

Contents

List of figures	xiii
List of tables	xv
List of case studies	xvi
List of 'face-to-face' cases	xviii
The authors	xix
The contributors	xx
Preface to the fourth edition	xxii
Acknowledgements	xxvi
1 Perspectives on communication	1
1.1 Introducing communication	1
1.2 Communicating in organisations: issues and challenges	2
1.3 Stage one: a simple model of the communication process	4
1.4 Feedback, expectations and subjectivity	8
1.5 Organisational communication: key dimensions	9
1.6 Different perspectives on communication	11
Summary	17
Key terms	18
Practical exercises	18
Glossary	21
Further reading	21
Useful websites	22
References	22
Part 1 Principles of communication	
2 Breaking barriers: communication in practice	27
2.1 Introduction	27
2.2 Barriers to communication? Identifying underlying causes	28
2.3 Technological over-optimism and 'blaming the tools'	29
2.4 Physiological and neurological factors	29
2.5 Social, cultural, linguistic and ethical barriers	36
2.6 Overcoming the barriers	47
Summary	51
Key terms	51
Practical exercises	51
Glossary	55
Further reading	56
Useful websites	56
References	56

3 Using words: verbal communication	59
3.1 Introduction	59
3.2 Clarity: using plain English	60
3.3 Style, grammar, presentation	64
3.4 Beyond plain English? Using language creatively	65
3.5 Spoken English: additional communication issues	70
3.6 Language and organisation: narrative and discourse analysis	72
Summary	74
Key terms	75
Practical exercises	75
Glossary	78
Further reading	78
Useful websites	79
References	79
4 Making pictures: non-verbal communication	81
4.1 Introduction	81
4.2 Using 'pictures' at work	82
4.3 Potential benefits of non-verbal communication	84
4.4 Potential problems with visual media	89
4.5 The use and abuse of graphical data	93
4.6 Visualising data to improve communication	98
4.7 Visual aspects of corporate identity: an introduction	99
4.8 Human signals: from eye contact to appearance	100
Summary	106
Key terms	106
Practical exercises	106
Glossary	110
Further reading	110
Useful websites	110
References	111
5 Developing arguments: persuasive communication	113
5.1 Introduction	113
5.2 Persuasion in organisations	116
5.3 The essential principles: introducing rhetorical argument	117
5.4 The challenge of persuasion: audience, message and context	118
5.5 Persuasive practices: securing attention and arguing well	123
5.6 The other side of the argument? Persuasion as interaction	125
5.7 The ethics of persuasion	128
Summary	130
Practical exercises	131
Key terms	135
Glossary	135
Further reading	135
Useful websites	136
References	136

6	Establishing a dialogue: interactive communication	139
6.1	Introduction	139
6.2	Organisational feedback: an initial overview	140
6.3	Securing stakeholder feedback: the case of employees	144
6.4	Practicalities of feedback: designing a form	148
6.5	Feedback, knowledge and organisational learning	150
6.6	Individuals making use of feedback	152
	Summary	156
	Key terms	157
	Practical exercises	157
	Glossary	160
	Further reading	160
	Useful websites	160
	References	161
7	Making connections: organisational communication	163
7.1	Introduction	163
7.2	Five 'classic' organisational challenges	164
7.3	Emerging challenges: organisations in the twenty-first century	171
7.4	Organisational communication: reflecting on the challenges	179
	Summary	181
	Key terms	182
	Practical exercises	182
	Glossary	186
	Further reading	186
	Useful websites	187
	References	187

Part 2 Communication in practice

8	Letters, e-mails and instant messaging: written communication	193
8.1	Introduction	193
8.2	Business letters: principal uses and channel characteristics	194
8.3	The mysteries of page layout and structure	197
8.4	The style and content of a letter	200
8.5	Business stationery and letterhead design	203
8.6	E-mail: channel characteristics, formats and applications	204
8.7	Text messaging and beyond: emerging communication issues	212
	Summary	213
	Key terms	214
	Practical exercises	214
	Glossary	218
	Further reading	218
	Useful websites	219
	References	219

9 Reports, briefing papers and summaries	221
9.1 Introduction	221
9.2 Reports: principal types and purposes	222
9.3 Obtaining a clear specification	223
9.4 Researching and organising the source material	226
9.5 Report writing: drafting stage	226
9.6 Report writing: completion stage	233
9.7 Summarising written material: the vital art	238
9.8 Reflecting on the process of report writing	239
Summary	242
Key terms	242
Practical exercises	243
Glossary	246
Further reading	247
Useful websites	247
References	247
10 Adverts, social media, news releases and exhibitions	249
10.1 Introduction	249
10.2 Advertising and sales promotion: an overview	251
10.3 Planning an advertising and promotional campaign	252
10.4 Communicating with an advertisement	254
10.5 Public relations: an overview	263
10.6 Successful PR: long-term commitment vs. short-term fix	264
10.7 Media relations: planning a news release	267
10.8 Exhibitions and events	270
Summary	274
Key terms	274
Practical exercises	274
Glossary	279
Further reading	280
Useful websites	280
References	281
11 Interviews, questioning and listening	283
11.1 Introduction	283
11.2 Types of interview	284
11.3 Listening techniques	288
11.4 Questioning techniques and related behaviours	293
11.5 The interviewee's perspective: making the best of it?	297
11.6 Counselling techniques and the manager	302
Summary	303
Key terms	303
Practical exercises	304
Glossary	307
Further reading	308
Useful websites	308
References	309

12	Presentations and audio-visual technologies	311
12.1	Introduction	311
12.2	What makes presentations different?	312
12.3	Preparing the presentation materials	314
12.4	The presenter: posture, appearance, voice and memory	315
12.5	Audio-visual equipment and communication practices	322
12.6	On the day itself: final preparations	327
12.7	The presentation: four key elements	329
	Summary	335
	Key terms	336
	Practical exercises	336
	Glossary	339
	Further reading	340
	Useful websites	340
	References	341
13	Meetings, teams and negotiations	343
13.1	Introduction	343
13.2	Meetings: principal types and purposes	344
13.3	Advantages, disadvantages and channel characteristics	345
13.4	The formal meeting	346
13.5	On being a successful chair	350
13.6	Informal meetings: the benefits of team-working	355
13.7	The rise of the virtual team	360
13.8	Negotiation: applying persuasive communication	364
	Summary	373
	Practical exercises	374
	Key terms	378
	Glossary	378
	Further reading	378
	Useful websites	379
	References	379
14	Communication in perspective	383
14.1	Introduction	383
14.2	Five questions for organisational communicators	384
	Summary	397
	Key terms	398
	Questions for discussion	398
	Glossary	402
	Further reading	402
	Useful websites	402
	References	403
	Index	405