VERBAL COMMUNICATION-ORGANISATION

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VERBAL COMMUNICATION:

- It is the use of words and languages to interact between two or more individuals. It can be either oral or written.

- Hence speaking, listening, reading and writing are all classified under verbal communication.

- Since this type of communication elicits immediate feedback, in organizations, we make an extensive use of verbal communication.

ORGANIZATIONAL PRACTICES

- Based on organizational practices, communication can further be divided into

- internal and external, formal and informal, downward, upward and

  horizontal, diagonal and grapevine.

- Flow of information within the organization is known as **internal communication,** which may be either formal or informal in nature.
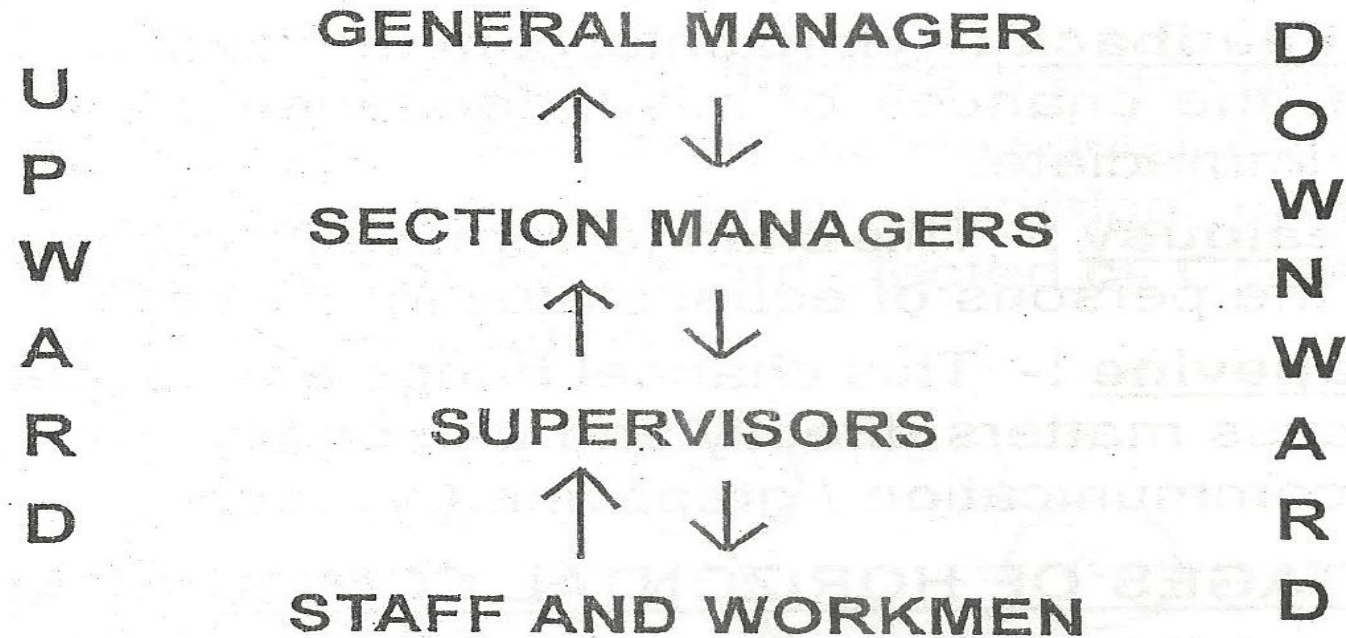
External Communication

- External communication takes place between two organizations, i.e., between the organization and others outside the organization.

- Formal communication is official communication, whereas, informal communication takes place within the formal organization, between the members.

- Downward communication is between the superiors and subordinates and upward communication is between the subordinates and the superiors.

- In the first case, the superiors communicate with the subordinates (Downward), while in the second case, subordinates communicate with the superiors (Upward).

- Horizontal communication takes place between two equals, i.e., between the persons working at the same level in organization.

- Diagonal communication takes place cutting across the hierarchical barriers.

- However, this is formal in nature.

- To take an example, direct communication from a field sales person to the vice president (HR) is diagonal in nature.

- Notice they are functionally apart and also hierarchically different.

- **Grapevine communication** is defined as more unofficial nature of communication, i.e., not from the official channels. It may be good or bad. Often managers deliberately make use of such communication mode, to understand the pulse of the workers on some possible change implementation programmes.

VERTICAL & HORIZONTAL COMMUNICATION

UPWARD

GENERAL MANAGER

↑ ↓

SECTION MANAGERS

↑ ↓

SUPERVISORS

↑ ↓

STAFF AND WORKMEN

DOWNWARD

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VERTICAL COMMUNICATION

HORIZONTAL COMMUNICATION

Lateral/Horizontal Communication

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- Communication that takes place at same levels of hierarchy in an organization is called lateral communication, i.e., communication between peers, between managers at same levels or between any horizontally equivalent organizational member. The advantages of horizontal communication are as follows:

- It is time saving;
- It facilitates coordination of the task;
- It facilitates cooperation among team members;
- It provides emotional and social assistance to the organizational members;
- It helps in solving various organizational problems;
- It is a means of information sharing; and
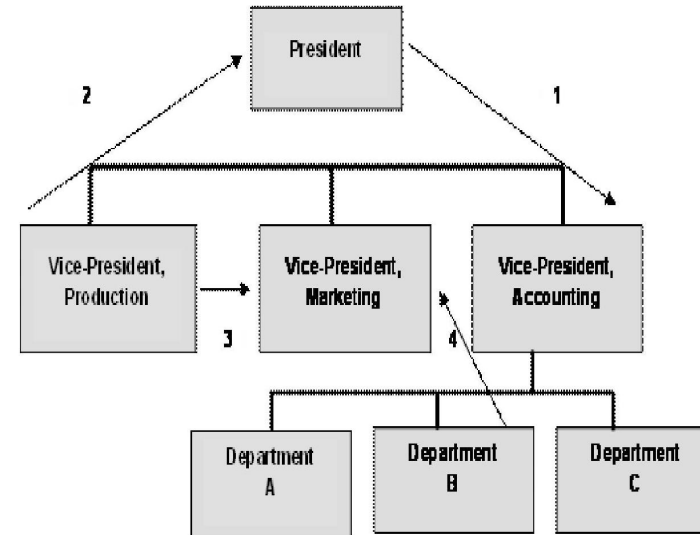- It can also be used for resolving conflicts of a department with other department or conflicts within a department.
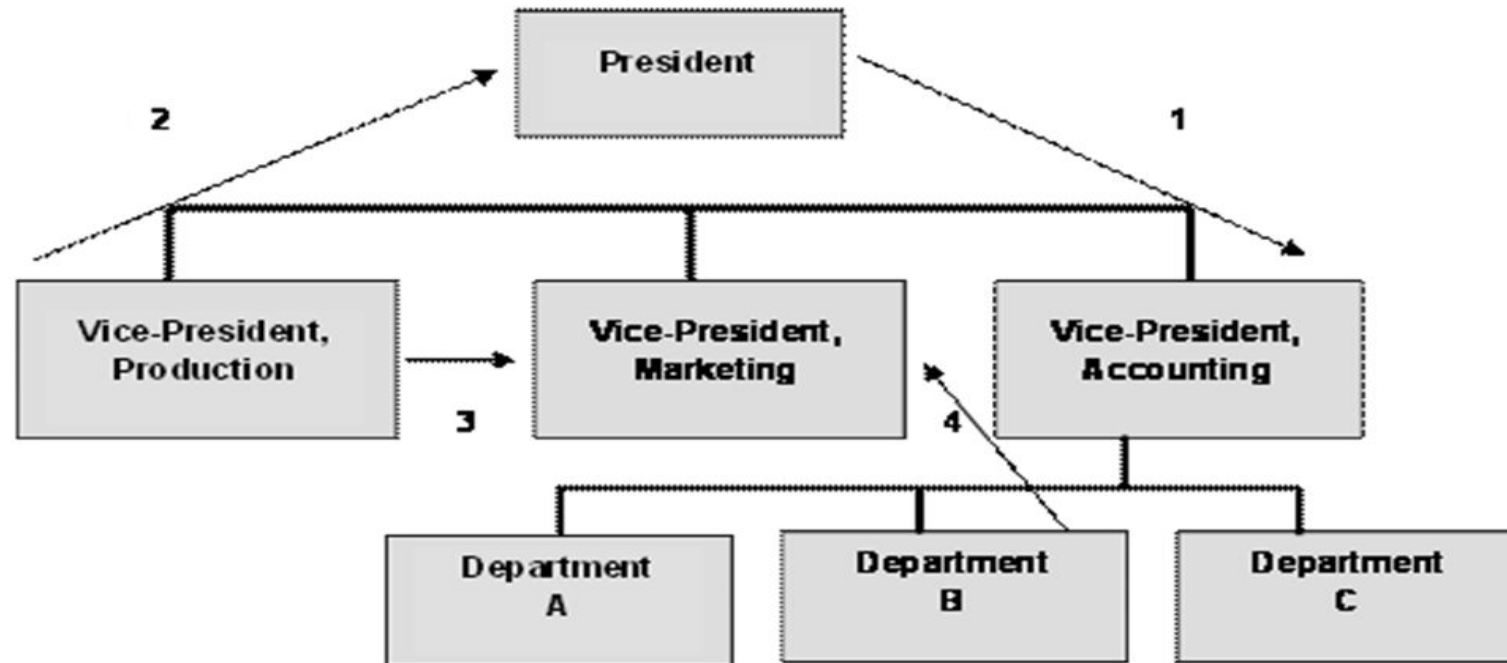
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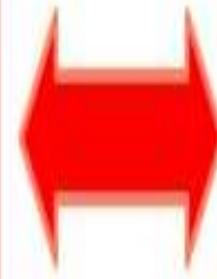
Lateral Communication
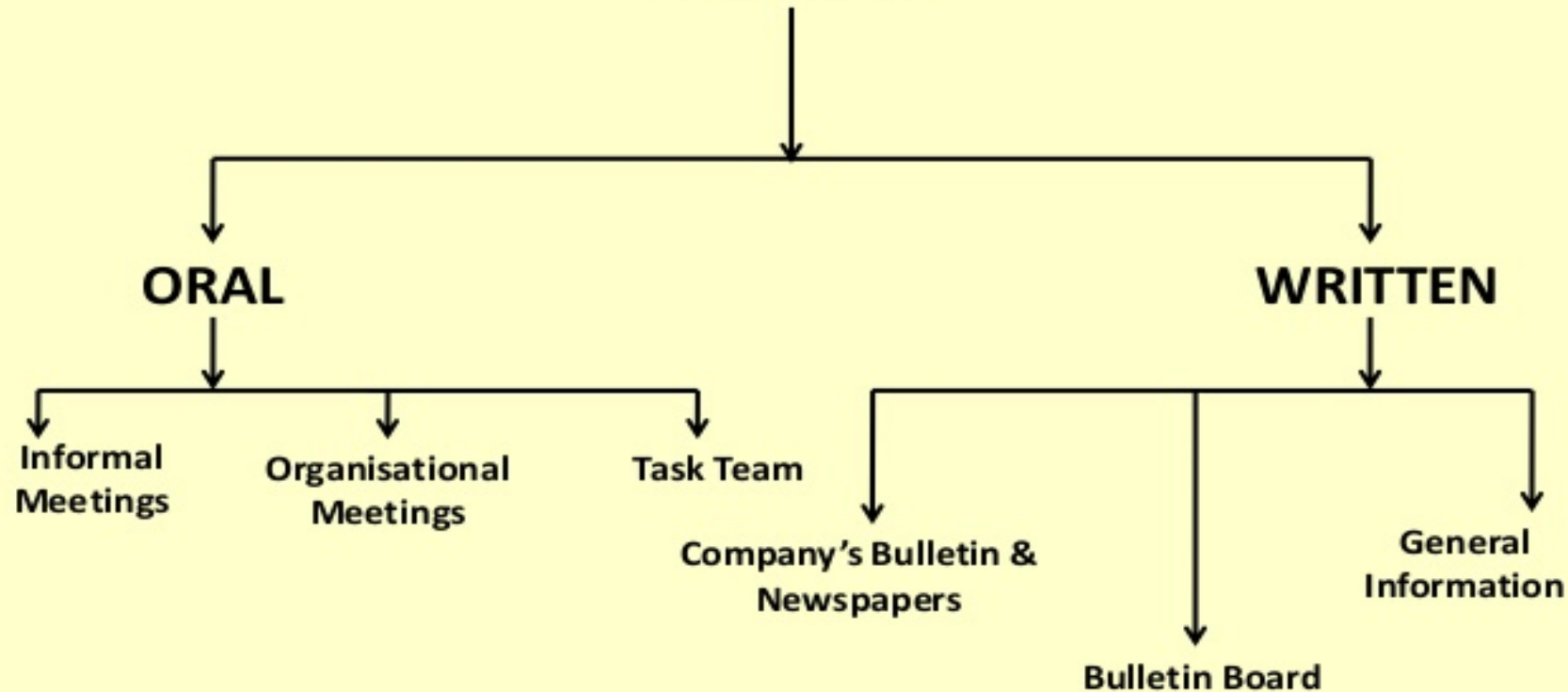
Diagonal communication

- Diagonal or cross-wise communication flows in all direction and cuts across functions and levels in an organization. For ex, when a sales manager communicates directly with the vice precedent, who is not only in a different division, but also at a higher level in the organization, they are engaged in diagonal communication. Though this type of communication deviates from the normal chain of command, there is no doubt that it is quick and efficient.

4.Diagonal/ Cross–wise Communication

President

2

1

Vice-President, Production

Vice-President, Marketing

Vice-President, Accounting

3

4

Department A

Department B

Department C

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Diagonal Communication : Forms

ORAL

WRITTEN

Informal Meetings

Organisational Meetings

Task Team

Company's Bulletin & Newspapers

Bulletin Board

General Information

WHAT'S GRAPEVINE?

- To hear something through the grapevine is to learn of something informally and unofficially (by means of gossip and rumour)

- Informal vehicle through which message flow throughout the organisation.

Grapevine Communication???

- Unstructured and Informal network.
- Formed on social relationship rather than organizational charts or job descriptions.
- Informal vehicle through which message flow throughout the organization.
- Called so because it stretches throughout the organization in all directions.
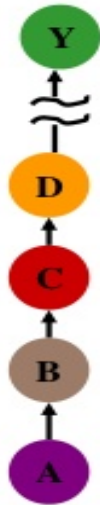- Term originated in 1860's during the American Civil War.

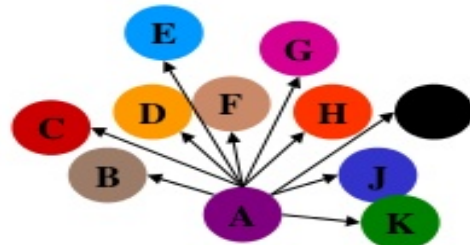# Examples of Grapevine Network of Communication

- Suppose the profit amount of a company is known. Rumor is spread that this much profit is there and on that basis bonus is declared.

- CEO may be in relation to the Production Manager. They may have friendly relations with each other.
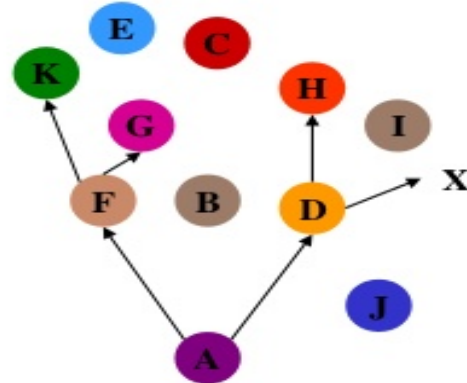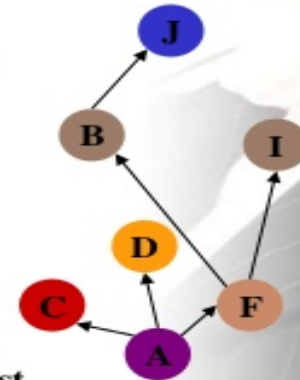
Grapevine Patterns

4 MAIN FEATURES OF EFFECTIVE COMMUNICATION IN ORGANIZATIONS

- Effective communication is the basic need of an organization. Since effective communication develops commonness of understanding about organizational issues, managers need to understand the communication dynamics.

- Some of the important features of effective communication are:

1. Common Frame of Reference:

- The sender and the receiver should interact at a common level of understanding.

- If managers communicate with their down-the-line people in their own perceived languages, they will never be able to achieve the results.

- We can actually understand this basic requirement from our family.

- We interact with the children in their perceived languages and symbols.

- Without common frame of reference it is quite unlikely to develop common level of understanding.

- Hence, the managers need to communicate in such a manner so that receivers of their **communication** can understand it.

- This we have also learned from the world-class corporate leaders, who prefer to talk to workers in their (workers') perceived way.

- To understand the common frame of reference, managers first need to understand the people around them and their behavioural pattern, interpersonal skills and knowledge base.

2. Mutual Congruence:

- Communication contents in organization should be of mutual congruence, i.e., it should be on common interest of both the senders and the receivers.

- Many organizational problems are now resolved adopting the goal congruence model.

- Often, the erring workers do not listen to the managers, unless the managers communicate, keeping in view their interest areas.

- In dealing with the collective bargaining issues, unions generally show reluctance to understand financial ratio to comprehend company's financial health; rather, they feel more interested in receiving the information in simple factual terms.

3. Compatibility in Communication Language:

- Delivering a lecture in English to workers in a training session, who are not comfortable with the language, serves no purpose.

- To make the training message clear, rather we have to communicate with workers in their own understandable language.

- Dr Ishikawa of Japan carried the message of quality, adopting statistical process control tools of Deming and Juran of USA, developing fish-bone diagram.

- Cascading the message of quality successfully to the workers' level, in their perceived style, helped Japan to excel in quality.

FISHBONE DIAGRAM

- Kaoru Ishikawa invented the fishbone diagram in the 1960s.

- He was a Japanese professor and a quality management innovator of his time.

- He used this tool for the first time when he worked with the Kawasaki shipyards in the quality management process.

- The fishbone diagram is also known as the Ishikawa diagram, as a tribute to its creator.

- A fish-bone diagram is one of the seven quality circles (QC) tools.

- It helps to visualize the potential causes in order to find the root cause of a particular problem.

- It helps to identify, analyze and improve quality issues.

- Sometimes, it can also be helpful to analyze what can go wrong - preventing future problems. It derives its name for its shape which resembles the side view of the skeleton of a fish.
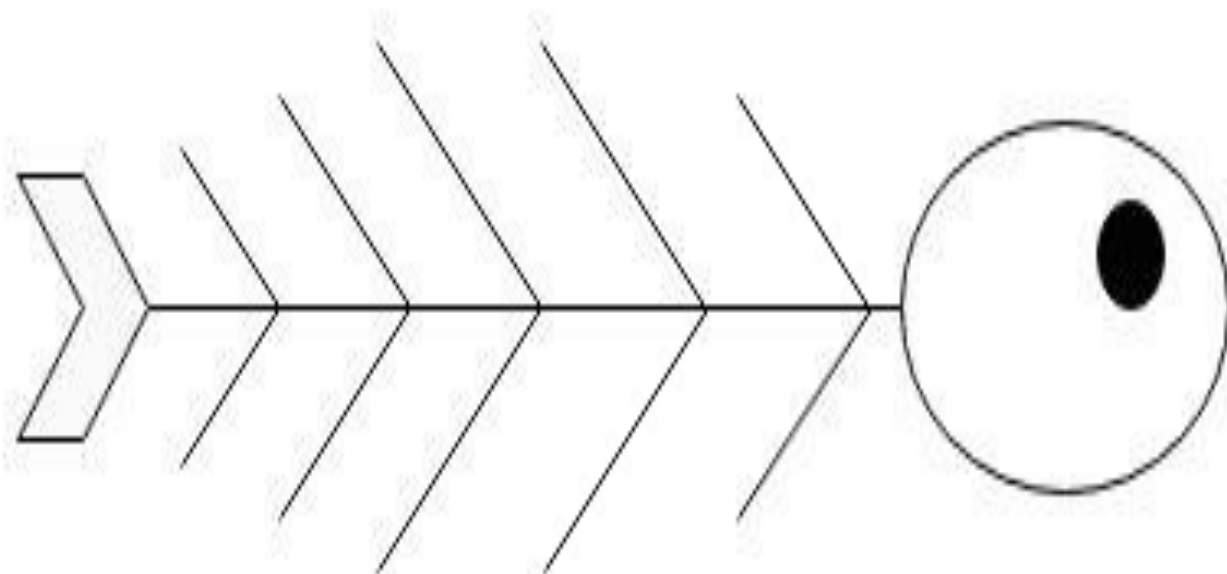
- The "head" of the skeleton depicts the problem or effect, which is usually shown on the right.

- The "bones" extend on the left to show the different causes.

- The ribs denote categories or classification of causes for the analysis, which branch out into causes and sub causes.

- The branching depends on the levels required under each classification.

- The company Toyota popularized a classification concept of 6 Ms. Sometimes it includes Management and Maintenance along with the categories mentioned below.

- The 6 general categories of analysis are:

-Man, Machine, Material, Method, Measurement, Mother Nature/ Milieu (Environment)

4. Compatible Environment:

- Compatibility in environment, i.e., communicating with people of similar background, ensures effectiveness of our organizational communication.

- A common environmental premise for communication develops in organization when both the sender and the receiver of communication are culturally, economically, professionally, demographically and interest-wise alike.

- For incompatibility in the environment of organizational communication, mangers always try to synchronize the premise with goal congruence model.

- Making the workers understand the threat of globalization and competition would be more effective, when we try to draw them to common interest areas, i.e., we all are at a stake, unless we together try to achieve the best.

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