

Index

- 3M 230–1
- 6-Sigma 229
- abstract words 41–2
- accents 33
- accountability
 - change management 381
 - leadership 304–6
- acquisitions 144–5, 268
- acronyms 86
- active listeners 96
- Adler, Ronald B. 9
- Adobe Systems 227
- adoption of innovation 19, 231
- advertising
 - business communication 140, 143, 156
 - external communication 165, 176–7
 - global markets 288–9, 290
 - historical development 9
 - regulations 263–4
 - responsible communication 351
- Advertising Education Forum (AEF) 187
- AEB 316
- AEF *see* Advertising Education Forum
- agenda-setting listeners 95
- AI *see* appreciative inquiry
- Ajwani, Niranjan 311
- alteration, selective 89–90
- ambush listening 94
- annual reports 180
- applied political approach 255–6
- appreciative inquiry (AI) 307–8, 313–14, 315
- Aristotle 27, 36, 141
- arrow approach 255
- art/science dichotomy 122–3
- Ashoka programme 376
- assimilation 194
- AsthmaUK 183
- attending 93
- attention, selective 88
- audience types 71–2
- audits 235
- authoritarian leaders 255
- Avon 132–3
- awareness 231
- Bachelet, Michelle 131–2
- Barnum, P. T. 143
- BBR *see* Berry Brothers & Rudd
- BeerTender 292
- Belchee, Bill 240–2
- Ben & Jerry's 56
- Benetton 335
- Bernays, Edward 9
- Berne agreement 263
- Bernhard, James 265–6
- Berry Brothers & Rudd (BBR) 291
- biased language 44
- blogs *see* weblogs
- books 380
- BMW 167
- body language 35–6
- Boeing 300

- boundary spanners 148
 - brain drain 222
 - branding
 - external communication 184–7
 - receivers 55–6
 - responsible communication 347, 352–3
 - senders 40
 - BrightHouse Neurostrategies Group 98
 - broadcasting 68
 - business communication 139
 - advertising 140, 143, 156
 - definition 14
 - see also* integrated business communication
 - business letters 115–17
 - buzz marketing 355

 - captive audiences 72
 - Carmichael, Barie 160
 - Carvajal, Doreen 333
 - cascade process of communication 309, 316
 - cause-related marketing 182–4
 - change management
 - challenges 382–6
 - corporate social responsibility 373, 384–5, 391
 - effective communication 227, 232
 - ethics 383
 - futurism 387–8, 391
 - global markets 273, 275–6, 386–7, 389–90
 - information shifts 380–1
 - leadership 308–9
 - microformatting 382
 - organizational changes 376–82
 - people shifts 378–9
 - place shifts 378
 - power shifts 379
 - privacy 382, 383–4
 - search engines 382, 383–4
 - security 385–6
 - technological developments 373, 376, 382
 - time shifts 378
 - training 386–7
 - Wiese, Arthur E. F. Jr 388–90
 - channels *see* communication channels
 - Chiron flu vaccine 340–2
 - chronological patterns 113–14
 - circuit approach 255
 - citizen relationship management (ZRM) 363–4
 - civic public relations 362
 - Coca-Cola 302
 - cocooning 334–5
 - cognitive dissonance 87
 - collaborations 311–12
 - collectivism 249
 - commonality 351
 - communicating 273, 284–5
 - communication
 - audits 235
 - continuum 14
 - education 10–11
 - gaps 321–3
 - management 221
 - theory development 9–11
 - communication channels 103–36
 - definition 16
 - delivery channels 103
 - electronic communication 103, 107–8, 110–11, 128–30
 - organizing information 103
 - presentation materials 103, 125–6
 - Ross, Jen 131–2
 - selection 111–12
 - stakeholders 168
 - transactional communication model 104–5
 - verbal communication 103, 105, 108–9, 118, 122–8
 - videoconferencing 129–30
 - vocabularies 107–8
 - written communication 103, 105–7, 109–18
- complementarity 351
- conflict 301
- connotation 39–40
- consultancy 237
- consumer sales promotions 177
- context 17, 70

- contribution 351
- copyright 262–3
- Corning 392
- corporate
 - citizenship 361
 - culture 211–12, 247, 249–51, 258, 266–7
 - distancing 297
 - image 210–11
 - scandals 296, 304, 332–3
- corporate messaging 165, 170–85
 - advertising 176–7
 - brand names 184–5
 - investor relations 180–1
 - marketing 173–4, 179, 182–4
 - media relations 179–80
 - mission statements 172
 - promotions 177–9
 - public affairs 181–2
 - public relations 174–6
 - special publics 179
 - vision statements 171
- corporate social responsibility (CSR)
 - change management 373, 384–5, 391
 - external communication 172, 181, 182–4
 - receivers 56
 - responsible communication 360–2
- costs 351
- coverage 350
- Cox, Geof 313–14, 377
- creativity
 - effective communication 219, 225, 230
 - leadership 303
- crisis management
 - noise 97–8
 - strategic planning 319, 328–31
- critical theory 194
- CRM *see* customer relationship management
- cross-cultural environments *see* cultural differences; global markets
- CSR *see* corporate social responsibility
- cultural differences
 - advertising 288–9
 - effective communication 219, 221–3
 - internal communication 197
 - leadership 247, 260–1, 266–7, 299
 - noise 82, 85
 - non-verbal communication 35–6, 39
 - responsible communication 370
 - strategic planning 339
 - verbal communication 29–30
 - website design 283
 - see also* global markets
- cultural relativism 260
- cultural theory 194
- customer communication management 362–4
- customer relationship management (CRM)
 - communication channels 132–3
 - responsible communication 347, 363
 - strategic planning 319
- customers
 - communication gaps 322–3
 - customer service 336
 - external communication 168–9
- dance approach 255
- databases
 - integrated business communication 155
 - responsible communication 359, 366
 - search engines 382, 383–4
- datacasting 273, 286–7
- decision-making 304–6, 308
- decoders *see* receivers
- Deitch, Joseph 311
- delivery channels 103
- democratic leaders 255
- demographics 57–8
- denotation 39–40
- deontological approach 259
- diffusion theory 19–20, 232, 364
- direct
 - language 43
 - marketing 179
- discourse, definition 11
- disfluencies 33
- disinterested receivers 72
- Disney, Walt 157

- diversity
 - management 277–8
 - receivers 54–5
 - in the workplace 219, 221–3
 - see also* cultural differences; global markets
- DiversityInc 223
- Dougall, Elizabeth 158–9
- Dove Soap 390–1
- Dow Corning 160
- Dunbar, Robin 298
- Dundee Council of Scotland 314–15
- DuPont Company 171

- e-commerce 332, 358
- eager receivers 72
- Eastman Kodak 278–9
- Eaton Corporation 338–9
- educators 303
- Eesti Reklaamiagentuuride (ERAL) 187
- effective communication 219–45
 - Belchee, Bill 240–2
 - challenges 235–6
 - changing workplace 221–5
 - diversity in the workplace 219, 221–3
 - employees 225–6, 228–9
 - empowerment 228–9
 - global markets 280
 - innovation 230–2
 - instantaneous messaging 224–5
 - internal communication 191
 - knowledge-sharing 219, 229–30
 - leadership 228–9, 232–5, 306–7
 - open communication 226–8
 - responsible communication 349
 - strategic planning 219, 236–40
 - technology 224
- effective messages 16
- Eiffel Tower organizations 250
- electronic communication
 - channels 103, 107–8, 110–11, 128–30
 - communicating 273, 284–5
 - datacasting 273, 286–7
 - global markets 273, 274, 281–7
 - social media 273, 283–4
 - website design 282–3, 290–1
- email
 - efficiency 22
 - electronic language 107
 - memos 204, 206
- emerging issues 333
- EMOR *see* Estonian Market and Opinion Research Centre
- emotional intelligence 247, 253
- emotions 13, 36–7, 141
- employee communication management 347, 365–6
- employee relationship management (ERM) 234–5
- employees
 - communication gaps 321–3
 - effective communication 225–6, 228–9
 - external communication 169–70
 - internal communication 202–3
 - stakeholders 169–70
- empowerment 228–9, 257
- Enron 30, 258, 296
- entrepreneurship 220, 230, 240–2
- equalitarian cultures 250
- equilibrium theory 69–70, 73
- ERAL *see* Eesti Reklaamiagentuuride
- ERM *see* employee relationship management
- Estonian Market and Opinion Research Centre (EMOR) 187
- ethics
 - change management 383
 - ethical imperialism 260
 - global markets 279
 - language 43
 - leadership 247, 258–61, 300–1
 - strategic planning 319
- ethnocentricity 53
- ethnography 62–3
- The Ethnography of Communication* 8
- euphemism 43
- evaluation 231
- executives *see* leadership

- exit strategies 326–7
- exposure, selective 87
- extemporaneous speaking 124
- external
 - noise 81, 84–5
 - organizational performance 175
 - publics 149–50, 295
- external communication 165–90
 - advertising 176–7
 - brand names 184–7
 - corporate messaging 165, 170–85
 - investor relations 180–1
 - marketing 173–4, 179, 182–4
 - media relations 179–80
 - mission statements 172
 - promotions 177–9
 - public affairs 181–2
 - public relations 165, 170, 174–6
 - recognizing publics 166
 - secondary publics 165, 170
 - special publics 179
 - stakeholders 165, 166–70
 - vision statements 171
 - Watin-Augouard, Jean 186–7
- eye contact 70
- face-saving 55–6
- face-to-face communication
 - communication channels 103, 109
 - internal communication 196–7
 - leadership 297, 298, 300–1
 - media richness theory 13
- family-centred organizations 250
- Fannin, Rebecca 299
- feedback
 - change management 392
 - communication channels 104, 109
 - exit strategies 326–7
 - integrated business communication 156
 - internal communication 200, 207
 - leadership 303, 309, 316
 - media richness theory 13
 - mediated communication 12–13
 - responsible communication 357, 364
 - transactional communication model 16
 - trendwatching 335
- feminine cultures 249
- Festinger, Leon 87
- Fiedler, Fred 254
- filters, selective 81, 87
- Flesch tests 127–8
- flexibility 315
- focus groups 61–2
- Foreningen Public Relations Konsultforetag i Sverige (PRECIS) 187
- forgetting 90
- formal writing 108, 115–18
- four stages of listening 93
- framing 3, 18–19, 91
- Freud, Sigmund 9
- Friedman, David 284
- Friedman, Thomas L. 275–6
- fund-raising 48, 134
- futurism 387–8, 391
- geographics 58
- Gerbner's general model 9
- Gibson, Stan 374
- Gladwell, Malcolm 298
- GlaxoSmithKline 279
- global markets 273–94
 - applied global communication 287
 - change management 386–7, 389–90
 - changing markets 279–81
 - communicating 273, 284–5
 - datacasting 273, 286–7
 - diversity management 277–8
 - effective communication 219, 222
 - electronic communication 273, 274, 281–7
 - emerging markets 280–1
 - Friedman, Thomas L. 275–6
 - integrated business communication 7, 21, 153–4
 - leadership 247, 260–1, 297
 - non-verbal communication 35–6, 39
 - Patwardhan, Dr Padmini 288–9

- global markets (*Continued*)
 - public affairs 332
 - public relations 145
 - receivers 52–6, 69–71, 73–4
 - responsible communication 367–8
 - senders 29–30, 35–6, 39–47
 - social media 273, 283–4
 - stereotypes 276–7
 - strategic planning 332, 339
 - Stuart, Dr Elnora 289–90
 - think globally, act locally 278–9
 - traditional markets 280
 - van Wormer, Katherine 46–7
 - verbal communication 29–30, 39–47
 - website design 282–3, 290–1
- goals
 - effective communication 238–40
 - leadership 251–2
 - shifting 92
- Gore Associates 298
- Grant, John 335
- Grapedistrict 290–1
- Greenpeace 40, 47
- group participation *see* teamwork
- guerilla marketing 353
- guided missile organizations 250
- Gunning–Fog index 127

- Hall, Edmund 69–70
- Hamilton, Dorothy Cann 311
- hearing 92
- hierarchical cultures 250
- high-impact memos 205
- Hofstede, Geert 249–50

- IABC *see* International Association of Business Communicators
- IAOC *see* International Association of Online Communicators
- idioms 42
- IKEA 166–7, 172
- IM *see* instant messaging
- IMC *see* integrated marketing communication

- importance patterns 114
- impromptu speeches 125
- inclusiveness 200, 309–11, 320
- incubator organizations 250
- individualism 54–5, 249
- Industrial Revolution 140, 142–3
- information
 - decay 90
 - gathering 51, 66–8
 - overload 81, 83, 90, 296
 - shifts 380–1
 - systems 194
- innovation
 - change management 373
 - corporate social responsibility 361–2
 - diffusion theory 19–20
 - effective communication 220, 230–2
 - global markets 275
 - leadership 303
- insensitive listening 94
- instant information 364
- instant messaging (IM) 128–9, 204, 207
- instantaneous messaging 224–5
- institutional culture *see* corporate culture
- integrated business communication (IBC) 6–7, 139
 - characteristics 155–6
 - civic public relations 362
 - corporate social responsibility 360–2
 - customers 362–5
 - definition 14
 - employees 365–6
 - foundations 356, 366
 - global markets 153–4
 - Kartson, Despina 21–2
 - model 357
 - responsible communication 347, 348, 356–66
 - strategic planning 156–7, 358–66
 - trends and developments 151–2
 - see also* transactional communication model
- integrated communication 321, 359

- integrated marketing communication (IMC)
 - 139, 154
 - global markets 289–90
 - responsible communication 347, 348, 349–51
- intellectual property 261–2
- interactivity 13
- interest 231
- interested receivers 72
- internal
 - issues management 326–7
 - noise 81, 85
 - publics 150–1
- internal communication 191–217
 - corporate culture 211–12
 - corporate image 210–11
 - effective communication 226, 229
 - face-to-face communication 196–7
 - LeBlanc, Kristi 211–12
 - meetings 198–201
 - memos 204–6
 - newsletters 206–7
 - organizational communication 193–4
 - responsible communication 348–9
 - special employee events 202–3
 - supplemental publications 209–10
 - telephone/voice mail 197–8
 - verbal communication 191, 192, 195–203
 - videoconferencing 201–2, 203
 - weblogs 208–9
 - written communication 191, 204–10
- International Association of Business Communicators (IABC) 259, 365–6, 383
- International Association of Online Communicators (IAOC) 209
- International Organization for Standardization (IOS) 360
- International Public Relations Association (IPRA) 144, 145
- interpersonal communication 12
- interviewing 61
- intranets 226
- intrapersonal communication 11–12
- investor relations 180–1
- IOS *see* International Organization for Standardization
- IPRA *see* International Public Relations Association
- issues management 319, 340–3
 - best practices 324–5
 - crisis management 328–31
 - exit strategies 326–7
 - internal 326–7
 - public affairs 331–2
 - risk assessment 328–31
 - vulnerabilities audits 324, 329
- jargon 42–3
- job satisfaction 191, 192
- journalism 381
- Kahane, Adam 230
- Kartson, Despina 21–2
- Kealey, Daniel 70–1
- Keller, Kevin Lane 350–1
- Khosa, Veronica 376
- knowledge-sharing 219, 229–30
- Kotter, John 251–2, 374–5
- laissez-faire leaders 255
- language
 - barriers 7–8, 29
 - translations 282–3
 - see also* non-verbal communication; verbal communication
- Lankester, Charles 97–8
- Lasswell, Harold 9
- leadership 247–70, 295–318
 - accountability 304–6
 - appreciative inquiry 307–8, 313–14, 315
 - Bernhard, James 265–6
 - challenges 247, 257–8, 296–7
 - change management 308–9, 389–90
 - communication 248, 257–8, 321–2
 - corporate culture 247, 249–51, 258, 266–7

- leadership (*Continued*)
 - Cox, Geof 313–14
 - creativity and innovation 303
 - cultural differences 247, 260–1, 266–7
 - decision-making 304–6, 308
 - educators 303
 - ethics 247, 258–61
 - inclusive strategies 309–11
 - Kartson, Despina 21–2
 - leadership studies 256
 - legal issues 247, 261–4
 - management 251–2
 - measuring communication effectiveness 306–7
 - mediators 295, 301
 - negotiators 295, 302–3
 - opening communication channels 308
 - recruitment 314–15
 - situational approach 254
 - strategic communication management 297–304
 - strategic partnering 311–12
 - strategic planning 321–2, 339
 - style approach 255–6
 - team builders 299–301
 - theoretical approaches 252–7
 - trait approach 252–4
 - transactional approaches 257
 - transformational approaches 256–7
 - trust 300–1, 305
 - two-way communication 298–9, 312
 - visibility 297–9
- learning performance 17
- least preferred co-worker scale (LPC) 254
- LeBlanc, Kristi 211–12
- legal issues 247, 261–4
- lifetime value 155
- listenability 127–8
- listener relevance 38
- listening patterns 81, 92–6
 - barriers 93–4
 - change management 389
 - communication channels 127–8
 - effective communication 232–3
 - four stages 93
 - hearing 92
 - management 232–3
 - types of listener 95–6
- lobbying 332
- localization 53
- loyalty 210, 254, 337
- LPC *see* least preferred co-worker scale
- Lundquist, Eric 375

- McIntyre, Sally 375
- McNamara, Dr Carter 229
- management *see* change management; issues management; leadership
- MARCOM *see* integrated marketing communication
- Marimekko 181
- marketing
 - cause-related 182–4
 - direct 179
 - external communication 173–4, 179, 182–4
 - leadership 306–7
 - responsible communication 347, 353–5, 358–9
 - strategic planning 237
 - see also* integrated marketing communication
- masculine cultures 249
- Maslow's hierarchy of needs 51, 64–5, 185, 257
- mass customization 335–6
- mass media vehicles 351–2
- media relations
 - external communication 179–80
 - issues management 324, 331, 340–2
- media richness theory 13
- mediated communication 12–13
- mediators 295, 301
- meetings 198–201
- memorization 124
- memos 118, 119–21, 204–6
- mergers 144–5, 161, 268
- message tailoring 13
- messaging *see* corporate messaging
- metaphors 42
- microformatting 382

- misleading facts/statistics 44–5
- mission statements 172
- misunderstandings 3, 4–5
 - language barriers 7–8, 29
 - noise 82
 - senders 27
 - verbal communication 29
- monitoring institutional policies 175
- Monsanto 364
- morale 191, 192
- motivational speakers 35
- multiculturalism 54–5
- multiple clues 13
- multitasking 90–2

- narrowcasting 51, 68
- negative stereotyping 277
- negotiators 295, 302–3
- Nelson, Bob 281
- neuromarketing 98
- neutral stereotyping 277
- newsletters 206–7, 226
- newspaper journalism 381
- NGOs *see* non-government organizations
- niche markets 177
- Nielsen, Jakob 282
- Nisbett, Richard 69
- noise 81–101
 - cognitive dissonance 87
 - definition 16
 - external 81, 84–5
 - forgetting 90
 - information overload 81, 83, 90
 - internal 81, 85
 - Lankester, Charles 97–8
 - listening patterns 81, 92–6
 - message perception 82–3
 - multitasking 90–2
 - responsible communication 357
 - rings of defence 81, 87–90, 96
 - selective
 - alteration 89–90
 - attention 88
 - exposure 87
 - filters 81, 87
 - listening 94
 - perception 88–9
 - retention 89
 - semantic 81, 85–6
- Nokia 213–14, 236–7
- non-government organizations (NGOs) 364
- non-response 31–2
- non-verbal communication 3
 - internal communication 196–7
 - receivers 51, 71
 - senders 27–8, 34–6, 45
 - see also* written communication
- non-verbal symbols 39
- Novak, David 54

- objectives 238–40
- obtuse listeners 95
- OCR *see* Opinion Research Corporation
- office memoranda 118, 119–21, 204–6
- Ogilvy Public Relations Worldwide 343
- on-the-job training 233–5
- one voice/one message 156
- one-on-one communication 295
- open communication 226–8
- opinion leaders 20
- Opinion Research Corporation (OCR) 211
- oral communication *see* verbal communication
- organizational
 - communication 193–4
 - performance 175
- organizational leadership *see* leadership
- organizing information 103
- Osgood and Schramm circular model 9, 12
- outlining 112–13

- paralanguage 27, 31, 34, 45
- partnerships, strategic 311–12
- passive listeners 95
- Patagonia Europe 172, 368–9
- patent medicines 143

- Patwardhan, Dr Padmini 288–9
- pausing 31–2
- people shifts 378–9
- perception, selective 88–9
- permission marketing 354
- person-centred cultures 250
- persuasion
 - advertising 177
 - public relations 140–2
 - theory 27, 36–9, 45
- Peterson, Scott 374
- physical contact 36, 69
- pitch 33
- place shifts 378
- political frameworks 255
- power 254
 - distance 249
- practical trust 300–1
- PRECIS *see* Foreningen Public Relations Konsultforetag i Sverige
- precision listening 127
- presentation materials 103, 125–6
- press agency models 145–6
- primacy 114
- primary communication agents 175
- primary publics *see* stakeholders
- printed language 106–7
- privacy 382, 383–4, 391–2
- proactive trendwatching 336–8
- Proctor and Gamble 185
- product placement 355
- profiling techniques 51, 65–8
- promotions 177–9
- protest campaigns 379
- proxemics 69, 73
- PRSA *see* Public Relations Society of America
- pseudo listening 94
- psychographics 58
- public
 - affairs 181–2, 331–2
 - expectations 157
 - information models 146
 - opinion 158–9
 - public relations 139
 - activities 147–9
 - civic 362
 - corporate messaging 174–6
 - Dougall, Elizabeth 158–9
 - external communication 165, 170
 - external organizational performance 175
 - global markets 145, 290
 - historical development 140–4
 - leadership 295
 - management models 145–7
 - mergers and acquisitions 144–5
 - monitoring institutional policies 175
 - persuasion 140–2
 - primary communication agents 175
 - public expectations 157
 - responsible communication 351, 358
 - significant publics 149–51
 - social change function 175
 - strategic planning 237
 - two-way symmetrical models 170
- Public Relations Society of America (PRSA) 259
- publicity models 145–6
- qualitative research
 - ethnography 62–3
 - focus groups 61–2
 - interviewing 61
 - receivers 61–3, 73
- quantitative research 63, 73
- Quirke, Bill 377
- rate of speaking 31
- reactive trendwatching 334–6
- readability 127–8
- reading speeches 124
- receivers 51–79
 - audience types 71–2
 - definition 16
 - demographics 57–8
 - diversity 54–5
 - geographics 58

- global markets 52–6, 69–71, 73–4
- individualism 54–5
- knowing your audience 51, 56–63
- Maslow’s hierarchy of needs 51, 64–5
- narrowcasting 51, 68
- non-verbal communication 51, 71
- profiling techniques 51, 65–8
- psychographics 58
- qualitative research 61–3, 73
- quantitative research 63, 73
- reaching your audience 51, 63–8
- sociographics 59
- stakeholders 51, 54–5, 57
- Thao Pham, Theresa 73–4
- usergraphics 59–60
- verbal communication 51, 70–1
- webographics 60
- recruitment
 - effective communication 233, 242–3
 - leadership 314–15
- regency 114
- relatedness patterns 115
- relative words 43
- remembering 93
- reporting structures 359
- reputation 158–9
- resistant receivers 72
- responding 93
- responsible communication 347–72
 - brand building 347, 352–3
 - choosing communication channels 350–2
 - civic public relations 362
 - corporate social responsibility 360–2
 - customers 347, 362–5
 - employees 365–6
 - guerrilla marketing 353
 - integrated business communication 347, 348, 356–66
 - integrated marketing communication 347, 348, 349–51
 - mass media vehicles 351–2
 - permission marketing 354
 - Salyer, Stephen 367–8
 - strategic planning 350–5, 358–66
 - transactional communication model 356–7
 - word-of-mouth marketing 354–5
- retention, selective 89
- retronyms 19
- rich media 196
- rings of defence 81, 87–90, 96
- risk assessment 328–31
- Rite-Solutions 304
- Roberts, John H. 363
- robustness 351
- Ross, Jen 131–2
- rule activation 92
- salutations 116
- Salyer, Stephen 367–8
- saving face 55–6
- Schrage, Michael 23
- Schumann, Mark 193
- search engines 382, 383–4
- secondary publics 165, 170
- security 385–6
- selective
 - alteration 89–90
 - attention 88
 - exposure 87
 - filters 81, 87
 - listening 94
 - perception 88–9
 - retention 89
- semantic noise 81, 85–6
- semantics 29
- semiotics 11
- senders 27–50
 - definition 15–16
 - global markets 29–30, 35–6, 39–47
 - non-verbal communication 27, 28, 34–6, 45
 - paralanguage 27, 31, 34, 45
 - persuasion theory 27, 36–9, 45
 - rate of speaking 31
 - van Wormer, Katherine 46–7
 - verbal communication 28, 29–34, 39–47
- service marks 263

- settlement literature 140–1
- shared information 5–6
- Shaw, Cindy 374
- Shaw Group 265–6
- significant publics 149–51
- silence 31–2
- silo mentality 5–6
- simultaneous and continuous actions 17
- simultaneous message systems (SMS) 22
- Sinickas Communications, Inc. 238
- SITs *see* socially interactive technologies
- situational
 - analyses 237–8
 - approach 254
- Skandia Corporation 222
- slang 43
- small businesses 237, 240–2
- Smart Cars 74–6
- SMS *see* simultaneous message systems
- social
 - change function 175
 - networking 220
- social media
 - change management 379–81
 - global markets 273, 283–4
 - risk assessment 328
- social responsibility *see* corporate social responsibility
- socialization 194
- socially interactive technologies (SITs) 129
- sociographics 59
- Southwest Airlines 250–1
- Sparrow, Jane 152
- spatial patterns 114
- speaker credibility 38
- special employee events 202–3
- special publics 179
- stage hogging 94
- stakeholders
 - communication channels 168
 - customers 168–9
 - employees 169–70
 - external communication 165, 166–70
 - receivers 51, 54–5, 57
 - responsible communication 358–9
- static *see* noise
- stealth marketing 355
- stereotypes 276–7
- Stine, Alan 338–9
- stories 251
- strategic
 - communication management 297–304
 - management 149
 - partnering 311–12
- strategic planning 156–7, 219, 236–40, 319–45
 - cocooning 334–5
 - communication gaps 321–3
 - company loyalty 337
 - crisis management 319, 328–31
 - customer relations 319
 - customer service 336
 - exit strategies 326–7
 - internal issues management 326–7
 - issues management 319, 323–32, 340–3
 - leadership 309–11
 - mass customization 335–6
 - public affairs 331–2
 - responsible communication 350–5, 358–66
 - risk assessment 328–31
 - Stine, Alan 338–9
 - timewarping 337
 - trendwatching 319, 332–8
 - tryvertising 337–8, 342
 - vulnerabilities audits 324, 329
- streaming communication 156
- stress 228
- stressed words 33
- Stuart, Dr Elnora 289–90
- style approach 255–6
- Subway 66–7
- succession plans 223
- supplemental publications 209–10
- syntax 29

- tactics 238–40
- TAF *see* Thai Agri Foods Public Company Limited
- target audience profiles (TAPs) 66
- task behaviour 254
- task-centred cultures 250
- team builders 299–301
- teamwork 22, 193, 299–301
- technological communication 373, 376, 382
- teleconferencing 202
- teleological approach 259
- telephones 197–8
- Thai Agri Foods Public Company Limited (TAF) 242–3
- Thao Pham, Theresa 73–4
- theory of equilibrium 69–70, 73
- think globally, act locally 278–9
- thinking 225
- time shifts 378
- timewarping 337
- topical patterns 115
- total quality management 229
- touching 36, 69
- Toyota 266–7
- trade
 - promotions 178
 - secrets 385–6
- trademarks 263
- traditional
 - markets 280
 - memos 205
- training
 - change management 386–7
 - effective communication 233–5
 - global markets 277
- trait approach 252–4
- transactional communication model 3, 9
 - communication channels 104–5
 - definitions 15–17
 - effective communication 220
 - internal communication 195
 - leadership 257
 - responsible communication 356–7
- transformational approaches 256–7
- translations 282–3
- transparency 305, 324
- trendwatching 319, 332–8
 - cocooning 334–5
 - company loyalty 337
 - customer service 336
 - emerging issues 333
 - mass customization 335–6
 - proactive 336–8
 - reactive 334–6
 - timewarping 337
 - tryvertising 337–8, 342
- trial stages 231
- trust
 - external communication 184
 - internal communication 210–11
 - leadership 247, 257, 300–1, 305
- tryvertising 337–8, 342
- two-way
 - asymmetric models 146–7
 - symmetric models 147, 170
- two-way communication
 - integrated business communication 155
 - internal communication 192, 202
 - leadership 298–9, 312
 - open 226–8
- TYCO 296
- uncertainty avoidance 249
- understanding 93
- UNICEF 359
- Unicru 326–7
- Unilever 56
- usergraphics 59–60
- Vallee, Ray 311
- values and lifestyle system (VALS) 59
- van Wormer, Katherine 46–7
- verbal communication 28, 29–34
 - abstract words 41–2
 - art/science dichotomy 122–3
 - biased language 44

- verbal communication (*Continued*)
 - communication channels 103, 105, 108–9, 118, 122–8
 - concrete words 41
 - delivery formats 123–5
 - denotation and connotation 39–40
 - disfluencies 33
 - ethical language 43
 - euphemism 43
 - face-to-face 196–7
 - global markets 29–30, 39–47
 - idioms 42
 - internal communication 191, 192, 195–203
 - jargon 42–3
 - listenability 127–8
 - meetings 198–201
 - metaphors 42
 - misleading facts/statistics 44–5
 - paralanguage 27, 31, 34, 45
 - presentation materials 103, 125–6
 - rate of speaking 31
 - receivers 51, 70–1
 - relative words 43
 - silence and pausing 31–2
 - slang 43
 - special employee events 202–3
 - telephone/voice mail 197–8
 - videoconferencing 201–2, 203
 - vocalizations 33
 - volume and pitch 33
 - word choice 29–30
- Verizon Communications 243
- videoconferencing 129–30, 201–2, 203, 215
- viral marketing 355
- visibility 297–9
- vision statements 171
- Vitro Sociedad Anonima 370
- vocabularies 107–8
- vocalizations 33
- voice mail 197–8
- volume of speech 33
- voluntary audiences 72
- vulnerabilities audits 324, 329
- Walt Disney Parks and Resorts 157
- WARC *see* World Advertising Research Centre
- Watin-Augouard, Jean 186–7
- weblogs
 - change management 380–1
 - global markets 273, 284
 - internal communication 208–9
 - media richness theory 14
 - risk assessment 328
- webographics 60
- website design
 - global markets 282–3, 290–1
 - leadership 306
- WHO *see* World Health Organization
- Wiese, Arthur E. F. Jr 388–90
- word choice 29–30
- workplace relationship theory 194
- World Advertising Research Centre (WARC) 189
- World Health Organization (WHO) 359
- Worldcom 296
- written communication
 - chronological patterns 113–14
 - communication channels 103, 105–7, 109–18
 - effective writing 110, 111–15
 - electronic 103, 107–8, 110–11, 129
 - formal 108, 115–18
 - global markets 281–7
 - importance patterns 114
 - internal communication 191, 204–10
 - memos 118, 119–21, 204–6
 - newsletters 206–7
 - outlining 112–13
 - readability 127–8
 - receivers 71
 - spatial patterns 114
 - supplemental publications 209–10
 - topical patterns 115
 - see also* email; social media; weblogs
- Zeiss, Tony 223
- ZRM *see* citizen relationship management