

SERBIA AND MONTENEGRO
2004

18th EFPSA Congress

COMMUNICATION

Organised by UPSA
Serbia and Montenegro

2nd part. Cycles of oppression – The aim of the workshop in the second part of the seminar is to show the different mechanisms of oppression: relations between oppressors and the oppressed, the silent majority and allies justifying oppression, as important groups for perpetuation of oppression, and how the group identity is used to oppress.

COMMUNICATION SKILLS AND HUMAN RELATIONS

MIRJANA BEARA

Objectives:

- to introduce participants with some skills of constructive communication such as: active listening, I-speech and giving/receiving feedback,
- to introduce participants with concepts of human dignity.

Through interactive approach, combining interactive input (10%), group work and exercises (70%) and group discussion (20%), participants will learn basic elements of communication process, will be introduced to some communication skills such as active listening, I-speech and giving and receiving feedback and will examine some basic conditions for constructive human relations in organization or group – such as communication based on human dignity.

ROLE REVERSAL - THE ART OF COMMUNICATION

Psychodrama Workshop

**VLADA MILOŠEVIĆ, M.D.
INSTITUTE FOR MENTAL HEALTH, BELGRADE**

Psychodrama is relational group psychotherapy in which theatric techniques are used in the process of therapy. Reversal of roles between participants in the group is the essential for psychodrama. Through this action one has a chance to see him/herself, through the eyes of the others. In this workshop, the participants will have a chance to explore own attitude and behavior through the interaction with the others. Also own inside feelings and ideas can be externalized through psychodrama action and understood in a new way.

Students' Presentations

ORAL PRESENTATIONS

ROOM 1, MONDAY 3RD MAY 2004, 15 – 17:40H

ORGANIZATIONAL COMMUNICATION AND COMMUNICATION IN WORK GROUPS

Analysis Of Organizational Communication And Effectiveness Of Communication In Teams And Work Groups

**ANGEL BARRASA
COMPLUTENSE UNIVERSITY OF MADRID, SPAIN**

This paper presents communication as inseparable, innate, and inherent from organizations. Through communication people generate functional interpersonal relationships in organizations, which provide them to work together and to achieve required objectives. Organizational communication make available analysis of external context, establishment of objectives and goals, coordination of activities, setting up rules, make decisions, evaluation of performance etc. (Gil & Barrasa, 2003). Therefore, communication is crucial in

order to organization works. Structure of organizational communication is a key variable to obtain an effective communication. Some structure characteristics as configuration, complexity, formalization or centrality indicate that team is an optimum work unit. Recently the increase of team-based organizations is remarkable. First, because teams increase productivity. And second, because teams generate some benefits on job related well being. People working with a group provides a social network, group members can provide companionship, as well as emotional and practical assistance for cope successfully with task and interpersonal demands. So, the use of work groups looks as a important variable to solve difficulties to sharing information and knowledge between employees. From modernist theories that consider organizational communication as linear transmission, to the last theoretical perspectives that reflect it as shared meanings, the sharing knowledge in teams allow us to clarify effective communication: shared mental models in teams are structures of knowledge that permit members to hold precise explanations and expectations about task, facilitating coordination of their actions adjusting it to requirements of task and of the companions; transactive memory, systems of individual memory in combination of communication process in team, make possible a shared conscience of who knows what in the work group; and finally, metacognition, knowledge that members retain about team cognitive states and processes (memory, attention, perception or motivation), emerging from team activity and experience, so knowledge and beliefs are crucial for team interaction and performance.

Key words: communication, organizational communication, work groups, teamwork, team effectiveness.

TEAM ROLES. A CLASSIFICATION OF TEAM ROLES FROM A SYSTEM-THEORETICAL PERSPECTIVE

Some Suggestions How To Improve Creative Communication In Teams

**ANDREAS HIERONYMI
BERN, SWITZERLAND**

How can the effectiveness, creativity and work satisfaction in teams be increased? Goals of team development are for instance a better understanding of team roles, improvement of communication, mutual support and a clearer understanding of the processes. Team roles can be described as different functions in a team. Thus a team role is a behaviour pattern of a team member that enhances the process of the entire group. For the description of team roles there exist various concepts. Senior (1997) mentions six authors, whereby the number of team roles varies between four and fifteen. In experiments it was found that teams with balanced team roles reached better results in management games than teams where certain team roles were missing. The same seems to be true for creative communication in innovation processes. In order to improve a team, it is possible to identify strengths and weaknesses of the team on the basis of a team role model and to undertake appropriate training. I will present a new team role model that is based on a system-theoretical approach, show first results and give some suggestions for creative communication in teams.

Keywords: team roles, system theory, communication, mutual understanding.

COACHING. A WAY OF ORGANIZATIONAL COMMUNICATION

The Role Of Feed-back In The Coaching Process

**RAMONA CLAUDIA CAMARASAN
BABES-BOLYAI UNIVERSITY, CLUJ-NAPOCA, ROMANIA**

Organizational communication as a term it is used in this paper means a face-to-face process, which takes place between two or more individuals that activate side by side to achieve the organization objectives and goals and fulfill its mission. Feedback, as a communication tool, represents a process through which a person is giving the individual information on how she or he performs in a specific activity. Coaching is an interactive process (achieved through communication process) designed to allow individuals and teams to generate results. The purpose of coaching is to improve individual performance, personal performance and

Program shedule

SUNDAY, 2ND MAY 2004
ARRIVAL DAY

17 – 20 h Executive Board meeting No.1
21 h Welcome party

MONDAY, 3RD MAY 2004
1ST DAY

9³⁰ – 10 h GRAND OPENING
10 – 11 h Introductory lecture: Physical Environment and It's
Influence on Human Behaviour, Prof. Žarko Korać, Ph.D.,
Faculty of Philosophy, University of Belgrade
11 – 14 h General Assembly No.1
15 – 18 h Students' papers and poster presentations Vol.1
18 – 20 h WorkGroups session No.1
22 h Cultural evening feat. International Disaster Bend

TUESDAY, 4TH MAY 2004
2ND DAY

10 – 18 h Seminars
18 – 20 h Executive Board meeting No.2
22 h Games without frontiers!

WEDNESDAY, 5TH MAY 2004
3RD DAY

10 – 12 h Lectures
12 – 14 h WorkGroups session No.2
15 – 18 h Executive Board meeting No.3
15 – 18 h Workshops Vol.1
18 – 20 h Students' papers and poster presentations Vol.2
22 h DJ Party

THURSDAY, 6TH MAY 2004
4TH DAY

10 – 18 h Excursion
18 – 20 h WorkGroups session No.3
20 h Traditional dinner

FRIDAY, 7TH MAY 2004
5TH DAY

09 – 12 h Executive Board meeting No.4
10 – 12 h Lectures
12 – 14 h Workshops Vol.2
15 – 18 h General Assembly No.2
18 – 20 h Special lecture: *Total Communication*, **Dragan Sakan**, New Moment New Ideas Company
22 h Live bend Party

SATURDAY, 8TH MAY 2004
6TH DAY

10 – 14 h General Assembly No.3

18TH EFPSA CONGRESS

15 – 17 h	Evaluation of the Congress
17 – 18 h	Projects and organisations presentations
18 – 20 h	Sports & free time
21 h	Official closing of the Congress
22 h	Goodbye party

SUNDAY, 9TH MAY 2004

DEPARTURE DAY

9 – 11 h	Executive Board meeting – The Next EB Generation
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MEALS

EVERYDAY

08 – 10 h	Breakfast
14 – 15 h	Lunch
20 – 21 h	Dinner

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Angel Barrasa
18 EFPSA Congress
COMMUNICATION

Kopaonik (Serbia & Montenegro) 2-9 May 2004



Organizational Communication and Communication in Work Groups

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Analysis of Organizational Communication and Effectiveness of Communication in Teams and Work Groups

COMMUNICATION ->ORGANIZATION

these topics are

inseparable

innate

inherent





OBJETIVES: That our organization performs
the only way is COMMUNICATION
COMMUNICATION make available

analysis of external context

establishment of objectives and goals

coordination of activities

setting up rules

make decisions

evaluation of performance

...





**Also COMMUNICATION arrange between people
relationships in organizations very functional**

SO

**COMMUNICATIONS is crucial in order to
our organization works**





ARE YOU AGREE?

If yes

The problem is how must be this **COMMUNICATION**

how must be the **COMMUNICATION** structure?





**There are some key variables
to obtain an effective COMMUNICATION:**

configuration

complexity

formalization

centrality

if we analyse it, we get one conclusion...





The conclusion is that

TEAM

is an optimum work unit

SO

TEAMWORKING

**Recently the increase of TEAM-BASED organizations
is very remarkable**





If we use TEAMS in our organizations and TEAMWORK

1. Increase productivity

2. Generate benefits on job related to well being

provides a social network

provide companionship

emotional and practical assistance





COMMUNICATION

ORGANIZATION

TEAMWORK

and now what is the key variable?

What is the more valuable resource in our organizations?

KNOWLEDGE





We need to share KNOWLEDE in our organizations

for it recent theories analyse

1. Shared Mental Models

2. Transactive Memory Systems

3. Metacognition





SHARED MENTAL MODELS

**members of team precise explanations
and expectations
about task**

**facilitating coordination of their actions
adjusting it to requirements
of task
and
of the companions**





TRANSACTIVE MEMORY SYSTEMS

**individual memory in combination
of communication process in team**

make possible

**a shared conscience of who knows what
in the work group**





METACOGNITION

**knowledge that members retain about
about team cognition states and process**

emerging from team activity and experience



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