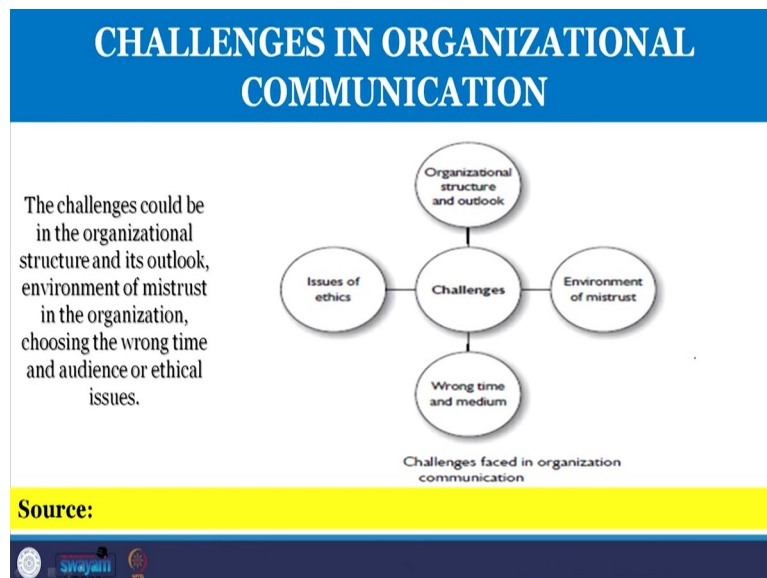


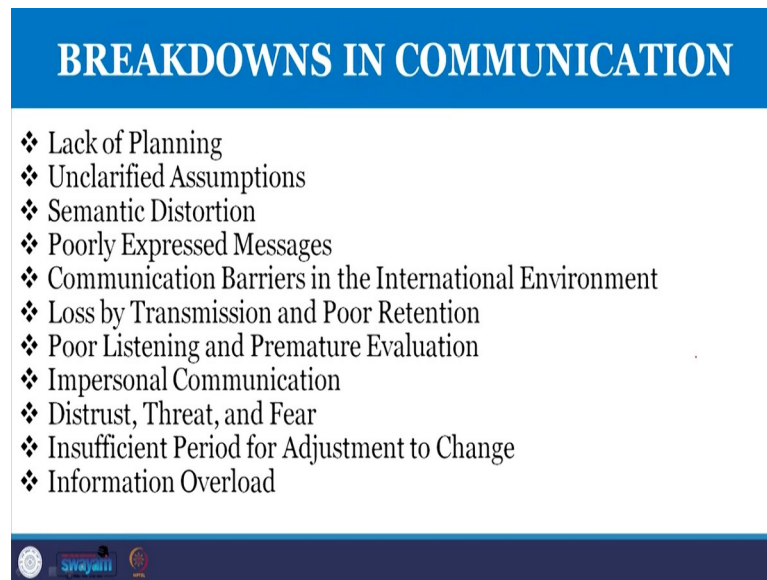
**Principles of Management**  
**Prof. Usha Lenka**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**  
**Lecture - 53**  
**Organizational Communication - III**

In the Part 3 of the Organizational Communication, we will be discussing about challenges in organizational communication. What are the various challenges in organizational communication? The challenges could be in the organizational structure and its outlook, environment of mistrust in the organization, choosing the wrong time and audience or ethical issues.

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So, organizational structure and outlook, environment of mistrust, wrong time and issues of ethics, which these factors will lead to breakdown in communication process. Lack of proper planning, unclearified assumptions, semantic distortion as we have already discussed in the previous in the lecture 2 that is, organizational communication part 2.

Semantic distortion, poorly expressed messages, communication barriers in the environment, lost by transmission and poor retention, poor listening skills and premature evaluation, impersonal communication, distrust, threat and fear, insufficient period of adjustment, information overload.

How does an organization overcome these barriers? Overcoming communication breakdowns, set the goals of communication in advance, what you want to convey to the to the receiver that should be appropriately planned and the goal should be decided. So, that we can move according to the plans and the message can be effectively conveyed. Use of proper language.

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**OVERCOMING COMMUNICATION BREAKDOWNS**

- ❖ Set the goals of communication in advance
- ❖ Use of proper language
- ❖ Improving sender's credibility
- ❖ Encourage feedback
- ❖ Develop a trusting climate
- ❖ Select appropriate channel
- ❖ Avoid evaluative judgment
- ❖ Listen to the entire message
- ❖ Provide appropriate feedback

**Active listening:** The process of tuning in carefully to the sender's messages and responding accurately to the meaning behind the message is referred to as active listening.

- ❖ Encouragers
- ❖ Echoing and key-word repetition
- ❖ Reflecting

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How language what type of language should be said to which audience, what is the level of education or cultural background of the receiver. The receivers, power position power, so that the language can be appropriately used in the context. So, that there is no barrier or the person receives the message effectively.

Improving the sender's credibility, the sender who is sending the message and what is the credibility of the sender, should be established. Encourage feedback, any message would be more effective if there is a feedback. Feedback is generated, feedback is effectively conveyed to the source.

So, that there is always an improvement there is a scope for improving the message effectively. Develop a trusting climate, a climate of trust, a climate of camaraderie, a climate of say better good relationship should be there and select an appropriate channel, avoid evaluative judgement. We should not be judgmental in either in evaluating the audience or in evaluating the message.

Listen to the entire message rather than just rushing with a conclusion or just to half interpret the message, it is better to understand the entire message, provide appropriate feedback. Active listening is one of the important steps in improving or overcoming communication barriers.

The process of tuning the process of tuning is careful is carefully to the sender's message or tuning in carefully to the sender's message and responding accurately to the meaning behind the messages, referred to as active listening. Active listening helps in encouraging, echoing and keyword repetition and reflecting on what has been said.

So, if you look at what is active listening and what it constitutes. Active listening has three parts, one is sensing that is sensing, evaluation and responding. What is sensing? Postpone evaluation, avoid interruptions, maintain interest. Evaluation means, empathize with the subordinate.

Empathize with the receiver, organized information in a meaningful manner. Responding to the receiver, responding by showing interest, clarity in the message. Active listening will help in overcoming barriers receiver specific barriers. How you sense, how you postpone evaluating do not evaluate.

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Avoid any interruption, in either in the environment, interruption in your thought process and continue to have maintained interest. Empathize with or give try to sense make what the why what the source as conveyed and organize the information effectively conveyed by the source.

So, this these factors constitute active listening.

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**POTENTIALLY CORRECT “PC” COMMUNICATION**

- Communication so concerned with being inoffensive that meaning and simplicity are lost or free expression is hampered
- Certain words do stereotype, intimidate, and insult
  - In a highly diverse workforce this is problematic:
    - “Garbage” becomes “post-consumer waste materials”
    - “Quotas” become “educational equity”
    - “Women” become “people of gender”
  - Such non-standard sanitizing of potentially offensive words can reduce the clarity of messages

The next is potentially correct. How, what is potentially correct communication? Communication which is so concerned with being inoffensive; that means, we have been discussing about how communication is more effective and when there is no offensive language used.

When the language is inoffensive, that meaning is very simple and meaning is not lost or which is free of any kind of expression. So, this message is effectively or potentially correct communication. Certain words like stereotypes, intimidation and insult will distort the message.

In a highly diverse workforce as we know that business environment is highly dynamic, in a present contemporary business environment the work force is also there is a diverse workforce because as we know that diversity leads to creativity. So, organizations have a cultural mix, gender mix, the organizations have mix of employees of diverse age group.

So, there are different generational cohorts and these differences or diversity leads to conflict. So, the these the conflict can differentiate in the workforce or workforce diversity there are chances of miscommunication happening.

So, in a diverse, highly diverse workforce this is that is very problematic. So, certain language we have to take care of cultural sensitivity, gender sensitivity and age group

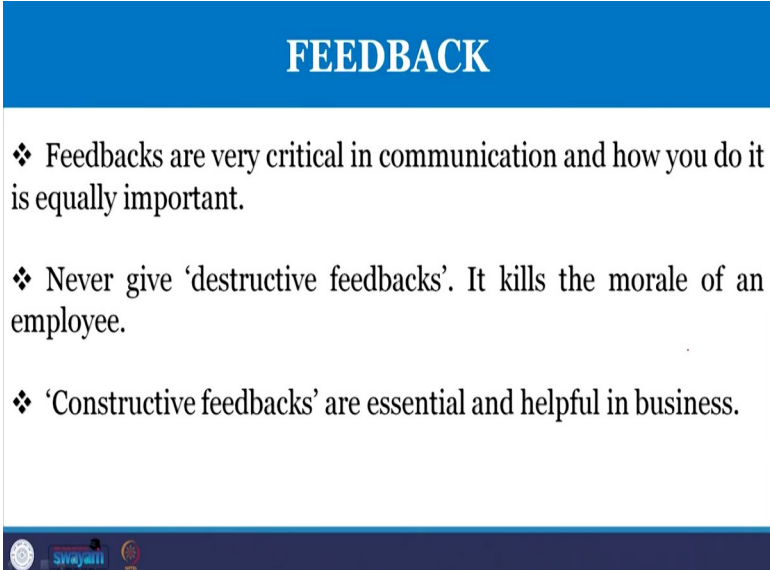
differences. So, that effectively language can be, so that an appropriate communication can be planned.

Garbage becomes post consumer waste materials, quotas become educational equity, women become people of gender, like this how we put forth our or how words are being conveyed.

Such non standard sanitizing of potentially offensive words can reduce the clarity of messages. When we make the words very we put forth of the message in a very cautious manner or when we put forth the words most effectively the there are likely let less likely chances of miscommunication.


Feedback, how feedback is important, feedback is very critical in communication and how you do it is equally important. Never give destructive feedback. It kills the morale of an employee, give a constructive feedback, understand the sender and his sentiments and give a feedback in a most appropriate manner. So, that the message can be corrected, so that the there is no miscommunication.

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## FEEDBACK

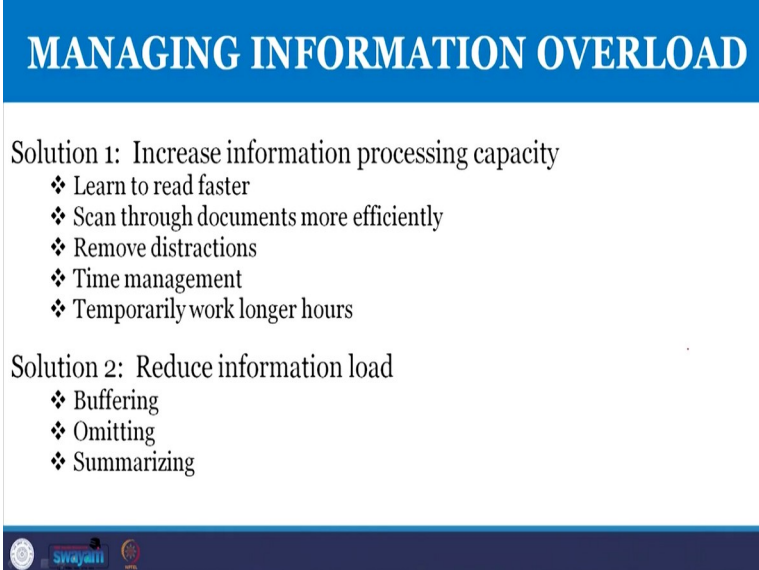
- ❖ Feedbacks are very critical in communication and how you do it is equally important.
- ❖ Never give 'destructive feedbacks'. It kills the morale of an employee.
- ❖ 'Constructive feedbacks' are essential and helpful in business.



Constructive feedbacks are essential and it will help in generating workplace or it can be more energetic, it can create positivity in the workplace. How is how to manage information overload? As we have discussed earlier a large amount of information can be a barrier in the communication process.

So, how does a manager, how do we manage information overload. Solution 1 is increase information processing capacity, learn to read faster, scan through documents more effectively and scan through the or remove distractions. Time management is also an effective manner, effective way for reducing information overload, temporarily work longer hours.

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**MANAGING INFORMATION OVERLOAD**

Solution 1: Increase information processing capacity

- ❖ Learn to read faster
- ❖ Scan through documents more efficiently
- ❖ Remove distractions
- ❖ Time management
- ❖ Temporarily work longer hours

Solution 2: Reduce information load

- ❖ Buffering
- ❖ Omitting
- ❖ Summarizing

The slide features a blue header with the title 'MANAGING INFORMATION OVERLOAD' in white. Below the header, the content is on a white background. It lists two solutions. Solution 1 is 'Increase information processing capacity' with five bullet points. Solution 2 is 'Reduce information load' with three bullet points. At the bottom of the slide, there is a dark blue footer containing three small logos: a circular logo on the left, a logo with the word 'Swayam' in the middle, and a circular logo on the right.

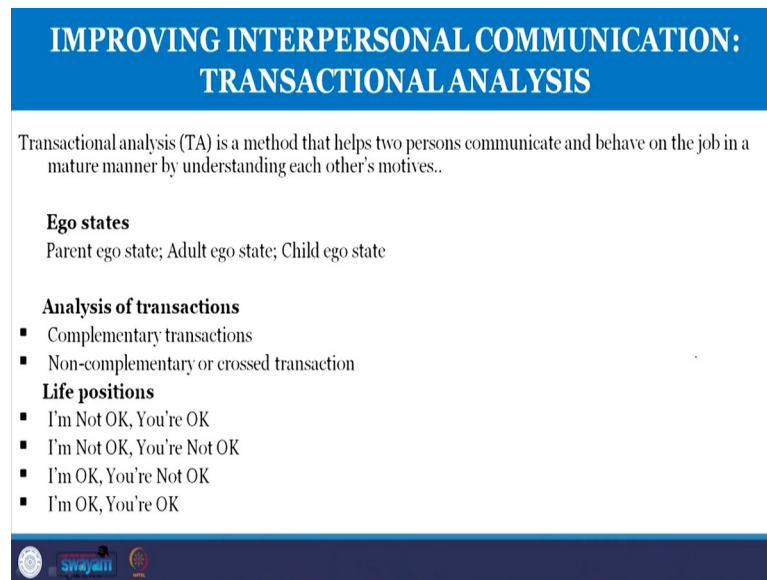
The solution, next solution is reducing information overload, buffering, omitting and summarizing things.

So, improving interpersonal communication, there are again some theories behind, as I already stated that we have two dominant theories in the communication process. One is transaction analysis and the other one is Johari window. How does transaction analysis help in reducing conflict in the workplace or improving communication effectiveness?

What is transaction analysis? Transaction means, exchange as we know, understand the very purpose of transaction is to exchange meaningful information. Transaction analysis is a method that helps to helps two persons communicate and behave on the job in a manner in a mature manner by understanding each other's motives each other's positions.

As we all know, that each individual has different states, each individual is in different states of mind like the parent ego state, adult ego state and child ego state.

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**IMPROVING INTERPERSONAL COMMUNICATION:  
TRANSACTIONAL ANALYSIS**

Transactional analysis (TA) is a method that helps two persons communicate and behave on the job in a mature manner by understanding each other's motives..

**Ego states**  
Parent ego state; Adult ego state; Child ego state

**Analysis of transactions**

- Complementary transactions
- Non-complementary or crossed transaction

**Life positions**

- I'm Not OK, You're OK
- I'm Not OK, You're Not OK
- I'm OK, You're Not OK
- I'm OK, You're OK

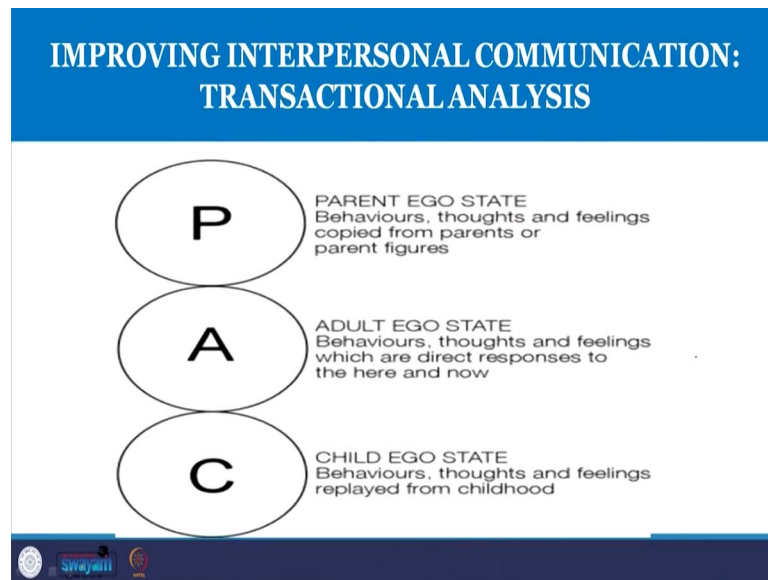
If you assess one individual, there would be differences in his ego states and that interferes in the transaction between two individuals. And we will be understanding, we will be analyzing the transactions that happens between individuals from and from these three different ego states.

The ego of one individual and the other ego and the ego state of another individual, when there is a complementary transaction, when there is a cross transaction, which one can lead to effective communication, which can distort communication process.

So, as we have discussed about the ego states, there are different positions life positions, we will get back to this these life positions, before we will understand what is this ego state. Improving interpersonal communication through transaction analysis, the focus of the discussion is what is an ego state.

How ego state and how different individuals have these ego states. Ego states of two individuals can interfere in the communication process and can lead to miscommunication, but our purpose is to understand when can there be effective communication, when there can be ineffective communication.

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What how does the ego states interfere in the transactions? The parent ego state, that is the ego state as an individual picks up while in the early socialization process, we know that an individual learns behavior from his parents. Parents as well as parent egos parent say parent figures parent figures parents are the direct they are influencing the behavior of a child and parent figures.

Like elder brother or uncles and or any other family member who influence the behavior of an of a child. So, when during the early socialization period a child learns behavior from his social background from his family.

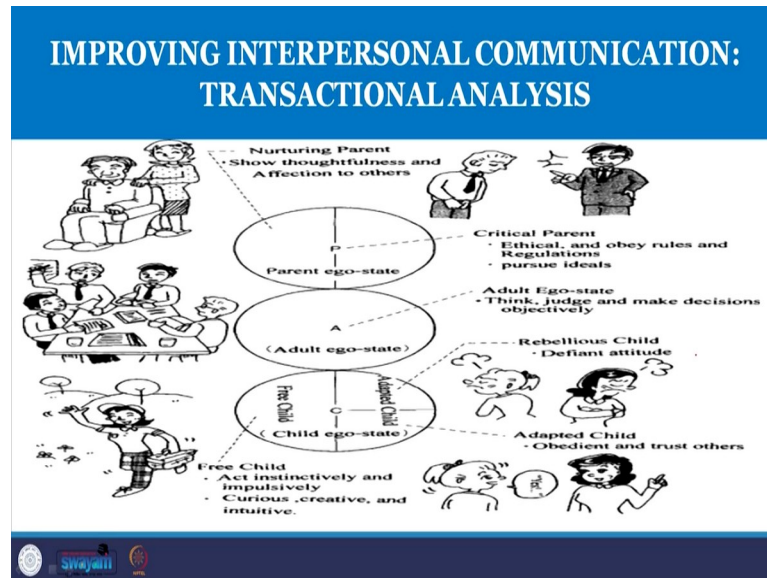
So family members, so this helps in forming the ego states, the parent ego state. Adult ego state, is a rational and say behaviour which is reflected through thoughts and feelings, which are direct response to how the individual behaves in the most rational manner.

Child ego state, is something which a child ego state is the behaviour thought and feeling replayed from the childhood, as an individual in a childhood how he or she behaves that behaviour is also there somewhere or the other consciously or unconsciously it gets reflected and that is how is described as a child ego state.

So, what we understood is improving relationship through transaction analysis. We will do some more analysis about the ego states, how does a parent ego state, what type of

ego states are constituting in the parent ego state, what behaviour is reflected by the parent.

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We know that there are two types of, if we categorize there are two types of behaviour dominantly exhibited by the parents. One is a nurturing parent another is a critical parent, a dominating parent or a mentor parent as a mentor. So, nurturing parents generally have some criteria they have some characteristics of nurturing the child.

They show thoughtfulness and affection to the others and a critical parent would be dictating, would be ethical, they would be guiding the child through the rules and regulations and they would be very idealistic. So, these are some dominant these are two broad domains of the parent ego state.

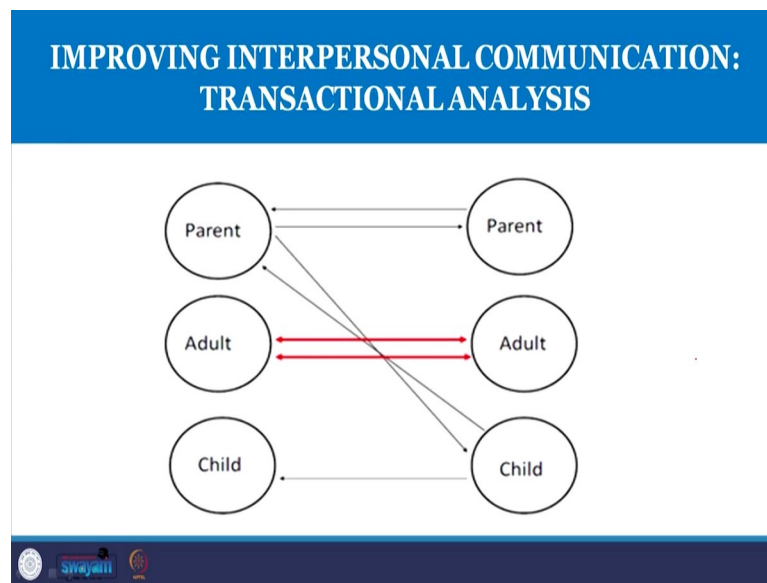
A child an adult ego state is which will help the person to behave more in the most rational manner. Think, judge and make decisions objectively, the focus of the adult ego state is how an individual behaves in a most rational manner by thinking judiciously, judging, thinking, making decisions in a most rational manner.

Child ego state, as we now that a child can exhibit different behaviours, the child can exhibit a rebellious behaviour can be obedient child, can be a free child who speaks and behaves without any without any or irrationally a very impulsive behaviour.

So, free child is one who can act instinctively and impulsively. The very curious and creative child an intuitive child, one who is very curious and intuitive would be mostly not very obedient. And an adopted child is one who would be obedient and trusting others and a rebellious child will be very defiant with a defiant attitude.

So, these are mostly the behaviour exhibited by children, exhibited by any individual. So, based on these ego states we come to a discussion on the life positions.

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If we look at, the transactions that happen within individual, two individuals in an interpersonal communication between two individuals. So, the two individuals having dominant parent adult and child ego state, the transactions can happen at different points of time differently.

In the work place mostly parent to parent ego state, adult to adult ego state, child to child ego state. These positions are can be construed as life positions I am not ok you are ok.

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**IMPROVING INTERPERSONAL COMMUNICATION:  
TRANSACTIONAL ANALYSIS**

Transactional analysis (TA) is a method that helps two persons communicate and behave on the job in a mature manner by understanding each other's motives..

**Ego states**  
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- Complementary transactions
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**Life positions**

- I'm Not OK, You're OK
- I'm Not OK, You're Not OK
- I'm OK, You're Not OK
- I'm OK, You're OK

I am not ok; you are not ok. I am ok, you are not ok. I am ok, you are ok. These are life positions, from these life positions we can analyze the transactions happening between two individuals as complementary transactions and non complementary or crossed transactions.

I will give you some examples, parent to parent ego state, say two colleagues interacting or say one say senior manager and his subordinate. So, senior manager generally tries to give advises to the subordinate, the subordinate is at receiving end and. So, the subordinate receives the messages and the messages the advice given by the senior manager is like a nurturing parent giving an advice to an adult individual.

So, it is a kind of a transaction between one individual to another individual. Adult to adult, is when a discussion happening in a most formal manner adult individual when there is a discussion which is happening and people discuss in a formal meeting, in a most rational manner they take it very seriously they obey by rules and regulations.

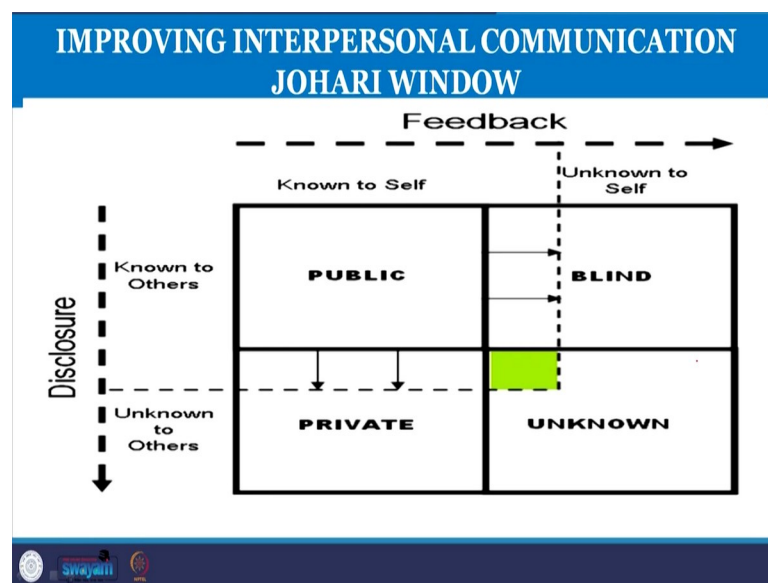
There is a discussion both between the both the parties in a adult to adult transaction, it is a kind of complementary transaction, where there is most likely the chances of miscommunication is not there.

But, when you are giving an advice to an individual and the individual the receiver or the audience answers in a childish manner, in a playful manner the there are likely chances

of the source or the sender of the message getting irritated. So, what we are concluding here is when the transaction, when you rationally send a when the message is sent rationally, judiciously.

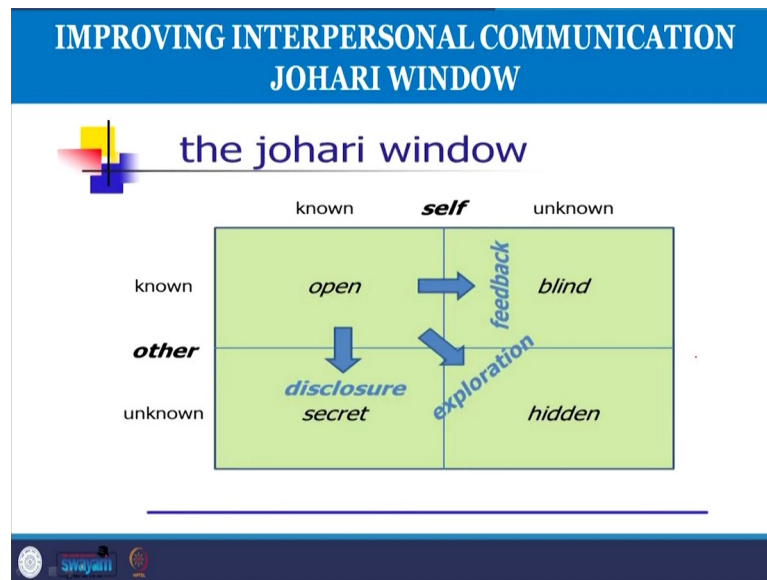
Or in a most efficient manner, the message should be also reflected or the receiver should receive the or send the message in the same manner in a rational and logical manner, rather than being playful or rather than advising. So, this will lead to miscommunication.

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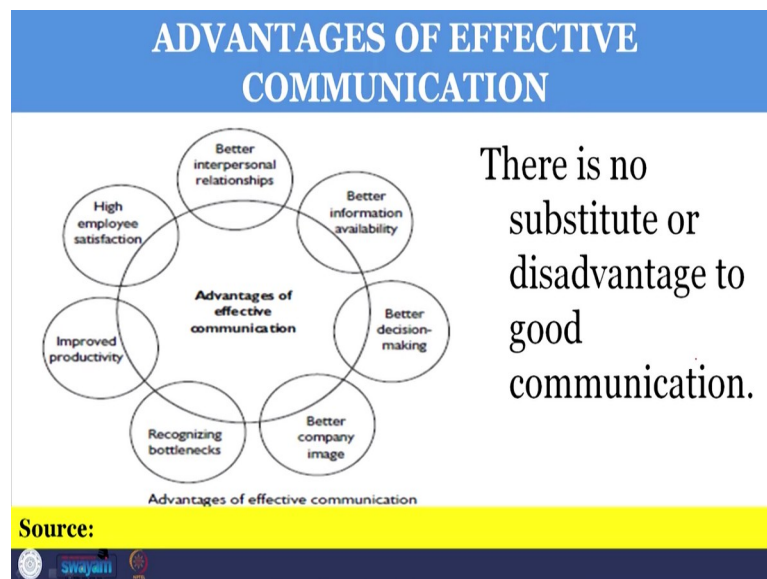
And next we will be discussing about how we can improve relationship in the workplace, another theory called Johari window. What is Johari window?

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We will be discussing and how Johari window can also lead to effective communication.

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What is Johari window? As you know, that conflict can distort or can reduce morale of employees. Conflict in the workplace, can reduce performance of employees, can reduce creativity, can reduce the knowledge sharing or knowledge man or reduce innovation in the work place.

So, overall what we have understood, the communication as we have already said communication can make relationship, develop interpersonal. Effective communication

can build effective relationship in the workplace and any kind of miscommunication or say lack of trust or can distort the relationship in the workplace. And as we know that there are various or there are various means through which or because of the presence of barriers.

Environmental barriers because of the presence of say receiver specific barrier, sender's specific barriers and the source of genesis of barriers as we have discussed. There are various barriers existing in the organization and which can distort the communication process, we must be careful how to make an effective communication.

So, in Johari window, what we will be discussing on the it is just like a two cross two matrices where on the one hand on one axis known to self, known to others, on the other axis we discuss about what is known to known to self and known to others. So, on one axis there is a disclosure on the other axis there is feedback being discussed.

And then overall if you see there are four quadrants in the matrix, one is unknown to others and known to self, known to self and unknown to others. On the another axis, unknown to others and unknown to known to others.

So, when you plot together you will see that there is there is there are four important points, one is public, blind, private and unknown. These four quadrants are known as what is known to other and known to self is an open or public space as seen in the open or public space. What is known to others and what is unknown to other is a blind space blind.

That means, the person who is sending a message is not knowing some of the problems in the communication is not known to him, certain behaviour is not known to him, but known to others. Unknown to self unknown to unknown to others and known to self is a secret or private window or the private quadrant where the person is person knows about the strengths or weakness of his and which is not known to others.

The fourth quadrant is hidden or it is also called unknown quadrant, where the where it is unknown to self and unknown to others. So, conclusively we have four quadrants in Johari window.

Based on two cross two matrices, the one axis of the matrix the axis defines what is unknown to others and known to known to others on the other axis known to self known to unknown to self and based on this we have four quadrants public, blind, private and unknown.

So, what is the interpretation of this, as we have already seen that a feedback can help in improving the communication process. So, in the most effective, effective communication happens in the open or public space, where what you are conveying is known to self and it is also understood or interpreted effectively by others.

The second that is blind, is unknown to self you do not know when what you have conveyed has some kind of say some noise in the process of communication which is not known to self, but has been understood by others.

The third factor is, so a feedback can be given in such a case, so that the source understands and overcomes the barriers in the communication process. the secret or private window is one, where the factors are unknown to others, but known to self that an individual knows about his strengths and weaknesses.

But others are not knowing say suppose, you are working in a team a group of people and you know your strengths and weaknesses you know that you are if it is an innovative team your or it is a problem solving team or any other team with a different objective, you know your own strengths or weaknesses.

Suppose an individual knows that he is very good at developing creative messages, drawing he is very good in some strengths he is good in planning, so he has to tell others which others in the team may not be knowing. So, the individual has to disclose his characteristics, his strength and weakness to the other members.

So that the team can effectively utilize his resources. What is unknown, unknown is completely unknown or hidden is a quadrant, is a window which is not known to anybody not known to self. So, there is a exploration, self exploration self realization will help to improve the communication process.

We discussed about the barriers, we discussed about the genesis of barriers or noise in the communication process. We also discussed a bit about the how to overcome those

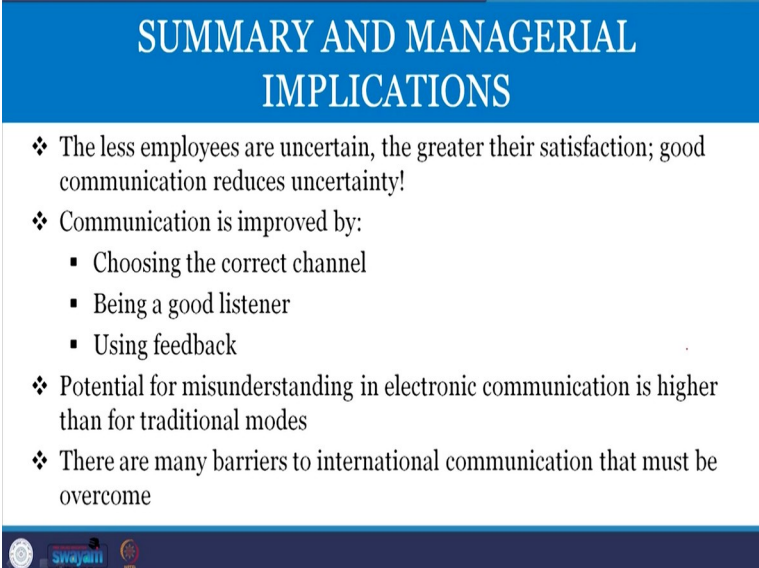
barriers in communication, individual specific and organizational specific actions, so that an organizational barrier can overcome.

And now we have we also discussed about two dominant theories of communication, broadly transaction analysis and Johari window. Johari window, conclusively we discussed there are four quadrants which have arrived through the definition broad definition of two cross two matrices.

On the one hand, we discussed about what is known to self, known to others, known unknown to self and unknown to others and based on that there are four open, blind, secret and hidden windows. And now moving on to the next discussion, that is advantages of effective communication. Why what are the what is the advantage of effective communication?

There is no substitute or disadvantage to good communication. Communication will help in improving better interpersonal relationship, better information availability, better decision making, better company image it will help in improving productivity, high employee satisfaction and it will also help in recognizing the bottlenecks.

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### SUMMARY AND MANAGERIAL IMPLICATIONS

- ❖ The less employees are uncertain, the greater their satisfaction; good communication reduces uncertainty!
- ❖ Communication is improved by:
  - Choosing the correct channel
  - Being a good listener
  - Using feedback
- ❖ Potential for misunderstanding in electronic communication is higher than for traditional modes
- ❖ There are many barriers to international communication that must be overcome

So, conclusively or summarizing the importance of communication and managerial and its managerial implications. Less employees are uncertain, the greater their satisfaction,

good communication reduces uncertainty. Communication is improved by choosing the correct channel, being a good listener and using feedback.

Potential for misunderstanding in electronic communication is higher than for traditional modes. There are many barriers to international communication that must be overcome. So, what we have discussed, so far in this we have discussed about the barriers of communication, the genesis of noise in the communication channel. We discussed about the personal specific barriers and organizational barriers.

We discussed largely about the various personal specific barriers and then we discussed about various theories of communication like Johari window and transaction analysis. How these two theories help in bridging or improving the communication process and what are the advantages of effective communication in the workplace.

How it helps in improving better relationship, employee satisfaction, better workplace, better information availability and largely building bridging the better corporate image, better decision making process. So, there is no substitute for effective communication.

And for communication to be for improving the communication we have to have an effective feedback mechanism, a good listening skill and also a correct channel or appropriate channel to be adopted. With this I would like to conclude this lecture here.

Thank you.