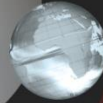


GLOBAL  
EDITION



# Management

THIRTEENTH EDITION

Stephen P. Robbins • Mary Coulter

## MANAGING COMMUNICATION

14

# LEARNING OBJECTIVES

1. **Define** the nature and function of communication.
2. **Compare** and contrast methods of interpersonal communication.
3. **Identify** barriers to effective interpersonal communication and how to overcome them.
  - **Develop your skill** at listening actively.
  - Know how to identify the differences in how genders communicate.
4. **Explain** how communication can flow most effectively in organizations.
5. **Describe** how technology affects managerial communication and organizations.
6. **Discuss** contemporary issues in communication.

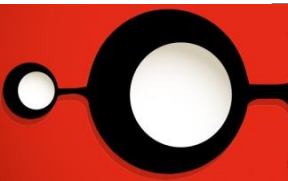


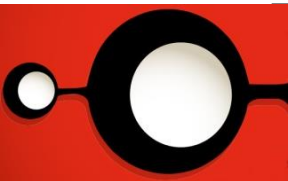
# WHAT IS COMMUNICATION?

- ▶ **Communication** – the transfer and understanding of meaning.

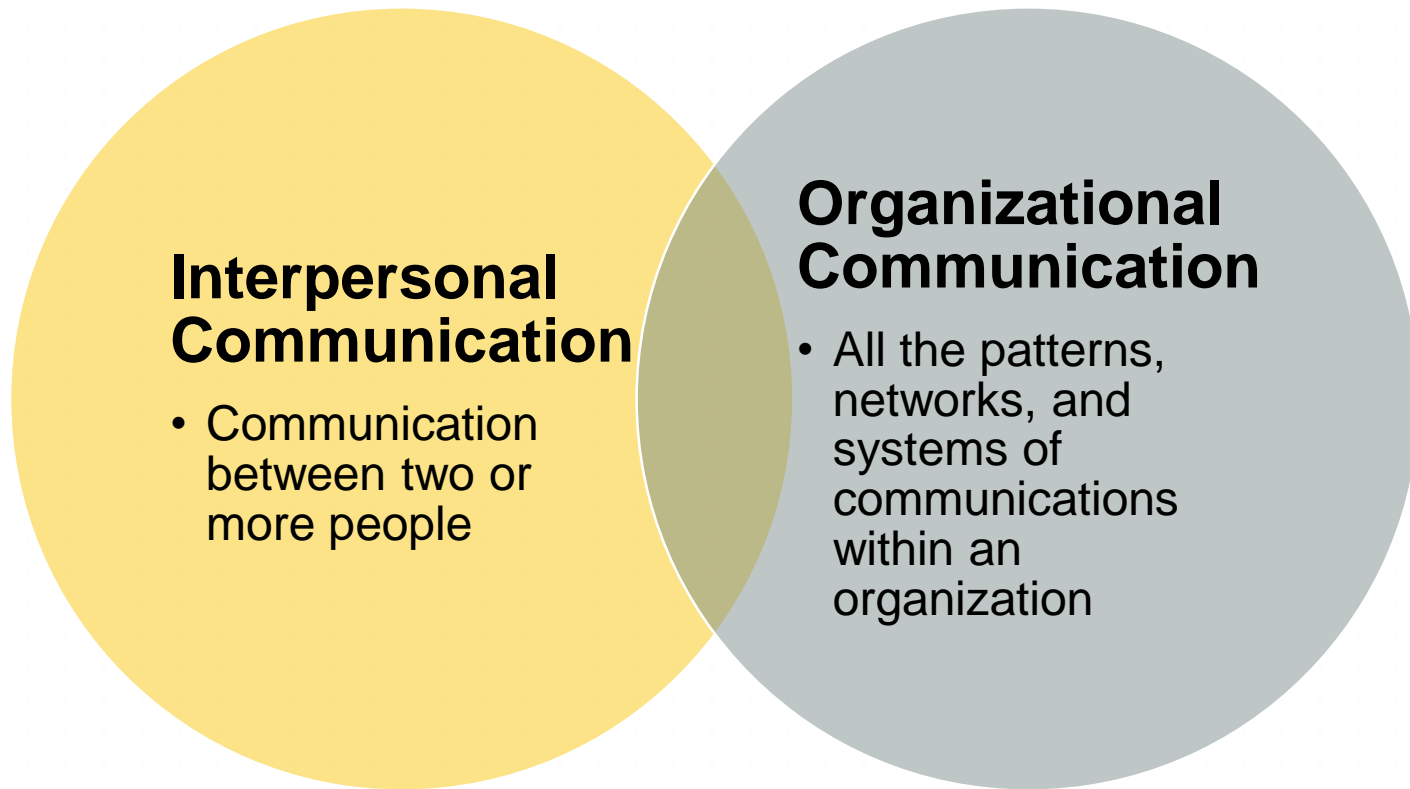
Transfer means the message was received in a form that can be interpreted by the receiver.

Understanding the message is **not the same** as the receiver **agreeing** with the message.





# WHAT IS COMMUNICATION? (CONT.)



# FUNCTIONS OF COMMUNICATION

## Control

Formal and informal communications act to control individuals' behaviors in organizations.

## Motivation

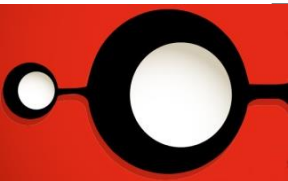
Communications clarify for employees what is to be done, how well they have done it, and what can be done to improve performance.

## Emotional Expression

Social interaction in the form of work group communications provides a way for employees to express themselves.

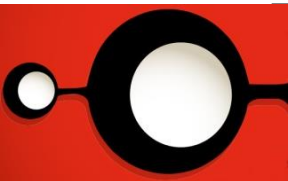
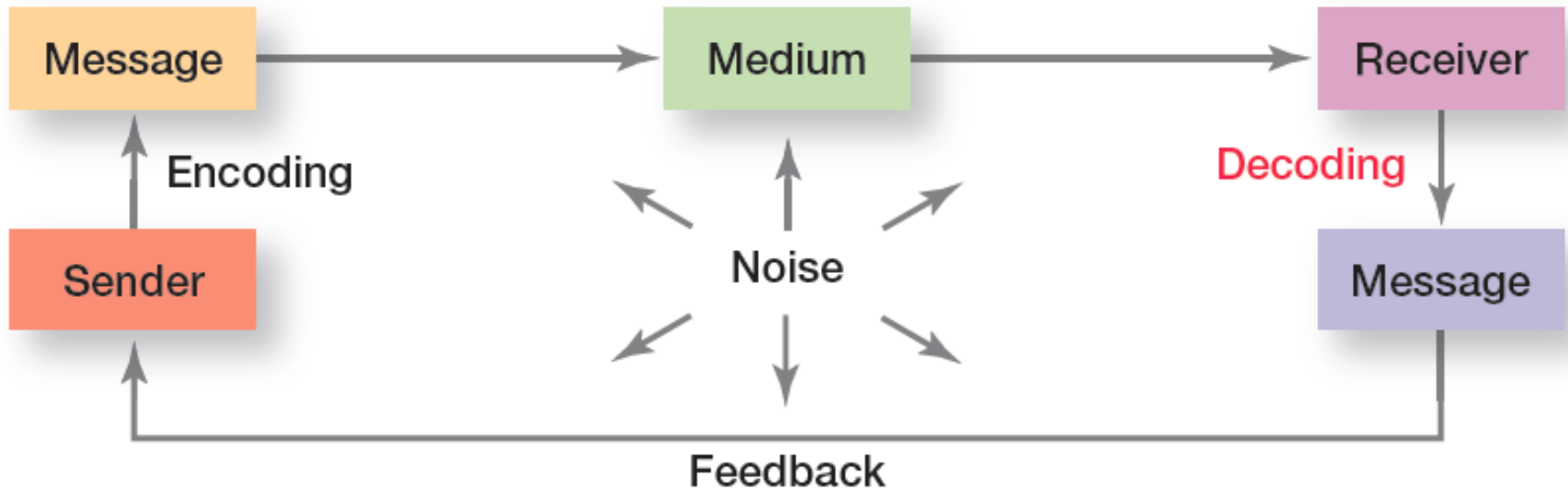
## Information

Individuals and work groups need information to make decisions or to do their work.

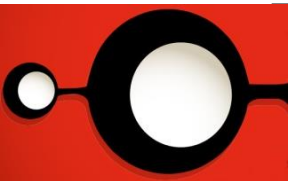
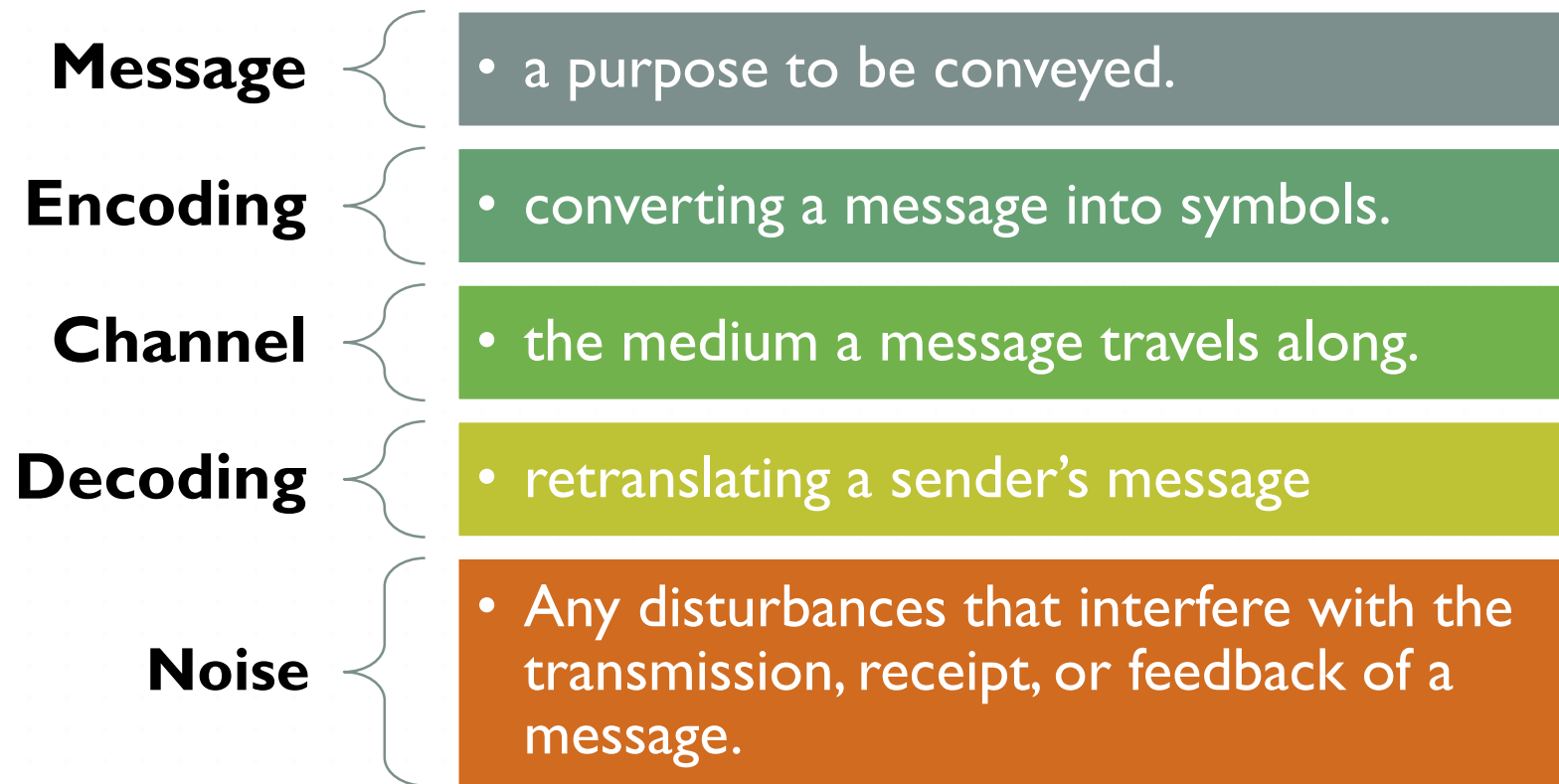


# EXHIBIT 14-1

## THE INTERPERSONAL COMMUNICATION PROCESS



# METHODS OF INTERPERSONAL COMMUNICATION





# NONVERBAL COMMUNICATION

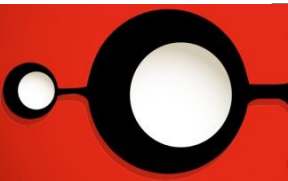
- ▶ **Nonverbal communication** – communication transmitted without words.

## Body language

- Gestures, facial configurations, and other body movements that convey meaning.

## Verbal intonation

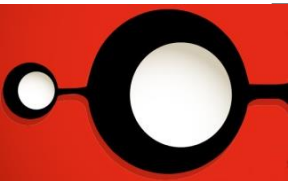
- An emphasis given to words or phrases that conveys meaning.



# CHOOSING COMMUNICATION METHODS

Managers can use **12 questions** to help them choose the most appropriate communications methods:

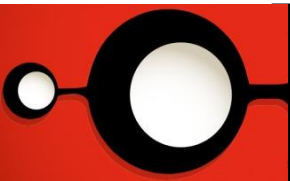
1. **Feedback:** How quickly can the receiver respond to the message?
2. **Complexity capacity:** Can the method effectively process complex messages?
3. **Breadth potential:** How many different messages can be transmitted using this method?
4. **Confidentiality:** Can communicators be reasonably sure their messages are received only by those intended?
5. **Encoding ease:** Can sender easily and quickly use this channel?



# CHOOSING COMMUNICATION METHODS

Managers can use **12 questions** to help them choose the most appropriate communications methods:

6. Decoding ease: Can receiver easily and quickly decode messages?
7. Time-space constraint: Do senders and receivers need to communicate at the same time and in the same space?
8. Cost: How much does it cost to use this method?
9. Interpersonal warmth: How well does this method convey interpersonal warmth?
10. Formality: Does this method have the needed amount of formality?
11. Scanability: Does this method allow the message to be easily browsed or scanned for relevant information?
12. Time of consumption: Does the sender or receiver exercise the most control over when the message is dealt with?



# EXHIBIT 14-2

## COMPARISON OF COMMUNICATION METHODS

### *High Feedback Potential*

- Face-to-face
- Telephone
- Computer conference

### *Low Feedback Potential*

- Publications

### *High Complexity Capacity*

- Face-to-face

### *Low Complexity Capacity*

- Bulletin boards

### *High Breadth Potential*

- Face-to-face
- Bulletin boards
- E-mail

### *Low Breadth Potential*

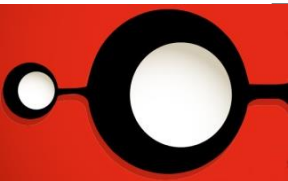
- Postal mail
- Audio-videotapes

### *High Confidentiality*

- Face-to-face
- Voice mail

### *Low Confidentiality*

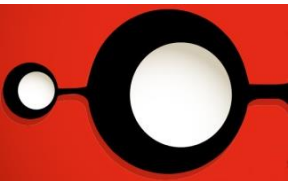
- Publications
- Bulletin boards
- Audio-videotapes
- Teleconference



# EXHIBIT 14-2

## COMPARISON OF COMMUNICATION METHODS (CONT.)

<i>High Encoding Ease</i>	<i>Low Encoding Ease</i>
<ul style="list-style-type: none"><li>■ Face-to-face</li><li>■ Telephone</li></ul>	<ul style="list-style-type: none"><li>■ Publications</li></ul>
<i>High Time-Decoding Ease</i>	<i>Low Time-Decoding Ease</i>
<ul style="list-style-type: none"><li>■ Face-to-face</li><li>■ Telephone</li><li>■ Hotlines</li><li>■ Voice mail</li></ul>	<ul style="list-style-type: none"><li>■ Memos</li><li>■ Postal mail</li><li>■ Fax</li><li>■ Publications</li></ul>
<i>High Space Constraint</i>	<i>Low Space Constraint</i>
<ul style="list-style-type: none"><li>■ Face-to-face</li><li>■ Group meetings</li><li>■ Formal presentations</li></ul>	<ul style="list-style-type: none"><li>■ Memos</li><li>■ Postal mail</li><li>■ Fax</li><li>■ Publications</li><li>■ Voice mail</li></ul>
<i>High Cost</i>	<i>Low Cost</i>
<ul style="list-style-type: none"><li>■ Group meetings</li><li>■ Formal presentations</li><li>■ Videoconference</li></ul>	<ul style="list-style-type: none"><li>■ Bulletin boards</li></ul>



# EXHIBIT 14-2: COMPARISON OF COMMUNICATION METHODS (CONT.)

## *High Personal Warmth*

■ Face-to-face

## *Low Personal Warmth*

■ Memos  
■ Bulletin boards

## *High Formality*

■ Postal mail  
■ Publications

## *Low Formality*

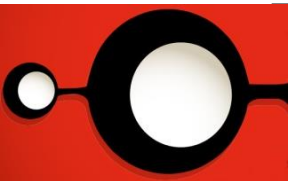
■ Face-to-face  
■ Telephone  
■ Voice mail

## *High Scanability*

■ Memos  
■ Postal mail  
■ Fax  
■ Publications  
■ Bulletin boards

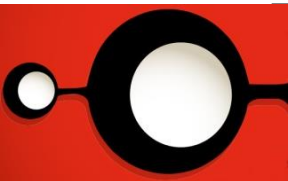
## *Low Scanability*

■ Formal presentations  
■ Face-to-face  
■ Telephone  
■ Group meetings  
■ Audio-videotapes  
■ Hotlines  
■ E-mail  
■ Computer conference  
■ Voice mail  
■ Teleconference  
■ Videoconference



# BARRIERS TO COMMUNICATION

<b>Filtering</b>	<ul style="list-style-type: none"><li>• The deliberate manipulation of information to make it appear more favorable to the receiver</li></ul>
<b>Emotions</b>	<ul style="list-style-type: none"><li>• Extreme emotions are most likely to hinder effective communication</li></ul>
<b>Information Overload</b>	<ul style="list-style-type: none"><li>• Occurs when information exceeds our processing capacity</li></ul>
<b>Jargon</b>	<ul style="list-style-type: none"><li>• Specialized terminology or technical language that members of a group use to communicate among themselves</li></ul>
<b>Defensiveness</b>	<ul style="list-style-type: none"><li>• When people feel they're being threatened, they tend to react in ways that hinder effective communication.</li></ul>



# OVERCOMING THE BARRIERS

## **Use Feedback**

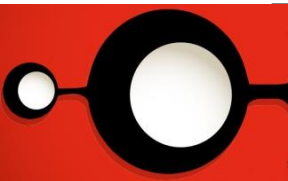
Ask questions about a message to determine whether it was received and understood as intended.

## **Simplify Language**

Consider the audience to whom the message is directed and tailor the language to them.

## **Active listening**

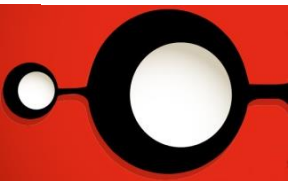
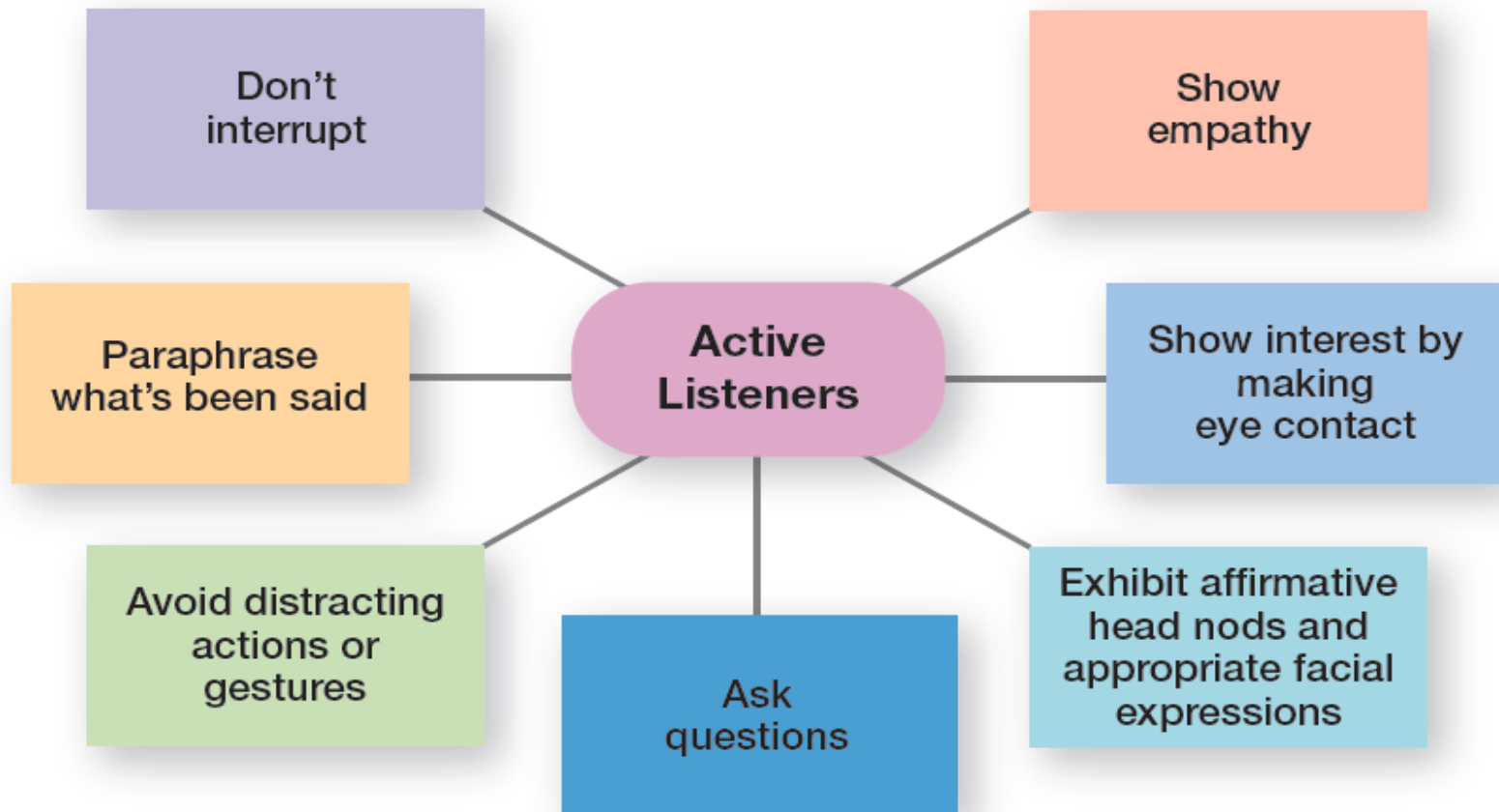
Listening for full meaning without making premature judgments or interpretations.





# EXHIBIT 14-3

## ACTIVE LISTENING BEHAVIORS



# FORMAL VERSUS INFORMAL COMMUNICATION



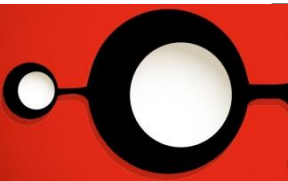
## **Formal communication**

- Communication that takes place within prescribed organizational work arrangements.



## **Informal communication**

- Communication that is not defined by the organization's structural hierarchy



# DIRECTION OF COMMUNICATION

## Downward communication

Communication that flows downward from a manager to employees

**Town hall meeting** – informal public meetings where information can be relayed, issues can be discussed, or just is a way to bring employees together to celebrate accomplishments.

## Upward communication

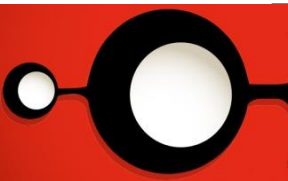
Communication that flows upward from employees to managers.

## Lateral communication

Communication that takes place among any employees on the same organizational level.

## Diagonal communication

Communication that cuts across work areas and organizational levels



# ORGANIZATIONAL COMMUNICATION NETWORKS

- ▶ **Communication Networks** – the variety of patterns of vertical and horizontal flows of organizational communication

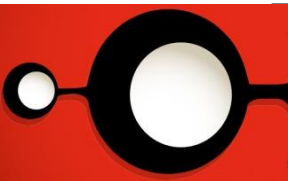


Chain

Wheel

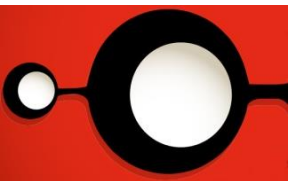
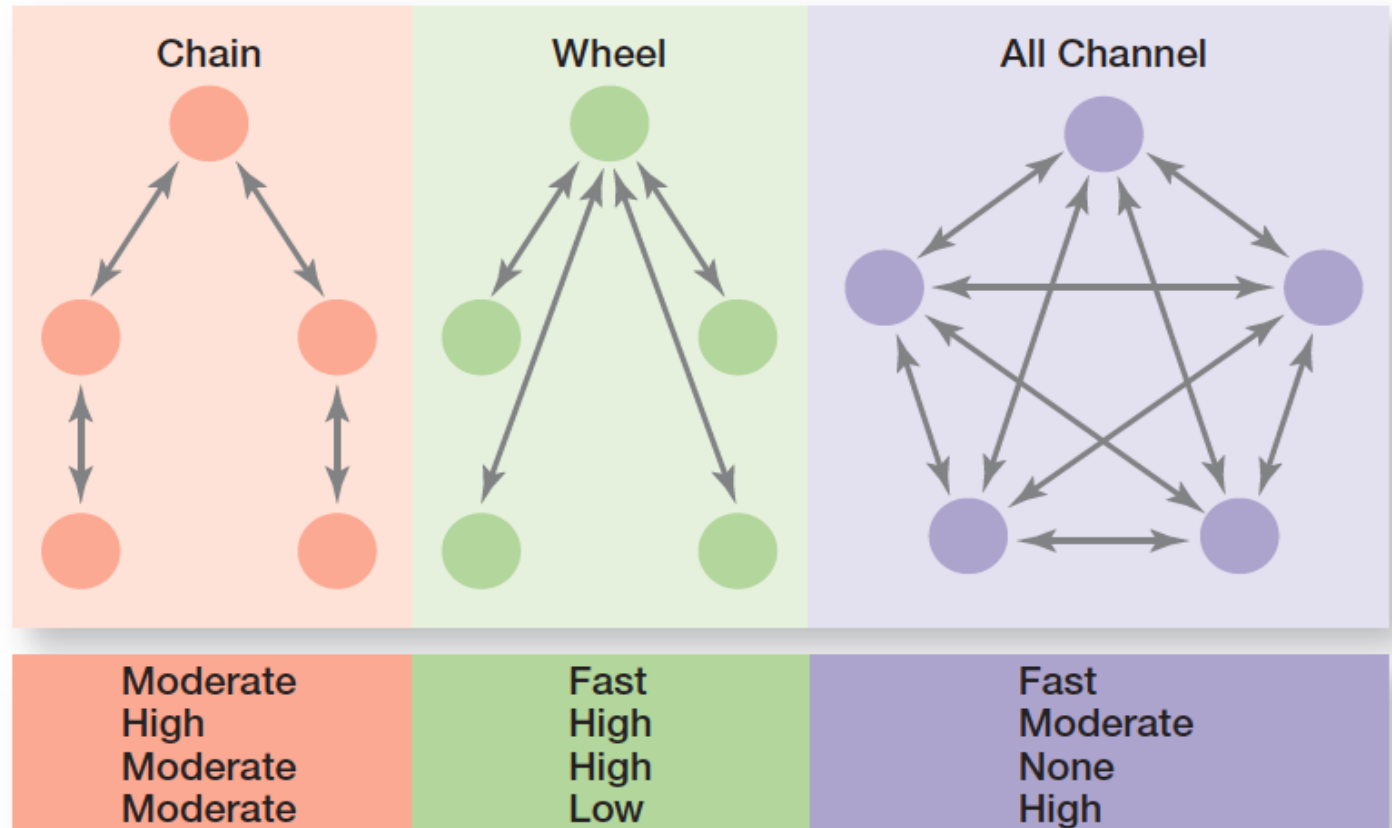
All  
Channel

- ▶ **Grapevine** – the informal organizational communication network



# EXHIBIT 14-4

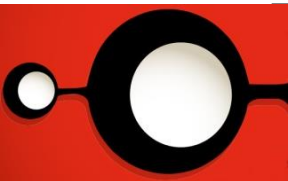
## ORGANIZATIONAL COMMUNICATION NETWORKS



# WORKPLACE DESIGN AND COMMUNICATION



- **Open workplaces** – workplaces with few physical barriers and enclosures.



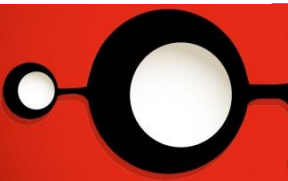
# HOW TECHNOLOGY AFFECTS MANAGERIAL COMMUNICATION

## Networked Systems

- In a networked system, an organization's computers are linked. Organizational members can communicate with each other and tap into information whether they're down the hall, across town, or halfway across the world.

## Wireless Capabilities

- Wireless communication technology has the ability to improve work for managers and employees.



# CURRENT COMMUNICATION ISSUES

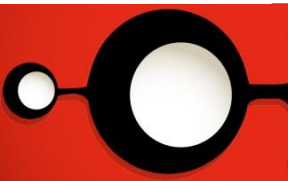
## ► Managing Communication in an Internet World

### Legal And Security Issues

- Inappropriate use of company e-mail and instant messaging.
- Loss of confidential and proprietary information due to inadvertent or deliberate dissemination or to hackers.

### Lack Of Personal Interaction

- Being connected is not the same as face-to-face contact.
- Difficulties occur in achieving understanding and collaboration in virtual environments.





# COMMUNICATION AND CUSTOMER SERVICE

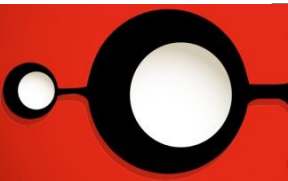
## ► Communicating Effectively with Customers

Recognize the three components of the customer service delivery process:

- The customer
- The service organization
- The service provider

Develop a strong service culture focused on the personalization of service to each customer.

- Listen and respond to the customer.
- Provide access to needed service information.



# GETTING EMPLOYEE INPUT

- ▶ In today's challenging environment, companies need to **get input from their employees.**
  - ▶ **Suggestion Boxes** – managers do business in a world today where you can't afford to ignore such potentially valuable information.



# EXHIBIT 14-5

## HOW TO LET EMPLOYEES KNOW THEIR INPUT MATTERS

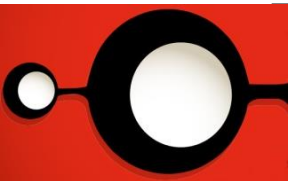
***Hold town-hall meetings*** where information is shared and input solicited.

***Provide information*** about what's going on, good and bad.

***Invest in training*** so that employees see how they impact the customer experience.

***Analyze problems together***—managers and employees.

***Make it easy*** for employees to give input by setting up different ways for them to do so (online, suggestion box, preprinted cards, and so forth).



# COMMUNICATING ETHICALLY

- ▶ **Ethical communication** – communication that includes all relevant information, is true in every sense, and is not deceptive in any way.



## WRITTEN COMMUNICATION



## VERBAL COMMUNICATION



[SarahSeeAndersen.tumblr.com](http://SarahSeeAndersen.tumblr.com)

Let's eat grandma!



Let's eat, grandma!

**PUNCTUATION  
SAVES LIVES!**

