

FTP for ASOs-CGLE-2022

Communication in Organization

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Importance of Communication

- Coordinates
- Fulfils needs (information)
- Support knowledge management
- Improve decision making

Importance of Communication

- **Coordinates**
 - Individual work effort towards common goal
 - Information exchange essential to coordination
- **Fulfils needs (information)**
 - Bonds employees together
 - Eases work related stress

Importance of Communication

- Support knowledge management
 - Brings in & distributes knowledge
 - Avoids 'silos of knowledge'
- Improve decision making
 - Problem solving requires information from all sources
 - Better decision making has positive effect on organizational performance

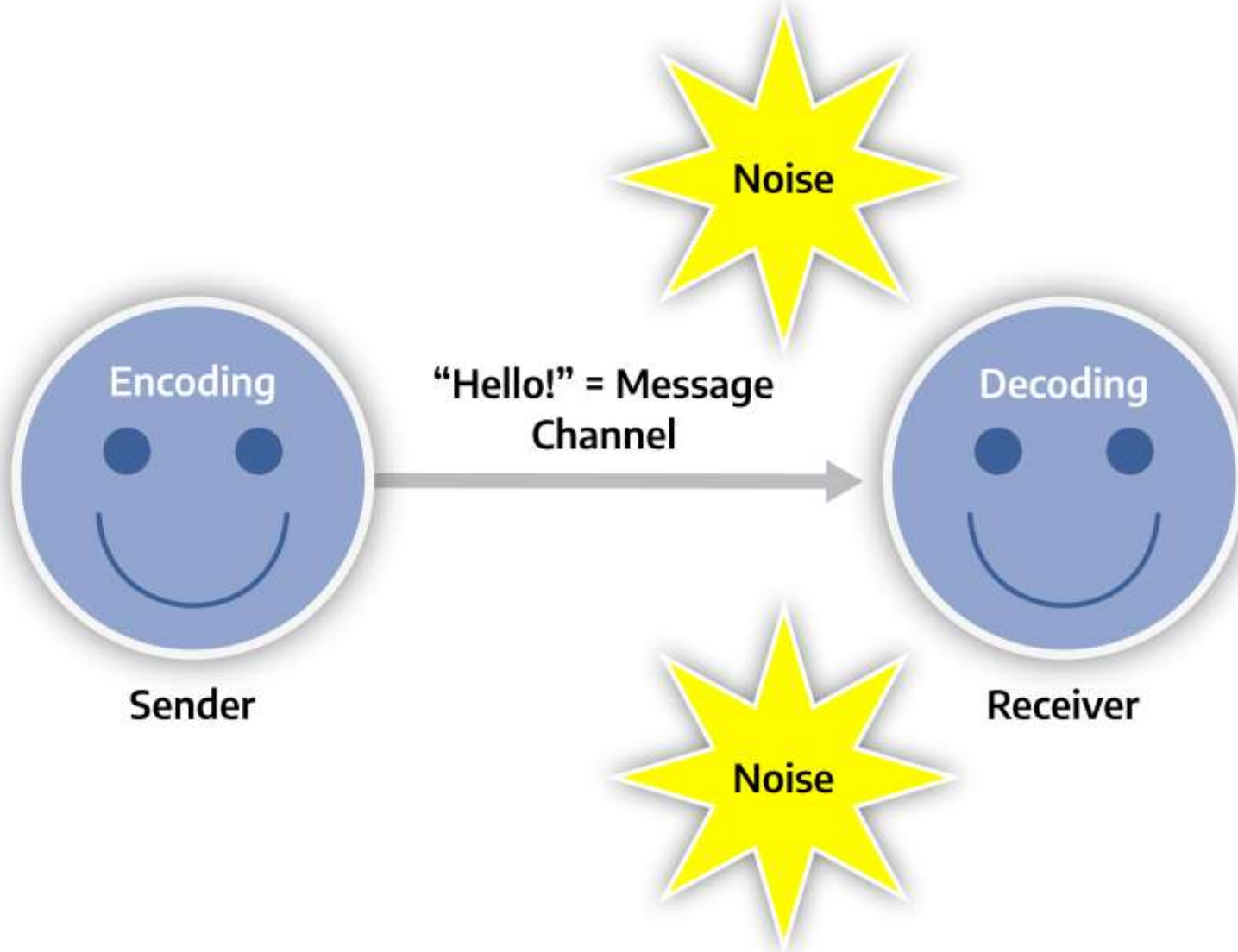
Communication Models

- Developed in 20th Century as a separate field
 - Borrowed models/concepts from Psychology, Sociology, Anthropology, Political Science

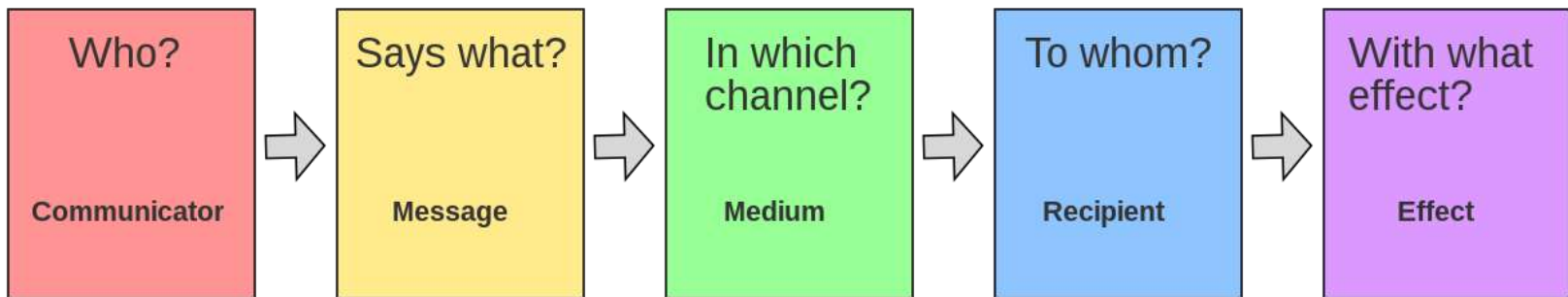
Communication Models

- Aristotle
 - His treatise RHETORIC , Brings in & distributes knowledge
 - Characterises it as techne or ART
 - Mainly for public speaking-speaker wants to have an effect on the audience

Linear Transmission Model-one way/action models (Aristotle, Shannon-Weaver, Berlo models)

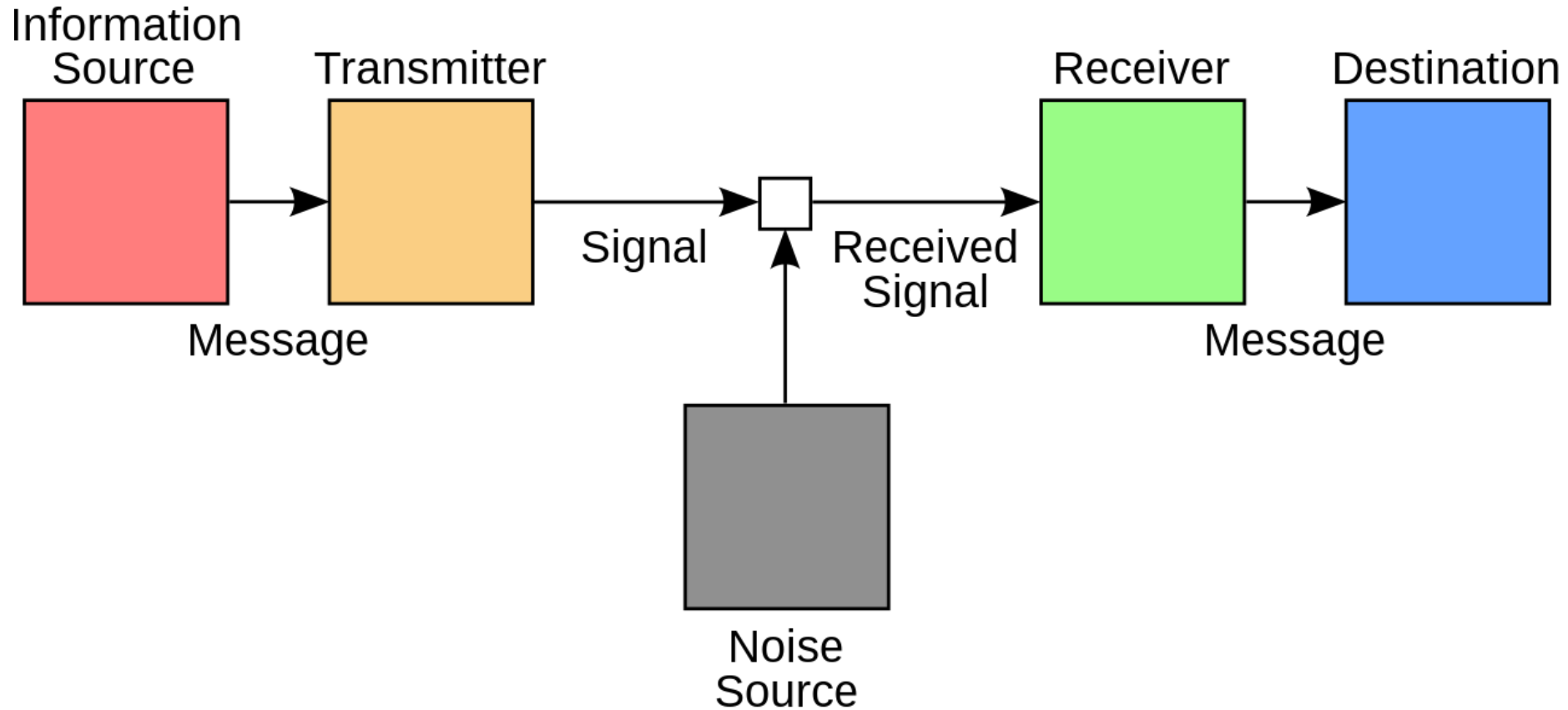


Lasswell's linear communication model (1948)



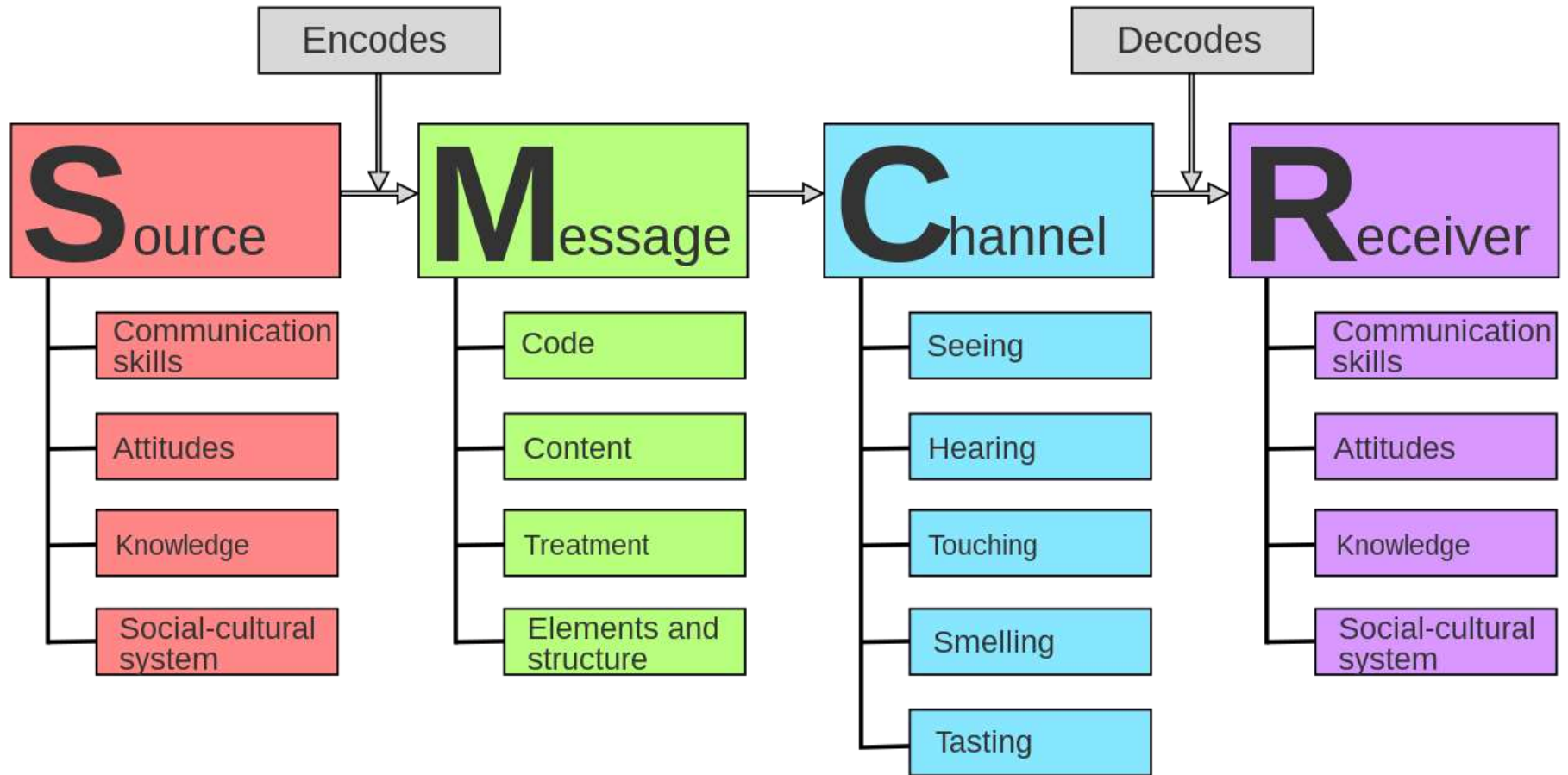
Identify and describe main aspects of communication
Doesn't include feedback or noise

Shannon-Weaver model (1948)



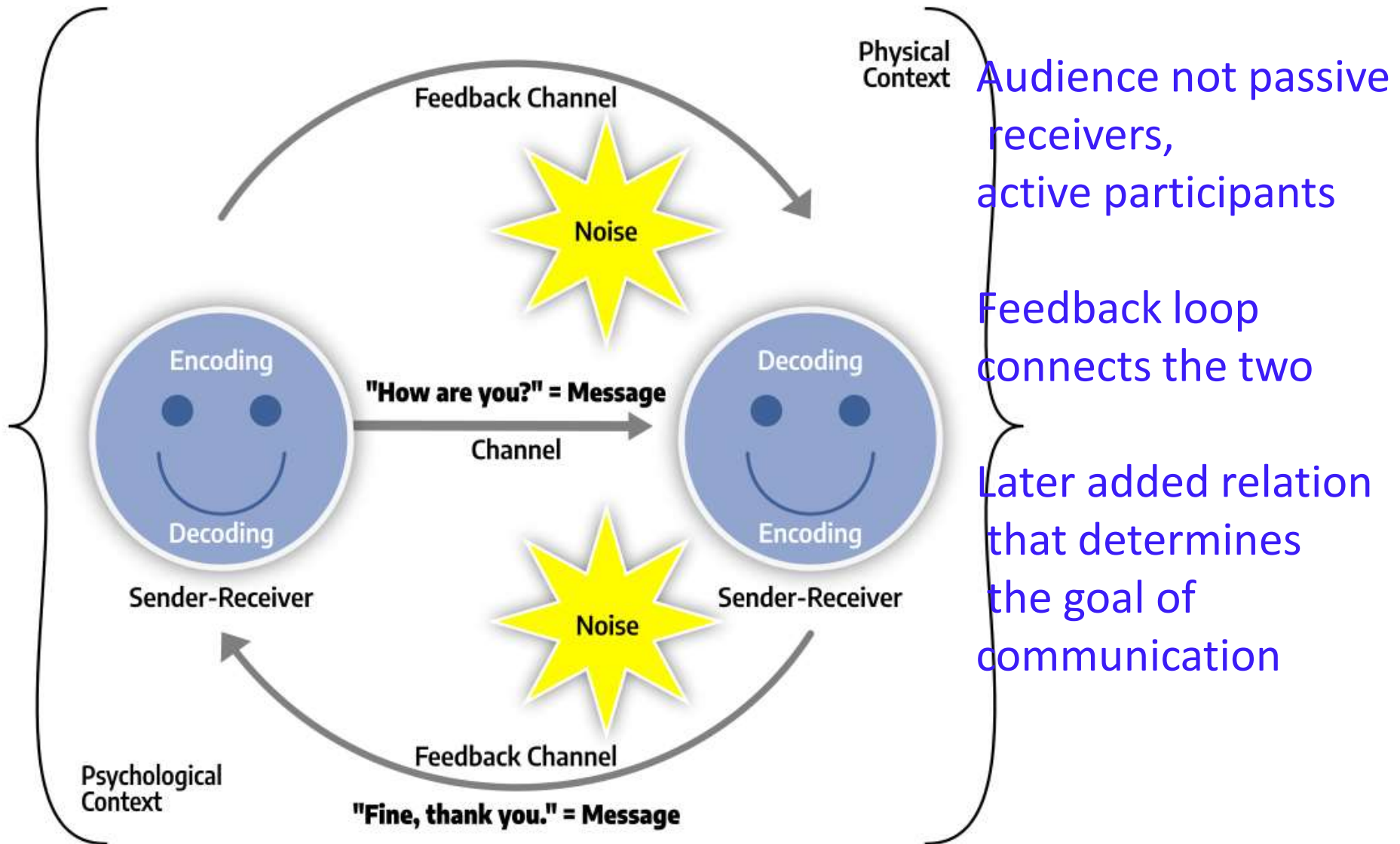
One-way process, not a dynamic one

Berlo's Linear transmission model (1960)

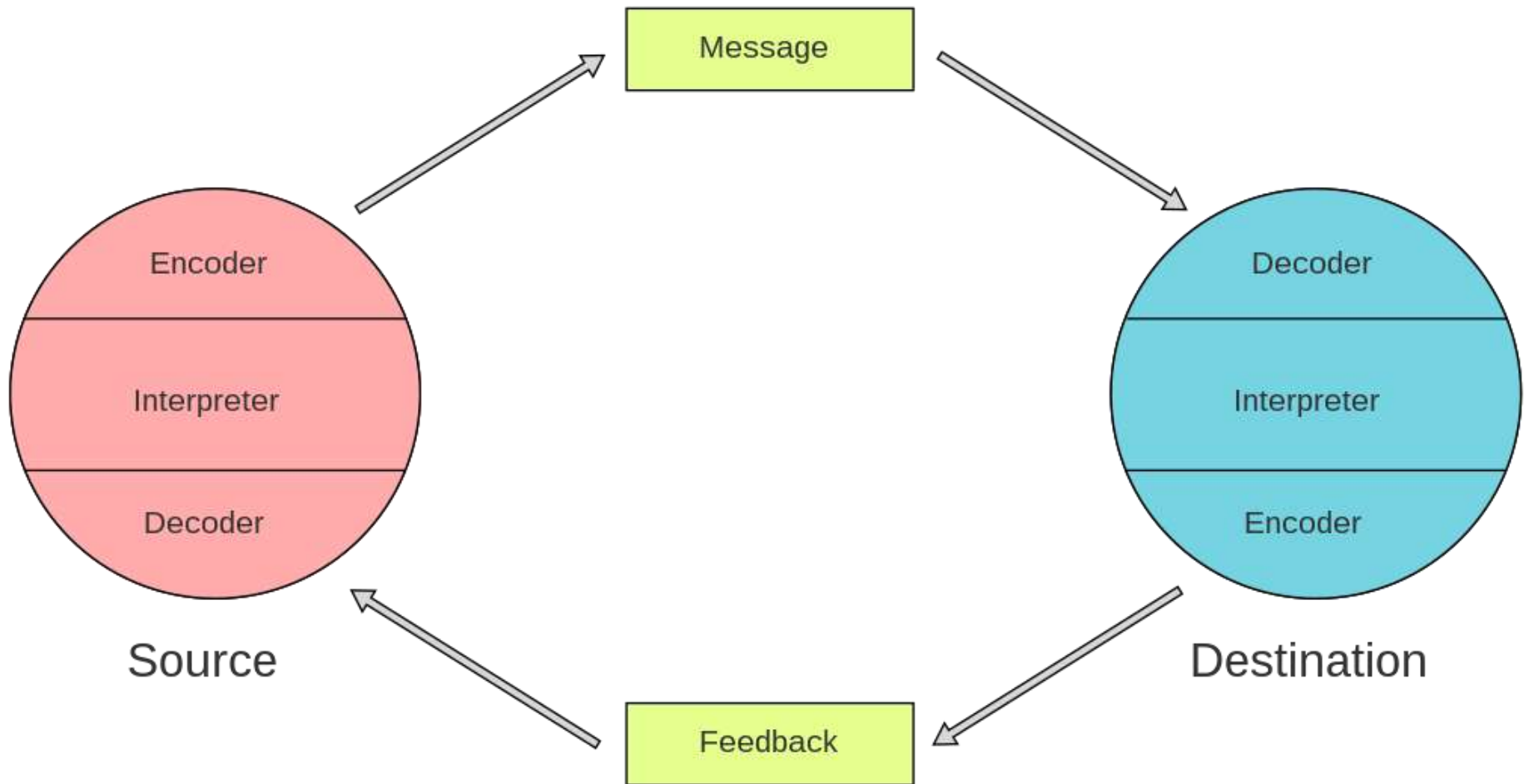


Purpose-influence the behavior of the receiver
No feedback and noise effects

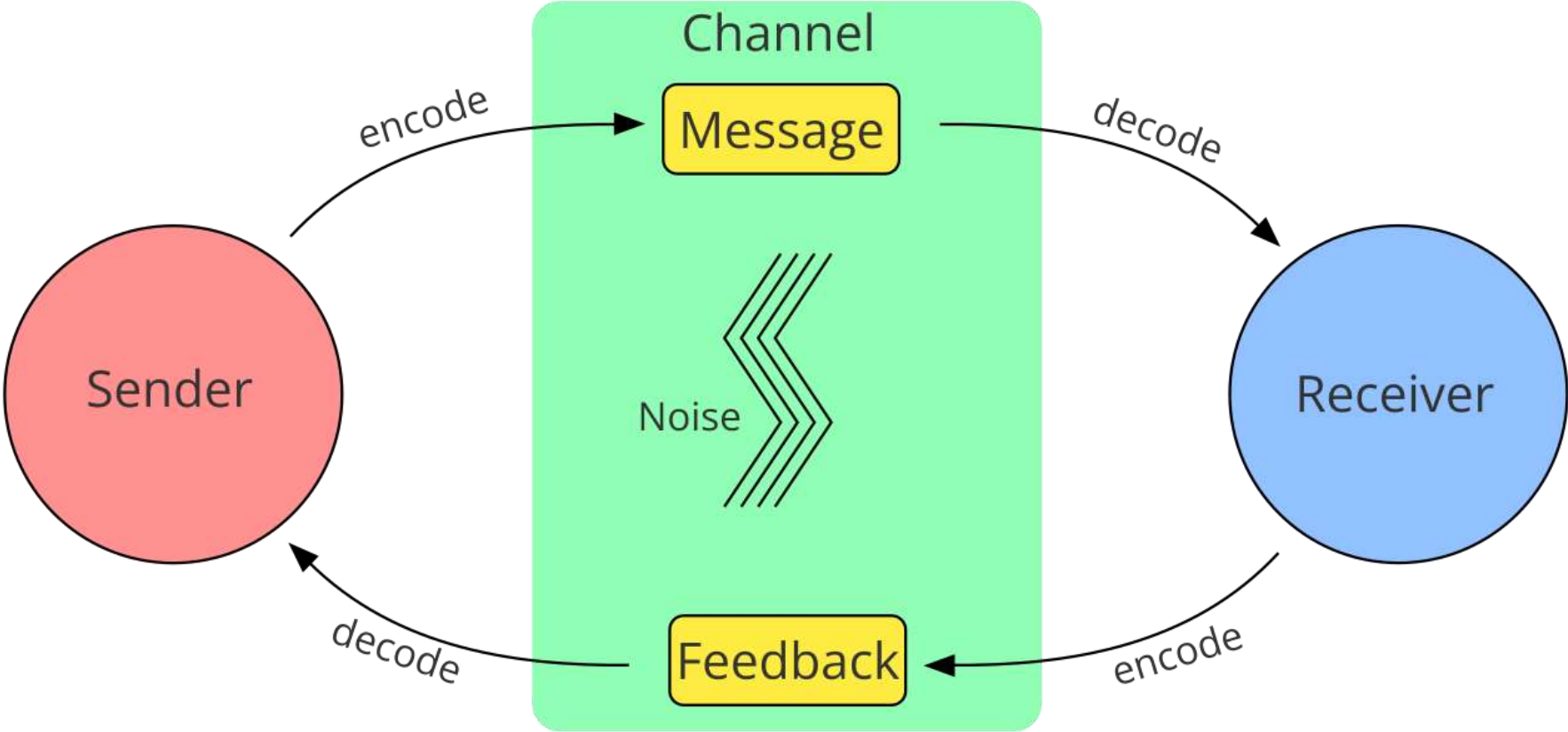
Interaction Model-Schramm's early model (1954)



Schramm's Interaction model- audience not passive recipients

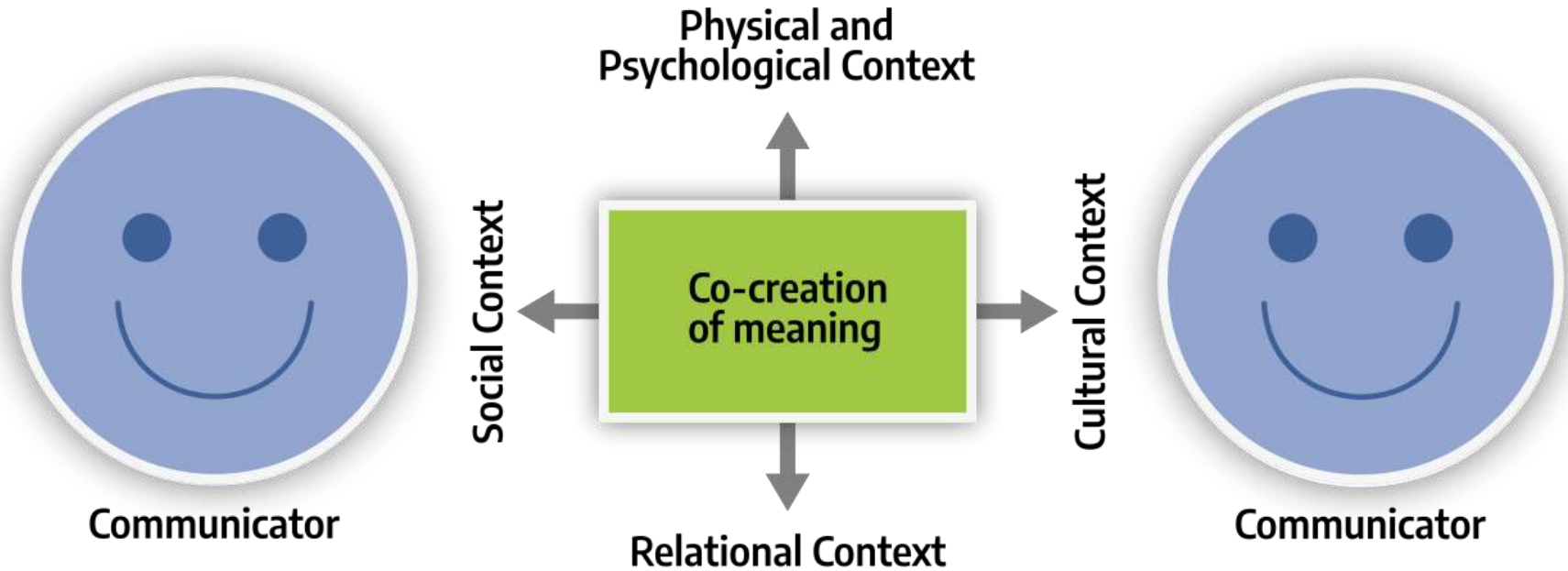


Typical model of communication



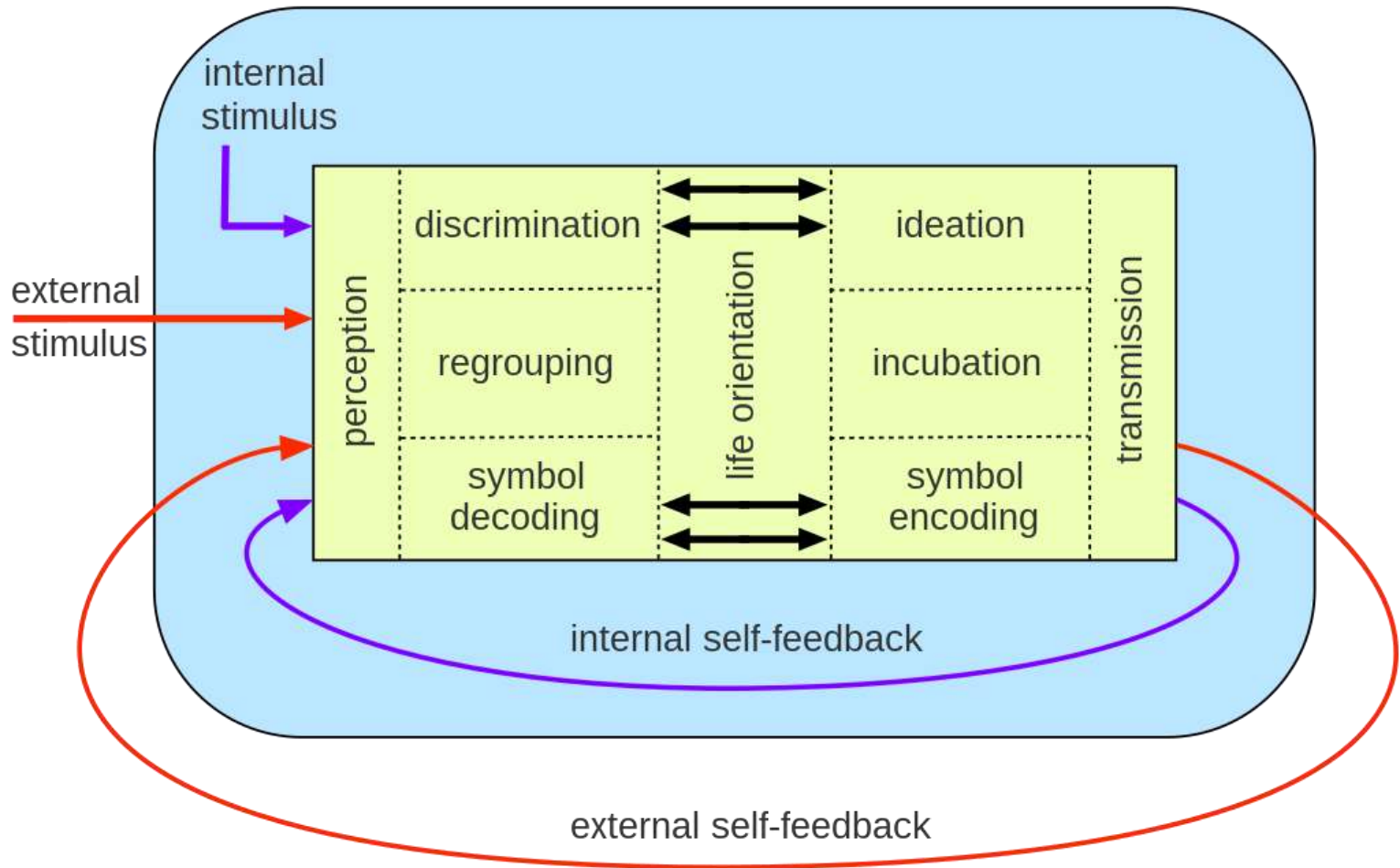
Transaction Model-Barnlund model (1970)

Production of Meaning more imp than production of messages, interpretation imp to arrive at shared understanding

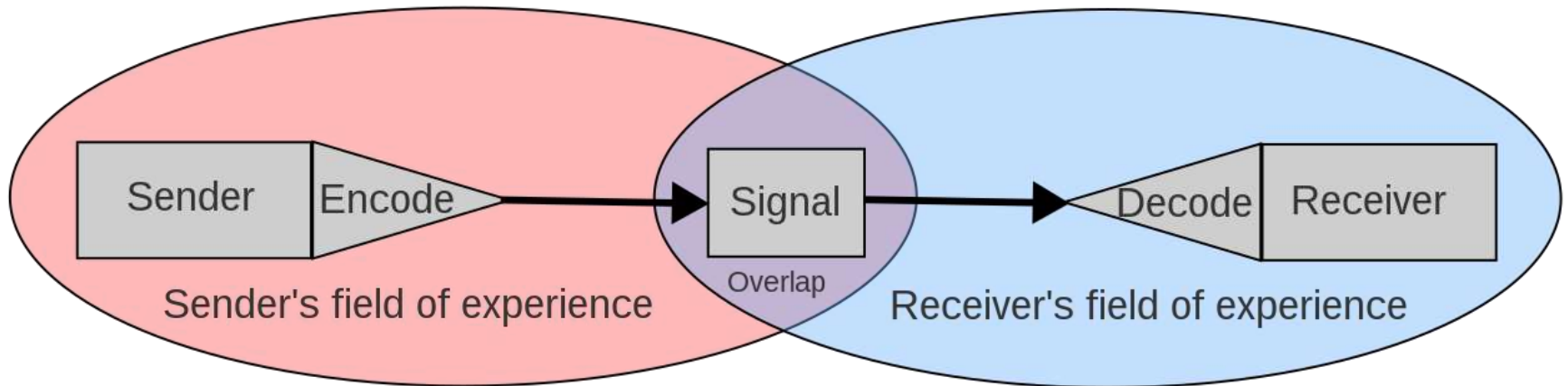


Dynamic, continuous, circular, irreversible, complex, unrepeatable

Inter-personal & Intra-personal model -Larry Barker Gordon Wiseman



Successful communication-message is located in overlap



Communication Channels/Means

- Vertical communication
 - Upward communication
 - Downward communication
- Horizontal communication

Communication Channels/Means

- Verbal-Oral
 - Oral-face to face interaction better for transmitting emotions and persuading the receiver
 - Voice intonation and use of silence possible
 - Immediate feedback possible for adjusting emotional tone & message

Communication Channels/Means

- Verbal-Written
 - For presenting & recording technical details
 - Ideas are easier to follow when written down
 - Once it was slow to develop and transmit
 - Electronics development made it faster to do now

Communication Channels/Means

- Non-Verbal (body language)
 - Facial gestures
 - Voice intonation
 - Physical distance
 - Silence
 - Most used (knowingly/unknowingly)
 - **Actions speak louder than words**

Barriers to Effective Communication

- Physical barriers
- Cultural barriers
- Language barriers
- Emotional barriers
- Gender barriers
- Organization barriers
- Perceptual barriers

Barriers to Effective Communication

- Filtering
- Selective Perception
- Information overload
- Emotions
- Language

Barriers to Effective Communication

- **Filtering**
 - Manipulation of information to be seen more favourably by the receiver
 - Number of levels leads to filtering
 - Status differences lead to filtering
 - Fear of conveying bad news
- **Selective Perception**
 - The receiver sees, hears in a selective manner
 - Projects interests, expectations in to communication
 - Eg. Female interviewer expecting job seeker to keep job above family

Barriers to Effective Communication

- Information overload
 - Information beyond processing capacity
 - Weed out, ignore, pass over, forget information
 - Lost information and less effective communication
- Emotions
 - Feelings of receiver at the time of receiving message
 - Extreme emotions hinder effective communication
 - Rational/objective thinking goes for a toss

Barriers to Effective Communication

- Language
 - Age, education, cultural background influence meaning to words
 - Jargon/technical language of divisions
 - Senders assume the words used by them mean the same to the receiver
 - Eg. Wheel chair

Overcoming Barriers to Communication

- Use Multiple channels
- Use Feedback
- Simplify language
- Listen actively
- How to interact with others
- Use the grapevine
- Leadership style & communication

Overcoming Barriers to Communication

- Use Multiple channels
 - Leads to likelihood of clarity-involve more senses, Eg. E-mail followed by phone call
 - Reduces likelihood of distortion
 - Overcomes different abilities to absorb information-some written, some verbal face-to-face

Overcoming Barriers to Communication

- Use Feedback
 - Verbal, written, non-verbal
 - Reduces misunderstandings
 - Ask summary of what is said
 - Look at facial expressions

Overcoming Barriers to Communication

- Simplify language
 - Carefully chosen words
 - Understand receiver's level
 - Jargon used outside the group creates problems, eg. ICAR

Overcoming Barriers to Communication

- Listen Actively
 - Hearing is passive
 - Listening is active-search for meaning
 - More tiring-intellectual, concentration needed
 - Talk speed-150 words/min, listening capacity-1000 words/min, mind has time to wander
 - Empathic listening
 -

Overcoming Barriers to Communication

- Listen Actively Exercise

Listening Skills

Poor Listener	Good Listener
Interrupt	Patient
Change subject	Eye contact
Impetuous	Summarize to clarify
Inattentive	Put you at ease
Negative body language	Short prompts given
Easily distracted	Have empathy
Yes but.....people	Take time to listen
Impatient	Look attentive
Switch off	Ask open questions
Take over conversation	Don't interrupt
Curt	Supportive body language

Overcoming Barriers to Communication

- Presenters- Exercise

Communication –skills improvement

- Skills improvement
 - Role play-making a presentation
 - Real-life experiments-asking questions
 - Case analysis-role modelling
 - Read and observe others at work-selling & negotiating
 - Ask for feedback-don't be defensive
 - Watch how others react to you-move forward? Or away?

Communication -components

- How to interact with others-Managers
 - Listening 45 per cent time
 - Talking 30 per cent of time
 - Reading 16 per cent of time
 - Writing 09 per cent of time

 - Problem-centered (seeking) vs solution-centered (giving)

Communication in Organizations

- How to interact with others-Managers
 - Who, Where and When closed-ended questions
 - What, why and How-Open-ended questions
 - Rudyard Kipling- I have six honest servants. They taught me all that I know (Who, What, Where, When, Why and How?)

Use Grapevine

- Informal sharing
- To test an idea
- Summate it later

- Grapevine can spread rumors
- Make formal channels strong to overcome it

Leadership style and Communication

- **Management of people is leadership**
 - You
 - Your people
 - The task to be done