

Contents



Part One **Basic Principles of Communication**

Chapter 1 **The Communication Process 2**

Everyone Needs Communication Skills

Communication is a Process 7
A Definition of Communication 7
The Elements of Communication 8

Communication Is a Transaction 14
*The Three Principles of Transactional
Communication* 14

Types of Communication 18
Intrapersonal Communication 18
Interpersonal Communication 20
Small-Group Communication 21
Public Communication 21
Mass Communication 21

Intercultural Communication 22

Ethical Communication 23

Communicating Effectively 24
Where to Begin 24

Chapter Review 28

Questions to Review 29

References 29

Further Reading 30

Chapter 2 **Self, Perception, and Communication 32**

Self-Concept 34
Reflected Appraisals 36
Social Comparisons 37
Self-Perception 39
Gender, Sex, and Self-Concept 40
Psychological Safety and Risk 41

Can You Improve Your Self-Concept? 42
*What Do You Want to Change about
Yourself?* 44
*Are Your Circumstances Keeping You from
Changing?* 44
Are You Willing to Take Some Chances? 44
What Would Be a Realistic Goal? 45
Can You Discipline Yourself? 45
Are There People Who Will Support You? 45
Can You Be More You-Centered? 45

Perception 46
The Perceptual Process 48
Perceptions and the Self-Concept 50
Deletions, Distortions, and Generalizations 50
Perceptual Filters 51
Adjusting to Perceptual Influences 53

Chapter Review 57

Questions to Review 58

References 58

Further Reading 59

Chapter 3 **Intercultural Communication 62**

You Are a Cultural Being 65

What Is Culture? 66

The Importance of Studying Intercultural
Communications 68

Intercultural Communication and the
Communication Model 71

Studying Cultural Differences 74

Barriers to Intercultural Communication 78
Ethnocentrism 79
Stereotyping 79
Prejudice 80
Discrimination 80

Dealing with Barriers to Intercultural
Communication 80
*Communication between Nondominant- and
Dominant-Group Members* 81

The Consequences of Nondominant- and Dominant-Group Communication 85
Improving Intercultural Communication 86
Chapter Review 92
Questions to Review 93
References 93
Further Reading 94

Chapter 4 **Listening 98**

Listening Styles 102
Gender and Listening 103
Why Do People Have Problems Listening? 104
Cognitive Dissonance 104
Anxiety 105
The Controlling Listener 105
The Passive Listener 106
Learning to Listen 107
The Process of Listening 109
Predicting 109
Receiving Messages 109
Attending 110
Assigning Meaning 111
Remembering 111
Assessing 111
Listening for Information: Active Listening 113
Identify the Central Idea 114
Identify Supporting Material 115
Form a Mental Outline 116
Predict What Will Come Next 116
Relate Points to Your Experience 116
Look for Similarities and Differences 116
Ask Questions 116
Critical Listening 117
Determine the Speaker's Motives 118
Challenge and Question Ideas 118
Distinguish Fact from Opinion 119
Recognizing Your Own Biases 119
Assess the Message 119
Empathic Listening 120
Listening for Feelings 120
Negative Listening Responses 121
The Empathic-Listening Response 121
Listening for Enjoyment 124
Talking So Others Will Listen 125

Chapter Review 129
Questions to Review 129
References 130
Further Reading 131

Chapter 5 **Verbal Communication 134**

How Words Work 141
People Determine Meanings 144
The Language Environment 145
People, Purposes, and Rules 145
Appropriate Language 146
Specialization 147
Style, Roles, and Group Memberships 149
Gender and Language 151
Dialect 153
Speaking and Writing 154
Working on Your Communication 155
What Do You Want to Say? 156
How Do You Want to Say It? 156
To Whom Are You Talking? 159
What Metamessages Are You Sending? 160
Ethics 161
Chapter Review 163
Questions to Review 164
References 164
Further Reading 165

Chapter 6 **Nonverbal Communication 168**

Why Study Nonverbal Communication? 171
Nonverbal Communication and Our Model of Communication 171
Nonverbal Communication as a Transaction 174
Functions of Nonverbal Communication 174
Characteristics of Nonverbal Communication 175
Nonverbal Communication Is Culturally Determined 176
Nonverbal Messages May Conflict with Verbal Messages 176
Nonverbal Messages Are Largely Unconscious 177

<i>Nonverbal Communication Shows Your Feelings and Attitudes</i>	177	Motives for Interpersonal Communication	218
Types of Nonverbal Communication	179	Pleasure	219
Paralanguage	179	Affection	219
Body Movement	181	Inclusion	219
Eye Messages	183	Escape	219
Attractiveness	184	Relaxation	219
Clothing	185	Control	220
Body Adornment	188	Talking to Each Other	220
Space and Distance	189	Roles, Relationships, and Communication	220
Space/Distance in Relationships	192	Beginning Conversations: The Art of Small Talk	221
Touch	193	Bids and the Bidding Process	223
Time	195	Owned Messages	228
Improving Your Nonverbal Communication	196	Self-Disclosure: Important Talk	229
How Do People React to You?	196	The Importance of Self-Discipline	229
What Can Videotapes Show You about Your Nonverbal Communication?	197	The Process of Self-Disclosure	232
Is Your Nonverbal Communication Appropriate to the Role You Are Playing?	198	Self-Disclosure and Intimacy: Rewards and Fears	234
How Do You Use Your Space?	198	When Should Self-Disclosure Occur?	235
How Do You Use Time?	198	Family Communication	237
Chapter Review	200	The Systems Theory of Family	239
Questions to Review	200	Intimacy in Couples and Families	241
References	201	Happily Married Couples	245
Further Reading	203	Communication between Parents and Children	247
		Stepfamilies	248
		Quality Communication in a Family	249
		Subjects Better Left Unsaid in Families	249
		Chapter Review	250
		Questions to Review	251
		References	252
		Further Reading	253



Part Two

Interpersonal Communication

Chapter 7

Interpersonal Relationships 208

Emotional Intelligence	212
Being Self-Aware	212
Managing Emotions	213
Motivating Yourself	213
Recognizing Emotions in Others	214
Handling Relationships	214
Attraction to Others	215
Physical Attraction	216
Perceived Gain	216
Similarities	217
Differences	217
Proximity	218

Chapter 8

Evaluating and Improving Relationships 256

The Stages of a Relationship	258
Coming Together	259
Coming Apart	263
Essential Elements of Good Relationships	267
Verbal Skills	268
Emotional Expressiveness	268
Conversational Focus	269
Nonverbal Analysis	269
Conversational Encouragement	270
Care and Appreciation	270
Commitment	271

Communication Problems in Relationships 272
Aggressive Talk and Aggression 272
Regrettable Talk 274
Criticism and Complaints 275
Avoidance 278
Defensive Communication 278
Avoiding Defensive Communication: A Practical Example 281

Evaluating Your Relationships 282
Roles and Expectations 282
Renegotiating Roles 283
Costs and Rewards 283

Communication Solutions in Relationships 285
Empathetic Listening 285
I/You Messages 285
Assertiveness 286

Resolving Conflict 287

Relationships That Work 290

Chapter Review 292

Questions to Review 293

References 293

Further Reading 295

Chapter 9
Communicating at Work 298

The Information Interview 303
Preparing for the Interview 305
Conducting the Interview 312
Analyzing the Interview 313

Information Interviews as Precursors to Job Interviews 314

The Employment Interview 316
Evaluating the Job Description 317
Preparing a Resume 318
Cover Letters 325
The Interview 326
The Follow-Up Letter 331

Presentations 331
Thorough Preparation 333
Natural Delivery 333
Effective Visuals 335

Chapter Review 338

Questions to Review 339

References 339

Further Reading 340



Part Three
Communicating in Groups

Chapter 10
Small Groups: Characteristics 344

Why Discuss? 348

Characteristics of Small Groups 350
Cultural Values 350
Group Norms 351
Group Rules 351
Types of Groups 352

Small-Group Effectiveness 356
Workable Size 356
An Appropriate Meeting Place 357
Suitable Seating Arrangements 357
Cohesiveness and Commitment 359
Groupthink 359

Discussion in Groups 361
Choosing a Topic 361
Identifying the Problem 362
Analyzing the Problem 363
Finding and Evaluating Solutions 365
Choosing a Solution 368

Chapter Review 368

Questions to Review 368

References 369

Further Reading 369

Chapter 11
Group Leadership, Participation, and Conflict Management 372

What Is a Leader? 376

How Leaders Influence Followers 376
Reward Power 376
Coercive Power 376
Legitimate Power 377
Expert Power 377
Referent Power 377

How People Become Leaders 378
Personality Traits 378
Situational Factors 378

Approaches to Leadership 380
Functional Leadership 380
Traditional Leadership Styles 382
Situational Leadership 384

Leading the Group 388
Neutrality and Objectivity 389
Establishing Procedures 389
Helping the Group to Progress 391
Raising Questions 391
Focusing on Answers 392
Delegating Responsibility 392
Encouraging Social Interaction 392

Participating in Group Discussion 393
Roles in Discussion 393

Conflict in Groups 397
The Value of Substantive Conflict 398
Managing Group Conflict 399
Evaluating Group Performance 401

Chapter Review 404

Questions to Review 404

References 405

Further Reading 406



Part Four Communicating in Public

Chapter 12
Getting Started 410

A Quick Guide to Public Speaking 412
Preparation 412
Delivery 412

Selecting a Topic 416
Making a Personal Inventory 416
Using the Internet to Discover a Topic 418
Internet Brainstorming 422

Narrowing the Topic 422

Testing the Topic 425

Appropriate for the Audience? 425
Appropriate for You? 425
Appropriate for the Occasion? 426

Selecting a Purpose 427
The General Purpose 427
The Specific Purpose 429
The Central Idea 431

Analyzing the Audience 433
The Role of the Speaker 434
Audience Knowledge 434
Audience Interest 435
Audience Attitudes and Beliefs 436
Audience Demographics 437

Analyzing the Occasion 442
Length of the Speech 442
Time of Day 443
Physical Setting of the Speech 443

Chapter Review 445

Questions to Review 445

References 446

Further Reading 446

Chapter 13 Finding Speech Material 448

Researching Your Topic: Where to Look 455
Drawing on Personal Experience and Observation 455
Interviewing 456
Using the Library 456
Researching on the Internet 459

Supporting Material: What to Look For 470
Comparison 471
Contrast 472
Definition 473
Examples 473
Personal Experience 473
Statistics 475
Testimony 478
Polls 479
Studies 479

Adapting Supporting Material to Your Audience 479

Chapter Review 482

Questions to Review 483
References 483
Further Reading 484

Chapter 14
Organizing and Outlining the
Speech 486

Principles of Organization 491
Relate Points to Your Specific Purpose and
Central Idea 491
Distinguish between Main and Minor
Points 491
Phrase All Points in Full Sentences 492
Give All Points a Parallel Structure 492

Patterns of Organization 493
Time Order 494
Spatial Order 495
Cause-and Effect-Order 496
Problem-Solution Order 498
Motivated Sequence 500
Topical Order 501

The Speech Introduction 502
Stating Your Purpose, Central Idea, and Main
Points 503
Getting Attention 503
Use Some Humor 505
Use an Example 505
Refer to the Occasion 505
Show the Importance of the Subject 506
Use Startling Information 506
Use Personal Examples 507
Use a Quotation 508
Additional Tips for Introductions 509

The Speech Conclusion 509
Summarize Your Main Ideas 510
Include a Quotation 510
Inspire Your Audience to Action 510
Additional Tips for Conclusions 511

Speech Transitions 511
Tips for Transitions 511

Preparing an Outline 512
The Outline Format 512
Full Sentence and Key-Word Outlines 513

The Reference List 513

Chapter Review 523
Questions to Review 523
References 524
Further Reading 525

Chapter 15
Delivering the Speech 528

Characteristics of Good Delivery 533
Attentiveness 533
Immediacy 534
Directness 535
Conversational Quality 535

Types of Delivery 536
Impromptu Speaking 536
Speaking from a Manuscript 537
Speaking from Memory 538
Extemporaneous Speaking 538

How You Look 539
Appearance 539
Body Language 539
Eye Contact 540
Facial Expression 541
Gestures 542
Posture 542

How You Sound 542
Volume 543
Using a Microphone 543
Pace 544
Pitch and Inflection 545
Enunciation 545

Using Visual Support 546
Types of Visual Support 547
Rules for Using Visual Support 555

Controlling Nervousness 556

Practicing Your Speech 560
Preparing Your Speech 560
Trying Out Your Speech 561
Practicing Actual Delivery 562

Chapter Review 567
Questions to Review 567
References 568
Further Reading 568

Chapter 16**The Informative Speech 570**

Goals of an Informative Speaker 574

Getting Attention 574*Increasing Understanding* 575*Helping Retention* 576

Strategies for Informative Speeches 576

Defining 576*Describing* 580*Explaining* 584*Using Numbers* 584*Connecting the Known with the**Unknown* 586*Repeating and Reinforcing Ideas* 586*Arousing Interest in Your Topic* 586*Getting Listeners Involved* 591

Chapter Review 602

Questions to Review 602

References 603

Further Reading 603

Chapter 17**The Persuasive Speech 606**

Persuasion and the Communication Model 609

What Is Persuasion, and What Is Its Purpose? 610

Values, Beliefs, and Attitudes 611

Values 612*Beliefs* 613*Attitudes* 614

Why Persuasion Is Difficult 616

Strategies of Persuasion 618

Determine Your Purpose 619*Analyze Your Audience* 620*Appeal to Your Audience Using Logic* 620*Appeal to Your Audience Using Emotion* 625*Choose Your Language Carefully* 630

Structure Your Material Effectively 632

Questions of Fact, Value, and Policy 633*One-Sided versus Two-Sided Arguments* 634*Order of Presentation* 634

Build Your Credibility 637

Expertise 637*Dynamism* 638*Trustworthiness* 639*Ethics* 639

The Influence of the Internet on Persuasive Communication 640

Chapter Review 651

Questions to Review 652

References 652

Further Reading 653

Appendix Mass Communication and Media Literacy 656

What Is Media Literacy? 660

How Do the Media Relate to the Communication Model? 663

Why Study Media Literacy? 666

The Media Provide Instant News 666*The Media Shape Culture* 667*The Media Shape Attitudes* 669*The Media Influence Behavior* 670*The Media Connect Us with the Global**Community* 672*The Media Promote Responsible**Citizenship* 673*The Media Create Productive Workers* 673

How Does Assessment Relate to the Media? 673

How Should One Assess the Media? 676

Evaluating Information 676*Assessing Information on Television and in the Newspapers* 677*Assessing Information on the Internet* 677

How Do Ethics Relate to the Media? 681

Chapter Review 684

Questions to Review 685

References 685

Further Reading 686

Glossary 689

Illustration Credits 703

Index 709