



## Part 1: Management

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Part I: Management

### Course 5

## Training

- Training functions
- The principles of communications
- The WIN – WIN model
- Instructor – Coach – Mentor

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## Training functions:

### THE TRAINING FUNCTION

The training function represents the assembly of the processes through which there is traced the course of the actions evolution in a firm, and which the employed personnel is made to follow. The training function is strongly based on the management behavioural approach, where the communication and motivation processes (§ 1.2) have a decisive role.

The tracing of the course of the activities evolution in a firm, the transmission of the tasks and responsibilities, of the action plans, can be achieved on the basis of an efficient communication process. Within the period of the past century, this component of the training function was framed in the management process as the *control function*, its essence consisting in the release of the actions. At present, the essence of the training function consists in the capacity to release the actions, to call up and train the firm employees during the work process.

By means of the training function, the forecasts and the previously elaborated plans are transposed into reality.

The training function offers answers to the following questions:

- What has to be done?
- When has it to be done?
- By whom has it to be done?
- Which is the way to influence the behaviour of the employees to follow the established course?

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## The principles of communications:

### Communication

**Communication** represents an essential process for maintaining the inter-human contacts, which stands at the basis of social organization.

Most of the speakers perceive the word **communication** as an exchange of messages, facts, ideas, impressions, between two or more persons.

There has not yet been established a unique definition for the communication concept, the attempt to find a universally valid definition being almost impossible.

*The aim of communication* is to inform, motivate, convince, instruct, encourage.

*The object of communication* is to create a way through which messages can be received (heard, read), understood, accepted.

**Communication** is a complex process which, from the point of view of communication science, has four fundamental components [Cui-2000]:

- *The emitter,*
- *The channel,*
- *The information,*
- *The receiver.*

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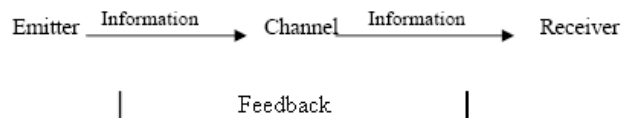
## The principles of communications:

*The emitter* (the source) initializes the communication process by establishing the first *information transfer*. The emitter transforms (codes) the message into specific signals in order to be transferred.

*The channel* or media represents the way (the means, the support) of the information transport and distribution. The communication channel can be a compound channel. In case of oral, "face to face" communication, between two or more persons, there are activated the *vocal, auditive, visual* channels.

*The information* represents the message, news, idea, emotion, feeling transmitted through the channel by the emitter in order to be received by the receiver.

*The receiver* receives, decodes and interprets the message (according to his own perceptions). The decoding is strongly influenced by the way of interpreting. The receiver closes the loop of the communication process (sends the feedback) by transmitting the result of the interpreting process, thus becoming an emitter.



The phenomenon of entropy appears very frequently in the theory of information (a random error, activated at a certain level, which causes the system desorganizing), the message being able to be distorted or deteriorated in time, up to the loss of the initial data. There can be applied a self-adjustment to the system by means of reaction (feedback)

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## Interhuman vs. organizational communication:

But the **interhuman communication** is by far more complex, the transmission channels, and the information, respectively, being in fact multiple (words, tone, intonation, emotions, gestures, thoughts, etc.) The roles between the emitter and the receiver change permanently, the flow of information functioning, in fact, both ways each of them using multiple channels to transmit messages that are intercorrelated and worded in various codes.

**The organizational communication** has the role of processing the information and messages with a view to achieve the individual and common objectives of the employees of a given organization, that have to:

- inform;
- harmonize the dynamics of changes;
- train the human resources during the firm processes;
- create a pleasant work climate;
- facilitate team work;
- promote the firm image and prospects;
- develop the identity of a firm.

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## Forms of communication:

### Forms of communication

Communication can be as follows, as function of the nature of the used symbols:

**Verbal communication** uses speech as a form of expression. It is the most complex system of significances (grammar), being useful for the development of human understanding, the development of the learning process, the development of logical thinking, for the understanding of implications, of the relations expressed in notions, judgements, reasonings.

Verbal communication enables a logical game of ideas transmission, in a flexible, spontaneous development.

**Verbal communication** is of two types:

- oral communication – addressed to the auditive receiver;
- written communication – addressed to the visual receiver.

**Non-verbal communication** uses non-verbal symbols expressed through body language (gestures, mimicry, accent, intonation, interjections etc.), which create certain meanings of the following kind: meanings that repeat, contradict, replace, complete, stress the message transmitted through verbal communication.

**Non-verbal communication** may be:

- interpersonal communication, in case the emitter is a person that addresses another person for personal reasons, most of the times in one's own name;
- organizational communication, when the emitter is employed/involvement in an organization, and the process of communication supposes the achievement of certain objectives that are specific for a given organization.

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## Communication barriers:

### Communication barriers and the ways of surpassing them

The information transmitted during the process of communication can be blocked up or only disturbed by a series of factors that interpose between the intended significance and the perceived one, and the causes may be generated by any component of the communication (emitter, message, channel, receiver), or by their interaction.

The barriers consist in:

- the receiver's tendency to hear only what he wants to hear;
- the inadequate use of the communication process elements;
- the assessment of the objective source by applying subjective criteria: the same message may have different meanings as function of the way the emitter is looked upon;
- the different perception of the same words by different persons;
- the fluctuation of the emotions and the incapacity of their control;
- the ignoring of the information that do not agree with what we know;
- the different perception of the same message as function of the receiver's context;
- the incapacity of distinguishing a relevant message from another message with reduced significance.

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## Communication barriers:

There are presented below some essential approaches by means of which the communication barriers can be surpassed. They consist mainly of the following:

- the clear establishing of the communication aim;
- the preparing of the communication process by clarifying the ideas and the approach (*preferably in written form*);
- the identification of the proper moment for the communication opening;
- the use of a simple, clear, open, and direct language;
- the attempt to identify all the elements which bring about a certain perception;
- each sharer of the communication process shall first of all accept the position of a listener, and then the position of an emitter;
- the correlation of what has been said with facts;
- the transformation of the communication style from a defensive style into a productive one;

**KISS (Keep It Short and Simple!)**

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## The WIN – WIN model:

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### The model of Win-Win reason

In the interhuman relations there have been identified 6 models of human interactions:

- 1) **Win-Win** – represents the model of the persons for whom the adopted solutions are mutually advantageous. Win-Win model is based on the following characteristics:
  - life is an *arena for cooperation, not for competition*;
  - it is based on the paradigm that asserts that *there is enough for everyone*, one's success is not obtained with the price of another's failure, or exclusion.
- 2) **Win-Lose** – represents the model of the persons who consider themselves in a permanent competition, where there dominates the lack of trust, and base themselves on the attitude that only one will win, and the other will lose.

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## The WIN – WIN model:

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- 3) **Lose-Win** – represents the model of the persons that lack the inner force, who adopt the following attitude: *"I am a pacifist, I make anything for peace"*. The persons that adopt Lose-Win model, base themselves on the following characteristics:
  - they have no criterion, no vision;
  - they are very affectionate towards those who adopt Win-Lose attitude, practically, they live on the others support.
  - Win-Lose and Lose –Win models are generated by the feeling of **inner insecurity**.
- 4) **Lose-Lose** – represents the philosophy of the persons that are totally dependent and lack an inner direction, and who are deeply unhappy.
- 5) **W** – The persons with this mentality think to assure their own interests, and leave to the others to assure theirs themselves.
- 6) **W-W or no deal** – represents a superior option of Win-Win option.

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# Instructor vs. Coach vs. Mentor:

**Instructors** disseminate knowledge.

**Instructors** train to immediate tasks.

**Coaches** help people build skills.

**Coaches** accompany achievements.

**Mentors** shape mentee attitudes.

**Mentors** provide whole-life shaping.

Thus...