



Lecture 12: Communication

Learning Objectives

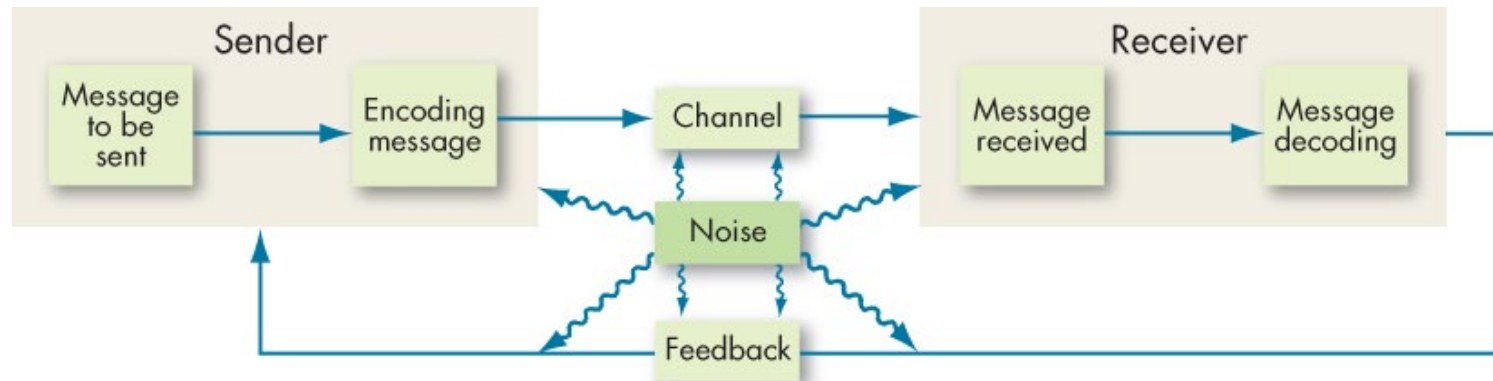
1. Describe the communication process.
2. Contrast downward, upward, and lateral communication through small-group networks.
3. Identify common barriers to effective communication.

Communication Process

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- **Feedback** is a check on the effectiveness of communication.

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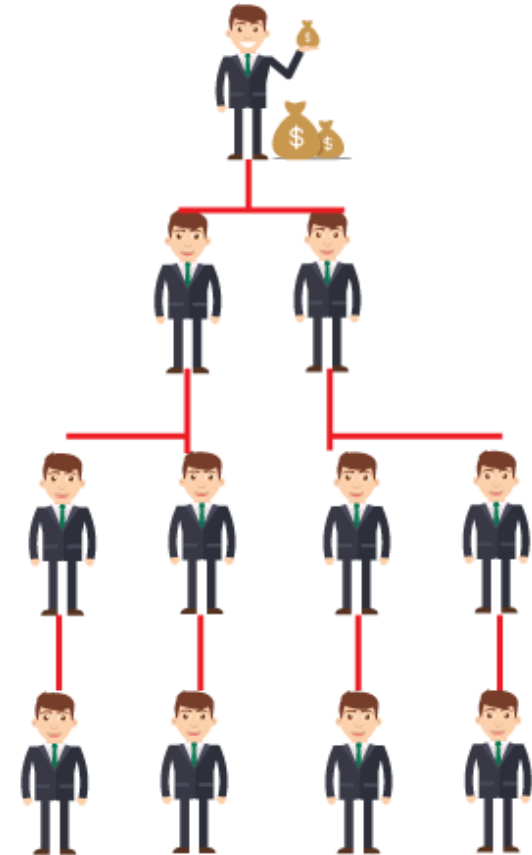
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- Fosters **motivation** by clarifying what you must do, how well you are doing it, and how you can improve
- Provides for the **emotional sharing** of feelings and the fulfillment of social needs
- Facilitates **decision-making** and **information exchange**



Direction of Communication

- **Downward communication:**
Flows in one direction from one level to a lower level
 - Used to assign goals, provide instructions, communicate policies and procedures, and provide feedback
 - Explain the reasons why a decision was made



Direction of Communication

- **Upward communication:** Flows in one direction to a higher level
 - Used to share progress, problems, and feedback
 - Tips:
 - Prepare an agenda
 - Communicate in headlines (not paragraphs)
 - Support your headlines with actionable items

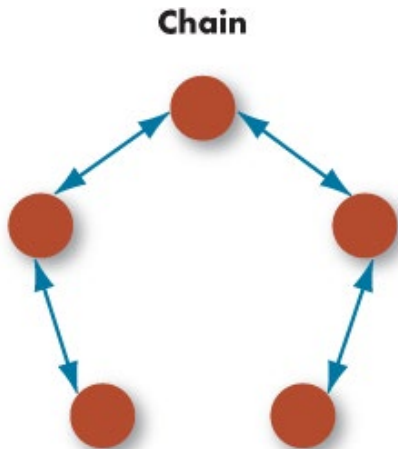


Direction of Communication

- **Lateral communication:** Takes place among horizontally equivalent personnel
 - E.g., members of the same group, members of several groups at the same level, managers at the same level
 - Often necessary to “short circuit” the vertical hierarchy
 - Can save time and facilitate coordination
 - Can create dysfunctional conflicts

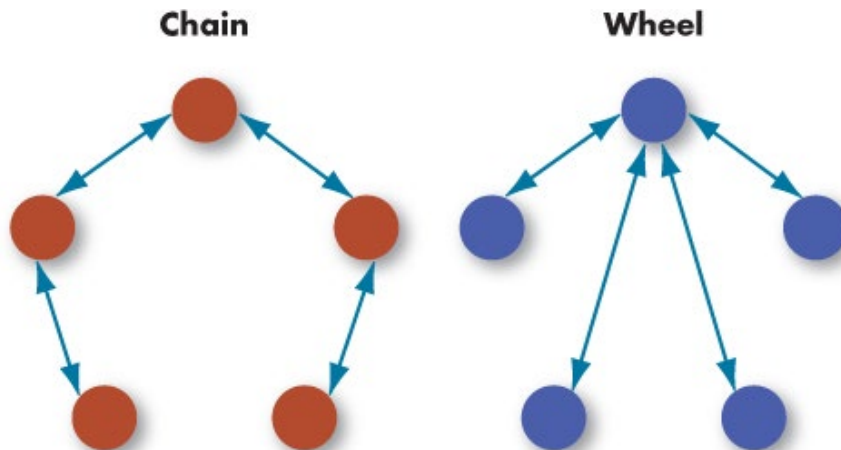
Common Small-Group Networks

- **Chain:** Follows formal, hierarchical chain of command



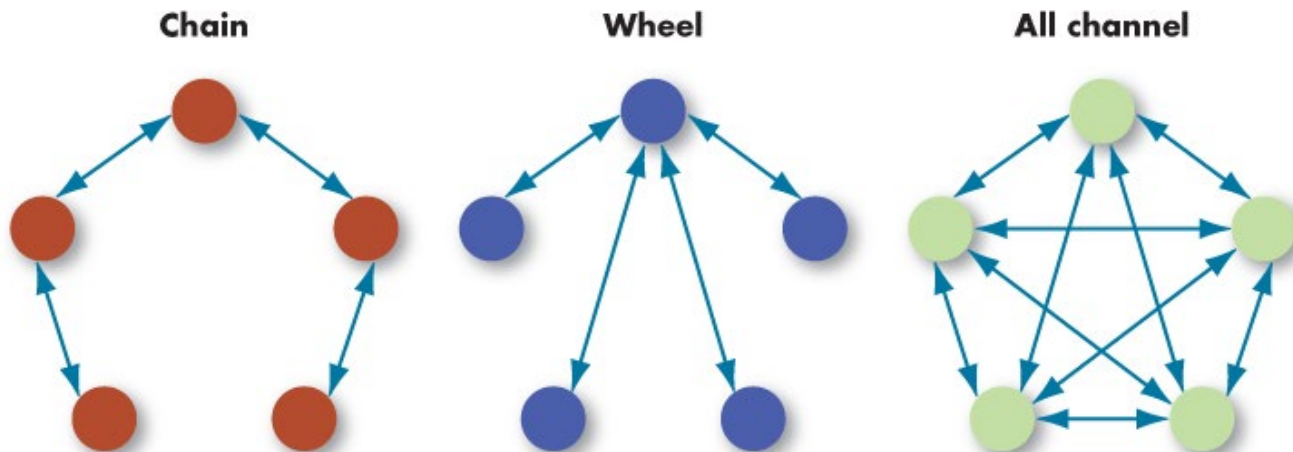
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- **Wheel:** Relies on central figure to act as the conduit for all group communication
- **All channel:** Permits active communication among all group members



Common Small-Group Networks

Criteria	Chain	Wheel	All-Channel
Speed	Moderate	Fast	Fast
Accuracy	High	High	Moderate
Emergence of a Leader	Moderate	High	None
Member Satisfaction	Moderate	Low	High

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- **Lying:** Intentionally misrepresenting information
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- **Selective perception:** Selectively seeing and hearing based on one's personal characteristics (e.g., needs, motivations, experience, and background)

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 - The same message can be interpreted differently depending on our emotions and moods.
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 - The same message can be interpreted differently depending on our emotions and moods.
 - People in negative moods are more likely to scrutinize messages in greater detail, whereas those in positive moods tend to accept communications at face value.
- **Communication apprehension:** Undue tension and anxiety about oral communication, written communication, or both is called

Barriers to Effective Communication

- Cultural barriers can be caused by:
 - Semantics – Words mean different things to different people
 - Word connotations – Words imply different things in different languages
 - Nonverbal communication – Intonations, facial expressions, body movements, and physical distance



Implications for Managers

- Remember that your communication mode will partly determine your communication effectiveness.
- Obtain feedback from your employees to make certain your messages are understood.
- Communicate with employees through in-person meetings when possible.
- Make sure you use communication strategies appropriate to your audience and the type of message you're sending.
- Remove communication barriers swiftly.