



Reading Review – Chapter 15

Chapter 15, Kinicki & Williams

- I. Transfer of Information
 - a. Sender → Encoding → Message (Medium) → Decoding → Receiver
 - b. Feedback, Noise
- II. Medium
 - a. Rich: Non-Routine (face-to-face, phone call). Beware of overloading!
 - b. Lean: Routine (e-mail, newsletter). Beware of oversimplification!
- III. Barriers
 - a. Physical (Time, Space)
 - b. Semantic (meaning of words)
 - c. Personal
 - i. Variable Communication Skills
 - ii. Information Processing Variations (distractions, personal strengths)
 - iii. Trustworthiness & Credibility
 - iv. Ego
 - v. Stereotypes & Prejudices
 - vi. Listening Skills
 - vii. Listen with Understanding
 - viii. Nonverbal Indicators
 - d. Nonverbal Communication
 - i. Body Language (face, tone of voice, posture)
 - ii. Physical Environment (Setting). Need to feel comfortable in the environment
 - iii. Time (give subordinates adequate time)
 - e. Gender-Related
- IV. Communication Channels
 - a. Formal: Vertical (Downward, Upward), Horizontal, External
 - b. Informal: Grapevine, MBWA,
- V. Communication Tools
 - a. Internet / Intranet
 - b. E-Mail
 - i. Benefits: Lower Costs, Less Paper, More Teamwork, More Flexibility
 - ii. Drawbacks: Wasted Time, Information Overload, Neglect of Other Media
 - c. Videoconferencing, Collaborative Computing, Telecommuting
- VI. Information Overload
 - a. Reduce Load: Preview & Ignore Messages, Filter Messages, Organize E-Mail
 - b. Increase Capacity: Handle messages once, use unified messaging.
- VII. Be an effective...
 - a. Listener: Judge content, ask questions, listen for ideas, resist distractions, give a fair hearing
 - b. Reader
 - i. Eliminate unneeded periodicals, preview the rest, have employees screen as possible, have internal memos be more
 - ii. SQ3R: "Why should I read this?", Question your answers, survey the big picture, skim for the main ideas, summarize.
 - c. Writer: Write properly in e-mail, pick an appropriate strategy ("most to least important", "least controversial to most controversial", "negative to positive")
 - d. Speaker: Introduction, Body, Conclusion (5-15% each for Intro & Conclusion)

Handout: “How to cut pay, lay off 8,000 people, and still have workers”

- I. Agilent, spin-off of HP
- II. Keep employees informed (financial status of the company, steps being taken. Etc)
- III. Ned Barnholt (“Ned”), addresses employees via PA on the same day financial information is released to Wall Street.
- IV. Layoffs done by immediate managers, nothing “across the board.”

Handout: “The Power of Talk: Who Gets Heard and Why”

- I. Linguistic Style
 - a. Tone of Voice
 - b. Rate of Speed
 - c. Degree of Loudness
- II. Men: “I”, Women: “We”
- III. Women tend to be more indirect, men more direct.
- IV. Rituals
 - a. Apologies
 - b. Complements
 - c. Opposition
- V. Conclusion: Be aware of different styles

Handouts: “Feedback: The Art of Giving and Receiving Help”, “Giving Feedback”

- I. Focus on the specific (“talk too much”), not the general (“dominating”)
- II. Goal is to allow the recipient to improve himself/herself.
- III. Requires mutual trust, perception of “joint exploration,” careful listening, a helper to whom the recipient of the help can talk.

Handout: “Receiving Feedback”

- I. Be Open
- II. Take Notes
- III. Ask for Examples
- IV. Consider the Source