Unit Introduction

Think like a wise man but communicate in the language of the people.

William Butler Yeats (1865 - 1939)

If you believe that all you need to do is issue a press release to communicate with the public, *you are sadly mistaken.*

It is a myth that all you need to do is send a message to communicate one. It's much harder than that.

In this lesson we will explain the communication model and various communication theories. The purpose of this instruction is to convey the intricacies of communication and to open your eyes as to what is really going on when you write a press release, deliver a speech, or stand in front of a camera to answer a reporter's questions.

The words convey meaning. How you say the words conveys meaning. How you write the words and the order you put them in conveys meaning. How you dress conveys meaning. The look on your face conveys - meaning. How you hold your body conveys meaning as well.

Where did you get the idea that communicating is easy?

Unit Introduction

In 1985 Coca-Cola launched a new product called "New Coke," invested $4 million in research and performed 200,000 blind taste tests on the "new" recipe. All the tests indicate that this new product would be successful. The advertising companies bom public with the messages of a new and improved Coke and launched the soda with f in its success.

To their surprise, the company received 40,000 letters of complaint and more than 6,000 calls a day asking f recipe" to be brought back. After 87 days the old recipe was introduced back into the market. The company on the brand loyalty the public had for the old recipe.

In public affairs, the audience is important. The next time you write a press release, ensure you have truly i what is important to your audience. What is your audience's "favorite recipe?"

Communication is not a precise science.

Unit Introduction

One car brochure in 1957 declared the slogan:

"There has never been a car like the Edsel."

This was true, for it turned out to be the *Ford Motor Company's big*
Just under 45,000 Edsels were sold in 1959, and only 2,846 units
the car's third and last year. Though the car came on the market
advertising campaign, it could not overcome some basic realities.

At a time when cars were given cool names, the car was named the "Edsel" after the son of the company fou
Ford.

The timing for its introduction into the market was off; the U.S. was in a recession. The Edsel was priced hig
compatible cars and less gas-efficient.

In addition, the public's expectation of the new product was shattered by the company's publicity buildup pric
model's release. The "reality" of the Edsel did not match what was expected; the car was considered ugly.
promotional photographs of the vehicle were shown through a blurred lens, and shots of it were photographed
tarp.

In public affairs, timing is everything. Learn from the Edsel. If you have an "ugly" message to get out there, don't try t
tarp.

Communication is not a precise science!

Objectives

- Explain the communication model.
- Explain how the communications process relates to public affairs.

Unit Overview

In this unit, we will review:

- The Definition of Communication
- The Communication Model
- Communication Terms
- Communication Barriers
- Communication Contexts

What is Communication?

Communication occurs when humans manipulate **symbols** to stimulate meaning in other humans -- it is a **social**, **symbolic** process which occurs in **context** to inform entertain, persuade, & stimulate.

Infante, Rancer & Womac

Communication is a **reciprocal process** of exchanging signals to inform, instruct or persuade, based on **shared meaning** and conditioned by the communicator's relationships in a social context.

Cutlip, Center & Broom

Symbols: *written, verbal language, hand signals, binary or hexadecimal code*

Social Interaction: *between individuals or groups*

Context: *the situation in which the communication is set*

Reciprocal Process: *Communication is not a one-way street. It takes at least two people.*

Shared meaning: *To communicate we must agree on the meaning of the symbols.*

What is communication?

The previous page defines commu
specific words: reciprocal process,
Now you know everything involved
communication, right? No. Definit
sometimes make the subject seem
it really is.

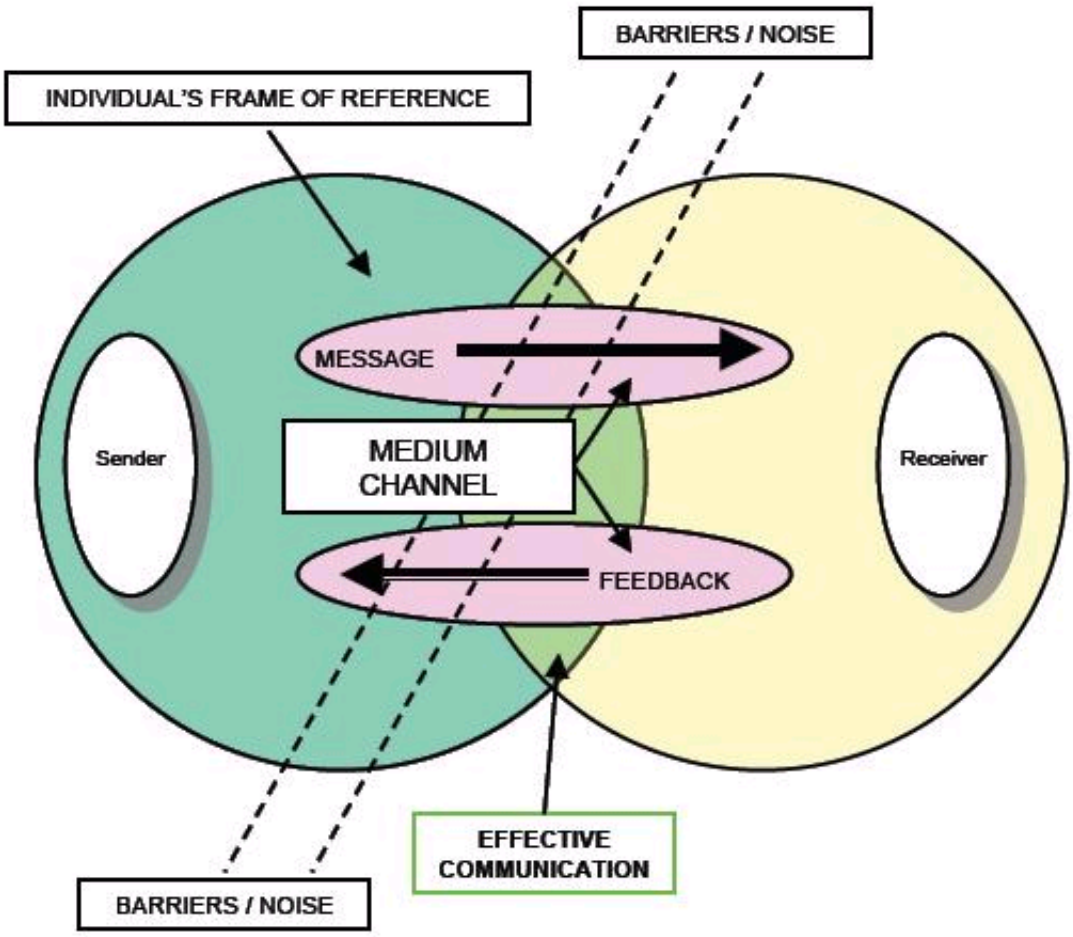
The President in the cartoon gives
to the president of North Korea. Th
illustrates a disconnect in the com
process.

The Washington Post recently pub
titled "You say Okjeryok, I say Det
the pitfalls of communicating in the
diplomacy. After reading the articl
could run into the same problems
with your next-door neighbor? You

Communicating is not a precise

you Say Okjeryok.pdf

What is Communication?



The Communic

So far, we have g
examples of why
difficult. To try to
drawn a diagram

By the end of thi
able to sketch th
each of its parts.

In the future, whe
release, a comm
communications
prove to be a use

What is Communication?

Good communication is as stimulating as black coffee, and just as hard to sleep after.

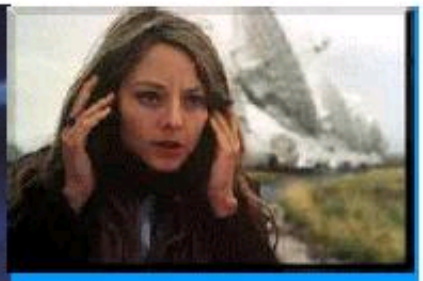
Anne Morrow Linbergh

If you think it's tough writing a press release for the public, imagine what it's like getting a message from outer space.

This lesson will use the movie "Contact" to illustrate parts of the communication model.

The Communication Model

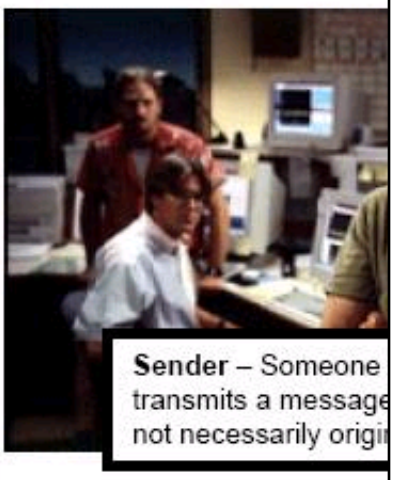
Message – the stimulus that the sender transmits to the receiver.



The movie Contact is about receiving a **message.** Besides being a good movie, it also illustrates the communication model.

Jodie Foster (above) plays the astro-physicist Dr. Harroway that becomes the **receiver** for a **message** from outer space.

Receiver – the destination of a given message

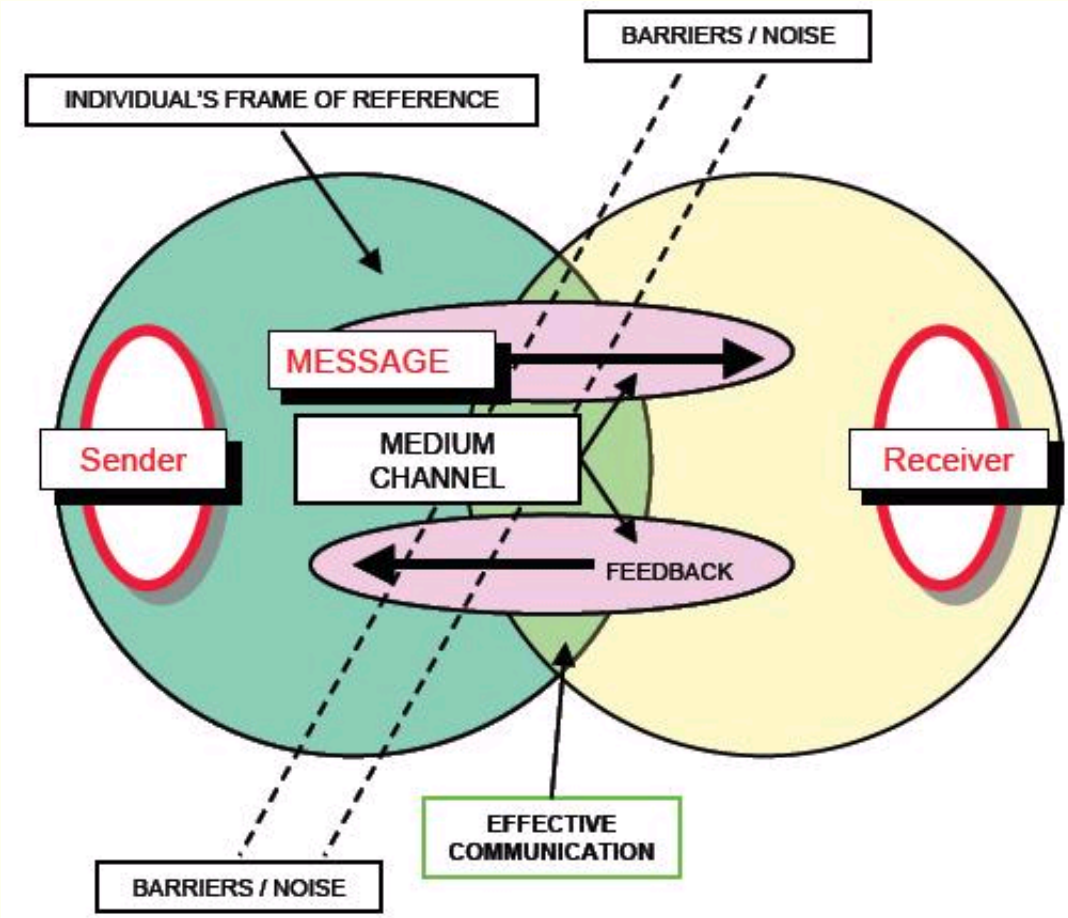


Sender – Someone transmits a message not necessarily origi

Dr. Harroway has to decide w might be. She and her lab as the possibility that the signal a satellite signal. They run in The first barrier has other noi the signal. This is a **physica** them from hearing the messa contend with their own **psych** They have their own prejudic ideas on the whole idea of ali

What does this look like on the communication's model?

The Communication Model



As a PAO, you are
of the **message**. Y
audience is the **rec**
public affairs there a
types of audiences,
public affairs we wil
for now as internal a
Who do you think is
external audience?
be the media, but in
external audience is
Joint Publication 3-6
the external audien
allied, national and
audiences.

Your internal audier
receiver, includes
Airmen, Sailors, Ma
Coast Guardsmen w
your organizations.
receivers of other m
you may develop co
family members, re
contractors.

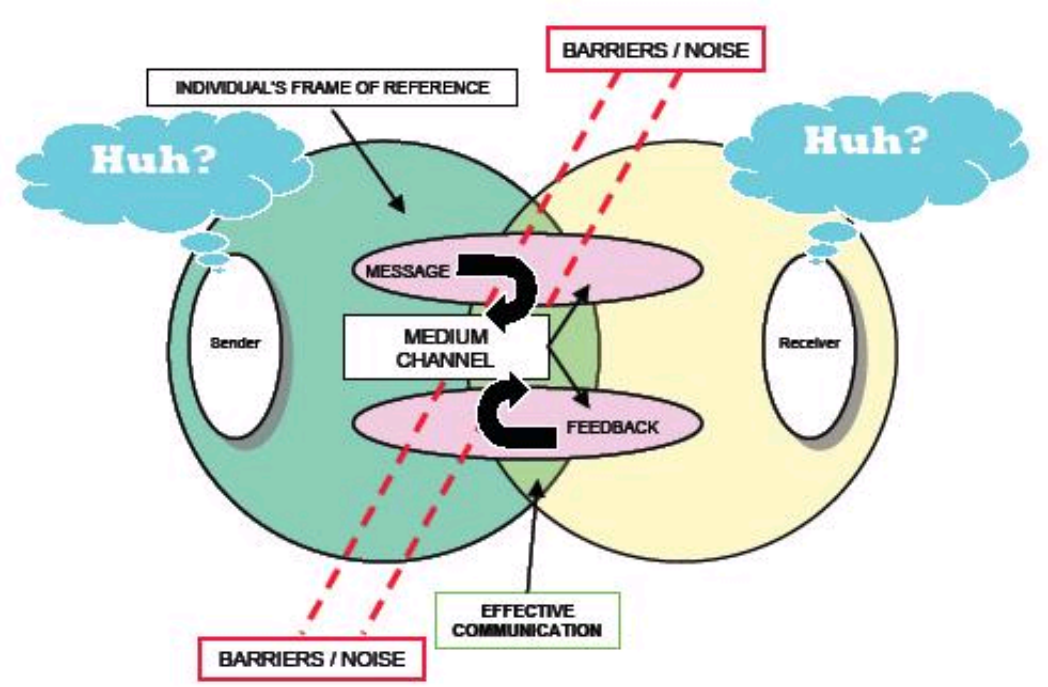
The Communication Model and Barriers

Barriers to communication can be **physical, psychological** and **perceptual**. Barriers have been described noise. It is something that gets in the way of understanding the message. For instance, a fan blowing in an c could be a barrier. What kind of barrier would you classify it in the three categories below?

A **physical barrier** can be obvious. In Afghanistan a civil affairs unit was preparing to broadcast radio messa the general public. Most villages did not have any radio sets. The Army overcame this barrier by distributing r sets to the elders of each village.

A **psychological barrier** may be harder to overcome. If the receiver is preoccupied or distracted**,** then the m fails. Hunger, loss and pain are barriers as well.

A **perceptual barrier** can fall into the meaning of the words chosen for your message. This barrier is in the f semantics. Certain words have a literal meaning, some words are emotional. Certain languages expect forma certain types of communication.



The Communication Model

The message that comes from space originally sounds like noise, but is actu
numbers being carefully tapped out with sound waves. Prime numbers are
that are divisible only by 1 and themselves. The aliens (?) have **encoded a**
just in prime numbers. Dr. Arroway **decodes** the message

Decode – the process of taking the message and giving it meaning through individual interpretation and perception.

Encode – the process
conceived idea and ge
transmission.

OOPS! ***They all receive a nasty shock.*** The televisi
reveals Adolph Hitler giving a speech in the opening
games in Munich in the late 30s. Television waves, t
channel, left the earth more than seventy years ago
traveled in space until being picked up by the aliens.
aliens then shot the TV carrier wave back at us. But
the aliens pick that particular image to send back to
Adolph Hitler?

The Channel – the means by which the message is conveyed from the **sender** to the **receiver**.

Meaning is in People, Not Symbols

Look at the following symbol. In your mind consciously, or unconsciously, there are quite a few disturbing words associated with it.

Some words might be: hate, death and intolerance.

Meaning is in people, not symbols. At one time this symbol had another meaning. In the ancient language of Sanskrit, translations give it meanings of “Being fortunate” or “Noble.” The swastika is considered one of the oldest known symbols with roots going back more than 3,000 years. It predates the Egyptian symbol the Ankh and has been found on pottery and coins as far back as 1000 BCE.

Let's look at another symbol.

Meaning is in People, Not Symbols

Take at look at this symbol.

In your mind there are quite a few nouns associated with it.

Some words might be: love, forgiveness, eternal life and resurrection.

Meaning is in people, not symbols. More than 2,000 years ago this symbol meant an agonizing death. It was an executioner's tool.

The Communication Model

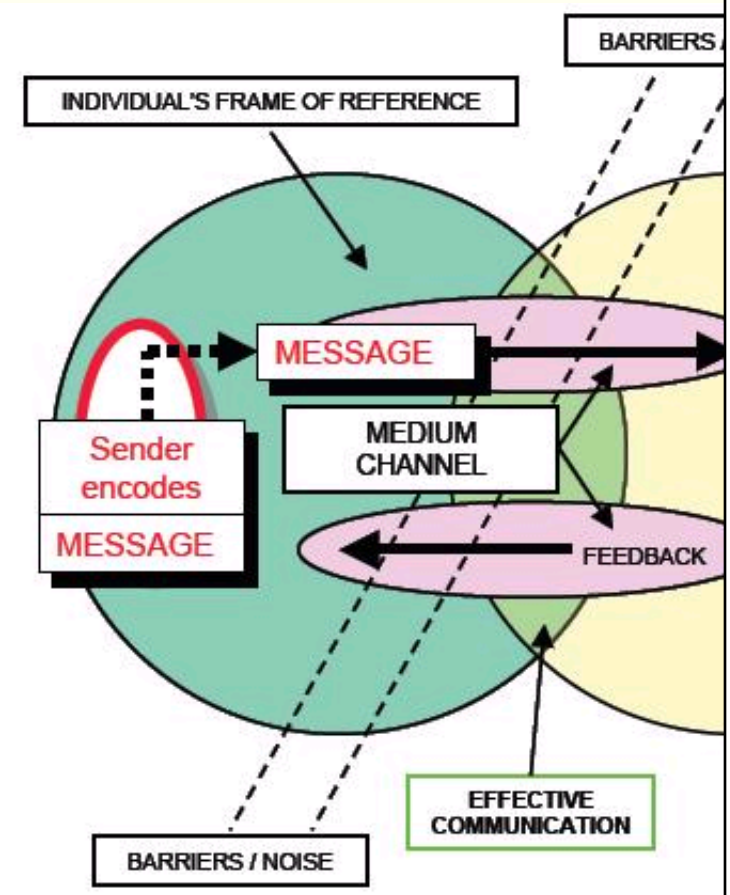
As the PAO, you must pick the right words and images to convey your message. In addition, the "right" words are dependent on the identity of the receiver (audience).

Does your audience speak the same language? Are the receivers members of the internal or external audience?

One type of message may work on one type of receiver and totally fail on another.

As we said before, communication is not a precise science.

The graphic to the right illustrates the encoding and the decoding of the message.



Communication Theories

Some mediums, like text messaging, force you to pick your words precisely in order to get your meaning across.

Before moving on with further study of the communication model, let's spotlight a few theories that also affect the the message.

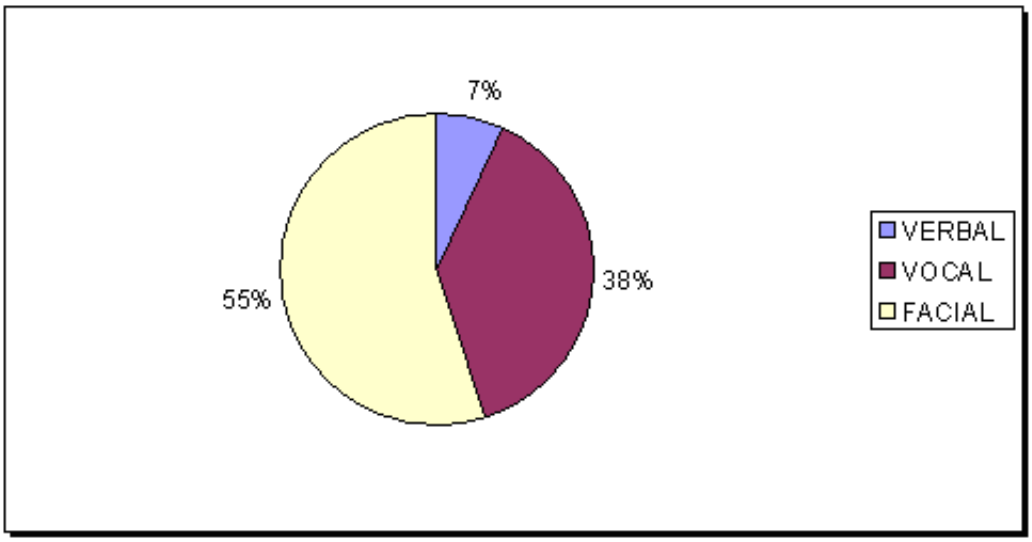
- Mehrabian's Communication Model
- Linguistic Relativity
- Non-verbal communication
- Communication Accommodation Theory

Mehrabian's Communication Model

Sending a message composed of just prime numbers certainly doesn't tell us much. There is a lot more meaning that can be lost if you don't see the receiver face-to-face. Humans transfer meaning using more than just words.

A study by Dr. Albert Mehrabian has developed a model that shows what effect other influences have on the communication process.

How things are said will override what is said.

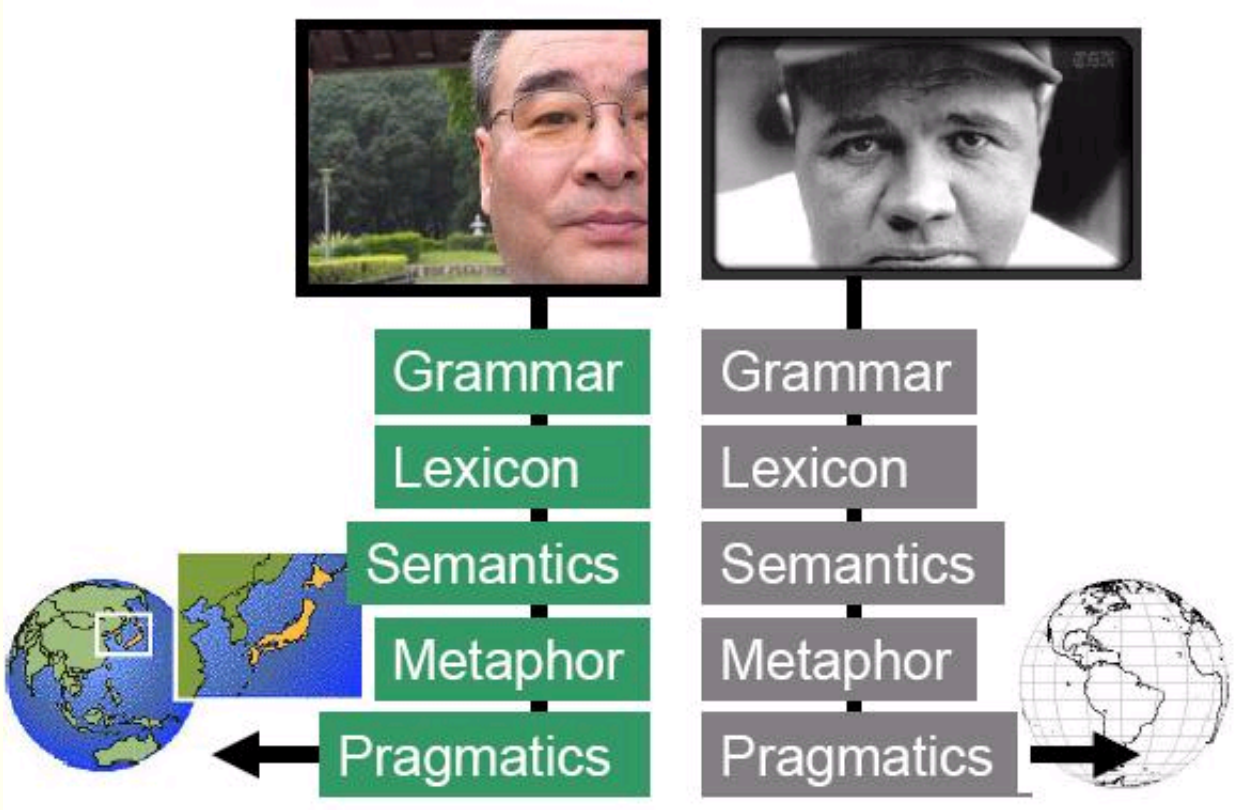


Notice that the verbal
above chart is only 7
This mean that 93 pe
meaning is derived by
expressions and how
our voice.

This is something to
remember the next t
or your boss is in fro
press.

Verbal: Linguistic Relativity

The Linguistic Relativity Theory centers on the language itself. That language and environment are closely related, and can even affect how the individual thinks. An example may be how the Eskimo lives in a world of continuous snow and thus has many words for snow. The theory proposes that language develops from the result of our environmental conditions. That language shapes our perceptions, and perceptions shape our behavior.



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Supplemental information obtained from Stanford Encyclopedia of Philosophy (http://plato.stanford.edu/entries/relativeism/supplement2.html

Non-verbal Communication

Nonverbal messages all contribute to the individual's image or total impression. They also reinforce verbal messages, tone, gestures and facial expressions. This includes the following:

Kinesics

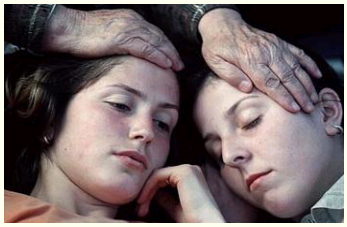
Another name for this is "body language." It is all movement below the neck, indicating that certain movements have symbolic meanings. Studies on body language provide diagrams and photos of various body positions that seem to convey messages like, "I'm listening to you" or "I am closed off to what you are saying." For instance, the chief with his hands on his hips and his body leaning forward is a form of intimidation and he is saying "I am in charge and you better listen!"

Proxemics

How do we use "space" to communicate? How close people from other cultures stand to talk to each other may depend on their rank and family structure. Each person has a sphere around them that they consider their "comfort zone." This "zone" varies according to the family history, ethnic origins, and place of birth. The conditions of what this zone might be can change according to what is being communicated.

Eye & facial behavior

How we use our eyes and face can show what we are thinking. A person's words can convey interest, but if he or she looks BORED, then that is the meaning that is conveyed. For instance, what do you convey if you deliver bad news with a smile on your face? Why, you are happy about the person's misfortune!



Touch

The use of touch can convey warmth and sympathy but, depending how it is used, can also convey aggression.

Physical appearance

Messages can be sent by our physical appearance. What we wear to a media interview can convey what we think of ourselves. The gestures we use, our posture and how we hold our body during the act of communicating adds to the message. Physical appearance can also include the things we cannot easily change, *if at all*: sex, race, beauty, height and body characteristics.

Chronemics

How do we use time to communicate? Are there cultural differences in how punctuality is viewed? In the U.S. being late for an appointment is considered rude. Is being on time different for an American versus someone in the Middle East?

Communication Accommodation Theory

This theory expounds that our perception of another's speech will determine how we will evaluate and behave towards that person. **This might suggest that how you write your press release, or how you present yourself during a TV media interview affects how people perceive your message.**

Let's say that your commander is from Texas and he is about to address the Texas Rotary Club. Let's say that your CO has lost a part of his or her Texas drawl. Is it wrong to suggestion that they intentionally draw it into their speech for that one evening? Wouldn't it build a bond with those being addressed?

This theory includes the following:

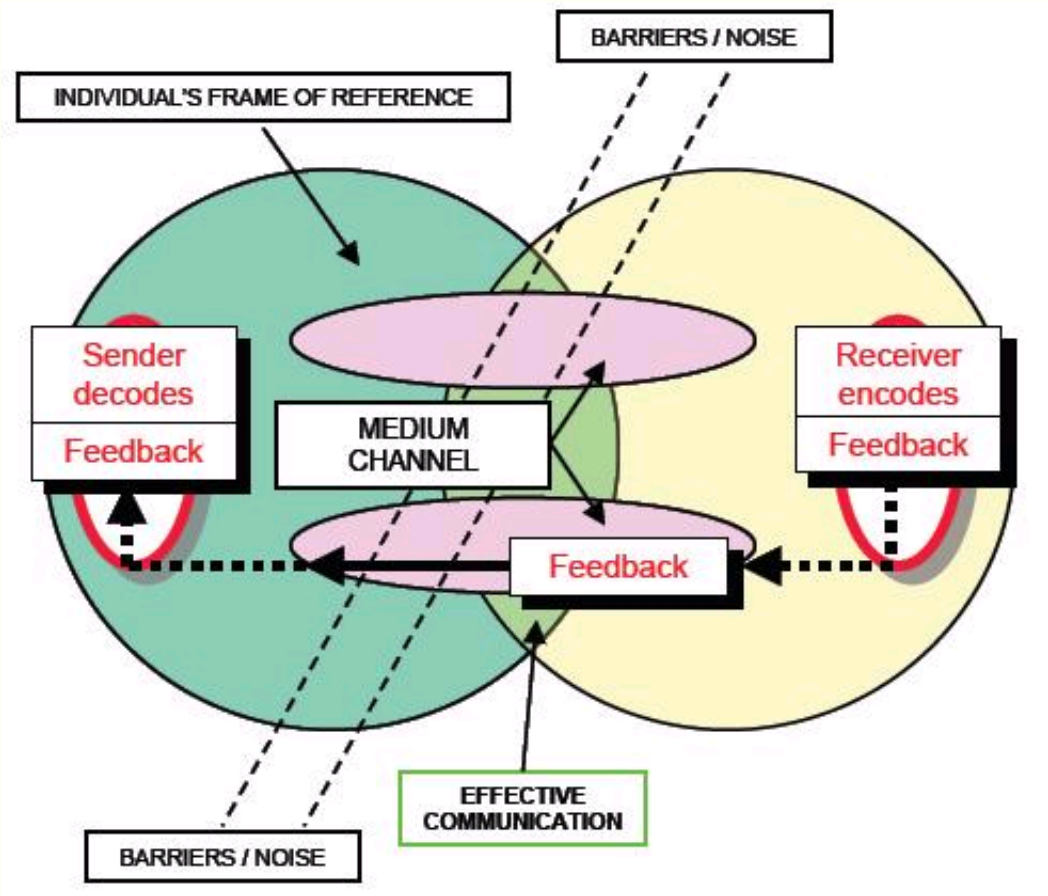
CONVERGENCE
Adapting to each other's speech by slowing down or speeding up the speech rate, lengthening or shortening pauses and utterance.

DIVERGENCE
The way speakers accentuate vocal and linguistic differences in order to underscore social differences between speakers.

"Don't mess with TEXAS!"

The Communication Model

The Communication Model



The receiver encodes
takes your words and
meaning from it, and
original message.

If your press release
confusing and poorly
may not even bother

Feedback provides y
out if your original me
it also tells you if it wa

Feedback can be:

- Telephone call
- The number of
  to your open h
  the press relea
- The results of
  written on the
  deployment ex

  You must have
  effective comm

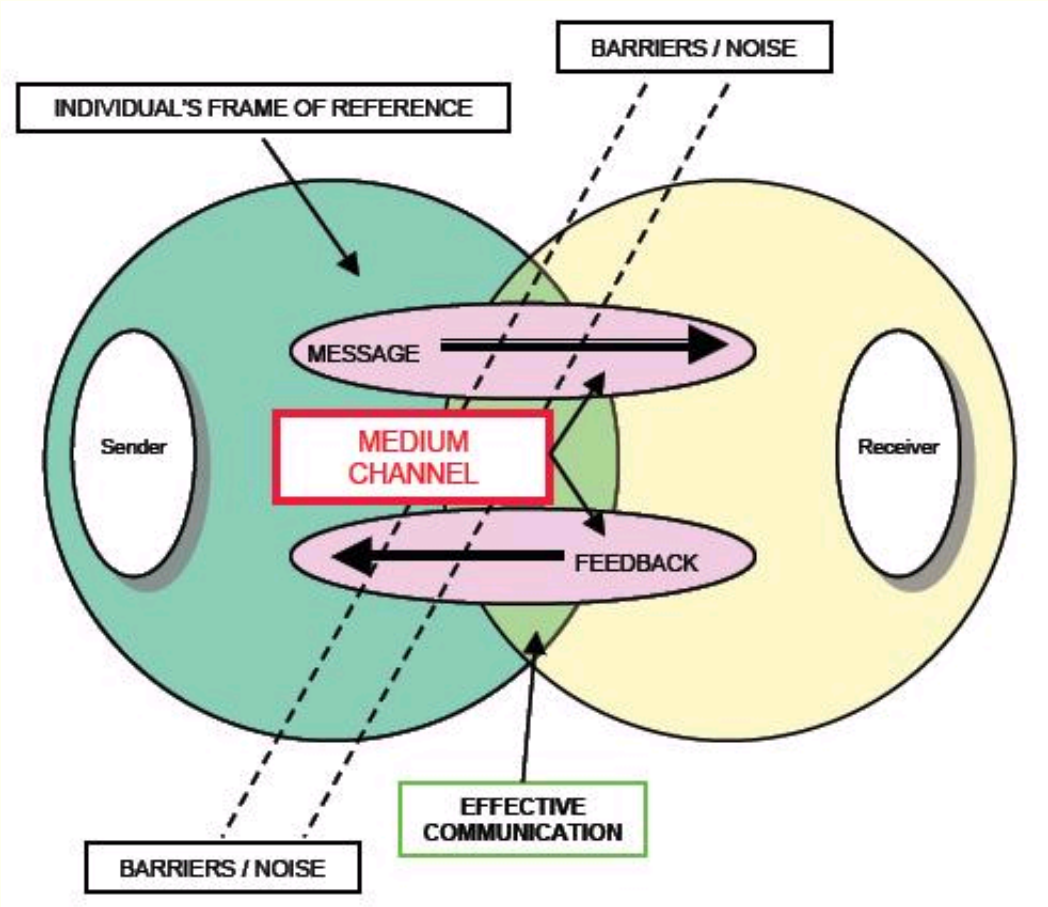
The Communication Model

Underneath the television signal is another message. F
pages of graphic symbols have been transmitted on th
television signal digitally. The symbols look like bluepri
aliens (**the senders**) want the earth people (**receivers**
some sort of machine.

Let's review how many **channels** or **mediums** were us
sending a variety of messages. First, the repetitious **ra**
signals that counted out prime numbers, underneath t
audio waves, and then underneath that were **televisio**
When everyone thought that was all, **digital pictures** a
blueprints were sent as well.

The more channels used to convey a message can increase the accuracy of a message.

The Communication Model



So what types of char
you as a PAO?

- Press Release
- Newspapers
- Newsletters
- TV broadcast
- Radio
- Web page
- Media Advisori
- Speaker's bure
- Community Re
- Commander's
- Troop cards
- Exhibits
- Brochures
- Media training
- Town Hall Mee

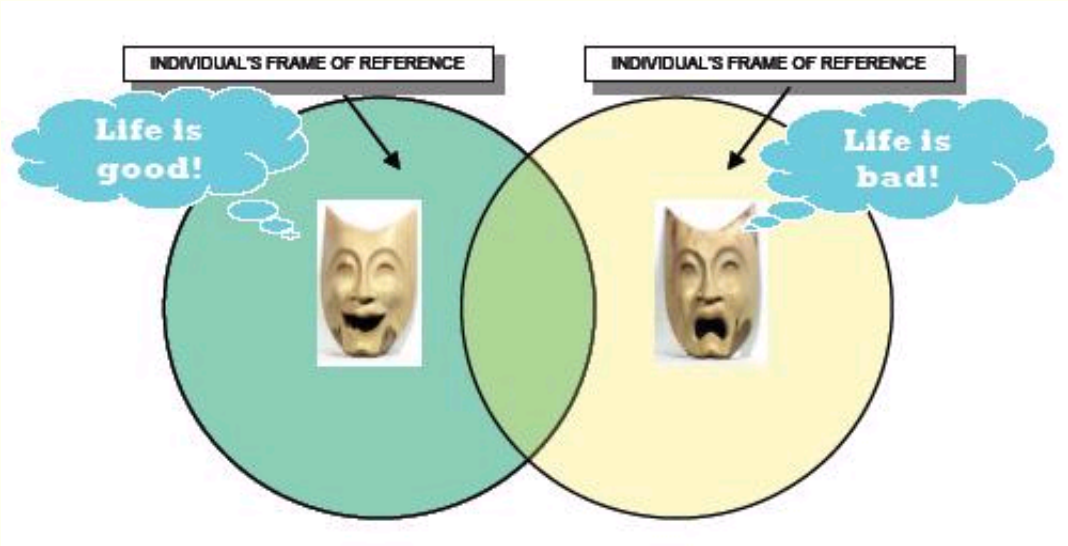
The Communication Model

Remember part of the definition of **decoding** is that the **receiver** gives hi
own interpretation of the message. The old TV image of Adolf Hitler
frightened those on Earth who could remember World War II, but the alie
put no meaning on it. **Meaning is in people, not symbols**. The **contex**
which a message is taken can affect how the message is interpreted.

Context – is a shared field of experience. Communication can be misinterpreted or enhanced by the context in which it is received. The following are the five agreed-upon contexts that people communicate und
Interpersonal, Small Group, Organizational, Mass Communications, Intercultural.

This means that "context" can actually affect the meaning of the message. Add context to your list of possible barriers.

Effective Communication

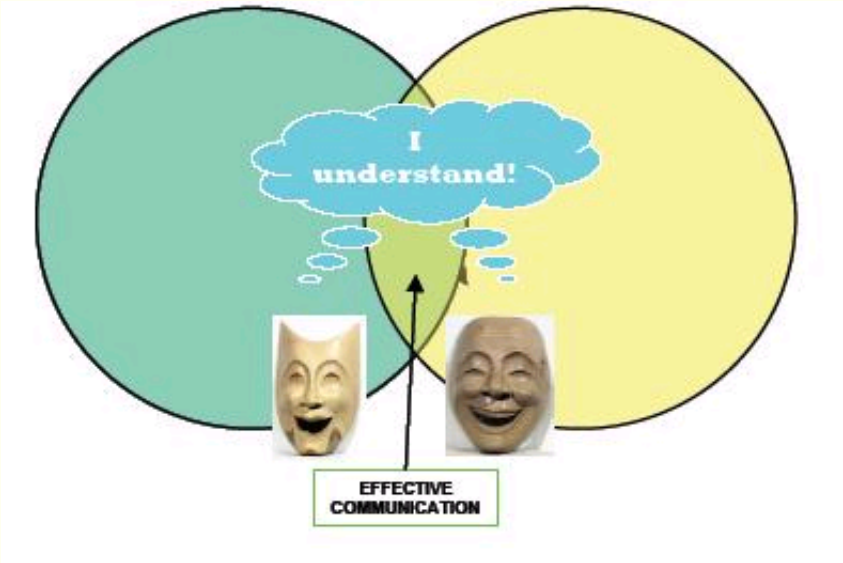


When do you have
effective communica
In the communicati
model both individua
"Frame of Reference
have to cross.

The two individuals i
illustration in the left
two different views o
Sitting in their own
"Frames of Referenc
they can only see w
they want to see.

Go to the next slid

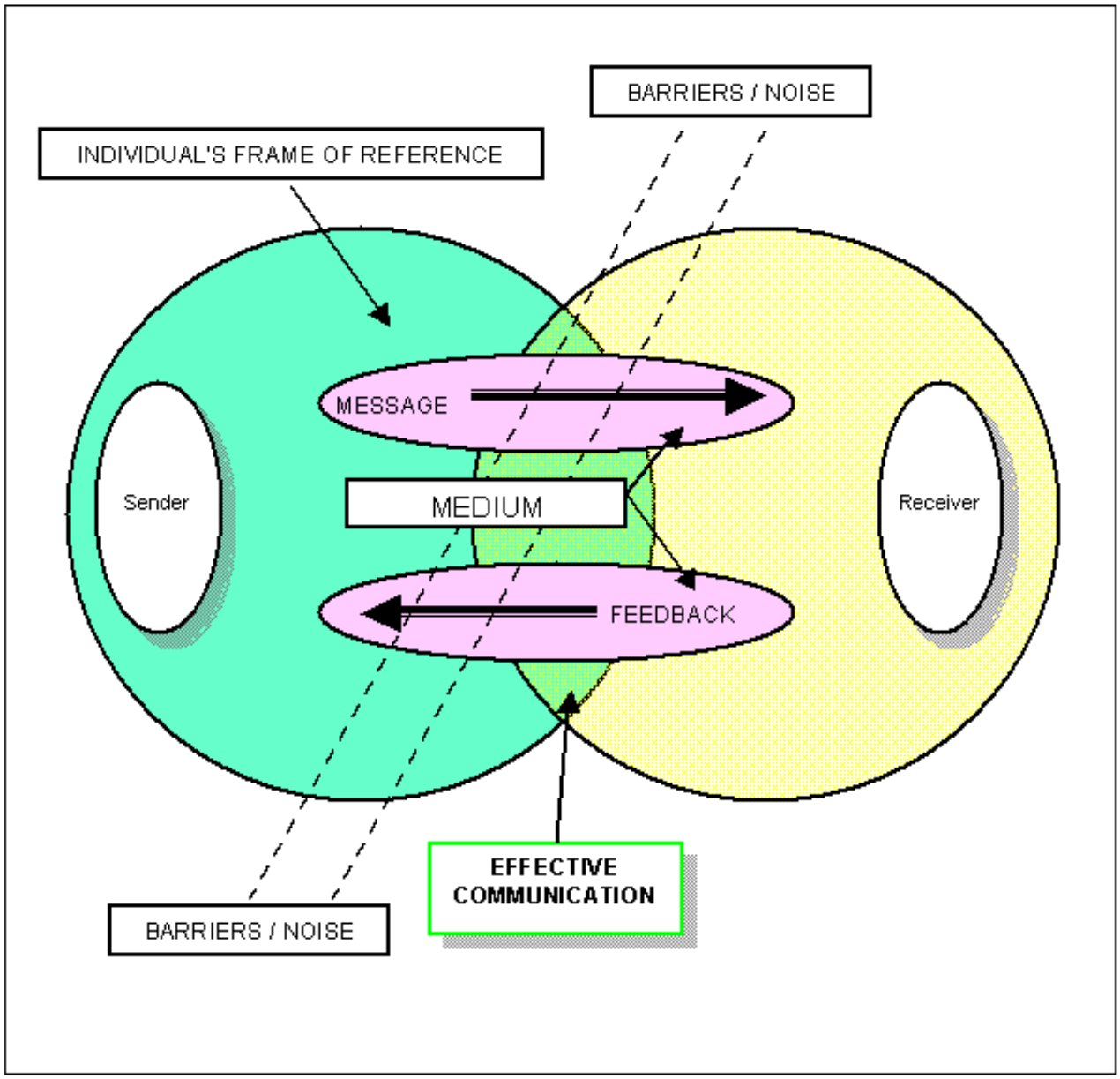
The Communication Model

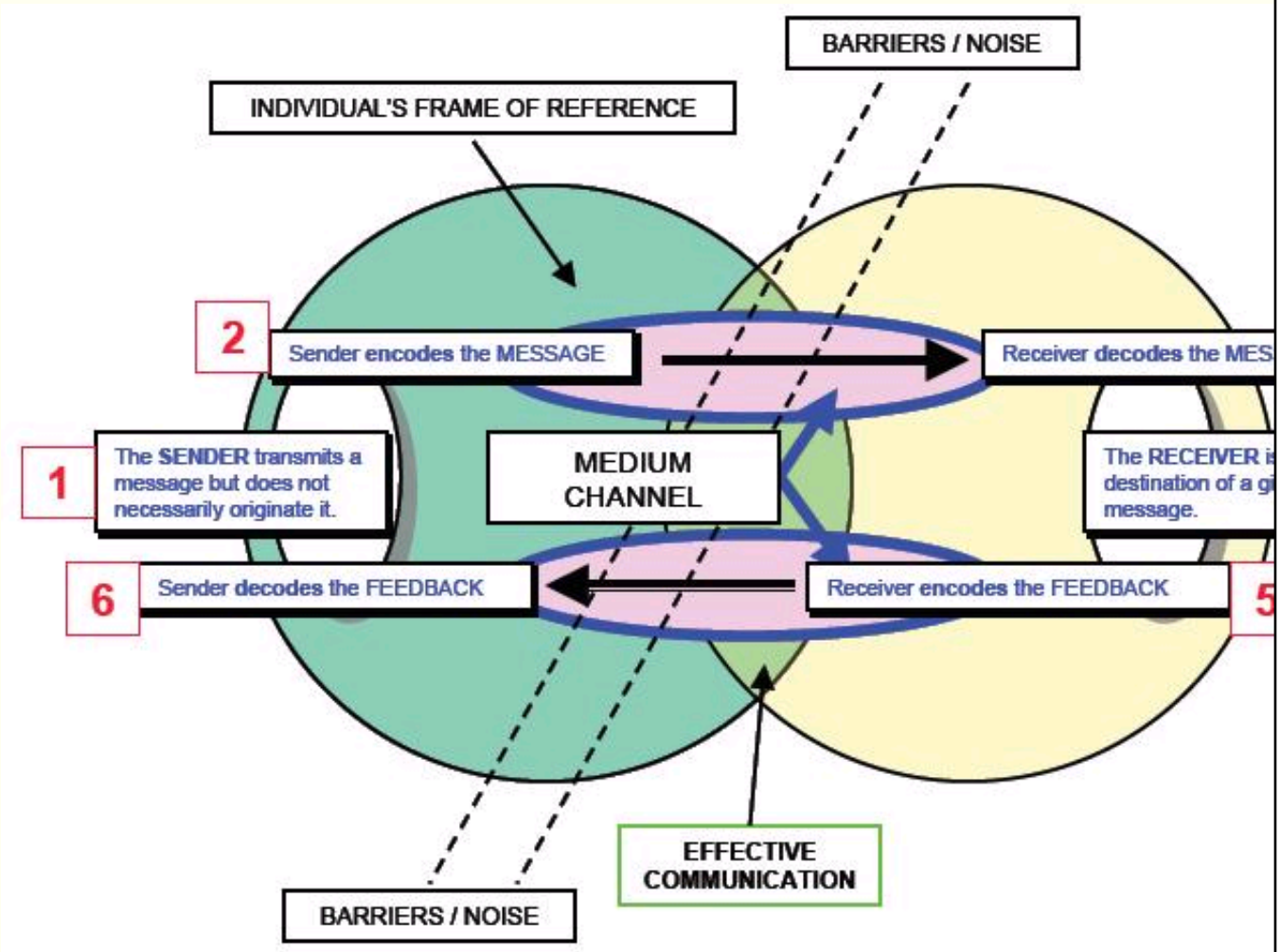


After the process is complete, and barring any barriers that might get in the way of understanding, the two are finally able to come together that life is a mixture of the two -- *good and bad.*

The overlapping circles in this illustration signifies the point of "effective communication."

A Communication Model Between People, Organizations and Publics




BARRIERS / NOISE
INDIVIDUAL'S FRAME OF REFERENCE
2
Sender encodes the MESSAGE
Receiver decodes the MES
1
The SENDER transmits a message but does not necessarily originate it.
MEDIUM CHANNEL
The RECEIVER is destination of a gi message.
6
Sender decodes the FEEDBACK
Receiver encodes the FEEDBACK
5
EFFECTIVE COMMUNICATION
BARRIERS / NOISE

The Parts of the Communication Model

Instructions: Click on the parts of the communication model below.

The Sender

The Receiver

The Message

Feedback

Barriers / Noise

Channels

Individual's Frame of Reference

Context in Communication

All behavior on earth involves communication in some form. In order to communicate we have to agree upon the symbols we use. The symbols can be language, mathematics, music, or even binary or hexadecimal code.

In the past some Indian tribes resorted to sign language. In recent times those with disabled hearing adopted a form of sign language of their own.

Communication is social. Every group of human beings, even those in the most isolated spots on earth, has developed its own language. Sociological studies have even recorded siblings who developed their own language when left alone. There is probably something in our DNA that demands we communicate!

But to communicate, it can only be completed if there's a contract or a perceived agreement.

This is called context. There are generally five that are agreed upon when communicating.

CONTEXTS	
1	Interpersonal
2	Small Group
3	Organizational
4	Mass
5	Intercultural

Context 1

CONTEXTS	
1	Interpersonal
2	Small Group
3	Organizational
4	Mass
5	Intercultural

Interpersonal Communication

This type of communication is between two people. Under this context we will review two theories: The **Theory of Reinforcement and Attraction** and **Cahn's Theory of Perceived Understanding.**

Interpersonal communication

This type of communication is between two people. The relationship could be friend to friend, lover to lover or spouse to spouse.

There are two types of theories associated with interpersonal communication.

REINFORCEMENT THEORY AND ATTRACTION

In simple terms, it means we are attracted to people who are like us in attitudes, beliefs, personality, appearance and background. The theory suggests that being with individuals who are similar to us is basically found rewarding.

What's more, isn't it easier to communicate with those who hold your own values? Imagine trying to write a speech for your commander when the audience are veterans, or service members from your own branch of the military? There is less to explain, less to convince the listener about. They are already with you on a basic

CONTACT: The story continues

Remember the blueprints they found in the message from space? It seems it was a machine to transport a human being to space. Ellie Arroway makes the trip across space. Upon arriving at the Alien world the one

level.

Human nature seems to support that we are more likely to be persuaded by those who are similar to us -- that the more someone is like another person, the more comfortable we are.

person that is sent to greet her, is an alien that has been 'made' to look like her dead father. Why? As the Reinforcement and Attraction Theory says we are more likely to be attracted to people that are similar to us. Even the alien admits that the form was chosen because it would be "easier."

Of course, it is also easier for the movie audience to get the message from the actor David Morse than a bug eyed monster.

The theory works in the movies and in real life!

Context 1 (Interpersonal)

The Theory of Reinforcement and Attraction

This theory is easy. It simply means that we are attracted to people who share our own attitudes, beliefs, personality, appearance and background.

Think about your own experiences. Isn't easier to communicate with those who hold your own values?

Imagine that you are going to write a speech for your commander to present to the Veteran's of Foreign Wars? That speech will have less to explain about the military experience and will have less to convince the listener about.

This means your message is easier to write (encode) and the listener has an easier time in understanding (decoding) your message.

CONTEXTS

1	Interpersonal
2	Small Group
3	Organizational
4	Mass
5	Intercultural

a. Reinforcement Theory and Attraction

Context 1(Interpersonal)

Cahn's Theory of Perceived Understanding

This is the perception of being understood or misunderstood It is a link to how an individual interprets the message or the feedback from that message. And how do you interpret messages? One way is through "cues" that people trade back and forth in conversation. **Look at the following nonverbal cues below:**

The sender appears relaxed and at ease	The receiver looks worried and distracted
The sender is smiling	The receiver is not
The sender makes eye contact	The receiver does not

It shouldn't be surprising that people, in general, will continue to interact if they feel understood by the other person. Perceived understanding simply promotes empathy, and empathy is good for communication.

CONTEXTS

1	Interpersonal
2	Small Group
3	Organizational
4	Mass
5	Intercultural

a. Reinforcement Theory and Attraction

b. Cahn's Theory of Perceived Understanding

Context 2 (Small Group)

Small-Group Communication

Now let's move on to the second context. Small-group communication usually involves groups of less than 20 people who develop regular patterns of interaction and share a common purpose. Members of such groups are usually influenced by each other. They take on specific roles in the group and in time trade roles to help the group function.

This context is divided into the following types of roles: **Group Task Roles**, **Group Building and Maintenance Roles**, and roles that are **Individual Desires**.

Let's start with the Group Task Roles.

Context 2 (Small Group: Group Task Roles)

There are 12 sub-categories presented in this section. A person may take on one or many of these roles in a course of a small-group project. Many people in the group may share roles or trade responsibilities.

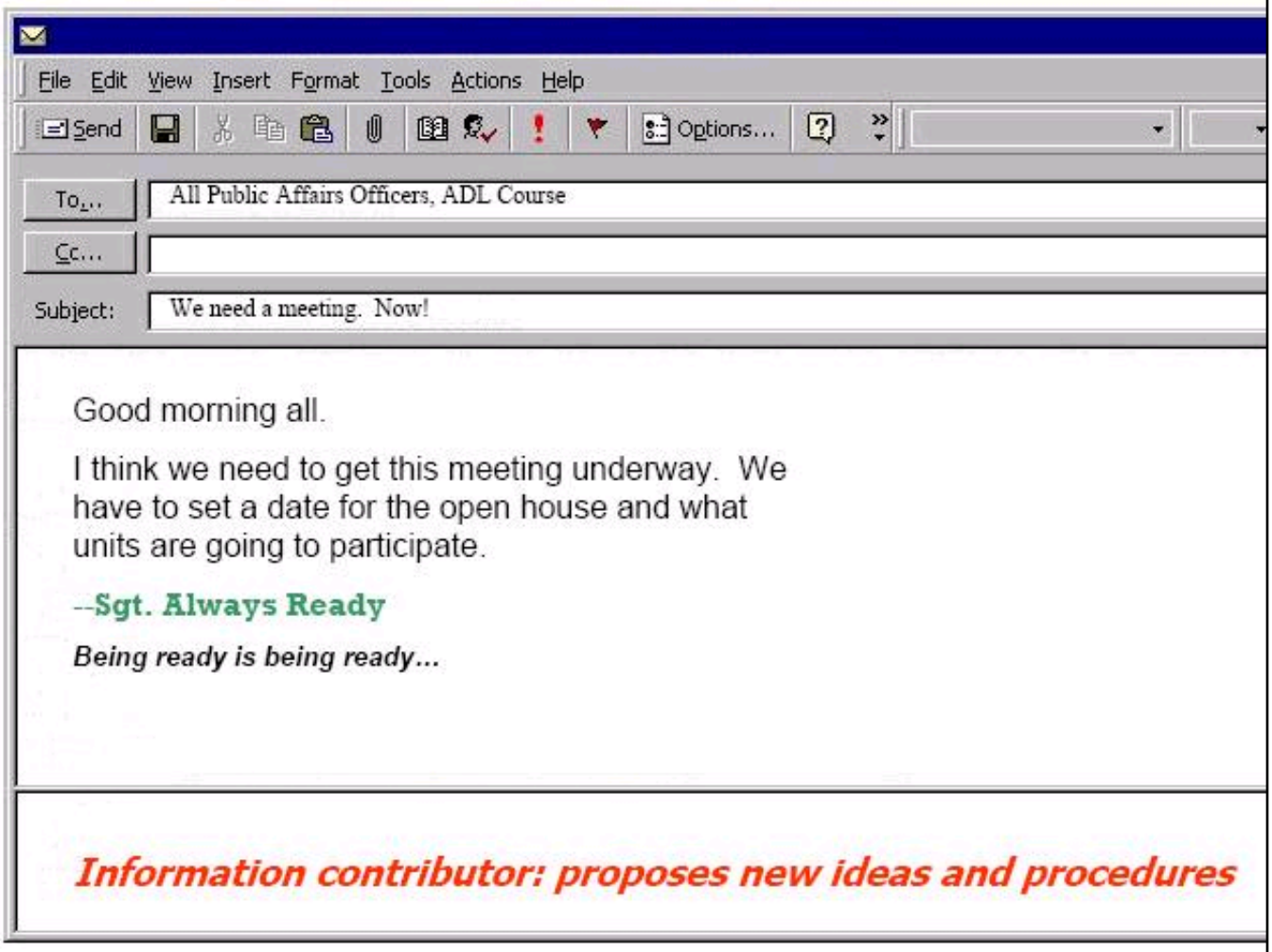
Group Task Roles

1. Initiator-contributor
2. Information seeker
3. Opinion seeker
4. Information Giver
5. Opinion giver
6. Elaborator
7. Coordinator
8. Orienter
9. Evaluator-critic
10. Energizer
11. Procedural technician
12. Recorder

As a PAO you will be involved in communicating in small groups. Whether its on a military staff or in a small working group, the small group is the arena for preparing PA plans and initiatives.

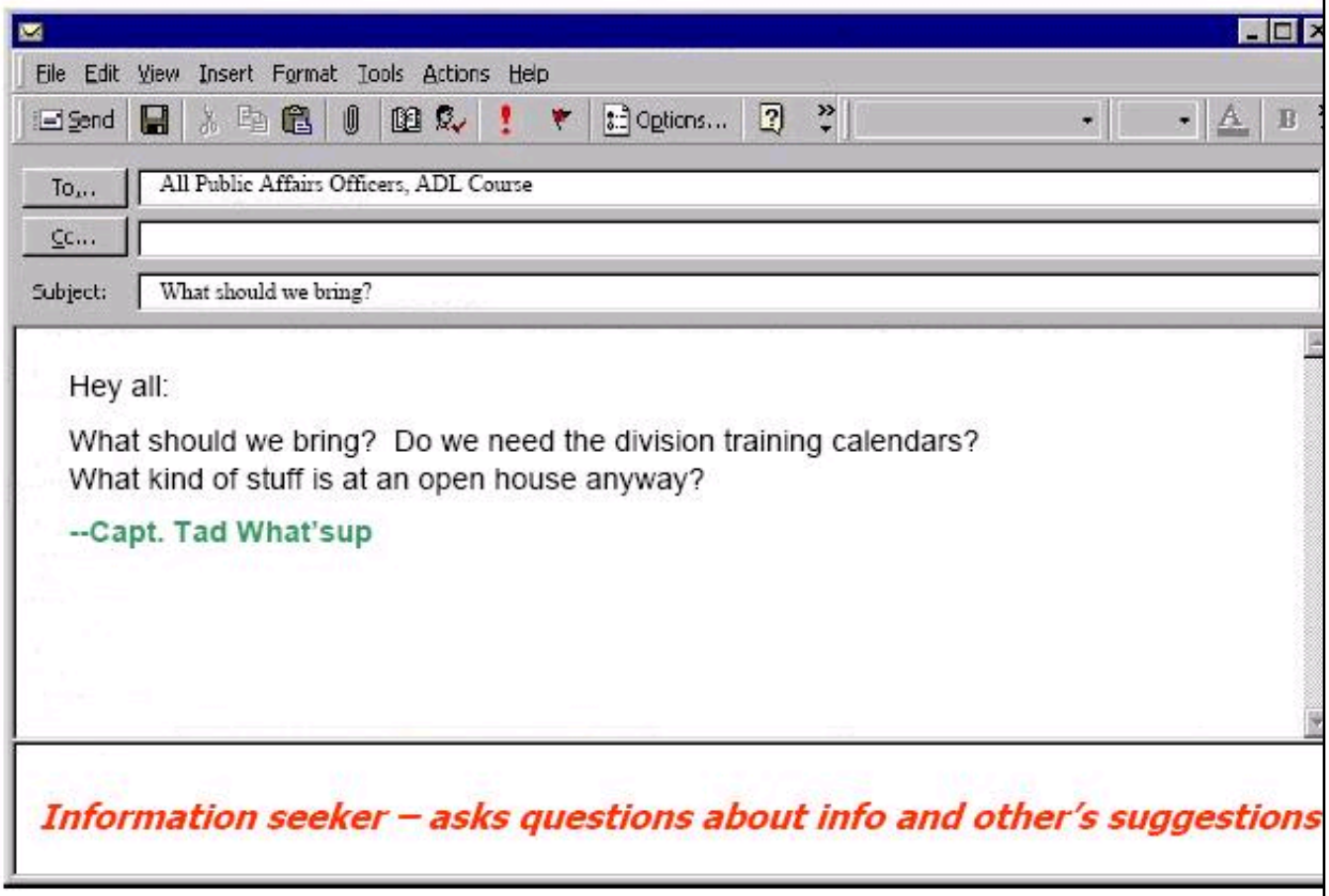
CONTEXTS		
1	Interpersonal	
2	Small Group	a. Group Task Roles
3	Organizational	
4	Mass	
5	Intercultural	

Context 2 (Small Group: Group Task Roles)



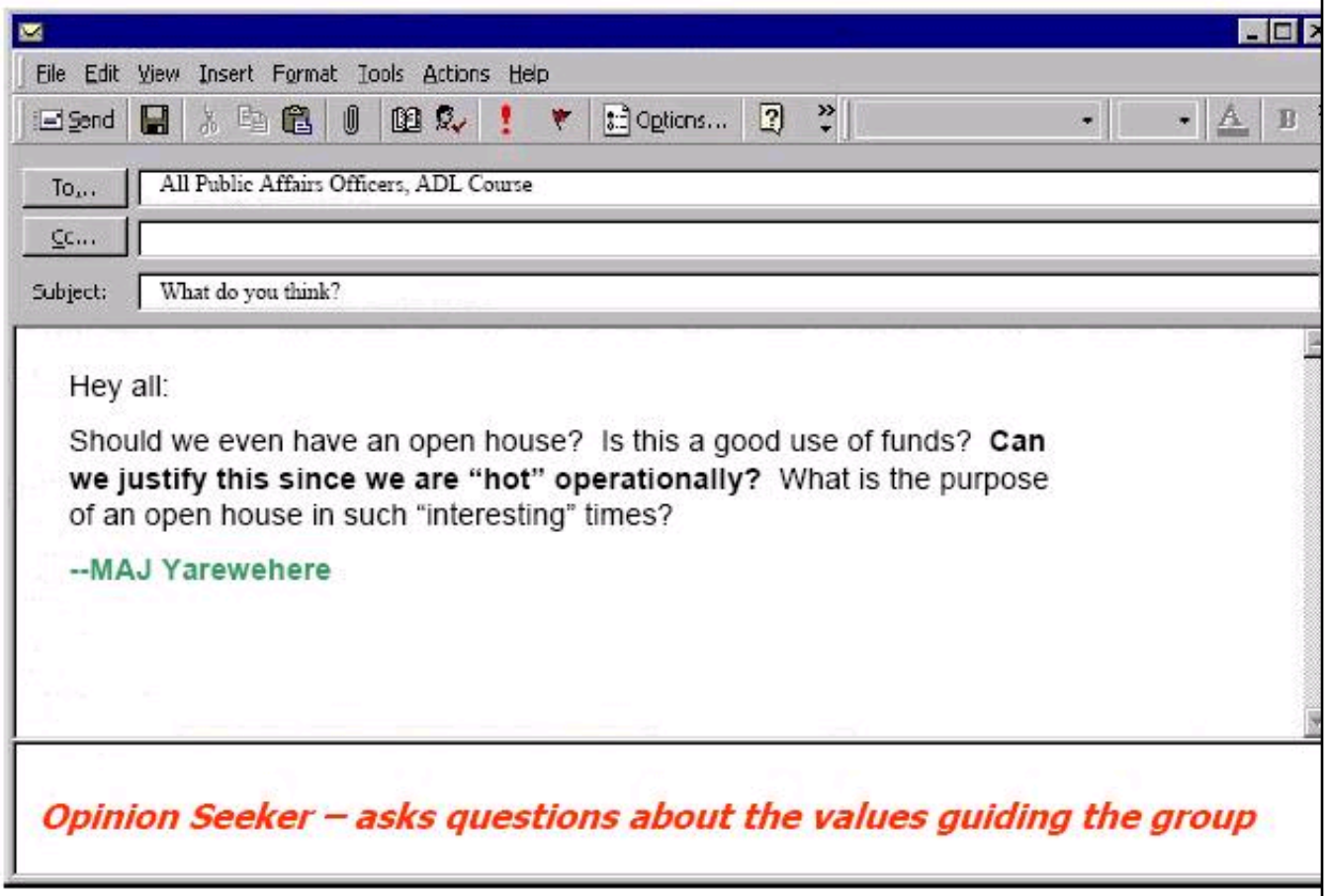
Information contributor: proposes new ideas and procedures

Context 2 (Small Group: Group Task Roles)



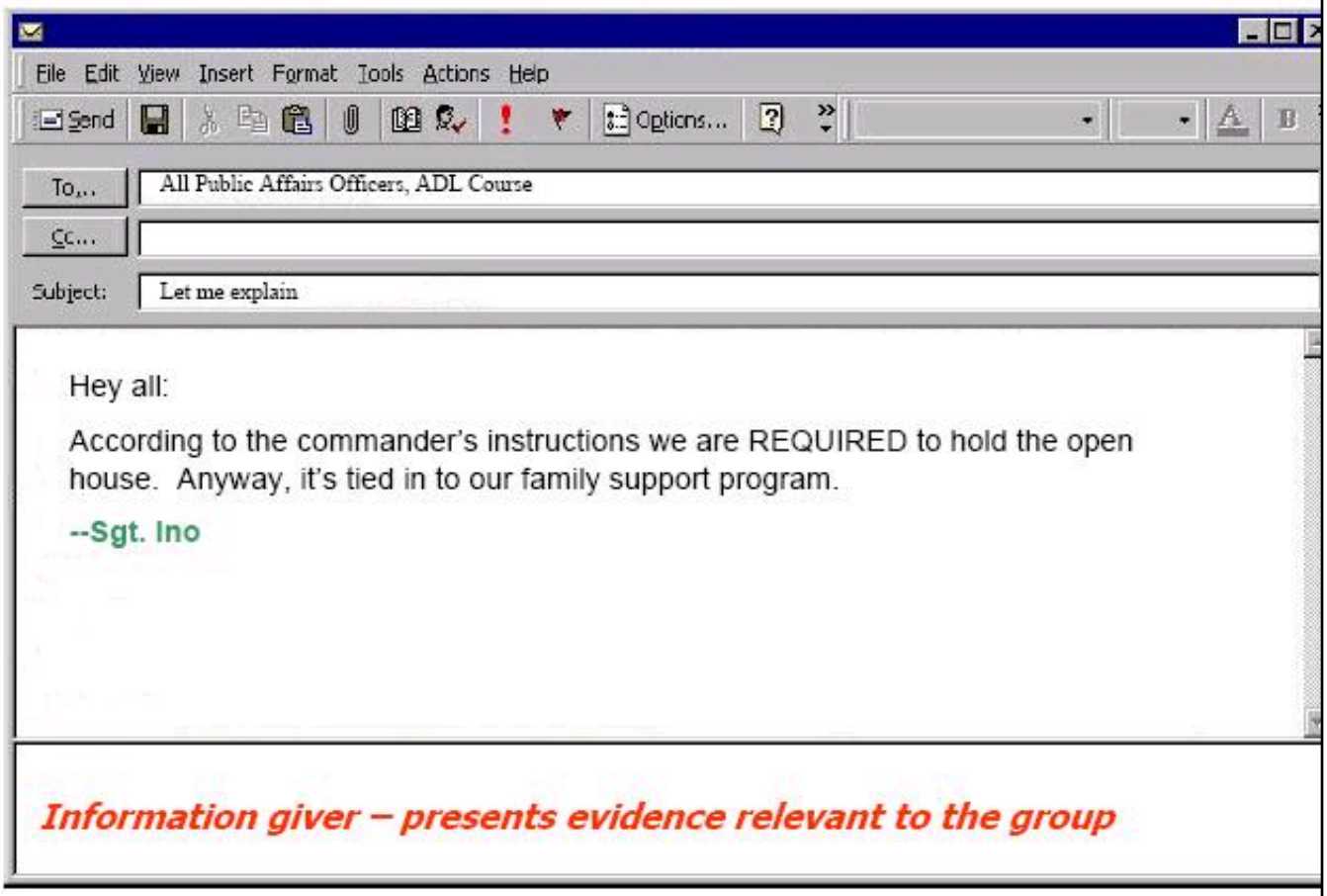
Information seeker – asks questions about info and other's suggestions

Context 2 (Small Group: Group Task Roles)



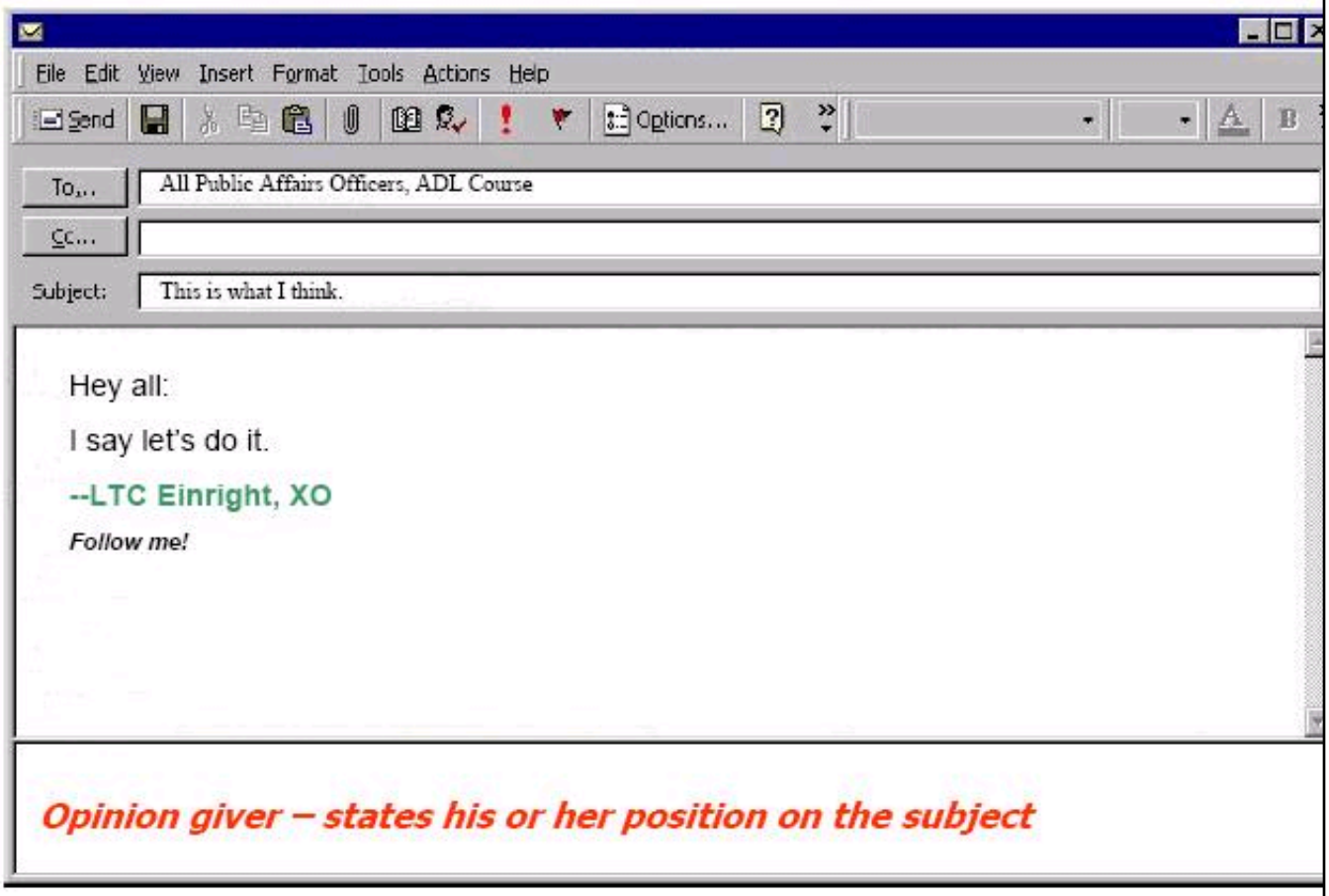
Opinion Seeker – asks questions about the values guiding the group

Context 2 (Small Group: Group Task Roles)



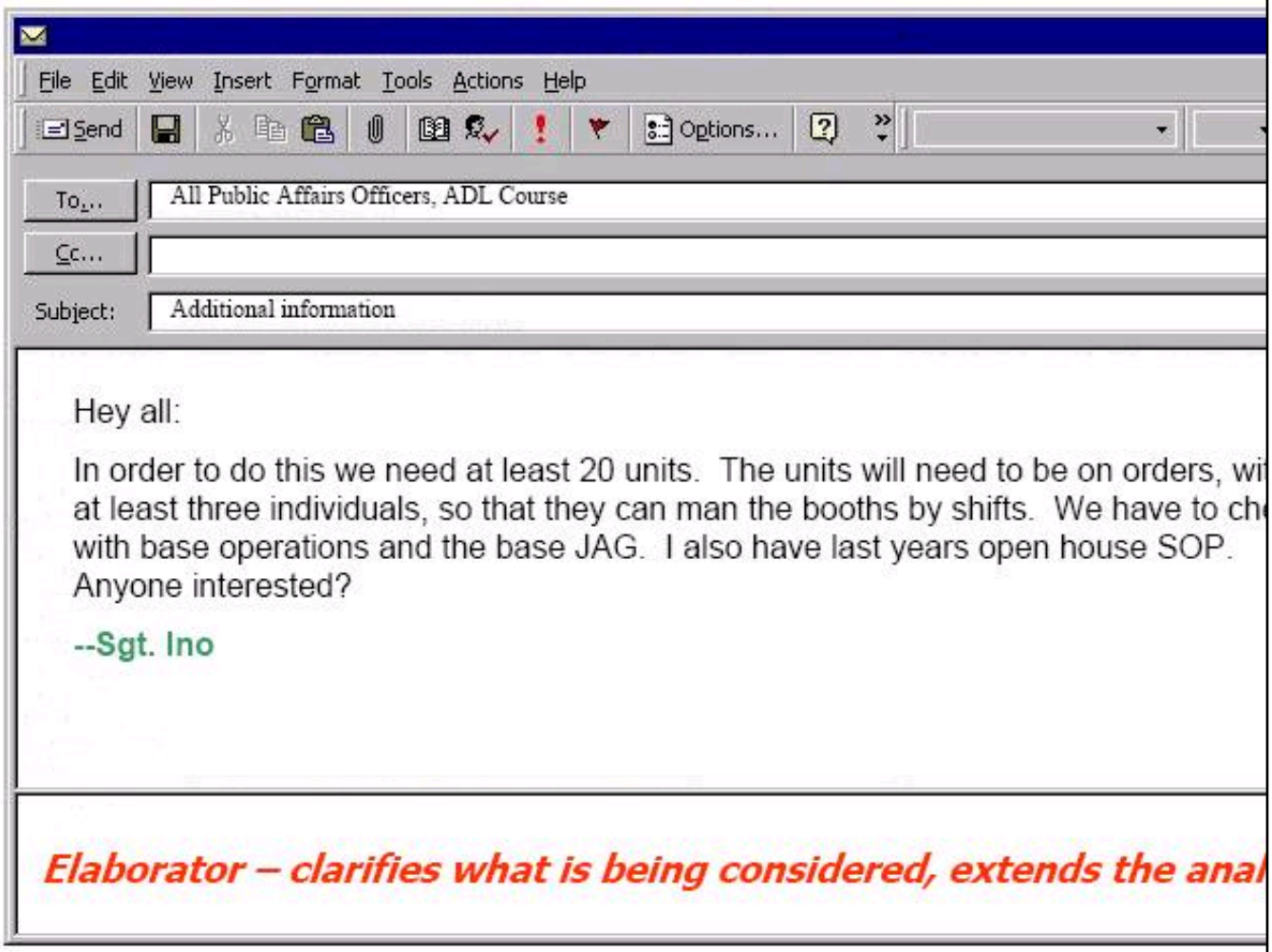
Information giver – presents evidence relevant to the group

Context 2 (Small Group: Group Task Roles)

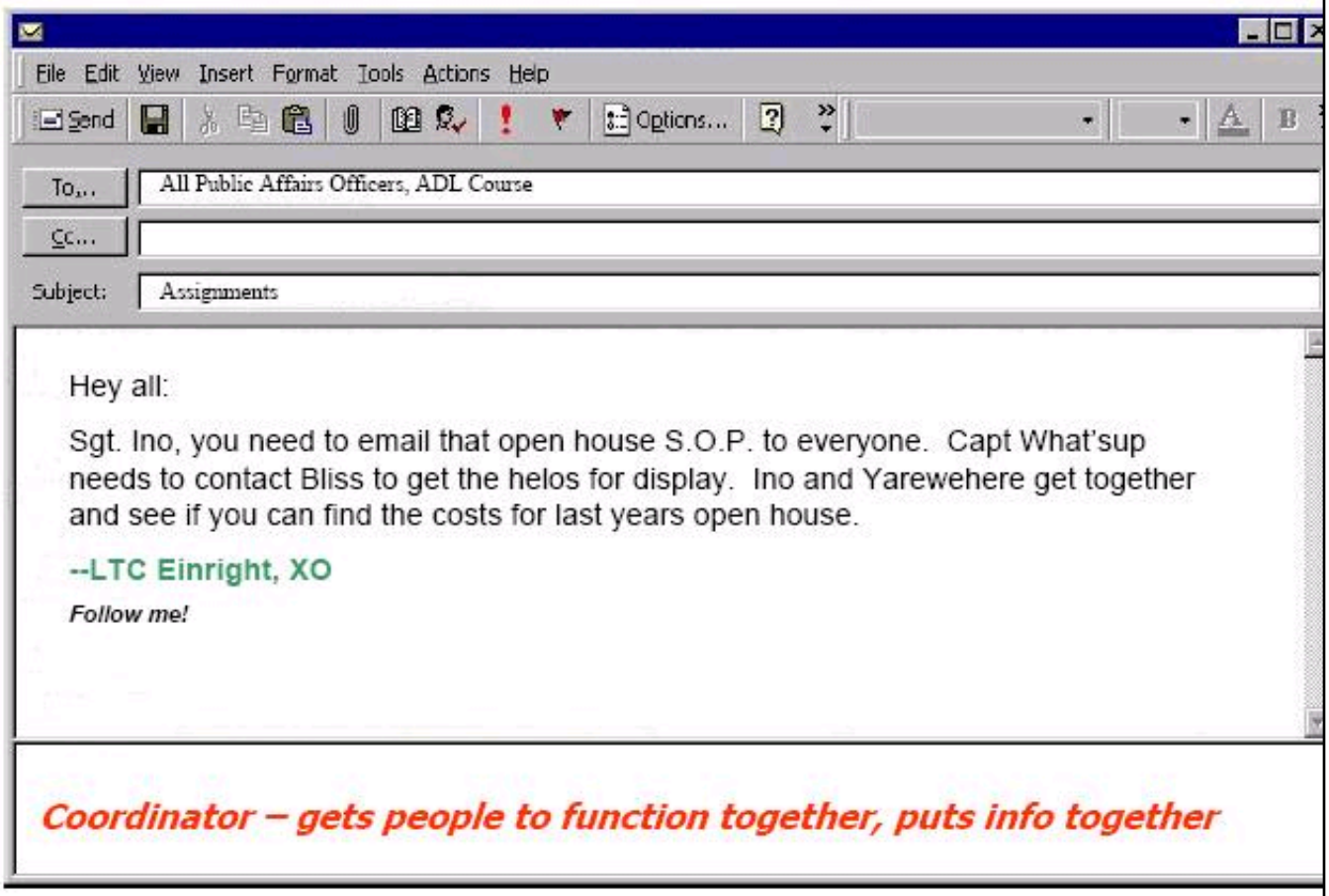


Opinion giver – states his or her position on the subject

Context 2 (Small Group: Group Task Roles)

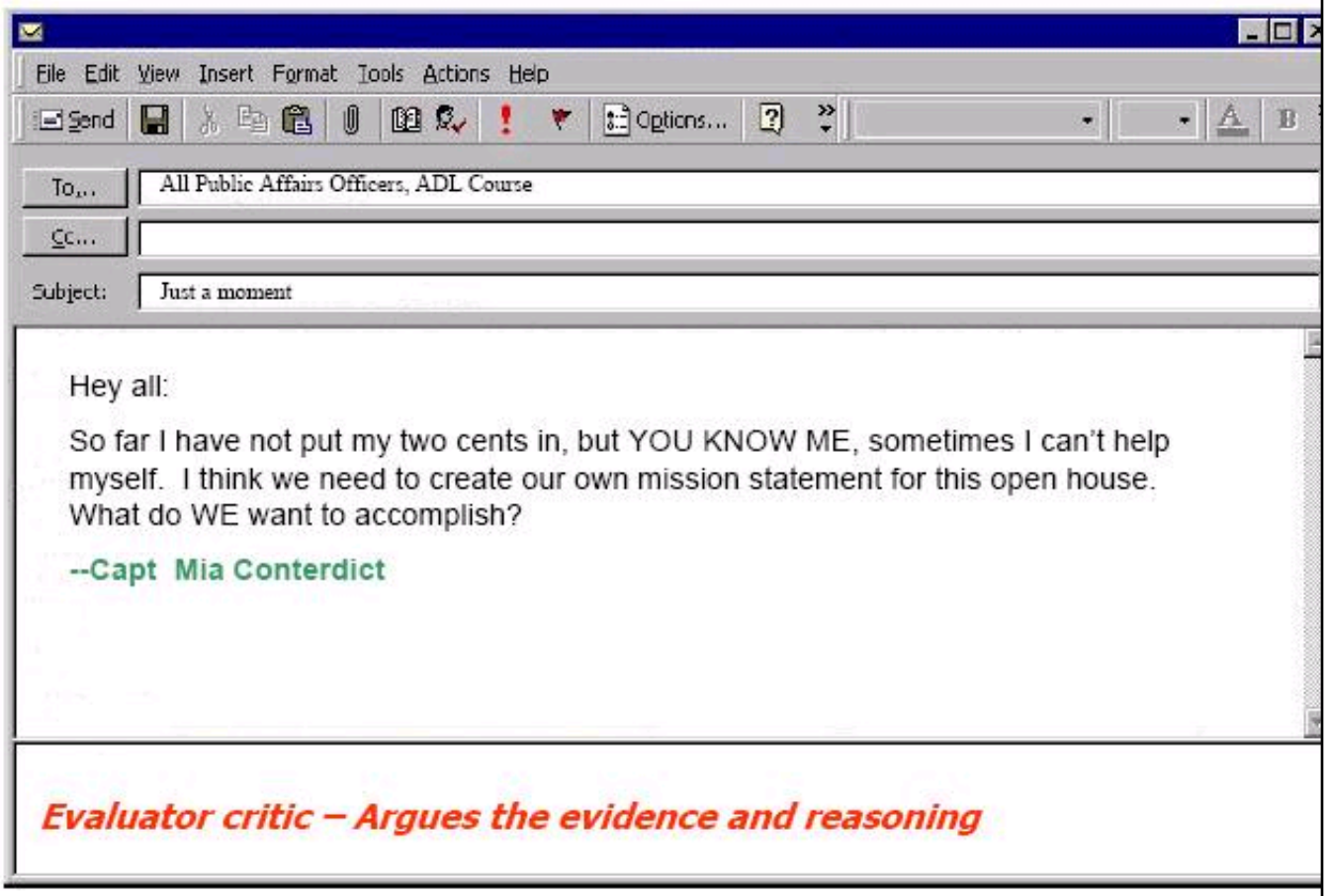


Context 2 (Small Group: Group Task Roles)



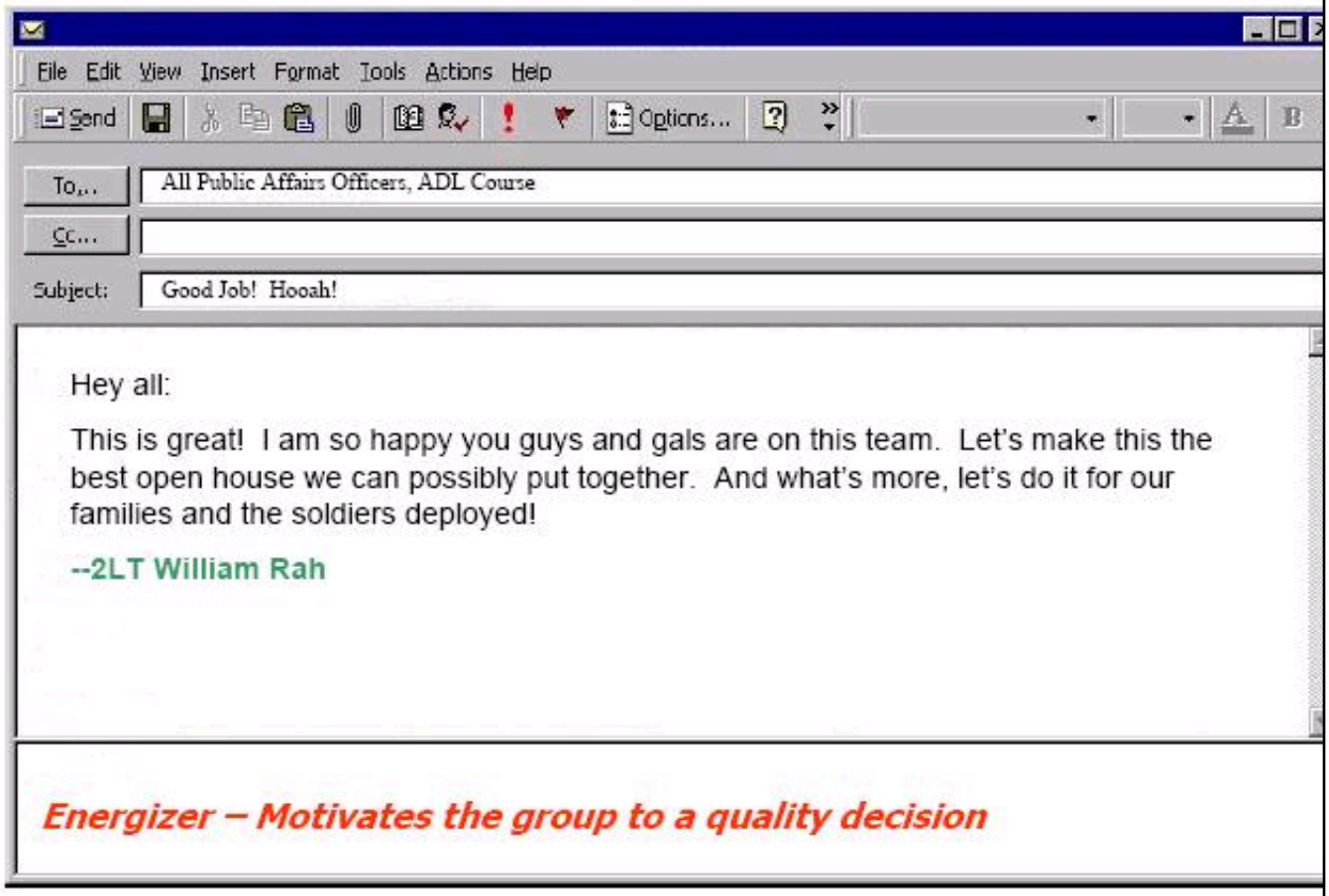
Coordinator – gets people to function together, puts info together

Context 2 (Small Group: Group Task Roles)



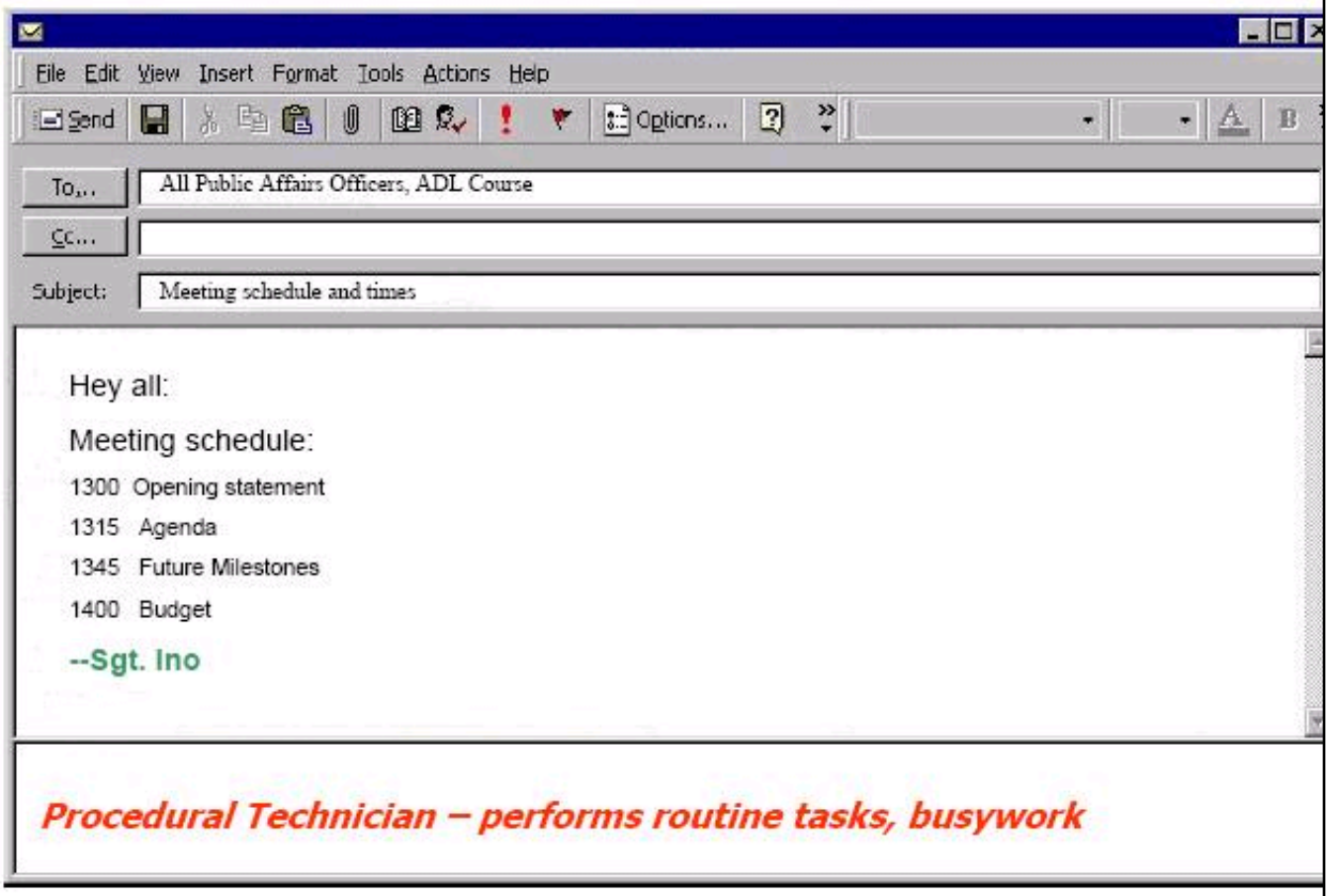
Evaluator critic – Argues the evidence and reasoning

Context 2 (Small Group: Group Task Roles)



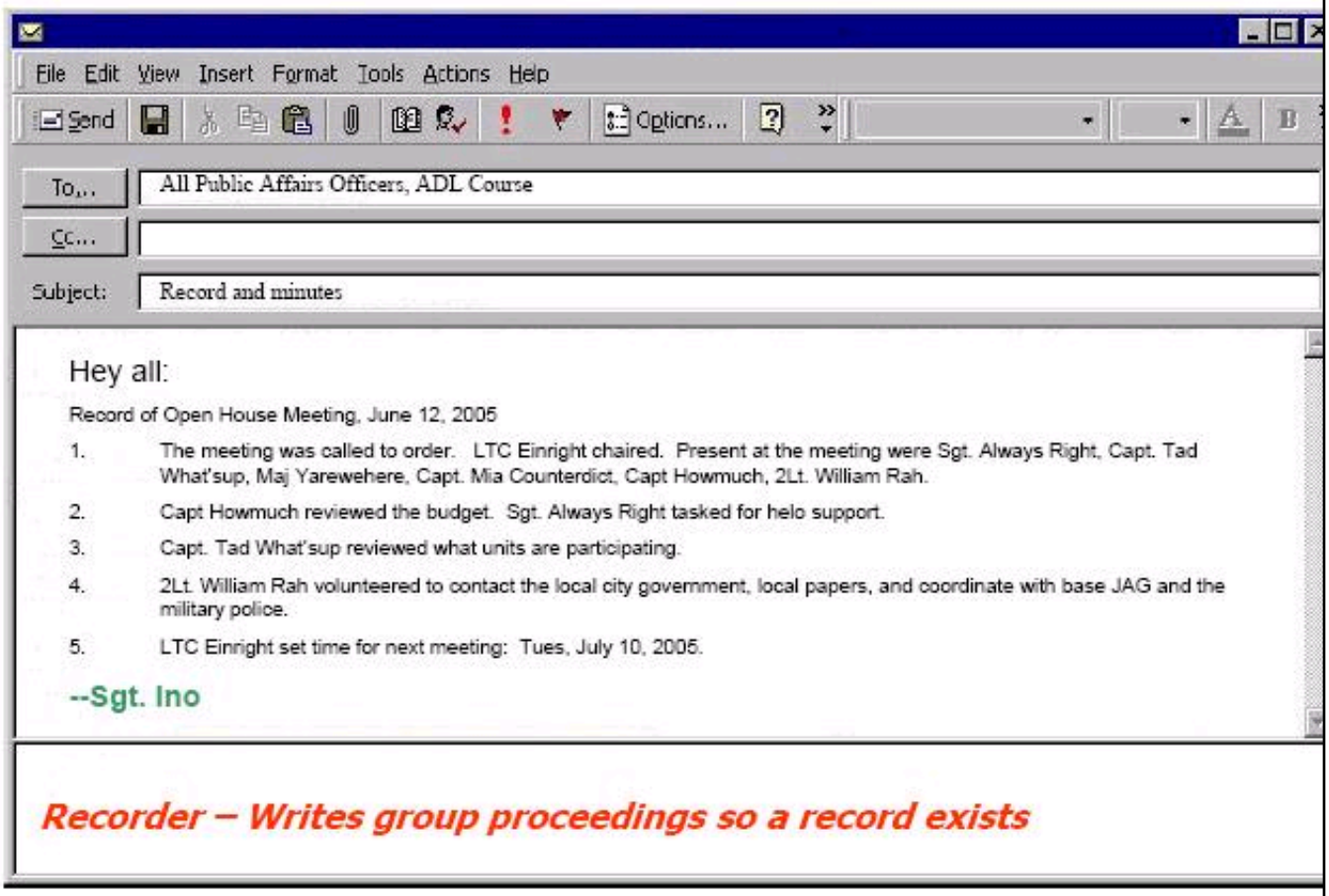
Energizer – Motivates the group to a quality decision

Context 2 (Small Group: Group Task Roles)



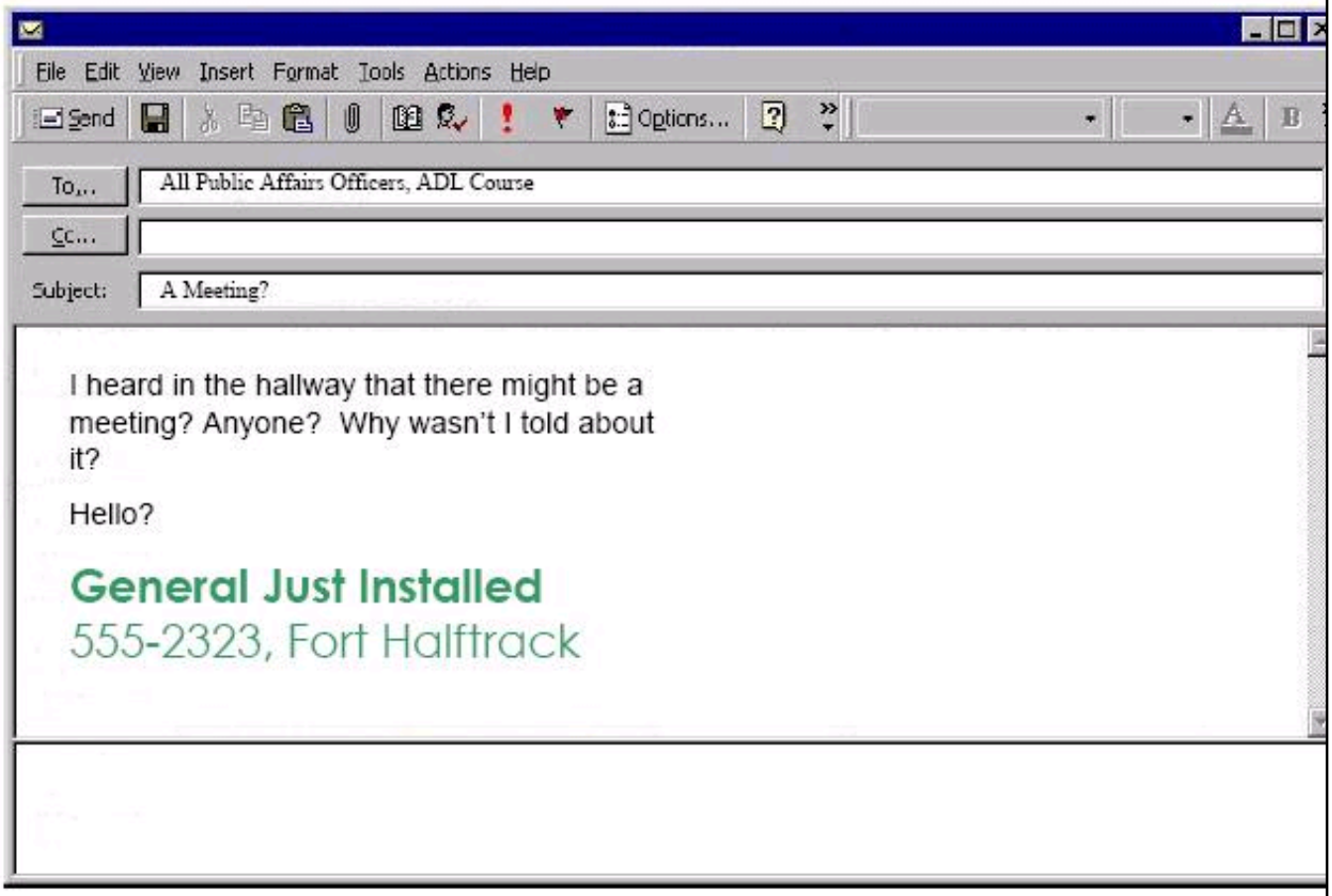
Procedural Technician – performs routine tasks, busywork

Context 2 (Small Group: Group Task Roles)



Recorder – Writes group proceedings so a record exists

Context 2 (Small Group: Group Task Roles)

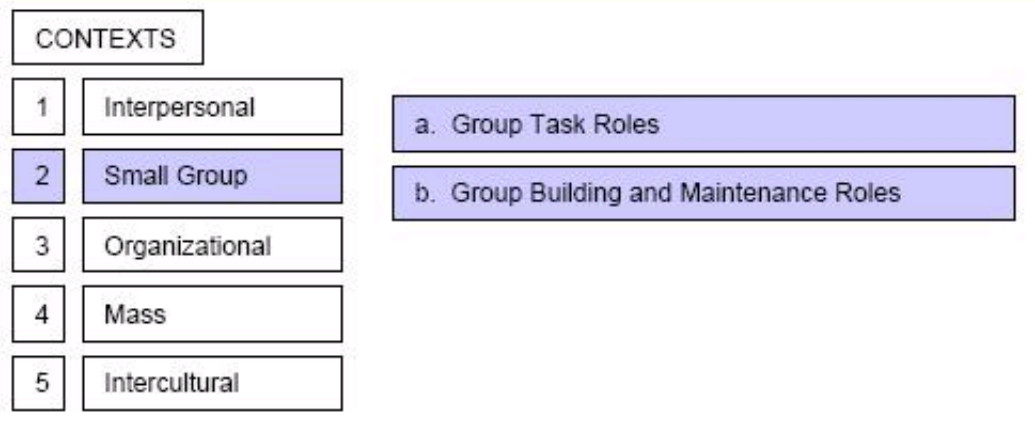


Context 2 (Small Group: Group Building and Maintenance Roles)

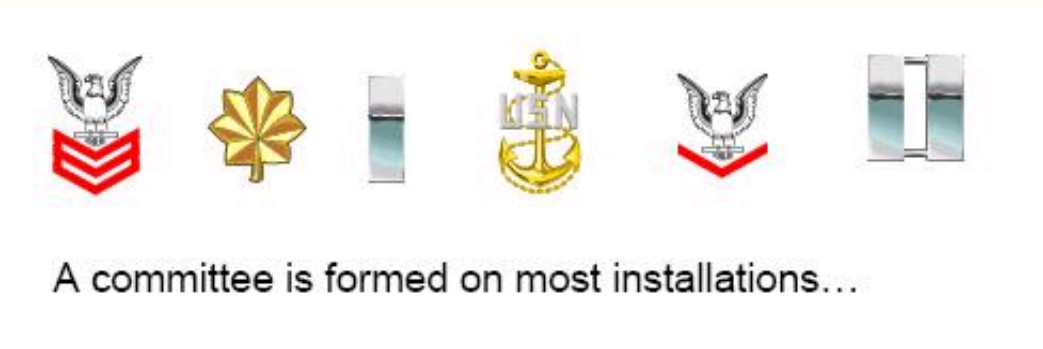
Oops. I'm sure next time they hold a meeting they will inform the General. But, now that we have reviewed Group Task Roles, let's move on to **Group Building and Maintenance Roles.**

This section has seven roles that group members can play:

- Encourager
- Harmonizer
- Compromiser
- Gatekeeper
- Standard setter
- Group Commentator
- Follower



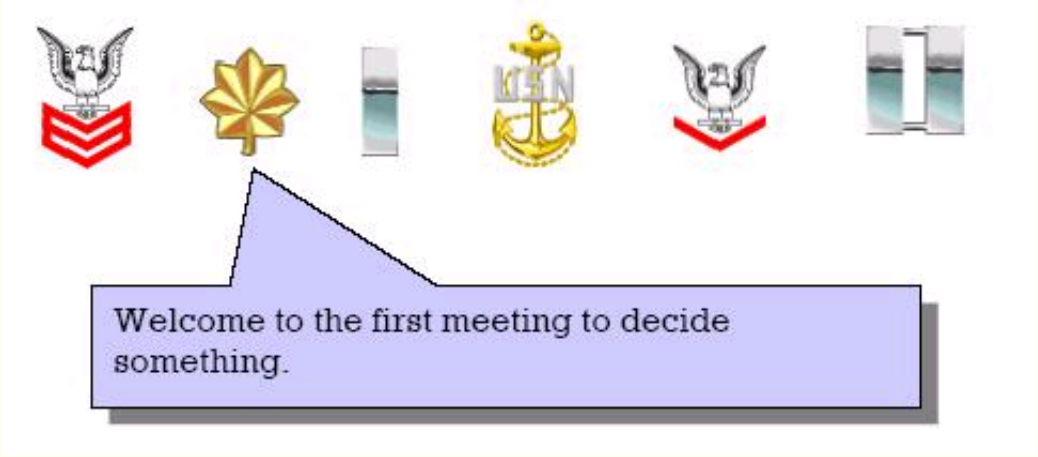
Context 2 (Small Group: Group Building and Maintenance Roles)



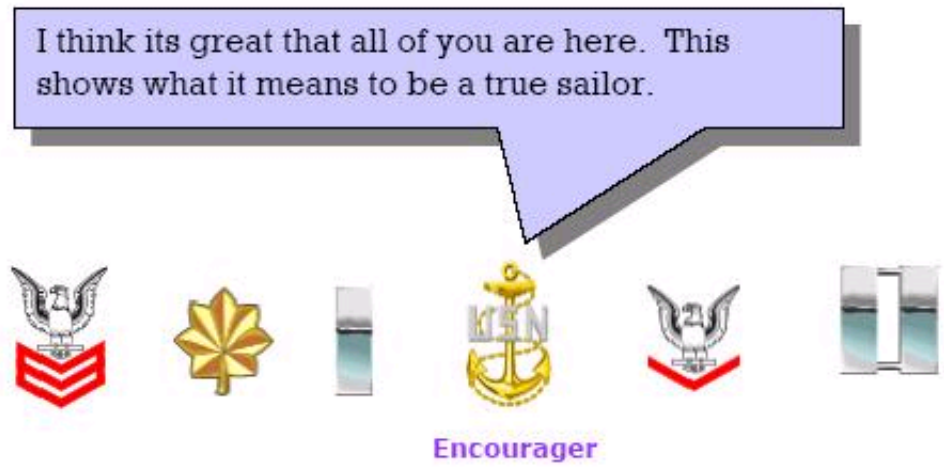
Context 2 (Small Group: Group Building and Maintenance Roles)

Each of these individuals contribute to the emotional climate of the group and assist in the building and maintaining of the group's purpose. These types of roles provide cohesion. What's more, you don't have to be confined to one role.

Let's go through the next couple of slides and identify each role.

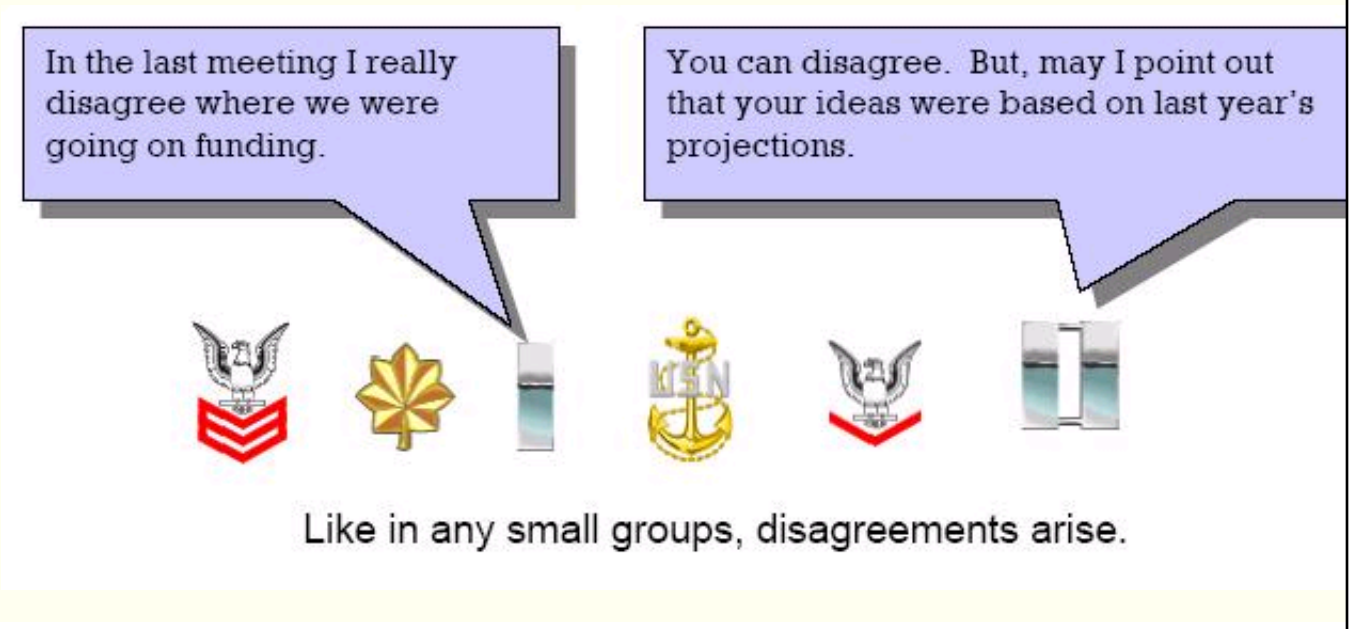


Context 2 (Small Group: Group Building and Maintenance Roles)



The encourager provides positive feedback to the members.

Context 2 (Small Group: Group Building and Maintenance Roles)



Context 2 (Small Group: Group Building and Maintenance Roles)

Now, now, you two LTs have worked together a long time. You guys may disagree a lot, but I've known you to work closely together in the past.

Harmonizer and Compromiser

The harmonizer reduces tension between the members and mediates the conflict.

The compromiser attempts to have each person taking part in the conflict gain something.

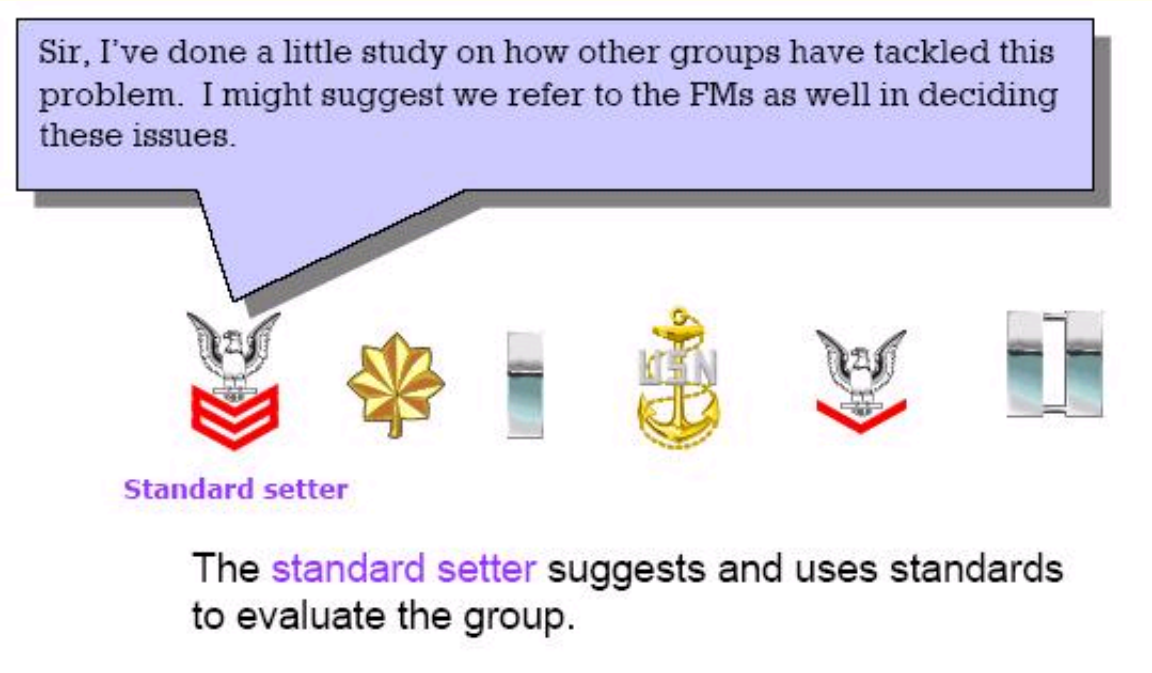
Context 2 (Small Group: Group Building and Maintenance Roles)

We have heard a lot from the two LTs, but what do these younger sailors think? After all, they will be the ones using the funds. Anyone?

Gatekeeper

The gatekeeper promotes open channels for communication and participation by everyone in the group.

Context 2 (Small Group: Group Building and Maintenance Roles)



Context 2 (Small Group: Group Building and Maintenance Roles)

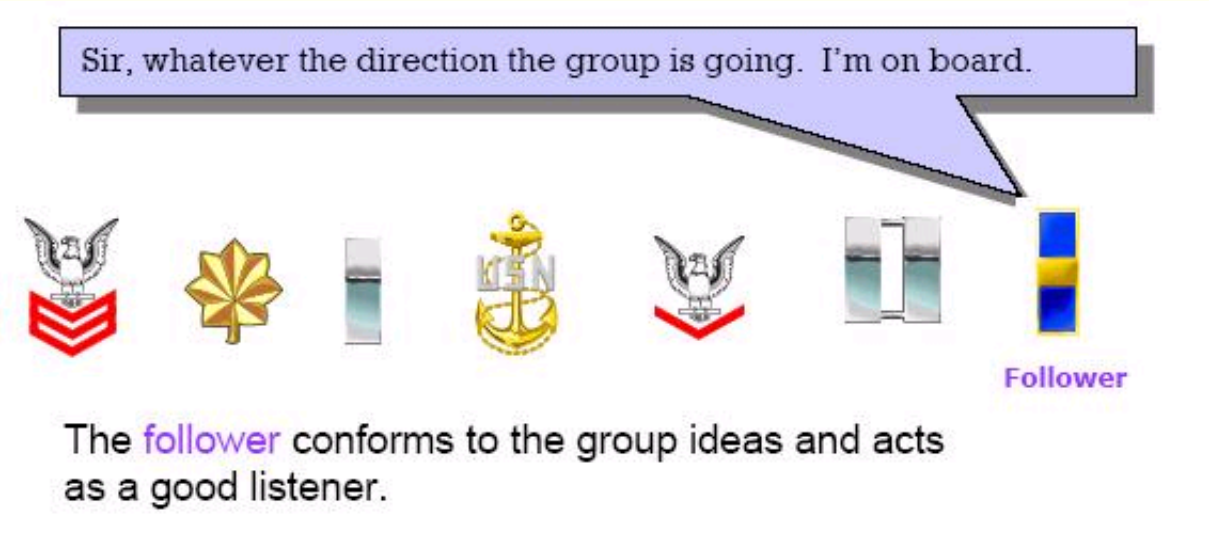
Respectfully sir, as the junior member I have observed in the past we have always done a study when it came to these issues. I think it will benefit our group to keep to the standard set.

Group Commentator

The group commentator describes the process operating in the group to change or reinforce the group climate.

Context 2 (Small Group: Group Building and Maintenance Roles)

Context 2 (Small Group: Group Building and Maintenance Roles)



The follower conforms to the group ideas and acts as a good listener.

Context 2 (Small Group: Individual Desires)

CONTEXTS		
1	Interpersonal	
2	Small Group	a. Group Task Roles
		b. Group Building and Maintenance Roles
		c. Individual Needs and Desires
3	Organizational	
4	Mass	
5	Intercultural	

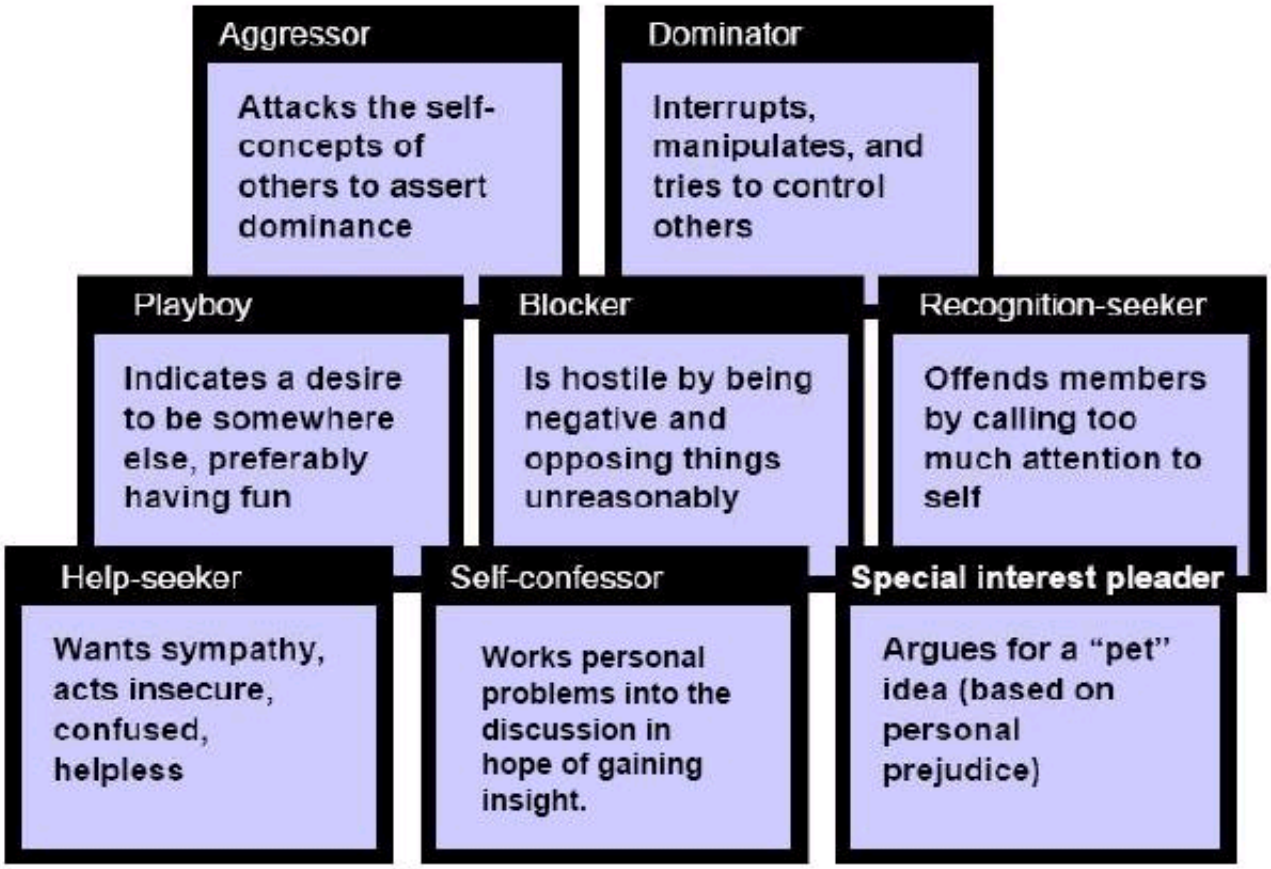
Sometimes a person tries
which may be totally irrele
Such behavior can be cou
group goals. Our third and
Group Roles is the subcat
Needs and Desires.

As a PAO it's important fo
traits in others and in time
such obstacles.

These "behaviors" have be
following categories:

- Aggressor
- Blocker
- <span style=" for

Context 2 (Small Group: Individual Desires)



Interim Review

Instructions for the exam:
Be able to identify each small-group characteristic and sort according to the Group Task Roles, Group Building and Maintenance Roles, and Individual Roles. Be able to identify and explain the definition for each group role. For instance: what is an "information seeker" and in what group does it belong?

Group Task Roles

Initiator-contributor
Information seeker
Opinion seeker
Information giver
Opinion giver
Elaborator
Coordinator
Orienter
Evaluator-critic
Energizer
Procedural technician
Recorder

Group Building and Maintenanc Role

Encourag
Harmoniz
Compromis
Gatekeep
Standard sett
Group Commentat
Follow

Individual Roles

Aggressor
Blocker
Recognition Seeker
Self-confessor
Playboy
Dominator
Help-seeker
Self-interest pleader

Small Group Leadership

In next section, we will talk about leadership styles and communication. There are three types of leadership styles that we will review:

- Authoritarian
- Democratic
- Laissez-faire

Three small group leadership roles

Authoritarian Style

"Take that hill!"

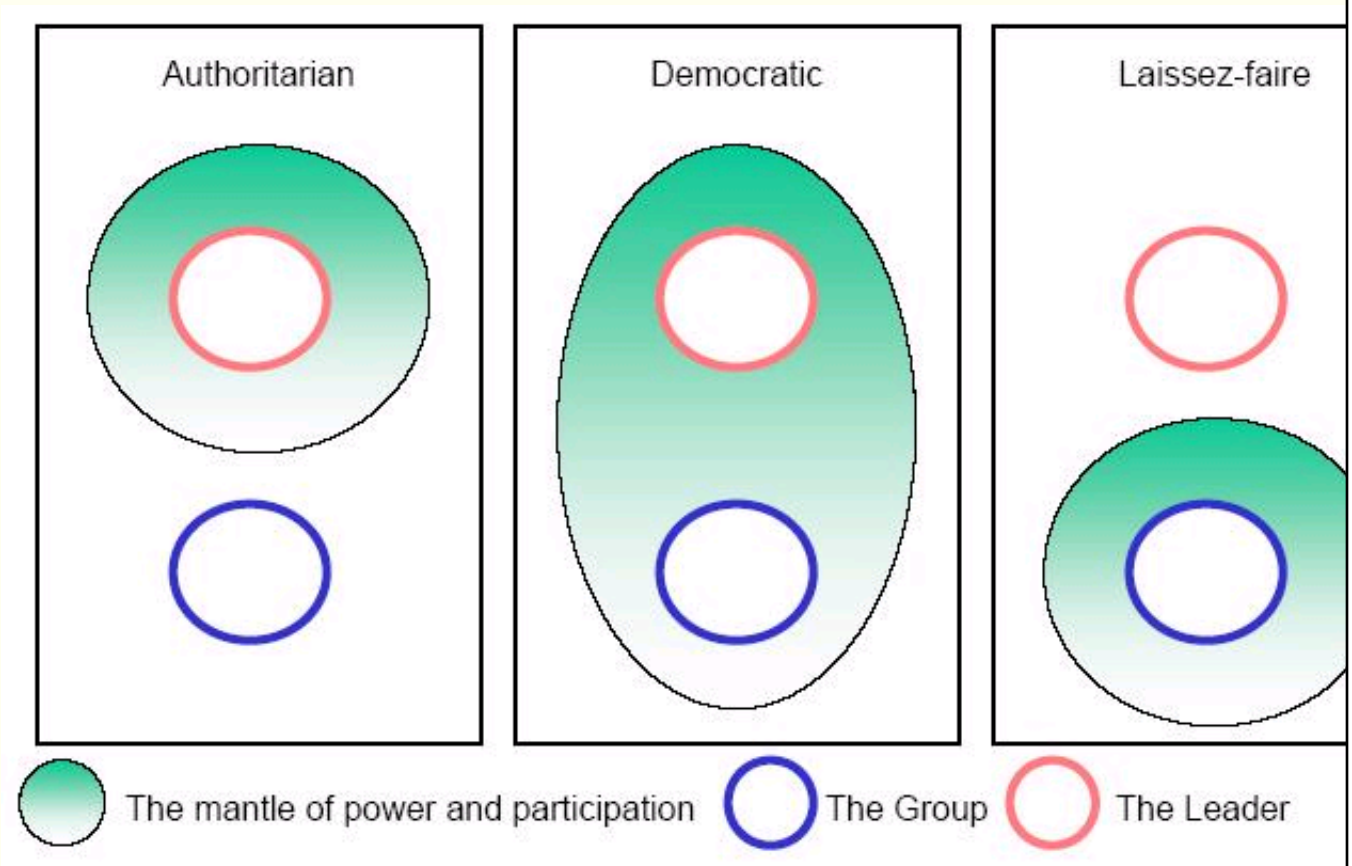
Under this style of leadership the leader is very directive in terms of the group goals and procedures. Group members do not feel free to argue or discuss issues. This type of group is **highly productive,** yet has a **lower level of participant satisfaction**. This style is important in highly stressful situations … like a cavalry charge.

Democratic Style

"Let's put it to a vote."

This leadership style considers all goals, procedures and work assignments as matters to be discussed by the group. This allows participative decisions where members contribu

Three small group leadership roles



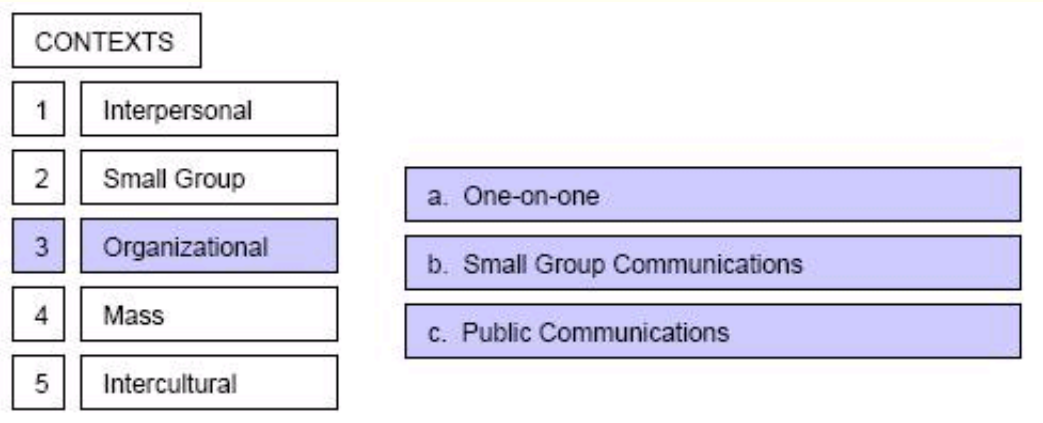
Organizational Context

CONTEXTS	
1	Interpersonal
2	Small Group
3	Organizational
4	Mass
5	Intercultural

The next context is called Organizational.

How do your leaders communicate with those in the organization? What kin of messages come through your command and how are they encoded? Doe your supervisor communicate differently one-on-one then he does to the organization as a whole?

Organizational Context



Organizational context is divided into the following three subcategories:

One-on-one communication can include information between superiors and subordinates in the organization.

Small Group Communications includes small-group meetings. Much of what organizations do depends on the communications that take place in this context.

Public communications include press releases, the command information newspaper, and speeches made by the commanding officer.

Each of these forms of communication may occur between members and other organizations, their environments, and the organization's audiences (consumers, stakeholders, members).

CONTEXT 3, Organizational

Communicating with the members

This is an MP3 wave file from Soldier's Radio News, produced in Alexandria, Va. Other ways to communicate with organizational members can be through Web sites and command information products.

CONTEXT 3, Organizational

"Addressing the troops"

A leader has many methods by which to communicate with the organization's members The oldest method is probably through directly addressing its members. Here are some well-known figures that "get out in front" to let their members know what is important to them:

Bill Gates addresses Microsoft employees regularly at conventions across the country.

Gen. T. Michael Mosele
staff of the Air Force, ad
congressional, industry
senior leaders during an
Force Defense Strategy

Context 4

Mass Communications

CONTEXTS	
1	Interpersonal
2	Small Group
3	Organizational
4	Mass
5	Intercultural

The fourth context is Mass Communications. In this section we will cover four theories.

a. Cultivation Theory

b. Uses and Gratification Theory

c. Two-Step Flow Theory

d. Agenda Setting Theory

Communication to a large audience is often accomplished through electronic or print media. Mass-media messages exert a powerful influence on society, culture and an individual's behavior and perception of the world. Let's start with a review of the **Cultivation Theory.**

Cultivation Theory

The photo above was taken from a television broadcast. A Coca-Cola billboard sits behind the batter just to the pitcher's left.

After the pitch is thrown and the Coca-Cola billboard disappears, it is replaced by a sign showing the speed of the pitch. In fact, the sign does not exist. It is a studio manufactured graphic. Many people go to this park looking for this sign.

In this theory the line between reality and programming is obscured. The public may mistake a real event for a televised one and vice versa. Many people still believe that just because you see it on TV it must be real.

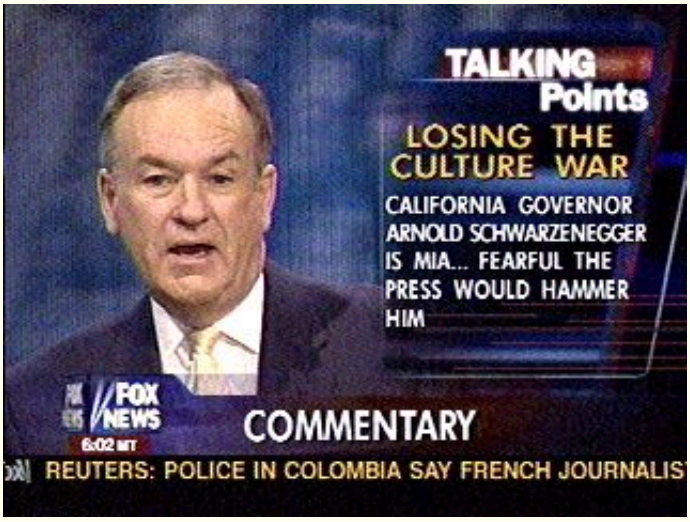
Uses and Gratification Theory

This theory explains the uses and functions of the media for individuals, groups and society in general.

Audiences actively utilize media as a means to gratify their needs. The public can use the media for passing time, information, entertainment, companionship and escape.

Two-Step flow theory

This theory asserts that information coming from the media moves in two distinct stages. The news is watched by individuals in the first stage and passed on to others in the second stage. These individuals are called opinion leaders and pass on their own interpretations of what they have heard.



Question.
Does a PAO fulfill this role?

Agenda-Setting Theory

George Orwell's book "1984" reflects the suspicion of the powerful influence of big government. The Agenda-Setting Theory proposes that the media, like a dictatorship, tells us what issues are important.

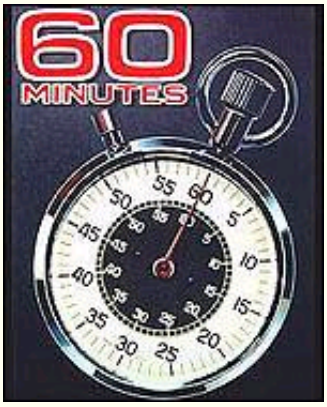
In essence, the media does not tell us what to think, but what to think about.

Studies have found that individuals with a high need for orientation are more susceptible to being influenced by the media in determining the importance of issues.

What's more, does the media decide what is important? The media's public persona is based on unbiased reports to the public, but it is also a corporation that is based on profit and loss. Can the two exist together?

Can profit affect the news?

Agenda-Setting Theory (Profit and Loss Example)



Something occurred over at "60 Minutes." One of the top shows known for journalistic integrity, the "60 Minutes" team found itself squashing a story because of corporate concerns of profit and loss. The news program was about to break a story on the cigarette companies when the story was stopped by the company's legal department. The Sunday news program had an "insider." Dr. Jeffrey Wigand, a former research director of research, was due to speak about accusations of how the third largest tobacco company knew cigarettes were addictive and kept this information secret from the American people. Unfortunately, for telling the truth, Dr. Wigand was harassed and his life was threatened. Six months later, the story aired on "60 Minutes" anyway. **Read the transcript below and see what happened.**

Wallace: [in studio] A story we set out to report six months ago has now turned into two stories: how cigarettes can destroy peoples' lives and how one cigarette company is trying to destroy the reputation of a man who refused to keep quiet about what he says he learned when he worked for them. The company is Brown & Williamson, America's third largest tobacco company. [speaking in front of backdrop showing picture of Dr. Wigand surrounded by cigarette packs and title of segment: Jeffrey Wigand Ph.D. Produced by Lowell Bergman]: The man they set out to destroy is Dr. Jeffrey Wigand, their former three-hundred-thousand-dollar-a-year director of research. They employed prestigious law firms to sue him, a high-powered investigation firm to probe every nook and cranny of his life. And they hired a big-time public relations consultant to help them plant damaging stories about him in the Washington Post, the Wall Street Journal, and others. But the Journal reported the story for what they thought it was: "scant evidence" was just one of their comments. **CBS management wouldn't let us broadcast our original story and our interview with Jeffrey Wigand because they were worried about the possibility of a multi-billion dollar lawsuit against us for tortious interference, that is, interfering with Wigand's confidentiality agreement with Brown & Williamson.** But now, things have changed. Last week, the Wall Street Journal got hold of and published a confidential deposition Wigand gave in a Mississippi case, a November deposition that repeated many of the charges he made to us last August. And while a lawsuit is still a possibility, not putting Jeffrey Wigand's story on "60 Minutes" no longer is.

CONTEXT 5, Intercultural

The next context we shall discuss is Intercultural communication.

CONTEXTS	
1	Interpersonal
2	Small Group
3	Organizational
4	Mass
5	Intercultural

Gelila calls me her "home biscuit."
I tell her she is my little cupcake.
She laughs, "No, Mrs. Bort, I am your jelly!"
Nelva and Mixi say they want to "chill with me."
I agree that the air conditioning is pleasant. They burst into giggles.
"No, Mrs. Bort! We want to chill with you -- you know, hang."
So we hang at lunch.
They tell me to brush off my shoulder, which collapses them into fits of giggles. A rap artist uses this action to
brush away the "haters."
I teach them seventh grade science.
They teach me seventh grade.

***Washington Post*, July 18, 2005, submitted by Nancy Bort Arlington, Va., teacher**

CONTEXT 5, Intercultural

CONTEXTS	
1	Interpersonal
2	Small Group
3	Organizational
4	Mass
5	Intercultural

This is the context where communication takes place between individuals or groups from different cultures or from different subcultures (ethnic groups) of the same overall society.

Every culture *and profession* has its own beliefs and methods of communication.

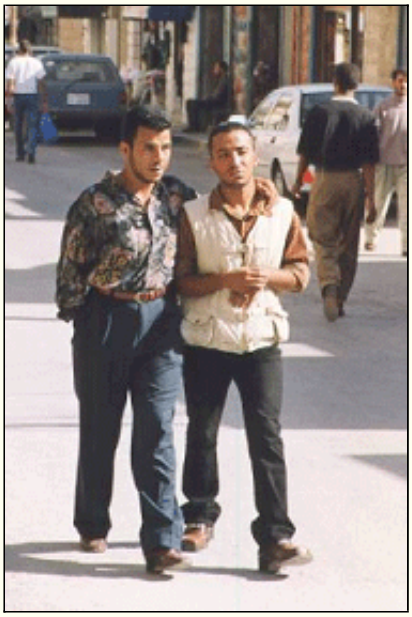
The intercultural context is divided into the following categories:

a. Verbal

b. Non-verbal

c. Individualistic

d. Collective



Acceptable Behavior
*Two friends in Jordan walk down the street. This is **perfectly acceptable behavior** in the Middle East but may get a few looks here in the United States.*

Actions speak louder than words

Each culture has developed non-verbal cues and actions that affect communication. Here are some examples:

- General Appearance
- Body Movement
- Posture
- Gestures
- Facial Expressions
- Eye Contact and Gaze

As a PAO you have become sophisticated in not only how your own country communicates, but also how the world communicates as well. How you do public affairs, may strongly depend on the country that you are stationed. Multi-cultural communication will definitely affect your PA message.

Culture (Non-Verbal Communication)

Let's now take a look at some of the U.S.'s non-verbal gestures of communication. The list below was taken from Teachers' Asian Studies Summer Institute Web Page
California State Polytechnic University, Pomona

Gesture	Meaning
Americans shake hands, and from an early age, they are taught to do so with a firm., solid grip.	When greeting one another.
American children are taught to look others directly in the eyes.	When greeting and conversing. If not, means shyness or weakness.
Arm raised and the open hand "waggles" back and forth.	Signaling "hello" or "good-bye." Or trying to get someone's attention.
Americans will often wave to another person and then turn to make hand scoop inward; or raise the index finger and palm toward one's face, and make a "curling " motion with that finger.	To beckon or summon another person.
Palm facing out with the index and middle fingers displayed in the shape of a "V."	"Victory" or "peace."
Thumb and forefinger form a circle with the other three fingers splayed upward; it is used frequently and enthusiastically.	"O.K." meaning "fine" or "yes."
Thumb up with a close fist.	Meaning support or approval, "O.K." or "Good Going!" or "Good job!"

Culture (Non-Verbal Communication)

Take a look at some Chinese non-verbals. The list below was taken from Teachers' Asian Studies Summer Institute Web Page
California State Polytechnic University, Pomona

TOUCHING GESTURES

- Generally speaking, the Chinese are not a touch-oriented society (especially true for visitors). Avoid touching or any prolonged form of body contact.
- Public displays of affection are very rare. On the other hand, you may note people of the same sex walking hand-in-hand, which is simply a gesture of friendship.
- Don't worry about a bit of pushing and shoving in stores or when groups board public buses or trains. Apologies are neither offered or expected.
- Personal space is much less in China. The Chinese will stand much closer than Westerners.

BECKONING GESTURES

- To beckon someone, the palm faces downward and the fingers are moved in a scratching motion. Avoid use the index finger, palm up and toward you, in a back forth curling motion toward your body. That gesture is used only for animals and can be considered rude.
- The open hand is used for pointing (not just one or two fingers,)
- Also, avoid using your feet to gesture or to move or touch other objects because the feet are considered lowly and dirty.

OTHER NONVERBAL GESTURES

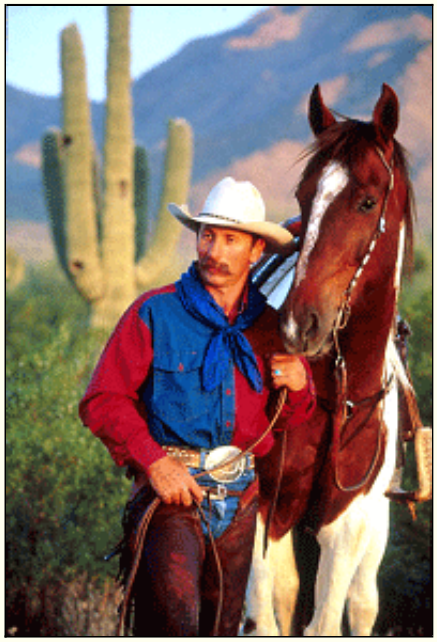
- Avoid being physically intimidating (be humble), especially with older or more senior people.
- Posture is important, so don't slouch or put your feet on desks or chairs.
- Silence is perfectly acceptable and customary. Silence (listening) is a sign of politeness and of contemplation. During conversations, be especially careful about interrupting.
- Chinese like to avoid saying "no." A gesture that is often used to signal "no" or that "something is very difficult" (pausing to rethink) is to tip the head backward and audibly suck air in through the teeth.

Intercultural

Remember, every TV station or newspaper has a “shadow audience” that reads what you print and broadcast. The key is to be aware of “host nation” sensibilities. Whether your audience is outside the United States or part of your military organization, *as a PAO you must be aware of cultural sensitivities.*

Intercultural

Individualistic Cultures



Another facet in understanding multiculturalism in communication is to understand the type of culture your sender or receiver comes from. Most societies can be categorized into two types: individualistic and collective.

Individualism is very high in countries like the U.S. and many English-speaking countries. Communication in a Individualistic culture is termed low context. This means the language is informal, the communication direct, and the words mean what they mean and contain no hidden sub-texts.

An individualistic society has certain values:

- People fall in love and then get married.
- Supervisors don't have the right to dictate behavior.
- Individuals have the right to pursue self-interest regardless the implications for the group.
- Silence is an indication of weakness
- Helping others is a matter of choice

Collective Culture

Collective societies can be found in parts of Europe, much of Asia and Latin America. This type of communication is conducted in a high-context manner. This means that the language is poetic, ambiguous, and less direct. One communicates in this society in a more formal manner.

A collective society has certain values:

- Marriages are good for the groups
- Supervisors decide what is proper behavior for the workforce
- Silence is an indication of strength and power
- Self-interest of the group is paramount
- Helping others is a moral obligation

Unit Summary

In this lesson we have reviewed several definitions of communication. We have shown you a communication's model, and reviewed many theories and contexts in the communications field. You will be tested on the model, the theories and contexts of communication in the exam.

But as a PAO, you will be constantly tested on your ability to craft a message. There are many things that can affect the decoding of your message. There are barriers that will distort and diminish your original meaning. From feedback, you may discover that members of your audience have “other” things on their minds.

You might have to take the first volley back and “change it," “massage it” and "deliver it" again, with the full understanding that you might have to find another medium/channel to deliver it.

If this sounds difficult, and terribly time intensive, you are absolutely correct. Words are very important, and how those words are put together leads to the success of your message.

In the final analysis, if we have been able to convince you communication is hard and as a PAO you will have to make the study of this process your life's work -- then we have succeeded in our overall objective.

You are the driver/operator of the communication model. You have been checked out on it. You know how to perform maintenance -- now it's time to see what it can do.