Interpersonal & Organizational Communication

Mastering the Exchange of Information

PPT10

Chapter Fifteen

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SEVENTH EDITION

management

A PRACTICAL INTRODUCTION

McGraw Hill Education

Major Questions You Should Be Able to Answer

15.1 What do I need to know about the communication process to be an effective communicator?

15.2 How can I use the different channels and patterns of communication to my advantage?

15.3 What are the important barriers I need to be aware of, so I can improve my communication skills?

Major Questions You Should Be Able to Answer

15.4 How do contemporary managers use information technology to communicate more effectively?

15.5 How can I be a better listener, reader, writer, and speaker?

Communication Defined: The Transfer of Information & Understanding

✸ **Communication**

↪ the transfer of information and understanding from one person to another

✸ 81% of a manager's time in a typical workday is spent communicating

How the Communication Process Works

✴ **Sender**

↳ person wanting to share information-called a message

✴ **Receiver**

↳ person for whom the message is intended

How the Communication Process Works

✳ **Encoding**

↳ translating a message into understandable symbols or language

✳ **Decoding**

↳ interpreting and trying to make sense of the message

How the Communication Process Works

* **Medium**

  ↪ the pathway by which a message travels

* **Feedback**

  ↪ the receiver expresses his reaction to the sender's message

* **Noise**

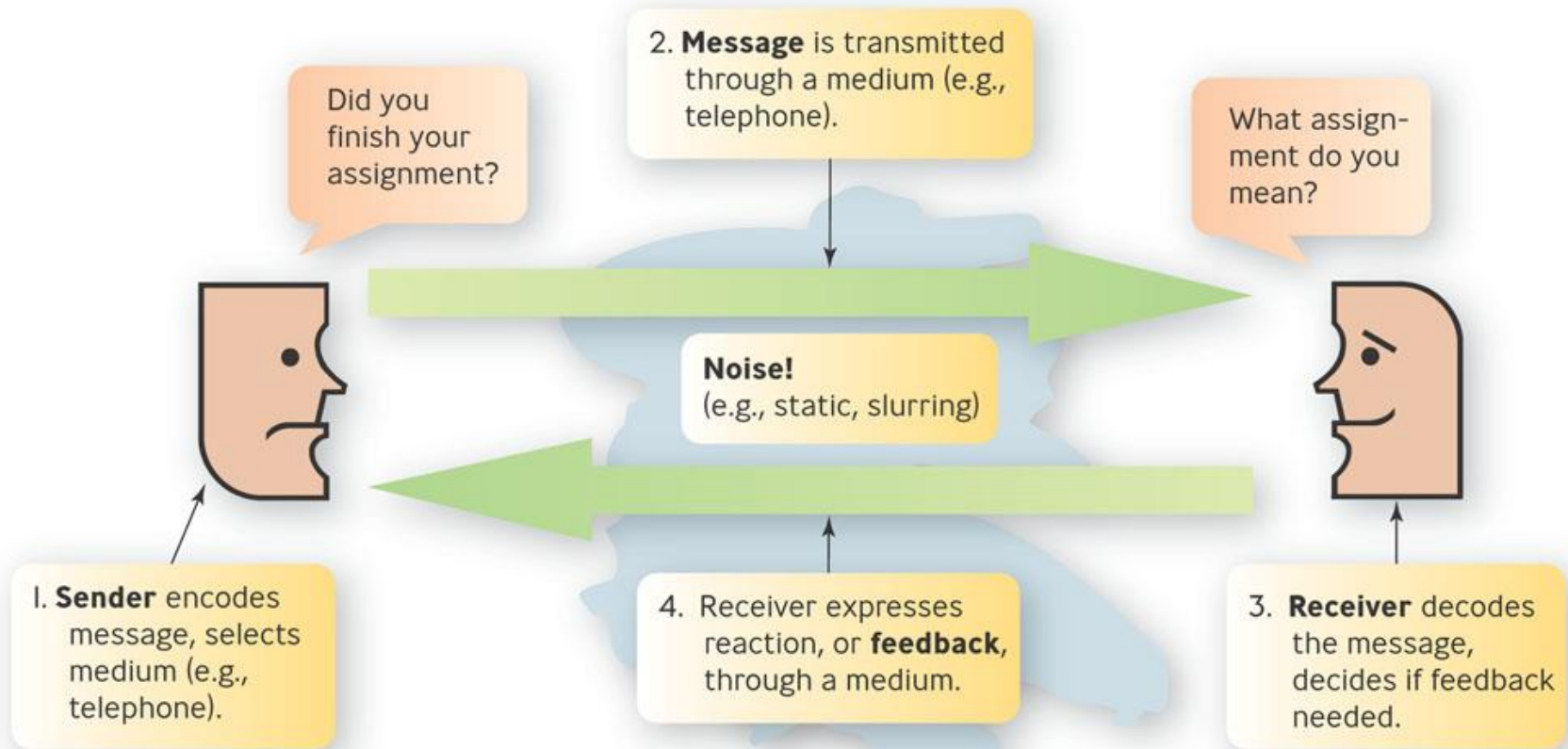 ↪ any disturbance that interferes with the transmission of a message

Question

Rachel and Alexa are talking on their cell phones. After Rachel reads her a phone number, Alexa repeats the number back to Rachel. This is an example of:

A. Feedback
B. Encoding
C. Decoding
D. Medium selection

The Communication Process

Figure 15.1

2. **Message** is transmitted through a medium (e.g., telephone).

Did you finish your assignment?

What assign-ment do you mean?

Noise! (e.g., static, slurring)

I. **Sender** encodes message, selects medium (e.g., telephone).

4. Receiver expresses reaction, or **feedback**, through a medium.

3. **Receiver** decodes the message, decides if feedback needed.

"Noise" is not just noise or loud background sounds but any disturbance that interferes with transmission—static, fadeout, distracting facial expressions, uncomfortable meeting site, competing voices, and so on.

Selecting the Right Medium

* **Medium richness**
  * indicates how well a particular medium conveys information and promotes learning
* **Rich medium**
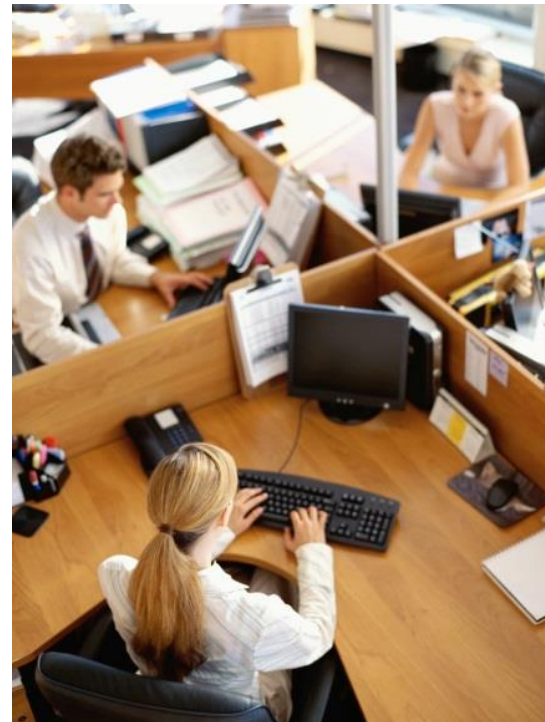 * best for nonroutine situations and to avoid oversimplification
* **Lean medium**
  * best for routine situations and to avoid overloading

Formal Communication Channels

✴ **Formal communication channels**

↪ follow the chain of command and are recognized as official

↪ vertical, horizontal, external

Question

Jeremy shares information with his fellow task-force members about their project. Jeremy is communicating:

A. Externally

B. Downward

C. Upward

D. Horizontally

Types of Downward & Upward Communication

Table 15.1

Downward communication

Most downward communication involves one of the following kinds of information:

- Instructions related to particular job tasks. Example (supervisor to subordinate): "The store will close Monday for inventory. All employees are expected to participate."
- Explanations about the relationship between two or more tasks. Example: "While taking inventory, employees need to see what things are missing. Most of that might be attributable to shoplifting."
- Explanations of the organization's procedures and practices. Example: "Start counting things on the high shelves and work your way down."
- A manager's feedback about a subordinate's performance. Example: "It's best not to try to count too fast."
- Attempts to encourage a sense of mission and dedication to the organization's goals. Example: "By keeping tabs on our inventory, we can keep our prices down and maintain our reputation of giving good value."

Upward communication

Most upward communication involves the following kinds of information:

- Reports of progress on current projects. Example: "We shut down the store yesterday to take inventory."
- Reports of unsolved problems requiring help from people higher up. Example: "We can't make our merchandise count jibe with the stock reports."
- New developments affecting the work unit. Example: "Getting help from the other stores really speeded things up this year."
- Suggestions for improvements. Example: "The stores should loan each other staff every time they take inventory."
- Reports on employee attitudes and efficiency. Example: "The staff likes it when they go to another store and sometimes they pick up some new ways of doing things."

Informal Communication Channels

* **Informal communication channels**
  * develop outside the formal structure and do not follow the chain of command

Informal Communication Channels

* **Grapevine**
  * ↪ unofficial communication system of the informal organization

* **Management by wandering around**
  * ↪ term used to describe a manager's literally wandering around his organization and talking with people across all lines of authority

Barriers to Communication

1. **Physical** barriers: sound, time, space, & so on
2. **Semantic** barriers: when words matter
3. **Personal** barriers: individual attributes that hinder communication

Some Barriers the Happen Within the Communication Process

Table 15.2

- **Sender barrier—no message gets sent.** Example: If a manager has an idea but is afraid to voice it because he or she fears criticism, then obviously no message gets sent.

- **Encoding barrier—the message is not expressed correctly.** Example: If your vocabulary is lacking or English is not your first language, you may have difficulty expressing to a supervisor, coworker, or subordinate what it is you mean to say.

- **Medium barrier—the communication channel is blocked.** Example: When someone's phone always has a busy signal or a computer network is down, these are instances of the communication medium being blocked.

- **Decoding barrier—the recipient doesn't understand the message.** Example: Perhaps you're afraid to show your ignorance when someone is throwing computer terms at you and says that your computer connection has "a bandwidth problem."

- **Receiver barrier—no message gets received.** Example: Because you were talking to a coworker, you weren't listening when your supervisor announced today's work assignments.

- **Feedback barrier—the recipient doesn't respond enough.** Example: You give some people street directions, but since they only nod their heads and don't repeat the directions back to you, you don't really know whether you were understood.

Question

Greg was thinking about how he just did on his Economics test when his Management professor talked about tomorrow's Management quiz. This is an example of a(n) _____ barrier.

A. Encoding

B. Decoding

C. Medium

D. Receiver

Semantic Barriers

* **Semantics**
  ↳ study of the meaning of words

* **Jargon**
  ↳ terminology specific to a particular profession or group

Personal Barriers

* Variable skills in communicating effectively
* Variations in how information is processed & interpreted
* Variations in trustworthiness & credibility
* Oversized egos

Personal Barriers

* Faulty listening skills
* Tendency to judge others' messages
* Inability to listen with understanding
* Stereotypes and prejudices

Nonverbal Communication

* **Nonverbal communication**
    * consists of messages sent outside of the written or spoken word

* Expressed through interpersonal space, eye contact, facial expressions, body movements & gestures, touch, setting and time

Toward Better Nonverbal Communication Skills

Table 15.3

DO . . .	DON'T . . .
Maintain eye contact	Look away from the speaker
Lean toward the speaker	Turn away from the speaker
Speak at a moderate rate	Speak too quickly or slowly
Speak in a quiet, reassuring tone	Speak in an unpleasant tone
Smile and show animation	Yawn excessively
Occasionally nod head in agreement	Close your eyes
Be aware of your facial expressions	Lick lips, bite nails, play with your hair

Communication Differences

Table 15.4

LINGUISTIC CHARACTERISTIC	MEN	WOMEN
Taking credit	Greater use of "I" statements (e.g., "I did this" and "I did that"); more likely to boast about their achievements	Greater use of "We" statements (e.g., "We did this" and "We did that"); less likely to boast about their achievements
Displaying confidence	Less likely to indicate that they are uncertain about an issue	More likely to indicate a lack of certainty about an issue
Asking questions	Less likely to ask questions (e.g., asking for directions)	More likely to ask questions
Conversation rituals	Avoid making apologies because it puts them in a one-down position	More frequently say "I'm sorry"
Giving feedback	More direct and blunt	More tactful; tend to temper criticism with praise
Giving compliments	Stingy with praise	Pay more compliments than men do
Indirectness	Indirect when it comes to admitting fault or when they don't know something	Indirect when telling others what to do

Example: Women & Communication

* There is evidence that women are superior at multitasking and better at relationships, which is important in developing teams
* Women are also more willing to share information

Communication in the Information Age

✹ **Multicommunicating**

↳ represents the use of technology to participate in several interactions at the same time

Eight Norms of the Millennial or Internet Generation

Table 15.5

1. **Freedom—the desire to experience new and different things.** This norm, which takes precedence over long-term commitments, is expressed in a desire for flexible work hours and locations, to have a say in how things are done, and for freedom of choice.

2. **Customization—the desire to have personalized products and choices.** Customization covers everything from ring tone choices to Facebook layouts to lifestyle choices.

3. **Scrutiny—not taking "facts" and authority figures at face value.** Knowing that there is both treasure and trash on the Internet, this generation has learned to be skeptical, to check things out, to ask probing questions. Candor and straight talk are favored.

4. **Integrity—trust in people, products, and employers is important.** This generation cares about honesty, transparency, and keeping commitments—although they are elastic when it comes to pirating music and plagiarism.

5. **Collaboration—relationships are of key importance.** Members of this generation value volunteering, know how to work and play with others, and are eager to offer opinions and suggestions.

6. **Entertainment—keep things moving and interesting.** A job should be both challenging and fun, not a life sentence. For this multitasking generation, the Internet is not only a productivity tool and information source but also a personal communication device and "fun tool of choice."

7. **Speed—instant feedback is expected.** Used to instant-feedback video games and nanosecond answers from Google, Millennials prefer rapid-fire texting, instant messaging, and Tweeting to the slower e-mail. This leads them to urge faster decision making and feedback on job performance.

8. **Innovation—impatience for new and different user experiences.** In the workplace, the traditional hierarchy is rejected in favor of work processes that encourage collaboration and creativity.

Digital Communication & the New Workplace

⁕ **Videoconferencing**

↪ uses video and audio links along with computers to enable people in different locations to see, hear, and talk with each other

⁕ **Telepresence technology**

↪ high-definition videoconference systems that simulate face-to-face meetings between users

Digital Communication & the New Workplace

Benefits of Telecommuting

1. Reduces capital costs
2. Increases flexibility and autonomy for workers
3. Provides a competitive advantage when recruiting
4. Increases job satisfaction
5. Increases productivity
6. Ability to tap into nontraditional workers

Downside of the Digital Age

✴ Security

↪ a system of safeguards for protecting information technology against disasters, system failures, and unauthorized access that result in damage or loss

✴ Identity theft

↪ thieves hijack your name and identity and use your good credit rating to get cash or buy things

Protecting Against Security and Privacy Breaches on the Internet

Table 15.6

- **Don't use passwords that can be easily guessed.** Use weird combinations of letters, numbers, punctuation, and mix uppercase and lowercase, along with special characters such as !, #, and %.

- **Don't use the same password for multiple sites.** Avoid using the same password at different sites, since if hackers or scammers obtain one account, they potentially have your entire online life.

- **Don't reveal sensitive information on social networking sites.** Even people who set their profiles to Facebook's strictest privacy settings may find sensitive information leaked all over the web.

- **Be careful about free and illegal downloads.** File-sharing programs often contain spyware, as do sites containing free and illegal songs, movies, and TV shows.

- **Be mindful of liability issues.** Employers routinely monitor employee e-mail for offensive messages or risky material that may expose them to lawsuits.

- **Keep antivirus software updated.** The antivirus software on your computer won't protect you forever. Visit the antivirus software maker's website and enable the automatic update features.

Disadvantages of E-Mail

1. Has been a decrease in all other forms of communication among co-workers—including greetings and informal conversations

2. Emotions often are poorly communicated or miscommunicated via e-mail messages

3. The greater the use of e-mail, the less connected co-workers reportedly feel.

Tips for Better E-Mail Handling

Table 15.7

- **Treat all e-mail as confidential.** Pretend every message is a postcard that can be read by anyone. (Supervisors may legally read employee e-mail.)

- **Be careful with jokes and informality.** Nonverbal language and other subtleties are lost, so jokes may be taken as insults or criticism.

- **Avoid sloppiness, but avoid criticizing others' sloppiness.** Avoid spelling and grammatical errors, but don't criticize errors in others' messages.

- **When replying, quote only the relevant portion.** Edit long e-mail messages you've received down to the relevant paragraph and put your response immediately following.

- **Not every topic belongs on e-mail.** Complicated topics may be better discussed on the phone or in person to avoid misunderstandings.

Smartphones: Use & Abuse

✳ Cell phones are now mostly **smartphones**

✳ As smartphones develop more features and make available more applications, their importance will only **increase**

1. Keep your voice down; no need to SHOUT.

2. Don't force the public to have to listen to your phone conversations.

3. During meetings and public performances, shut off the ringer; set the phone on "vibrate."

4. Don't text during meetings or other conversations.

5. Don't dial or text while driving.

Social Media: Pros & Cons

✴ **Social media**

↳ Internet-based and mobile technologies used to generate interactive dialogue with members of a network

Social Media: Pros & Cons

✴ **Crowdsourcing**

↳ the practice of obtaining needed services, ideas, or content by soliciting contributions from a large group of people and especially from the online community, such as Facebook and Twitter users

The Downside of Social Media

Distraction

Leaving wrong impression

Replacing real conversation

Using Facebook in Your Personal Life

Table 15.9

- Brand the product or organizational profile, but go light on sales messages. Follow the service standards of your organization.

- Use language relevant to your particular audience members and communicate with, not at, them. Show appreciation for them.

- Remember all wall posts are public. Don't write anything not intended for public consumption.

- All updates should be relevant.

- Take customer-sensitive issues off Facebook, into a private sphere, online or offline.

- Ask questions on the wall posts, but follow up and respond to any feedback received.

What 's Your Listening Style — or Styles?

* **Appreciative style**
  * ↳ listening to be amused

* **Empathic style**
  * ↳ tuning into the speaker's emotions

* **Comprehensive style**
  * ↳ focusing on the speaker's logic

What's Your Listening Style — or Styles?

✴ **Discerning style**

　↪ focusing on the main message

✴ **Evaluative style**

　↪ challenging the speaker

Tips for Effective Listening

Table 15.10

1. **Show respect.** Give everyone the opportunity to explain their ideas without interrupting. Actively try to help the sender convey his or her message.

2. **Listen from the first sentence.** Turn off your internal thoughts and whatever you were thinking about prior to the interaction.

3. **Be mindful.** Stay in the moment and focus on the sender. Don't try to figure out what the speaker is *going* to say.

4. **Keep quiet.** You have two ears and one mouth; use them accordingly. Try to use the 80/20 rule: your conversational partner should speak 80% of the time, and you should speak 20%.

5. **Ask questions.** Asking questions clarifies what is being said and demonstrates that you are listening.

6. **Paraphrase and summarize.** Paraphrasing amounts to repeating back to someone what you just heard them say. Summarizing is used to integrate or consolidate an entire conversation. Both of these techniques enhance communications accuracy because they help to ensure the messages are being understood correctly.

7. **Remember what was said.** Either take notes or make an effort to log critical information into your mental computer.

8. **Involve your body.** Use nonverbal cues to demonstrate interest and involvement.

Being an Effective Reader

* Realize that speed reading doesn't work

* Do top-down reading – SQ3R

Five Steps to Better Reading

Table 15.11

1. **Rate reasons to read.** Rate your reasons for reading ("Why should I read this? Will reading it contribute to my goals?").

2. **Question and predict answers.** Formulate specific questions you want the reading to answer. This will give you reasons for reading—to get answers to your questions.

3. **Survey the big picture.** Survey the material to be read so you can get a sense of the whole. Take a few minutes to get an overview so that you'll be better able to read with purpose.

4. **Skim for main ideas.** Skimming the material is similar to surveying, except it's on a smaller scale. You look for the essence of each subsection or paragraph.

5. **Summarize.** Summarize as you skim. Verbally restate or write notes of the main points, using your own words. Visualize or sketch the main points. Answer your initial questions as you skim the material.

Being an Effective Writer

- Don't show your ignorance
- Understand your strategy before you write
- Start with your purpose
- Write simply, concisely, and directly
- Telegraph your writing with a powerful layout

Being an Effective Speaker

1. Tell them what you're going to say
2. Say it
3. Tell them what you said