



ORGANIZATIONAL COMMUNICATION-A MOST IMPORTANT PROBLEM-PART 2

Part 1 covered the complex processes of sending and receiving information and processing that information in memory during storage and recall. The effort reducing biases to facilitate information satisficing were also covered. These aspects of the organizational communication problem are somewhat observable either directly or as results of clinical tests especially related to memory processes in individuals.

In Part 2 of the organizational communication problem presented in this blog, the communication gap gets wider and deeper. The complexity of the problem and the obscure causes due to the psychological aspect of organizational personnel are immense. But thanks to Carl Jung and many subsequent researchers and practitioners in the field of psychological types one can reach a working understanding of the nature of this profound communication gap driver.

The Communication Gap Widens

For the purposes of this blog in exploring organizational communication, one must reduce the complexity the psychological type theory to those types most associated with a manager's milieu. So, instead of wandering through the 16 identified psychological types defining the human condition and the eight ways of thinking about things, one can focus on four communication drivers that underlie the portion of the day-to-day communication gap exacerbated by psychological types.

The following table shows three areas that sum up the key elements of psychological types that drive the discussions in the manager's milieu. Add to this the concepts of **introversion and extraversion** to get the full dimensions of the organizational communication gap due to psychological types.

Managers are typically found in areas 1 and 2 and generally receive training in people management skills (sometimes derisively called "charm school") to add the **Feeling** dimension to their psychological profile. This area shows learned behavior that may be difficult for most traditional style managers to implement. In many instances this dimension in a manager's set of skills must be implemented because it is derived from laws that govern the workplace.

THINKING

<p><u>Area 1</u></p> <p>Control and analyze the present situation Apply experience to assess and process events Focus on the here and now Apply realistic solutions to problems</p> <p>SENSING</p>	<p><u>Area 2</u></p> <p>Consider the possibilities Can see the end point of the endeavor Sees relationships and their interfaces Focus on long term goals</p> <p>INTUITION</p>
<p><u>Area 3</u></p> <p>Assess impact on individuals/stakeholders Stay positive and do what is right Be flexible, patient and understanding Mentor subordinates Appreciate people, apply human centered values</p>	

FEELING

The Thinking/Sensing Manager vs. The Thinking/Intuition Manager

These two manager types can participate in organizational communications as peers, superior/subordinate managerial relationships, or in manager/supervisor relationships. Let's list the differences in psychological preferences that typically characterize these managerial types.

(Reference: Introduction to Type, Fifth Edition, Isabel Briggs Myers, Consulting Psychologists Press, Inc., Palo Alto, CA 1993.)

SENSING

Focus is on the real and actual
 Values practical application
 Prefers the factual/concrete, notices details
 Observes and remembers sequentially
 Present oriented
 Wants information step-by-step
 Trust experience

INTUITION

Focus is on big picture possibilities
 Values imaginative insight
 Abstract and theoretical
 Sees patterns and meaning in facts
 Future oriented
 Jump around, leap in anywhere
 Trust inspiration

Already one can see a communication problem brewing. Now let's add the preferences of the **introvert and extravert** psychological types, again, from the Introduction to Type, Fifth Edition:

EXTRAVERSION

Attuned to external environment
Prefer to communicate by talking
Learn best through doing or discussing
Breadth of interests
Tend to speak first, reflect later
Sociable and expressive
Take initiative in work and relationships

INTROVERSION

Drawn to their inner worlds
Prefer to communicate by writing
Learn best by reflection mental "practice"
Depth of interest
Tend to reflect before acting or speaking
Private and contained
Focus readily

A General Discussion About the Introverted and Extraverted Psychological Types (Reference: The Portable Jung, Edited by Joseph Campbell, Penguin Books, 1971)

Extraversion

The characteristics of the extraverted type are a bit different than what one may normally think. The extraverted type is not necessarily the outgoing party animal, the lover everybody, bubbly, effervescent character although that kind of person usually is an extraverted type. The definition of the extraverted type is quite simple in that it is a person who is oriented by objects and objective data. This is an important concept of the psychological types and what it tells us is that the extraverted type individual is essentially a person who responds to external stimuli. The judgement for example of this type of person is determined by criteria that come from outside the individual.

Another characteristic that one might expect is that the thinking of this individual is outwardly directed. The businessperson, a technician, a scientist for example, are obvious types of people who most likely practice extraverted thinking at least for their predominant thinking mode. One can see this in their actions that are all oriented towards things in their environment. They respond to things and events around them, and their actions are aimed at affecting those things around them including people. This becomes important in their relationships to people. They can become domineering and aggressive in certain environments when given power and authority. This all flows from how they respond to objects and events in their environment that they basically want to control and/or change.

So, this is the overall concept of extraversion that has the more commonplace definition of the outgoing kind of person but fundamentally that is symptomatic of the underlying nature of this individual type which is simply that he or she is oriented by objects and objective data.

Introversion

Let's start with the general attitude of consciousness on the introverted type. Unlike the extraverted type who is oriented by the object and objective data, the introverted type is governed by subjective factors. The view that this individual has in terms of the perceiving an object and their action towards it often looks like something that is really out of context with the objective situation. This is natural in this

type of individual because the subjective determinants are the decisive ones and these subjective determinants are the ones that are important in causing the actions of this individual. One aspect that really shows is that most of the influence of the object or event in the environment goes directly to the ego of the introverted type, i.e., they can be overly sensitive.

It is important to note that the view of reality that the extravert has is the most prevalent view on what reality is, in western society. In the introverted type, the view of reality, as we just discussed, is conditioned by the introvert based on what he sees or perceives and it is the conversion of that view into his reality that is different than what we see in the extraverted type. They both have a significantly different view of the same objective data regarding the object or event in the environment, and these views give rise to two different realities. On the one hand, the reality is definable in terms of the objective data by the extroverted type. On the other hand, the reality is defined in terms of the conditioning applied to the objective data by the introverted type.

Differences

There is a significant difference in the introvert and the extravert. In the introvert type, the processes of the unconscious mind appear in the conscious mind in the form of pronounced preferences within their framework of looking at things. These preferences are often viewed by an observing individual as being brought on by the object or event. But this is not the case. This is another example of where we see items in the unconscious mind coming out and affecting behavior that the introverted type individual is unaware of but that an observer could see. Although in this case, the observer would not relate the preferences to the framework within the unconscious mind of the introverted type.

An extravert observing such an individual would not be able to understand how the preferences and framework could rise above the object or event. Conversely, the introvert observing an extravert could not possibly understand how the object or event could be the dominant factor in any discussions or actions affecting the object or event. So again, we have a basis for conflict building between the introvert and extravert types destined to foul their communications.