James Drogan

203-829-3172 • jmsdrgn@mindspring.com • jmsdrgn.squarespace.com

7th Annual Symposium on Communication and Communication Intensive Instruction

"New Rules: Convention and Change in Communication."

Bernard L. Schwartz Communication Institute

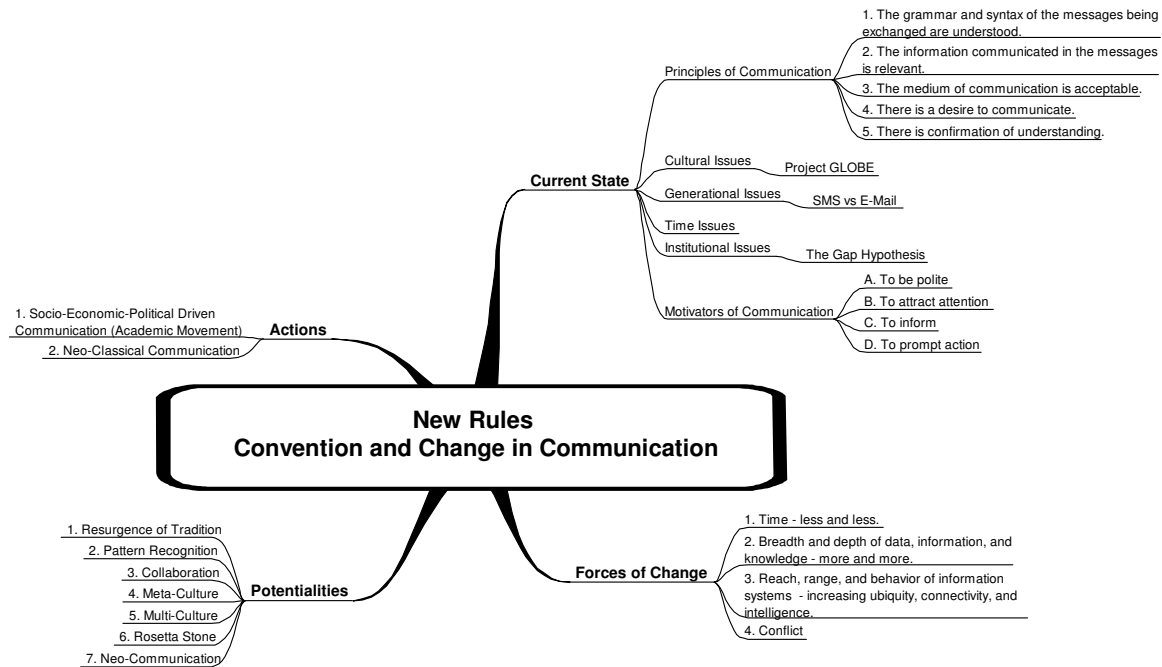# April 27, 2007

Figure 1 Initial Mindmap[1]

I.   Current State

   A.   Principles of Communication

      1.   The grammar and syntax of the messages being exchanged are understood.

      2.   The information communicated in the messages is relevant.

      3.   The medium of communication is acceptable.

      4.   There is a desire to communicate.

      5.   There is confirmation of understanding.

   B.   Cultural Issues

---

[1]   James Drogan, New Rules Convention and Change in Communication, mpp file, [April 15, 2007]

1. Project GLOBE[23]

A further look at the culture

Dimensions of Culture	Cultural Groups
• Assertiveness	• Anglo
• Future Orientation	• Arab
• Gender Differentiation	• Confucian
• Uncertainty Avoidance	• East Europe
• Power Distance	• Germanic
• In-Group Collectivism	• Indigenous Africa
• Performance Orientation	• Latin America
• Humane Orientation	• Latin Europe
	• Nordic
	• South Asia

Project GLOBE http://www.ucalgary.ca/mg/GLOBE/Public/Links/lessons_project_globe.pdf

4/15/2007   *GBTT 351 C Sp6 International Logistics*   *7*

Figure 2 Project GLOBE Summary[4]

C. Generational Issues

1. SMS vs E-Mail

    a. Based on experiences at *Executives on Campus Freshman Seminar for Learning Communities*, Baruch College, October 2006

        ♦ Baby Boomers ~ comfort with e-mail

        ♦ Millennials ~ comfort with SMS[5]

D. Time Issues

1. The time available to cycle through SIDAL continues to decrease.[6]

2. "I also think that time is going to "shrink" to the size of a "dot" (instantenous communications, time zone borders disappeared, etc.): what today takes hours, will take seconds and even milliseconds in the future. Thus, it will also require the increased accessibility of human participation (even in the case when most of the processes are

---

[2] Mansour Javidan and Robert J. House, "Cultural Acumen for the Global Manager: Lessons from Project Globe," <u>Organizational Dynamics</u> 29.4 (2001).

[3] Robert J. House and Global Leadership and Organizational Behavior Effectiveness Research Program., <u>Culture, Leadership, and Organizations : The Globe Study of 62 Societies</u> (Thousand Oaks, Calif.: Sage Publications, 2004).

[4] James Drogan, 1. Introduction to the Course and to International Physical Distribution Systems, ppt file, [April 15, 2007]

[5] James Drogan, <u>Another Look at Communication Effectiveness</u>, 2006, http://jmsdrgn.squarespace.com/storage/another%20look%20at%20communication%20effectiveness.pdf, [January 28, 2007].

[6] James Drogan, <u>The Role of Visualization in Communication</u>, 2007, http://jmsdrgn.squarespace.com/storage/The%20Role%20of%20Visualization%20in%20Communication.pdf, [February 10, 2007].

automated, the speed of communications and automation might be so high that rotation "human mind/machine" would be speeding up exponentially).[7]

    E. Institutional Issues

        1. The Gap Hypothesis[8]

           a. A gap exists between what the academe produces and what the business world wants in communications skills

    F. Motivators of Communication

        1. To be polite

        2. To attract attention

        3. To inform

        4. To prompt or forestall action

II. Forces of Change

    A. Time - less and less is available to make decisions

        1. Bandwidth is increasingly feeding the human machine of intuition which becomes more effective and efficient at deploying SIDAL thus leading to decision windows that continually decrease in size
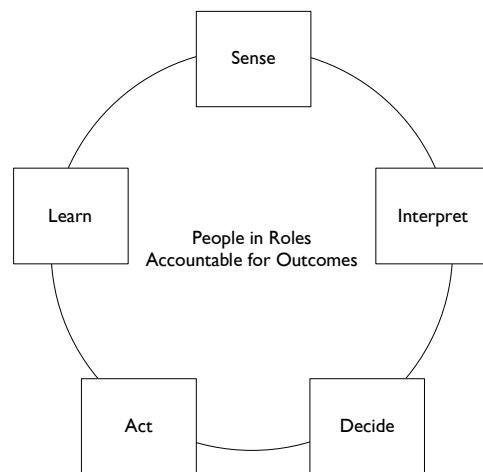

Figure 3 SIDAL[9]

        2. Decisions are being made faster - it does not follow that the decisions are better[10]

        3. Ability to navigate the loop for an opportunity of a given complexity improves over time. As a consequence we tend to take opportunities of increasing complexity.

    B. Breadth and depth of data, information, and knowledge - more and more

---

[7] Elena Novikova, Discussion Response in Module 14 The Future of TMGT 7300 DL Sp7 MIS in Transportation, Maritime Graduate Course, April 24, 2007

[8] James Drogan, Bizz School Re-Thinking 6/19/5, 2005, http://jmsdrgn.squarespace.com/droganbloggin/2005/6/19/bizz-school-re-thinking-6195.html, [April 3, 2007].

[9] James Drogan, 7300 DL Sp7: SIDAL, vsd file, April 15, 2007

[10] By a better decision I mean producing the desired outcome more efficiently or a better outcome with acceptable efficiency.

1. Users

Internet Usage Growth
1995 - 2006
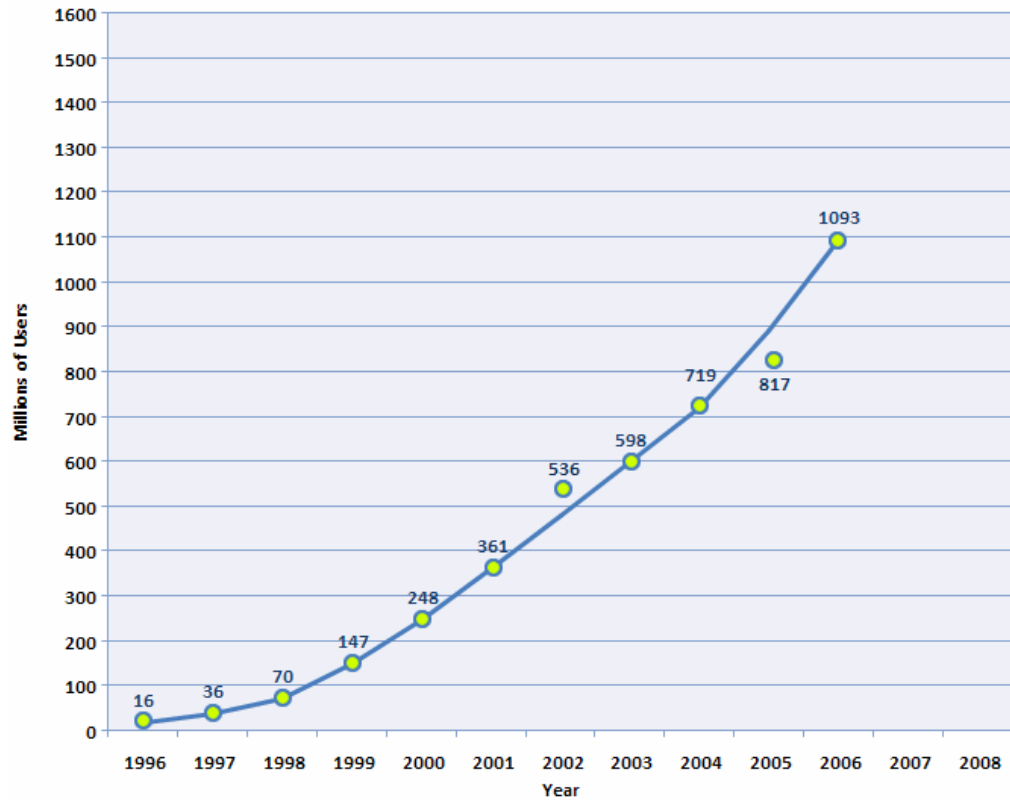
Copyright © 2007, www.internetworldstats.com [11]

2. Traffic

"How Big Is The Internet?

Good question. To give you an idea, when Bill Clinton was inaugurated as President there were 200 domain hosts in use (200 numeric addresses in use and only eight (8) of them ended in .com or .net! As of January 1, 2004 there were 194,000,000 domain hosts in use."[12]

3. Pages

"Google 3.083 billion pages."[13]

"So How Fast Is The Internet Growing?

Research shows that the known Internet - the Internet excluding the Deep Web is growing by more than 10,000,000 new, static pages each day. In contrast, the fastest growing search engine database is increasing at about 10% of this pace."[14]
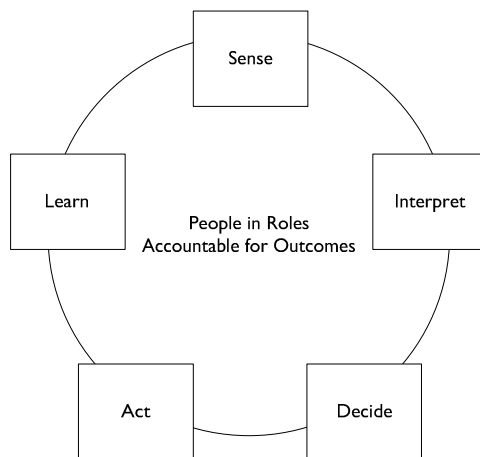
---

[11] Internet World Stats, http://www.internetworldstats.com/emarketing.htm [April 8, 2007]

[12] Metamend, http://www.metamend.com/internet-growth.html [April 8, 2007]

[13] Ibid. Only about 10% of the Internet is accessed.

[14] ibid

C. Capacity mismatches[15]

   1. The SIDAL boxes are not all the same size

   2. The context in which SIDAL exists grows in size faster than SIDAL capacity

   3. Capacity mismatches – a function of the degree of translation that needs to take place at the interface (hypothesis)

      a. Perhaps a significant issue needing to be addressed by neo-communications

D. Reach, range, and behavior of information systems - increasing ubiquity, connectivity, content and intelligence

   1. Connectivity and collaboration to grow and apply collective intelligence[16]

E. Conflict

   1. Issue with the willingness of principals to apply principles

      a. There is a desire to communicate.

      b. There is confirmation of understanding.

III. Potentialities

   A. Resurgence of Tradition

      1. Unlikely – does not deal with the issues of translation and capacity mismatch

   B. Pattern Recognition

      1. Likely – offers an opportunity to address the issues of translation and capacity mismatch

         a. Requires new skills

   C. Collaboration

      1. Likely – offers an opportunity to address the issue of capacity mismatch

         a. May introduce unacceptable interaction costs

   D. Meta-Culture

      1. Not likely – Esperanto[17] redux

---

[15] See Drogan, The Role of Visualization in Communication]. for ideas on dealing with the issue of capacity mismatch.

[16] James Drogan, Bizz School Re-Thinking 6/19/5

        a. See comment on conflict

        b. Lack of propensity for cultural assimilation

        "U.S. 301,564,994, World 6,587,534,991, 22:37 GMT (EST+5) Apr 08, 2007"[18]

E. Multi-Culture

    1. Not likely – the notion of using multi-cultural (akin to multi-lingual) knowledge, skills, and experience to support improved communication

        a. Difficulty in acquiring the knowledge, skills, and experiences

F. Rosetta Stone

    1. Note likely – a universal translator may be possible, but it is unlikely to deal with the subtleties of culture
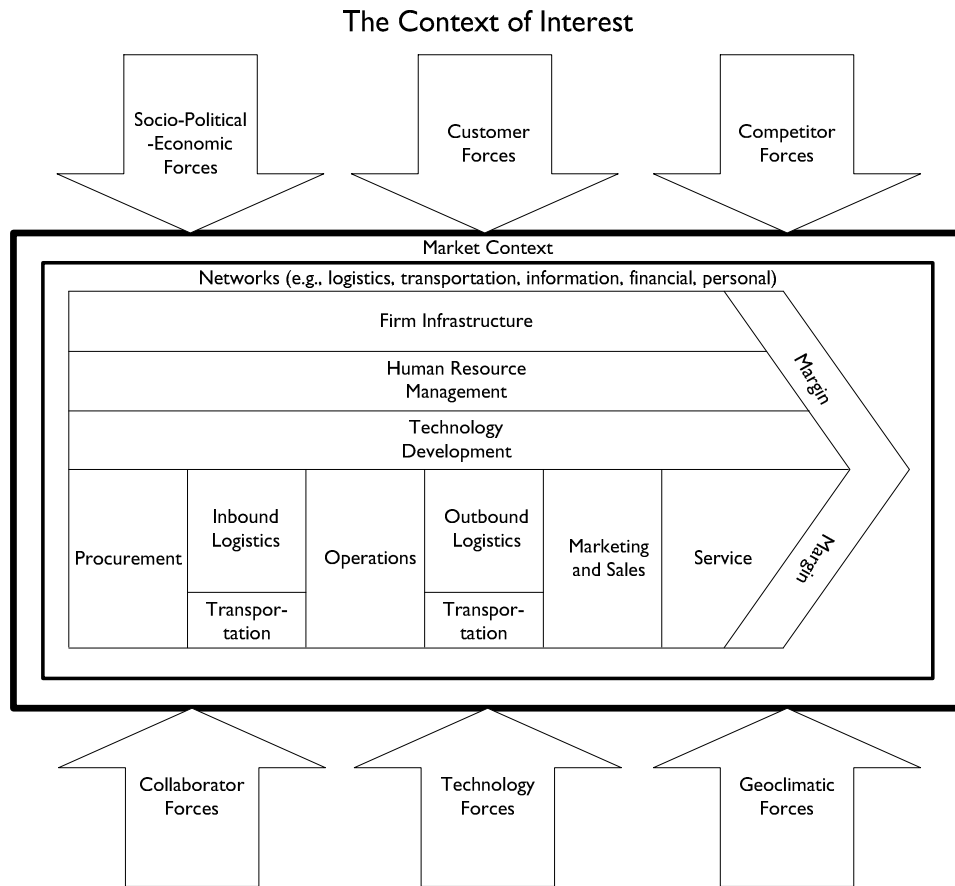
G. Neo-Communication

    1. Characteristics

        a. Adaptability – seeing clearly in the kaleidoscope of culture and fast-moving business drivers; a balanced view of change (the yin and the yang)

        b. Social awareness – "…ability to pay attention, to listen and hear, to understand, to practice tolerance, to accept and, ultimately, to work in a more positive way for the common good."[19]

---

[17] An artificial international language with a vocabulary based on word roots common to many European languages and a regularized system of inflection. Answer.com [April 8, 2007]

[18] US Census Bureau, http://www.census.gov/main/www/popclock.html [April 8, 2007] The notion here is that the US represents cultural assimilation, but I doubt that to be true. Even if true, the US is but 5% of the world's population.

[19] James Drogan, "Data, Information, and Knowledge - Relevance and Understanding," 2007.

c. Understanding of Context[20]

The Context of Interest

```
          Socio-Political         Customer              Competitor
          -Economic               Forces                Forces
          Forces
```

```
                              Market Context
           Networks (e.g., logistics, transportation, information, financial, personal)
                              Firm Infrastructure
                              Human Resource
                              Management                                    Margin
                              Technology
                              Development

                    Inbound              Outbound
                    Logistics            Logistics       Marketing
          Procurement          Operations               and Sales   Service    Margin
                    Transpor-            Transpor-
                    tation               tation
```

```
          Collaborator            Technology            Geoclimatic
          Forces                  Forces                Forces
```

d. Life long learning – "inspirational dissatisfaction"[21]

e. Experiences learned in the world – "See one, do one, teach one."[22]

f. Skill in multi-sensory communications

   "Communication is a combination of actions: speaking, writing, personal appearance, body language, appearance of documents, listening, observing, and questioning."[23]

```
                          Critical Thinking
          Input      →    and             →      Output
                          Communication
```
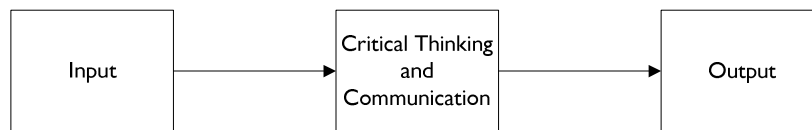
   Inbound communication skills must be as strong (stronger?) than outbound communications skills

---

[20] James Drogan, "The Context of Interest," vsd file [April 8, 2007]. This is meant to be an example of context. In this case it is applied to organizations wherein the global supply chain is critical to success.

[21] Robert Neuschel, Director, Northwestern University Transportation Center.

[22] From the medical profession.

[23] James Drogan, Negotiating Group Membership through Communications, 2003, http://jmsdrgn.squarespace.com/storage/Negotiating%20Group%20Membership%20Through%20Communication.pdf, [March 21, 2007].

- ♦ Why are man's senses the way they are (Darwin)
    - g. Negotiation skills

IV. Actions

    A. Socio-Economic-Political Driven Communication (Academic Movement)

        1. Letting the world as it is shape the required communication – relevancy is the key word

        2. Close collaboration between business and academia[24]

            a. The Baruch Executive Student Partnership

            b. Field Center for Entrepreneurship: Zicklin School Of Business - Baruch College

    B. Neo-Communication

        1. The star to steer by, but also a bridge too far

V. Miscellaneous Notes

    A. "Looking at my own narrow field of programming-language design, my view is that a good language can be a major asset, but only when used appropriately and well. A language doesn't solve problems; it merely helps the expression of solutions."[25]

    B. "Anything that helps people express their ideas makes a language better."[26]

---

[24] James Drogan, Bizz School Re-Thinking 6/19/5

[25] Jason Pontin, "Bjarne Stroustrup - the Problem with Programming," Technology Review January/February 2007.

[26] Pontin, "Bjarne Stroustrup - the Problem with Programming."

Bibliography

Drogan, James. Another Look at Communication Effectiveness. 2006. Available:
   http://jmsdrgn.squarespace.com/storage/another%20look%20at%20communication%20effectiveness.pdf. January 28, 2007

---. Bizz School Re-Thinking 6/19/5. 2005. Available:
   http://jmsdrgn.squarespace.com/droganbloggin/2005/6/19/bizz-school-re-thinking-6195.html. April 3, 2007

---. "Data, Information, and Knowledge - Relevance and Understanding." 2007.

---. Negotiating Group Membership through Communications. 2003. Available:
   http://jmsdrgn.squarespace.com/storage/Negotiating%20Group%20Membership%20Through%20Communication.pdf. March 21, 2007

---. The Role of Visualization in Communication. 2007. Available:
   http://jmsdrgn.squarespace.com/storage/The%20Role%20of%20Visualization%20in%20Communication.pdf. February 10, 2007

House, Robert J., and Global Leadership and Organizational Behavior Effectiveness Research Program. Culture, Leadership, and Organizations : The Globe Study of 62 Societies. Thousand Oaks, Calif.: Sage Publications, 2004.

Javidan, Mansour, and Robert J. House. "Cultural Acumen for the Global Manager: Lessons from Project Globe." Organizational Dynamics 29.4 (2001): 289-305.

Pontin, Jason. "Bjarne Stroustrup - the Problem with Programming." Technology Review January/February 2007: 22.