

Communication chapter

A series of horizontal lines in teal and light blue colors, with varying lengths and slight offsets, creating a modern, layered effect across the middle of the slide.

Communication

- Communication can be defined as the transmission of information from one person or group to another person or group.
- communication takes many forms, such as written or spoken orders, informal chatter, electronic messaging, printed reports or procedure manuals, discussion among executive in a corporate boardroom. Announcements posted on bulletin board

- **Formal communication.** channels are established by the organization and transmit messages related to the professional activities of members. They traditionally follow the authority chain within the organization.
- **Informal communication.** Other forms of messages, such as personal or social, follow informal channels , which are spontaneous and emerge as a response to individual choices

Process of communication

- Communication involves the process of the exchange of information among two or more persons or parties, which is best represented by a simple model of communication between two persons: the sender and the receiver.
- **Sender** is the originator of a communication, who encodes and transmits a message; also known as the encoder (Encoding is the process of converting data from one form to another)

- **Receiver** is the recipient of a communication who decodes the message; also known as the decoder
- Communication begins with some information—a *message* —that the sender wishes to transmit to a receiver.
- The sender's task is to take the information and put it into some form in which it can be communicated to the receiver. the process of preparing a message for transmission by putting it into some form or code called encoding

- The next step is for the sender to select a channel, the vehicle through which the message will flow from the sender to the receiver.
- The sender may choose the spoken word, confronting the receiver face-to-face or through the telephone, or the written word, using a memo, or a typed message sent through a text or e-mail. Different methods of communication have various advantages and disadvantages.

- In the two-person communication model, the receiver picks up the message and is responsible for decoding it, or translating it in an effort to understand the meaning intended by the sender.
- Of course, in many communications some of the original message—that information drawn from the thought processes of the encoder—will be lost or distorted, either through the encoding process, through transmission, or in decoding. (That is why the second, received “Message” in the communication model is not identical to the original Message.)

Feedback

- Typically, when the receiver has decoded the message, feedback, or a response, is transmitted to the sender. The receiver acknowledges receipt of the message and either tells the sender that the message is understood or requests clarification.
- **Noise** represents communication barriers that distort the clarity of the message, such as perceptual problems, information overload, semantic difficulties, or cultural differences
- For example, psychological noise can occur when the receiver ignores the sender because of a belief that the sender “has nothing important to say.

Factors that effect the flow of communication

- Much of the research on the communication process in work settings has focused on factors that can increase or decrease its effectiveness. Among the factors that can affect the flow of communication from sender to receiver are source factors, channel factors, and audience factors.
- **1. Source factors.** characteristics of the sender that influence the effectiveness of a communication (mean the status of the source

- For example, messages from the president or owner of a company are usually given top priority. (“When the boss talks, people listen.”)
- Another source factor is the credibility, or believability, of the sender. If the source is trusted, it is more likely that the message will receive proper attention such as the expertise, knowledge, and reliability of the source

2. Channel source

- which are positive or negative characteristics related to the vehicle through which the message is communicated, can also influence the effectiveness of the communication process. Selection of the proper channel can have an important effect on the accurate flow of communication.
- For example, using a visual device such as a chart or graph to present complex information on sales and profit figures is likely to be a more effective channel than the spoken word. The channel selected can also affect the impact of the message.

3. Audience factor

characteristics of the receiver that influence the effectiveness of a communication such as the person's attention span and perceptual abilities, which can facilitate or impair the communication process.

- The receiver's relationship to the sender can also affect the communication process. For example, if the receiver is subordinate to the sender, the message may be better attended to because the receiver is supposed to listen to superiors.

Non-verbal communication

- We commonly think of communication in work settings as taking one of two forms, either written or spoken. However, people can and do use a great deal of nonverbal communication, which is sent and received by means other than the written or spoken word.
- Broadly defined, nonverbal communication can occur through facial expressions, gesture, tone of voice, body movements, posture, style of dress, touching, and physical distance between sender and receiver (Andersen, 2008). We use nonverbal communication to convey a wide range of feelings and attitudes.

- nonverbal communication can be used in three ways. First, nonverbal cues can be substituted for verbal communication. Nodding to show approval, shaking your head in disagreement, or gesturing for a person to come closer or to go away are all ways of sending clear, unspoken messages.

- **Pygmalion effect**. when a sender nonverbally communicates expectations to a receiver influencing his/her behavior.
- for example of the Pygmalion effect would be a supervisor who expects a team to perform very well (or very poorly), who nonverbally communicates those expectations to the team members, perhaps through an enthusiastic (or unenthusiastic) tone of voice, actually spurring the team to better (or worse) performance

The flow of communication

Downward communication

- messages flowing downward in an organizational hierarchy, usually from superiors to subordinates
- Most commonly, they are one of several types:
 - (a) instructions or directions concerning job performance,
 - (b) information about organizational procedures and policies,
 - (c) feedback to the supervisee concerning job performance, or
 - (d) information to assist in the coordination of work tasks

- much of the formal communication that occurs in work organizations involves this downward flow, which makes sense, because the top levels are involved in making important decisions that must be communicated to the lower levels.
- **Upward communication** is the flow of messages from the lower levels of the organization to the upper levels. It most typically consists of information managers need to perform their jobs, such as feedback concerning the status of lower-level operations, which could include reports of production output or information about any problems.

Lateral communication

- messages between two parties at the same level in an organizational hierarchy
- Lateral communication can also occur between two or more departments within an organization. For example, effective lateral communication between the production and quality control departments in a television manufacturing plant can help the two departments to coordinate efforts to find and correct assembly errors.