Communication and Direction

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Introduction Communication

- The term "communication" is derived from the Latin word "communis" which means "common". This stands for the sharing of ideas in common. It is the process of passing information and understanding from one person to another.

- In the words of Newman and Summer, "Communication is an exchange of fact, ideas, opinions or emotions by two or more persons".

- In the words of Mockler, "Communication is the process of passing information, ideas or even emotions from one person to another".
Importance

- Communication is a linking process of management. Communication is the way managers conduct the managerial functions of planning, organizing, staffing, directing, and controlling. Communication is the heart of all organizations.

- Communication is the primary means by which people obtain and exchange information. Decisions are often dependent upon the quality and quantity of the information received. If the information on which a decision is based is poor or incomplete, the decision will often be incorrect.

- The most time-consuming activity a manager engages in is communication. Managers spend between 70 to 90 percent of their time communicating with employees and other internal and external customers.

- Information and communication represent power in organizations. An employee cannot do anything constructive in a work unit unless he or she knows what is to be done, when the task is to be accomplished, and who else is involved. The staff members who have this information become centers of power.
Communication Process

General Model of Communication

Sender (source, speaker, communicator) → Encoding → Message In Channel → Decoding → Receiver (reader, listener, communicator)

Feedback
Communication Process

1. Idea: This is what is communicated
2. Encode: Mental thought is converted into words, gesture, carts, symbols etc
3. Transmit: Transmission of message is through some channel. It can either be auditory, visual or written.
<table>
<thead>
<tr>
<th>Channel</th>
<th>Required Source of Activity</th>
<th>Required Receiver Activity</th>
<th>Some Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Auditory</td>
<td>Speaking Use of mechanical sending device</td>
<td>Listening</td>
<td>Telegraph signals, Radio, Telephone conversations</td>
</tr>
<tr>
<td>2. Visual</td>
<td>Action</td>
<td>Observing</td>
<td>Ship-to-shore visual signals, Hand signals, Color emphasis, Flag waving</td>
</tr>
<tr>
<td>3. Written</td>
<td>Composition</td>
<td>Reading</td>
<td>Reports, Company policy manuals, Books</td>
</tr>
<tr>
<td>4. Auditory-visual combination</td>
<td>Speaking and action</td>
<td>Listening and observing</td>
<td>Television, movies, Ballet, Students listening to a lecture</td>
</tr>
<tr>
<td>5. Visual-written combination</td>
<td>Action and composition</td>
<td>Observing and reading</td>
<td>Billboard advertising, Magazines, Newspapers, Transit advertising</td>
</tr>
<tr>
<td>6. Auditory-written combination</td>
<td>Speaking and composition</td>
<td>Listing and reading</td>
<td>Students following handouts provided by the instructor</td>
</tr>
</tbody>
</table>
Communication Process

4. Decoding: Converting message in manner that can be understood

5. Feedback: Feedback is most important in communication process. Without feedback there will be one way process of communication.
Principles of Communication

1. Principle of Clarity
2. Principle of Integrity
3. Strategic use of Informal Organisation
4. Rule of 5
Channels of Communication

1. Formal Channels of Communication
2. Informal Channels of Communication

1. Formal Channels of Communication:
   - The process of sharing official information with others who need to know it,
   - According to the prescribed patterns depicted in an organization chart
Formal Communication

Efforts at coordination

Information

Instructions and directives
Formal Communication

- **Downward communication:**
  - instructions, directions, orders
  - feedback

- **Upward communication:**
  - data required to complete projects
  - status reports
  - suggestions for improvement, new ideas

- **Horizontal communication:**
  - coordination of cooperation
  - Known as gangplank
Informal Communication

- Information shared without any formally imposed obligations or restrictions.
- Informal communication is also known as “grapevine“.
- An organization’s informal channels of communication, based mainly on friendship or acquaintance.
Informal Communication

Informal communication networks

Advantages of “the grapevine”

- Active informal networks are indicative of a Organisation’s culture and provide vital feedback to leaders
- Informal channels may satisfy social or affiliation needs not met by formal channels
- Grapevines fill an information void and provide outlets when formal information channels are clogged
- Informal networks provide meaning for activities within the Organisation
Informal Communication

- Negative Points of Grapevine
  1. No authentication
  2. Unpredictable
  3. No responsibility
Crosswise Communication

- Diagonal Communication
- Between different departments with equal, higher or lower positions.
- Sometimes create confusion and breach the unity of command.
Communication Media

WORDS
Oral V/S Written

PICTURES
Visual Aid
Charts
Blue Prints
Models
Posters

ACTIONS
A Handshake
Purposeful Direction
Body Language
Oral V/S Written Communication

- Advantages of Oral Communication
  1. Quick
  2. Two Way
  3. Clarity
  4. Judgment for reaction
Oral V/S Written Communication

- Disadvantage
  1. Impression of Person
  2. Distance
  3. Tone Affects
Communication Barriers

1. Superior Subordinate relationship
2. Semantic distortion
3. Premature Evaluation
4. Per functionary Attention
5. Failure Communicate
6. Resistance to Change
Overcoming Barriers to Communication

1. Orientation of Employee
2. Developing proper interpersonal relations
3. Protective listening
4. Using proper language
5. Communication through actions and deeds
6. Strategic use of grapevine
7. Feedback
Directing

According to Dale, "Direction is telling people what to do and seeing that they do it to the best of their ability. It is through directing that managers get the work done through people. It consists of:

- Issuing orders and instructions by a superior to his subordinates.
- Guiding, advising and helping subordinates in the proper methods of work.
- Motivating them to achieve goals by providing incentives, good working environment etc.
- Supervising subordinates to ensure compliance with plans".

Characteristics of Directing

Directing has the following characteristics features:

1. It is the function of the superior manager and runs from top to down in the organisation structure. A subordinate has to receive instructions for doing his job from his superior.

2. Direction implies issuing orders and instruction. Besides issuing orders and instruction a superior also guides and counsels his subordinates to do his job properly.

3. The top management gives broad direction to the middle level managers who in turn give specific direction to the lower level management.

4. The four important aspects of directing are supervision, motivation, leadership and communication. All these functions are interconnected and mutually dependent.
PRINCIPLES OF DIRECTION

- **Principle of leadership**: Ability to lead effectively is essential to effective direction. Leadership should be democratic and participative.

- **Principle of direct supervision**: The manager should supplement objective methods of supervision and control with direct personal supervision to ensure personal contact.

- **Principle of harmony of objectives**: The manager should guide the subordinates so that their individual interest harmonizes with group interests.

- **Principle of unity of command**: For most effective direction, subordinates should be responsible to one superior.

- **Principle of unity of direction**: One head, one plan for one group.

- **Principle of managerial communication**: The manager being the principle medium of communication, should keep lines of communication open. The communication should ensure that the recipients of the information actually comprehend it.

- **Follow Up**: To make direction more effective, create follow up.
Means of Direction

- **Orientation**: Introducing employee to organisation. It’s a continuous process and employees should be informed about new assignments and new policies.

- **Issuing Orders**: Orders are very important in direction.
  - Issue as few orders as possible. More orders than those that are absolutely necessary, if issued, will result in loss of independence and thus initiatives of subordinates will be suppressed.
  - The orders should be absolutely clear. They create confidence in the mind of the subordinates about the clear understanding by the order given.
  - The orders should be as brief as possible but complete orders to convey fully what is intended to be done.
Approaches to Direction

- Consultative direction
- Free rein direction
- Autocratic