

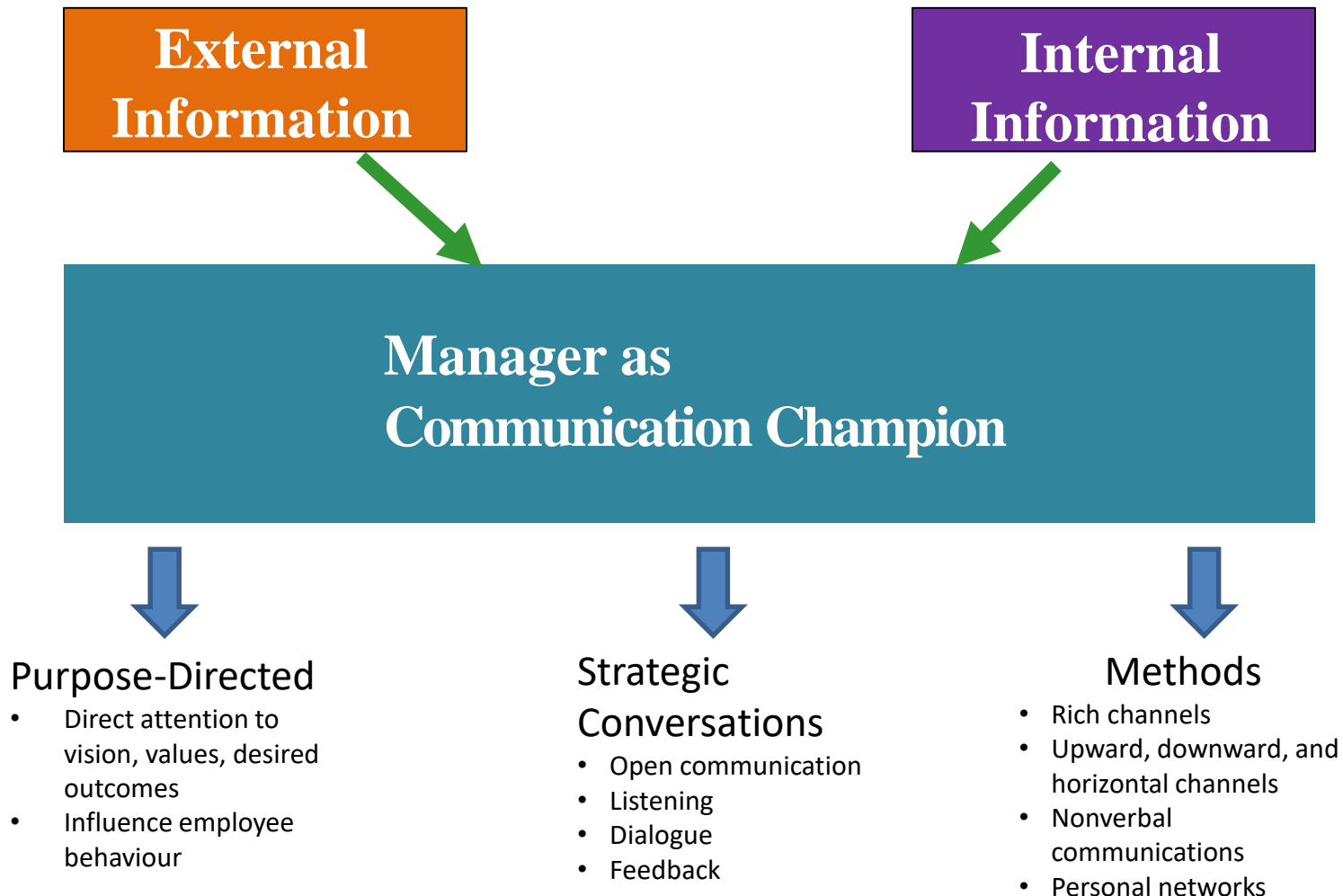
Organizational communication



Learning Objectives

- Explain why communication is essential for effective management and describe how nonverbal behavior and listening affect communication among people.
- Explain how managers use communication to persuade and influence others.
- Describe the concept of channel richness, and explain how communication channels influence the quality of communication.
- Explain the difference between formal and informal organizational communications and the importance of each for organization management.

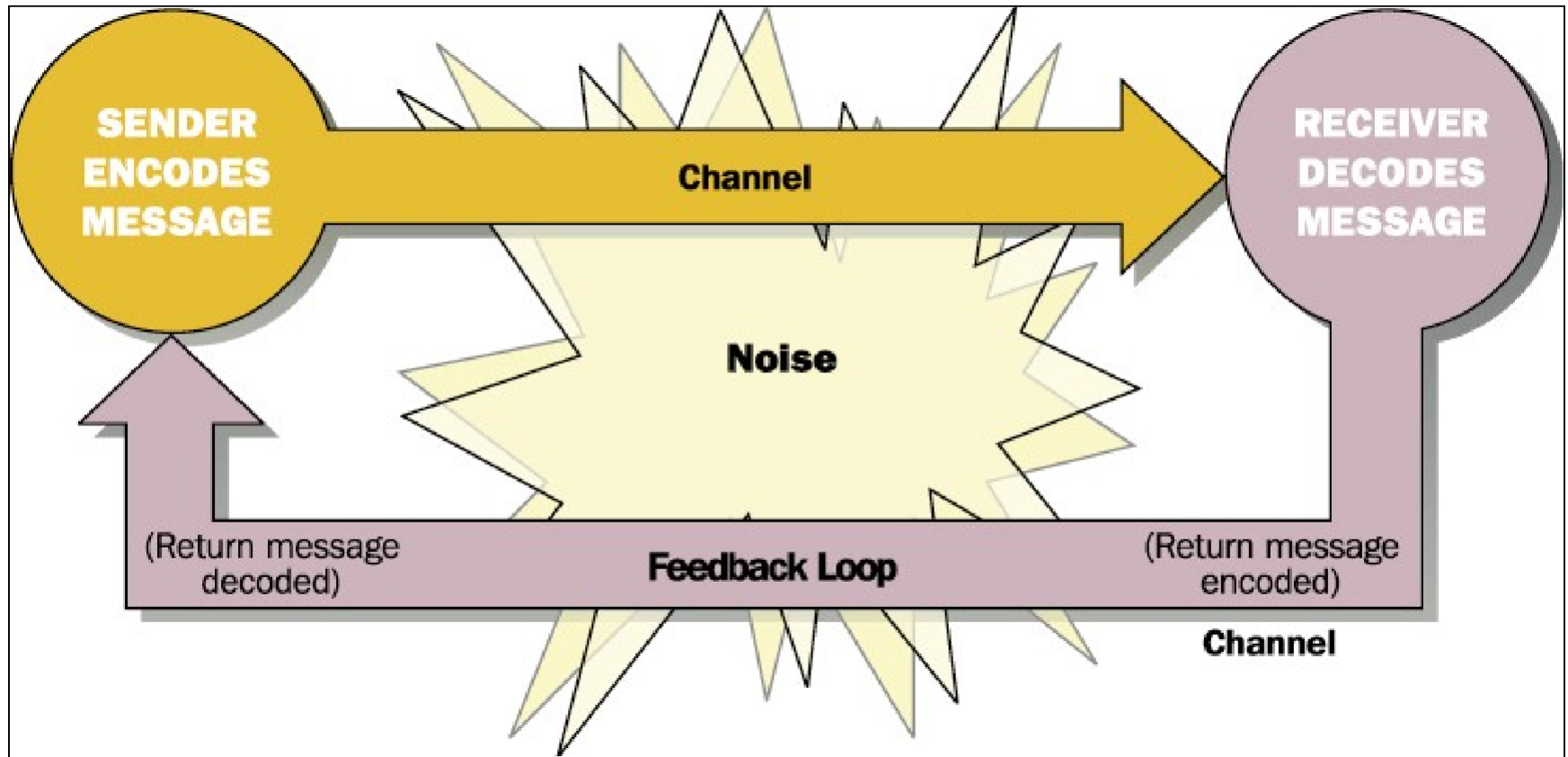
Manager as Communication Champion



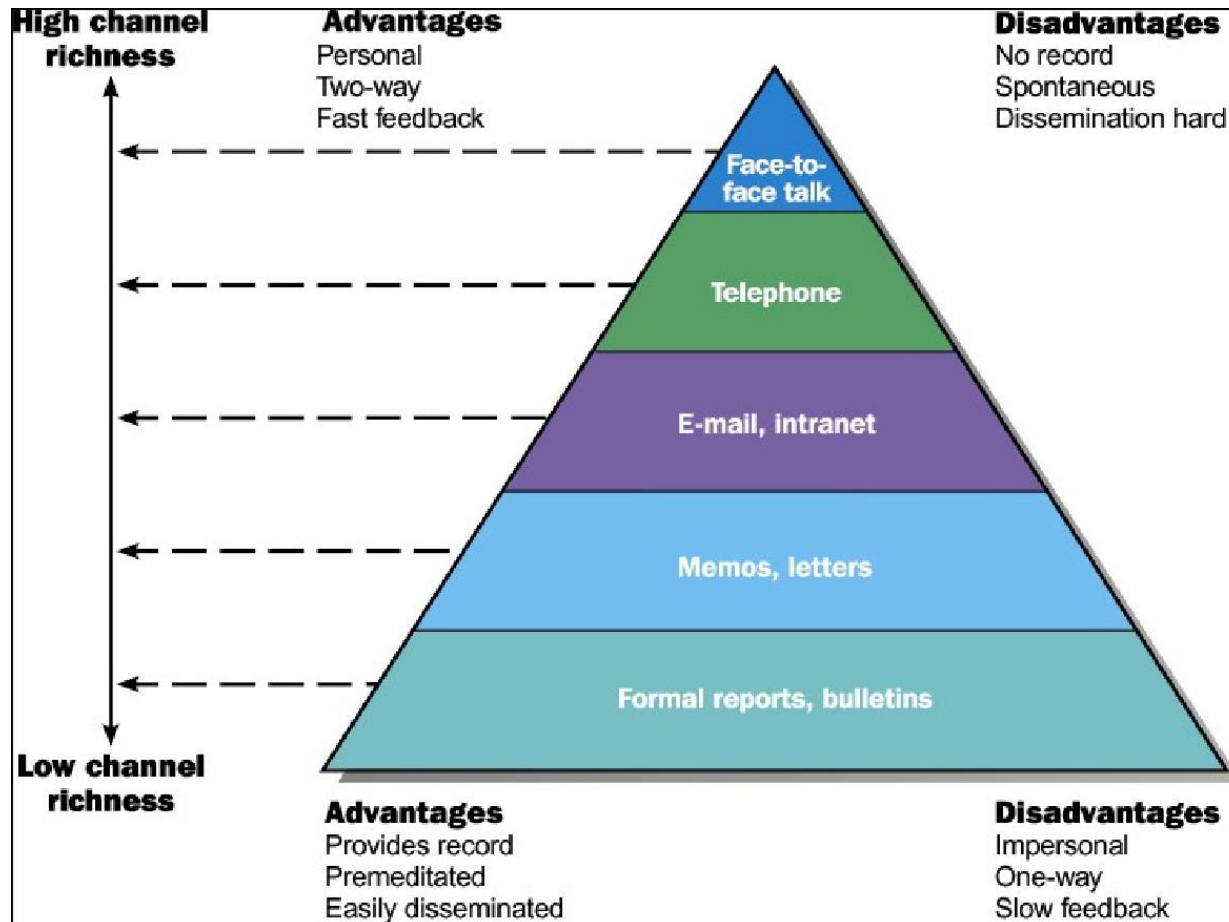
What is Communication?

- The process by which information is exchanged and understood by two or more people, usually with the intent to motivate or influence behavior.

Model of Communication Process



The Pyramid of Channel Richness



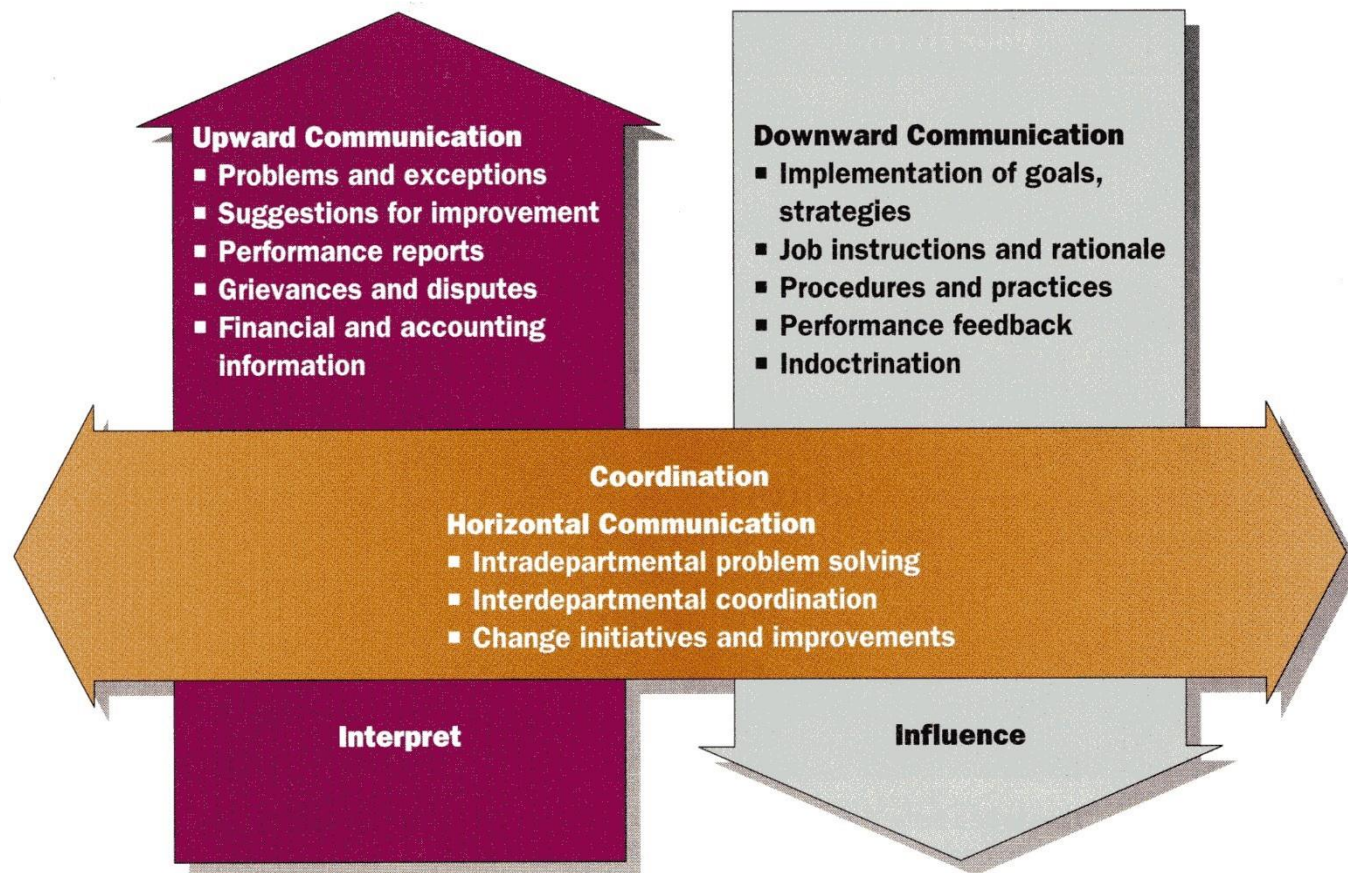
Nonverbal Communication

- Messages sent through human actions and behavior rather than through words.
- Most nonverbal communication is unconscious or subconscious.
- Occurs mostly face-to-face.

Ten Keys to Effective Listening

Keys	Poor Listener	Good Listener
1. Listen actively	Is passive, laid back	Asks questions, paraphrases what is said
2. Find areas of interest	Tunes out dry subjects	Looks for opportunities, new learning
3. Resist distractions	Is easily distracted	Fights or avoids distractions; tolerates bad habits; knows how to concentrate
4. Capitalize on the fact that thought is faster than speech	Tends to daydream with slow speakers	Challenges, anticipates, mentally summarizes; weighs the evidence; listens between the lines to tone of voice
5. Be responsive	Is minimally involved	Nods; shows interest, give and take, positive feedback
6. Judge content, not delivery	Tunes out if delivery is poor	Judges content; skips over delivery errors
7. Hold one's fire	Has preconceptions, starts to argue	Does not judge until comprehension is complete
8. Listen for ideas	Listens for facts	Listens to central themes
9. Work at listening	Shows no energy output; faked attention	Works hard, exhibits active body state, eye contact
10. Exercise one's mind	Resists difficult material in favor of light, recreational material	Uses heavier material as exercise for the mind

Downward, Upward, and Horizontal Communication in Organizations



Downward Communication

- Messages sent from top management down to subordinates.
- Most familiar and obvious flow of formal communication.
- Major problem is drop off.
- Another concern, distortion.

Upward Communication

- Messages that flow from the lower to the higher levels in the organizations.
- Upward communications mechanisms:
 - Suggestion boxes
 - Employee surveys
 - MIS reports
 - Face to face conversations

Horizontal Communication

- Lateral or diagonal exchange of messages among peers or coworkers.
- Horizontal communication's three categories:
 - ✓ Intradepartmental problem solving.
 - ✓ Interdepartmental coordination.
 - ✓ Change initiatives and improvements.