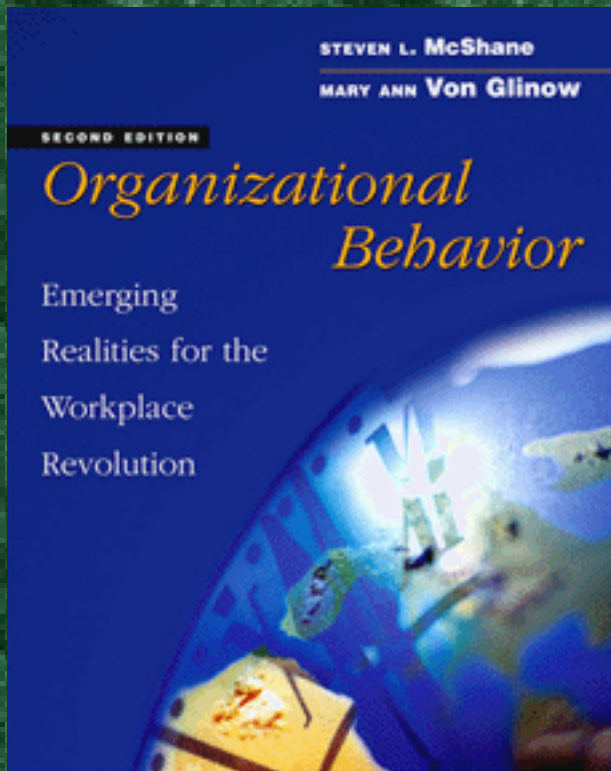
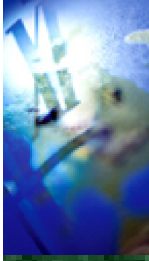


CHAPTER

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Communicating in Organizational Settings

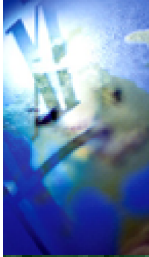


Pearse Flynn: Master Communicator

Pearse Flynn encouraged communication by redesigning buildings and asking staff to write their opinions on sticky notes. The former Alcatel executive (now CEO of Damovo) also practices management by wandering around by chatting with employees in offices and pubs.



C. Mikula, Ottawa Citizen



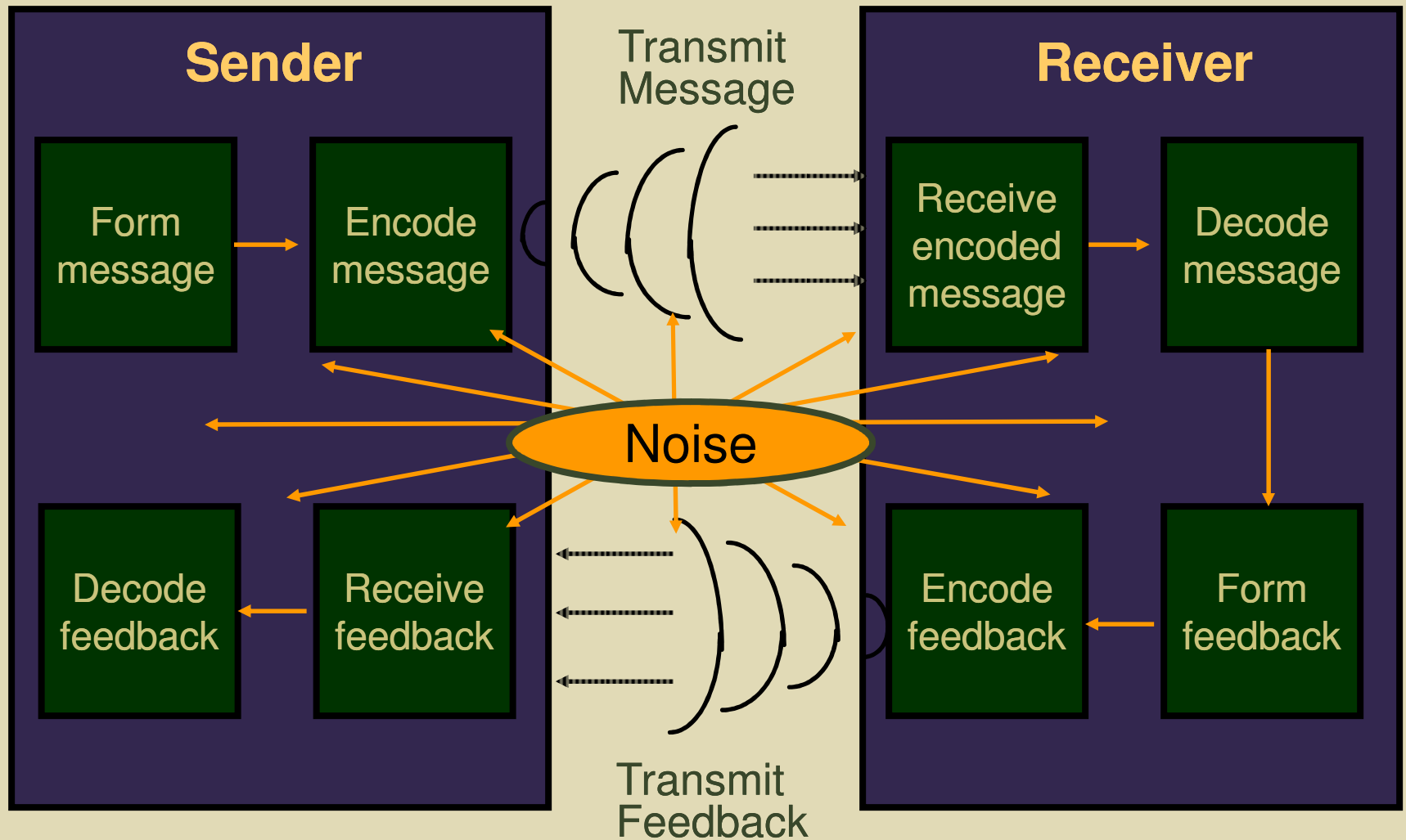
Four Functions of Communication

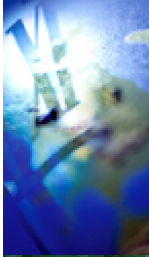
- Knowledge management
- Decision making
- Coordinating work activities
- Fulfills relatedness needs



C. Mikula, Ottawa Citizen

Communication Process Model



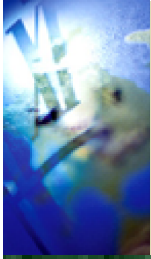


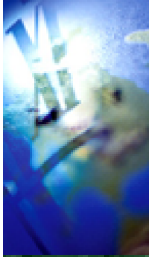
Communication Barriers

- Perceptions
- Filtering
- Language
 - Jargon
 - Ambiguity
- Information Overload

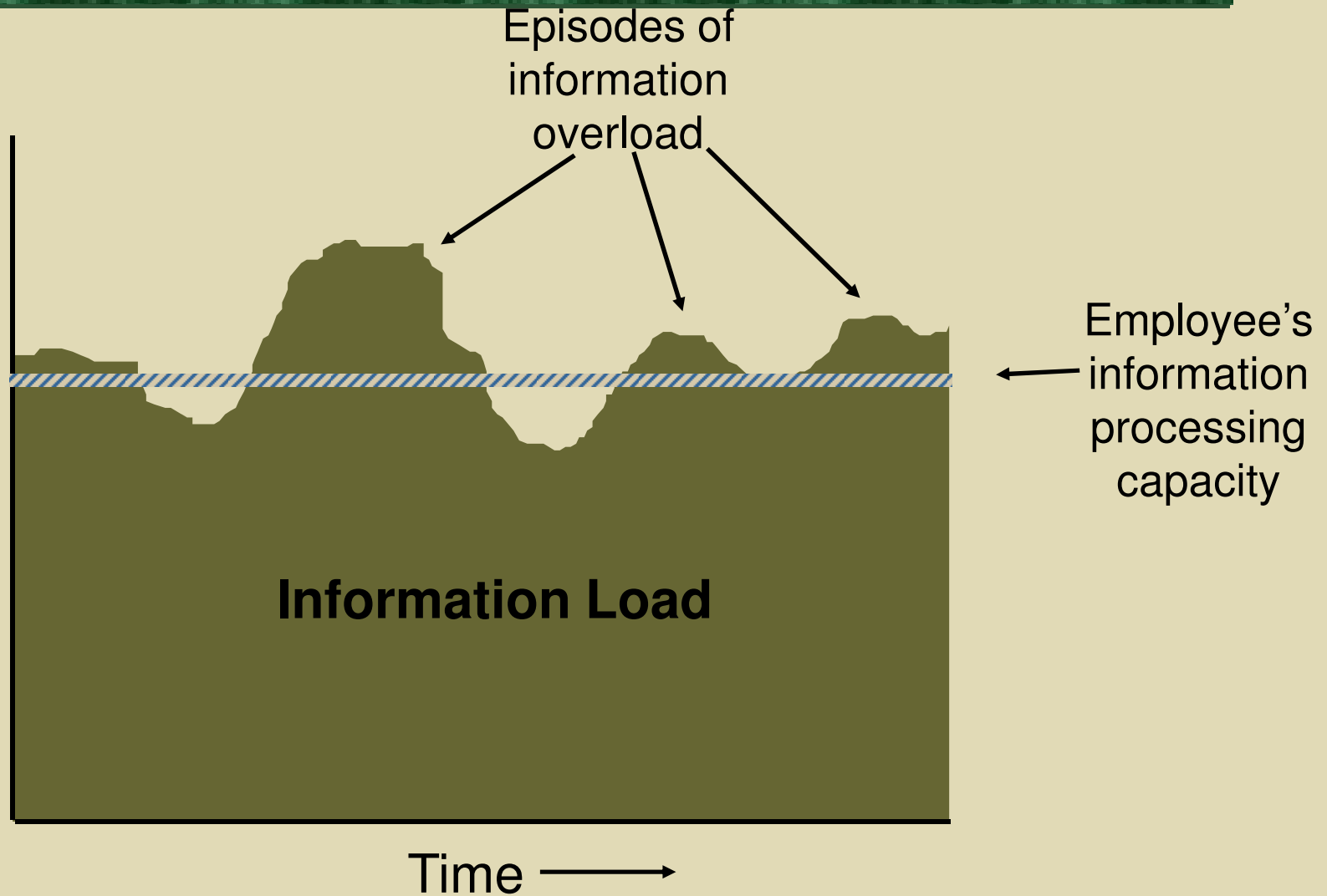


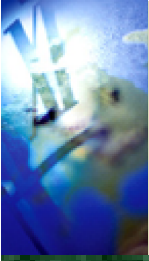
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Information Overload





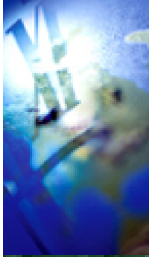
Managing Information Overload

■ **Solution 1: Increase information processing capacity**

- Learn to digest information more quickly
- Temporarily work longer hours

■ **Solution 2: Reduce information load**

- Buffering
- Omitting
- Summarizing

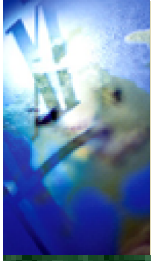


Internet Communication in Nunavut

Through e-mail, Internet chat rooms, and other information technology, Adamee Itorcheak brings together the widely dispersed people of Nunavut Territory in Northern Canada.



N. Didlick, Vancouver Sun



Communicating Through E-mail

Advantages of E-mail

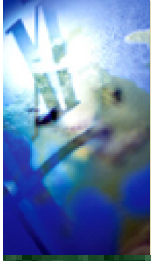
- Efficient medium
- Asynchronous
- Random information access
- Fewer social status barriers

Problems with E-mail

- Information overload
- Interpreting emotions
- Flaming
- Lacks empathy or social support



N. Didlick, Vancouver Sun



Guessing E-Mail Emoticons

: -) Happy

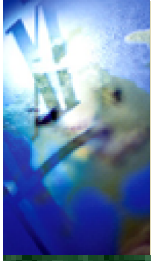
: - } Smirk

< : -) Dumb question

: - X OOPS!

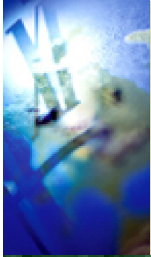
: - j Tongue in cheek

{ } Hug

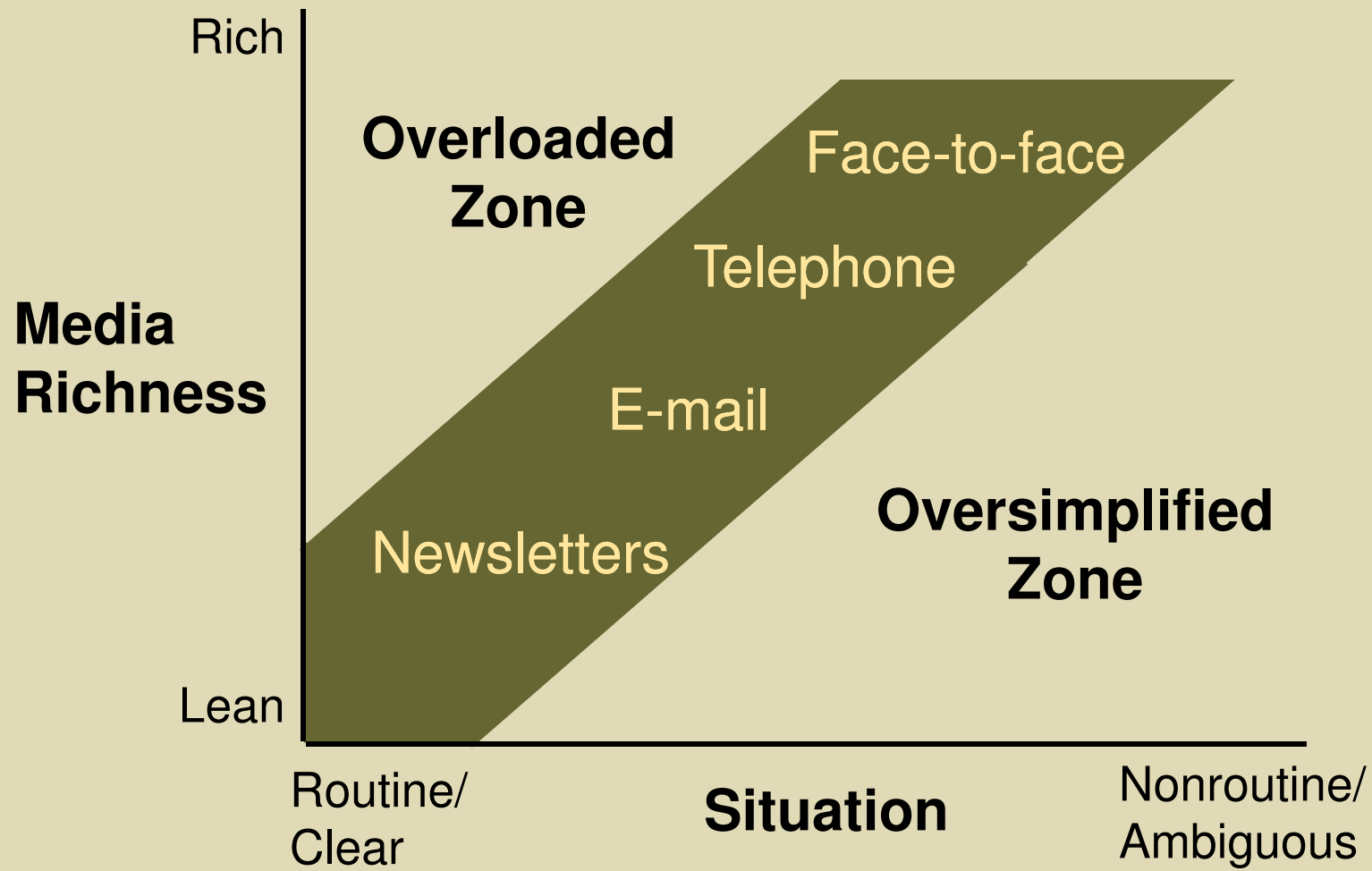


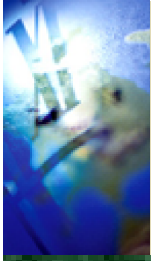
Nonverbal Communication

- Actions, gestures, facial expressions, etc.
- Transmits most info in face-to-face meetings
- Influences meaning of verbal and written symbols
- Less rule bound than verbal communication
- Important part of emotional labor



Hierarchy of Media Richness



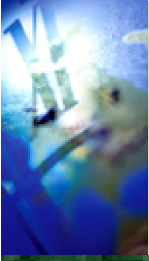


Communicating in Hierarchies

- Newsletters and e-zines
 - Multi-pronged strategy
- Workspace design
 - Need to balance need to concentrate with improved informal communication
- Employee surveys
- Management by walking around



Courtesy of Nortel Networks



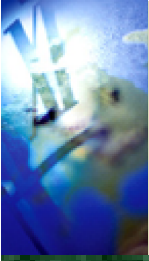
Organizational Grapevine

■ Early Research Findings

- Transmits information rapidly in all directions
- Follows a cluster chain pattern
- More active in homogeneous groups
- Transmits some degree of truth

■ Changes Due to Internet

- E-mail etc. becoming main grapevine medium
- Social networks are now global
- Vault.com extends gossip to anyone



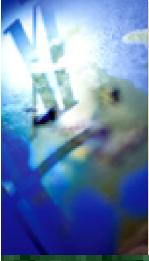
Grapevine: Positives and Negatives

■ Benefits

- Supplements information
- Strengthens corporate culture
- Relieves anxiety
- Signals that problems exist

■ Problems

- Suggests lack of concern for employees
- Distortions might escalate anxiety



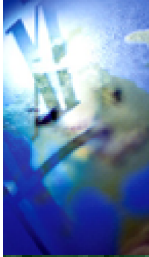
Cross-Cultural Communication

■ Verbal differences

- Language
- Voice intonation

■ Nonverbal differences

- Interpreting nonverbal meaning
- Importance of verbal versus nonverbal
- Silence and conversational overlaps



Gender Communication Differences

Men

Report talk

Gives advice quickly and directly

Avoids asking for information

Less sensitive to nonverbal cues

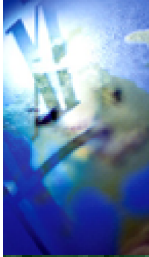
Women

Rapport talk

Gives advice indirectly and reluctantly

Frequently asks for information

More sensitive to nonverbal cues



Getting Your Message Across

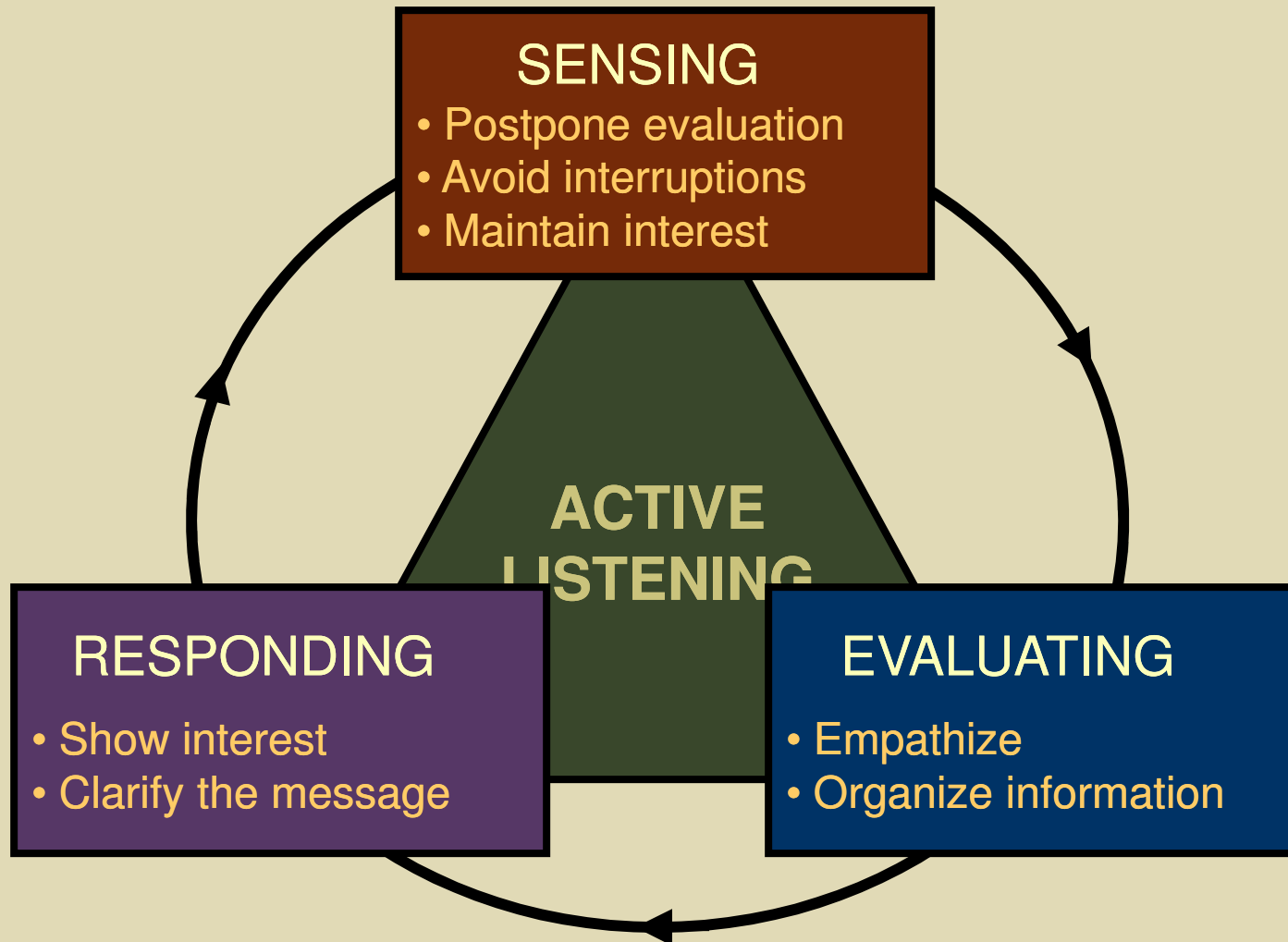
- Empathize
- Repeat the message
- Use timing effectively
- Be descriptive



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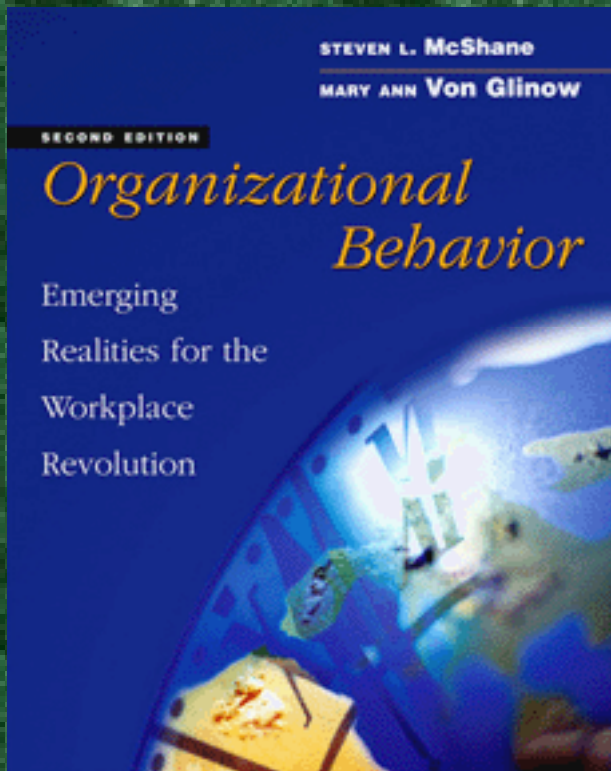


Active Listening Process and Strategies



CHAPTER

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Communicating in Organizational Settings