


International Business Communication
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Lecture - 14
Barriers to Communication (Contd.)

Welcome back to the class on International Business Communication, we covered some of the Barriers to Communication in the last class, and we will continue with the same topic today.

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Revision

- Why do we encounter barriers in communication?
- What are semantic barriers to communication?
- What are the sources of these semantic barriers?
- What are the different kinds of semantic barriers one encounters in interpersonal interaction?

So, let us revise a little bit the format remains unchanged, I expect you to come prepared for the classes, let us first discuss why we encounter barriers in communication?, I would like you to discuss this in your class. I would also like you to discuss, what the semantic barriers are to communication, and how are these barriers differing from other barriers to communication. What you mean by semantics, how these barriers differ, what are the sources of these semantic barriers, why do these occur and what are the different kinds of semantic barriers one encounters in interpersonal interaction. After you have discussed these things, you can move on to the next part of this lecture.

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Organizational barriers to communication (Lewis, 1980)

Conditions representing common communication problems that hold organizations at low levels of effectiveness:

- Managers use communication as a corrective process rather than as a preventative process
- Managers take a solution orientation to communication problems rather than a causal orientation
- Managers mistake information processing for communication
- Managers do not have accurate self-concepts of their role in the communication process
- Managers do not recognize organizational communication as a functional area subject to improvement and sophistication

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Today we will cover organizational barriers to communication; now what do we mean by organizational barriers, we have semantic barriers, which are the barriers that occur or that we encounter due to the meaning, that we interpret from words. When we talk about organizational barriers, we are essentially referring to the barriers, posed on communication, through the interactions we have in the organizations that we work in or that we are a part of.

Now some conditions that represent common communication problems that hold organizations at low levels of effectiveness or in other words, some conditions that cause these problems for organization, organizational communication that eventually results in ineffectiveness in organizations are. The first one is managers have a tendency to use communication as a corrective process, rather than as a preventative process.

Now, what does this mean, this means that managers just cannot wait to communicate with employees until after the union is trying to reorganize a plant for example, or they use communication as a means, to sort out problems rather than to make things easier rather than to prevent problems. So, they use it as a corrective problem, corrective process, for example only when there is a strike do managers or the senior management in an organization decide that they would like to call the workers and ask for their opinions.

Before that, they assume that the workers are supposed to do their job and not ask questions, but after a big problem comes up and there is a strike and there is some problem in the organization, they decide let us sit and talk. Why not start with talking to people and find and out what they feel comfortable with. The other condition that results in low effectiveness in organizations is that managers take a solution orientation to communication problems, rather than a causal orientation.

Which means, that when problems come up they would they try and find solutions through communication, rather than looking for the reasons in the communicative process, reasons in the interaction that led to this problem? So, instead of solving it straight, let us just take the example of a workers strike, rather than resolving this strike if they were to just find out, what in their communication caused this strike it would make a lot more sense and you would know this after studying communication.

Managers mistake information processing for communication, after so many lectures in discussions on communication, I am sure you have realized that communication is a lot more than transmission of messages. It is a lot more than processing of information, it is designing information, it is interpreting information, it is tagging information, it is contextually placing information, it is not just processing of information, it is not just the perception of a signal.

It is the interpretation of a signal within a context and the designing of a response to that signal, within a particular context with some intension, some motivation, some emotion attached to it. We talked about the emotional volitional aspect of communication in the earlier lectures and I refer to it, even in the last class and so that is what communication is it is a lot more than exchange of information or just the simple processing of information.

But, what do managers do, they tend to view, just the processing of information as communication and when you ask them what is wrong with the communication, they say nothing is wrong. We say in the messages, we receive messages, we have a talk to you know, we have a free flow of information, which means that we send orders down the hierarchy and we get reports back up in the chain of hierarchy.

And that according to them is the communication practice been followed in their organization, but it is on lot more than that why, because human beings are involved,

because you are so many people with, so many context, so many environments, who are involved in this process. Managers do not have accurate self concepts of the role in the communication process and this means, that they are not accurately aware of how others see them, they do not know how others perceive their role in the organization.

Sometimes managers assume that since they are in that higher position of authority, they will be viewed as leaders, they will be viewed as people superior to others, that may not always be the case. Some of the subordinates may be viewing managers as facilitators, some senior subordinates, people who are older than them in age, may be viewing managers as this youngster, who have just come and sat on their heads. Some seniors in the organization may be viewing these managers, as people who can take this organization that they built with, so much of care and affection to great heights.

So, we all view our superiors differently and we all have different expectations from our superiors and we communicate, these expectations through formal and informal interactions both verbal and nonverbal with our superiors. And depending on the feedback, we receive from our superiors our relationship is established, we will talk about communication rules and how these effect interpersonal relationships, in one of the further classes.

But, what I want to emphasize upon is that we fail to recognize, we fail to understand how other people view us, in a particular role and that creates a problem for us as far as the communication process is concerned I assume that I am the authority on communication. But, many of you sitting in the audience, many of you listening to the lecture may have points on which you disagree with me fair enough, I have been put in this position and I may get you know you may assume that she is a professor at IIT and she will get offended, if we question here, I would not.

But, may be because of the way I talk because of the way I look because of the kinds of things I refer to, some of you could feel that I am not doing my job properly, some of you could feel that I am just busing around, some of you may actually get interested in the things that I am saying and look them up. And find them to be true, some of you may find the interpretations that I have given you, not worthwhile it is up to you, I leave it open to you, but you know it just depends on how you view yourself in that role and that eventually affects, the kinds of messages you end up giving back to your environment.

So, that is something that the managers do not may not have I am not saying do not, but then they may not have accurate self concepts usually they do. Managers do not recognize organizational communication as a functional area, subject to improvement and sophistication, you must have noticed this, in you are studies, you must have noticed this in your classes, you must have noticed this all around.

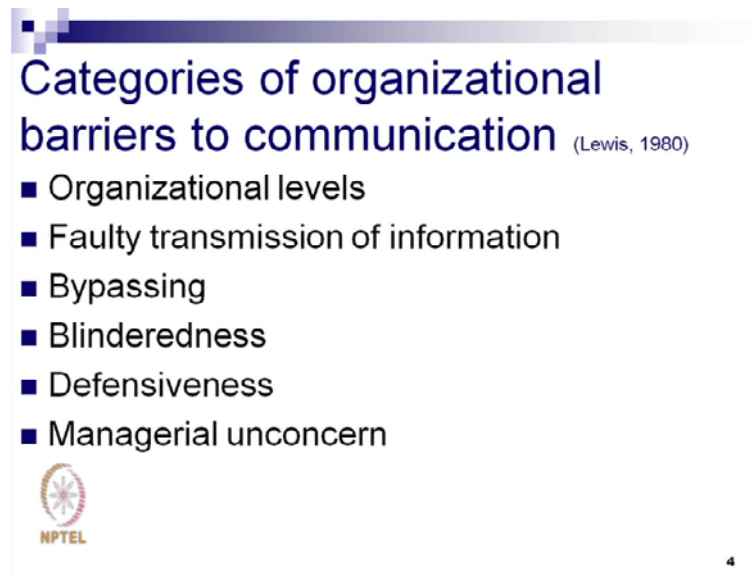
Anybody and everybody claims to be an expert in corporate communication people call it soft skills training, they call it business communication, they call it corporate communication, they call it organizational communication, they use these terms interchangeably. And when you are in that line very few people end up doing their P H D's in organizational communication, why because it is not the anything, very few people in the giving the importance to communication that it deserves.

What they do not realize is and this has been you know demonstrated, through research I am not saying it, because I am a professor of communication, I am saying it because this is not illustrated through extensive research in higher education that organizational communication. Communication per say in any field gets a step child, gets treated like a step child, because people think that we have been speaking since, we been children, we have been speaking since the beginning of our lives, what is the big deal about communication.

And that is why it is not even emphasized up on, in the business environment, what people forget is the practical applications of communication, you may be an expert in your field, you may be the best technical mind, there is in your field. But, unless you are able to share your expertise with somebody, unless you are able to express your knowledge of whatever you know, you appropriately and adequately, to people who can use that knowledge, your knowledge is of no use and that is where training in, communication comes in.

So, managers came to recognize, this very important skill as something that show that they should train their employees in. And they do not want to spend, so much money on training their employees in communication skills or in giving them training in sophisticated appropriate communication or the evolving methods of communication and that posses a barrier to communication ok.

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Categories of organizational barriers to communication (Lewis, 1980)

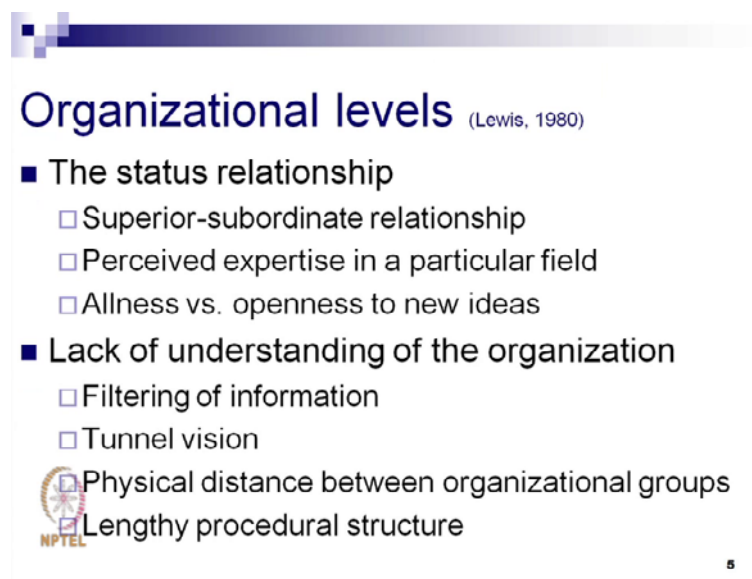
- Organizational levels
- Faulty transmission of information
- Bypassing
- Blindedness
- Defensiveness
- Managerial unconcern

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We categorized organizational barriers, not we, but Lewis in 1980, in his book organizational communication the essence of effective management, I have the second edition of the book. And I have taken this material from that book and in that book he has categorized the organization of the organizational barriers to communication, in these six categories, the first one is organizational levels. And we will go through them one by one, they are called organizational levels, the other categories faulty transmission of information, bypassing, blindedness, defensiveness and managerial, unconcern.

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Organizational levels (Lewis, 1980)

- The status relationship
 - Superior-subordinate relationship
 - Perceived expertise in a particular field
 - Allness vs. openness to new ideas
- Lack of understanding of the organization
 - Filtering of information
 - Tunnel vision
 - Physical distance between organizational groups
 - Lengthy procedural structure

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Now, let us go through these categories one by one, organizational levels, these are the barriers, forced on organizational communication, because of the number of levels in an organization or the work that goes on, in the at these levels in the organization or the perception of these levels of the organization. The first barrier here is the status relationship, status relationship essentially refers, to the barriers we face in communication, as a result of our perceived status in the organization.

Who am I in relation to the rest of the organization, who is senior, who is junior, who is an expert, who is not an expert and for the sake of clarity these relationships have been categorized further. The first one is superior subordinate relationship, one is the actual superior subordinate, who is at a higher level, who is at a lower level, who is getting more salary, who is getting less salary. The other category of superior subordinate relationship is the perceived.

Superior subordinate relationship where, we understand even if the person is not getting as much money as we are we understand that the person is senior to us either by way of having joined the organization earlier or by way of having more experiences or by way of his or very closeness to the higher ups. So, that is one, the second one is the perceived expertise in a particular field, some body may be the junior most in the organization, but comes armed with the best possible training in a particular technical field.

So, the person gets a higher status or the status the technical status of this person is perceived as been higher, than those who do not know as much about that feel that this person did not expertise in. So, it is all about the perceived expertise in a particular field and this then prevents us from responding from being open with people, who are higher than us or lower than us in status and so on and so forth, we will talk about that in a minute.

The other aspect of the status relationship is the allness versus openness to new ideas, you will find that in any organization you have, doctor no at all, do have people who know everything there is to know, about everything there is to know. And they have this idea and they will ensure that you remember that, whatever they know is all there is to know we talked about allness in the last class.

And they feel that their point of view is the only point of view that exists and they have all the information about a particular subject and anyone who claims to have more information is either lying or making things up.

They are not open to other points of view and there are some people who are always opened to new ideas and they are considered to be people who are very malleable, people who are very moldable, you know they can be fit into any mold and people say well you are own strict to your guns, why because you do not have a strong opinion. So, but all these things in interpersonal communication can cause a barrier, the these assumptions these perceptions, about the status.

I am not saying the actual status, I repeat these perceptions, about a person's technical status or superior subordinate status or the quantity of information status, that is afforded to a person by way of the quantity of information. The person has these things can create a problem they can prevent us from sharing information with such people, we do not want to share information, if you know that the other person is not open to receiving new ideas or not open to receiving newer information, what do you want to talk to such a person probably not.

Even if you have some vital information to share with this person, you will hesitate, if you perceive that the person is superior to you, if the person is senior to you, will hesitate in giving this person any information that you may have with respect to his job. And if you perceive that a person is the expert, in a particular field, you even if you have a deeper insight into the field, you have some new insights, you have some new idea, you have some new experiences with a particular field, you will hesitate to share them with somebody who is considered to be an expert.

Because, you feel that this person may either already know it or this person may discount whatever you are saying, as your ignorance or your lack of understanding, just to hide their own deficiencies or their own lack of knowledge, they will say well you do not know. So, we hesitate and that prevents us from communicating freely with such people, then next one here is lack of understanding of the organization. And that can prevent us from getting familiar with the organization that can prevent us from communicating freely with people that can also influence the way we interpret messages coming from the organization. This has further been classified into filtering of information what

happens is that again going back now all of these different categories are related to each other.

So, a person at the top may not want to share all the information with a person at the bottom and this has been researched and found out that, all the information that the higher ups have does not go down, to the lower runs of the organization. So, that is deliberate filtering and this is necessary also, because how much information can you communicate.

You may have some information that is required safer merger and acquisition, you are a senior V P in the organization and you are you are organization is being merged with another company and you have been given the task to research, the impact of this merger on your organization. So, what will you do you will go and you will find out everything there is to find out about, how similar companies have handled there mergers and you know, how the organizational structure has changed.

And so you will not want to communicate, you will not feel the need to communicate all this information to the front line workers, because they are not concerned, they are only concerned with how their job will be affected. So, why should they be given the justification of how you reached that conclusion or how you arrived at that conclusion.

So, there is deliberate filtering of information and we share specific information, we categorize the information, we select the information and give it to different people in the organization depending on, how we perceive their need, see you see this complexity of communication. You see where we are coming from, we have this huge bulk of information and we take bits and pieces, because we cannot give it all to everybody at the same time because we have their own needs of information.

So, we take bits and pieces based on our perception of their need, so I am assuming where the other person is coming from, I am assuming what the other person must be thinking, must be needing, from this piece of information. And then I share that information with you know I select the pieces that I think the person needs and give them to him. So, that is of filtering of information posses the barrier, I may not know what the person needs, I just assume based on my experiences, I guess what the other person needs.

And in this guessing process, I may lose out I may not be able to give vital pieces of information to the other person, to enable them to interpret the situation carefully or appropriately. The other issue here is tunnel vision, we put blinders, we look only in one direction, it is almost like we are going through out tunnel, we call it tunnel vision, because we cannot see anything outside the tunnel, it is just the road and the boundaries of the road that we can see.

And so we have tunnel vision, I know the organization from my perceptive, I have seen x y z in the organization. So, I know that this is a typical organization, IIT is a government institute and I have studied in government colleges and I have worked in government colleges and so I assume that IIT is also going to be like any other government college.

And when I see openness here and when I see encouragement to faculty for research I get baffled, why should, but no I have this idea in my head [FL], this is the government organization, we will create problems, I can see those problems now, but some problems are yet to come. It may not be like that IIT is governed by completely different set of regulations and rules and we have a lot more flexibility, as far as designing our courses and running our courses is concerned, because the faculty are chosen very, very carefully.

We do have a very strict certain rules, but it may not be like a typical government organization in reality. But, we assume those things or because government hospitals are always badly managed, you know I have heard x and y and z report about government hospitals being back diminished. So, I will I will never go to a government hospital, we do not realize that in government hospitals, the doctors who are actually there are able to understand the needs of patients who are not able to explain their needs properly and cure those people.

So, you know we have just tunnel vision all government hospitals are inefficient, all government organizations are inefficient, why because I have had some experiences. So, and that is what happens when we are in an organization also, I go through these experiences, I had 5 similar experiences, so every experience is going to be like that. Physical distance between organizational groups, the different groups of the organization may not be located conveniently from each other.

They may be located in different buildings, there may not be easy communication going on between the different parts of the organization, so the actual physical distance, there may be on different floors. People do not or people do not have phones, they do not have intercoms, so they cannot talk to other departments, they do not have access to the land or the local area networks in their offices or they are not comfortable using them, to discuss things.

So, there is a physical distance between different organizational departments or groups and that can cause a lack of understanding about the organization and that can in turn influence, the way we communicate within the organization and about the organization with external agencies. Another issue here is the lengthy procedural structure and many of us might call it deep also, we have policies and procedures the conservative can records.

We have policies and procedures, because there are legal implications of things, but sometimes in our attempt to be very particular, to be very careful, to be very systematic, we forget that these, the length of these procedures. May cause a hindrance in our understanding of the organization, I have 56 steps to go through, to complete 1 particular process. How will I remember those 56 steps and there are 123 steps or 123 procedures in the institute you know, I am just giving you a random figure, that is not the case here no process here is as complicates.

It is a random figure that I am giving you and no process is as complicated as it sounds, but I am just giving you an example. So, when we have, so many procedures and so many steps to every procedure, we usually take out our manuals and remember the last 2 steps and the next 5 steps and forget the rest of it and then we completed the next 5, then we move on to the next 5 and so on.

And this is what happens and these lengthy procedures these complex procedures prevent us, from learning enough about the organization, they prevent us from delving deep into the vision and mission of the organization. Because, we are so busy following these procedures trying to be accurate, we and plus, we feel that these procedures are the same for everybody and so there is no need for clarification at times.

You never know, what may be waiting for you around the corner, it always help to ask. So, but we get, so buffered by the complexity and length of these procedures, that they are just too scared to us.

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Organizational levels (Lewis, 1980) (Contd.)

- Physical distance between members
- Specialization of tasks
- Emphasis on formal vs. informal communication
- Information ownership



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We let us move on to physical distance between members, which is another issue here and what happens is that within the organizational levels, sometimes people are sitting very far away from each other. They do not have the time to talk to each other, they do not they are on separate floors like, we talked about physical distance between departments, there is also physical distance between key people in particular processes.

The phone connections are not stable, they are not, they do not have a chance to get on e-mail, so often, because they are out in the field doing their work, so that can create a barrier in our willingness to talk to them. You know ((Refer Time: 27:25)), who is going to claim these 3 flights and stares and go and ask them once the question and who is why should, I use my cell phone for calling up somebody, I should have an intercom facility, for use in the office and I should have an intercom facility that works.

So, these are real problems and that adds to the physical distance, the other issue here is specialization of tasks, we are also busy with our work, we all have such specialized tasks that, they do not really overlap with each other and it is hard to find come in ground. And so we do not, we become uncomfortable asking people for information and

one very good example of this that I have seen and bend through and that the academics here, will relate to is the P H D program.

We have to gather up to the first year or first 2 years of our courses and once we finish the basic courses, then we sort of you know just migrate or our little islands and in academics. We are all doing, so much of specialized work, everybody is an expert on some special thing and these areas of specialization, many times do not overlap with each other.

So, we rarely you know, we do collaborate, we collaborate with people outside around comfort zones, but that collaboration is deliberate and we try and you know make a special effort to get into or move out of our comfort zones and learn something new. But, the tasks are, so specialized the courses are, so specialized, even the P H D students are our areas of research become, so specialized. That we just sort of you know, just go on to our sort of gravity to our own islands and move away from the main core of studies.

And just do our own thing and then we forget that we actually learned, how to write research papers together and we learnt research methodology together. So, when we are stuck, we forget that we can always call up, somebody else in another department, who did the exact same course with us and seek their help called get some insights from them. Another issue here is emphasis on formal versus informal communication in many organizations, the formal communication is very highly emphasized.

There so much of work there, so many specialized tasks, very strict hierarchy, people are always busy trying to be appropriate, what is the best way to communicate with my superior. How many times should, I salute my superior, you know when I when I am walking down for my lunch, if a senior comes by and the one you suppose to salute my senior that happens in the uniform services, it is not wrong, I mean it is just a different world.

And so you know a junior is supposed to be the first one to salute the senior and the senior is supposed to salute back and that is the formality. And at times, when you are new to this service, when it is not yet become a second nature to you or even when you have been in the service, you could be thinking of a million things, but you need to be alert as to who has been saluting you and how many times should you salute back. And if

you know you miss one person is saluted you and you have not saluted them back, you feel uncomfortable and that person may feel offended and you know.

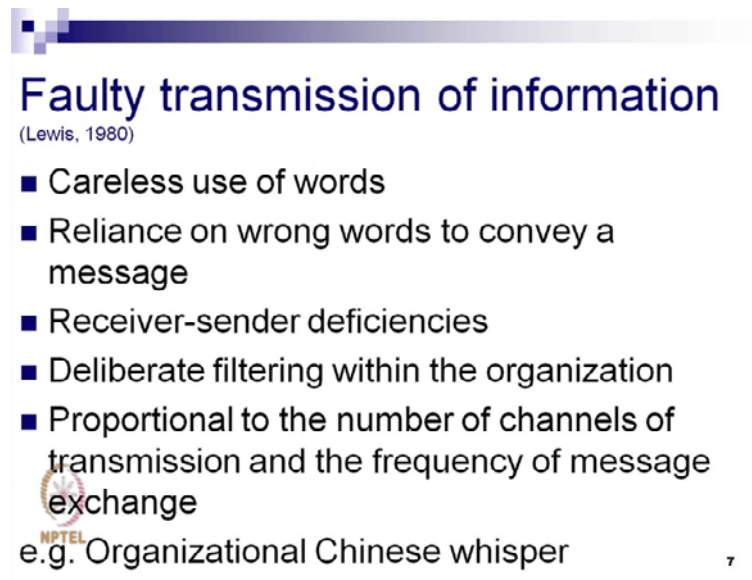
So, all these things can we focus, so much on procedures that we lose track of the actual communication, we may actually be very interested very emphatic towards our subordinates, but may be sometimes, when we are preoccupied with something else, we may forget these things and that may become a problem. So, we are, so constantly focusing, so much up on these procedures that we lose track of the actual message that was supposed to be transmitted.

In for information ownership, we tend to hog information many times, it works both ways, there are some people, who do not want to give the information, they have to people, because they feel information is power there are other people who feel that information should be shared. And so they are constantly giving out information even information that does not belong to them and they do not take responsibility for the information they give out.

So, we have these different kinds of people and every kind of information ownership brings with it different problems, if you share too much information, you are titled or termed as gossip and you are termed as a feeder to the grapevine. If you do not give the information, then you are termed as somebody, who hogs the information and people are very of these people and if you are the one, who is deciding how much information to share with people and what to share, what not to share should you be friendly, should you inform people about what interests them or not.

We worry constantly about, how we will be perceived, if you were to share a specific bit of information, so we are constantly concerned about, what information to give out and what we should not be giving out. And in the process, we may miss out on vital sharing of information or we may end of given to much information and that can change the perceptions people have about us and that can ultimately influence the manner, in which people communicate with us within the organization. And that can posse a big barrier can the communication within the organization.

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Faulty transmission of information
(Lewis, 1980)

- Careless use of words
- Reliance on wrong words to convey a message
- Receiver-sender deficiencies
- Deliberate filtering within the organization
- Proportional to the number of channels of transmission and the frequency of message exchange

e.g. Organizational Chinese whisper

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Next issue here in organizational communication is faulty transmission of information and how do, we transmit information incorrectly, we may use words incorrectly, we may relay on wrong words to convey a message. And this can come about especially when we are using a language that we are not very comfortable with, but we have to use it, for an organizations, within the in the Indian context, English has a hegemony over the other native languages.

For some region, we believe that if we communicate in English, we are more professional, for the international audience one can understand, but within India even if 2 people speak the same language, we when we are engaging in formal communication we use English. Even if you know for the rest of the time, we are using our local languages, so when we translate our thoughts in our native language into English, the degeneration of coincident meanings takes place, as we are discussed 2 lectures ago.

And we choose the wrong words to convey a message, the other issue here is receiver sender deficiencies, I may not know, what I am taking about receiver sender deficiencies, I may not be comfortable in the language, I may not given enough description, I may not use the right words. I may be physically not able to pronounce the words properly, I may not be able to transmit the appropriate, non verbal signals along with the words.

Deliberate filtering within the organization again this is something that we discussed even in the case of organization channels, levels if within the organization, the filtering

that happens in the organization is proportional to the number of channels of transmission and the frequency of message exchange.

So, I am I have given the example of organizational Chinese whisper, I will give you an idea for a game that you can play within the organization, I think I designed it, but if somebody else as seen this game elsewhere please let me know and I will give it adequate reference. But, I have when I came up with this game I did not read any books just occurred to me that I could try this out of the organization and what I did was, you start with a message, you divide the entire class into 6 or 7 layers of hierarchy.

So, you have vice presidents, you have the C E O, you have senior V P's, you have the juniors V P's you the directors, you have the senior managers, middle managers, juniors managers, front line supervisors and front line workers divided up. The organization assigns 2 or 3 or 4 students to each level. And start sending a change message about organizational change may be the organization is moving the company is moving from physically moving from say Delhi to Bombay or something like that.

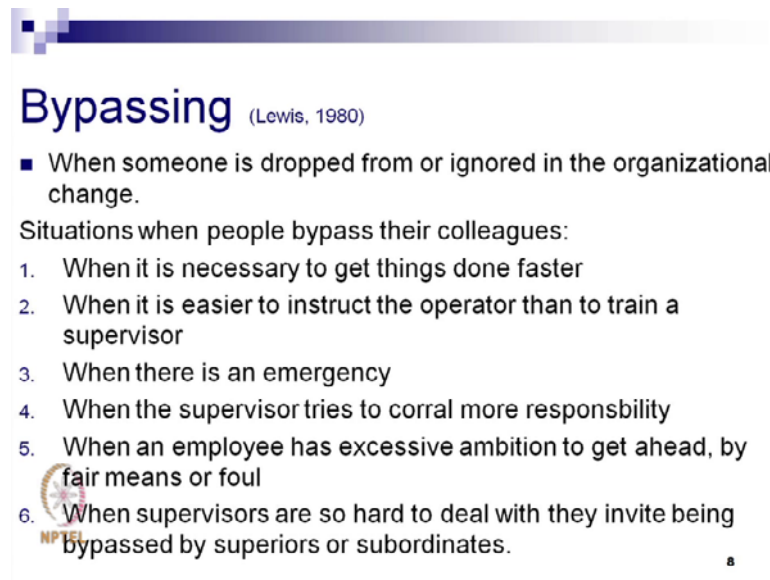
Some major, some message containing, some form of organizational change message in it and so the C E O communicates a to the senior V P's, the senior V P's say to the junior V P's and everybody else the outside the class room. So, they read this complicated message that you given them and they said to this people, who come into the class, the next level of hierarchy. And when you reach the last 2 layers, what happens typically in an organization is that we have people, who are always is dropping on other people.

So, what I typical do is send out one student into the corridor in the corridor and ask this student too fire up the other people and I say that you know there is some whispering going on behind close doors in your organizations, something is not right and we are not being told. And so this person goes and instigates, the last 2 layers and when the message comes down, you see that there is some deliberate filtering and some additions are coming on and something is being added and something is being deleted and by the time it reaches the lower most layer of the organization.

The message has completely changed, we played Chinese whisper, when you also played Chinese whisper on our childhood where we are all sit in one circle and you know, we whisper one sentence into one persons ear and sentences goes around and by the time it comes to the last person, this sentences completely been changed. And so this is one

game that you can play, that can help you understand this concept. So, the more of channels, there are the more the message will be filtered and modified and of course, that becomes barrier in communication.

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Bypassing (Lewis, 1980)

- When someone is dropped from or ignored in the organizational change.

Situations when people bypass their colleagues:

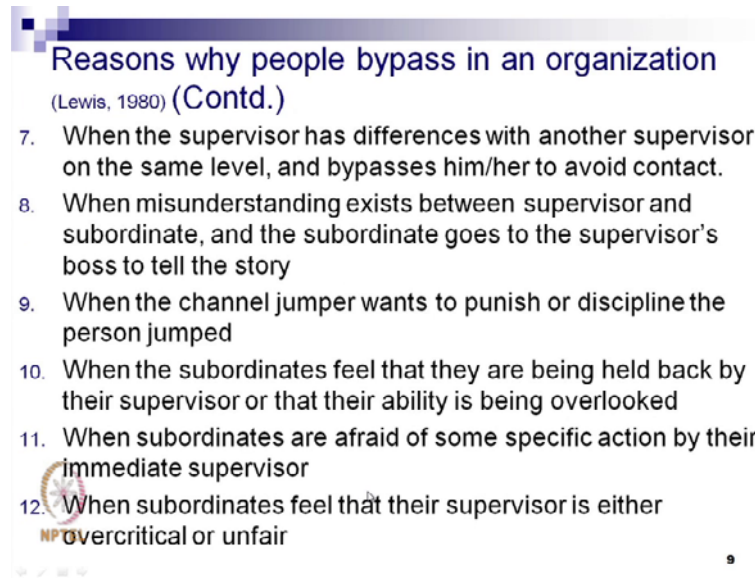
1. When it is necessary to get things done faster
2. When it is easier to instruct the operator than to train a supervisor
3. When there is an emergency
4. When the supervisor tries to corral more responsibility
5. When an employee has excessive ambition to get ahead, by fair means or foul
6. When supervisors are so hard to deal with they invite being bypassed by superiors or subordinates.

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Bypassing is when someone is dropped from or ignored in the organizational change, now I have listed a whole bunch of things here that lowest has provided and the situations, when people bypass their colleagues or analysis read them out from here. So, let just focus on this slide, we will talked about bypassing in the last class, but this is different this is when you deliberately leave somebody out a conversation.

And why do you do that, when it is necessary to get things done faster, when it is easier to instruct the operator than to train the supervisor, when there is an emergency, when the supervisor tries to corral more responsibility, when an employee has excessive ambition to get ahead by fair means of foul. When supervisors are, so hard to deal with they invite being bypassed by superiors or subordinates.

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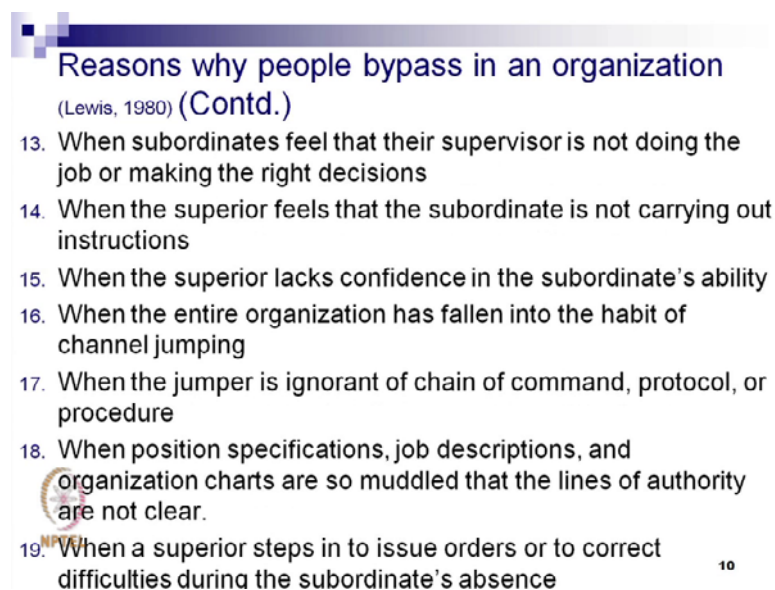
Reasons why people bypass in an organization
(Lewis, 1980) (Contd.)

7. When the supervisor has differences with another supervisor on the same level, and bypasses him/her to avoid contact.
8. When misunderstanding exists between supervisor and subordinate, and the subordinate goes to the supervisor's boss to tell the story
9. When the channel jumper wants to punish or discipline the person jumped
10. When the subordinates feel that they are being held back by their supervisor or that their ability is being overlooked
11. When subordinates are afraid of some specific action by their immediate supervisor
12. When subordinates feel that their supervisor is either overcritical or unfair

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When the supervisor has differences with another supervisor on the same level and bypasses him or her to avoid contact, when misunderstanding exists between supervisor and subordinate and the subordinate goes to the supervisor's boss to tell the story. When the channel jumper, the person who has jumped the channel, wants to punish or discipline the person jumped, when the subordinates feel that they are being held back by their supervisor or their ability is being overlooked, when subordinates are afraid of some specific action by their immediate supervisor, when subordinates feel that their supervisor is either overcritical or unfair.

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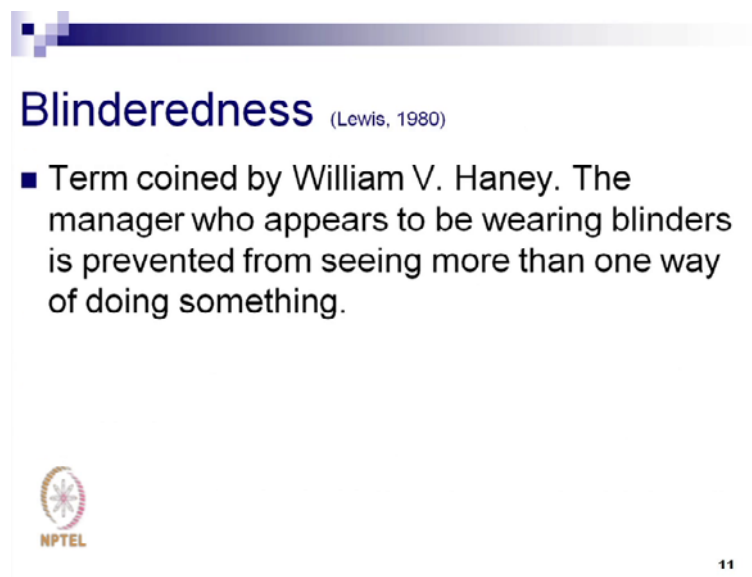
Reasons why people bypass in an organization
(Lewis, 1980) (Contd.)

13. When subordinates feel that their supervisor is not doing the job or making the right decisions
14. When the superior feels that the subordinate is not carrying out instructions
15. When the superior lacks confidence in the subordinate's ability
16. When the entire organization has fallen into the habit of channel jumping
17. When the jumper is ignorant of chain of command, protocol, or procedure
18. When position specifications, job descriptions, and organization charts are so muddled that the lines of authority are not clear.
19. When a superior steps in to issue orders or to correct difficulties during the subordinate's absence

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When subordinates feel that their supervisor is not doing the job or making the right decisions, when the superior feels that the subordinate is not carrying out instructions, when the superior lacks confidence in the subordinate's ability, when the entire organization has fallen into the habit of channel jumping, when the jumper is ignorant of chain of command protocol or procedure, when position specifications, job descriptions and organization charts are, so muddled that the lines of authority are not clear, when a superior steps in to issue orders or to correct difficulties, during the subordinate absence. These are some of the situations, in which we may people may end up bypassing others in the organization.

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Blinderedness (Lewis, 1980)

- Term coined by William V. Haney. The manager who appears to be wearing blinders is prevented from seeing more than one way of doing something.

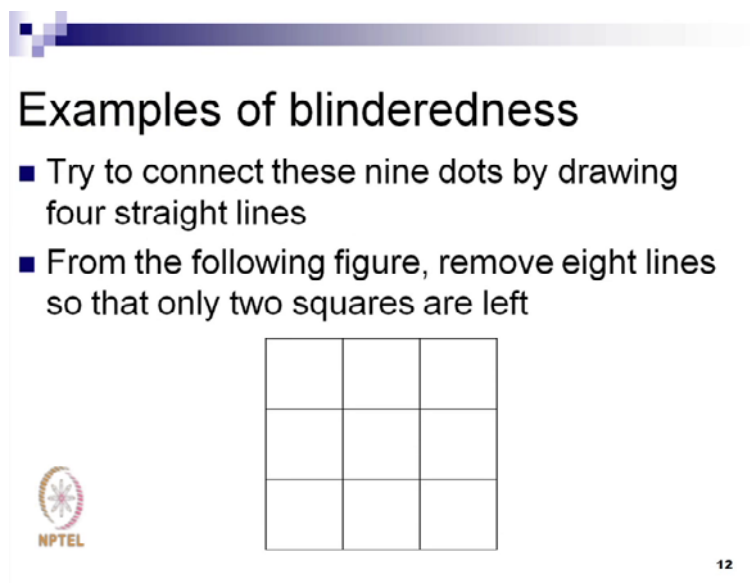
 NPTEL

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Another issue is blinderedness, you know blinders, when horses are given these little things on the side to make sure, that they focus only on the road ahead of them. So, these are called blinder and this results in panel vision and the they can only see, the road in front of them and nothing around them. And everything around could be going, but there is sort stay on the path and it is a term coined by William w William V Haney.


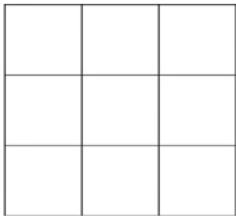
And the manager, who appears to be wearing blinders is prevented from seeing more than one way of doing something, just like horse wearing blinders sees, only the paths that hears the see on. And follows the path that here, she has been trained to follow similar the manager, whose perceived to be wearing blinders sees only one aspect one side of this situation, one way of doing things in the organization.

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Examples of blinderedness

- Try to connect these nine dots by drawing four straight lines
- From the following figure, remove eight lines so that only two squares are left



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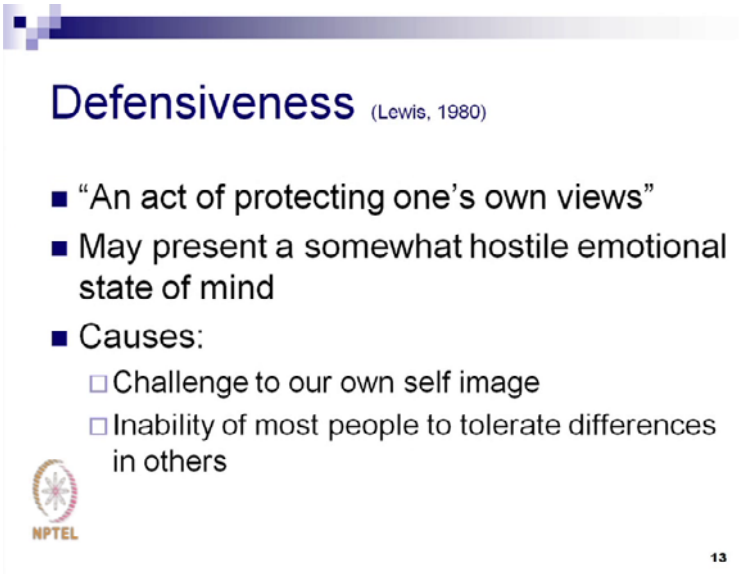
Now, I have an interesting exercise for you here, some examples of blinderedness, I have 2 exercises for you over here and we have just focus on this. The first one is I would like you to try to connect this 9 dots by drawing 4 straight lines and how do you do that. So, what you do is I let you figure this out on your own and I would like your teacher to pass for a second and lets the students try this on their own and I will do it for you and I will show you how, what is our tendency, we will say may be this 3 can be connected, these can be connected.

But, how do I connect all 9 may be, you done it in some class on creative writing or on in some class on, you know creative thinking or something. So, I will just show you, how this can be done, what you do is this is what you do, you draw a line, I have take a thicker pen here. So, you draw a line from here to here and then you draw a line from, so this line needs to be longer, slightly longer and then you take a make a line from here, this can one line, this is the second line, its comes all the way down to here and you draw the third line and of course, no line should overlap.

So, this is the third line the dots are connected, but you are going out of the dots just see, what is being done here and this is the fourth line. So, we are going out of our comfort zones and doing something. So, this is one, this is 2, this is 3 and this is 4 and so all dots are connected and you have 4 line connecting, these dots and other very interesting exercise can be just look at this shape, it is a square and there are 9 squares right.


You have 1 2 3 4 5 6 7 8 and 9 squares, now you need to reduce these 9 squares by removing 8 lines, how will you do it think about for a minute and I will tell you, remove this and I will take a different color pen here, we have take red. So, this is 1, we remove this is 2, you remove this is 3, remove this is 4 remove this, remove this, remove this and remove this, we removed 8 lines. And you are left with the outer square and square number 5 and these lines sort of you know, this is one square and then you have the bigger square, this one write it, I am sorry, my line are not straight. So, this is an example of blinderedness, we tend to think, we keep thinking, you know how will I reach this conclusion. Similar thing happens, when we are trying to solve problems in any organization and we need to start looking for things out of the ordinary, we need to start thinking outside the box.

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Defensiveness (Lewis, 1980)

- “An act of protecting one’s own views”
- May present a somewhat hostile emotional state of mind
- Causes:
 - Challenge to our own self image
 - Inability of most people to tolerate differences in others

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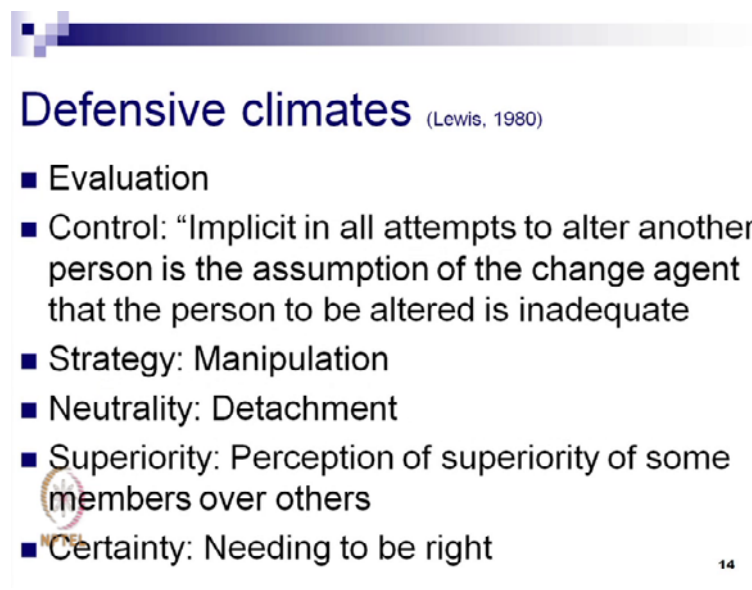
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Defensiveness is another issue, another barrier to organizational communication defensiveness is an act of protecting one’s own views, it may present a somewhat hostile environment in hostile emotional state of mind, when we say, we are defensive. And fiercely protecting my own views and fiercely defending my point of view and when I say defending, I wear this amour and I am like you know, let whatever is coming come my way and I will deal with it and I will fight back that is defensiveness.

And when we say, we are defensive the word defensive essentially has a negative connotation it connotes emotional aggressiveness and anger and I am just wall that we

push people out of. The cause two defensiveness are a challenge to our own self image, we feel that are self image or self concept is somehow are sense of identity that we talked about and one of the previous lectures is being challenged are is being hurt, by somebody. One more cause for this is the inability of most people to tolerate differences in other we in the people are the same, they think exactly like us there are the same biases, they have the same training, they have the same principles and values system and all of that. And we have a hard time tolerating this differences in people and that can result in defensiveness.

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Defensive climates (Lewis, 1980)

- Evaluation
- Control: “Implicit in all attempts to alter another person is the assumption of the change agent that the person to be altered is inadequate
- Strategy: Manipulation
- Neutrality: Detachment
- Superiority: Perception of superiority of some members over others
- Certainty: Needing to be right

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Some defensive climates, something's that can cause defensiveness in people are one is evaluation, we talked about the tendency to evaluated and one of the previous classes. The other issue is control, which is somebody trying to tell you that whatever, you doing is not right, you know you must 2 things is certain way, when somebody says and forces you to do things certain way, it is implied in that conversation, it is implied in that message, it is implicit in all attempts to alter another person is the assumption of the change agent, that the person to be altered is inadequate, which means that whatever you are doing is not right that is why you need to change people will say no you doing it right, but I can tell you something better? Which means that you feel you know, what is this, I mean once yes improvement, we are all open to improve we are all open to change.

But, at point I may be doing, something right, but when a person is constantly telling you to change some person is constantly trying to control things do things is certain way followed this procedure and none other. You feel why should I not use my own brain something similar to this was a dialogue in the movies fashion, I do not know by the time you all watch this, you know fashion is Hindi movie that was screened few years ago.

And in that movie there was a dialogue in which, you know it is about modeling and the fashion industry and one of the model says you know, we are all treated like hangers, we are not suppose to think, there is an episode, in which Priyanka Chopra tries to where the dress in another manner. In a manner different than the one that the designer had did not ended and the designer shouts at her and asks her to get out and her colleagues then end up saying that we are just treated like hangers.

So, that is control now strategy is manipulation, when we talk about manipulation, we are essentially talking about, somebody trying co-behind her back and doing things in a not. So, ethical manner neutrality is detachment many times, what managers do is the there are neutral to the environment, they detachment themselves, they have a could not careless attitude and that can create a difference of climate, you know what is this why it hasn't, so on, so care about us.

Superiority is the perception of superiority of some members over others, we feel that we are more our value system is better than others, we no things better, we are experts, we are better people better human beings and others. And certainty is this constant need to always be right yes we need to do things efficiently, but at some point, we need to draw line and say it is to be not right all the times you know, I need to explore other options. But, there is a constant need and constant climate constant environment of you having to be right at all times, it can create a defensiveness in the employees that can prevent them from opening up about their problems, their issues and so on and so forth.

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Managerial unconcern (Lewis, 1980)

- Causes:
 - Failure to transmit messages because
 - Managers assume everyone knows
 - Managers are lazy or tend to procrastinate
 - Managers tend to hog information
 - Organizational culture does not encourage and facilitate optimum quality and quantity of two-way communication
 - Preoccupation: high volume of intrapersonal communication
 - Mind-wandering: poor attention span

NPTEL 15


Managerial unconcern is another one and the causes unconcern means lack of concern, that causes for these are one is failure to transmit messages, because managers assume everyone knows or are just not going in the direction, they are intended for. Because, managers assume everybody knows, what is being done managers are lazy or tends to procrastinate put things off for related time, managers do not want to let go of the information, they have they feel that information is power.

So, they do not share this information organizational culture, does not encourage and facilitate optimum quality and quantity of 2 way communication. This is what I was referring to in the being of the lecture, where I said people say we have a perfect system of organizational communication messages go up and they go down and reports come back to us orders go down the hierarchy. So, that is not really an optimal 2 way communication, preoccupation is a high volume of intrapersonal communication, I am constantly thinking of something else.

Something else is going on in my mind at all times, so when somebody sends me a message, somebody tries to talk to me somebody writes to me, I have a hard time interpreting, whatever they are saying, because they are, so much going on in my mind, I am pre occupied, I am thinking about something else all the time. Mind wandering is what happens, poor attention span, this is what happens, when you are forced to set through a lecture one hour long lecture, on communication barriers and your minds must

be wandering right now. And you must be waiting from this lecture to finish and it is just a few minutes more, so that is a limited attention span.

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Cures for organizational barriers to communication (Lewis, 1980)

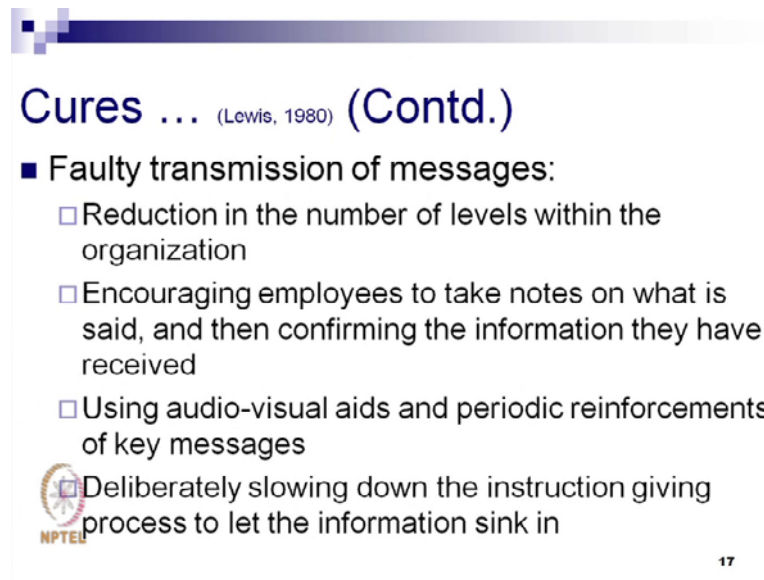
- Status relationship: An atmosphere of communicative approval can be developed in the organization so that messages are not in constant competition upward and downward
- Lack of understanding of the organization: More interaction among various work groups can be encouraged and the roles of employees can be clearly defined
- Specialization of tasks: Openness and participative decision making. Training across specializations may help as well.
- Information ownership: Instilling pride in group work and a demonstration of the need for accomplishment by cooperation with other members of the organization

NPTEL 16

Some cures status relationship, we talked about problems coming up, because we perceive people at a different status than us. The status relationship problem can be overcome by created an atmosphere of communicative approval in the organization. So, that messages are not in constant competition upward and downward, we can approve, we can encourage people to talk about themselves, we can encourage people to ignore the status and hierarchy and discuss things freely.

The lack of understanding issue can be dealt with by enhancing interaction, encouraging interaction among various work groups and the roles of employs can be clearly defined, you have more informal meetings and stuff. Specialization of tasks can be changed can be or can be dealt with by encouraging open and participative decision making, you encourage more and more people to contribute to the decision. And training across specializations encouraging, more people to be trained in other kinds of areas may help us well. Information ownership is instilling pride in group work and a demonstration of the need for accomplishment by cooperation with members with other members of the organization.

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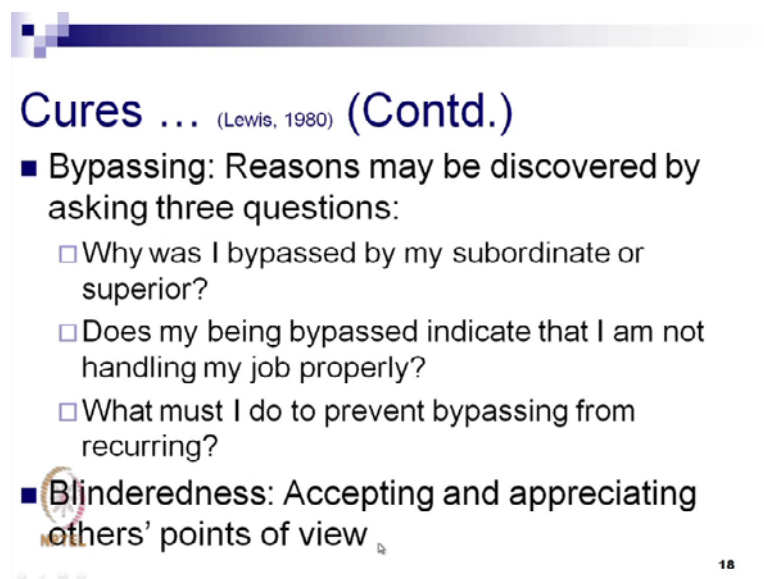
Cures ... (Lewis, 1980) (Contd.)

- **Faulty transmission of messages:**
 - Reduction in the number of levels within the organization
 - Encouraging employees to take notes on what is said, and then confirming the information they have received
 - Using audio-visual aids and periodic reinforcements of key messages
 - Deliberately slowing down the instruction giving process to let the information sink in

NPTEL 17

So, you know make them feel good about, whatever we do, faulty transmission of messages can be dealt with by reducing the number of levels within the organization, which may or may not be possible always. And it can also be dealt with by encouraging employees to take notes on what is said and then confirming, the information we have received. So, you repeat whatever they have noted down, we use audio visual aids and let them and give them periodic, reinforcements of key messages and you can deliberately slow down the instruction giving in process to let the information sink in.

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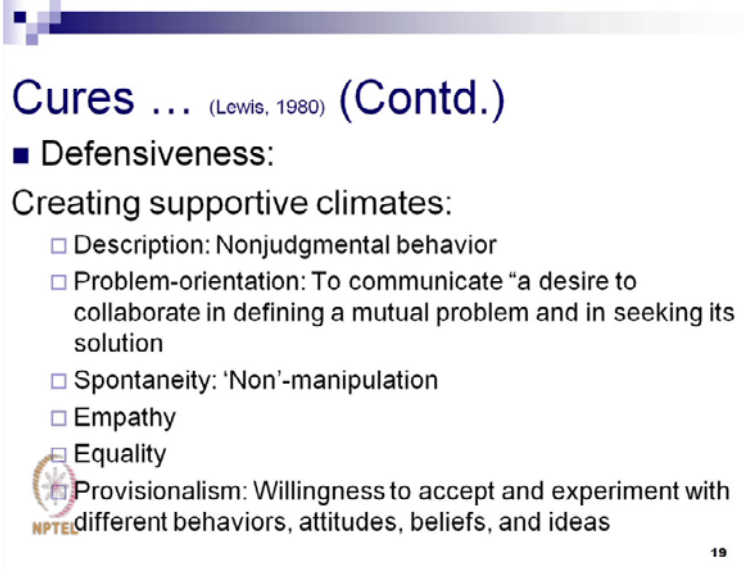
Cures ... (Lewis, 1980) (Contd.)

- **Bypassing: Reasons may be discovered by asking three questions:**
 - Why was I bypassed by my subordinate or superior?
 - Does my being bypassed indicate that I am not handling my job properly?
 - What must I do to prevent bypassing from recurring?
- **Blinderedness: Accepting and appreciating others' points of view**

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Bypassing reasons may be discovered by asking 3 questions, why was I bypassed by my subordinate or superior, does my being bypassed indicate, that I am not handling my job properly, what must I do to prevent bypassing from recurring and Blinderedness and so all these things can help us deal with bypassing. Blinderedness can be dealt with by accepting and appreciating other people's point of view.

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Cures ... (Lewis, 1980) (Contd.)


- **Defensiveness:**
 - Creating supportive climates:
 - Description: Nonjudgmental behavior
 - Problem-orientation: To communicate "a desire to collaborate in defining a mutual problem and in seeking its solution"
 - Spontaneity: 'Non'-manipulation
 - Empathy
 - Equality
 - Provisionalism: Willingness to accept and experiment with different behaviors, attitudes, beliefs, and ideas

NPTEL 19

Defensiveness can be dealt with by creating supportive climates and how can you do this, one is description, which is nonjudgmental behavior, creating this environment of nonjudgmental behavior, not judging people. Problem orientation, you communicate a desire to collaborate in defining a mutual problem and then seeking its solution, rather than forcing everything down people's throats.


Spontaneity, which means non-manipulation, we were not constantly planning things the head of time, we are spontaneously, reacting to situations and that can create a supportive climate in the organization empathy thinking in the other persons shoes, equality as opposed to a strictly hierarchical system. And Provisionalism, which is the willingness to accept an experiment with different behaviors attitudes beliefs and ideas, even on your own, you want to figure out what is going on and you want to experiment with different ideas and belief systems etcetera.

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Cures ... (Lewis, 1980) (Contd.)


- Preoccupation: Actively reducing the amount of intrapersonal communication to allow for interpersonal communication
- Mind-wandering: Realizing the significance of being attentive to one's work and colleagues, and actively focussing on the messages being received.



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Preoccupation can be dealt with by actively reducing the amount of intrapersonal communication, actively removing the intrapersonal noise in our minds to allow for intrapersonal communication, I am thinking of lesser things, so I can talk more with people. Mind wandering can be dealt with by realizing the significance of being attentive to one's work and colleagues and actively focusing on the messages being received. So, instead of you know thinking of this and that we just focus on the matter at hand.

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Some more barriers to communication

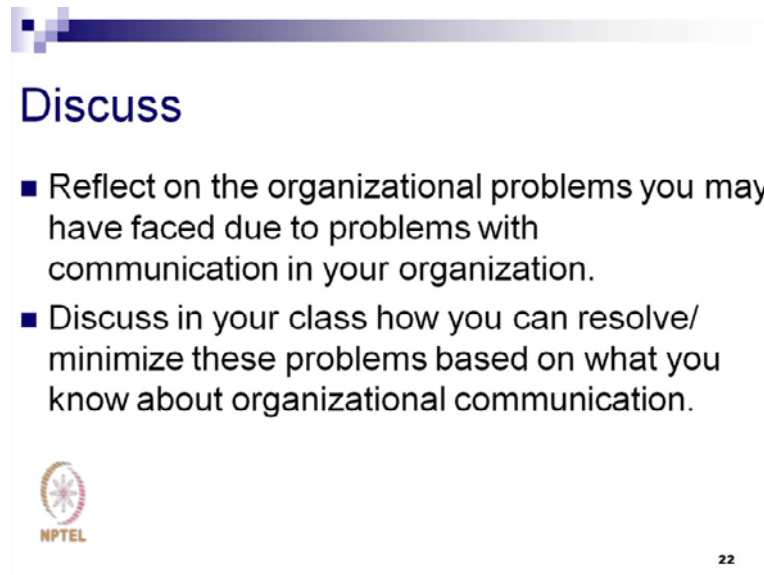
- Social barriers
 - Cultural barriers
 - Language barriers
 - Gender barriers
 - Interpersonal barriers
- Barriers related to the medium of transmission of the message



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Now, some more barriers to communication are social barriers etcetera, we will deal with these next time.

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Discuss

- Reflect on the organizational problems you may have faced due to problems with communication in your organization.
- Discuss in your class how you can resolve/ minimize these problems based on what you know about organizational communication.



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But, for now I want you to discuss and reflect on a few things, I would like you to reflect on the organizational problems, you may have faced, due to the problems with communication in your organization. And I also want you to discuss in your class, how you can resolve and minimize these problems based on what you know about organizational communication. And we will finish this class on organizational communication barriers next time.

Thank you.