CONESTOGA
Connect Life and Learning

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Deliverable:	Assignment
Course Name:	MGMT8761-24F-Sec17-Management and Leadership Essential

Date Assigned:	05/11/2024
Date Due:	10/11/2024
Rules:	- Individual. - Cheating is not allowed. - Plagiarism counts as cheating! - That FAILURE to submit work in the course can result in a grade of 'F' or 'I' for failure to complete the course!

Instructions:

Managing up **is a complicated for any level of employee (Module 9, Slide 4). Being able to use influence to challenge those with higher authority than you takes specific skills. In the** *Effective Management* **simulation by Ametros, you learned more on** *managing up* **using both learning outcomes #11 & 12. In the simulation you had to challenge your boss Janice on how your views on the team differ from hers. Using this information and more on how to communicate inclusively from Module 9, answer the questions below.**

TO DO: Complete Learning Objects 1- 12 in Ametros. Answer the following questions about how to use inclusive communication to not only influence your Evergreen Design team (Ametros) but also communicate up with Janice.

YOU MUST COPY AND PASTE THE QUESTIONS IN YOUR WORK. Failing to include the questions will result in a grade of zero on your assignment.

FAILING TO COMPLETE THE REQUIRED LEARNING OBJECTS IN AMETROS & LINKING YOUR WORK TO YOUR EVERGREEN DESIGN TEAM WILL RESULT IN A GRADE OF ZERO ON THE ASSIGNMENT!

BE SURE TO READ THE INSTRUCTIONS CAREFULLY AND REVIEW THE RUBRIC TO ENSURE YOU ARE INCLUDING ALL OF THE REQUIRED ELEMENTS IN YOUR WORK.

Question 1:

In module 9 you were introduced to the 3 characteristics of inclusive communication (Zanden & Shallet, 2020). Using clear connections to the course material, properly cited & referenced, define inclusive communication and how it differs from traditional communication. (5 marks)

"**Definition of Inclusive Communication**

When leaders or managers promise company staff or members that they are going to make an inclusive workplace with equal opportunities for everyone, but most often they start with a mission statement, vision and values and the assurance that the company will ensure that everyone in the company has a stand. However, if they do not change the ways they interact with their subordinates and colleagues on a daily basis, then leaders are missing an important factor." (Kau, 2024, Module 9, Slide 11)

3 Characteristics of Inclusive Communication

1. "Audience Centered Language
   • Modified as per your group
   • Viewers Point of view
        • Same like you?
        • Unique than you?
        • Take into account their views...
   • Move from 'I' & 'you' to 'we' & 'us'
        • Concentrate/listen to the group members" (Kau, 2024, Module 9, Slide 12)

Adapting the way of communication based on the nature of the group. Understand their views and opinions even if it looks so unique to yours and try to understand what they are trying to put forward or trying to say. Build a atmosphere or surrounding of unity, integration, and responsibility by referring to group language which will promote teamwork. Under this approach, more people are empowered to have interaction and have teamwork thereby creating a friendly environment where everyone is important and nurtured.

Example 1 → Rather than saying, "Your point of view is more important"

We can say, "Each and everyone's point of view matters as it will help us to achieve the goals of our team."

Example 2 → Rather than saying, "You did not add your contribution to the project"

We can say "How can we ensure that everyone is putting equal efforts or equal input into the project?"

2. "Demonstrating Subject Matter Expertise
   • Cite & provide references of other people for content or ideas used.
   • Explain or demonstrate difficult topics with proper examples.

• Explain ethno-relative terms
    → Different angles to be considered rather than just one perspective." (Kau, 2024, Module 9, Slide 13)

To use collective references and citations from prior sources and site research. Extreme care should be taken to ensure that complex concepts are made more easily understood and accessible to all so that inclusive communication is achieved. Finally, to think ethno-relatively is to assure a competitor that you respect other ways in which one might approach a situation and to demonstrate this in your behavior. Encourage dialogue and questioning rather than 'teach' and follow a partnership rather than a tutor model. This method ensures that knowledge is conveyed in a polite, audience-friendly manner without compromising any barrier, which makes communication engagement more effective for all.

Example of Cite and Reference of others

→" As research of Dr. Einstein says that gravity is universal and its present all around the globe. "

Example of Communicate complex topics in a relatable way with relevant examples

→ "Cooking Mexican dishes is like planning a trip, which all ingredients you need to add acts items that you need to carry for the trip"

Example of Demonstrate ethno-relative terms into consider more than one perspective
→ "Thinking of vaccine, it acts like a firewall of your system which blocks viruses to enter inside your body"

3. "Being Authentic
    • Avoid performing and be yourself
    • Communicate with the audience instead of addressing them...
    • Use words to explain or convey NOT to impress" (Kau, 2024, Module 9, Slide 14)

Let your personality pitch as honest and emotional, not as an act of performance. Learn from your surroundings, address them, and listen to what they have to say about something or other. Make your communication easy to comprehend, relevant, and easily followed by avoiding the use of complex words in order to sound authoritative; instead, use words that everyone can easily comprehend. When you get real with people it helps create an environment in which people cannot be discouraged to come with their creativity in addition to ensuring that they bring out their best. Trust, relationships, and collaboration form the basis of inclusive communication.

Example for Avoid performing and being yourself:

→"I am not able to understand your issue but I am there to resolve and standby next to you"

Example for Communicating with the audience instead of addressing them:

→"I feel like I can manage this task in aggressive way but I would like to know if you have any better way."

Example for the use of words to explain or to convey and NOT to impress:

→"Lets narrow down the issue faced for we can solve the issue easily and quickly"

How does inclusive communication differ from traditional communication?

➔ **Inclusive Communication**

"1. Speak simple English means explaining yourself in clear and uncomplicated words or, in other words, using simple language to express yourself.

2. When information is spread through many different media like video conferences, emails, and face-to-face meetings, people are able to choose the communication medium of their interest.

3. Accessibility is the process of ensuring that communication resources are as accessible as possible and understandable to impaired people.

4. Since communication involves the use of visuals, then it is realized that if not well utilized, visuals can also exclude some of the audiences.

5. Allow getting Feedback as Feedback systems are important to assess the effectiveness of your communication initiatives and ensure that or achieving the expectations of the audience.

6. Give instruction and training to people about how to provide instructions on the right inclusive communication methods that can help in enabling them get acquainted with the right skills that will enable them to communicate inclusively and effectively." (Timi & Timi, 2024)

→ **Traditional Communication**

"1. Broadcasting format as Traditional communication is often noisy. Some of the most common forms of communicating are often a one-way street. Traditional communication is impersonal and is first person broadcast unless the interaction is related to the customer experience (for example, a consumer telephoning or dealing face to face with a customer care personnel).

2. Sometimes, traditional communication is used to educate people about what they are looking for. It is not a dialog and may sound, at times, rather one-way. You might even not be able to feel that it is a person who is talking to you. In fact, a lot of other normal day-to-day communication discourse could occasionally sound incredibly submissive.. That's the reason it is one-way, meaning that nobody is listening or responding to what the speaker is saying.

3. Generalized: Television, for instance, which falls under the traditional means of communication, is slowly aiming at different groups and sectors with different television

commercials as technology evolves. These, however, are more often than not generalized. This targeting can only go as far as choosing a station that you think your audience is likely to listen to. Also, the message is general. When your point of address is in the complex state of informing everything for everyone, this can be a problem sometimes.

4.Repetition: Traditional communication practices repeat a message in the hope that it will change the minds of the target audience and 'remind' them of that particular brand at a particular time. So the first thought, while communicating your strategy, should focus on the primary communication and its ability to be repeated. You can not have something very long." (Strengths of Traditional Communications - Digital Marketing Lesson - DMI, n.d.)

Question 2:

Explain using clear examples and feedback from the *Effective Management* simulation how you used the concepts of *persuasion* from Module 5, slide 14, to influence Janice in the simulation. Your answer should include at least 4 characteristics of persuasion, cited & referenced. (4 marks)

"**Definition of Persuasion**

Persuasion is a course of action whereby an individual or an organization intends to bring about a change of mind among the target group or people. It is also different from compulsion in a way that the message and what is stated in it is going to be passed on to recipients who are able to take an action in relation to the message passed to them." (MSEd, 2023)

Characteristics of Persuasion

1. Commitment and Consistency

My conversation with Janice: "I discussed with Gregory about his commitment as he is busy enough and was able to convey the understanding between the team and what we can do together for the improvement of organizational sales growth." (*Ametros Learning Learner Platform*, n.d.)

2. Liking

My conversation with Janice: "As per discussion with Janice, Gregory liked the traditional approach, and it was helping him to achieve his sales percentage, as well as he being rich in skill with years of experience, whereas he is ready to accept and continue the new way of dealing with sales, He use to resist new approach by Alicia before but with team coordination and to reduce the sales downward trend he accepted new approval for sales growth. As he likes the team and new approach, we can see the

team achieving a beneficial growth trend to avoid any issues in the team." (*Ametros Learning Learner Platform*, n.d.-b)

    3. Authority

My conversation with Janice: "Being an authority person, I came to know their approach Alicia, which was quite hard or not easily acceptable to work on, whereas she has new strategies with new skills in B2B sales of VR with some new features. After discussing with Alicia about how her way of working is impacting the team with her approach, except this matter, the team is doing well." (*Ametros Learning Learner Platform*, n.d.-c)

    4. Unity

My conversation with Janice: "To maintain the unity among team members and to achieve an upward trend in sales, I had a discussion with members and understood what past managers were not emphasizing or bringing things to attention like sales growth, performance, and members' skills. Whereas team is performing great together, and I hope it will achieve upward sales growth with new features and new ways of working together." (*Ametros Learning Learner Platform*, n.d.-d)

Question 3:

Discuss using clear connections to both the *Effective Management* simulation & Module 9 why managing up is different from traditional forms of communication. **Your answer should consider both traditional *power vs influence* (Module 5) and clearly use examples from your conversation with Janice.** **(5 marks)**

Concept of Upward Communication

"This type of communication usually poses the most problems for individuals/employees who lack a formal position in an organizational structure. In fact, the people who have an actual say on the matters concerning one or many other employees are themselves rather subordinate. I'll make managers or person above employee as a great example to emulate. These entities are often referred to as "Middle Managers" to reflect the various roles that they perform to facilitate interaction with lowest-level employees and top executives. Because there is no rationale for an experienced subordinate to listen when you do not possess organizational power, upward communication can be challenging. This is especially so when the message conveyed is the opposite of the person in-charge, say a minister of a certain ministry/department." (*Ametros Learning Learner Platform*, n.d.-e)

How managing uses influence and not legitimate power to be effective:

"Identifying the issue

I informed Janice that the team was not motivated and the Key performance indicators were poor, probably due to the fact that the prior manager seemed to care more about the other factors among the team members than the results.

Handling Conflicts

Janice thought that Alicia was a troublemaker and a bother; I had to point out that, in fact, she is motivated, has great technology skills, and will help with the new company strategy.

Performance Evaluation

I had to be clear and honest with Janice about performance deterioration and the absence of accepting the new approach and driving Gregory, especially with regard to the needed innovations and technology adoption rather than the traditional approach.

Solving issues

I had to explain to Janice that in order for the team to be motivated and more productive, the teams must be updated regularly on the team's performance. So, the team will also feel connected and motivated to work if they see how they impact the business with their team coordination and individual performances." (*Ametros Learning Learner Platform*, n.d.-f)

Question 4:

Explain using examples from the course material how using *inclusive communication* characteristics makes managing up easier. Your answer should clearly relate to the differences discussed in question 1 and also have examples of you *used inclusive communication* in the simulation or feedback you received from the simulation to improve your own inclusive communication skills. (6 marks)

As per characteristics of Inclusive Communication and feedback received from the simulation for managing up easier with Janice are as followed:

"Problem Management
According to what you told Janice, the team was underperforming and unmotivated since the prior manager seemed more concerned with the team's work than with the end results.

Conflict Management

I had to clarify that, despite Janice's perception that Alicia was producing concern and issues, she is actually very driven and has technological talents that will support the company's new work approach**.**

Performance Analysis

The situation that I had with Janice was to let her know that this is why the members must always be informed of their team's performance if the team is to remain motivated and produce better results. If a team has an understanding of what they are doing to that business, then that team is going to feel closer and more driven. It was important you were honest with the management about Gregory and his unacceptance to new work approach was a concern.

Problem Solving

I had to explain to Janice that the team has to be informed about their job in order to get them involved in it and enhance team performance. If a team understands that their participation is benefiting the business, they will always want to feel inspired and that they are part of something significant." (*Ametros Learning Learner Platform*, n.d.-g)

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