

*Study Question 6:*

*What communication barriers are at work in this incident and how could they be overcome?*

Alan Richardson was assigned to head up the relatively new marketing department of his company's off-shore office in Mexico City. He was very excited about this career opportunity – and the chance to use his fluent Spanish. His overall responsibility was to increase marketing's visibility and role, and bring new personnel on as well. With increasing competition in Mexico, U.S headquarters communicated to Alan that he was to bring the department in line with those in other international offices.

Alan called his first meeting in his office on Friday afternoon with the men who had been handling prior marketing efforts and all support staff. After everyone arrived, he greeted them briefly and promptly began the meeting. The first item on his agenda was to ask for suggestions as to how they might increase sales by using promotional campaigns. After a short discussion, he then proposed that the two primary marketing researchers, Eduardo and Miguel, look into a marketing research system, thinking that whoever proved to be the better researcher would be promoted to manager. He concluded the meeting by thanking them for their time and saying that the group would meet again next week to share information.

The group sat silently until Alan said in the fluent Spanish that he had been speaking all day, "That's all for now, guys. Have a good weekend."

Next week at the follow-up meeting, he was surprised to find that no one in the group had anything to suggest or report on.

*Your answer:*