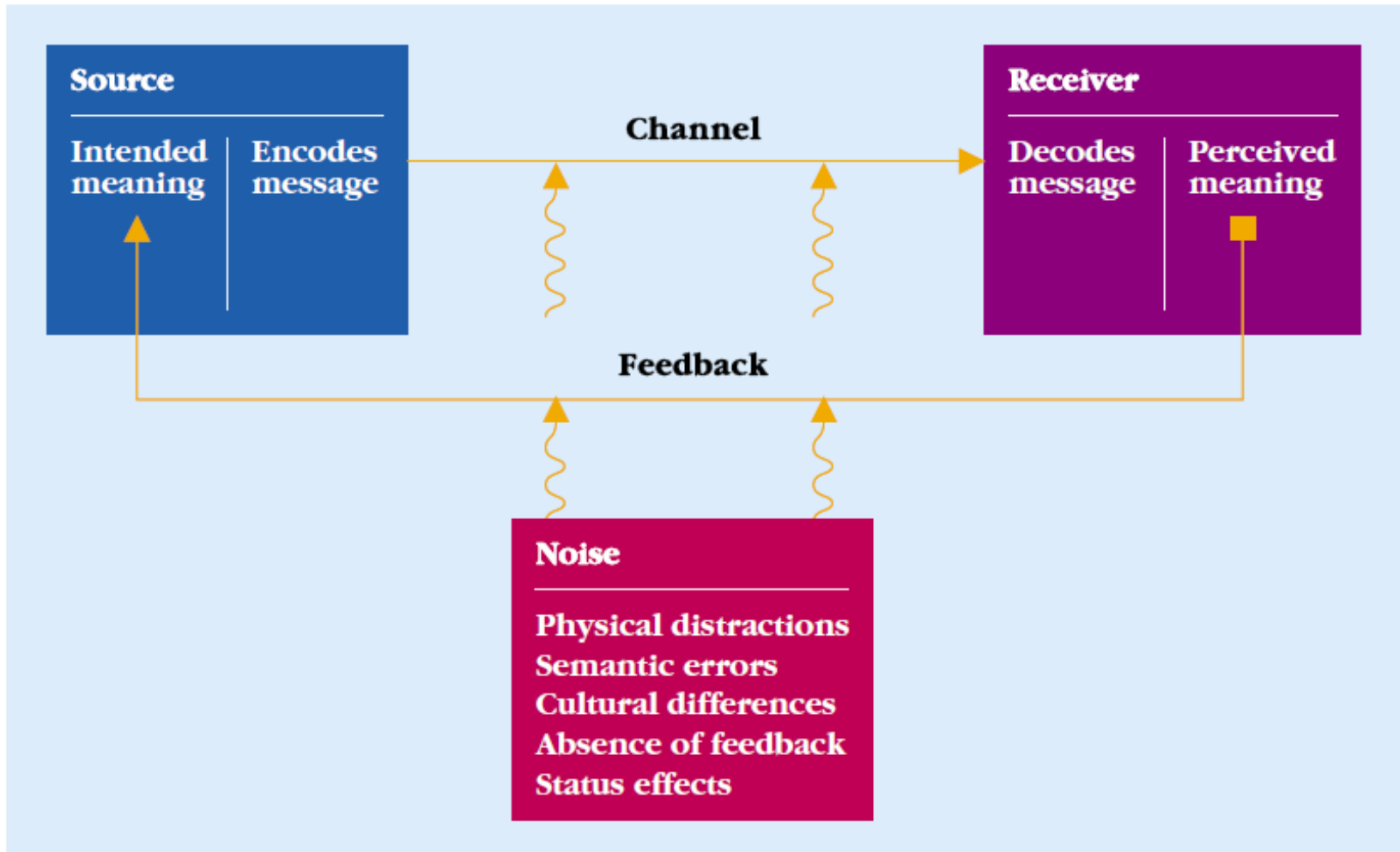


8. Communication

Figure 4.4

The communication process and possible sources of "noise."

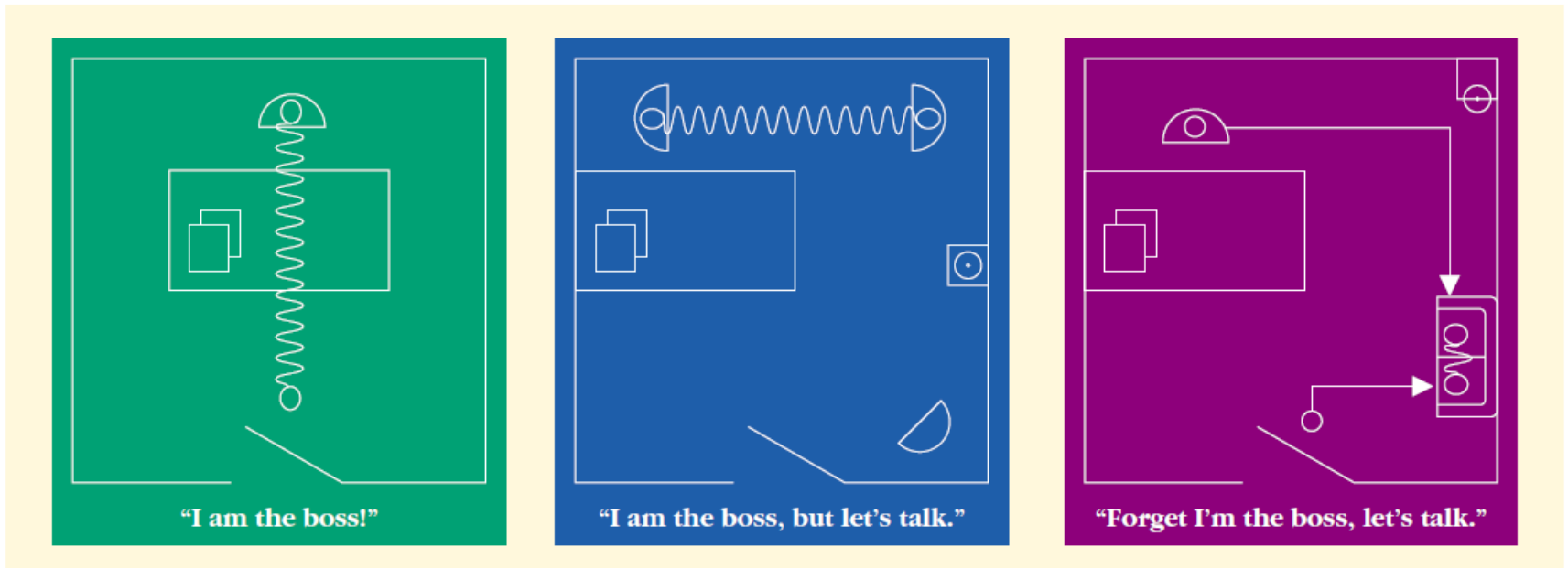


HOW TO GIVE CONSTRUCTIVE FEEDBACK

- Give directly and in a spirit of mutual trust.
- Be specific not general; use clear examples.
- Give when receiver is most ready to accept.
- Be accurate; check validity with others.
- Focus on things the receiver can control.
- Limit how much receiver gets at one time.

Figure 4.5

Furniture placement and nonverbal communication in the office.



GUIDELINES FOR ACTIVE LISTENING

1. Listen for content—try to hear exactly what is being said.
2. Listen for feelings—try to identify how the source feels about things.
3. Respond to feelings—let the source know that his or her feelings are recognized.
4. Note all cues—be sensitive to both verbal and nonverbal expressions.
5. Reflect back—repeat in your own

Figure 4.6

Directions for information flows in organizations.

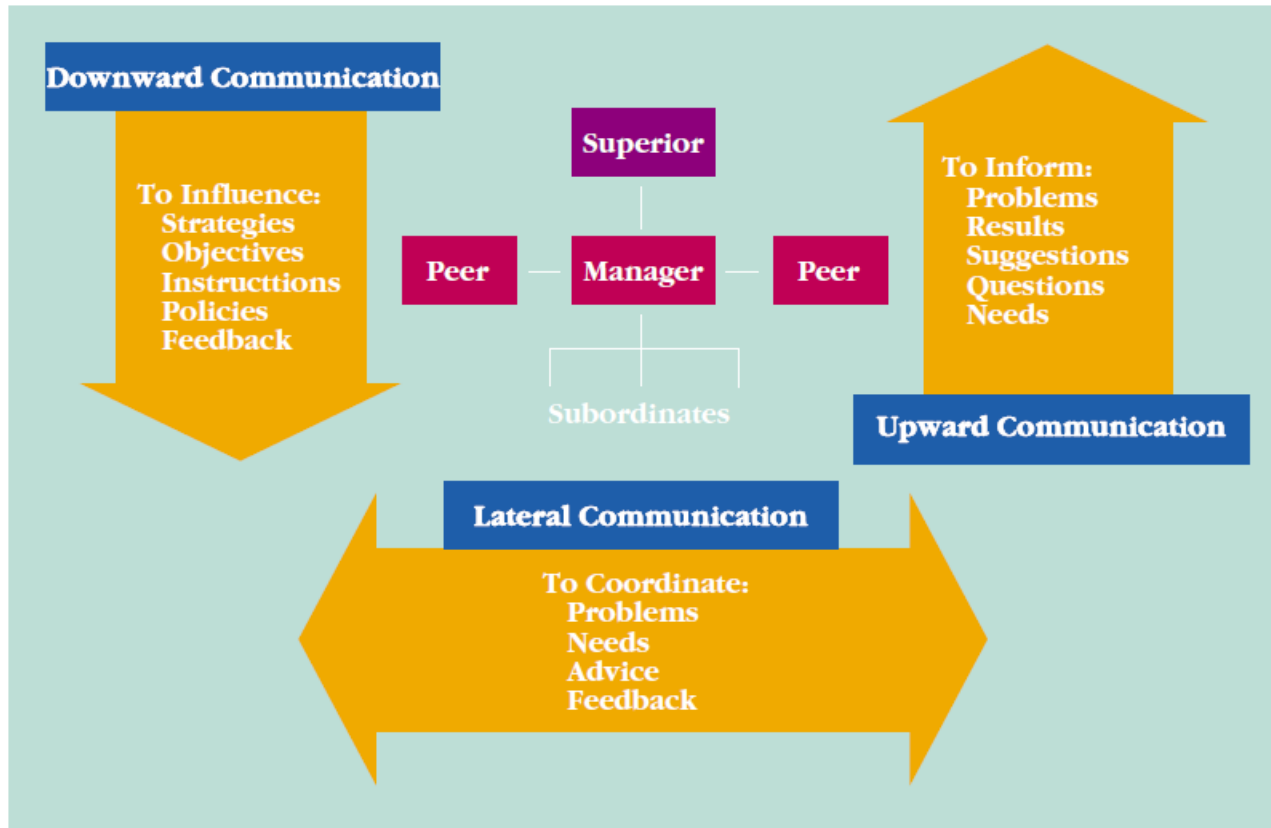


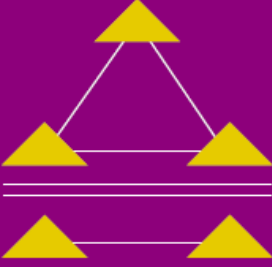


Figure 4.7

Interaction patterns and communication networks in groups.

PATTERN	DIAGRAM	CHARACTERISTICS
<p>Interacting Group Decentralized communication network</p>		<p>High interdependency around a common task Best at complex tasks</p>
<p>Coacting Group Centralized communication network</p>		<p>Independent individual efforts on behalf of common task Best at simple tasks</p>
<p>Counteracting Group Restricted communication network</p>		<p>Subgroups in disagreement with one another Slows task accomplishment</p>