

Case Study 1 – Communication Barriers

Effective Communication as a Motivator

One common complaint employees voice about supervisors is inconsistent messages – meaning one supervisor tells them one thing and another tells them something different. Imagine you are the supervisor/manager for each of the employees described below. As you read their case, consider how you might help communicate with the employee to remedy the conflict. Answer the critical thinking questions at the end of the case then compare your answers to the Notes to Supplement Answers section.

Gopal is a 25-year-old who is a foodservice manager at a Star dining restaurant. He is responsible for supervising and managing all employees. Employees working in the restaurant range in age from 18 years old to 60 years old. In addition, the employees come from diverse cultural and ethnic backgrounds. For many, Hindi is not their primary language.

Gopal is certified diploma holder in Hotel Management and tries his best to keep up with food safety issues in the kitchen but he admits it's not easy. Employees receive "on the job training" about food safety basics (for example, appropriate hygiene and handwashing, time/temperature, and cleaning and sanitizing). But with high turnover of employees, training is often rushed and some new employees are put right into the job without training if it is a busy day. Eventually, most employees get some kind of food safety training. The owners of the restaurant are supportive of Gopal in his food safety efforts because they know if a food safety outbreak were ever linked to their restaurant; it would likely put them out of business. Still, the owners note there are additional costs for training and making sure food is handled safely.

One day Gopal comes to work and is rather upset even before he steps into the restaurant. Things haven't been going well at home and he was lucky to manage through some of the dirty laundry and find a relatively clean outfit to wear for work. He admits he needs a haircut and a good hand scrubbing, especially after working on his car last evening. When he walks into the kitchen, he notices several trays of uncooked meat sitting out in the kitchen area. It appears these have been sitting at room temperature for quite some time. Gopal is frustrated and doesn't know what to do. He feels like he is beating his head against a brick wall when it comes to getting employees to practice food safety.

Gopal has taken many efforts to get employees to be safe in how they handle food. He has huge signs posted all over the kitchen with these words: KEEP HOT FOOD HOT AND COLD FOOD COLD and WASH YOUR HANDS ALWAYS AND OFTEN. Hand sinks, soap, and paper towels are available for employees so that they are encouraged to wash their hands frequently.

Questions:

1. What are the communication challenges and barriers Gopal faces?
2. What solutions might Gopal consider in addressing each of these challenges and barriers?
3. What are some ways Gopal might use effective communication as a motivator for employees to follow safe food handling practices?

Notes to Supplement Answers:

1. Communication challenges are common at any workplace. Gopal has some common challenges in his operation.

a. Language barriers: not all employees speak Hindi as their first language making verbal communication a challenge at times.

b. Generational (age) barriers: having employees in various age categories can pose a unique set of challenges. While the younger generation is used to texting and using shortened messaging, their vocabulary may not be consistent with that of older employees. Work values and attitudes may also affect communication between younger and older employees.

c. Cultural and ethnic barriers: Cultural differences in food safety practices may be a challenge for Barry to overcome.

d. Non verbal challenges: Gopal's body language (appearance) is telling others he does not care about personal appearance and cleanliness.

e. Emotional barriers: Emotional barriers can interfere with effective communication. Gopal comes into work after a rough start at home. These negative emotions are affecting how he communicates with the employees.

2. Gopal might consider the following solutions to the identified challenges and barriers:

a. Language barriers: Several potential solutions might be addressed here including posting signs in employees' primary language. Putting signage with visuals, not just words. Barry might learn some simple words in the employees' primary language to help show interest in the employees.

b. Generational (age) barriers: Currently there are 4 generations in the workforce and each potentially has a different preferred method of communication. While the younger generation might prefer to receive text messages as their preferred way of communication, older employees may not find this method of communication acceptable. Consider your employee's preferences and be willing to communicate a message in a few different ways.

c. Cultural and ethnic barriers: Gopal may need to identify cultural beliefs and work to understand the ethnic barriers related to food safety. For instance, two employees come from the same country, and they have made comments that controlling temperature in their country is not a priority; food can be at room temperature for long periods of time and nothing ever happened.

d. Nonverbal challenges: Gopal's appearance is a nonverbal signal to employees. Gopal's appearance is important as he is a role-model to the employees. His actions and behaviours should be consistent with what he is expecting of them. For example, because he is expecting the employees to follow proper handwashing procedure, he should also use proper handwashing procedures.

e. Emotional barriers: Emotional barriers can interfere with effective communication. It will be important for Gopal to get his emotions "in check" prior to starting work. Having self-awareness and potentially seeking outside assistance (ie. Employee Assistance Programs) may be possible solutions here.

Reference : tudocu.com/in/document/bahra-university/strategict-management/communication-case-study-1/7838021

Case study 3

Dolly and Language constraint

Dolly is 4 years of age and has recently moved from India to live in London. She has been at the school for a month now in London. Her first language is Hindi, in which she uses to respond to all teachers and children. She is beginning to pick up a few words of English but continues to communicate in her home language. Many teachers respond to Dolly by saying 'I don't understand and trying to get her to use English instead'.

Giving Dolly directions or routines to follow is quite a challenge as she doesn't respond when being spoken to, instead turning away, and putting her head down, hiding herself away. During meal and snack times, even when encouraged with hand gestures, Dolly refuses to join the group and sit with the other children at the table. Dolly has made no friends and doesn't respond to any of the teachers either. Dolly sits on her own or plays independently with the same dolls and puzzle each time she attends.

Questions

1. Provide examples of verbal and non-verbal communication methods to interact with Dolly to enable her to feel respected and important within the school?
2. Identify two effective strategies to communicate in the most efficient way possible when a language barrier exists.
3. Describe how communication using image resources support individuals and organisations to support and respond to diversity.

Additional Activity:

Research your local area and list at least two names, services and contact details you would seek assistance from when needing an interpreter or other personal to enable effective communication and meeting of individual's needs.

Case – 2

Gossip the method of communication.

Dev Pvt Ltd. is established name in FMCG sector. The company is having about 500 employees who were working all over the Vidarbha region, Maharashtra. The company strives for working in team-spirit. They believe in constant upgradation of knowledge of employees. So, the company consciously carries in house as well as interpersonal skills are arranged in the company for all the employees. Company is associated with Skill university where they provide training at all levels like Directors, Managers, Executives and Trainees. The company realizes the importance of human resource and their communication skill in organization by that they always use appropriate communication policy which include strategies related to channel and appropriate type of communication. Recent days company is using more informal way of communication where they mainly rely on grapevine and gossip to spread the information. Because of this company found rapid information flow among the employees. But some experts warn the company management about the way of communication and state some drawbacks.

As an expert you must state the drawback of the method company using and suggest the appropriate method of communication.

Also suggest for which kind of information gossip method of communication will be suitable and why.