

People & Communications in Organisations

People needs in organisations:

- Achievement
- Dominance
- Autonomy
- Affiliation
- How are these displayed?

Personality:

- Enduring & stable personal characteristics
- Personality as cognitive processes & emotional processes
- Personal perceptions - mental 'maps' drawn from experience influencing perceptions
- Selective perception - personal bias & belief vs. objective, rational explanation of behaviour

Job design & work behaviour:

- Individual, group, autonomy, supervised
- Job involvement - task significance as individual motivation
- Autonomy & feedback - task control, motivation, self-esteem, performance

Role stress:

- Ambiguity of role - uncertainty of what to do
- Role conflict - contradictory involvement with others
- Use of power - What is it? How is it used?
Fairness & ethics?

Group Dynamics:

- Forming, storming, norming, performing, adjourning
- Group behaviour - task leadership (task focus), social leadership (group maintenance)

Decision making:

- Coercion, autocracy, consultation, collaboration
- Organisational & managerial culture
- Problem structure
- Goal congruence
- Conflict

Delegation:

- Matching tasks with individual / group skills & authority to achieve outcome
- Need for goal-setting, feedback, time-frame

Communication:

- Nature of data, information, knowledge & wisdom
- Signal v noise
- Communication strategies - internal, external

Communication issues:

- Perception - individual, organisational
- Stereotyping - general classification of people & behaviours
- Self-fulfilling prophecy - expectation generates reality (positive / negative)
- Polarisation of views - black, white, grey
- Selective attention - signal discrimination
- Semantics

Active Listening:

- Physical setting
- Management of body language
- Affirming questions
- Awareness of own & others feelings
- Avoidance of anger
- Suspension of judgement
- Patience

Communication control:

- Specify communication channels
- Internal - formal, informal, ‘gatekeepers’
- External - networks, customers, suppliers, governments
- Roles for individuals & groups

Communication needs to be formally & informally managed at the institutional, managerial, technical and stakeholder levels.

Written communication:

- Audience
- Style
- Correctness
- Quality of content & outcome