

Communication skills for managers

Mgr. Dagmar Halová



Today's topic

- How to be successful in this course
- The selected communication theories and approaches
- Effect of personality on communication
- Social perception



- Groups of 2 students
- Presentation – both of you need to have a speech
- 5 min per couple

- Choose one of the topics discussed in this course
- Prepare case study based on your work experience to explain the theory

Successful completion
of the course

GLOBAL
EDITION



Human Communication

The Basic Course

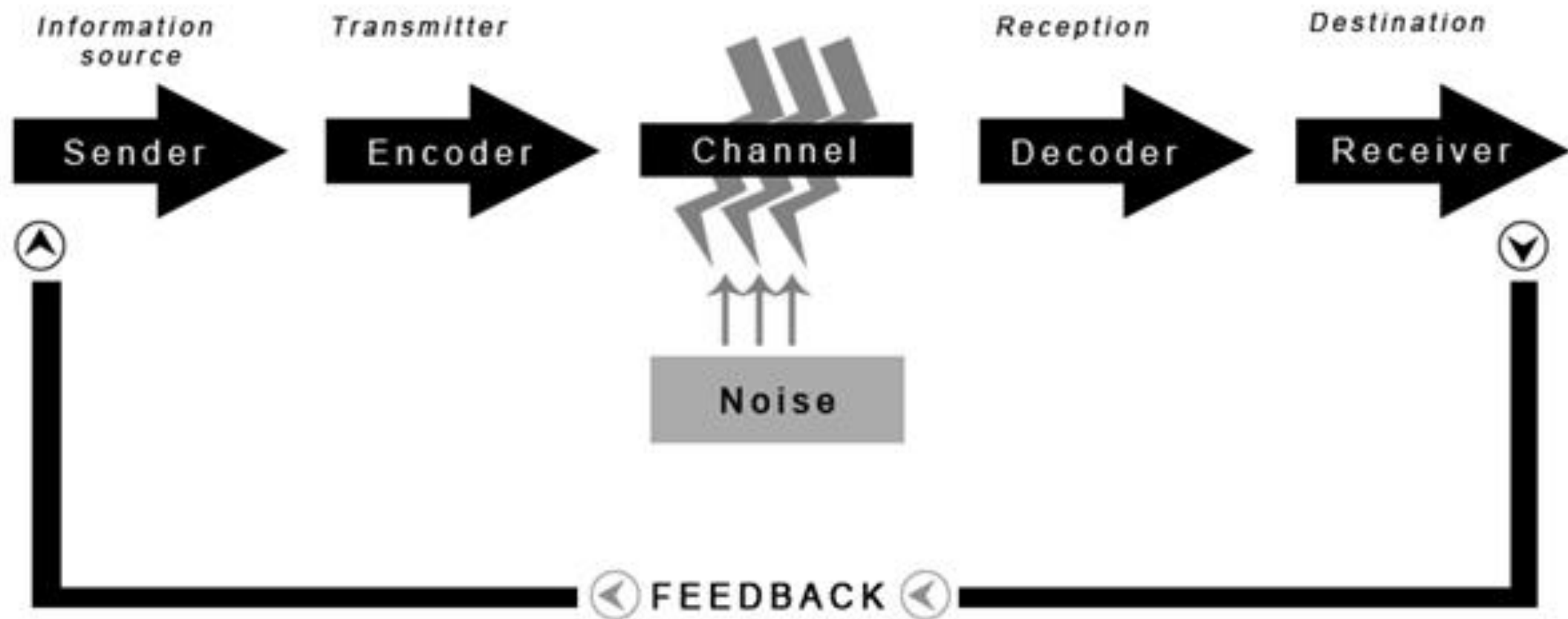
THIRTEENTH EDITION

Joseph A. DeVito



ALWAYS LEARNING

PEARSON



SHANNON-WEAVER'S MODEL OF COMMUNICATION

Grice's conversational maxims

The maxim of quantity

Where one tries to be as informative as one possibly can, and gives as much information as is needed, and no more.

The maxim of quality

Where one tries to be truthful, and does not give information that is false or that is not supported by evidence.

The maxim of relation

Where one tries to be relevant, and says things that are pertinent to the discussion.

The maxim of manner

When one tries to be as clear, as brief, and as orderly as one can in what one says, and where one avoids obscurity and ambiguity

A decorative graphic on the left side of the slide. It features several translucent, 3D-style speech bubbles in various colors (purple, blue, green, red, yellow) arranged in a cluster. The background is a smooth gradient from light blue at the top to dark blue at the bottom.

Discussion

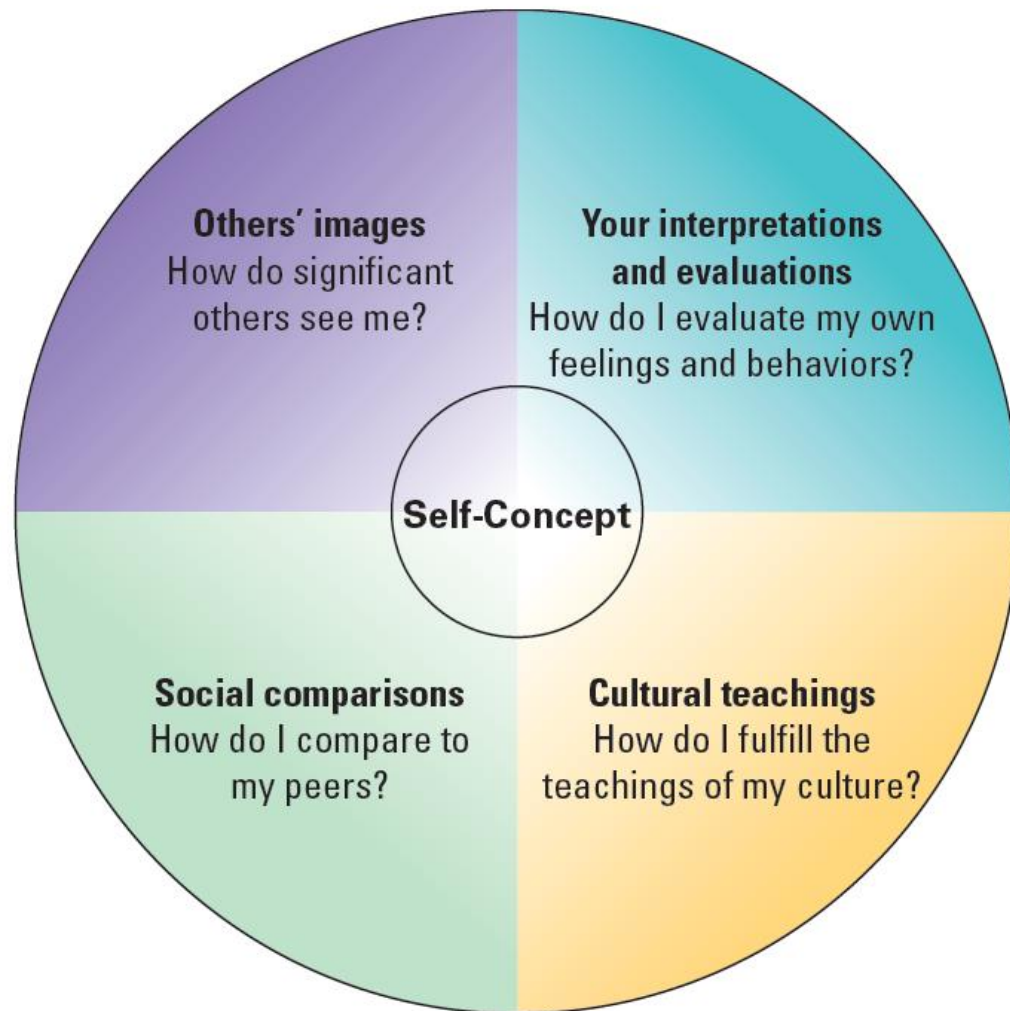
- Apply communication models to managerial communication

The effect of personality on communication

The Self in Human Communication

Who you are and how you see yourself influence not only the way you communicate but also how you respond to the communications of others. (DeVito, 2015)

The Self-Concept



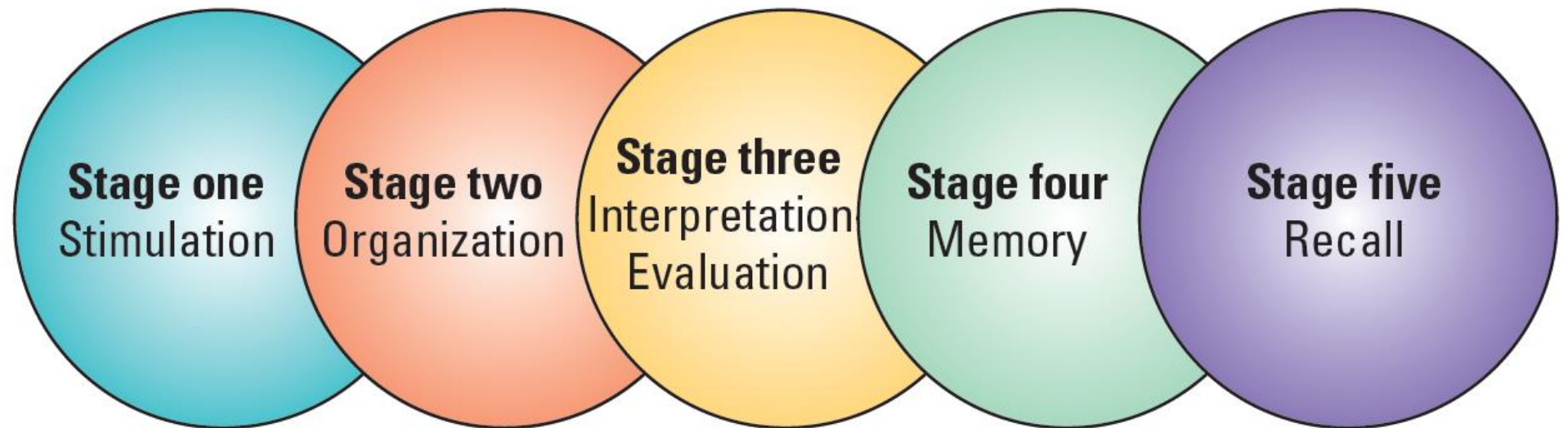
	Known to self	Not known to self
Known to others	Open self Information about yourself that you and others know	Blind self Information about yourself that you don't know but that others do know
Not known to others	Hidden self Information about yourself that you know but others don't know	Unknown self Information about yourself that neither you nor others know

Self-awareness—
your knowledge of
who you are

The Johari Window

Perception

- *Perception is your way of understanding the world (DeVito, 2015)*
- Stages of perception



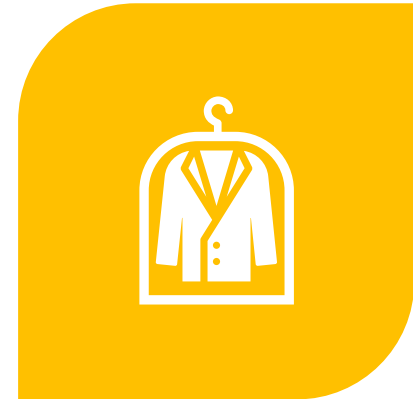
Stage 1: Stimulation



YOUR SENSES ARE STIMULATED
(YOU HEAR, READ, ...)



SELECTIVE ATTENTION



SELECTIVE EXPOSURE

Stage 2: Organization



Rules

- Proximity
- Similarity
- Contrast

Schemata

- From your own experience
- From media

Scripts

- Similar to schema but focuses on action or procedure

Stage 3: Interpretation–Evaluation



- Inevitably subjective and is greatly influenced by your experiences, needs, wants, values, expectations, physical and emotional state, gender, and beliefs about the way things are or should be, as well as by your rules, schemata, and scripts.

Stage 4: Memory



Perceptions and their interpretations—evaluations are stored in memory with “cognitive tags”

Information, that is consisted with schema is more resistant to change

Information that contradicts your schema may easily be distorted or lost

Information that is drastically inconsistent with your schema may remain clear

Stage 5: Recall



You recall or access information you have stored in memory



Recall information that is consistent with your schema.



Fail to recall information that is inconsistent with your schema



Recall information that drastically contradicts your schema



Impression formation



The processes you go through in forming an impression of another person

+

•

○

A self-fulfilling prophecy

- A prediction that comes true because you act on it as if it were true.
 - 1) You make a prediction or formulate a belief about a person or a situation
 - 2) You act toward that person or situation as if that prediction or belief were true
 - 3) Because you act as if the belief were true, it becomes true
 - 4) You observe your effect on the person or the resulting situation and that strengthens your beliefs

+

•

○

Personality Theory

- Everyone has a theory of personality (usually subconscious or implicit) that determines which characteristics of an individual go with other characteristics.
- Halo effect
 - If you believe a person has some positive qualities, you're likely to infer that she or he also possesses other positive qualities.
 - If you know a person possesses several negative qualities, you're more likely to infer that the person also has other negative qualities.

+

•

○

Attribution of Control

A process by which you focus on explaining why someone behaved as he or she did on the basis of whether the person had control over his or her behavior.

- Self-serving bias - you take credit for the positive and deny responsibility for the negative.
- Overattribution— the tendency to single out one or two obvious characteristics of a person and attribute everything that person does to this one or these two characteristics—distorts perception.
- Fundamental attribution error - you overvalue the contribution of internal factors (for example, a person's personality) and undervalue the influence of external factors (for example, the context or situation the person is in).

+
•

- Increasing Accuracy in Impression Formation



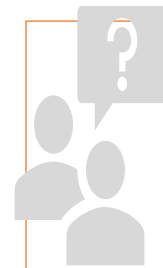
Analyze Impressions

- Recognize your own role in perception.
- Avoid early conclusions.



Check Perceptions

- Describe what you see or hear.
- Seek confirmation



Reduce Uncertainty

- Observe
- Construct situation (eg. Interview)
- Ask
- Interact



Discussion

How can mistakes in perception influence quality of manager's work?



Summary

What have you learned today?





Thank you for your attention



dagmar.halova@mvso.cz
