

Effective Team Working and Communication BMSW4002

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Introduction

Communication is quintessential for the effective functioning of any organization, whereby it is through communication that interaction between employees and management can occur. Communication can be defined as a process whereby information and common understanding are transmitted from one individual to another (Keyton, 2010). Moreover, the communication process entails the sender who encodes the message and then transmits it through a medium, and the receiver receives the message and decodes it. Ultimately, Feedback is provided, and noise is also accounted for in the communication model (Lunenberg, 2010). The most tremendous significance of communication in the workplace is its role in executing any administrative task within the organization, and effective communication is integral to exceptional organizational performance levels. This is primarily because tasks and responsibilities need to be delegated and communicated efficiently to meet organizational goals and successfully undertake the organization's strategic vision. However, numerous barriers can hinder effective communication, primarily physical barriers, semantic barriers, and process barriers (Eisenberg, 2010). Thus, to achieve effective communication, a two-way effort must be undertaken to ensure that these barriers do not pose an obstacle and alter the transmitted message.

2. Model of communication

2.1. Shannon and Weaver (1948/49)

The Shannon and Weaver model holds similarities with the communication models that are implemented today and holds that the communication follows a linear path and primarily comprises of five components which include an information source, a message, a transmitter, a medium, a receiver, and finally the destination (Baecker, 2013). Moreover, this model also takes the element of noise into consideration and views it as a dysfunctional factor. However, this model does not consist of the feedback loop found in later communication models and is, therefore, dissimilar in that aspect. Apart from this, Shannon and Weaver's model is information-oriented mainly in contrast to meaning-oriented, which directly stems from the mathematical origins of this

model and its contributions to information theory and computer science by providing measurable information. For these reasons, this communication model is most commonly adopted today when looking at the technical level (Al-Fedaghi, 2012). However, this communication model views the element of noise as physical noise or noise produced from physical distortions which affect communication, whereby later models such as the one presented by Schramm focus on semantic noise, which primarily focuses on how the sender and receiver can apply a different meaning to the same message based on their interpretation and is, therefore, a semantic barrier or noise that can alter effective communication to take place (Kapur, 2020). Weaver and Shannon's model fails to recognize how any misunderstanding during the process can be avoided and simply views the communication model as being one-way, by viewing the transmitter as the active element in the communication process and providing a passive role to the receiver (Al-Fedaghi, 2012). For example, this model states that any instruction provided by a peer to another peer within the organization is one way and will be transmitted through one individual to the other, and if there is external noise, such as construction noise occurring in the background, may distort the signals or messages ultimately leading to the incorrect message being received by the receiver.

2.2. Schramm (1954)

Contrary to Weaver and Shannon's communication model, Schramm's model negates the idea of the flow of communication being linear and instead proposes that communication takes place in a circular model (Kapur, 2020). Moreover, unlike the model discussed above, Schramm's model views communication as a two-way process, whereby communication is actively taking place between the sender and receiver. For this reason, Schramm's model completely negates that communication flows unidirectionally and instead proposes that since communication is a two-way process, a bidirectional flow exists (Baecker, 2013). In addition to this, this communication model highlights how the message is transmitted from the sender to the receiver, and if the message is sent back to the sender by the receiver, a role reversal occurs. Thus, encoding, interpreting, and decoding are processes taking place on both ends, whereby Schramm's model introduces the element of Feedback which makes transmission of the message from the receiver to the sender possible, absent in Shannon and Weaver's model (Kapur, 2020).

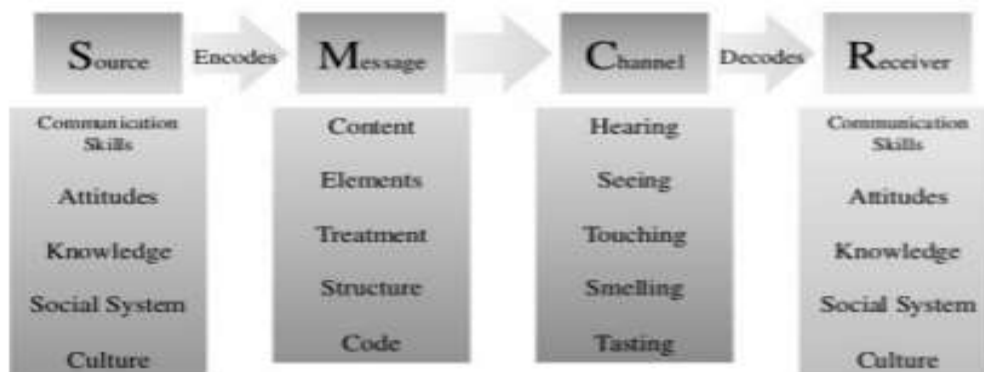
Furthermore, Schramm's communication model stresses that communication is only complete when the sender receives Feedback from the receiver, which is another point of difference that

this model holds in contrast to the model discussed above. Similarly, this communication model stresses the importance of decoding and encoding the message, which is integral to the entire communication process, where failure to do either will result in ineffective communication (Narula, 2006). For these reasons, Schramm's model is much more comprehensive and provides Feedback as an element to overcome the semantic noise introduced in his model, which can hinder the message due to different interpretations of the sender and the receiver (Baecker, 2013). Unlike Shanon and Weaver's model, this communication model allows the receiver to ensure that the message sent by the sender is accurate.

2.3. Berlo (1964)

Berlo's SMCR Model of Communication is a bit more advanced than the previous two models. This model gives a more holistic approach by accounting for a wide array of factors. There is an emphasis on decoding and encoding, which can also be seen in the diagram below. It can also be seen how the communication channel consists of the source-message-channel-receiver (Taruga, 2016). Alongside the channel elements that may lead to distortion of the message, other considerations such as the preexisting biases of people are also accounted for, which helps explain why certain people understand the message the way they do (Kapur, 2020). However, this has the same limitation as the Shannon and Weaver model as this does not contain feedback loop. This can even be seen in the diagram how it is linear. Similarly, the Berlo model and the Shannon and Weaver model account for external noise which can be the noise from television. What is unique about the Berlo model is it accounts for internal noise as well which is the factor which are personal different between the sender and receiver which may cause distortion of the message (Kapur, 2020). This is referred to as semantic noise.

Figure 1: David Berlo's SMCR Model of Communication



(Source: Taruga, 2016)

3. Communication skills

Communication is an essential skill that has been thoroughly explained via the models above. However, it is essential to consider the various types of communication. This can be divided into verbal communication, Non-verbal communication, active listening, and empathetic listening.

3.1. Verbal communication:

Verbal communication involves concerning either through spoken or written form. Other Indicators which make up verbal communication include the tone, pitch, and choice of words. These different components govern the message that is being conveyed. For instance, when my boss says, "I have some news," the tone determines what the news will be. If the news is good, my boss will have a chirpy exuberant tone, but if his tone is gloomy or aggressive, it indicates terrible news. To decode the meaning behind my boss's message, one should employ Berlo's model, which helps explain the source's communication patterns, which in this case, my boss is the varying tone of the message.

3.2. Non-verbal communication:

Non-verbal communication consists of all those indicators that are present alongside the more clear verbal communication. This includes body language, facial expression, and gestures. Evaluating these is just as important as understanding verbal communication. The importance of

non-verbal communication can be seen by its significance in influencing the interview decision (Imade and Hakel, 1977). The importance of knowing said communication skills is also showcased by the case study of "A Day with the chief," where Mark willingly disregarded all the credible verbal communication he had received about Mrs. Brown. He failed to pick up on the non-verbal communication that the boss was trying to convey, which was a test that Liam failed as he misread the situation and, in turn, displeased the boss. In this case, it is recommended that Berlo's model, the attitude, knowledge, and culture set by the boss should have been considered regardless of how the message and the channel felt.

3.3. Active listening:

Rogers and Farson (1987) address the prevalent form that listening is a passive function of individuals. While that is true to some extent, active listening involves complete attention towards the other person. This can be observed in my workforce, where my boss is very mindful, and no matter how busy she is, she ensures that she is actively listening when someone wants to talk to her. This is highly encouraging and motivating for the other person. This reflects the linear communication channel shown in the Shannon and Weaver model without any noise (Baecker, 2013).

3.4. Empathetic listening:

Huitt (2009) states that empathetic listening is listening to another individual with compassion, emotional identification, and insight. This means that empathetic listening prompts one to understand what the other person is going through. That can be effectively showcased via the case study of "Multi-tasking Max." Tamara, the customer, would not have lashed out the way she did if she had tried to listen empathetically and understand Max's situation. In such a scenario, Schramm's model would have assisted Tamara in making the right call as the feedback asking for confirmation would have curbed this entire problem.

4. Conclusion

Hence, recommendations have been given on the different types of communication with case studies and real-life examples. This allows for better communication. Some significant themes evident in the models and the scenarios discussed are the increasing importance of two-way communication. For both the Shannon and Weaver (1948/49) and Schramm (1954) Model, the major criticism is the lack of Feedback. It has been illustrated as well how this can prove to be a detrimental factor. So effective two-way communications are required for better communication. Moreover, It is highly recommended that active listening and empathetic listening be done as this can have ample positive impact in several different spheres (Jones et al., 2019).

5. References

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