

An aerial photograph of a large, colorful geometric plaza. The plaza is composed of various colored rectangular sections in shades of light blue, dark blue, red, and green. A large green square is the central feature. Several people are walking across the plaza, their shadows cast on the ground. The overall design is reminiscent of Piet Mondrian's abstract art style.

7th Asia-Pacific Edition

MANAGEMENT

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Communication in organisations

CHAPTER 17



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Communication in organisations

1

Explain why communication is essential for effective management and describe the model of communication

2

Describe how the interpersonal aspects of communication, including open communication climates, communication channels, persuasion, communicating with candour, asking questions and listening, affect managers' ability to communicate

3

View the workplace as a whole and grasp the roles of social media, personal communication networks, formal communications and the importance of crisis communication



**New manager
self-assessment**

Do you focus on what others say? _____

	Mostly true	Mostly false
1 I am extremely attentive to what others say.		
2 I deliberately show people that I am listening to them.		
3 I really enjoy listening very carefully to people.		
4 My mind does not wander when someone is talking.		
5 I often restate what the person said and ask if I got it right.		
6 I usually think about a response while a person is still talking.		
7 I often ask people to clarify what they mean.		
8 I ask questions in every conversation.		
9 I am genuinely curious in conversations about what other people think.		
10 During a conversation, I frequently probe for deeper information.		
11 I inquire about others' points of view on topics.		



COMMUNICATION IS THE MANAGER'S JOB

- Managers' communication is purpose-directed towards the vision, values and desired goals
- Managers facilitate strategic conversation
 - dialogue across boundaries and hierarchical levels about the team or organisation's vision, critical strategic themes and the values that help achieve important goals



THE MANAGER AS COMMUNICATION CHAMPION

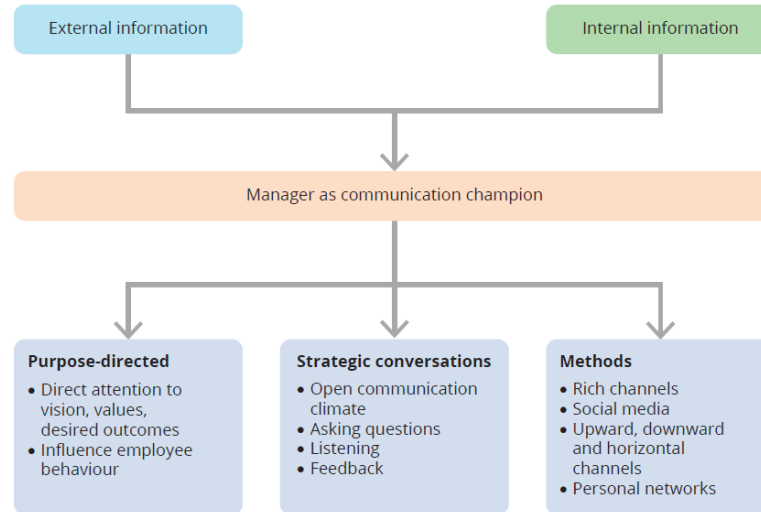


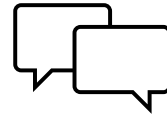
Exhibit 17.1 The manager as communication champion

Sources: Adapted from Mintzberg, H. (1973). *The Nature of Managerial Work* (New York: Harper and Row); and Daft, R. L. (2005). *The Leadership Experience*, 3rd edn (Cincinnati, OH: South-Western), p. 346.



COMMUNICATION

- Is the process by which information is **exchanged** and **understood** by two or more people, usually with the intent to **motivate** or **influence** behaviour
- Communication is critical skill
- One of a manager's top responsibilities



A MODEL OF COMMUNICATION

The communication process involves several steps:

- Encode
 - select symbols with which to compose the message
- Choose a channel
 - the carrier of a communication
- Decode
 - translate the symbols used for purpose of interpreting its meaning
- Feedback
 - two-way process



MODEL OF COMMUNICATION

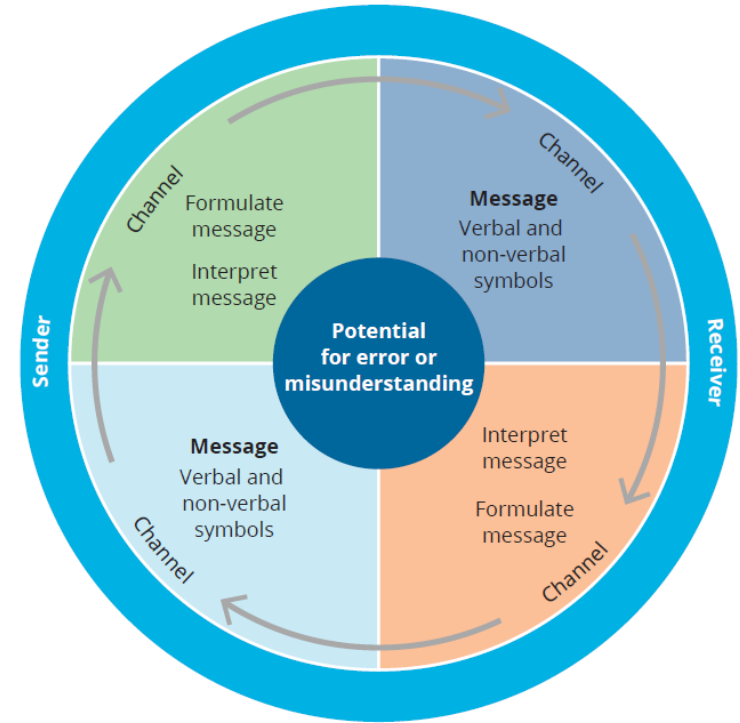


Exhibit 17.2 Model of communication



COMMUNICATING AMONG PEOPLE

- Effective communication requires:
 - open communication climate
 - communication channels
 - communicating to persuade and influence others
 - communicating with radical candour
 - asking questions
 - listening
 - non-verbal communication



OPEN COMMUNICATION CLIMATE

- Open communication
 - sharing all types of communication throughout the organisation, across functional and hierarchical boundaries
- Employees want open and honest communication from managers, including any bad news
- Centralised network
 - team communication through one individual to solve problems or make decisions
- Decentralised network
 - a team communicating freely with each other and arriving at decisions together



COMMUNICATIONS NETWORKS

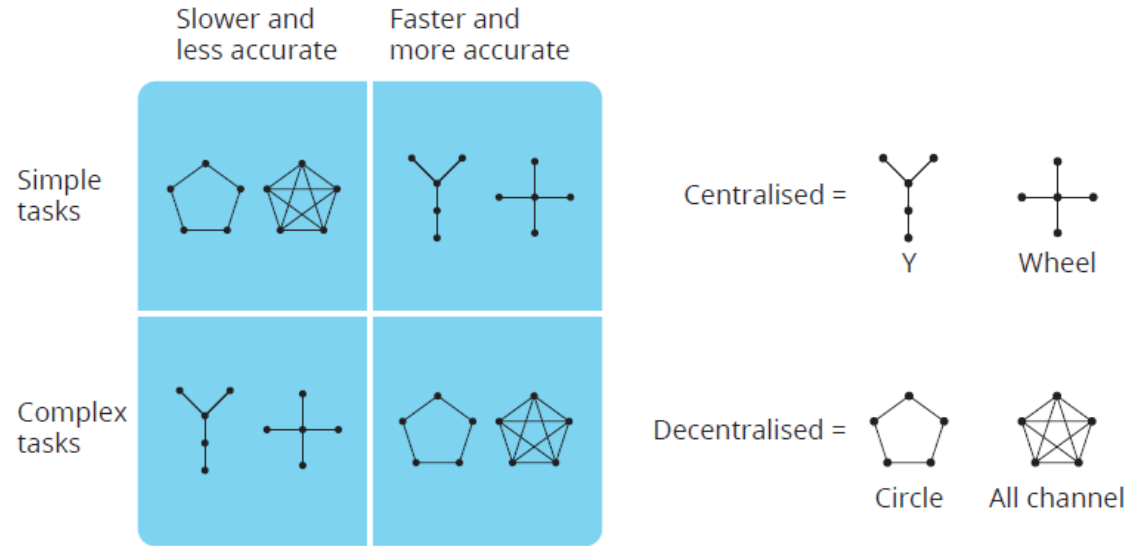


Exhibit 17.3 Effectiveness of team communication networks



COMMUNICATION CHANNELS

- Communication channels differ in their capacity to convey data
- Hierarchy of channel richness is influenced by:
 - 1 Ability to handle multiple cues simultaneously
 - 2 Ability to facilitate rapid, two-way feedback
 - 3 Ability to establish a personal focus



A CONTINUUM OF CHANNEL RICHNESS

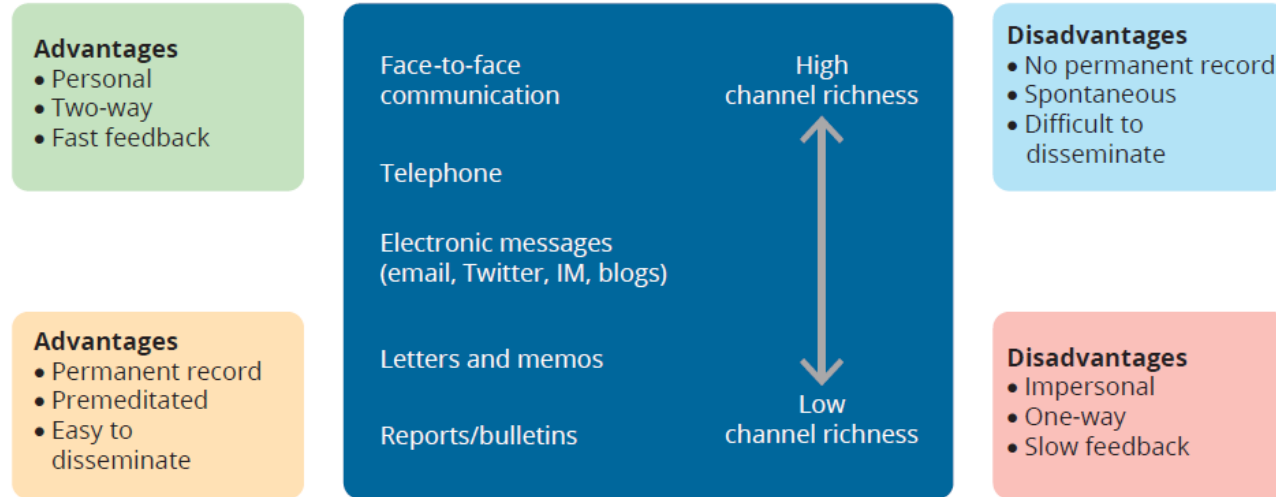


Exhibit 17.5 A continuum of channel richness



SELECTING THE APPROPRIATE CHANNEL

- Each communication channel has advantages and disadvantages
- Each can be an effective means of communication in the appropriate circumstances
- Select a channel to fit the message
- Routine messages can be efficiently communicated lower in richness,
 - memo, email, text message or Twitter
- Written communications should be used when:
 - the communication is official
 - a permanent record is required



COMMUNICATING TO PERSUADE AND INFLUENCE

- Ability to persuade and influence others has become more critical
- Command-and-control mindset of managers telling workers what to do and how to do it is no longer dominant
- Key tactics:
 - establish credibility
 - build goals on common ground
 - connect emotionally

communication apprehension

- individual's level of fear or anxiety associated with real or anticipated communication



COMMUNICATING WITH RADICAL CANDOUR

- Communicating with radical candour means
 - being direct, honest and clear about what employees need to do to meet objectives
 - while also expressing respect for others

Use 'I statements'

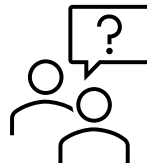
Stick to facts rather than judgements

Be clear, specific and direct in your requests



ASKING QUESTIONS

- To have successful organisational conversations, managers need to learn to ask questions
- Builds trust and openness between managers and employees
- Builds critical thinking skills
- Stimulates critical, independent thinking, encourages people to use their creativity and leads to deeper, more lasting learning



LISTENING

- Involves the skill of grasping **facts** as well as **feelings** to interpret a message's genuine meaning
- Is a vital **link** in the communication process
- Can also refer to managers' use of blogs
 - to stay in touch with employees and customers



EFFECTIVE LISTENING

Key	Poor listener	Good listener
1 Listen actively	Minimally involved; unfocused	Shows interest; nods; asks questions; paraphrases what is said
2 Keep an open mind	Pays attention only to ideas that conform to own opinions	Looks for opportunities and new learning
3 Resist distractions	Is easily distracted	Fights distractions; tolerates bad habits; knows how to concentrate
4 Capitalize on the fact that thought is faster than speech	Tends to daydream with slow speakers	Challenges assumptions, anticipates; summarizes; listens between lines to tone of voice
5 Seek understanding	Feigns agreement to bring the conversation to an end	Searches for common ground and new understanding
6 Judge content, not delivery	Tunes out if delivery is poor	Judges content; skips over delivery errors
7 Hold one's fire	Spouts solutions before understanding the problem or question	Does not judge or respond until comprehension is complete
8 Listen for ideas	Listens for facts	Listens to central themes
9 Work at listening	No energy output; passive and laid back	Works hard; exhibits active body state, eye contact
10 Show respect	Interrupts; talks over the other person when trying to get a point across	Learns to keep quiet and let the other person do most of the talking

Exhibit 17.6 Ten keys to effective listening

Sources: Adapted from Daniel, D. (7 September 2004). 'Seven Deadly Sins of (Not) Listening'. *CIO*, <https://www.cio.com/article/2438105/seven-deadly-sins-of-not-listening.html> (accessed 7 December 2012); Okum, S. K. (August 1975). 'How to Be a Better Listener'. *Nation's Business*, 62; and Morgan, P. and Baker, K. (November 1985). 'Building a Professional Image: Improving Listening Behavior'. *Supervisory Management*, 34–8.



NON-VERBAL COMMUNICATION

- Messages sent through **actions** and **behaviour** rather than words
- Significant information sent through:
 - facial expression, voice, mannerisms, posture and dress
- Occurs mostly **face-to-face**
- Take care to align their facial expressions and body language to support intended message
- When non-verbal signals contradict words, people become confused and may not believe what is being said



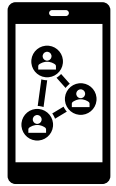
WORKPLACE COMMUNICATION

- Four elements of workplace communication for managers to master are:
 - using social media to improve internal and external communication
 - using informal, personal communication channels
 - establishing formal communication channels
 - developing strategies for crisis communication



SOCIAL MEDIA

- Reinventing how people in organisations communicate among themselves and with customers and other stakeholders
- Listening to customers
- Communicating to customers
- Engaging employees



social media
•A group of internet-based applications that allow the creation and exchange of user-generated content

social networking
•Social networking is the expansion of an individual's set of business or social contacts, often using internet-based media



PERSONAL COMMUNICATION CHANNELS

- **Informal** communication **outside** the formally authorised channels
- These channels **co-exist** with formal channels
- Is a **primary** way that information is spread and work gets done
- Three important types:
 - personal network
 - the **grapevine**
 - written communication (contd.)



DEVELOPING PERSONAL COMMUNICATION NETWORKS

- Developing personal communication networks
 - Acquisition and cultivation of personal relationships that cross departmental, hierarchical and even organisational boundaries
 - Tips:
 - build it before you need it
 - never eat lunch alone
 - make it a win–win
 - focus on diversity

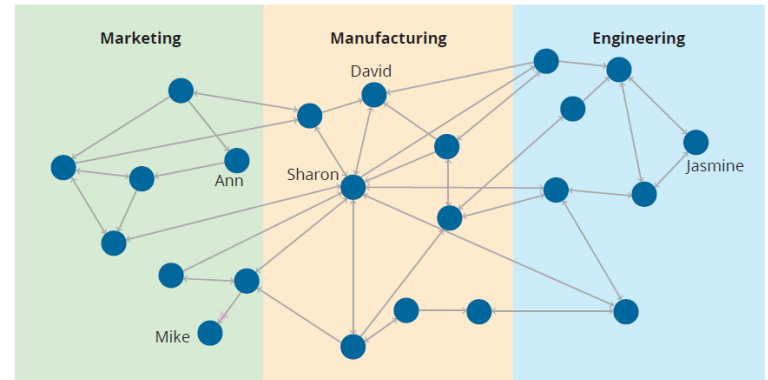
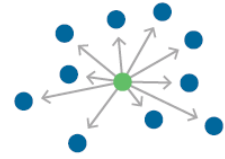


Exhibit 17.7 An organisational communication network

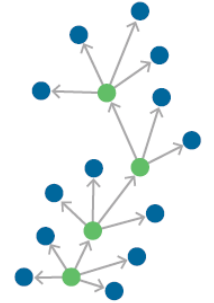


THE GRAPEVINE

- 90% of employees engage in gossip
- The grapevine is a valuable tool for managers
 - provides an efficient channel to communicate information faster than through formal channels
 - can be a useful, early **warning system**
- In times of crisis, managers need to manage the grapevine effectively



Gossip chain
(one tells many)



Cluster chain
(a few tell selected others)

Exhibit 17.8 Two grapevine chains in organisations

Source: Based on Davis, K. and Newstrom, J. W. (1985). *Human Behavior at Work: Organizational Behavior*, 7th edn (New York: McGraw-Hill).

grapevine

- An informal, person-to-person communication network of employees that is not officially sanctioned by the organisation



WRITTEN COMMUNICATION

- Need to write clearly is important in highly competitive, technology-driven global economy
- Managers who are unable to communicate in writing limit their opportunities for advancement
- When writing in the work environment:
 - respect the reader
 - know your point and get to it
 - write clearly rather than impressively
 - get a second opinion



FORMAL COMMUNICATION CHANNELS

- Involves written and verbal ways of exchanging information among people who have recognised status in the organisation
- Primary forms:
 - Downward and upward
 - traditional, vertically organised companies
- Today's organisations emphasise **horizontal** communication
 - sharing information across departments and levels



DOWNWARD, UPWARD AND HORIZONTAL COMMUNICATION



Exhibit 17.9 Downward, upward and horizontal communication in organisations



DOWNWARD COMMUNICATION

- Refers to messages and information sent from top management down to employees
- Typically involves:
 - goals and strategies
 - job instructions and rationale
 - procedures and practices
 - performance feedback
 - coaching and training



UPWARD COMMUNICATION

- Includes messages that flow from the lower to the higher levels of the organisation's hierarchy
- Five types of information communicated upward:
 - problems and exceptions
 - suggestions for improvement
 - performance reports
 - grievances and disputes
 - financial and accounting information



HORIZONTAL COMMUNICATION

- Refers to the **lateral** or **diagonal** exchange of messages among peers or co-workers
- Three main categories:
 - intradepartmental problem solving
 - interdepartmental coordination
 - change initiatives and improvements



CRISIS COMMUNICATION

- A critical skill during times of rapid change, uncertainty or crisis
- Strategies for effective crisis communication:
 - stay calm, listen hard
 - be visible
 - get the awful truth out
 - communicate a vision for the future



COMMUNICATIONS AND SUSTAINABILITY

Two important aspects of communication in sustainability:

- Need to communicate organisation's policies, strategies and activities relating to sustainability
 - ensure achievements are publicised
- Advance sustainability outcomes in the firm's own communication processes
 - Video conferences, Internet (VOIP), etc. are better than air travel on the environment
 - Also use technology to enable telecommuting



CHAPTER 17 – BRIEF SUMMARY

17.1 The manager's role as communication champion means to engage in purpose-driven strategic conversations via multiple channels.

17.2 Open communication means sharing all types of information throughout the organisation and across functional and hierarchical boundaries.

17.3 Four elements of workplace communication are using social media, using personal communication channels, establishing formal communication channels, and developing strategies for crisis communication.

