

Chapter 16 – Managerial Communication

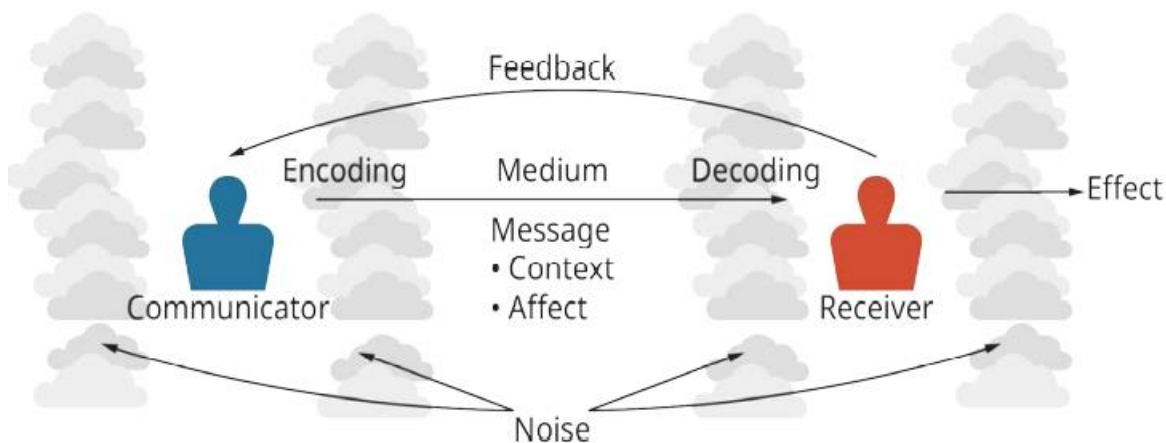
- **What is communication?**

- Exchange of information, ideas, emotions or feelings with others

- **What is interpersonal communication and why is it important?**

- Is very vital for an organization
- Important part of being an effective manager
- It influences opinion, attitude and motivation.
- To express feelings, emotions and intentions to others
- To receive information and feedback
- If no communication no goals can be achieved.

- **Basic communication Model**



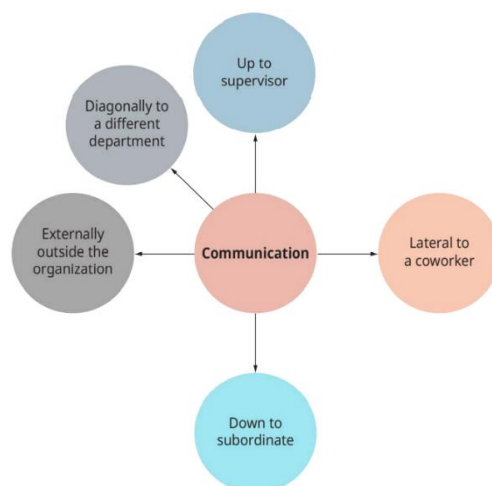
- **Sender/communicator**– is an individual, group or organization who really wants to convey some message/share information with another individual, group or organization. One who **encodes** a message.
- **Encoding** – translating a message into symbols or language that a receiver can understand. Either written/spoken.
- **Medium** – is the channel through which you're sending. E.g. mobile, telephone, email, letter, oral, audio-visual communication.
- **Decoding** – receiver interprets, understands and makes sense of the message. Adds meaning to the message and tries to uncover its underlying intent.
- **Obstacles/noise** – distractions, anything that interferes with the communication process.
- **Feedback** – viewed as the last step in completing a communication episode. whatever receiver understands based on that a feedback will be sent to the communicator and receiver comes into common platform or understanding. 3 basic types:
 - **Informational** – receiver provides nonevaluative information to the communicator.
 - **Corrective** – receiver responds by challenging the original message.

- **Reinforcing** – the receiver informs that he/she has received the message and its intentions.
- **Receiver** – the individual, group or organization for which the message is intended. One who decodes the message.

- **Types of communication in an organization:**

- **Oral communication:**
 - Through spoken languages
 - Most prevalent type of communication.
 - Where we can get immediate feedback or response
 - Cannot refer it in future
- **Written communication**
 - Emails, texts, letters, reports, manuals etc.
 - Written – that we write
 - Used where precision of language and documentation of the message are important.
 - Can refer in future.
- **Non – verbal communication:**
 - Sign languages, body languages can convey conscious or unconscious message to others.
 - Also, traffic lights, sirens etc.

- **Major influences on interpersonal communication.**



- **Social influence** – variety of social influences are there that can affect the accuracy of the intended message - e.g. status barrier.
- **Perception** – The extent to which an employee accurately receives job instructions from a manager may be influenced by her perception of the manager
- **Interaction involvement/ interaction attentiveness** – a measure of how the receiver of a message is paying close attention and is alert or observant.

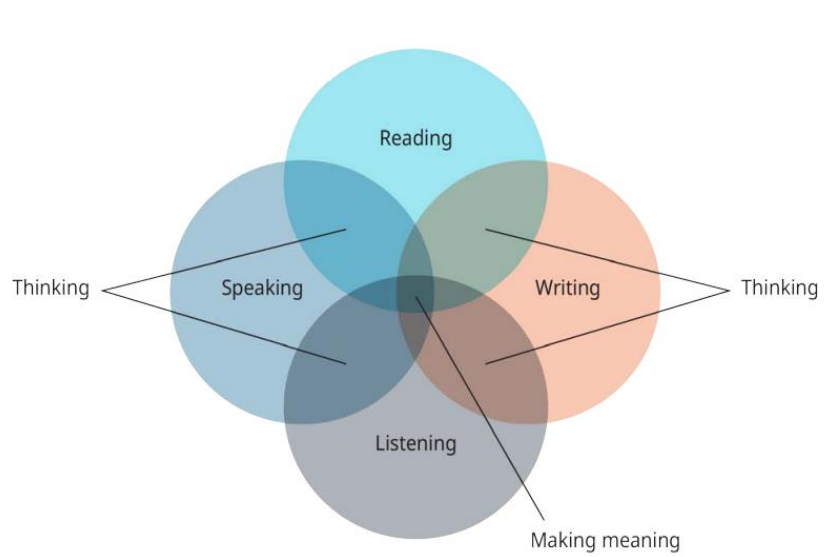
- **Upward direction** – the feedback, direction, suggestions, complaints for low-level employees to higher level employees.
- **Downward direction** – order, rules and regulations, policy, procedure, instructions, circular memo, comes from top to bottom.
- **Diagonal** – different departments.
- **Horizontal** – different departments, colleagues and also outside people.
- **Physical aspects of non – verbal communication.**
 - **Kinesics (body language)** – body motions such as shrugs, foot tapping, drumming fingers, eye movements such as winking, facial expressions and gestures.
 - **Proxemics (proximity)** – use of space to signal privacy or attention.
 - **Oculinids** – eye contact
 - **Chronemics** – use of time, waiting, pausing.
 - **Olfactics** – smells
 - **Vocalics** – tone of voice, timbre, volume, speed.
 - **Sound symbols** – grunting, mm, er, ah, uh-huh, mumbling.
 - **Silence** – pausing, waiting, secrecy.
 - **Posture** – position of the body, stance.
 - **Adornment** – clothing, jewellery, hairstyle.
 - **Locomotion** – walking, running, staggering, limping.
- **Roles managers play**
 - **Decisional**
 - Entrepreneur, disturbance handler, resource allocator, negotiator.
 - In a position to handle and solve issues.
 - Allocate resources based on need of the organisation.
 - Bargaining activity should be carried out.
 - **Informational roles.**
 - Monitor, disseminator, spokesperson.
 - Monitoring and correcting people.
 - Disseminating information.
 - Spokesperson represent the organisation to outside people.
 - Spokesperson will communicate with the general public and address the press.
 - **Interpersonal roles**
 - Figurehead, leader, liaison.
 - Figurehead role - a necessary role for a manager who wants to inspire people within the organization to feel connected to each other and to the institution, to support the policies and decisions made on behalf of the organization and to work harder for the good of the institution.
 - Figureheads are formal authority and symbolic position which shows they are the role model.

- Leaders have to lead the people, motivate them, make people reach their goals, complete the task.
- Liaison is horizontal relationship.
- Work activity, how are you communicating with people on your own level.

- **Managerial communication and corporate reputation:**

- Management communication is a central discipline in the study of communication and corporate reputation. An understanding of language and its inherent powers, combined with the skill to speak, write, listen, and form interpersonal relationships, will determine whether companies succeed or fail and whether they are rewarded or penalized for their reputations.
- A coherent view of management must focus on three issues: the use of rhetoric to achieve a manager's goals, the shaping of a managerial identity, and acting to achieve the goals of the organizations that employ us.
- Communication and action are inseparable. Without the right words, used in the right way, it is unlikely that the right reputations develop.

- **Major channels of management communication:**



- Talking is the predominant method of communicating, but as e-mail and texting increase, reading and writing are increasing.
- Managers across industries, according to Deirdre Borden, spend about 75% of their time in verbal interaction.
- **Daily interactions include:**
 - **One – on – one conversations :** Increasingly, managers find that information is passed orally, often face-to-face in dozens of venues. An enormous amount of information is exchanged, validated, confirmed, and passed back and forth under highly informal circumstances.
 - **Telephone conversations:** Managers spend an astounding amount of time on the telephone these days. Curiously, the amount of time per telephone call is decreasing, but the number of calls per day is increasing.

- **Video conferencing:** Bridging time zones as well as cultures, videoconferencing facilities make direct conversations with people across the nation or around the world a simple matter.
 - **Presentations to small groups:** Managers frequently find themselves making presentations, formal and informal, to groups of three to eight people for many different reasons. Such presentations are sometimes supported by overhead transparencies or printed outlines, but they are oral in nature and retain much of the conversational character of one-to-one conversations.
 - **Public speaking to larger audience:** Such presentations are usually more formal in structure and are often supported by software that can deliver data from text files, graphics, photos, and even motion clips from streaming video. Involve one manager talking to others, framing, shaping, and passing information to an audience.
- **The role of writing:**
- Writing plays an important role in the life of any organization.
 - the most important projects, decisions, and ideas end up in writing.
 - Writing also provides analysis, justification, documentation, and analytic discipline, particularly as managers approach important decisions that will affect the profitability and strategic direction of the company.
 - Writing is a career sifter.
 - Managers at all levels of most organizations draft, review, edit, and dispatch their own correspondence, reports, and proposals.
 - Documents take on lives of their own
- **Communication is invention:**
- Managers literally create meaning through communication.
 - It is largely through discussion and verbal exchange—often heated and passionate—that managers decide who they wish to be: market leaders, takeover artists, innovators, or defenders of the economy.
 - Talk serves as a wonderful palliative: justifying, analysing, dissecting, reassuring, and analysing the events that confront managers each day
- **Information is socially constructed:**
- Information is created, shared, and interpreted by people.
 - Meaning is a truly human phenomenon.
 - Facts are facts only if we can agree upon their definition.
 - Context always drives meaning.
 - A messenger always accompanies a message. Message recipients will judge the value, power, purpose, intent, and outcomes of the messages they receive by the source of those messages as much as by the content and intent of the messages themselves.

- **Managers greatest challenge:**

- Managers' greatest challenge is to admit to flaws in their skill set and work tirelessly to improve them.

- **Manager's Task as Professionals:**

- the first task is to recognize and understand one's strengths and weaknesses as a communicator.
- Foremost among managers' goals should be to improve existing skills.
- Acquire a knowledge base that will work for the years ahead.
- They should be alert to trends that could affect their company's products and services, as well as their own future.
- Managers' final challenge is to develop the confidence needed to succeed as a manager.

- **Key terms**

- **Communicator** - The individual, group, or organization that needs or wants to share information with another individual, group, or organization.
- **Decoding** - interpreting and understanding and making sense of a message.
- **Encoding** - Translating a message into symbols or language that a receiver can understand.
- **Figurehead role** - A necessary role for a manager who wants to inspire people within the organization to feel connected to each other and to the institution, to support the policies and decisions made on behalf of the organization, and to work harder for the good of the institution.
- **Interaction attentiveness/interaction involvement** - A measure of how the receiver of a message is paying close attention and is alert or observant
- **Noise** - Anything that interferes with the communication process.
- **Receiver** - The individual, group, or organization for which information is intended.