



KOMUNIKASI BISNIS

IDENTIFYING BARRIERS

TUJUAN PEMBELAJARAN

SETELAH MEMPEJARI SESSI INI MAHASISWA DAPAT :

1

- Menjelaskan Psychological Barriers dalam Kom. Bisnis.

2

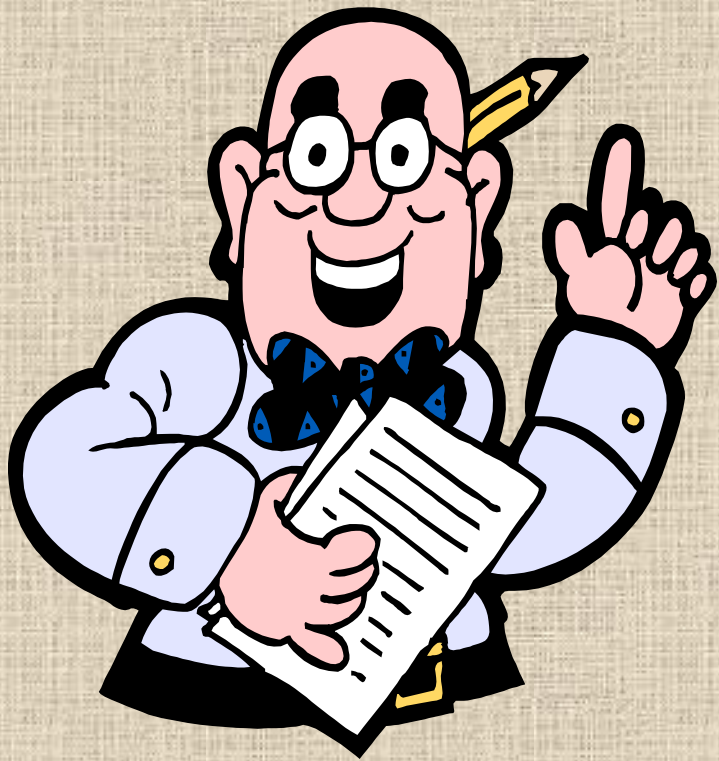
- Menjelaskan Social and Cultural Barriers dalam Kom. Bisnis

3

- Menjelaskan Ethycal Barriers dalam Kom. Bisnis.

Identifying barriers

Communication is about overcoming barriers.



State all the barriers that you can think of that impact on your day-to-day communication.

Common barriers to communication:

Apparent 'cause'	Practical Example
Physiological	Message in an internal report not received due to blindness.
Psychological	Message from external stakeholder ignored due to 'groupthink'
Cultural	Message from organisation misinterpreted by members of a particular group
Political	Message from internal stakeholder not sent because individual is marginalised
Economic	Message not available to a public sector organisation due to lack of resources
Technological	Message not delivered due to technical failure
Physical	Message cannot be heard and visual aids cannot be seen by some members of the audience

Table 2.1 Common barriers to communication: probing for 'causes'

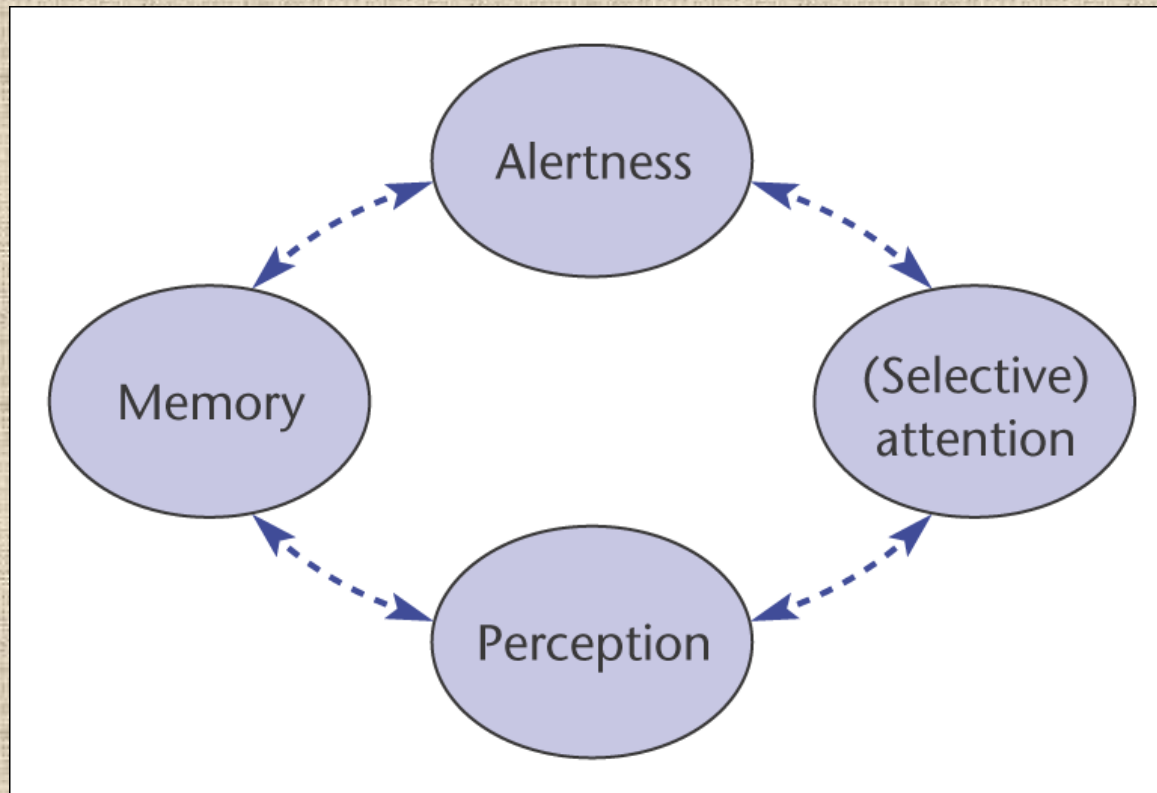
Today's Topics

1. **Physiological barriers;**
2. **Social barriers;**
3. **Cultural barriers;**
4. **Ethical barriers;**
5. **Overcoming the barriers.**



Physiological Barriers

- Physiological barriers to communication are those that result from the performance **characteristics and limitations** of the **human body** and the **human mind**.



Perception – object recognition

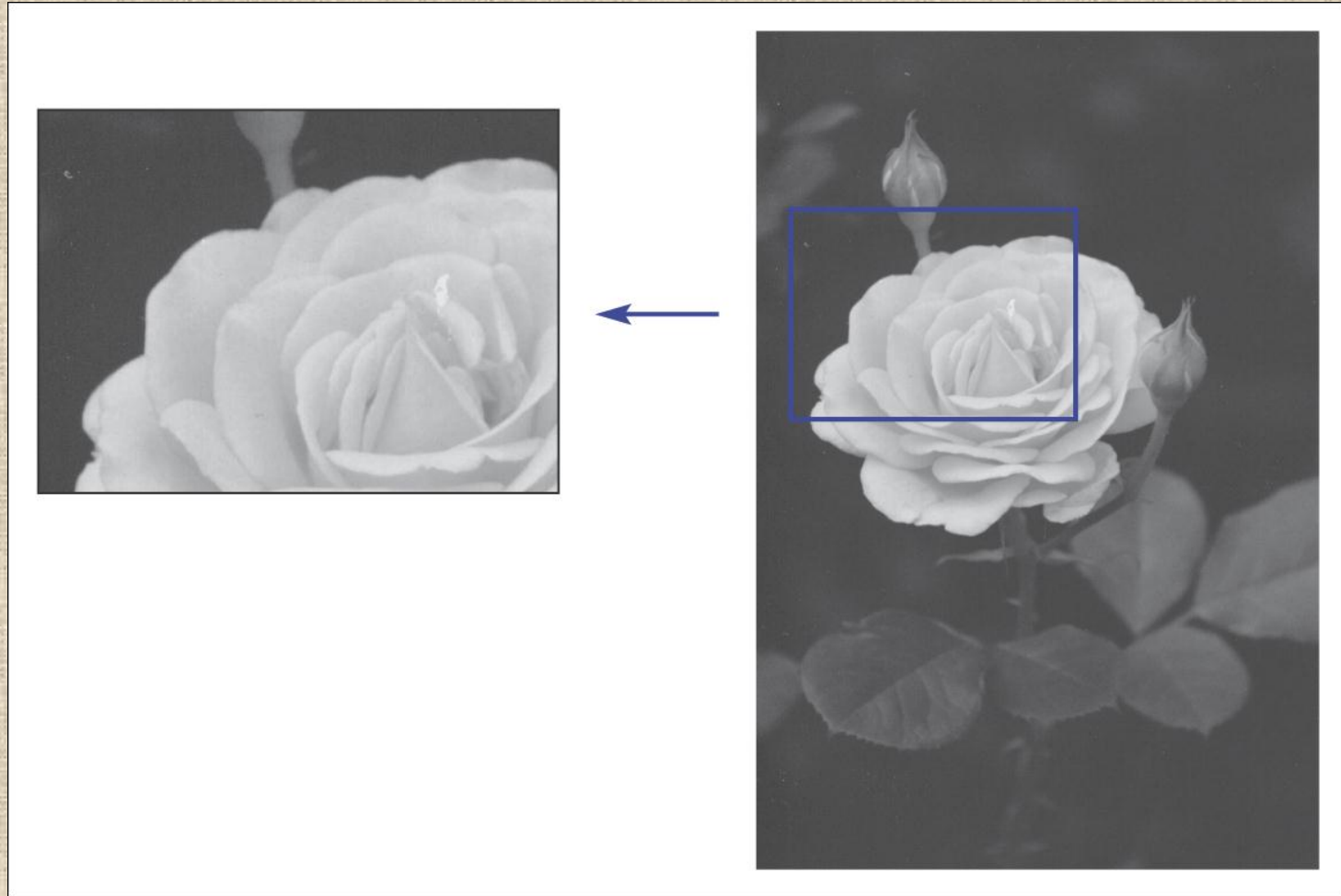
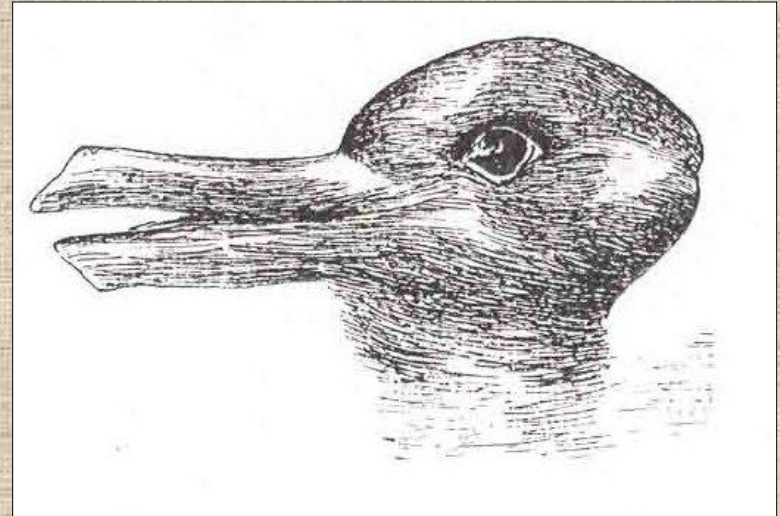
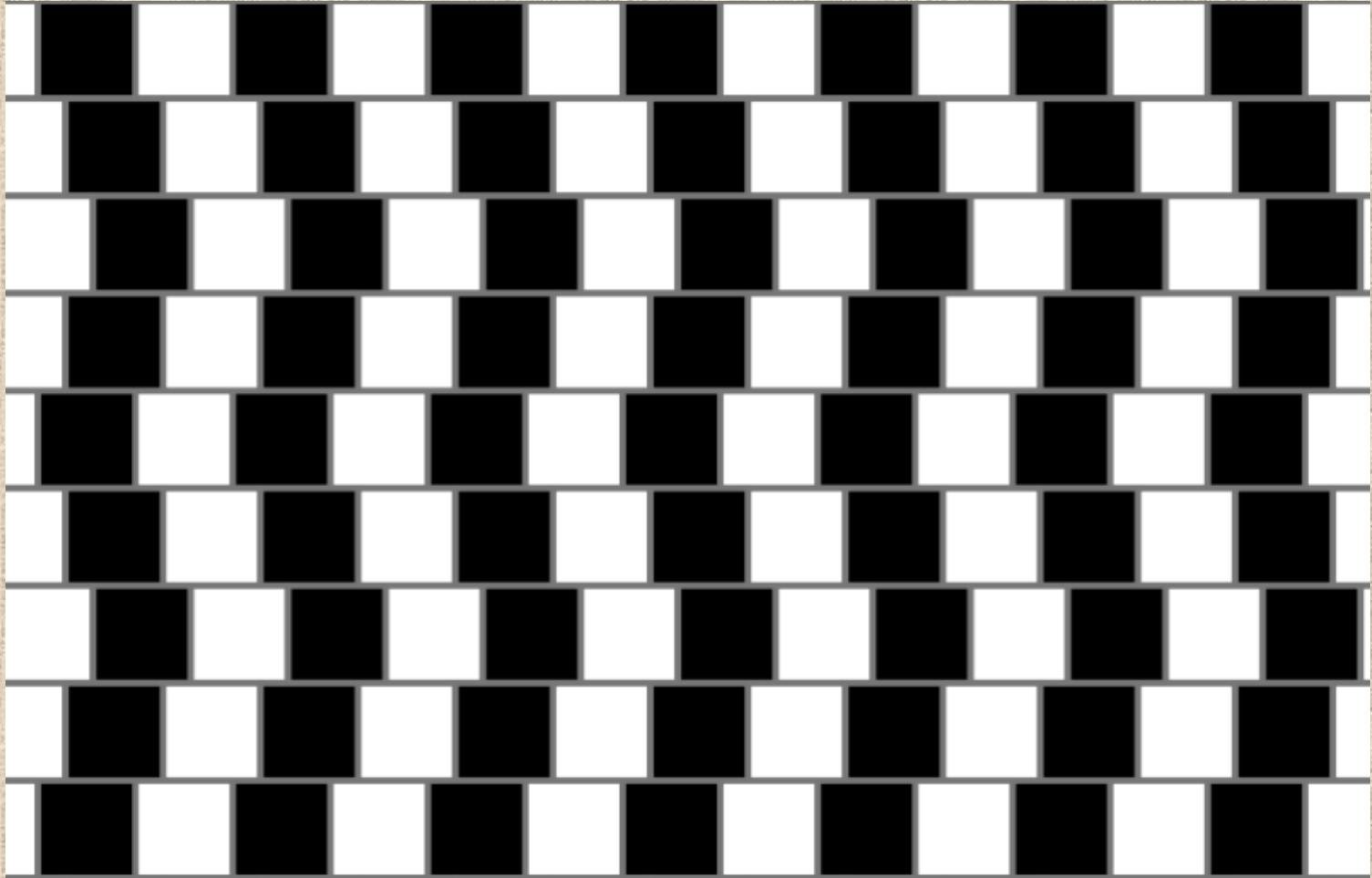


Figure 2.2 Perception – object recognition

What's your perception?



Optical illusion (1)



Optical Illusion (2)



**Port 1010 building in the Docklands region of Melbourne, Australia.
1010 LaTrobe Street, Docklands, Melbourne, VIC, Australia, 3008**

Human memory processes

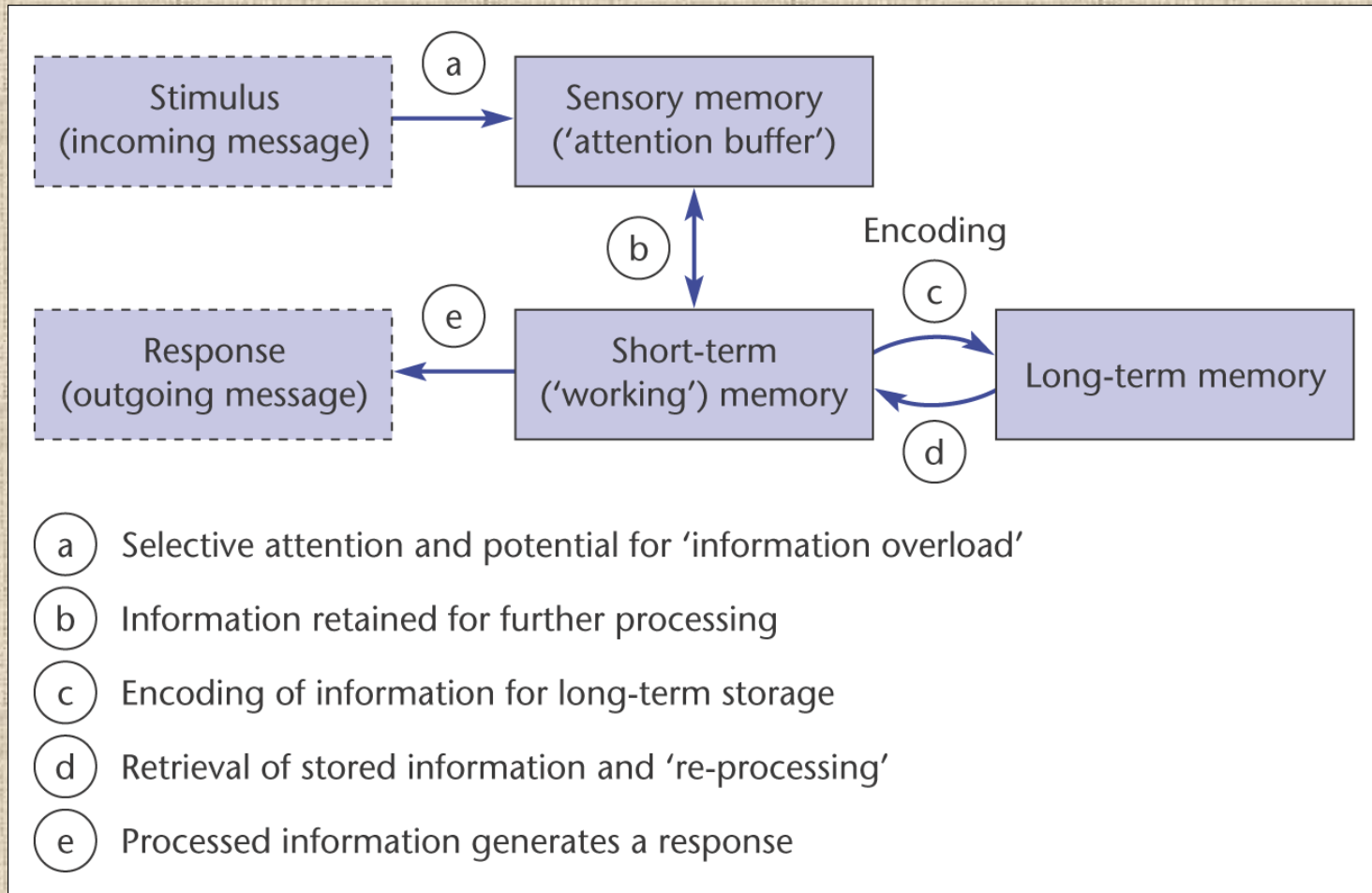


Figure 2.4 Human memory processes: a three-stage model

Human Memory

- The sensory memory acts as a kind of temporary collection-point for incoming stimuli of all kinds; this limit is often identified as 6–7 separate pieces of information.
- Consider the three out of ten best slogans of all time according to *Inc.* magazine:

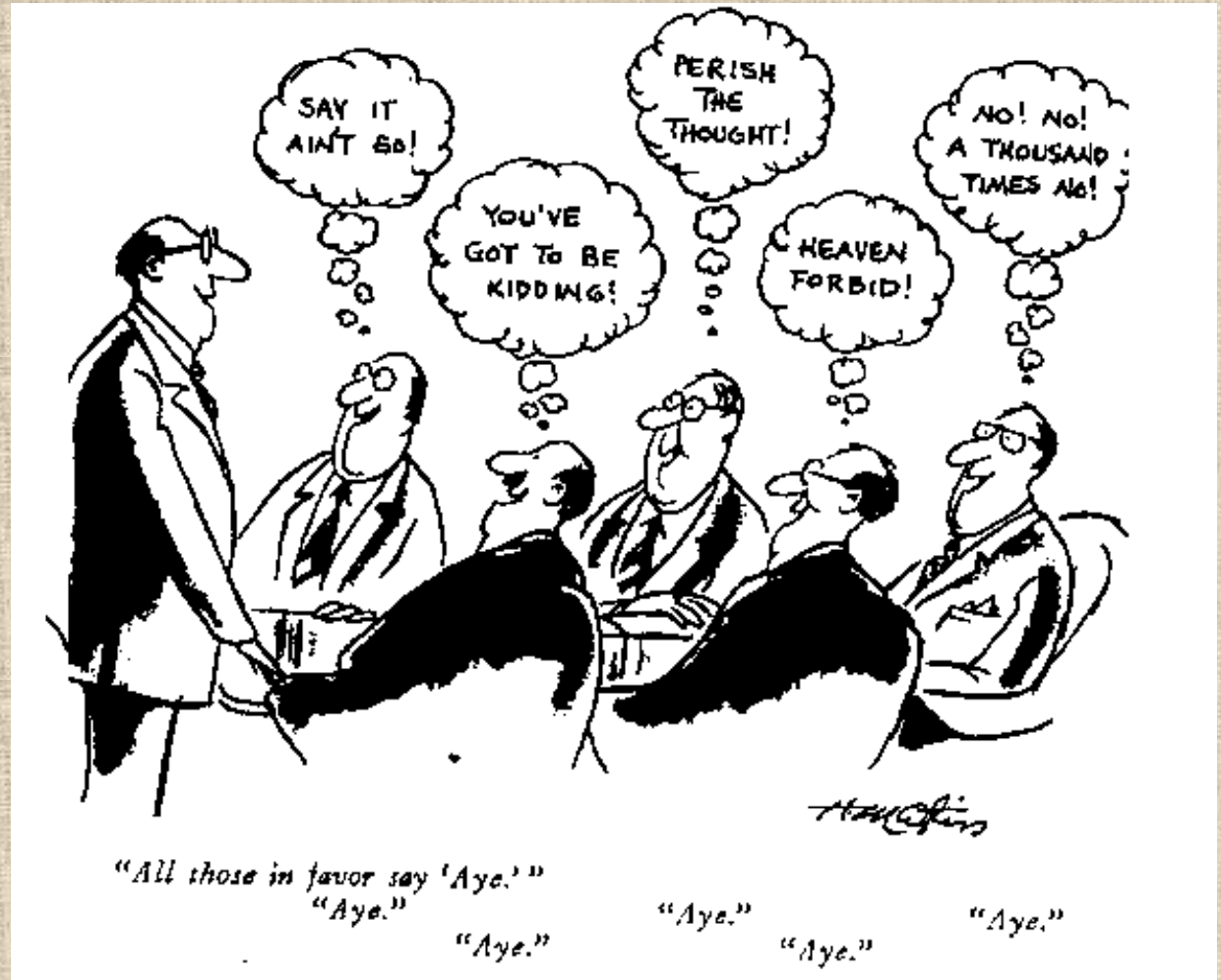


Social, cultural and ethical barriers

- **Social barriers** to communication include the social psychological phenomenon of **conformity**; a process in which the norms, values and behaviours of an individual begin to follow those of the wider group.
- **Cultural barriers** to communication, which often arise where individuals in one social group have developed **different norms, values, or behaviours** to individuals associated with another group.
- **Ethical barriers** to communication; these occur when individuals working in an organisation find it **difficult to voice dissent**, even though their organisation is acting in ways they consider to be unethical.

Excessive conformity e.g. 'groupthink'

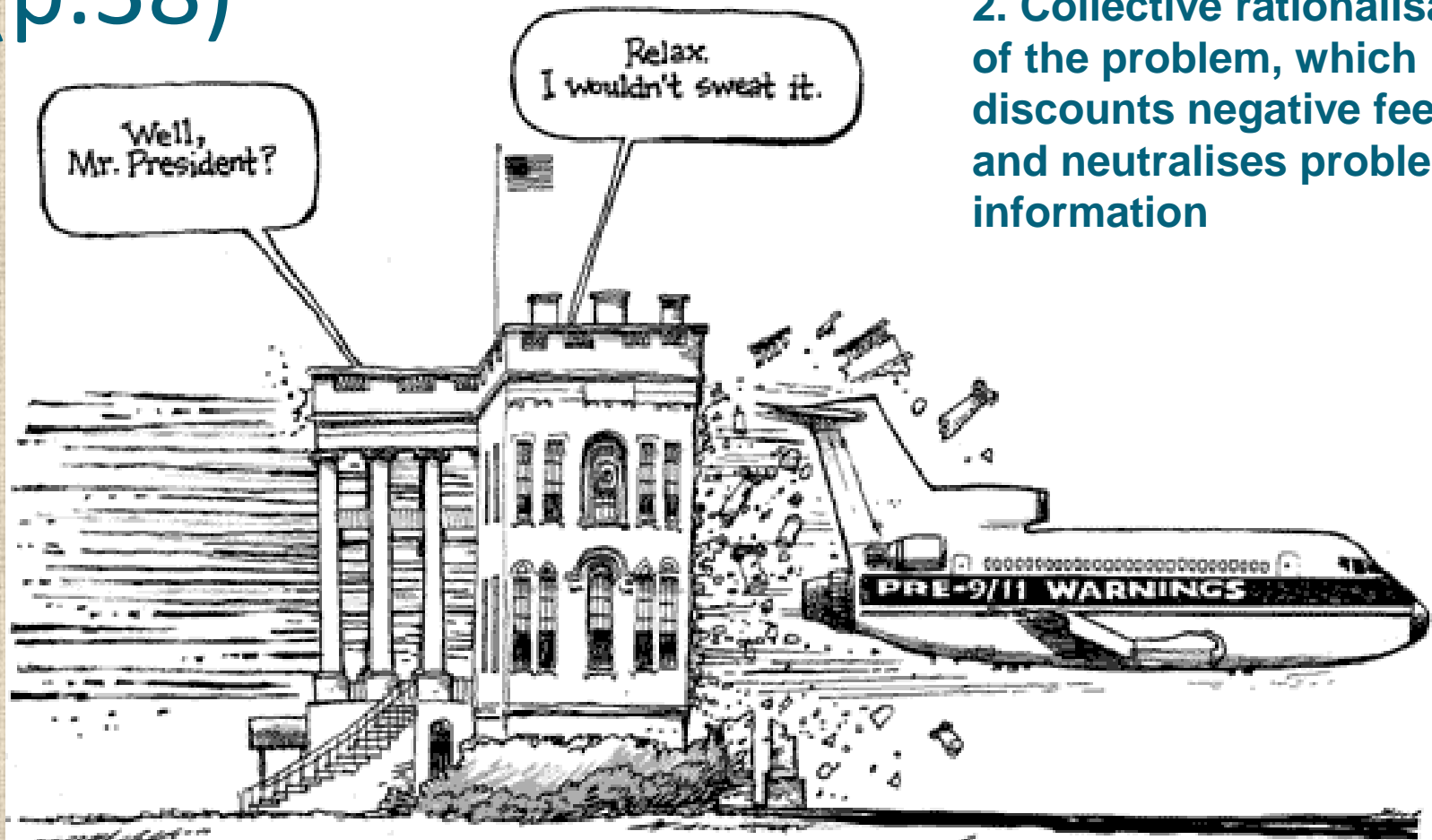
'Groupthink' is a term introduced by a North American psychologist, Janis (1982), to explain an extreme type of social conformity occurring within close-knit groups.



The symptoms of 'groupthink'

(p.38)

2. Collective rationalisation of the problem, which discounts negative feedback and neutralises problematic information



The World Trade Center's Twin Towers



September 11, 2001



The registration number of the American Airlines Flight 11 aircraft was N334AA



Cultural barriers

- Cultures shape **the way we think and behave**.
- They can be seen as both shaping and being shaped by our established patterns of communication.
- **Nations, occupations, organisations, teams and other social groupings**, all share a tendency to develop **distinctive cultures**.

The iceberg metaphor for culture

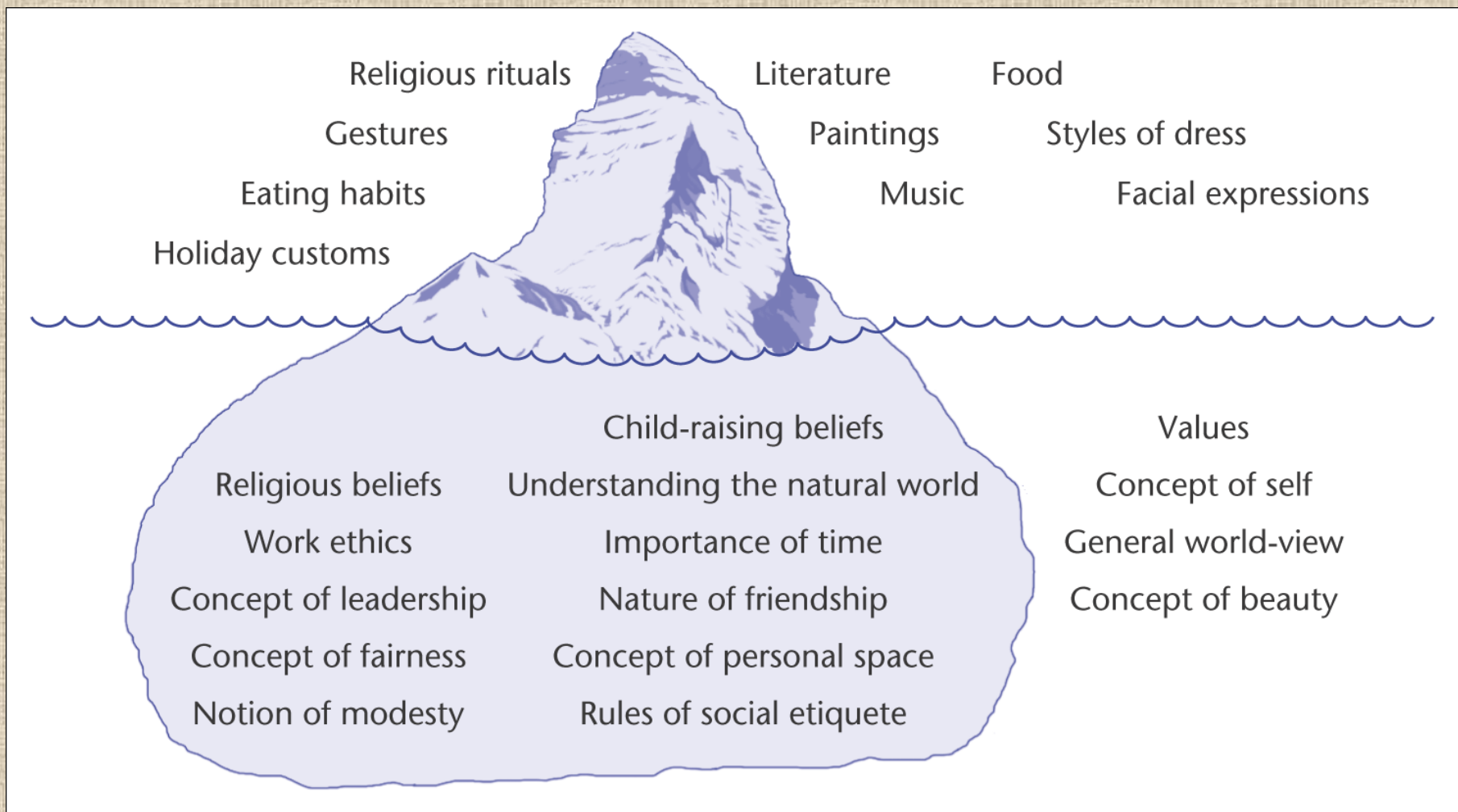
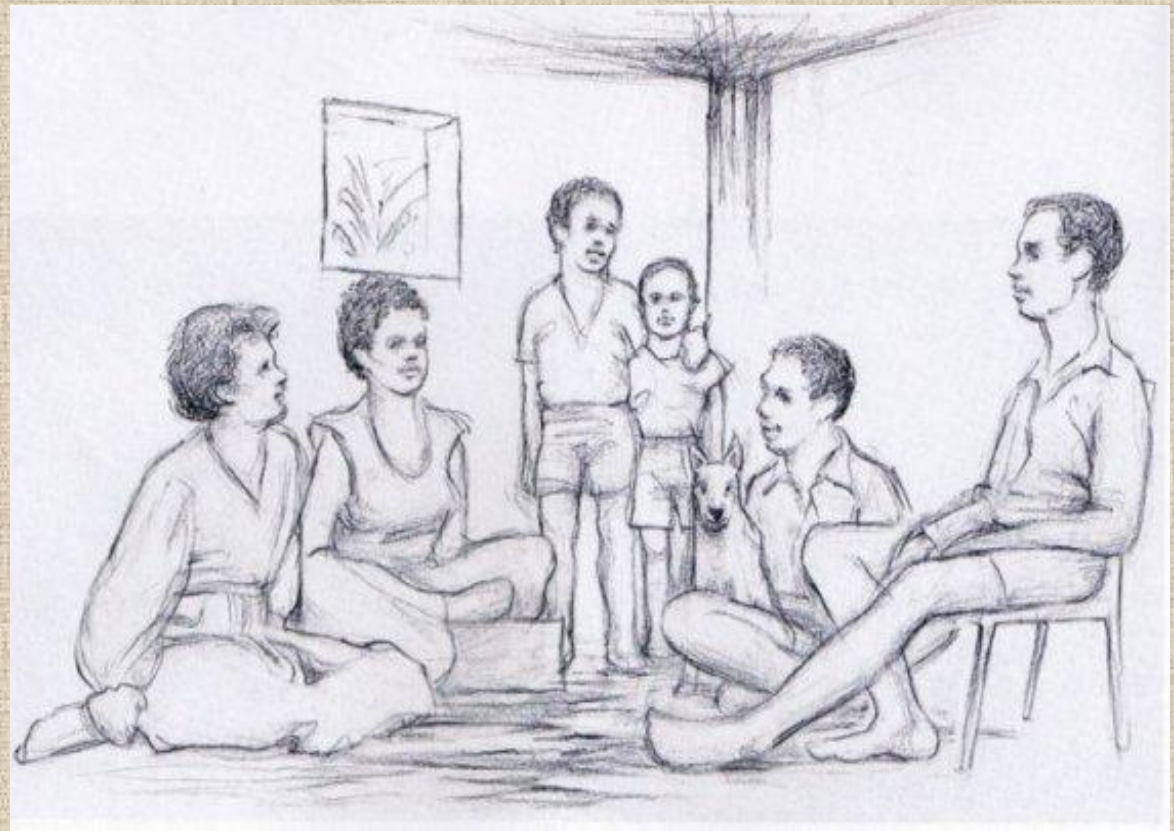


Figure 2.5 The iceberg metaphor for culture

Source: <http://www.indoindians.com/lifestyle/culture.htm>

Robert Laws, a Scottish missionary working in Malawi, Africa, in the late 1800s: “The influence of culture and environment can have an effect on our visual perception. What you see will largely depend on where you live in the world.”

- **Where are they?**
- **What is above the woman's head?**



**Annual hours worked
per capita and per worker,
2002.**

**Source: OECD Annual Hours
and Productivity databases**

ORGANISATION
FOR ECONOMIC
CO-OPERATION
AND DEVELOPMENT



Korea	2410
Czech Republic	1980
Mexico	1888
Australia	1824
New Zealand	1816
United States	1815
Spain	1807
Japan	1798
Ireland	1668
Italy	1619
Sweden	1581
Denmark	1499
France	1459
Germany	1444
Norway	1342

Barriers to ethical behaviour

Three communication-related barriers to ethical behaviour in business organisations are:

- ‘**moral silence**’, failing to speak up about issues that are known to be wrong;
- ‘**moral deafness**’, failure to hear or attend to moral concerns raised by others;
- ‘**moral blindness**’, failure to recognise the moral implications of actions.

(Bird 2002)

Ethical choice (1)

Your company has been a major employer in the local community for years, but shifts in the global marketplace have forced some changes in the company. In fact, the company plans to reduce staffing by as much as 50% over the next 3 to 5 years. The size and timing of future layoffs have not been decided, but a small layoff will certainly start next month. You are in charge of writing a letter on this issue. Your first draft is as follows:

“this first layoff is part of a continuing series of staff reductions anticipated over the next several years.”



Ethical choice (2)

Your first draft is as follows:

“this first layoff is part of a continuing series of staff reductions anticipated over the next several years.”

Your boss is concerned about the negative tone of the language and suggests the following sentence:

“this layoff is a part of the company’s ongoing efforts to continually align its resources with global market conditions.”

Do you think this suggested wording is ethical?



Ethical choice (3)

- “This first layoff is part of a continuing series of staff reductions anticipated over the next several years.” (Too Negative)
- “This layoff is a part of the company’s ongoing efforts to continually align its resources with global market conditions.” (Unethical)
- The company should be as specific as possible without causing itself unnecessary damage.
 - “Unless business conditions change, we anticipate further reductions in the future, but we are currently unable to identify the timing or extent of such reductions.”

Overcoming Bias in Language

Example	Unacceptable	Preferable
Gender bias	Salesman	Salesperson; Sales representative
	Manpower	Workforce; Workers
	Man-made	Artificial; Manufactured
Ethnic bias	Jim Wong is an unusually tall Asian	Jim Wong is very tall
Disability bias	Crippled workers face many barriers on the job	Workers with physical disabilities face many barriers on the job

Overcoming the barriers



- Taking the receiver more seriously
- Thinking more clearly about the message
- Delivering messages skilfully
 - Focusing on the receiver
 - Using multiple channels and encoding
 - Securing appropriate feedback

Summary

- **Communication failures are endemic**, often resulting in significant costs and harm to the organisation and its stakeholders.
- It is important to **understand the underlying causes** of communication failures, which **may involve a range of factors**: physiological, psychological, cultural, political, economic, technological and physical.

Summary (continued)

- Communicators need a basic **understanding of physiological processes** including differences in alertness, selective attention, powers of perception and memory, and their potential impact on communication.
- It is also important to **consider** social and cultural barriers, including a tendency towards excessive conformity in **social groups** ('groupthink'), **moral silence** and the complex issues arising from **cultural diversity**.

Summary (continued)

- In more general terms, **barriers can be overcome** by taking the receiver more seriously, and by thinking more clearly about the content, format and delivery of messages, including the use of multiple channels and forms of encoding.