

Fundamentals of Organizational Communication

Prepared by Dr. Ibrahim Aboelseod

MGM332

Lecture 10



Fundamentals of
**Organizational
Communication**

UPDATED NINTH EDITION



Pamela S. Shockley-Zalabak

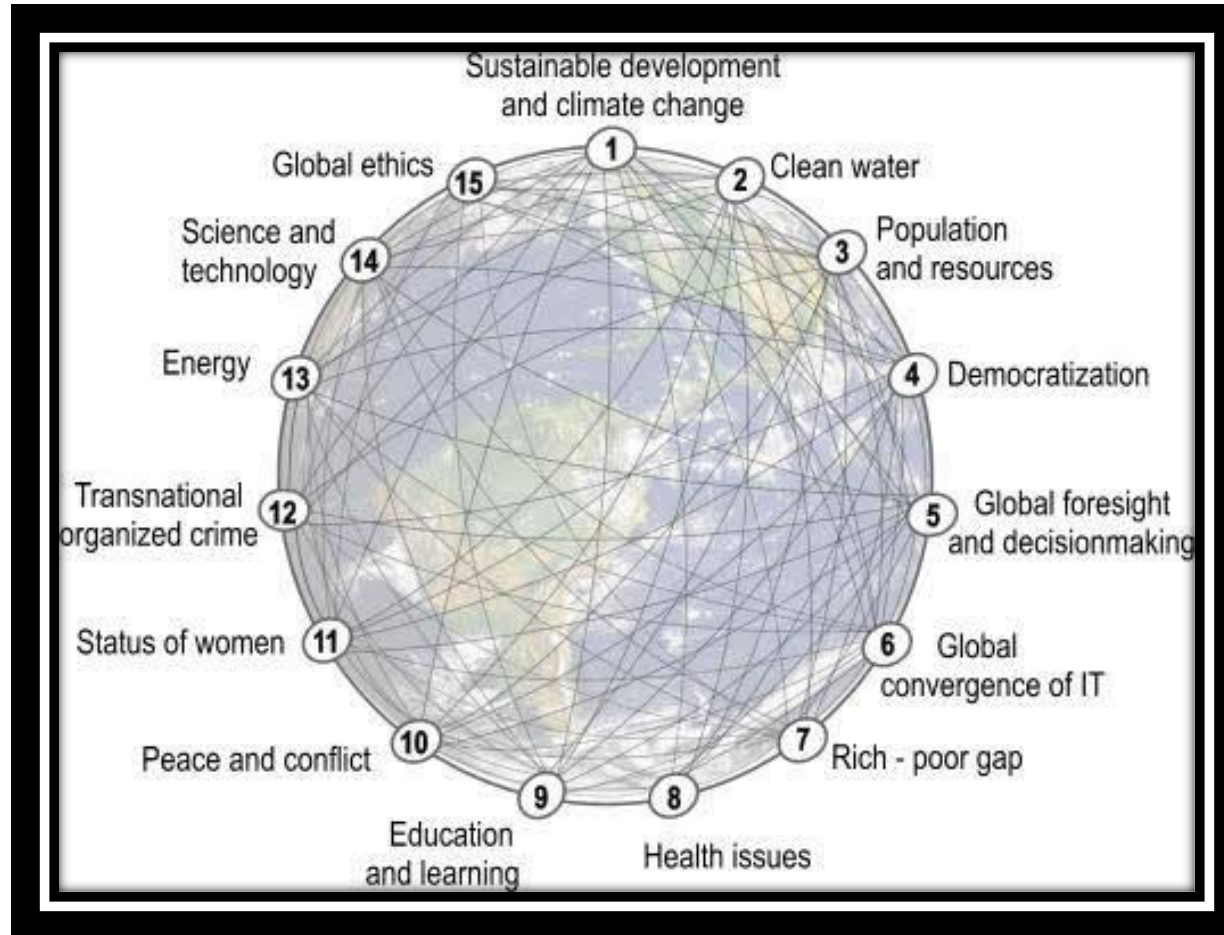
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Chapter 1
**Organizational
Communication: A
Competency-Based
Approach**



1.1 The Changing Nature of Organizations and Work



1.6 Organizational Communication: A Competency-Based Approach

Point 1 – Knowledge

- Learning of theory and principles
- Exploration of the interactive process nature of human communication

Point 2 – Sensitivity

- Ability and willingness to understand what others feel and do
- Examination of our personal “theories-in-use” about communication and organizations

Point 3 – Skills

- Developing important analytical capabilities
- Ability to communicate effectively in a variety of settings
- Applying knowledge and sensitivity to case studies and individual experiences

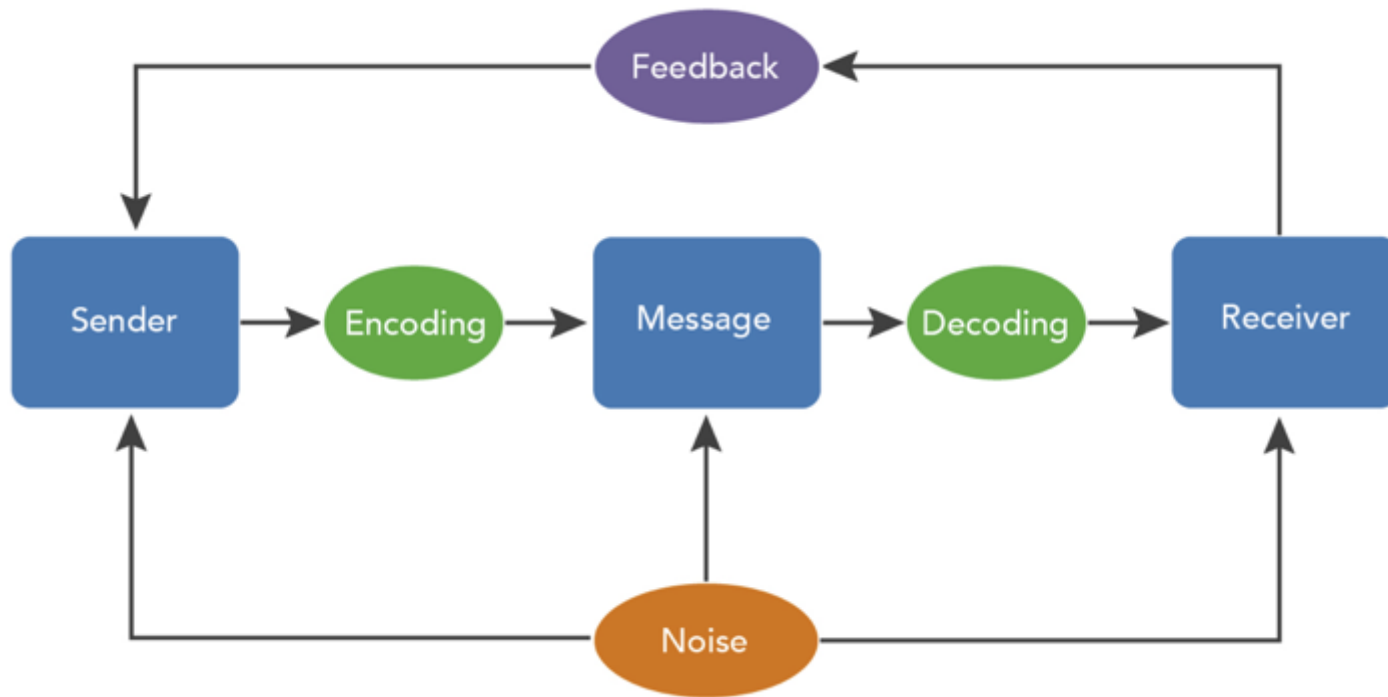
Point 4 – Values

- Taking personal responsibility for effective communication
- Developing values through discussion of personal responsibility

- Knowledge
- Sensitivity
- Skills
- Values



Messages and Constitutive Processes Model



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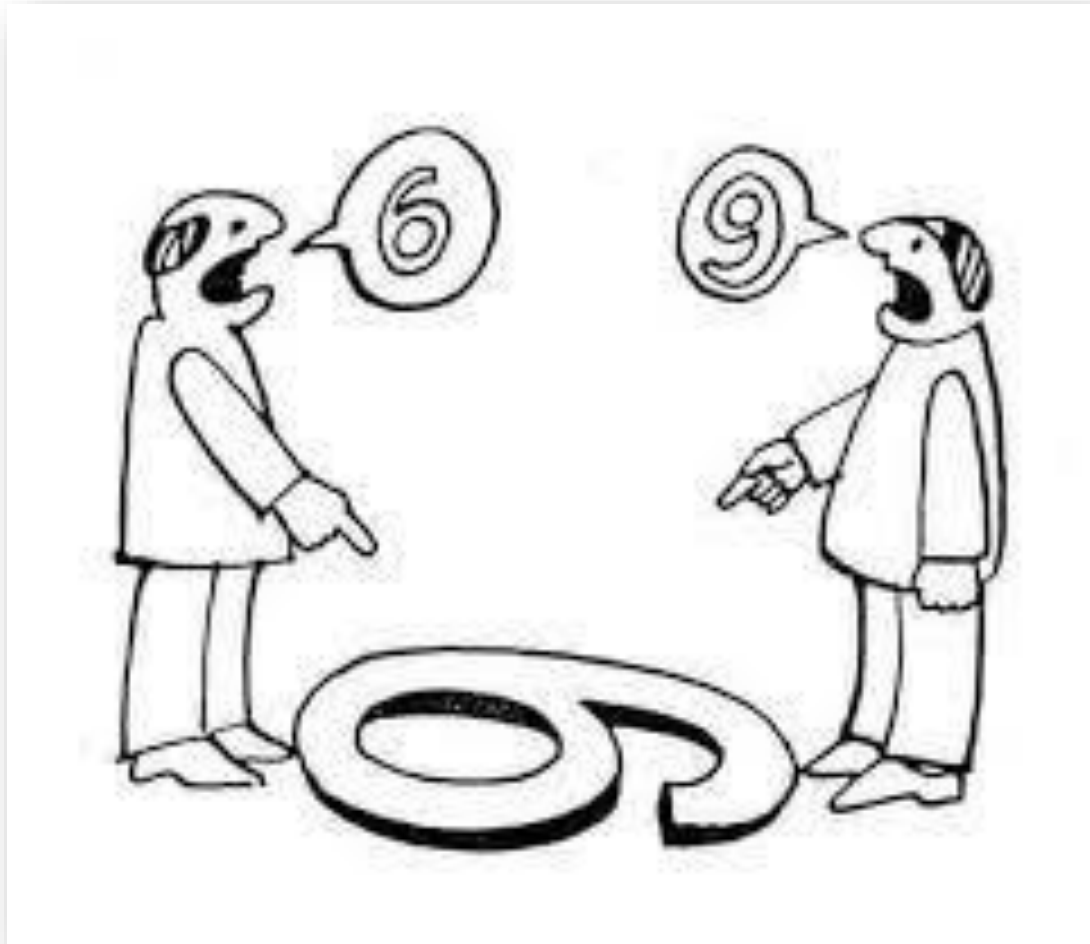
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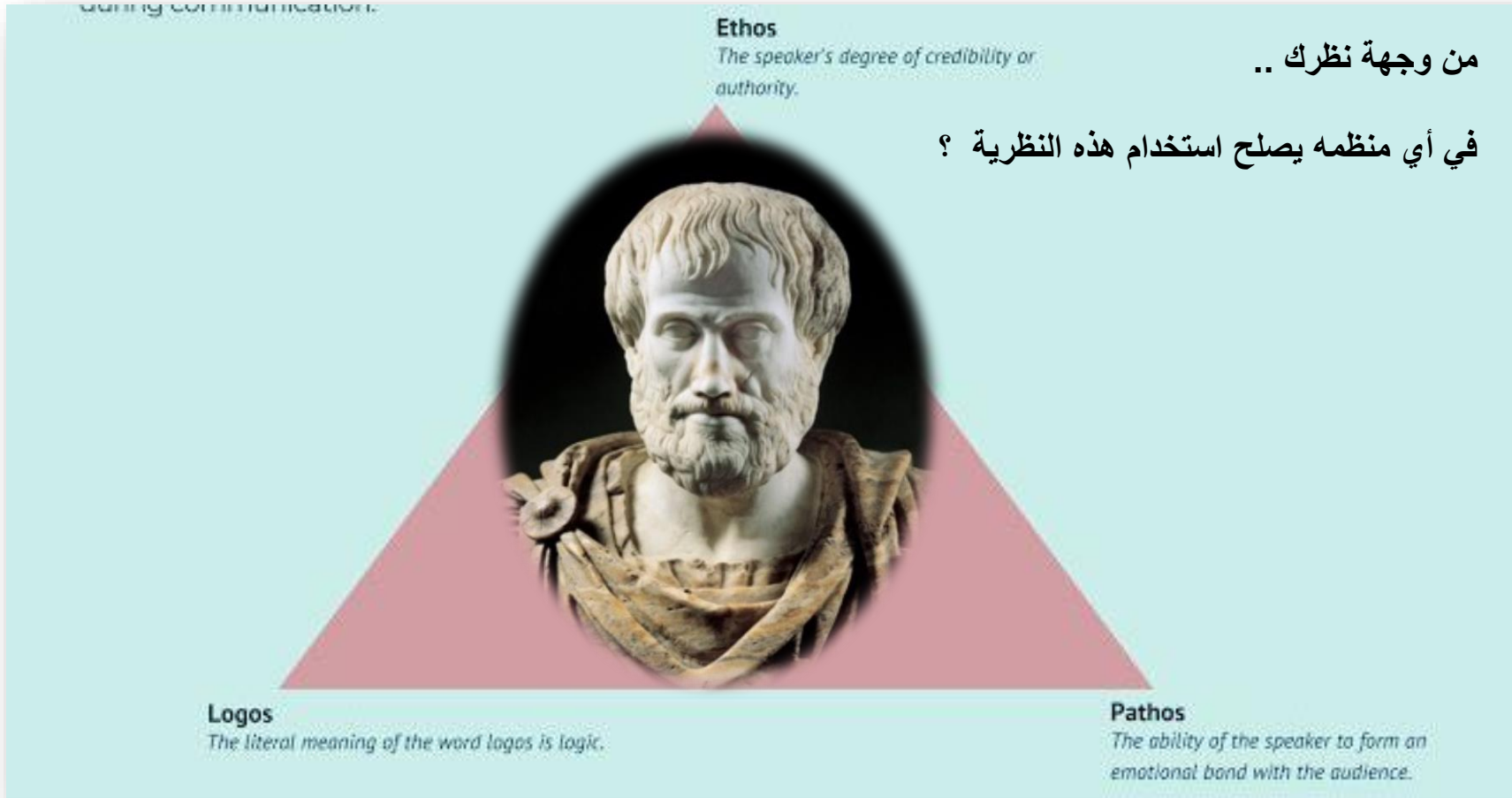
Chapter 2

**Perspectives for
Organizational
Communication**

Perspectives



Aristotle Communication Model



Distinguish Among

Functional Tradition

Meaning-Centered

Emerging Perspectives



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Chapter 7
**Leadership and Management
Communication**



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Global Business leaders



Richest Arabs Leaders

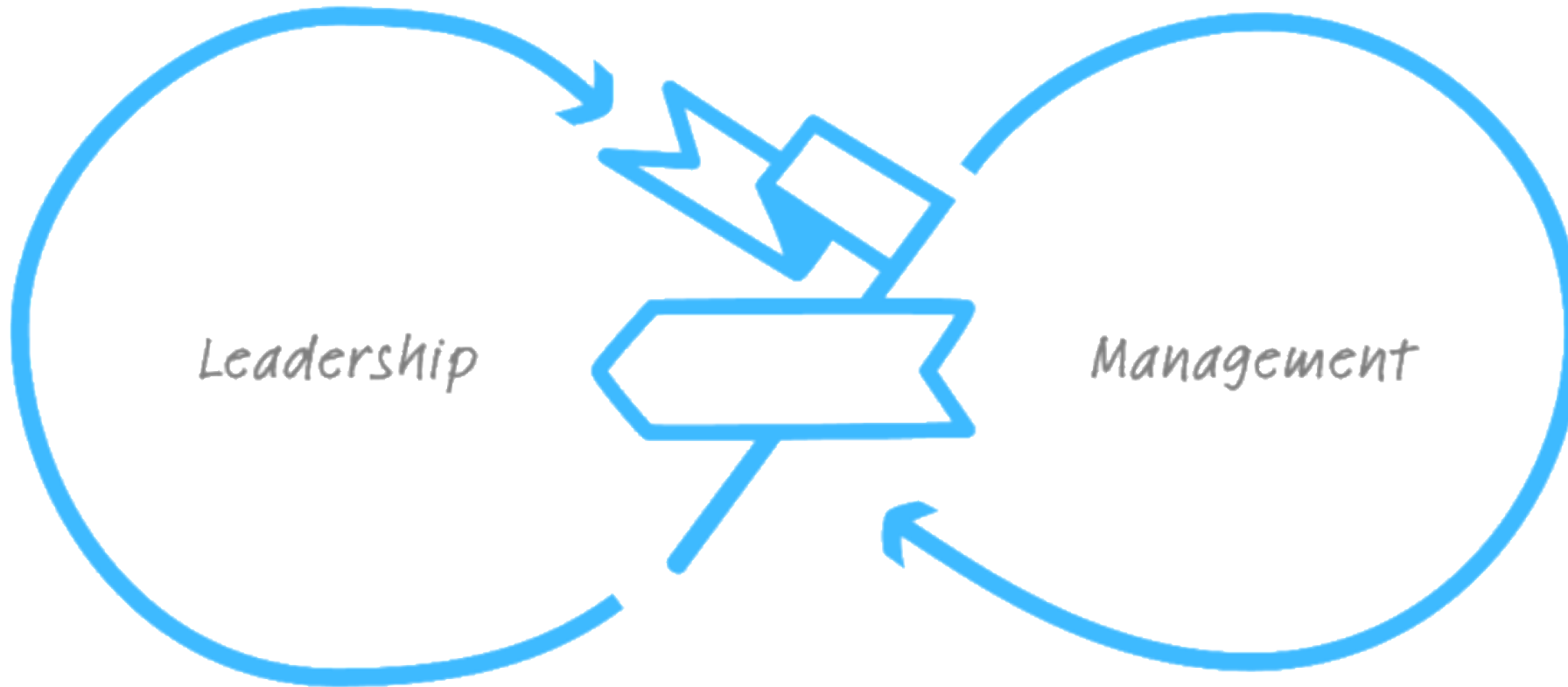




Global Political leaders



Distinctions Between Leadership and Management



Distinguish between leadership and Management

MANAGER

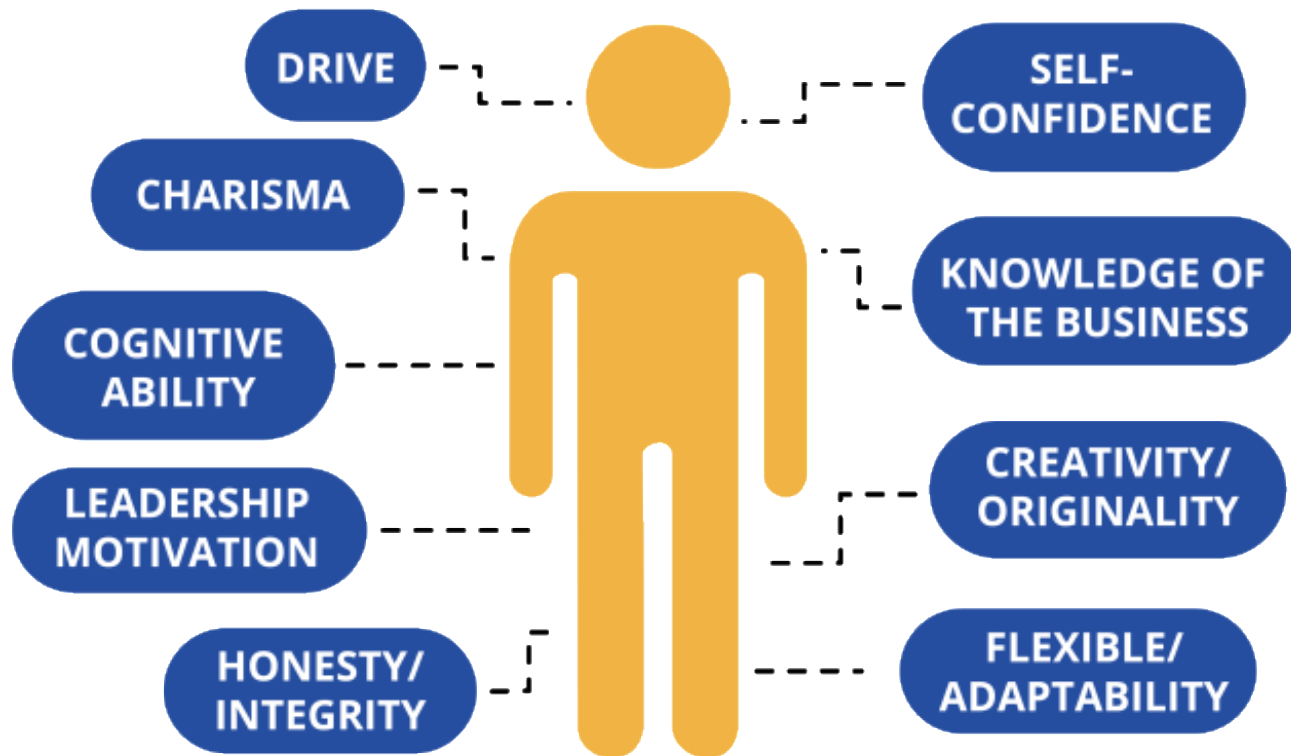
- gives direction
- has subordinates
- holds authority
- tells you what
- has good ideas
- reacts to change
- tries to be a hero
- exercises power

VS

LEADER

- asks questions
- has followers
- is motivational
- shows you how
- actions good ideas
- creates change
- makes heroes
- develops power

CORE TRAITS OF A LEADER





Democratic Leadership
Decisions based on input



Autocratic Leadership
Decisions from a single source



Laissez-Faire Leadership
Decisions come from individual employees



Strategic Leadership
Decisions based on strategy and goals



Transformational Leadership
Pushing to think and work in new ways



Transactional Leadership
Employees get rewarded for work



Coaching Leadership
Leader nurtures individuals



Bureaucratic Leadership
Decisions come from company policy



Visionary Leadership
Energetic focus on the future



Pacesetter Leadership
Leaders set ambitious goals



Situational Leadership
Decisions and leadership styles vary by situation

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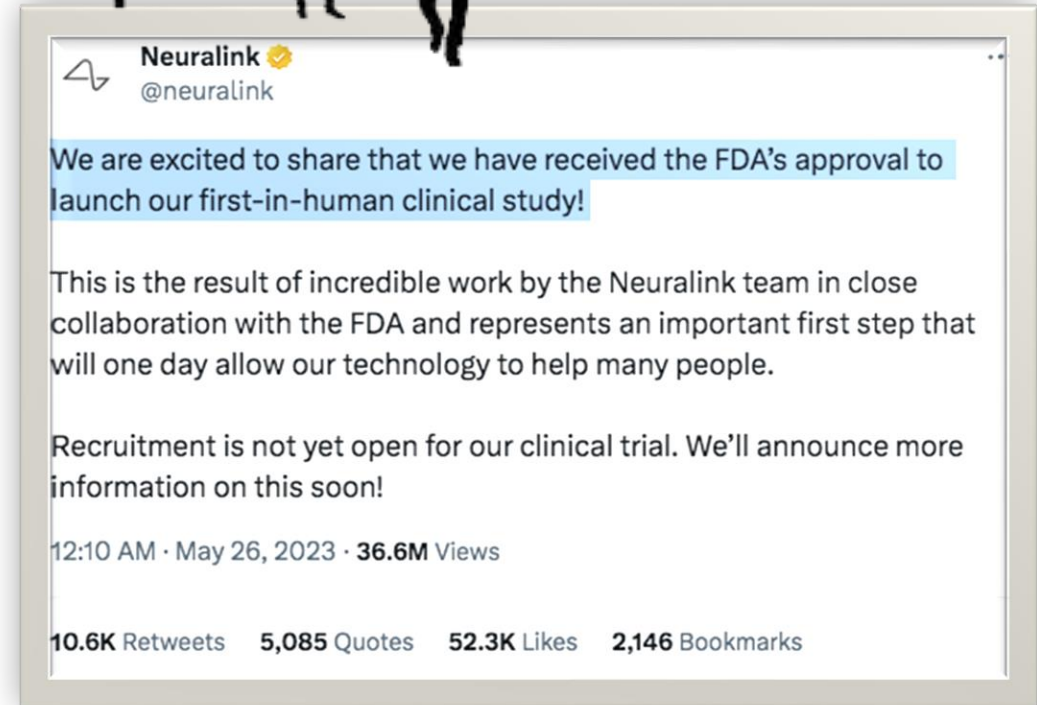
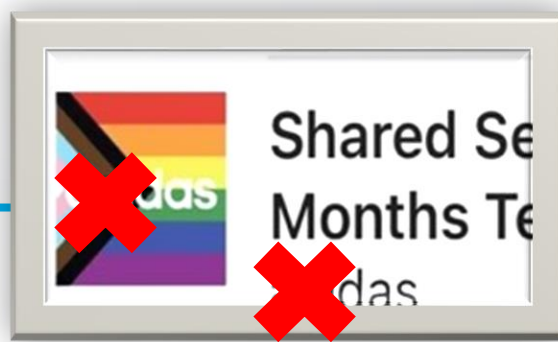


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Chapter 4
**Organizational
Communication: Values and
Ethical Communication
Behaviors**



Objective 4.2 Describe Individual And Organizational Values



The similarity between individual and organizational values

قانون رقم ١٠ لسنة ٢٠١٨

تاريخ النشر : ١٩ - ٠٢ - ٢٠١٨

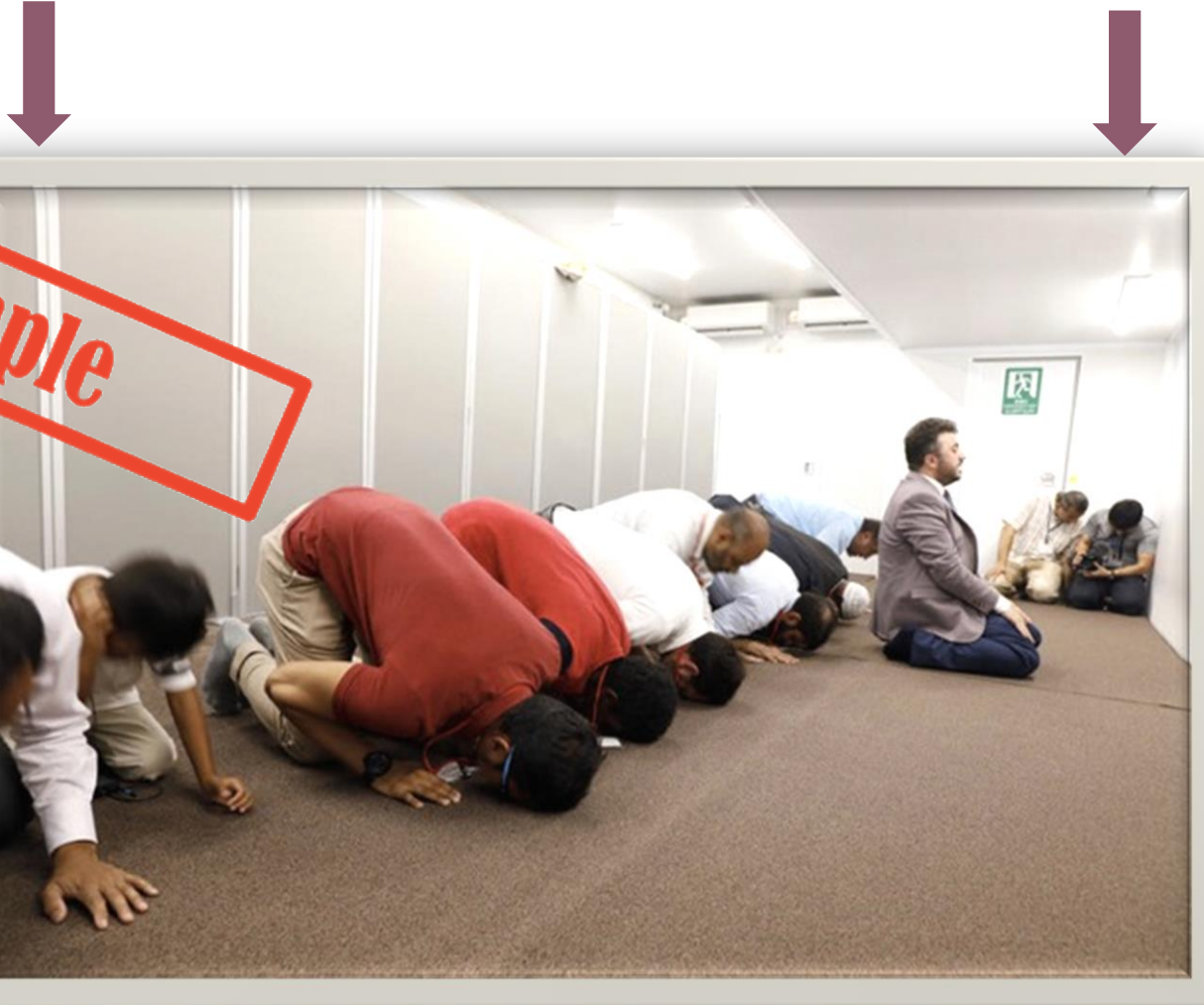
نوع الجريدة : القوانين الرئيسية

مضمون التشريع : قانون رقم ١٠ لسنة ٢٠١٨ بإصدار قانون حقوق الأشخاص ذوي الإعاقة وفقاً لآخر تعديل صادر في ١٨ ديسمبر عام ٢٠٢١.

مادة (١):

يهدف هذا القانون في حماية حقوق الأشخاص ذوي الإعاقة، وكفالة تمتعهم تمتعاً كاملاً بجميع حقوق الإنسان والحريات الأساسية على قدم المساواة مع الآخرين، وتعزيز كرامتهم، ودمجهم في المجتمع، وتأمين الحياة الكريمة لهم.

Individual Values || Religious





الاستدامة

العمل بروح المسؤولية

تسخير إمكانيات وطاقات الشركة من خلال مجموعة واسعة من البرامج
بغية إحداث فارق حقيقي في قدرة الأفراد على تحقيق مستقبل ناجح
لأنفسهم وأسرهم ومجتمعاتهم المحلية.

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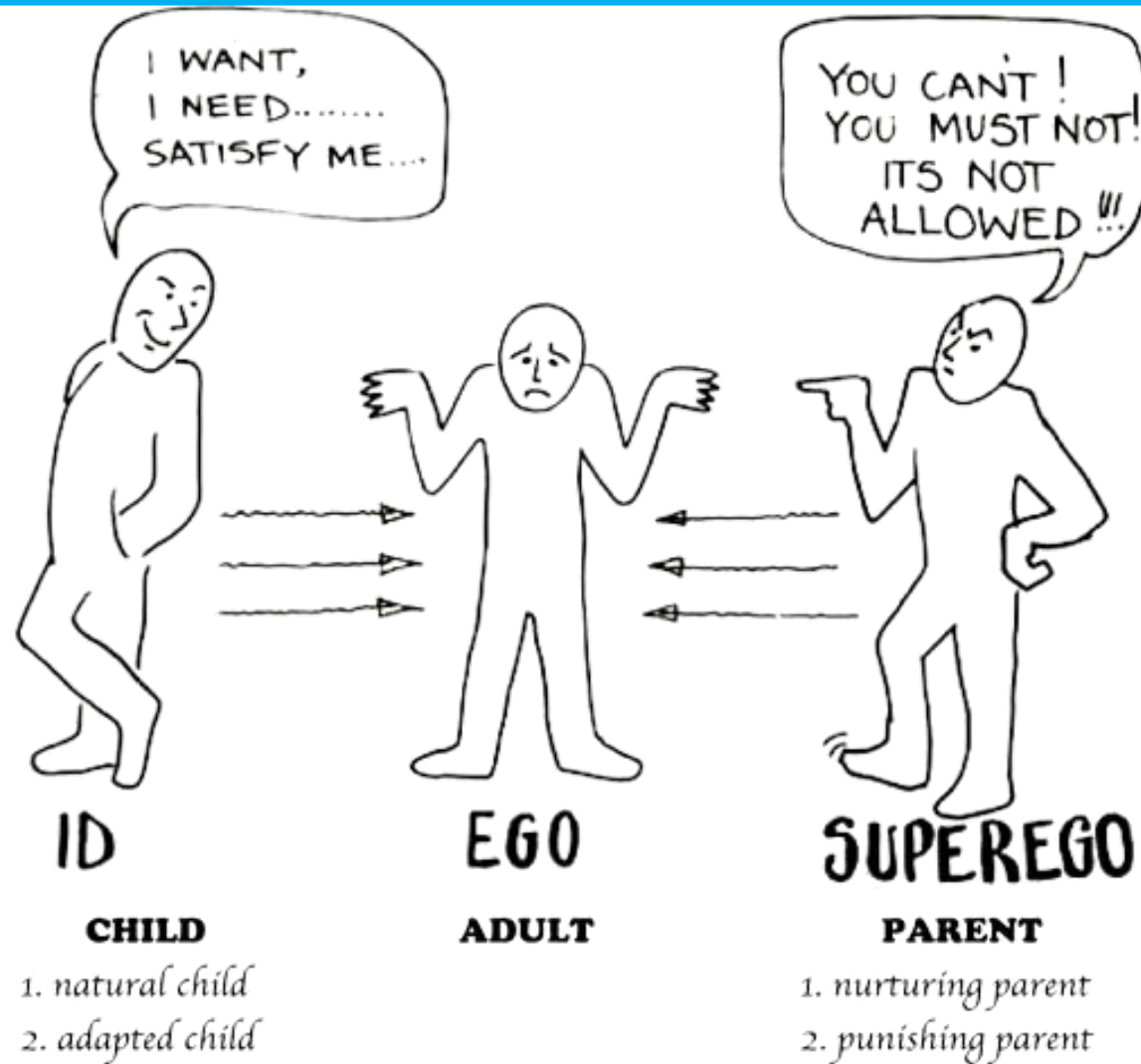
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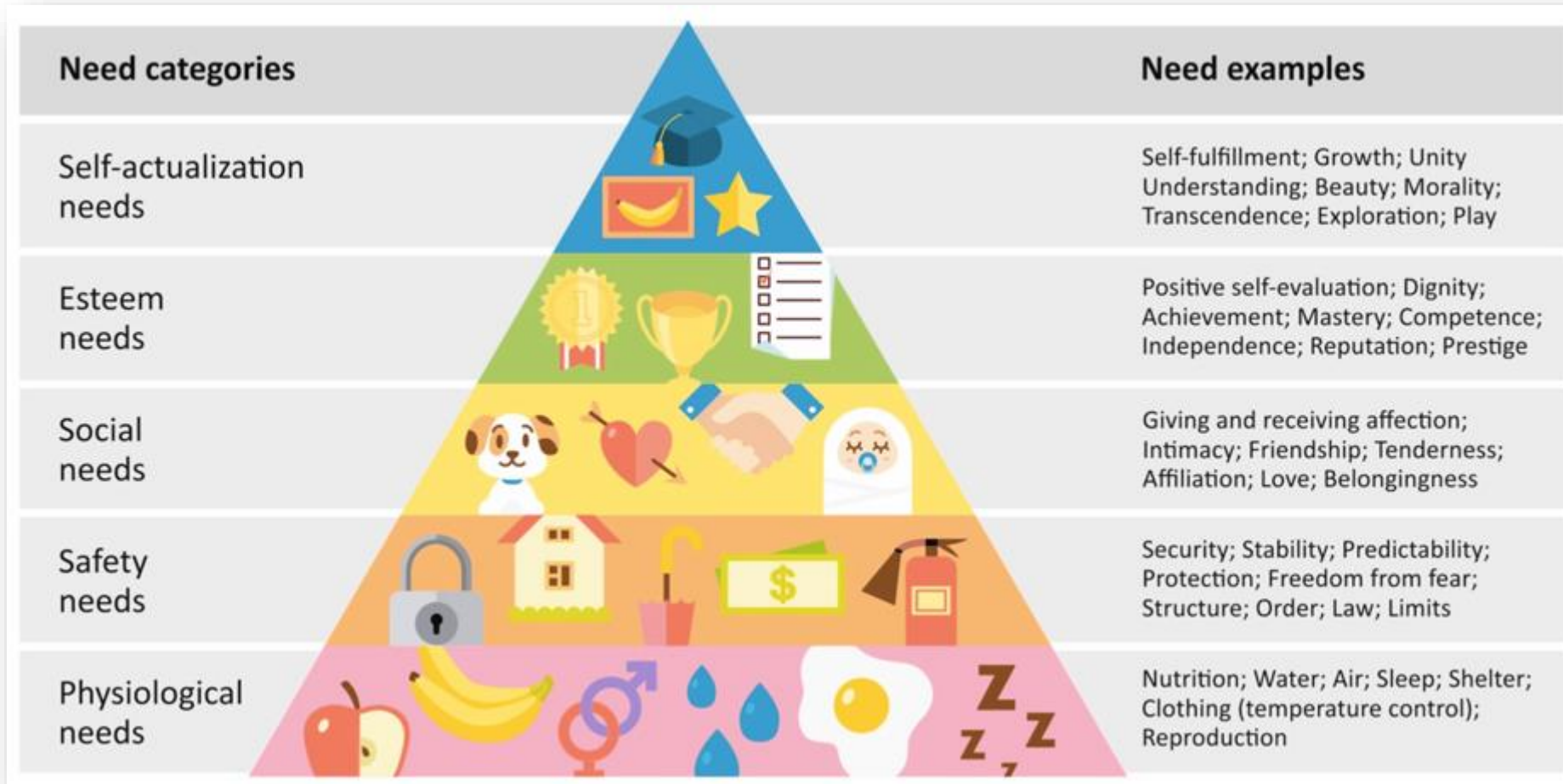
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Chapter 5
Individuals in Organizations

Why We Are So Different Personality ?



Identifying Personal Needs



Motivating Factors

- ✓ Achievement
- ✓ Recognition
- ✓ The work itself
- ✓ Job advancement opportunities
- ✓ Growth opportunities

Hygiene Factors

- ✓ Relationship with peers
- ✓ Company policies
- ✓ Physical workspace
- ✓ Working conditions
- ✓ Salary
- ✓ Status
- ✓ Security
- ✓ Supervision



5.5 Forming Interpersonal Relationships (4 of 5)

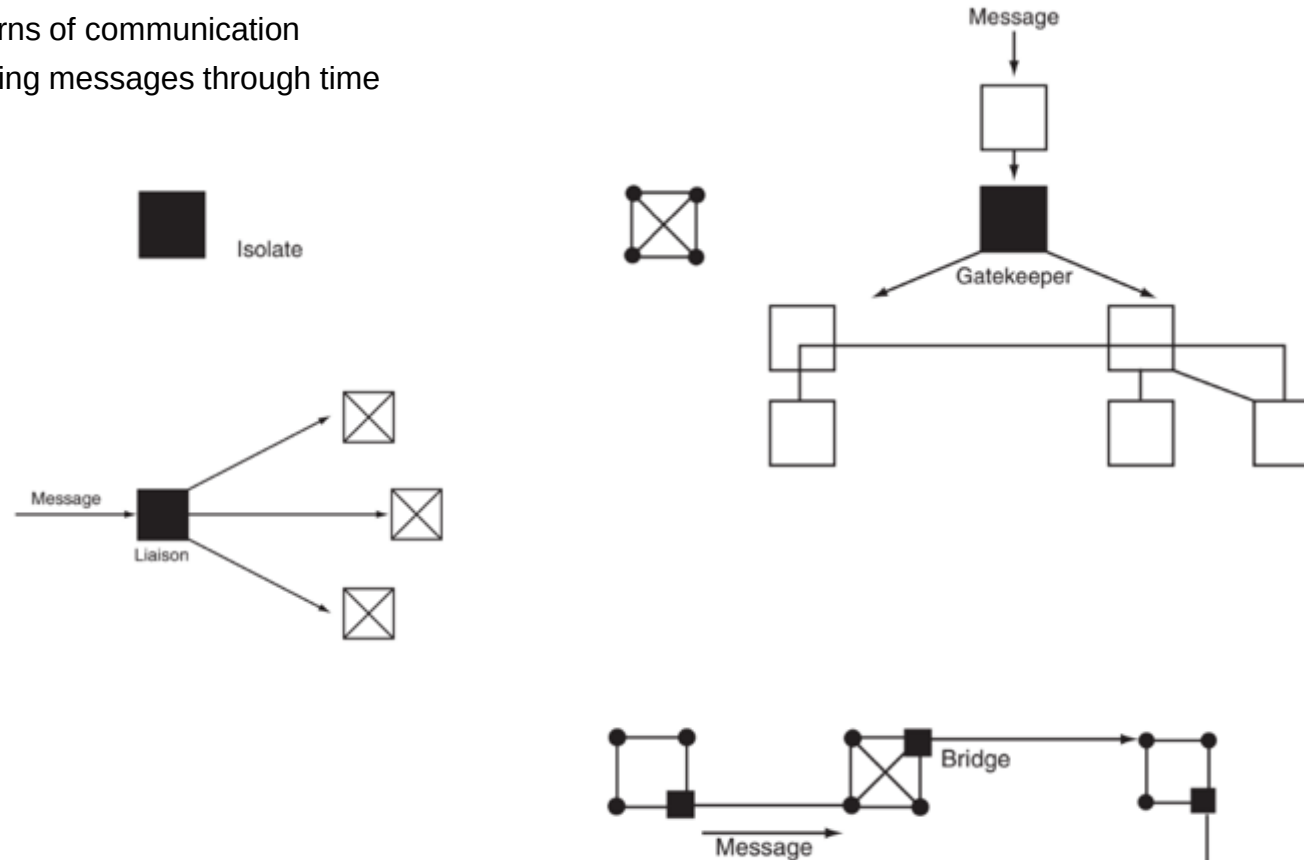
Communication Networks and Interpersonal Relationships

Point 1 – Communication networks

- Formal and informal patterns of communication
- Transmitting and exchanging messages through time and space

Point 3 – Network roles

- Liaisons
- Bridges
- Gatekeepers
- Isolates
- Participants
- Nonparticipants

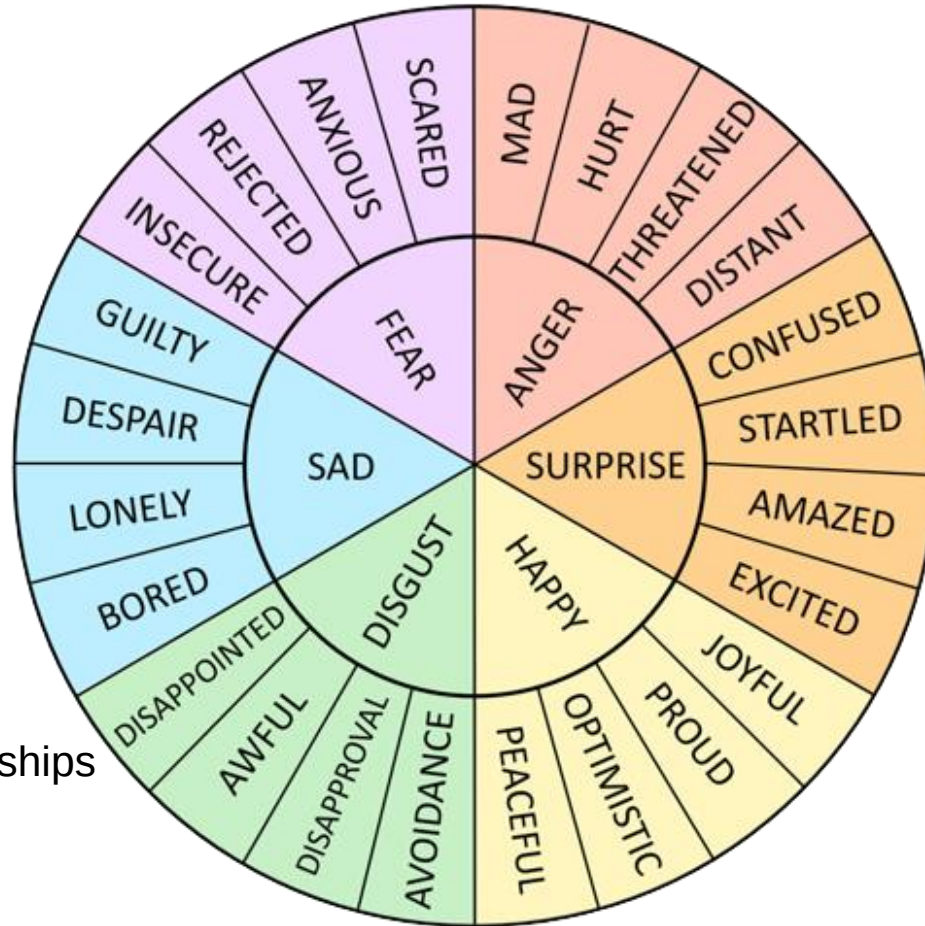


5.7 Workplace Emotion, Balance, and Interpersonal Relationships



Point 1 – Emotion and interpersonal relationship

- Part of workplace interpersonal relationships
- Balance contributes to understanding complex organizational environments



5.9 Increasing Interpersonal Effectiveness (1 of 3)

Cultural Intelligence

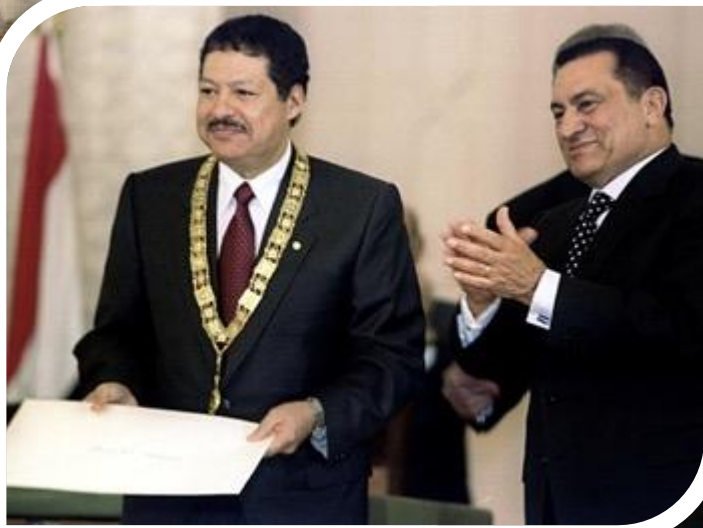
Point 1 – Cultural intelligence

- Ability to understand individual's behaviors
- Helps assess our reactions and responses

Point 2 – Classification according to people's behaviors

- Universally human
- Specific to an individual
- Rooted in culture





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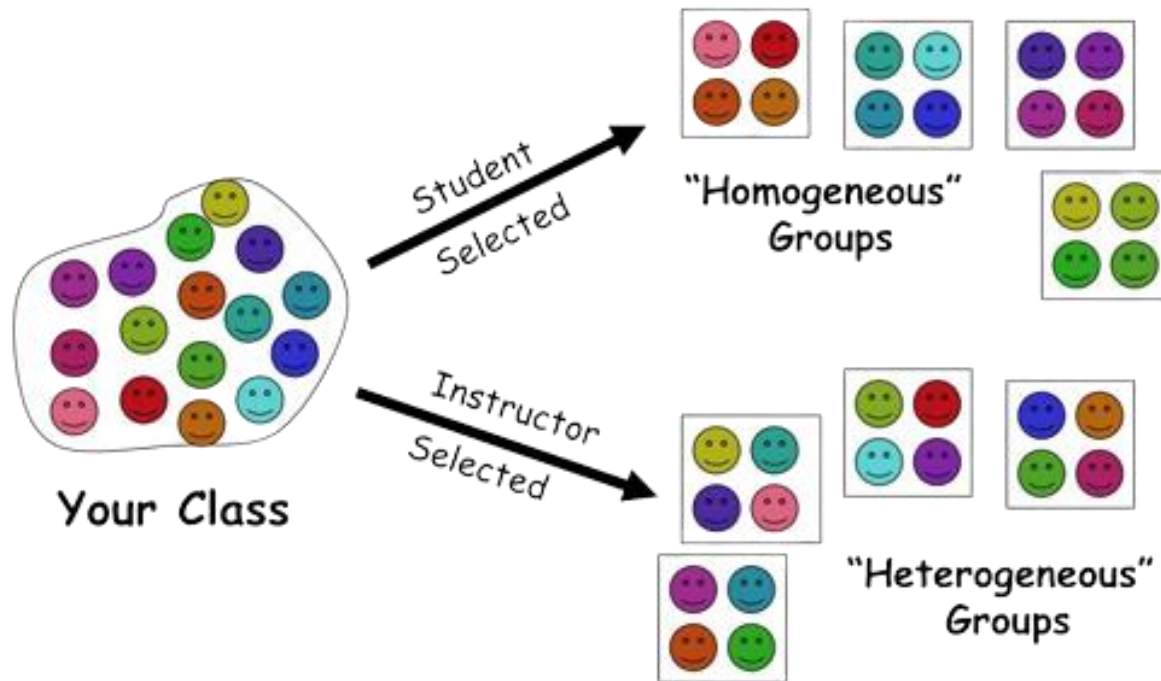
Chapter 6
Groups in Organizations

Characteristics Of An Effective Team?



Homogeneous Vs Heterogeneous Groups In Communication

Forming Groups Homogeneous vs. Heterogeneous



6.3 Types of Groups (2 of 10)

Directional Groups

Point 1 – Overview

- Comprised of numerous organizational and extra-organizational constituencies
- Decisions often made epitomizing differing viewpoints
- Require effective leadership
- Depend on information-seeking and communication processes
- Referred to as cross-functional groups or executive leadership teams

Point 2 – Functioning

- Review performances of other organizational groups
- Form policies and develop vision of the organization

Point 3 – Examples

- Management teams
- Standing committees
- Boards of directors



6.3 Types of Groups (3 of 10)



Quality Teams

Point 1 – Overview

- Primary purpose of problem solving
- Meet on a regular basis
- Managed by supervisor or elected member
- Members **belong to one particular area of expertise** and work with the same technology

Point 2 – Functioning

- Identify and propose solutions to problems
- Resolve quantity or quality issues
- Solve problems highlighted by management
- Members are trained in group dynamics, problem solving, communication, quality control

6.3 Types of Groups (5 of 10)

Steering Committees

اللجان التوجيهية

Name/ Stakeholder group	Member role
Name of Member, Chief Product Officer	Chairperson of the Committee
Name of Member, Project Management	Project Manager
Name of Member, Product Management	Member
Name of Member, Website Design	Member
Name of Member, User Design, and Interface	Member
Name of Member, Information Technology	Member
Name of Member, Cybersecurity	Member
Name of Member, Marketing	Member
Name of Member, Sales	Member
Name of Member, Finance	Member
Name of Member, Customer Support	Member
Name of Member, Customer Support	Member
Name of Member, Finance	Member
Name of Member, Sales	Member
Name of Member, Marketing	Member

Point 1 – Overview

- Give direction to the advancement of a goal, plan, issue, program
- Members need to have authority and a willingness to take responsibility

Point 2 – Functioning

- Execute proposed plans of task force groups
- Effect the implementation of organizational plans, processes, or change
- Supervise the progress of new plans

6.4 The Team-Based Organization



High-Reliability Organizations

Point 1 – Overview

- Explain organizations in high-risk industries
- Impact of work is all-pervasive
- Use simulations to practice implementation of communication strategies
- Regularly review tactics and plans of action
- Communication protocols relatively formal

Point 2 – Examples

- Police department
- Fire department
- Security agencies
- Relief teams

Point 3 – Functioning

- Focus on what can go wrong
- Bring order out of chaos during natural and human disasters
- Form redundancy in communication strategies, technologies, tactics
- Avoid oversimplification of facts and interpretations

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Chapter 9

**Organizational Conflict:
Communicating for
Effectiveness**

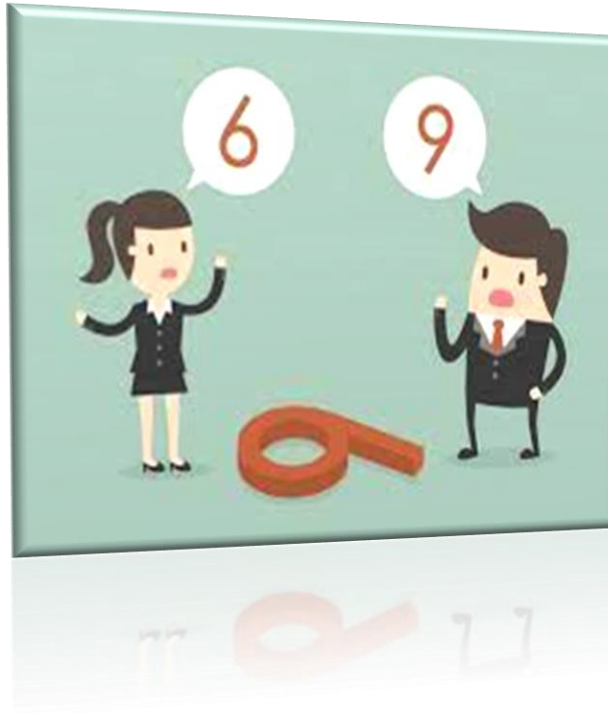
Why ORGANIZATION COMMUNICATION CONFLICT EXIST ?



ما هي الحاجة الي وجود المحاكم الاقتصادية ومكاتب العمل ؟



9.3 The Individual in Organizational Conflict (1 of 4)



Orientations/Predispositions/Styles

Point 1 – **Avoidance**

- Individuals pursue their own goals and support relationships and goals
- Organizations employ uses, skills, abilities

Point 2 – **Competition**

- Individual approaches by emphasizing personal goals and needs without considering opinions or needs of others
- Needs competitiveness and counterproductive

Point 3 – **Compromise**

- Concerns with task issues and approaches with a give-and-take attitude
- Individuals help organizations make a decision among various viewpoints

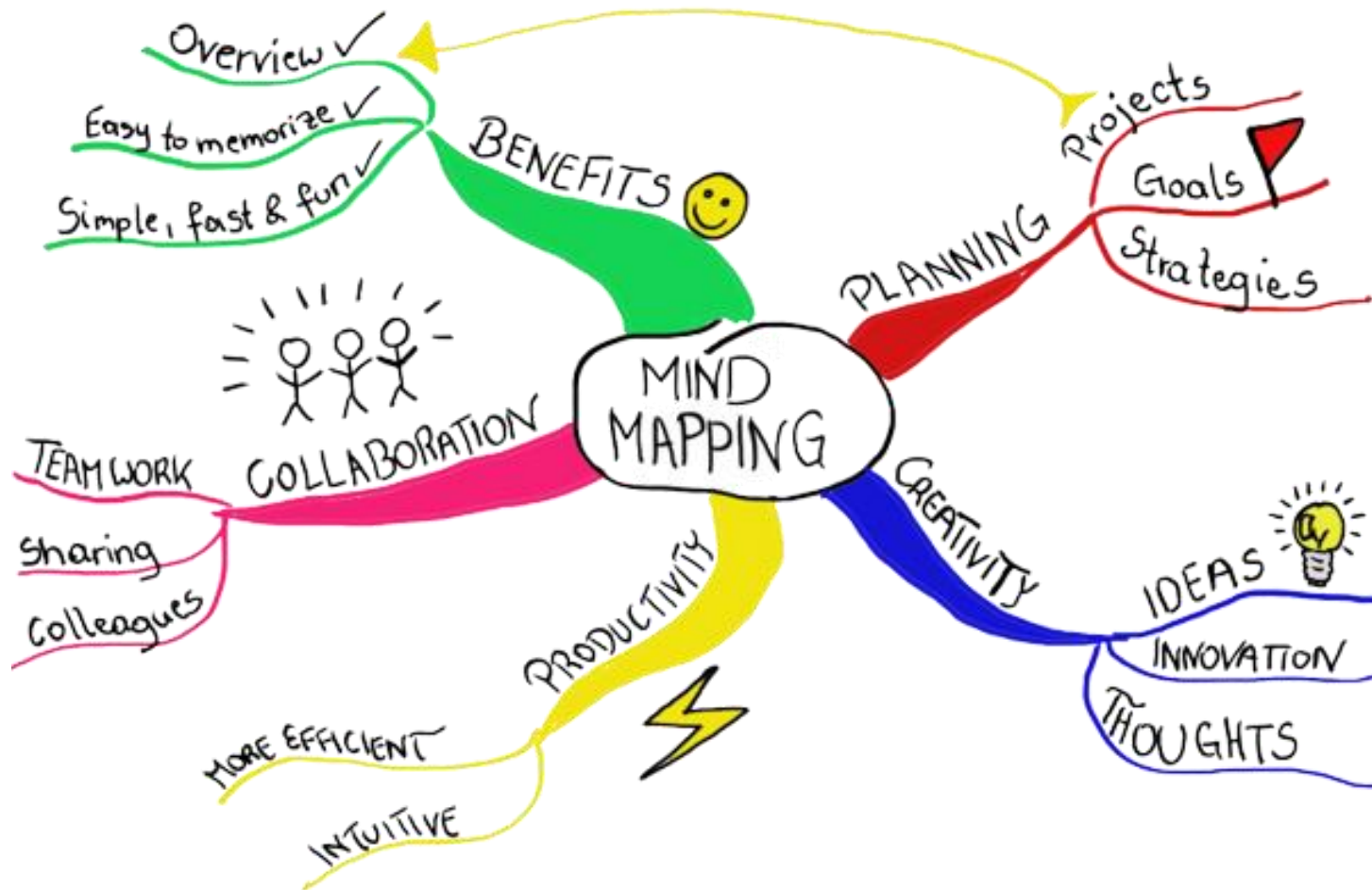
Point 4 – **Accommodation**

- Provides important support to groups engaged in making difficult decisions
- Encourages the accommodative individual to abandon issue, goal, or task input when others appear to disagree

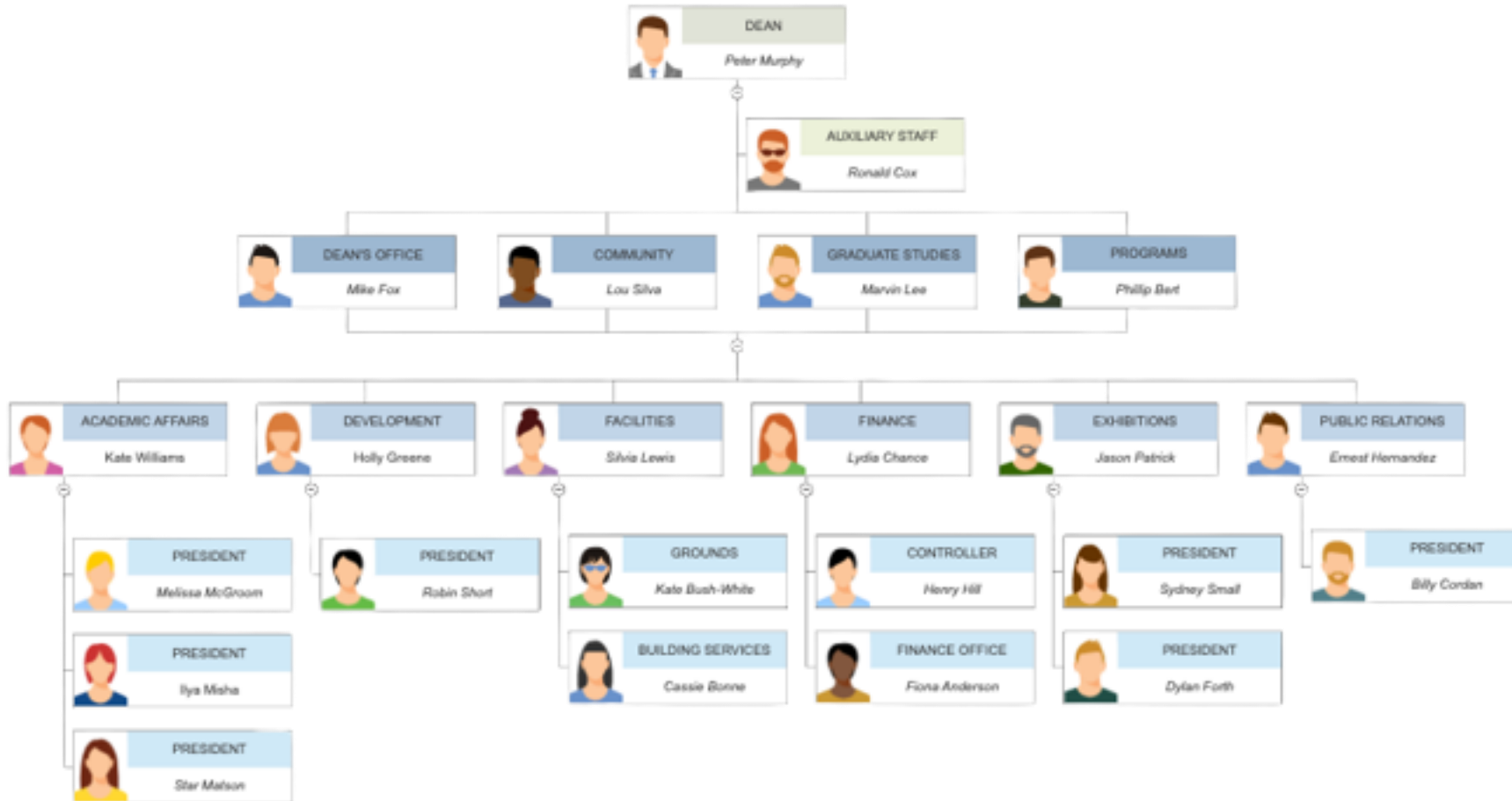
Point 5 – **Collaboration**

- Individuals work for goals to examine issues thoughtfully
- Task-oriented and goal information to solve the problem thoroughly

Process : Decision Making



Organizational Charts





Conflict with Customers & Vendors

Point 1 – Customer interactions

- Personality
- Communication style
- Differing expectations
- Organization-generated problems

Point 2 – Effective conflict management

- Identifying problem responsibility
- Assessing course of corrective action
- Working with vendor problems
- Problem-solving and decision-making

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Chapter 10
**Organizational Innovation,
Change and Communication**

أول تحرك برلماني بعد إعلان تغيير اسم شركة مدينة نصر إلى مدينة مص*ر
مانشيت (جريدة المصري اليوم)



10.3 Barriers to Innovation and Change (1 of 6)



10.5 Models and Processes for Innovation and Change (3 of 4)

The Process Model

Point 1 – Overview

- Communication specialist guides inquiry and problem solving skills
- Organizational members committed to solutions

Point 2 – **Features of process model**

- Finds members of the organization working with the communication professional
- Propose solutions
- Implement action
- Evaluate results

The Doctor–Patient Model

Point 1 – Features of doctor–patient model

- Examine symptoms of organizational problems
- Prescribe solutions to meet the identified problems

Point 2 – Problems in doctor–patient model

- Lack of organizational acceptance of proposed solutions
- Results are unaffected if organization does not accept



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Chapter 11

**Strategic Organizational
Communication: Professional
Applications of
Organizational
Communication**

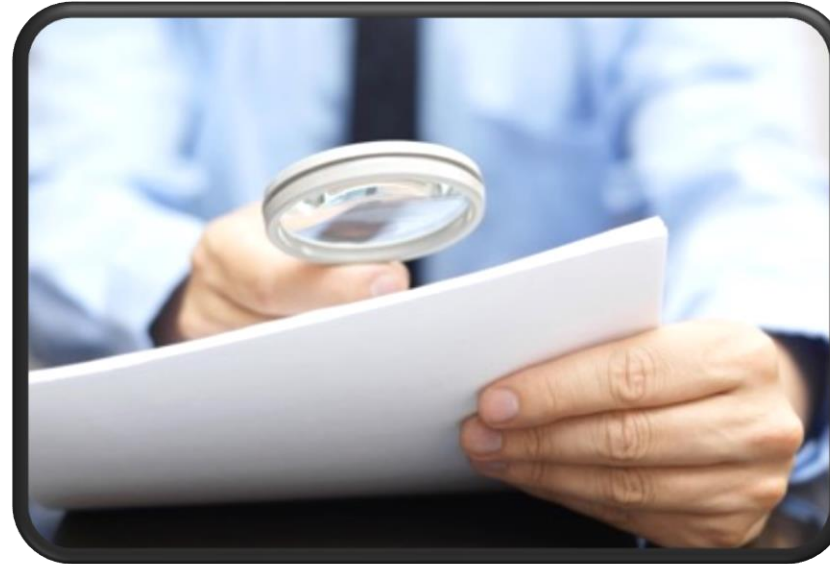
Environmental Scanning

Point 1 – How environmental scanning works

- Organizations routinely monitor the environment for data to help shape organizational strategy
- Gather information about the organization's environment
- Influence future action

Point 2 – How information is gathered

- Informally or sporadically through members' interactions
- Attendance at off-site training sessions or conferences
- Scan newspapers and journals
- Monitor social media



11.3 The Organization and Its Environment (2 of 4)



SWOT Processes

Point 1 – SWOT

- Strengths
- Weaknesses
- Opportunities
- Threats

Point 2 – **Corporate strategy**

- Beginning with an assessment of environmental conditions
- Organization's internal capabilities and resources

Point 3 – **Types of strategy**

- Differentiation.
- Price-skimming.
- Acquisition.
- Growth.
- Focus..
- Cross-selling.
- Operational.

Point 4 – **Phases of SWOT analysis**

- Scanning and interpreting the internal and external environments
- Formulating a mission, or vision for the future to transform it into specific objectives
- Developing strategy and implementing supporting programs
- Monitoring, reviewing, revising the plan and its implementation



تحليل السوات SWOT لشركة المراعي



11.4 Strategic Organizational Communication (3 of 10)

Marketing

Point 1 – Definition

- Strategic communication process
- Brings about an exchange between an organization and a customer, client, service user, partner or society as a whole

Point 2 – Responsibilities of marketing

- Analyze markets
- Plan
- Implementation
- Monitor programs

Integrated Marketing Communications

Point 1 – Definition

- The process of managing all sources of information about a product
- Maintains customer loyalty
- All marketing efforts utilize IMC

Point 2 – What companies can do through marketing

- Avoid duplication
- Take advantage of synergy among various communication tools
- Develop more efficient and effective marketing communication programs





11.4 Strategic Organizational Communication (10 of 10)

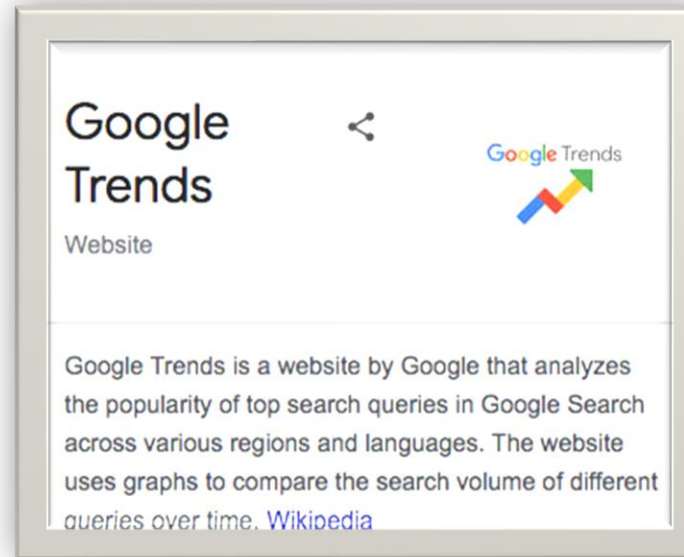
Evaluating Strategic Organizational Communication

Point 1 – Web pages

- Refer keywords
- Visit locations
- Inbound link monitoring

Point 2 – Factors evaluating communication effectiveness

- Survey research
- Focus groups
- Competitive rankings





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Thank You

