

MGTS2606 Managerial Skills and Communication

Table of Contents

WEEK 4: MEDIATED COMMUNICATION	2
VIRTUAL TEAMS	4
KEY THEORIES & MODELS	5
DEVELOP A SOCIAL MEDIA POLICY	7
WEEK 5: CRISIS COMMUNICATION	9
THEORIES OF CRISIS MANAGEMENT	10
CRISIS TYPES	12
WEEK 6: EMPLOYEE VOICE & WHISTLE-BLOWING	15
EMPLOYEE VOICE & SILENCE	15
WORKPLACE DEVIANCE	16
WHISTLE-BLOWING & DEAF EAR SYNDROME	18
EMPLOYEE VOICE & WHISTLE-BLOWING IN HEALTHCARE SETTINGS	20
WEEK 7: SMALL GROUP COMMUNICATION (FULL LECTURE)	22
SMALL GROUPS	22
CONFLICT & NEGOTIATION	25
WEEK 8: BEL STUDENT EMPLOYABILITY TEAM GUEST PRESENTATION ONLY	30
WEEK 9: INTERCULTURAL COMMUNICATION	32
WEEK 11: POWER & PERSUASION & GUEST PRESENTATION	37
KEY DEFINITION	37
POWER	37
INFLUENCE STRATEGIES: 3RS	38
PERSUASION	39
THEORIES OF PERSUASION	41
WEEK 12: INFORMAL COMMUNICATION: GOSSIP, RUMOURS & TRUST	45
GOSSIP	45
URBAN LEGENDS	45
RUMOURS	46
DIFFERENCES OF GOSSIP, RUMOUR, URBAN LEGENDS	50
TRUST	50

Week 4: Mediated Communication

Organisational Culture: A culture exists when ppl. come to share a **common** frame of reference for **interpreting** & **acting** toward one another, and the world in which they live

- Includes language, values, beliefs, interpretations of experience
- Culture is reflected in customs, expectations, communication

Norms: Every group & workplace has its **own set of standards & expectations** for behaviour

- **guide** organisational commu., including **how, when, why** and **with whom** employees communicate

Mediated Communication

- different medium of commu. → differences in the **psychological processes** (including norms)
- change the **medium** of communication → may change the **outcome / interpretation** of the message

Media Choice

Old channels	New channels
<ul style="list-style-type: none">• Face-to-face communication• Telephone & voicemail	<ul style="list-style-type: none">• E-mail• Social media• Videoconferencing

Types of Mediated Commu.

Interactive Mediums		Non-Interactive Mediums
Medium	Advantages	Disadvantages
<i>Face to Face (FTF) Communication</i>	<ul style="list-style-type: none"> Richness, speed, personal quality and control 	<ul style="list-style-type: none"> Immediacy No time to plan many interactions
<i>Mobile phone Voicemail</i>	<ul style="list-style-type: none"> Distance no object Ability to receive vocal cues and feedback 	<ul style="list-style-type: none"> No visual feedback Can call at a bad time Timeliness of return calls
<i>E-mail</i>	<ul style="list-style-type: none"> Often short and direct Quick and easy to use Convenient Able to compose in advance 	<ul style="list-style-type: none"> Can drain productivity Permanent and archived
<i>Social media</i>	<ul style="list-style-type: none"> Quick, easy to use and free Especially useful in media and PR 	<ul style="list-style-type: none"> Typing can be cumbersome Distracting from work Privacy concerns Potential for "trolling"
<i>Videoconferencing</i>	<ul style="list-style-type: none"> Closely resembles FTF Visual and vocal cues 	<ul style="list-style-type: none"> Potential for delays Camera shyness Turn-taking can be awkward Physical noise issues

Advantages & Disadvantages

Social Media at Work

- ↑ influence of social media in our lives, **social media platforms** play a **key role** in communication at work
- social media can **enhance** & **enrich** organisational commu. experiences (e.g. faster, more +ve interactions with customers), its use can also have **problematic** consequences

Technology & Interpersonal Commu.

Traditional assumption = due to reduced physical, social and sometimes non-verbal cues, mediated commu. is often **challenging** & can lead to **-ve outcomes** (e.g., deindividuation, cyberbullying)

Advantages of Mediated Commu.

hyperpersonal model indicates that mediated commu. has specific advantages:

- Greater anonymity
- **Shy** individuals may feel more willing to **speak up** in a mediated environment
- "Safety valve" for adolescents
- **Strong** & **+ve** relationships can form online (dependent on trust, intimacy, time spent communicating, etc.)

Virtual Teams

Virtual Teams: Dynamic teams whose members are **geographically** & temporally **dispersed**, but work **remotely** often dependent on **electronic technology**

- Technology allows them to work promptly across **time, distance, cultures**
- Advantages:
 - used to meet the demands of local economies across the world (no geographic borders)
 - Allow access to the **most qualified** individuals (↑ **talent pool**) for a specific job regardless of their location
 - Enable org. to **respond faster** to ↑ competition
 - Provide **greater flexibility** to individuals (e.g. telecommuters), especially with respect to **work-life balance**
 - Allow workers control over their schedules, leading to ↑ **productivity**
 - ↓ **environmental** impact (e.g. less pollution from cars)
- Disadvantages
 - ↑ **social isolation** because of a lack of face-to-face contact
 - Varying degrees of **trust** within & between teams
 - Commu. issues
 - **Asynchronous** (rather than synchronous) commu. associated with ↑ commu. problems
 - Technology failures
 - Lean communication, social presence, low interactivity
 - **Conflict** between supervisors & subordinates due to perceived **loss of power**
 - Flexibility in work schedules can lead to ↓ **routine supervision**
 - Poor management of conflict (e.g. intense -ve emotions)

Considerations in Choosing a Commu. Channel

- Desired tone
- Time required for feedback
- Richness of info. conveyed

- Sender’s control over how message is composed
- Control over receiver’s attention
- Organisational culture

* If necessary, use multiple channels

Key Theories & Models

Dual Capacity Model of Commu. Media Choice

- Sought to identify the factors that determine our choice of commu. medium
- **Communication medium**: A conduit through which data & meaning are conveyed / manifest

Media Richness Theory	Media vary according to: <ul style="list-style-type: none"> • # of cue systems supported by a medium • immediacy of feedback • potential for natural language • message personalization
Data carrying capacity	<ul style="list-style-type: none"> • “The degree to which a medium is able to effectively & efficiently convey task-relevant data” • Importance of considering richness of media (face-to-face commu. seen as richest medium; written numeric data the least) • Different media allow for verbal & non-verbal cues to be transmitted, allowing for greater understanding of task-relevant data
Symbol carrying capacity	Media as carriers of meaning <ul style="list-style-type: none"> • To what extent can the medium incorporate language appropriate to the situation; to what extent can it effectively convey nuance, metaphor, deep structure? • e.g. A formal policy statement VS. a personalised memo to all staff Media as symbols