

Chapter 8

COMMUNICATING

What Communication Is

- *Communication* is the process of sharing information through verbal and non-verbal means, including words, messages, and body movements.

Functions of Communication

Communication may be used to serve any of the following functions:

1. *Information function*

Information provided through communication may be used in decision-making at various work levels in the organization.

2. *Motivation function*

Communication is also oftentimes used as a means to motivate employees to commit themselves to the organization's objectives.

**3. Control
function**

When properly communicated, reports, policies, and plans define roles, clarify duties, authorities and responsibilities.

**4. Emotive
function**

When feelings are repressed in the organization, employees are affected by anxiety, which in turn, affects performance.

The Communication Process

- The communication process consists of eight steps which are as follows: develop an idea, encode, transmit, receive, decode, accept, use, and provide feedback.

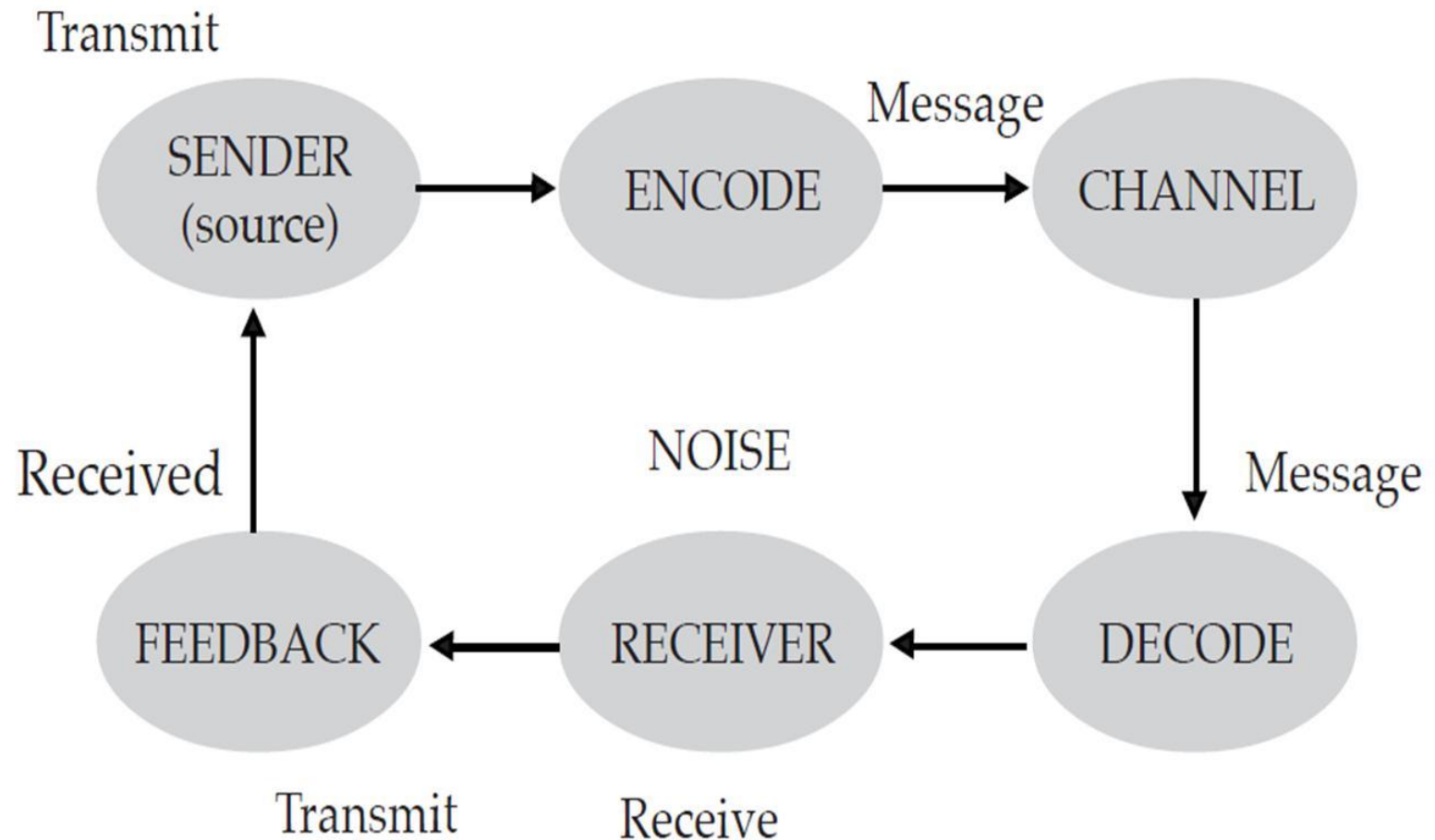


Figure 36. A Model of the Communication Process

Develop an Idea

- The most important step in effective communication is developing an idea.
- It is important that the idea to be conveyed must be useful or of some value.

Encode

- The next step is to encode the idea into words, illustrations, figures, or other symbols suitable for transmission.
- The method of transmission should be determined in advance so that the idea may be encoded to conform with the specific requirements of the identified method.

Transmit

- After encoding, the message is now ready for transmission through the use of an appropriate communication channel.
- Among the various channels available for transmission are the following:
 - the spoken word, body movements, the written word, television, telephone, cellphone, computer, radio, artist's painting, the movies, sound recording, and some others.

Receive

- The next step in the communication process is the actual receiving of the message by the intended receiver.
- The requirement is for the receiver to be ready to receive at the precise moment the message relayed by the sender.

**Calao West Chemicals Corporation
Santiago City Branch
Sales Report for January 2005**

AREA	VOLUME (in drums)	AMOUNT
I	1,000	₱ 1,000,000
II	1,342	1,342,000
III	2,045	2,045,000
IV	1,089	1,089,000
V	2,686	2,686,000
VI	3,450	3,450,000
Total	11,612	₱11,612,000

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**Figure 37. An Example of an Encoded Message for Telefax
Transmission**

Decode

- It means translating the message from the sender into a form that will have meaning to the recipient.

WHERE USED

Selling

ENCODED

5/10; n/30

DECODED

Sales on account is allowed

A five percent discount is deducted from total price if settled within ten days.

Account must be settled within 30 days.

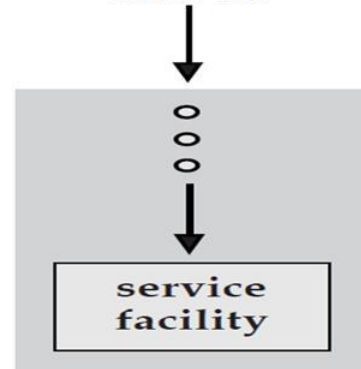
Flowcharting

start

Indicates beginning of a flowchart activity.

Production

arrivals



A basic queueing system configuration indicating a single-channel, single-phase system

Figure 38. Examples of Encoded and Decoded Information

Accept

- The next step is for the receiver to accept or reject the message.
- Sometimes, acceptance (or rejection) is partial.
- The factors that will affect the acceptance or rejection of a message consists of the following:
 1. the accuracy of the message;
 2. whether or not the sender has the authority to send the message and/or require action; and
 3. the behavioral implications for the receiver.

Use

- If the message provides something of importance to a relevant activity, then the receiver could store it and retrieve it when required.
- If the message requires a certain action to be made, then he may do so, otherwise, he discards it as soon as it is received.

Provide Feedback

- The last step in the communication process is for the receiver to provide feedback to the sender.
- Even if feedback is relayed, it may not reach the original sender of the message.
- This may be attributed to the effects of any of the communication barriers.

Forms of Communication

- Communication consists of two major forms:
 1. verbal; and
 2. non-verbal.

Verbal Communication

- *Verbal communication* are those transmitted through hearing or sight.
- Those modes of transmission categorizes verbal communication into two classes: *oral* and *written*.

- **Oral communication** mostly involves hearing the words of the sender, although sometimes, opportunities are provided for seeing the sender's body movements, facial expression, gestures, and eye contact.
- Sometimes, feeling, smelling, tasting, and touching are involved.

- An alternate to oral communication is the written communication where the sender seeks to communicate through the written word.
- The written communication is, sometimes, preferred over the oral communication because of time and cost constraints.

Non-verbal Communication

- *Non-verbal communication* is the means of conveying message through body language, as well as the use of time, space, touch, clothing, appearance, and aesthetic elements.
- Body language consists of gestures, bodily movement, posture, facial expression, and mannerism of all kinds.

The Barriers to Communication

- Various factors may impede the efficient flow of communication.
- Any or all of these factors may, at any stage, derail the process.
- Even if the message is transmitted by the channel, the timing and the meaning of the message may be affected by the factors.

BODY LANGUAGE	INTERPRETATION
Facial Expression Frown Smile Raised eyebrows Narrowed eyes, pursed lips	Displeasure, unhappiness Friendliness, happiness Disbelief, amazement Anger
Eye Contact Glancing Steady	Interest Active listening, interest, seduction
Gestures Pointing finger Folded arms Arms at side Hands uplifted outward	Authority, displeasure, lecturing Not open to change, preparing to speak Open to suggestions, relaxed Disbelief, puzzlement, uncer- tainty
Body Postures Fidgeting, doodling Hands on hips Shrugging shoulders Squared stance of shoulders	Boredom Anger, defensiveness Indifference Problem solving, concerned, listening
Fidgeting, biting lip, shifting, jingling money	Nervousness

Figure 39. Commonly Accepted Interpretations of Various Forms of Body Language

- The barriers to communication may be classified generally as:
 1. personal barriers;
 2. physical barriers; and
 3. semantic barriers.

Personal Barriers

- *Personal barriers* are hindrances to effective communication arising from the communicator's characteristics as a person, including emotions, values, poor listening habits, sex, age, race, socioeconomic status, religion, education, and others.

Physical Barriers

- *Physical barriers* refer to interference to effective communication occurring in the environment where the communication is undertaken.
- Physical barriers include distances between people, walls, a noisy sound system near a telephone, and the like.
- A communication channel that is overloaded may also prevent important information to reach the intended user.
- Another physical barrier to communication is poor timing.

Semantic Barriers

- *Semantics* is the study of meaning as expressed in symbols.
- A *semantic barrier* may be defined as an interference with the reception of a message that occurs when the message is misunderstood even though it is received exactly as transmitted.

Overcoming Barriers to Communication

- To reduce or totally eliminate problems due to noise, selective perception, and distraction, the following are recommended:
 1. Use feedback to facilitate understanding and increase the potential for appropriate action.
 2. Repeat messages in order to provide assurance that they are properly received.

3. Use multiple channels so that the accuracy of the information may be enhanced.
4. Use simplified language that is easily understandable and which eliminates the possibility of people getting mixed-up meanings.

Techniques for Communicating in Organizations

- Communication may be classified as to the flow of the message which are as follows: downward, upward, or horizontal.

Downward Communication

- *Downward communication* refers to message flow from higher levels of authority to lower levels. Among the purposes of downward communication are:
 1. to give instructions;
 2. to provide information about policies and procedures;
 3. to give feedback about performance; and
 4. to indoctrinate or motivate.

- Among the techniques used in downward communication are as follows:

Letters are appropriate when directives are complex and precise actions are required.

Manuals are useful sources of information regarding company policy, procedures, and organization.

Handbooks provide more specific information about the duties and privileges of the individual worker.

Newsletters provide a mixture of personal, mental, and work related information.

Upward Communication

- *Upward communication* refers to message flows from persons in lower-level positions to persons in higher-level positions.
- The messages sent usually provide information on work progress, problems encountered, suggestions for improving output, and personal feelings about work and non-work activities.

- Among the techniques used in upward communication are: formal grievance procedures, employee attitude and opinion surveys, suggestion systems, open-door policy, informal gripe sessions, task forces, and exit interviews.

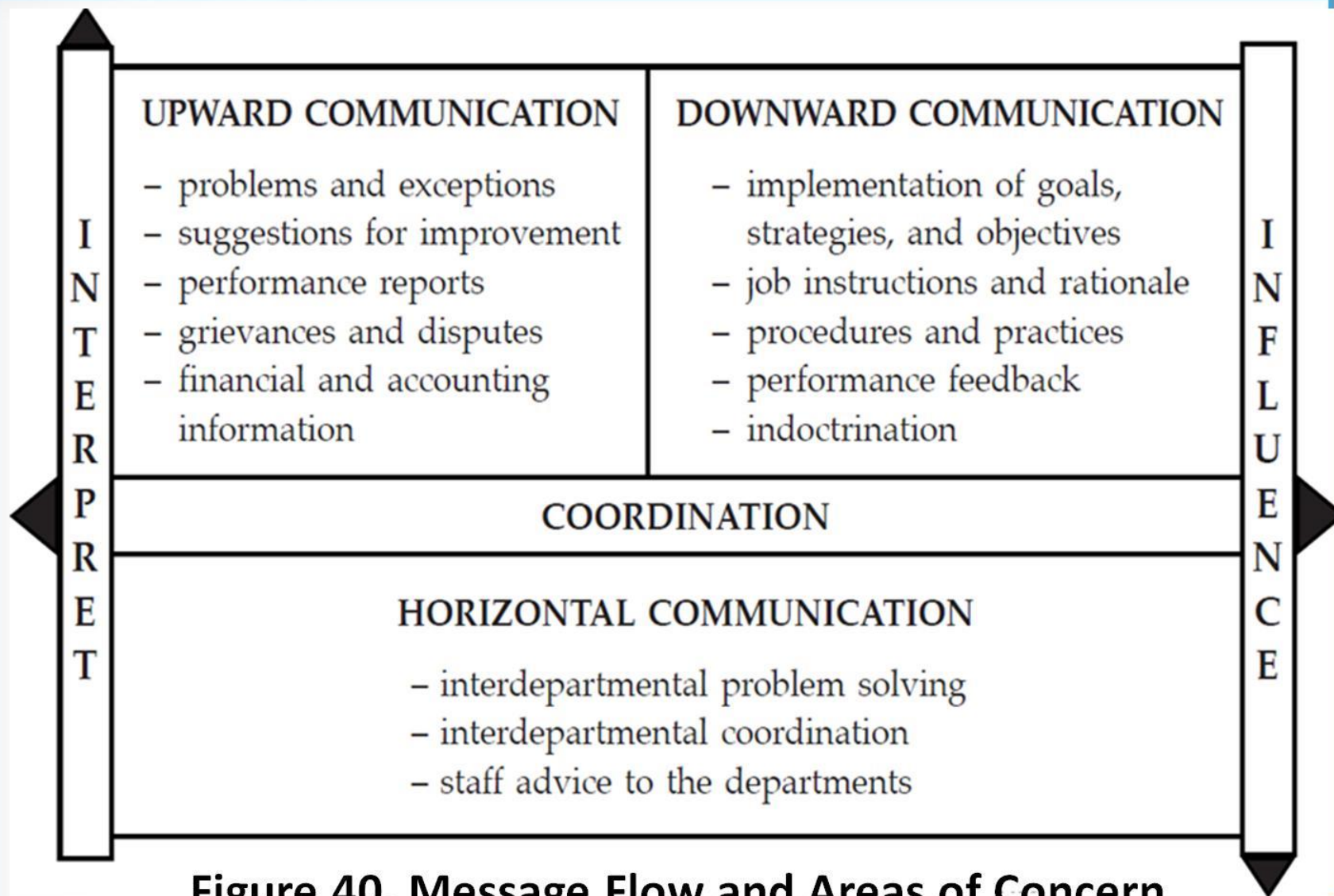


Figure 40. Message Flow and Areas of Concern

Formal Grievance Procedures

- A grievance includes any employee's concern over a perceived violation of the labor agreement that is submitted to the grievance procedure for eventual resolution.
- Grievances represent an open, upward communication channel whereby employees can offer suggestions to management.

Employee Attitude and Opinion Surveys

- Finding out what the employees think about the company is very important.

Suggestion Systems

- Suggestions from employees are important sources of cost-saving and production enhancing idea.

Open-Door Policy

- An open-door policy, even on a limited basis, provides the management with an opportunity to act on difficulties before they become full-blown problems.

Informal Gripe Sessions

- Informal gripe sessions can be used positively if management knows how to handle them.

Task Forces

- When a specific problem or issue arises, a task force may be created and assigned to deal with the problem or issue.

Exit Interview

- When employees leave an organization for any reason, it is to the advantage of management to know the real cause of such action.

Horizontal Communication

- *Horizontal communication* refers to messages sent to individuals or groups from another of the same organizational level or position.
- The purposes of horizontal communication are:
 1. to coordinate activities between departments;
 2. to persuade others at the same level of organization;
and
 3. to pass on information about activities or feelings.

Management Information System

- Communication may be used to serve the information function.
- This means that a way must be devised to allow the organization to absorb information necessary for effective decision-making.
- In this regard, companies of various sizes have organized systems to gather information that will be useful to management.

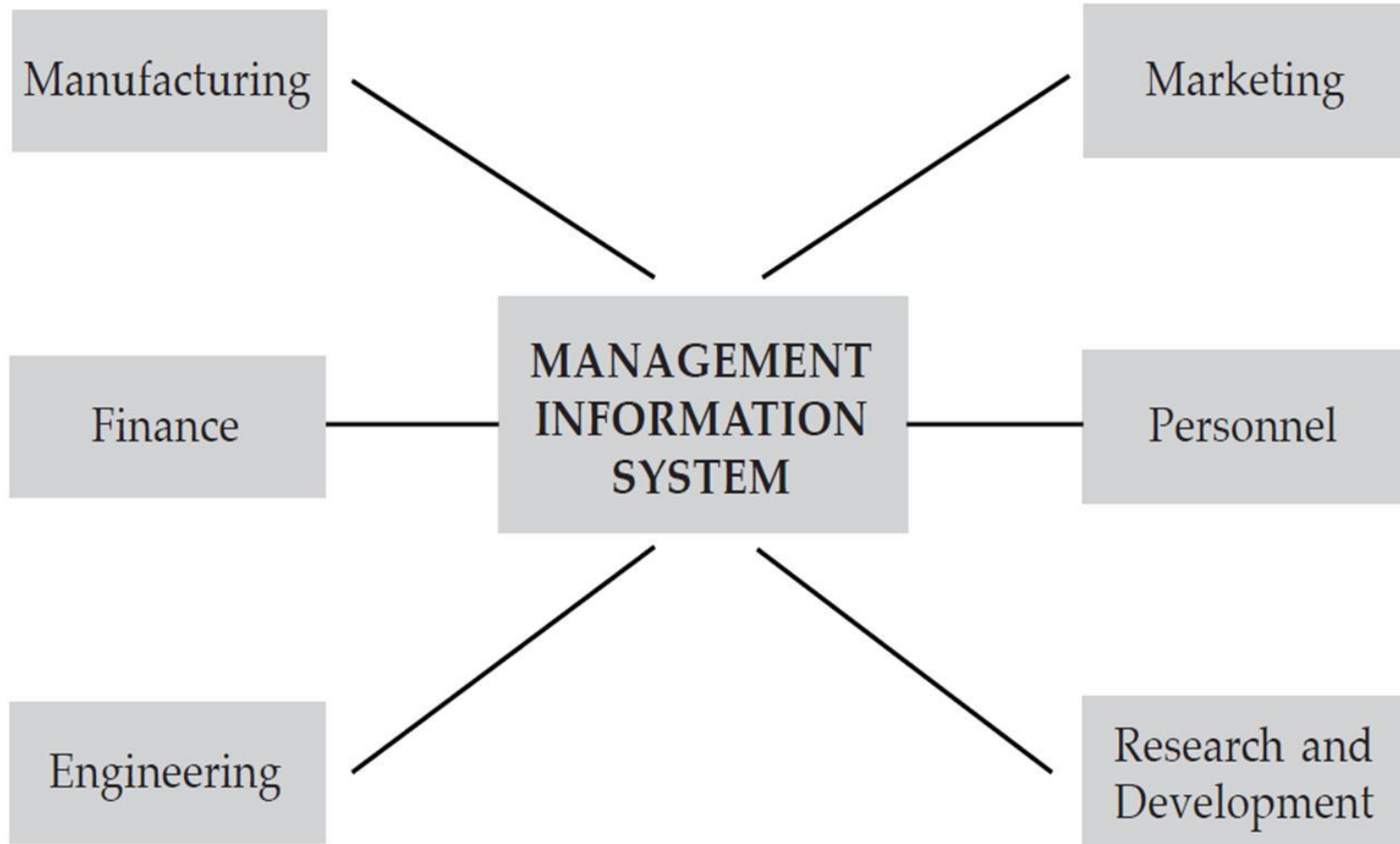


Figure 41. The MIS and the Various Departments of the Organizations

- *Management Information System (MIS)* may be defined as an organized means of providing past, present, and projected information of the company's internal operations and external intelligence for use in decision-making.

The Purpose of MIS

1. to provide a basis for the analysis of early warning signals that can originate both externally and internally;
2. to automate routine clerical operations like payroll and inventory reports;
3. to assist managers in making routine decisions like scheduling orders, assigning orders to machines, and recording supplies; and
4. to provide the information necessary for management to make strategic or non-programmed decisions.