

Organizational Behaviour
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Lecture – 37
Communication – Part 2

Warm welcome to this lecture series on Organizational Behavior. We are in the chapter on Communication and this is our 2nd lecture in this chapter. I am Dr. M. P. Ganesh from IIT, Hyderabad.

Outline



- The process of interpersonal communication
- Communication Styles
- Paralinguistic and Non-verbal communication
- The communication climate
- Common information effect
- The hidden profile paradigm
- Managing team meetings



Process and components



- Sender and receiver
- Message: a purpose to be conveyed
- Encoding: converting a message into symbols
- Channel: the medium a message travels along
- Decoding: translating a sender's message
- Noise: any disturbance that interfere with the transmission, receipt, or feedback of a message




So, I will quickly summarize what happened in the previous lecture. In the previous lecture we defined what is communication by understanding the process and components of interpersonal communication. So, there are many components of interpersonal communication apart from the sender and the receiver.

We have message, we have the process of encoding and decoding; encoding happens at the sender's level, decoding happens at the receiver's level. Channel is the medium the individuals chose to communicate. Noise is the disturbance which can happen during the communication. The disturbances can be of different types and different forms. So, broadly we can classify them into psychological noise, physical noise and social noise.



Physical noise is noise which you get like may be a horn blaring or there is a disturbance in the connectivity when you use the mobile phone or the things that somebody is shouting next to you all those things. Psychological noise is your emotional state you know you are not happy at that point in time or probably you are hungry that day when you are communicating, you are sad and so on.

Social noise can be prejudice or pre-assumptions you make about the other person when they are communicating. So, we looked at each of these elements in detail in the previous lecture and try to understand how to optimal, optimize them so that communication can be effective.



Communication styles

- Driver – direct and task oriented
- Animated – enthusiastic and relationship oriented
- Amiable – supportive and avoids change and confrontation
- Analytical – accurate and detail oriented



We also looked at different communication styles. So, one important aspect of the communication effectiveness is the communication style people use. So, we looked at

four different styles of communication and we also looked at each one of them can be very useful depending on the context and the content of the message.

So, one important aspect of context is cultural context. So, what I mean to say is in certain cultures certain communication styles are considered to be preferred whereas, in certain cultures the same style can be seen as something which is rude or something which is not acceptable ok.

Paralinguistic communication

- Very powerful mode of communication
- Major part of our communication is non-verbal
- Body language, Gestures, Facial expressions
- Vocal Cues, Tone of voice, Inflection, Pauses, Emphasis
- Punctuates verbal messages like exclamation marks, question marks, boldface



So, this is what we saw in the previous lecture. Today's lecture we are going to talk about specifically on paralinguistic communication. So, paralinguistic's means; linguistics means language, para means outside the language or along with language. So, paralinguistic communication means apart from language we use various other ways in terms of body language, in terms of how we use the language.

So, using language is not necessarily the only way. We can use non-verbal communication, we can use certain body cues, the way we mentioned certain words all those things are paralinguistic communication. For example, let us say **ok** you know the word **ok**. So, the word ok can be said in different ways you know it.

For example, if I say it 'ok' you know a very empathetic way is very different from 'ok' you know which means that person is sarcastic ok. So, same word depending on the way we use our tone how we pause, what we emphasize, the meaning changes. So, all these things are paralinguistic communication.

So, paralinguistic communication is considered to be a very powerful mode of communication especially in interpersonal communication. For example, there are lot of research which say when people use those methods of influence, they are perceived to be leaders. For example, the way you stand, the way you face the other person, the way you use certain verbal tones and your body language, all those things can be a very powerful factor in influencing the perception of the other person about you as a communicator.

So, it is a very powerful mode of communication not just influencing others, during interpersonal communication people or receivers pick up cues from the sender's body language. So, it is not just we listen just the words people say. We also look at the other person's body language, their tone, their eye gaze, the way they stand, everything. People pick up cues from the sender along with the verbal communication.

The meaning of the verbal communication changes depending on how the body language or other paralinguistic communication is perceived by the receiver ok. So, if you use it well, if you use your body language well, paralinguistic communication well, you can have a very powerful influence on the other person, especially to build up a certain kind of an impression about you on others.

Research also say that, major part of our communication is non verbal, like I said people pick up cues from the sender, not just their verbal cues, but also non-verbal cues. So, what are the components of paralinguistic communication? When we say paralinguistic communication what are the things which come under paralinguistic communication?

The first thing is body language. Body language means how you sit; let us say if you are sitting how do you sit, what is you know how you cross your leg or are you moving forward during the communication are you know nodding, where are you looking at when the other person is talking or when you are talking. So, all those things are body language.

Gestures: gestures mean hand movements. You know some people use their hand very fluently; some people are very rigid when they talk. Usually it is seen that when people are very rigid with if they do not move their hands, then it means they are not very comfortable with the communication or it is a very formal communication. When people move their hands then it means they are very comfortable, they are very confident about

what they are saying and to some extent it is also seen as they are very informal and they are very comfortable with the way they are communicating with the other person.

It also involves facial expressions facial expressions means you know how we move your eyebrow, the facial muscles which move. In fact, many a times aggression is perceived through facial expression or happiness ok. A very simple thing which you can use to understand whether somebody else is interested in the conversation or not, is their pupil dilation; you know the pupil in your eyes if they are dilated, if they are like becomes big then it means that the person is interested in what you are communicating or they are interested in this relationship ok.

Similarly sweat in the face, how much you sweat, where do you touch your face, when you talk all those things communicate lot of messages. In fact, many a times we are not even aware that we are looking for this cues. Similarly, if you do not know the fundamentals of non-verbal communication you may not even know what you are doing non-verbally, it happens very automatically.

Similarly, the receiver also very automatically picks up these cues from the sender and tries to interpret it, even unconsciously you do not need to very consciously look at this person, is sitting like this or this person is crossing his legs or he his hand suddenly become stop moving his hands when he is talking or he is touching his face.

So, all those things we do not actually consciously evaluate, but unconsciously we are very good in picking up this cues and trying to interpret, this is like a gut feeling. Something is wrong with what this person is saying or I even though he is saying he is telling the truth, even though there are facts which support his claims, but something is wrong with what is saying. So, that kind of a gut feeling happens when you unconsciously interpret the non-verbal communication ok.

So, this is non-verbal communication in terms of body language and all those things. In terms of language or verbal communication also there are some components apart from syntax; syntax means words or language, which is how you a pronounce a certain word, where do you what is your tone you know.

For example, when people talk very weakly you understand this person is scared; when somebody is angry their voice goes up; when somebody goes to a defensive mode they

tend to raise their voice. All those things are paralinguistic communication how you use the language.

Pause – where you stop, you know for example, when somebody is talking suddenly they stop and they go slow in what they are saying, then it means they are very careful in what they are saying. Emphasis – which of those words you stress more ok. So, all those things say lot about the not just the message, but also the intentions of the communicator.

It not just verbal communication even in written communication there are lot of these paralinguistic components. For example, how we use exclamation, where do we use question mark, where do you bold the text, where do you underline the text and what kind of you know what kind of; what kind of letters do you use, what style of letters do you use.

For example, certain styles of letters like Times New Roman or those things are considered to be very formal this thing; Arial is considered to be very artistic font. So, font style, font size, where do you underline, where do you bold, where do you use exclamation marks. So, all those things convey a lot of a meaning apart from just verbal just written text.

In fact, many of these things are also considered to be etiquettes, e-mail etiquettes. Let us say they say that if you write all caps in your e-mail that means, you are shouting; if you are using bold, then it means something; if you use certain colors it means something. So, all those things are paralinguistic communication in written media.

Non-verbal communication



- Proxemics: the study of spatial interrelationships.
- Kinesics: the study of the role of body movements, such as winking, shrugging, etc., in communication.
- Silence: affects timing and turn-taking during discourse
- Symbols: Clothing/Hairstyles/Cosmetics/Artifacts



So, non-verbal communication in terms of body language there are many components which are very useful in understanding or influencing the other person ok. So, there is first element which is called proxemics. Proxemics means the spatial interrelationships; when you talk in very simple words when you talk to somebody else where do you stand or how close is the distance between you and the other person, ok.

So, usually if the distance is very close then it means these two people are there is an informal communication and also these two people the power distance; power distance means power imbalance is less which means both of them are equal in power. So, it is a also informal communication. Other way around if the distance is little bit farther, then it means this person one of them is very powerful or it is a formal communication; it is also to some extent a very one sided communication ok.

If you see many of these office spaces, one thing you can understand from their office infrastructure is if the table before a person is like too large, then it means this the person who is sitting that side is a very powerful person. So, you are entering somebody's office, their table is very huge; then it means you know to some extent they are very powerful. Because that the distance of the table also means you cannot come close to them, you cannot reach them.

Proxemics also involves whether you touch the other person when you talk whether you are able to look at their eyes closely and so. So, all those things convey closeness in the communication in the relationship. The next element is body movement like winking, shrugging all those things. Many a times, if you look at very keenly during communication people do many of these body movements.

For example, suddenly if somebody ties their hand during the communication, then it means they are becoming defensive or they are showing disagreement. Or, if they are suddenly changing the eye gaze, they are looking at you, but suddenly they were like turning somewhere when you are talking you know for a fraction of the minute, fraction of the second, then it means there is something which is not comfortable for them in the communication.

So, all those things play a very important role in communicating non-verbal messages. So, silence is another important element. Silence is quietness you know you stop

somewhere or you do not respond. Silence is not necessarily continuous; silence can also come in between their communication.

For example, when you talk how do you place this silence. In fact, it is a very powerful technique. So, are you talking very fast or are you talking very slowly ok, how much time do you place between two words ok. If you see many of these spiritual gurus you know so called spiritual gurus, when they talk they leave space between words or between sentences they place silence.

They will say one sentence and then they wait for a few minutes, few seconds and then they talk. So, all these things have a very strong influence on the other person and also it conveys you know what the underlying message of the conversation. Silence also involves turn taking.

So, turn taking means when I am conversing; when two people are conversing how much time do I allow for the other person to talk. If somebody is talking if I am intervening or I am not letting the other person complete his or her sentence I am taking immediate response, I am giving immediate response and also if they are talking then how much time the other person takes to respond.

Let us say, I have finished what I have said and the other person; how fast or how slow the other person responds. Sometimes it can be even before I finish the other person starts sometimes it can be I finish and the other person is not saying anything for a minute or so, there is a very uncomfortable so called uncomfortable silence and then he talks he or she talks ok. Sometimes the silence can be very long also. So, this is what is called turn taking.

In fact, all these proxemics, kinesics and silence is culture specific as well. When I say culture specific in certain countries it is to stand next to very close to the person when you talk even if it is a formal communication. For example, in certain cultures when you meet someone for the first time in a formal meeting you shake hands, which is like some level of distance. They say if you have heard you know the hand shake distance which means a formal distance which is not too far which is not too close.

In some culture when you meet someone for the first time even if it is a formal relationship they hug them. You know they hug them sometimes they kiss them also

cheek kiss. So, it seems to be in certain cultures if you do that they will think this person is infringing on my personal space. So, proxemics also means personal space.

Personal space means space which we psychologically you know have physical space which we are with outsiders to enter to what it the space in which somebody who is not very close to us is allowed to enter. For example, when you meet somebody for the first time if that person stands very close to you will feel very uncomfortable, isn't it?

Similarly, if they stand very far also you will think why he is standing there and talking to me ok. So, this personal space varies from culture to culture ok. Kinesics also for example, in certain cultures certain body movements like winking or shrugging means something ok, gestures.

For example, how do you use your hands certain body, certain symbols using your hands have different meaning in different culture. For example, this thumbs up which means good, happy or you know well done all those things in certain culture. In certain culture it can be like challenging, I am challenging you or in certain cultures it may be what you know what are you saying ok. So, all these body gestures are also culture specific.

Similarly, silence; in certain culture it is not good to intervene when somebody is talking. You have to wait till they finish and then you have to talk you know. If you intervene you have to you know apologize. You should say sorry, I want to intervene. Can I intervene? Only with that permission you can intervene. But, in certain cultures it is very ok to intervene. You know everybody will talk with the same type. Nobody actually gets offended when somebody intervenes. Everybody will talk both of them will talk at the same time ok.

Similarly, turn taking certain cultures it is very ok to take a lot of time after somebody talks and stops. So, for example, you would have seen those Japanese movies, they will talk very slowly. They will stop, the other person will take some time and then they will respond. So, you know all those differences exist between cultures.

Apart from this there are other symbols like clothing, hairstyle, cosmetic. For example, when you say formal dress you know formal attire; some cultures formal attire means having a wearing a suit; in certain culture formal attire means a full hands full sleeve shirt; in certain cultures it might be just you know a T-shirt and pant or it is a skirt for


women skirt or saree. So, different cultures what is formal, what is informal attire changes.

Similarly, hair style long hair, short hair; in some context long hair is seem to be some context it is not. For example: for men to have long hair to seem to be not very professional in certain organization context. Similarly, cosmetics what kind of jewelry you can wear.



for example, if you are going for an interview you cannot wear a very you know fancy, flashy shirt and flashy earring and all those stuff or flashy headband all those things; because they are seen as you are not taking the interview or you are not taking the meeting seriously, but again in some cultures it is ok. They do not actually mind what you wear ok.

So, all those elements convey a lot of things about what you communicate, especially the kind of dress you wear. You know if you see many of these high level executives they wear suit and tie even though it is not required for that particular climate ok. Why because, it conveys you are like you know you are wearing an armor kind of a thing you know, you are wearing a suit is like wearing like an armor and you are going for a war kind of a thing. It has different meanings in different culture.

Silence and turn-taking



- Silence is interpreted differently among cultures.
- In western cultures silence is interpreted as “non-comprehension”.
- Most eastern cultures are comfortable with silence between conversation.
- Intrusion while speaking is acceptable in some culture but seen as rudeness in others.



So, like I said silence and turn taking is a very important element; especially cultural differences. You know, if you go to a new culture new country you should understand what how they use silence and turn taking. For example, like I said different cultures

interpreted differently. For example, in western culture silence is interpreted as non comprehension. For example, Europe or USA if you are very quite in a meeting they will think you know you do not know anything ok, may be you are not understanding.

Let us say there is a meeting, team meeting you are like keeping quiet not saying anything. Then they will think you know you do not know anything or you do not understand anything or you are disagreeing to something. In fact, silence can also be seen as disagreement; in some culture silence is seen as agreement. You know in India if you are silent then it means you are agreeing to whatever they are saying, but in some cultures if you are silent it means you are not agreeing to what they are saying.

In most eastern cultures people are comfortable with silence between conversation like I said Japanese culture. Between conversation, if somebody is quite, they are ok. If you are asking something to someone, they are not responding immediately they are keeping quiet for some time and they are contemplating ok. You are with that especially in Japanese culture.

But, in some cultures you are asking question this person is not answering immediately they are like looking somewhere and shaking their head you will think you know probably this person did not understand what I have said or he is disagreeing ok. So, silence how people interpret silence changes depending on the country and culture.

Like I said earlier, intrusion while speaking is acceptable in some culture but seen as rudeness in other cultures. So, it is very important to be sensitive to these kind of very fine elements in conversation. People who are very good in understanding them are very sensitive in picking up these cues and are considered to be very good communicators ok.

So, I will stop here. So, till here we spoke about interpersonal communication from the individual side. So, from the next section we will talk about what happens in group communication dynamics. So, till then take care, we will meet in the next lecture.