Management

ELEVENTH EDITION

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LEARNING OUTCOMES

- **Define** the nature and function of communication
- **Compare** and contrast methods of interpersonal communication
- **Identify barriers** to effective interpersonal communication and how to overcome them
- **Explain how** communication can flow most effectively in organizations
- **Describe how** technology affects managerial communication and organizations
- **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.

- **Interpersonal Communication** - communication between two or more people.

- **Organizational Communication -** all the patterns, networks, and systems of communications within an organization.

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.

Functions of Communication (cont.)

- 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.

Interpersonal Communication

- **Communication process -** the seven elements involved in transferring meaning from one person to another.

- **Noise -** any disturbances that interfere with the transmission, receipt, or feedback of a message.

Interpersonal Communication (cont.)

- **Message -** a purpose to be conveyed.
- **Encoding -** converting a message into symbols.
- **Channel -** the medium a message travels along.
- **Decoding -** retranslating a sender's message.

Exhibit 15-1: The Interpersonal Communication Process
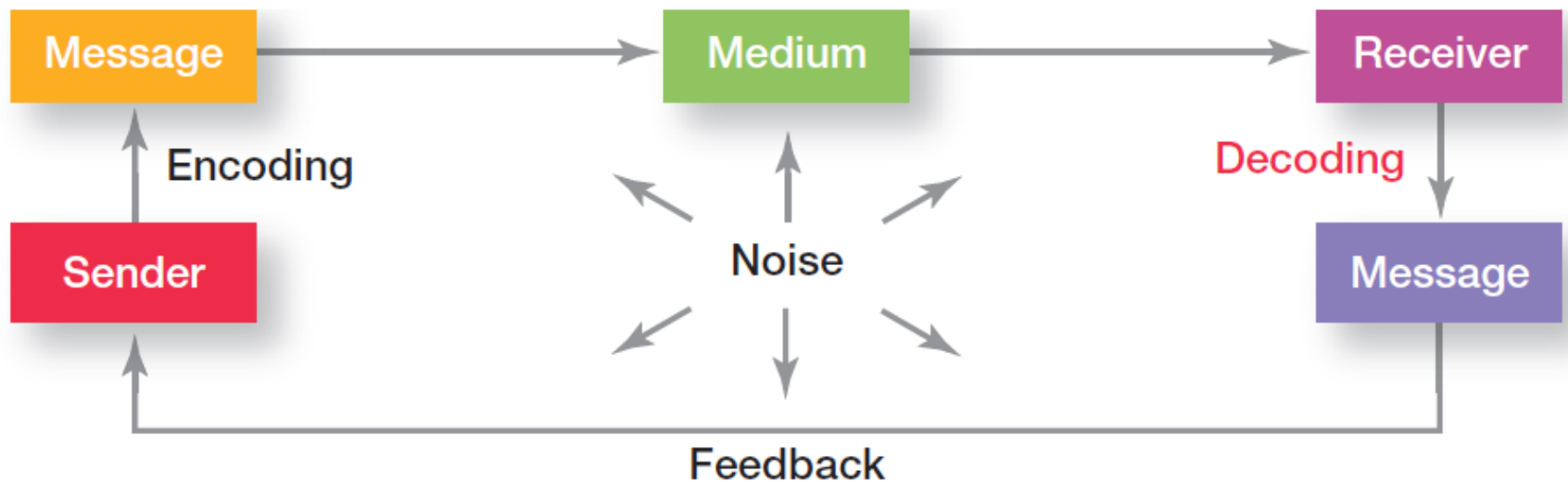
Nonverbal Communication

- **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.

Exhibit 15-2: Comparison of Communication Methods

High Feedback Potential

- Face-to-face
- Telephone
- Computer conference

High Complexity Capacity

- Face-to-face

High Breadth Potential

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

High Confidentiality

- Face-to-face
- Voice mail

Low Feedback Potential

- Publications

Low Complexity Capacity

- Bulletin boards

Low Breadth Potential

- Postal mail
- Audio-videotapes

Low Confidentiality

- Publications
- Bulletin boards
- Audio-videotapes
- Teleconference

Exhibit 15-2: Comparison of Communication Methods (cont.)

High Encoding Ease

- Face-to-face
- Telephone

High Time-Decoding Ease

- Face-to-face
- Telephone
- Hotlines
- Voice mail

High Space Constraint

- Face-to-face
- Group meetings
- Formal presentations

Low Encoding Ease

- Publications

Low Time-Decoding Ease

- Memos
- Postal mail
- Fax
- Publications

Low Space Constraint

- Memos
- Postal mail
- Fax
- Publications
- Voice mail

Exhibit 15-2: Comparison of Communication Methods (cont.)

High Cost

- Group meetings
- Formal presentations
- Videoconference

High Personal Warmth

- Face-to-face

High Formality

- Postal mail
- Publications

Low Cost

- Bulletin boards

Low Personal Warmth

- Memos
- Bulletin boards

Low Formality

- Face-to-face
- Telephone
- Voice mail

Exhibit 15-2 Comparison of Communication Methods (cont.)

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

- **Filtering -** the deliberate manipulation of information to make it appear more favorable to the receiver.

- **Information overload -** occurs when information exceeds our processing capacity.

- **Jargon -** specialized terminology or technical language that members of a group use to communicate among themselves.

Active Listening

- **Active listening -** listening for full meaning without making premature judgments or interpretations.

Exhibit 15-3: Active Listening Behaviors

Active Listeners

- Don't interrupt
- Show empathy
- Paraphrase what's been said
- Show interest by making eye contact
- Avoid distracting actions or gestures
- Ask questions
- Exhibit affirmative head nods and appropriate facial expressions

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.

- **Upward communication -** communication that flows upward from employees to managers.

- **Lateral communication -** communication that takes place among any employees on the same organizational level.

Direction of Communication (cont.)

- **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.

- **Grapevine -** the informal organizational communication network.

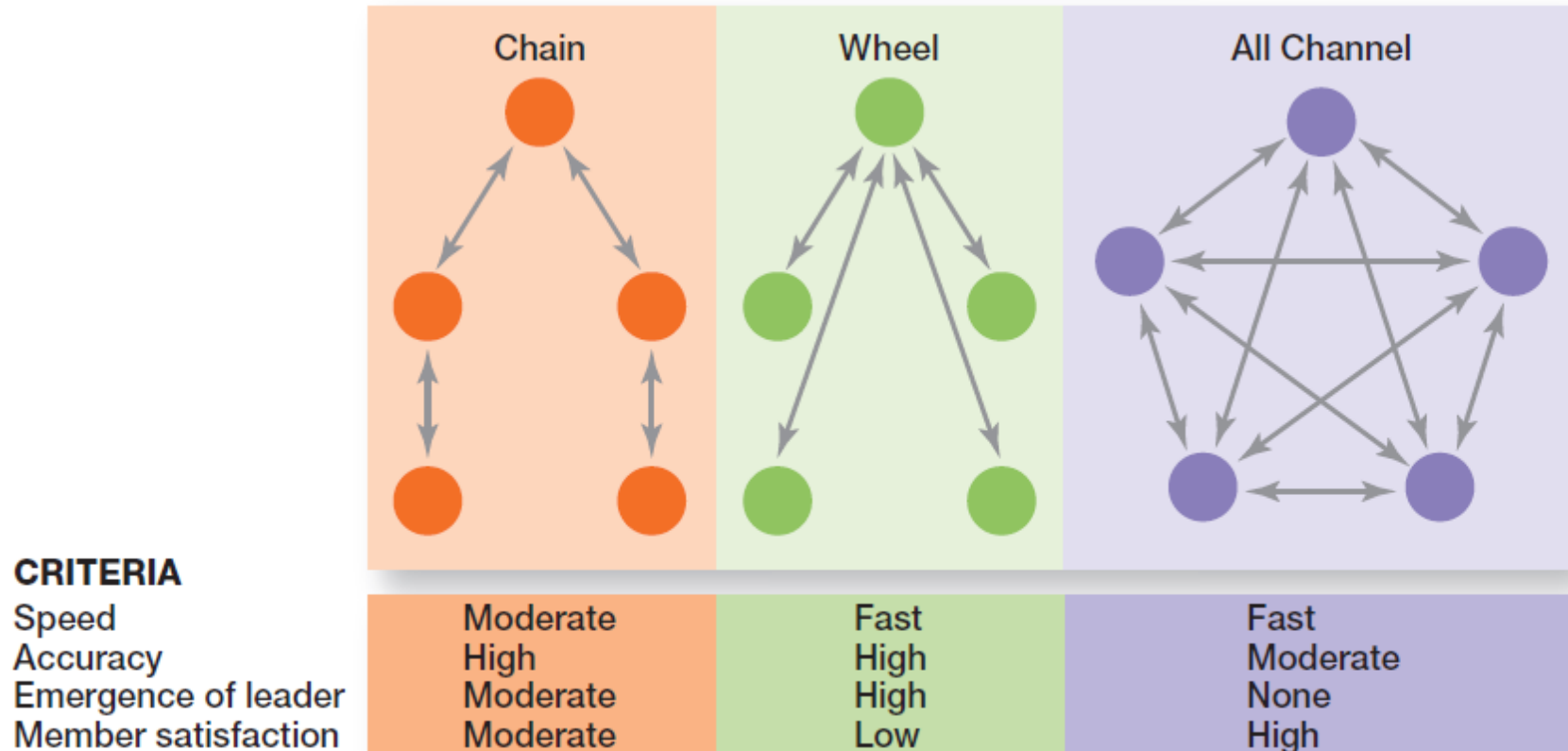# Exhibit 15-4: Organizational Communication Networks

CRITERIA	Chain	Wheel	All Channel
Speed	Moderate	Fast	Fast
Accuracy	High	High	Moderate
Emergence of leader	Moderate	High	None
Member satisfaction	Moderate	Low	High

Exhibit 15-5: 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).

Workplace Design and Communication

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

Ethical Communication

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

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.

Terms to Know

- communication
- interpersonal communication
- organizational communication
- message
- encoding
- channel
- decoding
- communication process
- noise
- nonverbal communication
- body language
- verbal intonation
- filtering
- selective perception
- information overload
- jargon
- active listening
- formal communication
- informal communication
- downward communication
- upward communication

Terms to Know (cont.)

- lateral communication

- diagonal communication

- communication networks

- grapevine