



Succeeding in the Changing World of Work

The world of work is changing dramatically. The kind of work you will do, the tools you will use, the form of management you will work under, the environment in which you will be employed, the people with whom you will interact—all are undergoing a pronounced transformation. Many of the changes in this dynamic workplace revolve around processing and communicating information. As a result, the most successful players in this new world of work will be those with highly developed communication skills. The following business trends illustrate the importance of excellent communication skills:

- **Flattened management hierarchies.** To better compete and to reduce expenses, businesses have for years been trimming layers of management. This means that as a frontline employee, you will have fewer managers. You will be making decisions and communicating them to customers, to fellow employees, and to executives.
- **More participatory management.** Gone are the days of command-and-control management. Now, even new employees like you will be expected to understand and contribute to the big picture. Improving productivity and profitability will be everyone's job, not just management's.
- **Increased emphasis on self-directed work groups and virtual teams.** Businesses today are often run by cross-functional teams of peers. You can expect to work with a team in gathering information, finding and sharing solutions, implementing decisions, and managing conflict. You may even become part of a virtual team whose members are in remote locations and who communicate almost exclusively electronically. Good communication skills are extremely important in working together successfully in all team environments, especially if members do not meet face-to-face.
- **Heightened global competition.** Because American companies are moving beyond local markets, you may be interacting with people from many cultures. As a successful business communicator, you will want to learn about other cultures. You will also need to develop intercultural skills including sensitivity, flexibility, patience, and tolerance.
- **Innovative communication technologies.** E-mail, fax, instant messaging, text messaging, the Web, company intranets, audio- and videoconferencing, wikis, voice recognition—all these innovative technologies are reshaping the way we communicate at work, as illustrated in Figure 1.4. You can expect to be communicating more often and more rapidly than ever before. Your writing and speaking skills will be showcased as never before.
- **New work environments.** Mobile technologies and the desire for a better balance between work and family have resulted in flexible working arrangements. You may become part of an increasing number of workers who are telecommuters or virtual team members. Working as a telecommuter or virtual team member requires even more communication, because staying connected with the office or with one another means exchanging many messages. Another work environment trend is the movement toward open offices divided into small work cubicles. Working in cubicles requires new rules of office etiquette and civility.
- **Focus on information and knowledge as corporate assets.** Corporate America is increasingly aware that information is the key to better products and increased profitability. You will be expected to gather, sort, store, and disseminate data in a timely and accurate fashion. This is the new way of business life.

Trends in the new world of work emphasize the importance of communication skills.

Today's employees must contribute to improving productivity and profitability.

Increasing global competition and revolutionary technologies demand intercultural communication skills.

FIGURE 1.4 Communication and Collaborative Technologies



Communication Technologies: Reshaping the World of Work

Today's workplace is changing dramatically as a result of innovative software, superfast wireless networks, and numerous technologies that allow workers to share information, work from remote locations, and be more productive in or away from the office. We are seeing a gradual progression from basic capabilities, such as e-mail, instant messaging, and calendaring, to deeper functionality, such as remote database access, multifunctional devices, and Web-based collaborative applications. Becoming familiar with modern office and collaboration technologies can help you be successful in today's digital workplace.

Telephony: VoIP

Savvy businesses are switching from traditional phone service to voice over internet protocol (VoIP). This technology allows callers to communicate using a broadband Internet connection, thus eliminating long-distance and local telephone charges. Higher-end VoIP systems now support unified voice mail, e-mail, click-to-call capabilities, and softphones (phones using computer networking). Free or low-cost Internet telephony sites, such as the popular Skype, are also increasingly used by businesses.



Open Offices

Widespread use of laptop computers, wireless technology, and VoIP have led to more fluid, flexible, and open workspaces. Smaller computers and flat-screen monitors enable designers to save space with boomerang-shaped workstations and cockpit-style work surfaces rather than space-hogging corner work areas. Smaller breakout areas for impromptu meetings are taking over some cubicle space, and digital databases are replacing file cabinets.

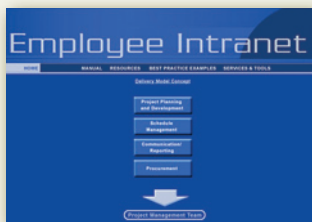


Multifunction Printers

Stand-alone copiers, fax machines, scanners, and printers have been replaced with multifunctional devices. Offices are transitioning from a "print and distribute" environment to a "distribute and print" environment. Security measures include pass codes and even biometric thumbprint scanning to make sure data streams are not captured, interrupted, or edited.

Handheld Wireless Devices

A new generation of lightweight, handheld smartphones provide phone, e-mail, Web browsing, and calendar options anywhere there is a wireless network. Devices such as the BlackBerry, the iPhone, and the Palm Treo now allow you to tap into corporate databases and intranets from remote locations. You can check customers' files, complete orders, and send out receipts without returning to the office.



Company Intranets

To share insider information, many companies provide their own protected Web sites called intranets. An intranet may handle company e-mail, announcements, an employee directory,

a policy handbook, frequently asked questions, personnel forms and data, employee discussion forums, shared documents, and other employee information.

Voice Recognition

Computers equipped with voice recognition software enable users to dictate up to 160 words a minute with accurate transcription. Voice recognition is particularly helpful to disabled workers and to professionals with heavy dictation loads, such as physicians and attorneys. Users can create documents, enter data, compose and send e-mails, browse the Web, and control the desktop—all by voice.



Electronic Presentations

Business presentations in PowerPoint can be projected from a laptop or PDA or posted online. Sophisticated presentations may include animations, sound effects, digital photos, video clips, or hyperlinks to Internet sites. In some industries, PowerPoint slides ("decks") are replacing or supplementing traditional hard-copy reports.



Collaboration Technologies: Rethinking the Way We Work Together

Global competition, expanding markets, and the ever-increasing pace of business accelerate the development of exciting collaboration tools. New tools make it possible to work together without being together. Your colleagues may be down the hall, across the country, or around the world. With today's tools, you can exchange ideas, solve problems, develop products, forecast future performance, and complete team projects any time of the day or night and anywhere in the world. Blogs and wikis, part of the so-called Web 2.0 era, are social tools that create multidirectional conversations among customers and employees. Web 2.0 moves Web applications from "read only" to "read-write," thus enabling greater participation and collaboration.



Blogs, Podcasts, and Wikis

A *blog* is a Web site with journal entries usually written by one person and comments by others. Businesses use blogs to keep customers and employees

informed and to receive feedback. Company developments can be posted, updated, and categorized for easy cross-referencing. *Podcasts* are usually short audio or video clips that users can either watch on a company Web site or download and view or listen to on their computers or MP3 players on the go. A *wiki* is a Web site that allows multiple users to collaboratively create and edit pages. Information gets lost in e-mails, but blogs and wikis provide an easy way to communicate and keep track of what is said. *RSS* (really simple syndication) *feeds* allow businesspeople and customers to receive updates automatically whenever podcasts, news stories, or blog entries become available on their favorite Web sites.



Voice Conferencing

Telephone "bridges" allow two or more callers from any location to share the same call. *Voice conferencing* (also called *audioconferencing*, *teleconferencing*, or just plain *conference calling*) enables people to collaborate by telephone.

Communicators at both ends use enhanced speakerphones to talk and be heard simultaneously.



Videoconferencing

Videoconferencing allows participants to meet in special conference rooms equipped with cameras and television screens. Groups see each other and interact in real time although they may be continents apart. Faster computers, rapid Internet connections, and better cameras now enable 2 to 200 participants to sit at their own PCs and share applications, spreadsheets, presentations, and photos.

Web Conferencing

With services such as GoToMeeting, WebEx, Microsoft LiveMeeting, or the free Skype, all you need are a PC and an Internet connection to hold a meeting (*webinar*) with customers or colleagues in real time. Although the functions are constantly evolving, Web conferencing currently incorporates screen sharing, chats, slide presentations, text messaging, and application sharing.



Presence Technology

Presence technology makes it possible to locate and identify a computing device as soon as users connect to the network. This technology is an integral part of communication devices including cell phones, laptop computers, PDAs, pagers, and GPS devices. Collaboration is possible wherever and whenever users are online.

Video Phones

Using advanced video compression technology, video phones transmit real-time audio and video so that communicators can see each other as they collaborate. With a video phone, people can videoconference anywhere in the world over a broadband IP (Internet Protocol) connection without a computer or a television screen.



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