



# TEAM INTERACTION

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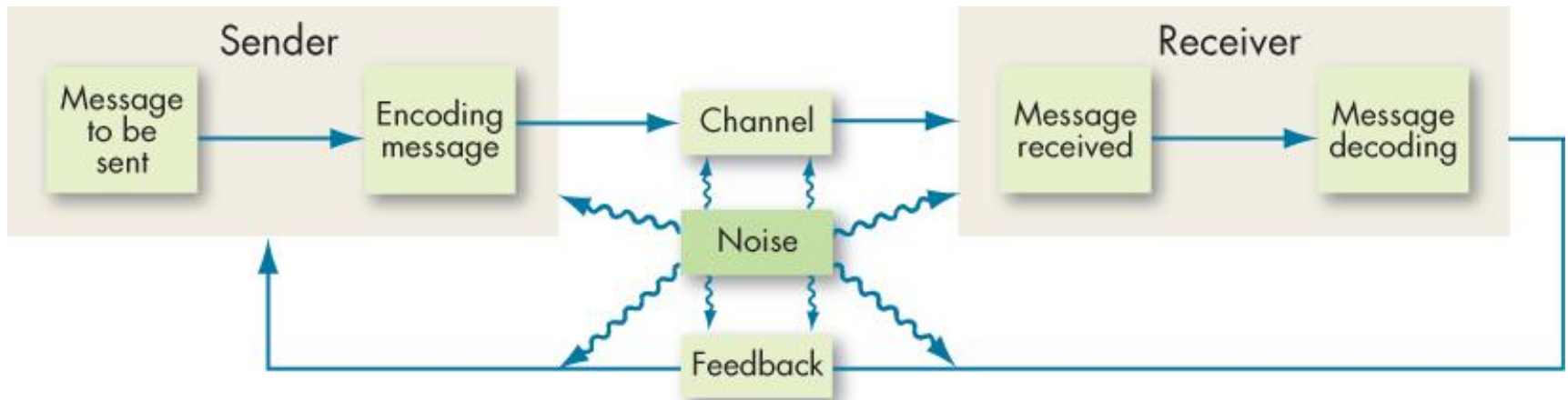


- **Communication** serves five major functions within a group or organization:
  - Management
  - Feedback
  - Emotional sharing
  - Persuasion
  - Information exchange

# The Communication Process



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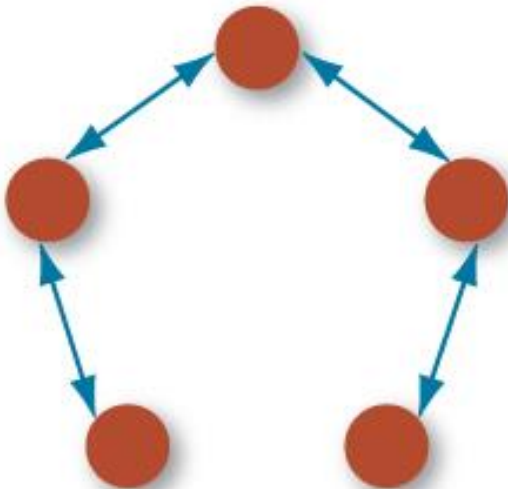


## Three Common Small-Group Networks

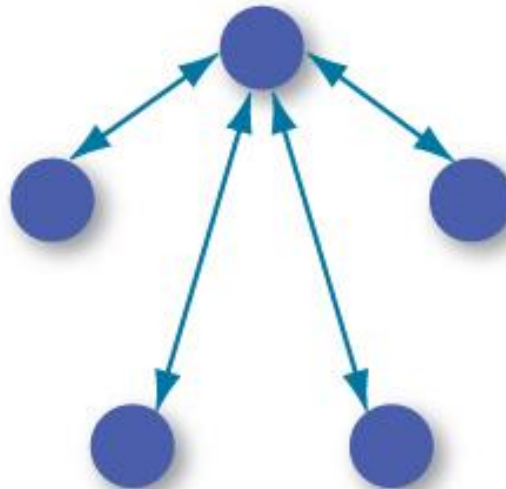


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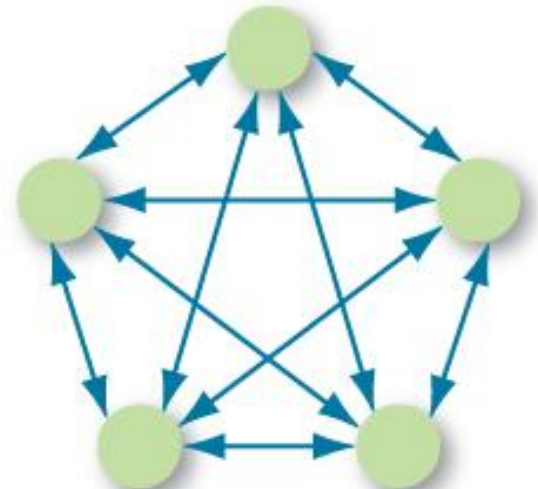
**Chain**



**Wheel**



**All channel**





<b>Criteria</b>	<b><i>Chain</i></b>	<b><i>Networks Wheel</i></b>	<b><i>All-Channel</i></b>
Speed	Moderate	Fast	Fast
Accuracy	High	High	Moderate
Emergence of a leader	Moderate	High	None
Member satisfaction	Moderate	Low	High



- The informal communication network in a group or organization is called the **grapevine**.
  - It gives managers a feel for the morale of their organization, identifies issues employees consider important, and helps tap into employee anxieties.



1. **Share** the information you have, and the information you don't—where there is good formal communication with much information, there is no need for rumors. When you don't know information that others are seeking, discuss when you will know and follow up.
2. **Explain**, explain, explain. As a manager, discuss what decisions are made and why they were made, as well as the plan going forward.
3. **Respond** to rumors noncommittally, and then verify for yourself the truths you can. Make certain to gather all sides of the story.
4. **Invite** employees to discuss their concerns, ideas, suggestions, thoughts, and feelings about organizational matters. Help them frame their thoughts into more objective viewpoints.



- **Oral Communication**

- The primary means of conveying messages. Speeches, formal one-on-one and group discussions, and informal rumor mills or grapevines are popular forms of oral communication.
  - Meetings
  - Videoconferencing and conference calling
  - Telephone





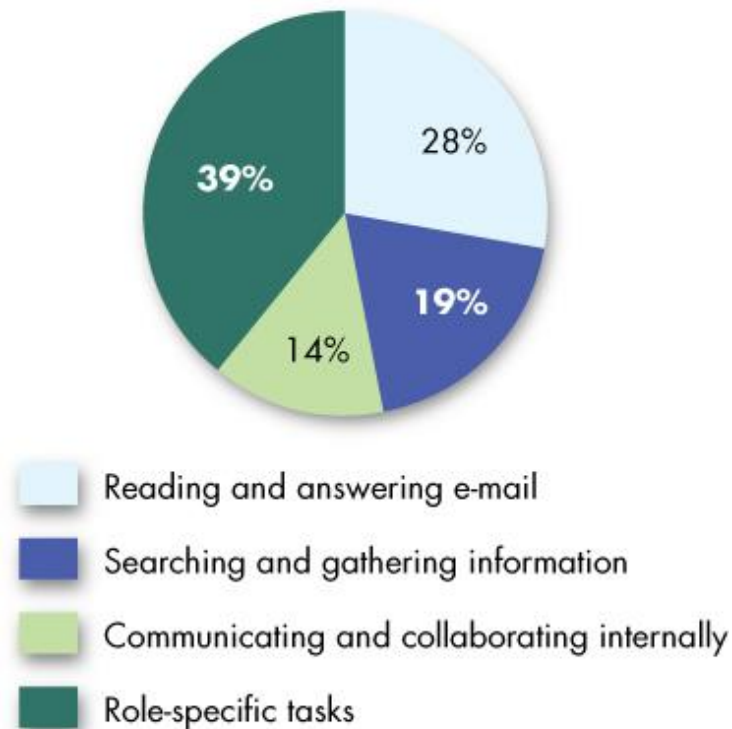
- **Written Communication**

- Letters
- PowerPoint
- E-mail
- Instant Messaging
- Text Messaging
- Social Media
- Aps
- Blogs

## Allocation of Time at Work for Managers and Professionals



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*Source:* Based on M. Chui et al., “The Social Economy: Unlocking Value and Productivity through Social Technologies,” McKinsey & Company, July 2012, [http://www.mckinsey.com/insights/high\\_tech\\_telecoms\\_internet/the\\_social\\_economy](http://www.mckinsey.com/insights/high_tech_telecoms_internet/the_social_economy).



- **Nonverbal Communication**

- Includes body movements, the intonations or emphasis we give to words, facial expressions, and the physical distance between the sender and receiver.
  - Body language can convey status, level of engagement, and emotional state.

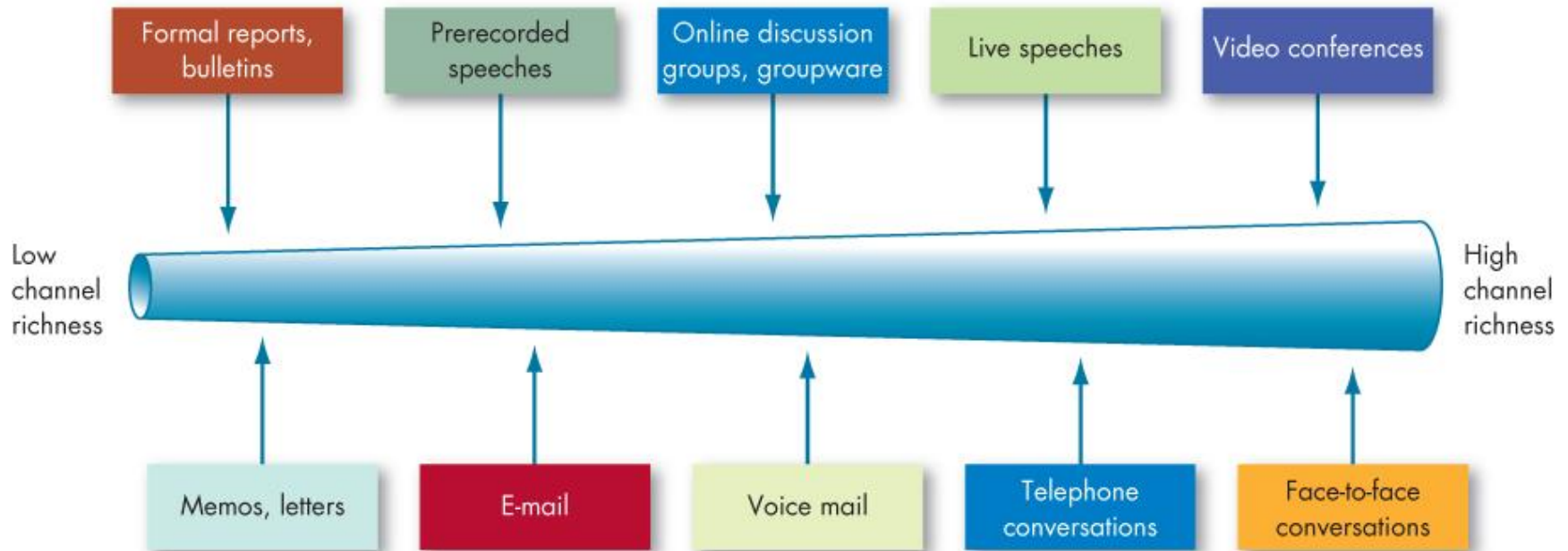
# Intonations: It's the Way You Say It!



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Change your tone and you change your meaning:	
Placement of the Emphasis	What It Means
Why don't I take <b>you</b> to dinner tonight?	I was going to take someone else.
Why don't <b>I</b> take you to dinner tonight?	Instead of the guy you were going with.
Why <b>don't</b> I take you to dinner tonight?	I'm trying to find a reason why I <b>shouldn't</b> take you.
<b>Why</b> don't I take you to dinner tonight?	Do you have a problem with me?
Why don't I <b>take</b> you to dinner tonight?	Instead of going on your own.
Why don't I take you to <b>dinner</b> tonight?	Instead of lunch tomorrow.
Why don't I take you to dinner <b>tonight</b> ?	Not tomorrow night.

Source: Reproduced in A. Huczynski and D. Buchanan, *Organizational Behavior*, 4th ed. (Essex, UK: Pearson Education, 2001), 194.



Source: Reproduced from R. L. Daft and R. A. Noe, *Organizational Behavior* (Fort Worth, TX: Harcourt, 2001), 311.



- Barriers to Effective Communication
  - **Filtering**
  - Selective perception
  - Information overload
  - Emotions
  - Language
  - Silence
  - **Communication apprehension**
  - Lying



- **Cultural Barriers**

- Caused by *semantics* – words mean different things to different people.
- Caused by word *connotations* – words imply different things in different languages.
- Caused by *tone differences*.
- Caused by *differences in tolerance for conflict and methods for resolving conflicts*.



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- **A Cultural Guide**

- Know yourself.
- Foster a climate of mutual respect, fairness, and democracy.
- State facts, not your interpretation.
- Consider the other person's viewpoint.
- Proactively maintain the identity of the group.





- Remember that your communication mode will partly determine your communication effectiveness.
- Obtain feedback from your employees to make certain your messages—however they are communicated—are understood.
- Remember that written communication creates more misunderstandings than oral communication; communicate with employees through in-person meetings when possible.
- Make sure you use communication strategies appropriate to your audience and the type of message you're sending.
- Keep in mind communication barriers such as gender and culture.

# Thank You

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