

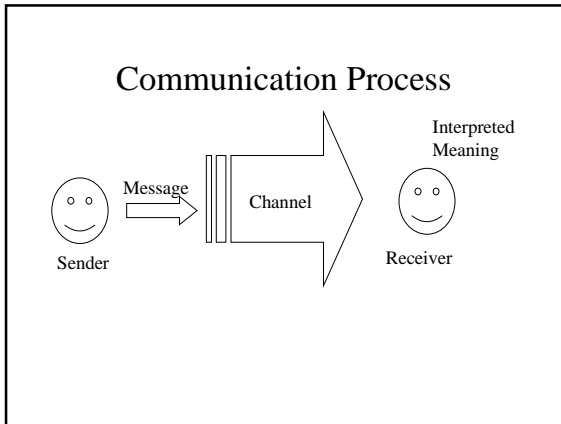
Communication

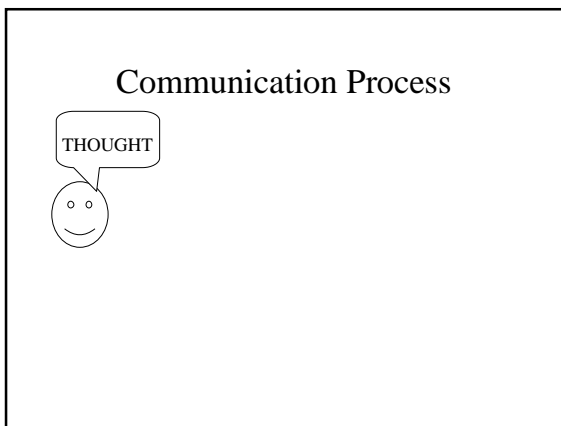
Communication Is Essential

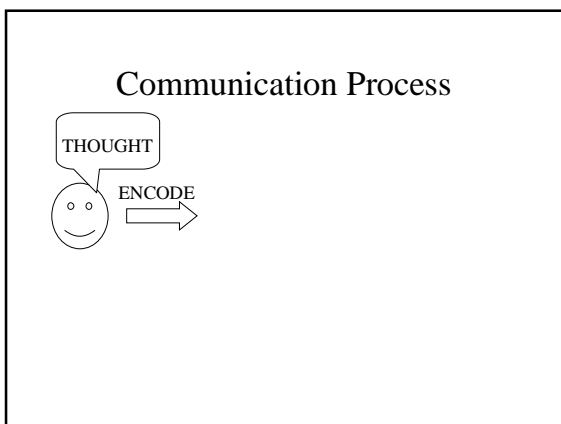
- Establish and maintain interpersonal relationships
- Listen to others
- Gain the information needed to create an inspirational workplace
- Handle conflict
- Negotiate successfully
- Lead successfully

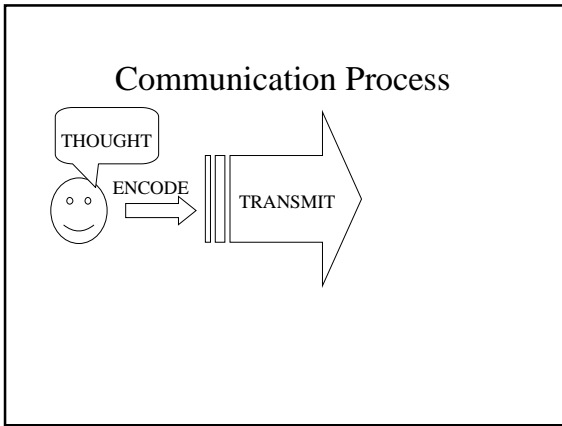
Communication Process

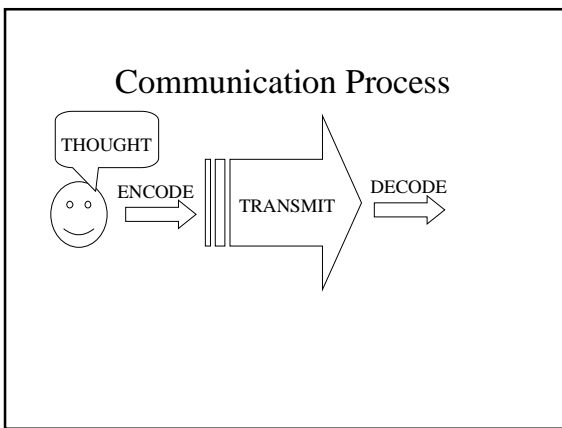
- Communication
 - An interpersonal process of sending and receiving symbols with messages attached to them.

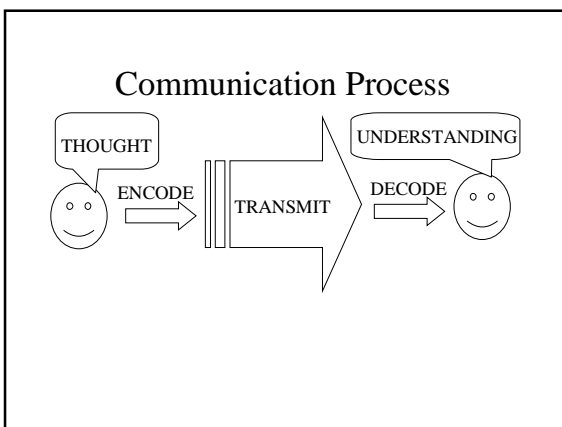


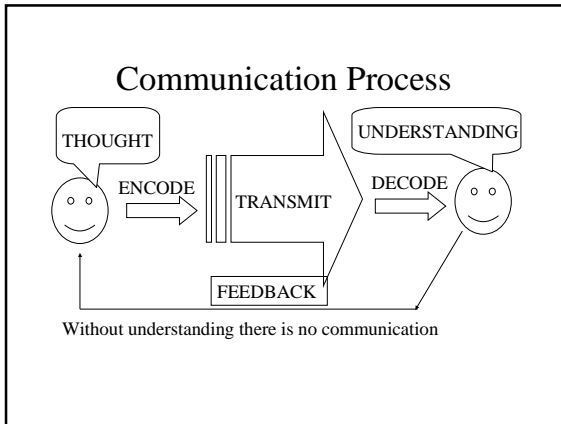


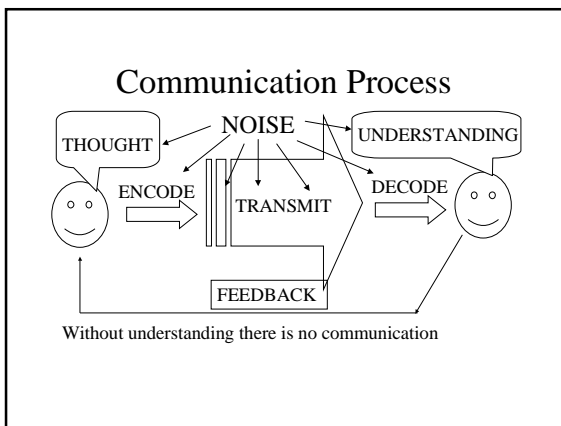












- ### Communication Process
- Effective and efficient communication
 - Effective communication
 - Occurs when the intended meaning of the sender is identical to the interpreted meaning of the receiver.
 - Efficient communication
 - Occurs at a minimum resource cost.
 - Potential trade-offs between effectiveness and efficiency must be recognized.

Communication Process

- Sources of noise in communication:
 - Poor choice of channels
 - Poor written or oral expression
 - Failure to recognize nonverbal signals
 - Physical distractions
 - Status effects

Communication Process

- Choose the channel that works best.
- Written channels work for messages that:
 - Are simple and easy to convey.
 - Require extensive dissemination quickly.
 - Convey formal policy or authoritative directives.
- Oral channels work best for messages that:
 - Are complex or difficult to convey where immediate feedback is needed.
 - Attempt to create a supportive, even inspirational, climate.

Communication Process

- Poor written or oral expression ...
 - Semantic barriers occur as:
 - Encoding errors
 - Decoding errors
 - Mixed messages
 - Managers need to speak and write clearly.

Oral Presentations

- Guidelines for making oral presentations:
 - Be prepared
 - Set the right tone
 - Sequence points
 - Support your points
 - Accent the presentation
 - Add the right amount of polish
 - Check your technology
 - Don't bet on the Internet
 - Be professional

Communication Process

- Failure to recognize nonverbal signals ...
 - Mixed messages occur when a person's words communicate one message while his/her nonverbal signals communicate something else.
 - The growing use of communication technologies causes important nonverbal communication to be lost.

Communication Process

- Physical distractions ...
 - Include interruptions from telephone calls and drop-in visitors.
 - Can interfere with the effectiveness of a communication attempt.
 - Can be avoided or at least minimized through proper planning.

Communication Process

- Status effects ...
 - Occur when an organization's hierarchy of authority creates a barrier to effective communication.
 - Status effects include:
 - Filtering—the intentional distortion of information to make it appear favorable to the recipient.
 - Subordinates acting as “yes men.”

Improving Communication

- Active listening
 - The process of taking action to help the source of a message say what he or she really means.
- Rules for active listening:
 - Listen for message content.
 - Listen for feelings.
 - Respond to feelings.
 - Note all cues, verbal and nonverbal.
 - Paraphrase and restate.

Improving Communication

- Ten steps for good listening ...
 - Stop talking.
 - Put the other person at ease.
 - Show that you want to listen.
 - Remove any potential distractions.
 - Empathize with the other person.
 - Don't respond too quickly; be patient.
 - Don't get mad; hold your temper.
 - Go easy on argument and criticism.
 - Ask questions.
 - Stop talking.

Improving Communication

- Feedback
 - The process of telling others how you feel about something they did or said, or about the situation in general.
- Constructive feedback guidelines:
 - Give it directly.
 - Make it specific.
 - Give it when the receiver is willing/able to accept it.
 - Make sure it is valid.
 - Give it in small doses.

Improving Communication

- Ways to keep communication channels open ...
 - Management by wandering around (MBWA)
 - Open office hours
 - Formal employee group meetings
 - Employee advisory councils
 - Suggestion boxes
 - Communication consultants
 - 360-degree feedback

Improving Communication

- Proxemics and space design ...
 - Proxemics is the use of interpersonal space.
 - Interpersonal space is an important nonverbal cue.
 - Workspace layout is often overlooked as a form of nonverbal communication but is being increasingly recognized for its impact on communication and behavior.

Improving Communication

- Technology utilization ...
 - New information technologies facilitate communication and are growing in importance in organizations.
 - Managers must be able to use information technology while maintaining good interpersonal relations.

Improving Communication

- Valuing culture and diversity ...
 - Ethnocentrism is the tendency to consider one's culture superior to any and all others.
 - Ethnocentrism can cause people to:
 - Not listen to others.
 - Address or speak to others in ways that alienate them.
 - Use inappropriate stereotypes in dealing with someone from another culture.

Supportive Communication

- Problem-oriented, not person oriented
“How can we solve this problem?” NOT
“Because of you there is a problem!”
- Congruent, not incongruent
“I am upset by your behavior.” NOT
“Do I seem upset? No, everything's fine.”

Supportive Communication

- Descriptive, not evaluative
“Here is what I think happened: this is my reaction;
here is what would be more acceptable to me.”
NOT “You are wrong for doing what you did.”
- Validating, not invalidating
“I have some ideas, but do you have any
suggestions?” NOT “You wouldn’t
understand, so we’ll do it my way.”

Supportive Communication

- Specific, not global
“You interrupted me three times during the
meeting.” NOT “You’re *always* trying to get
attention.”
- Conjunctive, not disjunctive
“Related to what you just said, . . .” NOT
“I want to discuss <something unrelated
to the other person’s concerns>.”

Supportive Communication

- Owned, not disowned
“I’ve decided to turn down your request because . . .”
NOT “You had a great idea, but they just wouldn’t
approve it.”
- Supportive listening, not one-way listening
“What do you think are the obstacles to
improvement?” NOT “As I said before
you make too many mistakes. You’re
just not doing the job.”
