

Top Tips for Successful Communication: Expert Panel

LONDON, January 21, 2011 – Canon Europe, world leader in digital imaging, today launched its Top Tips for Successful Communications to accompany its research into the ICM study: ‘*Technology’s Role in Evolving Business Relationships*’.

Gathered from some of Europe’s premier business institutions, analyst houses and independent consultancies, our experts analysed the ICM results and summarised their insight into the key recommendations for workplace interaction.

The Top Five Tips are a guide to how companies should communicate in business today, use their technology to provide maximum efficiencies, and provide a harmonised workplace environment.

The findings can be summarised below:

1. **Don’t forget about the importance of face-to-face meetings**

“Face to face communication has long been seen as the 'gold standard' of communication methods for some very good reasons. Meeting other people face to face can give us a richer and deeper communication context than other vehicles – we can observe body language, more easily convey emotion and humour, have in depth conversations and dialogue, share the same activities and experiences, as well as communicate in different ways through touch and gesture. Business leaders should think twice before cancelling attendance at all conferences and events. They may save money in the short term, but they risk suffocating the development of the professional and business communities they need to build to stay ahead of the game.”

Dr Richard Plenty, Board Member of the Association of Business Psychologists and Managing Director This Is. <http://www.thisis.eu/>

2. **Use appropriate communication tools, depending on your needs**

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“While social capital blossoms through face to face contact and human interaction, there is no doubt that impersonal means of communication have the key benefit of improving communication efficiency and speed. In the end, the challenge for organisations will be to reap the benefits of an inevitable trend towards more impersonal communication (fighting it will probably be futile and counterproductive), while at the same time managing the development of social capital carefully, possibly through innovative and creative means.” *Dr Omar Merlo, Fellow in Marketing, Cambridge Judge Business School, University of Cambridge*

3. Digital communications are inevitable, but consider the impact it has on your workforce

“E-mail is still the most prevalent form of Computer Mediated Communications within organisations. In recent years, the increasing use of mobile devices in business has given the experience of e-mail a new dimension. One problem with e-mail is that the recipient has to deal with excessive amounts of e-mail and the pressure to answer these e-mails as soon as possible. A smartphone increases the flexibility of employees but contributes to long working hours with the risk of a disturbed work-home balance.” *Prof Arnold B. Bakker, Erasmus University Rotterdam, President of the European Association of Work & Organizational Psychology*

4. Learn from digital natives within your organisation

“As younger generations of workers who have grown up in the era of digital communication find their way into offices, two things might happen. First, the trend towards increased reliance on digital communication channels will become inevitable. Second, it is also possible that this new generation of workers will be more accustomed to building trust and solid relationships even through digital channels.” *Dr Omar Merlo, Cambridge Judge Business School, University of Cambridge*

5. Be creative and experiment

“Ease of use vs efficiency is still relevant. The new communication tools are still cumbersome. With the increase of digital talents at work this will change dramatically.” *Dr*

Mario Raich, Chairman of Learnità Ltd, the London based Innovation Enabler;
www.learnita.com

“It may be a cliché, but it is nevertheless true: In a high tech world, we definitely do need high touch. These should not be seen as competing goals – we need to use our ‘tech’ to grow our ‘touch’. This is the task that awaits us in the decade ahead.” *Dr Graeme Codrington, Author, speaker and expert on the new world of work, TomorrowToday.uk.com*

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PLEASE FIND ADDITIONAL INSIGHTS FROM THE EXPERTS PANEL

Importance of face-to-face communication:

“Face-to-face communication is absolutely essential in today’s faceless media intensive society because personal contact remains a major means of securing business. Whilst modern information communication advances have very positive uses, they can only serve to sustain and nurture a relationship once it has been developed.” *Prof David Edwards*

“Face-to-face communication may be less efficient than Computer Mediated Communication in terms of time use. However, in face-to-face communication, workers can better express their emotions, use nonverbal language to support their messages, and build lasting relationships with colleagues and customers.” *Prof Arnold B. Bakker*

“Things like gratitude, respect and friendship are difficult to develop without face-to-face contact. Moreover, communication means such as email can by their very nature lead participants to being overly careful, defensive and guarded (e.g., for fear of leaving a “paper trail”, etc.).” *Dr Omar Merlo*

The need to strike a balance between face-to-face and Computer Mediated Communication:

“Face to face communication is one of most basic forms of human interaction and remains very important. Yet it can be time-consuming and expensive in the modern global business context where speed is of the essence and costs are under scrutiny. As a method of communication it may not even be ideally suited to a world in which influence is exercised through diverse geographically distributed personal networks and relationships, and expertise

delivered through complex and shifting alliances and coalitions both within and between organisations.” *Dr Richard Plenty*

“It is clear that – in the next years – we will need to learn how we can sustain our relationships with colleagues and clients when using Computer Mediated Communication. Technology in itself is neither a demand nor a resource; it is how we deal with it.” *Prof Arnold B. Bakker*

“Communication is moving into the digital space, face-to-face meetings have lost a lot of appeal. Communication is becoming shorter and more superficial. Speed is often more important than content.” *Dr Mario Raich*

Upwardly mobile:

“[There is a] shift towards mobile devices for communication and computer power. Mobile communication based on new devices (iPhone, iPad etc.) is fast replacing any other form of communication. Landlines are perceived as a backward technology. Many emerging countries cannot afford to build the necessary infrastructure for the landlines.” *Dr Mario Raich*

“The number of contractors and freelancers is growing fast. In particular the new generations are keen on it. It gives them a better control over their time investment for work.” *Dr Mario Raich*

Improvements in communication technology:

“Ease of use versus efficiency is still relevant. The new communication tools are still cumbersome. With the increase of digital talents at work this will change dramatically.” *Dr Mario Raich*

“Canon’s research shows us how much work still needs to be done in order to truly benefit from the IT revolution going on around us. It seems clear that we are yet to uncover the most satisfactory ways of using new technology to enable better communications, more effective work practices and improved relationships.” *Dr Graeme Codrington*

EXPERT PANEL BIOGRAPHIES

Panel members

The following academics, experts and futurologists were kind enough to offer their opinions and insights on the results of Canon’s Evolving Business Relationships study.



Prof Arnold B. Bakker

Prof Arnold Bakker is Professor of Work and Organizational Psychology at Erasmus University, Rotterdam. He is the President of the European Association of Work and Organizational Psychology and co-editor of the book “New media and Organizational Psychology” (Derks & Bakker, 2011; Psychology Press).

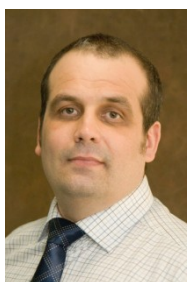
<http://www.arnoldbakker.com/>



Dr Graeme Codrington

Dr Graeme Codrington is an expert on the new world of work and multigenerational workplaces. As a writer, speaker and strategy consultant, he has helped thousands of leaders improve their organizations by understanding the new world of work and effectively influencing their key staff and customers.

<http://tomorrowtoday.uk.com/>



Prof David Edwards

Professor David J. Edwards is the Director of the Centre for Business Innovation and Enterprise at Birmingham University; the Centre conducts world-class research work for both industry and government funded bodies, throughout the UK and abroad.

<http://www.bcu.ac.uk/bcbs/research/centre-of-business-innovation-enterprise>



Dr Omar Merlo

Dr Omar Merlo is Fellow in Marketing at the Cambridge Judge Business School, University of Cambridge, and lecturer in Marketing at Imperial College Business School. Omar is active in consulting and executive education.

<http://www.jbs.cam.ac.uk/research/associates/merloo.html>



Dr Richard Plenty

Dr Richard Plenty is an experienced international organisation development consultant, human resources leader and business psychologist. Richard serves on the Board of the Association of Business Psychologists and is a founding Director of business consultancy, This Is.

<http://www.thisis.eu/>



Dr Mario Raich

Dr Raich is Chairman of Learnità Ltd, the London based Innovation Enabler; www.learnita.com. At the Institute for Labor Studies at ESADE Graduate School of Business in Barcelona he acts as a Senior Advisor. Mario's work at the Institute is dedicated to the study of the Future of Work. <http://www.esade.edu/research/eng/estudioslaborales>

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