

Contents

Preface 000



Part One Basic Principles of Communication

1 The Communication Process 2

Everyone Needs Communication Skills 4

Strategic Flexibility (SF) 6
Creativity 7

Communication Is a Process 8
A Definition of Communication 8
The Elements of Communication 8

Communication Is a Transaction 13
*The Three Principles of Transactional
Communication 13*

Types of Communication 15
Intrapersonal Communication 15
Interpersonal Communication 15
Small-Group Communication 17
Computer-Mediated Communication 18
Public Communication 18
Intercultural Communication 18
Ethical Communication 20

Communicating Effectively 21
Where to Begin 22

The Internet and the Communication Process 23

Chapter Review 26
Summary 26
Key Terms and Concepts 27
Questions to Review 27

2 Self, Perception, and Communication 28

The Role of Self and Perception in
Communication 30

vi

Self-Concept 31
Reflected Appraisals 32
Social Comparisons 33
Self-Perception 35
Gender, Sex, and Self-Concept 36
Psychological Safety and Risk 37

Can You Improve Your Self-Concept? 38
Where Should Change Begin? 38
What Do You Want to Change about Yourself? 40
*Are Your Circumstances Keeping You from
Changing? 40*
Are You Willing to Take Some Chances? 40
What Would Be a Realistic Goal? 40
Can You Discipline Yourself? 41
Are There People Who Will Support You? 41
Can You Be More You-Centered? 41

The Map Is Not the Territory 41

The Internet, Self, and Communication 44

Perception 45
The Perceptual Process 45
Deletions, Distortions, and Generalizations 46
Perceptual Filters 47
Adjusting to Perceptual Influences 48

Chapter Review 52
Summary 52
Key Terms and Concepts 53
Questions to Review 53

3 Intercultural Communication 54

The Role of Intercultural Communication in
Communicating Effectively and Strategic
Flexibility 56
In Communicating Effectively 56
In Strategic Flexibility 57

What Is Culture? 57

You Are a Cultural Being 58

- The Importance of Studying Intercultural Communication 60
- Intercultural Communication and the Communication Model 62
- Studying Cultural Differences 63
Power Distance 63
Individualism versus Collectivism 64
Femininity versus Masculinity 64
Uncertainty Avoidance 65
Long-Term Orientation 65
High Context versus Low Context 65
- Barriers to Intercultural Communication 66
Ethnocentrism 66
Stereotyping 66
Prejudice 67
Discrimination 67
- Dealing with Barriers to Intercultural Communication 68
Communication between Nondominant- and Dominant-Group Members 68
The Consequences of Nondominant- and Dominant-Group Communication 71
- Improving Intercultural Communication 72
- The Internet and Intercultural Communication 74
- Chapter Review 76
Summary 76
Key Terms and Concepts 76
Questions to Review 77
- 4 Listening 78**
- The Role of Listening in Communicating Effectively and Strategic Flexibility 80
- Remembering Information 83
- Note-Taking Skills 84
- Listening Styles 85
- Culture and Listening 86
- Gender and Listening 87
- The Difficulty of Listening 88
- Learning to Listen 90
- Three Kinds of Listening 92
Active Listening 93
Critical Listening 94
- Empathic Listening* 95
- Talking So Others Will Listen 98
- The Internet and Listening 100
- Chapter Review 102
Summary 102
Key Terms and Concepts 102
Questions to Review 103
- 5 Verbal Communication 104**
- The Role of Verbal Communication in Communicating Effectively and Strategic Flexibility 107
Communicating Effectively 107
Strategic Flexibility 108
- How Words Work 109
- People Determine Meanings 112
- The Language Environment 113
People, Purposes, and Rules 113
Appropriate Language 114
Specialization 114
- Style, Roles, and Group Memberships 116
Gender and Language 116
Culture and Language 119
Dialect 120
Speaking and Writing 120
- Working on Your Communication 122
What Do You Want to Say? 122
How Do You Want to Say It? 122
To Whom Are You Talking? 124
What Metamessages Are You Sending? 125
Ethics 125
- The Internet and Verbal Communication 126
- Chapter Review 128
Summary 128
Key Terms and Concepts 129
Questions to Review 129
- 6 Nonverbal Communication 130**
- The Role of Nonverbal Communication in Communicating Effectively and Strategic Flexibility 132
Communicating Effectively 132
Strategic Flexibility 133
- Differences between Verbal and Nonverbal Communication 134

- Characteristics of Nonverbal Communication 134
 - Nonverbal Communication Is Culturally Determined* 134
 - Nonverbal Messages May Conflict with Verbal Messages* 135
 - Nonverbal Messages Are Largely Unconscious* 135
 - Nonverbal Communication Shows Your Feelings and Attitudes* 135
 - Nonverbal Communication Varies by Gender* 136
 - Types of Nonverbal Communication 136
 - Paralanguage* 136
 - Body Movement* 138
 - Eye Messages* 139
 - Attractiveness* 139
 - Clothing* 140
 - Body Adornment* 141
 - Space and Distance* 142
 - Space and Distance in Relationships* 142
 - Touch* 144
 - Smell* 145
 - Time* 146
 - Functions of Nonverbal Communication 147
 - Improving Your Nonverbal Communication 148
 - How Do People React to You?* 148
 - Can Videotapes Help Your Nonverbal Communication?* 148
 - Is Your Nonverbal Communication Appropriate to the Role You Are Playing?* 149
 - How Do You Use Your Space?* 149
 - How Do You Use Time?* 149
 - The Internet and Nonverbal Communication 149
 - Chapter Review 152
 - Summary* 152
 - Key Terms and Concepts* 152
 - Questions to Review* 153
- 

Part Two

Interpersonal
Communication
- 7 Interpersonal Relationships 154**
 - Emotional Intelligence 156
 - Being Self-Aware* 156
 - Managing Emotions* 157
 - Motivating Yourself* 157
 - Recognizing Emotions in Others* 158
 - Handling Relationships* 158
 - The Importance of Emotional Intelligence to Strategic Flexibility 158
 - Attraction to Others 159
 - Physical Attraction* 160
 - Perceived Gain* 160
 - Similarities* 160
 - Differences* 161
 - Proximity* 161
 - Cyberattraction* 161
 - Motives for Interpersonal Communication 162
 - Pleasure* 162
 - Affection* 162
 - Inclusion* 162
 - Escape* 163
 - Relaxation* 163
 - Control* 163
 - Health* 163
 - Cybermotivation* 163
 - Talking to Each Other 164
 - Roles, Relationships, and Communication* 164
 - Beginning Conversations: The Art of Small Talk* 164
 - Bids and the Bidding Process* 166
 - Owned Messages* 167
 - Self-Disclosure: Important Talk 168
 - The Importance of Self-Disclosure* 168
 - The Process of Self-Disclosure* 170
 - Self-Disclosure and Intimacy: Rewards and Fears* 171
 - When Should Self-Disclosure Occur?* 172
 - Essential Elements of Good Relationships 173
 - Verbal Skills* 173
 - Emotional Expressiveness* 173
 - Conversational Focus* 174
 - Nonverbal Analysis* 175
 - Conversational Encouragement* 175
 - Care and Appreciation* 175
 - Commitment* 176
 - Adaptation* 176
 - The Internet and Interpersonal Relationships 177
 - Chapter Review 180
 - Summary* 180
 - Key Terms and Concepts* 180
 - Questions to Review* 181

8 Evaluating and Improving Relationships 182

- The Stages of a Relationships 185
 - Coming Together* 186
 - Coming Apart* 189
- Evaluating Relationships: Ask the Right Questions 192
 - Ask Yourself Questions* 192
 - Ask Questions about Your Partner* 192
 - Ask Questions about Rewards and Costs* 193
 - Ask Questions about Roles* 194
- Improving Relationships: Use Communication Strategies 195
 - Aggressive Talk and Aggression* 196
 - Regrettable Talk* 197
 - Criticism and Complaints* 197
 - Avoidance* 199
 - Defensive Communication* 199
 - Avoiding Defense Communication: A Practical Example Resolving Conflict* 201
- Resolving Conflict 202
 - The Bottom Line* 203
- The Internet and Evaluating and Improving Relationships 203
- Chapter Review 206
 - Summary* 206
 - Key Terms and Concepts* 206
 - Questions to Review* 207

9 Communicating at Work: Professional Communication 208

- Principles of Professional Conduct 210
- Interviews 211
 - The Information Interview* 212
 - Information Interviews as Precursors to Job Interviews* 217
 - The Employment Interview* 219
- Cultural Differences in the Workplace 222
- Gender Differences in the Workplace 223
- Communicating within a Professional Atmosphere 224
 - Dealing with Conflict at Work* 224
- The Internet and Professional Communication 226

- Chapter Review 228
 - Summary* 228
 - Key Terms and Concepts* 229
 - Questions to Review* 229



Part Three Communicating in Groups

10 Small-Group Participation 230

- Why Learn about Small Groups? 233
- Characteristics of Small Groups 234
 - Cultural Values* 234
 - Group Norms* 235
 - Group Rules* 236
- Types of Groups 236
- Small-Group Effectiveness 237
 - Workable Size* 237
 - An Appropriate Meeting Place* 238
 - Suitable Seating Arrangements* 238
 - Cohesiveness and Commitment* 239
 - Groupthink* 239
 - Teams versus Groups* 241
- Discussion in Groups 241
 - Choosing a Topic* 242
 - Identifying the Problem* 243
 - Analyzing the Problem* 243
 - Finding and Evaluating Solutions* 245
 - Reevaluating Solutions* 246
- Participating in Group Discussion 247
 - Task Roles* 248
 - Maintenance Roles* 249
 - Dysfunctional Roles* 250
- The Internet and Small-Group Participation 251
- Chapter Review 254
 - Summary* 254
 - Key Terms and Concepts* 254
 - Questions to Review* 255

11 Group Leadership and Conflict Management 256

- What Is a Leader? 258
- How Leaders Influence Followers 258

x Contents

- Reward Power 259
- Coercive Power 259
- Legitimate Power 259
- Expert Power 259
- Referent Power 259
- How People Become Leaders 259
 - Personality Traits 260
 - Situational Factors 260
 - Strategic Flexibility 260
- Approaches to Leadership 261
 - Traditional Leadership Styles 261
 - Functional Leadership 262
 - Shared Leadership 262
 - Situational Leadership 263
- Leading the Group 264
 - Listening 264
 - Maintaining Neutrality and Objectivity 265
 - Establishing Procedures 265
 - Finding Solutions 265
 - Helping the Group to Progress 267
 - Seeking Diversity 267
 - Raising Questions 267
 - Focusing on Answers 268
 - Delegating Responsibility 268
 - Encouraging Social Interaction 268
 - Sharing a Vision 268
- Conflict in Groups 269
 - The Value of Substantive Conflict 269
 - Managing Group Conflict 270
- The Internet, Group Leadership, and Conflict Management 272
- Chapter Review 274
 - Summary 274
 - Key Terms and Concepts 274
 - Questions to Review 275



Part Four
Appendix A:
Computer-Mediated
Communication
(CMC) 276

- CMC and Literacy 277
- CMC and the Communication Model? 277

- Why Choose CMC over FtFC? 279
 - Personal Needs 279
 - Interpersonal Needs 280
 - Experimentation 281
- CMC and Developing Online Credibility 281
 - The Importance of Language 281
 - Essential Criteria 281
- Virtual Communities 282
 - Credibility in Virtual Communities 282
 - Values of Virtual Communities 282
 - Blogs as Virtual Communities 282
- How Do Ethics Relate to CMC? 283
 - Before You Write or Post 283
 - Before You Read 283
- Chapter Review 285
 - Summary 285
 - Key Terms and Concepts 285
 - Questions to Review 285



Part Five
Communicating
in Public 286
Appendix B:

A Quick Guide to Public
Speaking 286

- Preparation 286
- Delivery 287

**12 Getting Started and Finding
Speech Material 288**

- Why Study Public Speaking? 290
- Knowledge of Public Speaking 290
- Public Speaking and the Elements of Communication 290
- Preparation for Public Speaking 291
 - Finding a Topic 291
 - Narrowing the Topic 292
 - Selecting a Purpose 293
 - Analyzing the Audience 295
 - Analyzing the Occasion 300
 - Researching Your Topic: Where to Look 301
 - Supporting Material: What to Look For 304

The Internet and Getting Started 308
 Chapter Review 310
 Summary 310
 Key Terms and Concepts 310
 Questions to Review 311

13 Organizing and Outlining the Speech 312

Principles of Organization 316
 Relate Points to Your Specific Purpose and Central Idea 316
 Distinguish between Main and Minor Points 316
 Phrase All Points in Full Sentences 316
 Give All Points a Parallel Structure 317

Patterns of Organization 318
 Time Order 318
 Spatial Order 319
 Cause-and-Effect Order 320
 Problem–Solution Order 320
 Motivated Sequence 322
 Topical Order 322

The Speech Introduction 323
 State Your Purpose, Central Idea, and Main Points 323
 Get Attention 323
 Use Humor 324
 Use an Example 324
 Refer to the Occasion 325
 Show the Importance of the Subject 325
 Use Startling Information 325
 Use Personal Examples 326
 Use a Quotation 326
 Additional Tips for Introductions 326

The Speech Conclusion 327
 Summarize Your Main Ideas 327
 Include a Quotation 327
 Inspire Your Audience to Action 328
 Additional Tips for Conclusions 328

Speech Transitions 328
 Tips for Transitions 328

Preparing an Outline 329
 The Outline Format 329
 Full-Sentence and Keyword Outlines 330

The Reference List 330

The Internet and Organizing and Outlining the Speech 331

Sample Outline 334
 Chapter Review 340
 Key Terms and Concepts 340
 Questions to Review 341

14 Delivering the Speech 342

Characteristics of Good Delivery 344
 Conversational Quality 345
 Attentiveness 346
 Immediacy 346
 Directness 347

Types of Delivery 347
 Impromptu Speaking 347
 Speaking from a Manuscript 348
 Speaking from Memory 348
 Extemporaneous Speaking 349

How You Look 349
 Appearance 349
 Body Language 350
 Eye Contact 350
 Facial Expression 350
 Gestures 351
 Posture 351

How You Sound 351
 Volume 351
 Using a Microphone 351
 Pace 352
 Pitch and Inflection 352
 Enunciation 352

Using Visual Support 353
 Types of Visual Support 353
 Rules for Using Visual Support 360

Public Speaking Anxiety 361
 A Good Place to Begin 361
 Other Strategies for Reducing Anxiety and Controlling Nervousness 362

Rehearsing Your Speech 363
 Preparing Your Speech 363
 Trying Out Your Speech 364
 Rehearsing Actual Delivery 364

The Internet and Delivering the Speech 365

Chapter Review 368

Summary 368

Key Terms and Concepts 368

Questions to Review 368

15 The Informative Speech 370

Goals of an Informative Speaker 373

Increasing Understanding 373

Getting Attention 374

Helping Retention 375

Types of Informative Speeches 375

Objects 375

Processes 375

Events 375

Concepts 376

Overarching Principles 376

Strategies for Informative Speeches 376

Defining 376

Describing 378

Explaining 379

Arousing Interest in Your Topic 381

Arouse Curiosity 381

Present Anecdotes 381

Build Anticipation 382

Build Suspense 382

Other Techniques for Getting Attention 382

Getting Listeners Involved 383

Get the Audience to Participate 384

Ask Rhetorical Questions 384

Solicit Questions from the Audience 384

Presentations 385

Thorough Preparation 385

Natural Delivery 386

Effective Visuals 387

The Internet and the Informative Speech 387

Sample Speech 389

Chapter Review 394

Summary 394

Key Terms and Concepts 394

Questions to Review 395

16 The Persuasive Speech 396

Persuasion and the Communication Model 398

What Is Persuasion, and What Is Its Purpose? 399

Values, Beliefs, and Attitudes 399

Values 400

Beliefs 400

Attitudes 401

Why Persuasion Is Difficult 401

Strategies of Persuasion 403

Determine Your Purpose 403

Analyze Your Audience 404

Appeal to Your Audience Using Logic 404

Appeal to Your Audience Using Emotion 409

Use Research to Prove Your Points 411

Choose Your Language Carefully 412

Appeal to Your Audience Using Your Credibility 412

Expertise 412

Dynamism 413

Trustworthiness 413

Ethics 413

Structure Your Material Effectively 414

Questions of Fact, Value, and Policy 414

One-Sided versus Two-Sided Arguments 416

Order of Presentation 416

The Internet and the Persuasive Speech 418

Sample Speech 419

Chapter Review 426

Summary 426

Key Terms and Concepts 426

Questions to Review 427

Glossary G-1

References R-1

Credits C-1

Index I-1