

# Unit 1

## Communicating for Success





# 1

## Understanding the Communication Process

*The art of communication is the language of leadership.*

*—James C. Humes,  
American author and  
presidential speech writer*

Communication plays an important role in your life, both personal and professional. Each task and situation—whether involving writing, speaking, listening, or reading—requires you to do your best. In this text, you will learn the communication skills necessary for quality communication and business success. In the process, you will improve your ability to communicate in social situations, both personal and business related.

### Objectives

When you complete Chapter 1, you will be able to:

- **Describe** the state of communication today.
- **Identify** the steps in the communication process.
- **Compare** informal and formal business communication.
- **Explain** the written and verbal communication skills that are essential to successful communication in the workplace.
- **Describe** the role nonverbal communication skills play in the communication process.
- **Discuss** how to overcome common barriers to effective communication.

### Terms

communication	verbal communication
communication process	nonverbal communication
encoding	body language
decoding	context
informal communication	personal space
protocol	paralanguage
formal communication	barriers
peers	sending barriers
written communication	receiving barriers



## In This Unit

Communication is of vital importance to every business. From communicating with customers and suppliers to directing employees, the success of the business relies on the communication skills its employees have and how effectively those skills are applied.

This unit introduces the topic of communication, beginning with a discussion on the communication process. From there, you will learn about the global scale of communication in business. This unit concludes by discussing the technology of communication and how to communicate in teams. Completing this unit will help you meet college and career readiness (CCR) anchor standards for language, as outlined by the **Common Core State Standards**.

### **Chapter 1: Understanding the Communication Process**

- Communicating Today
- Communication Process
- Informal and Formal Business Communication
- Written and Verbal Communication
- Nonverbal Communication
- Barriers to Effective Communication

### **Chapter 2: Communicating in a Global Society**

- Global Workplace
- Communicating in a Global Society
- Overcoming Barriers
- Diversity in the Workplace
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### **Chapter 3: Using Technology to Communicate**

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- Communicating in Remote Meetings
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- Teams
- Meeting as a Team
- Communicating as a Team
- Leadership in Teams
- Overcoming Communication Barriers in Teams



## Go Green

When you go to the store to buy office supplies or other items, be sure to bring your own reusable bag. By using reusable bags to carry products home from the store, thousands of pounds of landfill waste can be eliminated every year. While there are different schools of thought on this topic, it is generally accepted that plastic bags take almost 1,000 years to degrade. Additionally, discarded plastic bags can pose threats to wildlife and the soil. Did you know store owners have to purchase the plastic or paper bags and that they pass on the cost to the consumer through higher product prices?

1. The next time you go to the store, ask if you will receive a discount for bringing your own reusable bag.
2. How many plastic bags do you think you use in a month?

## Communicating Today

What does communication mean to you? Sending a text message? Using your cell phone? If you ask the question of someone a bit older than you, that person may say sending a postcard or writing a letter.

**Communication** is the process of sending and receiving messages that convey information, ideas, feelings, and beliefs. This process is fundamental to all human interaction. In fact, it is so basic that it can be taken for granted most of the time. You would not be able to get through the day if you stopped to plan and analyze the impact of every communication you have. On the other hand, there are many times throughout the day when you do stop to think and prepare before you communicate. Most people have a natural sense for when planning and preparation are critical to what is said and how it is stated.

Over the last decade, communication has changed more rapidly than at any other time in history. Technology allows real-time communication and has revolutionized the way personal and professional business is conducted. You no longer have to wait for “snail mail” to arrive and you can “skype” with friends and coworkers to conduct virtual meetings.

With the rapid change in the way business is conducted, it is more important than ever to remember the basics of communication—the process of sending and receiving messages that convey information, ideas, feelings, and beliefs. While the world is moving at a rapid pace, good communication skills and work ethics are still very important to being successful in the business world.



### Reading Prep

Before you begin reading this chapter, try to find a quiet place with no distractions. Make sure your chair is comfortable and the lighting is adequate.



### Checkpoint

1. What is communication?
2. How has technology changed communication over the past decade?

## Communication Process

Why do you communicate? To share information, create relationships, persuade, and entertain others. In a typical day, you may:

- write an e-mail explaining a new company policy;
- call a colleague to say congratulations on a job well done;
- create a sales message to persuade customers to buy your product;
- design a digital media presentation for a meeting; or
- send an instant message to a friend.

Communication may involve written, verbal, or nonverbal messages. You will communicate throughout every day in your career.



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Before you begin to study the specific skills that will make you a better writer, speaker, listener, and reader, it is a good idea to explore the broader concept of the communication process. The **communication process** is a series of actions on the part of the sender and the receiver of the message, as shown in Figure 1-1. The six parts of the process are the sender, message, channel, receiver, translation, and feedback. Each of these parts are discussed in the next sections.

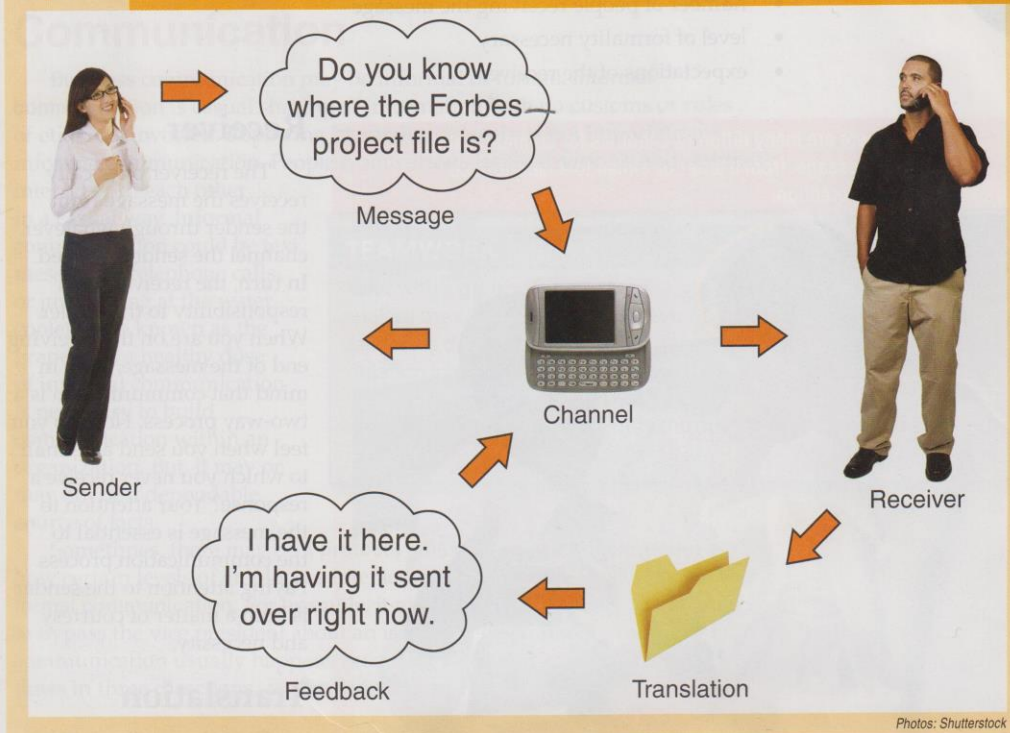
An essential element of being receptive to messages is having an open mind. Making assumptions about what someone is going to say before he or she speaks might cause you to ignore words that send a different message. The ability to openly receive a message can also be disrupted when the receiver has biases toward the sender. To have an open mind means you are willing to respectfully listen to the sender without letting negative feelings or emotions get in the way.

### Sender

The sender begins the communication process. First, the sender decides there is a need to relay information to the receiver. Then, the sender assembles the information. The information takes the form of the message.



Figure 1-1. The six parts of the communication process.



The success of the communication begins with the sender. As the sender creates the message, care must be given to make the language of the message clear, consider the audience, and formulate the message accordingly. It is the sender's responsibility to clearly state the purpose of the message and to provide relevant detail.

## Message

The sender of the message decides what format the message will take. The message may be in words (written or spoken), pictures, or even video. Putting the message into the format it will be sent to the receiver in is known as **encoding**.

## Channel

The sender decides the best channel through which to send the message. This may be a face-to-face conversation, telephone conversation, letter, or e-mail, among others. Factors influencing how you choose to transmit a message include the following.

- importance of having a written record of the information
- need for the receiver to have the information immediately

- proximity; how close you are to the receiver
- number of people receiving the message
- level of formality necessary
- expectations of the receiver

There are many different channels for communicating a message, from a letter or e-mail to a face-to-face conversation.



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## Receiver

The receiver physically receives the message from the sender through whatever channel the sender selected. In turn, the receiver has a responsibility to the sender. When you are on the receiving end of the message, keep in mind that communication is a two-way process. How do you feel when you send an e-mail to which you never receive a response? Your attention to the message is essential to the communication process. Paying attention to the sender is both a matter of courtesy and necessity.

## Translation

Once the receiver receives the message, it will be translated, called **decoding**, to

see if the contents are understood. Keep in mind that message is not actually "received" if the receiver does not understand the content of the message.

## Feedback

Feedback is the receiver's response to a message. This tells the sender if the receiver understood the message as it was intended. For example, if you choose not to respond to an e-mail, the sender has no idea of whether or not you received the message. Many businesses have their e-mail applications set up to automatically request a "read receipt." That way, at least the sender knows the e-mail got through, but it does not tell the sender if the message was understood.

### Checkpoint

1. What are the six parts of the communication process?
2. What is the difference between encoding and decoding?



## Informal and Formal Business Communication

Business communication may be informal or formal. **Informal communication** is casual sharing of information with no customs or rules of etiquette involved. Reporting hierarchy, or levels, is not important in informal communication. People from various levels, divisions, and positions interact with each other in a casual way. Informal communication could be text messaging, telephone calls, or just talking at the water cooler. Also known as the grapevine, a healthy dose of informal communication is necessary to build communication within an organization. But, it may or may not be a dependable source of facts.

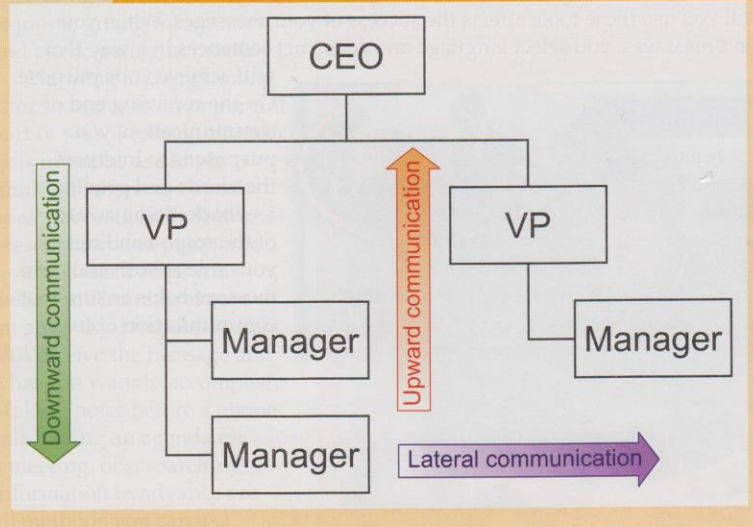
Sometimes, there may be a **protocol** (customs or rules of etiquette) as to how certain levels of employees interact with each other. This is known as **formal communication**. For example, it may not be appropriate for a manager to bypass the vice president about an issue and go straight to the CEO. Formal communication usually happens according to level within an organization. It flows in three directions, as shown in Figure 1-2.

### TEAMWORK

Meet with a group of students to analyze the communication process. Take turns describing a specific situation in which you were initially the sender and one in which you were initially the receiver. Identify the other persons involved in the process.



Figure 1-2. There are three basic flows of communication within a business.





- Upward communication takes place with your supervisors, managers, and executives.
- Lateral communication takes place with **peers** (persons of equal standing or work position).
- Downward communication takes place with those over whom you have a position of authority.

Formal communication typically takes place in letters, e-mails, or other messages that are planned and put in writing or spoken. Written documents are generally used when it is necessary that information be recorded for future reference.

### **Checkpoint**

1. What is the difference between formal and informal business communication?
2. What is a protocol?

## Written and Verbal Communication

If you were to chart your daily activities, you would find that you spend most of your time communicating. Communication skills affect your basic ability to understand others, establish positive relationships, and perform in most situations. Being able to communicate skillfully, therefore, is essential to your ability to succeed in your career. **Written communication** means recording words through writing or keying to communicate. **Verbal communication** means speaking words to communicate.

Words are the “tools” of all written and verbal communication. How well you use these tools affects the success of your messages. When you send messages, you select language and construct sentences in a way that will achieve your purpose. On the receiving end of communication, your purpose is to interpret the words and provide feedback. Being aware of the responsibilities of your role at both ends of a message helps ensure that communication occurs.

### TEAMWORK

Working in a group, describe where you observed (or created) a sending barrier to communication and a receiving barrier to communication. Get feedback from your teammates on what caused the barrier and what you could have done differently to avoid it.





## Written Communication

Accurate written messages are vital in the business world. Business communication is written for a variety of purposes and almost always requires planning and skill in execution. Perhaps the subject is technical, requiring lists of measurements and specifications. Perhaps a written record of a decision is needed to make a record. A complex explanation may require step-by-step instructions or a situation may call for a persuasive request.

Business writing requires use of Standard English and knowledge of business style for formatting documents. This is true of important documents, such as letters to customers and clients, reports, and presentations. You should also use Standard English in e-mail; texting language is not acceptable in business. Today, e-mail is a primary means of communication in most businesses.

Written communication is used to record and convey information of varying levels of importance. It can have enormous impact on how a business functions. Business communication represents you and your company. This means that even though e-mail is often used in place of a casual verbal conversation, it is necessary to stop and think before writing. Every written communication creates a record that can be recalled in the future.

There are three basic approaches to reading written communication: skimming, scanning, and reading for detail. These approaches are discussed in detail in Chapter 15.

## Verbal Communication

Speaking is also known as verbal or oral communication. In the course of a workday, most people spend at least some portion of time talking with coworkers, supervisors, managers, or customers. This communication involves a variety of situations, such as conversations about work tasks, asking and answering questions, making requests, giving information, and participating in meetings.

Planning and organizing your thoughts is an important part of verbal communication. This might be as simple as thinking before you speak or as elaborate as outlining a presentation and practicing several times before you deliver it. Planning always involves thinking about who will receive the message and what you want to accomplish. Making notes before a phone call, having an agenda for a meeting, or researching information in advance are all methods you can use

Verbal communication involves speaking words to transmit a message.



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to prepare before talking to people at work. This helps you clearly focus on your purpose so that you can choose the appropriate language and medium. Planning also saves time because you are less likely to need to repeat a message or have a second meeting to clarify. You will explore the methods for planning verbal communication in Unit 4.

### Checkpoint

1. What is written communication?
2. What is verbal communication?

## Nonverbal Communication

**Nonverbal communication** refers to actions, as opposed to words, that send messages. This is often called body language, but behavior is also part of nonverbal communication. Some nonverbal messages are subtle, such as posture. Others involve behavior that sends loud messages in spite of what you might say. Nonverbal communication can be so strong that it overwhelms the written or verbal message.

For example, if you visit a client's office and leave your coat on while standing near the door, the client is going to receive the message that you are in a hurry to leave. If someone stops by your office to talk and you say you are not busy, but you keep scrolling through your mailbox, the message you are sending is you are busy. Such actions as these and others, like failing to offer a handshake or arriving late for meetings, help others interpret your true message.

### Body Language

When you speak, you send nonverbal messages through gestures, facial expressions, and other body actions or posture. This is your **body language**. If you smile, sneer, raise an eyebrow, shrug your shoulders, nod in agreement, cross your arms, or clench your teeth, you are communicating just as if you are talking. The receiver picks up on these cues, which become an important part of your message. This is why being aware of nonverbal communication is an essential business skill. While you have been aware of nonverbal communication all of your life and have responded to it, how often have you given it serious thought? In the business environment, you must be aware of the nonverbal messages you send and receive. Otherwise, you run the risk of sending the wrong message or feedback.

There is often not a literal meaning to a nonverbal message. Everybody knows a frown means the person is unhappy, but most nonverbal messages must be considered in the context in which they occur. **Context** is the environment or setting in which something occurs or is communicated. Context is the other words or situation that surround a word, action, or idea and helps clarify meaning. For example, a smile can mean the person finds your statement funny or it could mean they do not believe you. Context is used to determine what it actually means.



Have you ever had a facial expression betray your emotions no matter how hard you tried to hide them? This type of nonverbal message is not only unintentional, it is often uncontrollable. In fact, sending nonverbal messages without realizing it is quite common. A distracted listener may allow his or her eyes to roam the room, not realizing that the speaker interprets the wandering eyes as disinterest or disdain. Being more self-aware is the only way to prevent these kinds of unintended messages.

In American culture, *eye contact* is an important form of body language. Appropriate eye contact means looking directly at the other person while engaged in conversation, but not staring too intently. Staring may make the other person uncomfortable.

Most people have a natural tendency to look directly at the person with whom they are engaged in conversation. But what if someone approaches you while you are doing something, such as dialing a telephone or reading a document? If you do not stop what you are doing and make eye contact, you are saying, "Please go away, I'm too busy to talk to you now." If you stop and look up, the person can still read the expression on your face—is it relaxed or tense? If you look tense, you are still sending the message that you do not wish to be interrupted.

## Touch and Space

Touch is another form of body language that sends strong messages. A firm handshake along with eye contact and a smile send an important message when you are introduced to someone new. These gestures convey openness and confidence. Conveying open and confident body language in business situations helps you create an impression of someone who is competent and trustworthy.

In the business environment, a handshake is about the only form of touch that is acceptable. Any other form of physical contact must be within the boundaries of correctness.

These boundaries vary, depending on the nature of the business and the culture. For example, a dentist must touch your face in order to complete an examination. However, if you work in an office and somebody touched your face, you would be offended, if not very upset. In general, do not engage in any physical contact other than what is required of your work.

**Personal space**—the space you place between yourself and others—is another aspect of body language. How close to someone do you stand

Be very aware of personal space in the workplace. Do you feel this man is violating this worker's personal space?



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or sit? The personal-space boundary becomes apparent when someone gets too close. Be aware that cultural background may be a factor in defining the personal-space boundary. Americans tend to keep a slightly greater distance between themselves and others than do people from certain cultures. So, consider this when interacting with people in diverse settings.

How you identify your personal space and the judgment you apply to the space of others varies depending on your social upbringing and community norms. When you enter a business environment, be aware that the workplace has its own unwritten rules of social and community behavior. Noticing and adapting to them will help you to communicate with comfort and assure that those receiving your message are comfortable.

## Behavior

Nonverbal messages can compete with verbal messages, and can even negate them. This is true of body language. It is also true when it comes to your actions. If you say one thing and do another, your verbal messages are likely to be ignored. For example, a supervisor who asks workers to stay late, but who does not do the same, probably will find few staff members willing to work late. As the saying goes, actions speak louder than words. In this

example, the supervisor is saying, "the work isn't as important as I said it was."

When first entering the workforce, it is important to take behavioral cues from others with more experience, but do not make the mistake of emulating poor habits. For example, suppose the starting time is 9 a.m. and you are allotted one hour for lunch. But, several employees arrive a little later than nine and take a little longer than an hour for lunch. Do not follow this behavior.

### BUSINESS ETHICS

#### Truthful Communication

Ethical communication is very important in both business and personal life. Distorting information for your own gain is an unethical practice. An ethical communicator depends on honesty, accuracy, and truthfulness to guide all communication. Communication must be presented in an unbiased manner. Facts should be given without distortion. If the information is an opinion, label it as such. Do not take credit for ideas that belong to someone else; always credit your sources. To learn more about ethical communication, search the Internet for articles discussing this topic.



Arriving on time and limiting your lunch to the allotted one hour let your boss know that you are dependable and willing to follow the rules.

## Paralanguage

**Paralanguage** is the attitude you project with the tone and pitch of your voice. It is reflected in speech as a sharp or soft tone, raising or lowering of the voice, speaking quickly or slowly, and the general quality of the voice. Paralanguage is nonverbal communication that reflects the speaker's true attitude, so it is important to be aware of it. When the content of your message is contradicted by the attitude with which you are communicating, your message will be received accordingly. If you say you are not angry, but you raise your voice, the receiver will know you really are angry.



Whenever you are speaking, remember that the tone, pitch, quality of voice, and rate of speaking convey emotions that will be judged by the receiver, regardless of the content of the message. If you get critical feedback from others about any of these voice qualities, be sure to take it seriously. The voice is not just a vehicle (channel) for the message, it is part of the message. As a communicator, you should be sensitive to the influence of paralanguage on the interpretation of your message by the receiver. When your voice complements the message, there is a greater chance that your words will be received as you intended.

## CASE

### Routine Habit

The weekly budget meeting at Leading Edge Productions was routine: same day, time, place, and participants. Charlie Burrows made it a habit to arrive at every meeting ten minutes late. On Friday, as Charlie walked in, Harold Rankowski stopped presenting and sneered momentarily before turning back to the board and continuing with his presentation. Charlie ignored Harold's nonverbal communication signals and went to his place at the meeting table and took a seat. A few moments later, Charlie started checking e-mails on his cell phone.

1. What message is Charlie sending by arriving late to budget meetings and not paying attention to the speaker?
2. How important were the nonverbal messages the speaker was sending Charlie?
3. What could happen as a result of his behavior?

### Checkpoint

1. What is nonverbal communication?
2. Why is paralanguage considered nonverbal communication?

## Barriers to Effective Communication

The six steps in the communication process can create potential barriers at the sender's end of the process, at the receiver's end, or both. **Barriers** are anything that prevents clear, effective communication. They may occur in written, verbal, and nonverbal communication.

### Sending Barriers

**Sending barriers** can occur when the sender says or does something that causes the receiver to tune out. This can happen when the receiver simply does not understand what the sender is talking about. The words used may not be

clear to the sender. Such misunderstandings cause daily problems ranging from minor events to serious, costly errors. Additional ways the sender might cause barriers include:

You may encounter many different barriers to communication without even knowing it. This man is creating a barrier to communication because he is on the phone at the same time he is trying to talk to his coworker.



- using poor grammar or spelling;
- overlooking typographical and formatting errors;
- presenting visually unattractive text or inappropriate graphics;
- assuming too much or too little about what the receiver already knows; and
- using inappropriate language (slang, jargon, or too formal or informal phrasing).

Face-to-face nonverbal communication that causes barriers includes:

- distracting mannerisms;
- facial expressions that conflict with the words being said;
- inappropriate dress or demeanor;

- sarcastic or angry tone of voice; and
- speaking too softly or too loudly.

In these situations, the sender's written or verbal message may be lost or undermined by competing nonverbal messages. The sender who does not have a good grasp of the purpose for communicating is likely to relay a confused and ineffective message.

How can the sender overcome barriers? The sender has responsibilities to the receiver to make sure the message is clear and understood.

- For written documents, follow the rules of writing, grammar, and formatting documents. A well-written and properly formatted document will send a positive message.
- For face-to-face communication, maintain positive body language and behavior.
- Do not assume too much or too little about what the receiver already knows.
- Select the appropriate format for your message, such as an e-mail or a phone call, based on the situation.
- Ask for feedback from the receiver to see if your message came across clearly.



## CASE

### Matter of Time

Lisa Shaw returned from lunch to find an e-mail message from the executive vice president, Angela Herrera. Ms. Herrera wanted to know when Lisa's manager, Bert Winfield, would return from his trip so a meeting could be arranged. Lisa checked Mr. Winfield's itinerary and saw that his flight was scheduled to land the next day at 9:56 a.m. She informed Ms. Herrera that Bert would return "around 10 a.m." tomorrow and come straight to the office. Ms. Herrera scheduled a meeting for 10:30 the next morning; Bert arrived 40 minutes late.

1. What did Lisa neglect to think about? What should she have done differently?
2. As the receiver, what part did Ms. Herrera play in the miscommunication?
3. What part of Lisa's feedback did Ms. Herrera miss? What feedback did she fail to give?

## Receiving Barriers

**Receiving barriers** can occur when the receiver says or does something that causes the sender's message not to be received. These barriers can be just as harmful to the communication process as sending barriers. The receiver has responsibility to give attention and respect to the sender. Most receiving barriers can be overcome with a little self-awareness.


- For written documents, make sure you read all of what has been written.
- Take responsibility for getting clarification if you do not understand the message.
- While *hearing* is an innate ability, except in the case of a physical disability, *listening* is a conscious action. For example, if you are reading while engaged in a telephone conversation, you are not actively listening. Active listening is discussed in Chapter 14.
- Give feedback. Let the sender know you received the message and ask questions or give information if needed.

Receiving barriers are the result of the receiver's actions.

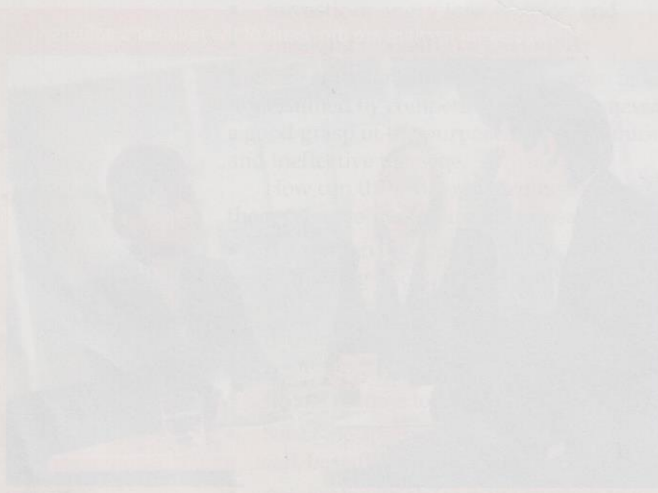


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Although senders are responsible for sending clear messages, listeners should be ready to recognize unclear messages. A listener who is willing to accept responsibility for getting clarification will be a more effective communicator.

 **Checkpoint**

1. What is a sending barrier?
2. What is a receiving barrier?





# Chapter 1 Review

## Chapter Summary

### Communicating Today

- Communication is the process of sending and receiving messages that convey information, ideas, feelings, and beliefs.
- Communication has changed more over the past decade than at any point in history.

### Communication Process

- The communication process is a series of actions on the part of the sender and the receiver of the message.
- The sender begins the communication process.
- The message is encoded by the sender.
- The message is sent through a channel.
- The receiver receives the sender's message, translates it, and provides feedback to the sender.

### Informal and Formal Business Communication

- Informal business communication is casual sharing of information with no customs or rules of etiquette.
- Formal business communication is information shared with regard to accepted protocol.

### Written and Verbal Communication

- Written communication means recording words through writing or keying to communicate.
- Verbal or oral communication means speaking words to communicate.

### Nonverbal Communication

- Nonverbal communication includes body language and behavior.
- Body language is the gestures, facial expressions, and other actions and posture you present while communicating.

- Body language must be interpreted in context.
- Context is the environment or setting in which something occurs.
- Touch and personal space are sensitive issues in the business world, so be very aware of these.
- Paralanguage, or the tone and pitch of your voice, sends a strong nonverbal message.

### Barriers to Effective Communication

- Barriers to effective communication can be sending or receiving barriers.
- Sending barriers are the result of something the sender does or says that prevents the message from being received.
- Receiving barriers occur when the receiver does or says something that prevents the sender's message from being received.



## Review Your Knowledge

1. Define communication.
2. List the six parts of the communication process.
3. What is the difference between formal and informal business communication?
4. List the three directions in which formal communication typically flows.
5. Describe the difference between written and verbal communication.
6. Why is nonverbal communication important?
7. What is the difference between body language and behavior?
8. Explain why paralanguage is considered a form of nonverbal communication even though it involves use of the voice.
9. Describe sending barriers.
10. Describe receiving barriers.





## Build Your Business Portfolio

A portfolio is a selection of materials that you collect and organize to show your qualifications, skills, and talents. When you apply for a job, community service, or college, you will need a portfolio to showcase your qualifications for the opportunity for which you are applying.

There are two types of portfolios that are commonly used: print portfolio and electronic portfolio (ePortfolio). An ePortfolio is also known as a digital portfolio.

1. Use the Internet to search for "print portfolio" and "ePortfolio." Summarize each type and create an overview of how to create each one.
2. You will be creating a portfolio in this class. Which portfolio type would you prefer to create? Write several paragraphs describing the type of portfolio you would prefer and why.



## Careers Architecture and Construction Careers and Communication

People with careers in architecture and construction are involved in the design, preconstruction planning, construction, and maintenance of structures. They may design, build, restore, or maintain homes, bridges, industrial plants, dams, hospitals, highways, and shopping malls. Some careers may involve landscape architecture, urban planning, and interior design.

Careers in these professions require strong communicators, as giving direction and input is an important component of the job. People in these professions must be able to explain their expectations and ideas in order for the end result to meet their criteria. Give a scenario in which a poor communicator could cause major problems for someone in this profession.



## Event Prep

### Student Organizations

Professional student organizations are a valuable asset to any educational program. These organizations support student learning and the application of skills learned to real world situations. There are a variety of organizations from which to select, depending on the goals of your educational program. Competitive events may be written, oral, or a combination of both.

To prepare for any competitive event, do the following.

1. Contact the association a year before the next competition to have time to review and decide which competitive events are correct for you or your team.
2. Closely read all of the guidelines. These rules and regulations must be strictly adhered to or disqualification can occur.
3. Read about which communication skills are covered for the event you select. Communication plays a role in all the competitive events. Research and preparation are important keys to successful competition. Use this book as a guide to help you prepare the communication aspects of all competitive events.
4. Go to the organization's Web site to locate specific information for the events. Visit the site often, as information can change.
5. Pick one or two events that are of interest to you. Print the information for the events and discuss your interest with your instructor.