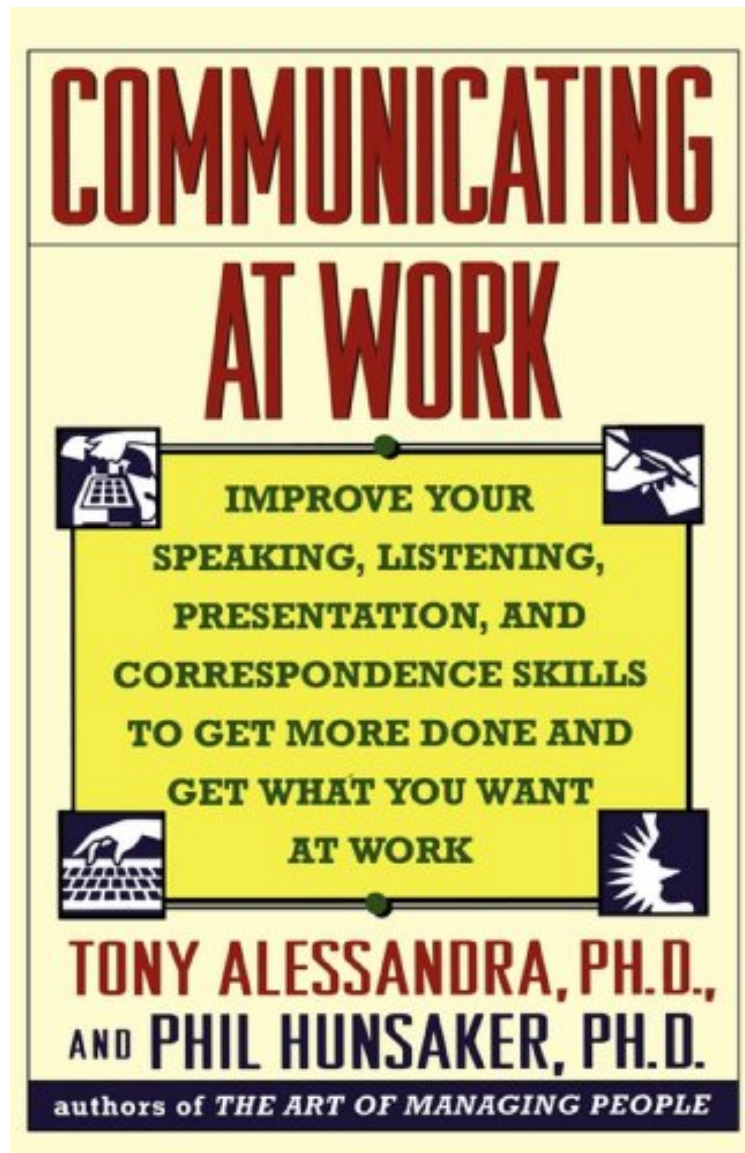


Communicating at Work

Tony Alessandra

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In today's competitive workplace, your ability to communicate is your most important business skill. This valuable handbook to better business communication can help you develop the skills you need to succeed. Using real-life examples, it offers practical, easy-to-use instruction in writing effective memos and reports, making memorable presentations, and leading productive meetings. It also introduces key telephone skills, shows you how to interpret body language and personal communication styles -- and teaches you the critical listening and questioning skills you need to get ahead. Whether you're a top manager trying to lead a large organization or one of the millions of people who actually get the work done, *Communicating at Work* can help you be more effective, get more of what you want out of work, and improve your chances for success.

From Library Journal Business writer Alessandra and Hunsaker (business, Univ. of San Diego) here explore interpersonal verbal, nonverbal, group, and written communication, especially in the workplace. They discuss the importance of the many forms, using examples, alternatives, and checklists for each. Styles of personal communication are covered in detail, as are listening and questioning. This book is for anyone who wishes to learn how the communication processes can affect relations in the workplace or just about any situation. The style and format are simple, direct, and well organized for referral. There are many books available on this subject, e.g., Allan D. Frank's *Communicating on the Job* (1981) and Phillip G. Clampitt's *Communicating for Managerial Effectiveness* (Sage, 1991), but this one is well written and should be available in all corporate and public libraries. - Littleton M. Maxwell, E. Claiborne Robins Sch. of Business, Univ. of Richmond, Va. Copyright 1993 Reed Business Information, Inc. About the Author Dr. Tony Alessandra helps companies build customers, relationships, and the bottom-line, and shows them how to achieve market dominance through specific strategies designed to outmarket, outsell, and outservice the competition. Dr. Alessandra is president of Online Assessments, (OnlineAC.com) a company that offers online assessments and tests; co-founder of MentorU.com, an online e-learning company; and Chairman of the Board of BrainX, a company that offers online digital accelerated-learning programs. He is a widely published author and was recognized by Meetings Conventions Magazine as "one of America's most electrifying speakers"; Dr. Alessandra was inducted into the Speakers Hall of Fame in 1985 and is a member of the Speakers Roundtable, a group of 20 of the world's top professional speakers. Excerpt. copy; Reprinted by permission. All rights reserved. Introduction Easy question: Is accurate, effective, open communication important in managing others? Answer: You bet! It's almost impossible to be productive in the workplace without being an effective communicator. The very definition of managing is to get things done through other people. If you cannot accurately communicate what needs to be done, how do you expect to get it accomplished? In addition, even if you can accurately communicate directives, you may do so in such a way that it causes hard feelings or "turns off" other people. In either case, the job may not get done at all, may not get done on time, may not get done correctly, or may be subtly sabotaged. Information is an asset. It is as valuable as real estate or manufacturing equipment. Good communication is the key to acquiring, processing and capitalizing on that asset. Today's business environment is changing at a frantic pace -- reorganizations, down-sizings, mergers, acquisitions, new products, global markets, increasing regulations -- all put tremendous pressure on our abilities to communicate new information, procedures, and processes. Good communication skills are a basic necessity for people at all levels of today's organizations. Harder question: How well do you communicate with others? Are you a highly effective, powerful communicator; moderately effective; or (heaven forbid!) an ineffective communicator who is often misunderstood? Answer: (You'll have to evaluate your own skills. Are you getting results? ... Are you frustrated by communications at work? ... Are you satisfied with your communication skills? Even if you rated yourself moderately high or very high, there is always room for improvement and the best communicators are always honing their skills.) All of us, at times, are misunderstood by another person or we misunderstand the other person's message. We use words or phrases that are misinterpreted. Sometimes we create "mistrust" by what we say, the words we use, or the way we say it. However, the important thing to keep in mind is that these problems happen much more frequently and with much greater severity to poor communicators than to good communicators. Even if you now believe that you are not a good communicator, this book will provide you with the crucial skills to become a much better communicator. That even goes for those of you who are already pretty effective at communications. Everyone can learn to communicate better. Hardest question: How do you become a powerful, dynamic communicator? How do you communicate precisely what you need to have done in a way that insures that the results will match your expectations? How do you avoid misunderstandings, mis-trust, and dis-interest? Answer: Read on. *The Art of Communicating at Work*