

Contents

Preface xiii

Acknowledgments xv

CHAPTER ONE

Communicating for Career Success 1

Communication Essentials 3

The Importance of Appropriate Communication 4

Communication Components 5

Communicators 6

Messages 7

Channels 9

Circumstances 10

Feedback 10

Noise/Distractions 11

Communication Situations 14

Communication Principles 16

Final Thoughts 19

CHAPTER TWO

Intrapersonal Examination 21

The Perceptual Process 23

Varying Perceptions 26

Perception Checking 27

Perception Related to Self-Concept 31

Perception Related to Self-Esteem	33
Values, Personal Qualities (Skills), and Communication Assessments	34
Values	34
Personal Qualities (Skills)	37
Communication Skills	38
Final Thoughts	41

CHAPTER THREE

Job Searches, Résumés, and Cover Letters 43

Résumés	45
Résumé Sections	46
Misrepresentation on a Résumé	52
Language on a Résumé	53
Formatting and Layout	56
Additional Résumé Strategies	59
Cover Letters	63
Preparing for Writing a Cover Letter	64
Formatting the Cover Letter	67
LinkedIn	69
Social Networking, References, and Job Searching	72
Final Thoughts	76

CHAPTER FOUR

Interviewing 79

Preparing for the Overall Interview Experience	81
Preparing for the Virtual Interview	83
Phone Interviews	83
One-Way On-Demand Vocal and Written Interviews	84
Two-Way Videoconferencing Interviews	85
Preparing for an On-Camera Experience	85
Moving On	88
Preparing for the On-Site Interview	88
Getting to the Site Preparations	88
Mental Preparations	89
Making a Great Impression	91
Answering Questions Effectively	97
Asking Effective Questions	103
Illegal Interview Questions	104

Communicating After the Interview 104

Final Thoughts 106

CHAPTER FIVE

Basic Skills for the First Week 109

Impression Management and Branding 110

Stereotyping 113

Self-Disclosure 115

Observation 118

Listening 119

Listening/Feedback Styles 120

Implications of Styles 123

Improving Listening Skills 123

Fact versus Inference 124

Attributing Meaning 125

The Art of Conversation 126

Technology in the First Week 129

Attitude 130

Final Thoughts 132

CHAPTER SIX

Writing Skills and Technology for the First Week and Beyond 135

Basic Writing Skills 136

Terms 136

Nonverbal Appearance 138

Common Writing Errors 139

Types of Writing in the Workplace 142

Email 142

Texting 147

Thank-You Notes 148

Invitations 148

Letters 149

Memo Writing 150

Formal Task Report 152

Technology and the Workplace 157

Slides 158

Web Conferencing 158

Electronic Document Preparation 158
Social Networking 159
Final Thoughts 163

CHAPTER SEVEN

Teamwork and Your Career 165

Distinguishing between Groups and Teams 166
An Effective Beginning 166
 Introductions 167
 Skills 168
 Goals 168
 Members' Needs 169
Task versus Social Elements of Teamwork 171
Followership—The Employee's Role 173
Interpersonal Skills in Teams 177
Planning and Running Meetings 178
 Planning for Meetings 179
 Prepare an Agenda 179
 Running Proper Meetings 180
 Meeting Dos and Don'ts 182
 Virtual Meetings 183
Final Thoughts 185

CHAPTER EIGHT

Decision Making, Problem Solving, Management, and Leadership 187

Types of Decision Making 188
 Vote 188
 Leader Mandate 189
 Compromise 189
 Consensus 189
Problem-Solving Models 190
 Brainstorming 190
 Nominal Group Technique 191
 Delphi Technique 192
 The Reflective-Thinking Process 192
 When Does Reflective Thinking Yield a Bad Solution? 198
Managing and Leading 200
 Management 201
 Overview of Management Duties 202

Leadership	203
Difference between Management and Leadership	203
Brief Overview of Leadership Theories	205
Transactional Leadership and Transformational Leadership	207
Characteristics of Good Leaders	209
What Sets a Good Leader Apart from the Rest?	210
Final Thoughts	212

CHAPTER NINE

Presentational Speaking 215

Choose Your Purpose	217
Confirm Your Topic	217
Prepare Your Key, Goal, and Thesis	218
Key	218
Goal	219
Thesis	220
Research, Organize, and Outline	220
The Informative Structure	221
The Persuasive Structure	222
Selecting a Structure for Miscellaneous Presentations	227
Structure and Organization of Group Presentations	228
Visual Aids	232
Practice and Delivery	232
Practice	233
Delivery	233
Final Thoughts	236

CHAPTER TEN

Potentially Threatening or Uncomfortable Communication 239

Conflict in the Workplace	239
Conflict-Resolution Styles	242
Competing Style	243
Accommodating Style	244
Avoiding Style	245
Compromising Style	246
Collaborating Style	246
Reflections on Conflict-Resolution Styles	249

Sexual Harassment 250
Performance Reviews 254
Final Thoughts 257

CHAPTER ELEVEN

Take Nothing for Granted Everything Matters 259

Networks and Networking 260
Storytelling in Interpersonal Settings 263
Gender Communication 264
Intercultural Communication 268
The Art of Business Dining 271
 Behavior During the Meal 272
 Managing Food 273
 Alcohol 273
Final Thoughts 275

APPENDIX: Additional Resources 279

References 301

Index 307