And the Survey says...

Canadians have the highest social media network penetration in the world. Eighty-two percent of Canadians use a social network versus 75 percent of Americans.

Canadians spend an average of 2 hours 19 minutes on social networks each day.

91% of Canadian Internet users have social media accounts, and 66 percent have used social media in the past month.

85% have a Facebook account, and 57 percent have used Facebook in the past month.

46% have a Twitter account, and 22 percent have used Twitter in the past month.

45% have a Google+ account, and 13 percent have used Google+ in the past month.

30% have a LinkedIn account, and 11 percent have used LinkedIn in the past month.

26% have a Pinterest account, and 10 percent have used Pinterest in the past month.¹

¹Source: CIRA: Canadian Internet Registration Authority Factbook, 2014.

EXHIBIT S3-1 What are Canadians doing online?

<table>
<thead>
<tr>
<th>Desktop</th>
<th>Laptop</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Playing games</td>
<td>1 Social media</td>
</tr>
<tr>
<td>2 Social media</td>
<td>2 General browsing</td>
</tr>
<tr>
<td>3 General browsing</td>
<td>3 Playing games</td>
</tr>
<tr>
<td>4 Banking</td>
<td>4 Banking</td>
</tr>
<tr>
<td>5 Hobbies/interests</td>
<td>5 Hobbies/interests</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tablet</th>
<th>Mobile</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Social media</td>
<td>1 Social media</td>
</tr>
<tr>
<td>2 Playing games</td>
<td>2 Messaging</td>
</tr>
<tr>
<td>3 General browsing</td>
<td>3 Taking/editing photos</td>
</tr>
<tr>
<td>4 Entertainment</td>
<td>4 Playing games</td>
</tr>
<tr>
<td>5 News and hobbies/interests</td>
<td>5 General browsing</td>
</tr>
</tbody>
</table>

EXHIBIT S3-2 Top social networking sites in Canada by unique visits

<table>
<thead>
<tr>
<th></th>
<th>Facebook</th>
<th>Twitter</th>
<th>LinkedIn</th>
<th>Tumblr</th>
<th>Pinterest</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>+8%</td>
<td>+38%</td>
<td>+38%</td>
<td>+96%</td>
<td>+792%</td>
</tr>
<tr>
<td>2013</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: CIRA: Canadian Internet Registration Authority Factbook, 2014.
SUPPLEMENT 3
ORGANIZATIONAL COMMUNICATION

The business community recognizes social media as a multifaceted tool. Some employers prescreen job applicants by searching their Facebook and LinkedIn profiles or reading their Twitter feeds. “While the majority of Canadian companies are engaging in social media, most of them aren’t combining the two fundamental pillars—posting information and monitoring what people are saying—with enough frequency to build lasting relationships with their customers,” said Katie Delahaye Paine, CEO of KD Paine & Partners. Some employers, such as the City of Toronto, have blocked the use of social media at work, while others are creating their own company networks on Facebook to allow employees to use social media as one of their communication tools.

Communication between managers and employees provides the information necessary to get work done effectively and efficiently in organizations. As such, communication is fundamentally linked to managerial performance.

Stantec went through a major strategic planning renewal process, followed by a coordinated brand repositioning based on the community theme. The overall strategic platform featured five main aspects. The first was the company’s purpose statement, which is essentially a mission statement. Next was the listing of core values, followed by the promise—another version of a vision statement. The fourth aspect was the company’s voice, or its communications plan. This is where communications strategy must be aligned with Stantec’s overall strategy. The last aspect was implementation, or living with the new brand and strategy. Prior to the public launch, it was crucial to collect feedback from employees and ensure they were on board.

Stantec’s brand strategy launched in September 2013, but prior to that much work took place. A 2011 strategic planning session in Boston featured the company’s leaders talking about a need to unite the company under a common purpose: community. In 2012, Stantec partnered with a large global brand consultant and conducted research with its 13,000 employees. This ensures that each employee is able to be a brand ambassador and can communicate the strategic plan and platform to their clients and the general public. This massive communication strategy featured formal communication channels such as office meetings and email and informal channels such as the company’s social networking site, StanNet.

Formal Versus Informal Communication

Communication within an organization is often described as either formal or informal. Formal communication refers to communication that follows the official chain of command or is part of the communication required to do one’s job. When a manager asks an employee to complete a task, he or she is communicating formally. Formal communication can take place through any organizational policies and procedures, goals to their employees, they are using the idea.

Any communication that flows downward from managers to employees is downward communication. Downward communication is used to inform, direct, coordinate, and evaluate employees. When managers assign goals to their employees, they are using downward communication. Managers are also using downward communication when providing employees with job descriptions, informing them of organizational policies and procedures, pointing out problems that need attention, or evaluating and giving feedback on their performance.

Downward communication can take place through any of the communication channels we described earlier. Managers can
improve the quality of the feedback they give to employees if they follow the advice given in *Tips for Managers—Suggestions for Giving Feedback*.

**Upward Communication** Any communication that flows upward from employees to managers is *upward communication*. Managers rely on their employees for information. Reports are given to managers to inform them of progress toward goals and any current problems. Upward communication keeps managers aware of how employees feel about their jobs, their coworkers, and the organization in general. Managers also rely on it for ideas on how things can be improved. Some examples of upward communication include performance reports prepared by employees, suggestion boxes, employee attitude surveys, grievance procedures, manager–employee discussions, and informal group sessions in which employees have the opportunity to identify and discuss problems with their manager or even representatives of top management.

The extent of upward communication depends on the organizational culture. If managers have created a climate of trust and respect and use participative decision making or empowerment, there will be considerable upward communication as employees provide input to decisions. Ernst & Young encourages employees to evaluate the principals, partners, and directors on how well they create a positive work climate. A partner in the Montreal office was surprised to learn that people in her office found her a poor role model, and she took care to more carefully explain her actions as a result.5 In a highly structured and authoritarian environment, upward communication still takes place, but is limited in both style and content.

**Lateral Communication** Communication that takes place among employees on the same organizational level is called *lateral communication*. In today’s often chaotic and rapidly changing environment, lateral communication is frequently needed to save time and facilitate coordination. Cross-functional teams, for example, rely heavily on this form of communication. However, it can create conflicts if employees do not keep their managers informed about decisions they have made or actions they have taken.

**Diagonal Communication** Communication that cuts across both work areas and organizational levels is *diagonal communication*. When an analyst in the credit department communicates directly with a regional marketing manager—note the different department and different organizational level—about a customer problem, they are engaging in diagonal communication. In the interest of efficiency and speed, diagonal communication can be beneficial. Email facilitates diagonal communication. In many organizations, any employee can communicate by email with any other employee, regardless of organizational work area or level. However, just as with lateral communication, diagonal communication has the potential to create problems if employees do not keep their managers informed.

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**SUPPLEMENT 3**

**Communication and Social Media**

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### EXHIBIT S3-3 Barriers to effective interpersonal communication

<table>
<thead>
<tr>
<th>Barrier</th>
<th>Definition</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filtering</td>
<td>Manipulation of information to make it more favourable to the receiver</td>
<td>An employee telling his or her manager what the manager wants to hear</td>
</tr>
<tr>
<td>Emotions</td>
<td>How a receiver feels when a message is received influences how he or she interprets it</td>
<td>Reacting negatively to a message when you are upset</td>
</tr>
<tr>
<td>Information Overload</td>
<td>Information exceeds a person's processing capacity</td>
<td>Texts, emails, phone calls, and meetings can create an onslaught of data that leads to ignoring or even forgetting</td>
</tr>
<tr>
<td>Selective Perception</td>
<td>Interpreting reality based on personal needs, motivations, experience, background, and personality</td>
<td>Employers believing that Millennials spend too much time on social media and that they won't work long hours</td>
</tr>
<tr>
<td>Defensiveness</td>
<td>People feeling threatened, which leads to reactions that reduce effective communication</td>
<td>Verbal attacks, sarcastic remarks, questioning motives</td>
</tr>
<tr>
<td>Mental Models</td>
<td>How we perceive the world through a frame of reference or assigning certain meanings to communication</td>
<td>A manager who feels an employee is always complaining may use negative nonverbal signals</td>
</tr>
<tr>
<td>Language</td>
<td>Words have different meanings for different people</td>
<td>Jargon may be used to communicate among a group, limiting understanding for some members</td>
</tr>
<tr>
<td>Culture</td>
<td>Cultural differences can lead to differences in communication patterns, body language, and the way a person communicates</td>
<td>Canadian communication patterns are detail oriented and focus on the individual; Japanese communications focus more on face-to-face and consensus-based open communication</td>
</tr>
</tbody>
</table>

### EXHIBIT S3-4 Overcoming the barriers to effective communication

- **Use Feedback**: You can ask the receiver if they understood what you said, or you could ask the receiver to restate the message in their own words.
- **Simplify Language**: Ensure the message is received and understood by using language that is appropriate for the audience.
- **Listen Actively**: More than hearing but actively listening for full meaning without making judgments or interpretations, place yourself in the sender's position and empathize with them.
- **Constrain Emotions**: If you are emotionally upset over an issue, you could refrain from communicating until you regain your composure.
- **Watch Nonverbal Cues**: If actions speak louder than words, ensure your actions and nonverbal cues align with the message.

### EXHIBIT S3-5 Active listening behaviours

- **Active Listening**
  - Avoid interrupting the speaker
  - Do not overtalk
  - Show empathy
  - Make eye contact
  - Exhibit affirmative head nods and appropriate facial expressions
  - Paraphrase
  - Ask questions

HOW INFORMATION TECHNOLOGY AFFECTS ORGANIZATIONAL COMMUNICATION

Information technology has radically changed the way organizational members communicate. For example, it has

- significantly improved a manager’s ability to monitor individual or team performance
- allowed employees to have more complete information to make faster decisions
- provided employees with more opportunities to collaborate and share information
- made it possible for employees to be fully accessible, any time, regardless of where they are

Several developments in information technology appear to have the most significant impact on current managerial communication: email, instant messaging, wikis and blogs, and social networking websites such as Facebook and LinkedIn.

Email Email is a quick and convenient way for organization members to share information and communicate. However, many people complain about email overload, and it is not always used effectively. A recent study found that opening nasty messages from your boss can harm your health over time. While negative email messages from anyone had health consequences, those from superiors resulted in the most significant increase in a person’s blood pressure.

Individuals should remember that email tends to be permanent, which means that a message sent in anger could come back to hurt the sender later on. Christina Cavanagh of the University of Western Ontario’s Richard Ivey School of Business suggests sleeping on angry emails before sending to be sure you are sending the right message. Email is also not necessarily private communication, and organizations often take the position that they have the right to read your email. To learn more about email communications protocols, see Writing Better Emails at the end of the supplement.

Instant Messaging Instant messaging (IM) first became popular among teens and preteens who wanted to communicate online immediately with their friends. Now it has moved to the workplace. IM provides immediate and collaborative communication and may replace the desk phone and email in the future. However, IM has drawbacks. Unlike email, it requires users to be logged on to the organization’s computer network in order to communicate with one another, which leaves the network open to security breaches. As a result, some organizations have limited which employees can use IM in the workplace.

Wikis and Blogs Wikis and blogs are sites for open discussion and collaborative information sharing that have quickly replaced the company newsletter. Both can be used effectively internally and externally, allowing employees and customers to distribute and document information quickly.

Social Networking Websites Social networking websites such as Facebook, Twitter, and LinkedIn have drawn millions of subscribers who voluntarily post information about themselves that can be viewed by any other subscriber, unless the user deliberately sets privacy restrictions.

Some employers post job offerings on sites such as Facebook and LinkedIn; others post recruitment videos on sites such as YouTube. In a recent twist, some employers have conducted virtual interviews through Second Life, an online virtual community. Job seekers create an avatar—a computer-generated image that represents themselves—and then communicate with prospective employers through IM. A recent virtual job fair on Second Life included employers Hewlett-Packard, Microsoft, Verizon, and Sodexho Alliance SA, a food and facilities-management services company.

Individuals who use websites such as Facebook may want to consider the lack of privacy such sites afford when it comes to employers and evaluations. Individuals may forget that once something has been posted to the Web, it is difficult to erase. Although sharing photos of drunken partying may seem like a good idea, the portrait created might not leave a good impression on potential employers. As Deanna MacDougual, a partner at Toronto-based IQ Partners, notes, “If your potential employer Googles a name and sees your social life, that can be good but it can also hinder you. Even with password-protected sites, I think the youth need to be a little bit more careful.” Geoff Bagg, president of Toronto-based The Bagg Group, adds, “I don’t think you can segment your life and say, ‘This is my private life and this is my work life.’ They’re all intertwined.”

HOW INFORMATION TECHNOLOGY AFFECTS ORGANIZATIONS

Employees—working in teams or as individuals—need information to make decisions and do their work. After describing the communication capabilities managers have at their disposal, it is clear that technology can significantly affect the way that organization members communicate, share information, and do their work. Information technology also creates opportunities for organizations. For example, colleges and universities now have the capability to offer online courses and degrees. Over time, these courses could decrease the number of students taught in face-to-face settings, while increasing the overall number of students who can be reached because of online methods of teaching.

Communication and the exchange of information among organization members are no longer constrained by geography or time. Collaborative work efforts among widely dispersed individuals and teams, information sharing, and the integration of decisions and work throughout an entire organization have
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the potential to increase organizational efficiency and effectiveness. While the economic benefits of information technology are obvious, managers must not forget to address the psychological drawbacks. For example, what is the psychological cost of an employee being always accessible? Will there be increased pressure for employees to “check in” even during their off hours? How important is it for employees to separate their work lives and their personal lives? While these questions have no easy answers, they are issues that managers will have to face.

The widespread use of voice mail and email at work has led to some ethical concerns as well. These forms of communication are not necessarily private, because employers have access to them. The federal Privacy Act (which protects the privacy of individuals and provides individuals with the right to access personal information about themselves) and the Access to Information Act (which allows individuals to access government information) apply to all federal government departments, most federal agencies, and some federal Crown corporations. However, many private-sector employees are not covered by privacy legislation. Only Quebec’s Privacy Act applies to the entire private sector. Managers need to clearly convey to employees policies on such things as personal Internet and email use, and the extent to which their communications will be monitored.

SOCIAL MEDIA

Social networking websites such as Facebook and LinkedIn have become resources for employers seeking job candidates. Companies large and small are using these resources to do research, form relationships, and fill positions. More than 350 companies broadcast their job listings to more than 10 million registered users of LinkedIn. A manager looking to fill a key position can use LinkedIn to view posted résumés and read an individual’s postings, and can even check out a competitor’s site for potential candidates.

Brian Drum, president of executive search firm Drum Associates, uses social networking sites such as MySpace to see if there is any information about a job candidate’s character that might suggest an inability to perform reliably. “Sometimes all we find is meaningless chitchat,” says Drum, “but once in a while we’ll turn up something useful, like an unflattering picture or a piece of information that really shows what the person is made of.”

Some businesses are not just using social networking sites for recruiting, however. They have also placed their own company profiles on such sites, allowing employees to interact with each other. They realize that a number of younger employees are using social networking sites, so they might as well encourage productive use of the medium.

The world of communication is not what it used to be. Managers are challenged to keep their organizations functioning smoothly while continually improving work operations and staying competitive, even though both the organization and the environment are changing rapidly. Although changing technology has been a significant source of the environmental uncertainty facing organizations, these same technological advances have enabled managers to coordinate the work efforts of employees in ways that can lead to increased efficiency and effectiveness. Information technology now touches every aspect of almost every company’s business. The implications for the ways individuals communicate are profound.

HOW BUSINESSES CAN USE SOCIAL MEDIA

Social media is a peer-to-peer network based on some type of user profile, which allows people to connect with others who may share their interests, activities, or even contacts. Because of this link, social networks can be created that allow companies to communicate with audiences in a much more personal way. Social media can play an integral role in engaging employees, consumers, suppliers, partners, and even investors. Building relationships and brand loyalty through social media can be faster and lower in cost than through traditional marketing.

Organizations that use social media for employees to interact with management can make internal communication more stimulating, strengthening the culture of the organization and loyalty to the brand.

Stantec had an intranet portal called StanNet. With the brand repositioning strategy came an opportunity to harness social media in a coordinated fashion. StanNet 2.0 was introduced to give
Employees features from the social networking sites they were using elsewhere, such as Facebook, Blogger, YouTube, LinkedIn, and others. The StanNet 2.0 community sites were launched with the internal brand launch and have been tremendously successful at engaging employees in communications strategies. Social media proved to be a powerful ally in helping employees understand, digest, and articulate the new strategic platform.

A sound social media strategy should be based on clear metrics benchmarks in terms of sales, brand awareness, and customer service. Organizations need to plan in advance for criticisms and complaints so that responses are quick and show that the company takes its customers' concerns seriously. A little pre-planning can help turn a negative experience around when necessary.

See Tips for Managers—Getting Started with Social Media on how a business can get social media up and running.

DIVERSITY MATTERS: THE COMMUNICATION STYLES OF MEN AND WOMEN

“You don’t understand what I’m saying, and you never listen!” “You’re making a big deal out of nothing.” Have you said (or heard) these statements or ones like them when communicating with friends of the opposite sex? Most of us probably have. Research shows that men and women tend to have different communication styles. Let us look more closely at these differing styles and the problems that can arise and try to suggest ways to minimize the barriers.

Deborah Tannen, professor of linguistics at Georgetown University, has studied the ways that men and women communicate and reports some interesting differences. According to her research, men use talk to emphasize status, while women use it to create connection. Tannen states that communication between the sexes can be a continual juggling act to balance our conflicting needs for intimacy, which emphasizes closeness and commonality, and independence, which emphasizes separateness.

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Employers have now begun to use social media in the collective bargaining process to keep employees updated and to quash any false rumours. Unions use social media to gain support and to keep their members aware of what is happening on their side. “In collective bargaining . . . a lot of employers are using social media or controlled websites about the status of collective bargaining,” says Len Polsky, a Calgary-based employment lawyer with MacPherson Leslie and Tyerman LLP. Polsky recalls one case where the union leadership negotiated agreements that the membership took issue with. “Had they taken advantage of social media in a greater way . . . maybe the leadership could have aligned itself better with the members’ thinking.”
and differences. No wonder communication problems arise! Women hear and speak a language of connection and intimacy. Men hear and speak a language of status and independence. For many men, conversations are merely a way to preserve independence and maintain status in a hierarchical social order. For many women, however, conversations are a way to negotiate closeness and seek out support and confirmation. Let us look at a few examples of what Tannen has described.

Men frequently complain that women talk on and on about their problems. Women, however, criticize men for not listening. What is happening? When a man hears a woman talking about a problem, he frequently asserts his desire for independence and control by offering solutions. Many women, in contrast, view conversation as a way to promote closeness. The woman talks about a problem to gain support and connection, not to get the man’s advice.

Here is another example: Men are often more direct than women in conversation. A man might say, “I think you’re wrong on that point.” A woman might say, “Have you looked at the marketing department’s research report on that issue?” The implication in the woman’s comment is that the report will point out the error. Men frequently misread women’s indirectness as “covert” or “sneaky,” but women are not as concerned as men with the status and one-upmanship that directness often creates.

Finally, men often criticize women for seeming to apologize all the time. Men tend to see the phrase “I’m sorry” as a sign of weakness because they interpret the phrase to mean the woman is accepting blame, when he may know she is not to blame. The woman also knows she is not at fault. She is typically using “I’m sorry” to express regret: “I know you must feel bad about this and I do too.” Women learn to listen with empathy, which helps them maintain collaborative relationships.

Here are some guidelines to help facilitate communications when gender diversity is present:

- **Assume differences more than similarity.** Avoid stereotypes, and do not assume the other person will react in the same way as you do.
- **Focus on description rather than evaluation.** Delay your judgment until you have interpreted the situation from the other person’s perspective.
- **Be empathetic.** Viewing behaviours from your perspective might lead you to misinterpret; try instead to simply understand the other person’s actions and behaviours.

### Writing Better Emails

The purpose of the table at the bottom of this page is to learn when to use the active or passive voice, when to be direct or indirect, and how to avoid jargon in emails.

#### Procedure

Form groups of five or six individuals. Prepare emails that are active, direct, and clear for each of the following four scenarios:

1. The company has been approached by a large competitor who wishes to acquire the company. Staff are worried the takeover might result in some employee layoffs within the next three months.
2. A customer has complained about an employee via email. You have investigated and found the complaint justified. How do you convey this to the employee?
3. Bonus decisions have been made. Not all individuals will receive a bonus.
4. An employee has gone above and beyond in meeting a customer’s request. You want to acknowledge the employee’s efforts.

<table>
<thead>
<tr>
<th>Active</th>
<th>Passive</th>
</tr>
</thead>
<tbody>
<tr>
<td>• “The committee determined that the report was inconclusive.”</td>
<td>• “It was determined by the committee that the report was inconclusive.”</td>
</tr>
<tr>
<td>• “I am writing the report.”</td>
<td>• “The report is being written by me.”</td>
</tr>
<tr>
<td>• “Please contact Brian to discuss his concerns about your meeting.”</td>
<td>• “It is suggested that your meeting with Brian was less than effective and that it would be appropriate that the matter had further discussions.”</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Direct</th>
<th>Indirect</th>
</tr>
</thead>
<tbody>
<tr>
<td>• “I plan to reassign you to one of two different projects. Please let me know if you have any preferences on which application you would like to develop.”</td>
<td>• “We hope to develop two new applications this year. To best use your skills, I plan to reassign all team members to one of two different projects. Please let me know if you have any preferences.”</td>
</tr>
<tr>
<td>• “We have selected another candidate for the promotion. Thank you for your consideration.”</td>
<td>• “Thank you for your hard work this quarter. Our selection of a candidate for promotion was taken very seriously. We considered your application very carefully, but another candidate was selected.”</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Clear</th>
<th>Jargon</th>
</tr>
</thead>
<tbody>
<tr>
<td>• “When is the proposal expected?”</td>
<td>• “What is the ETD of the RFP?”</td>
</tr>
<tr>
<td>• “Be creative in meeting the target and make sure we’re well organized.”</td>
<td>• “Push the envelope; get our ducks in a row.”</td>
</tr>
<tr>
<td>• “Regarding”</td>
<td>• “With reference to”</td>
</tr>
<tr>
<td>• “To be clear”</td>
<td>• “To tell the truth”</td>
</tr>
</tbody>
</table>
NAVIGATING THE WORKPLACE COMMUNICATION PROTOCOLS IN A TECHNOLOGY AGE

In 2000, faxing and letters were commonplace forms of communication in the office setting. Technology has advanced rapidly and changed the rules, but maintaining social protocols remains important. Poor etiquette and the excessive use of smartphones and cellphones have led to the term “cell-fishiness.” Here are some tips on how to be professional in the age of thumb typing and finger swiping.

Social Media
- Do not gripe about or jab at your company, even as a joke—the digital record is permanent.
- Accept Facebook requests from your superiors but not your subordinates.
- Keep your LinkedIn network primarily for business purposes.

Email
- Be discriminating with the urgent flag.
- Stay away from u, ttyl, 2nite, and other email slang.
- Avoid the one-word responses “okay” and “thanks.”
- Reply-all is not your friend.

Texting/IM
- Forget the emoticons.
- Do not text or use IM for business purposes unless these forms of communication are a big part of your client’s or company’s culture—they are too informal.
- Keep in mind that throwing a “jk” after a jab does not make it less of a jab.

Voice Mail
- Use office voice mail mainly to let people know how they can find you.
- Leave messages longer than the five-second “Hey it’s me, call me back” and shorter than 30 seconds.
- Be aware that caller ID is reducing the need for messages—more and more people do not retrieve their messages.

Telephone
- Consider the telephone when you need to deal with personal, complex, or multiple issues—voice can help you detect tone.
- Ensure that the background noise does not overwhelm the conversation.
- Never, never, ever call in the bathroom.

Face to Face
- Set your phone on vibrate unless you must receive a very important call, in which case ask the person if it is all right to leave the phone on.
- Do not check your phone every two minutes when you are with someone face to face.
- Do not be “cell-fish”—have an uninterrupted, focused conversation.

Business Cards
- Hand out your card only on request—it is not candy.
- Keep your hashtag, blog, and url off the card—just give basic contact information.