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Introduction

The process of communication mainly involves sharing and understanding information along with eight “potential components” like message, source, channel, receiver, feedback, interference and context as well as environment. Different methods of effective communication exists such as verbal, written, non-verbal, visual and listening (Forsgren and Byström, 2018). Necessity of good communication in workplace includes innovation, effective sharing opinion between employees, growth and building a strong team. This report will show how the effective communication is implemented in workplace through different theoretical approaches such as “Shannon and Weaver”, “Berlo” and “Schramm” along with different aspects. The case study of “Pedro and Maria” will also be highlight throughout this discussion.

Main body

Section 1

Effectiveness of communication in organization

Effective communication in firms is primarily imperative for a role of leadership. By implementing some ways, communication can be made as effective in workplace such as

Completeness and clarity- For effective communication, the first and foremost important thing is to know about audience for whom the message is prepared. That message can be appropriate as well as adequate for the purpose of efficient communication (Jeanguenat and Dror, 2018).

Sound structure of organization- The structure of organizations can be implemented as sound as well as efficient along with the needs of employees. Attempts can be created to make short the entire distance so that it can be easily travelled for transferring information within the firms.

Apply Grapevine- Informal channels as well as grapevine of the communication improves the overall managerial decisions so that communication is made through effective way through proper implementation of formal communication channels (Birks *et al.*, 2017).

Communication between management and team members

Organizational managers play the important role for establishing effective communication within organization along with learning, planning, staffing, and overseeing the functions outside and inside the firms like networking.

Communicate regularly and listen closely employees- In order to communicate regularly, one-to-one meetings are arranged throughout the month along with maintaining perfect tone, formality as well as proper language. It is important to maintain the handshake or smiling face, polite tone, patience mood as well as formal gestures at the time of communicating with employees. In order to avoid the semantic barriers the entire message can be conveyed in brief, simple and clear languages.

Provide solicit feedback

For maintaining effective communication in workplace, find several ways in soliciting feedbacks from employees based on “two-way communication process”. Managers achieves several new ideas, make insight into the jobs of employees, and provide positive and negative feedbacks based on their performance.

Active listening

“Active listening” mainly develops the performance rate of workplace, where staffs can feel more focused and energized as well as “less prone to distraction. In workplace, it is very much beneficial for avoiding organizational misunderstandings, development of productivity, building strong relationships and overcomes disagreements by providing appropriate responses (Almond and Gray, 2017). By following some steps, employees can practices effective communication and effective communication in workplace such as pay attention to others’ word. By implementing effective body language of listening so that speakers cannot lose the attention of conveying information and not making interruption during the speaking session of that person.

Kinesics/Proxemics

Both of them are defined as the form of non-verbal communication. “**Gerald Egan**” develops **SOLER** and it includes necessary parts of “communication”. S for “sitting squarely”, O for “having the open posture”, L for “lean forwards for showing interest of speaker”, E for “eye contacts” and R for “relaxed body language” (Leisy and Ahmad, 2016). In this context, “Kinesics” can be implemented effectively as it involves the interpretation of

communication based on “body motion” such as gestures as well as facial expressions. The overall non-verbal behaviour is relevant to such movements of body parts including emblems, adaptors as well as illustrators.

Personal awareness

In order to improve the self-awareness, some steps can be followed such as

- Make a “personality assessment plan”, which helps to gain some more perspective
- Get feedbacks from different people and it is the most easiest way to assess self-awareness
- Analyse self-interactions and assess reflection of self-behaviour
- Organize the thoughts in a notebook as well as journals to rethink several assumptions in making self-assessments.
- Make reflection on daily behaviour so that it can be easily identified the barriers, difficulties and make efficient planning how to handle and improve them.

Section 2

Relevant theories

In order to implement the effective communication, theoretical approaches discussed in the following sections such as “**Shannon and Weaver**”, “**Schramm**” and “**Berlo**” Theory (Hall, 2016).

Schramm model of communication

The “Schramm model of communication” is built on the basic theory of communication and it is made based on “two-way street”. This model is referred as one of the pioneers in the entire “mass communication field”. Several components of “Schramm model” are discussed in the following section such as

Sender- It is that person, who converses as well as encodes and send the words to receiver

Message-it is referred to as content that can be transferred between sender and receiver.

Receiver-it is the person, who interprets as well as decode the entire message

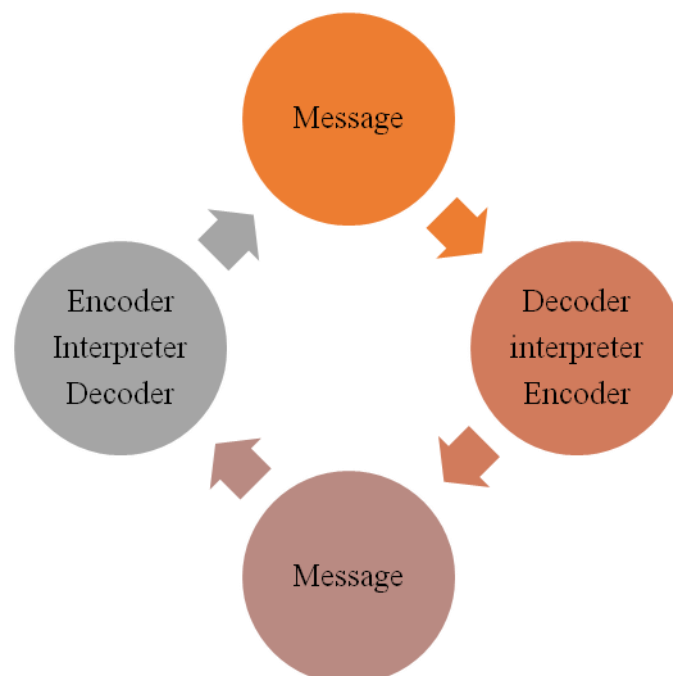


Figure 1: Schramm Model of communication

(Source: Influenced by Leisy and Ahmad, 2016)

Semantic barriers-the experiences, beliefs, backgrounds as well as values are present and they are influencing the process how the sender transfers the message and how the receiver receives it.

Presence of noise between decoded and encoded message

Regarding the discussion on this model, it can be said that it is beneficial for sender and receiver both as this model allows equal contribution of both people by providing straightforward approach. Both sender and receiver can make the trading on the roles back in some specific pattern of communication in terms of sharing feedback. The notable fact is that it acts as the “confirmation” on the proper sending of that message to the receiver side. Therefore, in case of this model the noise can be recognized and can be resolved from the sender side through the proper feedback system.

Berlo Theory

This communication model explains the different components in entire communication process. Several four basic components of this theory are sender, which is defined as a source, channel, message as well as receiver.

Sender- it is the source of message or persons for originating the message and sent to it the receiver. From sender, it is transferred to receiver through communication channels.

Message- This step is called encoding as the message is created here that sender transfers to receiver.

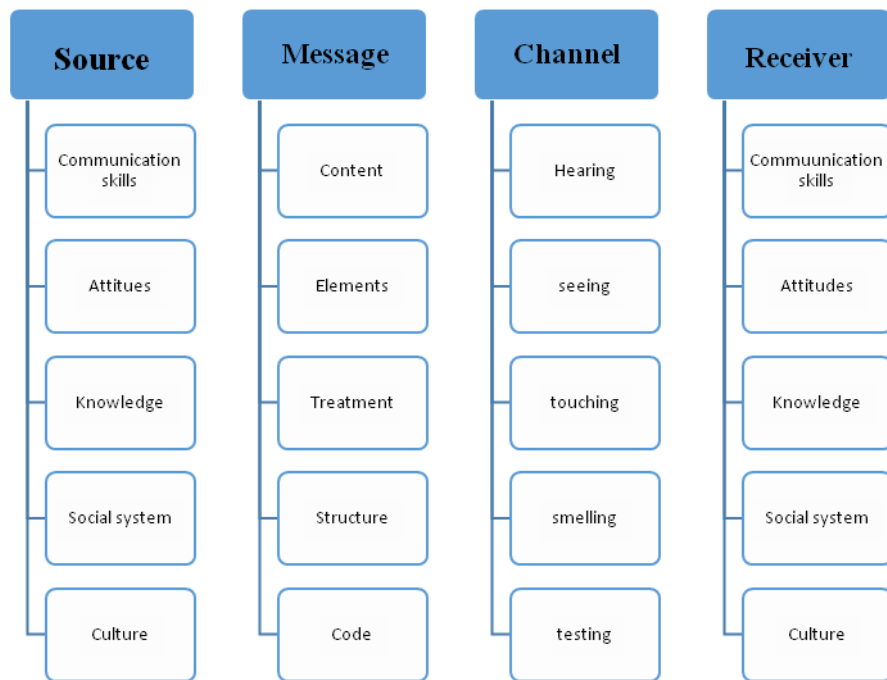


Figure 2: Berlo communication model

(Source: Created by learner Mirela Bajinaru)

Channel- It is defined as the medium through which message is transferred based on the communication flow.

Receiver- receiver is that person, who receives the message from sender that is transferred through communication channel.

Presence of noise between decoded and encoded messages

As the “Berlo’s model” refers the “linear model of communication” and encoding plays the important role as it initiates the entire process of communication by converting it into the content. In case of Maria and Perdo, the communication between a couple a certain communications is happened between them and due to the presence of noise between the encoded and decoded message of Maria and Perdo. For the presence of noise, between their communication, Perdo misunderstand Maria and their household work has been affected for the internal noise of communication channel, here network issue in telephone.

In this case, the “**Berlo’s model**” explains the entire situation properly as this model has only four components such as sender, message, channel as well as receiver. If receivers are not able to get proper message, sender cannot be able to know what message is delivered to the

other side of communication channel. The communication of Maria is not properly transferred to Perdo as this model creates confusion due to the absence of feedback system.

Need for feedback

In case of this model, the feedback system is required to avoid the misunderstanding in communication regarding the noise between decoded and encoded messages. The proper “feedback system” helps them to transmit properly the message through the effective use of communication channel from sender to receiver. In order to avoid the language, social and their difficulties, the proper implementation of “Schramm model” is beneficial. This model is perfect is resolve the problem of the “Mario and Pedro case”, if the proper feedback system can be implemented in their communication, the “kitchen or chicken” cannot be sounded as same and the misunderstanding is never be occurred due to their communication. Apart from this, the “Shananon and Weaver model” of communication usually allows to avoid the misunderstanding as they have proper feedback system. If receiver is not get the proper message, the system automatically generates a notification for sender that the message is not properly delivered so that sender can resend the encoded message for receiver.

Shannon and Weaver

This model is defined as the linear model of communication and it mainly helps to provide frameworks to analyse the process how messages are received and sent from sender to receiver. As opined by, Wang and Li (2017), this model is well known for defining the ability how messages can be interpreted as well as mixed up between receiver and sender. It includes seven key elements such as sender, channel, receiver, decoder and encoder.

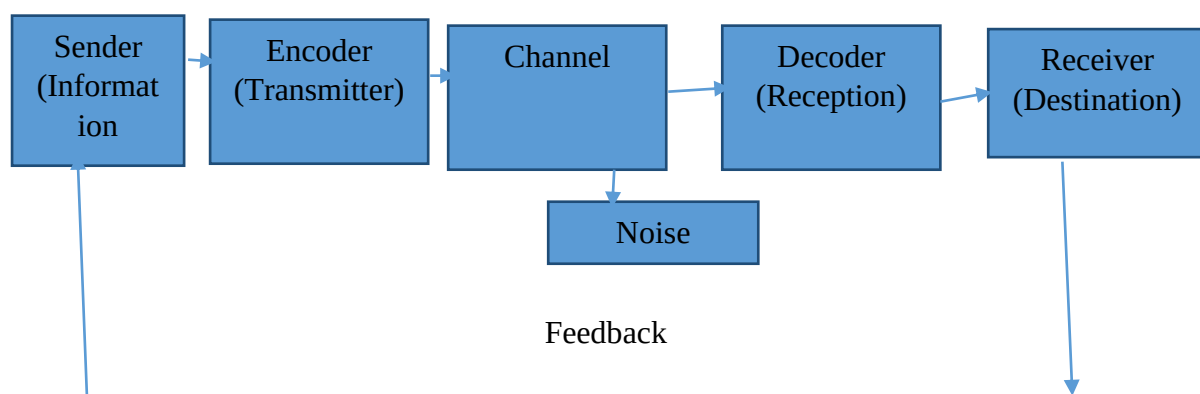


Figure 2: Shannon-Weaver communication model

(Source: Created by learner Mirela Bajinaru)

On the other hand, Gillespie and Schiffman (2018) said that this model initiates with **sender** and it can convey information through several processes like orally or written, **encoder** changes the idea to signals so that it can be easily transmitted through **channel**. Then it is transmitted to **decoder** and the encoded message is decoded and it is reached to **receiver**.

Presence of noise between decoded encoded messages

In case of this model, noise is present between decoded and encoded messages and it interrupts the message and can change the understanding of the message. Two types of noises can be affected the effective communication like internal and external (Bergman *et al.*, 2019). In case of “Pedro and Maria”, internal noise has also affected in his workplace as the team members are not getting interest on the new manager’s words and as a result, he was unable to understand the entire job culture of his workplace. Other members are not trying to understand anything and they are not trying to mitigate this problem. He had also faced the external noise, when new manager are not conveying his opinion effectively to staffs and a communication gap is made between manager and staffs in the workplace.

At the transmission point of information from sender through the channels, the major approach is to mitigate noise problem, the process can be implemented so that the overall quality of message can be developed. In case of Pedro and Maria, he have faced the language difficulties and social difficulties in their life as he was working in construction site and due to the changing management problem and inability of manager in sharing proper opinions to employees., he has faced language difficulties in his workplace and it majorly affected his career also. He also had faced social difficulties, when no team members were not collaborating with each other and applied for again changing manager in his workplace.

Section 3

Necessity of effective communication in my work environment

The effective communication in organization is required so that employees can be oriented in understanding the objectives, rules, operations of firms as well as authority relationships. It helps to minimize the conflicts as well as distortion of messages in workplace (Kang and Yun, 2016). In the context of my work experience, I was working as an assistant of retail shop. I was very much unengaged in my work because of our manager was very heard working but organization replaced him with a new manager. I faced several difficulties in coping up with this new manager as he had some difficulties in conveying his ideas and he was unable to communicate effectively with his team.

His non-verbal communication such as gesture, tone, facial expressions were not collaborative and I felt difficulties in communicating with him if I faced any issues during my work. The team also not listened his words and a communication gap was created between the team and him. As I faced such problems in my workplace, so I think the effective communication is very much essential in enterprises to create a strong relationship between employees and building collaborative environment in workplace through active listening also. I think, most of the information in physical context is initialized in that person, who is the speaker and his knowledge is relational as well as situational, capability in making understand other team members based on good level of knowledge.

Analysis on whether the situation does or does not reflect effective communication

Based on my work experience, it can be said that the effective collaboration in workplace is also required between management and employees so that performance of employees can be improved. The above-mentioned situation of my workplace experience is relevant to the concepts that are discussed in first section. I think if employees do not understand the idea of managers, they cannot work properly and misunderstanding can be occurred due to communication gap. Inadequate and improper information of managers can lead the employees in wrong track and it has directly reflected on the productivity of organization.

In my case, the gesture and language problem of our manager affects our teamwork as some of our team members felt distracted and they lost in interest on paying attention of the manager's words. For this, no one of our team is not sharing their experience with managers and they want to replace the manager and I felt that no one is not "actively listening his word.

In my case, Kinesics is not implemented along with SOLER and then I think that I have to assess my self-awareness through recognizing all key concepts, which are relevant to this.

Understanding in practice using theory

From the above section, I have adapted the concept of “Shannon and Weaver model” and I think it is very much relevant to my case. The manager is identified here as sender and words of manager is recognizing as decoder here. His word conveys to us towards open channel while due to his inability in sharing opinions and informal gestures, tone as well as professionalism, some noise are created in our team. Not all the team members are paying attention in his word and the encoded version are not reached to us, the receiver. Due to the external noise, I have not understood his words and my performance is also not improved.

Application of Shannon and Weaver model

Based on my experience from section 1 and section 2, I have to create my own Shannon and Weaver model in which all of the components are actively present and I have to relate with my work experience in retail shop, where through a diagram of this model can be made so that the proper experience can be elaborated.

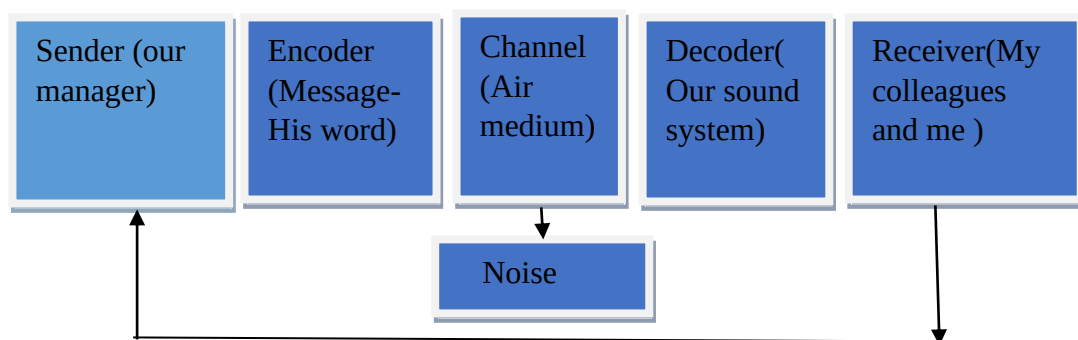


Figure 4: Shannon–weaver model in my workplace

(Source: Created by learner Mirela Bajinaru)

For example, sender is my manager and his words are transferred to us as a message and we, I along with my other colleagues are present in the another side as a receiver. His words are transferred to us through some inevitable channel such as through the channel of air. Based on my work experience, it can be said that here the noise is present between sender and receiver that means the decoded and encoded message. The shyness and inability of sharing opinion of my manger creates the noise between our team and him and it is not represented as a physical noise. This kind of noise affects the team communication as well as productivity.

Conclusion

It can be concluded that the overall effective communication along with its necessity for workplace is discussed and how it can be implemented in the workplace. Some theoretical approaches are used in general and it is used in reflecting the career of me so that it is clearly identified the effect of ineffective communication in my career. The necessity of personal awareness is also be assessed based on the “kinesics implementation based on the SOLER concept. The importance of active listening and the presence of noise between the decoded and encoded messages along with their effectiveness in workplace is elaborated throughout the entire report. The effective application of “Shannon and Weaver model” is illustrated in this section, as it is relevant to the provided case study.

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Appendix

MARIA and PEDRO

Pedro works on a building site and Maria is his wife.

One day Maria phoned Pedro.

'Hello, Pedro, when you're coming home, see if you can get me a chicken.'

Okay,' replied Pedro.

When he got home, Pedro took off his boots and coat and went into the kitchen.

'Maria, where are you?' He said.

'Here - in the sitting room,' she said.

When Pedro went into the sitting room, Maria said, 'Where is the chicken?'

'What Chicken?' Asked Pedro.

The one I asked you to get on your way home.'

Oh, no! I thought you said when I come home I will see you in the kitchen!

Q: Why do you think Pedro misunderstood Maria?

Q: Whose Model of Communication explains this confusion and why?

Q: How could this have been prevented?

Q: Whose Model of Communication explains how it could have been avoided?

Q: The noise from his workplace affected the communication flow between them. Due to the noise Pedro wasn't able to understand Maria's message.

Q: The model of communication that explains this confusion is "Shannon and Weaver". The message is transferred from encoder to decoder through channel. During this process the message may be distorted or affected by the noise, which affects the transmission process that affects the communication flow between the sender and receiver.

Q: This confusion could have been prevented if both, Maria and Pedro would have interpreted the message in each turn and given the feedback to each other.

Q: Unlike "Shannon or Weaver" model where the communication is linear, in "Shramm" model the communication is circular that requires two participants taking turn sending and receiving messages. Each person is both, sender and receiver so there must be interpretation in each turn.

In this model is a never ending process which constitutes messages and feedbacks.

"Shramm" is the model of communication that may have helped Maria and Pedro to avoid this confusion.

EXAMPLE OF COMMUNICATION DISASTER

THE INDIAN AIRCRASH 12 NOVEMBER 1996

The airplanes from Saudia Airlines and Air Kazakhstan crashed near New Delhi on 12 November 1996 because of bad communication between air controllers and the pilots. In this air crash was killed 351 people according to Indian authorities.

There was just two survivors from the Saudia Airlines. Both pilots received instructions from the air controllers to fly at varying heights. The Saudi flight was cleared to fly at 14,000 ft. while the Kazakh aircraft was ordered to descend no lower than 15,000 ft.

"They don't speak English very well" said one senior official at New Delhi airport. When we ask them to repeat the instructions we've just given them, a lot of times they say "Roger" and then turn off their radios.

- The Kazakh pilot reports in at 15,000 ft. and is told: "Roger, maintain level 150 (15,000 ft.), identified traffic at 12 o'clock reciprocal." "Saudi Boeing 747, 14 miles."
- The Kazakh pilot: "Report how many miles?"
- Control tower: "14 miles max. Roger, Traffic in 13 miles, level 140 (14,000 ft.)"

A minute later the controller watched, horrified as two green blips on his radar converged and vanished off the radar screen.

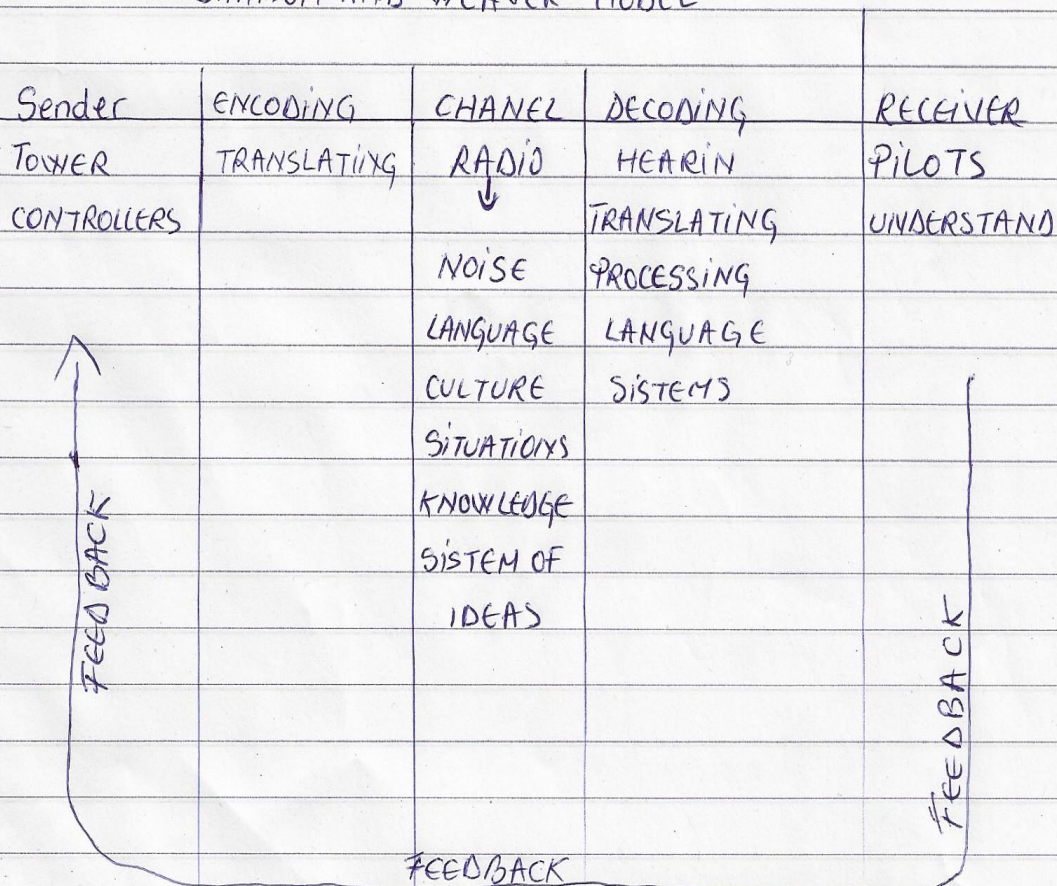
The Indian air controllers also complained that pilots from the former Soviet Union sometimes confuse their calculation because they are accustomed to using the

metric system to calibrate altitude and distances while all other countries use nautical miles and feet.

According to one air consultant, Rahul Jang, plane crashes occur not because one error but because of many factors. Some airline experts claim that over the past three years, New Delhi air traffic has increased by 20 per cent, and the control tower is often left to juggle take-offs and landings with out dated equipment.

Some experts suggested that New Delhi's approach radar unit lacked sophisticated monitor devices, common now to most international airports, which not only track an air craft but also give its exact altitude.

SHANON AND WEAVER MODEL



My workplace experience

Four years ago I was working in retail as a shop assistant. After a while our employer decided to change the manager for unknown reasons for us. The new manager was a very shy person, he had difficulties to express his ideas and have a good and effective communication with the team. His communication skills affects how he was perceived by the team. Nonverbal communication e.g. his appearance, tone of voice, facial expression, didn't help him to show self-confidence and couldn't get the team attention to listen what he was saying, causing discussions with the team members.

Reflecting about I have read in Maund chapter 3, related to "active listening", some of our team members were distracted and didn't pay enough attention to what our manager was saying, they were more focused on debating and critiquing than listen what he was saying. Sometimes we have to "put ourselves in other people's shoes" and try to understand the others. Team members didn't try to understand before responding, they always appeared defensive and this didn't minimize the problem but created more discussions and errors, moving directly to the "problem solving" phase of the situation. The problem was solved by changing again the manager and dismissing some of the team members. The manager lacked commucation skills and self-confidence, team members were not enough good listeners, a complete failure of communication.