Sea Term 2016

Effective Communications, Working Relationships, and Team Working Principles

PS-SR-X4.1 & 2 Effective Communications

- Topics:
  - The communication process
  - Explanation of communication barriers with special focus on communication aboard ships
  - Communication in the digital age
  - Communication in the global, multicultural, multilingual workplace

PS-SR-X4.1 & 2 Effective Communications

- Learning Outcomes:
Upon completion of the module a student will have an understanding of:
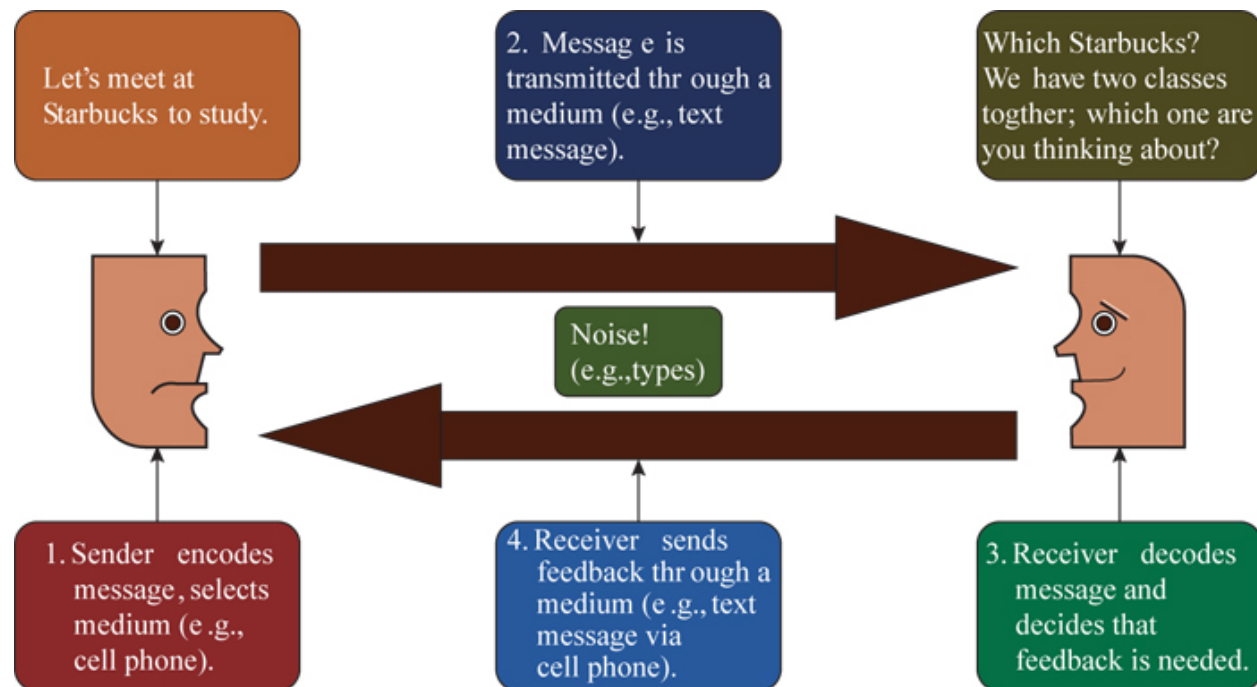
  - the perceptual process model of communication

  - the barriers to effective communication between individuals and teams in a ship

  - strategies to overcome communication barriers in a multilingual environment

"You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere." – Lee Iacocca

- The communication process:

Communication Barriers

- Process Barriers
- Personal Barriers
- Physical Barriers
- Semantic barriers

Formal Communication Channels (on a ship)

- Follow the chain of command or organizational structure
- Vertical – up and down the organization
- Horizontal - communicating within and between work units
- External – communicating with others outside the organization

Communication Media

Contingency Model for Selecting Communication Media
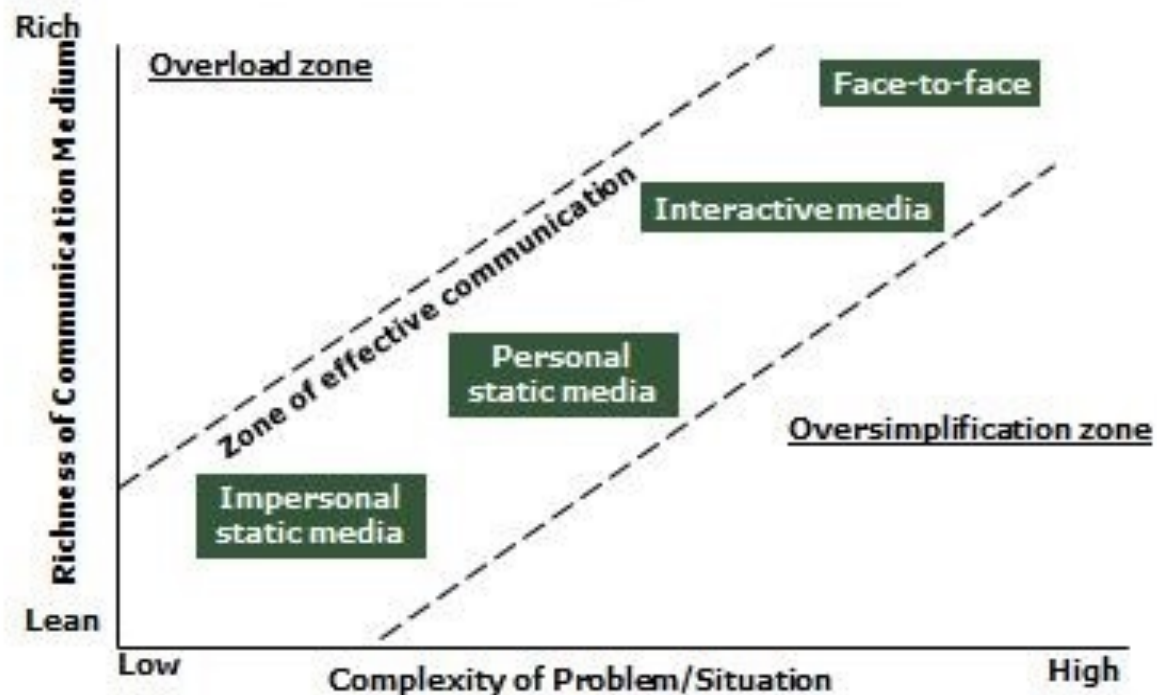
Communication In The Digital Age

- **Internet:** a global network of computer networks
- **Intranet:** an organization's private internet that uses firewalls to block outside internet users from accessing confidential information
- **Extranet:** an extended intranet that connects internal employees with customers, suppliers, and other strategic partners

Communication In The Global, Multicultural, Multilingual Workplace

- When people who are working together speak different languages, it can present a major obstacle to success.
- Learning a new language is a major undertaking and is more difficult as an adult than as a child.
- Solutions to this problem may include ongoing workplace language classes, and technological solutions such as translation software.

Communication In The Global, Multicultural, Multilingual Workplace

- **Pay attention to body language**: voice, gestures, facial expressions, and posture
- **Ask for clarification**: understanding meaning
- **Develop patience**: attempts at understanding can be frustrating
- **Integrate culturally different people into your own social and task groups**: skills are developed when they are used and practiced
- **Remain flexible in forming assumptions**: most assumptions formed about a culture are based on stereotypes that may not be accurate.

Communication In The Global, Multicultural, Multilingual Workplace

- **Limit distractions**: find a place conducive to communication

- **Use formal English**: avoid slang, idioms

- **Simplify, describe, and clarify**: use words that are likely to be understood

- **Pronounce the names of people and companies correctly**: don't use first names unless invited to do so

- **Summarize**: recap what you said or wrote for better understanding

PS-SR-X5.1: Maintaining Good Human and Working Relationship Aboard a Ship

- Topics:

  - Theories of motivation that enhance worker efficiency
  - Improving work performance through goal setting and feedback
  - Importance of mentoring

PS-SR-X5.1: Maintaining Good Human and Working Relationship Aboard a Ship

- Learning Outcomes:

  Upon completion of the module a student will have an understanding of:

  - the need based and job characteristics models of motivation.

  - the importance of goal setting and timely and accurate feedback

  - the role of mentoring in improving worker effectiveness and workplace relations

Organizational Management: Motivation

- Organizational Management involves coordinating the resources of the organization through the process of leading, planning, organizing and controlling.
- The purpose of organizational management is to achieve the goals outlined with both management and staff working together to achieve this end.

Organizational Management: Motivation

- No **leadership style** is right, wrong, or best for all situations.
- The most effective approach for a particular organization being dependent on:
  - the skill levels and experience of the members of the organization; the type of work involved;
  - the **organizational environment** (stable or radically changing, conservative or adventurous).
- In practice, a good leader tends to find him or herself switching instinctively between styles according to the people and work they are dealing with.

Organizational Management: Motivation

- **Planning** is essential for an organization to achieve it's desired objectives, and must be undertaken at each and every step of its development.

- It is necessary to first plan on a broad organization-wide scale and then to drill down through the different levels of the organization so that everyone within it knows what is required of them.

- Done thoroughly, this should result in each member of an organization essentially having a to-do list that represents their needed contributions (directly and indirectly) to the organizations objectives.

- The goal being to make sure everyone has enough responsibility to challenge them, without so much work that they'll feel overwhelmed and become demoralized.

- This is particularly important in a ship where maintaining good human and working relationship is absolutely critical

What is Organizational Culture? Why Does it Matter?

- While not always easy to capture or define, culture is an observable, powerful force in any organization.
- Made up of its members' shared values, beliefs, symbols, and behaviors, culture guides individual decisions and actions at the unconscious level.
- As a result, it can have a potent effect on an organization's well-being and success.

The Role of Culture and Climate

- Some consider culture the glue that holds everyone together. Others compare it to a compass providing direction.
- Operating largely outside of our awareness, culture creates a common ground for team members.
  - Reduces uncertainty by offering a language for interpreting events and issues.
  - Provides a sense of order so that all team members know what is expected.
  - Contributes to a sense of continuity and unity.
  - Offers a vision around which a company can rally.
- At the observable level, culture is manifested in an organization's climate — the behaviors and strategies that can be managed in support of organizational goals.

Understanding an Organization's Culture

- Anthropologists have spent decades developing methods for categorizing and diagnosing organizational culture. Today, to identify culture, we look for clues in the climate — people, products, and processes we can observe — as well as leadership's espoused values, and perhaps most difficult, the unconscious, underlying assumptions shared by the team.

- Based on decades of study, researchers have identified four basic types of organizational culture:
  - Collaborate
  - Create
  - Control
  - Compete

- Each one carries different attitudes, behaviors, and work patterns that must be recognized to enhance effort and performance.

- A ship is a multicultural organization where individuals from different cultural backgrounds share a common restricted space.

- It is very important that workers stay motivated and energized during their time at sea.

Understanding an Organization's Culture

- No culture type is better than another.
  - **Ethnocentrism** is the belief that one's native country, culture, language, and modes of behavior are superior to all others.
  - This often creates conflict in the workplace.
  - The value is in understanding an organization or team's culture and how that culture helps support business goals.
  - Only then can the workspace truly provide the support team members need.
- A manager needs to ensure that the workers are motivated.
  - **Motivation** involves psychological processes that arouse and direct goal-directed behavior.
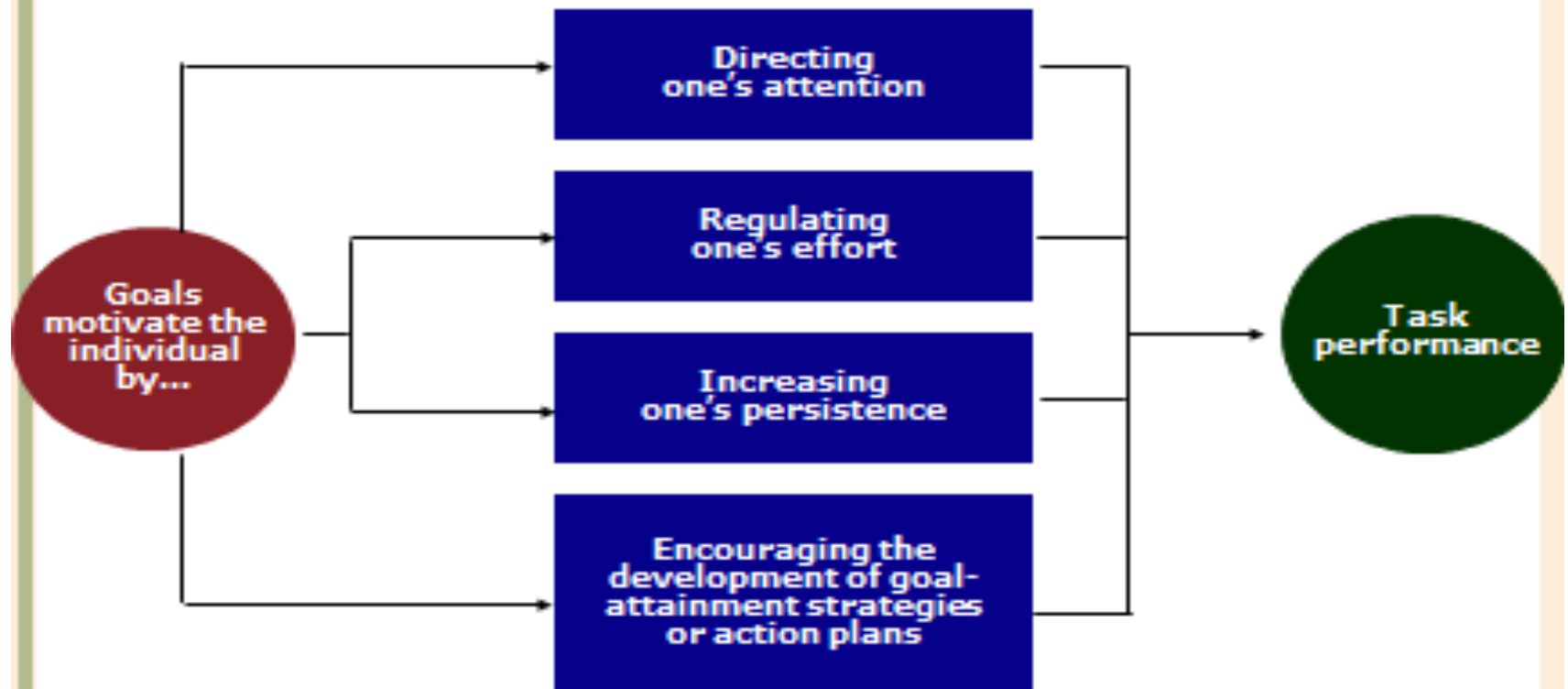
Maslow's Need Hierarchy Theory of Motivation

Maslow's Need Hierarchy

Worker motivation can also improve through goal setting

Locke's Model of Goal Setting

Goal Setting

- **Steps for Effective Goal Setting Programs**
  - Set Goals
  - Promote Goal Commitment
  - Provide Support and Feedback

Role of Feedback

- Feedback's objective is to provide information about performance
- Functions of Feedback
  - Instructional
  - Motivational
- Traditional feedback is typically top-down and directive.
- Nontraditional feedback involves 360 Degrees feedback.

Tips for Good Feedback

- Focus feedback on *performance,* not personalities
- Give *specific* feedback tied to observable behavior or measurable results
- Channel feedback toward *key result areas*
- Give feedback as *soon* as possible
- Give positive feedback for *improvement*, not just final results
- Base feedback on *accurate* and *credible* information
- Pair feedback with *clear expectations* for improvement.

PS-SR-X5.2: Teamwork and Conflict Resolution

- Topics:
  - Model of effective work teams
  - Tuckman's 5 stage theory of group development
  - Team roles (Discussion of Task and Maintenance roles)
  - Threats to team development and strategies to avoid them
  - Functional and dysfunctional conflict
  - Conflict management strategies
 - Distributive and Integrative styles of negotiation

PS-SR-X5.2: Teamwork and Conflict Resolution

- Learning Outcomes:
  Upon completion of the module a student will have an understanding of:

  - List the five stages of group development

  - Describe various roles within a team

  - Diagnose problems of team effectiveness

  - Distinguish between Functional and dysfunctional conflict

  - Gain awareness of conflict management strategies

  - Distinguish between distributive and integrative negotiation and recognize circumstances when either one should be used.

Teamwork and Conflict Resolution

- A Team has the following characteristics:
  - Groups of two or more people
  - Exist to fulfill a purpose
  - Interdependent -- interact and influence each other
  - Mutually accountable for achieving common goals
  - Perceive themselves as a social entity

Tuckman's Five Stage Theory of Group Development
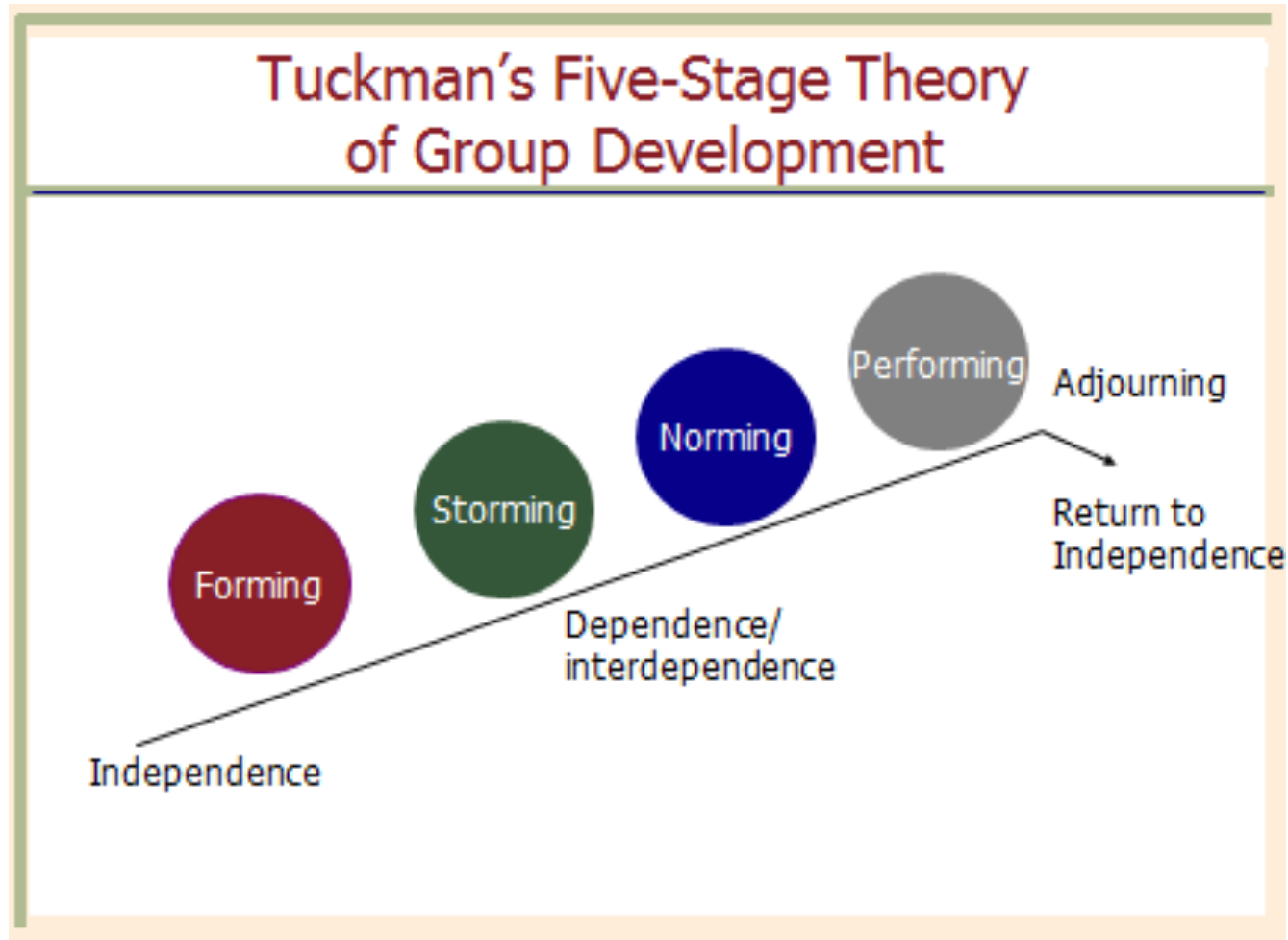
Tuckman's Five Stage Theory of Group Development

- **Forming -** Personal relations are characterized by dependence.
- **Storming -** Characterized by competition and conflict in the personal-relations dimension an organization in the task-functions dimension.
- **Norming -** Interpersonal relations are characterized by cohesion.
- **Performing –** Not reached by all groups.
  - If group members are able to evolve to stage four, their capacity, range, and depth of personal relations expand to true interdependence.
- **Adjourning –** Involves the termination of task behaviors and disengagement from relationships.

Roles of Team Members

Each team member is expected to fulfill a certain role. **Role** is expected behaviors for a given position. (i.e. the Devil's Advocate)

- **Task Roles:**
  - **Initiator** suggests new goals or ideas
  - **Elaborator** promotes greater understanding through examples or exploration of implications
  - **Coordinator** pulls together ideas and suggestions
- **Maintenance Roles:**
  - **Harmonizer** mediates conflict through reconciliation or humor
  - **Gatekeeper** encourages all group members to participate
  - **Standard setter** evaluates the quality of group processes

Threats To Group Effectiveness and Team Development

- **Asch Effect**:
 - The distortion of individual judgment by a unanimous but incorrect opposition.

- **Groupthink**:
  - When you feel a high pressure to conform and agree and are unwilling to realistically view alternatives.
  - When a group or team ceases to function effectively, conflicts may arise. This is when one party perceives its interests are being opposed or set back by another party.

Threats To Group Effectiveness and Team Development

- **Functional Conflict serves organization's interests**
  - Typically issue-focused
  - Stimulates creativity
- **Dysfunctional Conflict threatens organization's interests**
  - Typically person-focused
  - Breeds hostility
  - Stifles communication
- **Causes**
  - Incompatible personalities or value systems
  - Role ambiguity/ overload
  - Interdependent tasks
  - Competition for limited resources

Five Conflict Handling Styles
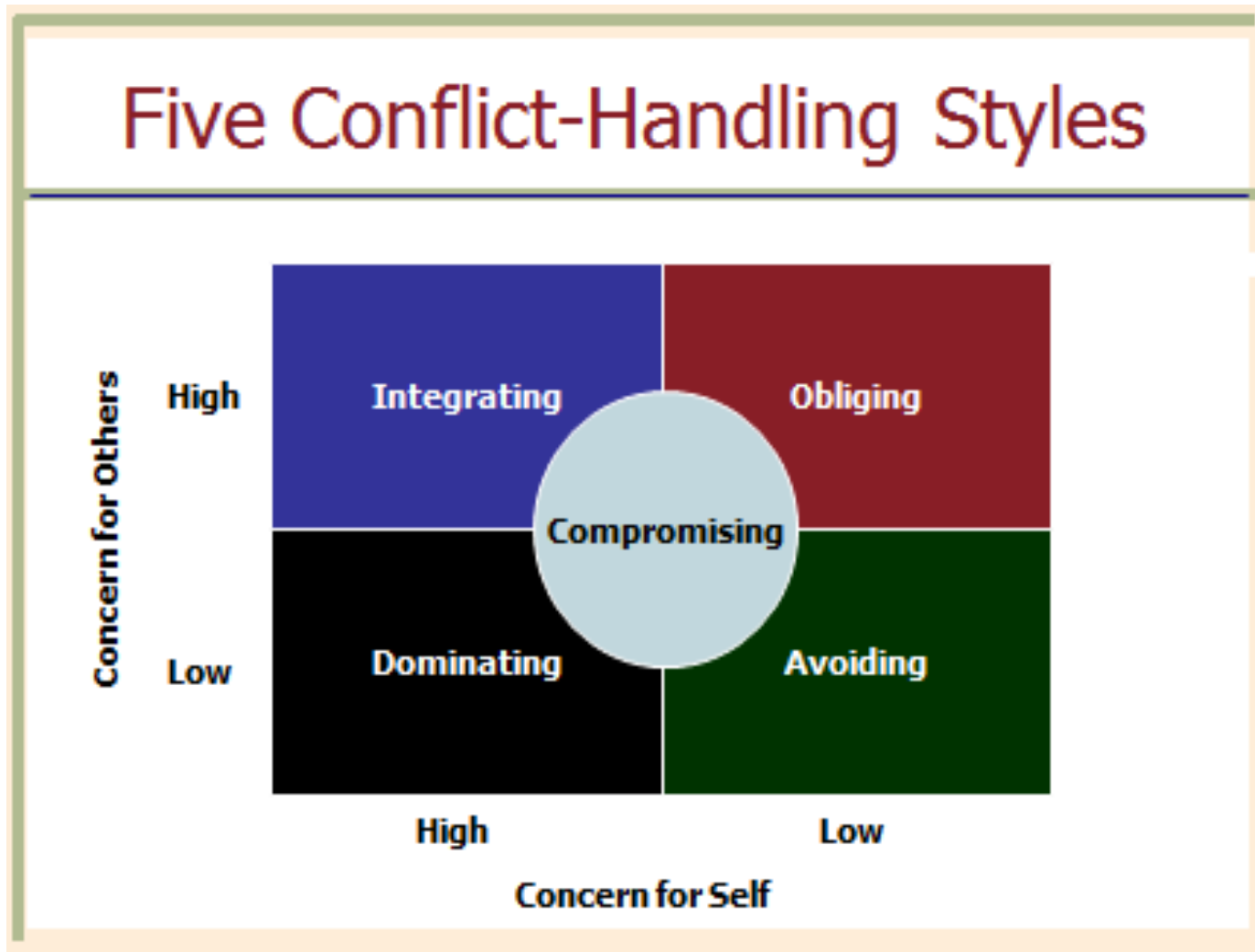
Negotiation

- In order to resolve conflicts, sometimes negotiation may be required.
- Negotiation is a give-and-take process between conflicting interdependent parties
    - **Distributive negotiation:** Single issue; fixed-pie. Win-Lose.
    - **Integrative negotiation:** More than one issue; "broadening the pie". Win-Win.

Negotiation

- **Strategies**:
  - Know your and the other side's style and needs.
  - Understand the psychology of persuasion.
  - Identify the negotiating situation.
  - Negotiate to close and get a commitment.
  - Make the other side feel like it got a good deal.