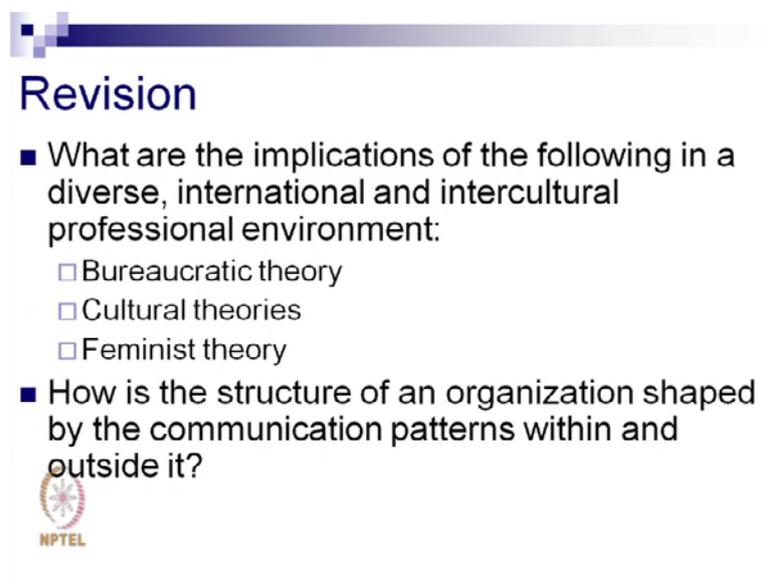


International Business Communication
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Lecture -25
Collaboration

Welcome back to the class on International Business Communication. Today we will talk about topic that we will deal with the application of a whatever we have talked about till now, so we talk about Collaboration.

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Revision

- What are the implications of the following in a diverse, international and intercultural professional environment:
 - Bureaucratic theory
 - Cultural theories
 - Feminist theory
- How is the structure of an organization shaped by the communication patterns within and outside it?



And let us get into revision first, what are the implication of the following in a diverse international and intercultural professional environment. We talked about different theories, I would like you to think about the applications of these theories in a diverse, international and intercultural professional environments. I hope by now, you know the difference between international and intercultural, and intercommunity and all of those different terms that we used.

So, how does the bureaucratic theory apply to the international and intercultural professional environment, how do different cultural theories apply, how does the feminist theory apply, how is this the structure of an organization shaped by the commutation patterns within, and outside the organization. And that is what I like to talk about discuss among yourself and then move on to the rest of the lecture. Now, at this point I would

like you to figure out or understand and this is pretending told these different questions, that I have been given you.

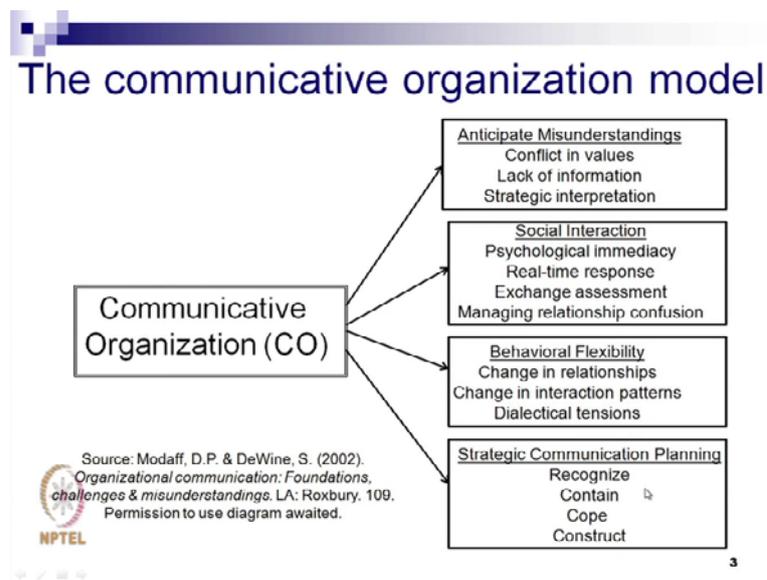
There are no right answers here, whatever you say, whatever I say, whatever any of my seniors in the profession say is always going to have some room for edition, we all realized that nothing in these cases is exhaustive, nothing is fully complete. There is always an element of contractually, there is always an element of the frame of reference guess. If we are seeking you about culture and you are giving us a program to build a video game, then defiantly there is something wrong, but by and large if you are ask me for a complete answers to the questions are given you, I do not think anyone can do that.

The purpose of the questions I give you is to sensitize you to your environment, is to learn, is to develop that sensitivity develop that bug in your minds, for learning new things. And it is also the purpose of these questions to help you open your minds to the plethora of possibilities there are, in our environments to understanding the environment, we all understand our environments differently. And the one key response that I can give to most of the questions that come up is that, as long as we are sensitive, as long as we are opened.

As long as we are we accept that, it thinking that different than our exists in the environment, I think we are ok, that is the biggest problem we face when we write down things, when we get stuck on certain things, and we say this is all there is to know. So, the whole purpose of giving you all these different ideas is to help you realize that there is so much more out there, than any of us can possibly know. And I just want to get open your mind and looking in your environment, and see how whatever is being taught to you, can help you a understand your environment.

And develop your own insight and come up with newer ideas that you can share with us, and we can build something new together with the ideas that you can come up with it. So, we are open to such things, you are welcome to contact us about any new insight you may develop, as a result what you learnt here and your applications of what you learnt here to the world outside. And you are observing phenomena that we have not had a chance to observe; and you are sharing on that information with us will help us with you to create some more new knowledge, so we welcome that.

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Now, that said now let in back into the course, before we discuss collaboration we must discuss the communicative organization model, what is a communicative organization. This model has been mentioned in the book by Modaff and DeWine, the book is called organizational communication, foundations challenges and misunderstandings, this is the book that this diagram has been taken from. And the permission to used this diagram on a public site is a waited, if you apply information let see what comes.

So, this diagram is from that book, and I will help you go through each stage of the diagram, I think this diagram is very applicable, this model age very applicable, to the topic of discussion here.

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Communicative organization model (Contd.)
(Modaff & DeWine, 2002)

- **Anticipate misunderstandings:**
 - Misunderstandings occur in “instances in which people who are communicating don’t share meaning” (Wood, 1998, in Modaff & DeWine, 2002)
 - Misunderstandings can lead to new ways of structuring tasks and roles
 - Misunderstandings can help people to consider alternative ways of acting
 - Misunderstandings can lead to creative problem solving

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Now, the first part of this model is the anticipation of misunderstandings, let us go back to the model ((Refer Time: 05:54)) communicative organization comprises of anticipation of misunderstandings, social interaction, behavioral flexibility and strategic communication planning. So, these are the four aspects of any organizations that facilitate is creation as a communicative organization. In the model, let us go through these stages step by step, the first thing is to anticipate misunderstandings.

We should realize that misunderstandings will always happen in any organization, where there are people misunderstandings are bound to come up, people are bound to not see things in prospective. Or from the prospective that we are seen them, for the simple reason that we bring to any works situation, any communication situation we bring a large amount of information that is not connected with that situations. So, we talked about is enough and I am not going to dual too much on it.

Anticipation of misunderstandings, in this we must realize that misunderstandings occur in instance, in which people who are communicating do not share meaning obviously, how we can share meaning, we bring different backgrounds, different sources of thinking, different memories to our situations. So, the manner in which we think, the manner in which we interpret meaning from our environments differ, it varies from person to person, it differ from situation to situation and that is when misunderstandings occur.

The second part here is misunderstandings can lead to new ways of structuring tasks and roles, misunderstandings are not always bad, when misunderstandings happened what happens, I say something, you say something else, your bosses do to take care of this tasks a certain way. Create a time table for employees, who should do what and when, especially if it is service organization, you may be put in charge of allocating responsibilities to various employees, say you are in charge of a hotel.

Now, you will have customer working in at all hours, and there will be frontline staffs there, and you have to schedule them, you have to make sure that they all get an equal amount of work. You have to make sure that people who are working early in the morning, on say 1 week get time off the next week or they are not put on the night shift the next weeks, so you have to do all these things. And people used different formulae, different ways of doing things, now the boss says this is how I have been doing it and this is how I think you should do it, and you say I have a different idea about it.

So, boss says, why do you have a different idea, I have been doing this scheduling. I was thought scheduling in this institute of hotel management, which is the best most reputed institute of hotel management all over the world I have been doing it, I have been using it practically for 30 years, why should I even be open to looking at a different prospective. Now, may be you have not had a chance to go to the same institute as the boss, you born may be 30 year later than the boss, and you come up with new idea. And you say I do not care what has been done, this is what more seems logical to me, this is something that I understand better.

And so I am going to do scheduling in this manner, that is where misunderstandings grow up, we are bringing a different meaning, I say minus better, boss says is this better. This does not necessarily have to be bad, going back to what we were talking about, misunderstandings dealt to new ways of structuring takes and roles, so what do you do how can you make this a positive thing for both of you. You sit together boss says these are the reasons why I think this methods can be used for a scheduling, you sit down you say these are the reasons I think, what I am saying can be better for scheduling.

May be what your saying has less of formulae or and more of the human element, or may be what you are saying has more of formulae less of the human element, boss has been in the industry for 30 years, boss has seen things falling apart at last minutes, boss says I

need to factor these contingencies in. So, what do you do you come up with a third formula that has best of both of these formulae, and that is how you can create new ways of scheduling, and everybody is happy.

Misunderstandings can help people to consider alternative ways of acting, again the ideas coming to us from the environment can help us develop new ways alternatives styles of behaving. If the ideas if misunderstandings leads to some sort of discomfort, that can help us and if the manner that, which become comfortable again, is simple, is comfortable is easy for us we adopt that method. If the misunderstanding causes enough discomfort for us to move away from the situation, then what do we do we start looking for alternative ideas.

And so that is when we sort of explore our options and like you say, it is the haunch backs, the kick for the hunch back, so you that is exactly what misunderstandings can serve to be. And the next one here is misunderstandings can lead to creative problem solving, again very connected and all of these happens in and through communication. You anticipate that there are going to be a problems, we anticipate that we assume the problems will come up, these are the places where problems will come up, these are reasons why problems will come up.

So, if I made those assumptions ahead of time and I think of ways to counter those problems, and I communicate my concerns to my team, they also lookout for these issues they also stat anticipating things. Again the goal here is not to scare the organization, the goal here is not to scare the employees, it is just help them to realize that various things could go wrong. And you anticipate things and you try and put in fixes, and that happens when only in and through communication.

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Communicative organization model (Contd.)
(Modaff & DeWine, 2002)

- **Anticipate misunderstandings (Contd.):**
 - **Conflict in values:**
 - Disparity between individual and organizational values regarding organizational mission
 - Suppression of a minority member's contributions or lesser valuing of 'voices' of particular groups of peopleMost likely involve frame-talk and mythopoetic talk
 - **Lack of information:**
 - Intentional and unintentional suppression of information to newcomers
 - Interruption of the chain of communication owing to geographic separation
 - Information gaps resulting from hierarchical/ functional differences, and
 - Removal of information cues with the use of information technologyMost likely correlated with tool talk
- **Strategic misinterpretations: Purposive misunderstanding because it benefits the receiver of the message in some way**

The second part here is anticipation of misunderstandings, again there are some more of the misunderstandings here, there could be a conflict in values, conflict in values could be created, because of disparity between individual and organizational values, regarding organizational mission. So, those are the reasons in which the reasons that we discussed on the previous slide ((Refer Time: 13:27)), these are the reasons because of which these are the assumption we make, when we anticipate on the misunderstandings.

The kinds of misunderstandings that can occur are conflict in values, disparity could be there between the values system, there could be suppression of a minority members contributions or lesser valuing of voices of a particular groups of people. Now, I have a different, my definition of what is ethical could be different from your definition of what is ethical both of us are right. But, what I consider as ethical what I think, I will do in a situation and where I think I will put a stop to temptation luring me it is way, is my decision.

And that is my value system and your value system could be different, and there could be clash on these value systems. Where should be draw the line, where should be report things, where should be share information, where should be go and tells something that we done something wrong. The second part here is suppression of a minority members contributions or lesser valuing of voices, so when we say that, may be somebody is been taught to value the majority. And every time there is a confusion, every time there is a

conflict, every time there is a problem all is says let us have show of hands, few people get left out.

And you say we are not going to listen to you or some genders, they are biases within the organization, whatever the case may be we do not want to listen to women. I do not want to women's opinions, I do not want the opinion of a person belonging to certain community, I mean I am not like that, but that is what happens in organizations at times, and that can create a conflict in values. Now, all this is more likely to involve frame talk and mythopoetic talk, which is what we discussed in the previous class, so we say from this reference point, what I am saying is right.

And according to this vision of the organization, or this is the vision of the organization we are heading toward it, and we should not be listening to this group of people, because that will disturb this vision the organization has, now that is one thing. Lack of information could be the other kind of misunderstanding that could occur, intentional and unintentional suppression of information to newcomers, again you do not know who to trust and how much to trust.

Interruption of the chain of communication owing to geographic separation, again one group of people knows one thing, the other group of people knows the other thing, people are sitting in the different parts of the office. So, they do not came to know what is going on or the people are sitting in different buildings or different locations of the organization, and information showed up just slips through. The third point here is a information gaps resulting from hierarchical or functional differences. So, some people in the hierarchy are given some information, others are not people say you to junior, what will you do with this information, why should be share it with you.

So, one is new comers, the second one is geography, the third one is your hierarchical position, this information is only available to the deans say for example, or heads of department. You are not a professor, you do not need to do this, you do not belong to this department, you do not need to know this all of that. The last point here is removal of information cues with the use of information technology, and that is how the lack of information can occurred. People will deliberately go into the systems and remove cues that can help you even suspect, that there is some more informations available.

Now, all of these information, all of this conversation is usually correlated with tool talk. So, these are the things we need to do a work properly, and if something is not there, if something prevents us from doing our work properly, then it becomes a problem. The last point here is strategic misinterpretation, again misunderstandings can occur, because people do not want to interpret things right. They will say this is how I understood it this purposive misunderstanding, because it can benefit people in a certain way, so the more ambiguous you are, in your conversation the higher the chance of strategic misinterpretation by people.

Everybody wants to do things for their own benefit and somebody may find a loop full in whatever you are saying, and that may become a problem for you later, they will say whether this is what you said and this is how I interpreted it, this is how somebody else could interpreted it. And so multiple interpretations of, possibility of multiple interpretation can lead to misunderstandings, which can impute the growth of, impute the movement or affect a smooth movement of communication within the organization.

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Communicative organization model (Contd.)
(Modaff & DeWine, 2002)

- **Social interaction:**
 - Psychological immediacy:
 - Psychological involvement with another person's message
 - Active listening
 - Real time response: Timely feedback
 - Exchange assessment: Conscious analysis of any impending message exchange and the conscious choice of the media to be used
 - Management of relationship confusion: Identification of appropriate behaviors when interacting with friends, co-workers, and romantic relationships at work

NPTEL

The next point here is social interaction, that can affect the communication within the organization, first here is psychological immediacy. How close you feel to another colleague, psychological involvement with another persons message, and the active listening that enhances psychological immediacy. You listen to what is being said, you pay to attention what is being said and that brings you closer to the person you are

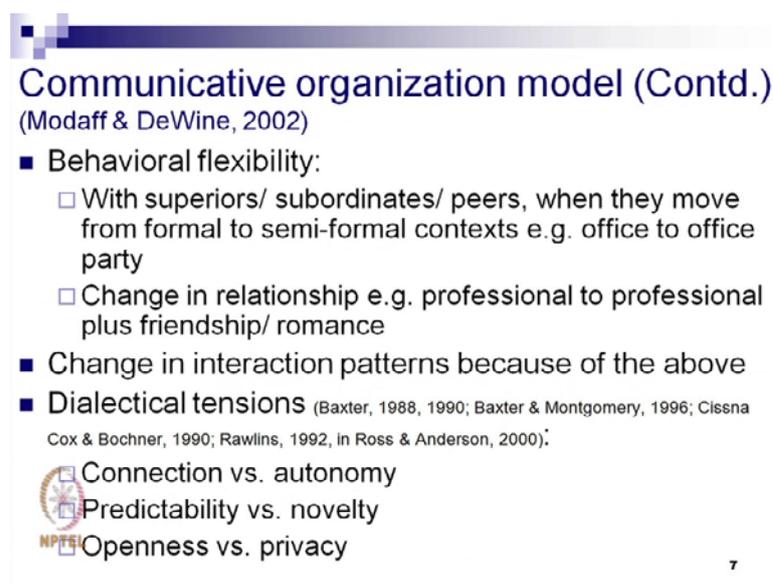
talking to. Real time response, which is timely feedback that is a another part of social interaction, exchange assessment is the conscious analysis of any impending message exchange, and the conscious choice of the media to be used.

So, what we do here is the consciously and the consciously analysis the message exchange, we consciously figure out what media should be used, and we deal with these things, and we talk about communicational strategy. But, we used in medium and then we draft the content accordingly and then we set an analyze it after the massage has been sent, and that leads to more of social interaction; and that leads to enhancement of social interaction.

The last point here is the management of relationship confusion, which involves identification of a appropriate behaviors, when interacting with friends, co-workers and romantic relationships at work, they are not unhurt of. So, we need to manage this confusion that crops up, because of these multiple roles that we play at work with the same people. Somebody could be a peers, somebody could be a colleague, co-worker, you could be also be friends with them outside of work, or may ((Refer Time: 20:38)) married to them, or you may under getting romantically involved with them.

And that can be lead to role confusion, and you need to talk about these things and that we lead to the social, I mean that symbolizes social interaction within the organization.

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Communicative organization model (Contd.)
(Modaff & DeWine, 2002)

- Behavioral flexibility:
 - With superiors/ subordinates/ peers, when they move from formal to semi-formal contexts e.g. office to office party
 - Change in relationship e.g. professional to professional plus friendship/ romance
- Change in interaction patterns because of the above
- Dialectical tensions (Baxter, 1988, 1990; Baxter & Montgomery, 1996; Cissna Cox & Bochner, 1990; Rawlins, 1992, in Ross & Anderson, 2000).
 - Connection vs. autonomy
 - Predictability vs. novelty
 - Openness vs. privacy

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The third point here is behavioral flexibility, you could have behavioral flexibility with superiors subordinates and peers, when they move from formal to semi formal contexts. You need to have behavioral flexibility with your superiors, peers and subordinates when they move from formal to semiformal context for example, you have a meeting, you talking to people, then you move to a social situation, you are going to office party. So, in that situation you will need to flexible with the manner in which you behave with people.

They could be a change in the relationships with these people, professional to professional plus friendship or professional plus romance depending on the situation. They could be exchange in interaction from patterns, because of the above and this could lead to dialectical tensions, all these are parts of behavioral flexibility. Change in interaction patterns, because of the change in relationship, because of the change in situation, because of the change in contexts. And all these could leads to dialectic dialectical tensions which means, how connected you feel to the person you are interacting with.

And how much autonomy you have in the relationship, specifically pertaining to your role in the organization, if you are I will give you example of this. Say you become friends with your boss, you are a playing golf together outside of the official work, so you go to the office and before you become a friend with the boss, you could speak your mind. Any time there was a problem, anytime there was a confusion you could speak your mind, the boss could tell you exactly what he felt. So, then you go outside and start playing golf, you become friend the expectation build up, the boss says you are my friend you will support me no matter what, you and you say are my boss you also support me no matter what, grate.

They become interdependent on each other and then you go back to the office and something controversial comes up, you do not agree with your boss on something, but you feel hesitant. I should not be saying this, it will affect my friendship outside of work or because I have shown or because we exchange our vulnerable sides outside of work with each other, at this point I should really not speak my mind, because he get offended, he is the same person he might end hurting me later.

So, that is the dialectical tension we are talking about, as far as connection verses autonomy is concerned, then predictably verses novelty, that is a another one here. Again taking the same example, we will say ok, you are a boss you are my friend this how you will behave. But, the boss may end up doing something brand new or then you will say you slap me in the back, I could not see this coming why because we will friend outside of works, so all of these things are interconnected.

And you need to be little flexible with your behavior, in various situation to avoid this situations, openness verses privacy how much should you disclose, what should you say to the person your web in order to avoid confusions. And where should you draw the line and say this is absolutely private information and whether, the boss becomes a friend or not, because we are connected so tightly at work, I will not share this information no matter what.

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Communicative organization model (Contd.)
(Modaff & DeWine, 2002)

- **Strategic communication planning**
 - *Recognize*: that organizational life is inherently problematic and characterized by misunderstandings
 - *Contain*: the problem or misunderstanding so its impact is minimal
 - *Cope*: with communication problems or misunderstandings
 - *Construct*: a new interpretation of the misunderstanding so learning can occur (particularly, new attitudes, values, behaviors, or practices)

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The last point here is strategic communication planning, we anticipating misunderstandings, we have had social interaction, we have develop behavioral flexibility. And now we need to start planning in a strategic manner, what do you do the first step here is recognition, recognize that organizational life is inherently problematic and characterized by misunderstandings. There would misunderstandings, there will be problem that should given, you cannot change that, then you after that recognize you can tent it, we need to manage it so that, the negative effects are minimum.

Then we need to cope with it, we know that something is going to go wrong and we need to cope with communication problems or misunderstandings, they will come up no matter what, so we need to develop strategies to coping with it. The last point here is constructing, we need to construct a new interpretation of misunderstandings, so that learning can occur. So, seeing the glass as half full instead of half empty, we know misunderstandings will come up, but we set the ball rolling, anytime something supposedly negative happen, you put a positive spin on it.

You are anticipating it, you have had some social interaction regarding it, you have develop behavioral flexible regarding it or regarding similar situation. Now, is the time when you say I am going to come up with the new idea, or come up with I will recognize the problem when it comes up, I will minimize it is spread, I will cope with it and I will find a new and more comfortable way of dealing with it. And I will share it with everybody, and all these needs to be done in and through communication, you cannot sit at your desk and write a paper about it and we done with it; whatever you are doing has to be shared with the stakeholders with the people involved.

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Communication climates

- Emotional tone of a relationship between people who are interacting (Wood, 1998)
- Self disclosure is the revelation of personal information about ourselves that others are unlikely to learn in other ways. May impact:
 - Personal and professional growth
 - Closeness/bonding with team members
- Levels of confirmation and disconfirmation
 - Recognition
 - Acknowledgment
 - Endorsement
- Defensive and supportive climates

The next thing is we will discuss today is communication climates, the communicative organization functions within or has a climate, develops a climate of it is own. What is the communication climate, communication climate has been defined as the emotional tone of relationship, between people who are interacting or organization or employees

with each other. So, the tone of the organization or the feeling that you get within the organization is the communication climate of the organization.

And one example of this is, when you going into the office how do you feel, do you feel happy, do you want to go to office and meet the people you work with on daily basis, if yes then the climate is positive. If we start avoiding people, then there is a problem and we will discuss that in a minute, we have discussed part of it in communication barriers also. So, that is the emotional tone, do I feel that my colleagues are friendly, do I feel that my colleagues are supportive of me, do I feel that the organization encourages new ideas, do I feel that organization helps me to come up with new things.

And supports me when I am doing new things, do I feel that the organization supports me when I am in trouble, do I really like mean there, do I really comfortable there or do I feel that I have to go, because that I need to salary and the job, but I am not really happy there that is the communication climate. Some concepts here ((Refer Time: 28:23)), the first one or some factors that can affect the communication climate of an organization, One is self discloser which means, the revelation of personal information about ourselves, that others are unlikely to learn in other ways.

And it may impact personal and professional growth and closeness and bonding with team members, so when we say self discloser, they are essentially talking about how much information we share about ourselves with the people around us. Some of the information is mandatory has to be given to the HR department, what is your date of birth, what is your age, do you have any medical elements that can impact in your work, permanent address, property vehicles all of that stuffs. So, that is sort of you know for the organization.

Now, which schools did you study in, it is on paper they do not take look at it, but when you start talking to people it can give them a sense of connectivity at time or which state do you belong to, which town do you belong to, in India that is very, very high. Because, we speak different languages in different states, in several other countries the language that is spoken not so different. But, in India we have I believe and I hope I am not wrong, we have fifteen official languages in which the country is administration is being run.

So, considering this diversity it becomes so complex, and by languages I do not mean dialogues, languages means language with their own scripts, with their own history, with

their own arches and an everything is there. So, we are very, very different culturally and it becomes very difficult for us to go to a new place and adjust, then when we go to foreign country, we will say ok or when we meet with international clients.

The manner in which a person belonging to Punjab will deal with an international client, will be different from the manner in which a person belonging to the Gujarat will deal with international client. Will be different from the a person from belonging to say Tamil Nadu will deal with the international client, will be different from the manner in which a person belonging to the Bengal will deal with the international clients.

So, we bring all these different things to the table when we talk to people, and how much information will be appropriate in a metropolitan city you will say who cares, whatever I say is upon the net my information is verifiable. So, that is one thing that some people from the metropolitan areas could say, or these days in this danger of identity theft what people say, I do not want to tell you the name of my spouse. I do not want to tell you the name of my parents, I do not want to tell you the state in which I was born, all this is very personal information, what if you steal my identity.

What if you find a vulnerable spot, what if you go to my hometown to find out my identity I did something wrong. And all those things can have an impact on how closely bond with your colleague and what they think of you, and what the organization thinks of you, where should you draw the line. So, all this is impacting the communication climate here, and again if in the organization you are like one big family, if everybody sharing that information if you are constantly going to each other houses, to celebrate their kids birthdays, find the some out you information you feel uncomfortable to sharing.

In other organization you feel that personal and professional life are kept completely separate, people do not socialize, people do not tell you when they have chide, people were not tell you when they... If they get married note that is sent to HR department, so they know why you are taking time off, but things are not discussed, it is nobody is business, it is my personal life nobody needs to know about it.

But, then that climate in the organization is determined by how much you information everybody share collectively about their own personal lifes, and how that information is dealt with by the other members in the organization. And that can impact may be your personal and professional growth in the organization also, if you let your superior know

that you went to particular type of collage. And the kind training you got, and what you learnt in your life outside of your work, that may help them to identify certain skills that are not really needed for the just you doing.

But, that may help you to access the opportunities outside of work, that could help you bring more richness into your work there. We all have our special sides, we have special hobbies, special talents, so we share that information may be somebody will be take it positively, and help you do something really good out of it, so that is what we mean here. The next thing here is the levels of confirmation and disconfirmation, again it could be recognition, acknowledgement and endorsement. Recognition means seeing somebody accepting that there is somebody is walking towards you.

So, if you meet your boss on the stairs and you say good morning sir, and the boss not exist you, so boss looks at you and there is a connection and the boss says, good morning. So, there is recognition, there is acknowledgment yes I have heard good morning and there is endorsement I respond back, so that is the level of confirmation. When you come to disconfirmation what will happen is, the boss will look at you and you say good morning boss, and boss looks at you as if you did not exist, looks past you, looks right though you.

So, no recognition the boss does not, sometimes what people will do they are thinking their own things, and this happens so much in academics, we just treats, we stop feeling bad about it actually. People are thinking about the next researches, or the next class going to teach, so they hear good morning they may or may not recognize you, but they will say, somebody wishing me, I just showed of not my hair and walk off. So, that is acknowledgment without recognition it can happen and endorsement, person does not response, person just looks at you not there had knew, that they heard you and they acknowledgment you.

But, they are not showed of repeating what you just said, so that is the and the levels of confirmation and disconfirmation can impact the organization quite a bit. Now, the last part here is defensive and supportive climates, and we have discussed this in the class on communication barriers, so I will not going to its very much. All I will say is that defensive and supportive climates can have a great amount of impact on communication

climates, just to give you reference this was in the second scission on the barriers to communication.

We talked about organizational barriers to communication that is why I have this was discussed, we do not have enough time, so I am not going to the detail of this. But, defensive supportive climates are climates, where your presence is acknowledge, where you are given the support from organization, defensive climates are climates where people do not acknowledge your existence. They do not give you any sort of support and the behavior is very very negative towards each other, that can impact on the climate in the organization, that can impact how you feel when you go to the office.

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Impact of communication climates

- Supportive climate:
 - Collaboration and teamwork
 - High morale and motivation of employees
 - Loyalty
 - Commitment
 - Efficiency
 - Low turnover
- Defensive climate
 - Intra and inter-organizational conflict
 - Low morale and motivation
 - Feeling of instability
 - Manipulation
 - Lowered commitment and efficiency
 - Disloyalty

 NPTEL

Now, impact of communication climates, supportive climates enhance collaboration and teamwork, this is one slide where I have not taken for all rest of the slides are given you the references, to the information that I has been taken from the different sources. This is one slide where the information is all my insights that I have develop from whatever I have learnt, in this whole course of teaching you, and in the courses of studying communication, so this is my really my own work.

Supportive climate will enhance collaboration and teamwork, it will lead to high moral and motivation of employees, which could include loyalty. People be more loyal to you, if you support them, if you are nice to them, if they feel good about coming to the office, they will be more committed they will do their work better and they will not want to

leave your organization. And we have organizations, public organization definitely we have the Indian armies once such organization, where you people serve for generation it is consider the defense forces.

So, it is consider the matter of pride for the family in India to have people go into the forces, and people are given very high respect even outside, and it is the officer and the soldiers carders, I am talking about have both levels. It is a really a matter of the pride, if generation after generation you going to the army, it is not a last resort, it is the first choice and only choice for many people that is one such organization.

I will not give you the names of private organizations, because it will not be appropriate for me do so here, but there are a lots of private organizations where people going and serves generation after generation. And that is primarily, because of these supportive climate that they have in organization, people are loyal, they are committed, their efficiency goes up they want to work, they go to the office because they want to work. So, they would not leave the organization, their children also want to work for the same organization, because of these reasons only and they feel they are the part of the organization.

Defensive climate other hand will lead to intra and inter organization conflict, we will not feel comfortable, so we will have misunderstanding and we will constantly be had loggerheads each other among peers; we may not be very civil, very polite to people outside the organizations. It will lead to low morale and motivation that will intern lead to feeling of instability which mean, they will feel they will not want to go to the office, they will not know when they will be thrown out.

The one thing defensive climate does, it gives one a feeling being unwanted, I am not wanted here, why are people being nasty to me, because they do not want to me work here. So, why should I work in an organization that does not want me, and that feeling of unwantedness leads to a feeling of instability and that can intern increase the turnover in the organization. The second thing it can lead to is manipulation, I am not feeling comfortable, so let me change things around by hook or crock, so that I become more comfortable than my peers in the organization, and that creates problem.

The third is here lowered commitment and efficiency, again people do not want to work, people do not want to go to the office, they do not enjoy their work they feel more tired than they would, and that can lead to disloyalty also at times.

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Suggestions for creating and sustaining healthy communication climates (Wood, 1998)

- Accept and confirm others
- Affirm and assert yourself
- Respect diversity among people
- Time your conflict effectively:
 - Try to engage in conflict when both people are able to be fully present and mindful
 - Be flexible about when you deal with differences
 - Try bracketing: Mark off peripheral issues for later discussion
- Show grace (forgiveness/ putting other's needs before ours) when appropriate

Suggestions for creating and sustaining healthy communication climates, the first thing we need to do is accept and confirm others, believe, acknowledge their existence, yes you exist you are important. Affirm and assert yourself I am also important, you are important I am important, we are both important pieces of the organization and we both have to worked towards it. So, you set yourselves in a negative situation, then you say you cannot treat me like that, you have to really treat me well.

You cannot get away with by passing me, you cannot get I mean not in those words, but depending on the situation you have to put your foot down and say you know what my voice is as importance as yours. Respect diversity among people, you respect people they will respect you it is a given, you accept them as a different they will accept you person who has a different opinion than then and everything will be ok. Time your conflict effectively, see misunderstanding lead to conflict, diversity can lead to conflict, even unintentionally people bring different ideas to the organization, they are thinking of different things.

And that can lead to a conflict can be resolve at any level, but initially it becomes a problem, so if it is conflict situation one of the best thing one can do is time at properly,

save it and express your conflict at time when it is going to more beneficial for people. Some strategies here are that Julia wood in her book published in 1998, has given the book is called communication mosaics, I do not have that book here, but that is the book the definition is from. Try to engage in a conflict when both people are able to be fully present and mindful, so they should be able to contribute properly, they should be thinking about the issue that hand is not be distractive.

Be flexible about when you deal with differences which means that, if somebody does not want to address a particular point of irritation or conflict frustration, then let it go it is ok. Try bracketing, mark of peripheral issues for later discussion, the reason for that is that what happens in conflict situation is that, everybody's emotions are hidden, everybody like firing away, fighting away yelling screaming, I mean that is what you want to do, because there is physiological part associated with it. So, what you really need to do is, you need to mark of peripheral issues the side issues for later discussion.

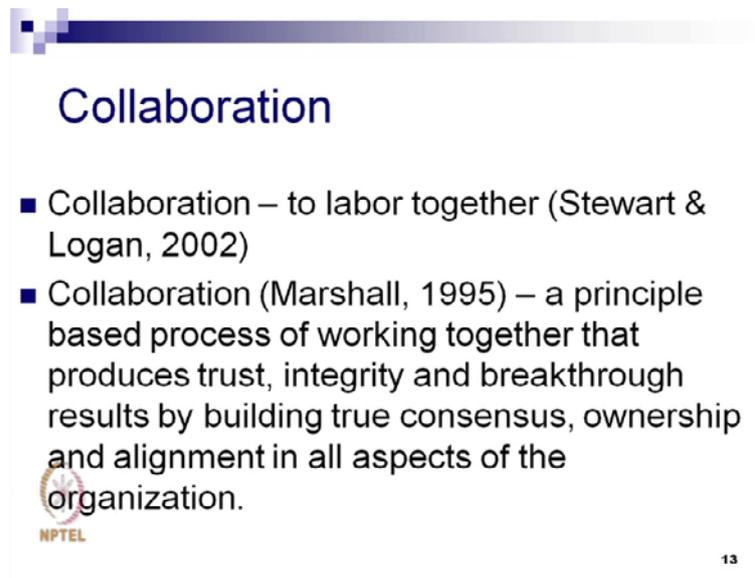
Show grace, showing grace means forgive putting others need before ours when appropriate, and this means that to promote the healthy communication climate. What we need to do is, we need to let other have their wired time, it is not always nice to just put off foot down, and say my way or the highway. Any time you feel offending, it does not matter if somebody said negative, once I just let us past what is the big deal, why should we go up arms every time we feel uncomfortable, once awhile just let things slight. Maybe the person in bad mood, maybe he had a bad day, maybe they not feeling well whatever the case may be.

So, one needs to be more flexible, we need to be able to forgive, people we need to accommodate different points of view, we need to let them have a lager peace of the pie at that times it is, because whatever goes around comes around. And if we let others have a large piece of the pie, when they needed I do not know how this works, I wish I had a logic to explain it. But, it does come around when you need that help, you need that large piece of pie you will also get it, so once a while it is we should be able to do that in the organization.

The next thing that we will discuss here is collaboration, and now I hope you see you are able to see, how we have come to this part of the presentation, we talked about interpersonal communication, we talked about organization communication, we talked

about how relationships were built. And then we discussed communication climate and now we are talking about collaboration finally, this is where it will all come together, in order to collaborate we need to build relationships with people we need to be able to jell with them. We need to know how we sort of go on with those relationships and we need to know how to work each other, so this is what collaboration all about, it is about working together.

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Collaboration

- Collaboration – to labor together (Stewart & Logan, 2002)
- Collaboration (Marshall, 1995) – a principle based process of working together that produces trust, integrity and breakthrough results by building true consensus, ownership and alignment in all aspects of the organization.

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Collaboration means to labor together, again this definition from Stewart and Logan in the book called bridges not walls, I believe it is a text book I do not have that book with me here, but I will show it may be one of the later classes or I probably shown to you. Collaboration according to Marshall 1995, is a principle based process of working together that produces trust, integrity and breakthrough results by building true consensus, ownership and alignment in all aspects of the organization.

It is a process in which people come together, they work together for a common goal, and in order to do that, they have to recognize each other, they have to know what is, they have to build working relationships with each other. They have to be able to remove the barriers that have about communicating with each other, they have to be able to recognize intercultural differences and address them appropriately, when they come together and start working together towards the common goal. And that is why I have taught you whatever I have taught till now all these things matter.

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The Process of Collaboration (Marshall, 1995)

- Forming a decision – making framework
- Finding a common denominator for relationships
- Adopting a business transformation methodology
- In an organizational gyroscope
- With a new and improved work ethic



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How does collaboration happen, collaboration involves forming a decision making framework, finding a common denominator for relationships, adopting a business transformation methodology, in an organizational gyroscope with a new and improved work ethic which means, let us go through the steps one by one. The first you need to do collaboration is you form a decision making framework, you come up with the strategy to make decisions, you come up with the plan for how you what kinds of decision needs to be made, who needs to make decision, how, where, when and why.

And then after that is done then you find out who are the people who are going to be doing whatever you have, who are all going to be working towards the goal that has been set. And that point of time we find a common denominator for relationships, we find out what the common ground for these relationships is. The next path is adopting a business transformation methodology, in which case what happen is after we have decided on a plan, we decided on a people, we have found out what their common ground about.

We adopt a business transformation methodology, we come up with a method to change the business to work towards the new goal, and it does not, when we say transformation we are not essentially talking about, changing everything in organization. We must realize that, when we move towards a goal, we are essentially doing something different from what we have been doing right now; to move on to the next point, that is what transformation is all about. So, come up with a method in which to get everybody

involved in the goal, to help them, to encourage them to share their resources, to motivate them to do something different, something new, work towards a newer goal.

And that is what adoption of a business transformation methodology, is in an organization gyroscope; in this big mess of the organizations that is constantly changing with the new and improved work ethic. Now, again whatever we are doing new is something that was not there earlier, new contingencies will come up, new things will come up in the environment. And we have to had a new more committed, work ethic because it is very difficult to start something a fresh, and that is where people come together and collaborate.

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Components of collaborative design
(Marshall, 1995)

- A collaborative culture
- Collaborative leadership
- A strategic vision
- Collaborative team processes
- A collaborative structure

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Components of collaborative design according to Marshall are, one collaborative culture, what is collaborative culture, collaborative culture specifically depends upon support from your environment, it depends upon the willingness of people to work. It is start with the recognition of a need for collaboration and then the willingness to works toward a common goal and the possibility of working towards a common goal. You cannot expect people sitting in five different stage, who are not connected to each other by the media that can help them, share their resources to collaborate effectively.

So, there has to be a possibility of collaboration, and they have to be wanting to do it, collaborative leadership means, the person in charge of the project or of the activity also has to be keen on having people collaborate. Strategic vision, there has to be a vision that

everybody agrees on, there has to be strategy behind that reason, there has to be a planning towards achievement of that vision. Collaborative team processes and we talk more about of this, when we discuss group and team communication, a collaborative structure and this is what I was talking about.

When I said that collaboration has to be possible, people sitting in five different stage or around five different continents, need to be connected in such a way that they can communicate with each other. They can share their resources, they talked the same language, they have a same amount of commitment, they getting the same kind of remuneration for whatever they doing, all these things are important. And they treated at the in a similar manner all those things, so the structure needs to be facilitative of collaboration.

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Global Teams: The ultimate collaboration (Solomon, 1995)

Phase I: Recognition of differences in value systems as norms specific to different cultures and not societal norms

Phase II: Respect for intercultural differences within the team

Phase III: Trust within the team and sharing of knowledge

Phase IV: Collaboration or working together as one unit

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Global teams, the ultimate collaboration again paper by Solomon, published in 1995, talks about global teams being a perfect example of collaboration, phase one of creating global team. Now, this is where whatever we have studied till now comes in, we are talking about international business communication. So, global teams it is the concept of global teams become very relevant, the phase one of this process is recognition of differences in values systems as norms, specific to different cultures and not societal norms.

So, we need to recognize that when people say that, they have a different value systems, we must realize that this is not a different society, they are not coming from another planet, they not saying something out of the ordinary; if they have a different value systems it is really a function of culture they are coming from. Second phase is respect for intercultural differences, where we need to acknowledge that there are difference between the team, people are coming from different cultures. And we need to respect their differences, that are the function of the different culture they come from.

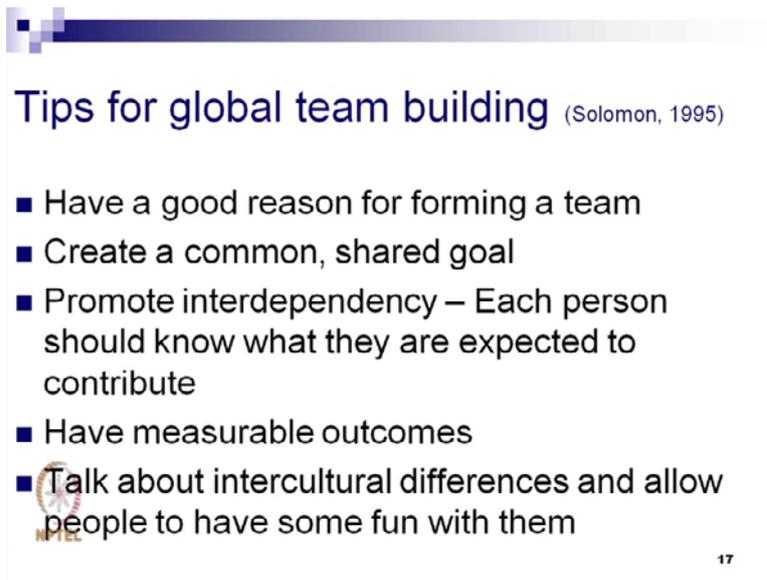
We need to be excepting of these differences, phase three trust within the team and sharing of knowledge. Now, again phase one is recognizing that there will be problem, phase two is respect for intercultural differences. When we move from reorganization of these different cultural issue, then we realize that there is self discloser, there is more talk, there is more communication, we come to know more things, the differences between the team members are highlighted a little more.

Some more thing that we are uncomfortable with may come up and that is the point where we have to show respect, after that is done, then we start building trust there is a significant amount of communication that has gone on. People know each other, people realize that they are part of the same team and then the trust needs to start building. We will talk about, how we can build trust between different team members and sharing of knowledge needs to start taking place. You do not I mean, how many of us feel that trust can be build in the first meeting rarely, specially at in the work place.

We do not stat trusting of people of front, we do not start trusting people till we have some out of time to know them, we do not in these days of intellectual property, and people holding intellectual property. And people lots people creating intellectual property, I am part of a community that survives on the creation of or tries on the creation of intellectual property. So, at times we do not want to share whatever we have learnt or share our resources, but once trust is built within the team, then we starting sharing our resources.

We start sharing what we know and what we have, phase four is collaboration or working together as one units. So, we get together, we start working with each other and that is where collaboration begins.

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Tips for global team building (Solomon, 1995)

- Have a good reason for forming a team
- Create a common, shared goal
- Promote interdependency – Each person should know what they are expected to contribute
- Have measurable outcomes
- Talk about intercultural differences and allow people to have some fun with them

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Some tips for global team building as suggested by Solomon, the first one here is have a good reason for forming a team, we are calling people from different parts of the planet or from different culture, we should have a good reason for bringing them together. Create a common shared goal, again very difficult specially in intercultural setting, but we need to create a common goal that is equally important for everybody.

Promote interdependency, each person should know what they are expected to contribute and how they are connected to each other, otherwise we cannot really call it a team. Have measurable outcomes, talk about intercultural differences and allow people to have some fun with them. Discuss things and tell them that is informal, and we are not trying to be rude to anyone, we just trying to share whatever we know about each other.

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Tips for global team building (Solomon, 1995, contd.)

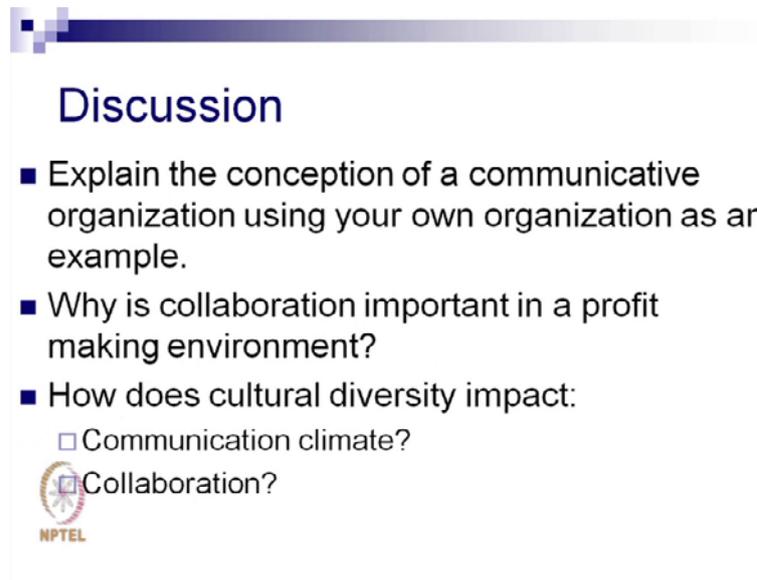
- Realize that people need to understand differences before coming together effectively
- Continually stress the team's purpose and its measurable outcomes
- Make sure the team members have the right skills
- Provide training wherever necessary
- Provide detailed agendas for meetings
- Spell out lines of communication

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Some more tips realize that people need to understand differences before coming together effectively, they need to know that other people will be different from them, and they need to understand these differences. Continually stress the team's purpose and its measurable outcomes, make sure the team members have the right skills. Provide training wherever necessary, provide detailed agendas for meetings this helps, put things in prospective.

Trained people wherever possible, wherever you see possibility of things falling apart or things being misconstrued or whatever, spell out the lines of communication. So, let people know the, which media they can use to communicate with each other, and make it very clear to them and things is falling to place.

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Discussion

- Explain the conception of a communicative organization using your own organization as an example.
- Why is collaboration important in a profit making environment?
- How does cultural diversity impact:
 - Communication climate?
 - Collaboration?



Discussion, before we move on to the topic of the teams, that is what will do in next times, I would like you to explain the conception of a communicative organization, not conception. The word here should be concept, explain the concept of a communicative organization let me fix this right here. Explain the concept of a communicative organization, using your own organization as an example, why is collaboration important in a profit making organization specially, in a profit making environment.

We are talking about business communication in here, so we are essentially taking about in terms of money, why is a collaboration important in such an organization, that whose ultimate goal is make a lots of money along with other things. And how does cultural diversity impact communication climate, how does it impact the supportiveness or defensiveness of climate within an organization. And how does cultural diversity impact collaboration, think about these things and we will discuss more about team building next time.

Thank you.