

The Principles of Management

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- ❖ **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**

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



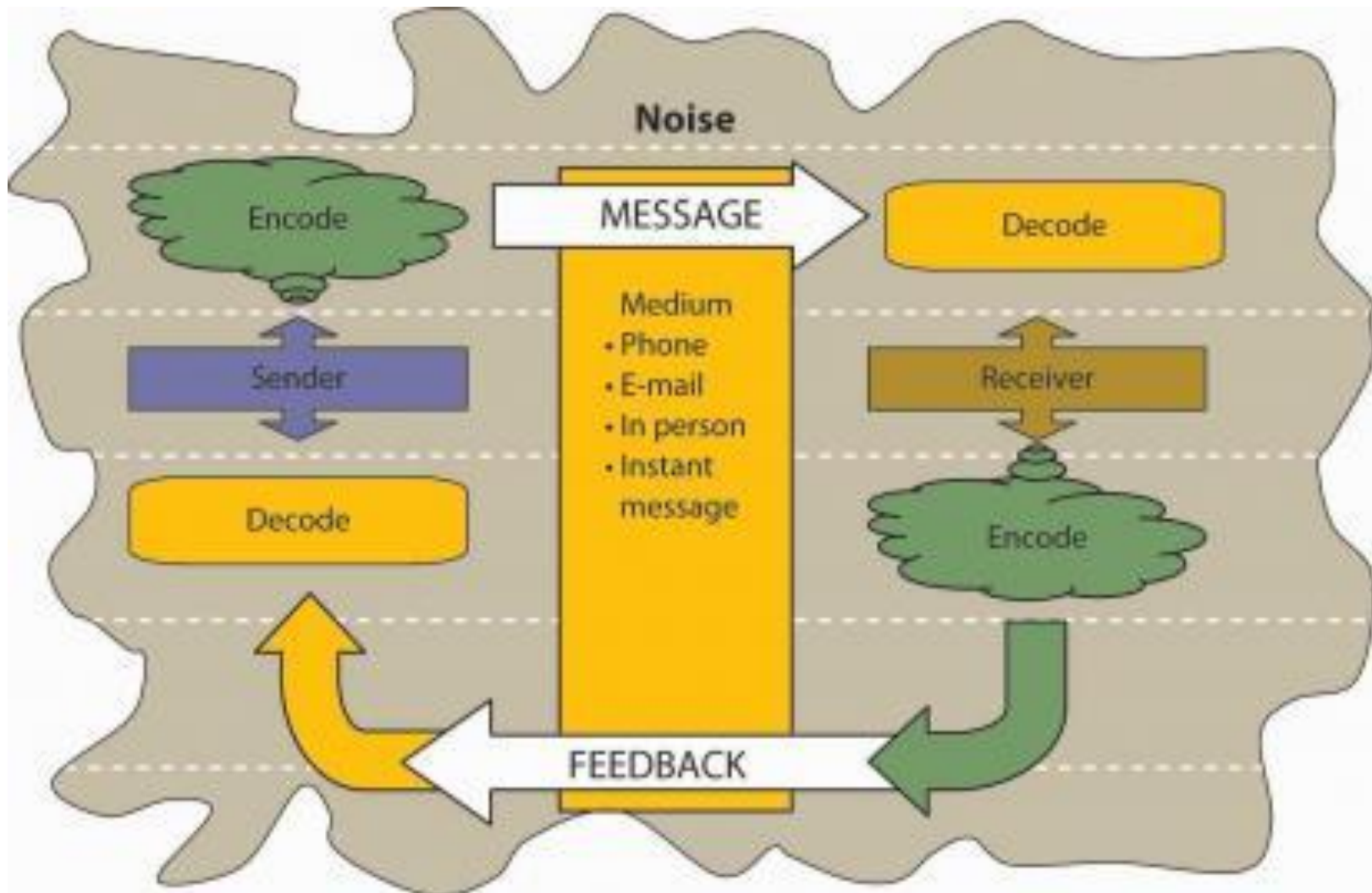
Communications Three Main Functions

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

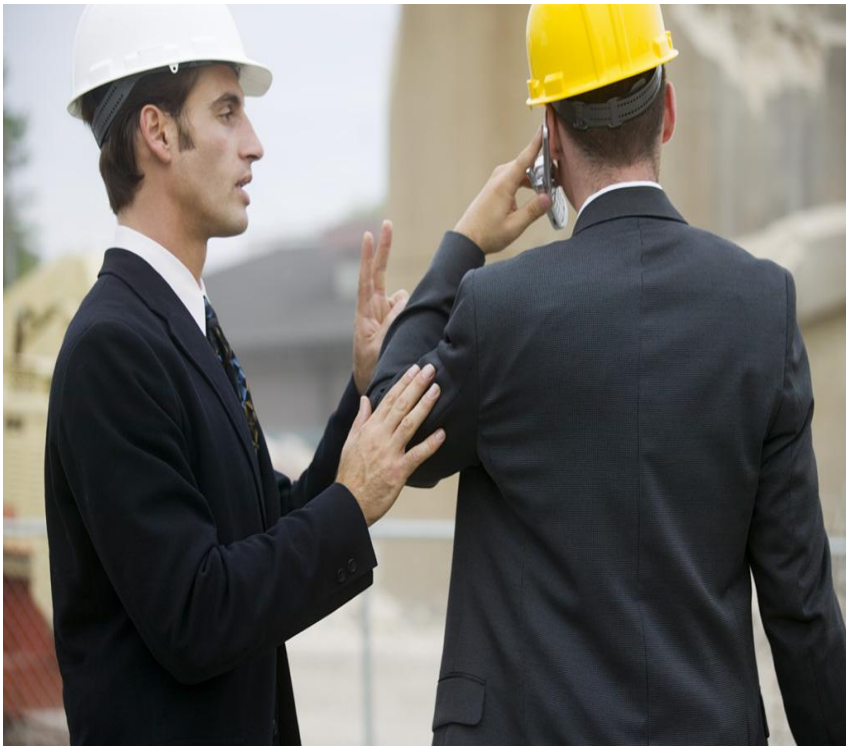
Gender Differences in Communication

Differences in Meaning

Lack of Source Familiarity or Credibility

Biased Language

Communication Realities



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

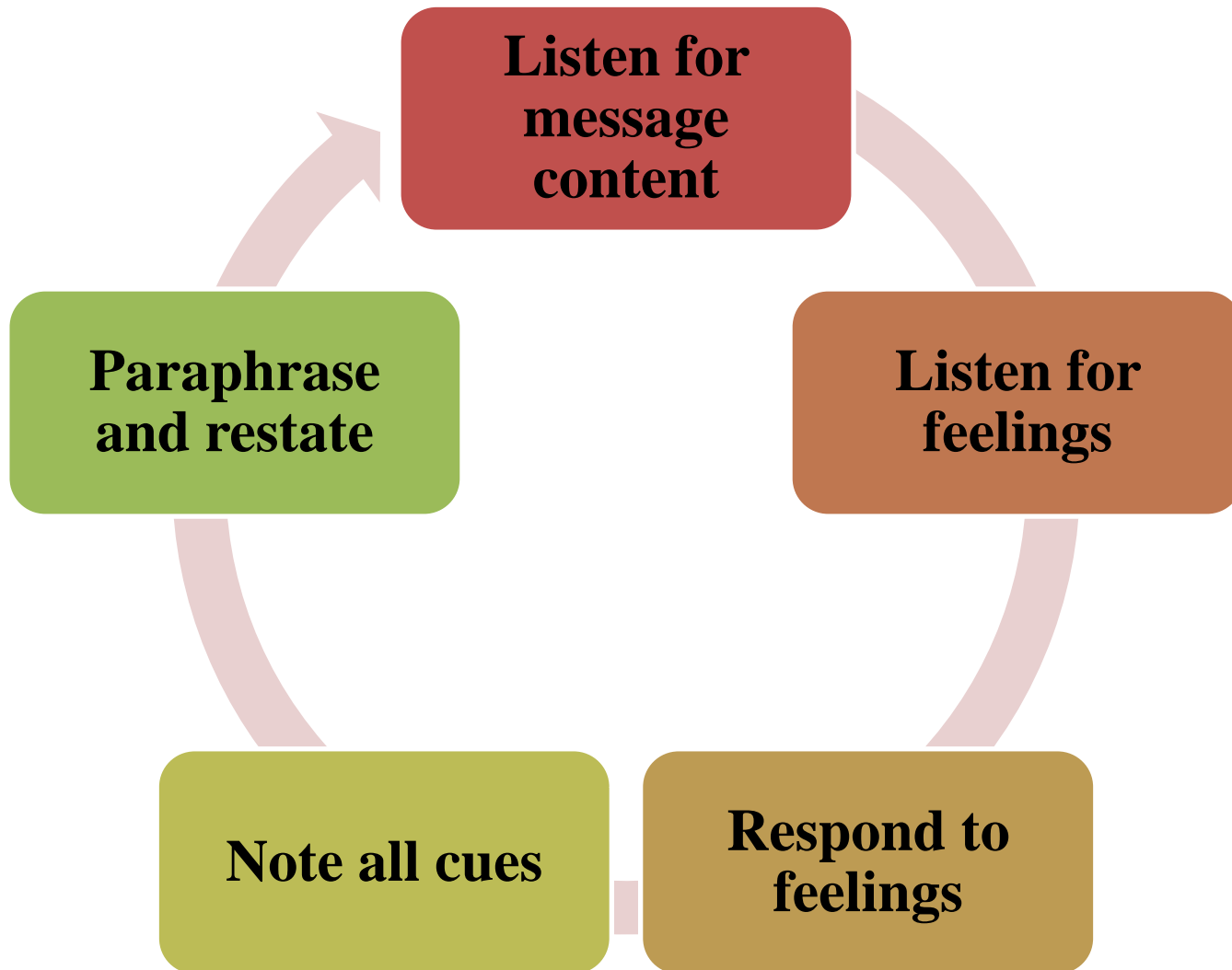
Consequences of Poor Listening

- ✓ **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



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.

National Commission on Writing Survey Outcomes



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 paralinguistics or the tone, pace, and volume of speech

55% is based on *nonverbal cues* - body language

Body language



Eye contact



Facial expression



Posture



Touch

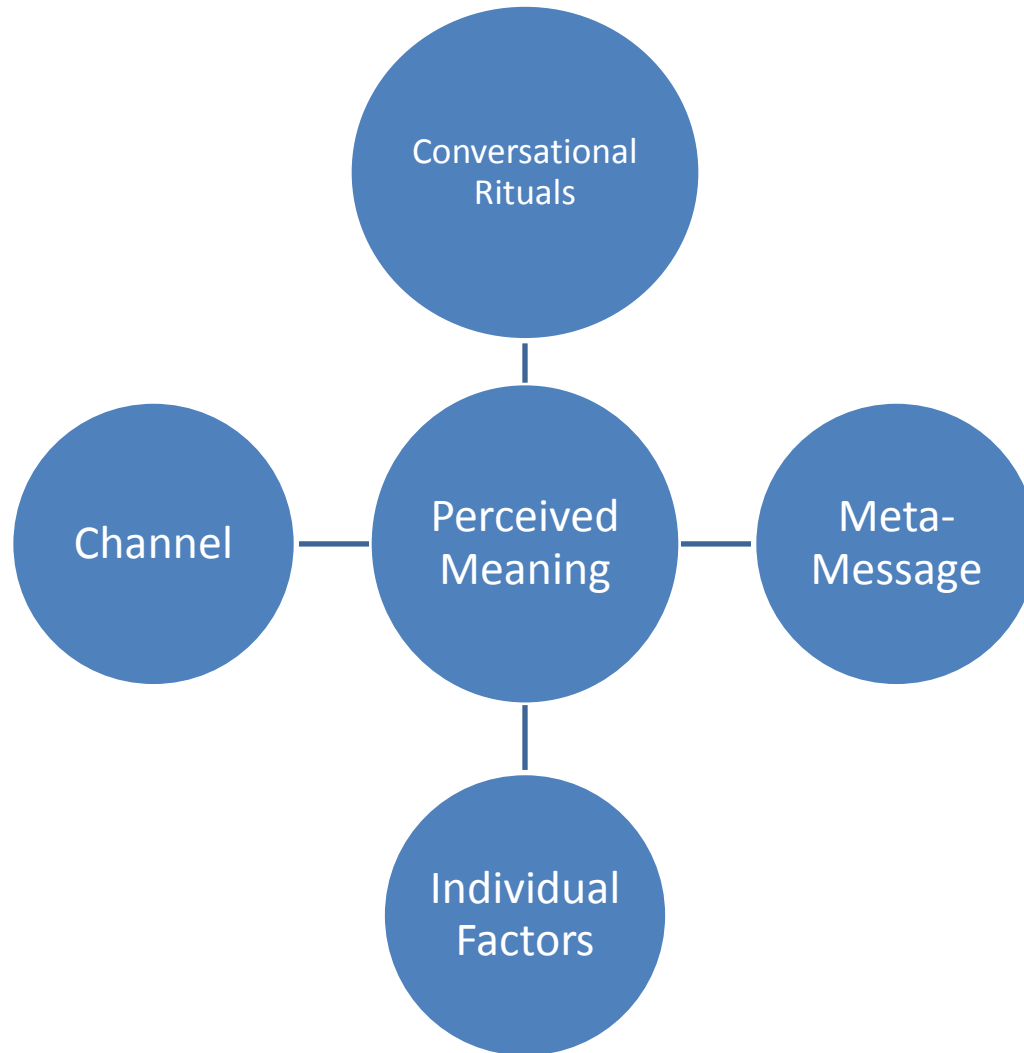


Space

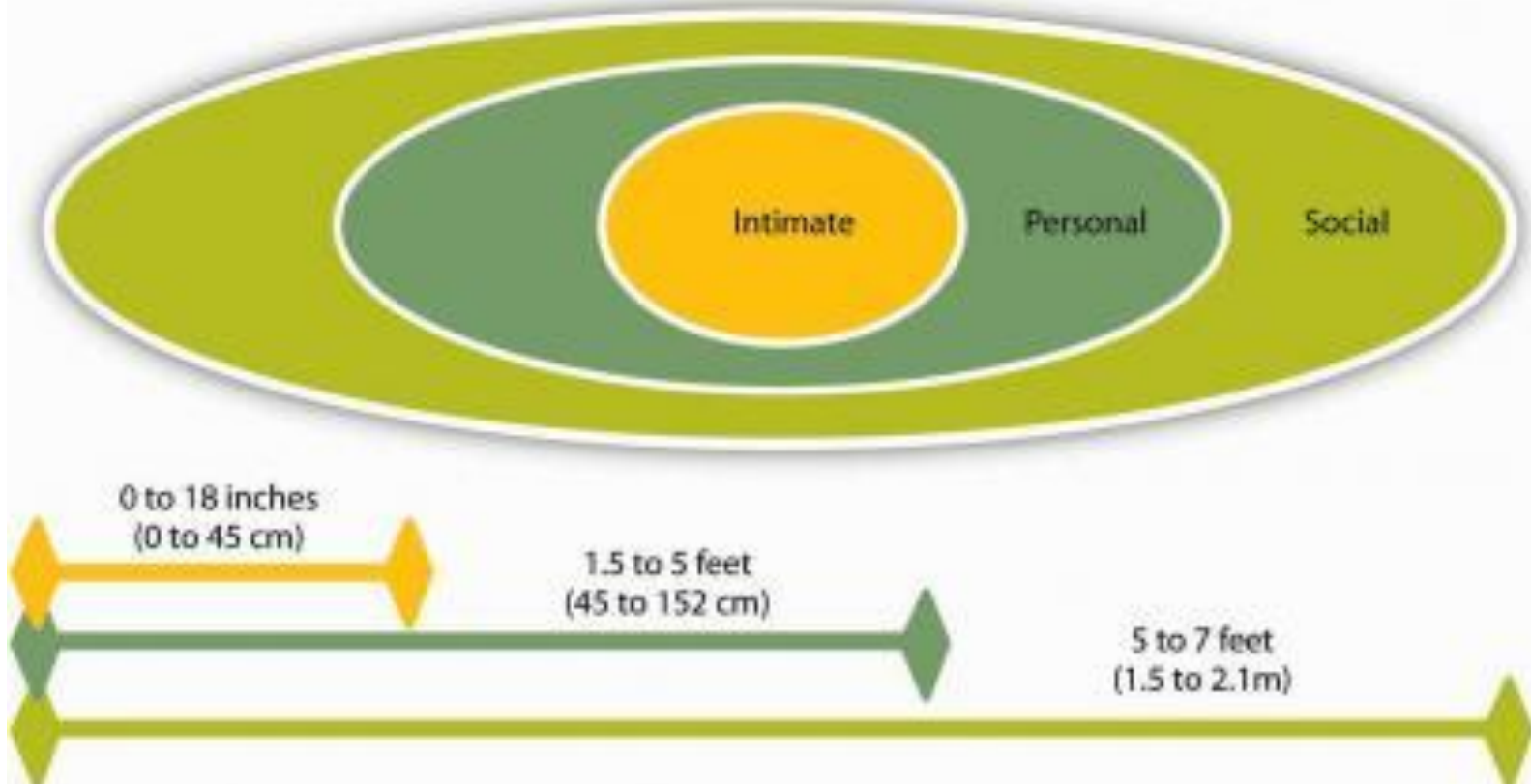


Factors of Nonverbal Communication

What did you mean?



Interpersonal Communication Distances



Discussion

- 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

Information Channel	Information Richness
Face-to-face conversation	High
Videoconferencing	High
Telephone conversation	High
E-mails	Medium
Handheld devices	Medium
Blogs	Medium
Written letters and memos	Medium
Formal written documents	Low
Spreadsheets	Low

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

Use Written Communication When:

conveying facts

the message needs to become part of a permanent file

there is little time urgency

you do not need immediate feedback

the ideas are complicated

Use Verbal Communication When:

conveying emotion and feelings

the message does not need to be permanent

there is time urgency

you need immediate feedback

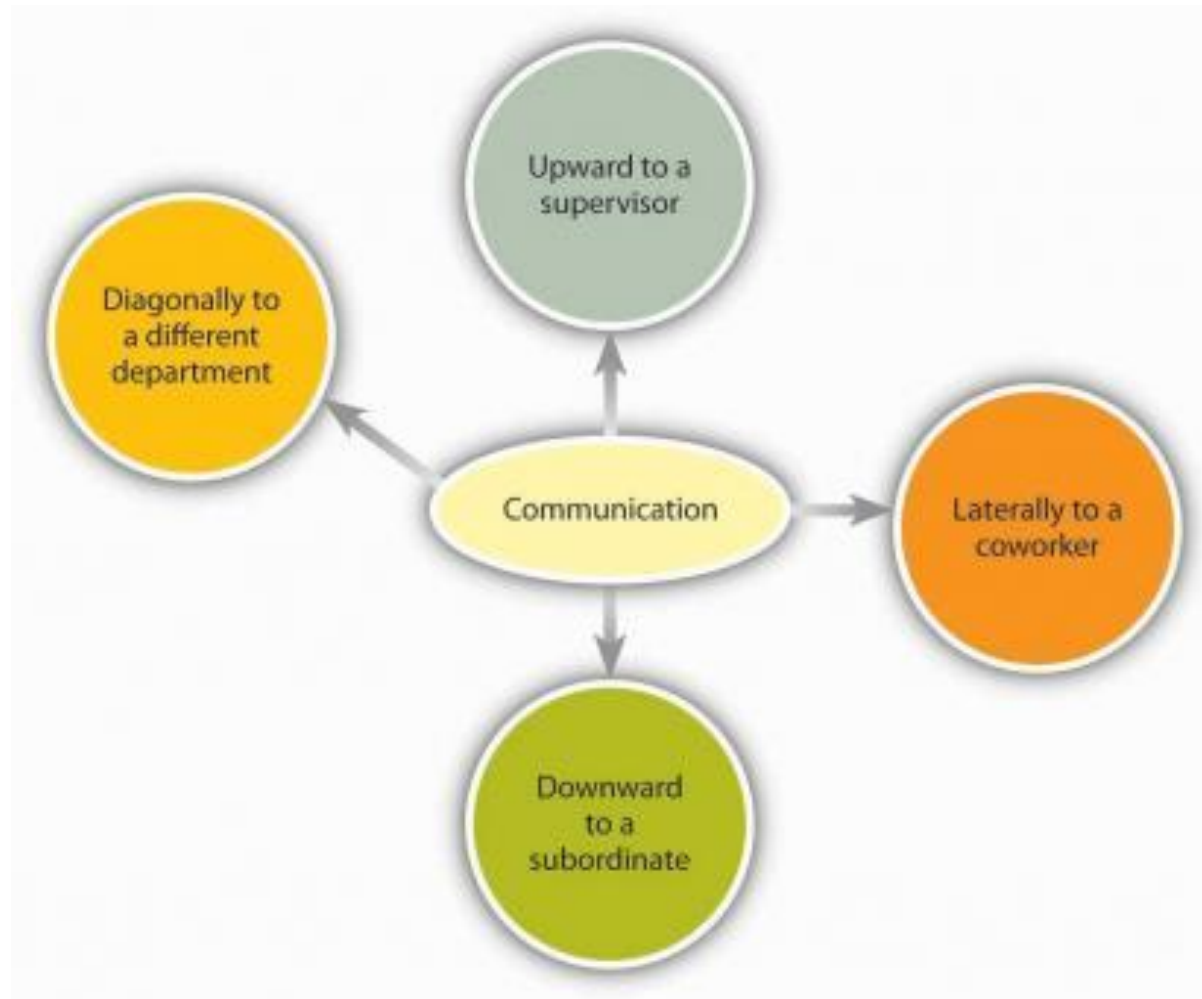
the ideas are simple or can be made simple with explanations

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.



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Developing Your Personal Communication Skills

Communication can be formal or informal

Ten Ways to Improve Your Listening Habits

Prepare and Be Receptive

Don't Anticipate

Summarize What You've Heard

Focus and Don't Multitask

Empathize with the Sender's Point of View

Seek Clarification By Asking Questions

Establish Eye Contact

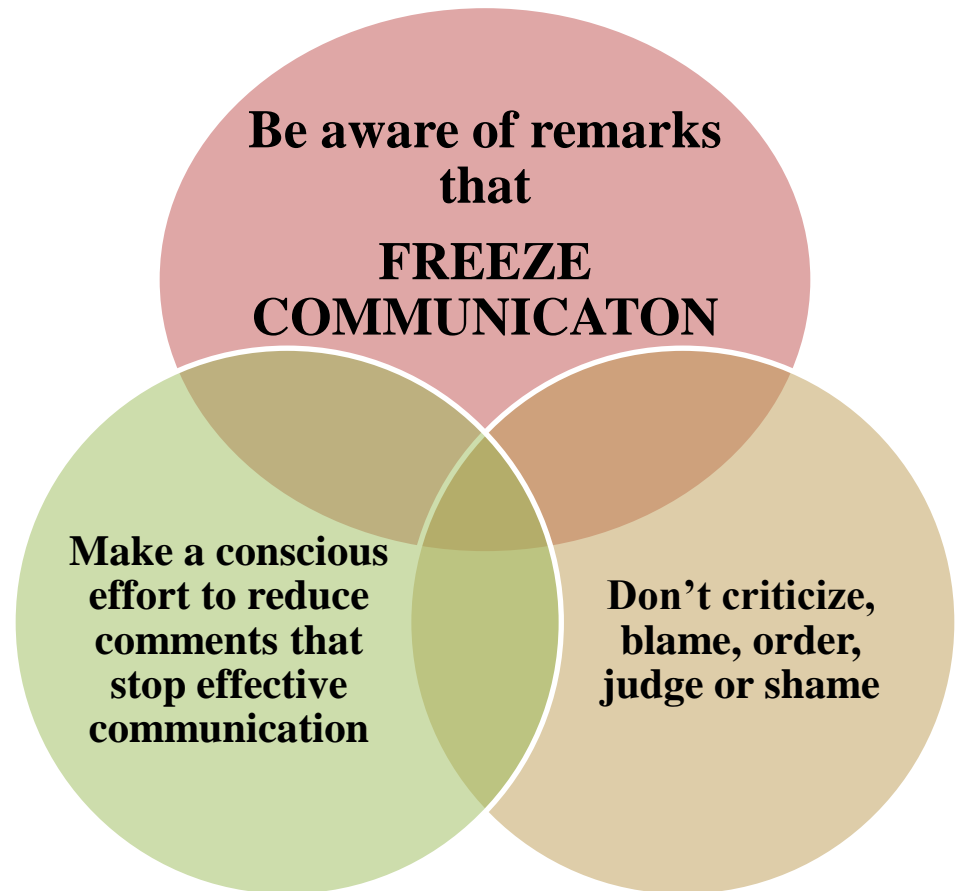
With an Open Mind Focus on the Goal

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?*



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 going to become a first time manager in terms of communication?