

Sample Material

- **Formal channels;** established by the organisation and transmit messages to related to the professional activities of members.
- **Informal channels;** personal or social messages are informal channels which are spontaneous and emerge as a response to individual choices.
- **Downward communication;** communication that flows from one level of a group or organisation to a lower level
- **Upward communication;** communication that flows from one level of a group or organisation to a higher level
- **Lateral communication;** communication that flows between members of a group or organisation who are at the same level
- **Nonverbal communication;**
 1. Kinesics - using the body to communicate
 2. Proxemics - spatial relationships
 3. Haptics - touch communicates emotions and trust
 4. Artefacts - those things that adorn our bodies or our environments
 5. Personal physical factors - how you look
 6. Paralanguage - Linguistic features other than words (e.g., rate, pitch, intonations)
 7. Chronics - Time associated with communication (e.g., length of a response, pause)
- **Types of communication;**
 1. Intrapersonal - Communication with oneself through the process of thinking and feeling.
 2. Interpersonal - Interaction between two people on a one-to-one basis or in small groups.
 3. Public - Communication with a number of receivers at the same time (e.g., staff newsletter).
 4. Mass - Transferring or transmitting a message to a larger group of people (e.g., advertisements, social media).
- **Common barriers to effective communication;**
 1. Filtering - a sender's manipulation of information so that it will be seen more favourably by the receiver. Often happens when a employee wants to give positive information to their superiors.
 2. Selective perception - An employment interviewer who expects a female job applicant to put their family first based on their own beliefs/values/experiences etc will likely see that in all female applicants regardless of reality. We don't see reality, we interpret what we see and call it reality.
 3. Information overload - if employees are overloaded with information performance falls, information is ignored, delayed processing and forgotten.
 4. Emotions - individuals will interpret the exact same message differently based on their current emotions.
 5. Language - even if the same language is spoken, slang, phrases, abbreviations and even words themselves will not be understood universally in the same way.
- **Conflict;** a process that begins when one party perceives that the another party has negatively affected or is about to negatively affect something that first part cares about. If the other party does not know about the conflict then it is not a conflict.
- **Traditional view of conflict;** the belief that all conflict is harmful and must be avoided. Conflict is viewed negatively and discussed with terms such as violence, destruction, and irrationality. Conflict is a dysfunctional outcome resulting from poor communication, a lack of openness and trust between people, and the failure of managers to be responsive to the needs and aspirations of their employers.
- **Managed conflict view;** recent research argues that instead of encouraging "good" or discouraging "bad" conflict, it is more important to resolve naturally occurring conflicts productively.
- **Interactionist view of conflict;** the belief that conflict is not only a positive force in a group but also an absolute necessity for a group to perform effectively. A harmonious and cooperative group is prone to becoming static, apathetic, and unresponsive to needs for change and innovation and therefore some conflict is good but it must be functional conflict.
- **Types of conflict;**
 1. Functional conflict - conflict that supports the goals of the group and improves its performance.
 2. Dysfunctional conflict - conflict that hinders group performance
 3. Task conflict - conflict over content and goals of the work
 4. Relationship conflict - conflict based on interpersonal relationships
 5. Process conflict - conflict over how work gets done
- **Leader;** the person who actually exercises the most control of the group.
- **Leadership;** the process whereby one individual influences other group members in a noncoercive manner toward the attainment of defined group or organisational goals. Four key characteristics;
 1. Leadership involves noncoercive influence - dictators may use force to get others to behave but leaders do not.
 2. Leadership influence is goal directed - leaders typically aren't interested in changing everything. Instead they focus on altering those actions or attitudes of their subordinates that are related to specific objectives.
 3. Leadership requires followers - leaders influence subordinates but they are also influenced by them and fails to exist without followers.
 4. Leaders and managers are distinct (at least in theory) - the primary function of a leader is to envision and articulate the essential purpose or mission of a organisation and the strategy for attaining it. A managers job is to implement that job. Sometimes these roles can be blurred.
- **Sources of leadership power;**

1. **Position power** – the power which is generated from the position of the leader in the organisation
 - *Legitimate power*; the power that someone has because others recognise and accept their authority.
 - *Reward power*; the power to control the rewards that others receive
 - *Coercive power*; the capacity to control punishment (used by dictators not leaders)
 - *Information power*; the power a person has by virtue of their access to valuable data or knowledge
 2. **Personal power** – leaders derive power from their own unique qualities or characteristics
 - *Rational persuasion*; the power leaders have by virtue of the logical arguments and factual evidence they provide to support their arguments
 - *Expert power*; the power leaders have to the extent that others recognise their expert knowledge on the topic
 - *Referent power*; the power that individuals have because they are liked and admired by others.
 - *Charisma*; the power someone has over others because of his or her engaging and magnetic personality
- **Power**; a capacity that A has to influence the behaviour of B so that B acts in accordance with A's wishes. The capacity/ability to produce intended and foreseen effects on others. It is an intended influence
 - **Dependence**; B's relationship to A when A possesses something that B requires. The greater B's dependence on A, the greater the power A has over B (The General Dependency Postulate)
 - **What creates dependence**;
 1. **Importance** – If nobody wants what you have it will not create dependence. Thus dependence increases when something is perceived as important.
 2. **Scarcity** – the scarcity of a commodity or individuals' skills will create a dependence upon them.
 3. **No substitutability** – the fewer viable substitutes for a resource the more power control over that resource provides.
 - **Difference between power and leadership?**; power does not require goal compatibility, merely dependence. Leadership, on the other hand, requires some congruence between the goals of the leader and those being led.
 - **Automatic processing**; a relatively superficial consideration of evidence and information making use of heuristics.
 - **Controlled processing**; a detailed consideration of evidence and information relying on facts, figures, and logic.
 - **Factors that determine which type of processing is used**;
 1. **Interest level** – higher interest level will utilise more time consuming and thorough controlled processing and vice versa
 2. **Prior knowledge** – more prior knowledge one has the more likely they will use controlled processing as they have already developed strong views and will not change their position unless very strong evidence to change is present.
 3. **Personality** – need for cognition is a trait which sees people require facts and evidence to be persuaded. Those with higher need for cognition will use controlled processing.
 4. **Message characteristics** – messages through lean communication channels are linked with automatic processing.
 5. **Silence** – silence can occur due to breakdown in communication channels, the absence of channels and from fear, shame, harassment, corruption and discrimination which is not openly addressed.
 6. **Communication apprehension (social anxiety)** – undue tension and anxiety about oral communication, written communication, or both.
 7. **Lying** – misrepresentation of information or lying is a barrier to communication.
 - **Culture**; learned and social behaviours that develop over time
 - **High-context cultures**; cultures that rely heavily on nonverbal and subtle situational cues in communication
 - **Low-context cultures**; cultures that rely heavily on words to convey meaning in communication.
 - **Intercultural communication**; is the sharing of meanings between individuals of different cultures. Is enhanced by the ability to manage anxiety and reduce uncertainty about self and others in the interaction.
 - **Intracultural communication**; takes place between members of the same cultural group.
 - **Three levels of culture**;
 - **Enculturation**; is the socialisation process that we go through as we learn about and adapt to our society
 - **Acculturation**; is the process of cultural adjustment and adaptation people experience as they move from one culture to another. Reasons for difficulties in adjusting to a new culture include;
 1. Conflicting social norms and attempts to retain previous culture
 2. Focusing on differences between own and the new culture
 3. Perceiving differences as weaknesses, rather than adopting a balanced view of the new culture
 - **Ethnocentrism**; is the belief that one's cultural norms are superior to those of other social groups.
 - **Cultural relativism**; is the recognition of cultural differences and acceptance that each social group has its own set of cultural norms.