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| Business English |
| Communication In Organizations |
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- Effective communication lies at the heart of all successful organizations, people have to communicate to make anything happen. You need to communicate to :

1. Negotiate
2. Developing relationships
3. Motivations
4. Participating in meetings
5. Making presentations

- Broadly speaking, Communication is divided into two types : the spoken communication, and the written communication.
- The process of communication is relatively straightforward and can be represented in five steps :

1. The sender who has something to communicate.
2. Translates into words.
3. Receiver who hears or reads the words.
4. Interprets what the sender intended to communicate.

- Becoming more effective at communicating is about becoming more skilled at the process and more sensitive to the context.
- The first model of the communication was developed by **Claude Shannon** and **Warren Weaver** in 1949.

1. **Information source**
2. **Encoder**
3. **Channel**
4. **Decoding**
5. **Receiver**

- **Encoding the message** : Most of people focus on selecting the words to convey a message. In fact, it is even more important to be aware of the message that your body language and tone are giving.
- **Body language** : Non verbal communication covers all the ways in which we send messages to people when interacting with them that does not involve the use of words, it includes :

- ✓ **Facial expressions**
 - ✓ **Eye contact**
 - ✓ **Posture and gestures**
 - ✓ **Use of space and touch**
- Your body language will be sending messages every time you interact with other people, the more you tune in to other people's body language, the more effective you can become in interpersonal relationships.
 - **The words you choose** : most of the time we speak spontaneously often not knowing which words we are going to use until they are spoken. However, at work you often need to think through the main points you want to make to :
 - ✓ **Give structure to what you say.**
 - ✓ **Make sure you include all the points you want to make.**
 - **Choosing the channel** : Whether Verbal either group, phone, presentation.... Or, Written either Email message, print, publication ...
 - **Effective listening** : Listening is not the same as hearing.
 1. Stop talking, you can't listen if you are talking.
 2. Imagine the other person's viewpoint.
 3. Look, act and be interested.
 4. Stop talking, this is the first and last because all other techniques of listening depend on it.
 5. Observe non verbal behaviour.
 6. Listen between the lines for things left unsaid or unexplained. Ask about them.
 - **Listening openly and sending convincing messages** : people with this competence are listen well, seek mutual understanding and welcome sharing of information fully. And, deal with difficult issues straightforwardly, people who are skilled are effective in give and take, registering emotional cues in attuning their message.
 - **Communication is a two way process** : you can only be sure that communication has taken place if it becomes a two way process. Well, feedback from the reciever is returned to the sender to show that the message has been recieved.
 - In the 1950s, Eric Berne developed the theory of "**Transactional Analysis**", he believed that each person's personality is made up of the following states of mind :
 - ✓ **Adult**
 - ✓ **Parent**
 - ✓ **Child**

- Your state of mind will affect the body language you send with any verbal message as well as how you say it. Based on Berne's work, Thomas Harris explored the theory of OK life positions. The four main positions were :
 - ✓ I am OK / You are OK.
 - ✓ I am OK / You are not OK.
 - ✓ I am not OK / You are OK.
 - ✓ I am not OK / You are not OK.
- **Being Assertive** : Behaviour can be categorized into three types :
 - ✓ Assertive Behaviour.
 - ✓ Aggressive Behaviour.
 - ✓ Passive Behaviour.
- **Attitudes and Assumptions** : Our attitudes and the assumptions have a significant impact on how we communicate, everyone has their own personal belief and value system formed as a result of :
 - ✓ The way they live and were brought up.
 - ✓ The messages they receive from the media.
 - ✓ Knowledge or lack of it about a particular topic.
- **Trust at an organization level** : Organizational culture is a major influence on :
 - ✓ How organizations communicate.
 - ✓ What they communicate.
 - ✓ The effect of the communications.

"Culture is how things are done around here, it is what is typical of the organization, the habits, the prevailing attitudes, the grown up pattern of expected behaviour."

- **Becoming a more effective communicator you should :**
 - ✓ Know what you want to communicate.
 - ✓ Consider the needs of who you are communicating with.
 - ✓ Choose an appropriate method or channel.
 - ✓ Identify how you will get feedback.
 - ✓ Think about your audience.
 - ✓ Convey Conviction.
 - ✓ Shut up and listen.
 - ✓ Stay Conscious, think and plan.
 - ✓ Recognize the importance of storytelling.

- Section 3 looks at a variety of work situations which involve tailoring the communication process to meet specific objectives, it covers the skills involved in :
 - ✓ **Giving feedback.**
 - ✓ **Influencing.**
 - ✓ **Networking.**
 - ✓ **Negotiating.**
 - ✓ **Making a presentation.**
- **Giving feedback :** Giving feedback to your team should be an integral part of daily routine. It does not have to be formal, a few words of appreciation or encouragement can have a positive impact on motivation. Indeed, motivation is the inner drive that makes us do things. One theory about motivation was put forward by Maslow, he identified that people have the following needs :
 - ✓ The need to maintain our bodies with food and water.
 - ✓ The need to feel safe from danger.
 - ✓ Social needs, which include the need to feel we belong and are liked and loved.
 - ✓ The need to feel good about yourself.
 - ✓ The need to feel personal satisfaction from achievements.
- **Influencing :** An effective manager needs to be good at influencing people to be able to modify either attitudes or behaviours. Influencing involves being skilled at communicating.
- **Sources of power :** Physical power, Resource power, Position power, Expert power, Personal Power
- **Networking :** Networks are at the heart of most organizations and involve managers building up contacts outside the normal line management structure so informal conversations can help either or both parties, it leads to an informal reservoir of ideas, informations, advice, supports that can tap into. Networking is all about using opportunities around you so that :
 - ✓ **You can help others.**
 - ✓ **Others can help you.**
- **Negotiating :** is about reaching an agreement which is often a compromise. Two parties have different objectives, each party has to accept a different outcome to accommodate the other party's position.

"Negotiation is the skill of trading off differences to reach a win win agreement for both parties"

- The three models of leadership :

- Model 1 :

McGregor's Theory X and Theory Y



X

- Employees dislike working.
- Avoid responsibility.
- Have to be forced, controlled, and threatened to deliver what's needed.
- Need to be supervised at every step, with controls put in place.
- Need to be enticed to produce results, otherwise they have no ambition or motivation to work.



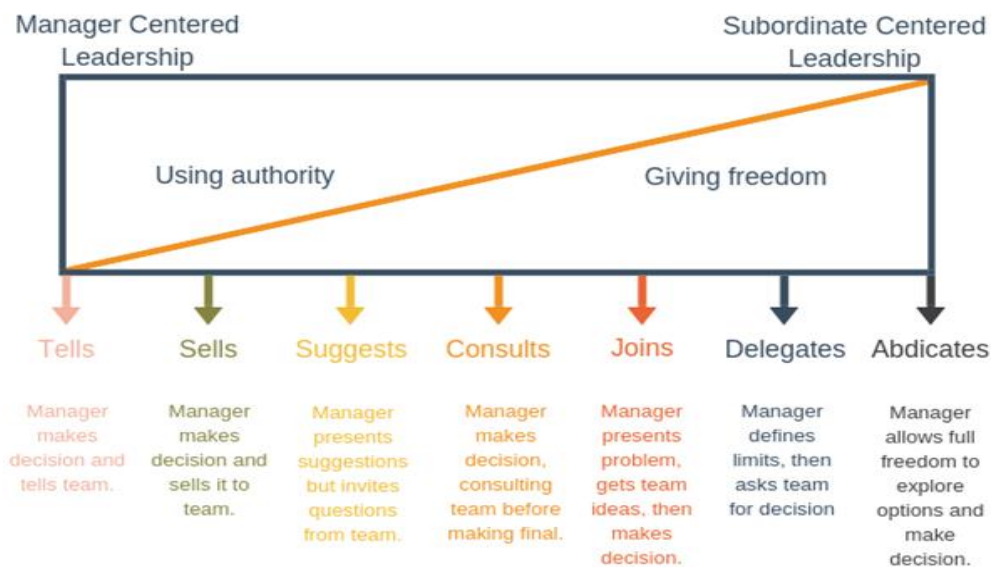
Y

- Employees are happy to work, self motivated and creative, and enjoy working with greater responsibility
- Take responsibility and are motivated to fulfill the goals they are given.
- Do not need much direction
- Seeks and accepts responsibility
- Consider work as a natural part of life and solves problems

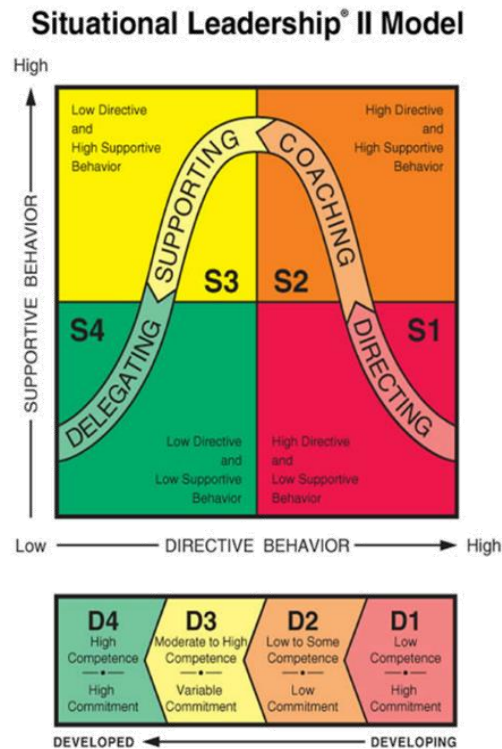
- Model 2 :

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Tannenbaum-Schmidt Leadership Continuum



3. Model 3 :



- **Delivering a presentation or briefing :** Delivering an effective presentation depends on good communication skills to engage the audience, it has become a two way process, you need to do the following :
 1. **Know what you want to achieve.**
 2. **Know your audience.**
 3. **Make it two way.**
- **Types of meetings :** The term « meeting » is a catch all term to describe anything from a brief exchange of ideas or information.
 1. Formal meeting
 2. Informal meeting
 3. Planned work meeting
 4. Decision making meeting
 5. Problem solving meeting
 6. Team building meeting
 7. Brainstorming meeting
 8. One on one meeting
 9. Check in meeting
- **Who's who in a meeting :** Meeting need someone to take control and lead them. This role of the "Chair" and involves the following :
 - ✓ Preparing for the meeting.
 - ✓ Running the meeting.
- **Meeting preparation :**

Preparation is the key to maximizing the effectiveness of a meeting, and after identifying the outcomes and the purpose of a meeting. You need to identify who should attend. You need people at a meeting who have :

- ✓ The knowledge and experience to contribute.
- ✓ The skills to be constructive.
- ✓ The motivation to want to see the outcomes.
- ✓ The authority to make decisions.
- ✓ A need to be informed.

- **Leading meeting** : If your role is to lead a meeting, whether or not you are in the formal role of the chair, you need to make sure that :

- ✓ All participants can contribute and that there is constructive discussions
- ✓ The agenda is followed within time constraints.
- ✓ You set the framework by opening the discussion, summarizing the main points and ensuring action points are agreed.

- **Managing a discussion** : During meetings participants will discuss matters, and it is easy for participants to enjoy discussing and forget the purpose of the meeting. Therefore, your role is to control the discussion.

- **Creativity in meeting** : meetings can give an opportunity to think creatively. Allowing a group of people to think laterally and generate ideas can either :

- ✓ Reaffirm that the planned approach is the best one or
- ✓ Introduce new approaches or methods of solving issues.

- ✚ Consider using creative activities in meetings such as :

1. Group thinking.
2. Six thinking hats.
3. Mind mapping.

- ✚ Minutes are a record of what happened during a meeting, they ensure everyone has the same understanding and highlight action points are agreed.

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