Communication in Organizations

Chapter 9
Learning Objectives

1. Describe the process of communication and its fundamental purposes in organizations.

2. Identify various forms of verbal media used in organizations, and explain which ones are most appropriate for communicating messages of different types.

3. Explain how technology has influenced organizational communication.
Learning Objectives

4. Describe how people’s communication patterns differ as a function of their sex and culture.

5. Distinguish between the various forms of formal and informal communication that occur in organizations and how they operate.

6. Explain how you can improve your effectiveness as a communicator in organizations.
Communication

The process by which a person, group, or organization (the sender) transmits some type of information (the message) to another person, group, or organization (the receiver).
Communication Process

Transmission of encoded message through media channels

Sender
- Idea to be sent
- Encoded idea

Noise

Receiver
- Idea received
- Decoded idea

Feedback to sender
Communication Purposes

- Directing action
- Linking and coordination
- Building relationships
- Explaining organizational culture
Communication Purposes

- Inter-organizational linking
- Presenting an organization’s image
- Generating ideas
- Promoting ideals and values
Verbal Communication

- Verbal media
  - Face-to-face conversations
  - Telephone
  - Memos
  - Letters
  - Flyers
  - Newsletters
  - Employee handbooks

- Match medium to the message
Verbal Media Continuum

![Image of Verbal Media Continuum diagram]
Nonverbal Communication

- Mode of dress
- Waiting time
- Seating position
- Body language
Computer-Mediated Communication

- **Synchronous**
  - Videoconferences or Web casts
  - Cyber meetings

- **Asynchronous**
  - E-mail
    - Information overload
    - Flaming
    - Emoticons
  - Instant messaging
Computer-Mediated Communication

- Privacy violations

- Usage considerations
  - Establish and follow clear monitoring policy
  - Apply privacy policy equally
  - Maintain complete company records privacy
Interpersonal Skills Influence Internet Use
Formal Communication

- Organizational structure
  - Organization chart

- Types
  - Upward
  - Downward
  - Lateral
  - MUM effect
Informal Communication

- Old boys network
- Snowball effect
- The grapevine
- Rumors
  - Pipe dreams
  - Bogie rumors
  - Wedge drivers
  - Home-stretchers
Informal Communication Networks
Improving Communication Skills

- Use jargon sparingly
- Be consistent in what you say and do
Improving Communication Skills

- Become active, attentive listener
- Understand others’ ideas before formulating reply
- Avoid overload
Improving Communication Skills

- Give and receive feedback
  - 360-degree feedback
  - Suggestion systems
  - Corporate hotlines
  - Informal meetings
  - Employee surveys
Supportive Communication

- Focus on the problem, not the person
- Honestly say what you mean
- Own-up to your decisions
- Use validating language
- Strive to keep the conversation going
- Use inspirational communication tactics
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