Chapter 12: Organizational Communication in the Internet Age

- Basic Dimensions of the Communication Process
- Interpersonal Communication
- Organizational Communication
- Communication in the Computerized Information Age

A Perceptual Model of Communication

Sender:
- Encodes Ideas or Thoughts
- Creates Message
- Creates Meaning

Receiver:
- Encodes Ideas or Thoughts
- Creates Message
- Creates Meaning

Transmitted on medium

Noise

Encode

Decodes

Message

Creates Meaning

Transmitted on medium
Contingency Model for Selecting Communication Media

- **Overload zone**: Face-to-face
- **Zone of effective communication**: Interactive media
- **Oversimplification zone**: Personal static media
- **Impersonal static media**: Low
- **Rich static media**: Overload zone

Complexity of Problem/Situation: Low to High
Richness of Communication Medium: Lean to Rich

One-Way vs. Two-Way Communication

**One-Way**
- **Advantages**
  - Fast
  - Nonthreatening to sender
- **Disadvantages**
  - Probability of misunderstanding
  - Receiver resentment
  - Receiver frustration

**Two-Way**
- **Advantages**
  - Clarification of message
  - Receiver input
  - Sender/Receiver involvement
- **Disadvantages**
  - More time-consuming
  - Threatening to sender
Process Barriers to Effective Communication

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

Personal Barriers to Effective Communication

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
Other Barriers to Effective Communication

- **Physical barriers** the distance between employees can interfere with effective communication

- **Semantic barriers** encoding and decoding errors—involves transmitting and receiving words and symbols—fueled by the use of jargon and unnecessary words
Nonverbal Communication

- **Nonverbal Communication** messages sent outside of written or spoken word
- **Experts estimate 65 to 90%** of every conversation nonverbal

## Tips on Improving Nonverbal Communication Skills

- Maintaining eye contact
- Occasionally nodding the head in agreement
- Smiling and showing animation
- Leaning toward the speaker
- Speaking at a moderate rate, in a quiet, assuring tone
Nonverbal Actions to Avoid

- Looking away or turning away from the speaker
- Closing your eyes
- Using an unpleasant voice tone
- Speaking too quickly or too slowly
- Yawning excessively

Grapevine Patterns

- Single strand—each tells one other
- Gossip—one tells all
- Probability—each randomly tells others
- Cluster—some tell selected others; most typical
Hierarchical Communication

- **Hierarchical Communication** exchange of information between managers and employees
  - Managers provide five types of information through downward communication
    - Job instructions
    - Job rationale
    - Organizational procedures and practices
    - Feedback about performance
    - Indoctrination of goals

Hierarchical Communication Cont.

- Employees in turn communicate information about
  - Themselves
  - Co-workers
  - Problems
  - Organizational practices and policies
  - What needs to be done and how to do it