L 9. Communication of the individual and groups

Lecture objectives:

- Basic dimensions of the communication process.
- Characteristics and barriers to effective communication.
- The types and keys to effective listening.
- Nonverbal Communication.
- Sources of nonverbal communication.
- Communication in the computerized information age.
- The costs and benefits of communicating and working with others in social groups.
- Management and Leadership (basic definitions for IWS-4 accomplishing)

Basic Dimensions of the Communication Process

- **Communication**

  - the exchange of information between a sender and receiver and the

    inference of meaning between the individuals involved
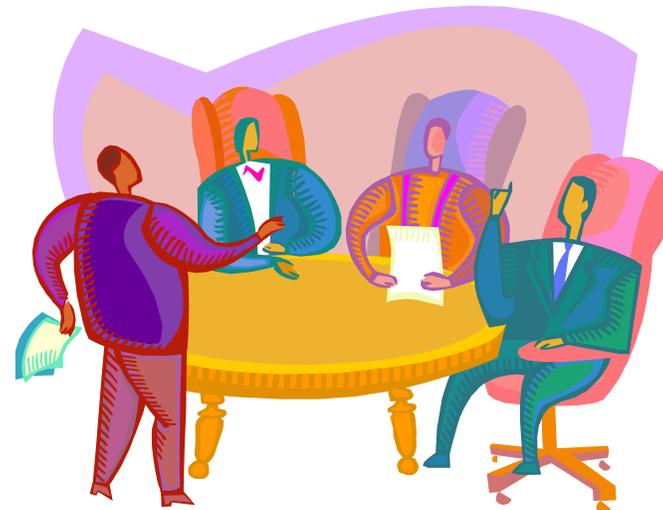
The Communication Process

- Sender has an idea

- Sender encodes the idea

- Sender transmits the message

- Receiver gets the message

- Receiver decodes the message

- Receiver sends feedback
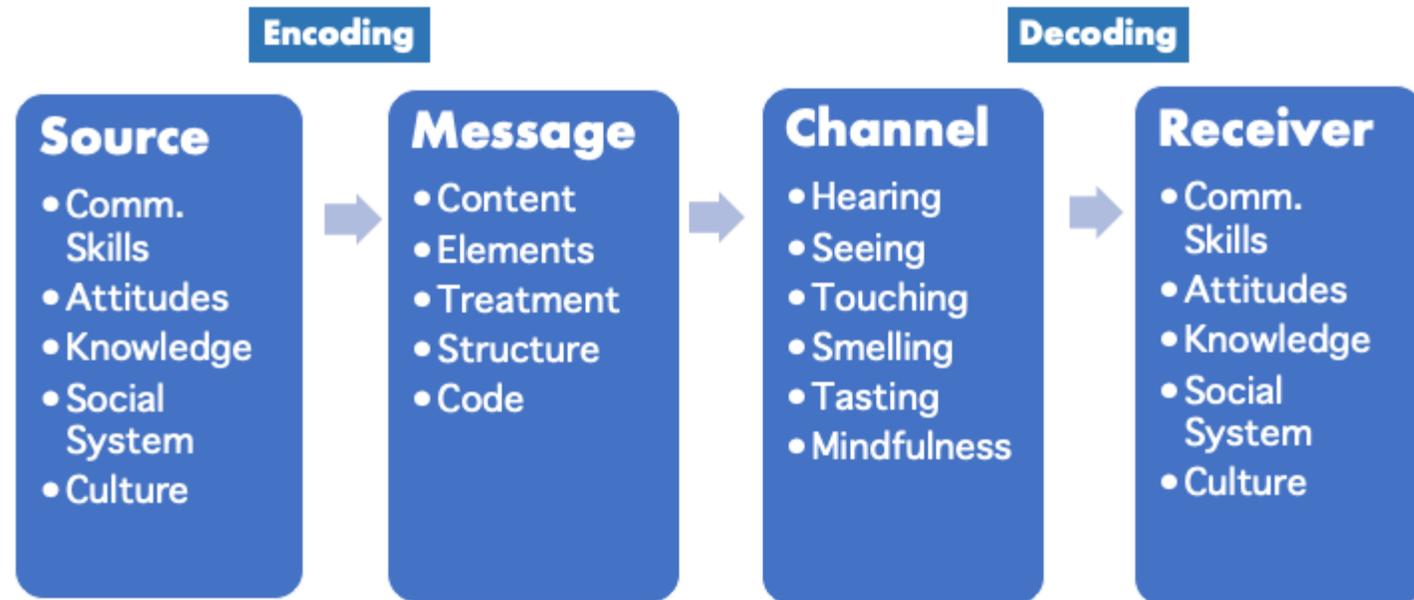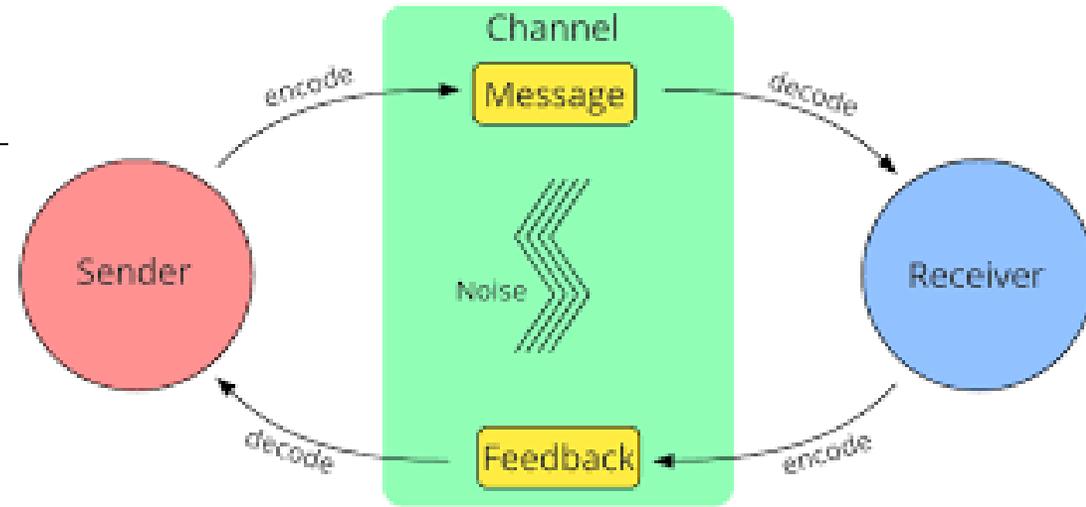
# The benefits of effective communication in group/workplace
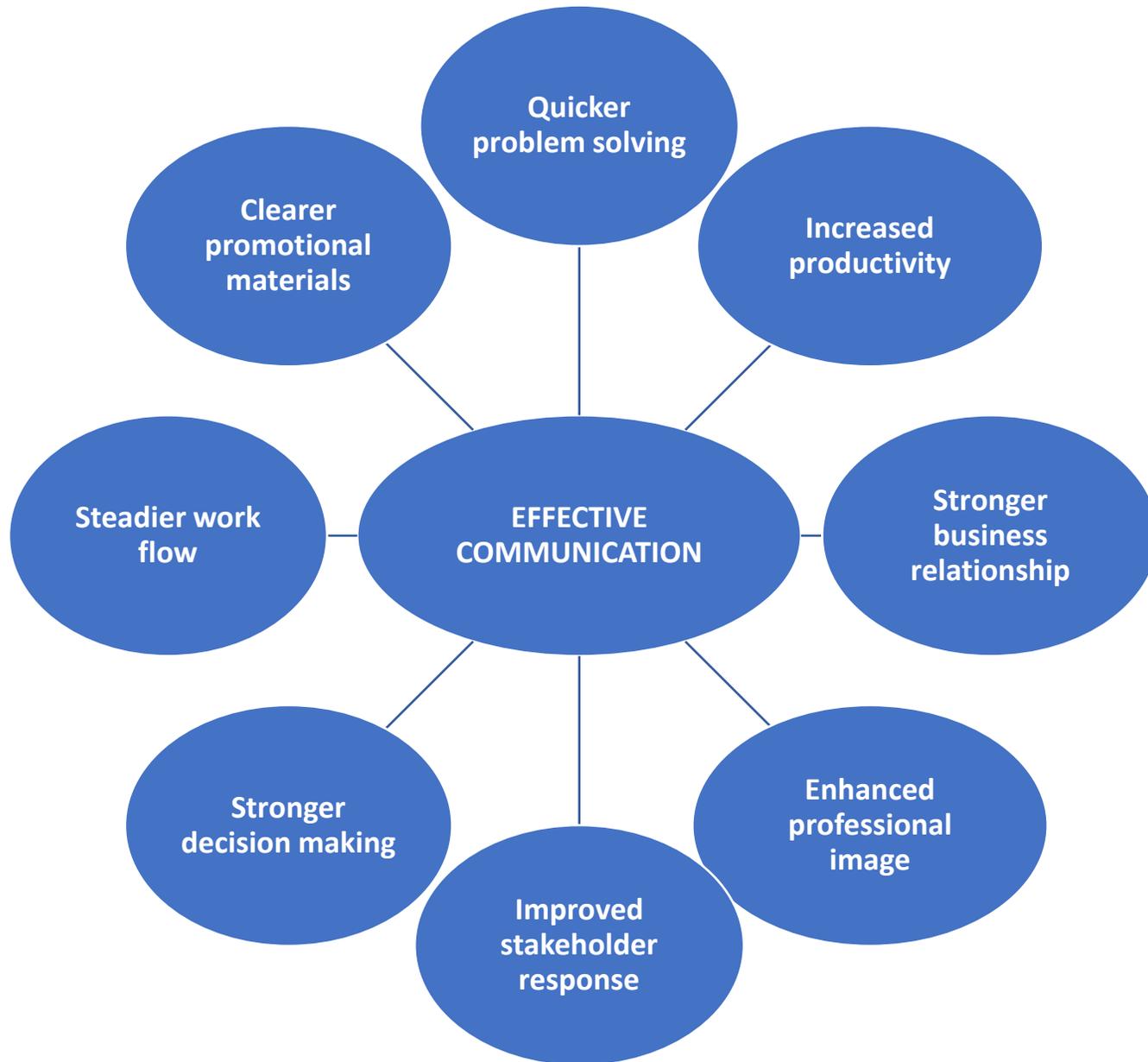
- **Quicker problem solving**

- **Stronger decision making**

- **Increased productivity**

- **Steadier workflow**

- **Stronger business relationships**

- **Clearer promotional materials**

- **Enhanced professional image**

- **Improved stakeholder response**

Characteristics of effective communication

Clear	Clarity is ensuring what you're saying is communicated clearly and with no room for misunderstanding. It includes - simple language and focus on core points of your message; no idioms to prevent any confusion and ambiguity; to be clear in your mind about what you want to say and its purpose before you say it.
Concise	Convey your points in a concise way. Short sentences are more likely to keep the attention of the listener, so try to use as little words as possible to communicate your message. Concise communication is non-repetitive, saves time, and is more comprehensible for the audience.
Concrete	A concrete message is precise and backed by confidence as well as the use of supporting facts and figures.
Correct	You should use the most suitable language for your specific message, and the best form of communication. Correctness means keeping your language free of mistakes, whether that's grammatical/spelling/ inaccuracies.
Coherent	Coherent conversation makes sense and flows logically. Think carefully about the order of your points and how you can make it come across in an easy-to-understand way. It's also important to be consistent with style and content when delivering multiple forms of communications
Complete	Make sure nothing is missing. Complete communication ensures the audience has all the information they need, and can easily come to the desired conclusion. Good ways to be complete include: providing a 'call to action' i.e. what you would like your audience to do after receiving the message? Including hyperlinks in written content to ensure all information is provided
Courteous	It's important to be polite and respectful of your audience. Being friendly, considerate, and professional will make your communications much more effective. You should also be transparent, open, and honest, and be happy to answer any questions if applicable.

Barriers to Effective Communication
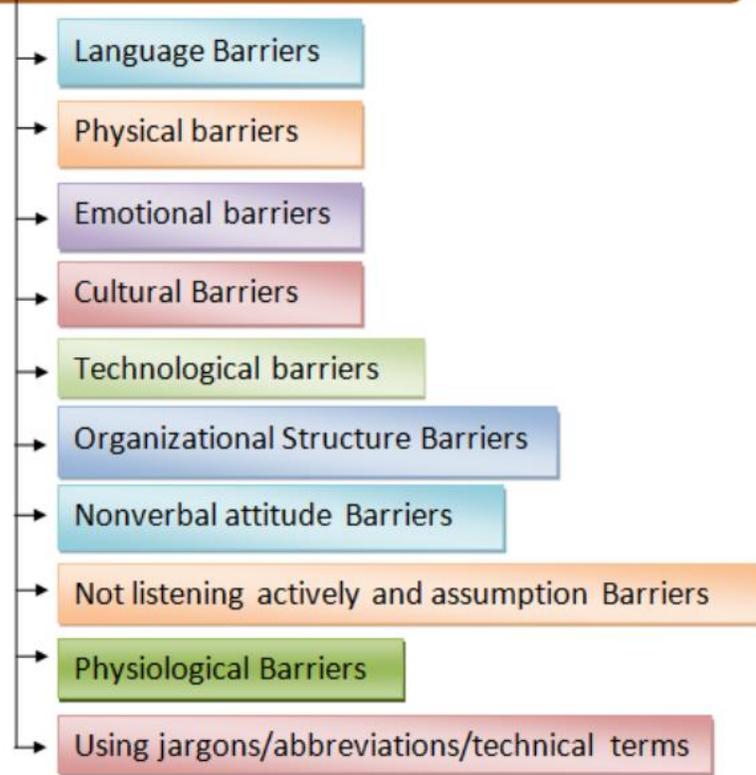
The top ten barriers of communication are:

•**Language Barriers :** Communication takes place using words, symbols and figures in most of the cases, where the sender of messages convey the information using words or language. Using inappropriate words or symbols or wrong language and being poor in the language the sender is communicating with can all become the barriers of communication.

•**Physical barriers:** Basically the physical barriers are those barriers which can be seen and touched physically. They are the noise made by machines, people, doors, faulty equipment etc. Verbal communication between individuals, small groups or large groups where people are physically too far from each other and cause the listening issue is also considered as the severe barriers to effective communication

•**Emotional barriers :** Humans are emotional beings, so the emotion is present in everyone. This emotion can be used for effective communication as well as become a barrier of communication, if not handled well. Emotions like anger, frustration, stress, sadness all these are the negative emotions that act as barriers of communication.

•**Cultural Barriers :** People belonging to different cultures are predominantly adjusted with the cultural norms and systems. Sometimes these cultural norms can become barriers of communication. As an example, suppose you belong to a culture where girls wearing short clothes are cultural norms but if you are working in a place like Saudi Arabia where women are forbidden to wear short clothes can contradict with your culture, hence in this case your cultural norms can become a barrier in communication.

•**Technological barriers :** Technological equipment are the integrated part of communication, they help in better, easy and efficient communication, again they can become a barrier to the communication in case of malfunctioning or faulty works.

•**Organizational Structure Barriers :** As a simple organizational structure can enhance the communication process and productivity, in the same manner complex organizational structure can become a barrier to the communication.

•**Nonverbal attitude Barriers :** Verbal and nonverbal communication both together makes an effective interaction. A poor display of nonverbal attitude and behavior like not making regular eye contact, bad body language, having a frown facial expression etc. can become a severe barrier to communication.

•**Not listening actively and assumption Barriers :** Most people are very reluctant to listen actively. This not listening to the complete message can cause assumptions and as a result it can become a barrier to communication.

•**Physiological Barriers :** Poor ability of hearing and vision can be a barrier to effective communication, so understanding the issues with the listener or reader and communicating accordingly can solve this problem.

•**Using jargons/abbreviations/technical terms :** Different industries have different kinds of jargons, abbreviations and technical terms used in its work area. Having a poor understanding of these jargons and technical terms can cause barriers to the communication.

Barriers of communication

- Language Barriers
- Physical barriers
- Emotional barriers
- Cultural Barriers
- Technological barriers
- Organizational Structure Barriers
- Nonverbal attitude Barriers
- Not listening actively and assumption Barriers
- Physiological Barriers
- Using jargons/abbreviations/technical terms

Types of Listening

- *Content listening*

  Listening to comprehend and retain/learn information

- *Critical listening*

  Listening to Evaluate and Analyze

- *Empathetic listening*

  Listening to Understand Feeling and Emotion

Listening skills

- Strengthen relationships
- Expedite product delivery
- Highlight opportunities
- Support workforce diversity
- Build foundation for trust
- Enhance performance

The Listening Process

- **Receiving**
- **Interpreting**
- **Remembering**
- **Evaluating**
- **Responding**

Barriers to Listening

- **Physical elements**
- **Selective listening**
- **Short attention span**
- **Prejudgment**
- **Little common ground**
- **Memory barriers**

Observing individual/work communication ethics

Unethical practices

- Plagiarism

- Selective misquoting

- Misinterpreting numbers

- Distorting visuals

Nonverbal Communication

- Complement verbal communication

- Reveal the truth

- Convey information efficiently

Sources of Nonverbal Communication

- **Nonverbal Communication**
  - messages sent outside of the written and spoken word

- **Sources:**
  - Body movement and gestures
  - Touch
  - Facial expression
  - Eye contact

Recognizing Nonverbal Communication

- Facial expressions
- Gestures and posture
- Vocal characteristics
- Personal appearance
- Touching behavior
- Use of time and space

Women and Men Communicate Differently

- Women are more likely to share credit for success, ask questions, and tactfully give feedback

- Men are more likely to boast, to bluntly give feedback, and less likely to admit fault or weakness

Communication in the computerized Information Age

- **Multicommunicating**
    - the use of technology to participate in several interactions at the same time

Communicating and working together in groups

The performance of working groups is almost never as good as we would expect, given the number of individuals in the group, and in some cases may even be inferior to the performance of one or more members of the group working alone.
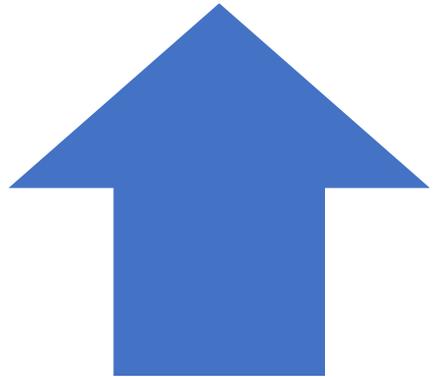
group process gain
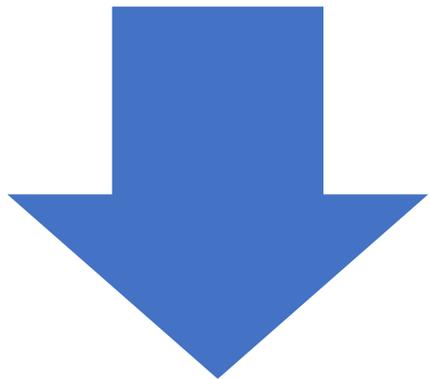
group process loss

- social loafing
- groupthink

One group process loss that may occur in groups is that the group members may engage in **SOCIAL LOAFING:**

People may not work as hard in a group as they do when they are working alone

Working in groups has both positive and negative outcomes. It is important to recognize both the strengths and limitations of group performance and use whatever techniques we can to increase *process gains* and reduce *process losses*.

Communicating/ working in front of others: Social facilitation and social inhibition
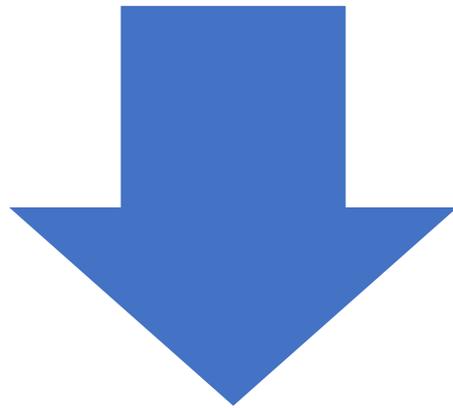
social facilitation

- better or faster performance in the presence of others

social inhibition

- poorer or slower performance in the presence of others

The tendency to perform tasks better or faster in the presence of others is known as social facilitation.
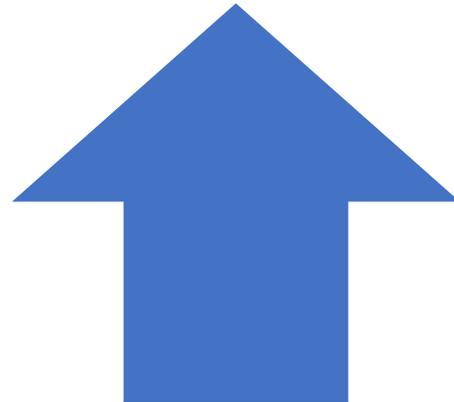
The tendency to perform tasks more poorly or more slowly in the presence of others is known as social inhibition.

Leadership vs. Management
(basic definitions for IWS-4 accomplishing)

1. Leadership and management can occur in the same person at the same time.

2. Leading demands a greater awareness of the big picture than managing.

3. Leading is more people-oriented.

4. Leading implies going someplace with others in tow.

1. Managing tends to be more task or process focused and oriented.
2. Managing may include pushing people to the desired objective.
3. Core components of the role of manager include demands, constraints, and choices.
4. Demands and constraints are situational influences on leaders and affect the scope of the leader's choices.

Yukl, G.(2013). Leadership in organizations (8th ed.). New York: Pearson, p. 32.

Defining Management Planning

Planning

- **Management** is focused on the day-to-day actions of the organization and on short-term planning results.

- **Leadership** focuses on the long-term vision and mission, adhering to a well-defined strategic and operational concept developed by the leader's executive team.

Defining Management Performance

Performance

- **Managers** focus on maximizing individual and team performance in their particular section to ensure that their part of the organization is effective and efficient in performing their mission for the organization.

- **Leaders** focus on building cohesive teams, are change agents for systems, and articulate the concept and vision to employees.

Defining Management Styles

Managers
- Use transaction-based relationships in a top-down direct authority relationship with employees to attain routine and repetitive short-term goals provided by specific missions, objectives, and goals.

Leaders
- Base the leader-follower relationship on using influence actions to achieve a long-term strategy.
- Use influence actions by attaining additional resources to assist in the accomplishment of tasks, clarifying objectives, and nurturing the values and beliefs of employees to help inspire and motivate them to action in attaining the leader's vision.

What Leadership Involves