptable professional behaviour and business etiquette for today's digital workplace.

Extensive coverage of interview types includes online, video, and virtual interviews, ensuring that students are better prepared for entering the workforce.

The **Style Guide for Business Communication: Process and Product** is included in the textbook as appendixes that offer students a quick and easy reference for grammar and mechanics, as well as documentation formatting. These appendixes contain a Guide to Documentation Formats, the Grammar and Mechanics Guide, and the answers to the end-of-chapter Grammar and Mechanics reviews.

NEW TO THE EDITION

- **New Concept Check** sections have been added to every chapter so students can review content and test their knowledge as they progress through the textbook.

- **New Case Connections** provide more opportunity for critical thinking as students analyze Canadian case studies and apply concepts.

- **Updated Spotlight on Communication boxes in every chapter** explore relevant communication strategies and challenges at organizations across Canada, including Editors Canada, Makivik Corporation, Immersive Tech, and The David Suzuki Foundation.

- **MindTap callouts** point students to online video interviews with Canadian industry professionals to support concepts discussed in the text.

- **Increased Canadian content** includes updated research and statistics, new figures, more Indigenous content, and the pandemic's impact.

- **Bias-free language** has been integrated throughout the textbook for inclusivity and is highlighted as a best-practice in chapter content and the Grammar and Mechanics Guide.

- **New end-of-chapter activities** will help students develop workplace writing, presenting, team, and social media skills.

INSTRUCTOR'S RESOURCES

The *Process and Product* Instructor's Resource Centre

On this password-protected site, instructors will find all their supplements in one convenient and easy-to-use place, including instructor's manual, PowerPoints, solutions, cases, additional exercises and handouts, simulations, grammar support, and much, much more. Go to login.cengage.com to access the ultimate tools for customizing lectures and presentations.

Test Bank: This resource includes more than 900 multiple-choice questions written according to guidelines for effective construction and development of higher-order questions. Also included are 460 true/false questions, 300 completion questions, and 75 essay questions.

The test bank is available in a new cloud-based platform. Cognero® is a secure online testing system that allows you to author, edit, and manage test bank content from any place you have Internet access. No special installations or downloads are needed, and the desktop-inspired interface, with its drop-down menus and familiar, intuitive tools, allows you to create and manage tests with ease. You can create multiple test versions in an instant and import or export content into other systems. Tests can be delivered from your learning management system, your classroom, or wherever you choose.

PowerPoint: Microsoft® PowerPoint® lecture slides for every chapter have been created. There is an average of 40 slides per chapter, many featuring key figures, tables, and photographs from *Business Communication: Process and Product*. Principles of clear design and engaging content have been incorporated throughout, making it simple for instructors to customize the deck for their courses.

Image Library: This resource consists of digital copies of figures, short tables, and photographs used in the book. Instructors may use these JPEGS to customize the PowerPoint or create their own PowerPoint presentations.

Instructor's Manual: This resource is organized according to the textbook chapters and addresses key educational concerns, such as typical obstacles students face and how to address them. Other features include in-class and online activities, discussion starters, technology links, solutions and answer keys, and much more.

MindTap

MindTap is the digital learning solution that powers students from memorization to mastery. It gives instructors complete control of their course—to provide engaging content, challenge every individual, and build student confidence. Instructors can customize interactive syllabi to emphasize priority topics as well as add their own material or notes to the ebook as desired. This outcome-driven application gives instructors the tools needed to empower students and boost both understanding and performance.

STUDENT RESOURCES

MindTap

Modern students require modern solutions. MindTap is a flexible, all-in-one teaching and learning platform that includes the full ebook, a customizable learning path, and various course-specific activities that drive student engagement and critical thinking. The MindTap that accompanies this textbook includes the following:

- Animated model documents

- Video cases and interviews with Canadian industry professionals

- Aplia™ offers high-quality, auto-graded assignments that ensure students put forth effort on a regular basis throughout the term.

- Study tools like practice quizzes, chapter PowerPoint summaries, and flashcards

- ReadSpeaker will read the text aloud.

- Highlight the text and make notes in the MindTap Reader. Notes will flow into Evernote, the electronic notebook app that is accessible anywhere when it's time to study for the exam.

- All written assignments can be uploaded into Pathbrite, our e-portfolio app. Access to Pathbrite continues after the MindTap access expires.

Visit cengage.ca to start using MindTap. Enter the Online Access Code from the card included with the textbook. If a code card is *not* provided, instant access can be purchased at CengageBrain.com.

Appreciation for Support

I am very pleased to introduce the updated content of the seventh brief Canadian edition of *Business Communication: Process and Product*. The Cengage Canada team owes a huge debt of gratitude to Dr. Mary Ellen Guffey, whose exceptional market-driven texts and ancillaries, now written in conjunction with Dr. Dana Loewy, form the foundation and framework of the Canadian edition.

I'd like to extend a warm thank you to the amazing team of professionals at Cengage Canada, including Imoinda Romain, Lenore Taylor-Atkins, Catherine Gillespie-Lopes, Alexis Hood, as well as to copyeditor Dawn Hunter. Their expertise and guidance have been invaluable during the development of this edition.

Our team appreciates those instructors and students who continue to choose *Business Communication: Process and Product*, especially those who provide both formal and informal feedback. No successful textbook reaches a No. 1 position without a great deal of help. The Cengage Canada team is grateful to the reviewers and other experts who contributed their pedagogic and academic expertise to shaping *Business Communication: Process and Product*. Those who had a specific impact on the content of this edition include the following:

Lisa Deighan, *New Brunswick Community College*

Chelsea Budd, *Saskatchewan Polytechnic*

Candice Dyck, *College of New Caledonia*

Edie Lowes, *Okanagan College*

Marina Arkley, *Seneca College*

I want to extend my gratitude to the faculty and students who provided their wisdom and support during the writing of this edition. Thank you also to my children for their love and strength.

Esther Griffin

Communication Foundations

Atitchetmuangtong/EyeEm/Getty Images

CHAPTER 1
Business Communication in the Digital Age

CHAPTER 2
Professionalism: Team, Meeting, Listening, Nonverbal, and Etiquette Skills

CHAPTER 3
Intercultural Communication

IN UNIT 1, YOU WILL DEVELOP THE FOLLOWING EMPLOYABILITY SKILLS:

EMPLOYABILITY AND SOFT SKILLS	
Oral and Written Communication	✓
Information Management	✓
Critical Thinking	✓
Problem Solving	✓
Active Listening	✓
Professional Work Behaviours	✓
Goal-Setting	✓
Agility	✓
Adaptability	✓
Personal and Social Responsibility	✓
Ethical Decision Making	✓
Engagement	✓
Innovation and Creativity	✓
Learning Worker Attitude	✓
Team Building	✓
Accountability	✓
Project Collaboration	✓
Online Tools and Social Media[1]	✓

1

Business Communication in the Digital Age

Compassionate Eye Foundation/Mark Langridge/Getty Images

LEARNING OBJECTIVES

After studying this chapter, you should be able to

1 Explain how communication skills fuel career success, and understand why writing skills are vital in a digital, mobile, and social-media-driven workplace.

2 Identify the skills for success in the hyperconnected 21st-century workplace and competitive job market.

3 Describe significant trends and technologies in today's dynamic work environment.

4 Understand the nature of communication and its barriers.

5 Examine critically the flow of communication in organizations, explain the importance of effective media choices, and understand how to overcome typical barriers to organizational communication.

6 Analyze ethics in the workplace, understand the goals of ethical business communicators, and choose the tools for doing the right thing.

Founded in 1922, Canadian Tire is seen by many as a Canadian institution—it even has its own money. And at a time when so many Canadian companies are being sold to U.S. owners, Canadian Tire is still wholly ours![2] Canadian Tire remains competitive by forming industry partnerships and responding to the evolving market.

MYANT

Canadian Tire Corporation (CTC) recently partnered with Myant Inc., a textile computing company, to offer "wearable computing and smart textiles" at all its retail stores.[3] Myant's innovative technology is integrated into footwear and apparel with comfort and safety in mind:

> Myant knits sensors and actuators into everyday textiles, giving them the ability to sense and react to the human body. This continuous bidirectional interface to the human operating system will empower humanity to transform its capabilities and performance, help people proactively manage health and deliver treatment, and allow us to build better connections to our own selves and those around us.
>
> Myant believes that textiles are an ideal medium for interaction with the human body. While many technological advancements necessitate radical change in behavior to be widely adopted, textiles have the benefit of being familiar to all people across society, inconspicuously integrated into our daily lives, and pervasive across all environments.[4]

Tony Chahine, founder and CEO of Myant, shares his mission: "We have developed the capabilities required to design, engineer and manufacture connected textile solutions so that other innovators, be they large enterprises or small startups, can help deliver on the promise of Textile Computing."[5]

Responding to the market and adopting new technologies like Textile Computing has helped Canadian Tire maintain its position as Canada's biggest auto-parts and household-goods retailer.

CRITICAL THINKING

- How are Canadian Tire and Myant Inc. meeting the demands of today's marketplace?

- What skills do you think businesspeople need to succeed in today's workplace?

Communicating in the Digital World

What kind of workplace will you enter when you graduate, and which skills will you need to be successful in it? Expect a fast-paced, competitive, and highly connected digital environment. Communication technology provides unmatched mobility and connects individuals at any time and from anywhere in the world. Today's communicators interact by using multiple electronic devices and access information stored in remote cloud locations.

This mobility and instant access explain why increasing numbers of workers must respond quickly and be available practically around the clock. Progressive businesses have recognized the power of social media networks and seek to engage their customers and other stakeholders where they meet online. Communication no longer flows one way; rather, electronic media have empowered the public to participate and be heard. In this increasingly complex, networked environment, communication skills matter more than ever.[6] When competition for jobs is keen, job candidates with exceptional communication skills immediately stand out.

In this chapter, you will learn about communication skills in the digital era and about the changing world of work. Later you will study tools to help you negotiate ethical minefields and do the right thing. Each section covers the latest information about communicating in business and provides tips that will help you function effectively and ethically in today's workplace.

LEARNING OBJECTIVE 1

Explain how communication skills fuel career success, and understand why writing skills are vital in a digital, mobile, and social-media-driven workplace.

Communication Skills: Your Pass to Success

Surveys of employers consistently show that communication skills are critical to effective job placement, performance, career advancement, and organizational success. In making hiring decisions, employers often rank communication skills among the most valued. Many job advertisements specifically ask for excellent oral and written communication skills. When executives were asked what they looked for in a job candidate, the top choices were general communication skills, interpersonal skills, and teamwork skills. The majority of employers also said that communication skills are at least as important as technical skills for entry-level and management positions.[7]

Writing skills are especially important today. Technology enables us to transmit messages more rapidly, more often, and more widely than ever before. Writing skills are also significant because many people work together but are not physically together. They stay connected through spoken and written messages.

Employability Skills

The Conference Board of Canada, an organization dedicated to evidence-based, not-for-profit applied research, has determined the employability skills required in the workplace: "Employability Skills 2000+ are the employability skills, attitudes, and behaviours you need to participate and progress in today's dynamic world of work."[8] This includes fundamental, personal management, and teamwork skills.[9]

This textbook is designed to build and strengthen many of the employability skills that you will require in the workplace. Special attention is given to writing skills because they are difficult to develop and increasingly significant in e-communication.

Writing in Today's Workplace

Writing matters more than ever because the online media require more of it, not less.[10] Ever since the digital revolution swept the workplace, most workers write their own messages. An important employer survey by Hart Research Associates supports this view. When hiring, employers look for a broader range of skills and place strong value on "written and oral communication skills, teamwork skills, ethical decision making, critical thinking, and the ability to apply knowledge in real-world settings."[11] Developing these skills in this course will help you stand out.

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Job candidates with exceptional communication skills instantly stand out. Communication skills are critical to career success.

It's Up to You: Communication Skills Can Be Learned

By enrolling in a business writing class, you have already taken the first step toward improving or polishing your communication skills. The goals of this book include teaching you basic business communication skills, such as how to write an effective e-mail or a short message on a mobile device. You will also learn how to write a persuasive cover letter and résumé and how to make a memorable presentation.

Thriving in the challenging work world depends on many factors, some of which you cannot control. However, one factor that you do control is how well you communicate. You are not born with the abilities to read, listen, speak, and write effectively. These skills must be learned. This book and this course may well be the most important in your entire college or university curriculum because they will equip you with the skills most needed in today's fast-paced workplace.

Concept Check

1. In what ways can a lack of oral and written communication skills affect your performance on the job?
2. Individually or in teams, check the listings at an online job board such as Monster, Workopolis, CanadianCareers, or CollegeGrad. Follow the instructions to search job categories and locations. Find three to five job listings in your field of interest. Examine the skills requested. How often do the ads mention communication and teamwork skills? What tasks do the ads mention? Prepare a list of the most frequently requested skills. Discuss your findings with your team members.

Tools for Success in the 21st-Century Workplace

Information technology has changed how we work, play, and communicate in distinct ways. It has never been easier to access and share information via various digital media from a vast network of sources and to distribute it nearly instantly and to widespread audiences.[12] What hasn't changed is that our communication skills need time and effort to develop.

Achieving literacy in the digital age means not only using multimedia applications but also using technology thoughtfully and in a professional manner to achieve success. The 21st-century economy depends mainly on information and knowledge. Previously, in the Industrial Age, raw materials and physical labour were the key ingredients in the creation of wealth. Today, however, individuals in the workforce offer their knowledge, not their muscles. Knowledge workers (a term first coined by management guru Peter Drucker) are paid for their education and their ability to learn.[13]

More recently, we are hearing the term *learning worker* to describe those who not only have acquired knowledge through their diplomas and degrees but also have developed the knowledge of how to learn.[14]

As workplaces grow and change, "learning workers have the skills to learn as they go, adapt, and apply their learning to new situations and issues."[15] Learning workers position themselves to become organizational leaders, anticipating and adapting to industry changes, which makes them valuable, innovative employees.[16]

In such a demanding environment, continual, lifelong learning will make you more competitive and valuable to employers.[17] An adaptable, highly skilled workforce is well equipped to weather any economic climate, as well as global competition.

Why Should You Care?

As a worker in the digital age, you can expect to be generating, processing, and exchanging information. You will need to be able to transmit it effectively across various communication channels and multiple media. You might be called upon to use e-mail, electronic slide presentations, wikis, podcasts, or Facebook and other social media in a professional setting. With added job responsibilities, you will be expected to make sound decisions and solve complex problems.

In one report, Canadian employers identified the ability to adapt quickly to the job, as well as flexibility and on-demand availability, right behind skills and knowledge.[18] You are learning to think, read, and ask questions in a networked world that is accessed with computers, tablets, smartphones, wearable devices, and more. The avalanche of information that engulfs you daily requires you to evaluate all sources critically because information flows at a great speed, across various media, and in many directions.[19]

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It has never been easier to access and share information via various digital media from a vast network of sources and to distribute it instantly to widespread audiences.

Thinking Critically in the Digital Age

Whether you work in *m-commerce* (mobile technology businesses), *e-commerce* (Internet-based businesses), or *brick-and-mortar commerce* (businesses with a physical location), nearly three out of four jobs will involve some form of mind work. Jobs that require thinking, brainpower, and decision-making skills are likely to remain plentiful. To be successful in these jobs, you will need to be able to think critically, make decisions, and communicate those decisions.

FIGURE 1.1 Osborn-Parnes Creative Problem-Solving Process

1 Explore the Challenge	2 Generate Ideas	3 Implement Solutions
Identify the challenge.	Come up with many ideas to solve the problem.	Select and strengthen solutions.
Gather information and clarify the problem.	Pick the most promising ideas.	Plan how to bring your solution to life and implement it.

When your boss or team leader says, *What do you think we ought to do?* you want to be able to supply good ideas and demonstrate that you can think critically. This means having opinions that are backed by reasons and evidence. Faced with a problem or an issue, most of us do a lot of worrying before separating the issues or making a decision. Figure 1.1 provides a three-point plan to help you think critically and solve problems competently. Understanding the problem is essential and must come first. Generating and selecting the most feasible ideas is the intermediate step. Finally, the problem-solving model prompts you to refine, justify, and implement the solution. At the end of each learning objective and chapter in this text, you will find activities and problems that will help you develop and apply your critical-thinking skills.

Managing Your Career Well: Guarding Your Credibility

In the dynamic, highly competitive world of work, not even the most talented postsecondary graduate can afford to send out résumés, kick back, and wait to be discovered. You will need to be proactive and exercise greater control over your career than college and university graduates before you did.

In the networked professional environment of the digital era, you must manage and guard your reputation—at the office and online. How you present yourself in the virtual world, meaning how well you communicate and protect your *brand*, may very well determine how successful your career will be. Thoughtful blog posts, well-crafted messages on social media, and competent e-mails will help you make a positive impression.

Succeeding in a Competitive Job Market

In an unstable economy and a tight job market, you may rightly worry about finding work.[20] It's important to keep in mind that a prospective employee must meet the employer's fundamental criteria, including having the required major, course work, and grade point average (GPA). Employers then look for communication skills, a strong work ethic, the ability to work in a team, and initiative.[21] Similar results from another employer survey are summarized in Figure 1.2.

If you are able to communicate effectively about work that is increasingly complex and intellectually demanding, you will be more likely to secure employment even in a tough market. Job candidates needing remediation in basic skills will be last on the list of potential new hires.

Survey Shows the Skills Employers Want

In general, when evaluating potential entry-level hires, which of the following attributes matter most to your company?

Attribute	
People skills/relationship building	
Communication skills	
Problem-solving skills	
Analytical abilities	
Leadership skills	
Industry-specific knowledge and experience	
Functional knowledge	
Technological literacy	
Project management skills	
Creative thinking	
Other	

■ 1st priority ■ 2nd priority ■ 3rd priority

Total Respondents

Source: *Preliminary survey report: the skill needs of major Canadian employers.* Copyright 2014. Taking Action for Canada: Jobs and Skills for the 21st Century, an initiative of the Canadian Council of Chief Executives (CCCE).

Concept Check

1. In what ways do you see yourself as a learning worker for your current or future employer?
2. Refer to the employability skills listed on the Unit 1 opening page. Write down your five strongest skills related to your chosen career field. How did you develop these skills? Now write down your five weakest skills related to your chosen career field. What can you do to strengthen these skills?

Trends and Challenges Affecting You in the Information Age Workplace

Today's workplace is changing profoundly and rapidly. As a communicator in the workplace, you will undoubtedly be affected by many trends. Some of those trends include new communication technologies, such as social media; expectations of around-the-clock availability; and global competition. Other trends include flattened management hierarchies, the gig economy, team-based projects, a diverse workforce, and the mobile or virtual office. The following overview reveals how communication skills are closely tied to your success in a constantly evolving workplace.
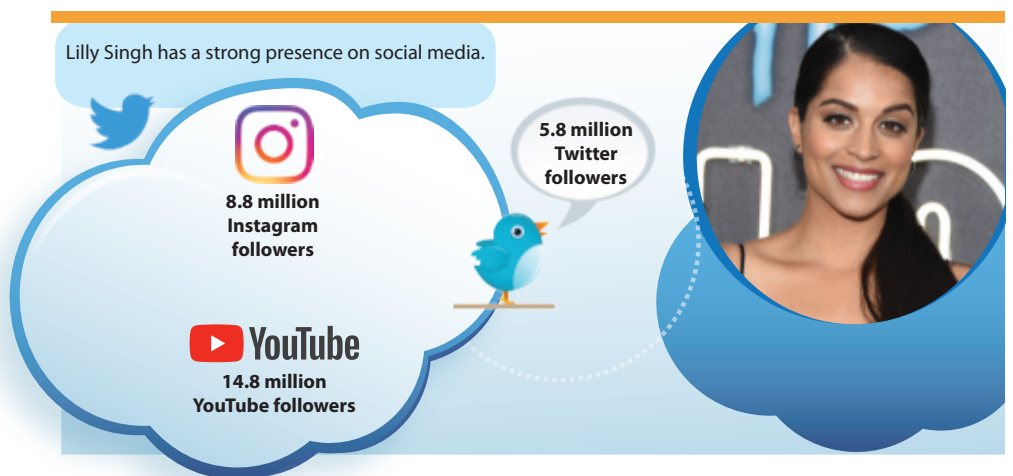
Social Media and Changing Communication Technologies

Interacting with others on social media has become a daily necessity for many Canadians. Most larger organizations are completely plugged in and have created a positive presence with the help of both traditional and social media.

FIGURE 1.3 Some YouTube, Instagram, and Twitter Facts

Lilly Singh has a strong presence on social media.

8.8 million Instagram followers

5.8 million Twitter followers

YouTube
14.8 million YouTube followers

Images, clockwise from top left: Instagram; Twitter; DFree/Shutterstock; YouTube

CENGAGE

MINDTAP

Go to section 1-3a in MindTap, where you can watch a video featuring Candice Wong, the owner of a physiotherapy clinic, discuss the importance of social media for her business.

Social Media Growth. Even the most reluctant late adopters of technology eye the explosive growth of social media networks in the last decade with some interest. After all, online communities continue to draw huge numbers of people from all over the world. Consider Lilly Singh, a YouTube influencer, whose career was built on having a strong social media presence, as Figure 1.3 illustrates. In 2019 WhatsApp had 1 billion users,[22] Facebook had 1.56 billion daily active users on average,[23] and Twitter had 330 million monthly active users.[24] Eighty-four percent of Canadian adults have a Facebook account, with 46 percent on LinkedIn and 42 percent on Twitter.[25] According to Statistics Canada, "nearly all Canadians under the age of 45 use the Internet every day" (see Figure 1.4). [26]

Word of Mouth. Positive and negative comments can travel instantly at the speed of a few mouse clicks. Because bad customer-service experiences can lead to lifelong grudges, tech-savvy companies are embracing digital tools to connect with consumers, invite feedback, and improve their products and services.[27] Figure 1.5 illustrates many new office and communication technologies you will use in today's workplace.

FIGURE 1.4 Canadians' Internet Usage

Nearly all Canadians under the age of 45 use the Internet every day.

Legend: Daily | A few times a week | Did not use Internet in the past month
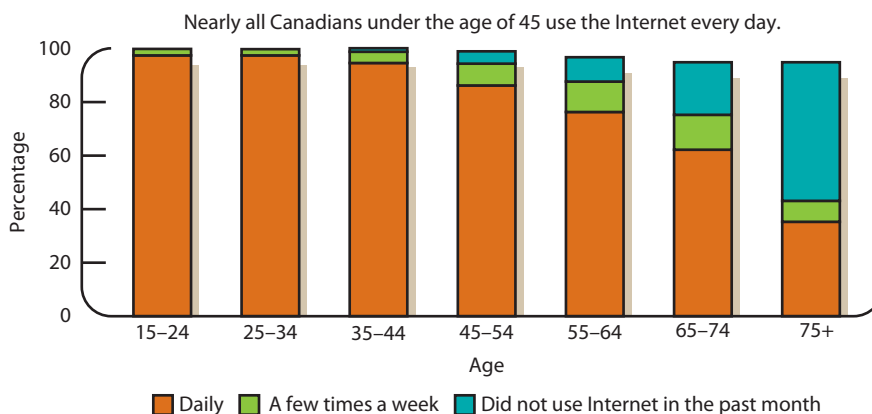
Source: Adapted from Statistics Canada. November 14, 2017. The Internet and Digital Technology. https://www150.statcan.gc.ca/n1/pub/11-627-m/11-627-m2017032-eng.htm (accessed August 31, 2020). This does not constitute an endorsement by Statistics Canada of this product.

FIGURE 1.5 Communication and Collaborative Technologies

Communication Technologies at Work
Becoming familiar with communication technology can help you succeed on the job. Today's workplace is shaped by mobile devices, mobile apps, and social media networks. With today's tools you can exchange ideas, solve problems, develop products, forecast future performance, and complete team projects any time of the day or night from anywhere in the world.

Cloud Computing
Increasingly, applications and data are stored in remote locations online, instead of on costly in-house servers. Businesses and individuals use Dropbox, Google Drive, iCloud, and other cloud-based services to manage and store their data.

Telephony: VoIP
Internet protocol (VoIP) technology uses a broadband Internet connection, which eliminates telephone charges. Many businesses are opting for free or low-cost Internet telephony sites, such as Skype or FaceTime.

Mobile Apps and Digital Convergence
Mobile apps are the software that enables smartphones to run and accomplish amazing feats. Despite their size limitations, mobile apps rival the capabilities of full-fledged software applications. With mobile apps and connectivity between TVs and computers, technology is converging, consolidating into increasingly powerful devices.

Web Conferencing
With services such as GoToMeeting, WebEx, and Microsoft Live Meeting, all you need is a computer or a smart device and an Internet connection to hold a meeting (webinar) with customers or colleagues in real time. Web conferencing incorporates screen sharing, chats, slide presentations, text messaging, and application sharing.

Social Media
Tech-savvy companies use microblogging services, like Twitter, to issue up-to-date news, link to their blogs and websites, announce events and promotions, and track what is being said about their products. Businesses also use social networks such as Facebook and Instagram to interact with customers and build their brands.

Videoconferencing
Videoconferencing allows participants to meet in special conference rooms equipped with cameras and television screens where they can share applications, spreadsheets, and presentations. The technology extends from Internet applications, like Skype, Zoom, and Blue Jeans, to sophisticated software that delivers HD-quality audio and video.

Voice Recognition
Voice recognition software enables users to dictate up to 160 words a minute with accurate transcription. It also improves accessibility for workers with disabilities. Users can compose documents and e-mails, enter data, browse online, and control their devices—all by voice.

Electronic Presentations and Data Visualization
Business presentations in PowerPoint, Prezi, or Keynote can be projected from a laptop or tablet, or posted online. Sophisticated presentations may include animation, sound effects, digital photos, video clips, or hyperlinks to Internet sites.

Wearable Devices
The most recent trend in mobile computing is wearable devices. Fitbit, Google Glass, Apple Watch, and similar accessories do more than track fitness activities. They are powerful mobile devices in their own right that can sync with other smart electronics.

Blogs and Wikis
Businesses use blogs to keep customers and employees informed and to receive feedback. A wiki is a site that allows multiple users to collaboratively create and edit digital files and media. Wikis for business include Confluence, Socialtext, and Jive.