



# NEWS

FROM **WATERLOO LUTHERAN UNIVERSITY**

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Attention: Financial Editors  
FOR IMMEDIATE RELEASE

DEAN SPECKEEN SPEAKS ON COMMUNICATION

TO INDUSTRIAL MANAGEMENT CLUB

If you are an average Canadian, you spend about 70 per cent of your waking hours communicating -- listening, speaking, reading and writing. But the process is complex and few understand it as well as they should.

"If communication is intended to affect behaviour, we need to understand the variables and processes underlying behaviour and behaviour change," Dr. Frederick J. Speckeen, dean of students at Waterloo Lutheran University said last night.

He was speaking to the Industrial Management Club at the Kitchener-Waterloo YMCA.

"We hear what we want to hear and see what we want to see," the university dean added.

And he told of the message relayed during the war by 20 runners. The first man was told to repeat, "Send reinforcements, we are going to advance". The last man in the chain got this message: "Send three and four pence, we are going to a dance".

Social structures also play a part in communication, Dr. Speckeen said.

"Are your subordinates certain as to what you expect in terms of role behaviour? When you say, 'I suggest that...', are you merely suggesting? Or are you ordering?"

He added that one must also consider group norms, the uniformity of behaviour that is maintained by group pressure.

"Norms exist even in the subcategories of a system. There may be a norm for secretaries, in which secretaries take two 15-minute coffee breaks per day. To take fewer or more would result in punishment by the group."

Dr. Speckeen added that changes in people and situations must also be taken into consideration. "Change is inevitable. Our job is to control it in a given direction."

"When we communicate we should base our predictions on everything we know," the Waterloo Lutheran University official said. "It is plausible to argue that human behaviour can never be predicted with complete accuracy."

"This is what makes communication interesting, frustrating and fun."