

9. ORGANISATIONAL COMMUNICATION

Introduction

- Definition
- Fallacious beliefs
- Functions
- Types
- Process
- Modes
- Grapevine
- Barriers
- Overcoming barriers

DEFINITION AND FALLACIOUS BELIEFS

Definition of communication

- A process
- Transfer/exchange of information
- Must gain understanding of information
- Transmitted from person to person, sender to receiver

Fallacious beliefs about communication

- What is so difficult about communication?
Everyone does it!
- Everybody knows what communication is.
- I have spoken; therefore I have communicated.
- Communication happens only when I want it to.
- Communicators are born and not made. Some have it and some do not.

Communication is learned behaviour. It can be changed and improved. Successful communication is the result of more perspiration than inspiration.

FUNCTIONS OF COMMUNICATION

(George & Jones)

- Provide knowledge
- Motivating organisational members
- Controlling and coordinating individual efforts
- Expressing feelings and emotions

TYPES OF ORGANISATIONAL COMMUNICATION

Downward communications

- *Explain policies*
- *Explain procedures and methods*
- *Explain decisions*
- *Instruct new methods*
- *Boost morale*
- *Tell the truth to discourage rumour*

Horizontal communications

- Meetings and conferences
- Informal contacts

Upward communications

- *Formal interviews*
- *Informal interviews*
- *Working committees*
- *Suggestion schemes*
- *Employee councils*
- *Briefing sessions*
- *Open-door policy*

COMMUNICATION PROCESS

SENDER

- *Selection*
- *Encoding*
- *Transmission*

?

CHANNEL ? Noise

?

RECEIVER

- *Detecting*
- *Decoding*
- *Selection*

?

FEEDBACK to SENDER

COMMUNICATION MODES

	Learned	Used	Taught
Listening	<i>First</i>	<i>Most (45%)</i>	<i>Least</i>
Speaking	<i>Second</i>	<i>Next most (30%)</i>	<i>Next least</i>
Reading	<i>Third</i>	<i>Next least (16%)</i>	<i>Next most</i>
Writing	<i>Fourth</i>	<i>Least (9%)</i>	<i>Most</i>

Four Stages to Listening

- *Hearing*
- *Interpreting*
- *Evaluating*
- *Reacting*

Metacommunication – something “in addition to communication”.

Nonverbal communication – transmitted through nonverbal signals, touch and body movements, facial expressions, space/distance, time factors, and how the voice is used.

NONVERBAL COMMUNICATION

Relating to verbal behaviour

- Repeating
- Contradicting
- Substituting
- Complimenting
- Accenting
- Relating and Regulating

Changes of voice inflection

- Pitch
- Quality
- Volume
- Rate and Rhythm

ORAL COMMUNICATION

- Most frequently used

Advantages

- Maximum feedback
- Immediate receiver response
- Flexibility for change to suit situation
- More personal, spontaneous, natural and expressive

Major disadvantage

- Influenced by filtration and distortion when passed from person to person

WRITTEN COMMUNICATION

Advantages

- Important to every organisation
- More effective when requiring for future action, or information of a general nature
- Useful when message is lengthy, complex or technical, and/or very important
- Message circulation with minimum distortion
- Message composition done with serious thought and checked for accuracy
- Used often as supplement and support to oral communication
- Specially important for messages that are easily forgotten, or affected by misinterpretation

Disadvantages

- Lack immediate feedback
- Require sender skill
- Impersonal
- Expensive and takes time.

INFORMAL ORGANISATION – THE GRAPEVINE

- No definite structure
- Often more effective than official communication
- Cannot ignore or control.

More active when:

- Insufficient information through official communication channels
- Official source of information is unclear, ambiguous, delayed, conflicting
- Overhearing/misinterpreting careless remark from person in authority
- Lower strata individuals feel security threatened
- Forbidden to communicate other than through official channels

BARRIERS TO EFFECTIVE COMMUNICATION

- Hearing only what one wants to hear
- Disregarding information differing from what is already known
- Assessing communication source
- Perceptive differences
- Semantic problem
- Argot
- Incomplete message
- Nonverbal communications
- Emotional effects
- Opinions versus facts

OVERCOMING COMMUNICATION BARRIERS

- Give feedback
- Apply multi-level communication
- Face-to-face communication
- Practise empathy
- Timing messages
- Words linked to action
- KISS
- Exercise adequate repetition

REVIEW

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