

PowerPoint Presentation
to Accompany Chapter 17 of
Management
Canadian Edition
Schermerhorn • Wright

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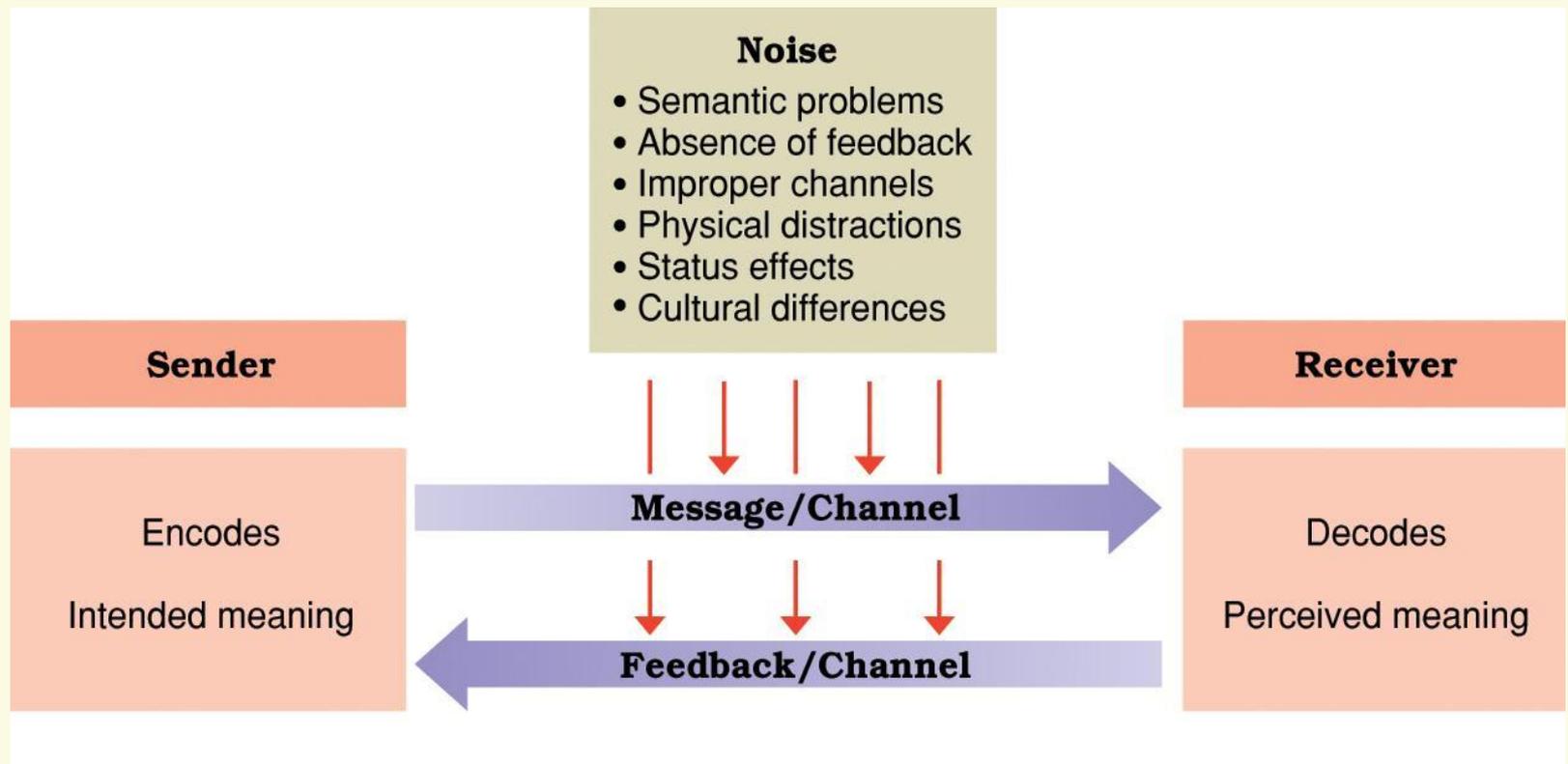
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Study Question 1: What is the communication process?

- Communication.
 - An interpersonal process of sending and receiving symbols with messages attached to them.
- Key elements of the communication process:
 - Sender.
 - Message.
 - Communication channel.
 - Receiver.
 - Interpreted meaning.
 - Feedback.

Figure 17.1 The interactive two-way process of interpersonal communication.



Study Question 1: What is the communication process?

□ Effective and efficient communication:

– Effective communication

- Occurs when the intended meaning of the sender is identical to the interpreted meaning of the receiver.

– Efficient communication

- Occurs at a minimum resource cost.

- **Effective communication:** the exchange of information between people or groups, with feedback
- Communication is effective only if the message has been received and understood by the receiver, and the sender knows that it has been understood.

Communication media: the method used to communicate a message

1. Oral communication: one to one conversation, interviews, appraisal session, group meetings or team briefings

2. Written communication: such as letters, ,memos, notices on boards, reports, minutes of meetings and diagrams for technical matters.

3. Electronic media: such as video conferencing, mobile telephones, fax messages and emails. Electronic media can lead to information overload.

4. Visual communication: such as diagrams, pictures, charts and pages of commuter images

Barriers in communication

Sources of noise in communication:

- Poor choice of channels.
- Poor written or oral expression.
- Failure to recognize nonverbal signals.
- Physical distractions.
- Status effects.

1. Poor choice of channels.

Choose the channel that works best.

–Written channels work for messages that:

- Are simple and easy to convey.
- Spread information widely
- Convey formal policy or authoritative directives.

–Spoken channels work best for messages that:

- Are complex or difficult to convey where immediate feedback is needed.
- Attempt to create a supportive, even inspirational, climate.

□ **2.Failure to recognize nonverbal signals.**

- Nonverbal communication takes place through gestures, facial expressions, body posture, eye contact, and use of interpersonal space.
- Mixed messages occur when a person's words and nonverbal signals communicate different things.
- The growing use of communication technologies causes important nonverbal communication to be lost.

□ **3. Physical distractions.**

- Include interruptions from telephone calls, drop-in visitors, a lack of privacy, etc.
- Can interfere with the effectiveness of a communication attempt.
- Can be avoided or at least minimized through proper planning.

□ 4. Valuing culture and diversity.

- Ethnocentrism is the tendency to consider one's culture superior to any and all others.
- Ethnocentrism can cause people to:
 - Not listen to others.
 - Address or speak to others in ways that alienate them.
 - Use inappropriate stereotypes in dealing with someone from another culture.

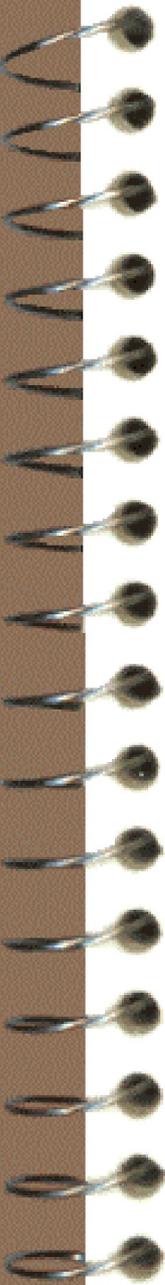
□ Improving communication

□ 1.Active listening.

- The process of taking action to help someone say exactly what he or she really means.

□ Rules for active listening:

- Listen for message content.
- Listen for feelings.
- Respond to feelings.
- Note all cues, verbal and nonverbal.
- Paraphrase and restate.



□ **Ten steps for good listening:**

- Stop talking.
- Put the other person at ease.
- Show that you want to listen.
- Remove any potential distractions.
- Empathize with the other person.
- Don't respond too quickly; be patient.
- Don't get mad; hold your temper.
- Go easy on argument and criticism.
- Ask questions.
- Stop talking.

□ **2.Feedback.**

- The process of telling others how you feel about something they did or said, or about the situation in general.

□ **Constructive feedback guidelines:**

- Give it directly.
- Make it specific.
- Give it when the receiver is willing/able to accept it.
- Make sure it is valid.
- Give it in small doses.

□ **3. Selection of communication channels.**

- Channel richness is the capacity of a communication channel to carry information in an effective manner.
 - Low channel richness is impersonal, one-way, and fast.
 - High channel richness is personal, two-way, and slow.
- Managers need to choose a channel with the appropriate richness for the communication.

Low Richness

- Impersonal
- One-way
- Fast

Postings,
e-bulletins,
reports

Memos,
letters

E-mail,
intranets
voice-mail

Telephone,
video
conferences

Face-face
meetings,
conversations

High Richness

- Personal
- Two-way
- Slow

Richness of Communication Channel

□ **4. Ways to keep communication channels open through interactive management.**

- Management by wandering around (MBWA).
- Open office hours.
- Regular employee group meetings.
- Computer-mediated meetings and video conferences.
- Employee advisory councils.
- Communication consultants.

□ **5. Proxemics and space design.**

- Proxemics is the use of interpersonal space.
- Interpersonal space is an important nonverbal cue.
- Workspace layout is often overlooked as a form of nonverbal communication but is being increasingly recognized for its impact on communication and behavior.

□ 6. Technology utilization.

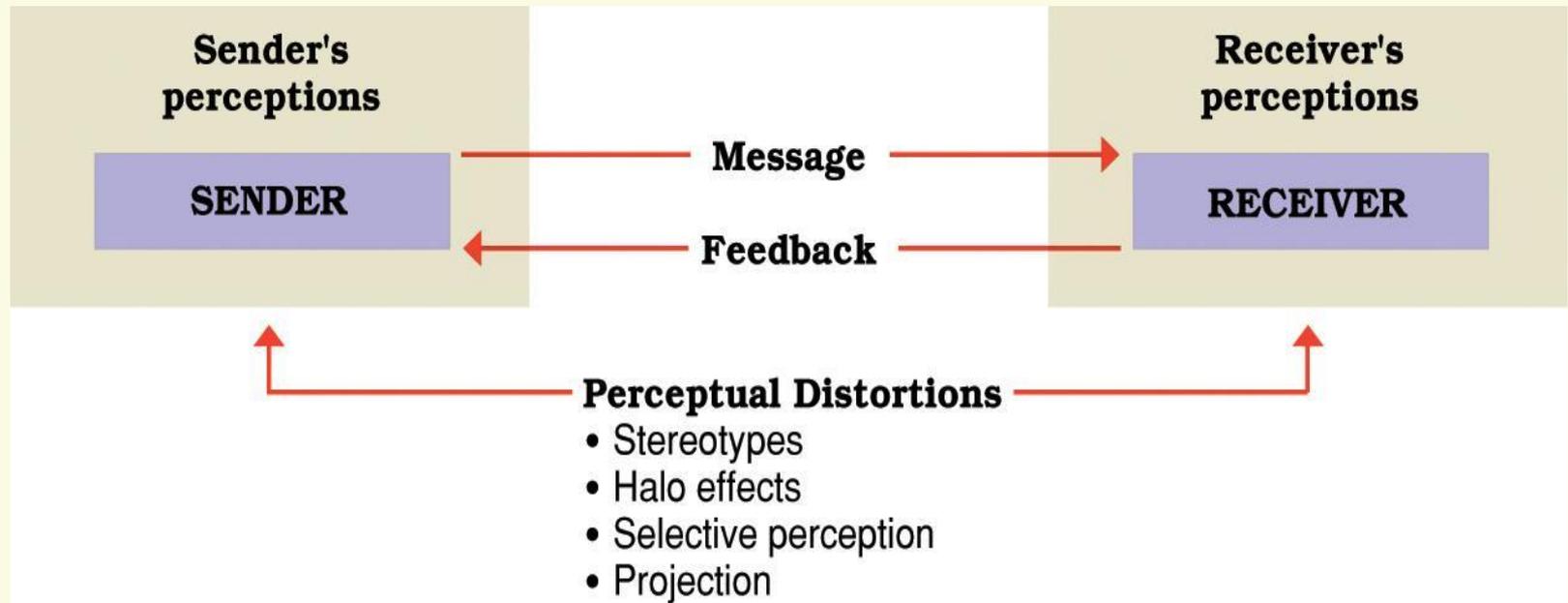
- Information technologies facilitate communication.
- The electronic grapevine speeds messages and information from person to person.
 - Functional if information is accurate and useful.
 - Dysfunctional if information is false, distorted, or based on rumor.
- E-mail privacy.
- Employer's policy on personal e-mail.
- Don't assume that e-mail privacy exists at work..

How does perception influence communication?

□ Perception.

- The process through which people receive and interpret information from the environment.
- People can perceive the same things or situations differently.
- People behave on the basis of their perceptions.

Figure 17.3 Perception and communication.



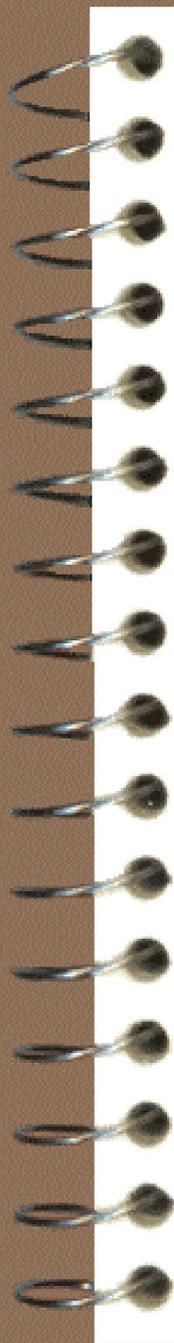
□ Perceptual tendencies and distortions:

– Stereotypes.

- Occur when someone is identified with a group or category, and then oversimplified attributes associated with the group or category are used to describe the individual.

– Halo effects.

- Occur when one attribute is used to develop an overall impression of a person or situation.



Selective perception.

The tendency to single out for attention those aspects of a situation or attributes of a person that reinforce or appear consistent with one's existing beliefs, values, or needs.

Projection.

The assignment of personal attributes to other individuals.

Study Question 1: What is the communication process?

- Guidelines for making oral presentations:
 - Be prepared.
 - Set the right tone.
 - Sequence points.
 - Support your points.
 - Accent the presentation.
 - Add the right amount of polish.
 - Check your technology.
 - Be professional.

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