The Principles of Management

Mason Carpenter, Talya Bauer, and Berrin Erdogan
Chapter 3

Communication in Organizations

- Define communication and understand the communication process
- Understand and overcome barriers to effective communication
- Compare and contrast different types of communication
- Compare and contrast different communication channels
- Develop your own communication skills

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Communication is Vital in Organizations

Communication is a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior.

50-90% of a manager’s time is spent communicating.

Success on complicated missions at NASA depends on strong communication.
Communications Three Main Functions

- Transmission of Information
- Coordination of Effort
- Sharing Emotions and Feelings
The Process Model of Communication
The Sender

Originates and Encodes the Message

Translates the idea into words

The Medium of this encoded Message may be spoken words, written words, or signs

The Receiver is the person who receives the Message

The Receiver

Decodes the Message

Assigns meaning to the words
Due to NOISE, the meaning which the Receiver assigns may not be the meaning which the Sender intended.

Noise is anything that interferes with or distorts the Message being transformed.
Discussion

• Where have you seen the communication process break down—at work? At school? At home?

• Explain how miscommunication might be related to an accident at work.

• Give an example of noise during the communication process.
Barriers to Effective Communication

- Filtering
- Selective Perception
- Workplace Gossip or Grapevine
- Semantics and Jargon
- Information Overload
- Emotional Disconnects
- Gender Differences in Communication
- Differences in Meaning
- Lack of Source Familiarity or Credibility
- Biased Language
Managers can expect, on average, to do only three minutes of uninterrupted work on any one task before being interrupted by an incoming email, instant message, phone call, co-worker, or other distraction.
Consequences of Poor Listening

- Lower Employee Productivity
- Missed Sales
- Dissatisfied Customers
- Lowered Morale
- Increased Turnover

The Receiver’s ability to listen effectively is equally vital to effective communication.

Listening takes practice, skill, and concentration.
Active Listening

Listen for message content

Paraphrase and restate

Note all cues

Listen for feelings

Respond to feelings
Discussion

• Most people are poor listeners. Do you agree or disagree with this statement? Please support your position.

• Please share an example of how differences in shared meaning have affected you.

• Give an example of selective perception.

• Do you use jargon at or in your classes? If so, do you think it helps or hampers communication? Why or why not?

• In your experience, how is silence used in communication? How does your experience compare with the recommended use of silence in active listening?
Verbal Communication and the Power of Storytelling

Stories can help clarify key values and help demonstrate how things are done within an organization.

Story frequency, strength, and tone are related to higher organizational commitment.
Crucial Conversations

Require more planning, reflection, and skill

- Asking for a raise
- Pitching an innovative proposal

Stakes are high - Opinions vary - Emotions run strong
Written Business Communication
*The Printed Word*

- Memos
- Proposals
- Emails
- Letters
- Training manuals
- Operating policies

Written communication is often asynchronous...

...and received by many individuals.
67% of salaried employees in large American companies and professional state employees have some writing responsibility.

Half of responding companies reported that they take writing into consideration when hiring professional employees.

91% of governmental agencies report always taking writing into account when hiring.
Nonverbal Communication
It’s what you don’t say…

Communication =

7% of a Receiver’s comprehension of a Message is based on the Sender’s actual words

38% is based on paralanguage or the tone, pace, and volume of speech

55% is based on nonverbal cues - body language
Factors of Nonverbal Communication

- Body language
- Eye contact
- Facial expression
- Posture
- Touch
- Space

Factors of Nonverbal Communication
What did you mean?

- Conversational Rituals
- Channel
- Perceived Meaning
- Meta-Message
- Individual Factors
Interpersonal Communication Distances

- **Intimate**: 0 to 18 inches (0 to 45 cm)
- **Personal**: 1.5 to 5 feet (45 to 152 cm)
- **Social**: 5 to 7 feet (1.5 to 2.1 m)
• When you see a memo or e-mail full of typos, poor grammar, or incomplete sentences, how do you react? Does it affect your perception of the Sender? Why or why not?
• How aware of your own body language are you? Has your body language ever gotten you into trouble when you were communicating with someone?
• If the meaning behind verbal communication is only 7% words, what does this imply for written communication?
Selecting the best communication media is an important skill.

<table>
<thead>
<tr>
<th>Information Channel</th>
<th>Information Richness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face-to-face conversation</td>
<td>High</td>
</tr>
<tr>
<td>Videoconferencing</td>
<td>High</td>
</tr>
<tr>
<td>Telephone conversation</td>
<td>High</td>
</tr>
<tr>
<td>E-mails</td>
<td>Medium</td>
</tr>
<tr>
<td>Handheld devices</td>
<td>Medium</td>
</tr>
<tr>
<td>Blogs</td>
<td>Medium</td>
</tr>
<tr>
<td>Written letters and memos</td>
<td>Medium</td>
</tr>
<tr>
<td>Formal written documents</td>
<td>Low</td>
</tr>
<tr>
<td>Spreadsheets</td>
<td>Low</td>
</tr>
</tbody>
</table>
Decisions: Verbal or Written Communications?

- Verbal communications are a better way to convey feelings.
- Written communications do a better job of conveying facts.
## Guide for When to Use Written versus Verbal Communication

<table>
<thead>
<tr>
<th>Use Written Communication When:</th>
<th>Use Verbal Communication When:</th>
</tr>
</thead>
<tbody>
<tr>
<td>conveying facts</td>
<td>conveying emotion and feelings</td>
</tr>
<tr>
<td>the message needs to become part of a</td>
<td>the message does not need to be permanent</td>
</tr>
<tr>
<td>permanent file</td>
<td></td>
</tr>
<tr>
<td>there is little time urgency</td>
<td>there is time urgency</td>
</tr>
<tr>
<td>you do not need immediate feedback</td>
<td>you need immediate feedback</td>
</tr>
<tr>
<td>the ideas are complicated</td>
<td>the ideas are simple or can be made simple with</td>
</tr>
<tr>
<td></td>
<td>explanations</td>
</tr>
</tbody>
</table>
Email and Emotions

Emotionally-laden messages require more thought in the choice of channel and how they are communicated.

Email communication can convey facts quickly yet it is not a recommended choice for sending emotional information.
Communication flows in many different directions within an organization.
Discussion

• How could you use your knowledge of communication richness to be more effective in your own communications?

• What are the three biggest advantages and disadvantages you see regarding technology and communications?

• Explain the difference between internal and external communications in an organization, giving examples of each.
Developing Your Personal Communication Skills

Communication can be formal or informal
Ten Ways to Improve Your Listening Habits

1. Prepare and Be Receptive
2. Don’t Anticipate
3. Summarize What You’ve Heard
4. Focus and Don’t Multitask
5. Empathize with the Sender’s Point of View
6. Seek Clarification by Asking Questions
7. Establish Eye Contact
8. With an Open Mind Focus on the Goal
9. Pay Attention to What is Not Said
Manage Your Communication Wisely

Do you properly use online communications?

- Is your outgoing voicemail greeting professional?
- Scrutinize your social networking website
- Googled yourself lately?

Be aware of remarks that FREEZE COMMUNICATION

- Make a conscious effort to reduce comments that stop effective communication
- Don’t criticize, blame, order, judge or shame
Discussion

• How can you assess if you are engaging in active listening?

• How does it feel when someone does not seem to be listening to you?

• Some companies have MySpace pages where employees can mingle and share ideas and information. Do you think this practice is a good idea? Why or why not?

• What advice would you give to someone who is going to become a first time manager in terms of communication?