

CHAPTER 12

Communicating Effectively Within Diverse Organizations

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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

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Communication

- A process
- Managers use to interact
- Requires constant attention

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Communication Complexity

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

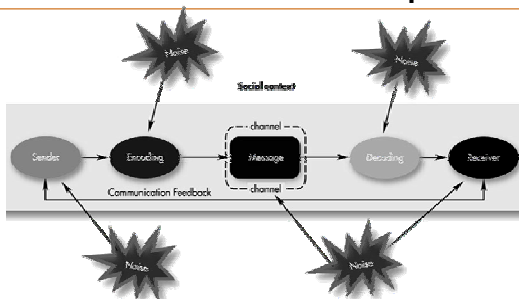
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Communication

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

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Communication Process Components



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Communications

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

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Interpersonal Categories

- **Oral**
- **Written**
- **Nonverbal**
- **Technological**

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Technological Communication

- **Telecommuting or “telework”**
- **Electronic mail (e-mail)**
- **Video conferencing**
- **The Internet**

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Why Managers Communicate

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

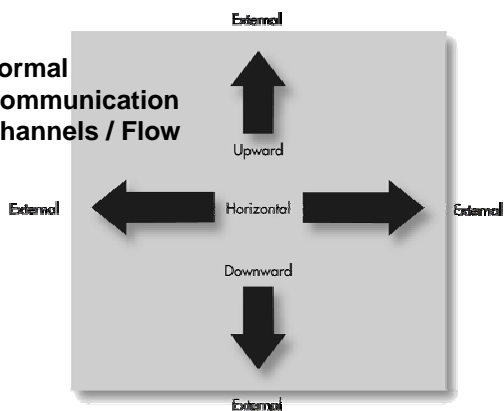
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Communication Barriers

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

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Formal Communication Channels / Flow



Communication Channels

- **Paths for communication**
- **The Grapevine**

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Communication Challenges

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

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Feedback

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

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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

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