Importance of Communication

• The five most important skills recruiters look for when hiring college and university students.
  #5 – Teamwork
  #4 – Critical thinking & leadership
  #3 – Interpersonal/social
  #2 – Computer literacy
  #1 – Oral and written communication

Communication

• A process
• Managers use to interact
• Requires constant attention
Communication Complexity

- Many factors ……
  » Senders
  » Messages
  » Channels
  » Receivers
  » Multiple variables
  » Symbolic

Communication

- Latin root word *communicare*
- A process: identical meaning
- Defining – simple
- Achieving – difficult

Communication Process Components
Communications

- Social Context
- Sender
- Messages
- Channel
- Receiver
- Feedback
- Noise

Interpersonal Categories

- Oral
- Written
- Nonverbal
- Technological

Technological Communication

- Telecommuting or “telework”
- Electronic mail (e-mail)
- Video conferencing
- The Internet
Why Managers Communicate

- To motivate
- To inform
- To control
- To satisfy social needs

Communication Barriers

- Cross-cultural diversity
- Trust and credibility
- Information overload
- Language characteristics
- Gender differences
- Other factors

Formal Communication Channels / Flow

- Internal
  - Upward
  - Horizontal
  - Downward
- External
Communication Channels

- Paths for communication
- The Grapevine

Communication Challenges

- Expect to be misunderstood
- Expect to misunderstand others
- Strive to reduce misunderstandings
- Never expect total elimination

Feedback

- Specific rather than general
- When the receiver appears ready
- Behavior rather than the person
- Descriptive information
- Avoid evaluative inferences
Advanced Listening Skills

- Listen for content
- Listen for feelings
- Respond to feelings
- Be sensitive
- Reflect back what you are hearing
- Be attentive to understand, not to reply
- Be patient. Don’t interrupt the speaker
- Digest before responding