




Organizational communication



Managing membership in organizational cultures:
Attitudes, images and messages

Goals of communication

- ▶ Express oneself
- ▶ Communication as ritual
- ▶ **Achieve some purpose** – rhetorical or instrumental
 - ▶ In this course, we are interested primarily in this aspect of communication
- ▶ Three attitudes in communicating
 - ▶ Within the boundaries of attitudes toward encoding messages are three identifiable attitudinal sets. At one extreme there is **the noble self**, a perspective which offers little in the way of compromise for beliefs; at the other extreme is the **rhetorical reflector**, a perspective which is constantly compromising beliefs in order not to offend; and third there is **rhetorical sensitive**. Rhetorical sensitivity embraces the flexibility to compromise when necessary or to stand firm. Whichever attitude set an individual holds will dictate the individual's style of communication
- ▶ Flexibility & cognitive complexity
 - ▶ EXAMPLE: How was your day?
 - ▶ Good/bad (not a particularly complex, creative answer)
 - ▶ I saw this, I did that, I had these feelings and thoughts...

Listening - **Ascoltare**

- ▶ 3 esempi

- ▶ Good listener - **Ascoltatore buono** 
- ▶ Bad listener - **Ascoltatore cattivo** 

- ▶ Video: Julian Treasure: 5 modi per ascoltare meglio.

- ▶ <https://youtu.be/o6JGi2voyDM>
- ▶ https://www.ted.com/talks/julian_treasure_5_ways_to_listen_better?utm_campaign=tedsread&utm_medium=referral&utm_source=tedcomshare

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- ▶ Distraction
- ▶ Preoccupation
- ▶ Too focused on details
- ▶ The topic is boring, not pertinent...
- ▶ Rebuttal tendency
- ▶ The speaker is boring, unsympathetic, uninteresting...

Effective listening

- ▶ Levels of meaning
 - ▶ Cognitive
 - ▶ Emotional
 - ▶ Relational

Messages and their implications

- ▶ Organizational implications
 - ▶ Function
 - ▶ Negotiation of roles
- ▶ Personal implications
 - ▶ Any statement is a comment on the **content under discussion**, the **attitudes** and **emotions** felt, their **relationships with other members** of organization. It affects their public images and private conceptions of themselves.
Good message achieves one's personal, relational, and organizational goals while providing the least risk.

STAR Team Model

- ▶ Individuals flourish as they use and develop their **Strengths**
- ▶ People come together building relationships that result in effective **Teamwork**
- ▶ The team leader **Aligns** the team through effective communication of purpose, so that individual strengths combine with teamwork to deliver the teams results
- ▶ Together everyone achieves more as performance flows and **Results** that are meaningful and rewarding to the team are achieved

Why might individuals cause problems working with the team?

- An individual is hiding the real reason that they feel insecure
- Lack of skills
- Lack of confidence
- Lack of will
- Lack of clarity (don't know why they are part of the team)
- They have different goals to the team
- They are frustrated by past experiences
- Conflict with other characters in the team (they don't get on)
- Believing they know best

Poor listening habits

1. Inattentiveness
2. Faking Attention or ‘Pseudolistening’
3. Focusing on Delivery
4. Rehearsing
5. Interrupting
6. Hearing what is Expected
7. Avoiding Difficult and Uninteresting Material
8. Being Defensive
9. Being on the Offensive

Productive attitudes about listening

- ▶ We tend to think that only talking is “work” that needs to be prepared.

Listening, too, is a purposeful, demanding activity!

- ★ Listening is a difficult, demanding activity
- ★ You must listen for and respond to multiple levels of meaning
- ★ Listening is a skill, and like any other skill, it requires training and practice
- ★ Others generally have something worthwhile to say
- ★ Meanings depend on both verbal and non verbal cues
- ★ Messages contain a large number of items of information that vary in importance

Productive listening activities

- ▶ Prepare yourself to listen
- ▶ Remove or control physical distractors
- ▶ Control psychological distractors
 - Your predispositions and biases
 - Know words, topics, behaviors to which you respond emotionally
- ▶ Do not draw conclusions, do not evaluate what other is saying
- ▶ Try to take other person's point of view
- ▶ Paraphrase and check perception
- ▶ And the most important thing...

