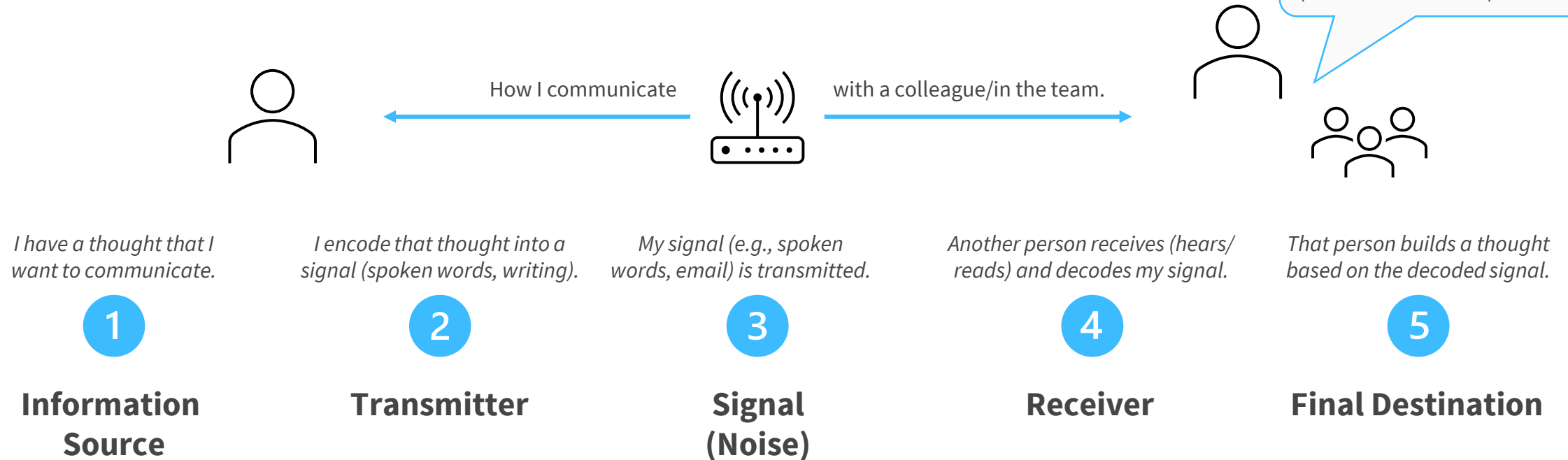# Framework 1/ Creating understanding (1)

management **kits**

→ Communication is the main form of interaction in teams. It is a key challenge for any team. In **diverse teams' communication typically becomes more complex.**

→ Let's look at the communication challenge contextualizing the Shannon and Weaver communication model. This breaks the process of communication down into five steps:

Consider the difference of a 1:1 meeting vs. a team meeting (1:n communication).

How I communicate — with a colleague/in the team.

I have a thought that I want to communicate.

I encode that thought into a signal (spoken words, writing).

My signal (e.g., spoken words, email) is transmitted.

Another person receives (hears/ reads) and decodes my signal.

That person builds a thought based on the decoded signal.

1
Information Source

2
Transmitter

3
Signal (Noise)

4
Receiver

5
Final Destination

Source: The illustration is based on the Shannon and Weaver (1949) model of communication; a more complex, yet similar version is Berlo's (1960) SMCR model of communication

Framework 1/ Creating understanding (2)

Your thoughts?

→ Consider a situation when you were with a group of people that you had known very well and for many years (e.g., friends you grew up with).

→ Consider a situation when you came into a new group environment with people that you hadn't met before (e.g., colleagues in a different country).

→ Consider how you would have communicated in both environments. Try to find an experience, when communication was: (1) very effective; (2) very challenging; and (3) there were misunderstandings.

→ Most people would say that the first situation, communicating with people that you knew for years, will be more effective and less challenging.

→ Communication in a new and unknown context is typically more challenging. It requires more effort to encode the thoughts you want to communicate, or decode signals you receive, to make sure you are correctly understood and, for one example, do not come across unkindly.

→ This communication model is easy to picture in a context where we would speak to one another. An important aspect to differentiate, is that we speak either directly to one person, or we speak to a group (e.g., in the setting of a team meeting).

→ We can apply the same model to oral communication (speaking in a meeting), or written communication (sending emails to one person or a team). As communication is a key form of team interaction, we can also generalize it to "behaviors" in the social setting of a team, or in a 1:1 interaction.

Your thoughts?

→ Consider a situation in your work environment, where there were issues in communication/interactions – in team meetings, in email communication.

→ Consider how the issue might have been caused through a problem in the communication process along the process introduced before: the sender might have encoded the message in a particular way? The recipient(s) might have decoded the message in a particular way? The message's signal might not have been correctly transmitted (e.g., because of language, impatient listening, noise)?

Framework 1/ Creating understanding (4)

→ **Some examples of implicit challenges for team interactions – what can go wrong?**

Summarizing reasoning:
I have thought of something for weeks now and considered all pros and cons. How much of this do I need to communicate?

Writing emails:
Do I take a moment to consider how the receiver might be affected through my words?
Do I show true appreciation, communicate critical aspects?

Impact of emotions:
The strong (or very low) emotions in your voice might impact how what you are saying is understood?

Short on time:
The receiving person might read an email in a rush (pressured by time) and misunderstand

Considering intentions?
Do I get enough reasoning/context around what is being said/stated to form my own opinion?

How to make your point:
How do I best voice/formulate my opinion? Should I just say what I think, or give more context how I came to my opinion?
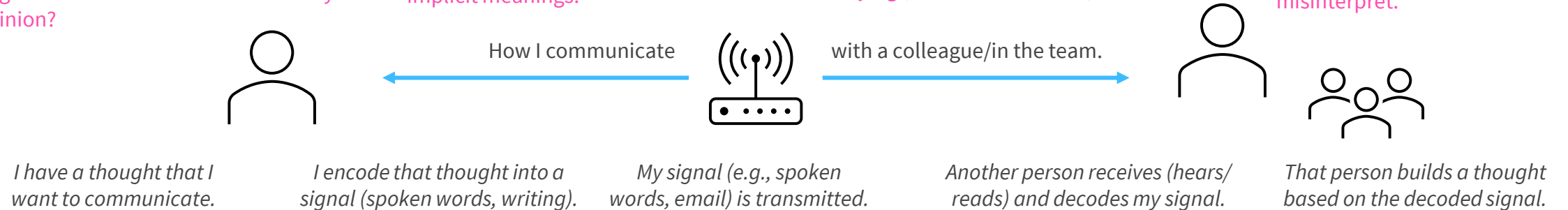
(Second) language barrier:
I have to say something delicate but as a second-language speaker, I sometimes miss implicit meanings.

(Second) language barrier:
The receiver might not speak the language well enough to fully understand what you are saying (or the nuances of it).

Does everybody understand?
In a team meeting, some might get a clear picture of what is said, while others might misinterpret.

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