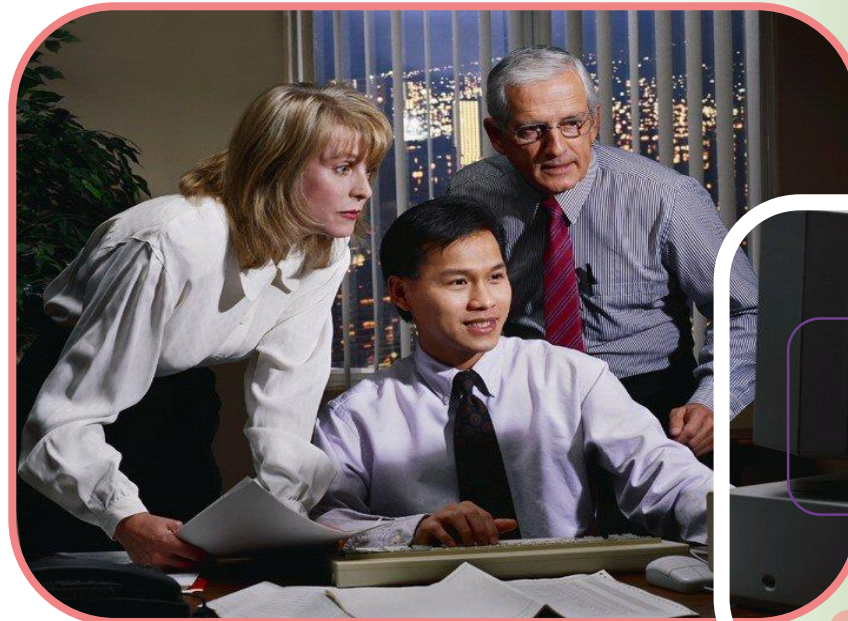


CHAPTER ONE

# Understanding Workplace Communication



# Overview

- ▲ The importance of communication
- ▲ Three forms of communication in business
- ▲ Formal and informal networks
- ▲ The process of communication
- ▲ Basic truths about communication

# The Importance of Communication Skills as Expressed by Business Authorities

- ▲ “Top executives from Fortune 500 companies rate communications skills as the most important quality for business leaders.”  
--Business Section  
New York Times
- ▲ “There may be no single thing more important in our efforts to achieve meaningful work and fulfilling relationships than to learn and practice the art of communication.”  
--Max De Pree, Author  
The Art of Leadership

# Evidence of Communication Weakness in Business

- ▲ “I’m surprised how so many people struggle with communication.”

--Michael Rook, Production Manager  
Hewlett Packard, San Diego, CA

- ▲ “The first thing the Human Resources Department did was give me a writing book.”

--Sam Reeves, IT Consultant  
AMS, Denver, CO

# Main Forms of Communication in Business

- ▲ Operational
  - ▲ Internal
  - ▲ External
  
- ▲ Personal

Intranets (or portals) like this one from Deere & Company are used for internal communication.

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**Market Info**

Updated 9/30/2003  
11:34AM ET  
(Delayed at least 20 min.)  
**DE** Last 52.59  
Change -0.12  
High/Low 52.77/52.26  
Volume 510300  
**S2-WI** High/Low 58.55/37.56  
**DJIA** 9277.51, -102.73  
**S&P 500** 995.91, -10.67  
**NASDAQ** 1795.87, -28.69  
**NYSE** 5634.93, -90.42  
*All Quotes from CCBN*  
[DE from Bloomberg](#)

**WW Security News**

John Deere Worldwide Security News

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**Enterprise News**

**Leese Appointment Announced**

Sept. 29 - Gail E. Leese has been appointed Director, New Business Initiatives, Worldwide Parts Services effective October 1.  
Blue Bulletin 1631

**2002 Summary of Annual Reports Now Online**

Sept. 24 - The Summary Annual Reports for 2002 for all of the various Deere & Company benefit plans are now available online for U.S. salaried employees. Law requires that these plans be made available to employees. The reports are located on the Human Resources Web site, accessed under Your Info on the enterprise navigation menu drop-down. From the Human Resources Web site, the plans are located under Benefits on the department menu drop-down.  
[Summary of Annual Reports](#)

**Building a Business as Great as Our Products**

**2004 Enterprise Business Objectives**

[SVA Scorecard: Updated through 3rd quarter](#)

[Executive Speeches](#)

**John Deere Promise**

**2003 Enterprise Business Objectives**

**John Deere Online Features**

[Guidelines for the Intranet](#)

[How to use the John Deere Brand](#)

[John Deere Today: Company Overview \(Downloadable file\)](#)

[Maps for John Deere Worldwide Locations now online](#)

[Make John Deere Online Your Homepage](#)

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# Communication Networks

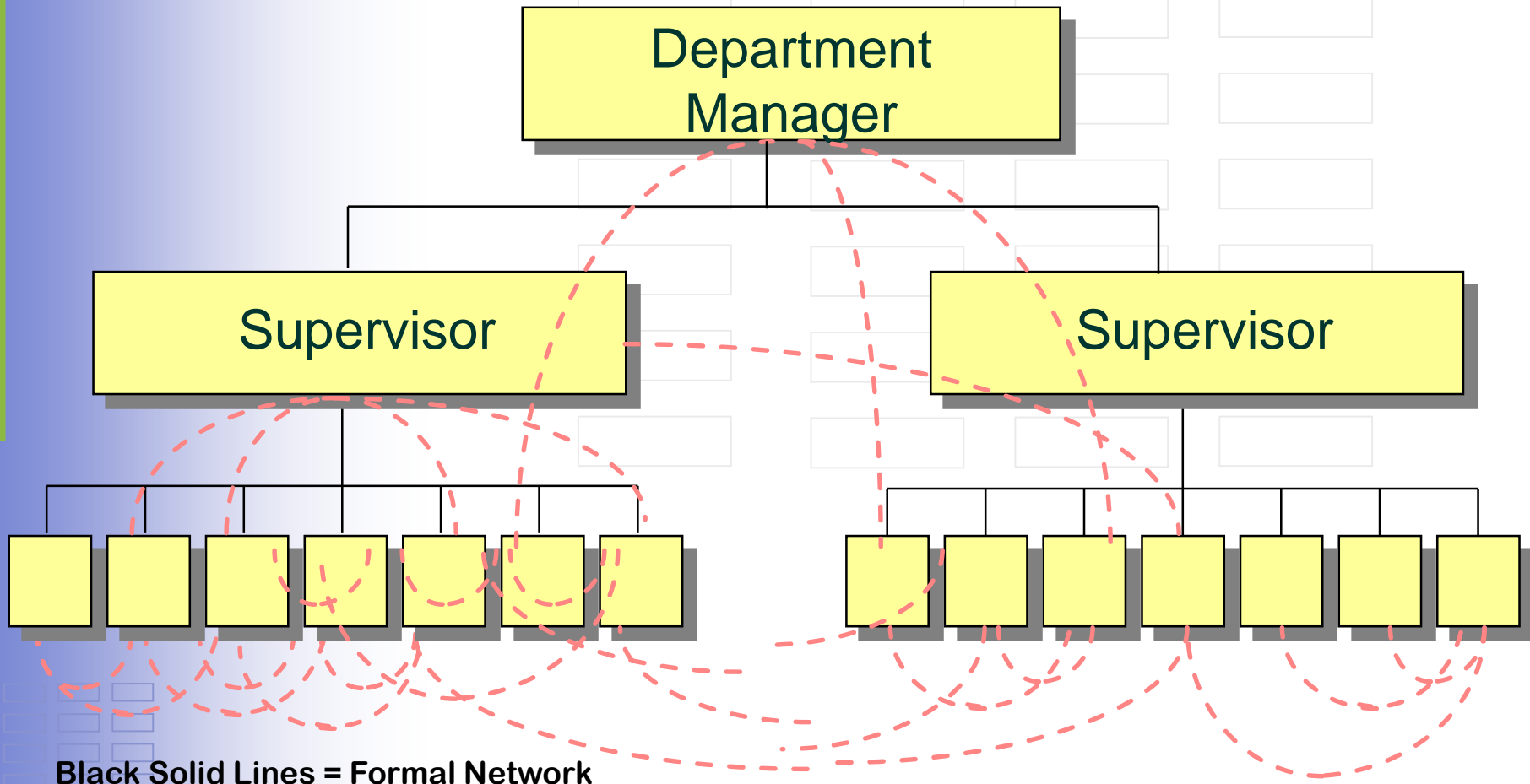
## ▲ Formal Network

- ▲ well-established, usually along operational lines
- ▲ planned

## ▲ Informal Network

- ▲ complex
- ▲ dynamic

# The Formal and Informal Communication Networks in a Division of a Small Manufacturing Company



**Black Solid Lines = Formal Network**

**Coral Dashed Lines = Informal Network (at a moment in time, for they change often)**

# Factors Affecting Volume of Communication in Business

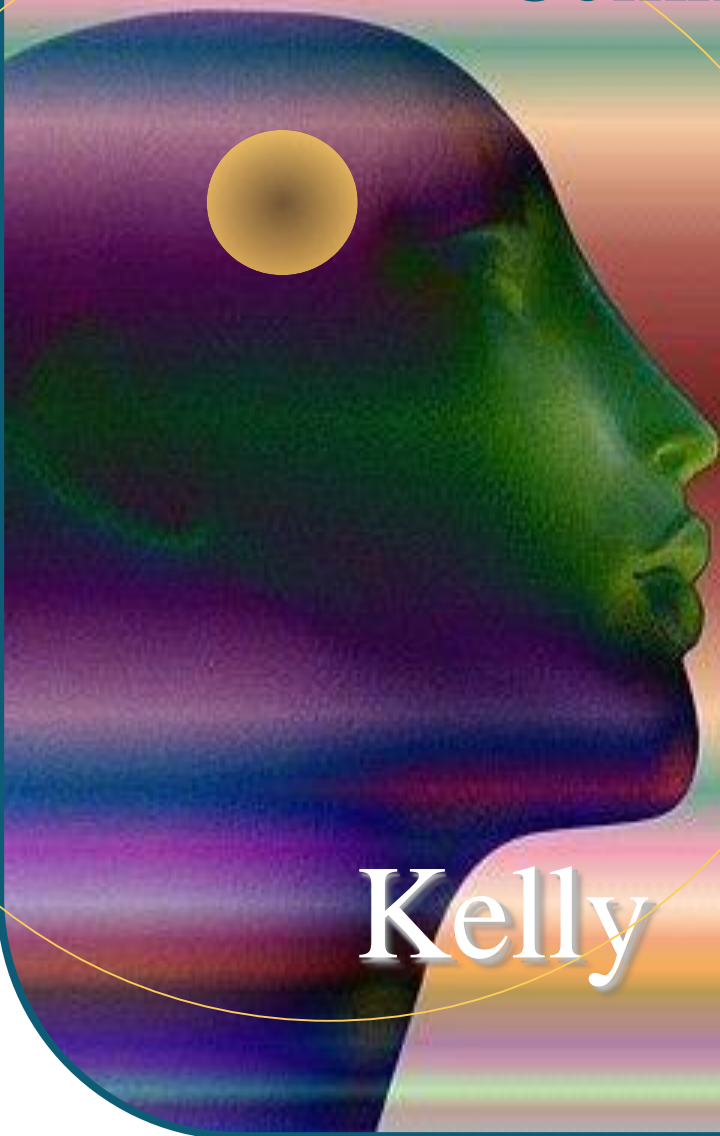
- ▲ Nature of the business
- ▲ Operating plan
- ▲ People



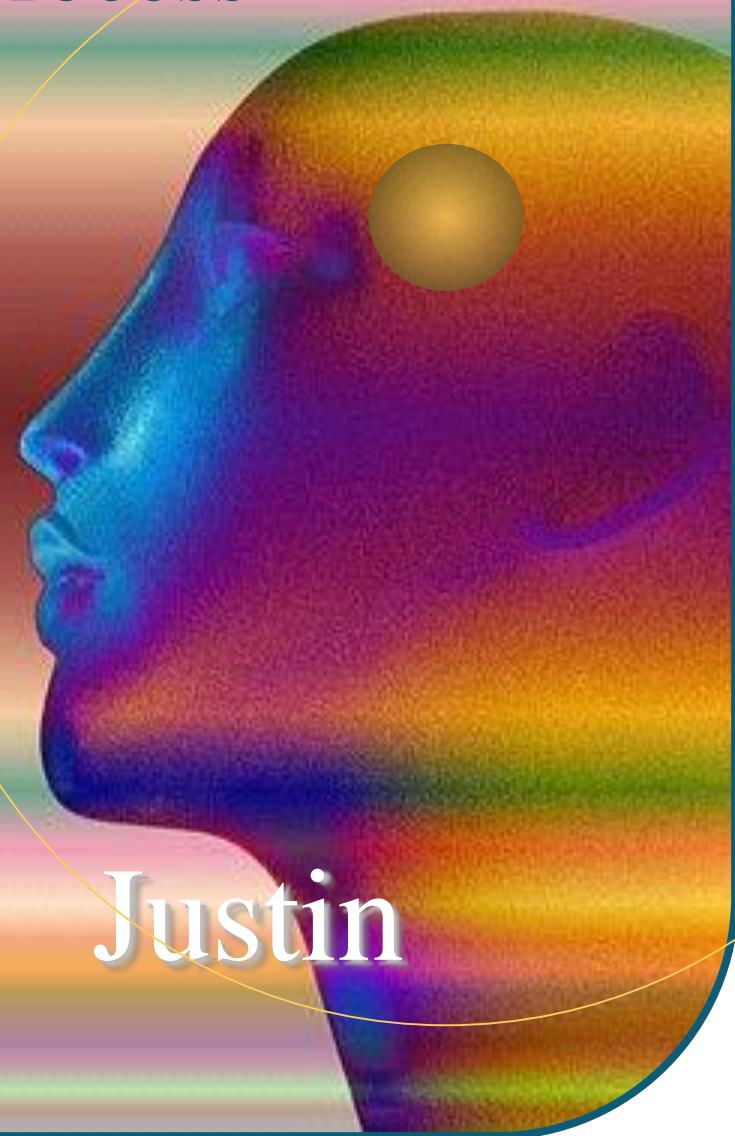
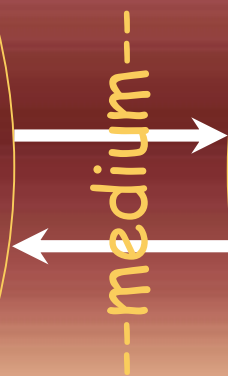
# A Model of the Communication Process

*sensory world*

*sensory world*



Kelly



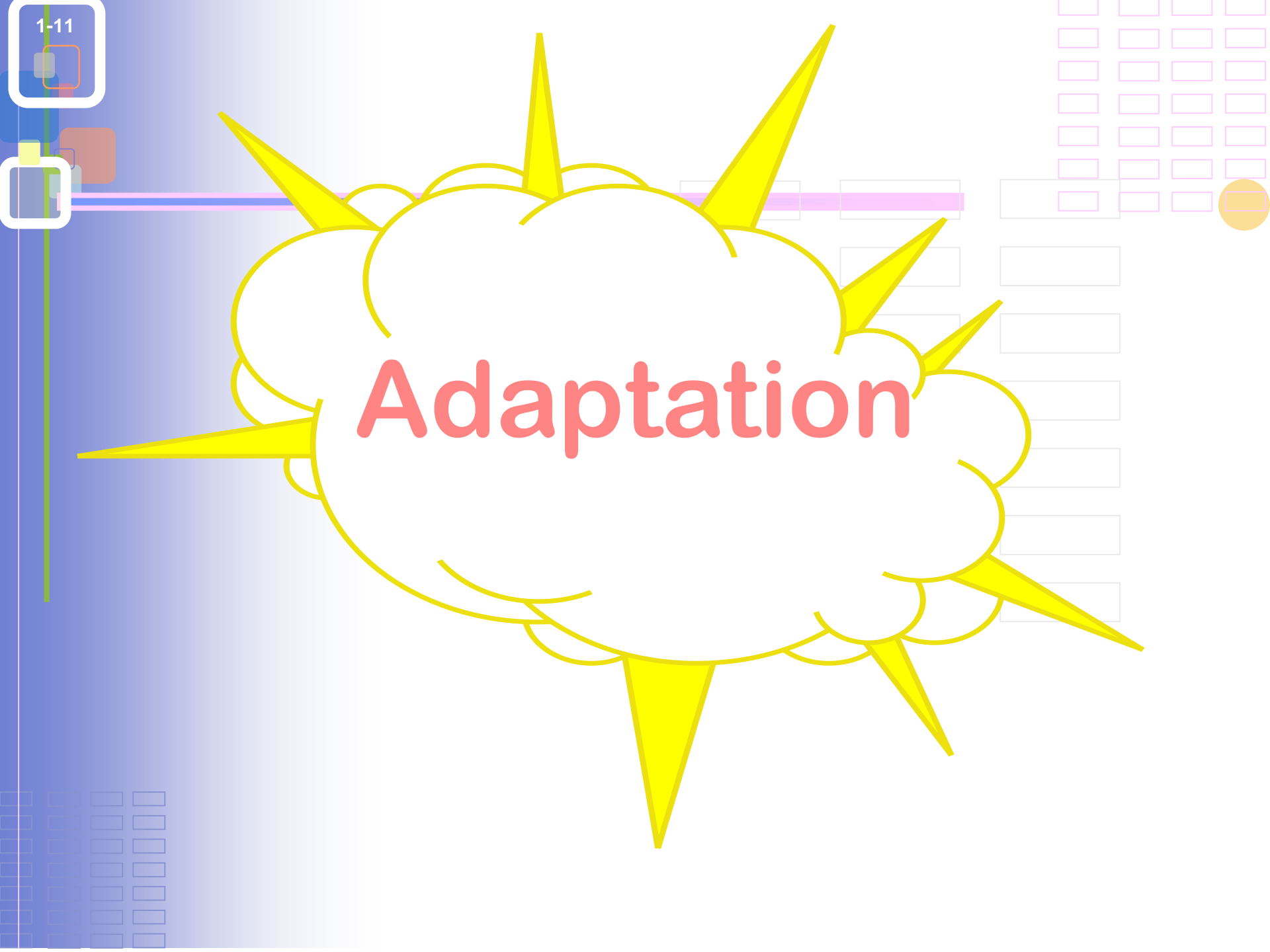
Justin

# How Oral and Written Communication Differ

Written communication

- ▲ is more likely to involve creative effort,
- ▲ has longer cycles,
- ▲ and usually has fewer cycles.

# Adaptation



# Some Basic Truths about Communication

- ▲ Meanings sent are not always received.
- ▲ Meaning is in the mind.
- ▲ The symbols of communication are imperfect.

**“Writing is thinking on paper. Anyone who thinks clearly should be able to write clearly about any subject at all.”**

**--William Zinsser, Author  
*On Writing Well***