

Winter Annotated Bibliography

1. Andjelic, A. (2021). 4 Elements of a Successful Brand Refresh. *Harvard Business Review*.

To achieve long-term success, every company must consider how consumers view them in the marketplace. Often, the longer a company is in business, the more in need they are of a brand refresh. There are various reasons why companies should refresh their brand. This process could involve staying innovative to compete with the industry or redefine the company culture. No matter the reason, it's always a good idea to evolve and remain relevant. This article cites four key elements to consider when rebranding is the goal. It is essential to recognize this process does not happen overnight and involves a strategic and creative approach.

This article applies to any company considering freshening up their brand. The reasons why it starts may differ, but the result is a positive spin on an old approach. A company can transform who they are and how they present to all stakeholders. Starting with these four key elements in this article can be a roadmap for success.

L06: create and deliver elegant messages appropriate to audience, purpose, and context.

D04: Be equipped to influence change.

2. Berinato, S. (2016, June). *Visualization That Really Work*. Harvard Business Publishing Education. Retrieved March 23, 2022, from <https://hbsp.harvard.edu/product/R1606H-PDF-ENG>

In today's marketplace, it is common for people to get lost in a sea of spreadsheets trying to determine the outcome of data. Data visualization is a skill most managers do not have but is becoming increasingly necessary. Managers must be able to take reports and numbers and make sense of them visually to capture a bigger audience. This article explains the common forms of data visualization and how these charts and graphs can be beneficial by keeping them simple. Doing so will enable leaders to communicate strategically with a broader audience to develop messaging.

This article was helpful to me because it explained many common problems I see with reports at my job. The charts and graphs are hard to interpret, leaving the reader confused. This article explained how to make things more logical by focusing on simple messaging. A good idea to keep in mind is that if the visual creator thinks it's hard to understand, it probably is. Which translates into "less is more."

L03: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors.

L06: create and deliver elegant messages appropriate to audience, purpose, and context.

3. Bierend, Doug (2018). Augmented Reality's True Purpose Serving the Appetite for Big Data., <https://medium.com/vantage/augmented-realitys-true-purpose-serving-the-appetite-for-big-data-4d463ea45feb>

Many ethical concerns come to mind when exploring the topic of augmented reality. People faced with the reality of being under surveillance continuously, without their consent, is disturbing. Most people today would have a severe issue with this. This article gave the reader many points to ponder. Who do you consent to? Is it legal? Do people understand cell phones allow tracking? All these details speak to the phenomena of "big data." As society's appetite grows for constant information, platforms must comply with what the public wants.

I found this article valuable because it explores various ethical issues with living in a world where users see the same data repeatedly – both positive and negative. We see this with the algorithms Facebook and Instagram use. People never get to see the "other side of the coin." The user sees the same content based on your clicks, likes, etc. How can we ever be able to see all arguments if we are constantly seeing the same viewpoints and opinions? I would argue it is unethical to do this without the user's knowledge, almost to the point of brainwashing. I know the future consists of using augmented reality and virtual reality. Still, it begs the question about what happens when we get there?

L05: Critically analyze messages.

D03: Choose to communicate with ethical intention and evaluate the virtuous elements of any communication situation.

4. Brandenburger, A. (2019). Are Your Company's Strengths Really Weaknesses?. *Harvard Business Review*, 2.

Analyzing your company's strengths and weaknesses can be challenging. The ability to use a SWOT analysis properly takes time and practice. The business world can be demanding, and what one person may think is a strength could sometimes be a weakness. One way to rethink a company's strengths, weaknesses, opportunities, and strengths are to swap the traditional SWOT analysis model for a new retooled framework. The old model treats strengths and weaknesses as external only. The new model allows the analyst to recognize threats and weaknesses can be both internal and external. Using a new approach to a traditional model can be eye-opening and valuable. Being flexible with the new thought process allows for essential questions to be asked to determine which method is most applicable to the business.

After reading this article, I learned an important lesson about always looking for new ways to use a SWOT analysis. Using a group setting to take the old model apart and construct a new model allows leaders to see other points of view. What one person may see as a threat could be an opportunity. Examining a SWOT from different lenses helps keep the analysis flexible yet structured.

L01: Articulate connections between the interdisciplinary field of communication and the central curriculum themes of the MSC program.

L03: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors.

5 .Brooker, Barnett, J., & Cribbin, T. (2016). Doing social media analytics. *Big Data & Society*., 3(2). <https://doi.org/10.1177/2053951716658060>

As social media grows in popularity, different approaches and methodologies need to be used to navigate and deconstruct the data. This study looks at various processes for undertaking the analysis. The study uses a software tool called Chorus to illustrate a visual analytic approach to sourcing through all the 'Big Data' research. Although the Chorus product has room for improvement, it demonstrates the use of visualizations as an excellent way for researchers to display their data.

This study taught me there is more than one way to comb through the mountains of data on social media. As more and more users log into these platforms, analysts must deal with the technical aspects of data collection while formulating it into meaningful visuals. The next time I analyze data from a social media platform, I will keep this study in mind when constructing visuals.

L05: Critically analyze messages.

D04: Be equipped to influence change.

6. Carter, M., & Egliston, B. (2020). Facebook's virtual reality push is about data, not gaming. *The Conversation*, 18.

Virtual reality seems to be the new buzzword at Meta (formerly known as Facebook). The company uses the new Oculus Quest 2 headset as part of its long-term strategy to make virtual reality more popular and accessible to the casual user. Most people would see this as a gaming strategy, but it is not about gaming. It's all about data and how much the company can collect about you and your environment. These headsets can collect upwards of under 2 million data points about your body language in just twenty minutes. This process raises many ethical concerns about what the users agree to when using the equipment. Rightly so, consumers are concerned about the ethical implications of all this data extraction. There is no governance or responsible parties to oversee the data collection because the industry is so new. As a leader in the industry, Meta will continue to explore these new technologies and collect data until the government or some other agency tells them they can't.

As I read this article, I thought about how my use of technology collects data on my cellphone location, internet searches, and even my car navigation system. This article shines a light on the unethical ways information is being collected. It explains how we need to start asking more questions about these big tech firms as a society. Living in an era of advanced technology, I am not sure data collection is avoidable. However, as consumers, we can all be educated on the upside and the downside of these collection practices.

L02: Demonstrate the ability to assess complex organizational environments and achieve communication goals.

D03: Choose to communicate with ethical intention and evaluate the virtuous elements of any communication situation.

7. Deer. (2011). How the case against the MMR vaccine was fixed. *BMJ : British Medical Journal.*, 342. <https://doi.org/10.1136/bmj.c5347>

This article examined a case series of twelve child patients, authored by Andrew Wakefield, and the potential misrepresentation of facts and details regarding the correlation between the MMR vaccine and autism. The author exposed how misconstrued data and details were left out. In most cases, the facts did not align, which caused a worldwide scare over vaccinations of children receiving the measles, mumps, and rubella (MMR) vaccine. The study was commissioned and funded for planned litigation. Unfortunately, Wakefield and his study preyed upon parents looking for answers for their sick child. There was no temporal sequence, and some of the symptoms occurred before receiving the MMR vaccine. In addition, the sample size of the children who participated in this Wakefield study was far too small to draw tangible conclusions. There was too little factual evidence to make a definite diagnosis linking the MMR to the symptoms the children were experiencing.

These examples prove why studies must be ethical and trustworthy. All data must go through a vetting process when making assumptions which can have irreversible consequences. This article taught me to look at the data source and its link relative to actual outcomes when reading about data.

L05: Critically analyze messages.

D03: Choose to communicate with ethical intention and evaluate the virtuous elements of any communication situation.

8. Mullins, K. H., & Cuevas, H. M. (2018). Mentors, Mentees, and Building a Board of Directors: The Big Questions in Personal and Career Development through Mentorship. *Proceedings of the Human Factors and Ergonomics Society Annual Meeting*, 62(1), 1575–1578. <https://doi.org/10.1177/1541931218621356>

The journal highlights the benefits of having a mentor, mentees, and a personal board of directors. All these groups are highly beneficial, but the board of directors can be most helpful for anyone looking to improve. This group of people serves as a multiple-mentor model. It should consist of people with a wide range of expertise. Your board should have access to diverse networks and be concentrated in focus by subject matter. The journal outlines several reflective questions to ask to identify potential members of your board. Using these principles can help you choose the right people to ensure honest feedback to keep refining your skills to be successful.

This journal solidified how the notion of having great mentors and developing a personal board of directors is key to learning new strategies to improve continuously. I can see myself using these reflective questions when screening potential members when I implement my board of directors.

L03: Address complex challenges by collaboratively leading teams across disciplines, distances, and sectors.

L04: Apply communication-centered scholarship to strengthen communication effectiveness.

9. Myers, D., & Twenge, J. Download Myers, D., & Twenge, J.(2015). Social psychology (pp. 97-120). New York, NY: McGraw-Hill.

Behavior and attitude are good predictors of how people conduct themselves in different situations. When the attitude is positive, most people respond encouragingly. The same principle applies to a negative attitude. Many variables can affect behavior, such as social influences, social movements, and the environment. This chapter explains the three competing theories on how behavior affects attitudes. We cannot always control these variables, but how we respond can direct our experiences. People who apply these theories of self-presentation, dissonance, and self-perception are more likely to adapt to a changing environment and have positive outcomes.

This chapter helped me realize how my behavior and attitude can influence change. Self-perception, attitude, and expressions can help me turn a situation from negative to positive by adjusting my mood. Being self-aware and flexible takes practice, but it can be useful in persuasive leadership when mastered.

L04: Apply communication-centered scholarship to strengthen communication effectiveness.

D1: Iteratively develop inter-professional leadership competencies.

10. Ware. (2010). Visual Thinking for Design (1st edition). Morgan Kaufmann.

Most people do not know how to present materials effectively. People use too many details and too many words on slide materials. There are many technical aspects to absorb when designing presentations. It is challenging to stay focused get caught up in the minutia of each detail. Keeping in mind the relevant topics for creating slides and presentations or documents for meetings is vital. Knowing what we know about human behavior, interactions, and distractions while participating or presenting material, the author explores why many PowerPoint slides are not helpful. There are many lessons to learn about using the right tool for the right message and always being aware of your audience.

This book is essential for anyone looking to improve their design capabilities and brush up on using the right tools to design a great message. I will undoubtedly use this book to help myself and others create impressive presentations.

L02: Demonstrate the ability to assess complex organizational environments and achieve communication goals.

L05: Critically analyze messages.