

# Contents

Foreword to the Revised Edition *By Lawrence A. Appley* 9

Introduction: "X Factor" in the Management Job  
*By Frank E. Fischer and Lydia Strong* 15

## I. BRIDGES AND BARRIERS

Meaning and How We Can Share It *By Paul Pigors* 25

The Semantics of Managing *By William Exton, Jr.* 38

## II. PRESCRIPTION FOR SELF-IMPROVEMENT

How to Plan Your Communications *By David Emery* 55

Do You Know *How* to Listen? *By Lydia Strong* 60

Getting an Idea Across *By Robert P. Cort* 67

Why Can't People Get Things Straight? *By Frederick J. Gaudet* 74

To Speak and Influence Others . . .

1. Talk to Get Results *By Lionel Crocker* 88

2. The Words You Say *By William M. Sattler* 94

## III. DOWN, UP, AND ACROSS

Blueprint for Employee Communication *By William R. Kelly* 103

Are You Getting Across to Your Workers? *By Tom Wolff* 111

Rumor Must Be Reckoned With! *By Juliet M. Halford* 117

Stimulating Upward Communication *By Earl G. Plantv*  
*and William V. Machaver* 123

What Your Boss Wants to Know *By Robert D. Gray* 139

Cooperation or Conflict in Working with Other Managers  
*By Joseph J. Famularo* 147

## IV. THE DAY-TO-DAY JOB

The Supervisor Speaks for Management <i>By Willard V. Merrihue</i>	153
Introducing the New Employee <i>By Fred G. Schmidt</i>	159
Some Guides to Employment Interviewing <i>By General Foods Corporation</i>	164
So You Don't Have Time for Training? <i>By Donald L. Kirkpatrick</i>	169
When Employees Ask Questions About the Company	174
The <i>Why</i> of Management Policy	
1. Concentrate on the New Employee's Safety Training <i>By Arthur H. Christian</i>	178
2. Building a Constructive Group Attitude Toward Safety <i>By Robert K. Bain</i>	182
3. Motivating Operators and Supervisors to Better Quality <i>By J. Frederick Verigan</i>	186
4. Communication on Wage and Salary Administration <i>By Robert E. Sibson</i>	192
Of Giving Orders and Getting Results <i>By Paul Pigors</i>	203
The Plus Factor in Discipline <i>By John M. Geisel</i>	212
Some Company Pointers on Morale	
1. How to Reprimand Constructively <i>By the Louisiana Power and Light Company</i>	216
2. A Four-Step Approach to Handling Grievances <i>By the Aluminum Company of America</i>	220
3. Getting at the Causes of Complaints and Grievances <i>By the Western Electric Company, Inc.</i>	223
The Face-to-Face Performance Review	
1. Is the Performance Review a Threat or Promise? <i>By Mortimer R. Feinberg</i>	233
2. Seventeen Principles of Appraisal Interviews <i>By Robert Hoppock</i>	242
Getting More Out of Your Meetings	
1. Five Steps to a Better Talk <i>By Louis A. Allen</i>	246
2. Improving Conference Leadership <i>By Stanley G. Dulsky</i>	250
3. Those Important Physical Arrangements <i>By C. B. Alvord</i>	255

## V. THE WRITTEN WORD

Thinking Through a Report-Writing Assignment <i>By William M. Schutte and Erwin R. Steinberg</i>	259
How to Write Better Letters <i>By James Menzies Black</i>	267

<i>Contents</i>	13
How Do You Describe a Job? <i>By Richard S. Russell</i>	274
Write Less, Say More <i>By Clifford I. Haga</i>	282
Postscript: The Basics of Effective Communication	293
Index	297