



# Business Communication Process & Product

6th  
BRIEF  
CANADIAN  
EDITION

MARY ELLEN GUFFEY ■ DANA LOEWY ■ ESTHER GRIFFIN



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# Business Communication

## Process & Product

SIXTH BRIEF CANADIAN EDITION

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by Mary Ellen Guffey, Dana Loewy, and Esther Griffin

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# BUSINESS COMMUNICATION: PROCESS & PRODUCT

## 6TH BRIEF CANADIAN EDITION

### Dear Business Communication Student:

The sixth 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 Canadian 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 nearly three decades have been updated in this edition.

In addition to solid instruction in writing skills, which employers continue to demand, the sixth brief 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.
- **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-way 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 T.S.F.* 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 almost 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. Having taught from various editions of *Business Communication: Process and Product* during her career, and developed ancillary and teaching resources for the textbook, Griffin is thrilled to join the Nelson team as adapting author of the sixth brief Canadian edition. She believes that with technology and global trends rapidly affecting the workplace, strong communication skills are more important than ever. Griffin encourages students to keep their employability skills sharp by using this textbook in the classroom and beyond.

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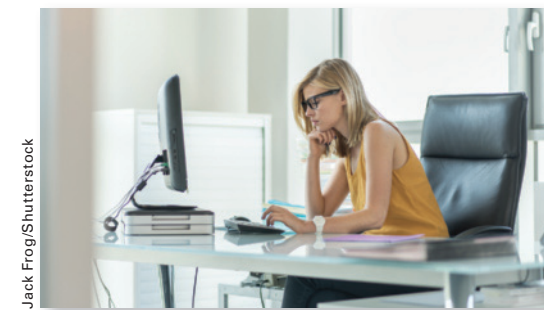
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# Introduction

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*Business Communication: Process and Product* offers the most up-to-date and best researched text on the market. The sixth 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, Sixth 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.

**Spotlight on Communication (Canadian case studies)** begin and end every chapter and create opportunities to stimulate vigorous in-class or online discussion of topics. In addition, each Spotlight on Communication has a related end-of-chapter activity for students to further apply their critical thinking and writing skills.

**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.

## NEW TO THE EDITION

- **The *Style Guide for Business Communication: Process and Product* has been reintegrated into 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.
- **Conference Board of Canada's Employability Skills 2000+** provides students with a list of fundamental, personal management, and teamwork skills. In each unit, students develop these essential skills required for the workplace.
- **New Spotlight on Communication boxes in every chapter** explore relevant communication strategies and challenges at companies across Canada, including Canadian Tire, Via Rail, Sobeys, and Lululemon.
- **Increased Canadian content** includes updated research and statistics, new figures, and Indigenous and francophone content.
- **Updated and new Canadian Ethics Check boxes** stimulate rich class discussions, both in the classroom and online.
- **New Career Coach and Plugged In boxes** allow for focused discussions on relevant and current issues in the workplace.
- **The stunning new design, with its engaging infographics and figures**, presents concepts in an innovative, appealing format that includes more bulleted sections and third-level headings to strengthen comprehension and engagement.
- **New end-of-chapter activities** will help students develop workplace writing, presenting, team, and social media skills.



## STUDENT RESOURCES

Stay organized and efficient with **MindTap**—a single destination with all the course material and study aids students need to succeed. The MindTap that accompanies this textbook includes

- Animated model documents
- Videocases 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.
- YouSeeU is an interactive platform where students can record and upload videos using easy-to-use recording tools that are accessible on multiple devices. Instructors can easily view and grade submitted video assignments and offer valuable commentary at a precise frame for targeted feedback.
- 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.
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## INSTRUCTOR'S RESOURCES

The Nelson Education Teaching Advantage (NETA) program delivers research-based instructor resources that promote student engagement and higher-order thinking to enable the success of Canadian students and educators. To ensure the high quality of these materials, all Nelson ancillaries have been professionally copyedited.

Be sure to visit Nelson Education's Inspired Instruction website at [nelson.com/inspired/](http://nelson.com/inspired/) to find out more about NETA. Don't miss the testimonials of instructors who have used NETA supplements and seen student engagement increase!

All NETA and other key instructor's ancillaries are provided on the Instructor's Resource Centre, giving instructors the ultimate tool for customizing lectures and presentations.

### 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 [nelson.com/instructor](http://nelson.com/instructor) to access the ultimate tools for customizing lectures and presentations.

**NETA Test Bank:** This resource includes more than 950 multiple-choice questions written according to NETA guidelines for effective construction and development of higher-order questions. Also included are 480 true/false questions and 40 essay questions.

The NETA Test Bank is available in a new cloud-based platform. Nelson Testing Powered by 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 want. Nelson Testing Powered by Cognero for *Business Communication: Process and Product* can be accessed through [nelson.com/instructor](http://nelson.com/instructor). Printable versions of the Test Bank in Word format are available through your sales and marketing representative.

**NETA 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*. NETA 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 NETA PowerPoint or create their own PowerPoint presentations.

**NETA 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.

# Appreciation for Support

I am very pleased to introduce the new design and updated content of the sixth brief Canadian edition of *Business Communication: Process and Product*. The Nelson 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. The Nelson team would also like to thank Kathleen Rhodes and Patricia Rogin, former Canadian adapting authors, for their immense contributions to the textbook.

I'd like to extend a warm thank-you to the amazing team of professionals at Nelson Education Limited, including Natalia Denesiuk Harris, Alexis Hood, Courtney Thorne, and Dawn Hunter. Their expertise and guidance have been invaluable during the development of this edition. Thank you also to Anne-Marie Taylor for this opportunity and for her support over the years.

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 Nelson 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:

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As well, I am thankful to the hundreds of students I have taught over the years. Their thoughts on the textbook and learning materials were deeply considered for this edition.

Thank you also to my children for their love and support.

*Esther Griffin*

# UNIT 1

# Communication Foundations



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

### FUNDAMENTAL SKILLS

- Communicate ✓
- Manage Information ✓
- Think and Solve Problems ✓

### PERSONAL MANAGEMENT SKILLS

- Demonstrate Positive Attitudes and Behaviours ✓
- Be Responsible ✓
- Be Adaptable ✓
- Learn Continuously ✓

### TEAMWORK SKILLS

- Work With Others ✓
- Participate in Projects and Tasks ✓

**CHAPTER 1**  
Business Communication in the Digital Age

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

**CHAPTER 3**  
Intercultural Communication



# Business Communication in the Digital Age

## CHAPTER 1

### 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.

## CANADIAN TIRE—TRUE CANADIAN SPIRIT

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! Canadian Tire is an organization that faced a near-death experience but through good management has continued to be brand relevant. Competition from Home Depot and others continues to be tough, but Canadian Tire still delivers.<sup>1</sup>



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To remain competitive, Canadian Tire is listening and responding to its customers. Canadian Tire Corp. is quietly phasing out the printed edition of the catalogue it has been publishing twice a year for almost nine decades (with a current print run of 6 million copies an issue) in favour of moving the publication entirely online.<sup>2</sup> Environmentalists are applauding this decision as the company reinforces that it is watching the trends and listening to customers.

In addition to the catalogues being phased out and the advertising changing, Canadian Tire's money is also under scrutiny. While Canadian Tire's paper money is still in daily use, it now offers a My Canadian Tire "Money" card, providing consumers with a digital option for collecting rewards.<sup>3</sup> A loyalty program will remain as one of the drivers of future growth for the company as it faces increasing competition from the world's "largest and most sophisticated retailers" and the changing demands posed by an aging population and new Canadians.<sup>4</sup>

## CRITICAL THINKING

- How is Canadian Tire 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 anytime and 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.<sup>5</sup> 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.

## 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

## 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.

## Note

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

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.<sup>6</sup>

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.

Writing skills, which were always a career advantage, are now a necessity.<sup>7</sup> In fact, business professionals may not realize how much poor writing skills can impede their careers. They can be your ticket to work—or your ticket out the door. “Rightly or wrongly, people judge their colleagues based on their writing ability,” says R. Craig Hogan, director of the Business Writing Center and author of *Explicit Business Writing*. Writing has been variously called a “career sifter,” a “threshold skill,” and “the price of admission,”<sup>8</sup> indicating that effective writing skills can be a stepping stone to great job opportunities.

## 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.”<sup>9</sup> This includes fundamental, personal management, and teamwork skills, as detailed in Figure 1.1.<sup>10</sup>

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 the Digital Age

Writing matters more than ever because the online media require more of it, not less.<sup>11</sup> Ever since the digital revolution swept the workplace, most workers write their own messages. An important poll by Hart Research Associates supports this view. The participating employers admitted that their expectations of employees have increased because the challenges on the job are more complex than in the past. The executives also said that employees today need a broader range of skills and higher levels of knowledge in their fields.<sup>12</sup> Developing these skills in this course will help you stand out.

## 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.



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

# Tools for Success in the 21st-Century Workplace

## LEARNING OBJECTIVE 2

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

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.<sup>13</sup> What hasn't changed is that 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) get paid for their education and their ability to learn.<sup>14</sup>

More recently, we are hearing the term *information worker* to describe those who produce and consume information in the workplace.<sup>15</sup> 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, the knowledge available in the “digital universe” is more than doubling every year, according to computing pioneer George Dyson.<sup>16</sup>

A report by the Canadian Imperial Bank of Commerce suggested that one fifth of Canada's labour market already suffers from too few qualified workers, particularly in the health care, mining, business services, and advanced manufacturing sectors.<sup>17</sup> A recent LinkedIn poll also indicates that employers are looking for advanced computer skills.<sup>18</sup> Statistics Canada reports that the financial, educational, and health care sectors, as well as skilled labour positions, are becoming more digital because of consumer demand.<sup>19</sup>

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

## Why Should You Care?

As a knowledge 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 study, human resources professionals identified problem solving and critical thinking as top workplace skills today, right behind adaptability and flexibility.<sup>20</sup> You are learning to think, read, and ask questions in a networked world, accessed with computers, tablets, smart-phones, 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. With potentially a global audience watching, it is important to project a positive, professional image.<sup>21</sup>

## 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*, 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



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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.

Figure 1.1 Employability Skills 2000+



## Employability Skills 2000+

The skills you need to enter, stay in, and progress in the world of work—whether you work on your own or as a part of a team.

These skills can also be applied and used beyond the workplace in a range of daily activities.



### Fundamental Skills

The skills needed as a basis for further development

You will be better prepared to progress in the world of work when you can:

#### COMMUNICATE

- read and understand information presented in a variety of forms (e.g., words, graphs, charts, diagrams)
- write and speak so others pay attention and understand
- listen and ask questions to understand and appreciate the points of view of others
- share information using a range of information and communications technologies (e.g., voice, e-mail, computers)
- use relevant scientific, technological, and mathematical knowledge and skills to explain or clarify ideas

#### MANAGE INFORMATION

- locate, gather, and organize information using appropriate technology and information systems
- access, analyze, and apply knowledge and skills from various disciplines (e.g., the arts, languages, science, technology, mathematics, social sciences, and the humanities)

#### USE NUMBERS

- decide what needs to be measured or calculated
- observe and record data using appropriate methods, tools, and technology
- make estimates and verify calculations

#### THINK AND SOLVE PROBLEMS

- assess situations and identify problems
- seek different points of view and evaluate them based on facts
- recognize the human, interpersonal, technical, scientific, and mathematical dimensions of a problem
- identify the root cause of a problem
- be creative and innovative in exploring possible solutions
- readily use science, technology, and mathematics as ways to think, gain, and share knowledge, solve problems, and make decisions
- evaluate solutions to make recommendations or decisions
- implement solutions
- check to see if a solution works, and act on opportunities for improvement

remain plentiful. To be successful in these jobs, you will need to be able to think critically, make decisions, and communicate those decisions.

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

Figure 1.1 (Continued)



## Personal Management Skills

The personal skills, attitudes, and behaviours that drive one's potential for growth

You will be able to offer yourself greater possibilities for achievement when you can:

### DEMONSTRATE POSITIVE ATTITUDES AND BEHAVIOURS

- feel good about yourself and be confident
- deal with people, problems, and situations with honesty, integrity, and personal ethics
- recognize your own and other people's good efforts
- take care of your personal health
- show interest, initiative, and effort

### BE RESPONSIBLE

- set goals and priorities balancing work and personal life
- plan and manage time, money, and other resources to achieve goals
- assess, weigh, and manage risk
- be accountable for your actions and the actions of your group
- be socially responsible and contribute to your community

### BE ADAPTABLE

- work independently or as part of a team
- carry out multiple tasks or projects
- be innovative and resourceful: identify and suggest alternative ways to achieve goals and get the job done
- be open and respond constructively to change
- learn from your mistakes and accept feedback
- cope with uncertainty

### LEARN CONTINUOUSLY

- be willing to continuously learn and grow
- assess personal strengths and areas for development
- set your own learning goals
- identify and access learning sources and opportunities
- plan for and achieve your learning goals

### WORK SAFELY

- be aware of personal and group health and safety practices and procedures, and act in accordance with them



## Teamwork Skills

The skills and attributes needed to contribute productively

You will be better prepared to add value to the outcomes of a task, project, or team when you can:

### WORK WITH OTHERS

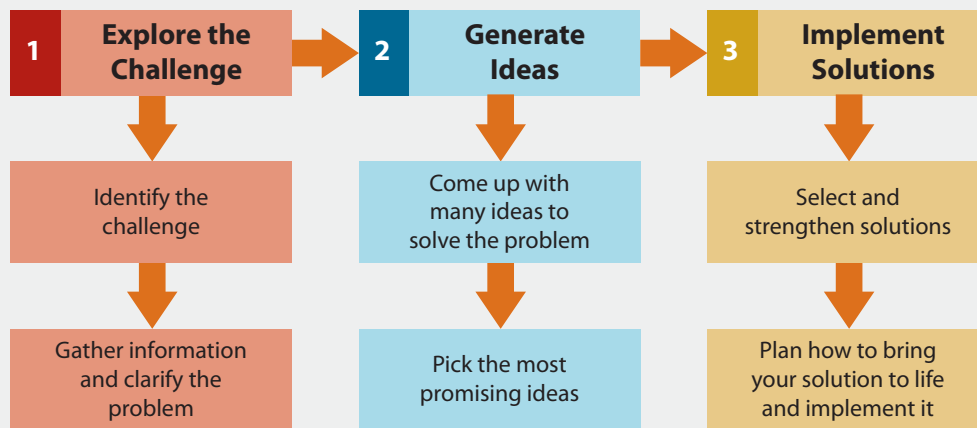
- understand and work within the dynamics of a group
- ensure that a team's purpose and objectives are clear
- be flexible: respect, and be open to and supportive of the thoughts, opinions, and contributions of others in a group
- recognize and respect people's diversity, individual differences, and perspectives
- accept and provide feedback in a constructive and considerate manner
- contribute to a team by sharing information and expertise
- lead or support when appropriate, motivating a group for high performance
- understand the role of conflict in a group to reach solutions
- manage and resolve conflict when appropriate

### PARTICIPATE IN PROJECTS AND TASKS

- plan, design, or carry out a project or task from start to finish with well-defined objectives and outcomes
- develop a plan, seek feedback, test, revise, and implement
- work to agreed-upon quality standards and specifications
- select and use appropriate tools and technology for a task or project
- adapt to changing requirements and information
- continuously monitor the success of a project or task and identify ways to improve

Courtesy of the Conference Board of Canada

**Figure 1.2 Osborn-Parnes Creative Problem-Solving Process**



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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 1.2 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 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

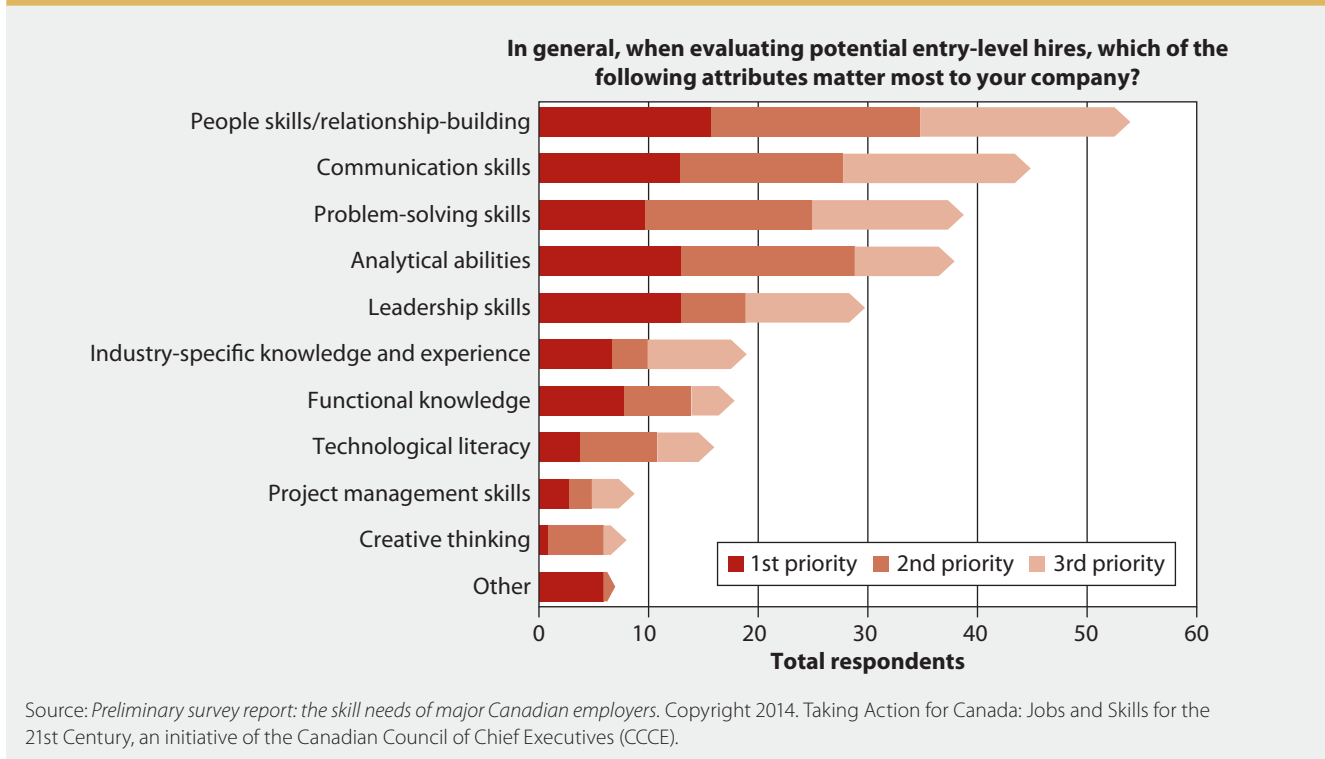
In the dynamic, highly competitive world of work, not even the most talented postsecondary graduate can afford to send out résumés, kick back, and wait to be discovered. You will need to be proactive and exercise greater control over your career than college and university graduates before you did. Like most workers today, you will not find nine-to-five jobs, predictable pay increases, lifetime security, or even conventional workplaces.<sup>22</sup> Don't presume that companies will provide you with a clearly defined career path or planned developmental experiences. In the private sector, you can expect to work for multiple employers, moving back and forth between work and education and between work and family responsibilities.<sup>23</sup> To keep up with evolving technologies and procedures, you can look forward to constant training and lifelong learning. 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 strong foundation of basic skills you are acquiring in college or university.

In addition, 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.<sup>24</sup> 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.<sup>25</sup> Similar results from another employer survey are summarized in Figure 1.3.

**Figure 1.3 Survey Shows the Skills Employers Want**



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.

## Trends and Challenges Affecting You in the Information Age Workplace

Today's workplace is changing profoundly and rapidly. As a businessperson and especially as a business communicator, 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, 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.

### LEARNING OBJECTIVE 3

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

## 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.

**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. Even Prime Minister Justin Trudeau has a strong social media presence, as Figure 1.4 illustrates. In 2016, WhatsApp had 1 billion users,<sup>26</sup> Facebook had 1.13 billion daily active users on average,<sup>27</sup> and Twitter had 313 million monthly active users.<sup>28</sup> Fifty-nine percent of Canadians visit Facebook each day, with 30 percent frequenting LinkedIn and Twitter.<sup>29</sup>