NHH

ABC REGIONAL CONFERENCE 2025

Venue: NHH, The Norwegian School of Economics, Helleveien 30, 5045 Bergen

How to get to NHH

4 June 2025 09:00-6 June 2025 16:00

Wednesday, 4 June 2025

08:00–09:00	**Registration, main entrance, NHH**
09:00–09:30	**Opening Ceremony** **(Auditorium A)**
09:30–10:30	Keynote: Stephanie Schnurr, University of Warwick**: Envisaging, building and maintaining bridges between business communication and leadership: A sociolinguistic perspective**
10:30–11:00	**Break in Speilsalen (the Mirror Hall)**

	Track: Business Communication - [Auditorium A]	Track: Business Communication - [Auditorium D]	Track: Teaching Business Communication - [Auditorium M]	Track: Intercultural Communication & EDI- [Auditorium G]
Session Chair	Trine Dahl	Kaisa S. Pietikäinen	Evelina Lucas	Rashid Mustafin
11:00–12:30	BUSCOM Sustainable Futures: Creating Sustainable Brand Identities Through Sustainability Discourses on Instagram Business Accounts from The Food Industry **Marie-Louise Brunner** BUSCOM Sustainable Futures: Sustainability in CEO Letters. A Systematic Textual Analysis **Walter Giordano** BUSCOM Sustainable Futures: Communication ↔ Transformation **Erika Darics**	*Money, Morals, Modesty*: A Corpus-assisted Study of How Business Executives Discursively Construct Their Public Image Gerlinde Mautner Leadership And Communication in The Life of a Start-up Almut Koester CEO Vision Articulation: Revisiting our Roots. Jenna Haugen, Tracy Blasdel	Teaching the Principles of Emotional Intelligence (EI) to Enhance Leadership Skills and Success Jessica Nevitt, Emily Dutton From Fixed to Flexible: Teaching Adaptability in Business Communication Paige Land “Teams” in Action: Transforming Team Communication and Project Management Chris Thomas, Sarah Clark, Jeanette Heidewald	Rethinking Cultural Dimensions in Intercultural Communication Melanie Moll A Case Study of Cross-Cultural Management: A Japanese Trading Company Operating in Italy Misa Fujio Building Trust Through Intercultural Communication in Healthcare Melanie Moll

12:30–13:30	**Lunch in Speilsalen (the Mirror Hall)**

	Track: Business Communication - [Auditorium A]	Track: Business Communication - [Auditorium D]	Track: Teaching Business Communication - [Auditorium M]	Track: Intercultural Communication & EDI- [Auditorium G]
Session Chair	Claudia Elena Urrego	Christian Langerfeld	Gisle Andersen	Beate Sandvei
13:30–15:00	Strategic Communication of European Energy Companies in the Face of Polycrisis: A Comparative Framing Analysis of CEO Letters (2019-2023) Nadine Thielemann, Martina Berrocal Strategic Ambiguity vs. Transparency: An Analysis of Crisis Response Strategies in Annual Reports Emily Marett Living Up to the Family Name: Examining Family Firm Reputation in a Crisis Communication Context Emily Marett	Communicating Sustainable Tourism in A Multilingual Context: A Corpus-assisted Discourse Analysis of English-language Practices in Digital Communication Cecilia Lazzeretti, Maria Cristina Gatti Forgotten Function: Redefining Social Media Strategy for Genuine Customer Communication Maria Wolfe, Robert Kwortnik Sustainable Wine Tourism Discourse: Managing the Communicative Role of Chilean Winery Websites Judith Ainsworth	Equipping Future Managers for Effective Communication in Linguistically Diverse Workplaces Višnja Kabalin Borenić, Boglarka Kiss Kulenović Corpus-Based Discourse Analysis in TEFL and ESP: Enhancing Business English Proficiency and Pedagogical Practices Michaela Duruttya Bridging the Gap - Developing Curriculum to Meet Industry Demands for Arabic in the Workplace Naqaa Abbas, Mary Queen	The Effect of Dutch Gender-Neutral Pronouns on Perceived Text Quality: Generic Reference in Employee Guidelines Sofie Decock Navigating Gender-Diverse Expression in Multilingual Corporate Settings Benjamin Ale-Ebrahim Words That Matter: How The Language of Performance Reviews Can Influence Promotion Decision Sylvia Jaworska

15:00–15:30	Break in Speilsalen (the Mirror Hall)
15:30–16:30	Keynote: Sunniva Whittaker, University of Agder: **Understanding the gap from a theoretical and practical point of view**
16:30–17:00	ABC Plenary Session
18:00–19:00	Reception at Permanenten, KODE (how to get there?), kindly sponsored by Bergen Municipality

Thursday, 5 June 2025

	Track: Business Communication - [Auditorium A]	Track: Business Communication - [Auditorium D]	Track: Teaching Business Communication - [Auditorium M]	Track: Intercultural Communication & EDI- [Auditorium G]
Session Chair	Rashid Mustafin	Evelina Lucas	Claudia Förster Hegrenæs	Geert Jacobs
09:00–10:30	Business Responses to Negative Feedback on Tripadvisor: A Qualitative Investigation of Politeness Perceptions Among Italian Vs. British Participants Rebecca Van Herck, Irene Cenni The Review Game - Coping with Customer Reviews Online in The Restaurant Business Andreas Enzminger, Jens Seiffert-Brockmann "Paid Five-star Prices for Less Than Two-star Service" – "Thank You for Taking the Time to Review Your Recent Stay with Us" Iryna Wehr	Can Stakeholder Mapping Serve as a Tool to Facilitate Dialogue and Increase Opportunities for Agency in Unfavorable Power Relations? A Case Study Kaja-Lena Isaksen Impact of Unclear Business Communication: Making the Case for Plain Language Sarah Clark	Empowering Learning Through Constructivist and Transformative Projects: A Case Study with an NGO in Uganda Angela Perry Creating and Implementing a New Diversity Management on Campus Vincent Merk The New Innovation School – Short and Long-term Evaluation of an International Internship Program Agnes Bamford, Steffen Juranek, Aruna Tatavarthy	Job Interview Candidates *Recounting* and *Doing* Ageism Melina De Dijn, Dorien Van De Mieroop Fostering Inclusivity: Developing Management's Understanding of the Lived Experience of Workplace Disability Discrimination Heidi Willers , Mark A. Hannah The Workplace, Serious Mental Illness, and Disclosure: Navigating Challenges and Promoting Wellbeing Daniel Keays

10:30–11:00	Break in Speilsalen (the Mirror Hall)

	Track: Business Communication - [Auditorium A]	Track: Business Communication - [Auditorium D]	Track: Teaching Business Communication - [Auditorium M]	Track: Intercultural Communication & EDI- [Auditorium G]
Session Chair	Sofie Decock	Ina Celise Sortland	Gavin Mitchell Lamb	Kristin Rygg
11:00–12:30	Remote Work Communication: How Does Communication Impact Performance, Engagement and Well-being. A Systematic Review, 2020-2024 Ryan Michael Murphy, Cynthia L. Sherman From Smiling Faces to Piles of Poo: Studying the Use of Emojis in Webcare Interactions Ursula Lutzky, Andrew Kehoe, Matt Gee Leaders On LinkedIn: Identity Performance and Discursive Legitimation Lise-Lotte Holmgreen, Mia Rasmussen	Communication Tools for Enhanced Professional Interaction: A Case Study of Implementation Projects Under the Science Hub UL Initiative Aleksandra Beata Makowska Let's Talk: Re-examining How Invitational Rhetoric Can Support Connected Conversations in Business Communication and Management Discourse Valerie Creelman	Enabling The Development of Generic Skills Relevant for Business and Technology Claudia Förster Hegrenæs, Gisle Andersen The Medium Makes the Message Better: Using Streaming Programming to Teach Business and Professional Communication Courses and Skills Competencies Sabrina K. Pasztor, Tamas Pesuth Transforming Data into Impactful Narratives: Empowering Business Students with Storytelling and Visualization Skills Rebecca Butters, Anna Deeds, Kathy Fisher	Use of Business Presentation Strategies: Transferability Between English and Japanese Atsuko Kaneko, Miho Hirano Country-of-origin Associations Enhanced by Languages in the Airline Safety Videos: Beyond Native-speaker Supremacy and Self-orientalism Kenichi Sato Exploring Corporate Social Advocacy (CSA) Communication Across Languages: A case study of Burger King's and Ben & Jerry's CSA approach Bernadette Hofer-Bonfim, Johannes Schnitzer

12:30–13:30	**Lunch in Speilsalen (the Mirror Hall)**
13:30–14:30	Keynote: Rebecca Piekkari, Aalto University: **Initiating a Conversation with International Business Scholars**
14:30–15:00	**B**reak in Speilsalen (the Mirror Hall)

	Track: Business Communication - [Auditorium A]	Track: Business Communication - [Auditorium D]	Track: Teaching Business Communication - [Auditorium M]	Track: Intercultural Communication & EDI- [Auditorium G]
Session Chair	Margrete Dyvik Cardona	Ursula Lutzsky	Agnes Bamford	Claudia Elena Urrego
15:00–16:00	Automatically Detecting Deceptive Language in Sustainability Reports Using GPT-4 Maria Pilar Uribe Silva “Now is not the time for forward guidance”: Adapting the communicative practices of the European Central Bank in times of uncertainty (2019-2024) Fanny Domenec	The Role of Organizational Communication in Mergers Towards Good and Ethical Change Iiris Kivimäki Evaluating the Impact of Minimalistic Design on the Effectiveness of Data Visualizations in Business Communication Tatiana Batova	In Business with the Apprentice Multiple Business GEnRes (AMBER) Corpus Sylvie De Cock, Jennifer Thewissen Providing the Groundwork for Students to Effectively Communicate with Non-Profits and Develop Dynamic Community Projects Eileen Anderson	Rooted in the Local, Aimed at the Global: A Cross-Linguistic Study of Diversity Reporting Bernadette Hofer-Bonfim The Discursive Construction of Equality, Diversity and Inclusion in CSR Reports Vs Webpages Judith Turnbull, Donatella Malavasi

19:00	**Conference Dinner, Kulturhuset (in the city center)**

Friday. 6 June 2025

	Track: Business Communication - [Auditorium A]	Track: Teaching Intercultural Communication - [Auditorium D]	Track: Teaching Business Communication - [Auditorium M]	Track: Intercultural Communication & EDI- [Auditorium G]
Session Chair	Agnes Bamford	Kaisa S. Pietikäinen	Gavin Mitchell Lamb	Annelise Ly
09:00–10:30	Business Communication as Epideixis: The Case of Entrepreneurial Podcasts Geert Jacobs “I Can Become an Agent of Change through Entrepreneurship” - A Corpus-Based Study of ‘Change’ in Women Entrepreneurs' Blogs Katarzyna Fronczak Dynamic Companion Identities: Navigating The Intersecting Boundaries of Companion Services Xuedi Han, Erika Darics	Not ‘Business As Usual’: Re-thinking Intercultural Business Communication Instruction in English-based International University Courses Sabrina K. Pasztor Intercultural Communication in Action: Collaborative Practices in a Virtual Simulation Game František Tůma, Magdalena Berecki-Pernkopf Cognitive Empathy in Intercultural Post-conflict Interactions: The Pedagogical Case of Aikido Greet Angèle De Baets	Raising Business Communication Students’ Awareness of Preferred Ways of Writing Things in Press Releases with DDL Activities Sylvie De Cock Academic Style as the Bridge between Universities and Businesses Roxanne Barbara Doerr	Intercultural Challenges in a German-Norwegian Submarine Program Kristin Rygg, Anne Linda Løhre Intercultural Understanding of Teams on Construction Sites in Germany and Austria Regina Göke Investigating Intercultural Communication in Shift Work Through Team Leader Interaction Rehna Sotto

10:30–11:00	Break in Speilsalen (the Mirror Hall)

	Track: Business Communication - [Auditorium A]	Track: Business Communication - [Auditorium D]	Track: Teaching Business Communication - [Auditorium M]	Track: Intercultural Communication & EDI- [Auditorium G]
Session Chair	Ina Celise Sortland	Erika Darics	Claudia Förster Hegrenæs	Kristin Rygg
11:00–12:30	Transforming Leadership through Mindful Presence, Deep Listening, and Self-Compassion Bonnie Auslander Management Perception of Business Communication. A Transdisciplinary Perspective Marlies Whitehouse Building Rock-solid Credibility for Managers to Enhance Their Business Communication Michael Walker, Angela Walker	Investor Relations and Risk Communication: What A Case of Success and Failure Shows Us Seiji Nomura Communication in B2B Relationships: Insights from the Norwegian Seafood Sector Mariya Onopko From Humor to Resistance: Analyzing Office Lore in Modern Workplaces Nadine Thielemann, Regina Göke	Creating AI-Assisted Writing Assignments for a Business Communication Course Yong-Kang Wei Assessing the Utility and Limitations of AI-Generated Feedback in Specialized Writing Instruction Katrin Büttgen Characteristics and Student Perceptions of AI-Generated Feedback on Presentation Content Anna Krispin	"When Is My Norwegian Good Enough?" Investigating Highly Skilled Migrants' Experiences of Career Advancement Through Language Ideologies Annelise Ly Selling Oneself Through One's Migration Story? The Case of Belgian Job Interview Talk Dorien Van De Mieroop The Tension between Policy and Practice in Belgian Recruitment Processes Kaat De Gueldre, Dorien Van De Mieroop, Melina De Dijn

12:30–13:30	**Lunch in Speilsalen (the Mirror Hall)**

	Track: Business Communication - [Auditorium A]	Track: Business Communication - [Auditorium D]	Track: Teaching Business Communication - [Auditorium M]	Track: Intercultural Communication & EDI- [Auditorium G]
Session Chair	Rashid Mustafin	Claudia Elena Urrego	Margrete Dyvik Cardona	Evelina Lucas
13:30–15:30	Are You Talking to Me? Implicit And Explicit Interaction with Critical Stakeholder Voices in Corporate Sustainability Communication Trine Dahl Navigating Turbulence: Examining Crisis Communication Strategies Through Corpus-assisted Methods Mathew Gillings Languaging Sustainability in the Cruise Industry: A CADS Investigation of Sustainable Corporate Practices Walter Spezzano, Carolin Lusby Multimodal And Multilingual Sustainability Discourses and Their Impact on Identity Construction in the Norwegian Cruise Tourism Industry Marie –Louise Brunner, Tatjana Schnellinger Susanne Mohr	The Role of Psychological Safety for Using Generative AI in the Organizational Context Simone Köberle, Carolin Fleischman, Kristen Getchell Using AI To Optimize Company Responses in Webcare – A Contrastive Analysis Stefan Diemer AI at Work: A Deep Dive into the Social and Emotional Dimensions of AI Integration Amber Hedquist, Mark A. Hannah Would You Be a Good AI Translator? Practical Insights on GenAI Upskilling for Flemish SMEs Michael Bauwens, Heike Pauli	What Do I Need to Know? Recent Graduate Perceptions on AI Preparedness for Business Communication Seth Frei, Kristen Wilson Ai-enabled Writing in Business Communication: Key Lessons from Undergraduate and MBA Courses Michael J. Meredith Challenging Thoth: Integrating Alumni Perspectives on AI Use in L2 Business Communication Teaching Craig Rollo AI-Enhanced Communication Skills for Non-Native English Speakers: A Case Study in Global Executive Education Jeanette Heidewald	Successful Communicative Practices in Self-managed International Virtual Teams (IVTs) Gail Flanagan Provisional Interpreting by Business Professionals in Chinese-European BELF Meetings Mu Zhao Analysing BELF Interaction Using a Theoretical Framework Tone Holt Nielsen Interactional Orientation to Language Management and Its Sequential Positioning in Multinational Online Meetings Kaisa S. Pietikäinen

15:30–16:00	**Closing, in auditorium A**

Keynotes for ABC Conference

Stephanie Schnurr, The University of Warwick

Envisaging, building and maintaining bridges between business communication and leadership. A sociolinguistic perspective

This talk takes a critical look at the role of sociolinguistic research in business communication, with a particular focus on leadership. Drawing on my own sociolinguistic research on leadership communication – in business, education, and sports contexts – I take stock of the current intersection between sociolinguistics and other fields of business communication, leadership research, as well as the business world in the widest sense.

Sociolinguists play a central role in this context. They have at their disposal a range of valuable analytical tools and processes that will help researchers answer some of the big questions of leadership – and other areas of business communication – by providing empirical evidence to support or challenge, as well as develop new theories and applications (Schnurr & Schroeder 2019). At the same time, sociolinguists also often take on the roles of consultants, advocates or activists (Mullany 2020), designing explicitly applied research and translating findings into concrete and impactful measures that create real change in actual leadership practice and beyond.

This talk provides an overview of these roles and possibilities and takes a critical look at how and to what extent they are being utilised by current research. I argue that if sociolinguists are serious about building, maintaining and using bridges with practitioners and scholars from other disciplines, we need to more systematically rethink and restructure the ways in which we a) design our research studies, b) write and talk about our findings, and c) involve others in all steps of our research. Such an approach will enable us to not only envisage new bridges, but also build long lasting relationships which will generate research that leads to important new findings that are of relevance to both academics and practitioners.

References

Mullany, Louise (2020). Rethinking professional communication: New departures for global workplace research. In Louise Mullany (ed), Professional Communication. Consultancy, Advocacy, Activism. Basingstoke: Palgrave, 1-26.

Schnurr, Stephanie & Andreas Schroeder (2019). A critical reflection of current trends in discourse analytical research on leadership across disciplines. A call for a more engaging dialogue. Leadership 15.4: 445-460.

Rebecca Piekkari, Aalto University

Initiating a Conversation with International Business Scholars

International Business is a field that deals with topics such as cross-border activities of multinational corporations, the influence of the international environment on firms, and cross-country comparative studies. The study of language in International Business investigates how language diversity in multinational and multilingual organizations affects workplace interactions, organizational processes, and management outcomes. But the causality goes both ways, in terms of how the broader environmental and organizational context affects the strategic management of language. Initially, International Business scholars treated language as a problem to be overcome in managing the multinational, or in designing cross-national survey instruments. Over the years, this view has been complemented with a more positive, generative and strategic take on language, suggesting that language may serve as a window onto a range of core IB phenomena such as international trade flows and foreign direct investments; foreign market entry; cross-border acquisitions, and global mindsets. The study of language has also made International Business scholars increasingly aware of the role of language boundaries in both cross-border business as well as in academic research conducted in non-English environments. As scholars, we constantly translate, not only across linguistic boundaries but also across organizational, functional, and disciplinary boundaries. In this keynote talk, I will define what International Business scholars mean by language(s) and how they approach it both from a theoretical and methodological perspective. In this way, we will be better equipped to initiate a conversation with the community of business communication.

Sunniva Whittaker, UiA, University of Agder

Understanding the gap from a theoretical and practical point of view

Drawing on my experience both as a researcher and university leader, i.e. with both a theoretical and practical background, I will present my perspectives on similarities and differences between the fields of Business Communication and Management Studies. Both fields fall within the category of Mode 2 knowledge production, focus on activities within and between organizations, and although the field of Management Studies has a broader scope, communication plays a key role in effectively leading an organization. Based on a literature review, I will attempt to describe where the differences lie, or in other words, which aspects of communication constitute the objects of study in each of the two fields. This will serve as a basis for a discussion on obstacles to bridging the gap between them. I will also present my views on how I have applied knowledge from both fields as a practitioner and on challenges that I see ahead that will require further research.

ABSTRACTS

Wednesday, 4 June 2025, 11:00-12:30

BUSCOM Sustainable Futures: Creating Sustainable Brand Identities Through Sustainability Discourses on Instagram Business Accounts from The Food Industry **Marie-Louise Brunner**	This presentation is part of the project BUSCOM sustainable futures which aims to explore discourses for and about sustainable futures that go beyond the default climate change communication and include social, economic and technological aspects. Sustainable business models provide a competitive advantage, particularly in the medium and long term (Bonini & Swartz 2014, Lichtenthaler & Fronapfel 2022, Preveden 2024). However, if companies are unable to successfully communicate their sustainable achievements and impact, they are unable to profit from this effect. This study therefore analyzes how companies communicate their sustainable brand identities on Instagram. Multimodal discourse analysis (O'Halloran 2011) is employed to analyze data from 10 German and 10 English Instagram business accounts from the food industry. The analysis includes a quantitative and qualitative approach. The quantitative analysis investigates which types of sustainability are addressed (ecological, social, economic) and whether they co-occur with sustainability as a label. The qualitative analysis investigates how sustainability is created through visual and textual means. Three basic identity negotiation strategies are explored (Brunner 2021, Brunner in press): 1) I explore how companies' own identities are foregrounded by using sustainability discourses. 2) I analyze how a differentiation from a perceived (non-sustainable) 'Other' can contribute to creating a company's own identity. 3) I investigate how companies carefully position themselves in the context of a larger societal discourse on sustainability. Findings show that sustainability discourses work as an identity-negotiation strategy on Instagram business accounts. Companies develop their own consistent and yet authentic sustainable image. The Instagram account is used for personal engagement, to demonstrate impact, and to showcase the sustainable products and concept in the best light. In sum, this study provides a good overview of strategies that can contribute to building a successful sustainable brand identity and can serve as a basis for strategic decisions in this area.
BUSCOM Sustainable Futures: Sustainability in CEO Letters. A Systematic Textual Analysis	This presentation is part of the project BUSCOM sustainable futures which aims to explore discourses for and about sustainable futures that go beyond the default climate change communication and include social, technological and economic aspects. To this end, I carried out a study on Annual reports which provides a detailed overview of corporate

Walter Giordano	activities, strategies, and financial performance (Belfiore et al., 2022; Giordano et al., 2018). CEO Letters, as a part of the Annual Report set of documents, are the most effective, in terms of identity and corporate strategy. (Ruiz-Garrido et al., 2005; Giordano 2019). Yet, their aim has changed over time, as they have become a showcase of the CEO's strategic view: their audience has changed as well, as they seem to be implicitly addressed to a wider, less specialized readership (Giordano et al. 2018). This investigation aims to explore sustainability-related topics in companies' strategic communication. I carried out a textual analysis of 1,038 CEO Letters extracted from the annual reports of companies listed in the major global stock indexes, such as Standard & Poor's 500, Nikkei and Euro Stoxx, in the 2018-2021 period. The analysis uses the dynamic topic modeling, processed by TALL (Textual Analysis for ALL) (Aria et al. 2024), which generated topics like energy-gas-renewable, water-sustainability-business and oil-halliburton-gas. The analysis showed that, in the period considered, companies are committed in sustainability issues. Furthermore, via the concurrence of other analytical tools in TALL, like similarity matrix and intertopic distance map, results can be interpreted as interconnected to other topics in strategic communication.
BUSCOM Sustainable Futures: Communication ↔ Transformation **Erika Darics**	This session is part of the project BUSCOM Sustainable Futures, which aims to explore discourses for and about sustainable futures that go beyond the default climate change communication, including social, economic, and technological aspects. Building on previous presentations by members of the research group, we engage in a dialogue about the role of discourse research in business communication for transformative change. Central to this approach is the Inner Development Goals (IDGs) framework, which emphasizes the personal skills and values—such as self-awareness, collaboration, and responsible action— are needed to drive lasting external impact. Why is this discussion necessary? Knowledge production is accelerating at an unprecedented rate—3.3 million scholarly articles were registered in Scopus in 2022 alone. However, the practical impact of this knowledge remains limited. Recent reports reveal that the UN Sustainable Development Goals (SDGs) are significantly off track, with many goals even regressing. In an era of polycrisis—where issues like misinformation, threats to democracy, forced mobility, or fears of AI developments are discursively and socially constructed, quite literally "talked into being"—communication researchers, educators, and professionals do not just have a role but a responsibility to contribute to transformative change. This session examines communication's role in shaping sustainable futures in corporate contexts. Through the session talks, we explore why authenticity, trust, and (dis)honesty should be key concepts in the future of corporate communication and how digital activism can reshape narratives around CSR.

	Recognizing that external SDG targets cannot be achieved without inner values and capacities for transformation, this session will also offer participants space to (re)evaluate the discussed topics through the lens of the five IDG pillars (Being, Thinking, Relating, Collaborating, and Acting), gaining inspiration to use this framework in their work—and importantly, in their own journeys as agents of change.
Money, Morals, Modesty: A Corpus-assisted Study of How Business Executives Discursively Construct Their Public Image Gerlinde Mautner	Media texts offer an interesting glimpse of how business leaders construct their public personas. The 1.1 million word corpus explored in this paper is a series of weekly interviews that have appeared in The Times (UK) newspaper since 2004. The interviewees' linguistic choices suggest that they balance credibility with adherence to social norms. For example, they display modesty when talking about their careers; humility when they reflect on their leadership role; and a commitment to higher values when they discuss money. Thus, somewhat paradoxically, a group that benefits from and actively contributes to the capitalist market economy is at pains to distance itself from the system's foundations. The resulting tension is reflected in the language they use. The theoretical and methodological framework used here is corpus-assisted discourse studies, or CADS (Mautner 2022; Gillings, Mautner & Baker 2023). Accordingly, the systematic study of micro-level linguistic choices is embedded in, and informed by, macro-level societal structures. To explore the latter, I will draw on leadership studies, now an established field in its own right (Learmonth & Morrell 2019). Reporting on its mainstream and critical strands, I will argue that the field could benefit both conceptually and empirically from adding CADS to the methods mix. In the business school classroom, on the other hand, insights into how public images are constructed through discourse should enhance students' linguistic awareness as well as their willlingness and ability to later engage in "reflexive leadership" (Alvesson, Blom & Sveningsson 2017).
Leadership And Communication in The Life of a Start-up Almut Koester	Research has shown that leaders, who are often also the company founders, play an important role in a start-up. As start-ups often lack formal structures, founders spend a great deal of time in both internal and external communication (Mueller et al., 2012; Wolf et al., 2022). While hierarchies tend to be relatively flat in start-ups, founders are still the main decision-makers and thus exert a strong influence. This paper explores leadership communication in a start-up, in particular the role it plays in internal communication in such areas as employee motivation, company culture and fostering creativity and innovation. The study draws on a range of data types, including interviews, recordings of meetings and spontaneous interactions gathered over a number of visits to the start-up (Handford and Koester, 2024). Taking a 'discursive leadership' approach (Schnurr, 2013), the analysis focuses on the ways in which leadership is enacted in meetings with employees and how this

	might impact manager-employee relationships, communication processes and company culture. The analysis of naturally occurring interactions is supplemented by an interview with the CEO (and one of the company founders) in order to shed light on how he himself viewed his role as leader in the organisation. The findings of the study are of direct relevance for managers and for business communication students as future managers, who may be going on to found companies themselves. The findings show how language and communication play a key role in how leadership is enacted with implications for employee motivation and company culture.
CEO Vision Articulation: Revisiting our Roots. Jenna Haugen, Tracy Blasdel	As new leaders take the reins of corporations, they must instill confidence in various stakeholder groups of their abilities to lead the organization and set the vision to move forward. In this research, we explore how new CEOs use vision communication to outline clear, aspirational goals to ensure the vision is understood and embraced throughout the organization. These messages often concern “complex ideals that require considerable effort and time to materialize” (Christensen, Morsing, & Thyssen, 2020). With this communication, the CEO hopes to inspire and unify the workforce around common objectives. We examined communication delivered publicly by 10 newly minted CEOs, including letters, press releases, and statements on organizational websites. Using Hoffman and Ford’s (2010) organizational rhetorical analysis, we identified key attributes of impactful vision statements and best practices in sharing these visions. First, we found a significant number of CEOs harkened back to the core values that spurred the company’s creation. This reference to the roots of the company served as a grounding function to launch the next chapter. Second, CEOs often attempted to strengthen organizational identification by drawing on distinctive artifacts of the company culture, such as the “talented green apron partners.” These CEOs often wrote and spoke using the royal “we” to connect with audiences and show themselves as ingrained within the company. Additionally, CEOs made a call to each member of the organization to reinvest in the company to ensure they were also driving the mission. Finally, the majority of CEOs described the next steps as a journey for the company, showing the complexity of the mission and requesting time to achieve the company’s goals. Findings from this study will provide insights into the role of CEO vision communication in fostering a cohesive corporate culture and bridging the gap between business communication and management.
Teaching the Principles of Emotional Intelligence (EI) to Enhance Leadership Skills and Success Jessica Nevitt, Emily Dutton	Emotional Intelligence (EI) forms the basis of effective leadership, communication, and future management success. To facilitate the foundation of leadership development in students, the concepts of emotional intelligence can be taught and practiced in business communication classes. These skills have become more critical with the advent of AI, the shift toward remote work, and a focus on technological advancement. This presentation will introduce and explore the concepts of emotional intelligence, why emotional intelligence is critical for leadership success, and how instructors can support the

	development of leadership competencies in students through instruction about emotional intelligence in a business communication context. At the end of this session, participants will: 1. Connect the concepts of emotional intelligence to subsequent student success in leadership. 2. Describe the value of teaching the principles of emotional intelligence in classroom instruction. 3. Analyze ways to incorporate the concepts of emotional intelligence into lesson plans in business communication.
From Fixed to Flexible: Teaching Adaptability in Business Communication Paige Land	In today's fast-evolving business landscape, adaptability is a core competency for effective communication. In fact, 71% of 1,500 executives surveyed in over 90 countries identified adaptability as the most critical leadership quality today, a view reinforced by roundtable discussions with 200 executives (2022). Business communication instructors are uniquely positioned to cultivate this skill, equipping students to respond fluidly to change, engage with diverse audiences, and handle the unexpected with confidence. Business leaders don't just need to be agile public speakers, but they must also utilize this nuanced skill set to quickly understand and assess the unique needs of diverse audiences. Each generation, from Baby Boomers to Gen Z, brings distinct preferences, values, and expectations to professional environments (2024), requiring leaders to be able to quickly adapt their messaging and management styles accordingly. This session will explore pedagogical techniques and classroom-tested exercises designed specifically to build students' comfort with thinking on their feet. Classroom activities such as structured improvisation, interrupted presentations, and quick-reaction drills encourage students to rely less on memorization and more on a flexible framework for organizing and delivering their thoughts. Attendees will leave equipped with a toolbox of practical approaches to adaptability that can easily be implemented into the classroom. These skills equip students to become more effective communicators while also integrating communication education within the broader context of management studies, ensuring our students are prepared to lead in today's dynamic business environments.
"Teams" in Action: Transforming Team Communication and Project Management Chris Thomas, Sarah Clark, Jeanette Heidewald	This presentation examines the strategies, practices, and outcomes realized by three business school faculty who integrated "Teams" software into Business Writing courses for second-year undergraduate students, to improve team communication and project management. As this study reveals, the robust Teams software enabled transparent, inclusive collaboration for student teams, boosting team productivity, immersing students in real-world project management, and bridging their learning toward future business careers. Modeling the professional workplace, the faculty supervised student teams in real-time, offering ongoing, dynamic feedback and support in the Microsoft Teams channel as teams progressed or faced setbacks. The faculty varied their methods in the study according to five variables: (1) course management system integration vs. non-integration, (2)

	faculty vs. student ownership, (3) global vs. personal messaging, (4) channel organization, and (5) varied strategies for Chat, Posts, Files, and Plug-Ins. To illustrate one approach, students organized their own Teams, channels, and files, while their faculty supervisor frequently checked in, engaging with posts and likes to encourage active collaboration among teammates. These regular check-ins resulted in greater student engagement and reduced instances of stalled or misaligned projects. In another approach, a faculty member integrated Teams through the course management system to facilitate organization and regular progress updates. By utilizing "Teams," this instructor served as a project coach, providing valuable feedback on the teams' work more globally. The project management market is expected to hit $10.86B by 2029, a nearly 150 percent increase from 2024.1While North America holds the largest market share, led by Microsoft, project management platforms in Europe and the Asia-Pacific region continue to proliferate. The authors suggest that although the study focused on "Teams" to enhance communication and project management needed in business careers, its insights will benefit users of other software platforms as well.
Rethinking Cultural Dimensions in Intercultural Communication Melanie Moll	International business communication training has always included an attention to culture and specifically to intercultural interaction. Researchers and practitioners alike have consistently relied on the popular cultural dimensions models (Hofstede 1981, 2011; Meyer 2014; Trompenaars & Hamden Turner 1999) to characterize human interactions, which often results in prescribed suggestions on how to act in a given cultural context. However, since globalization has cross-pollinated many behaviors and practices across the surface of society, researchers suggest that commonly used models no longer suffice to account for modern data, and therefore it is important to revisit that which traditionally has been taught in the business communication classroom (Deardorff 2011, 2012; McSweeney 2023). In this talk, I outline some of the challenges practitioners face when using the cultural dimension or similar models to teach intercultural business communication. Highlighting the fluid nature of both globalization as well as interaction itself, I propose a more fluid model of describing intercultural behavior which allows for a description of the data based on the ongoing situational context. This model goes far beyond the notion of culture as linked to regional or national boundaries. Instead, it proposes a more holistic definition of culture, which includes non-geographical factors such as gender, age, religion, and other important groupings. The scale model accounts for nearly all types of interaction, thus allowing practitioners to effectively train their students for successful international business communication.
A Case Study of Cross-Cultural Management: A Japanese Trading Company Operating in Italy Misa Fujio	The challenges and opportunities of cross-cultural management have been reported and discussed in various publications (e.g., Meyer 2014). Taking an opportunity of a sabbatical in Italy in 2022, the presenter had an interview with the president of a Japanese trading company operating in Italy and seven Italian employees working in the office.

	The interviews were conducted individually, which is encouraged by Morgan (1997) when each interviewee has very different and complicated background. The interviews with Italian employees were semi-controlled interviews so that the differences and similarities can be compared more easily. The questions included 1) the difficulties of cross-cultural communication, 2） special strengths and weaknesses for working for a Japanese company, and 3) necessary skills to become a globally-minded manager. The interview results were transcribed and analyzed, using the Modified Grounded Theory Approach (Kinoshita,2003), which sorts out actual comments into several groups in the open-coding stage, and categorizes them into larger groups in the selective-coding stage. In this study, larger groups included Cultural Differences, Working Conditions, and Potentiality for Business Growth. Throughout the interviews, there were very few negative comments on the way of Japanese business practices; instead, the interviewees were very much concerned about physical working conditions such as office space. In addition, the reasons why they chose a Japanese company varied from person to person, from their professional skills to interests in Japanese culture. Finally, the results will be compared with the presenter's previous research projects of a Japanese company operating in Canada and a joint venture with a country in North Europe, which will clarify the differences from the current project.
Building Trust Through Intercultural Communication in Healthcare Melanie Moll	Increasingly, healthcare organizations recognize that a firm pillar of their success includes an attention to cultural variables, and they cannot ignore the importance of learning critical intercultural competence skills (Majda et al., 2021). One of the most important aspects of sustainable healthcare in a globalized world is how successful practitioners are in their communication with clients (Gibson & Zhong, 2005). A strong and effective communication can help to build trust between the healthcare expert and their client, without which proper information transmission and subsequent diagnoses can result in inaccurate or limited healthcare performance (Taylan & Weber, 2023). In this talk, I present the initial results of an exploratory study which is currently taking place at the Medical School Hamburg in Germany. In this study, I investigate the reflections of healthcare professionals who are currently in their final practical training phase and are working in hospitals and clinics. Through targeted questionnaires, along with personal and group discussions, I explore their attitudes towards and experiences with the role of intercultural communication for building trust in highly diverse cultural interactions. Preliminary results indicate that the relationship between

	healthcare expert and client depend critically upon an understanding of cultural differences and ensuing communication for successful and sustainable healthcare practice.

Wednesday, 4 June 2025, 13:30-15:00

Strategic Communication of European Energy Companies in the Face of Polycrisis: A Comparative Framing Analysis of CEO Letters (2019-2023) Nadine Thielemann, Martina Berrocal	This study investigates the strategic communication employed by energy companies in Europe during the ongoing *polycrisis* (Tooze, 2022), focusing on the challenges posed by geopolitical tensions, such as the war in Ukraine, the climate crisis, and regulatory shifts like sanctions against Russia and the EU *Green Deal.* Specifically, the research analyzes CEO letters preceding annual reports, targeting shareholders of energy companies (Bhatia, 2019). The study covers companies from Germany, Austria, Poland, the Czech Republic, and Spain—nations impacted to varying degrees by the Russian invasion of Ukraine—and focuses on the period from 2019 to 2023, capturing pre-COVID-19 communication through to the present. A corpus of 121 texts from major stock-listed energy companies is examined through the lens of framing analysis (Entman, 1993), with attention to strategic framing (Oswald, 2021). The research explores how CEOs frame their companies' past performance and present future-oriented strategies amidst crises. By examining these texts, the study uncovers the ways in which corporate leaders seek to position their organizations as resilient and forward-thinking during periods of heightened instability. The comparative approach allows for a nuanced understanding of how differing political, socio-economic, and historical contexts influence corporate communication across European countries. The findings shed light on distinct strategies in navigating polycrisis, providing insights into the broader communication practices of energy companies during times of disruption. This research contributes to the field of business communication by revealing how companies strategically engage with shareholders, in the face of ongoing crises.
Strategic Ambiguity vs. Transparency: An Analysis of Crisis Response Strategies in Annual Reports Emily Marett	Corporate annual reports serve a critical communication role between corporations and shareholders. They serve as a primary means of officially communicating corporate earnings, financial analysis, and corporate strategy with shareholders and key stakeholders (Conaway & Wardrope, 2010; Rutherford, 2005). Because organizational crises can cause severe financial and reputational setbacks, the accuracy of an organization's depiction of the crisis within annual reports is critical, since failing to do so gives investors an "incomplete picture of the overall underlying economic circumstances" (Leung et al., 2015, p. 278). The narrative section of annual reports also serves as a key sense-making

	document in influencing how stakeholders perceive events the organization faced that year and the organization's future (Aerts & Yan, 2017; Conaway & Wardrope, 2010). This study utilizes Situational Crisis Communication Theory (Coombs, 2007) as the framework to analyze the response strategies utilized in annual reports. SCCT outlines four categories of crisis response strategies that have been studied extensively (Ma & Zhan, 2016). When corporations are perceived as being directly responsible for the crisis, acknowledging the crisis with a formal apology is considered one of the more effective image restoration strategies (Coombs, 2007). However, there is a perception that corporations cannot formally apologize, since apologies could be construed as partial acceptance of legal liability for the incident (Tyler, 1997; Helmreich, 2012). This study content analyzes the annual reports of five companies experiencing major crisis to identify usage of SCCT crisis response strategies: Toyota (stuck accelerator recall), Wells Fargo (unauthorized fake accounts), Boeing (737 Max groundings), Volkswagen (falsified emissions data), and Mattel (lead paint). Findings demonstrated a consistent minimalist approach that primarily utilized the bolster strategy. By analyzing crisis response strategies utilized in annual reports, this study extends investor relations literature which has focused primarily on the readability of annual reports (Ponce et al., 2023).
Living Up to the Family Name: Examining Family Firm Reputation in a Crisis Communication Context Emily Marett	A growing amount of research is indicating that family businesses have reputational advantages that non-family firms do not experience. In numerous studies and consumer surveys, family-run enterprises are rated as more trustworthy (Beck and Prügl, 2018; Beck and Kenning, 2015; Binz et al., 2013; Lude and Prügl, 2018), more customer-oriented (Sageder et al., 2015; Okoroafo and Koh, 2009) and more socially responsible than non-family firms (Sageder et al., 2015). An unanswered question is whether this reputational asset will endure in a crisis situation. Organizations that have favorable pre-crisis reputations experience a halo effect during a crisis, and consumers attribute less responsibility to the organization for the crisis (Claeys and Cauberghe, 2015; Coombs and Holladay, 2006). What is unclear is whether the halo effect can occur based solely on membership in a large classification of organization type. This study Using a 3 (organization type: family business, large corporation, large family business) x 2 (response: denial, apology) between-subject experimental design, this study seeks to identify how family enterprises are perceived when responding to a crisis and whether the size of the family firm influences organizational reputation. Participants read an article about a crisis event, read a CEO response, and then answered questions assessing organizational reputation and purchase intention. Results indicate that the pre-crisis reputational advantage shields family enterprises experiencing

	a crisis, but only when utilizing the apology response strategy. Size of family firm had no influence on perceived organizational reputation. This study expands the concept of pre-crisis reputation to examine whether the pre-crisis reputation of different types of organizations (family vs. non-family businesses) can shield an organization's reputation during a crisis. Previous research has examined pre-crisis reputation utilizing individual companies as the basis for empirical analysis.
Communicating Sustainable Tourism in A Multilingual Context: A Corpus-assisted Discourse Analysis of English-language Practices in Digital Communication Cecilia Lazzeretti, Maria Cristina Gatti	As global tourism recovers from the pandemic, the challenge of managing sustainable growth has gained critical importance. Scholars emphasise the need to strike a balance between tourism expansion and the preservation of the environment, local communities, and the overall quality of visitor experiences (HigginsDesbiolles et al., 2019). In response, many regions are implementing policies that limit tourism infrastructure, prioritise sustainability, and focus on quality over quantity (Pan et al., 2018). English has emerged as the primary lingua franca for discussing sustainability in tourism communication, largely due to the monolingual nature of global sustainability and environmental debates (Chapman, 2022). Reflecting this linguistic shift, this paper examines how sustainable tourism is promoted in one of Europe's leading tourist destinations: South Tyrol, an Alpine region where German, Italian, and Ladin languages and cultural identities have historically coexisted. Using a corpus-assisted discourse analysis of English-language web content from tourism organisations, combined with semi-structured interviews with tourism professionals, this study explores the linguistic and communicative strategies used to frame sustainable tourism within a complex identity landscape. Interviews reveal concerns among communicators that sustainability-related terminology may be ineffective in tourism messaging, as it risks sounding clichéd or overly technical. Corpus analysis confirms the presence of such terminology in digital texts, heavily influenced by sustainability certifications (e.g., GSTC) and the broader global debate. However, beyond generic sustainability language, the communication also reflects values rooted in local culture, tradition, and identity, which help promote sustainable tourism practices in a more implicit and culturally resonant way. The research highlights the close interconnection between sustainability, local identity, and culture, suggesting that sustainability messaging is most effective when aligned with a region's unique cultural and environmental heritage. This approach repositions sustainability from a regulatory concept to an integral part of local identity, enhancing the message's authenticity and emotional impact.
Forgotten Function: Redefining Social Media Strategy for Genuine Customer Communication Maria Wolfe, Robert Kwortnik	The presentation investigates and challenges the common views of social media (SM) usage in business for predominantly marketing purposes. It argues for a more balanced approach where communicative and rhetorical functions play a more prominent role in companies' SM strategies. During the years of SM inception and growth, business practitioners have been making little distinction between SM usage for advertising versus communication per se. At best, SM communication functions have been "to inform," thus underutilizing SM's rhetorical power. To support her argument, the presenter shares data from 12 three-hour long communications sessions to groups of

	businesspeople delivered from 2016-2024, each to different participants, as part of Cornell School of Hotel Administration's Executive Education program. The participants include top managers of country clubs, golf clubs, etc. – a hospitality industry segment where customer communication and relationships are at the center of business operations. In fact, most of the participants have been describing their customer interaction approach as "making [club members] feel like we are family," "making the club an extension of their lives," and such. The presenter's data includes growth of SM usage in this industry segment over the years, as well as their understanding of SM applications and purpose. The findings show that, over the eight years, more businesses in this segment have started using SM. Unfortunately, they have continuously applied SM mostly for direct marketing and as an information bulletin. Very few approached SM channels as two-way, interactive communication. In these rare cases though, these businesses seem to better achieve the exact communicative purpose of connecting with their club members on a deeper, more meaningful level, which directly relates to their goals of becoming "an extension of their lives." The presentation includes guidelines for business communication practitioners to increase the rhetorical impact of their SM strategies.
Sustainable Wine Tourism Discourse: Managing the Communicative Role of Chilean Winery Websites Judith Ainsworth	Hall (1996) defines wine tourism as "visitation to vineyards, wineries, wine festivals, and wine shows for which grape-wine tasting and/or experiencing the attributes of a grape-wine region are the prime motivating factors for visitors." Given the emphasis on enotourism sustainable practices, particularly environmental sustainability on consumer attitudes (Forbes et al., 2009; Moscovici et al., 2021; Schäufele & Hamm, 2017), communicating sustainable practices in the enotourism sector is crucial. On the other hand, enotourism research reveals that wineries focus on regional characteristics and sustainable wineproducing and that wineries and wine regions tend to interpret sustainability in winegrowing and tourism differently (Baird et al., 2022; Figueroa & Rotarou, 2018; Flores, 2018). According to Rotarou & Ortega (2023), sustainable wine tourism depends on environmental, economic and sociocultural sustainability. Environmental sustainability concerns land and water use, and implications for agriculture, the natural environment and local communities . Economic sustainability refers to economic profits vs unsustainable growth. Sociocultural sustainability means involving the community in the enotourism sector to enhance the cultural heritage and traditions that in return promote local economic growth (Montella, 2017; Poitras & Donald, 2006). Wines of Chile (Vinos de Chile, n.d.) notes that 90 wineries are certified sustainable but only 10 have sustainable wine tourism certification. Consequently, this paper examines the website discourse of sustainable enotourism of five wineries in the Casablanca and Maipo Valleys in Chile. A thematic content analysis of factors related to natural landscape, culinary, educational, event hosting and cultural factors was carried out. These factors are considered necessary for the sustainable development of wine tourism to ensure local economic growth, preserve local traditions and heritage and offer an authentic tourism experience (Rotarou & Ortega, 2023; Williams, 2001). Although wineries provide wine tourism activities, results indicate they rarely communicate sustainability efforts in this sector. Recommendations for developing and managing enotourism sustainability discourse are provided.

Equipping Future Managers for Effective Communication in Linguistically Diverse Workplaces Višnja Kabalin Borenić, Boglarka Kiss Kulenović	The aim of this presentation is to discuss teaching practices designed and implemented in business language classes to prepare future managers for a linguistically diverse workplace. While diversity is generally believed to generate opportunities and contribute to business success, linguistic diversity brings with it a number of challenges, such as the negative effect of language barriers on trust formation (Tenzer et al., 2013), power inequalities and on knowledge transfer and processing (Peltokorpi & Vaara, 2014). Other negative effects include the development of cliques and shadow management structures (Hinds et al., 2014, Tenzer et al., 2021), a misperception of professional competence derived from language proficiency (Barner Rasmussen & Bjorkman, 2007) and undue self-restraint or lack of participation (Barner-Rasmussen, W., et al. 2024). While the Croatian labour market is becoming increasingly internationalized, our students have not been systematically prepared for the linguistically diverse workplace. The authors propose to address this problem by introducing pedagogical approaches that promote inclusivity and effective communication in this environment. Following a description of the national and institutional context, we will present teaching activities that aim to raise awareness of influential language ideologies (Barner-Rasmussen, W., et al., 2024), develop communication strategies for improved inclusivity and transparency, mitigate the negative effects of accents (both L1 and non-L1) as well as strengthen students' overall metalinguistic and multilingual competence and confidence through transformative learning.
Corpus-Based Discourse Analysis in TEFL and ESP: Enhancing Business English Proficiency and Pedagogical Practices Michaela Duruttya	This paper investigates the multifaceted applications of Corpus-Based Discourse Analysis (CBDA) in Teaching English as a Foreign Language (TEFL) and English for Specific Purposes (ESP), with a particular focus on business English and English for management. The study aims to enhance language teaching, curriculum design, and materials development by analyzing authentic language data, identifying learner needs, and informing pedagogical practices. It examines the potential of CBDA in promoting learner autonomy, critical thinking skills, and intercultural competence among language learners, offering practical recommendations for educators and researchers. The implications of CBDA for language education policy, teacher training, and the future direction of TEFL research are also discussed. Additionally, this study conducts a corpus-based investigation into the written language of L2 English speakers to enhance comprehension of linguistic patterns in ESP. The research analyzes business English and English for management students' assignments to identify patterns, words, and phrases frequently used by non-native English speakers. The study investigates collocational and grammatical behaviors, comparing them with an L1 reference corpus to highlight key similarities and differences. The findings aim to improve learners' ability to produce specialized language by enhancing their understanding of contextual and grammatical tendencies of key business-related terms. This integrated approach underscores the significance of CBDA in both ESP and TEFL, providing valuable insights for curriculum development and pedagogical strategies.
Bridging the Gap - Developing Curriculum to Meet Industry	This presentation reports on a work in progress collaboration between language and communication faculty and industry in the Middle East region. Our team, comprised of English and Arabic language instructors teaching at international branch campuses, along with industry representatives from both the public and private sectors, has

Demands for Arabic in the Workplace Naqaa Abbas, Mary Queen	identified a gap in preparing graduates for workplace communication, particularly in writing and speaking Arabic. A recent study by Hodges and Seawright (2023), as well as discussions we have had with alumni, emphasize the importance of Arabic proficiency as a valuable asset in the workplace for recent graduates in Doha, particularly for those employed in government sectors and ministries. As one alumna reflects, "My entire job is conducted in Arabic" (quoted in Hodges and Seawright, 2023). Indeed, our technical and professional writing courses in western education operate under the assumption that achieving fluency in workplace English is the ultimate objective, regardless of whether students are monolingual or multilingual. We argue otherwise, however. Drawing from the insights of Al Hilali and McKinley (2021), we propose that the emphasis should not solely be on the particular language students require, but rather on their ability to effectively utilize language appropriate within specific, socially constructed environments of the workplace (p. 95). In this presentation, we will outline the language policies in Qatar that have shaped how Arabic as a language is approached in education, influencing students' preparation for professional contexts. Additionally, we will share our preliminary findings, gathered through surveys and interviews with recent graduates and industry leaders, on the demand for Arabic communication skills in the workplace. Finally, we will propose innovations and potential redesigns in the current curriculum to better align with industry expectations, ensuring that graduates are equipped to meet the linguistic demands of both public and private sectors.
The Effect of Dutch Gender-Neutral Pronouns on Perceived Text Quality: Generic Reference in Employee Guidelines Sofie Decock	In many languages with grammatical gender, masculine forms are used as the default for generic reference, i.e., reference to an antecedent regardless of gender, e.g., “If a person wants to learn a new skill, he should practice regularly.” Masculine generics have increasingly been criticized for perpetuating an androcentric worldview and have been shown to cause a male bias, i.e., a mental overrepresentation of men (e.g., Redl, 2021 for the Dutch language). Such a male bias can reinforce existing inequalities between genders in society, not in the least in professional contexts (e.g. Stout and Dasgupta, 2011). This has prompted users of languages with masculine forms as the default value to seek more inclusive alternatives, such as gender-neutral pronouns. Gender-neutral pronouns, such as Dutch die and hen, offer a promising alternative by avoiding gender binary constraints. This study explores the potential of Dutch gender-neutral pronouns as generic referential strategies within employee guidelines through two online survey experiments. These surveys assessed the effect of gender-neutral pronouns (vs. masculine forms, slash forms and plural forms) on text comprehensibility and text appreciation as key aspects of text quality in business communication. Results show that while these pronouns do not hinder text comprehensibility, they may impair text appreciation due to their perceived awkwardness. In light of these results, we conclude that in Dutch, gender-neutral pronouns appear to be a viable gender-inclusive referential strategy, despite mixed aesthetic evaluations. By exploring attitudes toward these pronouns in both Belgium and the Netherlands, this study contributes to the ongoing discourse on implementing gender-fair language in professional communication. The insights gained are

	valuable for business communication professionals and policy makers seeking to foster inclusivity without compromising textual clarity.
Navigating Gender-Diverse Expression in Multilingual Corporate Settings Benjamin Ale-Ebrahim	In today's globalized business environment, the push for diversity, equity, and inclusion (DEI) has brought attention to the importance of gender-diverse expression in the workplace. This paper explores the challenges and strategies associated with discussing pronouns and pronoun-sharing in multilingual corporate settings. Drawing on qualitative data from interviews with employees and managers in international offices, this study highlights the complexities faced by non-English speakers in adopting gender-neutral language. Our research, based on 78 semi-structured qualitative interviews, reveals that sharing personal pronouns is an ongoing communication process rather than a single act of information provision. For instance, a Portuguese speaker expressed uncertainty about addressing a colleague who uses they/them pronouns due to the heavily gendered nature of the Portuguese language. Similarly, in French, employees must learn not only gender-neutral pronouns but also corresponding verb forms and adjectives. The study finds that English is often reinforced as a lingua franca in corporate settings concerned with DEI issues, particularly regarding gender-diverse expression. This reliance on English poses challenges for non-native speakers and underscores the need for educational tools to facilitate conversations about grammar, gender, and language in multilingual workplaces. By examining these linguistic and cultural barriers, this paper aims to provide insights into how businesses can better support gender-diverse expression across different languages. The findings will contribute to the broader discussion on integrating business communication with management practices to foster inclusive and equitable work environments.
Words That Matter: How The Language of Performance Reviews Can Influence Promotion Decision Sylvia Jaworska	Despite advancements in promoting equal opportunities through education and legislation, organizations across sectors still struggle to treat employees fairly. Research has revealed biases that disadvantage certain groups, particularly women. Yet, the mechanisms by which these biases operate in management practices and hamper career progression remain a black box. Analysis of the language used in performance reviews can shed light on some of the mechanisms of 'bias operation' in organisations bringing closer the field of linguistics, business communication and management. This talk will present a study examining the language of performance reviews from a large multinational organisation in the service industry. Using a corpus-based approach, two corpora - one for reviews of female employees and another for male employees - were analysed. The findings reveal agentive lexical choices, primarily metaphors, in reviews of male employees, which were mostly absent in reviews of female employees. To assess the effects of metaphors on perceptions and promotion decisions, an online survey was conducted using Microsoft Forms. The survey included 32 evaluation stimuli with metaphorical and non-metaphorical performance descriptions of male and female employees based on authentic reviews to mimic realistic feedback that managers are likely to produce or evaluate. A total of 280 participants completed the survey, ranking male and female candidates from least to most

	promotable. Data analysis with SPSS and ordinal logistic regressions revealed that evaluations with metaphorical language predict a higher promotability ranking than non-metaphorical descriptions. The study highlights the presence of a strong gender bias, which is amplified by the use of metaphors. Metaphor types that influence promotability perceptions in particular will be discussed, alongside recommendations on using language in performance reviews as to mitigate unintended bias in managerial decision-making regarding promotion and pay.

Thursday, 5 June 2025, 9:00-10:30

Business Responses to Negative Feedback on Tripadvisor: A Qualitative Investigation of Politeness Perceptions Among Italian Vs. British Participants Rebecca Van Herck, Irene Cenni	Over the last decade, there has been an exponential increase in studies investigating the communicative features of business responses posted on tourism platforms such as TripAdvisor, Airbnb or Booking.com (e.g., Mate et al., 2019; Ruytenbeek & Decock, 2024; Sparks and Bradley, 2017; Zhang & Vásquez, 2014). Recently, a number of scholars have started to investigate these digital texts from a cross-linguistic point of view revealing different discourse habits between writers with different linguacultural backgrounds (e.g., Cenni & Goethals, 2020; Díaz-Muñoz & Maíz-Arévalo, 2024; Hernandez Toribio & Mariottini, 2023; Morrow & Yamanouchi, 2020). In particular, differences have been observed in politeness/face-work and pragmatic strategies across response texts written in different languages. In the present study, we aim at going beyond the detection and description of communicative differences among online businesses' responses, linking these cross-linguistic divergences to audience perceptions. More specifically, the goal of this study is to examine to what extent different response strategies adopted by hotels on TripAdvisor influence users' pragmatic interpretation and their perception of politeness. This research objective will be answered through a qualitative analysis of 340 politeness judgements given by participants with two different linguacultural backgrounds (Italian vs. British) and after reading two different types of business responses (standard response vs. defensive response) assessing their politeness perceptions. For each type of response (neutral vs. defensive), the participants judgments were first categorized into three main mood categories: polite, impolite, or mixed. Subsequently, through a bottom-up content analysis, micro themes within these categories were identified to capture more nuanced aspects of the respondents' evaluations. Our findings highlight linguacultural differences in how defensive and standardized response strategies are perceived. Italian participants tended to view defensive strategies as more acceptable, perceiving them as a legitimate and polite way for

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<td>businesses to protect their reputation. In contrast, British bystanders generally found such strategies impolite, favoring more apologetic or conciliatory responses. This research sheds light on the importance of cultural norms in shaping perceptions of digital business discourse and offers practical implications for businesses navigating global and thus multilingual webcare practices.</td>
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<td>The Review Game - Coping with Customer Reviews Online in The Restaurant Business
Andreas Enzminger, Jens Seiffert-Brockmann</td>
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Online reviews are one of the most important decision-making aids for choosing a restaurant (Baker & Hashimoto, 2024). Combing through reviews on platforms such as TripAdvisor or Yelp is the first step to determine where to eat. Garnering positive reviews, and avoiding negative electronic word-of-mouth, is essential for the survival of any restaurant. Reacting to negative reviews through webcare (Lutzky, 2022) can have a positive impact on the perception of potential customers. Especially apologizing in a polite way to a negative review could mitigate negative impacts (Wang & Chaudry, 2018; Zhang & Vásquez, 2014). To inquire into this, we posed the following research question:

How does the politeness of a restaurant's response to a negative review influence recipients' impressions of the restaurant and their dining intentions?

To answer our research question, we devised a 2x2 online experiment (n = 200, 50 per group) with participants from the United States, one of the world’s most competitive markets in gastronomy. We tested how the (im)politeness of a response to an (un)reasonable review impacted the participants' impression of the (fictitious) restaurant and their hypothetical likelihood to dine their (see table 1).

<table>
<tr><td></td><td colspan="2">Response tonality (polite vs. impolite)</td></tr>
<tr><td rowspan="2">Reviewer expectation (reasonable vs. unreasonable)</td><td>reasonable X polite</td><td>reasonable X impolite</td></tr>
<tr><td>unreasonable X polite</td><td>unreasonable X impolite</td></tr>
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Table 1: Experimental design

Results indicate that a polite response to an unreasonable review can change recipient’s perceptions of a restaurant. Furthermore, participants showed an increased likelihood of dining in the restaurant, after having read the polite and measured response. In reverse, an impolite answer decreased the image participants had of the restaurant, but surprisingly, had no significant impact on the likelihood of dining, probably due to a ceiling/flooring effect.

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"Paid Five-star Prices for Less Than Two-star Service" – "Thank You for Taking the Time to Review Your Recent Stay with Us" Iryna Wehr	The spread of hotel-stay-related experiences, including feedback to hotel management, has been facilitated by the advent of online travel booking platforms such as Hotels.com (1991), Expedia (1995), Booking.com (1996), Agoda (1998), Trip.com (1999), TripAdvisor (2000), and to name but a few. Negative hotel reviews have become an object of research in various fields, including information sciences, marketing, economics, tourism, and linguistics, due to their potentially harmful impact on customer loyalty and business reputation (Panseeta & Todd, 2014). This paper recognises the importance of negative review management (service recovery) in the hotel industry and explores the online interaction between 5-star Austrian, Ukrainian, and British hotels and their guests on the Booking.com platform. The luxury hotel sector is expected to be better capable of managing customer relationships due to its limited customer base and solid financial situation (Alrawadieh & Dincer, 2019). The aim is to understand the extent and the ways hotel managers respond to negative guest reviews. Furthermore, this study investigates and compares communicative moves within negative reviews and managerial responses in Ukrainian, Russian, German, and English and attempts to show how the strategies of negative reviews and responses vary across the analysed languages by employing a cross-linguistic approach (Cenni, 2024) and a qualitative method of genre analysis (Swales, 1990). This paper hopes to contribute to the existing body of research on digital tourism discourse and the hospitality industry practices by refining the move taxonomy of the review- and review response genres and developing guidelines for hotel management concerning culture-sensitive communication.
Can Stakeholder Mapping Serve as a Tool to Facilitate Dialogue and Increase Opportunities for Agency in Unfavorable Power Relations? A Case Study Kaja-Lena Isaksen	The Fen Complex in Nome municipality, Telemark, Norway contains Europe's largest known resource of rare earth minerals (REE) (WSP Norge). EU's Critical Minerals Act (CRMA) and the Norwegian Mineral Strategy (NMS) are preparing for REE extraction and processing in Norway. The strategy aims for Norway to become no less than the most sustainable mining nation in the world yet has been criticized for insufficient and controversial measures (i.e. USS/Mineralkommunene) towards important local stakeholders. Global best practices, such as Towards Sustainable Mining (TSM) by the Mining Association of Canada, place Indigenous and Community Relationships first on their order of priorities. By taking the perspective of organizations as open systems (Ihlen and Robstad)— not only a part of but also dependent on their environment to survive and thrive—the focus in stakeholder relationships can shift to the external stakeholders and their agency in the developing situation. In this context, as Heath claims, "public relations is the management function that rhetorically adapts organizations to people's interests and interests to organizations by co-creating meaning and managing cultures to achieve mutually beneficial relationships (36). Although the stakeholders in communities surrounding major business enterprises may not be equally powerful, very few stakeholders are completely powerless. This is especially true for new enterprises that rely on natural resources found in a close community, like the Fen Complex. Using Situational Analysis to map the different interest groups in the budding debate around the projected excavation of REE in Nome, we seek to understand the complex relationships between individuals, interest groups, local government, mining companies and other economic and international interests with the aim to facilitate dialogue and enable opportunities for local participation in the deliberation

	process. This again may contribute to prevent unhelpful polarization and a breakdown of communication between the different interest groups
Evaluating the Impact of Minimalistic Design on the Effectiveness of Data Visualizations in Business Communication Tatiana Batova	In today's data-driven world, data visualizations serve as a bridge between raw data and human understanding, facilitating informed decision making and enhancing business communication in management. Best practices suggest that effective charts and dashboards need to rely on minimalistic design with its distilled simplicity, where each element of a chart serves a distinct purpose. Such design should improve aesthetics and increase clarity through lowering the cognitive load (Berinato, 2016; Nussbaumer Knaflic, 2015). However, empirical support for minimalistic approach remains limited, with some studies suggesting that interpretation accuracy and speed can be equally fast for both minimalistic and embellished charts, while minimalistic charts can be less favored (Inbar, Tractinsky, Meyer, 2007) and remembered worse (Bateman, Mandryk, Gutwin, Genest, McDine and Brooks, 2010). These studies, however, display methodological flaws (Few, 2012). To counteract these flaws, this study involved 538 USA-based participants who were randomly selected to view one of the two versions of 10 charts: either adhering to minimalistic principles or incorporating design deviations. Participants rated their liking and perceived understanding of the charts, and responded to multiple-choice questions about their initial attention focus and message interpretation. For several charts, participants were less likely to favor or find the minimalistic versions easy to understand, while for others the design made no statistically significant difference, with demographic factors such as age, education level, gender, and expertise with data visualization taken into account1. For all charts, non-minimalistic versions shifted participants' focus toward chart titles rather then content, yet this shift did not impact interpretation accuracy. These results suggest that effective communication in management should balance minimalistic and embellished data visualizations to enhance both their actual and perceived likability and clarity.
Impact of Unclear Business Communication: Making the Case for Plain Language Sarah Clark	This presentation demonstrates how implementing plain language strategies can significantly improve business performance and audience engagement. Using industry examples and research, the analysis reveals how unclear communication directly impacts organizational efficiency, employee productivity, and stakeholder engagement with investors, customers, and clients. The presenter's journalism and business communication expertise aligns with the conference theme that effective communication is a key factor in organizational success and sustainability. Drawing from a 20-year journalism career and current role as a Business Writing instructor, the presenter incorporates communication challenges and strategies as case studies in the undergraduate classroom. Recent research provides

	evidence of how imprecise messaging, internal and external, hurts business performance. The 2023 Harris/Grammarly Report reveals a dramatic increase in business leaders citing decreased productivity due to poor communication — rising from 28 to 43 percent between 2021 and 2022.1 Moreover, 68 percent of business leaders report losing deals due to miscommunication, with estimated costs exceeding $10,000 per incident in the same report. These financial implications extend beyond internal operations to customer relationships and investor confidence, where confusing information leads to disengagement and missed opportunities. To demonstrate proven success of plain language strategies, the presentation examines comparative data from the National Archives and research from Labrador, a global communication firm specializing in disclosure documents. Labrador's approach reveals how "clear and transparent corporate disclosure generates a valuable but intangible asset with shareholders – trust.2 " The presentation bridges theory and practice by demonstrating how plain language strategies and effective communication principles from the business world integrate into a business communication classroom where students develop clear, audience-centered business documents including pitch decks and client reports. This integration of business principles and classroom practice confirms that successful business communication requires a measurable commitment to clarity.
Empowering Learning Through Constructivist and Transformative Projects: A Case Study with an NGO in Uganda Angela Perry	This presentation will discuss an innovative project developed in collaboration with an NGO focused on integrating career skills into the education system in Uganda. This project, grounded in Piaget's Constructivist Learning Theory and Mezirow's Transformative Learning Theory, aimed to enhance students' intercultural competence and practical problem-solving skills through real-world engagement. This hands-on project provided a rich context for students to construct knowledge through active engagement and thoughtful reflection. Initial guidance was provided through expert talks, gradually giving students more autonomy as they developed their projects. Students actively participated in research, planning, and implementation phases, constructing their understanding of career education and intercultural dynamics. The real-world context of the project made learning relevant and meaningful as students applied theoretical concepts from their coursework to address actual challenges faced by the Ugandan education system. Key learning outcomes to be discussed include: ● Increased Cultural Awareness: Students gained a deeper understanding of Ugandan culture and the diversity within it. This awareness extended beyond stereotypes and simplistic views, allowing them to appreciate the complexities and richness of another culture. ● Enhanced Empathy: By interacting with their Ugandan partners, students developed greater empathy, learning to see the world from different viewpoints and understanding the challenges and opportunities faced by people in different cultural contexts. ● Improved Communication Skills: Adapting their communication styles to be more effective and respectful in a cross-cultural setting improved their overall communication skills. They became more mindful of their language, tone, and non-verbal cues.

	● Critical Thinking: Challenging their own assumptions and biases helped students develop critical thinking skills. They learned to question their preconceived notions and approach problems with a more open and analytical mindset. I look forward to sharing insights and discussing how similar projects can be integrated into other educational settings.
Creating and Implementing a New Diversity Management on Campus Vincent Merk	In my presentation I will first define what Diversity, Equity and Inclusion (DEI) means for us practitioners, educators or researchers around the world, and present a diversity management model to extend the classical paradigm. This model recommends to start from Diversity as our reality on campus to further actively co-create Equity and Inclusion with a strong sense of Belonging and, ultimately, Wellbeing. To reach this goal we need dedicated policies and concrete actions that can help shape this new inclusive setting in which we can fully co-generate the best diverse, social and psychologically safe environment. In this new environment staff and students can thrive and openly speak, question, act (and also make mistakes) and live a healthy life. To give a concrete framework to this inclusive diversity management process, I will showcase 9 areas that need special attention when creating a DEI environment on campus, for example in an International Classroom or in an Innovation Space. These 9 areas are identified as D.I.V.E.R.S.I.T.Y. It goes as follows: D for Diversity, I for Intercultural, V for Vision, E for (new) Environment, R for Reflection, S for Study, I for Inclusion, T for Testing, and finally Y for "You go for it". Finally, I will make recommendations to provide a framework for reflection and guidelines to help develop best practices on a daily basis within our campus communities.
The New Innovation School – Short and Long-term Evaluation of an International Internship Program Agnes Bamford, Steffen Juranek, Aruna Tatavarthy	Our analysis focuses on the student satisfaction and career impact of a recent international internship program at the Norwegian School of Economics (NHH). We identify the key drivers of satisfaction and impact through short-term and long-term evaluations. We discover that task relevance, learning opportunities, clear structure and tasks, and a positive work culture drive student satisfaction. The long-term evaluation further reveals that the students perceive the internship as a stepping stone to their career advancement. They particularly value the skill development, international exposure, and career mobility that the program offers, instilling a sense of optimism about their future. Amidst the growing importance of internationalisation in business school curriculum and pedagogy (Financial Times, 2022), it is essential to uncover what types of complementary skill development programs lead to immediate and long-term advantages for students. According to a report in the Financial Times, more than two-thirds of alums from European Business Schools have spent time outside the continent before starting the graduate program. Given the changing landscape in student recruitment and employment opportunities, it is imperative to assess which types of internships are beneficial for students' learning outcomes during the education period and which have a long-term positive impact on career mobility levels. Summer internships – which have traditionally been in practice in North American Schools, have long been assumed to enhance employment opportunities for students (Fryer,2009,

	Fisher,2022). On the other hand, international internships offer a distinct advantage over traditional summer internships as they inculcate elements of both skill-based training and intercultural competence, which refers to the ability to communicate and work effectively with people from different cultures.
Job Interview Candidates *Recounting* and *Doing* Ageism Melina De Dijn, Dorien Van De Mieroop	Age-related discrimination is prohibited in Europe, yet workers still encounter it in the workplace (European Commission, 2019) as well as when attempting to gain access to the workplace. Most research on ageism in recruitment focuses on what occurs before or after the job interview, with minimal research examining how ageism surfaces during interviews. We aim to build on one of the scarce studies that have looked into age-related categories in job interviews, which showed that some candidates bring up these categories themselves (Previtali et al., 2023). Our study will further explore how ageism can emerge in the talk of candidates during job interviews. To study these stereotyping processes, we use Membership Categorization Analysis (Stokoe, 2012), which has been applied to job interviews with candidates with a migration background (Kirilova, 2013; Tranekjær, 2009; Van De Mieroop & De Dijn, 2021), but rarely in relation to age stereotyping (however, see Previtali et al., 2023). In our analysis of 81 job interviews in Flanders, we found that participants explicitly mentioned age categories in over 10% of the interviews. We present case studies of two emblematic examples of age-related talk by candidates. Our analyses show that some candidates may not only recount their experiences of ageism, but may at the same time also engage in the doing of ageism themselves. For instance, one candidate shared a story of being treated in an ageist way, yet also expressed a self-ageist stereotype about young people. Another candidate reported how her young age was stereotyped by others, but later made an ageist remark about an older out-group herself. These cases highlight that even when candidates are aware of ageism, as their recounts show, they do not always refrain from age stereotyping themselves, which thus exposes the ambivalence in how ageism is invoked. To address this issue, we recommend that both recruiters and candidates receive training to break the cycle of ageism.
Fostering Inclusivity: Developing Management's Understanding of the Lived Experience of Workplace Disability Discrimination Heidi Willers	Disability access and inclusion (A&I) is a persistent workplace concern. Yet, in Business Communication (BC), there has been limited attention globally to how disability discrimination unfolds in the workplace. Scholars have addressed A&I in terms of legal compliance for websites and digital communication (Nielsen, 2018; Palmer & Palmer, 2018) and in examining the impact of legal discourse and disability concerns on workplace documents and training (Bennett, 2023; Bennett & Hannah, 2022; Bennett & Hannah, 2021). More recently, research has focused on the need to understand "lived experience" of disability discrimination in the workplace in the U.S. (Willers et al., 2024), a concept contemplated by laws such as the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) and the Equality Act 2010. In 2024, workplace disability discrimination cases in the UK increased by roughly thirty percent (Brown, 2024). Such cases suggest an unbridgeable gap between the promise of disability rights laws and the

	workplace experiences of disabled employees. To address this gap, this presentation reports on a study of UK Employment Tribunal judgments issued in disability discrimination cases in 2024. The judgments reflect how employees experience disability discrimination as they interact with workplace actors, documents, policies, and processes. We present preliminary findings from this study, which focuses on the "findings of fact" in each case to gain insights into how disability discrimination shows up in the workplace. In analyzing these cases, we identify emerging themes, connect those themes to BC practice, and discuss how to leverage best practices. Session attendees will gain insight into workplace approaches that foster a culture of inclusivity in ways that integrate employees' lived experiences beyond what is merely required by law.
The Workplace, Serious Mental Illness, and Disclosure: Navigating Challenges and Promoting Wellbeing Daniel Keays	Disclosure decisions within the workplace are an important aspect to both the individual's satisfaction, or utility, as well as the organization's output, or productivity, from which the disclosure took place. This paper reviews invisible disability disclosure in the workplace, namely that of serious mental illness (SMI), and portrays the findings of those with lived experience. Data collection took the form of conducting semi-structured interviews for those with a said SMI and whom were either currently, or just recently stopped, working. Stemming from responses of a total of 10 (N = 10) participants, there were three main super-ordinate themes which emerged as findings. The three main themes from the study are 1) Continue as is, 2) Support programs, and 3) Personal reflection. From these three main themes, the conclusions are that individuals, mainly, did not want to share their health condition with others in the workplace. Reasons for this relate to a) not wanting to risk a worse-off situation, b) feeling a sense of shame and embarrassment for their SMI, and c) that they felt stigmatized in some capacity. Results also allows for uncovering effective ways to communicate disclosure procedures and policies to all organizational members. This, in turn, leading to improved corporate training practices for employee disclosure in business communication settings.

Thursday, 5 June 2025, 11:00-12:30

Remote Work Communication: How Does Communication Impact Performance, Engagement and Well-being. A Systematic Review, 2020-2024 Ryan Michael Murphy, Cynthia L. Sherman	Following the shift to remote work during the COVID-19 pandemic, researchers gained valuable data on remote and hybrid work environments. Numerous studies have since emerged on how communication influences performance, engagement, and well-being in these settings. This presentation, based on a systematic review, examines articles published since 2020, synthesizing findings on communication as a bridge between managers and employees. Using this approach we seek to answer the question: How does communication between leader and worker in a remote work environment facilitate or impact worker performance, engagement, and well-being? A broad Google Scholar search for "remote work" yields over 72,000 results. We narrowed our query systematically to consider publications most relevant

	to business communication published after 2020 to capitalize on the recent publications that reflect lessons learned during the pandemic. We conducted focused searches for "remote work" in the International Journal of Business Communication (30 results) and Business and Professional Communication Quarterly (64 results). For breadth, we simultaneously searched ABI/Inform Collection using the same parameters and the additional key terms "performance," "engagement" and well-being," identifying 898 results. While our study is ongoing, our preliminary findings suggest effective communication between managers and employees significantly impacts performance, engagement, and well-being in remote work. We imagine as the study progresses there may be other factors at play between managers and employees, or in the remote employee work setting. However, a limitation is that many studies focus on employees who were compelled to work remotely, indicating the need for further research on voluntary remote work. Future analyses could also expand to explore team communication in remote settings. As companies encourage a return to in-office work, our research outlines why employees might prefer remote work, why employers favor office settings, and how communication strategies from remote work could enhance in-office management.
From Smiling Faces to Piles of Poo: Studying the Use of Emojis in Webcare Interactions Ursula Lutzky, Andrew Kehoe, Matt Gee	Emojis are an established feature of digital communication that add to the multimodal nature of online messages and interact with other semiotic resources to make meaning (Logi and Zappavigna 2023). Since the introduction of social media platforms in the early 2000s, emojis, and also emoticons, have been studied from a variety of perspectives. Research has, for example, explored emoticons' illocutionary force (Dresner and Hering 2010), compared the effect of emojis to other non-verbal cues, such as facial expressions (Erle et al. 2022), and linked emojis to areas of linguistic study including metaphors and the construction of identities (Seargeant 2019). One area where emoji use has not been studied extensively is digital business communication, or webcare: "[t]he act of engaging in online interactions with (complaining) consumers" (van Noort and Willemsen 2012: 133). In this paper, we carry out a large-scale data-driven corpus pragmatic analysis of emoji use on Twitter (now X), focussing on how US companies in three industries (airlines, food and beverage, streaming services) and their customers use emojis when interacting with each other. The analysis is based on the US Corporate Twitter Corpus (UCTC) which was compiled through the Twitter API in March 2023, and contains 4.4m English tweets posted between September 2021 and February 2023. Initial results show that emojis constitute almost 2% of all tokens in our corpus and that there are differences in distribution between the three industries studied, with emojis being least frequent for the airline industry. Through collocation analyses (Authors 2016, 2017), we explore the different functions of emojis in the UCTC with the focus on disambiguating their use in tweets serving different webcare goals. We offer new insights into the use of emojis and their functions in webcare communication, and show how corpus linguistic methods can be used to uncover their intended meaning and illocutionary force.
Leaders On LinkedIn: Identity Performance and Discursive Legitimation	In the context of strategic business communication, LinkedIn creates opportunities for professional networking as well as individual and corporate impression management (see e.g., Fullwood, 2019; Paliszkiewicz & Mądra-Sawicka, 2016).

Lise-Lotte Holmgreen, Mia Rasmussen	In the paper, we will discuss how leaders perform their identities on LinkedIn to legitimize not only their own managerial roles but also corporate actions and issues to internal and external audiences (Vaara & Tienari, 2008). Taking a critical, and multimodal (Machin & Mayr, 2012), discursive approach to social media data (Khosravinik, 2017), we analyse a corpus of posts from two business and two NGO leaders, collected in a 3-year period from 2023-2025. The leaders had been nominated 'leaders of the year' in 2024 by the Danish professional (labour/collective) association 'Lederne'. The (preliminary) analysis reveals that leaders will present personal reflections and narratives to support the dual purpose of constructing a positive image of their leadership and the organisation they represent, e.g., contributing to employer branding. Thus, the combination of personal comments and corporate interests will present users with a persona that is committed, timely and credible paving the way for individual and corporate legitimacy. This strategy, it seems, is supported by the characteristics of the platform, allowing for both text and multiple visuals in posts, with which users may engage emotionally, while also reflecting broader corporate interests. The study contributes to research on discursive legitimation (Vaara et al., 2024), by spotlighting dynamics of leader communication and corporate positioning, through the relationship between textual and visual means.
Communication Tools for Enhanced Professional Interaction: A Case Study of Implementation Projects Under the Science Hub UL Initiative Aleksandra Beata Makowska	Effective communication is a foundational element in business management, essential for enhancing an enterprise's competitive positioning within the market. This encompasses both intra-organisational communication and inter-organisational outreach. Accordingly, the development of robust communicative tools is necessary to enable the precise and effective transmission of intended messages. This report examines implementation projects carried out by students of Linguistics for Business, an interdisciplinary BA programme of studies, within the framework of Science Hub UL, an innovative initiative at the University of Lodz inspired by the "science shops" concept. These student-led projects were designed to develop targeted communication solutions that address the specific needs of external partners, including The Neurodiverse Foundation and Philips Polska Sp. z o.o. Under the guidance of supervisors from the University of Lodz, students created a comprehensive English-Polish dictionary of neurodiversity terminology and a practical guidebook for expatriates "First Steps in Poland". These resources were subsequently integrated into the partnering organisations to enhance their internal and external communication processes. The dictionary of neurodiversity terms functions as a foundational resource for workshops designed to cultivate empathetic and informed communication regarding neurodiverse conditions within public discourse. Concurrently, the expatriate guidebook is applied within organisational settings to facilitate cultural adaptation processes for expatriates transitioning to Poland. Consequently, these projects make significant contributions to communication

	management in professional contexts by establishing innovative standards for inclusivity and diversity within organisational and public communication frameworks.
Let's Talk: Re-examining How Invitational Rhetoric Can Support Connected Conversations in Business Communication and Management Discourse Valerie Creelman	At the root of every corporate or individual connection is a conversation. In keeping with this year's conference theme focusing on "Building Bridges between Business Communication and Management," this presentation offers invitational rhetoric (Foss & Griffin, 1995) as a communication practice that helps facilitate ways of sharing multiple perspectives and engaging with others in a more meaningful way in our social interactions with others. Invitational rhetoric is not a new concept, but it's one that deserves to be revisited and re-introduced into our business communication practices and teaching (Bonine & Novak, 2009; Foss & Foss, 2003; Salazar, 2015). In doing so, my discussion showcases the merits of invitational rhetoric as a discursive strategy designed to support more positive, equitable, and inclusive communications within workplace and business contexts by creating an open environment for discussion that encourages understanding and community. By positioning invitational rhetoric as one tactic towards facilitating (and encompassing multiple attributes of) positive interpersonal communication, this presentation advances our understanding of existing models of positive communication not only as a means for creating audiencefocused business messages but also as a means of supporting effective management and leadership communication in the workplace, our classrooms, and our communities as it supports organizational discourse and change management (Brown & Levinson, 1987; Mautner, 2016; Mirivel, 2014; Socha & Pitts, 2012). Scholars working in the areas of rhetorical studies and education were, and perhaps not surprisingly, early adopters of invitational rhetoric (Bone et al., 2008; Foss & Foss, 2003; Gedde, 2012; Griffin, 2012). More recently, invitational rhetoric has enjoyed a resurgence, re-surfacing in rhetoric and communications research to explore such topics as incivility (Chick, 2021); marginalized groups and safe spaces (Hayden, 2021); family relationship communications (Pariera & Turner, 2020); and medical health discourse (Jarvis, 2021; Longtin & Binion, 2021; Make & Lauver, 2022). Invitational rhetoric has also emerged as a critical concept for communications and applied linguistics scholars studying Conversational Human Voice (CHV) in webcare and how it is operationalized in online customer care discourse to support business to customer (B2C) interaction and engagement (for examples, see Creelman, 2022; Fuoli et al., 2020; Liebrecht et al., 2021; Van Noort et al., 2015; and Van Noort & Willemsen, 2011). Divided into two parts, the first part of this presentation will begin by defining what invitational rhetoric is, explain what its rhetorical forms are, and what conditions support its practice in a foundational way. I will then briefly highlight some of the contexts in which invitational rhetoric has successfully been applied. More applied in focus, the second and predominant part of this presentation will showcase 1) the foundational conditions (or stage-setting) for invitational rhetoric, 2) the benefits of invitational rhetoric for business educators and practitioners working in diverse areas of business and professional communication, and 3) how to linguistically operationalize invitational speaking in workplace settings in the context of meetings, presentations, and communities of practice. Such discussion will also highlight the benefits of

	invitational rhetoric as a dialogic, inclusive practice that generates more courses of actions and choices when different perspectives are considered fully as part of decision-making and collaborative problemsolving processes, particularly those in support of organizational communication aimed at change management.
Enabling The Development of Generic Skills Relevant for Business and Technology Claudia Förster Hegrenæs, Gisle Andersen	Communication, creativity and reflection are among the key transferrable skills that employers seek in business graduates (Lane 2024). There is a strong correlation between creativity and financial performance (McKinsey 2024), and the ability to communicate organizational goals and operational changes is seen as a prerequisite for achieving the strategic goals of business organisations (Gallup 2022). Consequently, business education programmes should aim to integrate all of these skills in ways that stimulate the students to engage actively and reflect upon their learning process. Within the context of BEDS (NHH's bachelor program in Business, Economics and Data Science, launched in 2024), we train these skills in a course aimed at developing students' effective communication and comprehension on topics that are relevant for business and technology. This combines a range of communication activities with reflection on information literacy and the relation between technology and communication, with a special focus on the role of generative AI in their studies and future careers. The course's intended learning outcomes (ILOs) foster cognitive skills indicative of effective learning (Bloom, 1956). Our teaching approach combines teacher-centred lecturing with student-active teaching and learning. This includes methodologies such as case-based teaching and group work (e.g., negotiation interaction, business presentations, business report writing). Students are encouraged to learn by interacting with both the teaching content and their peers. Continuous formative feedback is provided to monitor and ensure progression towards the ILOs (Biggs & Tang, 2011, p. 64). The assessment (portfolio, formative assessment) comprises both written and oral assignments. In our paper we present the aims, objectives and learning activities of this course and how they are designed to enhance the students' generic skills and thereby make them better prepared for their future careers.
The Medium Makes the Message Better: Using Streaming Programming to Teach Business and Professional Communication Courses and Skills Competencies Sabrina K. Pasztor, Tamas Pesuth	Business Communication courses have long-relied on varied instructional approaches in the university classroom (Coombs & Elden, 2004). Case-based learning which utilizes real-world organizational scenarios to demonstrate theory in practice (Rosier, 2022), experiential or "learning by doing" (du-Babcock, 1996), problem-based learning (Barrows & Myers, 1993; Savery & Duffy, 1996; Saatchi, 2008) and service-learning (Shirvani, 2003) models are the most prevalent modalities. However, these options continue to present a variety of limitations in learning efficacy and outcomes. Although widely employed, limited research exists on the success of case-based models in knowledge and skills development (Burgoyne & Mumford, 2001). Long-term outcomes of business communication skills development in the classroom around students' performance and skills application to organizational settings remains unclear (Zhao, 2004). Problem-based Learning and Service-learning have inherent challenges in that little evidence shows successful

	improvement in applied communication skills which employers demand, and a significant requirement of time, effort, and investment from the students and faculty when employing these approaches (Yusof, N. et al., 2020). Furthermore, expanding demands of employers for improved business communication skills (Peart, 2019; Hicks, 2020; Sonnenschein & Ferguson, 2020; McKinsey Report 2021) and an evident skills gap (Tulchinsky & Kis, 2022) have coalesced to warrant new and improved approaches to business communication pedagogy and curriculum improvement (Russ, 2009; Chang, Park & Cho, 2018). We are of the opinion that something in how we design and instruct business communication courses has a vast potential for improvement. That sea change is predicated on using contemporary digital programming/streaming series to appeal to present-day students (Gen Z) and teach critical business communication skills on leadership, teamwork, communication, negotiation, and conflict management through in-class discussions and assignments. Select examples of programmatic content include Netflix's Call My Agent, K-dramas The Agency and Queen of Tears, HBO Max's Succession and Ballers, and Apple TV's The Morning Show. Previous research, though limited, has demonstrated the power of using digital programming to improve students' learning (Bloch & Spataro, 2016; Quain, Bokunewicz, et al., 2018). There is room for much more. From February – June 2025, we will pilot a study on a Business Communication course utilizing a revised curriculum in which one streaming series is introduced to the students as the foundation for the course. Students will be required to watch a weekly episode of the series linked to designated theme. Weekly reflection papers, discussion posts, and in-class activities/discussions will rely upon the dissection, discussion, and critical analysis of characters' behaviors in relation to thematic and theoretical concepts. Midterm and final projects and presentations will require students to synthesize and incorporate learnings from highlighting linkages between programmatic content, plot and narrative discourse and business and professional 'best practices' and skills. A pre- and post-course assessment will allow us as researchers to evaluate the evolution and efficacy of using digital media to enhance student skills development.
Transforming Data into Impactful Narratives: Empowering Business Students with Storytelling and Visualization Skills Rebecca Butters, Anna Deeds, Kathy Fisher	In today's data-driven world, business students must learn to turn complex data into compelling stories to influence decisions, engage stakeholders, and gain buy-in from colleagues. This presentation will examine how data storytelling and audience-centered visualization serve as essential bridges between business communication and management. These skills prepare students for professional success by helping them communicate insights clearly to diverse audiences from their classmates to future colleagues, clients, and senior leaders.

	During the presentation, we will discuss the integration of innovative and scaffolded teaching methods that foster data-driven storytelling. One approach, the Sticky Note Story Activity, applies Freytag's Pyramid to help students organize data and content into coherent narratives, making complex information easier to understand. Another method, the Z-Pattern Slide Design teaches students to guide viewers' attention predictably, creating clear messaging with effective titles and headings. This technique builds on research by Campbell (2002) and Bradley (2013), demonstrating how thoughtful design enhances communication. Attendees will learn about practical assessments that use real-world datasets to teach students how to create audience-centered visualizations and pair them with storytelling narrative (Nussbaumer Knaflic, 2023). These activities help students design visual narratives that make data accessible, meaningful, and actionable for specific audiences. Through these assessments, students learn to tailor their communication strategies to meet stakeholder needs, influence decision-makers, and promote organizational transparency. Mastering data storytelling and visualization equips business students with essential skills for effective communication and decision-making. By integrating these techniques into business communication curriculum, students will learn how to confidently transform complex data into impactful narratives that resonate with audiences in their internships and professional careers.
Use of Business Presentation Strategies: Transferability Between English and Japanese Atsuko Kaneko, Miho Hirano	Presentation skills are among the most important for business professionals (Coffelt et al., 2022). However, presentation education in Japanese higher education is insufficient in quantity and quality (Kawano, 2023). Some studies have developed instructional designs for presentation (i.e. Ito et al, 2002; Makino & Nagano, 2002; Sato, 2019) and validity of self-evaluation in presentation education (Yano, 2018); however, few studies have addressed the strategies to support business presentations skills aligned with requirements in higher education, as outlined by the American Association of Colleges and Universities (AAC&U, n.d.), which include organization, language, delivery, supporting materials, and central messages. To enhance business presentation education in English, Nakatani (2017) identified strategies used by business professionals with high English proficiency (C1 or above) in the Common European Framework of Reference for Languages [CEFR]) when delivering presentations in English. These strategies include negotiating with listeners, extensive preparation, effective coordination, focusing on fluency, simplification, nonverbal communication, and using logical evidence. However, the applicability of these strategies to presentations in Japanese has not been explored.

	This study aims to explore whether the business presentation strategies utilized by proficient English speakers are also applicable in Japanese presentation practices, with a focus on informing future instructional approaches in Japan. This study conducted a questionnaire survey using the Business Presentation Strategy Inventory (BPSI, Nakatani, 2017) with business administration students aspiring to become managers, examining their use of business presentation strategies in Japanese and English. We also discuss the significance of this study in scholarship and pedagogy.
Country-of-origin Associations Enhanced by Languages in the Airline Safety Videos: Beyond Native-speaker Supremacy and Self-orientalism Kenichi Sato	Previous research has found diverse language use patterns, including Business English as a Lingua Franca, in intra-company communication at non-English-speaking organisations. Meanwhile, is this kind of diversity welcomed in business-to-customer ('B2C') communication? Or is there any preference for the lingua-cultural norms that should be followed in communication with customers? In this study, the author focuses on the in-flight safety video as a new medium for communication between companies and customers. Through the content analysis on the videos, the author examines how companies are trying to utilise languages in their B2C communication. The in-flight safety video can now be seen as a new B2C communication medium that goes beyond being a simple tool for conveying in-flight safety information to passengers. It is because an increasing number of airlines are adding to the safety video, which is often considered dull and uninteresting, new elements such as humour, featured celebrities, and the allure of the airlines' destinations to keep passengers interested (Ahmad & Al Ansaari, 2020). The videos are also used to achieve viral marketing effects among the audience outside the aircrafts, using social networking sites and hashtags (Ahmad & Al Ansaari, 2020). Despite insightful findings, the research above pays little to no attention to the roles languages play in the safety videos, which are worth scholarly interest. This study examines the elements included in the videos published online by the world's most popular airlines through content analysis to explore the roles played and effects achieved by languages used in the safety videos, building on the theory of the roles of foreign languages in advertising presented by Hornikx & Meurs (2020). Findings point out that languages play a crucial role in enhancing associations with airlines' countries of origin in many examples in a way that challenges the notion of nativespeaker supremacy and self-orientalism.
Exploring Corporate Social Advocacy (CSA) Communication Across Languages: A case study of Burger King's and Ben & Jerry's CSA approach Bernadette Hofer-Bonfim, Johannes Schnitzer	Recent research reveals a shift from traditional Corporate Social Responsibility (CSR) to a Corporate Social Justice (CSJ) paradigm, as described by Zheng (2020). This paradigm encourages corporations to take clear stances on polarized social issues, signaling an ethical commitment to social equity, even if doing so risks public backlash. Such corporate engagement may generate both, a positive effect on the company's bottom line, for example in terms of increased brand loyalty, and potential negative repercussions, including boycotts (Miller Gaither and Austin 2023; Choi and Song 2024; Park and Jiang 2023).

	While Corporate Social Advocacy (CSA) is increasingly visible, research is limited on how it manifests outside the U.S., especially across different languages and cultural contexts (Miller Gaither and Austin 2023). This study addresses this gap by analyzing CSA communication across countries and languages. A content analysis approach is employed to map the themes addressed in each language and context and to examine how distinct political and social landscapes impact how CSA is communicated and received by the public. The approach is applied to the case of Burger King, a prominent global organization very active in CSA communication as exemplified by an ad campaign supporting the LGBTQI+ community, featuring children discussing homosexuality, launched on the official Brazilian Twitter (now X) account in June 2021. This campaign sparked significant backlash, trending on social media under the hashtag #BurgerKingLixo, and generated both support and calls for a boycott (Pezzotti 2021). This incident underscores the power of CSA to provoke highly polarized reactions. This research contributes to a deeper understanding of how CSA is expressed across cultural and linguistic contexts, offering insights into how global companies choose to address controversial social issues across countries and languages.

Thursday, 5 June 2025, 15:00-16:00

Automatically Detecting Deceptive Language in Sustainability Reports Using GPT-4 Maria Pilar Uribe Silva	Companies have been adjusting how they communicate their sustainability actions to meet stakeholder expectations as well as regulatory and societal demands by changing the language they use in sustainability reporting, resulting in a decline in the readability (Wang et al., 2017) and lexical consistency (Chalmers & Klingler-Vidra, 2023) However, the new regulations, such as global and EU climate targets (e.g., the Effort Sharing Regulation), actually demand a reduction in vagueness and deceptive language in Corporate Social Responsibility (CSR) and Environmental, Social, and Governance (ESG) communications. Therefore, especially considering the number of reports being published, this underscores the need for automatic tools that can detect and analyse deceptive language at scale. Adopting a social constructivist and pragmatic perspective, we propose a novel approach to examining deceptive language in CSR and ESG communications, create a taxonomy of the most common deceptive strategies in business communication, which we term the "Deceptive Language Spectrum", and design an automated tool to detect deceptive language using computational linguistic techniques that incorporate Large Language Models (LLMs) such as GPT-4. Using our definition

	and focusing on three categories of our spectrum: Impression Management, Generalization, and what we labelled as Fluffy Language, we have examined linguistic patterns of deceptive language across a corpus of sustainability reports. Our preliminary results demonstrate that: 1) GPT-4 can effectively support human reviewers in carrying out discourse analysis by identifying linguistic expressions that align with these categories 2) the model provides interpretable explanations of its findings, and 3) this tool can be leveraged by both companies that want to improve their communication skills and evaluators who want to know if sustainability communications are credible. Our research contributes both to the development of a robust theoretical framework and experimental methodology in the field of deceptive language in sustainability reporting.
"Now is not the time for forward guidance": Adapting the communicative practices of the European Central Bank in times of uncertainty (2019-2024) Fanny Domenec	Central bankers have been described as risk managers (Kilian & Manganelli 2003; 2008) who communicate on technical monetary policy decisions to manage inflation expectations (Wansleben 2018). Over the last years however, public confidence in central banks has declined (Baerg & Cross 2022, Do Hwang et al. 2022). Some studies have focused on the need for more clarity and transparency in central bank communication (Ferrera & Angino 2022; Adrian et al. 2023), while others have focused on the challenges of communicating in a context of uncertainty (Villeroy de Galhau 2022; Hanifi et al. 2023). In her first monetary policy statement (MPS) as president of the European Central Bank (ECB), Christine Lagarde stated that she would address both expert and non-expert audiences and warned journalists of not "overinterpret[ing], […] second-guess[ing] or […] cross-referenc[ing]" (Lagarde 2019). This paper aims to provide insight into the rhetorical strategies used in the ECB's MPSs to foster a culture of transparency and address various stakeholders. Corpus analysis is used to identify discursive and linguistic evolutions in Christine Lagarde's MPSs from December 2019 to December 2024. Two concordancers (AntConc and TXM) have been used to identify the main keywords and collocates. A qualitative analysis was also carried out to shed light on various rhetorical strategies (sloganization, storytelling, metaphors, humor, politeness). Results indicate a frequent use of sloganization processes and storytelling to address both finance experts and members of the general public Following the Ukraine war (February 2022), the MPSs also display a shift from assertive statements to more frequent processes of hedging, acknowledging the difficulty to provide guidance in a highly uncertain environment. This research could be valuable to business practitioners who need to justify or explain technical decision-making processes to various stakeholders in times of crisis.
The Role of Organizational Communication in Mergers Towards Good and Ethical Change Iiris Kivimäki	Mergers are often driven by economic factors and the need to adapt to rapid change. My PhD. research investigates organizational communication as a critical element in navigating the complexities of merging two entities from a social ethical perspective. The focus is on understanding "good change" and how it is experienced by various stakeholders during the merger process. This study examines how organizational communication reflects the underlying purposes of change, incorporating ontological, epistemological, and empirical perspectives.

	Key questions addressed include: How is ethical co-existence formed when merging organizational identities? What role does communication play in shaping organizational cultures, values, and narratives in this process? What constitutes "good change," and for whom? The study seeks to offer new insights into how change, referred to as good, can be achieved at all organizational levels—managerial, operational, and strategic—for both internal and external stakeholders. Using a Finnish longitudinal case study of the merger between two organizations, and a systematic analysis grounded in qualitative research, the study explores the ethical and communicative dimensions of organizational change. Methodologically, the research follows a longitudinal design, collecting survey data at three stages of the merger—at the beginning, midpoint, and conclusion (when the organizations become one)—and conducting semi-structured interviews with key stakeholders, including board members, executives, volunteers and employees. Central to this research are the concepts of dialogic encounters and the ability to address emotions, both of which facilitate mutual understanding and cooperation, helping to integrate different organizational identities. "Values" is a concept that can be either written, lived, or both. These encounters are vital for ensuring transparency and fostering a shared vision between the merging entities. The research is currently halfway complete, and I expect to conclude it next year during my seven-month study leave. My supervisor is Jaana Hallamaa, Professor of Social Ethics at the University of Helsinki. I also have practical work experience as Director of Communication which explains my interest in the topic.
The Role Organizational Transparency Plays on Brand Trust and Purchase Intent Alex Bridgemohan	This study explores the impact of an organization’s transparency on brand trust and purchase intentions. Whereby organizational transparency can be defined as the release of pertinent information, whether positive or negative, in an accurate, timely, and balanced fashion. The research presented herein highlights the importance of truthful and useful information as it affects consumer behavior. Key studies show that a positive correlation exists between organizational transparency and trust within a healthcare organization (Rawlins, 2008). Additionally, Lee & Li (2021) illustrate that transparent communication during public health crises increases public trust and thus influences behavior positively. Moreover, Holland et al. (2021) emphasize that high-transparency messages reduce anger and foster positive attitudes toward organizations during times of crisis. And lastly, Hopp & Fisher (2021) illustrate that transparent communication practices elicit feelings of knowledge obtainment, fostering positive organizational evaluations. This paper discusses historical examples as a foundational basis to underscore the significance of timely, accurate information in crisis management. It aims to expand on the idea that reputation, as bolstered by transparency, affects consumer interest and loyalty. This notion has foundations from previous research by Reynolds and Seeger (2005) in that they argue for

	honesty, promptness, and accuracy during crises, emphasizing the need for empathy and understanding. Overall, this study posits that higher levels of organizational transparency during times of crises positively influences brand trust and purchase intent by establishing a reputation for trustworthiness and accountability. Whereby, a cross-sectional experiment was used to illustrate mean differences between groups who were exposed to either high-transparency or lowtransparency communication after the result of an organizational crisis. And since the research presents significant and meaningful findings, this paper contributes to a deeper understanding of the psychological and social dynamics as it relates to consumer behavior, underpinning effective communication within organizations.
In Business with the Apprentice Multiple Business GEnRes (AMBER) Corpus Sylvie De Cock, Jennifer Thewissen	Business texts represent a wide variety of genres, which tend to be identified on the basis of communicative purpose(s) and situation(s) (Bhatia 1993, Koester 2010). A broad distinction (Nelson 2000) can be made between genres used to do business and communicate to get work done within the framework of companies'/organisations' activities (e.g. business meetings, social media posts) and genres not issued by companies/organisations that are used to talk or write about business (e.g. news articles about the world of business, business studies lectures). An examination of the Learner Corpora around the World webpage (https://uclouvain.be/en/research-institutes/ilc/cecl/learner-corporaaround-the-world.html) reveals that learner corpora which specifically target business communication by L2 learners are very much few and far between and tend to include only one or two genres (e.g. Connor et al. 2002). In addition, existing corpora are rarely readily accessible to the research community or provide no or very limited information about the learners (e.g. Allan 2018). To fill this gap in learner corpus research, this paper sets out to introduce the recently launched Apprentice Multiple Business GEnRes (AMBER) corpus and to further develop the AMBER network of partners. The paper aims (1) to explain the rationale behind this new multi-L1 apprentice computerised corpus collection project (e.g. providing a strong empirical basis to investigate genre awareness and knowledge among novice users of business genres) and (2) to outline the main corpus design criteria with a specific focus on the 'apprentices' targeted (i.e. novices at professional business communication genres, typically students; predominantly but not limited to L2 learners) and on the business genres included (e.g. press releases, LinkedIn summaries, cover letters, tourist brochures). Information about the core metadata recorded (following Paquot et al.'s 2024 Core Metadata Schema) is also provided (e.g. degree scheme, genre training, language(s) of instruction, L1(s), writing anxiety; detailed task instructions). The paper is rounded off by discussing the main takeaways from the AMBER pilot data collection.
Providing the Groundwork for Students to Effectively Communicate with Non-Profits and Develop Dynamic Community Projects Eileen Anderson	As a Spanish Language and Cultural Studies professor in the U.S, I rely on the Five C's 1 to show students how to convey their messages. These concepts of Communication, Cultures, Connections, Comparisons, and Communities are vital in any language classroom because they provide an important foundation for effective communicative functions. They also coincide with some of the foundational practices of clear, concise and coherent business communication.

	In my service-learning and community-engaged classes, students work with nonprofits and a variety of community partners to strengthen the bond between the University and the state of North Carolina, so classwork centers on how these students can integrate into the community. Duke University is an expensive private university in an area that is becoming gentrified and more multicultural, so the students often come from a very different socio-economic background from the people they serve. During the semester, they learn how to navigate language and cultural barriers, understand their partners' needs and choose how to best assist them. For example, to begin their service project, they examine case studies of similar classes, they look at the structure and management styles of the organizations and learn about the history of the community they serve. Some of the organizations are disorganized and rely heavily on volunteers while others have a staff and need volunteers to complete small tasks, so they need to understand unique communication styles. During the presentation, I will show final projects where students were able to provide videos and informational packets in Spanish for the clients of the organizations and demonstrate how they improved the way their community partners interacted with their clients.
Rooted in the Local, Aimed at the Global: A Cross-Linguistic Study of Diversity Reporting Bernadette Hofer-Bonfim	Building on institutional theory (Kostova, 1999) and considering country-specific characteristics of structural inequalities in the workplace, this paper analyses diversity reporting in different institutional contexts building upon a context-sensitive perspective on diversity management (e.g. Klarsfeld, Ng, Booysen, Castro Christiansen, et al., 2016; Klarsfeld, Ng, Booysen, Christiansen, et al., 2016; Özbilgin & Chanlat, 2017). Diversity reporting, as an aspect of diversity management, exists in a tension between differentiation and standardization. Studies (e.g. Bellard & Rueling, 2001; Heres & Benschop, 2010; Jonsen et al., 2019; Pasztor, 2019; Point & Singh, 2003) highlight the need to account for country- and region-specific expectations, as also stressed in global sustainability reporting frameworks (see GRI 3 and GRI 405 Global Reporting Initiative, n.d.) and at the same time describe tendencies toward standardization, which could lead to a globally uniform diversity rhetoric, leaving little room for country-specific particularities. This analysis aims to describe diversity reporting within this field of tension, building further upon the calls from context-sensitive diversity management for more studies targeting not only the Anglophone world. To this end, linguistic patterns in the diversity reports of Brazilian, Italian, and U.S. banks were comparatively analysed. These three countries are marked by institutional distance, which could make differentiation tendencies particularly visible. Reports from 2013, 2017, and 2021 from five banks in each country were included in the analysis to allow for a longitudinal perspective. To better contextualize the findings, five qualitative interviews were conducted with experts involved in the non-financial reporting of these banks, following a corpus-assisted discourse studies approach (Partington et al., 2013). The study's results partially align with previous studies (e.g., Bellard & Rueling, 2001), revealing a "patchwork discourse" characterized primarily by standardized elements, with occasional insights into country-specific particularities of

	diversity reporting, which may relate to the institutional distance between the analysed countries. This conference contribution seeks to highlight the complex, and potentially contradictory, demands on diversity reporting, making its complexity visible through a language-aware and cross-linguistic approach.
The Discursive Construction of Equality, Diversity and Inclusion in CSR Reports Vs Webpages Judith Turnbull, Donatella Malavasi	The Covid-19 pandemic and the wave of social movements in the late 2010s, such as Black Lives Matter and #MeToo, have brought renewed attention to equality, diversity and inclusion (EDI) (Uysal 2013; Oswick/Noon 2014). Under growing pressure from stakeholders and society at large, corporations have been forced to rethink their stance on EDI and take a more proactive approach to the matter. While these issues have been extensively examined in the workplace from a management perspective, few studies have been made on the discursive construction of EDI in corporate communication. Set against this background, the present study sets out to analyse how EDI is (dis)similarly celebrated by a sample of companies in their CSR reports vs. webpages. The study focuses on a selection of firms classified by internationally recognised organisations (such as Refinitiv) as diverse and inclusive companies. The firms selected are headquartered in countries across three continents (Europe, Asia, and North America) and operate in three sectors (Banking, Pharmaceuticals, Personal & Household Products & Services). With the support of corpus linguistics tools and Sketchengine (Kilgariff et al. 2014), EDI-related materials from CSR reports published in 2023 and corporate websites were examined quantitatively and qualitatively in a selection of keywords and their phraseology to identify similarities and differences in the discourse strategies adopted to communicate EDI in the two genres. These data were then compared with CSR reports and webpages dating back to 2020 and 2022 respectively (Malavasi 2023; Turnbull 2023) to assess diachronic variation of EDI discourse.The study substantiates the claim that the communication of these topics has increasingly become a business imperative. While composite and vague constructions and juxtapositions of abstract concepts are masked by the ostensible informativity of CSR reports, the websites adopt a more personalized approach to accommodate the expectations of a broader audience.

Friday, 6 June 2025, 9:00-10-30

Business Communication as Epideixis: The Case of Entrepreneurial Podcasts Geert Jacobs	Ever since its origins there has been a deep-rooted focus on conflict (and how it can be resolved) and diﬀerence (and how it should be navigated) at the heart of business communication scholarship and teaching. Key concepts include negotiation (think of Fisher and Ury’s early focus on getting to yes without giving in) and persuasion (centred around the need to influence others' thoughts, behaviors, and decisions). Crisis communication advice and training, for example, starts from the idea that the outside world is adversarial, antagonistic while the job application and recruiting process has largely been framed as transactional: candidates need to sell themselves as they are oﬀering skills and knowledge in exchange for career opportunities and compensation. This presentation takes a diﬀerent perspective, starting from the reality of business communication practice, where disagreement and opposition turn out to be a lot less common than one might assume based on the literature. Drawing on the Aristotelian concept of epideixis (see Lopez Pan 2015), I set out to explore how a lot of what is said and done in business is ceremonial and celebratory, aimed at displaying shared values, demonstrating consensus and reinforcing a sense of community. In this presentation I report on linguistic ethnographic research I conducted on entrepreneurial podcasting. I present the case of a single 6-episode podcast series. My data set includes transcripts of all 6 podcast episodes as well as fieldnotes on the production process (including drafting and reviewing, editing, recording and post-production) and interviews with key stakeholders. Drawing on Perelman & Olbrechts-Tyteca (1969), I will show how consensus is constructed in the podcast through value-centred discursive devices like quotes and proverbs, through rhetorical questions and appeals to the listener and through a combination of authorial and personal personas.
“I Can Become an Agent of Change through Entrepreneurship” - A Corpus-Based Study of ‘Change’ in Women Entrepreneurs' Blogs Katarzyna Fronczak	In modern business, the concept of 'change' serves as both a strategic communication tool and an actionable vision, particularly for entrepreneurs navigating evolving markets and societal expectations (Eagly & Carli, 2003; Drucker, 2006; Schein, 2010; Binns, 2014; Catalyst, 2020). Women entrepreneurs often face unique challenges, such as gender stereotypes and limited access to resources, requiring them to communicate change in proactive, resilient ways (Brush et al., 2006). In addition, transformative leadership theories suggest that women leverage their unique experiences to drive innovation and foster inclusive organisational cultures (Fletcher, 2004), positioning communication as key in navigating and promoting change. This paper presents a corpus-based analysis of the term 'change' in blogs authored by women entrepreneurs, focusing on how this term is used to construct leadership narratives and manage business communication. The current study examines the linguistic framing of 'change' in personal, professional, and societal contexts, revealing how women entrepreneurs articulate their roles as agents of transformation within the business world. Using the Women Entrepreneurs' Blogs Corpus (the WEBC), the research analyses lexical patterns, collocations, and syntactic structures associated with 'change' as a means of understanding the communicative strategies female entrepreneurs employ. Special attention is given to the rhetorical positioning of 'change' in relation to leadership and

	the dismantling of gender norms. Furthermore, by examining 'change' as both a noun and a verb, the paper highlights its role in asserting authority, motivating audiences, and fostering resilience. In bridging the fields of business communication and management, this study sheds light on how women entrepreneurs use language to navigate and communicate change. The findings underscore the significance of understanding gendered communication patterns in business and highlight the communicative role of language in fostering inclusive management practices.
Dynamic Companion Identities: Navigating The Intersecting Boundaries of Companion Services Xuedi Han, Erika Darics	Companionship is considered a new form of labor, employment, and consumption. Given the social and emotional value that accompaniment can provide, companion services are becoming a part of modern society, and paid companion services have emerged and developed into a sizable industry. Companions are service providers who lease out their time, skills, and expertise to fulfill both the practical and emotional needs of consumers. In the practice of the companion service process, the companions are trying to mold themselves as a personal brand, which is a method of self-branding. This paper focuses on the companions, mainly on how they discursively achieve their promotional purpose. By analyzing the data of advertisements posted by companions on the Chinese social media platform Little Red Book, we examine how the companion identity is created and displayed in advertisements. This study provides a detailed discourse analysis of companion advertisements drawing on identity negotiation theory, combined with a critical genre-theoretic perspective and metadiscourse model. This paper reveals that companions use linguistic strategies for credibility construction; affinity creation; establishing professionalism; commercial emphasis; competency demonstration; and compliance empowerment, demonstrating companion identity including personal identity, professional identity, and situational identity. This study also holds significant relevance in the context of the growing gig economy, which provides insolated, on-demand micro-tasks jobs in the labor market and creates non-standard forms of employment. The freelance and service-based professional workers in the gig economy need to do personal branding and identity management to market themselves effectively. By understanding how companions craft and negotiate their public identity, this research sheds light on the critical skills and strategies required for success in gig-based work.
Not 'Business As Usual': Re-thinking Intercultural Business Communication Instruction in English-based International University Courses Sabrina K. Pasztor	Competency in communication, through oral, written, and active listening skills continues to rank in the top five most desirable capabilities sought by organizations (Peart, 2019; Hicks, 2020; Sonnenschein & Ferguson, 2020). 87 percent of global companies indicating their awareness or anticipation of a communication skills shortage (Tulchinsky & Kis, 2022). Additionally, 79 percent of organizational leaders mention a correlation between skills, capacity building and long-term organizational growth (2021). We contend that skills-centered training, modalities, and instructional approaches in the university classroom must shift to accommodate changing organizational priorities.

	Given this context, the instruction of intercultural business communication becomes particularly relevant for foreign university students and faculty who have common objectives of improving the proficiency of communication skills in English to meet the growing needs of global organizations. We examined a specific Business English Program and Course, Business English VII (BE7), taught at the Universidad del Norte, a private university in Barranquilla, Colombia. The Business English Program for International Business undergraduate majors aims to develop linguistic proficiency in four language skills—speaking, writing, reading, and listening— as well as critical thinking, business skills and competencies, and intercultural awareness that will prepare students to perform successfully in multicultural, international business contexts. The program's goal is to graduate students with a high-intermediate level of English, equivalent to the B2 level of the Common European Framework of References. Course goals emphasize oral skills (speaking and listening), general concepts in communication theory, analysis of business discourse, and assignments that include informative, persuasive, team presentations, and simulated exercises. We conducted a survey of students enrolled in Business Communication VII (BE7) to: 1) identify their primary challenges in gaining proficiency in business communication; and 2) develop and enhance student-focused learning modalities that would augment these proficiencies Byram's (1997) model of Intercultural Communicative Competence revealed additional tools and learning modalities, digital and non-digital, as well as gender-based communicative practices, that would enhance the changing needs and priorities of our students and organizational and professional discourse communities. The results serve as the foundation to address contextual challenges and improve student-centric instruction based on need identification and linkage to skills most sought after by organizations.
Intercultural Communication in Action: Collaborative Practices in a Virtual Simulation Game František Tůma, Magdalena Berecki-Pernkopf	While research on video-mediated interaction has been growing (Meredith, 2019; Mlynář et al., 2018), relatively little is known about the practices that occur in interactions in online teams that consist of culturally and linguistically diverse members (Tůma, accepted). To address this gap, we scrutinized a dataset of four hours of video recordings of interactions in breakout rooms from a virtual simulation game, featuring 21 participants who, as they reported, grew up in 16 different countries located in Europe, Asia, South America, and North America. The majority of them used English as an L2, but two participants came from countries where English is an official language. During the interactions, participants brainstormed ideas, solved problems, made joint decisions, and negotiated. Building on the principles of multimodal conversation analysis (Goodwin, 2018), we address the following research question: What collaborative practices do the participants use?

	We compiled a collection of 94 sequences where the participants invited others to collaborate. Further exploration of the collection showed two recurrent practices that occurred after extended turns: confirmation requests (15 instances) and opinion-seeking questions (8 instances). While confirmation requests typically followed extended turns encompassing summaries, offers, or proposals for joint action, opinion-seeking questions – most commonly "What do you (guys) think?" – tended to follow predominantly proposals for joint action in our data. The analysis shows that by using these practices, participants typically invite others to express themselves in verbal or embodied ways, which is helpful in seeking consensus or securing task progression. Thus, these collaborative practices contribute to the inclusive nature of the interactions. Our findings, therefore, shed light on the multimodal organization of interactions in online diverse teams, which may, in turn, inform our understanding of intercultural competence in interactional terms as well as provide concrete examples of good practice for practitioners.
Cognitive Empathy in Intercultural Post-conflict Interactions: The Pedagogical Case of Aikido Greet Angèle De Baets	Empathy, a critical element of intercultural competence, poses formidable challenges in professional post-conflict interactions, such as future scenarios involving Ukrainians and Russians or Israelis and Palestinians in a peaceful post-war society. In such contexts, affective empathy – sharing and feeling the emotions of the other – may not be immediately achievable. Instead, cognitive empathy, which includes perspective-taking, self-other differentiation, and objectivity, becomes crucial for constructive interactions. This cognitive empathy parallels the other-relative view of aikido interaction, which aims to see situations and oneself through the eyes of the other and acknowledge power imbalances. This presentation explores aikido as an effective method for developing empathy as a transferable skill for leaders and their businesses or organizations (Schumann et al., 2014). The study analyzes aikido as an embodied pedagogy in intercultural business communication training, drawing from a mixed-methods study with 73 participants (employees, employers, and entrepreneurs) from the Netherlands and Belgium. This study is grounded in an aikido-inspired interaction model (De Baets & Van Praet, 2024), where connection is central. In aikido, connection embodies the concept of viewing situations from the perspective of others. This is achieved through physical closeness and unified movement with one's opponent. The connecting aikido movements transform opponents into partners. The importance of connection in aikido interaction, which is essentially a martial challenge, highlights its corresponding importance in challenging intercultural interactions. Building such connections in intercultural interaction fosters cognitive empathy at least and involves the cognitive skills that aikido practitioners use in performing other-relative view behavior. Cognitive empathy in intercultural post-conflict interactions lays the groundwork for deeper emotional connections over time. Through a biobehavioral process of co-regulation, cognitive empathy can gradually evolve into affective empathy. In post-conflict situations, the other-relative view learned with and from aikido offers a pathway towards stages of empathy and reconciliation, supporting mutual recognition and cooperation.

Raising Business Communication Students' Awareness of Preferred Ways of Writing Things in Press Releases with DDL Activities Sylvie De Cock	Press releases represent a business genre that is widely used by organisations to communicate externally with a range of stakeholders including journalists, investors and the general public. The multipurpose nature of press releases (Bremner 2014) has led to their characterisation as a complex hybrid genre (Catenaccio 2008) with informational, persuasive and promotional communicative purposes. Press releases are also marked by what Jacobs (2006: 201) calls "preformulation", i.e. "a news style that requires little or no reworking on the part of the journalists who receive" them (e.g. third person self-reference, self-quotation). An examination of the treatment of press releases in a series of business communication textbooks and guidebooks (e.g. Thill & Bovée 2022, Chan 2020, Kennedy 2014) reveals that, while information and guidance about the move structure, format and layout of press releases are generally provided, the actual language typically used in these texts tends to be largely neglected. This paper explores the extent to which findings from corpus-driven research into the language of press releases could be used to inform learning/teaching business communication materials to raise the students' awareness of some of the key linguistic features associated with press releases written in English. This exploration is based both on an analysis of recurrent sequences of words extracted from a one-million-word corpus of corporate press releases in English issued in by Fortune 500 companies (De Cock and Granger 2021) and on more recent phraseological research conducted within the framework of this paper. Recurrent sequences of words provide a useful starting point to access and identify the preferred ways of saying or of writing things in specific genres and the paper presents and discusses concrete examples of DataDriven Learning (DDL) activities that could help business communication students develop their press release writing knowledge.
Academic Style as the Bridge between Universities and Businesses Roxanne Barbara Doerr	The present study addresses a communication-based issue leading to the current disconnect between "the ivory tower" and "the boardroom". Although academics regularly conduct research within companies and disseminate their findings in academic journals, these publications are often ignored – or even rejected – by professionals. The main obstacle lies in the opacity (Bennett 2009) of academic writing: this leads to its difficulty for scholars, as testified by the existence of English for Research Publication Purposes (Englander and Cocoran 2019; Flowerdew and Habibie 2022), and to its perceived limited relevance by professionals and undergraduates. This is because universities lack research, materials and instruction/training in the ESPP (English for Scientific and Professional Purposes, Zanola 2023) of business and economic, and due to the limited focus on academic style (Doerr 2023), which ensures readability and comprehensibility (Solly 2016). However, simplifications in academic writing, open access journals and AI tools could make academic style streamlined, accessible and inclusive. Specialised training in the academic style of business and economics in universities and companies could leverage these emerging opportunities by 1) improving undergraduates' academic research and its implementation within the company; 2) enabling experienced professionals to appreciate the potential relevance of academic research and incoming undergraduates' perspective; 3) encouraging professionals to submit to academic journals (Aïssaoui et al 2021; Swales 2004), thus benefitting from feedback and greater visibility and reputation in the eyes of potential stakeholders and customers. The study explores

	the potential and limitations of specialised academic style in communicating knowledge in business and economics, as well as necessary changes for academic journals and language professionals (Henshall 2018). Moreover, it draws on the author's updated ACASTYLE ECO subcorpus of articles in management, corporate governance and sustainable development, to provide preliminary insight into common errors and practical ways in which academics and professionals may selfproofread their academic style.
Intercultural Challenges in a German-Norwegian Submarine Program Kristin Rygg, Anne Linda Løhre	This work-in-progress examines the collaboration within a German-Norwegian submarine program, a politically motivated initiative aimed at jointly acquiring new submarines. Such partnerships within NATO aim to build trust, deepen mutual understanding, and enhance the alliance's cohesion. A successful collaboration in this program could set a precedent for future European defense initiatives. A key condition of the program is that both German and Norwegian submarines will share a unified design, despite their distinct operational contexts. To coordinate the complex design, construction, and approval processes, a German-Norwegian Joint Project Organisation (JPO) was established. This study investigates the intercultural challenges faced by both German and Norwegian members within the JPO, utilizing qualitative interviews. The central research question explores whether working together on this joint project fosters trust and mutual understanding among the partners—and, if not, what factors may inhibit these outcomes. Although Germany and Norway are geographically close and have strong economic ties, with Germany as Norway's largest trade partner, the thematic analysis of interview data reveals unexpected intercultural friction within the team. Surprisingly, despite the close business relationship, there is a notable gap in intercultural research focused on German-Norwegian business collaboration. This study therefore aims to contribute valuable insights to the existing intercultural literature in this underexplored area.
Intercultural Understanding of Teams on Construction Sites in Germany and Austria Regina Göke	Due to a persistent shortage of skilled workers, construction projects in Germany and Austria increasingly rely on teams with varied cultural and linguistic backgrounds (Statistik Austria; BAMF). These teams, which include roles ranging from project managers and foremen to temporary and permanent workers, operate under high pressure to complete tasks safely, on time, and in alignment with the contractual requirements. This environment creates significant challenges in achieving mutual understanding, underscoring the importance of effective communication and intercultural competence skills. Research on communication in construction is limited, with prior studies focusing either on workplace interactions through conversation analysis (CA) and ethnographic observation (Urbanik, 2021; Kahlin et al., 2022), or on surveys and interviews within construction management (Loosemore & Lee, 2002; Ochieng & Price, 2010). This study

	combines CA, ethnographic observation, and interviews in a short-term ethnographic approach (Pink & Morgan, 2013) to identify effective communicative practices in construction teams at operational and management levels. Collaborating with a construction company operating in Germany and Austria, data was collected through field notes, video recordings, and interviews with team members in various roles. This talk presents preliminary findings, highlighting communicative practices that support mutual understanding in common interactions, including project briefings, task coordination, problem-solving, and informal exchanges. The interviews further reveal insights into personal perspectives on intercultural collaboration experiences on construction sites. Overall, this ongoing project aims to contribute to research on intercultural communication and competence by examining the specific communicative demands of today’s construction sites.
Investigating Intercultural Communication in Shift Work Through Team Leader Interaction Rehna Sotto	Current communication research is heavily concentrated on administrative tasks and managerial tasks in normal office settings. Research in non-office kinds of work in different industries engaging in manual skilled labor, manufacturing, retail, and services is largely neglected (Thompson et al., 2001). This suggests a need for more research into different kinds of work and a shift in the analysis of inquiry to different work relations, systems, and forms (Rennstam & Ashcraft, 2013). To address the call for more research, in this doctoral research, the focus of the investigation is on shift work and the social interaction between team leaders through the lens of intercultural communication. This study comprises two data sets: data from a comprehensive literature search of the current research trends in investigating team leader interaction in shift work and the data collected from one unit of the Finnish restaurant groups. In the literature search, preliminary findings showed that most of the research about team leader interaction was predominantly from the healthcare industry. Other industries such as manufacturing, construction, food, hospitality, and cleaning services are underrepresented. This presentation proposes that valuable insights into communication studies can be gained by conducting research in other industries, for instance, investigating shift work in the food industry, its interaction, and how this interaction can constitute an organization.

Friday, 6 June 2025, 11:00-12:30

Transforming Leadership through Mindful Presence, Deep Listening, and Self-Compassion Bonnie Auslander	Current research on leadership underscores the crucial roles of empathy, humility, mindfulness, and vulnerability in effective leadership communication. Drawing on the work of scholars such as Owens and Hekman on humble leadership, Reb et al on leader mindfulness, Johnston and Reed on listening, and journalist Charles Duhigg on vulnerability, we'll explore how integrating these evidence-based practices can transform managerial communication. By shifting away from traditional, command-and-control leadership models toward approaches rooted in authentic connection, openness, and a willingness to be vulnerable, leaders can enhance their influence, foster stronger relationships, create more resilient teams, and motivate (and even inspire) their followers. In this presentation, I will incorporate examples from industry workshops I've led with managers at a multinational automotive company originally based in Japan. These workshops provided insights into the practical challenges and opportunities of applying empathy, mindfulness, and adaptability in leadership settings. While the experiences are anecdotal, they provide examples of both the challenges and opportunities that come with shifting from conventional hierarchical communication to more human-centered approaches, and how these shifts can impact overall leadership effectiveness and organizational culture. The session will highlight practical, hands-on strategies for leaders seeking to cultivate these skills within their own teams or for educators aiming to foster these capabilities in their students, specifically focusing on active listening, mindful presence, and self-compassion. Ultimately, my aim is to inspire leaders and educators to adopt a more human-centered approach to communication, one that prioritizes authentic engagement and empowers teams to thrive in dynamic environments.
Management Perception of Business Communication. A Transdisciplinary Perspective Marlies Whitehouse	Effective communication is key for organisations: it facilitates processes and cohesion within the organisation, and fosters relationships with stakeholders and customers outside the organisation. To continuously improve communication skills and professional literacy, management sends employees to communication seminars, writing coaching sessions and mandatory online business communication courses ((Perrin, 2013)). In most cases, management is exempt from these courses and training for general sta:. Management either refuses to participate in ongoing business communication training, or prefers settings where only management is coached. From the perspective of management, mixed groups of employees and managers do not o:er any advantages. ((Whitehouse, 2023)). As a review of the state-of-the-art research reveals, there are no contextual studies, informed by both theoretical and practical knowledge, that provide an in-depth analysis of how this separation impacts the effectiveness of communication of organisations. This is the gap that my transdisciplinary research on the need to link business communication and

	management aims to close. In the presentation, I define the key concepts of professional literacy and transdisciplinarity (part 1). The analysis is based on a long-term qualitative data corpus consisting of interviews with more than 250 employees and managers from organisations in different sectors who participated in business communication coaching and training sessions in separate and joint settings between 2012 and 2024 (part 2). I use a multi-method approach to explain the advantages and disadvantages of each setting and the impact on internal and external communication (part 3). The results suggest that joint business communication coaching and training sessions for management and employees strengthen mutual understanding within the organisation and lead to jointly identified practical, sustainable solutions for effective communication of the organisation (part 4). Finally, I outline measures that can bridge the gap between business communication and management (part 5).
Building Rock-solid Credibility for Managers to Enhance Their Business Communication Michael Walker, Angela Walker	Building rock-solid credibility is essential for managers who foster solid relationships and drive profitable growth within their organizations. Credibility is the foundation for effective business communication. Credibility in management is grounded in trust, transparency, expertise, and consistent delivery of promises, all of which are crucial for developing positive relationships with both internal teams and external stakeholders. This presentation explores the core principles of credibility-building for managers, emphasizing strategies such as demonstrating competence, ensuring reliable communication, showing accountability, and fostering ethical practices. These strategies enhance interpersonal relationships and create a foundation of trust that supports increased collaboration, innovation, and loyalty across the organization. Credible managers position themselves to lead teams effectively, create a cohesive work environment, and attract and retain clients, all of which contribute to more robust financial performance. Additionally, a reputation for integrity and competence boosts the manager's influence, enabling more persuasive communication and decision-making that aligns with organizational goals. Case studies and practical insights illustrate how credible leadership translates into measurable business outcomes, highlighting increased employee satisfaction, improved customer relations, and sustainable profit growth. Managers can achieve a dual benefit by building and maintaining credibility: cultivating meaningful, productive relationships and enhancing the organization's profitability. In conclusion, credibility is more than a personal asset for managers; it is a business imperative that directly impacts the organization's financial health and long-term success. This paper offers actionable recommendations for managers to strengthen their credibility and, as a result, to foster enduring relationships and drive profitability.

Investor Relations and Risk Communication: What A Case of Success and Failure Shows Us

Seiji Nomura

1. Theoretical framework

This study analyses the issues of investor communication between companies and their stakeholders from the perspective of risk communication by examining actual cases of success and failure in Japan and Europe.

2. Purpose and objectives

First, this study is a continuation of the research presented at the 2024 ABC Annual International Conference [in person].

In relation to stakeholders, the main purpose of risk communication is the exchange of risk-related information between companies and their stakeholders before a particular risk becomes a reality. Once a particular risk is realized, crisis communication, i.e., the disclosure of a risk after it has occurred, begins. This study analyses specific cases, one success and one failure, in which Japanese and European companies faced incidents, i.e., inappropriate behaviour by their employees. The approach taken is to analyse each company's press releases on such incidents from the perspective of whether such press releases could explain the issues clearly and sufficiently to satisfy stakeholders.

3. Research Methodology

The author examines this issue of investor communication by referring to mutual trust with their stakeholders, focusing on investor communication, and then finds appropriate solutions to satisfy their stakeholders by referring to the theory of critical discourse analysis.

4. (Preliminary) Results

As the situation of the case may change from time to time, risk communication and crisis communication must be updated in a timely manner to meet the demands of stakeholders. Otherwise, investor communication may not be properly established, and the company may fail to establish mutual trust with its stakeholders. As a result, the company will not be able to recover.

End.

Communication in B2B Relationships: Insights from the Norwegian Seafood Sector Mariya Onopko	This study aims to explore how various communication modes and content impact B2B relationships, particularly in turbulent environments. While recent research emphasizes the role of communication in fostering business relationships, the specific effects of communication content, mode, and technology in such contexts remain underexplored. The purpose of this research is to study how the content and mode, including new communication technology, influence trust and commitment in turbulent environments. To expand marketing researchers' understanding of the influence of the content of communication and communication mode on seller-buyer relationships, we adopt a phenomenologically inspired interview-based qualitative research approach. The study is set within the Norwegian seafood sector, involving interviews with seafood sellers to gather empirical data. The findings show that dyadic communication modes matched with exchange purposes and tasks are essential for trust and commitment. Consequently, each B2B relationship relies on several modes depending on task-related and non-task-related purposes. The results contribute to the marketing literature, specifically relationship marketing theory, by extending the understanding of how communication modes and content influence B2B relationships by highlighting scenarios where specific events alter the perceived usefulness of these communication modalities, thereby impacting trust and commitment. We present communication situations that show different routes to trust and commitment in B2B contexts. Finally, we discuss how the results contribute to marketing literature and, specifically, to relationship marketing theory.
From Humor to Resistance: Analyzing Office Lore in Modern Workplaces Nadine Thielemann, Regina Göke	This study explores the phenomenon of office lore (Hatch & Jones, 1997; Brednich, 2014), focusing on textual and visual artefacts like postcards, cartoons, and memes displayed by employees. These seemingly trivial items offer a bottom-up perspective on organisational culture and management, revealing how employees relate to their work environment and express attitudes toward office life. While research on office lore peaked between the 1970s and 1990s, with more research focusing on U.S. workplaces, our study fills a gap by examining contemporary German-speaking workplaces and analysing the messages of these artefacts in more depth. We analysed over 200 items collected through snowball sampling from public and commercial organisations in Germany and Austria. Through an iterative process of inductive coding, we identified recurring themes that reflect key concerns of employees in modern workplaces. These are: 1. Workplace-related issues (industry, profession, organisational and managerial practices): ○ Identification with one's profession or industry through humour. ○ Critique of organisational and managerial practices, often expressed through subversive humour. 2. Coping mechanisms for managing the demands and challenges of the modern workplace:

	○ Practices of restorative self-care and self-affirmation. ○ Effort reduction, distraction from work, and even expressions of aggression or substance abuse. 3. Strong expressions of either rejection or supportive endorsement of workplace demands in a broader sense: ○ Complete withdrawal or rejection of expectations by socially detaching from workplace dynamics. ○ Self-motivation, affirmation of achievements, and acceptance of challenges. Both positive and negative coping strategies - such as humour and self-care on one hand and sarcasm or substance abuse on the other - highlight varying levels of employee engagement and disengagement (Stranzl, 2024). Some themes, especially those related to resistance and subversion, can also be interpreted as modern forms of organisational misbehaviour (Ackroyd & Thompson, 2022). Overall, this study sheds light on how employees in German-speaking workplaces navigate and critique their environments, offering insights into contemporary organisational culture and behaviour.
Creating AI-Assisted Writing Assignments for a Business Communication Course Yong-Kang Wei	Artificial intelligence (AI) is all over the place these days. Its impact on students and their work is increasingly felt in the business communication classes where I've served as an instructor. So, as teachers, we may have to address the inevitable, especially when we think about the widespread use of AI that is already happening in the world of business communications. Instead of restricting students' "appropriation" of AI in their work for fear of infringing copyrights or violating ethical rules, the instructors are now, indeed, facing the urgent task of how to integrate AI into their business communication class and, specially, how to design homework assignments that would encourage students' initiative while at the same time promoting the healthy and responsible use of AI in the real business world. In the proposed presentation, I'll be discussing how I experimented with some homework assignments, of which AI-assisted writing is required, and the success story that came out of those experiments. I will share with the audience, in detail, a couple of my "pet" assignments, like job hunting, customer-service communication, etc., as well as the students' thoughts on them in their end-of-the-semester reflections. Issues facing AI-assisted writing, such as plagiarism, copyright, and ethical risks, and the question of how to deal with them will also be addressed, adequately, in the presentation.
Assessing the Utility and Limitations of AI-Generated Feedback in Specialized Writing Instruction Katrin Büttgen	While universities struggle to provide timely feedback to growing student populations (Williams, 2024), Artificial Intelligence (AI) tools are emerging as a potential solution to this challenge. The promise of AI-generated feedback to alleviate faculty workload and meet student demand for rapid responses has garnered attention, yet research on its quality and effectiveness remains limited (Tay, 2024). This study investigates the characteristics and perceived utility of AI feedback in an undergraduate writing course. We developed an AI feedback bot using the freely available platform poe.com to provide structured feedback on students' opinionated articles based on Richardson's (2007)

	writing assessment criteria. Guided by Haughney's (2020) framework for quality feedback—emphasizing clarity, specificity, and actionability—students then reflected on the AI feedback's perceived utility, validity, and accuracy. The study applied Kerman et al.'s (2023) coding scheme to analyse the qualitative characteristics of AI feedback. Preliminary results show that students valued the feedback for its consistent focus on structural elements and clarity in technical guidance, such as coherence and style. However, they noted limitations in the AI's ability to provide nuanced feedback on argumentation and critical perspectives, especially for complex topics requiring contextual depth. While some students appreciated the AI's immediacy, others felt it lacked the depth of insight often found in human feedback, particularly in interpretive or evaluative areas. These insights contribute to understanding AI feedback implementation in specialized writing instruction. Our findings suggest practical implications for integrating AI feedback tools that provide structured guidance while acknowledging the continued importance of human instructor input for content-specific feedback. Future research should explore optimal combinations of AI and traditional feedback methods to enhance student learning outcomes.
Characteristics and Student Perceptions of AI-Generated Feedback on Presentation Content Anna Krispin	Delivering presentations is one of the most fundamental professional communication skills expected by employers across diverse sectors (Coffelt et al., 2022). Given their importance, presentations are frequently assessed during higher education programs (Lin, 2023). However, opportunities for students to practice and receive individualized feedback on their presentation skills are limited (Chan, 2011). Therefore, new technologies such as Virtual Reality (VR) are being developed to allow independent practice of presentation skills receiving immediate personal feedback without the presence of a live audience or teacher (Ginkel et al., 2020). However, the feedback provided in VRbased practice environments is generally restricted to paralinguistic and nonverbal presentation skills, such as voice projection, pace, and eye contact (how are presenters delivering their information?), and lacks an evaluation of the content (which information are presenters delivering?). To address this gap, we developed an AI bot that provides feedback on presentation content. More specifically, we developed an AI feedback bot using the freely available website poe.com to evaluate the content of first-year students' presentation introductions. Students uploaded audio files of their introduction to the bot, which evaluated them using a rubric based on important content criteria for a presentation introduction (Andeweg et al., 2010). After receiving AI feedback, students completed a survey on its utility, perceived validity, and accuracy. We then used Kerman et al. (2023)'s coding scheme to qualitatively analyze the characteristics of the AI feedback. Initial quantitative analysis indicates that AI feedback is perceived as moderately useful and accurate. Qualitative analysis reveals that feedback often includes a cognitive component, with elements like repeating parts of the presentation, affecting components, such as praise, but limited constructive components, like suggestions for improvement. This outcome s0uggests that educators and VR developers should prioritize enhancing feedback bots by incorporating constructive feedback components to make technology-driven presentation training more effective.

"When Is My Norwegian Good Enough?" Investigating Highly Skilled Migrants' Experiences of Career Advancement Through Language Ideologies Annelise Ly	The presentation aims to explore the impact of language ideologies on career advancement experiences of highly skilled migrants (HSM). A key challenge to employment for migrants is the lack of local language competence, which often hampers their ability to secure positions that are in line with their qualifications and experience. A common belief exists that once migrants achieve a sufficient level of local language proficiency, they will have the same opportunities to compete than locals. However, what does 'sufficient' local language proficiency mean to recruiters and migrants? Drawing on the sociolinguistic concept of language ideologies, defined as shared beliefs about languages among specific social groups, this study aims to investigate how these ideologies shape career advancement experiences of HSM. The study specifically seeks to answer the following questions: What language ideologies are present in the discourse of skilled migrants and local recruiters? Are these language ideologies adopted or contested by skilled migrants? To what extent do the majority population's language ideologies influence career advancement opportunities for skilled migrants? The data is composed of semi-structured interviews with HSM in Norway, complemented by insights from recruiter interviews and job announcement analyses. The study highlights the crucial role local language plays for workforce integration of HSM. Further, it provides a deeper understanding of how language is a complex phenomenon that influences power dynamics, social relations and professional outcomes.
Selling Oneself Through One's Migration Story? The Case of Belgian Job Interview Talk Dorien Van De Mieroop	Job interview talk does not only revolve around candidates' qualifications (Kerekes, 2006), but also around aspects of the candidates' personal life (see e.g. Van De Mieroop et al., 2019). This focus on the personal rather than only the professional in job interviews is somewhat emblematic of the 'New Work Order', which typically demands 'a close identification between the individual's selfconstruction and the culture of the organization that employs them' (Campbell & Roberts, 2007, p. 244; see also Gee et al., 1996). This orientation to aspects of the candidates' personal life is probably what also prompts recruiters to ask candidates with a first generation migration background to give an account of 'why they ended up here' and thus probe for these candidates' migration stories. In this contribution, I will study a corpus of ten authentic Belgian job interviews with candidates with this specific background. I will draw on a micro-oriented qualitative approach, namely multimodal discourse analysis (see e.g. Janssens & Van De Mieroop

	2024), to scrutinize how narratives of migration are elicited and shaped by the participants in these job interviews. Moreover, I will tease out how they function within the interactional dynamics of the job interview and how these stories may affect these candidates' impression management, which refers to the way a person "mobilizes his [sic] activity so that it will convey an impression to others which it is in his [sic] interests to convey" (Goffman, 1959, pp. 15–16). On the basis of these analyses, I will draw conclusions regarding the role of stories of migration not only for the candidates' identity work, but also in relation to how job interviews are conceptualized in current-day globalized western societies.
The Tension between Policy and Practice in Belgian Recruitment Processes Kaat De Gueldre, Dorien Van De Mieroop, Melina De Dijn	Most studies about language policy in organizations investigate how multinationals deal with linguistic diversity (Angouri, 2013; Gunnarsson, 2009; Sanden & Kankaanranta, 2018). Yet also in less globalized companies, language policy increasingly becomes an issue due to the superdiversity that characterizes many Western societies (Blommaert, 2010). A case in point is Belgium, a country with a highly diverse population, where people with a migration background often have trouble entering the labor market (OECD, 2022). This is of course related to a variety of factors, one of which, we argue, is the current Belgian language policy regarding recruitment. In particular, the Belgian law stipulates the use of Dutch in job interviews and even though companies do not always adhere to this legal stipulation (Van De Mieroop et al., 2021), Dutch is nevertheless widespread in job interviews. This self-evidently presents quite a challenge for candidates with a migration background. In this presentation, we investigate the tension between the Belgian language policy regarding recruitment and the way Flemish companies implement their language policies when recruiting non-native speakers. To this end, we draw on multimodal discourse analysis to scrutinize a multifaceted corpus of interactional data on the one hand (job interviews and recordings of the onboarding process of non-native speakers) and interview data on the other hand (video-based interviews and in-depth interviews with managers) at several Flemish companies. Our research shows that the uniformity of the current language legislation in Belgium contrasts sharply with the complex reality of Flemish work environments. Moreover, the Flemish language situation, which can be characterized as diaglossic, adds an additional layer of complexity. Through our analyses, we aim to contribute not only to a more in-depth understanding of language policy and practice in recruitment processes in Belgium, but also to insights in policy-practice tensions in general.

Friday, 6 June 2025, 13:30-3:30

Are You Talking to Me? Implicit And Explicit Interaction with Critical Stakeholder Voices in Corporate Sustainability Communication Trine Dahl	Effective stakeholder communication (e.g. Crane and Livesey 2003; Koschmann and Kopczynski 2017) is important to most if not all corporate entities. Businesses involved in contested activities, such as fossil fuels, must make special efforts in this communication in order to maintain their legitimacy (e.g. Breeze 2012) and social licence to operate (e.g. Demuijnck and Fasterling 2016; Hall 2014; Hall et al. 2015; Meesters et al. 2021; Moffat et al. 2016). Such impression management efforts (e.g. Talbot and Boiral 2015; van Halderen et al. 2016) are clearly visible in sustainability reporting related to climate change by today's energy majors, e.g., ExxonMobil, ConocoPhillips, TotalEnergies, BP and Equinor (e.g. Dahl, under review; Dahl and Fløttum 2019a, 2019b). The companies' efforts when framing their activities tend to reflect self-praise ("*we are a leading company in the energy transition"*), promoting the company as a hero in their own narrative ("*we want to help the world get to net zero"*; Dahl 2022). More recently, some European energy majors have taken on their critics in a more forceful manner (Dahl, under review). With a basis in a small qualitative linguistics-based study of recent sustainability communication by three corporations involved in fossil fuel production, I will show and discuss how potentially critical stakeholder voices are interacted with, not only implicitly ("*we recognize that our activities may have a negative impact"*), but also more explicitly (*"Science says the pace of change is too slow. We completely agree*"), and even through the use of second person pronouns ("*you"*) and Q&A-like sections as part of imagined dialogue ("*Doesn't exactly sound like 'leading', you might be thinking? We understand that.")*. The presentation will also consider who the target stakeholders are likely to be for this kind of communication.
Navigating Turbulence: Examining Crisis Communication Strategies Through Corpus-assisted Methods Mathew Gillings	In 2018-9, Boeing made headlines after two 737 Max aircraft were involved in fatal crashes. The same issue was to blame for both incidents: the Manoeuvring Characteristics Augmentation System, which is responsible for stabilising the aircraft, failed on both occasions. Boeing was charged with conspiracy to commit fraud and agreed to pay over $2.5 billion; a clear case of corporate wrongdoing and an instance where crisis communication was necessary to protect their brand. Taking this crisis as a case study, this talk demonstrates the utility of using corpus-assisted methods (Gillings et al., 2023; Baker, 2024) to analyse crisis communication. The dataset under analysis is a 31-872-word corpus of Boeing's press releases related to the incidents. Using Wmatrix (Rayson, 2008), two techniques in particular (key semantic tag and concordance analysis) are used to identify the strategies the company used to protect their brand identity and restore trust in their aircraft. In particular, findings suggest that Boeing promote inclusivity, offer clarity and transparency, emphasise their safety record, and project confidence and knowledge. At the same time, they are clearly constrained in how much they can say due to potential legal repercussions. These key strategies are interpreted with reference to

	Coombs' (2006) Situational Crisis Communication Theory, demonstrating how those seminal strategies are realised linguistically. It is hoped that the talk achieves two main objectives. First, it will offer an insight into how companies accused of wrongdoing rely on specific linguistic techniques to protect their brand; and second, it will demonstrate how a corpus linguistic approach to analysis can allow us to identify crisis communication strategies in large datasets.
Languaging Sustainability in the Cruise Industry: A CADS Investigation of Sustainable Corporate Practices Walter Spezzano, Carolin Lusby	Driven by the considerable impact of cruise tourism and the increasing demand for sustainable corporate practices, this research investigates how sustainability is framed in cruise lines' strategic communication. Although cruise tourism is one of the fastest-growing segments in the industry, it raises substantial concerns regarding its environmental and social impacts, leading to frequent public scrutiny of sustainability practices (Di Vaio et al., 2023). By means of Corpus-Assisted Discourse Studies (CADS) (Baker, 2023; Gillings et al., 2023), this work examines corporate sustainability discourse (Breeze, 2013; Catenaccio, 2024) in the sustainability reports of four major cruise lines (i.e., Carnival Cruise Line, MSC Cruises, Norwegian Cruise Line, and Royal Caribbean), over the period from 2018 to 2023. Given their significant market share, global influence, and high public visibility, these companies set industry standards and offer a representative view of sustainability practices across cruise lines. The CADS methodology allows for an in-depth analysis of both explicit and implicit patterns in strategic communication, uncovering key themes, persuasive strategies, and potential shifts in corporate sustainability discourse over time. Furthermore, considering this six-year period offers insights into whether and how the COVID-19 pandemic influenced the sustainability narratives of cruise lines, potentially prompting new practices or accelerating existing ones. The findings are expected to reveal how cruise lines discursively frame their sustainability practices and the role these reports play in shaping public perceptions of corporate commitment to sustainability. Ultimately, this research contributes to understanding the evolution of corporate sustainability discourse in the cruise industry and provides a framework for assessing the effectiveness of corporate environmental and social claims.
Multimodal And Multilingual Sustainability Discourses and Their Impact on Identity Construction in the Norwegian Cruise Tourism Industry Marie –Louise Brunner,	This paper examines sustainability discourses and their impact on identity construction and negotiation in the Norwegian cruise tourism industry. By focusing on a cruise line's multimodal and multilingual sustainability discourses, we investigate how these practices contribute to negotiating different customer identities. To explore the multimodal/multilingual discourses on board, we triangulate data from a corpus of linguistic landscapes (LL) including ethnographic fieldnotes on a Norwegian cruise ship and a survey of tourists' perceptions of the cruise experience. The analysis draws on a multimodal discourse analytical approach (O'Halloran 2011). The LL data were collected on ships

Tatjana Schnellinger Susanne Mohr	operated by the Norwegian Hurtigruten company, particularly on the classical post ship round trip from Bergen to Kirkenes. This route is taken by international tourists as a vacation cruise which is advertised as more sustainable than other cruises. Locals, in contrast, frequently use it as a means of public transportation. This opposition is clearly constructed through the LL of sustainability discourses on board, creating a multilingual "shipscape" that mainly consists of English, German, Norwegian, and French. Different languages are used through different media and for different purposes, contributing to the negotiation of different identities. To supplement the LL data, we conducted an online perception survey about the Hurtigruten cruises. The survey data confirms the two identities of "locals" and "tourists" based on participant's perception of sustainability discourses by the company. Results show that sustainability is central to the tourist identity connected to the company. To conclude, our study shows that sustainability discourses serve as a dividing factor in multimodal and multilingual identity constructions of different customer groups and are an essential part of the company's image as it is portrayed to tourists.
The Role of Psychological Safety for Using Generative AI in the Organizational Context Simone Köberle, Carolin Fleischman, Kristen Getchell	The use of Generative AI (GenAI) in the organizational context has grown rapidly in recent years. Understanding the use patterns of GenAI is critical for organizations due to its significant possible positive impacts, such as improved communication, facilitated virtuality, time saving, and increased efficiency (Nah et al., 2023). Yet, these benefits do not just emerge. Despite its many benefits, employees are uncertain about whether and how they can use GenAI in the organization, due in part to the lack of privacy regulations, emerging copyright violations, and unclear rules of use within the organization (Ooi et al., 2023). To alleviate these uncertainties, organizations try to engrain GenAI in their organizational cultures, sometimes by creating a culture in which employees feel psychologically safe. Psychological safety enables open communication, risk taking, and a culture of failure without fearing dismissal (Edmondson, 1999). However, we lack research that systematically explores the role of psychological safety in the context of GenAI in organizational contexts. Although some studies discuss the importance of psychological safety in the use of new technologies, it is unknown whether these results can be applied to GenAI. To fill this research gap, we conducted a qualitative study using narrative, semi-structures interviews. Results show that psychological safety is a critical factor in fostering the use of generative AI, but GenAI use is also driven by other factors such as leadership communication, learning behaviors, trust, governance rules, and skills. The findings help organizations recognize the importance of psychological safety and thus create an organizational culture that fosters psychological safety to fully realize the potential of generative AI. Further, this research can help inform the communication strategy of managers looking to foster AI use in their teams.
Using AI To Optimize Company Responses in Webcare – A Contrastive Analysis Stefan Diemer	This paper presents an experimental contrastive analysis to test the effects of optimizing company responses to complaints with the help or artificial intelligence. Research in webcare has shown that the use of conversational human voice (CHV) and personalization (Liebrecht & Van Hooijdonk 2022 , Decock et al. 2020, 2022), informality and style accommodation (Jakic et al. 2017), and a more proactive response (Van Noort & Willemsen 2012) all have a positive effect on customer satisfaction. It has also been illustrated that the use of artificially created content in

	company responses does not change perceived competence and trustworthiness (Huschens et al. 2023). Respondents in the study evaluated the quality of original responses to anonymized complaints together with responses that were created with the AI tool ChatGPT 4o (OpenAI 2024). The responses were generated through progressive elaboration of the prompt by specifically adding instructions to adapt to the genre, to include CHV features, to match the tonality of the complaint, to be more informal, and to be more proactive. Results show that generic AI responses produced with no specific strategy specification were seen less favorably than the original response. Responses that were modified to use the various optimization strategies were seen more favorably by participants than the originals. The results illustrate that while companies still cannot rely on generic AI responses in webcare, they can profitably use AI to improve webcare through responses that use prompt-based addition of conversational human voice, personalization, informality, style accommodation, and degree of proactivity. The study also illustrates that AI content, if prompted sufficiently, has achieved a quality that makes it difficult to distinguish from human-generated discourse, raising issues of authenticity, authorship, and business ethics.
AI at Work: A Deep Dive into the Social and Emotional Dimensions of AI Integration Amber Hedquist, Mark A. Hannah	As artificial intelligence (AI) is increasingly integrated into organizational workflows, understanding AI's influence on employee experiences has become critical. Early AI research identifies the technology's limitations (Johnson-Eilola et al., 2024), affordances (Omizo, 2024), and use cases (Mallette, 2024). However, much of this work has yet to focus on the social and emotional impacts of AI integration on employees' communication practices (Getchell et al., 2022). To address this gap, this paper reports on findings from a study designed to understand AI's impact on the social and emotional dimensions of employees' work, particularly their concerns, experiences, and expectations as AI became central to their workflow. Specifically, the study documents and analyzes the experiences of nine employees at a U.S. research-intensive university who, over the course of four months, integrated AI into their daily workflows as research administrators. Data were gathered using a mixed-methods approach, including three surveys administered at key stages—pre-integration, mid-integration, and post-integration—and follow-up interviews. Participants were encouraged to reflect on when, where, and how AI appeared in their work, along with their emotions, attitudes, and observations throughout the integration process. This presentation will report on three key themes: 1) AI's impact on team dynamics, particularly how it reshaped communication and collaboration between colleagues, 2) emotional and hidden labor, including the unacknowledged efforts of employees to manage both their own and others' emotional responses to AI, and 3) factors influencing integration, such as the role of training, organizational culture, and employees' prior technological experience. Through a detailed description of these themes, this study provides insight into the complex social and emotional experiences of employees working with AI. These insights offer practical recommendations for managers and key personnel to more thoughtfully approach AI integration, fostering a balance between technological efficiency and human-centered work environments.
Would You Be a Good AI Translator? Practical Insights on	As generative AI (GenAI) transforms business communication, many small and medium-sized enterprises (SMEs) struggle to develop the AI maturity needed to implement GenAI tools, such as ChatGPT or Claude, effectively (De

GenAI Upskilling for Flemish SMEs Michael Bauwens, Heike Pauli	Marez et al., 2024; De Vylder et al., 2024; Standaert et al., 2024; VAIA et al., 2023). SMEs are often unaware of what GenAI entails and are concerned about possible risks (de Bellefonds et al., 2023). At GPT Academy, a project focused on practice-oriented GenAI upskilling, SMEs with low AI maturity are taught how to responsibly and confidently use GenAI in their day-to-day communicative practices. We share practical insights from our experiences demystifying GenAI for SME decision-makers. Drawing from over 100 workshops for more than 3,000 professionals, we examine how SMEs progress from a lack of AI awareness to an understanding and successful use of the technology. We have gained significant insights into their concerns and needs on this topic and have identified key elements for lifelong learning about AI, ensuring that SMEs can 'discover' AI in an effective manner. A key success factor that supports upskilling is a good AI translator. We identify a profile that includes (1) engaging public speaking skills, (2) credible technical knowledge on the topic, (3) the capability to relate to the audience through hands-on industry-specific use cases (Soudi and Bauters, 2024), (4) and sensitivity to the societal impact of GenAI. These practical insights are vital for communication educators and trainers seeking to guide SMEs through the adoption of GenAI in a rapidly evolving digital landscape where upskilling for improved AI literacy is even required through the EU AI Act (Chapter 1, Article 4). The project contributes to the growing need of AI translators (De Ketelaere, 2021), building bridges between technology, management, and business communication.
What Do I Need to Know? Recent Graduate Perceptions on AI Preparedness for Business Communication Seth Frei, Kristen Wilson	Communication skills have long been identified among those most necessary in the workplace (Gray, 2024). Generative AI has changed the way we work and interact with others. Recent college graduates are the first group of alumni who are entering the workforce where generative AI is prevalent in their day-to-day work. In this study, the authors survey recent alumni (defined as graduating in 2022 or later) to understand which communication-related AI skills they needed as they began their professional careers. Getchell et al. (2022) present a range of roles for AI in business communication, including the role of tool, assistant, monitor, coach, and teammate. Using these roles and the associated applications to work, we identify the areas of greatest need for business communication AI skills. The methodology for this study includes distributing an online survey to recent graduates of two universities—both of which are accredited by the Association to Advance Collegial Schools of Business (AACSB). Respondents will be asked to rate the importance and frequency of use of AI business communication roles within their career using a Likert scale. For those AI roles ranked of high importance or usage, respondents will be asked to give examples of their utilization within the workplace. Open-ended questions will also identify additional AI applications in business communication. This initial study aims to guide both future research and curriculum development. Outcomes from this study will be beneficial for business communication instructors who teach AI skills in their classrooms. It will also benefit corporate trainers seeking to identify the communication-related AI skills that their employees use most. The speed at which AI progresses will continue to provide challenges and opportunities for

	business communication instructors, but focusing on the roles will allow the application of findings in multiple forms as technology continues to advance.
Ai-enabled Writing in Business Communication: Key Lessons from Undergraduate and MBA Courses Michael J. Meredith	Purpose Overview This presentation will explore the design, pedagogy, and outcomes of two course electives—one undergraduate and one MBA—focused on using generative AI to support the writing process. Goldman Sachs (2023) report that Generative AI is already a disruptive business force and new tech could impact 300 million full-time jobs. The use of Artificial Intelligence (AI) is having a substantive impact on business and professional communication; students and faculty, alike, must quickly learn how to use these tools. Participants of this session will hear a discussion of goals, see examples of student work, and explore best practices for developing curriculum utilizing Generative AI to enable business communication. Assignments and student outcomes will be shared. Goals & Methodology These courses represent early AI-enabled curriculum offerings at the Kenan-Flagler Business School. Key learning objectives and acumen include: These courses represent early AI-enabled curriculum offerings at the Kenan-Flagler Business School. Key learning objectives and acumen include: • Finding and exploring AI technologies for multiple business communication purposes. • Exploring ethical implications and challenges of using AI technologies for writing outputs. • Creating (i.e., 'chain of thought' prompts), analyzing, and adapting AI prompts. • Checking AI outputs for accuracy. • Composing multiple business-focused texts that integrate AI-generated content. • Adhering to best practices for document and visual design to create high-impact messages. For both courses, students apply best practices for message design and engaging with AI, A thematic analysis from student assignments, strategy tables, and course evaluations offer insights. Outcomes Students report a wide-range of success from their experience. Key lessons and outcomes include: · Using effective prompting and expanding inputs to generate better outputs. · Structuring a message offers superior differentiation of Generative AI output.

	· Minding tone is important. · Executing fact checking is necessary. · Re-grouping information often creates superior final drafts but requires critical thinking, research, and/or topical expertise
Challenging Thoth: Integrating Alumni Perspectives on AI Use in L2 Business Communication Teaching Craig Rollo	The rapid expansion of Artificial Intelligence (AI) in L2 business communication teaching raises new challenges and opportunities for researchers, students and prac00oners. This presentation reports on our collection of alumni perspectives on the use of AI tools such as ChatGPT and Grammarly in the workplace and discusses some of the implications for our teaching practice and assignment design. This emerging and fast-changing field has already produced some insights into the opportuni0es AI technologies can offer students and teachers of L2 business communication such as more autonomous learning, tailored feedback and the development of appropriate texts and exercises (Godwin-Jones, 2024). Many limitations of LLMs such as ChatGPT have also been highlighted, including their inability to produce texts that are consistently pragma0cally appropriate or to deviate from the cultural biases of the dataset used in their construc0on (Harnad, 2024; Naous et al., 2023). In particular, the teaching of written genres of business communica0on now involves grappling with problems of authenticity & authorship (Poole & Polio, 2024). Our alumni are graduates from five Dutch-language degree programmes in Business & Economics who typically completed two or three full-year courses in business communication in at least two other languages (English, French, German & Spanish). We gathered data by means of an online survey circulated among our alumni networks and LinkedIn, and subsequently interviewed a small sample of survey respondents for more detailed feedback. Our paper explores our evolving responses in the form of curriculum development to the challenges posed by emerging technology. We address issues such as compe0ng 0me pressures (technological development v. institutional speed), compliance with changing faculty and university policies, the need to iden0fy more durable core skills and a renewed focus on oral skills.
AI-Enhanced Communication Skills for Non-Native English Speakers: A Case Study in Global Executive Education Jeanette Heidewald	This presentation reviews the learning strategies and positive outcomes achieved in an intensive business communication course designed to maximize the use of generative AI tools for non-native English speakers. The course was delivered to 35 eMBA students in 14 sessions over two weekends to mid- to upper-level managers and CEOs at a well-respected university in Seoul, South Korea in collaboration with a top-10 business school in the U.S. The course emphasized cross-cultural networking, business writing, offering developmental feedback, negative message writing, crisis communication strategies, and navigating challenging Q&A. Students learned in-person individually and in small groups and incorporated generative AI in every learning activity. In this presentation, ABC members will learn about the course’s intended and actual learning outcomes and gain strategies to enhance their own courses and executive education programs with generative AI as teammate, tutor, idea generator, and writing assistant. Importantly, this presentation provides a framework for leveraging generative AI to improve outcomes for EAL (English as an Additional Language) students, highlighting the enriching potential of GenAI.

Successful Communicative Practices in Self-managed International Virtual Teams (IVTs) Gail Flanagan	Shared leadership, with minimal levels of hierarchy, is more prevalent in professional teams today. Hoch and Kozlowski (2014: 393) describe this type of leadership in virtual teams as “a mutual influence process, characterized by collaborative decision-making and shared responsibility, whereby team members lead each other toward the achievement of goals”. Focusing in on the software engineering Scrum teams, who encompass the research participants in this paper, they have adopted “a self-managed process” (Buyukguzel and Mitchell 2023: 578) to provide informational updates to all the team rather than directing their inputs and escalations to the team leader. This communicative approach has proven to be effective with Kauffeld’s (2006) research findings demonstrating improved communication competence in self-managed teams. Aligning with the conference aim to build bridges between the disciplines of management and business communication, this paper delivers empirical evidence of the successful communicative practices of two self-managed IVTs. This is done through a corpus-based analysis of their verbal interactions. Data is obtained from the International Virtual Team (IVT) Corpus which consists of 80,000 words of transcribed speech of online meetings of software engineers. The data is analysed through the lens of politeness theory, building on Brown and Levinson’s (1987) face-saving politeness strategies to encompass a review of Kadar and Spencer-Oatey’s (2020) intercultural politeness evaluation process. In doing so, this allows for a comparison with the extant business discourse research (Holmes et al. 1999; Holmes and Stubbe 2003; Koester 2006) on politeness strategies in professional teams. In turn, this comparison, with hierarchical and co-present team interactions, contributes new research findings on the nuances of collaborative communication, both in self-directed and virtual teams. These findings reveal increased directness in speech between peer team members and include solidarity language used by senior team members when discussing, but not fully assuming, the burden of self-managed workload issues.
Provisional Interpreting by Business Professionals in Chinese-European BELF Meetings Mu Zhao	Translation and interpreting studies are important for intercultural communication. Some studies have centered on intercultural business settings (ie. Janssens et al., 2004) ; some have angled from translation and interpreting with ELF practice (ie. Albl-Mikasa, 2010&2014a) ; and some have explored potential problems such as objectivity and quality in interperting. However, research on non-professional interpreting in intercultural business settings has been much left unexplored, with a few exceptions (ie. Takimoto 2008&2012). This research targets to explore provisional interpreting by business professionals in context of Chinese-European BELF meetings, who are usually with no prior training or experiences in interpreting job. This phenomenon is a reportedly important yet unknown aspect in intercultural business settings. The aim of the study is to increase understanding of this specific type of non-professional interpreting practice and its dynamic role in Chinese-European intercultural business communication.

	The study uses grounded theory methods to collect in four phases multi-format data mainly consisted of multi-sequential qualitative interviews and text-format data such as work documents and meeting materials during a period of 30 month with a longitudinal perspective. The whole research strictly follows GDPR rules to protect privacy and confidentiality of research participants. Data collection has been visibly influenced by impacts from COVID-19. However, 47 qualitative semi-structured interviews with 21 research participants have been collected and processed with findings indicating firstly, provisional interpreting and business professionals as interpreter as such play complex roles and is an integral part of the meaning-making process in intercultural business communication; secondly, context-specific unique cultural knowledge and intercultural awareness are important in Chinese-European BELF meetings including those mediated through provisional interpreting provided by business professionals; and thirdly, meaning-making process in provisional interpreting mediated BELF meetings are complex as both its advantages (including familiarity on relevant business topis and with meeting participants) and its weakness and problems (in aspects of identity conflicts and language proficiency) have dynamic impacts on communication in such settings. Subsequently and based on the findings, the study has given several suggestions of relevant strategies to both meeting interpreters and speakers in such settings. To this sense, the research would bring potential meanings not only to English translation/interpreting teaching and studies, but also to inter-cultural (business) communication on a broader level.
Analysing BELF Interaction Using a Theoretical Framework Tone Holt Nielsen	BELF use is fluid, and it cannot be defined as a distinct “variety” of English. However, for some time BELF and ELF researchers (e.g. Cogo, 2016) have focused on Wenger´s concept of “community of practice” (CofP) as a lens through which to study (B)ELF use over time. While a CofP´s BELF use is local, Kankaanranta and Louhiala-Salminen (2018) suggest that there might be a loose international “constellation” of CoPs (Wenger, 1998) of business practitioners whose BELF use is similar. To identify such similarities across CofPs, I have developed a theoretical framework which I would like to present. BELF users need to learn how to adapt to different contexts. The model I propose focuses on how we can use existing theory and BELF findings to analyse BELF use regarding choices of communication strategies and what might have motivated these choices. In the model I propose using ethnographic data (interviews and observations) on BELF interaction to explore how BELF is used. Examples of BELF use is then conceptualised as examples of politeness- (Brown and Levinson, 1987), and accommodation (Giles and Coupland, 1991) strategies as well as adaptation to

	socio-pragmatic principles (Spencer-Oatey and Jiang, 2003). Further, aiming to understand why these strategies were considered appropriate for the context, I suggest drawing on BELF research on what people try to achieve with their communication. Such aims could be “clarity” and “rapport” (Kankaanranta et al. 2016) as well as reaching “transactional” and reaching “relational” goals (Koester, 2010). I also suggest that BELF interaction within a CofP can relate to its “joint enterprise”, “mutual engagement” as well as a “shared repertoire” of strategies. In my presentation I would demonstrate the framework by using it to analyse some of my own BELF findings from Norwegian MNCs (Nielsen, 2019, 2020).
Interactional Orientation to Language Management and Its Sequential Positioning in Multinational Online Meetings Kaisa S. Pietikäinen	Multinational corporations (MNCs) are becoming increasingly digitized, and their teams are often geographically dispersed. It may seem natural for such companies to adopt English as their corporate language (Harzing & Pudelko, 2013). However, MNCs’ actual sociolinguistic practices are often characterized by complexity and variation (Virkkula-Räisänen, 2010; Ehrenreich 2011; Cogo 2012), and imposing a monolingual language policy may in fact create more problems than it solves (Marschan-Piekkari et al., 1999). While previous research has shed some light on the use of English a lingua franca in online business meetings (Cogo 2012; Nielsen 2020) and how language change is managed in international meetings (Markaki Lothe et al., 2014), the understanding of how team members navigate the choice between English and other accessible languages in synchronous and asynchronous virtual settings remains limited. How the role of a language manager (Spolsky, 2009) emerges in such interactions is also unclear. This study scrutinizes 460 minutes of Teams meetings and 5 months of concurrent Slack discussions from a team of project leaders at a multinational IT corporation headquartered in Finland. Using conversation analysis, I examine instances where a shift in the matrix language is discussed or identified as the appropriate next action. The findings suggest that the (unofficial) team leader is also oriented to as the main language manager in the Teams interactions. However, in managing language selection, she employs considerable hedging and downgrading practices, indicating either a lack of conclusive orientation towards her own deontic status (see Landmark et al. 2015) or a particular focus on rapport-building (Planken, 2005; Kankaanranta & Louhiala-Salminen, 2018). The analysis also reveals that the suggestion to change matrix language needs to appear at an appropriate sequential location to be successful, and that modelling a language shift rather than just suggesting it appears to be a more effective strategy.