

## Organizational Communications

**Dates: Friday, November 1 – Monday, November 25**

**Cost: \$595 members (\$695 non-members)**

### Organizational Costs due to Ineffective Communications:

An SMB (Small to Medium-sized Business) with 100 employees could be leaking a staggering \$524,569 annually as a result of hidden costs associated with communications barriers and latency.

Communications barriers and latency impact everyday business process and collaboration. Not addressing these everyday hidden communication costs leads to increased operating costs, unsatisfied customers, and impaired competitive advantage. Siemens Enterprise Communications Group commissioned a study performed by SIS International Research to quantify these costs to small and medium businesses (SMBs) around the globe.

[http://wiki.siemens-enterprise.com/images/4/40/SMB\\_Communications\\_Study.pdf](http://wiki.siemens-enterprise.com/images/4/40/SMB_Communications_Study.pdf)

### Why You Should Take This Course:

This course provides you with the opportunity to explore and consider fundamental and emerging ideas about how to effectively communicate within organizations, and apply them to your most pressing communications dilemmas. As a college administrator, every day you face an endless array of communications challenges and opportunities. How we handle them doesn't only determine what kind of day it will be, but can have a far-reaching impact on our effectiveness and long-term success.

### Constitutive View of Communication:

(by Anne Maydan Nicotera) To take a constitutive view of communication means to presume that communication, or interaction, is a process of meaning creation or social construction. The fundamental idea of constitution has had enormous influence on the field of communication, especially in the areas of interpersonal communication and organizational communication. An important implication of a constitutive view is that communication is assumed to be the basic building block for social entities, such as personal relationships and organizations.

### Instructor/Facilitator: Steve Robinson, M.A.

#### About the instructor:

Serving as a student leader at one of Ontario's largest colleges launched Steve Robinson's career in college leadership, a thirty-year journey that comprised of 11 administrative roles at three colleges in two provinces, each with its own unique leadership approach and organizational culture. Blended with 15 years of teaching, training, and organizational development experience, and significant international experience, Steve continues to share his passion for personal and professional development through his teaching in Georgian College's Human Resources Management program and through his training consultancy. Steve also serves the Ontario college system as Executive Director of College Sector Employment Services. A former president of OCASA and past recipient of the OCASA Distinguished Administrator award, and twice a recipient of the Georgian College Board of Governors Innovation Award, Steve is a graduate of Georgian College, Humber College, Wilfrid Laurier University, and Central Michigan University, where he earned his M.A. in Education (Community College Administration).

## Organizational Communications

### Course Outline

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#### Who should take this course?

This course is designed for all college administrators striving to develop, enhance, and hone their communications skills within the context of their college role and responsibilities.

#### Overview:

To succeed as a college administrator, well-developed communications skills are essential. If you want to excel in your leadership role, you need to continually hone these skills and master how you communicate with everyone in your diverse professional network, **and** model the way for others to do the same. Using a constitutive approach to communications, through this 3-module course you will explore and review the essentials of effective communications; assess your own communications style, strengths, and strategies; and identify opportunities and develop strategies for enhancing the effectiveness of your communications within and beyond your college.

#### Module 1: How We Communicate At Work

Participants will have the opportunity to:

- *Compare and contrast* traditional and “constitutive” organizational communications approaches.
- *Describe* various communications channels along with their relative advantages and limitations in the workplace.
- *Analyze* common communication barriers (noise), their causes, and their impact.

#### Module 2: The Common Denominator – (You!)

Participants will have the opportunity to:

- *Identify* their own communication style and preferences for communicating with myriad audiences (up, down, and across).
- *Assess* the relative strengths and limitations of their current communications approaches and strategies.
- *Reflect* on opportunities to enhance their communications relative to their specific situation.

#### Module 3: Tackling Specific Communications Challenges

Participants will have the opportunity to:

- *Identify* specific communications challenges relevant for their current situation and college role.
- *Develop* communications strategies to address their identified challenge(s).
- *Apply* communications strategies and techniques and *reflect* on and learn from the result.

Module	Learning Outcome	Learning Activities	Learning Resources	Learning Demonstration
<b>Module 1: How We Communicate At Work</b>	<i>Compare and contrast</i> traditional and “constitutive” organizational communications approaches.	- <u>Read</u> : descriptive article(s) on organizational communications - <u>Watch</u> : YouTube educational video on constitutive communications - <u>Discuss</u> : similarities & differences between the two approaches	-article(s) on <i>organizational communication</i> -video on <i>constitutive communications</i> -discussion board	1) <u>Discussion Post</u> : 2 – 3 paragraph introductory message about yourself 2) <u>Discussion Post</u> : 3-5 paragraph assessment of the two approaches 3) <u>Respond</u> to at least two other posts
	<i>Describe</i> various communications channels along with their relative advantages and limitations in the workplace.	- <u>Read</u> : article(s) on communications channels - <u>Research &amp; Write</u> : paper on one communications channel of particular interest (e.g. social media)	-article(s) on communications channels -web and/or library-sourced resources (articles, blogs, books, etc.)	4) <u>Assignment Post</u> : research & write a 2-3 page descriptive paper focused on selected communications channel
	<i>Analyze common communication barriers (noise), their causes, and their impact.</i>	- <u>Read</u> : article(s) on communication barriers (noise) in the workplace - <u>Discuss</u> : discuss the article and share real-life examples with classmates	-article(s) on communications barriers (noise) -discussion board	5) <u>Discussion Post</u> : 3-5 paragraphs responding to the article(s) and sharing first-hand examples 6) <u>Respond</u> to at least 2 other posts

Module	Learning Outcome	Learning Activities	Learning Resources	Learning Demonstration
Module 2: <b>The Common Denominator – (You!)</b>	Identify their own communication style and preferences for communicating with myriad audiences (up, down, and across).	- <u>Read</u> : article on personal communications style - <u>Research</u> : complete on-line personal communications style inventory instrument	-article on personal communications styles -on-line quiz on communications style self-assessment	7) <u>Discussion Post</u> : write a 2-3 paragraph post discussing 4 basic communication styles and their significance in the workplace 8) <u>Respond</u> to at least 2 other posts
	Assess the relative strengths and limitations of their current communications approaches and strategies.	- <u>Read</u> : article(s) on cross-cultural and gender communication, active listening, & informal communication - <u>Write</u> : a reflective paper on strengths & limitations of personal communications approaches	-article(s) on specific communications situations	9) <u>Assignment Post</u> : write a 3-5 page paper focusing on own approach to one or more of the communications situations covered in the assigned readings
	Reflect on opportunities to enhance their communications relative to their specific situation.	- <u>Reflect</u> : on current communications style and approaches and opportunities for growth/improvement - <u>Discuss</u> : share and enhance insights and discoveries with fellow learners	-learning journal  -discussion board	10) <u>Discussion Post</u> : 2-3 paragraphs summarizing learning reflections 11) <u>Respond</u> to at least 3 other posts

Module	Learning Outcome	Learning Activities	Learning Resources	Learning Demonstration
<b>Module 3: Tackling Specific Communications Challenges</b>	<i>Identify</i> specific communications challenges relevant for their current situation and college role.	- <u>Research</u> : particular communications issues within your own department/college - <u>Discuss</u> : discuss issues with fellow learners	-peers at home college  -discussion board	12) <u>Assignment Post</u> : 1–2 page summary and assessment of current communications challenges 13) <u>Discussion Post</u> : describe and share one current communication challenge with fellow learners
	<i>Develop</i> communications strategies to address their identified challenge(s).	- <u>Research &amp; Write</u> : develop and describe an approach/strategy for dealing with the identified communications challenge - <u>Discuss</u> : discuss approach with fellow learners	-articles previously provided, additional web and/or library-sourced resources (articles, blogs, books, etc.) -discussion board	14) <u>Assignment Post</u> : 1-3 page summary of challenge and solution strategy/approach 15) <u>Discussion Post</u> : 1-3 paragraph post describing challenge and intended solution
	<i>Apply</i> communications strategies and techniques and <i>reflect</i> on and learn from the result.	- <u>Implement</u> : apply solution to communication problem and note results - <u>Reflect</u> : on the approach taken results achieved	- peers at home college	16) <u>Discussion Post</u> : 2-3 paragraph summary of results achieved 17) <u>Respond</u> to at least 3 other posts

### Critical Path Chart – Assignment Timelines

Learning Demonstration	Wk. 1: Nov. 1-4	Wk. 1: Nov. 5-7	Wk. 2: Nov. 8-11	Wk. 2: Nov. 12-15	Wk. 3: Nov. 16-18	Wk. 3: Nov. 19-21	Wk. 4: Nov. 22-25	Wk. 4: Nov. 26-29
1) D.P.								
2) D.P.								
3) D.P.R.								
4) A.P.								
5) D.P.								
6) D.P.R.								
7) D.P.								
8) D.P.R.								
9) A.P.								
10) D.P.								
11) D.P.R.								
12) A.P.								
13) D.P.								
14) A.P.								
15) D.P.								
16) D.P.								
17) A.P.								

#### Legend:

	Discussion Post (D.P.)
	Discussion Post Response (D.P.R.)
	Assignment Post (A.P.)