Communicating in the Internet Age
Outline

Basic Dimensions of the Communication Process

• A Perceptual Process Model of Communication
• Communication Distortion Between Managers and Employees

Interpersonal Communication

• Assertiveness, Aggressiveness, and Nonassertiveness
• Sources of Nonverbal Communication
• Active Listening
• Women and Men Communicate Differently
Outline (continued)

Communication in the Computerized Information Age

• Internet/Intranet/Extranet
• Electronic Mail
• Videoconferencing
• Collaborative Computing
• Telecommuting

Barriers to Effective Communication

• Process Barriers
• Personal Barriers
• Physical Barriers
• Semantic Barriers
Functions of Communication

Communication
The transference and the understanding of meaning.

Communication Functions
1. Control member behavior.
2. Foster motivation for what is to be done.
3. Provide a release for emotional expression.
4. Provide information needed to make decisions.
Elements of the Communication Process

- The sender
- Encoding
- The message
- The channel
- Decoding
- The receiver
- Noise
- Feedback
A Perceptual Model of Communication

Encoder ➔ Message ➔ Transmitted on medium ➔ Receiver decodes

Noise

Sender creates meaning

Source decodes ➔ Transmitted on medium ➔ Message ➔ Encoding
The Communication Process

- **Channel**
  - The medium selected by the sender through which the message travels to the receiver.

- **Types of Channels**
  - **Formal Channels**
    - Are established by the organization and transmit messages that are related to the professional activities of members.
  - **Informal Channels**
    - Used to transmit personal or social messages in the organization. These informal channels are spontaneous and emerge as a response to individual choices.
## Situational Antecedents

<table>
<thead>
<tr>
<th>Source of Distortion</th>
<th>Low Influence</th>
<th>High Influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Supervisor's upward influence</td>
<td>-</td>
<td>Increased distortion because employees send more favorable information and withhold useful information.</td>
</tr>
<tr>
<td>2. Supervisor's power</td>
<td></td>
<td>Increased distortion because employees screen out information detrimental to their welfare.</td>
</tr>
<tr>
<td>3. Subordinate's aspiration for upward mobility</td>
<td>-</td>
<td>Less accuracy because employees tend to pass along information that helps their cause.</td>
</tr>
<tr>
<td>4. Subordinate's trust in the supervisor</td>
<td></td>
<td>Considerable distortion because employees do not pass up all information they receive.</td>
</tr>
</tbody>
</table>

Comportamiento Organizacional

M. En C. Eduardo Bustos Farias
## Communication Styles

<table>
<thead>
<tr>
<th>Style</th>
<th>Description</th>
<th>Pattern</th>
<th>Pattern</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assertive</td>
<td>Pushing hard without attacking; permits others to influence outcome; expressive and self-enhancing without intruding on others.</td>
<td>Good eye contact; Comfortable but firm posture; Strong, steady and audible voice; Facial expressions matched to message; Appropriately serious tone; Selective interruptions to ensure understanding.</td>
<td>Direct and unambiguous language; No attributions or evaluations of others’ behavior; Use of “I” statements and cooperative “we” statements.</td>
</tr>
</tbody>
</table>
## Communication Styles (continued)

<table>
<thead>
<tr>
<th>Style</th>
<th>Description</th>
<th>Nonverbal Behavior</th>
<th>Verbal Behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aggressive</td>
<td>Taking advantage of others; Expressive and self-enhancing at others’ expense.</td>
<td>Glaring eye contact; Moving or leaning too close; Threatening gestures (pointing finger; clenched fist); Loud Voice; Frequent interruptions.</td>
<td>Swear words and abusive language; Attributions and evaluations of others’ behavior; Sexist or racists terms; Explicit threats or put-downs.</td>
</tr>
</tbody>
</table>
## Communication Styles (continued)

<table>
<thead>
<tr>
<th>Style</th>
<th>Description</th>
<th>Pattern</th>
<th>Pattern</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Nonassertive</strong></td>
<td>Encouraging others to take advantage of us; Inhibited; Self-denying.</td>
<td>Little eye contact; Downward glances; Slumped postures; Constantly shifting weight; Wringing hands; Weak or whiny voice.</td>
<td>Qualifiers (“maybe,” “kind of”); Fillers (“uh,” “you know,” “well”); Negaters (“it’s really not that important,” “I’m not sure”).</td>
</tr>
</tbody>
</table>
**Interpersonal Communication**

- **Oral Communication**
  - Advantages: Speed and feedback.
  - Disadvantage: Distortion of the message.

- **Written Communication**
  - Advantages: Tangible and verifiable.
  - Disadvantages: Time consuming and lacks feedback.

- **Nonverbal Communication**
  - Advantages: Supports other communications and provides observable expression of emotions and feelings.
  - Disadvantage: Misperception of body language or gestures can influence receiver’s interpretation of message.
Skills and Best Practices: Advice to Improve Nonverbal Communication Skills

Positive Nonverbal Actions Include:

• Nod your head to convey that you are listening or that you agree.
• Smile and show interest.
• Lean forward to show the speaker you are interested.
• Use a tone of voice that matches your message.
Advice to Improve Nonverbal Communication Skills (cont)

Negative Nonverbal Actions Include:

- Avoiding eye contact and looking away from the speaker.
- Closing your eyes or tensing your facial muscles.
- Excessive yawning.
- Using body language that conveys indecisiveness or lack of confidence (e.g., slumped shoulders, head down, flat tones, inaudible voice)
- Speaking too fast or too slow.
Grapevine Characteristics

- Informal, not controlled by management.
- Perceived by most employees as being more believable and reliable than formal communications.
- Largely used to serve the self-interests of those who use it.
- Results from:
  - Desire for information about important situations
  - Ambiguous conditions
  - Conditions that cause anxiety
Listening Styles

**Results-style:** Interested in the bottom line or result of a message.

**Reasons-style:** Interested in hearing the rationale behind a message.

**Process-style:** Likes to discuss issues in detail.
Assessing your Listening Skills

• How would you evaluate your listening skills?
• Which statements from the survey gave you the most problems? Why do you think this occurred?
• Why is it hard to be a good listener?
# The Keys to Effective Listening

<table>
<thead>
<tr>
<th>Keys to Effective Listening</th>
<th>The Bad Listener</th>
<th>The Good Listener</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Capitalize on thought speed</td>
<td>Tends to daydream</td>
<td>Stays with the speaker, mentally summarizes the speaker, weighs evidence, and listens between the lines</td>
</tr>
<tr>
<td>2. Listen for ideas</td>
<td>Listens for facts</td>
<td>Listens for central or overall ideas</td>
</tr>
<tr>
<td>3. Find an area of interest</td>
<td>Tunes out dry speakers or subjects</td>
<td>Listens for any useful information</td>
</tr>
<tr>
<td>4. Judge content, not delivery</td>
<td>Tunes out dry monotone speakers</td>
<td>Assesses content by listening to entire message before making judgments</td>
</tr>
<tr>
<td>5. Hold your fire</td>
<td>Gets too emotional or worked up by something said by the speaker and enters into an argument</td>
<td>Withholds judgment until comprehension is complete</td>
</tr>
</tbody>
</table>

### The Keys to Effective Listening (cont)

<table>
<thead>
<tr>
<th>Keys to Effective Listening</th>
<th>The Bad Listener</th>
<th>The Good Listener</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. Work at listening</td>
<td>Does not expend energy on listening</td>
<td>Gives the speaker full attention</td>
</tr>
<tr>
<td>7. Resist Distractions</td>
<td>Is easily distracted</td>
<td>Fights distractions and concentrates on the speaker</td>
</tr>
<tr>
<td>8. Hear what is said</td>
<td>Shuts our or denies unfavorable information</td>
<td>Listens to both favorable and unfavorable information</td>
</tr>
<tr>
<td>9. Challenge yourself</td>
<td>Resists listening to presentations of difficult subject manner</td>
<td>Treats complex presentations as exercises for the mind</td>
</tr>
<tr>
<td>10. Use handouts, overheads, or other visual aids</td>
<td>Does not take notes or pay attention to visual aids</td>
<td>Takes notes as required and uses visual aids to enhance understanding of the presentation</td>
</tr>
</tbody>
</table>
Selecting Communication Media

- Overload zone: (medium provides more information than necessary)
  - Face-to-face
- Zone of effective communication
  - Interactive media
- Oversimplification zone: (medium does not provide necessary information)
  - Personal static media
  - Impersonal static media

Factors:
- Richness of Communication Medium
- Complexity of Problem/Situation

- Lean (Low)
- Rich (High)
Key Terms Associated with Information Technology

Organizations are increasingly using information technology to improve productivity and customer satisfaction.

- **Internet**: a global network of computer networks
- **Intranet**: an organization’s private internet that uses firewalls to block outside internet users from accessing confidential information
- **Extranet**: an extended intranet that connects internal employees with customers, suppliers, and other strategic partners
- **Electronic Mail**: uses the internet/intranet to send computer-generated text and documents
- **Video Conferencing**: uses video and audio links to connect people at different locations
Collaborative Computing: uses computer software and hardware to link people across a room or across the globe. Collaborative applications include e-mail, calendar management, video conferencing, computer teleconferencing, and computer aided decision-making systems.

Telecommuting: involves receiving and sending work from home to the office by using the phone and a computer link.

For class discussion: What are the managerial challenges associated with managing the growing number of employees who telecommute?
Process Barriers

1) Sender barrier
2) Encoding barrier
3) Message barrier
4) Medium barrier
5) Decoding barrier
6) Receiving barrier
7) Feedback barrier
Barriers to Effective Communication

- **Process Barriers**: involve all components of the perceptual model of communication
- **Personal Barriers**: involve components of an individual’s communication competence and interpersonal dynamics between people communicating
- **Physical Barriers**: pertain to the physical distance between people communicating
- **Semantic Barriers**: relate to the different understanding and interpretations of the words we use to communicate

*For class discussion*: Which of the barriers to effective communication is the most difficult to deal with? Explain.
Personal Barriers

1) Ability to effectively communicate
2) Way people process and interpret information
3) Level of interpersonal trust between people
4) Stereotypes and prejudice
5) Egos
6) Poor listening skills
7) Neutral tendency to evaluate or judge a sender’s message
8) Inability to listen with understanding
Barriers to Effective Communication

Filtering
A sender’s manipulation of information so that it will be seen more favorably by the receiver.

Selective Perception
People selectively interpret what they see on the basis of their interests, background, experience, and attitudes.

Information Overload
A condition in which information inflow exceeds an individual’s processing capacity.
Barriers to Effective Communication (cont’d)

Emotions

How a receiver feels at the time a message is received will influence how the message is interpreted.

Language

Words have different meanings to different people.

Communication Apprehension

Undue tension and anxiety about oral communication, written communication, or both.
Communication Barriers Between Men and Women

Men talk to:
- Emphasize status, power, and independence.
- Complain that women talk on and on.
- Offer solutions.
- To boast about their accomplishments.

Women talk to:
- Establish connection and intimacy.
- Criticize men for not listening.
- Speak of problems to promote closeness.
- Express regret and restore balance to a conversation.
Knowledge Management

A process of organizing and distributing an organization’s collective wisdom so the right information gets to the right people at the right time.

Why KM is important:

Intellectual assets are as important as physical assets.

When individuals leave, their knowledge and experience goes with them.

A KM system reduces redundancy and makes the organization more efficient.
Choice of Communication Channel

Channel Richness

The amount of information that can be transmitted during a communication episode.

Characteristics of Rich Channels

1. Handle multiple cues simultaneously.
2. Facilitate rapid feedback.
3. Are very personal in context.
“Politically Correct” Communication

- Certain words stereotype, intimidate, and insult individuals.
- In an increasingly diverse workforce, we must be sensitive to how words might offend others.
  - Removed: handicapped, blind, and elderly
  - Replaced with: physically challenged, visually impaired, and senior.
- Removing certain words from the vocabulary makes it harder to communicate accurately.
  - Removed: death, garbage, quotas, and women.
  - Replaced with terms: negative patient outcome, postconsumer waste materials, educational equity, and people of gender.
Cross-Cultural Communication

- Cultural Barriers
  - Semantics
  - Word connotations
  - Tone differences
  - Differences among perceptions

- Cultural Guide
  - Assume differences until similarity is proven.
  - Emphasize description rather than interpretation or evaluation.
  - Practice empathy.
  - Treat your interpretations as a working hypothesis.
Communication Barriers and Cultural Context

High-Context Cultures

Cultures that rely heavily on nonverbal and subtle situational cues to communication.

Low-Context Cultures

Cultures that rely heavily on words to convey meaning in communication.
Negotiating
Outline

Negotiating

• Two Basic Types of Negotiation
• Added-Value Negotiation
Negotiation: “A give-and-take decision-making process involving interdependent parties with different preferences.”

Distributive negotiation: Single issue; fixed-pie; win-lose.

Integrative negotiation: More than one issue; win-win.
An Integrative Approach: Added-Value Negotiation

1. Clarify interests.
2. Identify options.
3. Design alternative deal packages.
4. Select a deal.
5. Perfect the deal.
Alternative Dispute Resolution (ADR) Techniques

Separately

Step 1: Clarify interests
- Identify tangible and intangible needs

Step 2: Identify options
- Identify *elements of value*

Step 3: Design alternative deal packages
- Mix and match *elements of value* in various workable combinations
- Think in terms of *multiple deals*

Step 4: Select a deal
- Analyze deal packages proposed by other party

Step 5: Perfect the deal
Alternative Dispute Resolution (ADR) Techniques

Jointly

Step 1: Clarify interests
- Discuss respective needs
- Find *common ground* for negotiation

Step 2: Identify options
- Create a *marketplace of value* by discussing respective elements of value

Step 3: Design alternative deal packages

Step 4: Select a deal
- Discuss and select from feasible deal packages
- Think in terms of *creative agreement*

Step 5: Perfect the deal
- Discuss unresolved issues
- Develop written agreement
- Build *relationships* for future negotiations
Negotiation

A process in which two or more parties exchange goods or services and attempt to agree on the exchange rate for them.

BATNA

The Best Alternative To a Negotiated Agreement; the lowest acceptable value (outcome) to an individual for a negotiated agreement.
Bargaining Strategies

Distributive Bargaining

Negotiation that seeks to divide up a fixed amount of resources; a win-lose situation.

Integrative Bargaining

Negotiation that seeks one or more settlements that can create a win-win solution.
The Role of Personality Traits in Negotiation
- Traits do not appear to have a significantly direct effect on the outcomes of either bargaining or negotiating processes.

Gender Differences in Negotiations
- Women negotiate no differently from men, although men apparently negotiate slightly better outcomes.
- Men and women with similar power bases use the same negotiating styles.
- Women’s attitudes toward negotiation and their success as negotiators are less favorable than men’s.
Third-Party Negotiations

Mediator

A neutral third party who facilitates a negotiated solution by using reasoning, persuasion, and suggestions for alternatives.

Arbitrator

A third party to a negotiation who has the authority to dictate an agreement.
Third-Party Negotiations (cont’d)

**Conciliator**

A trusted third party who provides an informal communication link between the negotiator and the opponent.

---

**Consultant**

An impartial third party, skilled in conflict management, who attempts to facilitate creative problem solving through communication and analysis.
Conflict-Handling
Intention: Competition

- When quick, decisive action is vital (in emergencies); on important issues.
- Where unpopular actions need implementing (in cost cutting, enforcing unpopular rules, discipline).
- On issues vital to the organization’s welfare.
- When you know you’re right.
- Against people who take advantage of noncompetitive behavior.
Conflict-Handling
Intention: Collaboration

- To find an integrative solution when both sets of concerns are too important to be compromised.
- When your objective is to learn.
- To merge insights from people with different perspectives.
- To gain commitment by incorporating concerns into a consensus.
- To work through feelings that have interfered with a relationship.
Conflict-Handling
Intention: Avoidance

- When an issue is trivial, or more important issues are pressing.
- When you perceive no chance of satisfying your concerns.
- When potential disruption outweighs the benefits of resolution.
- To let people cool down and regain perspective.
- When gathering information supersedes immediate decision.
- When others can resolve the conflict effectively
- When issues seem tangential or symptomatic of other issues.
**Conflict-Handling Intention: Accommodation**

- When you find you’re wrong and to allow a better position to be heard.
- To learn, and to show your reasonableness.
- When issues are more important to others than to yourself and to satisfy others and maintain cooperation.
- To build social credits for later issues.
- To minimize loss when outmatched and losing.
- When harmony and stability are especially important.
- To allow employees to develop by learning from mistakes.
Conflict-Handling
Intention: Compromise

- When goals are important but not worth the effort of potential disruption of more assertive approaches.
- When opponents with equal power are committed to mutually exclusive goals.
- To achieve temporary settlements to complex issues.
- To arrive at expedient solutions under time pressure.
- As a backup when collaboration or competition is unsuccessful.