



COMMUNICATION

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Introduction

- The word “ Communication” comes from the Latin word “Communis”, meaning commonness.
- Communication is a two way process by which information exchanged between or among individuals through a common system of symbols, signs and behaviour.
- Communication is the process to impart information from a sender to a receiver with the use of a medium.

Definition

- Communication is an interaction by words ,letters ,symbols or messages and is away that one organization members shares meaning and understand with another .

(Koontz and O.Donnell)

- Communication as the complex exchange of thoughts,ideas or information on atleast two levels:verbal and non verbal.*(Chitty-2001)*

Importance of communication

- It is one of the vital aspects of management and organization.
- Basis for decision making and planning.
- Facilitates smooth working.
- Facilitates coordination.
- Increase managerial efficiency.
- Facilitates control.
- Basis of leadership.
- Motivation.
- Job satisfaction.
- Democratic management.
- Public relationship.

Communication Process

- As a process, communication is dynamic, adaptive and continuous.

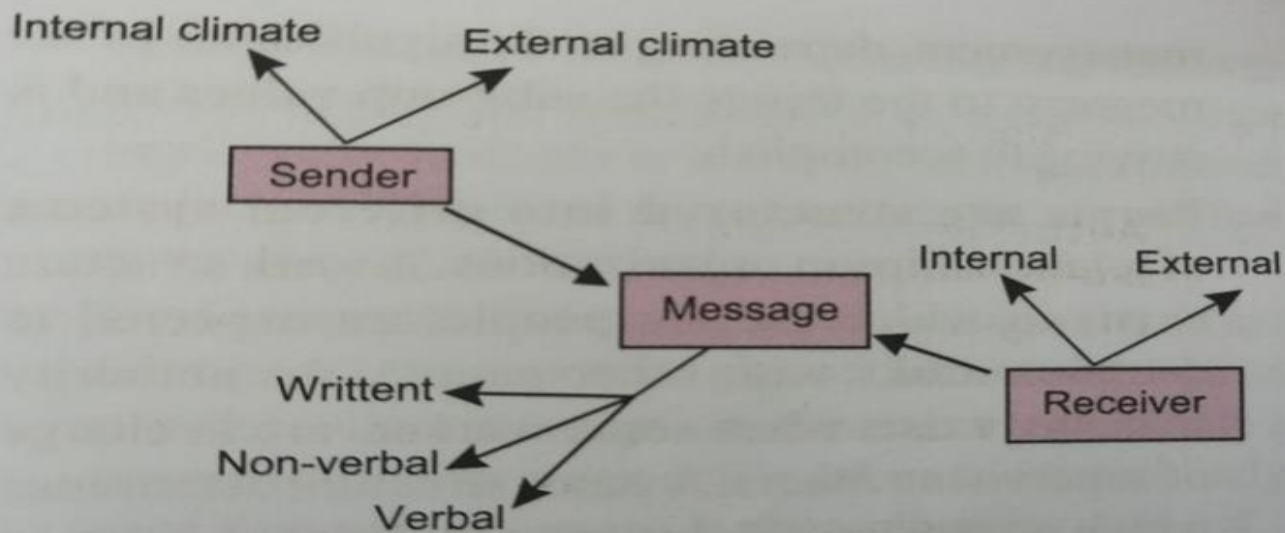


Fig. 4.3 : Communication Process

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- An external and internal climate exist in communication.
- The internal climate: values, feelings, temperament, stress level of the sender and receiver.
- The external climate : weather conditions, temperature, timing, organizational climate, status, power and authority
- Effective communication requires the sender to determine what receivers see and hear.

Variables affecting Organizational Communication

- Spatial distance
- Different subgroups or subcultures
- People are structured into different systems
- Organizations are in constant state of flux
- Gender

Organizational communication strategies

- Managers must understand the organization's structure and recognize who will be affected by decisions that are made.
- Formal communication networks: follow the formal line of authority in the organization's hierarchy.
- Informal Communication networks : it will occur between people at the same or different levels of the organizational hierarchy but do not represent formal lines of authority or responsibility.

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- Communication is not a one –way channel.
- The communication must be clear,simple and precise. The manager is responsible for ensuring the message is understood.
- Managers should seek feedback regarding whether their communication was accurately received: to ask the receiver to repeat the communication/the sender should continue follow-up communication in an effort to determine if the communication is being acted upon.

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- Multiple communication methods should be used when possible if a message is important.
- Managers should not overwhelm subordinates with unnecessary information.
- Information is formal, impersonal and unaffected by emotions ,values ,expectations and perceptions.

Communication Modes

- Written Communication
- Face-to Face Communication
- Verbal Communication: The transmission of ideas, opinions ,feelings,emotions or attitudes through the use of words (comments, questions, reactions)
- Nonverbal Communication Refers to the sending of message to another person utilizing methods or means other than words (facial expression, body movements and gestures)
- Telephone communication: it is rapid and allows the receiver to clarify the message at the same time it is given.

Interpersonal Communication skills in a Multicultural Workplace

Nonverbal communication skills.

Verbal communication skill.

Listening skills

Group communication skills.

Non verbal communication skills

Space

Environment

Appearance

Eye contact

Posture

Gestures

Facial expression

Timing

Vocal clues such as tone, volume and inflection

Verbal Communication Skills

- Art of assertive communication.
- (Assertive behaviour is a way of communicating that allows people to express themselves in direct, honest and appropriate ways that do not infringe on another person's rights)
- There are mainly 4 possibilities for communication
 - ✓ Passive communication
 - ✓ Aggressive communication
 - ✓ Indirectly aggressive /passive aggressive communication
 - ✓ Assertive communication

Contd...

- Passive communication: it will occur when a person suffers in silence, although he or she may feel strongly about the issues.
- Aggressive communication: aggressive people express themselves in a direct and often hostile manner that infringes on another person's right.
- Passive –aggressive communication is an aggressive message presented in a passive way, limited verbal exchange with incongruent nonverbal behavior.

Strategies for effective verbal communication

- Use proper titles of respect.
- Be aware of subtle linguistic messages that may convey bias or inequality.
- Avoid slang, pejorative or derogatory terms when referring to persons from a particular ethnicity ,race or religious group.
- Avoid making remarks to staff that they should consider themselves fortunate to be employed by the organizations.
- Do not compare their employment opportunities and conditions to people in their country of origin.

Contd...

- Avoid using phrases such as “culturally disadvantaged, socially disadvantaged” and culturally deprived as they suggest inferiority and may be offensive to others.
- Do not expect a staff member to know or get along well with all other staff members of the same ethnicity.

Listening skills

- Listening and hearing what people are saying to you is a science and an art. (Kerfoot-1998)
- It is important that the leader/manager approach listening as an opportunity to learn appreciation for a cultural perspective of the organization that is different on his or her own.

Qualities of a leader as a good listener

- ✓ Aware of their own experiences, values, attitudes and biases affect how they receive and perceive messages.
- ✓ Leaders must overcome the information and communication overload inherent in the middle management role.
- ✓ The leader must continually work to improve listening skills.
- ✓ The leader actively listens, gives genuine time and attention to the sender.
- ✓ The leader is to receive the message being sent rather than forming a response before the transmission of the message is complete.

Group Communication

- Managers must communicate with large and small groups, as well as individual employees.
- A group communicates differently than individuals do.
- The manager has an understanding of group dynamics, including the sequence of each group (forming, storming, norming and performing) must go through before work can be accomplished.

Principles of effective communication

- Clear lines of communication serve as the linking process by which parts of the organization are unified toward goal achievement.
- Simple, exact and concise message ensure understanding of the message to be conveyed.
- Feedback is essential to effective communication.
- Communication thrives best in a supportive environment which encourages positive values among its personnel.

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- A manager's communication skill is vital to the attainment of the goals of the organization.
- Adequate and timely communications of work related issues or changes that may affect jobs enhance compliance.

Types of communication

- Verbal communication(spoken words)
- Written communication(written words)
 - Clear, correct, complete and concise and clearly understood by the reader.
 - Eg:Memoranda,hospitalorders,documentation,records and reports,policies,procedures etc.
- Non-verbal communication
 - ✓ Personal appearance(personality and self-concept)
 - ✓ Intonation of the voice(soft and gentle)
 - ✓ Facial expression(a friendly smile)
 - ✓ Posture and gait(physical wellness,emoionsattitudes)
 - ✓ Touch(gentle touch conveys a caring person)

Lines of Communication

Downward communication

Upward communication

Horizontal communication

Outward communication

Downward communication

- The traditional line of communication is from superior to subordinate which may pass through various levels of management.
- It includes policies, rules and regulations, memoranda, handbooks, interviews, job descriptions and performance appraisal.

Upward communication

- It emanates from subordinates and goes upward.
- This is usually in the form of feedback .
- Supervisors and head nurses have a big role to play in ensuring the effectiveness of communication.
- Through tactful questioning or observation any misinterpretations can be detected to avoid difficulty in implementation.
- Eg: Discussions between subordinates and superiors, grievance procedures ,written reports, incident reports and statistical reports.

Horizontal/Lateral communication

- It flows between peers, personnel or departments on the same level.
- It is used most frequently in the form of
 - ✓ Endorsements
 - ✓ Between shifts
 - ✓ Nursing rounds
 - ✓ Journal meetings
 - ✓ Conference
 - ✓ Referrals between departments or services.

Outward communication

- It deals with information that flows from the caregivers to the patients, their families, relatives, visitors and the community.
- It involves how employees value their work.

Forms of the communication

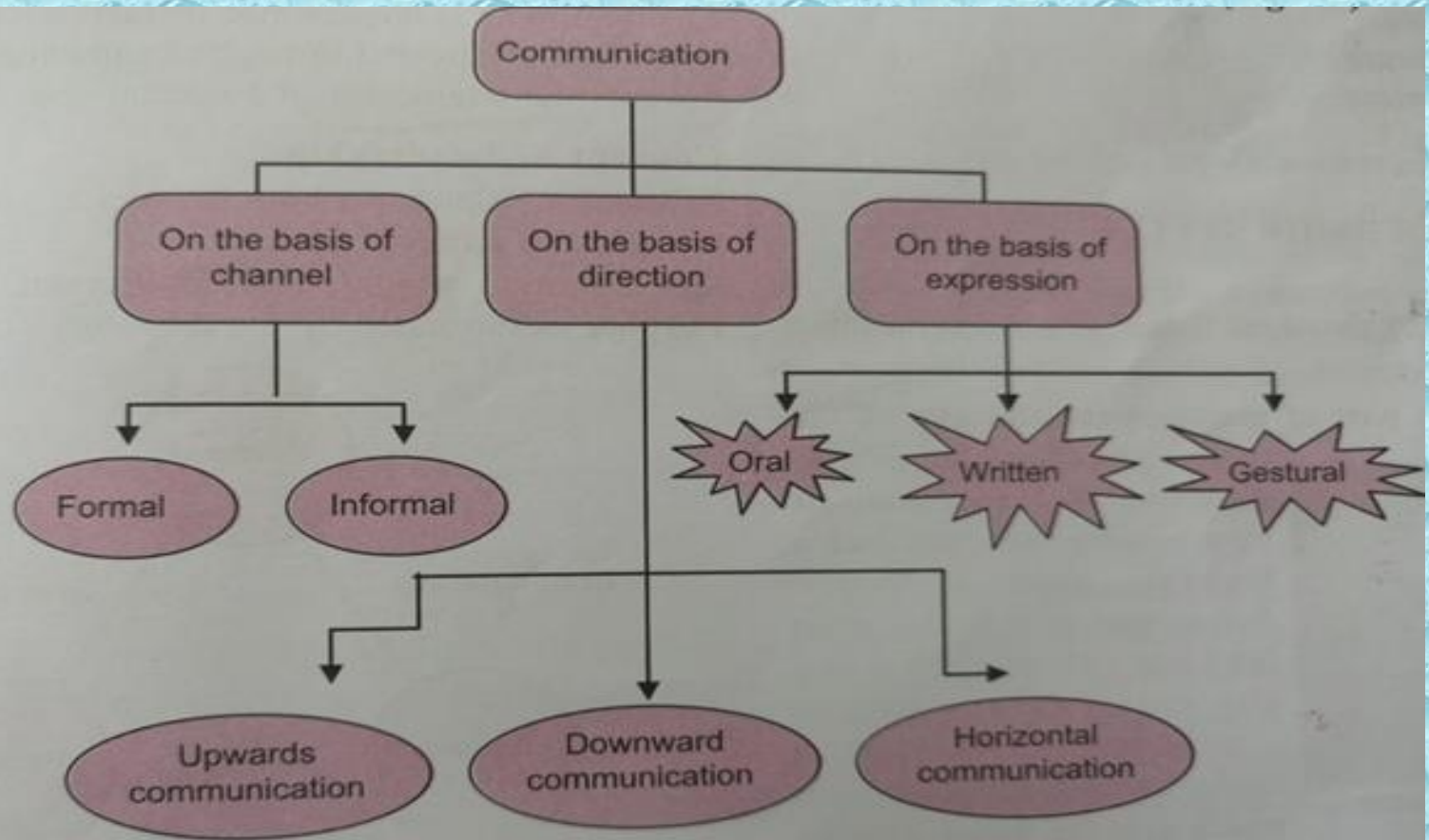


Fig. 4.4 : Forms of Communication

Nurse-Client Communication (Phases)

Introduction phase

Working phase

Termination phase

Barriers of Communication

Badly expressed message

Faculty translation

Technical language

Unclarified assumption

Loss of transmission

Intention

Premature evaluation

Steps to overcome barrier to communication

Clarify of information.

Prompt action.

Creation of proper atmosphere.

Development of IPR

Effective channels.

Continuous evaluation.

Feedback.

Communication Techniques

Clarifying /validating.

Asking open questions.

Using indirect statements.

Reflecting.

Paraphrasing.

Summarizing.

Focusing.

Silence.

