

Week 7 – Communication

MGT 30525 - ORGANIZATIONAL BEHAVIOR

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Learning Outcomes

At the end of this lesson, you will be able to:

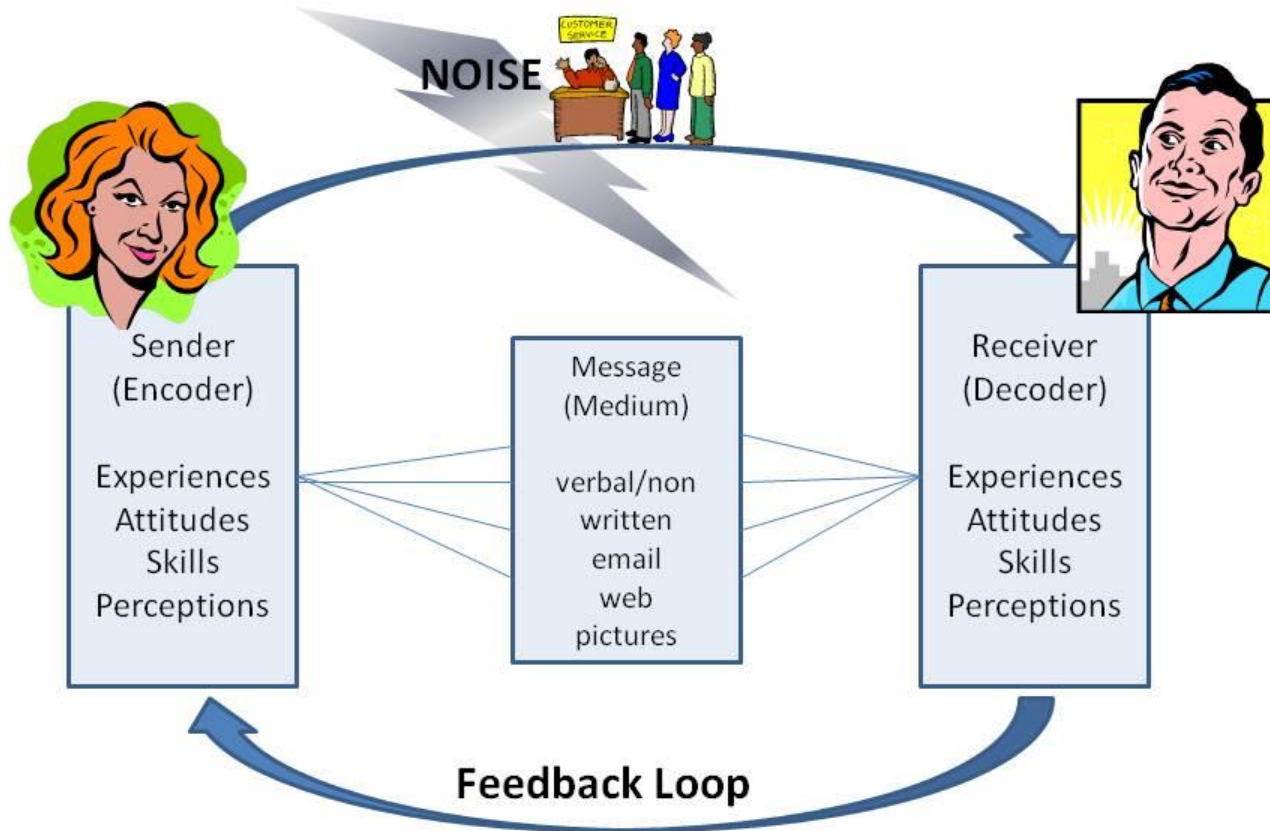
- Define the concept of communication
- Know the process of communication
- Identify different types of communication
- Identify barriers to effective communication
- Point out some managerial implications

The Concept of Communication

- *The transfer and understanding of meaning*



The Communication Process



The Communication Process

Different Types of Communication

- **Downward Communication** flows from one level of a group or organization to a lower level **e.g.** assign goals, provide job instructions, explain policies and procedures, point out problems, offer feedback about performance to employees by managers and team leaders
- **Upward Communication** flows to a higher level in the group or organization **e.g.** provide feedback, inform progress toward goals, and relay current problems by employees to managers and team leaders

Different Types of Communication.....

- **Lateral Communication** takes place among members of the same work group, members of work groups at the same level, managers at the same level, or any other horizontally equivalent workers
- **Oral Communication** speeches, formal one-on-one and group discussions, and the informal rumor mill or grapevine are popular forms of oral communication
- **Written Communication** includes memos, letters, fax transmissions, e-mail, instant messaging, organizational periodicals, notices (including electronic ones), and any other device that transmits via written words or symbols

Different Types of Communication.....

- **Nonverbal Communication** includes body movements, the intonations or emphasis we give to words, facial expressions, and the physical distance between the sender and receiver
- **Formal Communication** the *chain* follows the formal chain of command might find in a rigid three-level organization

The *wheel* relies on a central figure to act as the conduit for all the group's communication would find on a team with a strong leader

The *all-channel* network permits all group members to actively communicate with each other characterized in self-managed teams

Different Types of Communication.....

- **Informal Communication** gives managers a feel for the morale of their organization, identifies issues employees consider important, and helps tap into employee anxieties and also serves employees' needs: small talk creates a sense of closeness and friendship among those who share information
- **Electronic Communications** include e-mail, text messaging, networking software, blogs, and video conferencing

Barriers to Effective Communication

- **Filtering** refers to a sender's purposely manipulating information so the receiver will see it more favorably e.g. A manager who tells his boss what he feels the boss wants to hear is filtering information
- **Selective Perception** the receiver selectively sees and hear based on their needs, motivations, experience, background, and other personal characteristics
- **Information Overload** individuals have a finite capacity for processing data. When the information we have to work with exceeds our processing capacity, the result is information overload

Barriers to Effective Communication.....

- **Emotions** you may interpret the same message differently when you're angry or distraught than when you're happy
- **Language** even when we're 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
- **Silence** employee silence means managers lack information about ongoing operational problems

Barriers to Effective Communication.....

- **Communication Apprehension** some may find it extremely difficult to talk with others face-to-face or may become extremely anxious when they have to use the phone, relying on memos or e-mails when a phone call would be faster and more appropriate
- **Lying** the final barrier to effective communication is outright misrepresentation of information, or lying

Managerial Implications

- The less distortion, the more employees will receive goals, feedback, and other management messages as intended
- Extensive use of vertical, lateral, and informal channels also increases communication flow, reduces uncertainty, and improves group performance and satisfaction
- Perfect communication is unattainable. Yet a positive relationship exists between effective communication and worker productivity
- Choosing the correct channel, being an effective listener, and using feedback can make for more effective communication

Managerial Implications.....

- Whatever the sender's expectations, the message as decoded in the receiver's mind represents his or her reality
- The potential for misunderstanding in electronic communication is great despite its advantages
- Make sure you use communication strategies appropriate to your audience and the type of message you're sending
- Finally, by keeping in mind communication barriers such as gender and culture, we can overcome them and increase our communication effectiveness

Questions and Answers ??//

Thank you very much!

