

17/6/22

Module - 4

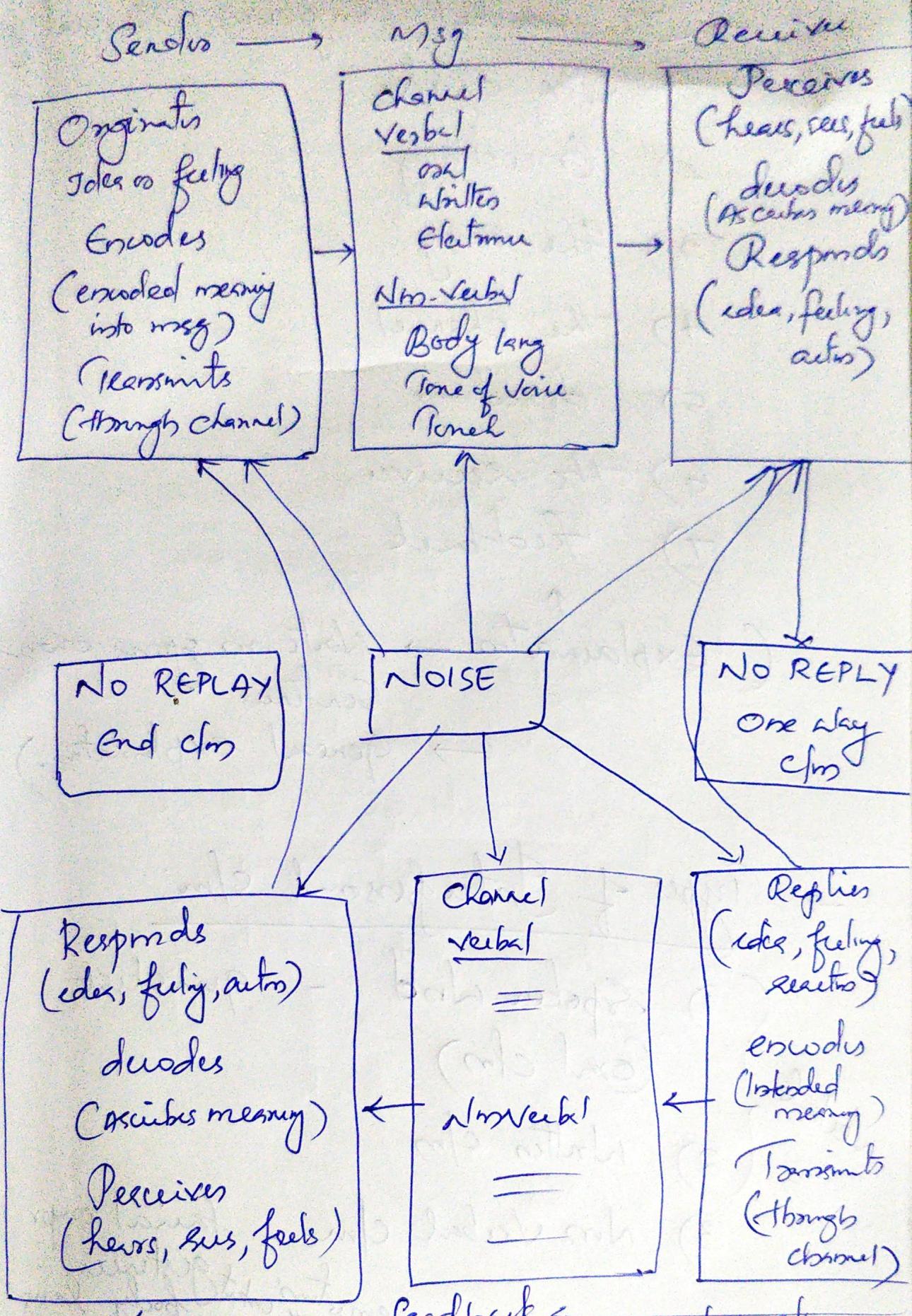
Communication

→ Definition:

- involves transmission and receipts of messages.
- As communicators, people use symbols to create messages
- People use msg/messages to represent what they see, feel or experience.
- c/m involves people, at least 2 - one to transmit the msg (Send) and another to receive the msg (Receive)

→ Interpersonal c/m:

The Process of Interpersonal c/m are:



→ The model comprises several parts

- 1) The Sender
- 2) Encoding
- 3) The msg
- 4) the channel
- 5) decoding
- 6) the receiver
- 7) feedback

(Explanations → Write in your own
sentences
→ General explanations)

→ Types of Interspersonal com:

- Verbal {
- 1) Spoken word - quickest
(oral com)
 - 2) written com
 - 3) Non Verbal com - facial expr
emotions, eye contact, gestures
body lang.

→ Total impact of a msg is a function of
the foll.

$$\boxed{\text{Total impact} = .07 \text{ Verbal} + .38 \text{ vocal} + \\ \text{up to } 1.0 \text{ visual} + .55 \text{ facial}}$$

is built into the message as a

variable divided from between

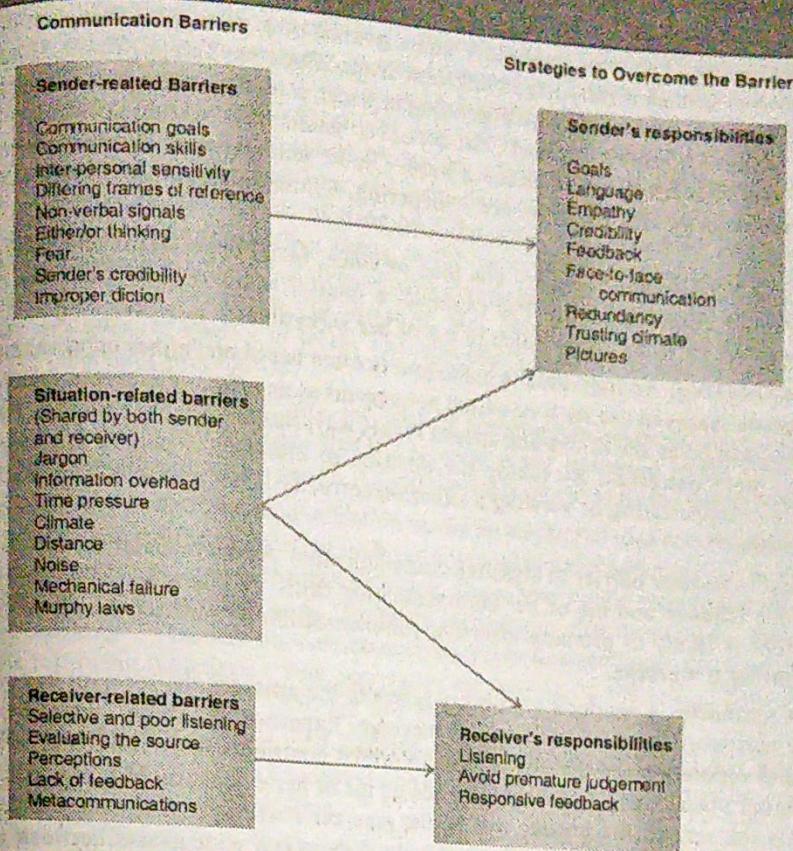
→ Barriers to effective com

1) Sender related Barriers:

2) Receiver related "

3) Situation related " " " "

FIGURE 19.2
COMMUNICATION BARRIERS



The following communication barriers are caused by or related to the sender.

Communication Goals: There must be some goal or objective in communication. This goal provides the sender with the basis for formulating the message. Lack of such a goal can lead to formulation of incoherent messages.

Communication Skills: Communication skills refer to clarity of thought, correct word usage, grammatical accuracy, proper delivery of messages, correct spelling or pronunciation, and proper organisation of sentences or speeches. Absence of these make it difficult for the receiver to understand the message clearly.

Interpersonal Sensitivity: Lack of interpersonal sensitivity is another reason why communication may fail to achieve its goal. The sender may convey the message clearly and correctly to the receiver but fails to get intended results because the message does not motivate the receiver to respond positively. Insensitive individuals often use a language which is offensive to the receivers. They are also indifferent to the needs and feelings of others.

Key Term: **Downward Flow:** This travels from the upper levels of an organisation to the lower levels. Job instructions and directives, feedback on individual performance, policies and practices and statements of mission are the contents that flow downward. The purposes of downward communication are to advise, inform, direct, instruct, and evaluate employees and to provide organisational members with information about goals and policies.

Differing Frames of Reference: Effective communication requires that the encoding and decoding process be based upon a common field of experience. Lack of shared experience may result in miscommunication.¹⁹

Improper Diction: The way the sender utters a word or a phrase is, often, not clear to the receiver. English is spoken differently in different states. There are Telugu, Tamil, Hindi, Bengali and Malayalam accents to the language depending in which state the language is being spoken. For many people 'school' becomes 'ischool', 'statistics' is 'istatistics', 'which' is 'wuch', 'Mahatma' is 'Magatma' and 'Canara Bank' is 'Kanara Bank'. Some senders speak in a low pitch — in fact they do not seem to be talking, they are whispering. Communication obviously fails in such circumstances.

Inconsistent Non-verbal Signals: The tone of voice, facial expressions and bodily postures can help or hinder communication. For example, a quarrel at home may make the boss shout unnecessarily or speak in an angry voice to his or her subordinates at work.

Either or Thinking: An individual's behaviour is often based on "either or" thinking. Early in one's life a person learns to use such so-called polar terms as near/far, objective/subjective, black/white, that/this, and he or she thinks and speaks in this way. But most of the things do not conform to these convenient extremes. By taking the position of either-or, a person is committed to a position where compromising or viewing a situation correctly is not possible. This places rigidity in communication.²⁰

Fear: Fear is another barrier to effective communication. A person under the influence of fear is likely to lose balance and his or her communication skills will be affected adversely. On the other hand, fear is likely to promote effective communication by making the sender more alert while transmitting a message.

Sender Credibility: A sender's credibility refers to the attitudes the receiver has towards the reliability or trustworthiness of the sender's message. Expertise, reliability, intentions, warmth, dynamism, and reputation are the characteristics which contribute to credibility. The amount of faith the receiver places on the message depends on his or her evaluation of the sender. The more receiver trusts the sender, the greater will be the receiver's willingness to listen to the sender's messages. No receiver will take a sender seriously if there is a wide chasm between what he or she preaches and he or she practises.²¹

Receiver Related Barriers: The receiver is responsible for effective communication as much as the sender is. Communication will be effective when the receiver evinces keen interest in the message transmitted and provides a feedback to the sender. If the receiver fails to do this, poor and ineffective communication results. Barriers related to the receiver are as follows:

Selective and Poor Listening: Selective listening refers to the people's tendency to hear only what they want. We are likely to listen to what we like to listen to and disregard information that creates cognitive dissonance or is threatening to our self-esteem. We try to ignore information that conflicts with established beliefs or values.

Poor listening also distorts communication. There are six bad habits that prevent effective listening: (1) faking attention, (2) listening too hard for the small details that major points are missed, (3) refusing to listen when the subject-matter is difficult, (4) dismissing a subject prematurely as uninteresting, (5) criticising the delivery or physical appearance of the sender, and (6) yielding to distractions.

Key Term: *Upward Communication:* This flows upward from employees down the line to the people at the top of the hierarchy. The major contents of upward flows include suggestions, grievances, complaints, feedback on progress, requests for assistance and individual reactions to work and non-work issues.

Evaluating the Source: The receiver has a tendency to evaluate the sender and not the message. If the receiver says, "I don't like the person" or "I don't like what the person is saying". The messages hardly reaches the receiver.

Perceptions: The receiver's perceptions — stereotyping, projection and halo effect — make communication ineffective. *Stereotyping*, as was explained in Chapter 8, refers to the tendency to categorise people into a single class on the basis of some trait. Typing the sender with others on a common trait, the receiver loses objectivity and openness which are essential for effective communication. *Projection* is a perceptual process by which we try to attribute our own thoughts and feelings to others. Projection interferes with accurate comprehension of communication because people only perceive mirror images of their own thoughts, not the actual images trying to be conveyed by others.²² The *halo effect* refers to the process of forming opinion based on one element from a group of elements and generalising that perception to all other elements. The good attendance record of an employee, for instance, may cause positive judgement of his or her productivity, attitudes, or quality of work. The halo effect is likely to distort communication by colouring the receiver's perceptions.

Lack of Responsive Feedback: Non-response, or inappropriate response discourages the sender of the message. A non-response means that the receiver is not interested in the message, and it is difficult to communicate with such a person. An appropriate response hurts the sender's ego or feelings.

Metacommunication: Metacommunication means an additional idea accompanying every idea that is expressed. The following incident involves a typical metacommunication: A superintendent and his foreman were standing at the latter's office. Upon hearing the girls in the office burst into loud laughter, the superintendent said, "The girls seem happy this morning — the way they are talking and laughing". That was his communication. From this sentence, the foreman got one or more of the following messages, "Your secretaries are loafing on the job", "Your secretaries do not take their work seriously", "You are not exercising proper control". Later, the foreman reprimanded the girls and changed their working stations (at the expense of good morale).²³

The receiver is more likely to concentrate on the metacommunication than on communication itself. This results in miscommunication.

Situation Related Barriers: Several communication barriers are attributed to factors other than the sender and the receiver. These barriers are explained below:

Jargon: Jargon means unintelligible or meaningless talk or writing, familiar only to a group or profession. It is full of special words known only to the members of a group. Each profession has its own jargon or special vocabulary. When it is used outside the group, it becomes unintelligible.

The following story clearly brings out how jargon acts as a barrier to effective communication.

An American plumber wrote to the Bureau of Standards in America saying that he found hydrochloric acid good for cleaning clogged drains. He wanted to know whether he was doing the right thing. The Bureau replied: "The efficacy of hydrochloric acid is indisputable, but the corrosive residue is incompatible with metallic permanence". The plumber wrote back and said he was happy that they agreed. The Bureau wrote again: "We cannot assume responsibility for the production of toxic and noxious residues with hydrochloric acid and suggest that you use an alternative procedure". The plumber wrote again saying how happy he was that they agreed with him. Finally, the Bureau wrote thus: "Don't use hydrochloric acid. It eats the hell out of pipes."

Well, the plumber didn't use it. The plumber understood when it was written in plain English. He had not understood earlier as it was all written in jargon.

Key Term: Lateral Communication: Also called horizontal communication, lateral flow takes place between peers. It is needed to achieve co-operation among group members and between workgroups. In addition, Internal communication provides emotional and social support to individuals.

Information Overload: When receivers are bombarded with more messages than they can possibly handle, they experience communication overload. Because of this information overload, the receiver cannot accommodate a heavy load of message from the sender. Poor or miscommunication will be the result.

Time Pressure: Time pressure can cause poor communication by preventing the sender from providing adequate information to the receiver. As a result, communication may become relatively superficial, and this superficiality can adversely affect effective communication.

Communication Climate: The climate in which communication takes place influences its effectiveness. If communication takes place in an atmosphere of trust and confidence, it is likely to produce a positive response. If a message is incomplete, the receiver is likely to fill in the missing part with favourable interpretations. Conversely, if communication takes place in a climate where distrust prevails, even a well intended message can be negatively distorted.²⁴

Noise: Noise, as was shown in Fig. 19.1 affects communication adversely. Noise will disrupt, distort, or interfere with the receiver's ability to receive the messages accurately.

Distance: There will be delay in communication if the distance between the sender and the receiver is long. This is particularly true if the mode of communication is letter writing. Communication delayed is communication denied.

Mechanical Failure: The failure of mechanical equipment in disruption of communication is too clear for needing any elaboration.

Murphy's Laws on Communication: It is useful to quote the laws codified by the Murphy Centre for the Codification of Human and Organisational Laws. After extensive research, the Centre has codified certain laws relating to the communication. Two of them are:

1. Communication usually fails — except by chance.
2. If a message can be understood in different ways, it will be understood in just the way that does the most harm.

SUCCESSFUL MANAGER

SIX NON-VERBAL WAYS OF EXHIBITING YOUR LEADERSHIP POTENTIAL

1. Stand and sit using an exact posture. Avoid slouching.
2. When confronted, stand up straight. Do not cower.
3. Nod your head to show that you are listening to someone talk.
4. Maintain eye contact and smile at those with whom you are talking.
5. Use hand gestures in a relaxed, non-mechanical way.
6. Always be neat, well groomed, and wear clean, well-pressed clothes.

OVERCOMING THE BARRIERS

Barriers can be overcome if conscious efforts are made by both the sender and the receiver. The efforts shall be on the following lines:

Key Term: Organisational Silence: One of the debilitating features of contemporary organisations is that employees do not speak out when they have something — positive or negative to speak. "Why should I care" is the typical attitude of people. By keeping silent employees are damaging the interests of the organisation. Lack of transparency, and trust deficit are the reasons contributing to organisational silence.

- Organisational ch/m
- factors affecting influencing org. ch/m

① Formal channel of ch/m

- It is a means of ch/m that is endorsed and probably controlled by Managers.

eg: Newsletters, memos and reports and staff meetings

→ influence of ch/m in 2 ways.

- 1) formal channels cover an everwidening distance as org develop and grow.
- 2) The formal channels of ch/m can inhibit the free flow of info among org. level.

② Authority structure

- org structure has a ~~sizeable~~ great impact on clm effectiveness.
- status and power differences in the org help determine who comfortably clmte with them.

③ Job Specialisation

- Specialisation tends to separate people in org. by jobs are by nature, separate identifiable collections of activities.
- once people are separated, they can tend to develop their own interpersonal styles and acquire their own perspective abt org's goals and means to realise them.

④ Info. Ownership

- ↳ means that individuals possess unique info and knowledge abt their jobs

eg: A dept head may have a particularly effective way of handling conflict among emp.

c/m flows in org

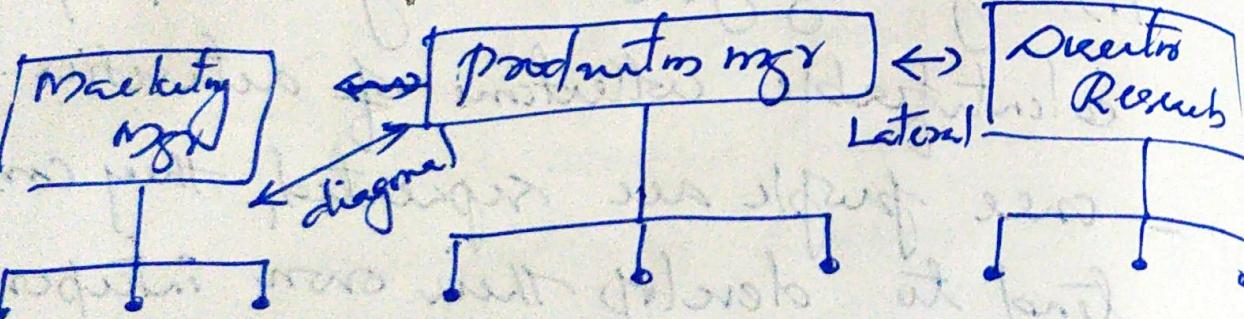
Chairman

↑ upward

MD

External

↓ downward



Downloaded flowing

- c/m flows upwards to superiors
- Primary purpose: to convey job related info to emp at lower levels.
- emp need this info to carry out

their jobs and to meet expectations of their superiors.

- Downward com → group meeting, budget, operational procedures, circulars, company publications.
- Upward flow (bottom-up flow)
 - provide feedback on how well the org is functioning
 - Lower level eng are expected to provide upward com abt their perf. and problems.
 - Upward com encourages eng to participate in decision making process and to submit valuable ideas.
 - also provides feedback on how well subordinates have understood downward com.