Berkomunikasi dalam Organisasi

Pertemuan 11

Communication

In today's turbulent environment, crisis communication is at the top of everyone's needed-skills list.

Effective communication, both within the organization and with people outside the company, is a major challenge and responsibility for managers

Manager's Challenge: Griffin Hospital

Communication

- How manager's job require communication

- Communication process model

- Interpersonal aspects of communication

- Organization as a whole

- Keeping channels open

- Manager's role - keeping open; turbulent times

- Barriers to communication

3

What is Communication?

Process by which information is exchanged and understood by two or more people, usually with the intent to motivate or influence behavior

- Manager = 80% every working day in direct communication with others – 48 min/hour

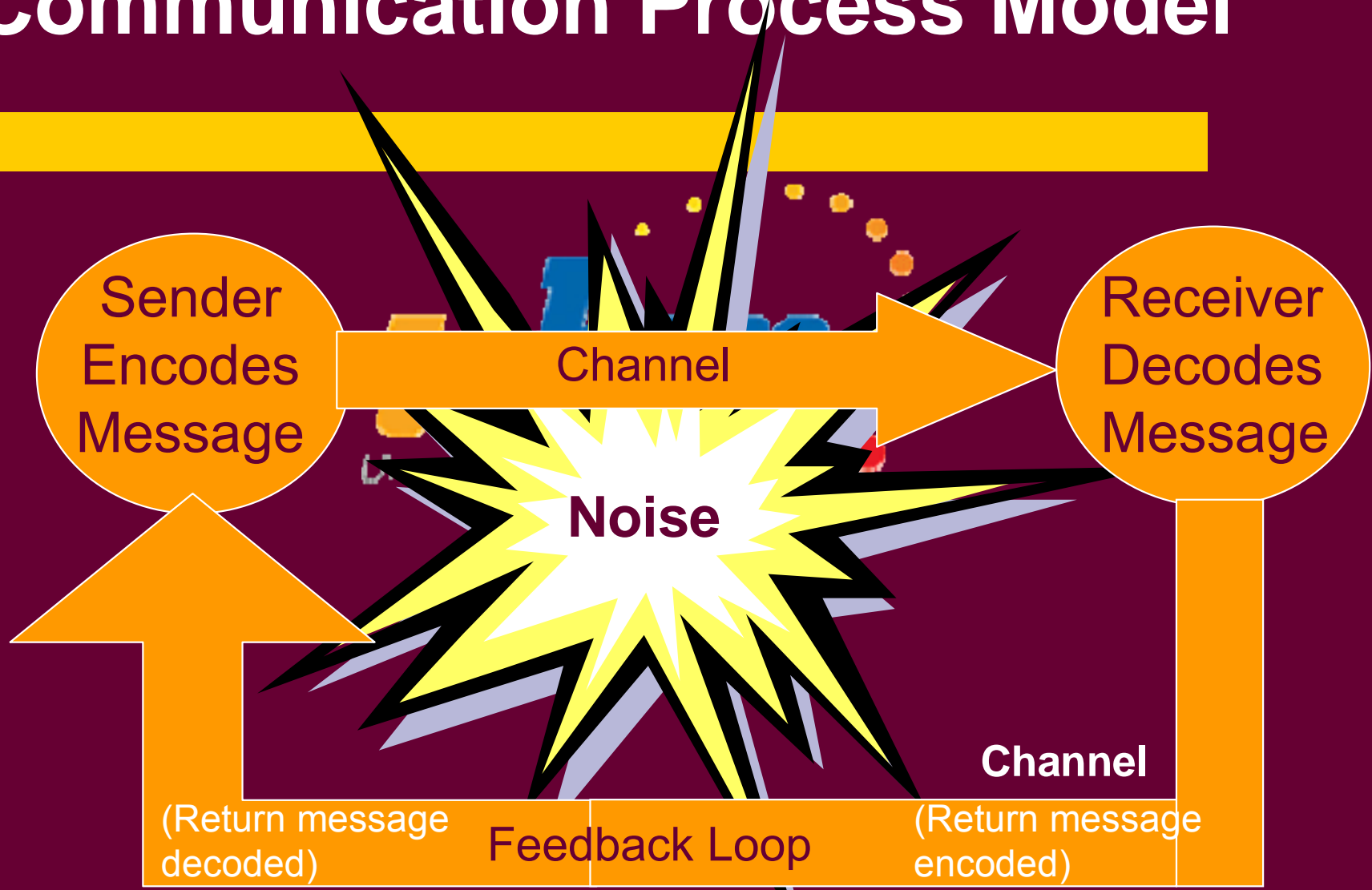- Manager = 20% every work day in communication in the form of reading and writing -12 min/hour

The Manager as Communication Champion

External Information

Internal Information

Manager as Communication Champion

Purpose-Directed
- Direct attention to vision, values, desired outcomes
- Influence employee behavior

Strategic Conversations
- Open communication
- Listening
- Dialogue
- Feedback

Methods
- Rich channels
- Upward, downward, & horizontal channels
- Nonverbal communication
Personal networks

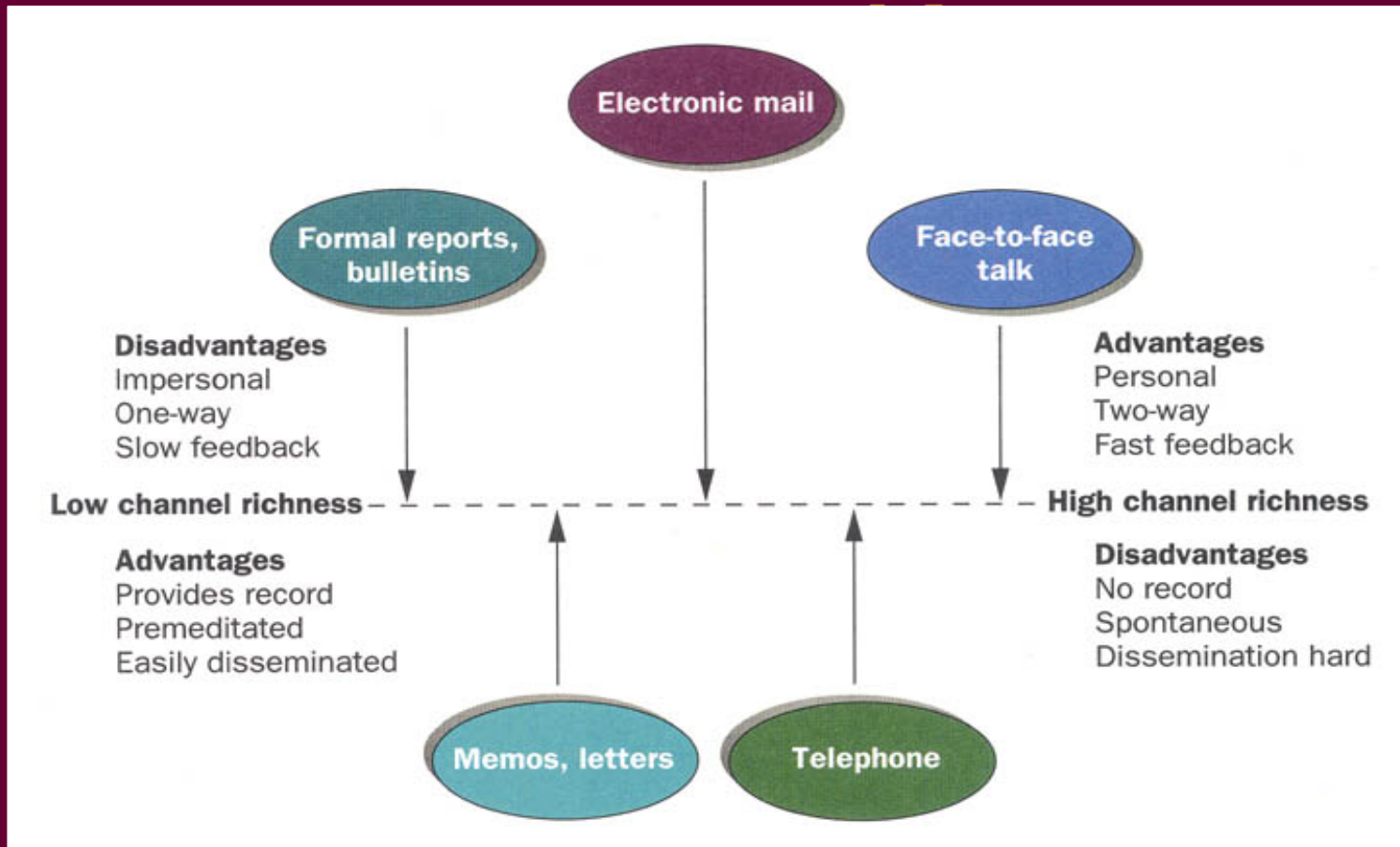Source: Adapted from Henry Mintzberg, The Nature Of Managerial Work(New York:Harper & Row, 1973),72.

Communication Process Model

Sender Encodes Message

Channel →

Receiver Decodes Message

Noise

Channel

(Return message decoded)

Feedback Loop

(Return message encoded)

Channel Richness

Information amount can be transmitted during communication episode

Electronic mail

Formal reports, bulletins

Face-to-face talk

Disadvantages
Impersonal
One-way
Slow feedback

Advantages
Personal
Two-way
Fast feedback

Low channel richness — — — — — — — — — — High channel richness

Advantages
Provides record
Premeditated
Easily disseminated

Disadvantages
No record
Spontaneous
Dissemination hard

Memos, letters

Telephone

Persuasion and Influence

- Businesses are run largely by cross-functional teams who are actively involved in making decisions

- Ability to persuade and influence others is even more critical today than ever before

- To persuade and influence, managers have to communicate frequently and easily with others

Experiential Exercise: Personal Assessment of Communication Apprehension

Nonverbal Communications

Most nonverbal communication is unconscious or subconscious

Messages transmitted human actions and behaviors rather than through words

- Occurs mostly face-to-face

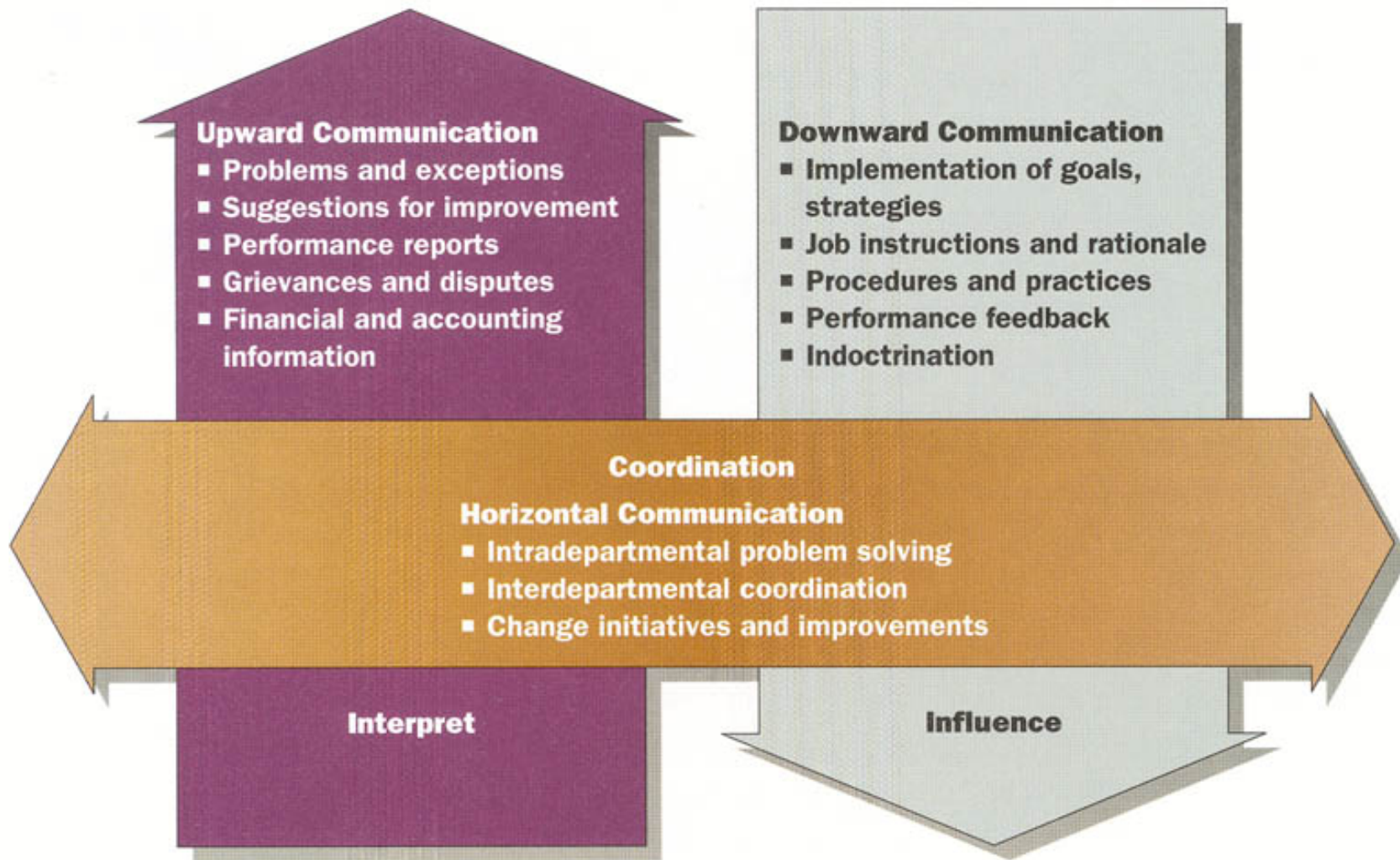- Verbal Impact = 7 %

- Vocal Impact = 38 %

- Facial Impact = 55 %

Listening

- One of the most important tools of manager communication – both to employees and to customers
- Listening = skill of receiving messages to accurately grasp facts and feelings to interpret the genuine meaning
- 75% of effective communication is listening – most people spend only 30-40% listening

Keys to Effective Listening

- Listen actively
- Find areas of interest
- Resist distractions
- Capitalize on the fact that thought is faster tan speech
- Be responsive

- Judge content, not delivery
- Hold one's fire
- Listen for ideas
- Work at listening
- Exercise one's mind

Formal Channels of Communication

Upward Communication
- Problems and exceptions
- Suggestions for improvement
- Performance reports
- Grievances and disputes
- Financial and accounting information

Downward Communication
- Implementation of goals, strategies
- Job instructions and rationale
- Procedures and practices
- Performance feedback
- Indoctrination

Coordination

Horizontal Communication
- Intradepartmental problem solving
- Interdepartmental coordination
- Change initiatives and improvements

Interpret

Influence

Downward Communication

Most familiar and obvious flow of formal communication

Messages sent from top management down to subordinates...

1. Implementation of goals and strategies
2. Job instructions and rationale
3. Procedures and practices
4. Performance feedback
5. Indoctrination

Downward Communications Problem

- **Drop Off**
  - Distortion
  - Loss of message content
- **Dealing with Drop Off**
  - Use right communication channel
  - Consistency between verbal and nonverbal messages
  - Active listening

Upward Communication

Messages transmitted from the lower to the higher levels in the organization's hierarchy

1. Problems and exceptions
2. Suggestions for improvement
3. Performance reports
4. Grievances and disputes
5. Financial and accounting information

Upward Communication Problem

- Many organizations make a great effort to facilitate upward communication

- Despite these efforts, barriers to accurate upward communication exist

  – Managers may resist hearing about employee problems

  – Employees may not trust managers sufficiently to push information upward

Horizontal Communications

Inform and request support as well as coordinate activities

- Lateral or diagonal exchange of messages among peers or coworkers
- Horizontal communications categories
  1. Intradepartmental problem solving
  2. Interdepartmental coordination
  3. Change initiatives and improvement

Particularly important in learning organizations

Team Communication Channels

Special type of horizontal communication

Team communication characteristics to consider

- The extent to which team communication is centralized
- The nature of the team's task

Team Communication Channels

Organizational Implications

- With complex and difficult team activities, all members should share information in a decentralized structure – all information with all members

- With simple problems, centralized communication structure – communicating through one individual to solve problems or make decisions

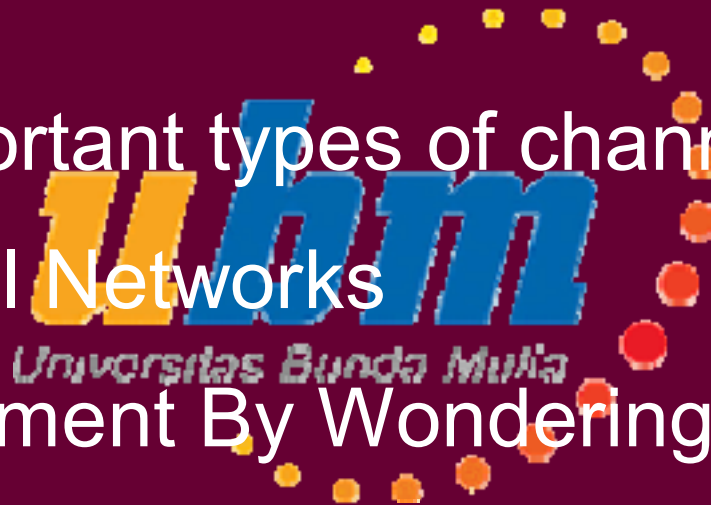# Personal Communication Channels

Coexist with formal communication channels

- Exist outside formal authorized channels

- Do not adhere to organization's hierarchy of authority

- Primary way information spreads and work gets accomplished

Personal Communication Channels

Three important types of channels

1. Personal Networks

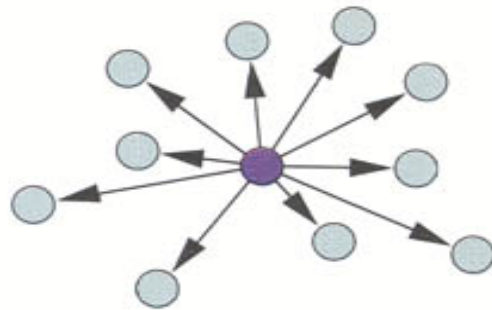2. Management By Wondering Around
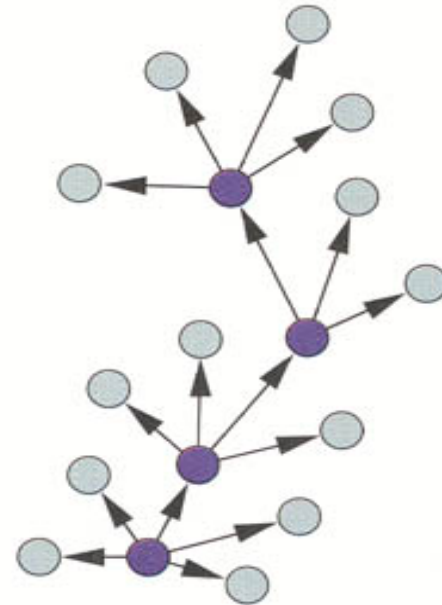
3. Grapevine

Developing Personal Communication Networks

- Build it before you need it
- Never eat lunch alone
- Make it win-win
- Make it win-win
- Focus on diversity

Two Grapevine Chains
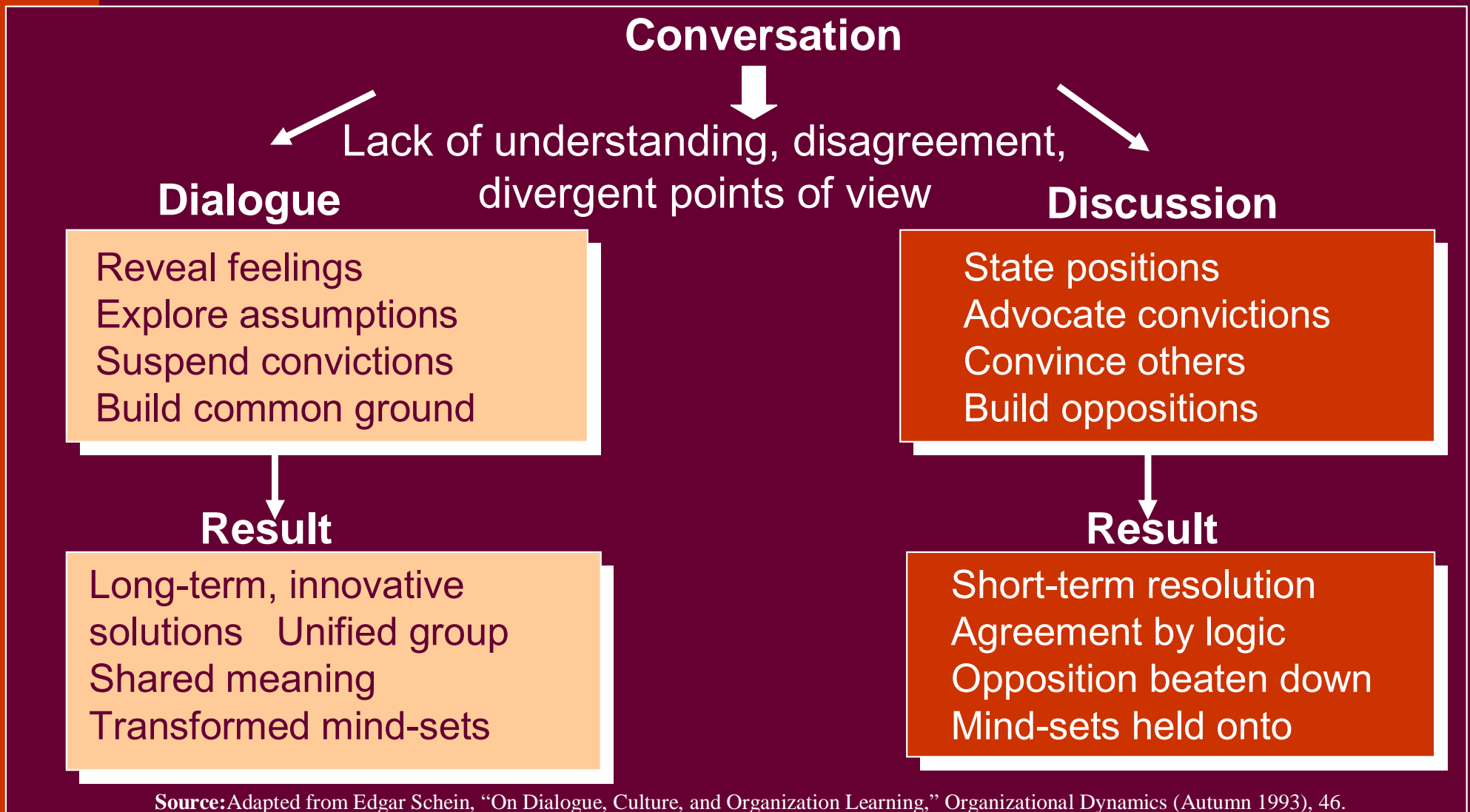

Gossip Chain
(One tells many)

Cluster Chain
(A few tell selected others)

Source: Based on Keith Davis and John W. Newstrom, *Human Behavior at Work: Organizational Behavior,* 7th ed. (New York: McGraw-Hill, 1985).

Open Communication

- Sharing all types of information throughout the company, across functional and hierarchical levels

- Recent trend - reflects manager's increased emphasis on
  - Empowering employees
  - Building trust and commitment
  - Enhancing collaboration

Dialogue and Discussion: The Differences

Conversation

Lack of understanding, disagreement, divergent points of view

Dialogue

- Reveal feelings
- Explore assumptions
- Suspend convictions
- Build common ground

Result

- Long-term, innovative solutions   Unified group
- Shared meaning
- Transformed mind-sets

Discussion

- State positions
- Advocate convictions
- Convince others
- Build oppositions

Result

- Short-term resolution
- Agreement by logic
- Opposition beaten down
- Mind-sets held onto

Source: Adapted from Edgar Schein, "On Dialogue, Culture, and Organization Learning," Organizational Dynamics (Autumn 1993), 46.

Crisis Communication

Primary Skills

- Maintain your focus
- Be visible
- Get the awful truth out
- Communicate a vision for the future

Feedback and Learning

Managers use evaluation & communication to help individuals

- Feedback –
  - Enables managers to determine whether they have been successful in communicating with others
  - Is often neglected
  - Giving & receiving feedback is typically difficult –both for managers & employees

- Successful managers focus their feedback
  - To help develop the capacities of subordinates
  - To teach the organization how to better reach its goals

Ways to Overcome Communication Barriers

Barriers	How to Overcome
Individual	
Interpersonal dynamics	Active listening
Channels and media	Selection of appropriate channel
Semantics	Knowledge of other's perspective
Inconsistent cues	MBWA
Organizational	Climate of Trust, dialogue
Status and power differences	Development and use of formal channels
Departmental needs and goals	Changing organization or group structure to f communication needs
Communication network unsuited	
Lack of formal channels	Encouragement of multiple channels, formal and informal

Semantics

Meaning of words and the way they are used

Ethical Dilemma: The Voice of Authority