

EFFECTIVE TEAM WORKING AND COMMUNICATION.

The Models of Communication.

(BMSW4002)

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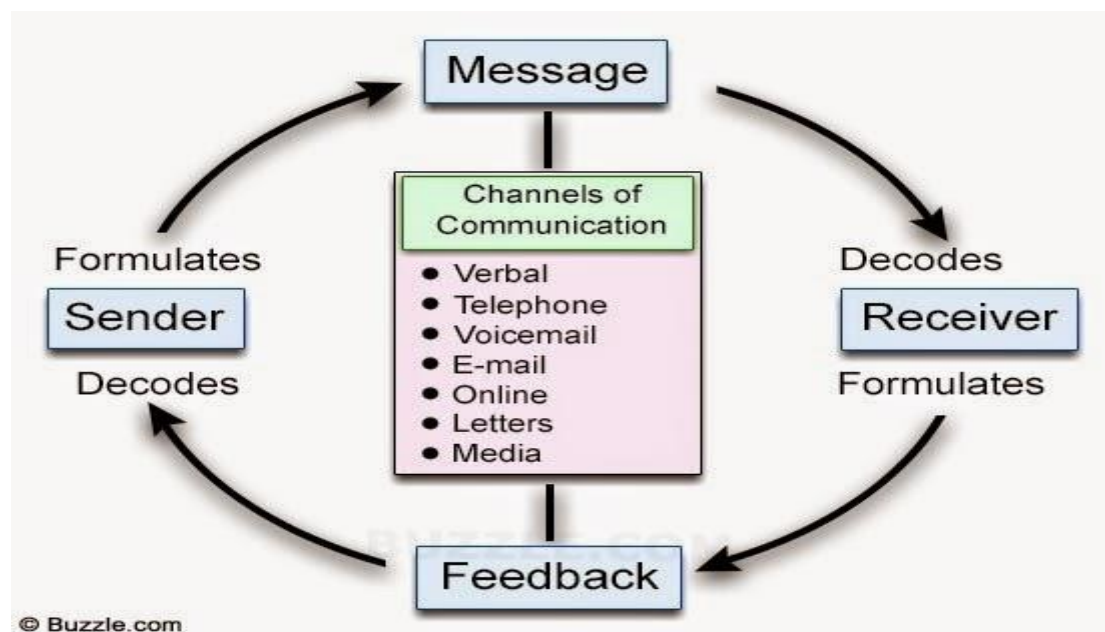
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INTRODUCTION

This Report describes communication as a phenomenon, looking at different models of communication like Shannon and Weaver, Berlo, and Schramm and introducing the noise and how it could create poor communication between people.

The purpose of the Report is also to explain the differences and similarities between verbal and nonverbal communication, active listening, and empathetic listening, understanding the advantages and disadvantages. It explains and describes the eventual barriers that could affect the message and the consequences of poor communication.

MODEL OF COMMUNICATION



According to Griffith & Danham (2005), communication is a process that requires a sender, a person that would like to send a message to a receiver. This message will be transmitted within a medium, so the canal through the message will arrive from the sender to the receiver.

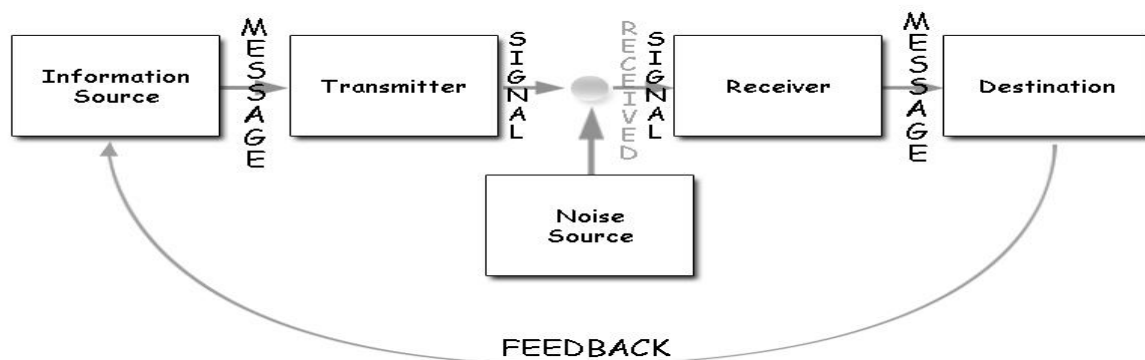
The sender will encode the idea into meaningful symbols in the form of words, pictures, or gestures: the language. The sender then selects a medium to transmit those symbols so the receiver can access them through one or more senses. The medium could be for example a face-to-face conversation. (Griffith & Danham, 2005)

Talking about an effective communication cycle, eight elements are involved: sender, message, encoding, transmission, noise, decoding, receiver, and feedback. All of these play a fundamental role in the communication cycle which must be followed in a proper sequence to make the communication effective. (Bhasin, 2020)



The Pyramid of Communication is a good example to understand better that is a two-way process to reach a mutual understanding between one and the other. (Zhenghui,2019)

2.1 THE SHANNON- WEAVER MATHEMATICAL MODEL



Shannon was an American mathematician that with Weaver's help, a scientist created a model of communication that could be considered as the "Mother of all models".

Shannon and Weaver were able to individuate the following keywords correlated to the model: Sender: information source. Encoder: the transmitter. Channel: the medium used to send the message. Decoder: the receiver that provides feedback according to the message.

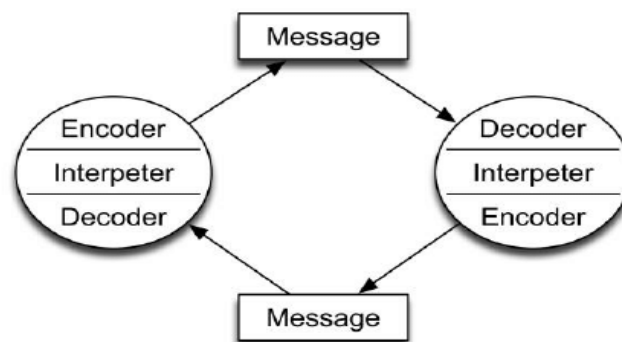
The sender encodes the message. The message will go to the receiver through a channel. The sender is in charge to convert the message into codes then the message will be sent in codes through a medium.

Sometimes we must face the noise. It means every kind of sound that could disturb like environment, people, etc. The receiver will translate the message before interpreting it. However, the noise could be an issue for the channel and the receiver who might have difficulty understanding the message.

A very good example is the story about Maria and Pedro. Pedro is a builder and Maria called him while he was still working on the phone, she asked him to buy some chicken but because of the background noise, Pedro understood "I will see you in the kitchen" rather than "See if you can get me a chicken".

It usually happens that the special orders in a pub are called directly to the Head Chef. On this occasion, i.e., the background noise made by the broken ventilation in the kitchen becomes a big issue. One of the waitresses called from outside the kitchen the special order instead of walk-in and spoke directly with the Head Chef. When the order went out, they realized that the customer got just one dish and not both special orders that he was waiting for. The waitress should walk into the kitchen and talk directly to the chef to avoid poor communication due to the background noise.

2.2 SCHRAMM'S MODEL OF COMMUNICATION



Encoding and decoding are the key factors of effective communications according to this model that has been developed in 1954 by Wilber Schramm. Although a receiver must get the message and understand what the sender would like to deliver.

According to Schramm, the communication is incomplete unless and until the sender receives feedback from the receiver. Schramm thinks that communication is a two-way process between the two parties involved.

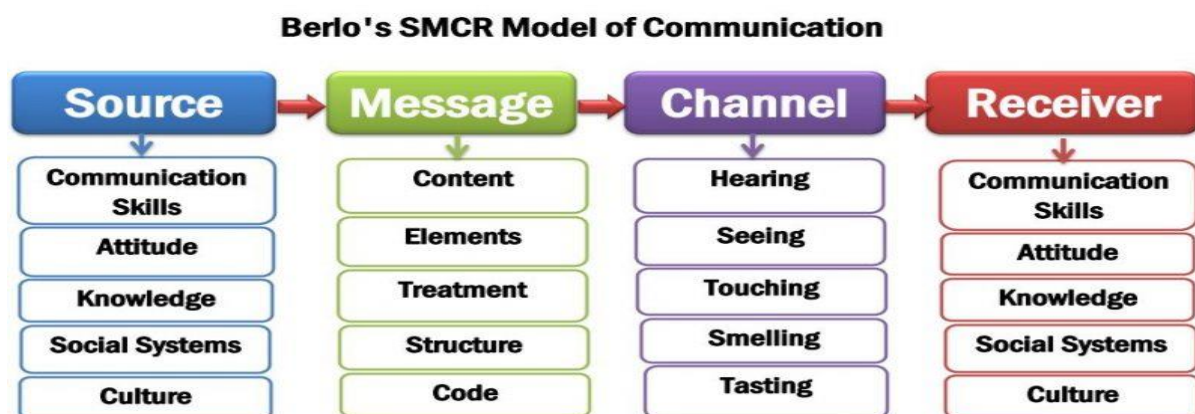
A reasonable example is this Case Study adapted from Quintanilla, Maund & Tinkler. Max is an event planner. He cannot afford to hire someone, so he is used to doing everything by

himself. Tamara hired him to plan her parent's 50th Wedding anniversary and Max agreed on a date. When the day came, Tamara finds out that another party was already going on. Max made a huge mistake. He tried to justify himself explaining that the day Tamara called he was so busy that he did not change the date of Tamara's Party. Max made the error because was focused on many tasks and he did not double-check asking for feedback acting to verify if the information get was correct.

Again, in this pub, one of the waitresses let the customer paid but did not cash out the receive so the table does look like still open with a pending bill. Once at the table, the other waitress asked the guys to pay the total amount of the bill and she cashed out the receive without double-checking with her colleagues if the tab was already paid. The very drunk group of guys, start to complain about the double payment hence they left very upset.

Because of the poor communication between the team the customer paid twice. If the waitress before collecting the payment was asking for any feedback, the colleague's error will never occur.

2.3 BERLO'S MODEL OF COMMUNICATION



David Berlo with his model developed in 1960, describes some factors that could affect communication. His model is focused on encoding and decoding, a step that happens in the grey area before the sender lets go out his message and the receiver gets it.

Berlo's Model has pretty much four objects: Sender- is the source of the message and is going to be influenced by factors like Communication skills, attitude, knowledge, social system, and culture. Message- is the purpose of the communication, the key factor involving the message are content, elements, treatment, and code. Channel- is the medium utilized to deliver a

message. Hence, faculties like hearing, seeing, touching, smelling, and even testing are involved. Receiver- the person who gets the message, must have good listening skills. (Businesstopia, 2018)

The Tv reality Show the Apprentice is a very good example of how bad communication could destroy a team and let people fail, even dealing with easy tasks, if the communication is poor. To create balanced communication within the team, the leaders must figure out the reasons for poor participation and help low talkers become proactive. The Tv reality show and Donald Trump emphasize how the poor communication between the team leader and his team could be disgraceful for a business and how it creates a lack of productivity. (Griffith & Daham, 2005)

Poor communication or bad communication could influence the productivity of the team indeed. Plenty of examples in the world of hospitality. Sometimes managers could be rude and verbally aggressive, not able to have a polite and clear team meeting. In this way, it is hard to understand what they want from the team, so the quality of the job goes down like the general mood and productivity. It is very important to have a good attitude to avoid misunderstanding and poor communication.

COMMUNICATION SKILLS

Not surprisingly, the U.S. Department of Labour has identified communication and interpersonal skills as core requirements for future workers. According to one study, 88% of U.S. Companies provide communication skills training for their employees (Industry Report, 1999). (Griffith & Danham, 2005).

Following Griffith and Danham, both Verbal and Nonverbal communication, spoken and written, has Symbols, that can be used to communicate about the event, action, object, person, or place. Symbols can be applied to both styles of communication. The more a Symbol resembles what it represents, the more concrete that symbol is.

Nonverbal communication instead includes all the way that we communicate without words, such as using body language. Shortly, Symbols; arbitrary representations or thoughts, ideas, emotions, objects, or actions used to encode and decode meaning, so symbols stand for or represent something else. (Durkel, 2015)

3.1 VERBAL COMMUNICATION

Verbal communication is entirely about language, both written and spoken. In general, verbal communication makes reference to our use of words. Many mistakenly assume that verbal communication refers only to spoken communication, but Verbal communication refers to the production of spoken language to send an intentional message to a listener. (McDuffy, 2013)

Wheelan developed a classification called GDOS, the Group Development Observation System. This system has been created to analyze the verbal interactions that occur among a group of people. (Wheelan, Davidson & Tilin, 2013)

The eight GDOS categories indicated by Wheelan and her co-workers are Dependency statements. Counterdependency statements. Fight statements. Flight statements. Pairing statements. Counterpairing statements. Works statements. Unscorable statements.

3.2 NONVERBAL COMMUNICATION

Nonverbal communication is not easy at all to interpret because different aspects could create misunderstanding of behaviors or actions likewise disagreement during a conversation between two or more people.

Nonverbal communication involves body language. If the words could lie the body language could not. Body language is tricky to manipulate during a conversation because it follows naturally the feelings or the emotional state of the sender or the receiver. It is practically very hard to simulate natural movement while people lie. (Griffith & Dunham, 2005)

Be an example is also very important, as this Case Study from The University of Iowa Food Safety Project explains. Barry is a team leader, and he is trying to let people understand the health and safety rules because they all work in a kitchen. One day Barry showed up at work sleepless and dirty because he was working all night on his car. Many of Barry's colleagues do not speak English, so Barry put health and safety rules reminder display on the kitchen wall.

Even if he was able to communicate with people through the instruction on the display, he arrived dirty and tired on the job place so with nonverbal communication he went against the rules he is trying to let the others respect. It happens very often that the manager does not provide a good example to the employees like having food during service and not during the break.

3.3 ACTIVE LISTENING

In both cases, to help the communications works, proactive listening is the secret to a good communication cycle. It requires effort, discipline, and respect. There is more than one trick that could make it difficult to listen properly to someone else there is a huge difference between listening and hear someone or something.

An example could be that while someone is speaking the receiver is busy been a focus on an eventual reply or comparing himself with the sender, so basically, an accurate understanding is vital to avoid eventually, for instance, premature advice.

Following Griffith and Dunham, the acronym SOLER describes five important steps that help and encourage a listening posture:

- S- Square: Face the person.
- O- Open: Keep an open posture without crossed arms or legs.
- L- Lean: Communicate interest.
- E- Eye contact: Maintain direct eye contact according to social norms.
- R- Relax: Stay relaxed.

This tactic will also help the dispatcher to feel more comfortable while is presenting or speaking to an audience.

3.4 EMPATHETIC LISTENING.

Empathic listening, also called active listening or reflective listening is a way of listening and responding to someone, improving mutual understanding and trust. (Salem, 2003)

Steven Coley, the author of the book 'The Seven Habits of Highly Effective People (1990) discussed the four most important stages of empathic listening: mimic content, rephrase the content, reflect emotion, and reflect approach when the content and the reflective approach will be rephrased. It is possible to reflect both negative and positive content/emotions but when you reflect negative content/emotions, the negativity is lessened. Instead, when you reflect positive content/emotions, the positivity is deepened. (Oelschlaeger,2018)

CONCLUSION

The three different models of communications described, indicate some common elements like physical barriers, people's attitude, language, physiological limitations, what makes chaotic an organization, cultural noise, and background. Additional topics to take care of the attention to avoid overload information and be sure to give the right weight to the empathetic and listening.

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