I. Introduction
   A. In today’s global economy where employees and customers are from different cultures, nonverbal communication can play an important role.
   B. Improving skill in understanding, detecting, and sending nonverbal messages can enhance one’s success in business.

II. Nonverbal communication: Definition and Principles
   A. Nonverbal communication is all intentional and unintentional messages that are not written, spoken, or sounded.
   B. The meanings of most nonverbal communication depend upon the culture in which they occur.
      1. The technical level of culture is the level where most members of the culture generally openly know nonverbal behaviors.
      2. The formal level of culture is the level where the rules are known, but the reasons for them are not.
      3. The informal level of culture is the level where the rules are unconsciously learned by imitation and are taken for granted.
   C. The majority of business related nonverbal behaviors are at the informal level of culture.

III. Types of nonverbal communication and their effects on business communication
   A. The face is responsible for most of the meaning in nonverbal messages, and the eyes are the most expressive part of the face.
      1. Eye contact shows interest and attentiveness in the U.S. culture.
      2. Eye contact signals the wish to participate or to be left alone.
      3. Eye contact controls the flow of communication.
      4. Eye contact and facial expression play a role in effective persuasion.
      4. Eye contact meanings vary from culture to culture.
   B. Body movements and gestures are even more closely tied to culture than face and eyes.
      1. Others may assign meaning to body movements and gestures regardless of your intentions based on their frame of reference and perceptions.
      2. Body movements and gestures may be divided into four categories.
         a. Emblems are intentional and carry an exact verbal meaning.
         b. Illustrators are intentional and add to or clarify meaning.
         c. Regulators control the flow of the conversation.
         d. Adapters are habitual and are used in times of stress.
   C. Clothing and personal appearance are used to determine status, credibility, and persuasiveness.
      1. The operative word is appropriate.
      2. Casual dress has presented some problems.
      3. The dress and appearance of the personnel affect the publics perception of a firm.
      4. Dark colors communicate authority.
      5. Suit jackets are important, even for women.
6. Color and style impact hiring decisions.
   a. Darker colors result in an applicant appearing more competent.
   b. Skirted suit best attire for women.

7. Professional demeanor has a marked influence on hiring decisions.

D. Informal distance and personal space rules vary from culture to culture and person to person
   1. Hall divides personal reactions to distance into four categories.
      a. *Intimate distance* is from touching to 18 inches and is not generally used in public by Americans.
      b. *Personal distance* is from 18 inches to 4 feet and is used by close friends or colleagues when they converse informally.
      c. *Social distance* is from 4 to 12 feet and is used for most business transactions.
      d. *Public distance* is from 12 to 15+ feet and is the distance between a public speaker and large audience.
   2. Distance and personal space are important in seat arrangements.

E. Physical environments reveal information nonverbally and affect communication.
   1. Color affects avoidance or approach behaviors.
   2. Lighting affects volume of speaking and how people feel.
   3. Room size can affect the formality or informality of the communication and the perception of the people.
   4. Odor communicates nonverbally.
   5. Ergonomics, the science of mating machines to human requirements, can indirectly affect communication by affecting communication.

F. Time and the way people react to it and interpret it occur at all three of the culture levels.
   1. Most Americans are schedule and time conscious.
   2. The amount of time people spend with each other communicates.

IV. Nonverbal status symbols in business
   A. People are influenced by high status clothing.
   B. Location, size, and furniture of a person’s office are status symbols.
   C. Strong and weak nonverbal behaviors affect your perceived status.

V. Nonverbal messages and international business transactions
   A. When a company sends employees to another country on business, they often experience culture shock (they can’t understand or be understood) because of two mistakes.
      1. The company fails to provide culture training.
      2. The employees assume the other culture to be the same as their own.
   B. Americans need to learn how other countries view us.
   C. Expectancy violations theory deals with how people respond when their nonverbal expectations are not met.

V. Immediacy behaviors
   A. A sense of closeness and interaction is referred to as immediacy behavior.
   B. The combination of verbal, vocal and nonverbal behaviors produce immediacy or the lack of immediacy.
      1. Choice of words communicates nonverbally.
2. Vocal behavior communicates nonverbally.

VI. Improving nonverbal skills
   A. Develop awareness of nonverbal differences.
   B. Do not judge others using your own nonverbal meanings.
   C. Do not assign nonverbal meanings out of context.
   D. Observe yourself on videotape.
   E. Associate with as many different types of people as possible.

VII. Summary
   A. A large portion of the meaning of a person’s message is carried in the nonverbal code.
   B. Knowledge of nonverbal communication can be an important tool for the business and professional communicator.
   C. Use caution when interpreting others’ nonverbal behaviors.