Chapter 15 - Managing Communication Part 1

1. Communication that flows among managers and workers who are at the same organizational level

A. encoding

2. The transmission of messages from employee to employee outside of formal communication channels

B. Closure

3. communicating with someone for the direct purpose of improving the persons on the job performance or behavior

C. Horizontal Communication

4. communicating with someone about non job related issues that may be affecting or interfering with the person's performance

D. constructive feedback

5. any communication that doesn't involve words

E. Attribution theory

6. movements of the body and face

F. self-serving bias

7. the pitch, rate, tone, volume and speaking pattern of one's voice

G. communication medium

8. the method used to deliver an oral or written message

H. kinesics

9. the act or process of perceiving sounds

I. counseling

10. making a conscious effort to hear

J. Decoding

11. assuming half the responsibility for successful communication by actively giving the speaker nonjudgmental feedback that shows you've accurately heard what he or she said

K. empathetic listening

12. understanding the speaker's perspective and personal frame of reference and giving feedback that conveys that understanding to the speaker

L. coaching

13. feedback that disapproves without any intention of being helpful an almost always causes a negative or defensive reaction in the recipient

M. survey feedback

14. feedback intended to be helpful, corrective, and or encouraging

N. listening

15. when employees withhold information about organizational problems or issues

O. defensive bias

16. information that is collected by surveys from organizational members and then compiled, disseminated, and used to develop action plans for improvement

P. organizational silence

17. the process of transmitting information from one person or place to another

Q. communication

18. the process by which individuals attend to, organize, interpret, and retain information from their environments

R. perceptual filters

19. the personality psychology or experience-based differences that influence people to ignore or pay attention to stimuli

S. hearing

20. the tendency to notice and accept objects and information consistent with our values, beliefs, and expectations, while ignoring or screening inconsistent information

T. active listening

21. the tendency to fill in gaps of missing information by assuming what we don't know is consistent with what we already know

U. destructive feedback

22. the theory that we all have a basic need to understand and explain the causes of people's behavior

V. selective perception

23. the tendency for people to perceive themselves as personally and situationally like someone who is having difficulty or trouble

W. power language

24. the tendency to overestimate our value by attributing successes to ourselves and attributing failures to others or the environment

X. nonverbal communication

25. putting a message into a written, verbal, or symbolic form that can be recognized and understood by the receiver

Y. Perception

26. the process by which the receiver translates written or verbal message into a understood message

Z. Informal communication