Human Relations in Organizations

Chapter Five

- <u>Interpersonal Skills: The Foundation of Human Relations</u>

Interpersonal Skills

- <u>Communication and interpersonal skills were ranked as the most important attributes recruiters look for in job candidates</u>
  - Communication skills are the foundation of human relations, as we initiate, build, and maintain relationships through communications

- <u>The second most desirable attribute recruiters seek in job candidates is the ability to work well within a team</u>

Interpersonal Skills

- <u>The general public and customer's perception of an organization is often based on interpersonal communication with employees</u>

  - Employee communication directly affects customer satisfaction and loyalty, which in turn affect organizational revenue, growth, profitability, and shareholder value
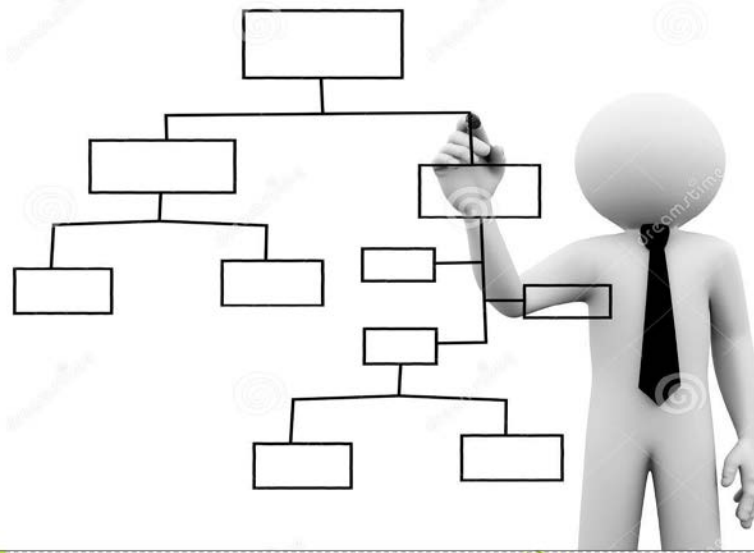
Organizational Structure and Communication

- Organizational Structure refers to the way manager's design their firm to achieve the organization's mission and goals

  - The structure determines who works together, and organizational communication flows through this structure. Through structure comes policies, procedures, and rules

Organizational Communication

- <u>Organizational Communication is the interpersonal process within the organizational structure:</u>

  - ○ Communication flows throughout the organization

    - ✗ <u>Vertical Communication</u>
      - ○ The flow of information both up and down the chain of command
    - ✗ <u>Horizontal Communication</u>
      - ○ The flow of information between colleagues and peers
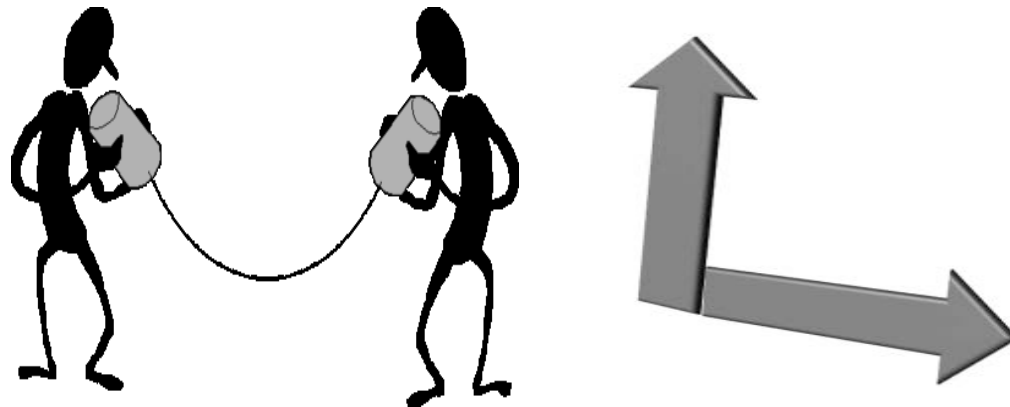
Organizational Communication

- ## Grapevine

  - The informal vehicle through which messages flow throughout the entire organization.

    - Gossiping about people can really hurt your human relations with them when they find out about it

Digital Information Technology

- <u>Digital Information Technology has clearly changed the way we communicate in our personal and professional lives</u>

  - The Internet, E-Mail, Texting, and Wireless Communications
  - E-Commerce, Mobile Workers, and M-Commerce
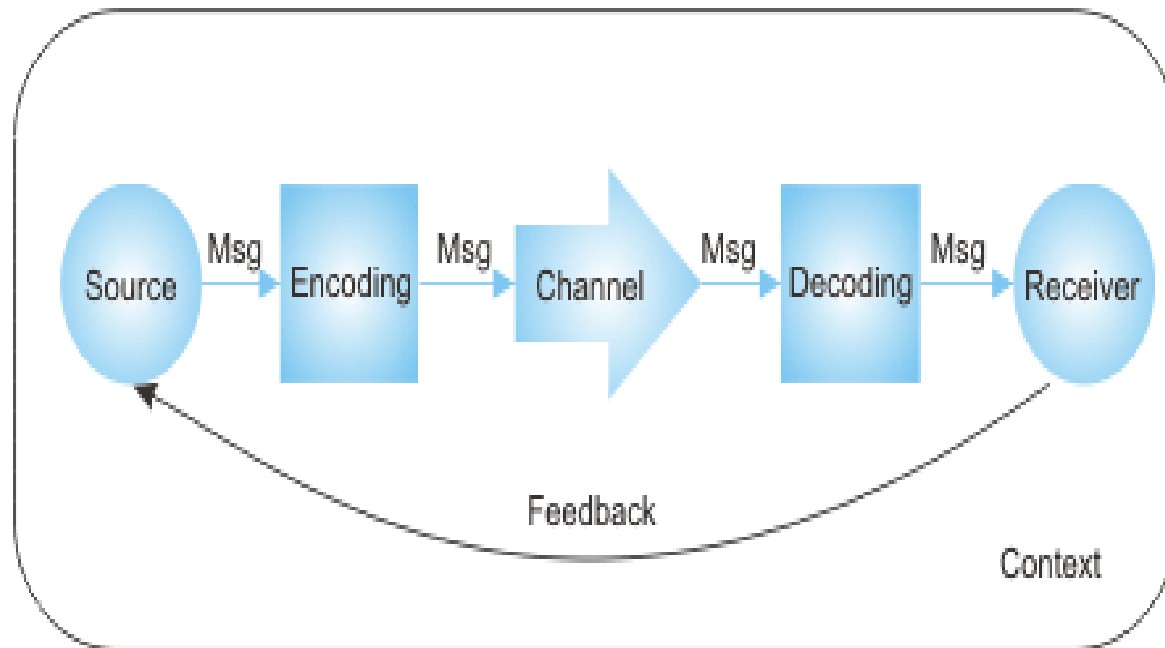 - Social Media
  - Cloud Computing

The Communication Process

- **<u>The Communication Process consists of</u>**:
  - A sender who encodes a message and transmits it through a channel (noise) to a receiver who decodes it and may give feedback.

The Communications Process
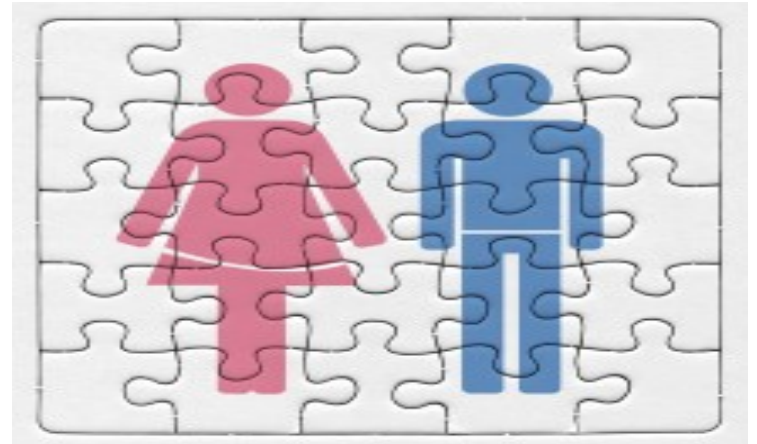
Communication Barriers

- <u>When we communicate, there are barriers that can lead to miscommunications</u>:

  - Perception
  - Information Overload
  - Channel Selection
  - Noise
  - Trust and Credibility
  - Not Listening
  - Emotions
  - Filtering
  - Gender
  - Language
  - Culture

Gender Conversion Differences

- <u>Gender biases influence communications and cause communication barriers</u>

  - Research shows that, generally, men and women behave differently, and converse for different reasons

    - Men tend to talk to emphasize status…
    - Women tend to talk to create connections and develop relationships…

Cross-Cultural Communication Differences
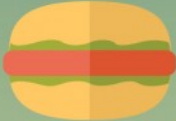
- <u>In the global economy, when conducting international business, you should be aware that cultural differences can cause barriers to communication</u>

Cultural Context

- <u>The process of encoding and decoding is based on an individual's culture; therefore the messaging meaning is different for people of diverse cultures</u>.

Dogs as loyal, man's best friend
Cow as sacred / Cow as insult
Pig as friendly farm animal
Pigeon as pet / Pigeon as food

Dogs as unclean / Dog as insult
Cow as potential food
Pig as unclean, forbidden food
Pigeon as unclean

(Cultural) Context Matters: Follow @EdConteXts

edcontexts.org

High Context vs. Low Context Cultures

- <u>Social Conventions</u>
  - The directness of how business is conducted varies

- <u>Language, Etiquette, and Politeness</u>
  - Words mean different things, and the same thing may be called by different names

- <u>Nonverbal Communication</u>
  - Gestures do not translate well across cultures because they involve symbolism that is not shared

culture education

(c) stayoutofschool.com
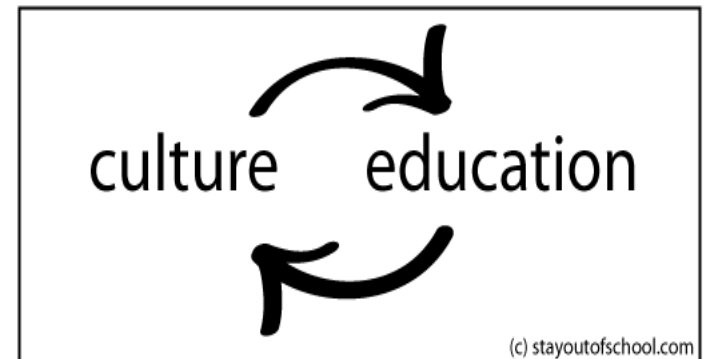
High Context vs. Low Context Cultures

- <u>High Context Culture</u>: (Asian, Arab, Greek)

  - Focus on nonverbal communications and subtle cues
  - Importance of credibility and trust
  - The need to develop relationships
  - Importance of position, age, seniority

High Context vs. Low Context Cultures

- <u>Low Context Culture</u>: (North American, European, German)

  - Focus on actual spoken and written word
  - Use of precisely written legal contracts
  - Use of direct, get-down-to-business conversation
  - Manages telling employees (giving orders) what to do

Overcoming Global Barriers

- **<u>To overcome global barriers to communications:</u>**

  o Believe there are differences until similarity is proved

  o Delay judgment of behavior until you are sure you are being culturally sensitive

  o Follow the other person's lead, and watch his/her behavior

  o Put yourself in the receiver's position

  o When in doubt, ask…

Sending Messages

- <u>Planning the Message</u>
  - Before we send a message we should carefully encode it and select the channel – that is planning how to send the message
    - Before sending a message, we should plan:
      - who, what, when, where, how and why?
    - What is the goal of the message?
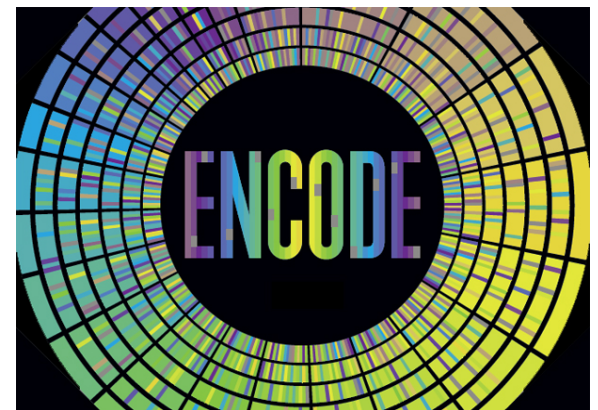
Sending Messages

- ## Sending the Message Face-to-Face

  - It is helpful to follow the steps in the message-sending process

    - Develop Rapport
    - State the Communication Objective
    - Transmit the Message
    - Check Understanding
    - Get a Commitment and Follow-Up
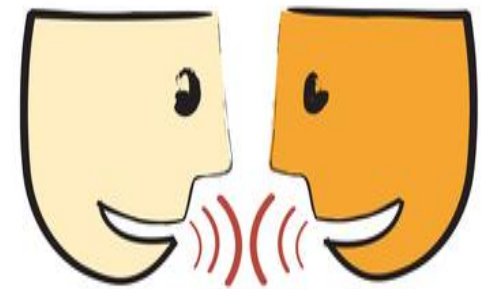
Sending Messages

- ## Checking Understanding: Feedback
  - When we are communicating a message, the best way to ensure mutual understanding is to get feedback from the receiver
  - Feedback is the process of verifying messages
  - Feedback facilitates job performance

- ## The Common Approach to Getting Feedback on Messages and Why it Doesn't Work
  - The most common approach to getting feedback is to send the entire message, followed by asking, "Do you have any questions?"
  - Do not assume if there are no questions that the communication is complete and that there is a mutual understanding of the message

Sending Messages

- ## How to Get Feedback on Messages
  - Below are four guidelines we should use on getting feedback on messages we send:
    - ✗ Be Open to Feedback
    - ✗ Be Aware of Nonverbal Communication
    - ✗ Ask Questions
    - ✗ Use Paraphrasing

Receiving Messages

- <u>To receive messages orally, we must listen effectively</u>

  ○ A recent study found that the #1 thing lacking in new college graduates is listening skills - we learn by listening, not talking

- <u>The Message-Receiving Process has three parts</u>:

  ○ Listen to the Message
  ○ Analyze what was said as we decode the message
  ○ Check understanding through paraphrasing and watching nonverbal behavior to ensure the message was received accurately

Listening Tips

- <u>Listening</u>
  - Pay Attention
  - Avoid Distractions
  - Stay Tuned-In
  - Do Not Assume and Interrupt
  - Watch for Nonverbal Cues
  - Ask Questions
  - Take Notes
  - Convey Meaning
- <u>Analyzing</u>
  - Think
  - Evaluate After Listening
  - Evaluate Facts Presented
- <u>Checking Understanding</u>
  - Paraphrase
  - Watch for Nonverbal Cues

listen

Responding to Messages

- The last step in the communication process is responding to the message
  - As the sender transmits a message, how you respond to the message directly affects communication
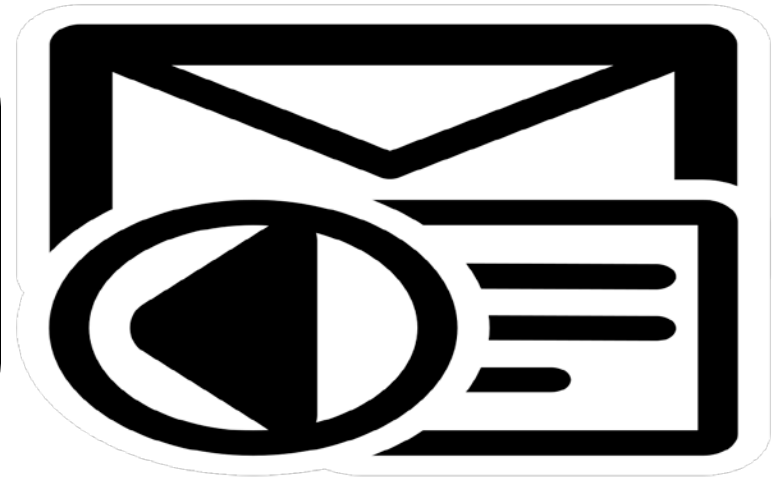
Five Response Styles

- ## Advising
  - Providing evaluation, personal opinion, or instructions
    - Give advice when directly asked for it

- ## Diverting
  - Switching the message; changing the subject
    - Use to avoid needless arguments

- ## Probing
  - Asking for more information
    - Ensure understanding by getting more information

- ## Reassuring
  - Giving supportive statements
    - Give to provide confidence

- ## Reflecting
  - Paraphrasing the message back to the sender
    - Use to convey understanding and acceptance

Situational Communication

- <u>Each Situational Communication Style is based primarily on four behaviors, and the behavior can be characterized as a combination of two dimensions</u>:

  - <u>Task Behavior</u>
    - The sender focuses on getting the job done primarily through directing the receiver what to do and how to do it
  - <u>Relationship Behavior</u>
    - The sender elicits input, listens and responds with supportive behavior

- Both Task and Relationship can be described as high or low depending on the amount of emphasis placed on each of the two dimensions during communication

Four Situational Communication Styles

- ## Autocratic Communication Style
  - Demonstrates high task-low relationship behavior, initiating a closed presentation
  - The other party has little information and is generally low in capability
- ## Consultative Communication Style
  - Demonstrates high task-high relationship behavior, using a closed presentation for the task with an open elicitation for the relationship
  - The other party has moderate information and capability
- ## Participative Communication Style
  - Demonstrates a low task-high relationship behavior, responding with open elicitation, some initiation, and little presentation
  - The other party is high in information and capability
- ## Laissez-Faire Communication Style
  - Demonstrates low task-low relationship behavior, responding with the necessary open presentation
  - The other party is outstanding in information and capability

Situational Variables

- <u>When selecting the appropriate communication style, you should consider four variables</u>:
    1. <u>Time</u>
        - Do I have enough time to use two-way communication?
    2. <u>Information</u>
        - Do I have the necessary information to communicate my message, make a decision, or take action?
    3. <u>Acceptance</u>
        - Will the other party accept my message without any input?
    4. <u>Capability</u>
        - <u>Ability</u>
            - Does the other party have the experience or knowledge to participate?
        - <u>Motivation</u>
            - Does the other party want to participate?

Dealing with Emotions and Criticism

- <u>Communicating with people brings out emotions, and our feelings affect our behavior, human relations, and performance in our personal and professional lives</u>

  - As the economy has become more service-oriented, dealing with the emotions of employees and customers has become increasingly important to business success
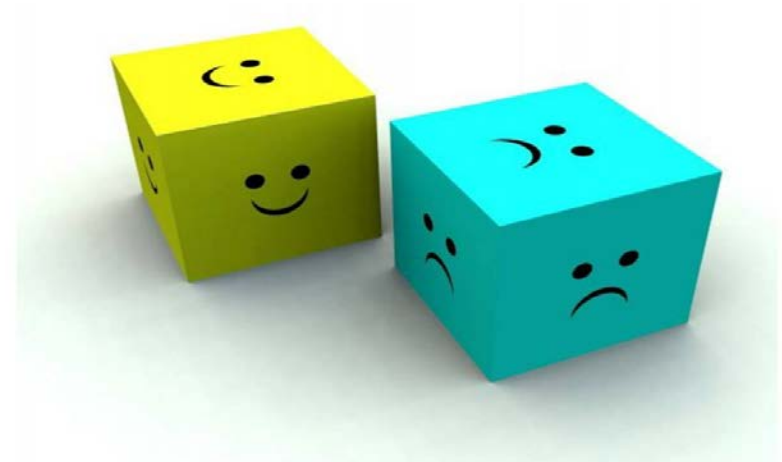
Dealing with Emotions

- **Dealing effectively with emotions reduces stress and improves human relations and performance**

- <u>**There are six universal emotions**</u>:
  - <u>Happiness</u>
  - <u>Surprise</u>
  - <u>Fear</u>
  - <u>Sadness</u>
  - <u>Anger</u>
  - <u>Disgust</u>

Dealing with Emotions

- ## We Can Control Behavior Not Feelings
  - Feelings are subjective; they tell us peoples' attitudes and needs
  - Feelings are neither right or wrong

- ## Nonverbals Convey Feelings
  - Emotions are often more clearly revealed through nonverbal than verbal communication

- ## Emotional Labor
  - Emotional regulation of behavior is important for good human relations and performance
  - Emotional Labor requires expressions of feeling through desired behavior
    - For example, employees are expected to be cheerful with customers, to be pleasant with co-workers, and to avoid expressing feelings through negative behavior – especially aggression and violence at work

Dealing with Emotions

- ## Dealing with Emotional People
  - You will have better communications and human relations if you can deal effectively with emotional employees

- ## Don't Argue, Return Negative Behavior, or Belittle the Emotional Person

- ## Be Empathetic and Use Reflective Statements
  - Be empathetic by attempting to see things from the other person's perception and use empathetic listening and reflecting statements

    - Empathetic Listening: Ability to understand and relate to other's situation or feelings
    - Reflecting Statements: Paraphrasing feelings back to the person

Getting and Giving Criticism

- <u>Criticism (finding fault with our behavior) and emotions are related topics because criticism tends to bring out feelings, as people tend to get emotional and defend their behavior</u>.

Getting Criticism

- It is great to hear praise for the job we are doing, and we need to hear it, but the only way we can improve is to openly seek criticism

- <u>Here are some do's and don'ts for when you get criticism</u>:

  - <u>Accept</u> the fact that the only way to improve our behavior, human relations, and performance is to accept criticism and change our behavior accordingly

  - <u>Don't blame other people or factors</u> for your behavior or performance

  - <u>Don't be defensive</u> – listen carefully and change to improve

  - <u>We can learn great lessons from our mistakes</u> (and we will make them), but we need to avoid repeating mistakes and change our behavior to improve

Giving Criticism

- An important part of the manager's job is to improve employee performance through constructive criticism

  ○ Criticize carefully using behavior that will not get the person emotional/defensive
  ○ Give feedback on performance quickly, concisely, privately, and don't humiliate the person

- Remember that what you think about affects how you feel, and how you feel affects your behavior, human relations, and performance

  ○ Think happy, confident thoughts that you will improve to help you stay calm and in control of your emotional behavior and deal effectively with emotional people