

Preface xiii

About the Authors xxi

PART ONE ELEMENTS OF COMMUNICATION

- CHAPTER 1** Human Communication: What and Why 1
- CHAPTER 2** The Self, Perception, and Communication 31
- CHAPTER 3** Language 67
- CHAPTER 4** Listening 101
- CHAPTER 5** Nonverbal Communication 133

PART TWO INTERPERSONAL COMMUNICATION

- CHAPTER 6** Understanding Interpersonal Relationships 163
- CHAPTER 7** Improving Interpersonal Relationships 201

PART THREE COMMUNICATION IN GROUPS

- CHAPTER 8** The Nature of Groups 229
- CHAPTER 9** Solving Problems in Groups 259

PART FOUR PUBLIC COMMUNICATION

- CHAPTER 10** Choosing and Developing a Topic 287
- CHAPTER 11** Organization and Support 309
- CHAPTER 12** Presenting Your Message 335
- CHAPTER 13** Informative Speaking 357
- CHAPTER 14** Persuasive Speaking 377

APPENDIX

Interviewing A-1

Notes N-1

Glossary G-1

Credits C-1

Index I-1





CONTENTS

Preface xiii

About the Authors xxi

PART ONE ELEMENTS OF COMMUNICATION

CHAPTER 1 Human Communication: What and Why 1

COMMUNICATION DEFINED 2

Communication Is a Process 2

Communication Is Symbolic 3

TYPES OF COMMUNICATION 4

Intrapersonal Communication 4

Dyadic/Interpersonal Communication 5

Small Group Communication 5

Public Communication 5

Mass Communication 6

FUNCTIONS OF COMMUNICATION 6

Physical Needs 6

Identity Needs 7

Social Needs 8

Practical Needs 8

MODELING COMMUNICATION 9

A Linear Model 9

A Transactional Model 10

COMMUNICATION COMPETENCE:

WHAT MAKES AN EFFECTIVE COMMUNICATOR? 13

Communication Competence Defined 13

Characteristics of Competent Communicators 15

Intercultural Communication Competence 17

Competence in Mediated Communication 20

CLARIFYING MISCONCEPTIONS

ABOUT COMMUNICATION 23

Communication Does Not Always Require Complete Understanding 23

Communication Will Not Solve All Problems 24

Communication Isn't Always a Good Thing 24

Meanings Rest in People, Not Words 25

Communication Is Not Simple 25

More Communication Isn't Always Better 26

SUMMARY 27

KEY TERMS 27

ACTIVITIES 27

FOR FURTHER EXPLORATION 29

CHAPTER 2 The Self, Perception, and Communication 31

COMMUNICATION AND THE SELF 32

Self-Concept Defined 32

Communication and Development of the Self 33

Culture and the Self-Concept 35

The Self-Concept and Communication with Others 37

The Self-Fulfilling Prophecy 38

PERCEIVING OTHERS 41

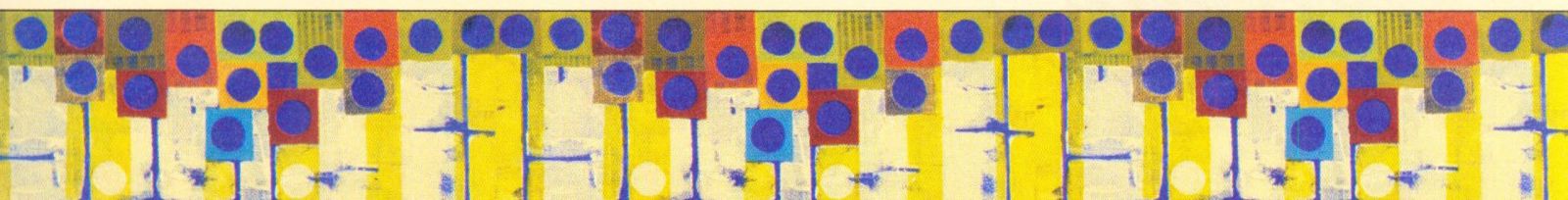
Steps in the Perception Process 41

Narratives and Perception 43

Common Perceptual Tendencies 44

Perception and Culture 48

Empathy and Perception 50



COMMUNICATION AND IDENTITY MANAGEMENT 54

- Public and Private Selves 54
- Characteristics of Identity Management 55
- Why Manage Identities? 59
- How Do We Manage Identities? 59
- Identity Management and Honesty 61

SUMMARY 63**KEY TERMS 63****ACTIVITIES 63****FOR FURTHER EXPLORATION 65****CHAPTER 3 Language 67****THE NATURE OF LANGUAGE 68**

- Language Is Symbolic 68
- Meanings Are in People, Not Words 69
- Language Is Rule Governed 70

THE POWER OF LANGUAGE 72

- Language Shapes Attitudes 72
- Language Reflects Attitudes 76

TROUBLESOME LANGUAGE 79

- The Language of Misunderstandings 79
- Disruptive Language 84
- Evasive Language 86

GENDER AND LANGUAGE 88

- Content 88

Reasons for Communicating 89

Conversational Style 90

Nongender Variables 91

CULTURE AND LANGUAGE 92

Verbal Communication Styles 92

Language and Worldview 96

SUMMARY 98**KEY TERMS 98****ACTIVITIES 99****FOR FURTHER EXPLORATION 99****CHAPTER 4 Listening 101****MISCONCEPTIONS ABOUT LISTENING 102**

- Listening and Hearing Are Not the Same Thing 103
- Listening Is Not a Natural Process 104
- All Listeners Do Not Receive the Same Message 104

OVERCOMING CHALLENGES TO EFFECTIVE LISTENING 104

- Mindful Listening Requires Effort 105
- Faulty Listening Behaviors 105
- Reasons for Poor Listening 107

PERSONAL LISTENING STYLES 111

- Content-Oriented 111
- People-Oriented 111
- Action-Oriented 111
- Time-Oriented 112

INFORMATIONAL LISTENING 112

- Don't Argue or Judge Prematurely 113
- Separate the Message from the Speaker 113
- Be Opportunistic 114

Look for Key Ideas 114

Ask Questions 115

Paraphrase 115

Take Notes 117

CRITICAL LISTENING 118

Listen for Information Before Evaluating 119

Evaluate the Speaker's Credibility 119

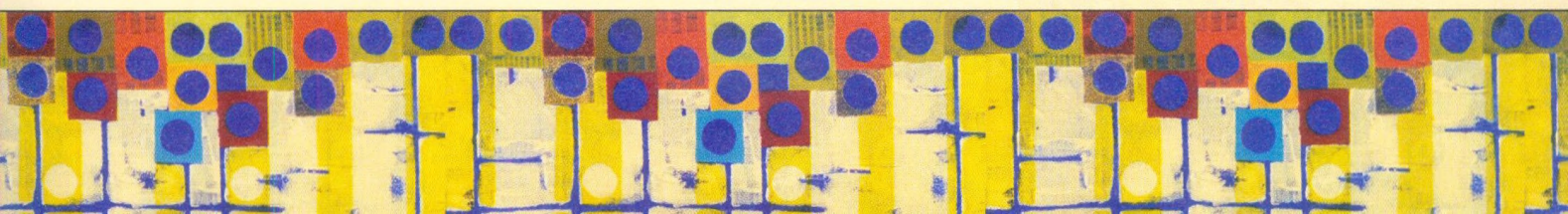
Examine the Speaker's Evidence and Reasoning 119

Examine Emotional Appeals 120

LISTENING AS SOCIAL SUPPORT 120

Types of Supportive Responses 121

When and How to Help? 128

SUMMARY 129**KEY TERMS 130****ACTIVITIES 130****FOR FURTHER EXPLORATION 131**

CHAPTER 5 Nonverbal Communication 133**CHARACTERISTICS OF NONVERBAL COMMUNICATION** 134

- Nonverbal Behavior Has Communicative Value 135
- Nonverbal Communication Is Primarily Relational 135
- Nonverbal Communication Is Ambiguous 137
- Nonverbal Communication Is Different from Verbal Communication 138
- Nonverbal Skills Are Important 139

INFLUENCES ON NONVERBAL COMMUNICATION 139

- Culture 139
- Gender 141

FUNCTIONS OF NONVERBAL COMMUNICATION 142

- Repeating 142
- Substituting 143
- Complementing 143
- Accenting 144

- Regulating 144
- Contradicting 144
- Deceiving 144

TYPES OF NONVERBAL COMMUNICATION 146

- Body Movement 146
- Voice 148
- Appearance 150
- Touch 151
- Space 152
- Environment 154
- Time 155

SUMMARY 156**KEY TERMS** 157**ACTIVITIES** 157**FOR FURTHER EXPLORATION** 159**PART TWO INTERPERSONAL COMMUNICATION****CHAPTER 6 Understanding Interpersonal Relationships** 163**WHY WE FORM RELATIONSHIPS** 164

- Appearance 164
- Similarity 164
- Complementarity 165
- Reciprocal Attraction 165
- Competence 165
- Disclosure 166
- Proximity 166
- Rewards 166

CHARACTERISTICS OF INTERPERSONAL COMMUNICATION 167

- What Makes Communication Interpersonal? 167
- Interpersonal Communication and the Internet 168
- Content and Relational Messages 169
- Metacommunication 171

COMMUNICATION OVER THE RELATIONAL LIFE SPAN 172

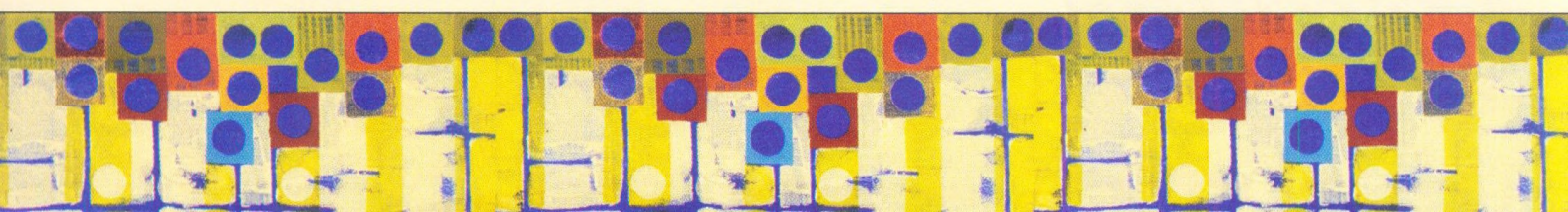
- A Developmental Perspective 172
- A Dialectical Perspective 176

INTIMACY IN INTERPERSONAL RELATIONSHIPS 180

- Dimensions of Intimacy 180
- Male and Female Intimacy Styles 181
- Cultural Influences on Intimacy 182

SELF-DISCLOSURE IN INTERPERSONAL RELATIONSHIPS 183

- Models of Self-Disclosure 184
- Characteristics of Effective Self-Disclosure 187
- Guidelines for Appropriate Self-Disclosure 189
- Alternatives to Self-Disclosure 191

SUMMARY 196**KEY TERMS** 197**ACTIVITIES** 197**FOR FURTHER EXPLORATION** 199

CHAPTER 7 Improving Interpersonal Relationships 201**COMMUNICATION CLIMATES IN INTERPERSONAL RELATIONSHIPS 202**

- Confirming and Disconfirming Messages 202
- How Communication Climates Develop 205
- Creating Positive Communication Climates 206

MANAGING INTERPERSONAL CONFLICT 209

- The Nature of Conflict 209
- Styles of Expressing Conflict 210
- Characteristics of an Assertive Message 213

- Gender and Conflict Style 215
- Cultural Influences on Conflict 216
- Methods of Conflict Resolution 217
- Steps in Win-Win Problem Solving 220

SUMMARY 223**KEY TERMS 223****ACTIVITIES 224****FOR FURTHER EXPLORATION 225****PART THREE COMMUNICATION IN GROUPS****CHAPTER 8 The Nature of Groups 229****WHAT IS A GROUP? 230**

- Interaction 230
- Interdependence 231
- Time 231
- Size 232
- Goals 232

GOALS OF GROUPS AND THEIR MEMBERS 233

- Individual Goals 233
- Group Goals 234

CHARACTERISTICS OF GROUPS 235

- Rules and Norms 235
- Roles 237
- Patterns of Interaction 242
- Decision-Making Methods 243

CULTURAL INFLUENCES ON GROUP**COMMUNICATION 245**

- Individualism Versus Collectivism 246
- Power Distance 247
- Uncertainty Avoidance 248
- Task Versus Social Orientation 248
- Short- Versus Long-Term Orientation 248

LEADERSHIP AND POWER IN GROUPS 249

- Power in Groups 249
- What Makes Leaders Effective? 251

SUMMARY 256**KEY TERMS 256****ACTIVITIES 256****FOR FURTHER EXPLORATION 257****CHAPTER 9 Solving Problems in Groups 259****PROBLEM SOLVING IN GROUPS: WHEN AND WHY 260**

- Advantages of Group Problem Solving 260
- When to Use Groups for Problem Solving 262

GROUP PROBLEM-SOLVING STRATEGIES AND FORMATS 263

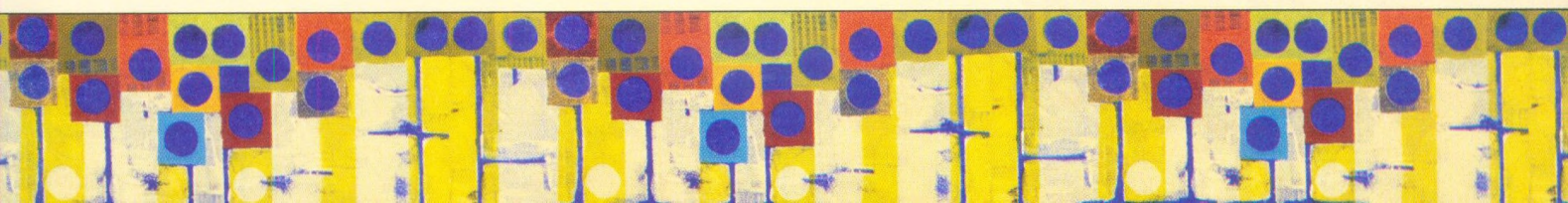
- Problem-Solving Formats 264
- Computer-Mediated Groups 265

APPROACHES AND STAGES IN PROBLEM SOLVING 266

- A Structured Problem-Solving Approach 266
- Developmental Stages in Problem-Solving Groups 272

MAINTAINING POSITIVE RELATIONSHIPS 273

- Basic Skills 274
- Building Cohesiveness 274



OVERCOMING DANGERS IN GROUP DISCUSSION 277

Information Underload and Overload 277

Unequal Participation 278

Pressure to Conform 279

SUMMARY 281

KEY TERMS 282

ACTIVITIES 282

FOR FURTHER EXPLORATION 283

PART FOUR PUBLIC COMMUNICATION

CHAPTER 10 Choosing and Developing a Topic 287

CHOOSING YOUR TOPIC 288

Look for a Topic Early 289

DEFINING PURPOSE 289

General Purpose 289

Specific Purpose 289

The Thesis Statement 291

ANALYZING THE SPEAKING SITUATION 292

The Listener: Audience Analysis 292

The Occasion 296

GATHERING INFORMATION 298

Internet Research 298

Library Research 298

Interviewing 300

Personal Observation 300

Survey Research 301

SAMPLE SPEECH 301

SUMMARY 305

KEY TERMS 306

ACTIVITIES 306

FOR FURTHER EXPLORATION 307

CHAPTER 11 Organization and Support 309

STRUCTURING YOUR SPEECH 310

Your Working Outline 310

Your Formal Outline 310

Your Speaking Notes 311

PRINCIPLES OF OUTLINING 311

Standard Symbols 312

Standard Format 312

The Rule of Division 312

The Rule of Parallel Wording 314

**ORGANIZING YOUR OUTLINE INTO A LOGICAL
PATTERN 314**

Time Patterns 314

Space Patterns 315

Topic Patterns 315

Problem-Solution Patterns 316

Cause-Effect Patterns 316

USING TRANSITIONS 317

BEGINNING AND ENDING THE SPEECH 318

The Introduction 318

The Conclusion 321

SUPPORTING MATERIAL 323

Functions of Supporting Material 323

Types of Supporting Material 324

Styles of Support: Narration and Citation 327

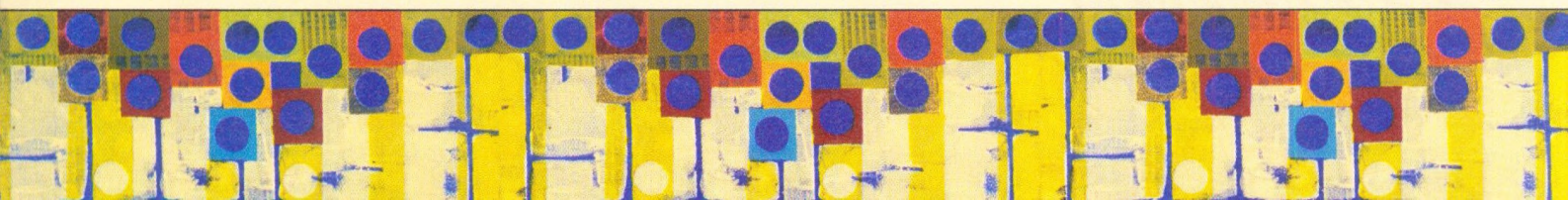
SAMPLE SPEECH 328

SUMMARY 332

KEY TERMS 332

ACTIVITIES 332

FOR FURTHER EXPLORATION 333



CHAPTER 12 Presenting Your Message 335**DEALING WITH STAGE FRIGHT** 336

- Facilitative and Debilitative Stage Fright 336
- Sources of Debilitative Stage Fright 336
- Overcoming Debilitative Stage Fright 338

TYPES OF DELIVERY 339

- Extemporaneous 339
- Impromptu 340
- Manuscript 341
- Memorized 342

PRACTICING THE SPEECH 342**GUIDELINES FOR DELIVERY** 343

- Visual Aspects of Delivery 343
- Auditory Aspects of Delivery 345

USING VISUAL AIDS 348

- Types of Visual Aids 348
- Media for the Presentation of Visual Aids 350
- Rules for Using Visual Aids 352

OFFERING CONSTRUCTIVE CRITICISM 353**SUMMARY** 354**KEY TERMS** 354**ACTIVITIES** 354**FOR FURTHER EXPLORATION** 355**CHAPTER 13 Informative Speaking** 357**TYPES OF INFORMATIVE SPEAKING** 358

- By Content 358
- By Purpose 359

INFORMATIVE VERSUS PERSUASIVE TOPICS 359

- An Informative Topic Tends to Be Noncontroversial 360
- The Informative Speaker Does Not Intend to Change Audience Attitudes 360

TECHNIQUES OF INFORMATIVE SPEAKING 360

- Define a Specific Informative Purpose 361
- Create Information Hunger 362
- Make It Easy to Listen 363

- Emphasize Important Points 363
- Use a Clear Organization and Structure 364
- Use Supporting Material Effectively 365
- Use Clear, Simple Language 366
- Generate Audience Involvement 366

SAMPLE SPEECH 369**SUMMARY** 374**KEY TERMS** 374**ACTIVITIES** 374**FOR FURTHER EXPLORATION** 375**CHAPTER 14 Persuasive Speaking** 377**CHARACTERISTICS OF PERSUASION** 378

- Persuasion Is Not Coercive 378
- Persuasion Is Usually Incremental 378
- Persuasion Is Interactive 379
- Persuasion Can Be Ethical 380

CATEGORIZING TYPES OF PERSUASION 381

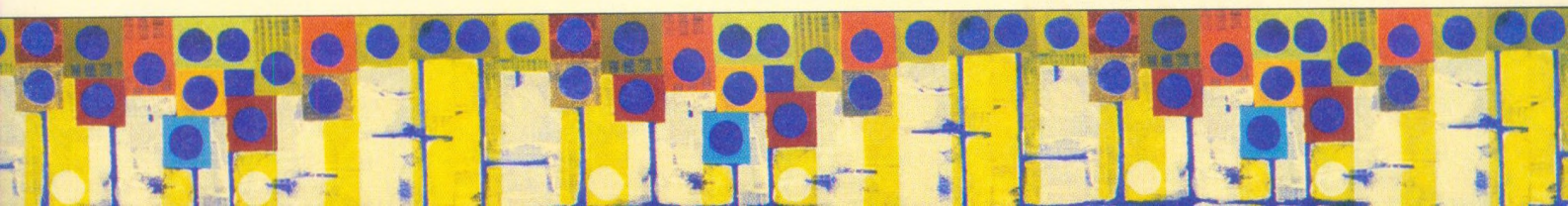
- By Types of Proposition 381
- By Desired Outcome 383
- By Directness of Approach 384

CREATING THE PERSUASIVE MESSAGE 385

- Set a Clear, Persuasive Purpose 385
- Structure the Message Carefully 387
- Use Solid Evidence 389
- Avoid Fallacies 391

ADAPTING TO THE AUDIENCE 392

- Establish Common Ground 393
- Organize According to the Expected Response 393
- Neutralize Potential Hostility 393



BUILDING CREDIBILITY AS A SPEAKER 395

- Competence 395
- Character 395
- Charisma 396

SAMPLE SPEECH 396

SUMMARY 401

KEY TERMS 401

ACTIVITIES 401

FOR FURTHER EXPLORATION 403

APPENDIX INTERVIEWING A-1

THE NATURE OF INTERVIEWING A-2

- Interviewing Defined* A-2
- How Interviewing Differs from Conversation A-3

PLANNING THE INTERVIEW A-3

- The Interviewer's Role A-3
- The Interviewee's Role A-9

CONDUCTING THE INTERVIEW A-10

- Stages of an Interview A-10
- The Interviewer's Responsibilities A-11
- The Interviewee's Responsibilities A-12

THE SELECTION INTERVIEW A-13

- Employment Strategies A-13
- Tips for the Interviewee A-14
- Interviewing and the Law A-20

THE INFORMATION-GATHERING INTERVIEW A-22

- Prepare for the Interview A-22
- Choose the Right Interviewee A-22
- Informational Interviewing Tips A-22

OTHER INTERVIEW TYPES A-23

- The Persuasive Interview A-23
- The Counseling Interview A-25
- The Survey Interview A-25

SUMMARY A-26

KEY TERMS A-26

Notes N-1

Glossary G-1

Credits C-1

Index I-1

