

Effective Team Working and Communication

BMSW₄₀₀₂_Lon

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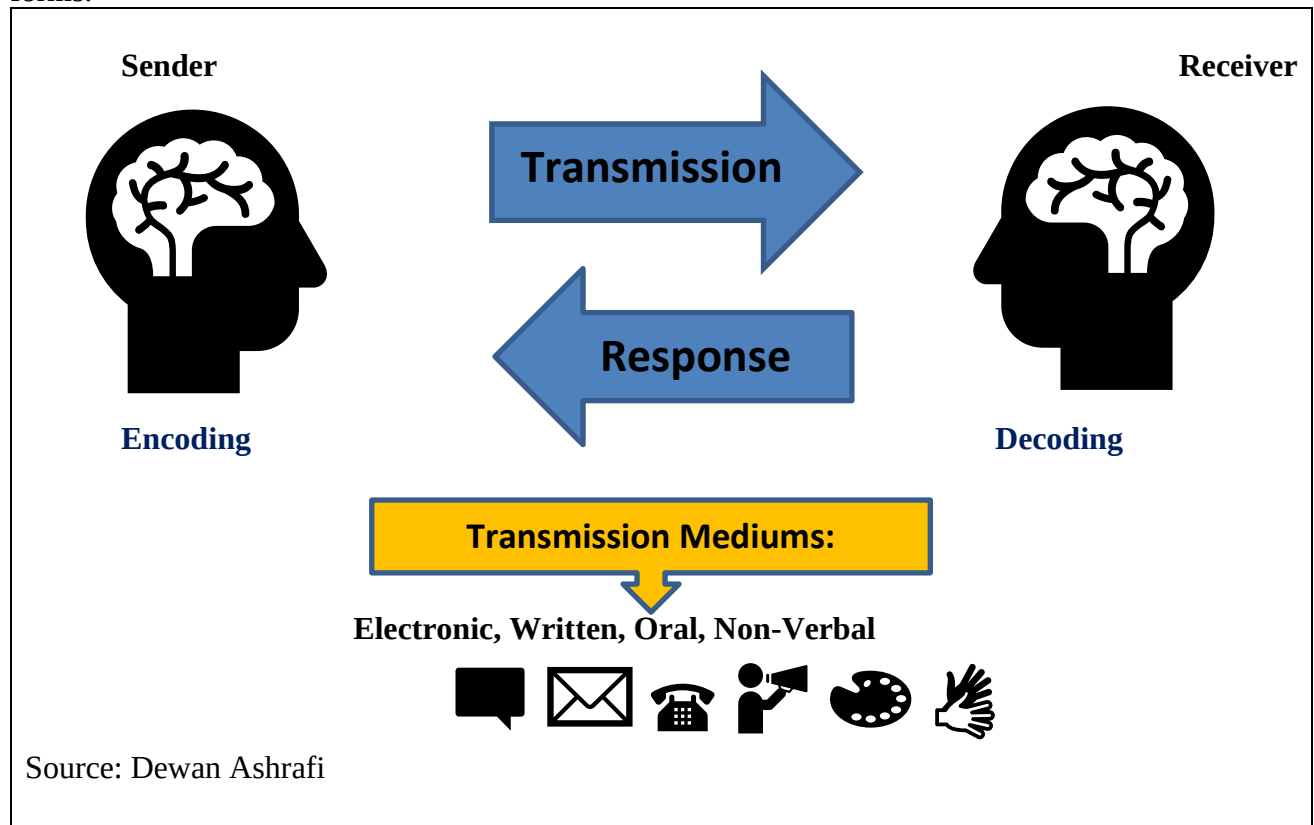
Lecturer: Timothy Hopkins

Contents

	Page
Introduction	3
Section 1:	4
Effective Communication	
Active Listening	4
Soler	4
Proxemics	4
Kinesics	5
Self-awareness in communication	5
KEYS	5
Section 2:	5
Communication Theories	5
Shannon-Weaver Model	5
Berlo Model	6
Schramm Model	6
Noise in a message	7
High and Low Context Culture	7
Section 3:	8
Case Study	8
Conclusion	9
References	10
Appendices	11

Introduction: One of the most influential poets of 20th century; Robert Frost (1874 – 1963) once said, *‘Half the world is composed of people who have something to say and can’t, and the other half who have nothing to say and keep on saying it.* (Friedenberg, 2008) This famous quote has been interpreted in many ways for years, from political, religious or phycological aspects but certainly it seeks attention on the importance of ‘Communication’. This report will use information, data, feedback, theories, ideas from reliable sources to discuss and illustrate many areas of communication.

Communication is the process of interchange meaningful emotions, thoughts, views, opinions, information, news or ideas between two persons or more through mutually understandable forms.



There are two types of Communication, based on medium.

Verbal Communication: This type of communication uses sounds and words, more precisely ‘Language’, in written or in spoken forms. Verbal communication can be sub-categorised into four; Interpersonal, Intrapersonal, Group and Mass.

Non-Verbal Communication: This is a non-linguistic method to communicate. Gestures, Body language, eye contact, vocal expression, space between speaker and listener, physical appearance, environment, facial expressions, touch are some codes of Non-verbal communication. Mehrabian, A. (1981) shows us the components that a receiver (Listener) uses to interpret a message:

7% from Verbal Cues (Words), 38% from Vocal cues (Volume, pitch, rhythm. etc), 55% from facial expressions (smiling, frowning. etc) and other body movements (arms crossed, eye contact, etc) (Griffiths & Dunham, 2017)

Communication helps to increase productivity, improves morality, loyalty and commitment of the workers, encourage creativity, reliefs stress, build up teamwork and better understanding.

Section 1

Effective Communication: A survey conducted in the USA by LinkedIn shows the fact that communication skill is the most sought-after skill among employers. (Berger, 2016)

There are many ways to improve communication in a workplace.

By using Concise instructions

By Using Formal but assertive message

Avoiding ambiguous language

Having engaging conversations

Giving importance to other's opinions

Asking feedback

Using Positive body language

Using different channels

Avoiding contradictions between words and actions

Giving Early notification of next step/ procedure from management

Having consistency in communication

Giving importance on face to face communication

Training employees

Understanding everyone's need, demand and their work philosophy

Revising and following up communication strategy regularly

Active Listening: This a technique of conscious effort to improve listening skill. It requires full concentration from the listener using all possible senses. An active listener listens to speaker with a neutral mindset, questions, observes speaker's body language, tries to clarify the message, paraphrases the content, decodes speakers' emotions and summarise the content. The listener observes and interprets all the non-verbal cues and hints very closely, such as body language, posture, gestures, facial expression, respiration rates, perspiration; which express 80% of the message. (Zenger & Folkman, 2016)

Soler: Soler is a counselling skill to help people to improve their active listening. Gerald Egan (1983), prescribed five significant behaviours that help to have effective communication:

Sit Square/ Straight: To face the speaker

Open: Open posture (without cross arms or legs) that indicates listener is eager to listen and share

Lean Forward: Leaning forward to speaker by the listener shows interest and encourages the speaker

Eye Contact: Direct eye contact shows a sign of encouragement and interest

Relax: Speaker feels more assured and feels more positive to open-up if listener shows a relaxed posture.(Davies, 2011)

Subcategories in the study of no-verbal communication are Proxemics (Space), Kinesics (Body Movement), Chronemics (Structure of Time), Vocalics (Paralanguage), Haptics (Touch), Oculesics (Facial Behaviour), Environment and Physical Appearance.

Proxemics: Edward T. Hall (1963) described four interpersonal horizontal zones of space people create can identify relationships among people. (Quintanilla & Wahl, 2017)

Intimate Zone (0 to 18 inches): This zone is reserved for someone significant such as close family members or closest friends; this interaction takes place mostly in private.

Personal Zone: (18 inches to 4 feet): In most cases, this zone is reserved for personal relationships, close friends, family members, close acquaintance and associates.

Social Zone (4 to 12 feet): Social zone is accessible for the people who are co-workers, friend, associates or professionally known but not personally close.

Social Zone (More than 12 feet): The least possible personal zone; created in public events, lectures, cinema, lecture classroom, public speeches etcetera.

Kinesics: This is the study of interpretation of non-verbal communication such as facial expression, gesture, body movement and posture. (Birdwhistell, 1970) This study shows, not only non-verbal communication may or may not support verbal communication, but also can contradict the original verbal message.

Self-awareness in communication: A research shows, only 10% to 15% people know themselves properly. (Eurich, 2020) Self-awareness means a person is aware of his/ her own emotions, thoughts and behaviour and ability to manage these to give importance to other people in the process of effective communication.

There are four major strategies to improve Verbal or Non-Verbal communication skills.

Know Yourself: A good communicator first needs to know his/ her behavioural cues he or she displays; which can be unconscious or unintentional.

Evaluate the professional context: A person needs to have good knowledge of the verbal signals and non- verbal cues that are acceptable in her/ his workplace.

Your communication interaction with others: Good communicator can read the immediate reflexive inventory of both; their own and their partners'. One also needs to know how his/ her cues have been responded by others.

Step back and reflect: After the conversation speaker needs to analyse his/ her own verbal/ non- verbal cues and partner's behaviour during the time it took place.

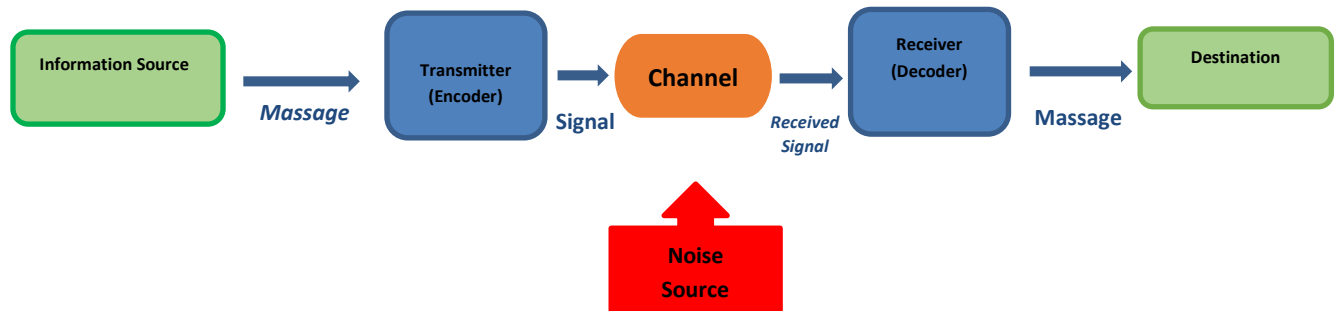
Section 2

Communication Theories

The human communication process can be explained by some conceptual models or theories such as Shannon-Weaver, Berlo, Schramm model.

Shannon-Weaver Model: This model shows, a speaker (Information source) makes a message, choose a certain channel and send the message. Transmitter or encoder picks the message and converts it into a signal, a decoder receives the signal from encoder and transforms it to message and forward it to destination. When the signal passes through the channel there can be some physical disturbances or noise (people, environment etc).

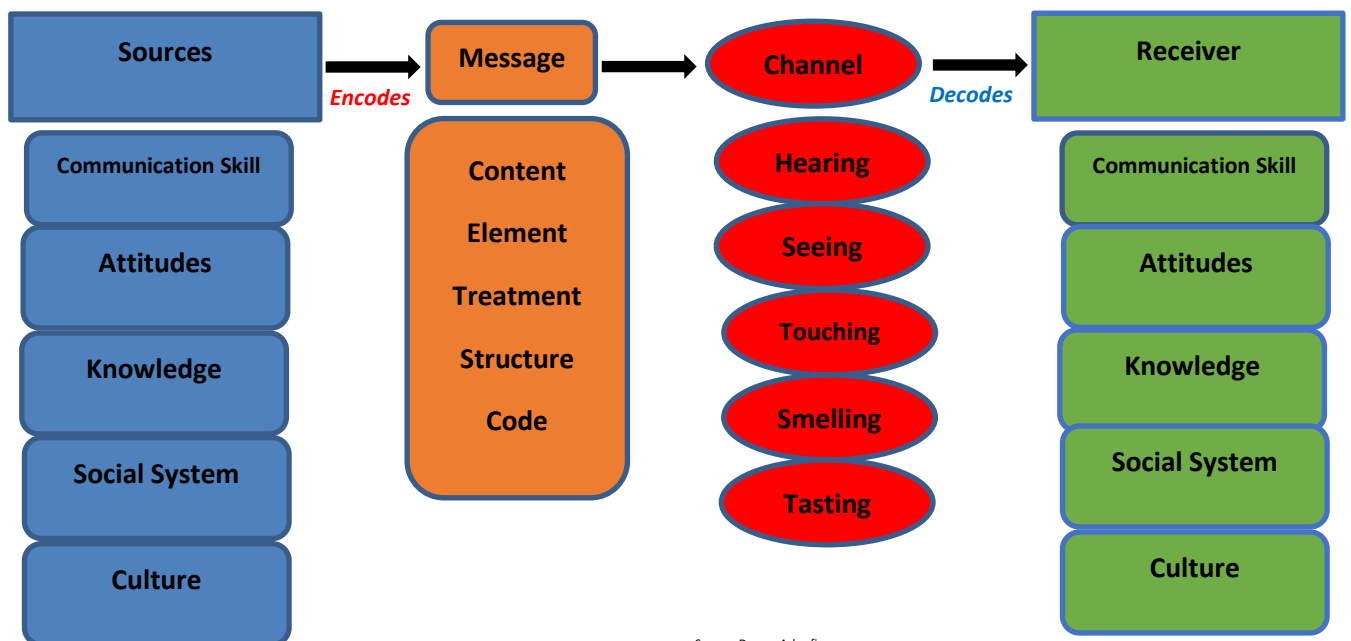
Shannon-Weaver Model



Source: Dewan Ashrafi

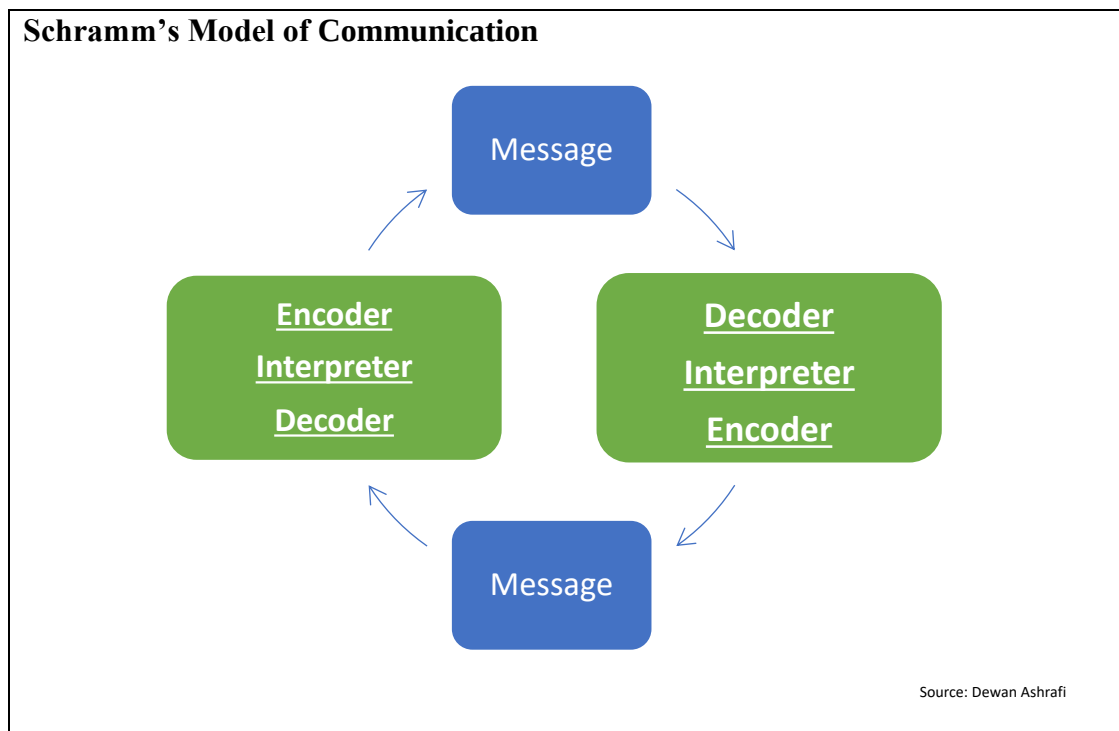
Berlo Model: This model explains further to describe the communication process by taking into account environmental, emotional and complex behavioural factors. It takes a closer look at participants backgrounds, cultures, communication skills, attitudes and at the same time it gives importance to different types of channels as well.

Berlo's Model of Communication



Source: Dewan Ashrafi

Schramm Model: This is very much similar to the Shannon-Weaver model but this one recognises communication as an ongoing process and gives importance on receiver's responses too.



There are two other communication models are considered prominent ones by many; Barnlund Model and Lasswell model.

Noise in a message: Anything that interferes to influence the meaning of a message in communication refers as noise.

Physical: The external noise; often causes by other people talking in the background or playing music etc.

Phycological: When preconceived notions such as racial or religious stereotypes, biases, reputations, and assumptions influence a conversation it refers as Phycological noise.

Environmental: This is mostly the noise pollution from outside such as transport, industrial or recreational activities.

Semantic: This noise created when a sender uses a language, a certain dialect, grammar or a technical term in a language which cannot be understood or difficult to understand for a receiver.

Feedback in Conversation: Feedback is very important in the conversation for a speaker to evaluate the effectiveness of his/ her speech.

High and Low Context Culture: An anthropological term used to measure message and to emphasis importance of the context in communication; shows how people communicate in different cultures.

High Context suggests to a lot of information may remain unspoken and indirectly transferred during a conversation. For example, in Saudi Arabia, people are from high context culture, give importance to long term relationship and loyalty, have fewer rules and implemented structure. **Low Context**, in contrast, implies that often information is exchanged more explicitly in a message and very rarely remains silent or hidden. People from the UK are from low context culture where relationships are often short-term, are very task-oriented and follow rules and regulations more closely.

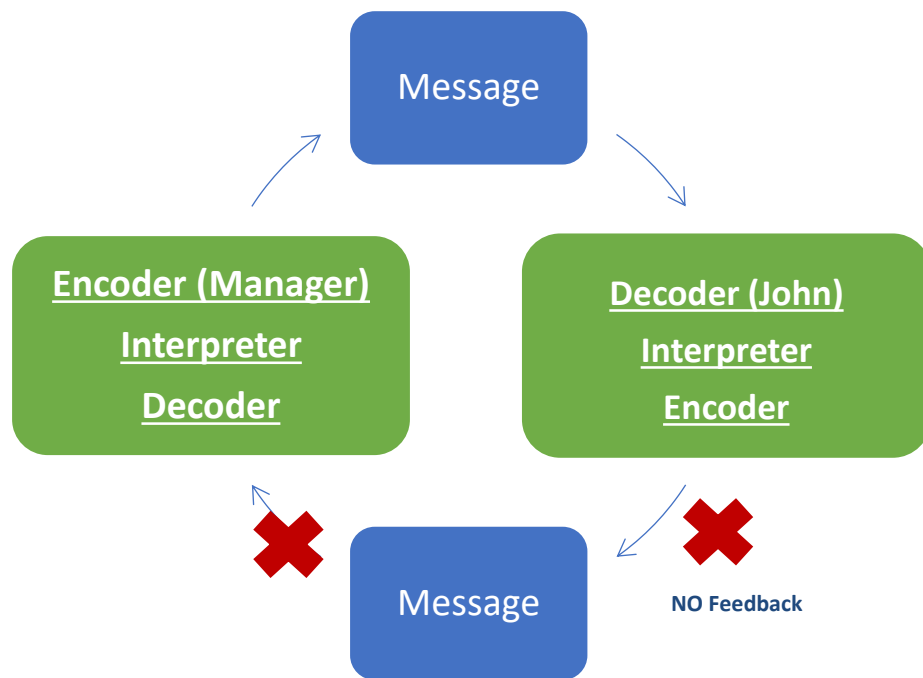
Section 3

Case Study

An unwanted event which could be avoided by Effective Communication

In 2013, my close friend John (Not real name) used to work for a well-reputed data management company in central London. He was a hard-working and loyal employee which made him reliable and trustworthy in the eyes of the management. He had been able to maintain good terms with his co-workers and manager. But, unfortunately, the whole scenario changed during the winter of that year. Few weeks before the Christmas that year, John fell in sick. He was suffering from fever and dry cough. Initially, he assumed it was just seasonal flu, which he was very prone to. John was very much aware of the company policy on sick and casual leave; he had to call his manager every single morning, if he is unable to work, at least an hour before his shift starts. He missed two days in a row; Thursday and Friday. His manager received calls from him duly. From, Friday night his health condition deteriorated and Saturday evening he was rushed to a hospital. He was diagnosed with pneumonia, completely lost his voice and consciousness by Sunday morning. Predictably, he was not capable to make any phone call to his manager on Monday morning. On Wednesday, his wife called his colleague to inform the company his current situation. Six days later his wife again called that person to let them know that John will not be released from the hospital for at least two more weeks. It took, John took nearly four weeks to fully recover. When he re-joined his work, he was surprised to find that his manager was not happy to see him back. Her distrust on John was easily noticeable. At one point, he was asked to explain his recent unprofessional attitude. John calmly tried to explain his situation and he failed. His manager was claiming that she called John many times, in the first week of his absence but did not get any reply. Shocked, demoralised and frustrated John eventually resign from his job just a month later. He could not see any point of working for a company where he lost his respect and trust from his management.

Schramm's model can be used to understand miscommunication in this incident. This model shows the importance of feedback and in this case lack of it, explains the miscommunication between John and his manager



Here, the encoder (The manager) transmitted the message but she never tried to look for John's feedback. Therefore; she failed to establish effective communication. On the other hand, John's wife's message was lost/ influenced by noise. The co-worker who was informed about John's sickness failed to relay it properly to the right authority. If the Shannon-Weaver model is used, it can be said channel was influenced by noise; most likely to be psychological, as it appears that that co-worker had a conceptual assumption on this situation. Either he assumed that John's family already informed the manager about his condition or he completely fails to receive the content of the original message.

John's manager could use three ways to improve communication in this situation; using a different channel, taking into account of worker's (John) work ethics and previous record and regular communication. John's wife's (As a next of kin) phone number was in the company's record book which could be easily accessible and different channel could be used.

Conclusion: A recent study conducted in the USA reveals some concerning facts, 63% of employees feel their achievements remain unrecognised, 57% do not get clear directions from their employers and employers do not know 36% of the employee's names. (Schwantes, 2017). This data proves the fact communication, more precisely effective communication is very much important in professional lives. But at the same time, it deserves similar importance in a person's personal and social life. The understanding communication process in details and by improving skills to communicate helps to build a positive relationship, avoid confliction, encourage critical and creative thinking, reduce confliction and to develop teamwork.

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Appendices

HELLO! My name is... *Dewan*
What's your name?

Do you go to the Gym? <i>Evan</i> ~~No~~	Do you have a pet? ~~Yes~~ <i>Alia</i>	Do you speak a language other than English? <i>Tim</i>	Do you play a musical instrument? <i>Steve</i>	Do you like sushi? <i>Serg</i>
Have you got a sister? <i>Sage Syd</i>	Have you visited France? <i>Rabeella</i>	Do you own a Samsung phone? <i>Sage</i>	Do you read a British Newspaper? <i>Rabeella</i>	Do you go to the cinema? <i>Masumen</i>
Do you have dangerous snakes in your country? <i>Florida</i>	Do you collect something as a hobby? <i>Becky</i>	Do you like poetry? <i>Shekinah</i>	Can you drive a car? <i>Alia</i>	Do you sing when you're having a shower? <i>Kidst</i>
Do you play football? <i>Ogn</i>	Do you have a brother? <i>Lacramion</i>	Have you ever had a bad dream? <i>Marinela</i>	Have you been to Birmingham? <i>Jamila</i>	Can you swim? <i>Andrea</i>
Have you met a famous person? <i>Daniel</i>	Are you a good cook? <i>Natalya</i>	Do you have a bicycle? <i>Tim</i>	Do you like cricket? <i>Sage</i>	Have you visited the London Eye? <i>Vioral</i>

lloyd beharry - 6/19

ETW

27/3/2020

Dear Mary December,

I am delighted to let you that you have been selected for our next training workshop on Non-Verbal communication skill, starting on 12th July 2020.

It's my pleasure to ~~let~~ let you know, our company considers you as an integral part of the organisation. But I believe there is a field you need to improve. Recently, we have received a few complaints from our customers. ~~So~~ So, The company has ~~of~~ decided to give you an opportunity to improve your ~~not~~ non-verbal communication skill.

I am sending you another mail to explain the course and schedule in details. Thank you very much for your co-operation

Best Regards

Dewan Ashrafi,
Director
Dezio LTD

Email 1

- ① online Retail
- ② Face mask because we import from China but our manufacturing partner is closed down at the moment
- ③ Hopefully by end of this month (2 weeks time)
- ④ online retailers.
- ⑤ They can purchase ^{1 book} in advance too

Dear Sir,

Thank you very much for your interest on our product (face mask). We have been distributing for last 5 years in many ~~comp~~ ^{retailers} in UK. But ~~due to the recent situation~~ ^{due to recent} I am afraid due to recent 'Coronavirus' situation our manufacturing partner in Guangzhou, China is has been shut down and not ~~being~~ ^{over} operating for 2 weeks. Therefore we are unable to ~~supply~~ ^{meet} your requirement at the moment. We have just been informed by our partner in China that they are going to come to full operational activities ~~in~~ by 29th ~~of~~ ^{at} end of this

month. So, we believe we can supply your item by end of April.

To avoid further disappointment we would advise you to ~~book~~ confirm your order now so we can dispatch it as soon as it arrives.

Please let us know if you have any more query and once again I am very sorry for the inconvenience.

Yours Faithfully

Dewan

Director, Dezio Ltd

06/03/2020

Communication Disaster

① 1977 Canary islands plane crash which killed 583 people. KLM. Immediately after lining up the KLM captain advanced the throttles and the aircraft started to move forward.

First officer advised ~~him~~ captain that ATC had not yet given clearance and captain said, 'No I know that go ahead, etc'. First officer radioed the tower that they were ready to take off and waiting ~~for~~ ATC clearance.

The ATC instructed & specified the route. ATC used the word that the aircraft was to follow after takeoff. The instructions used the word 'takeoff' but did not an explicit statement that they were cleared for takeoff.

back to the
1st officer read the flight clearance back to the controller ~~the~~ with the statement, 'we are now at takeoff'. Captain interrupted co-pilot, saying 'we are going'.

Controller could not see the runway. initially responded saying

@ Some Models of Communication

Shannon and Weaver Model (1948)

→ Sender has primary Role - Receiver has Secondary role

Schramm Model (1954) - builds on this, however it emphasises

(a) The importance of encoding and decoding the message in the process. . .

(b) that the sender must receive feedback

For Schramm, effective communication is cycle of exchange - Not one way process from sender to receiver, cultural factors are also important.

Berlo Model (1960) Builds on Shannon and Weaver but emphasises more on cultural factors. Cultural background and context play important role - confusion often arises from this.

eg: language - Both words
system of ideas
customs
situation

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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?

- ① Pedro misunderstood because he was busy with something else and didn't put enough concentration. The words ~~also~~ are also similar sounding. Also ~~that~~ he could be in a busy & noisy place, or he had a bad reception on his phone.
- ② Schramm's communication because it's important to decode the message in the process and the wasn't decoded properly.
- ③ Pedro could have ~~use a two~~ ^{use a feedback} exchange a few more words to confirm the msg.

④ Berlo model because its emphasises more on cultural or situational factors. ~~code~~ So, he could acknowledge ~~it is more~~ ~~the~~ and interpret the msg more efficiently.

It is more likely to phone someone to outside of home to bring or do some job outside rather than doing it coming back home.

