**Chapter 9**

**Communication-** involves the sharing of information between two or more people to achieve a common understanding about an object or situation

**Encoding-** translating information into a message or signal sent through the **communication medium (**order of medium, from to richest to least- face to face, telephone communication, electronic messaging, personal written text, formal written text, formal numerical text),receives the medium and interprets it through **decoding**

**Feedback-** process through which receiver encodes the message received and sends it back. Networks differ in the way they are **centralized or decentralized**

**Downward communication-** comm. Form supervisor to subordinate; **upward comm-** from subordinate to supervisor; **horizontal comm.-** takes place between associates at each level

**Interpersonal comm-** direct nonverbal or verbal interaction between two or more active participants; **formal communication-** follows formal structure of organization; **informal comm.-** involves spontaneous interaction between two or more people

**Rumors-** unsubstantiated info. Or universal interest; **Gossip-** info. That is presumed to be factual and communicated in private or intimate settings

**Nonverbal communication-** facial communications and body language; shifts in pitch, long pauses before answering question, certain mannerisms, fleeting smiles

**Organizational barriers-** information overload- face higher uncertainty due to escalating change and turbulence in the environment, noise- anything that disrupts communication or distorts the message, time pressures- pressure associated with a deadline and constrain an individuals ability to communicate, network breakdowns- occurs frequently in large organizations because so much information flows through the networks, specialty area jargons- the confusion among specific terms between spcialist and their supervisors: common in large corporations, information distortion- the effect on information due to the influence of problems cited above, cross- cultural barriers- occur for two general reasons (lack of language fluency and lack of cultural fluency)

**Cultural fluency-** ability to identify understand and apply cultural differences and influence communication

**Individual Barriers-** differing perceptions, semantic differences, status differences, self-interest, personal space, poor listening skills

**Communication Audits-** examines an organizations internal and external communication to assess communication practices

**Communication climates-** the perception that associates have regarding to quality of communications within organizations

**Individual Actions-** Know your audiences, select an appropriate communication medium, know your audience- communicating with others is like communicating with yourself, select an appropriate communication medium, listen actively- people must actively and consciously listen to others in order to be effective communicators, **encourage feedback-** recipients repeat what they hear