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Mary Ellen Guffey & Dana Loewy

Business Communication

PROCESS & PRODUCT

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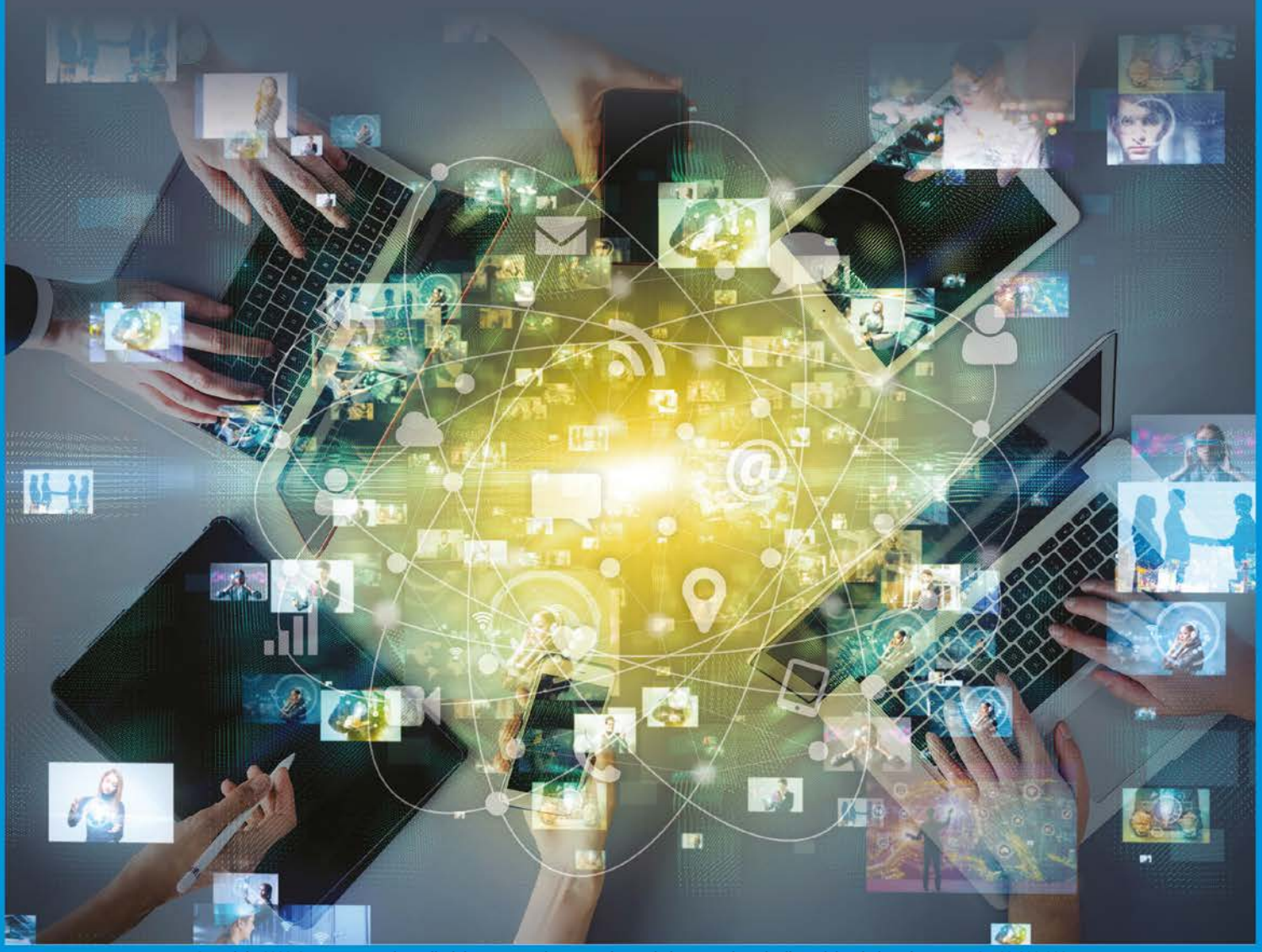

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Business Communication

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***Business Communication, Process and Product*, 10th Edition**
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Business Communication
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Dear Business Communication Instructors and Students:

Dr. Mary Ellen Guffey and Dr. Dana Loewy

Welcome to the Tenth Edition of *Business Communication: Process and Product*! We are eager to invite you to examine this substantially revised edition that focuses on developing job-ready and recession-proof skills for students entering today's complex mobile and social workplace. After leading the business communication textbook market for nearly thirty years, this book has become an even more valuable teaching/learning package.

All the features that made this award-winning book so successful over the decades have been updated with relevant, current research converted to stimulating content and learning activities. Our goal is to help students develop much-needed communication skills while also easing the instructor's workload in delivering superior online and classroom resources. A few key features of the Tenth Edition are listed here:

- **Trusted content.** This new edition reflects the prevalence of communication technologies in today's social and mobile workplace. We have thoroughly revised the book to present best practices for e-mailing, texting, instant messaging, blogging, podcasting, working in face-to-face and remote teams, and using social media.
- **Development of job-ready and recession-proof skills.** Students will find special emphasis on emotional intelligence, professionalism, listening, teaming, critical thinking, and other skills that cannot be replaced by artificial intelligence and other technological advances, thus making them recession-proof and future-ready.
- **MindTap.** A multimedia learning experience, MindTap provides a complete ebook combined with unparalleled resources to achieve success in the course. Those resources include abundant grammar/mechanics review including a pre-course diagnostic, Learn It activities featuring narrated lessons coupled with comprehension-check questions, chapter assignments with rich feedback, model document videos, skills-based activities, and flashcards. This multimedia learning experience seamlessly integrates chapter content with your college's preferred learning management system allowing instructors to customize activities.
- **Latest trends in job searching and interviewing.** True to our goal of making students job ready, Chapters 15 and 16 provide countless tips on today's job search, how to build a personal brand, and how to network. Students benefit from knowing the latest trends in résumé and interview practices, including tips for successful one- and two-way interviewing.

For additional helpful instructor resources such as ready-to-use exercises with solutions, please visit the Guffey Team blog at *https://bizcombuzz.com*, and follow us on Facebook and Twitter (@danaloewy).

Cordially,

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This book and this course may well be the most important in your entire college curriculum!

This leading text and MindTap guide you in developing the communication competencies most important for professional success in today's hyperconnected digital age. Refine the skills that employers value most, such as superior writing, speaking, presentation, critical thinking, and teamwork skills.

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

No other college course gives you training in all of these skills at once! Based on interviews with successful practitioners and extensive research into the latest trends, technologies and practices, this edition offers synthesized advice on building your personal brand, using LinkedIn effectively, and résumé writing. A signature 3-x-3 writing process, meaningful assignments, and digital practice tools further equip you with the communication skills to stand out in business today.

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1 Prewriting

Analyze:
Decide on the message purpose. What do you want the receiver to do or believe?

Anticipate:
What does the audience already know? How will it receive this message?

Adapt:
Think about techniques to present this message most effecively. Consider how to elicit feedback.

2 Drafting

Research:
Gather background data by searching files and the Internet.

Organize:
Arrange direct messages with the big idea first. For persuasive or negative messages, use an indirect, problem-solving strategy.

Draft:
Prepare the first draft, using active-voice sentences, coherent paragraphs, and appropriate transitional expressions.

3 Revising

Edit:
Eliminate wordy fillers, long lead-ins, redundancies, and trite business phrases. Strive for parallelism, clarity, conciseness, and readability.

Proofread:
Check carefully for errors in spelling, grammar, punctuation, and format.

Evaluate:
Will this message achieve your purpose? Is the tone pleasant? Did you encourage feedback?

Business Communication: Process and Product, 10e, covers the following topics you will find indispensable in the digital-age 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
- Coverage of social media and mobile technology showing how their explosive growth has sparked disruptive new business models in the new sharing economy
- Two updated employment chapters providing tips for a labor market that is more competitive, mobile, and technology-driven than ever before

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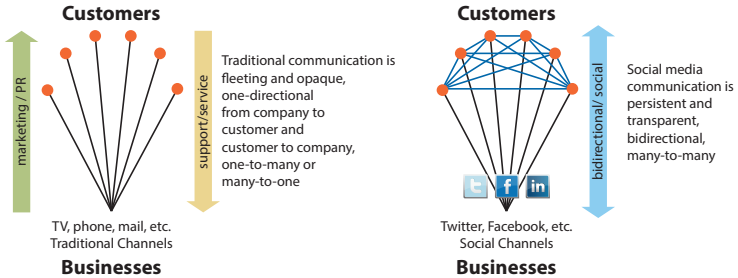
Premium Online Resources with Mindtap

- **MindTap for *Business Communication: Process & Product*, 10th Edition helps you see the importance of communication skills in practice.** Each unit opens with a **"Why Does This Matter to Me?"** activity, showcasing how each unit you're learning about connects to your future business success.
- **"Learn It" modules** cover the basic concepts for each section of a chapter in digestible video tutorials. These brief videos are coupled with questions that reinforce understanding of each learning objective and provide immediate feedback about your performance.
- **"Apply It" activities** include the comprehensive **Chapter Assignment** that challenges you to apply what you're learning within examples and business communication scenarios—delivering detailed immediate feedback to underscore chapter concepts in context. Flex your growing communication skills muscle with **video activities** challenging you to apply what you're learning in real time.
- A comprehensive **Grammar/Mechanics Diagnostic** provides an opportunity to assess your basic language skills in key areas and receive a custom report about your proficiency in each, with options for further review. Upon reviewing your results, you can continue to hone your language skills with targeted Grammar/Mechanics tutorials and put those skills into practice with additional Grammar/Mechanics Check-Ups.
- **Model Document Videos** included throughout the chapters explain and illustrate many concepts and walk you through how to create model documents including positive, bad-news, persuasive, and sales messages.
- The **Cengage Mobile App** enables you to learn on your terms. Read or listen to your textbook on your mobile device and study with the included tools.

Social Media Networks and Mobile Technology

The authors address workplace 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 and speaking are more important than ever in the rapidly changing world of work. Careers are made or thwarted based on one's online digital persona.



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- New sections discussing current digital workplace tools are complemented by brand-new coverage of social media's dark side to help you hone your critical thinking skills.
- New activities, identified with the Social Media and Communication Technology icon, reflect the preeminence of writing in the digital workplace and prompt you to develop your professional social networking skills.

SOCIAL NETWORKERS VS. OTHER U.S. WORKERS: COMPARING ATTITUDES TOWARDS QUESTIONABLE BEHAVIOR

Do you feel it is acceptable to…?	Active Social Networkers	Other U.S. Workers
"Friend" a client/customer on a social network	59%	28%
Blog or tweet negatively about your company or colleagues	42%	6%
Buy personal items with your company credit card as long as you pay it back	42%	8%
Do a little less work to compensate for cuts in benefits or pay	51%	10%
Keep a copy of confidential work documents in case you need them in your next job	50%	15%
Take a copy of work software home and use it on your personal computer	46%	7%
Upload vacation pictures to the company network or server so you can share them with co-workers	50%	17%
Use social networking to find out what my company's competitors are doing	54%	30%

- Opening scenarios in each chapter illustrate social media and technology use, teamwork, meetings, persuasion, and more by companies that you know and interact with, such as Nordstrom, Lyft, Walmart, Taco Bell, Volkswagen, Seventh Generation, Jeep, Netflix, and Juul.

Zooming In **Juul—Suspicions Unlikely to Evaporate**

"We created ridiculous enthusiasm for the hashtag 'Vaporized,'" bragged marketing agency Cult Collective about its Juul campaign. On its website, Cult gushed that its strategy promoting the popular e-cigarette vaporizer "aligned perfectly with those we knew would be our best customers."[1] But who exactly *were* Juul's intended customers?

The Federal Trade Commission wants to know. It's investigating whether e-cigarette startup Juul Labs used social media and influencers to appeal to minors, as vaping among teens surged by 78 percent from 2017 to 2018, and one in five high schoolers admitted to having vaped in the last 30 days, according to the CDC.[2] Regulators, parents, schools, and public health advocates are alarmed by what the Food and Drug Administration has called an "epidemic of e-cigarette use among teenagers."[3] At least three lawsuits are pending against Juul Labs for deceptively marketing its products as safe.[4] Stanford researchers found that Juul's colorful ads showing attractive twentysomethings having fun while "Juuling" appeared to mimic tobacco industry marketing in style and content. Most important, though, was that Juul "exploited social media" to reach young users, the researchers said.[5] Since its inception in 2015, Juul has rocketed past competitors to own 75 percent of the e-cigarette market.[6]

Users love the small, sleek vaporizer that produces little odor. Juul is a fad that's seemingly everywhere: "I saw everyone doing it, so I wanted to try it," said one teenager. Most of all, the "pod" flavors—e.g., fruit, crème, cucumber, or mango—appear to be a factor. A young man explained Juuling is "like having a cookies milkshake, that's what it tastes like in your mouth."[7] All fruit flavors are now banned in the United States leaving only mint and menthol to mask the harshness of the aerosol.[8] Many Juul users believe they are inhaling harmless flavored water vapor, unaware of the nicotine in the pods, each of which equals 20 regular cigarettes. Nicotine is highly addictive and particularly harmful to the developing brain. In addition, toxic metals, potentially leeching from the metal coil that's heating the e-liquid, were discovered in the aerosol users inhale.[9] Recent regulation mandates highly visible health warnings on all vaping products.

Juul strenuously denies having deliberately targeted young people: "We were completely surprised by the youth usage of the product," Ashley Gould, chief administrative officer at Juul Labs, asserted and claimed, "Juul is a switching product, not a cessation product, and it is intended for adult smokers to enable them to switch from combustible cigarettes."[10] Juul's stated mission is "improving the lives of the one billion adult smokers."[11] When e-cigarettes were first introduced, they were touted as smoking cessation devices or less harmful smoking alternatives. You will learn more about Juul and be asked to complete a relevant task at the end of this chapter.

Critical Thinking

- Why might teenagers and young adults be susceptible to Juul, and what type of appeal was the e-cigarette startup using?
- What could explain the huge success of Juul, the startup that burst onto a crowded e-cigarette scene in 2015 and within three years grabbed a 75-percent share of the vaping market?
- The marketing agency Cult Collective has removed the Juul case study from its website, and it's available only in the Internet Archive. Why may Cult have pulled the case from its e-portfolio?

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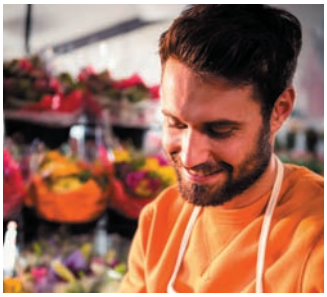
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UNIT

1

Communication Foundations

CHAPTER 1
Business Communication in the Digital Age

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

CHAPTER 3
Intercultural Communication

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CHAPTER

1

Business Communication in the Digital Age

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LEARNING OUTCOMES

After studying this chapter, you should be able to do the following:

1. Explain how communication skills fuel career success in a technology-driven, social, and mobile workplace.
2. Understand the impact of powerful interpersonal skills and a college education for your professional success in the hyperconnected digital age workplace.
3. Describe significant communication trends in today's dynamic, networked work environment.
4. Identify how information flows internally and externally in organizations through formal and informal channels.
5. Recognize the tools for doing the right thing as an ethical business communicator.

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Zooming In

Nordstrom: A Century-Old Retailer Keeps Reinventing Itself

Management giant Peter Drucker's maxim "Innovate or die" may explain the longevity of Nordstrom, a 118-year-old clothing retailer that is keeping its brand fresh and its customers happy. While other clothing retailers are shuttering stores, Nordstrom is defying trends by opening new retail outlets and upgrading existing stores. The company's co-presidents Blake, Erik, and Peter Nordstrom know that to future-proof their business, they must resist conventional wisdom. At the same time, the great-grandsons of the founder uphold a proud tradition of exceptional customer service while adapting to their customers' changing needs.

So far, Nordstrom's winning formula has been to combine extraordinary concierge in-store service with cutting-edge technology. After spending more than $500 million to establish an exclusive men's store in Manhattan, the retailer has most recently opened a unique flagship store for women and children in Manhattan.[1] In addition, the company established several "service hubs" in New York City and Los Angeles called Nordstrom Local. These boutique-style stores provide pampered service and convenience—but no clothes! Shoppers buy online and pick up their items in the store, where stylists and tailors stand by. Customers can enjoy refreshments and visit a nail salon, shoe repair, or other services. "There aren't store customers or online customers," Erik Nordstrom describes the company's concept, "there are just customers who are more empowered than ever to shop on their terms."[2]

Consequently, the retailer has invested heavily in technology, for example, to allow shoppers to integrate its inventory management system with its website and the Nordstrom app. As a result, the company's online and offline worlds are seamlessly linked, and customers can find what they want in one place. Salespeople track customer requests and needs online. A strong social media engagement is key to Nordstrom's strategy to provide superb customer experiences and drive traffic to its e-commerce site. As one of America's most connected companies,[3] it relies on crowdsourcing to learn which items to stock, and it responds rapidly to queries, in Spanish when needed. Nordstrom has also pioneered the use of popular social media influencers to capture younger audiences.[4]

With such public engagement, it's not surprising that Nordstrom has clearly defined social media use guidelines. Approved employees may connect with customers during working hours and even after hours, if allowed. They are asked to use good judgment and abide by all corporate policies. They are told to be respectful, responsible, and ethical. Furthermore, the policy forbids the sharing of confidential corporate information as well as employees' and customers' personal information. Conflicts of interest are to be avoided, and compensated endorsements must be disclosed.

Whether Nordstrom's strategy will succeed remains to be seen, and the retailer's recent lackluster stock performance has irked Wall Street. In response, the family attempted to take Nordstrom private but was unable to raise enough capital. You will learn more about Nordstrom and be asked to complete a relevant task at the end of this chapter.

Critical Thinking

- Wall Street analysts have criticized Nordstrom for its lagging profits in recent months; the company's bold new ventures have been called a "gamble." What explains this clash between the Nordstrom family's vision and the reaction of the stock market?
- Why does Nordstrom allow only *approved and trained* employees to use company-owned social media accounts, logos, and videos on behalf of Nordstrom?
- Why do Nordstrom's social media guidelines emphasize ethical behavior and ethical communication?

1-1 Thriving in a Digital, Mobile, and Social Workplace

LEARNING OUTCOME

1 Explain how communication skills fuel career success in a technology-driven, social, and mobile workplace.

What will the workplace of the future look like, and will you have the skills to succeed in it? Technologies in many disciplines are rapidly evolving and transforming how we work and communicate. In his book *The Fourth Industrial Revolution,* renowned economist Klaus Schwab describes changes that can be expected. Robots, automation, and artificial intelligence (AI) are already radically reshaping and even destroying some occupations. Consider self-driving vehicles, automated supermarket checkout stands, devices reading X-rays, or algorithms flagging fraudulent bank transactions—many tasks formerly performed by humans can be executed by machines. Experts estimate that close to half of all present jobs will disappear in the next decade, although new jobs are likely to emerge.[5]

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Automation will gobble up work that machines can do better and faster, for example, food preparation, operating machinery, and data processing. On the other hand, future-proof occupations include those that require communication, managing people, creativity, and specialized knowledge. This radical transformation of the workplace demands a well-trained workforce equipped with so-called **soft skills**, sometimes also called **emotional intelligence**. However, these powerful social and interpersonal skills are anything but "soft" or inferior. To reflect their growing importance, we prefer to use the terms **interpersonal skills** or **professional skills**, which may be defined as a combination of communication, logical reasoning, critical thinking, teamwork, and time management skills.[6]

The contemporary workplace is a fast-paced, competitive, and highly connected digital environment. Communication technology provides unmatched mobility and connects individuals anytime and anywhere in the world. Technology-savvy businesses such as Nordstrom have recognized the power of social media and created a seamless customer experience that's integrated across all channels. These businesses know that to survive, they must innovate and constantly reinvent themselves. Individuals, too, must remain flexible, ready to remake themselves when needed. The COVID-19 pandemic is a case in point. It has devastated the economy and forced millions to work from home. Confronting such a major crisis requires a robust skill set.

In an increasingly complex, networked, and mobile environment, communication skills matter more than ever.[7] 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 contemporary 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 while also providing tips to help you function effectively in today's fast-moving, technology-driven workplace.

1-1a Communication Skills: Your Ticket to Work

When we discuss communication skills, we generally mean reading, listening, nonverbal, speaking, and writing skills. In addition, workers today must be media savvy and exercise good judgment when posting messages on the Internet and writing e-mails. To be successful, they must guard their online image and protect the reputation of their employers.

In making hiring decisions, employers often rank communication skills among the most desirable competencies.[8] No wonder. According to one survey, the average worker spends almost 12 hours per week answering e-mail at the office and another five hours from home.[9] Many employees also write reports, memos, presentations, social media posts, and more. As one writing coach puts it: "Having excellent writing skills can make you an indispensable member of your team or company. And it's one of the best ways to remain consistently employable—no matter your profession."[10] The ability to communicate well is an always-in-demand, transferable skill.

Writing has been variously called a "career sifter," a "threshold skill," and "the price of admission,"[11] indicating that effective writing skills can be a stepping-stone to great job opportunities. Poorly developed writing skills, however, may derail a career. Writing is a marker of high-skill, high-wage, professional work, according to Bob Kerrey, former university president and chair of the National Commission on Writing. If you can't express yourself clearly, he says, you limit your opportunities for many positions.[12]

If interpersonal skills matter greatly, writing effectively can be even more critical. Ever since the digital revolution swept the workplace, most workers write their own messages. New communication channels appeared, including the Internet and e-mail, followed by instant messaging, blogs, and social media networks. We communicate more than ever. With our smart devices, we communicate on the go. Americans now devote almost 70 percent of their waking hours to screen time. According to market research firm Nielsen, adults in the United States on average spend more than 11 hours daily interacting with all kinds of media, primarily TV, but almost four hours on their smartphones and tablets.[13]

The mobile revolution is stimulating huge economic growth and has profoundly changed how we communicate; it has become the fastest-adopted technology of all time.[14] Figure 1.1 displays the emergence of new technology and the rapid growth of Internet users over the last two decades. So far, the number of Internet users has roughly doubled every five years.

Writing matters more than ever because online media require more of it, not less. An important PayScale study revealed an unexpected finding. The skill most lacking among recent college

Note: Because this is a well-researched textbook, you will find small superscript numbers in the text. These announce information sources. Citations are located in the References section at the end of the book. This edition uses a modified American Psychological Association (APA) reference citation format.

Note: Following major publication guides, in this book direct quotations will be presented verbatim, i.e., exactly as the words and punctuation appeared in the original text. Occasionally, the quotation style may clash with the book style. For example, the authors prefer *e-mail*, but the quotation shows *email*.

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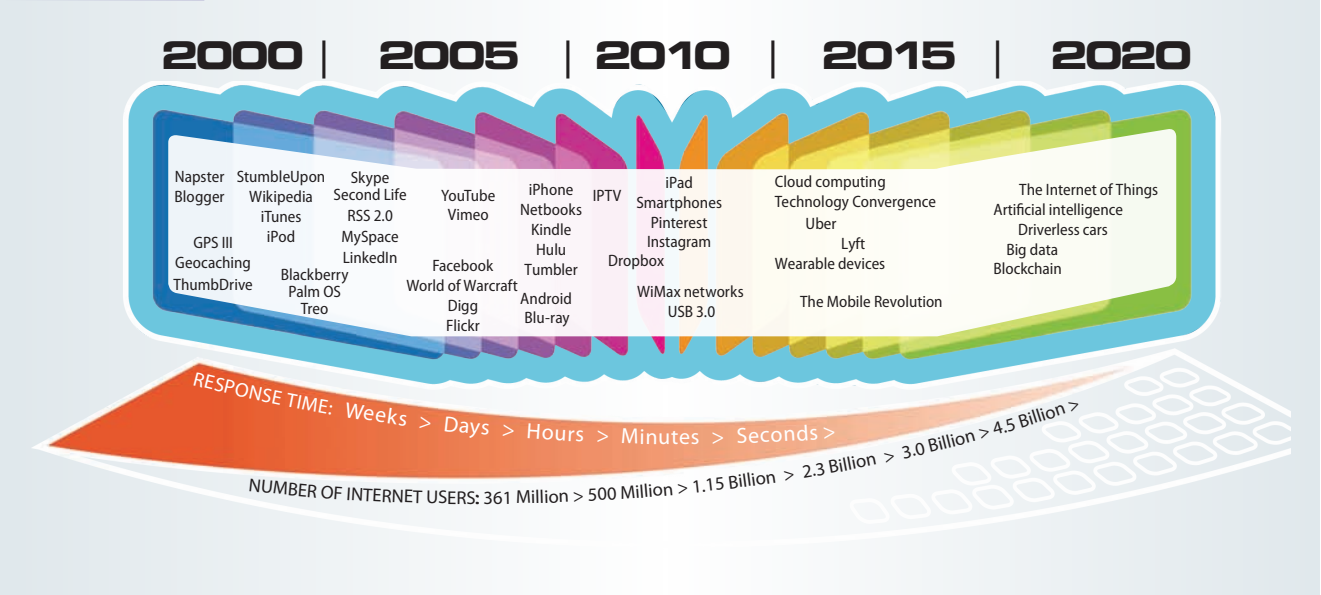
FIGURE 1.1 Time Line: Evolving Technology and Social Media



graduates, said 44 percent of the managers polled, was writing proficiency.[15] Dan Schawbel, research director at Future Workplace, agreed: "No working day will be complete without writing an email or tackling a new challenge, so the sooner you develop these skills, the more employable you will become."[16] Breaking with the norm, PayScale considers writing and speaking skills to be "hard" skills, perhaps as a nod to their tremendous importance.

1-1b 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 course and this book include teaching you basic business communication skills, such as how to write an effective e-mail, a short message on a mobile device, or a clear business letter, and how to make a memorable presentation with various digital media.

Thriving in the challenging interconnected 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 curriculum because they will equip you with the skills most needed in today's fast-paced information- and data-driven workplace.

Reality Check

Robot-Proof Workplace Survival Skills

"Many jobs require … very human qualities like communication, empathy, creativity, strategic thinking, questioning, and dreaming. Collectively, we often refer to these qualities as 'soft skills,' but don't let the name fool you; these soft skills are going to be hard currency in the job market as AI and technology take over some of the jobs that can be performed without people."[17]

—Bernard Marr, *author, consultant, futurist*

1-2 Building Future-Proof Skills for the Twenty-First-Century Workplace

LEARNING OUTCOME

2 Understand the impact of powerful interpersonal skills and a college education for your professional success in the hyperconnected digital age workplace.

Information technology has changed how we work, play, and communicate. It has never been easier to access and share information via various digital media from a vast network of sources and distribute it nearly instantly and to widespread audiences. What hasn't changed is that communication skills need time and effort to develop. To achieve literacy in the digital age means not only using multimedia applications and snazzy late-model gadgets but also thinking critically

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about new media. It means using technology thoughtfully and in a professional manner to achieve success in a hyperconnected world.

The twenty-first-century economy depends mainly on information and knowledge. Previously, in the Industrial Age, raw materials and physical labor 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) get paid for their education and their ability to learn.[18]

More recently, we are hearing the term **information worker** to describe those who produce and consume information in the workplace.[19] Regardless of the terminology, knowledge and information workers engage in mind work. They must make sense of words, figures, and data. At the same time, according to professional services firm Deloitte, roughly 90 percent of all existing data generated on our planet was created just in the last five years. The data that humans create and copy annually in the "digital universe" is doubling every 12 months.[20] This exponential growth of knowledge is expected to continue and accelerate.

In this light, it may not surprise you that jobs in the information technology sector are likely to increase 13 percent by 2026.[21] Mobile technology generated almost $3.3 trillion in revenue globally in one year alone and is responsible for 11 million jobs, according to Boston Consulting.[22] However, even in a strong economy and a very tight U.S. labor market, hundreds of thousands of jobs in science, technology, engineering, and math (STEM) remain unfilled, primarily in sought-after fields such as data analytics, AI, cloud computing, and IT security.[23] Experts also worry about domestic talent shortages in skilled manufacturing.[24] In such a quick-changing environment, continuous, lifelong learning will make you more competitive and valuable to future employers. Only an adaptable, highly skilled workforce is well equipped to weather any economic climate as well as global competition.

Reality Check

Wake-Up Call for Grads

"Technical skills turn over fast, so employers are looking for fast learners who can quickly evolve and have exceptional soft skills—the ability to write, listen and communicate effectively."[25]

—Lauren Weber *and Chip Cutter, business reporters, The Wall Street Journal*

1-2a Why Should You Care?

As an information 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 on to use e-mail, multimedia slide presentations, podcasts, or Instagram and Facebook as well as other social media in a professional setting. With added job responsibilities, you will be expected to make sound decisions and solve complex problems. Yet in a PayScale survey, half of the employers said new-hires are not workplace ready, mainly lacking critical-thinking and reasoning skills.[26] As you can see, if you possess or develop your critical thinking ability, you will thrive.

BigNazik/Shutterstock.com

In college, you are learning to think, read, and ask questions to function in a complex networked world. The avalanche of information that engulfs you daily requires you to evaluate all sources critically because not all news outlets were created equal. Some engage in deliberate disinformation as they pursue a hidden political agenda. Others may be purposely manipulated by hostile powers engaging in a cyber war. Bots and fake accounts have been found to spread propaganda via social media—untruths planted to divide Americans and disrupt public discourse.

As a discerning businessperson and voter in a democracy, you will be challenged to stay informed, detect fake news stories, and withstand attempts at manipulation. However, even the very definition of the catch phrase **fake news** is complex. After

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all, many types of misinformation (accidental untruth) and disinformation (intentional untruth) exist. Two U.S. economists have presented research defining fake news as "news stories that have no factual basis but are presented as facts."[27] In partisan politics, the term *fake news* has also been used to describe unwelcome evidence that some people find uncomfortable because it clashes with their convictions. The key ability to accurately evaluate new information—a hallmark of **information literacy**—will be discussed in Chapter 11. A questioning, critical-thinking mindset is an important interpersonal skill in any profession.

1-2b Thinking Critically in the Digital Age

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

Management and employees work together in such areas as product development, quality control, and customer satisfaction. All workers, from executives to subordinates, need to think creatively and critically. Toyota's corporate culture of continuous improvement (**kaizen**) by engaged and empowered workers has been the envy of the manufacturing world. Competing with Google and Uber Technologies in the race for connected, autonomous, and electric cars, Toyota created a centralized group of 200 workers to adapt continuous improvement to new business such as car sharing and consumer robots.[29] 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 deciding. Figure 1.2

Reality Check

Leadership Skills of the Future

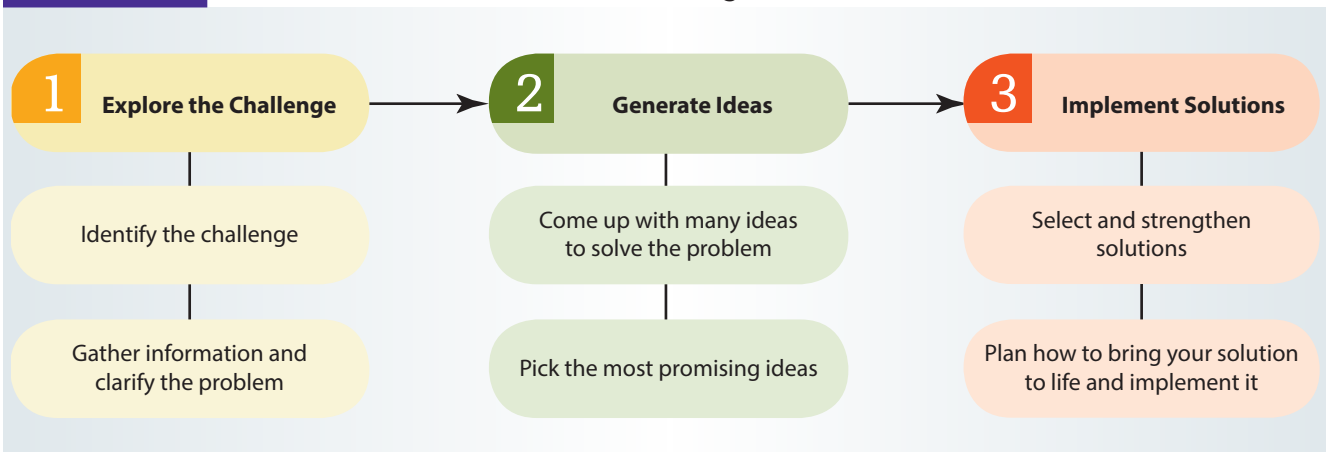
"The skills necessary at the higher echelons will include especially the ability to efficiently network, manage public relations, display intercultural sensitivity, marketing, and generally what author Dan Goleman would call 'social' and 'emotional' intelligence. [This also includes] creativity, and just enough critical thinking to move outside the box."[28]

—Simon Gottschalk, *sociologist, author*

Kobby Dagan/Shutterstock.com

Toyota's futuristic electric vehicle Concept-i is equipped with an AI assistant, dubbed Yui, designed to interpret drivers' emotions and learn to adjust to the passengers' needs, foreshadowing an AI companion capable of a full-fledged natural-language conversation.

FIGURE 1.2 Osborn–Parnes Creative Problem-Solving Process



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provides a three-point plan to help you think critically and solve problems competently. As you can see, 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 chapter in this text, you will find activities and problems that will help you develop and apply your critical-thinking skills.

1-2c Managing Your Career Well: Guarding Your Credibility

To find an entry-level job and advance, you will need to be proactive and exercise greater control over your career than college graduates before you did. Like most workers today, you will not find nine-to-five jobs, predictable pay increases, lifetime security, and even conventional workplaces. Quite likely, your future employer may first observe your online presence before deciding to invite you for an interview.

Don't presume that companies will provide you with a clearly defined career path or planned developmental experiences. Your opportunities may broaden when the economy is humming, even if your skills are not up to speed. However, only adequate skills will recession-proof your career. In the private sector, you will most likely work for multiple employers, moving back and forth between work and education, and between work and family responsibilities. Increasingly, the workplace and your career will resemble not a vertical corporate ladder but a more intricate, open, fluid, and interconnected framework—a **corporate lattice**.[30]

To keep up with evolving technologies and procedures, you can expect lifelong learning and career training. After all, you might have to pursue four or five different careers (not just jobs) in your lifetime.[31] Primarily because technology is changing lightning fast, traditional colleges and universities cannot keep pace; often their graduates are not workplace ready. Therefore, in a tight job market, some companies have started to offer boot camp-style academies to nontraditional candidates. For example, Capital One Financial and health-care company DaVita are trying to attract and train the skilled workers they need before hiring the best of them.[32] Scrambling to fill its 150,000 vacant IT support jobs, Google is partnering with a Texas community college to develop an IT certification program.[33] Whether you are currently employed or about to enter today's demanding workplace, you must be willing to continually learn new skills that supplement the basic skills you are acquiring in college.

Reality Check

Constant Career Readiness

"As work moves from climbing a career ladder to navigating a career lattice, people have to be in a mode of constant career readiness."[34]

—Jason Swanson, *futurist, director of strategic foresight at KnowledgeWorks*

In addition, in a hyperconnected professional environment, 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. Your credibility is a precious asset. Well-crafted tweets, astute comments on LinkedIn, Instagram, and Facebook, competent e-mails, and thoughtful blog posts will help you continually make a positive impression. As one career advisor explains: "Every interaction—from how you greet your coworkers in the morning to how you summarize a status update in an email—contributes to how people view you."[35] In short, you will need to nurture and safeguard your professionalism online and off. You will learn more about interpersonal skills and professionalism in Chapter 2.

1-2d Acquiring Crisis-Proof Skills to Weather Any Job Market

The upheaval of the economy following the COVID-19 pandemic turned the job market upside down. Recent college graduates and entry-level workers were especially hard hit. However, as the economy recovers, new grads who are flexible and well-prepared are finding opportunities even in a tough job market.[36] In one of its much-noted Job Outlook studies, the National Association of Colleges and Employers (NACE) recently asked employers what attributes they seek in new college graduates.

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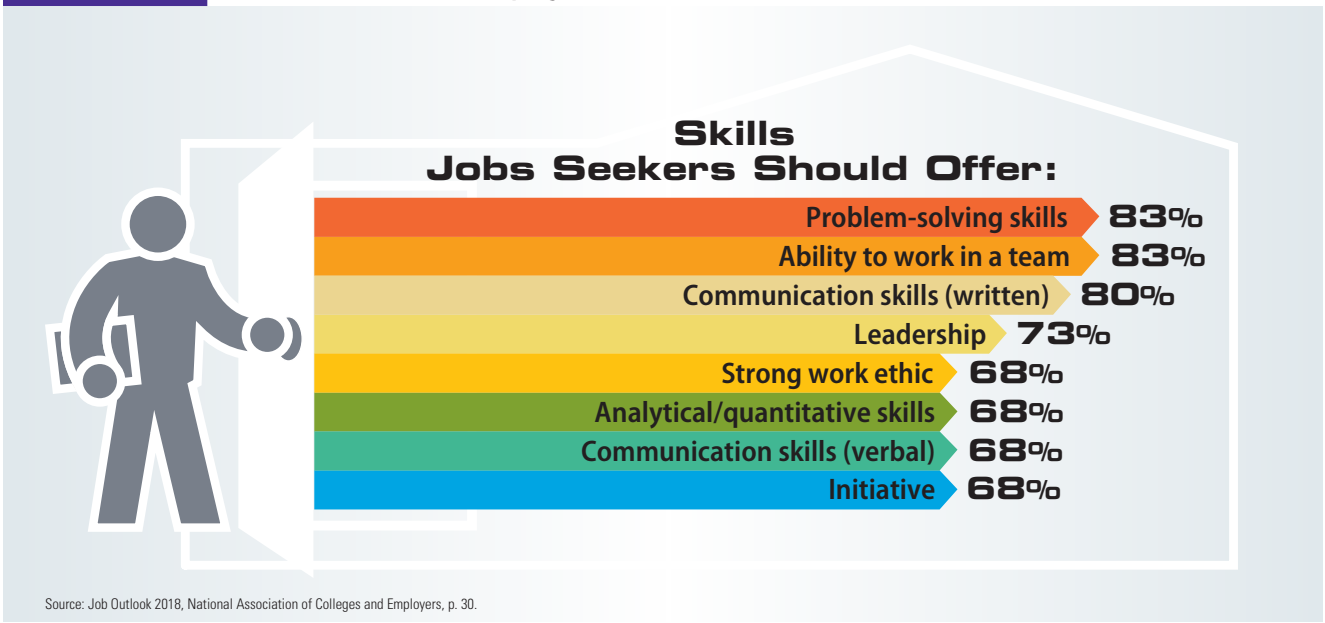
FIGURE 1.3 Powerful Job Skills Employers Seek



Source: Job Outlook 2018, National Association of Colleges and Employers, p. 30.

First, a prospective employee must meet the employer's fundamental criteria, including having the required major, course work, and GPA. By the way, fewer employers screen candidates by GPA than just five years ago; however, GPA continues to serve as a crucial distinguishing factor in most industries, with 3.0 (a B average) as a cutoff.[37] If a candidate passes these hurdles, then employers look for interpersonal and professional skills such as problem solving, teamworking, and writing ability, as shown in Figure 1.3.[38]

Although employers seek these skills, they are not always pleased with what they find. The Association of American Colleges and Universities (AACU) asked executives and hiring managers about graduates' career readiness. The employers noted that students were adequately trained for entry-level jobs but were not equipped for advancement. In their view, promotable graduates excel at oral communication, critical thinking, ethical judgment, teamwork, independent work, self-motivation, writing, and real-world application of learning. However, only 40 percent are well prepared, said the executives.[39] To make sure you don't disappoint future employers, take advantage now of opportunities to strengthen your writing, presentation, and critical-thinking skills.

1-2e Understanding How Your Education Drives Your Income

As college tuition rises steeply and student debt mounts, you may wonder whether going to college is worthwhile. The American public seems to share this skepticism, as a Gallup poll suggests. Fewer than half of adults in the United States expressed confidence in higher education.[40] Yet the effort and money you invest in earning your college degree will most likely pay off. College graduates earn more, suffer less unemployment, and can choose from a wider variety of career options than workers without a college education. Moreover, college graduates have access to the highest-paying and fastest-growing careers, many of which require a degree. A college education also correlates positively with better health care and longer life expectancy.[41]

Reality Check

"New-Collar Skills" Needed Beyond a College Degree

"[Many jobs at IBM] require a certain set of skills; we call them new-collar skills that maybe require a two-year degree or just different skill sets. We think the capabilities and the skills are even more important than the degree because things change so quickly in a lot of hot new fields: cybersecurity, analytics, cognitive, even things we're doing within marketing or design."[44]

—Jennifer Ryan Crozier, *former president of IBM Foundation and VP, IBM Corporate Citizenship*

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