

Communication

Refers to the transmission of information from a sender to a receiver, via a given medium.

Two-way communication involves some kind of feedback from the receiver back to the sender

Communication must include both the transfer and the understanding of meaning.

Communication in the Workplace

- Not very different from regular communication process-wise
- Communication skills crucial to success
 - -Empathy: putting yourself into someone else's shoes
- Not just for the organisation, but for each individual/employee

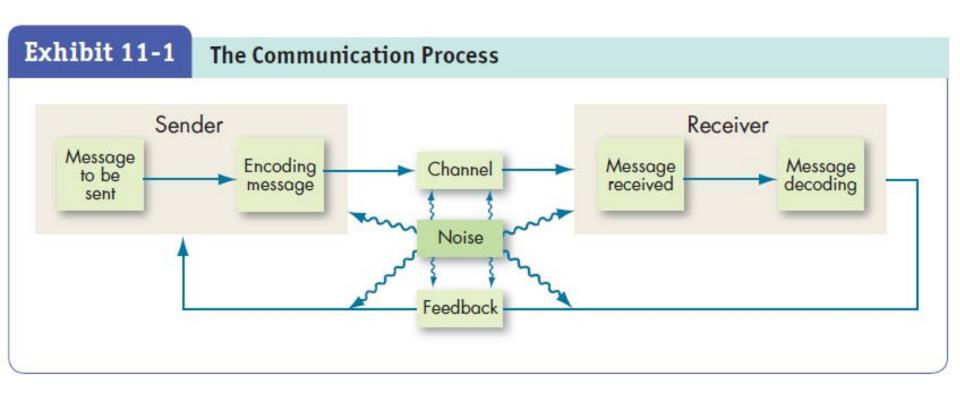
The Communication Process

The steps between a source and a receiver that result in the transfer and understanding of meaning.

The key parts of this model are:

- (1) the sender (2) encoding, (3) the message, (4) the channel,
- (5) decoding, (6) the receiver, (7) noise, and (8) feedback.

The Communication Process



The Communication Process

COMMUNICATOR 1	COMMUNICATOR 2	
Senses a communication need	Receives the message	
Defines the problem	Interprets the message	
Searches for possible solutions	Decides on a response	
Selects a course of action (message type, content, style, format, channel)	May send a response	
Composes the message		
Delivers the message		

Communication Process Channels

Formal Channels: Communication channels established by an organization to transmit messages related to the professional activities of members.

Informal Channels: Communication channels that are created spontaneously and that emerge as responses to individual choices.

Direction of Communication

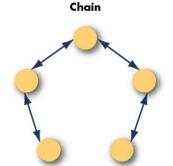
- Downward communication
 - -Goals, instructions, policies, procedures feedback
 - -Must explain decision
 - -Frequently and with variety
- Upward communication
 - -Feedback, report progress, relay problems
 - -Idea of how to improve conditions
- Lateral communication
 - -Save time and facilitates coordination
 - -Can benefit the organisation

Organizational Communication Process

- Formal small group networks
- •The Grapevine
- Electronic communications
- Instant messaging
- Networking software
- Blogs
- Video conference

Formal Small-Group Networks

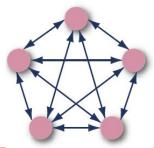
- •Chain:
 - -Rigidly follows the chain of command
 - -Accuracy
- •Wheel:
 - -Relies on a central figure to act as the conduit for all communication
 - -Team with a strong leader
- •All Channel:
 - -All group members communicate actively with each other
 - -Self-managed teams
 - -High member satisfaction





Wheel





Small Group Network Effectiveness

TYPES OF NETWORKS

Criteria	Chain	Wheel	All Channel
Speed	Moderate	Fast	Fast
Accuracy	High	High	Moderate
Emergence of a leader	Moderate	High	None
Member satisfaction	Moderate	Low	High

The Grapevine

- Three Main Grapevine Characteristics
 - 1. Informal, not controlled by management
 - 2. Perceived by most employees as being more believable and reliable than formal communications
 - 3. Largely used to serve the self-interests of those who use it
- Results from:
 - Desire for information about important situations
 - Ambiguous conditions
 - Conditions that cause anxiety
- Insightful to managers
- Serves employee's social needs

Reducing Rumors

- 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. 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.

Modes Communication

Oral communication

- -Chief means of communication
- -Speeches, discussions, grapevine
- -Advantage: speed and feedback
- -Disadvantage: when it passes through multiple people

Meetings, Videoconferencing and Conference Calling, Telephone

Modes Communication

Written communication

- -Advantages
 - •Tangible and verifiable
 - Recordable and storable
 - Important for complex and lengthy problems
 - More time, hence more thought out
- -Disadvantages
 - •Time-consuming
 - No immediate feedback

Letters, PowerPoint, E-Mail, Instant Messaging, Text Messaging, Social Media Websites, Apps, Blogs, Apps, Blogs, Others

Modes Communication

Non-verbal communication

- -Body movements, intonations, words, facial expressions, physical distance between sender and receiver
- -Important to look for non-verbal cues as well as literal meaning

body movements, facial expressions

Tips on Writing Better Emails

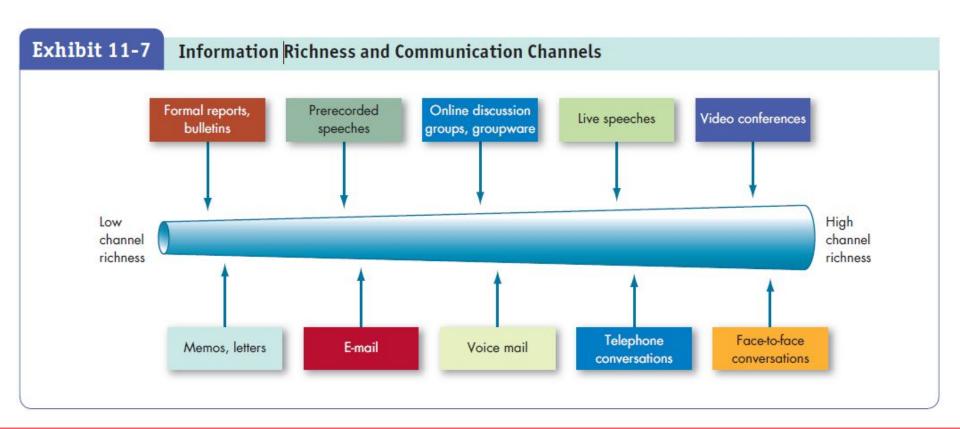
Whitmore offers the following advice:

- 1. Don't skip the subject line, but make it short and topic-related.
- 2. Give a greeting/salutation. "Dear" and "hello" are good starting points. In later exchanges, "hi" may be appropriate. Use the person's name. "Err on the side of being more formal" in your greeting and the body of the e-mail, Whitmore advises. Same for your closing; "Best regards" is more formal.
- 3. Keep sentences, paragraphs, and thoughts short. Use bullet points when possible.
- 4. However, don't be curt. "No one can see your facial expressions or hear your tone of voice, so the only way they're gauging your emotions is the tone that you use in that email," she said.
- 5. Don't use text language. "Even if you've just graduated from college and you're now out in the workforce," Whitmore observed, "remember that a lot of your clients may be baby boomers. It's important for you to stay professional."
- 6. Check your spelling. Check it again.
- 7. When people write back, reply within 24 hours. "Even if you don't have an answer for someone, reply anyway," she said.

Choice of Communication Channel

- The model of "media richness" helps explain an individual's choice of communication channel
 - -Channels vary in their capacity to convey information
- A "rich" channel is one that can:
 - -Handle multiple cues simultaneously
 - -Facilitate rapid feedback
 - -Be very personal
- Choice depends on whether the message is routine
- Non-routine messages require rich channels

Media Richness Model



Persuasive Communication

Automatic Processing

A relatively superficial consideration of evidence and information making use of heuristics

Controlled Processing

A detailed consideration of evidence and information relying on facts, figures and logic

Factors to determine types of processing

- -Interest level
- -Prior Knowledge
- -Personality
 - need for cognition
- -Message Characteristics

Persuasive Messages

- Automatic Processing when audience (is)
 - -Not especially interested
 - -Poorly informed
 - -Low in need for cognition
 - -Receive information through lean channels
- Controlled Processing when audience (is)
 - -Interested in a topic
 - -In need for cognition
 - -Receive information through rich channels

Use emotion-laden persuasion

Use rational arguments and evidence

Barriers to effective communication: Professional

1. Semantic Barriers

- I. Poorly expressed
- Ii. Symbols or words with different meaning
- lii. Faulty translation
- Iv. Unclarified Assumption
- V. Technical Jargon
- Vi. Body language and gesture decoding

2. Psychological and Emotional Barriers

- I. Premature evaluation
- li. Lack of attention
- lii. Loss by transmission and poor retention
- lv. Distrust

Barriers to effective communication: Professional

- 3. Organisational Barriers
 - I. Organisational policies
 - Ii. Rules and regulations
 - lii. Status
 - Iv. Complexity in organisational structure
 - V. Organisational facilities
- 4. Personal barriers
 - I. Barriers related to superiors
 - a) Fear of Challenge of authority
 - b) Lack of confidence in subordinates
 - li. Barriers related to subordinates
 - a) Unwilling to communicate
 - b) Lack of proper incentive

Barriers to effective communication: Personal

- 1. **Filtering:** A sender's manipulation of information so that it will be seen more favorably by the receiver.
- 2. **Selective Perception:** Selectively see and hear based on needs, motivations, experience, backgrounds, and other personal characteristics.
- Information Overload: A condition in which information inflow exceeds an individual's processing capacity.
- 4. **Emotions:** interpret the same message differently when you're angry or distraught than when you're happy.
- 5. **Language:** communicating in the same language, words mean different things to different people. Age and context are two of the biggest factors that influence such differences.
- 6. **Silence:** silence itself can be the message to communicate non-interest or the inability to deal with a topic.
- 7. **Communication Apprehension:** difficult to talk with others face-to-face or become extremely anxious when they have to use the phone
- 8. **Lying:** outright misrepresentation of information, or lying. People differ in their definition of a lie.

Global Implications

- Cross-cultural factors increase communication difficulties
- Cultural Barriers:
 - -Semantics: some words aren't translatable
 - -Word Connotations: some words imply multiple meanings beyond their definitions
 - -Tone Differences: the acceptable level of formality of language
 - -Difference in tolerance for conflict and resolving conflicts
- Cultural Context:
 - -The importance of social context to meaning
 - -Low-context cultures (like the US) rely on words for meaning
 - -High-context cultures gain meaning from the whole situation



Good Job!

THANK YOU!

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