

COMM212

CHAPTER 1 - Getting the message across

Communicating in the current workplace

- The knowledge economy → knowledge worker makes and sells idea-based products (software, music, design). Advantage is that their value can dramatically increase as the global market expands. Increase spread of info (Google) makes everyone know almost anything they want.

- The concept of risk society → we live in a "risk society". Dangers include not only environmental risks like natural disasters but also manufactured risks that are complex like ICTS (ex. phone, internet for transmitting, manipulating & storing data by electronic means), piracy (unauthorized reproduction and distribution of copyright materials), cyberwarfare (hacking?) and identity theft. This leads to lost data & loss of trust. Institutions try to control risks by building trust...

* - Flatter Organizations → organizations are hierarchical.

- Sustainability & corporate social responsibility → Corporates hold significant power and influence in the world. ... (2)

* - Business on a global scale → The world's economy is becoming increasingly global due to: web browsers, software (PayPal), open-sourcing, outsourcing and offshoring, "amplifiers" (cell..)

- More diverse employee-base → employees reflect differences in ethnicity, age, race, gender, physical abilities...

* - Team work environments → bring forces together.

* - Advancing communication technologies → technology is everywhere (computers, tablets, phones, instant message...)

- Connectivity to the World Wide Web → we find information through tools (browsers, search engines) to exchange information

New Needs:

- Managing Risks

- sustainability

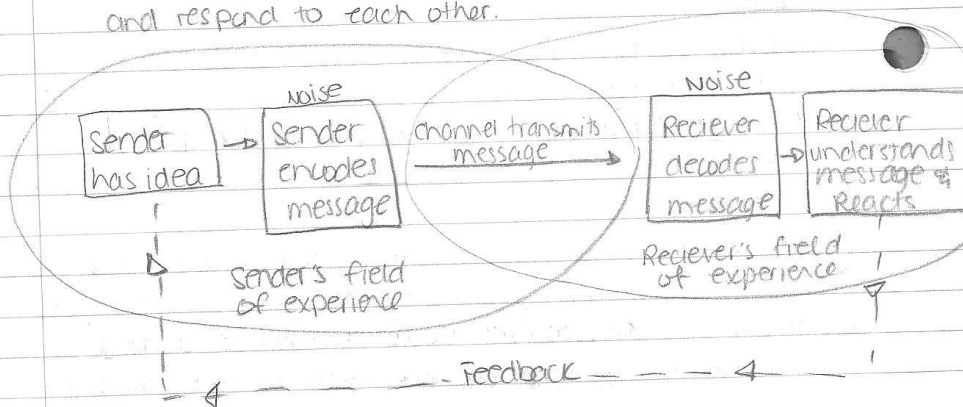
Communication → we use symbols (words, images, and gestures) to create meaning.

The Communication Process

- sender → a person that has an idea in mind and an intention to express that purpose in the form of a message.
- Encoding → act of taking ideas & putting them in a code
- channel → the medium by which the message is physically transmitted (spoken word, letter, email, phone...)

Communication is:

- situated → dependant on the culture/environment
- relational → may be different at different times
- transactional → cooperative - people adapt to one another and respond to each other.



- Receiver → person/group to whom message is directed
- - Decoding → understanding and interpreting spoken, written, and non-verbal communication
- Feedback → Responding to the message, confirming if the receiver got it & understood it.

Barriers to Effective Communication

- 1) Channel overload → Too many messages (ex: voicemail full)
- 2) Information overload → Too much information.
- 3) Emotional interference → Feelings get in the way.
- 4) Semantic Interference → Interpret words differently.
- 5) Physical & technical interference → every so often, technical difficulties arise - phone lines jam, computers crash...
- 6) Mixed messages & channel barriers → messages give off conflicting signals, resulting in misunderstanding.
- 7) Environmental interference → each person interprets messages differently based on previous experiences.

To overcome barriers, be:

- timely & time-sensitive
- purposeful
- a good listener and a careful reader
- context sensitive
- proactive → Research if you're not sure of what you heard.

Communication Contexts

Communication can be thought in different forms or contexts:

- 1) Interpersonal communication → interaction between 2 people (face-to-face or through mediated forms) Also called Dyadic.
- 2) Small group communication → interaction between 2 and 20 people to achieve common goals.
- 3) Organizational communication → communication within a hierarchical social system (employees, clients, customers, suppliers, regulators)
This takes place in large businesses.
- 4) Intercultural communication → messages between people of different cultures.
- 5) Mass communication → interaction in which a small group of people sends a message to a large anonymous audience.
(through radio, television, newspapers)

Non-Verbal Communication

- Gestures
- Eye contact
- Facial expressions

Roles:

- 1) Repetition → non-verbal displays can repeat a message that is being delivered verbally
- 2) Contradiction → non-verbal messages can conflict with the message an individual is trying to convey verbally.
- 3) Regulation → non-verbal displays can also regulate convos. (tapping a person on the shoulder)
- 4) Substitution → non-verbal display can stand in for a verbal message (facial expressions, gestures, body posture).
- 5) Accenting and Complementing → Non-verbal displays can underline, amplify, or tune down a verbal message.

3 domains of non-verbal skills:

- 1) Encoding (emotional expressivity)
- 2) Decoding (emotional sensitivity)
- 3) Regulation

Components of Non-Verbal Communication

- Use of space (proxemics) → space between individuals during a conversation according to their cultural backgrounds

(ex: size of an office, its colour...)

- Use of time (chronemics) → ex: how punctual a person is, how long someone is willing to listen or wait for a reply, the pace of speech or tempo of the convo.

- Paralanguage (vocalics) → acoustic / non-verbal vocal qualities of a verbal convo. 3 classes of vocal cues:

- 1) vocal qualities (volume, pitch, speed...)
- 2) vocal characteristics (emotion → laughing, crying, yelling)
- 3) vocal segregates (pauses / fillers → "umms", "ahhs", "you know")

- Body language (kinesics) → body movement, can shift depending on the receiver's culture, personality, and experience.
(ex: Gestures, posture, eye contact, facial expressions, image).

Communicating in Organizations

Internal and external communication

Internal → Audience is within organization. involves back and forth sharing of ideas among superiors, co-workers, and subordinates.

External → Audience is outside organization. (consumer decisions)
Can come in variety of form (email, newsletters, press releases...)

general functions of a business communication:

inform, persuade, promote goodwill and create a favourable impression.

Essential skills for workplace communication

--Reading

- Active-listening → Interaction btw speaker and listener

Informal and formal channels

- Formal network → manner in which messages (letters, memos, reports, proposals) are sent according to a company's organizational structure. (hierarchy)

- Informal network → "through the grapevine", exchanging gossip, rumors. that are not always accurate.

The flow of information

• Formal communication channels:

- upward → subordinates to superiors

- downward → superiors to subordinates.

- Horizontal → same organizational level.

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Ethical Communication

- Business ethics: socially accepted moral principles and rules of business conduct. May be based on code of ethics.
- Be aware of how your communication affects others (be honest, fair, polite...)
- Business documents are often legally binding

Ethical lapses and why they happen

- safety in numbers → "everyone does it" mentality
- Head in the sand → ignore an ethical problem will NOT make it go away
- Between a rock and a hard place → take easiest option
- "It's no big deal"
- Entitlement → their unethical actions are not excusable
- Team player → fear of confronting superiors or colleagues

To avoid ethical lapses:

- Tell the truth
- Communicate clearly, carefully and respectfully
- Take responsibility for your communications
- Don't suppress, delay, or de-emphasize important information

Cross-Cultural Communication

Businesses must interact with the rest of the world for survival.

BELF (Business English as a lingua franca) → variety of English for specific task-related purposes, learned as a 2nd/3rd language. It is simple, clear, free of idioms, anchored in serviceable business vocabulary.

Understanding Cultural Differences

Culture → shared customs and patterns of behaviour of a particular group or society. Includes language, rules, beliefs, and social structures.

Ethnocentrism → Believing one's culture is superior to others

Intercultural Communication defined

Cultures tend to differ in several important respects:

- Attitudes to individualism & collectivity
- reliance on logic and feeling
- the relative directness of their communication styles
- attitudes to the relational role of communication in business transactions, the elderly, life partnerships, and gender roles.
- time orientation
- interpretation of non-verbal communication and body language.

The ways in which cultures differ from one another:

- Power Distance
- Uncertainty Avoidance
- Individualism vs. Collectivism
- Masculinity vs. Femininity
- short-term vs. long-term orientation

High and low-context communication styles

Low-context cultures (Germany, North America, Scandinavia) → Direct, explicit communication. "What you say is what you mean"

High-context cultures (Japan, China, Korea, Arab countries) → Social conventions, context and courtesy are important. Emphasis on "how you say it". Be aware of what is not being said, direct communication may seem rude.

Communicating Interculturally

Oral Messages: Speaking

1. Pay attention to non-verbal behaviours
2. Use simple English & speak slowly enough to enunciate clearly
3. Adjust the level of formality to what is considered culturally acceptable
4. Excuse misunderstanding
5. Encourage feedback and test your audience's comprehension

Oral Messages: Listening

1. Don't interrupt
2. Practise active listening
3. Be sensitive and patient

Writing for Culturally Diverse Audiences

1. Adopt formats that are used in the reader's country
2. Address readers using their professional titles, not their first names.
3. Use only those terms that can be found in English-language dictionaries
4. Keep sentences as direct and simple as possible
5. Use correct grammar
6. Include politeness strategies where they are required
7. Avoid humour, irony and sarcasm
8. Use international measurement standards.

Privacy in workplace

- Privacy Act
- Personal Information Protection and Electronic Documents Act (PIPEDA)

Organizations must:

- provide accountability
- identify reason for collecting information

- gain consent
- Collect only necessary information (Harris)
- Use information for intended purpose
- maintain accuracy
- provide safeguards
- tell people how information will be used
- give people access to their own information
- develop straightforward complaints procedures.

class notes

Knowledge economy → selling ideas, no longer based on raw materials

- * List 3 organizations...
 - Flatter organizations
 - Global scale
 - Diversity...

→ Managing risks, sustainability

→ types of communication (mass...)

non-verbal

emotional expressivity → emotional sensitivity

→ encoding vs decoding

↳ Regulation

High context culture → India, Asia, Middle east

Low context culture → North America (Direct)